



ORGANISATIONS
INTO Learning Workplaces

**TOWARDS A HOLISTIC TRANSFORMATION OF
ORGANISATIONS INTO LEARNING WORKPLACES**

Work Package: 5

Work Package Title: Development of a Positive Attitude for Employers towards the Transformation of Organizations into Learning Workplaces

Activity Title: 5.5 Preparation of a Recommendations' Report

Coordinator:

MMC Mediterranean
Management Centre

Partners:



CYPRUS
CHAMBER OF
COMMERCE AND
INDUSTRY



Cámara
Valencia



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Workshop: ‘Development of a Positive Attitude for Employers towards the Transformation of Organisations into Learning Workplaces’

Overall Recommendations Report

This report summarizes the results of the five national recommendations reports and gives an overview of the project results of work package 5.

A. Workshop Overview

Aim of the workshops

“Live as if you were to die tomorrow. Learn as if you were to live forever” said Mahatma Gandhi. Learning is essential to our existence. It is a necessity for both personal and professional career as it makes us capable of understanding and handling things in a better way in life.

Learning does not stop in formal education; it is an on-going process and often takes place at the workplace. But is your organization a learning-friendly environment? How do you ensure that your employees acquire the skills and competences they need to obtain rewarding jobs and progress in your professional career?

The aim of the workshop is to explain the concept of learning workplaces as well as to sensitize the employers on the importance and benefits of transformation of organizations into learning workplaces. Additionally, the workshop sets a common understanding of what a learning workplace is and generate more ideas how to transform the organization into a learning workplace.

Workshop Description

During the project LEARN, the partners organized one to three workshops in each country on the topic of “Learning Workplaces”. The target participant groups were employers and higher management:

- In **Austria**, FH JOANNEUM organized two workshops in October and December 2021
- In **Cyprus**, MMC Management Centre with the support of the Cyprus Chamber of Commerce and Industry implemented three workshops between October and December 2021.
- In **France**, EUROCIRCLE implemented one workshop in November 2021
- In **Greece**, DIMITRA Educational Organization and Thessaliko Kentro Anaptyxis Kainotomias & Epicheirimatikotitas organized one workshop in December 2021
- In **Spain**, Fundacion Equipo Humano implemented one workshop in November 2021

The workshops in Spain, Greece, Cyprus and one workshop in Austria were held online using Zoom, the workshops in France and one workshop in Austria was done in person.

Overall, the participants in the workshops showed an apparent and increasing interest in the topic of the training, raised significant issues, commented on crucial points, and appeared to be satisfied with the experience and positive for a potential transformation of their organisations, which is evident through both the workshops’ evaluation results and their attitude change recorded. Likewise, the majority of them expressed their intention to participate in other activities of the project in the future and to involve their organisations in the process of receiving the ‘Learning Workplaces’ certification.

The following table 1 provides an overview of all workshop in the in LEARN partners’ countries.

	Number of online Workshops	Number of face to face workshops	Number of participants overall
Austria	1	1	28
Cyprus	4	0	34
France	0	1	15
Greece	1	0	24
Spain	1	0	31
Sum	7	2	132

Table 1: Workshop overview

B. Participants' Profile

The following table 2 provides information on the profile of the participants in the workshops.

No of Participants	Male: 56 Female: 76 Other: 0 Total: 132¹
Age of Participants (no of participants per age group)	20-34: 17 35-44: 20 45-54: 62 55-64: 12 > 64: 1
No of Organisations (the participants work for)	Total: 112
Industry of Organisations (no of organisations per industry)	A. Agriculture, Forestry and Fishing: 3 B. Mining and Quarrying: 0 C. Manufacturing: 6 D. Electricity, Gas, Steam and Air Conditioning Supply: 1 E. Water Supply; Sewerage, Waste Management and Remediation Activities: 0 F. Construction: 2 G. Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles: 1

¹ Although the number of workshop participants was 132, only 106 participants answered the participants' profile.

	<p>H. Transportation and Storage: 4</p> <p>I. Accommodation and Food Service Activities: 2</p> <p>J. Information and Communication: 8</p> <p>K. Financial and Insurance Activities: 8</p> <p>L. Real Estate Activities: 1</p> <p>M. Professional, Scientific and Technical Activities: 6</p> <p>N. Administrative and Support Service Activities: 2</p> <p>O. Public Administration and Defence; Compulsory Social Security: 0</p> <p>P. Education: 17</p> <p>Q. Human Health and Social Work Activities: 8</p> <p>R. Arts, Entertainment and Recreation: 1</p> <p>S. Other Service Activities: 15</p> <p>T. Activities of Households as Employers; Undifferentiated Goods and Services Producing Activities of Households for Own Use: 0</p> <p>U. Activities of Extraterritorial Organisations and Bodies: 0</p> <p>V. Other: 21</p>
Size of Organisations (no of organisations per size)	<p>Micro-organisation (No of employees: 1-9): 48</p> <p>Small or Medium-sized organisation (SME) (No of employees: 10-249): 35</p> <p>Large organisation (No of employees: >249): 18</p>

Position of Participants in the Organisation (no of participants per position)	Owner: 42 Managing Director: 3 Member of Boards of Directors: 7 General Manager: 6 Department Manager (the HR Manager included): 21 HR Staff: 17 Other: 16
Years of Work Experience of Participants in the Specific Position (no of participants per time period)	1-5: 50 6-10: 16 11-15: 15 >15: 30
Educational Status of Participants (no of participants per educational level)	High School Graduate (Based on the country's educational system): 15 College Graduate: 15 University Graduate (Bachelor's Degree Holder): 21 University Graduate (Master's Degree Holder): 50 University Graduate (PhD Holder): 9 None of the Above: 1

Table 2: Participants' profile

C. Trainers' Profile

The following table 3 provides information on the profile of the trainers of the workshop.

No of Trainers	Male: 3 Female: 6 Other: 0 Total: 9
Educational Status of the Trainer(s) (no of trainers per educational level)	College Graduate: 0 University Graduate (Bachelor's Degree Holder): 0 University Graduate (Master's Degree Holder): 7 University Graduate (PhD Holder): 2
Fields of Experience of the Trainer(s)	project management, human resources, information & communication technology, etc.
Years of Experience of the Trainer(s) (no of trainers per time period)	1-5 years: 2 6-10 years: 2 11-15 years: 1 <15 years: 4

Table 3: Trainers' profile

D. Participants' Evaluation of the Workshops

In general participants' satisfaction was very high. All five statements concerning the workshops' organization were evaluated above 4.28 points whereas 5 was the maximum value for positive satisfaction.

Workshop Organisation

Evaluation Statements	Average Score
1. I am satisfied with the information received prior to the workshop.	4.48
2. In general, I am satisfied with the workshop.	4.57
3. The expectations I had of the workshop have been fulfilled.	4.28
4. The trainer has demonstrated a good level of competence.	4.69
5. The trainer adapted to the needs of the group.	4.57

Table 4: Workshop organisation

The average score per statement is shown in the graph below:

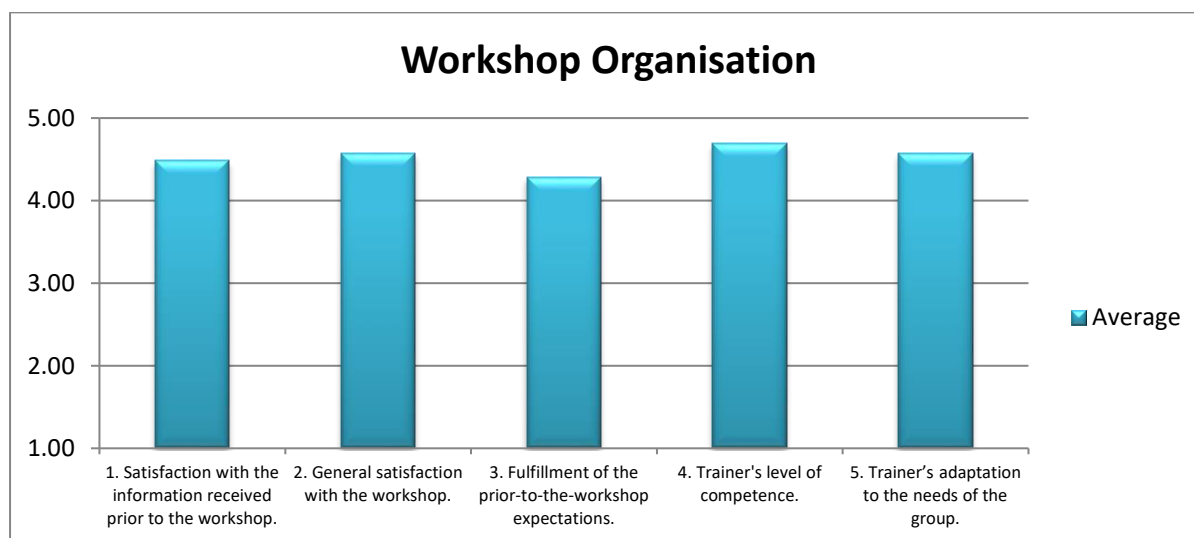


Figure 1: Workshop organisation evaluation

Workshop's Content and Materials

The following table 5 and figure 2 show, that the participants' satisfaction with the workshop's content and material was very positive. All 7 questions asked got an average score of at least 4.27 out of 5.

Evaluation Statements	Average Score
6. The material organisation (room, facilities, timetable, etc.) was satisfactory.	4.33
7. The documentation provided was satisfactory.	4.34
8. The topics had a logical and well-differentiated structure.	4.47
9. The exercises and practical cases presented were appropriate.	4.33
10. The topics covered were interesting.	4.57
11. The degree of learning achieved was high.	4.43
12. The Workshop will be useful for my current job.	4.27

Table 5: Workshop content and materials

The average score per statement is shown in the figure below:

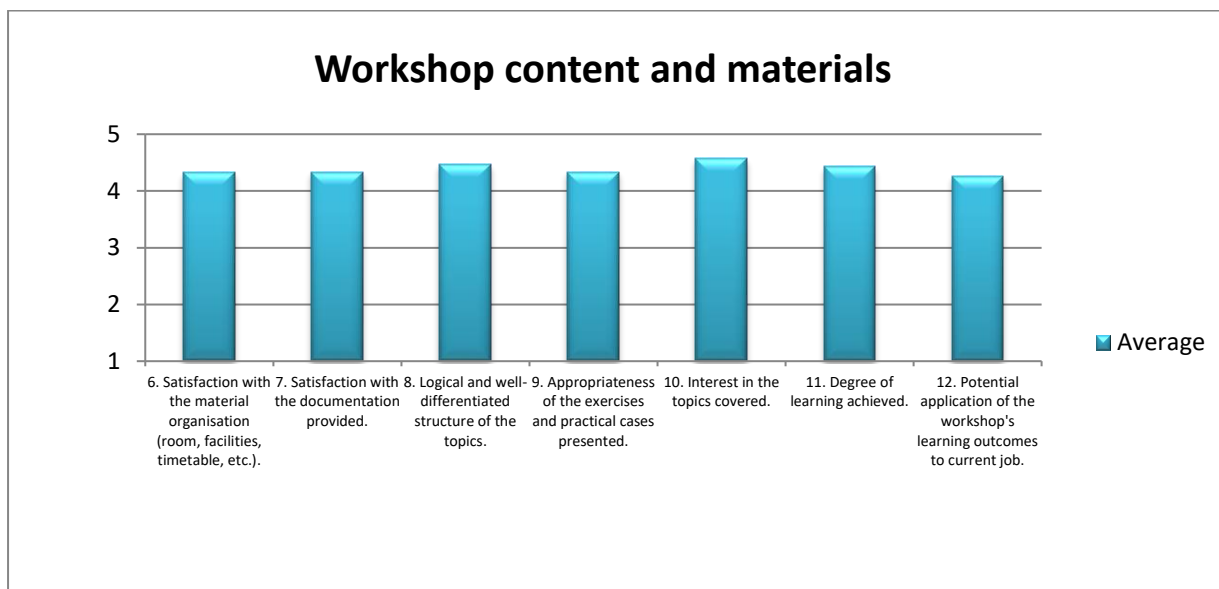


Figure 2: Workshop content and materials evaluation

Section 1: What is a Learning Workplace?

Table 6 shows, that the workshop participants got a clear understanding of a learning workplace and understand the main benefits and barriers. Again, the maximum score was 5.

Evaluation Statements	Average Score
13. Now, I know what a Learning Workplace is.	4.55
14. I understand what the main benefits and barriers to a Learning Workplace are.	4.54

Table 6: Section 1 – ‘What is a Learning Workplace?’

The average score per statement is shown in the graph below:

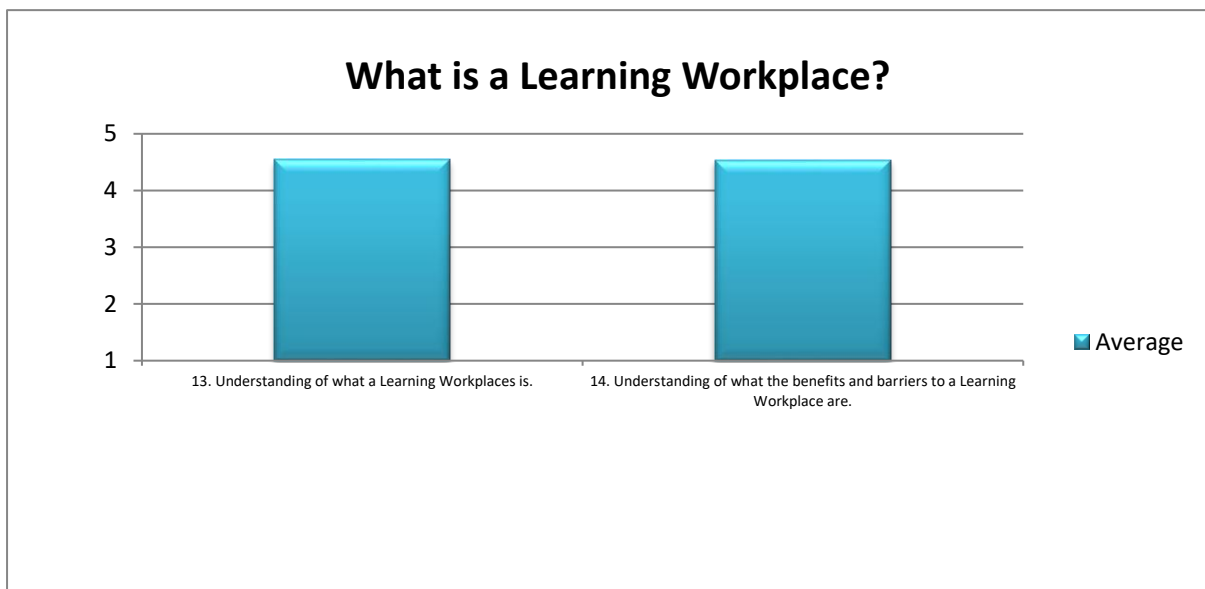


Figure 3: Section 1 – ‘What is a Learning Workplace?’

Section 2: Different Types of Learning in the Workplace

The answers of the participants show that on an average score of 4.53 out of 5 points they can distinguish different types of learning after participating in the workshop.

Evaluation Questions	Average Score
15. I can distinguish among formal, non-formal and informal learning.	4.53

Table 7: Section 2 – ‘Different Types of Learning in the Workplace’

The average score per statement is shown in the figure below:

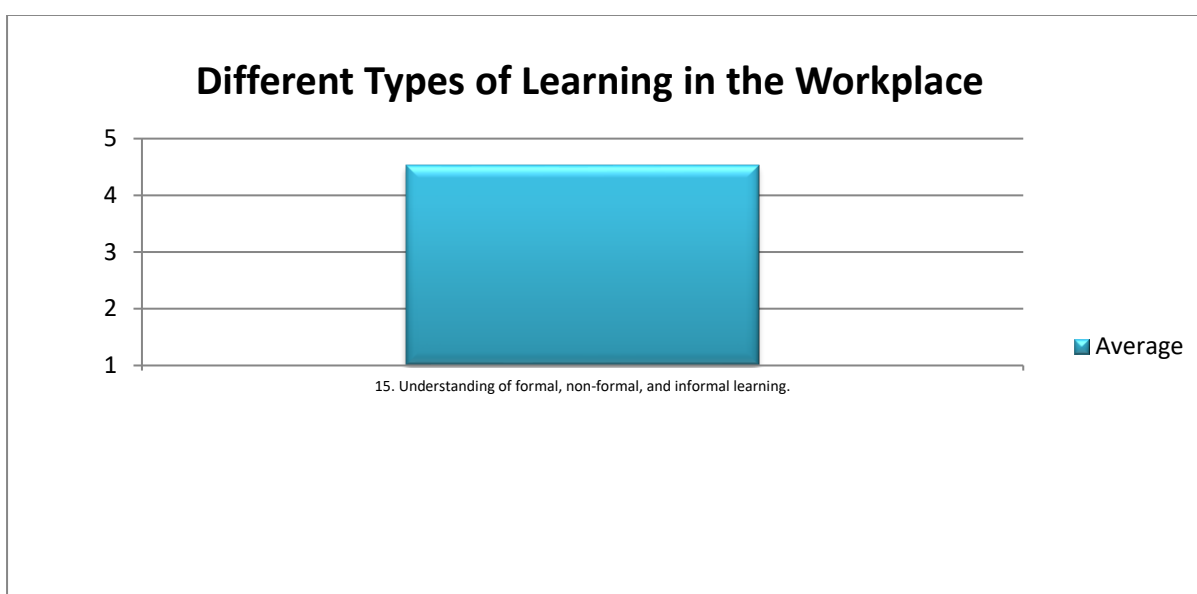


Figure 4: Section 2 – ‘Different Types of Learning in the Workplace’

Section 3: Positive Impact of Learning Workplaces

Participants clearly learned about the positive impact of learning workplaces by participating in the workshop. The evaluation of this section shows an average score of 4.52 resp. 4.62 out of 5.

Evaluation Statements	Average Score
16. I understand why workers are more motivated within Learning Workplaces.	4.62
17. I understand how and why becoming a Learning Workplace would be positive for my organisation and would facilitate its orientation towards strategic goals.	4.52

Table 8: Section 3 – ‘Positive Impact of Learning Workplaces’

The average score per statement is shown in the figure below:

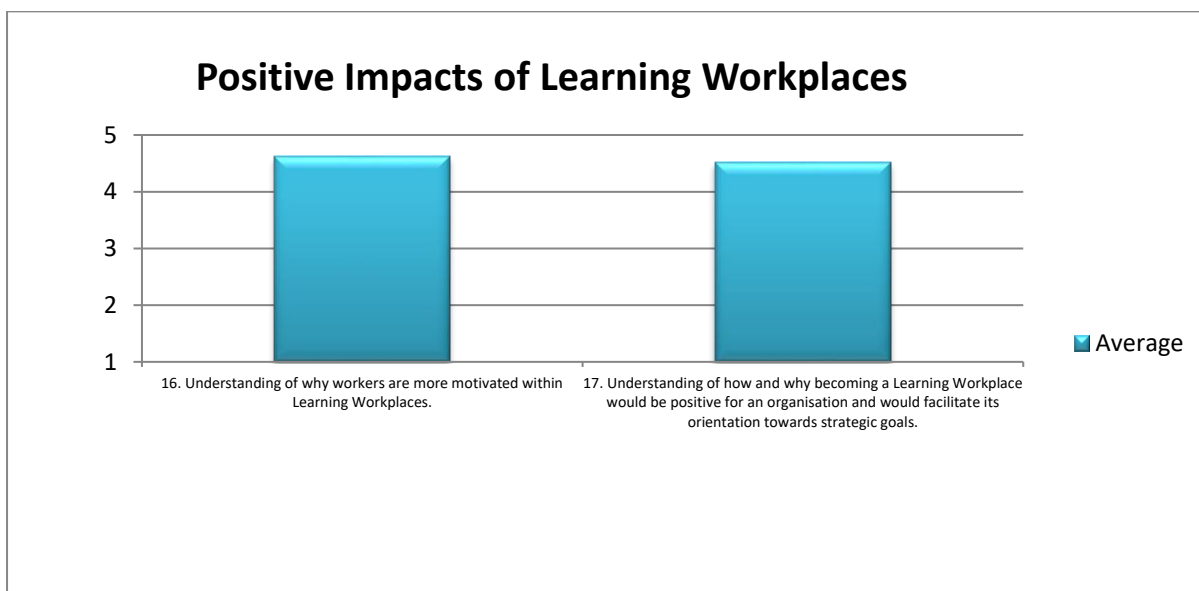


Figure 5: Section 3 – ‘Positive Impact of Learning workplaces’

Section 4: Setting Up a Learning Workplace Strategy

Due to the workshop, employers now understand how to implement a process of transforming the own organisation into a learning workplace.

Evaluation Statements	Average Score
18. I understand why the commitment of the management is essential for the transformation of my organisation into a Learning Workplace.	4.57
19. Now, I know how I can implement a process of transformation of my organisation, through the selection of Building Blocks and the design of activities, into a Learning Workplace.	4.38

Table 9: Section 4 – ‘Setting Up a Learning Workplace Strategy’

The average score per statement is shown in the graph below:

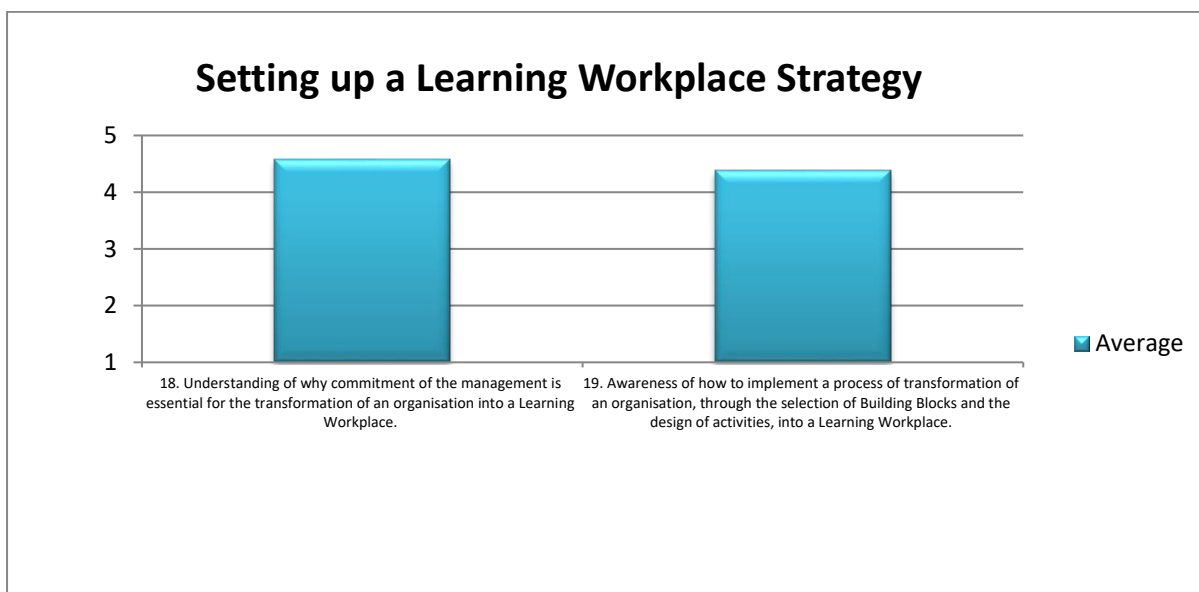


Figure 6: Section 4 – ‘Setting up a Learning Workplace Strategy’

E. Participants' Attitude Test Results

The aggregated overall results from all the attitude tests implemented at national level are shown in the tables 10-12 and figures 7-9 below. Above all results can be seen that there was an increase in the perceived positive impact of the workshop. The measurement of all building blocks and challenges shows a positive increase without any exception.

DIMENSION	AVERAGE PERCENTAGE CHANGE (%)
PERCEIVED IMPACT OF LEARNING WORKPLACES	7,51%
BUILDING BLOCK 1: Encourage employers to adopt a learning culture that supports career-long learning (ATTITUDES A)	9,53%
BUILDING BLOCK 2: Ensure that adult learning in the workplace puts learners on a lifelong learning pathway (supported by guidance systems and a validation of prior learning) (ATTITUDES A)	11,18%
BUILDING BLOCK 3: Secure the long-term commitment of all stakeholders (ATTITUDES A)	12,53%
BUILDING BLOCK 5: Communicate about adult learning in the workplace using the language of those who need to be encouraged (ATTITUDES A)	11,77%
BUILDING BLOCK 6: Ensure sustainable co-funding systems in which all see the benefit of investing in adult learning in the workplace (ATTITUDES A)	14,19%
BUILDING BLOCK 7: Ensure that workplace learning is tailored to adult learners needs (ATTITUDES A)	12,54%
BUILDING BLOCK 8: Ensure that adult learning in the workplace responds to employers' needs (ATTITUDES A)	8,85%
BUILDING BLOCK 9: Assure the quality of adult learning in the workplace (ATTITUDES A)	15,90%
BUILDING BLOCK 10: Set up effective monitoring and evaluation systems to ensure that adult learning in the workplace remains relevant and effective (ATTITUDES A)	15,26%
PERCEIVED <u>POSITIVE</u> ATTITUDES TOWARDS THE TRANSFORMATION INTO LEARNING WORKPLACES (B)	9,82%
PERCEIVED <u>NEGATIVE</u> ATTITUDES TOWARDS THE TRANSFORMATION INTO LEARNING WORKPLACES (B)	5,86%

Table 10: Average percentage change on different dimensions (building blocks, perceived impact, perceived positive and negative attitudes)

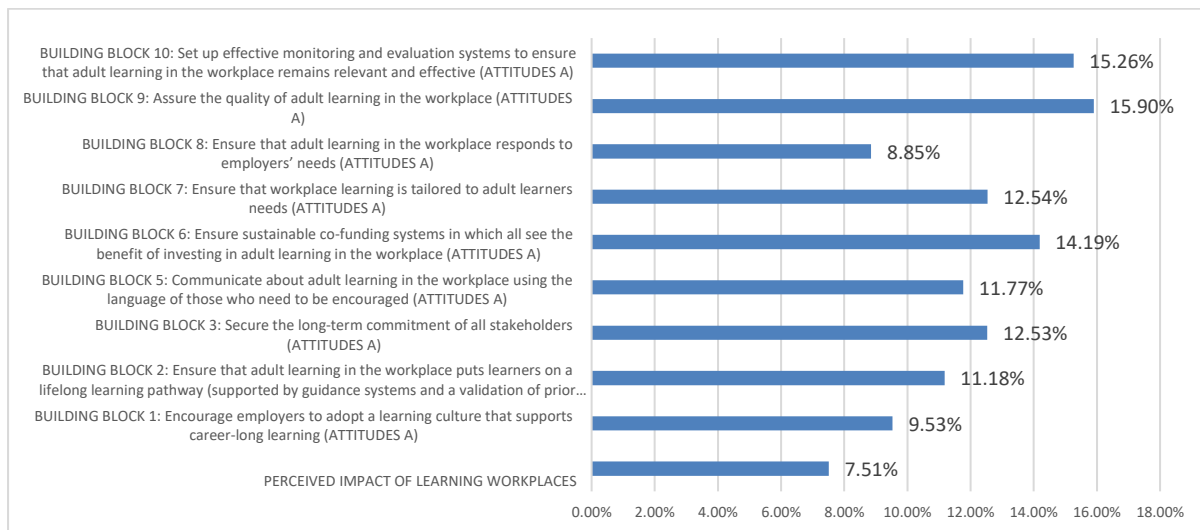


Figure 7: Average percentage change on different dimensions (building blocks, perceived impact, perceived positive and negative attitudes)

DIMENSION	AVERAGE MEASUREMENT BEFORE	AVERAGE MEASUREMENT AFTER
PERCEIVED IMPACT OF LEARNING WORKPLACES	3,63	3,92
BUILDING BLOCK 1: Encourage employers to adopt a learning culture that supports career-long learning (ATTITUDES A)	3,85	4,20
BUILDING BLOCK 2: Ensure that adult learning in the workplace puts learners on a lifelong learning pathway (supported by guidance systems and a validation of prior learning) (ATTITUDES A)	3,82	4,25
BUILDING BLOCK 3: Secure the long-term commitment of all stakeholders (ATTITUDES A)	3,66	4,19
BUILDING BLOCK 5: Communicate about adult learning in the workplace using the language of those who need to be encouraged (ATTITUDES A)	3,71	4,21
BUILDING BLOCK 6: Ensure sustainable co-funding systems in which all see the benefit of investing in adult learning in the workplace (ATTITUDES A)	3,76	4,24
BUILDING BLOCK 7: Ensure that workplace learning is tailored to adult learners needs (ATTITUDES A)	3,89	4,30
BUILDING BLOCK 8: Ensure that adult learning in the workplace responds to employers' needs (ATTITUDES A)	4,01	4,39
BUILDING BLOCK 9: Assure the quality of adult learning in the workplace (ATTITUDES A)	3,58	4,12
BUILDING BLOCK 10: Set up effective monitoring and evaluation systems to ensure that adult learning in the workplace remains relevant and effective (ATTITUDES A)	3,62	4,03
PERCEIVED POSITIVE ATTITUDES TOWARDS THE TRANSFORMATION INTO LEARNING WORKPLACES (B)	3,59	4,00
PERCEIVED NEGATIVE ATTITUDES TOWARDS THE TRANSFORMATION INTO LEARNING WORKPLACES (B)	1,88	1,61

Table 11: Average measurements of BEFORE and AFTER the workshop – different dimensions

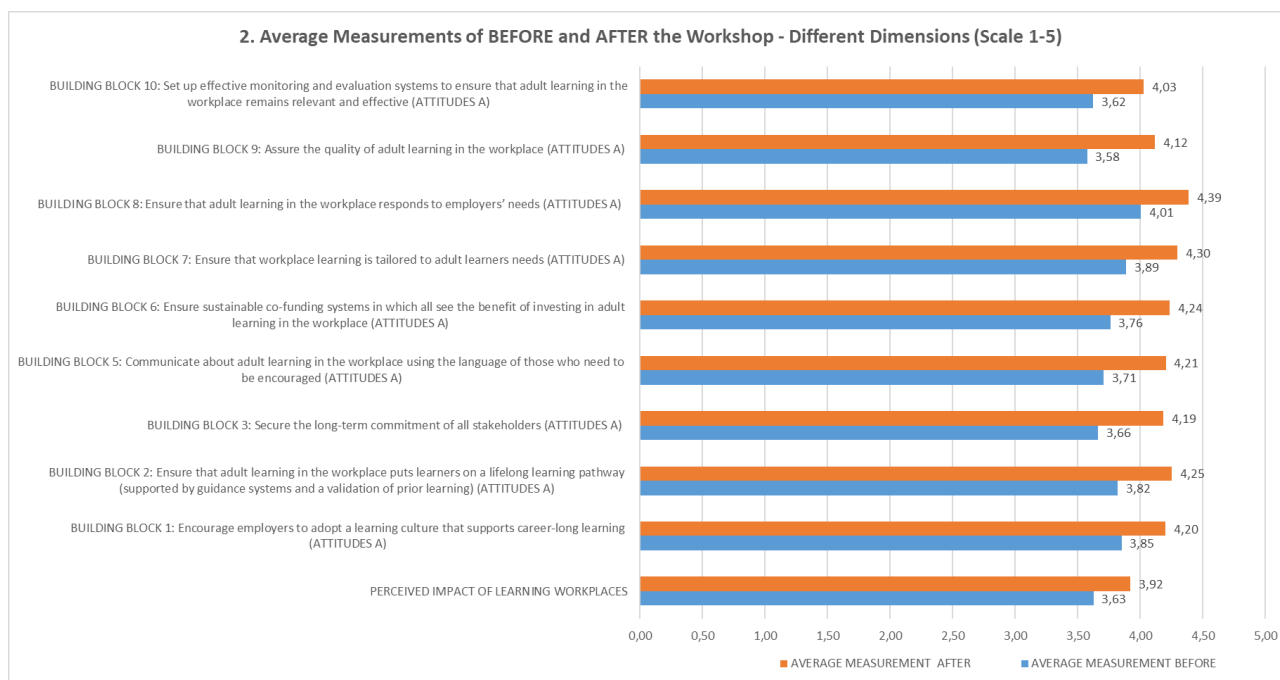


Figure 8: Average measurements of BEFORE and AFTER the workshop – different dimensions

CHALLENGE	AVERAGE MEASUREMENT BEFORE	AVERAGE MEASUREMENT AFTER
Communication	3,55	3,98
Collaboration	3,54	4,00
Behaviour	3,46	3,93
Performance	3,52	3,94
Motivation	3,53	3,91
Feedback	3,61	4,00
Diversity	3,32	3,81
Other	0,63	1,07

Table 12: Average measurements of BEFORE and AFTER the workshop – addressing challenges

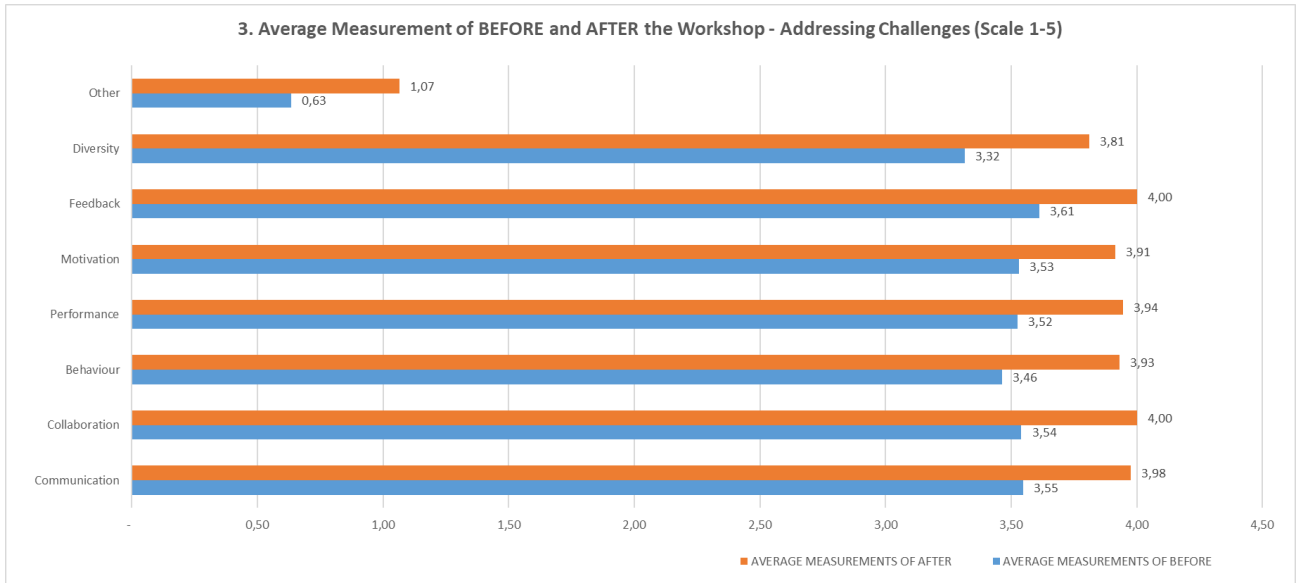


Figure 9: Average measurements of BEFORE and AFTER the workshop – addressing challenges

F. Trainers' Evaluation of the Workshop

The following tables 13-19 and figure 10 show the trainers' evaluation of the workshop. It can be seen that the satisfaction with the organization, the provided material and the way how the workshop impacted the participants was rated very high. The lowest rating was 4.27 out 5.

Workshop Organisation

Evaluation Statements	Average Score
1. I am satisfied with the information received prior to the Workshop.	4,93
2. In general, I am satisfied with the organisation of the Workshop.	4,83
3. I consider that the objectives of the Workshop have been achieved.	4,27

Table 13: Workshop organisation

The average score per statement is presented on the figure below:



Figure 10: Workshop organisation evaluation

Workshop Content and Materials

Evaluation Statements	Average Score
4. The material organisation (room, facilities, timetable, etc.) was satisfactory.	4,73
5. The documentation provided by the organisation was satisfactory.	4,93

Table 14: Workshop content and materials

The average score per statement is presented on the below:

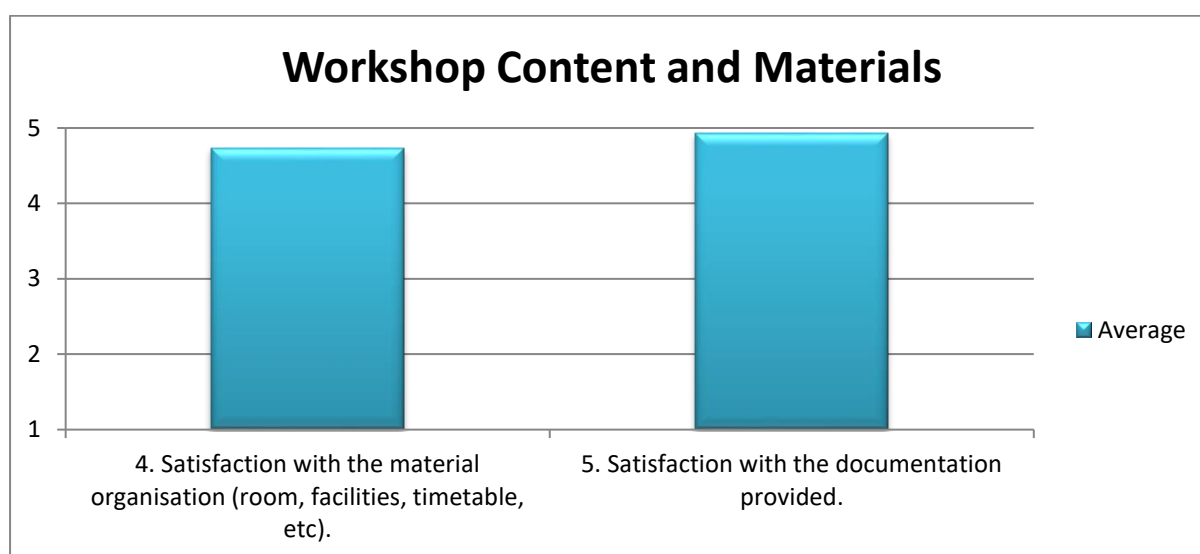


Figure 11: Workshop content and materials

Section 1: What is a Learning Workplace?

Evaluation Statements	Average Score
6. The trainees have understood what a Learning Workplace is.	4,70
7. The trainees have understood what the main benefits and barriers to a Learning Workplace are.	4,50

Table 15: Section 1 – ‘What is a Learning Workplace?’

The average score per statement is presented on the below:

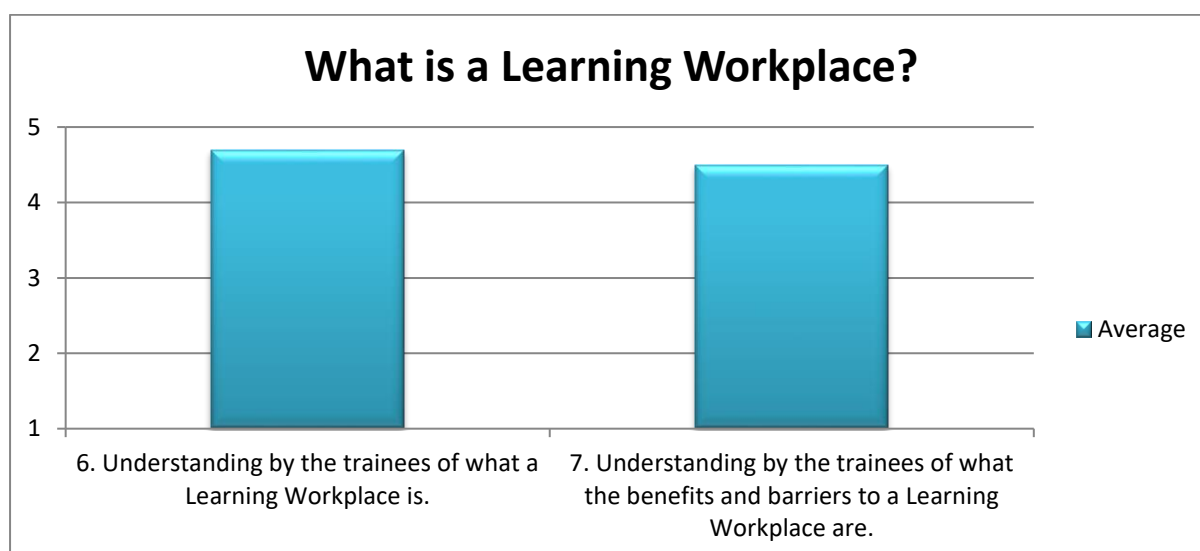


Figure 12: Section 1 – ‘What is a Learning Workplace?’

Section 2: Different Types of Learning in the Workplace

Evaluation Statements	Average Score
8. Now, the trainees can distinguish among formal, non-formal and informal learning.	4,70

Table 16: Section 2 – ‘Different Types of Learning in the Workplace’

The average score per statement is presented on the below:

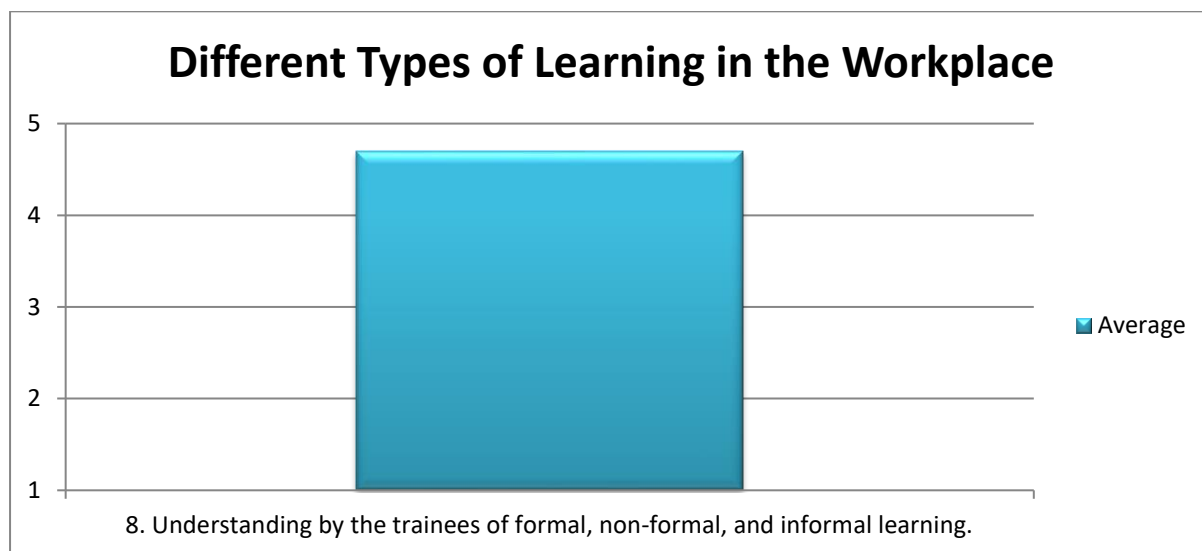


Figure 13: Section 2 – ‘Different Types of Learning in the Workplace’

Section 3: Positive Impact of Learning Workplaces

Evaluation Statements	Average Score
9. Now, the trainees understand why workers are more motivated within Learning Workplaces.	4,80
10. The trainees have understood how and why becoming a Learning Workplace would be positive for their organisation and would facilitate its orientation towards strategic goals.	4,60

Table 17: Section 3 – ‘Positive Impact of Learning Workplaces’

The average score per statement is presented on the below:

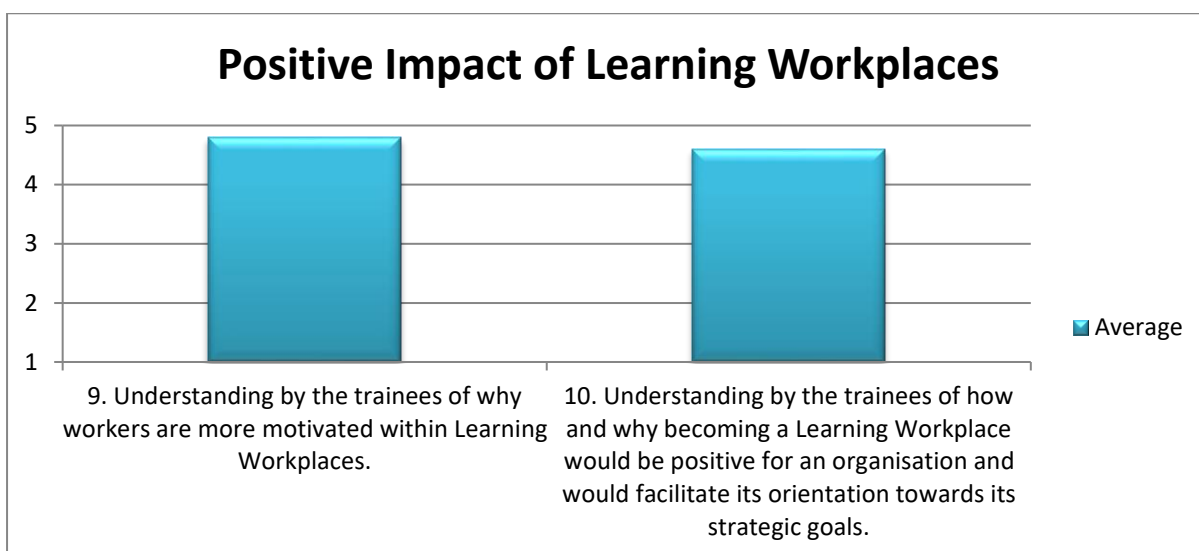


Figure 14: Section 3 – ‘Positive Impact of Learning Workplaces’

Section 4: Setting Up a Learning Workplace Strategy

Evaluation Statements	Average Score
11. The trainees have understood why the commitment of the management is essential for the transformation of their organisation into a Learning Workplace.	4,80
12. Now, the trainees know how to implement a process of transformation of their organisation, through the selection of Building Blocks and the design of activities, into a Learning Workplace.	4,60

Table 18: Section 4 – ‘Setting Up a Learning Workplace Strategy’

The average score per statement is presented on the below:

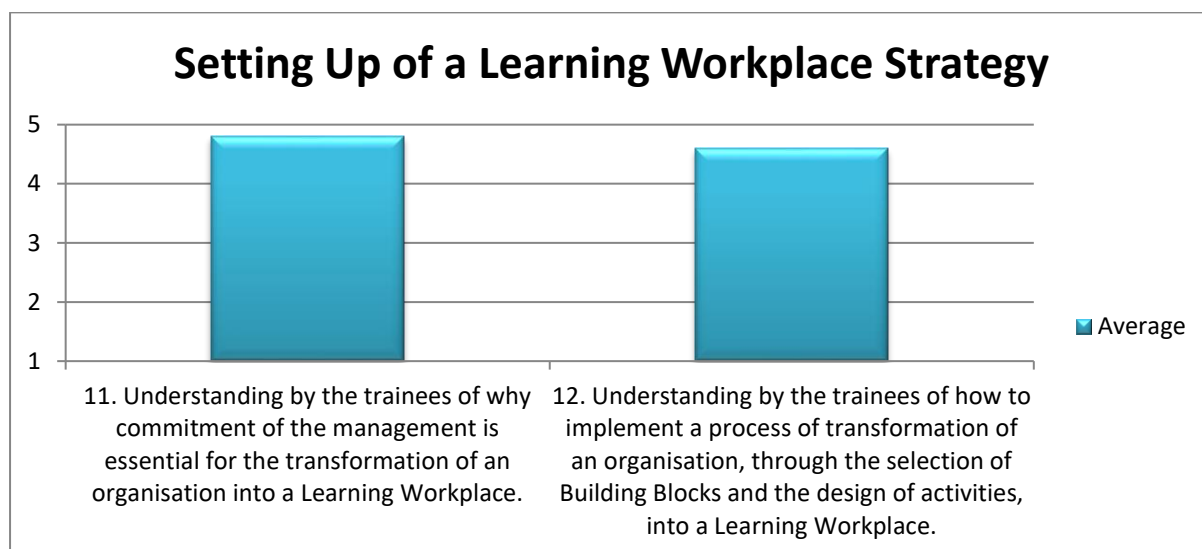


Figure 15: Section 4 - ‘Setting Up of a Learning Workplace Strategy’

Attitude towards Learning Workplaces

Evaluation Statements	Average Score
13. The trainees have shown a good level of interest.	4,73
14. The trainees have been participative.	4,67
15. I feel that the trainees will apply the contents of the training to their organisations.	4,27

Table 19: Attitude towards Learning Workplaces

The average score per statement is presented on the below:

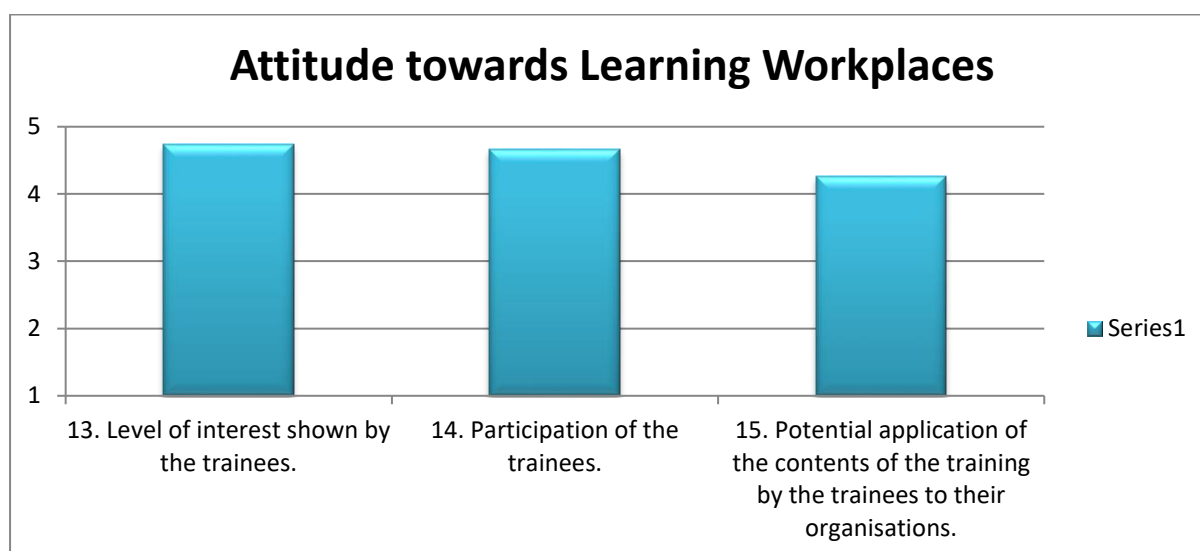


Figure 16: Attitude towards Learning Workplaces

G. Conclusions on the Reaction, the Learning, and the Attitude Change of the Participants towards Learning Workplaces

The organization of the workshops (prior information, trainer's competence and adaptation to the participants' needs, expectations' fulfilment, and general satisfaction) reached an average score of 4.48 out of 5. **The general satisfaction of the participants with the workshops received 4.57 out of 5.** The participants appeared also very satisfied with the workshops' content and the material used (facilities, timetable, and documentation, topics' structure and content, exercises and examples, degree of learning, applicability to work), which were graded on average 4.34 out of 5. The question on the structure of the workshop's topics received the highest score in this section, that is, 4.47 out of 5. The questions on **the participants reaction to the workshop received an average score of 4.43 out of 5.** In sections 1-4 (definition of Learning Workplaces, types of learning, positive impact of Learning Workplaces, and set-up of a strategy for Learning Workplaces) which aimed to evaluate the learning of the participants through the workshops received average scores ranging from 4.38 to **4.62 out of 5**, the latter being **the highest average evaluation score achieved, referring to the understanding by the participants of why workers are more motivated within a Learning Workplace and why the commitment of the management is essential for the organisations' transformation.** The evaluation score received for those two questions prove that the participants are conscious with regards to the significant role of the management for this transformation which will benefit the employers first. **The learning from the workshops received an average score of 4.43 out of 5.**

In the attitude tests completed by the participants before and after the workshops, the collected results are also positive, that is, there was **improvement on the attitude of the participants towards the transformation of organizations into Learning Workplaces** with regards to the 9 Building Blocks of Adult Learning in the Workplace. **The highest average attitude change (increase) reached 15.90%** in Building Block 9: 'Assure the quality of adult learning in the workplace'. The lowest average attitude change (increase) has been observed in Building Block 8: 'Ensure that adult learning in the workplace responds to employers' needs', in which the attitude of the participants changed by 8.85%. The average values of the Building Blocks in the attitude tests completed before the workshops ranged from 3.58 to 4.01 out of 5 while **in the attitude tests completed after the workshops, they range from 3.92 to 4.39.** In the questions referring to the **positive impact of Learning Workplaces, there was an**

average change (increase) of 7.51%. As far as the challenges that can be confronted through the transformation of organizations into Learning Workplaces, the average values range from 3.32 to 3.61 before the workshops and from 3.81 to 4.00 after the workshops. **The lowest value before the workshops pertains to the option ‘Diversity (3.32)** and the highest value to the option ‘Feedback (3.61). **After the workshops, the value of ‘Diversity rose to 3.81** while ‘Feedback’ and ‘Collaboration received both the highest value (4.00).

H. Overall Recommendations

In addition to the specific conclusions and recommendations, there are some further overall recommendations, according to the feedback we received (written and oral), as well as according to some further trainers' conclusions, feelings, remarks, etc. after the workshop.

Workshop Organization and Preparation

According to the results, we can clearly state, that decent workshop preparation is the first step to a successful workshop.

As the LEARN project started during the COVID-19 pandemic, it was especially important to think about workshop settings. It was not always possible to do a face-to-face workshop. This had to be taken into consideration in the preparation phase.

All information necessary prior to the workshop should be available early enough for the participants. This includes information about date, time and place, workshop setting (online/face-to-face), overall goals of the workshop, rough overview of the content, hosting organization, etc.

Also, trainers should receive the material early enough to be able to prepare if they were not involved in material development.

Workshop Setting online/face-to-face

Workshops were held end of 2021 beginning of 2022. Due to the Corona situation in the different countries represented by the consortium, only some workshops were held face-to-face, the others had to be held online. This special requirement has to be considered when developing the workshop material.

According to the results, there is not significant difference in results from online or face-to-face workshop. Which shows that the material prepared can be used in both settings. Of course, for groupwork different tools/activities are needed online and offline. This was taken care of in the preparation phase.

Trainers

When selecting the trainers for the workshop to “Development of a Positive Attitude for Employers towards the Transformation of Organizations into Learning Workplaces” rather experienced trainers were selected. This resulted in high satisfaction of participants with the trainers. As all trainers had several years of experience, we cannot compare it with younger or less experienced trainers.

For the trainers it is especially important to be familiar with all the activities participants will do during the workshop, as they need special preparation (special online/offline tools, equipment like flip chart paper, enough pens, post its, etc.).

Material developed

To develop a successful training, especially with a focus on attitude change, it is important to start with a research phase. For this project, building blocks on Learning Organisations were the basis for development of the training material.

Another success factor was training in national language. Although the LEARN project is an international project and all material was developed within the consortium in English, the decision on hosting the trainings in national language was a good decision. This reduced the barrier for participants.

When developing training material commonly, it is very much recommended to develop trainers instructions in addition to the material. Trainers’ instructions should help trainers, who were not actively involved in the training material development, to work with the training material. Trainers’ instructions should include the schedule for each module, additional information on theory, instructions for group activities, required material for each activity, etc.

I. Attachments to the Report

5 national Reports from Austria, Cyprus, France, Greece and Spain

Work Package [5] [Development of a Positive Attitude for Employers towards the Transformation of Organisations into Learning Workplaces, 5.5 Preparation of a Recommendations' Report.]

Checklist

Before submitting the Report, please make sure that the following tasks have been completed:

- The Table of Contents has been updated.**
- Captions have been used for all tables.
- The Repeat Header Row function has been used for all tables (if applicable).
- The List of Tables has been updated.**
- Captions have been used for all figures.
- The List of Figures has been updated.**
- The Footer is complete.