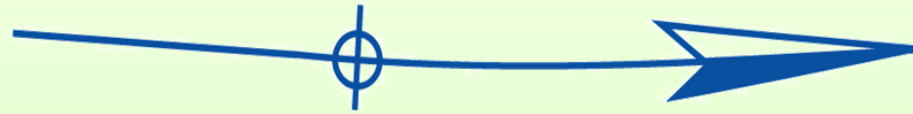




# learnovation



## **Web 2.0, employability and innovation: some reflections**

Walter Kugemann and Fabio Nascimbeni  
MENON Network

# The Learnovation project

- ❖ Supported by DGEAC - Lifelong Learning Programme
- ❖ Duration: 2008-2009
- ❖ Main results:
  - Vision Papers
  - Foresight Report
  - Stakeholders roundtable
- ❖ Partners: MENON, Scienter, UCP, EDEN, PAU,

# Proposing a vision of eLearning based on differentiation

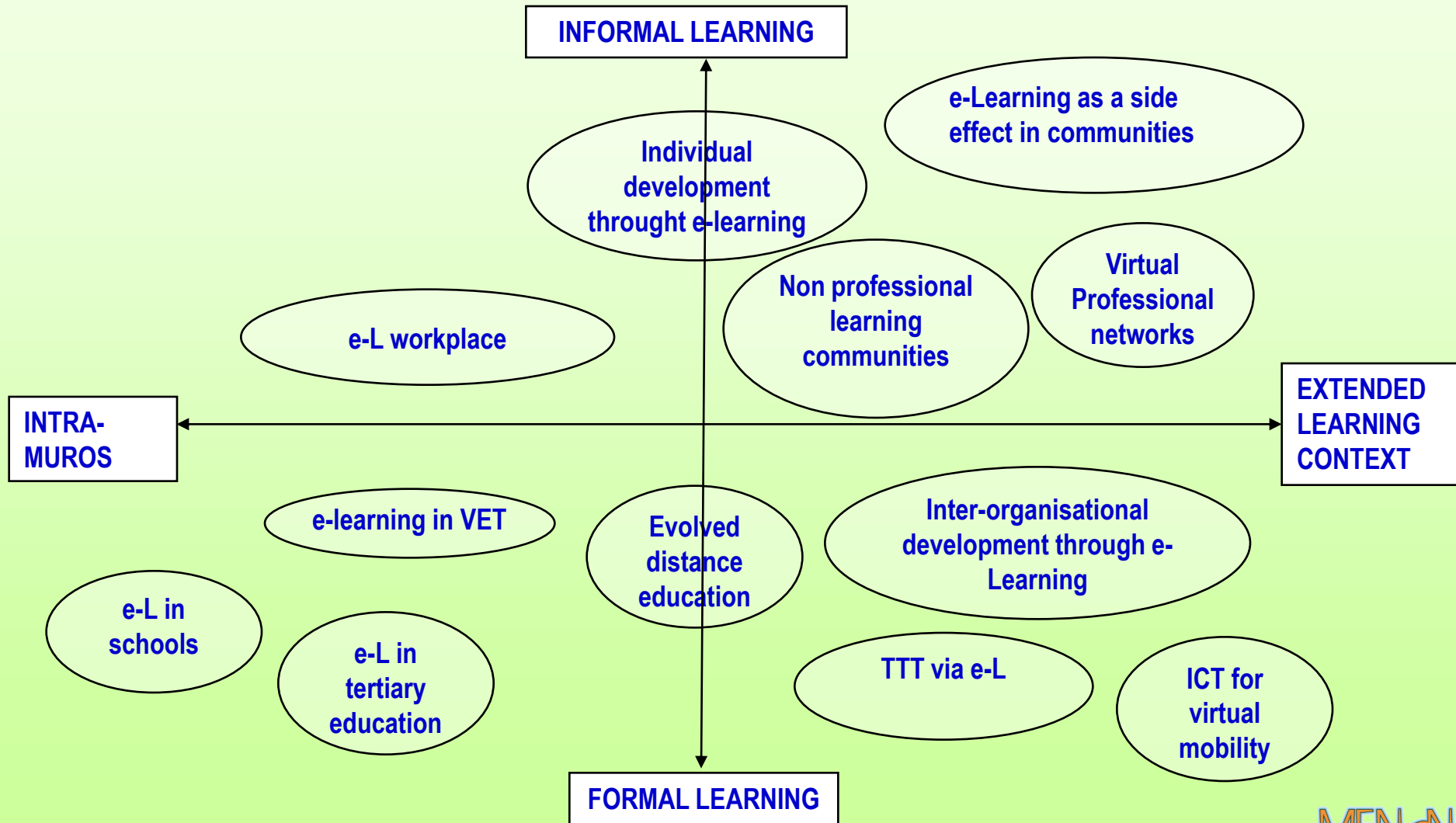
## Objective differentiation

- ❖ the eLearning territories:
  - Aims, Contexts, Learning patrimonies

## Subjective differentiation

- ❖ Roles, values, visions of the world

# eLearning Territories



# Which eLearning for the future? - 1/2

<b>e-L 2000...</b>	<b>i-eL 2010...</b>
<ul style="list-style-type: none"><li>❖ distributes consolidated knowledge</li><li>❖ is still e-Teaching</li><li>❖ may isolate the learner</li><li>❖ is delivered by a single provider/institution</li><li>❖ ignores the learner's context and previous achievements</li></ul>	<ul style="list-style-type: none"><li>❖ generates new knowledge</li><li>❖ is owned by the learner</li><li>❖ creates learning communities</li><li>❖ is the result of and a tool to support partnership</li><li>❖ builds on the learner's contexts and previous achievements</li></ul>

# Which eLearning for the future? - 2/2

<b>e-L 2000...</b>	<b>i-eL 2010...</b>
<ul style="list-style-type: none"><li>❖ depresses the learner's creativity by transmissive logics</li><li>❖ squeezes the role of teachers and learning facilitators</li><li>❖ focuses on technology and contents</li><li>❖ substitutes classroom sessions</li><li>❖ privileges those who already learn</li></ul>	<ul style="list-style-type: none"><li>❖ stimulates the learner's creativity by enhancing the ludic dimension of learning</li><li>❖ enriches the role of teachers and learning facilitators</li><li>❖ focuses on quality, processes and learning context</li><li>❖ is embedded in organisational and social processes of transformation</li><li>❖ reaches and motivates those who were not learning</li></ul>

# Web 2.0 and learning innovation in the workplace: starting points

- ❖ **Large companies' frustration:** Convergence between e- learning and Knowledge Management did not happen: e- learning has become a common practice in large organisations, but has not matched the Knowledge Management challenge.
- ❖ **SMEs' frustration:** The proposed e-learning supply may have offered cost-effective solutions to "ordinary" problems but often did not match the emotional side of the motivation to invest in learning; it was probably not associated enough to what SME leaders considered really valuable for their development or critical to their survival.
- ❖ **Professional networks frustrations:** Collaborative learning is not growing as quickly as expected. Some experiences exist but are reserved to high profile professionals, whereas the dominance is of relatively flat e-learning models, distributing the knowledge of more experienced and research oriented professionals to other members of the professional community. Furthermore, there is a strong need to better develop Learning 2.0 approaches in professional environments.

# Web 2.0 and learning innovation in the workplace: possible developments

- ❖ **Institutional hierarchies** matter a lot in the diffusion and introduction of innovation into companies. However, there are several “hidden innovation rivers”, not led by the organisation hierarchy, that produce conditions for future change and already practice innovative working and learning processes.
- ❖ **Age and gender** are becoming very important, introducing serious cultural, technological and social generational gaps that can become either a lever or an obstacle to change, depending on how they are dealt with.
- ❖ In relation to the above, there is a **diversity management issue** emerging. Either because of increasingly multicultural societies or because of internationalisation/globalisation of companies different styles of management are emerging often bringing to organisational clashes.



# Web 2.0 and learning innovation in the workplace: recommendations

## 1. Encourage all forms of learning at the workplace

Working and learning overlap in the knowledge society. The organisations should develop a climate supportive to open ways of learning which takes into consideration the motivation of both the learner and the organisation.

## 2. Embed learning into change

Organisational needs cannot be solely addressed by knowledge-based solutions; problems and opportunities for organisations should be addressed by project work, peer learning, experience exchange and informal learning, all of which can be supported by ICT.

## 3. Celebrate and recognise learning achievements

Recognising the value of prior learning achievements both formal and informal in the workplace will encourage further learning.

# Web 2.0 and learning innovation in the workplace: recommendations

## 4. Remember diversity and differentiation of needs and styles

The knowledge, competences, attitudes and values required in contemporary work places are diverse and differentiated. This should not be forgotten when optimistic positions are expressed on the potential of Web 2.0 forms of learning to make Lifelong Learning a reality for all.

## 5. Encourage informal learning beyond the limits of one organisation

Inter-organisational (i.e.: supply chain networks) and extra-organisational networks of people are gaining importance in continuing learning. Validation of such learning should be developed



## 6. Do not forget the bottom line

Celebrate and recognise the contribution of learning to the strategic goals of the organisation where performance, innovation and success measures are met and / or exceeded

# Thank you!

- ❖ Learnovation project:  
[www.elearningeuropa.info/learnovation](http://www.elearningeuropa.info/learnovation)
- ❖ Learnovation Stakeholders Roundtable:  
[www.learnovation.eu](http://www.learnovation.eu)

**For more information please contact:**

**Fabio Nascimbeni**

**[fabio.nascimbeni@menon.org](mailto:fabio.nascimbeni@menon.org)**