

# LEARNING WORKPLACES

## **Workshop:**

*Development of Employees –  
Positive Attitude towards Learning Workplaces*

[Date of Workshop]

*Project Agreement Number: 612910-EPP-1-2019-1-CY-EPPKA3-PI-FORWARD*



Co-funded by the  
Erasmus+ Programme  
of the European Union

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# Welcome to the LEARN project's workshop!

Learn continually -  
there's always "one  
more thing" to learn!

*Steve Jobs*





# Attitude test



## Introduction

**Let's break the ice!**

*My first job*

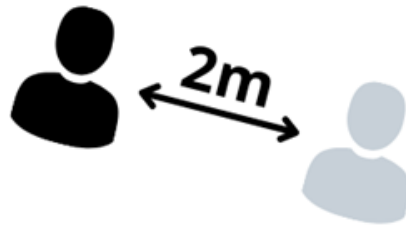

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# Aim

- What are the benefits of learning in/at the workplace?
- How can you be part of the activities leading to the transformation of a workplace into a Learning Workplace?





# Objectives

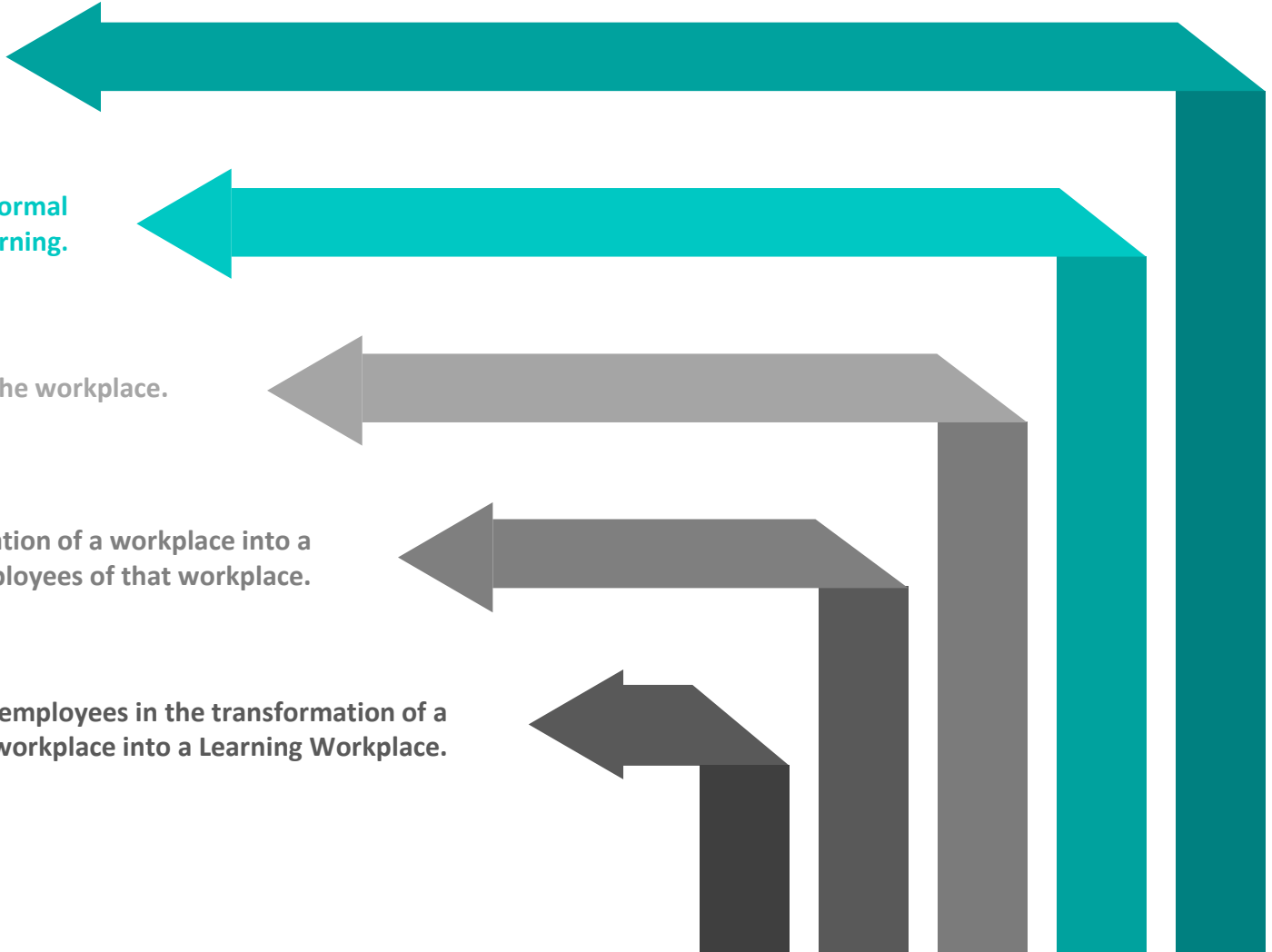
To define and explain what a Learning Workplace is (benefits and barriers).

To distinguish between formal, non-formal and informal learning.

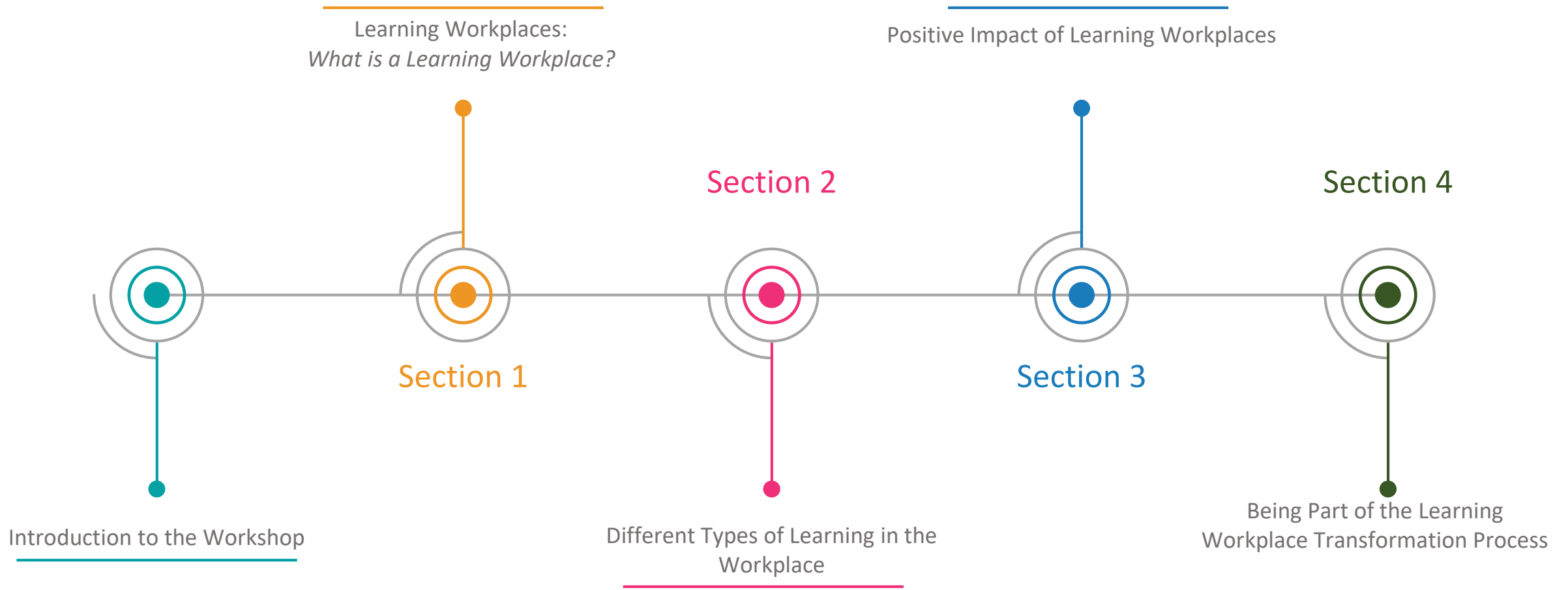
To interpret the benefits of learning in the workplace.

To describe how the transformation of a workplace into a Learning Workplace can impact the employees of that workplace.

To determine the role of employees in the transformation of a workplace into a Learning Workplace.



# Workshop Structure



# Learning Workplaces:

## *What is a Learning Workplace?*

Definition of Learning Workplaces and learning in/at/for the workplace  
Benefits of Learning Workplaces  
Barriers to Learning Workplaces

‘Learning later in life very often **takes place at the workplace**. Therefore, there is increased interest in answering questions such as: **How can we turn every workplace into a learning-friendly environment?** How can we ensure that adults **acquire the skills and competences** they need to obtain rewarding jobs and progress in their professional careers? How can we make **high-quality workplace learning available to everyone?** How can workplace learning help the many adults who **struggle with basic competences like literacy and numeracy?**’

*Marianne Thyssen, European Commissioner for Employment,  
Social Affairs, Skills and Labour Mobility*



# WORKPLACE LEARNING – Definition

Adult learning **IN/AT** the  
workplace:

Learning that adults undertake  
while working **in their workplace** or  
while being **at the workplace**.

The skills and competences they  
acquire ***are not necessarily those  
needed for their work.***



# WORKPLACE LEARNING – Comparison

## Adult learning **FOR** the workplace:

Learning through which adults obtain skills and competences necessary to successfully obtain and keep a job as well as to progress in their professional career.

Therefore, it may refer from preparatory learning, taking place, for instance, in VET institutions.



# What defines a Learning Workplace?



1. **Clarity of Purpose:** a shared vision and open dialogue on how people are valued and need to adapt to deliver the organisation's performance.



4. **Agile, digitally-enabled infrastructure:** a virtual environment that enables a fluid exchange of knowledge, ideas and the adaptation of competence.



2. **Holistic people experience:** a trusted brand that keeps to its promises and develops innovative, commercial and continuous learning opportunities.



5. **Continual engagement:** a dynamic community that continually builds on business relationships, resulting in energy, resilience and growth.



3. **Thriving ecosystem:** a people-led system that enables its people, teams and the extended enterprise to thrive and learn, linked to common goals.



6. **Intelligent decision-making:** a robust platform using insight and performance analytics to drive organisational performance and customised experience.



# Current learning and development priorities for organisations



Base: all respondents: 1,217

# Changes in organisational learning

Figure 13: Thinking back over the last two to three years, has your use of these types of learning and development increased, decreased or stayed the same? (%)

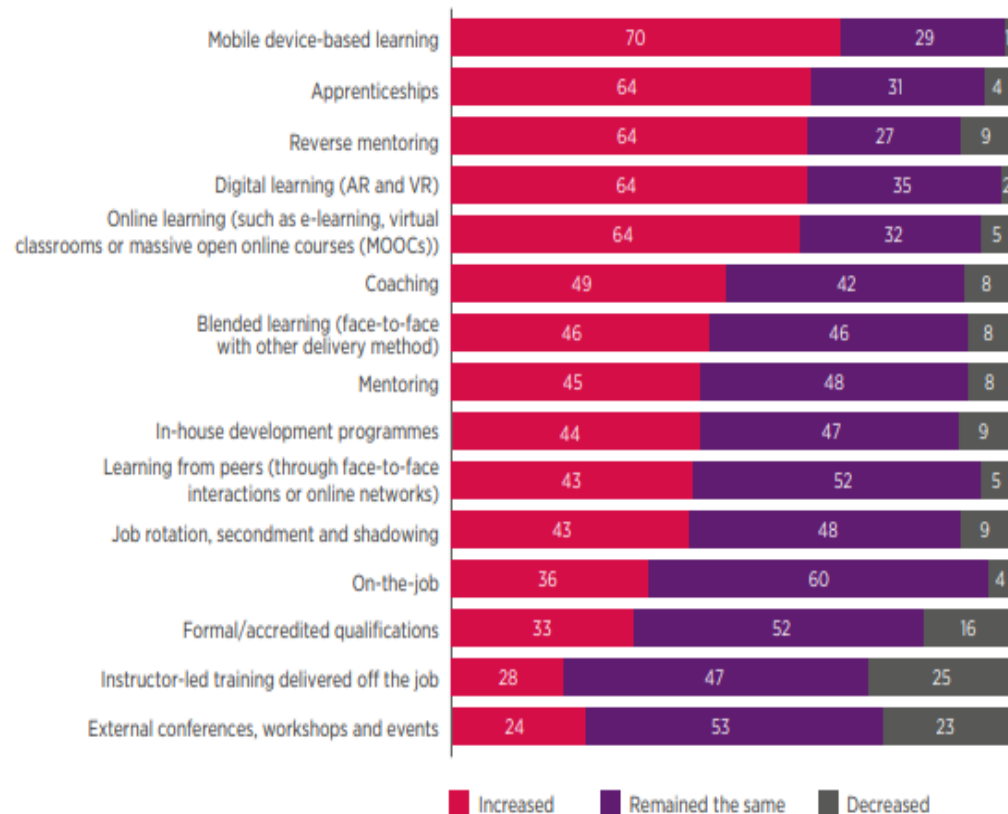
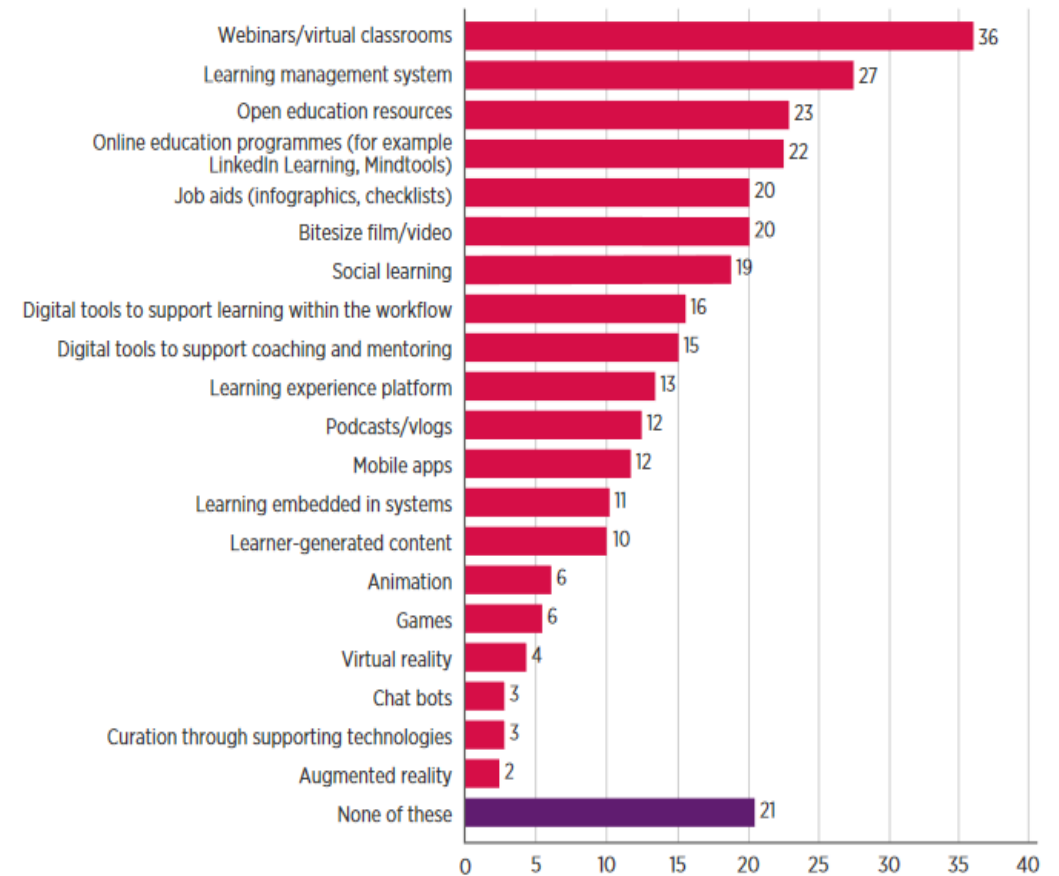
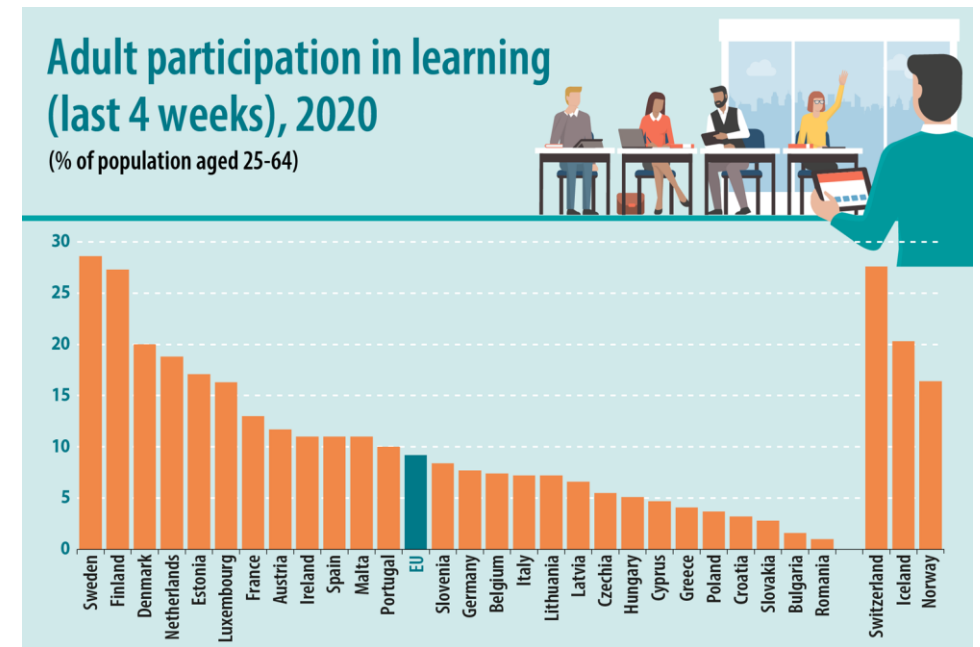


Figure 14: Which digital technologies is your organisation currently using to support content delivery and collaboration within your workforce? Please select all that apply (%)



# Adult participation in learning (EU Level)

- **Adult participation in learning:** Benchmark of the Strategic Framework for European Cooperation in Education and Training “Education and Training 2020 (ET 2020)”
- **Goal for 2020 in the EU:** 15% of adults
- **EU in 2020:** 9.7% of adults



ec.europa.eu/eurostat 

# The value of adult learning in the workplace **for Employees**



## **Economic**

Increased wages, higher incomes and improved employability



## **Wellbeing**

Improved general wellbeing and health

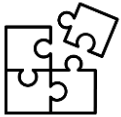


## **Social**

Improved engagement in community and civic activity

# The value of adult learning in the workplace **for Employers**

## **Innovation**



Increased innovation performance for the company

## **Motivated workforce**



Higher self-confidence and commitment to the company

## **Economic**



Increased productivity and profitability

# The value of adult learning in the workplace for the **Community & the Society**



## Equality

Foundation for social integration and participation of all persons



## Social

Higher political interest and higher level of social cohesion within the community



## Economic

Greater economic competitiveness and higher GDP

Adult learning in the  
workplace can make a  
significant contribution:



1. It is an accessible and attractive way for adults to **maintain and update the knowledge and skills** they need for life, at work, and at home.





**2. It supports social and economic (re-)integration of vulnerable groups, inclusion, social cohesion, and equality.**



3. It is an efficient and effective way for employers to keep their employees' skill sets up-to-date, **motivate their workforce** and improve staff retention, as well as to improve competitiveness.



**4. It meets individuals, employers, and society's needs for greater adaptability to better prepare for future skill needs and mitigation of projected skills shortages.**



## 5. It enhances adults' life-long employment.

# Exercise

Mention **3 factors which can be barriers** to the transformation of organisations into Learning Workplaces.

Discuss the results.



## Most common learning barriers for **Employees** (1)

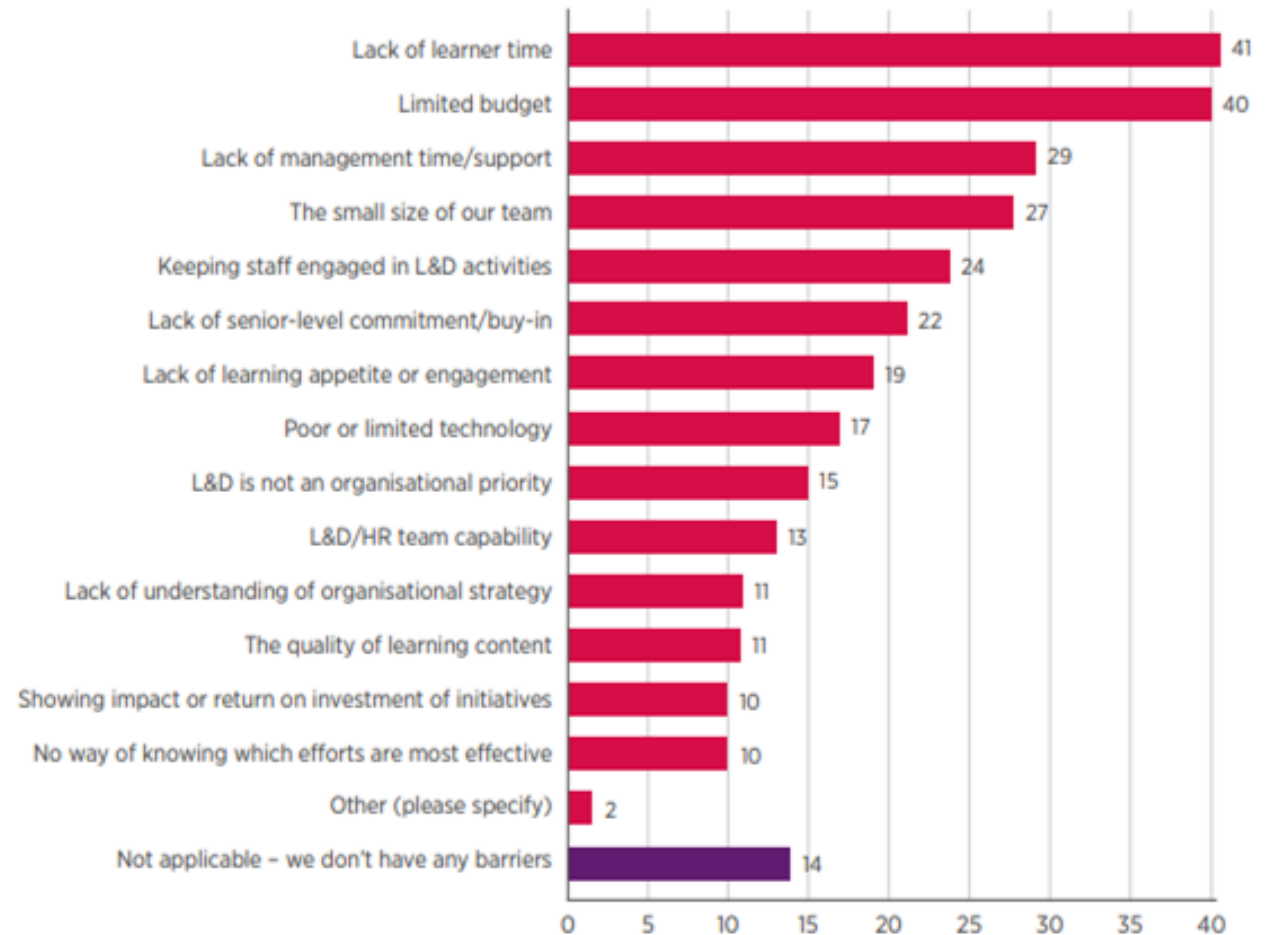
- **Programme Focus vs Organisational Focus**
  - Employees' attention to projects' delivery and not to organisational improvement.
- **Limited Resources**
  - Missing resources for employees: time, money, space.
- **Resistance to Change**
  - Fear of losing familiarity with existing systems/processes.

## Most common learning barriers **for Employees (2)**

- **Work-Learning Dichotomy**
  - Not seeing work and learning as a ‘partnership’.
- **Lack of Leadership**
  - Leadership/management not being engaged in the key processes of learning.
- **Non-Learning Culture**
  - Company’s culture not encouraging or promoting learning.
- **Short-Term Focus**
  - Not thinking about future consequences which can promote learning.

# Learning barriers for Employers and organisations

The biggest barriers to the delivery of learning and skills' initiatives are time, money, and management support.



Base: all respondents: 1,217

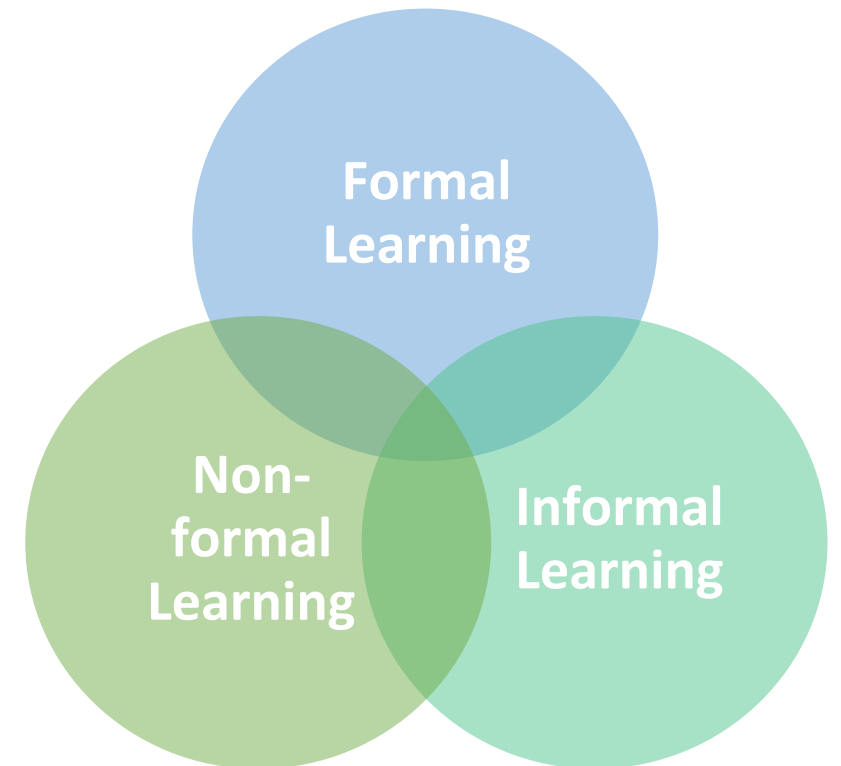


# Different Types of Learning in the Workplace

Formal, Non-formal, and Informal Learning  
Adult Learning and Vocational Education & Training

## Do you know the differences between formal, non-formal and informal learning (at work)?

- How was your learning progress at work so far?
- Have you ever thought how you learn through your daily tasks?
- Have you learnt anything recently? Have you thought about how you learnt it?



# Formal Learning



- Systematic, organised education model, structured and administered according to a given set of regulations and norms.
- Uniform, full-time, and appropriate.
- Predefined curriculum with clear objectives and specific content and methodology.
- Well-defined set of features.
- Intermediate and final assessments in order to advance to the next learning stage.
- Certifications/Degrees.

# Formal Learning

*Which word do you think is related to formal learning?*



# Non-formal Learning



- Flexible curriculum and methodology, adapted to the needs and interests of learners.
- Focused on the learner, with flexible features as regards to the adopted processes, objectives, and content.
- Physical attendance not required.
- Active participation.
- Self-evaluated.
- Participation that gets certified.

# Non-formal Learning

*Can you provide examples of non-formal learning activities?*



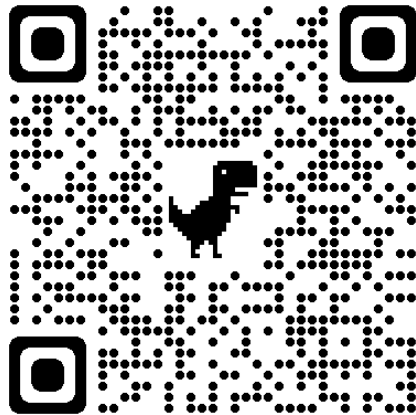
# Informal Learning



- Not necessarily including the objectives and subjects usually encompassed by a traditional curriculum.
- Following a free pathway/flow.
- Being diverse in methods and content.
- Supplementing both formal and non-formal education.
- The higher the degree of systematisation and organisation involved in informal learning activities, the nearer it is to non-formal learning.
- Based on learner's participation.
- Non-recognisable.

# Informal Learning

*Let's vote! Do you think that these activities are informal learning activities?*



 Mentimeter





# Do you know how long it takes to acquire a new skill?

The first 20 hours – how to learn anything | Josh Kaufman | TEDxCSU

# EXPANDING YOUR PERSPECTIVES

**TED<sup>x</sup>CSU**  
x = independently organized TED event



Traductor: Eliana Toranza  
Revisor: Maria Molina

0:02 / 19:26 Desliza hacia abajo para ver más detalles

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# Have you ever implemented any of these activities?

*Please vote if you implement these activities and how frequent you do so.*



# Adult Learning

- Continuous, **life-long learning**.
- **Way of acquiring** new knowledge and skills, with focus on **transversal, soft skills**.
- **Update and validation of knowledge and skills**.
- **Way of acquiring various qualifications** that are considered necessary.
- **Personal development**.



# Vocational Education & Training (VET)

- **Acquisition of knowledge and development of skills that are important for a specific profession (or, in some cases, for a specific organisation).**
- **Certification of acquired qualifications.**
- **Form of Adult Learning.**



# Positive Impact of Learning Workplaces

Reasons for an Organisation to Get Transformed into a Learning Workplace  
Impact of the Transformation of a Workplace into a Learning Workplace for Employees

**Exercise**  
*Pros & Cons*  
*of Learning at Work for Employees*

Google Jamboard

Why should your organisation decide to get transformed into a Learning Workplace?

**Benefits** of Creating a  
*Learning Organisation Culture*

# 1. Improved Innovation



## **Collaboration**

More brainstorming and cross-departmental collaboration.



## **Initiative**

Proactive initiatives reach leadership.



## **Creation**

Creative concepts are transformed into a profitable reality.



## 2. Knowledge Sharing



### **Access**

Everyone has access to the content they need.



### **Understanding**

Personnel fully understands corporate challenges and goals.



### **Improvement**

Everyone understands their role in making critical improvements.

## 3. Problem Solving



### Share

When problems are shared, they're more likely to be solved.



### Discuss

Benefit from the collective brainpower of an entire organisation.



### Solve

Come up with the best answers.

## 4. Strengthened Community



### ● **Contribute**

Personnel is more invested in the company and its long-term prosperity.

### ● **Accomplish**

Sense of accomplishment and personal investment

### ● **Safeguard**

Responsibility to safeguard success in the future

## 5. Greater Efficiency



### **Resolve**

Issues are resolved internally, with quicker turnaround times and at a significantly lower cost.



### **Streamline**

The organization is more agile and streamlined.



### **Achieve**

Overcome inefficiencies and drive better outcomes for the customers

# Impact of transforming a workplace into a Learning Workplace **on you and your co-workers**

Research Shows Heavy Learners are More **Confident, Successful, and Happy** at Work

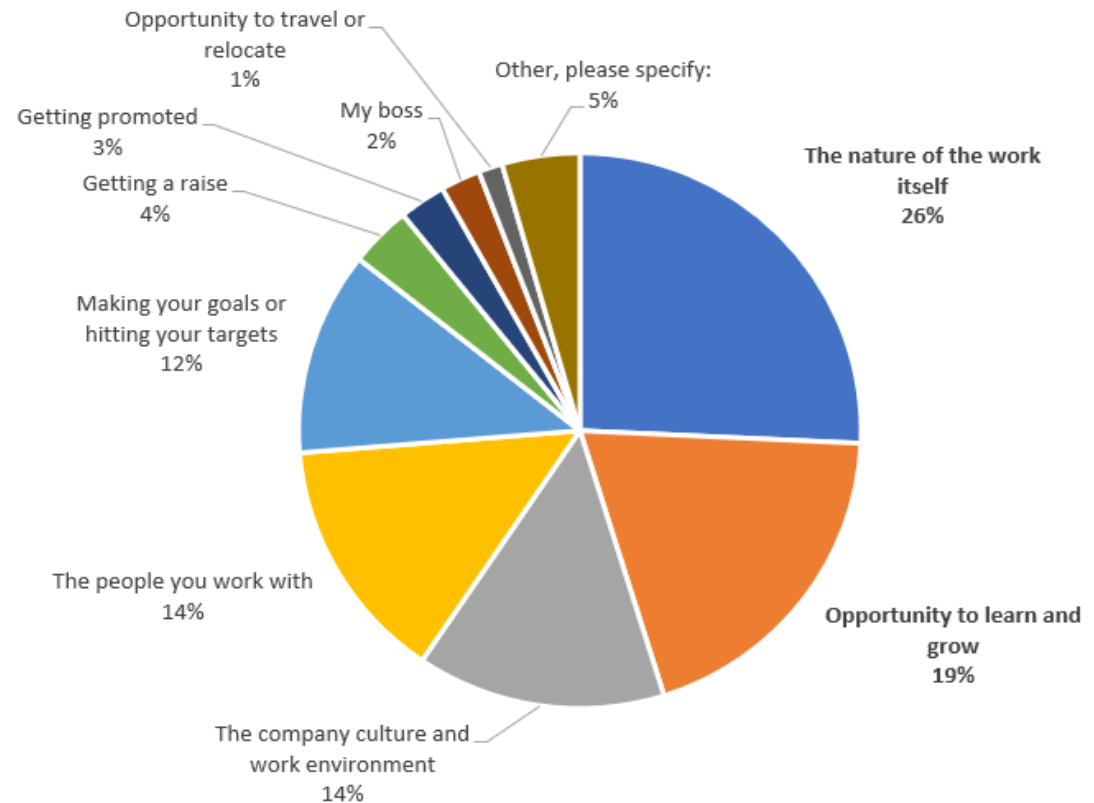
*It's all about the job  
and growth.*



## Opportunity to learn and grow:

Opportunity to learn inspires, motivates, and makes an employee happy.

**In your current job, what is the #1 thing that inspires you and makes you happy and want to work harder?**



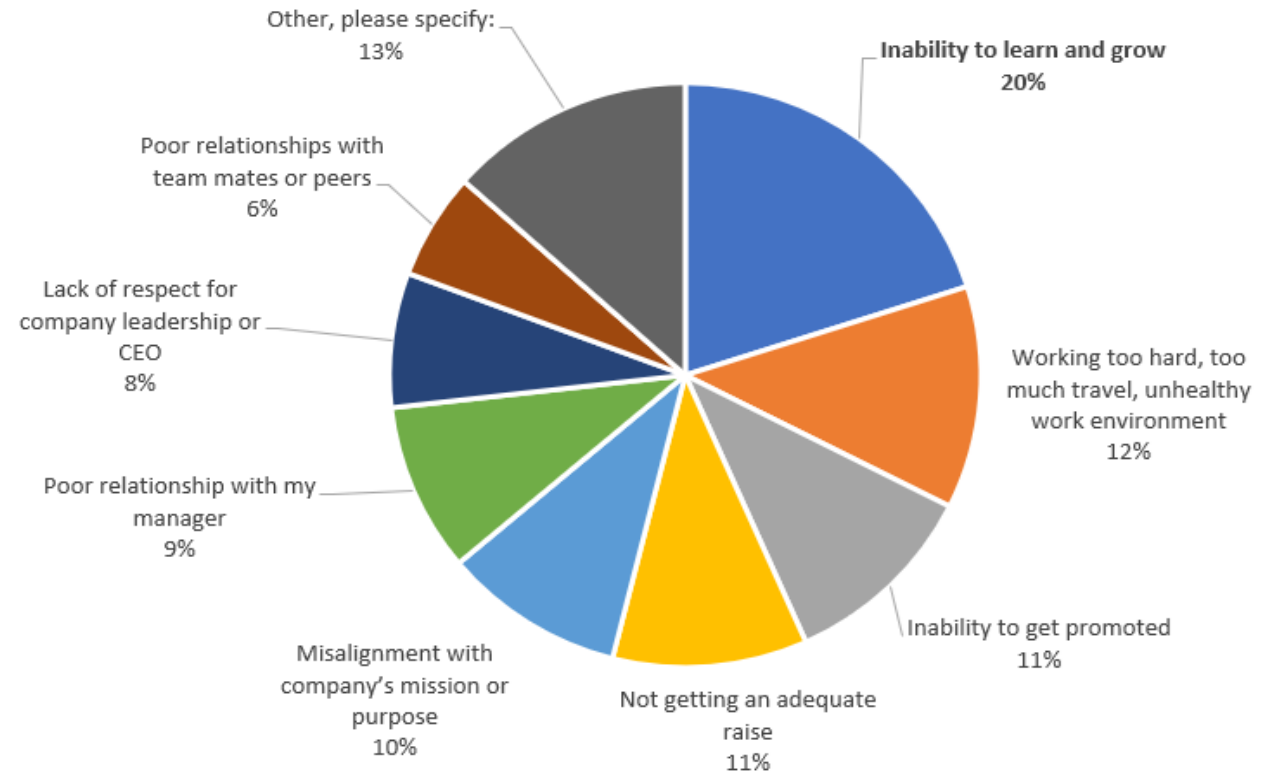
## *The Learning Curve is the Earning Curve.*



### **Inability to learn and grow:**

As soon as you feel you're no longer growing, it's time to look for a new job.

**In your current company, what is the #1 most important thing that would make you look for a new job?**



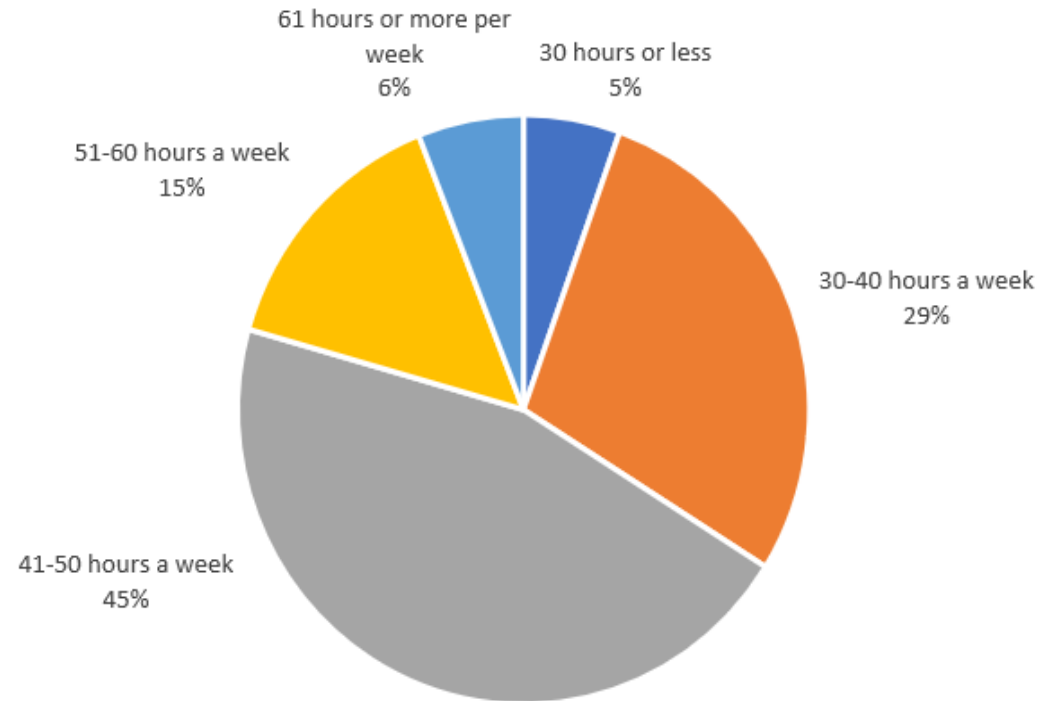
*Professionals work a lot of hours.*



**Spare time is rare:**

If you want to learn and progress, you have to do it "on the job" and "in the job."

How many hours a week do you work in a typical week?





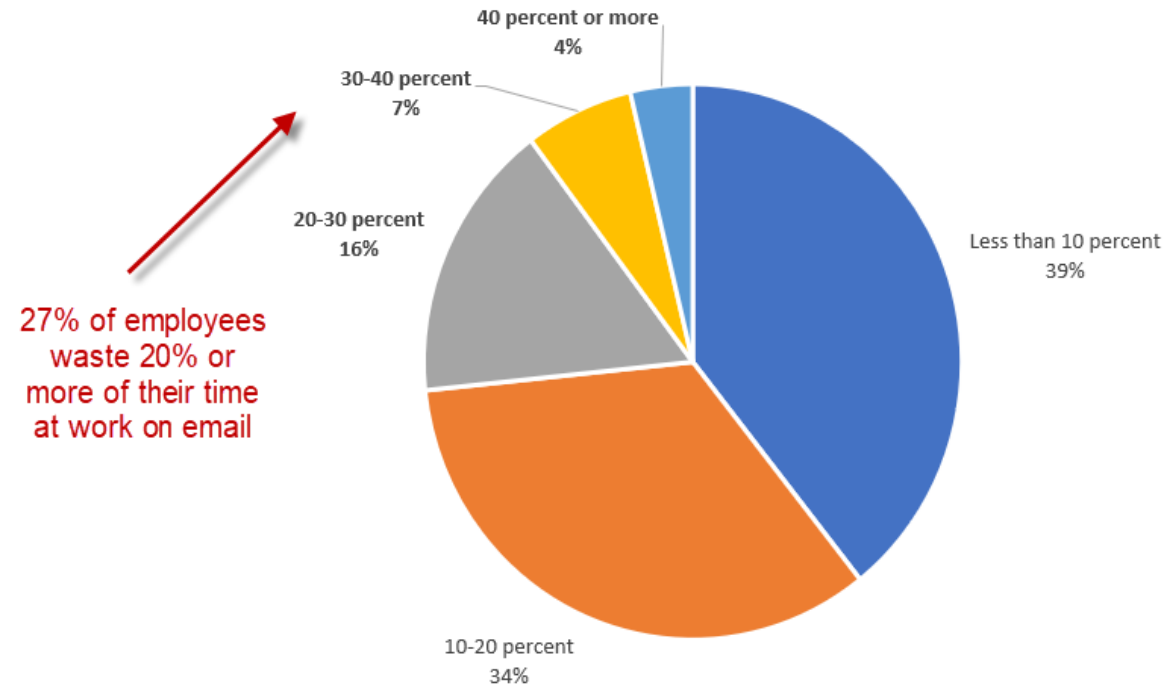
*E-mails don't contribute to our jobs.*



## **E-mails consume a lot of our time:**

More than a quarter of us are wasting a day a week on messages that don't contribute to our jobs.

In your job, what percent of your time is wasted searching through emails or responding to emails or messages that do not help you get your work done?



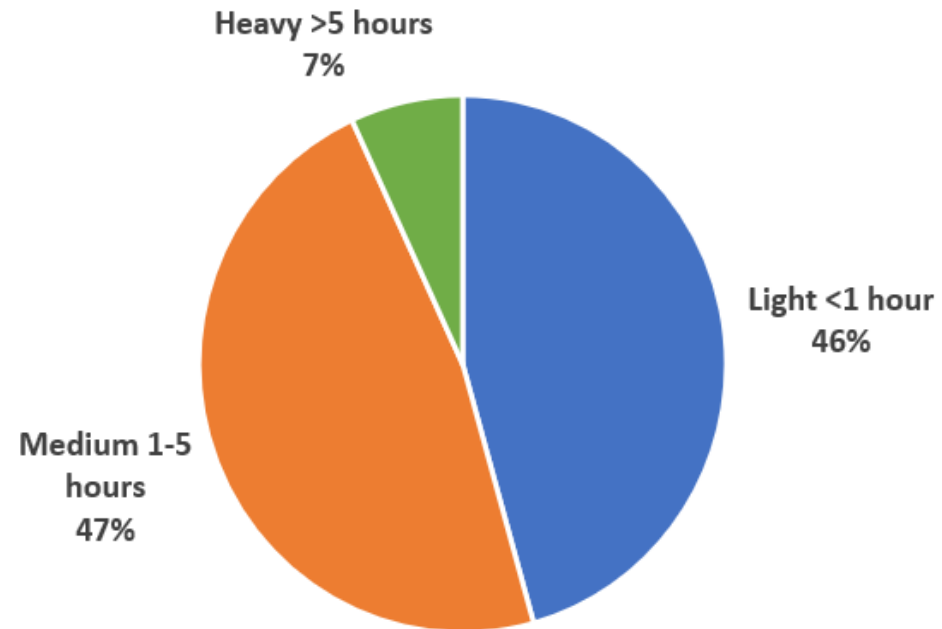
*Learning pays off.*



## Professionals find time to learn:

They're learning to advance  
their skills and careers.

Hours Per Week Learning



*You have to make time  
to focus and learn.*



## **Heavy learners perform better:**

They are happier, less stressed, more productive, confident, and more ready to grow.

### **The Heavy Learners vs. the Light Learners Are**

<b>21%</b>	more likely to feel confident in their work
<b>23%</b>	more likely to take on additional responsibilities at work
<b>74%</b>	more likely to know where they want to go in their career
<b>48%</b>	more likely to have found purpose on their work
<b>39%</b>	more likely to feel productive and successful
<b>21%</b>	more likely to be happy at work
<b>47%</b>	less likely to be stressed at work

*Make learning a high priority to have a happy, dynamic career.*



## **Transform**

Companies need to transform the way they learn in order to be successful.



## **Invest**

Learning should occur all the time, not just once a year.



## **Advance**

Learning is the key to your career and it makes you happier, too.

# Impact of transforming a workplace into a Learning Workplace **on you and your co-workers**

## Employees' Testimonies

## Nancy and her Mentor Jim



## Mentoring

*When the right person comes along, it changes everything.*

*“He opened up a whole new range of career opportunities for me, just as my solid brand marketing skills ran the risk of becoming old school”.*

*“You are never too old to be mentored!”.*

## Baochi and her Mentor James



## Mentoring

*When the right person comes along, it changes everything.*

*“He gave me a chance when I didn't seem to have anything to offer, invited me to company events and strategy meetings even though I was just a contractor, and listened thoughtfully to my marketing ideas”.*

*"He highly motivates me to be successful, empowers me to make decisions, and overall he makes me want to be a better person”.*

# Impact of transforming a workplace into a Learning Workplace **on you and your co-workers**

## Personal Experiences



# Impact of transforming a workplace into a Learning Workplace **on you and your co-workers**

- How did you feel before, after, and during the training?
- How did it impact your job performance?
- How did it impact you?

# Being Part of the Learning- Workplace Transformation Process

Learning to Learn at Work

Challenges to Learning at Work for Employees and How to Overcome Them

Getting Learning Done in the Workplace – The Role of Employees

# Learning to Learn at Work

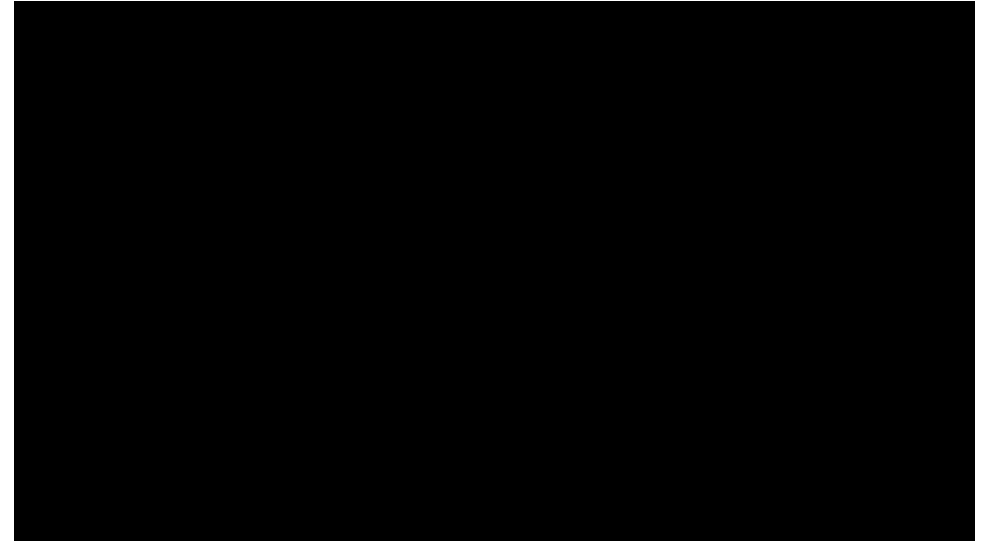
How to **get better** to the things  
you care about?

# Eduardo Briceño • How to get better to the things you care about?



**Eduardo Briceño** • Learning expert  
*Eduardo Briceño is a learner, leader, speaker, and writer devoted to enabling a more learning-oriented world.*

*This talk was presented to a local audience at TEDxManhattanBeach, an independent event.*



# Eduardo Briceño · How to get better to the things you care about?

*“The most effective people go through life deliberately alternating between two zones: the learning zone and the performance zone”.*

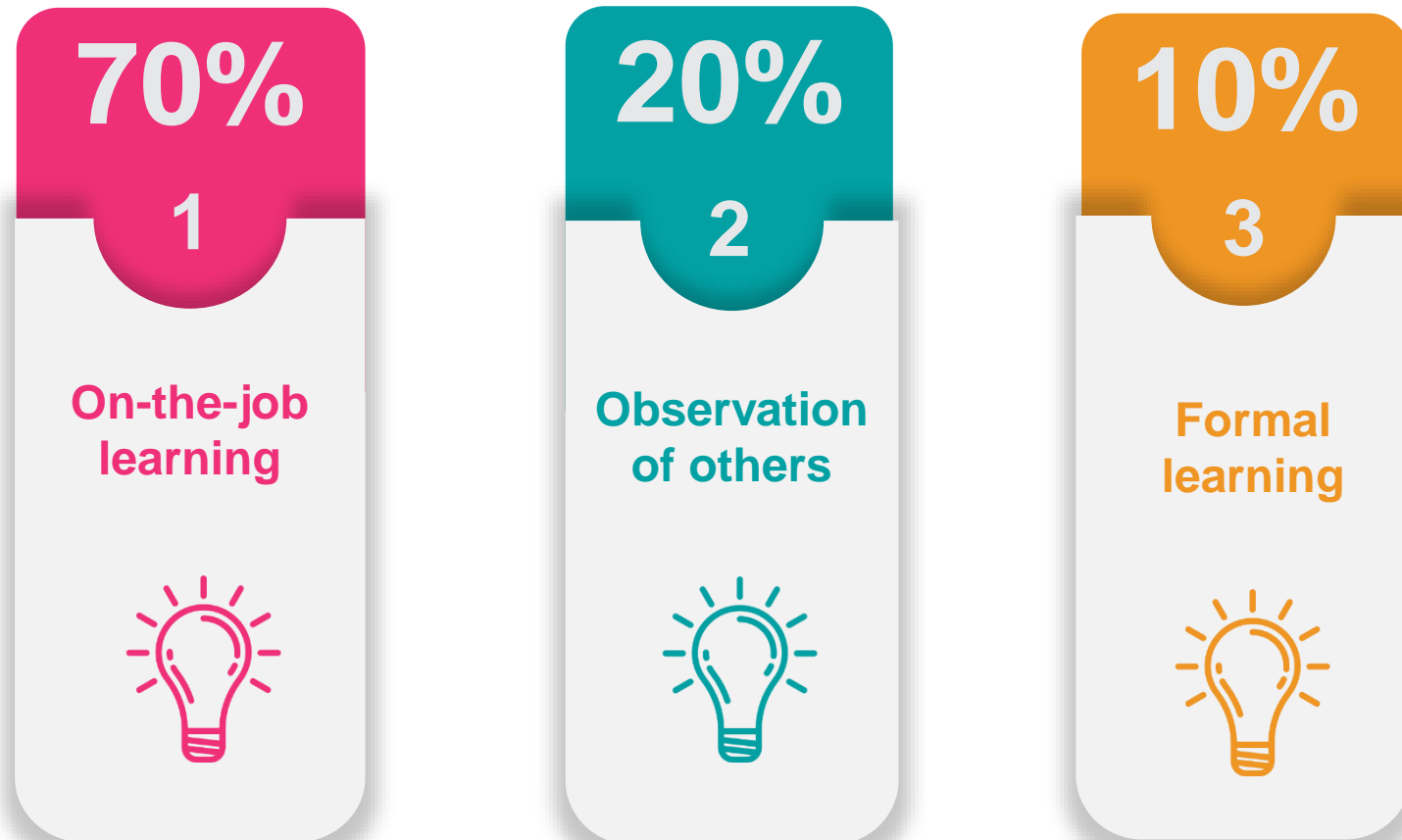
	Learning zone	Performance zone
Goal	Improve	Do as best as we can
Activities for	Improvement	Execution
Concentrate on	Haven't mastered yet	Have mastered
Mistakes to be	Expected	Minimised

**Tell us!**

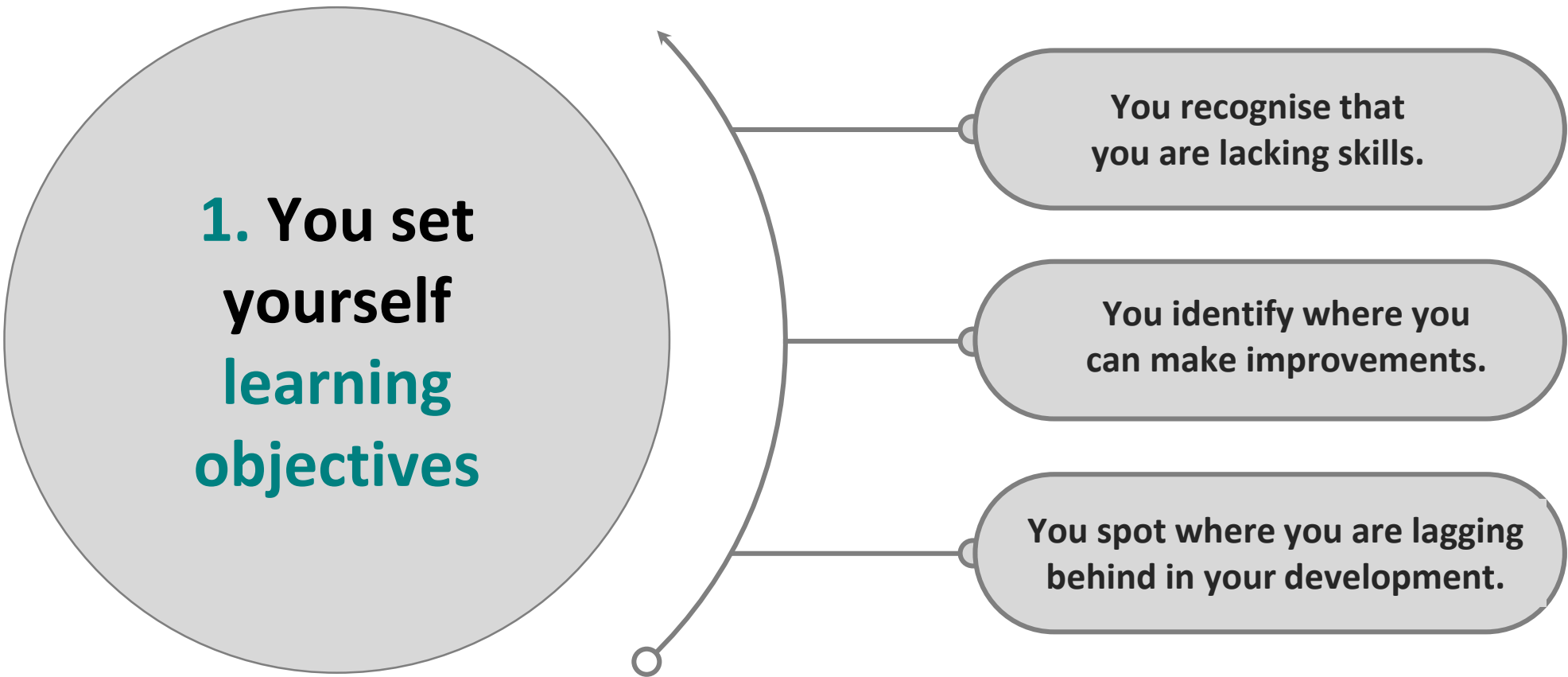
*How much time do you spend  
in your learning zone?*

Menti

# Where does knowledge come from?



# Spot when you're learning on the job!



**1. You set  
yourself  
learning  
objectives**

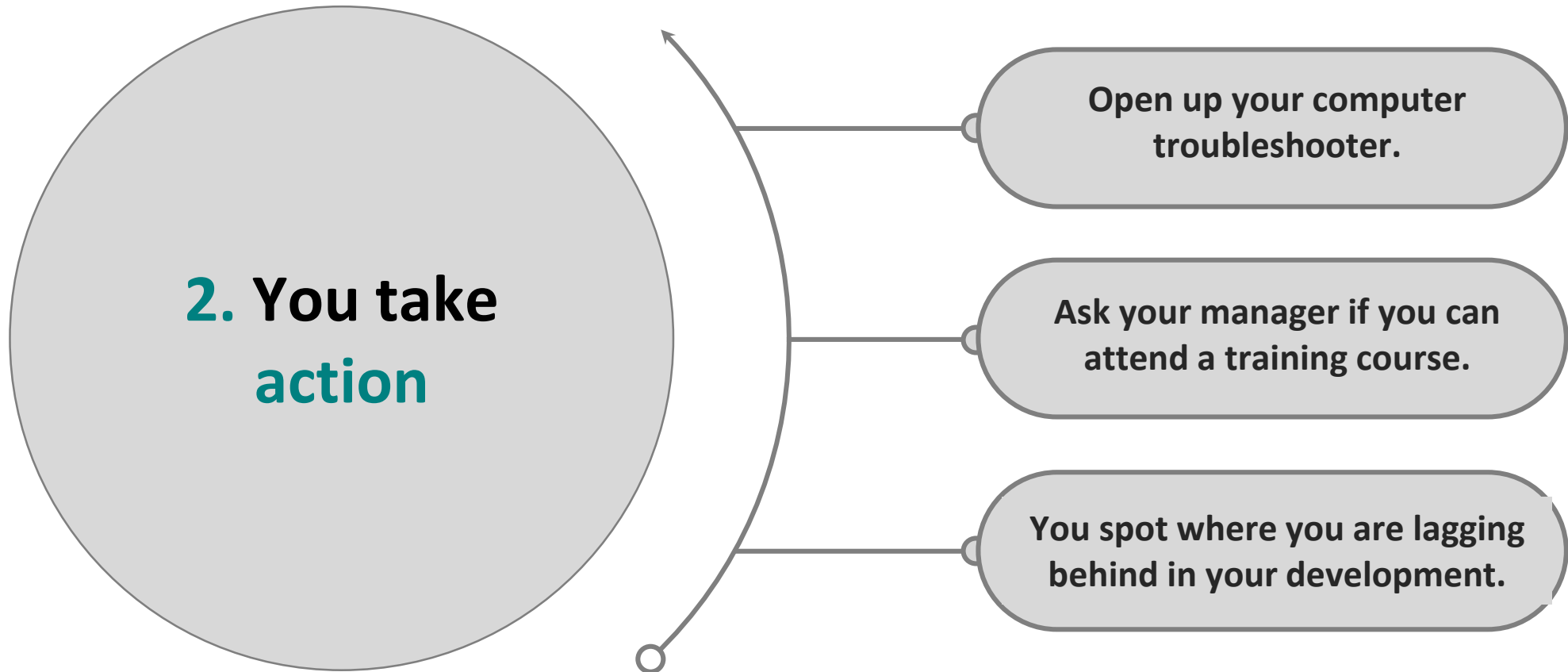
**You recognise that  
you are lacking skills.**

**You identify where you  
can make improvements.**

**You spot where you are lagging  
behind in your development.**



# Spot when you're learning on the job!



# Spot when you're learning on the job!

## 3. You see an improvement

Look back a few months and see how far you've come.

Now you can decide on the best action yourself.

You've found yourself being quicker than before.

**Tell us again!**  
*How much time do you spend  
in your learning zone?*


Menti

# Transforming a Workplace into a Learning Workplace – The Role of Employees

Challenges for employees and  
how to overcome them



- Select the content that is relevant to you.
- Complete courses in groups with your colleagues.
- Try online courses.
- Identify the benefits.



Lack of  
technical  
skills

Find out why you are finding the process challenging.

Get equipped with the required knowledge.

Ask someone to assist you.

Read a relevant book.






Shadow another employee.

Use traditional learning tools where appropriate.



- Avoid all other distractions when learning.
- Locate quiet times or areas.
- Use unused meeting rooms.
- Try to focus on one task at a time.
- Set boundaries with other colleagues.
- Use noise-canceling headphones.
- Learn when working from home.



-  Prioritize learning
-  Set aside time for learning
-  Allocate formal learning time
-  Engage in structured sessions
-  Eliminate e-mail time



# What's next?

## Think!

- What could I do more efficiently?
- What processes am I not wholly up to speed with?
- Whom do I admire and how can I be more like them?
- If I had to improve one thing about myself, what would I pick?

**Set yourself on the path to excellence!**

# Game

## *My Fears and Hopes*

Google Jamboard

# The Building Blocks of Adult Learning in the Workplace

- **Promoting adult learning in the workplace** (*European Commission, Final Report of the Education and Training 2020 Working Group 2016-2018 on Adult Learning*)



## The Vision of Adult Learning in the Workplace

- **BB1:** Encourage employers to adopt a learning culture that supports career-long learning.
- **BB2:** Ensure that adult learning in the workplace puts learners on a lifelong learning pathway (and is supported by guidance systems and validation of prior learning).

## Commitment, Governance, and Coordination

- **BB3:** Secure the long-term commitment of all stakeholders.
- **BB4:** Ensure effective coordination between all stakeholders and agree on roles and responsibilities.
- **BB5:** Communicate about adult learning in the workplace using the language of those who need to be encouraged.
- **BB6:** Ensure sustainable co-funding systems in which all see the benefit of investing in adult learning in the workplace.

## Planning and Ensuring Relevance of Adult Learning in the Workplace

- **BB7:** Ensure that workplace learning is tailored to adult learners' needs.
- **BB8:** Ensure that adult learning in the workplace responds to employers' needs.
- **BB9:** Assure the quality of adult learning in the workplace.

## Monitoring and Evaluation

- **BB10:** Set up effective monitoring and evaluation systems to ensure that adult learning in the workplace remains relevant and effective.

The 10 Building Blocks of effective policies for promoting adult learning in the workplace.

# Transforming a Workplace into a Learning Workplace – The Role of Employees

**Tips** for getting learning done  
in the workplace

# Tips for **learning at work**

*How exactly do you set about learning during work hours?*

**Explain to your manager **what** and **why** you are learning**

- Resolve feeling guilty about taking time to learn.
- Explain why this learning is important for you.
- Explain how this learning may benefit your organisation.

# Tips for **learning at work**

*How exactly do you set about learning during work hours?*

Put aside the **time** and be strict about **protecting it**

- Block out time in your calendar.
- Say no to unnecessary meetings.
- Set your phone to silent.
- Close your inbox.

# Tips for **learning at work**

*How exactly do you set about learning during work hours?*

Try to find a **subject** that's **good** for work, and good for you

- Find an interesting subject.
- Choose a topic that captures your attention.
- Choose a helpful topic for your career or personal development.



# Tips for learning at work

*How exactly do you set about learning during work hours?*

## Set yourself a goal

- Learn to achieve something specific like a promotion or career change.
- Set yourself time-related goals.
- Set yourself subject-related goals.

# Tips for **learning at work**

*How exactly do you set about learning during work hours?*

## **Make yourself** **accountable**

- Try to find someone to hold you to account.
- Have a friend or colleague checking in with you.
- Agree a forfeit, if you fail to complete any learning.

# Tips for **learning at work**

*How exactly do you set about learning during work hours?*

## **Share** what you've learnt

- Talk about learning.
- Do a presentation to your peers about what you've learnt.
- Share your own advice for keeping up your learning.

# Tips for **learning at work**

*How exactly do you set about learning during work hours?*

Have you got **additional tips** for learning at work?



# Revision Questions



What are the benefits of a Learning Workplace for an employee?



What are the different types of learning? Please give an example for each type.



Name some challenges to workplace learning for employees and how you can overcome them.





How can you be part of the process of transformation of the organisation that you work for into a Learning Workplace?



# Attitude test

# Thank you!



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Project Agreement Number: 612910-EPP-1-2019-1-CY-EPPKA3-PI-FORWARD*

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