

Study „Adult learning in the workplace:
skill development to promote innovation in enterprises“
commissioned by CEDEFOP Contract N° 2010/S 164-251530 of 25/08/2010

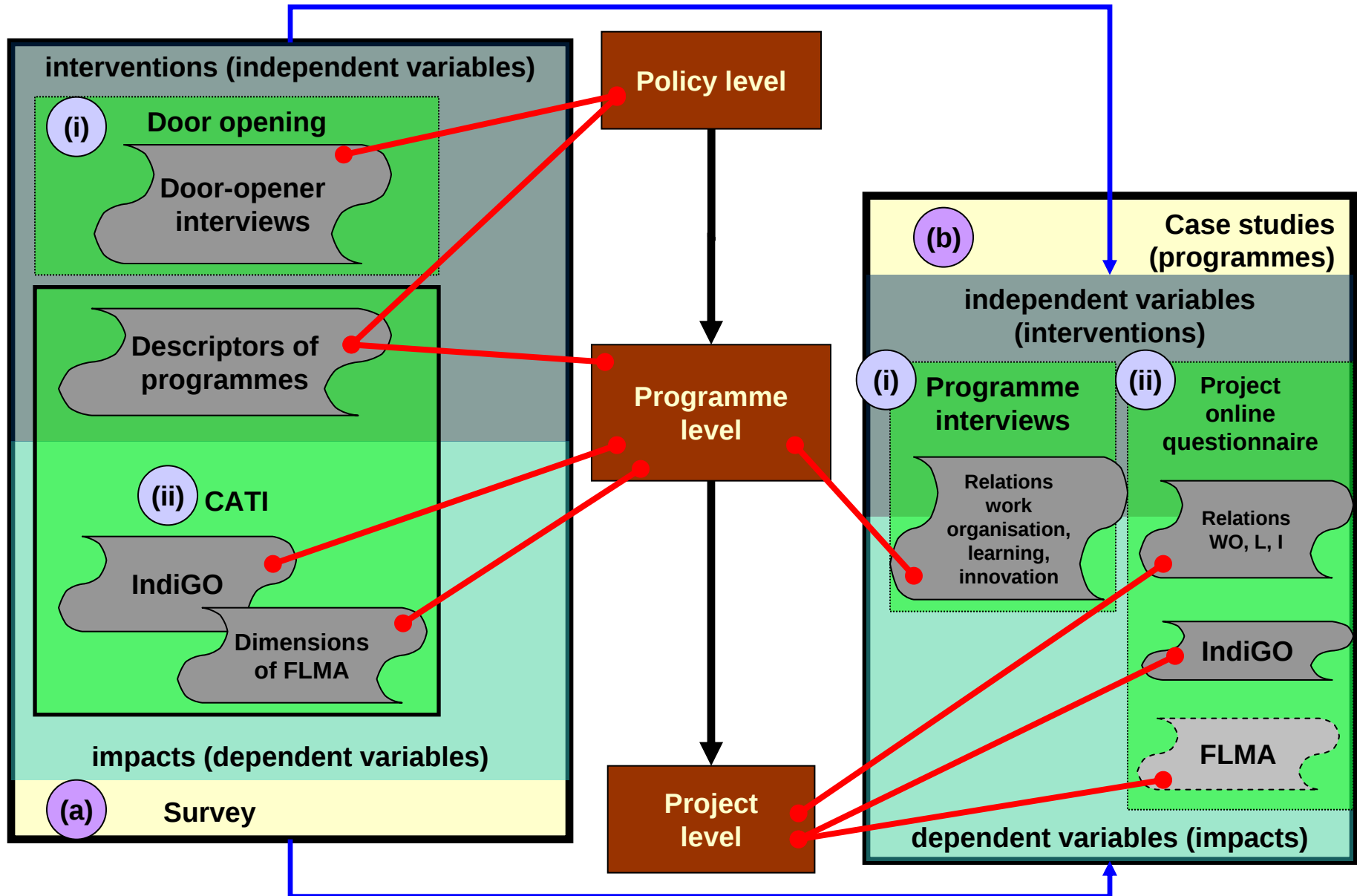
Adult learning in the workplace: Skill development to promote innovation in enterprises - Case studies -

Validation Workshop
Thessaloniki, November 10-11, 2011

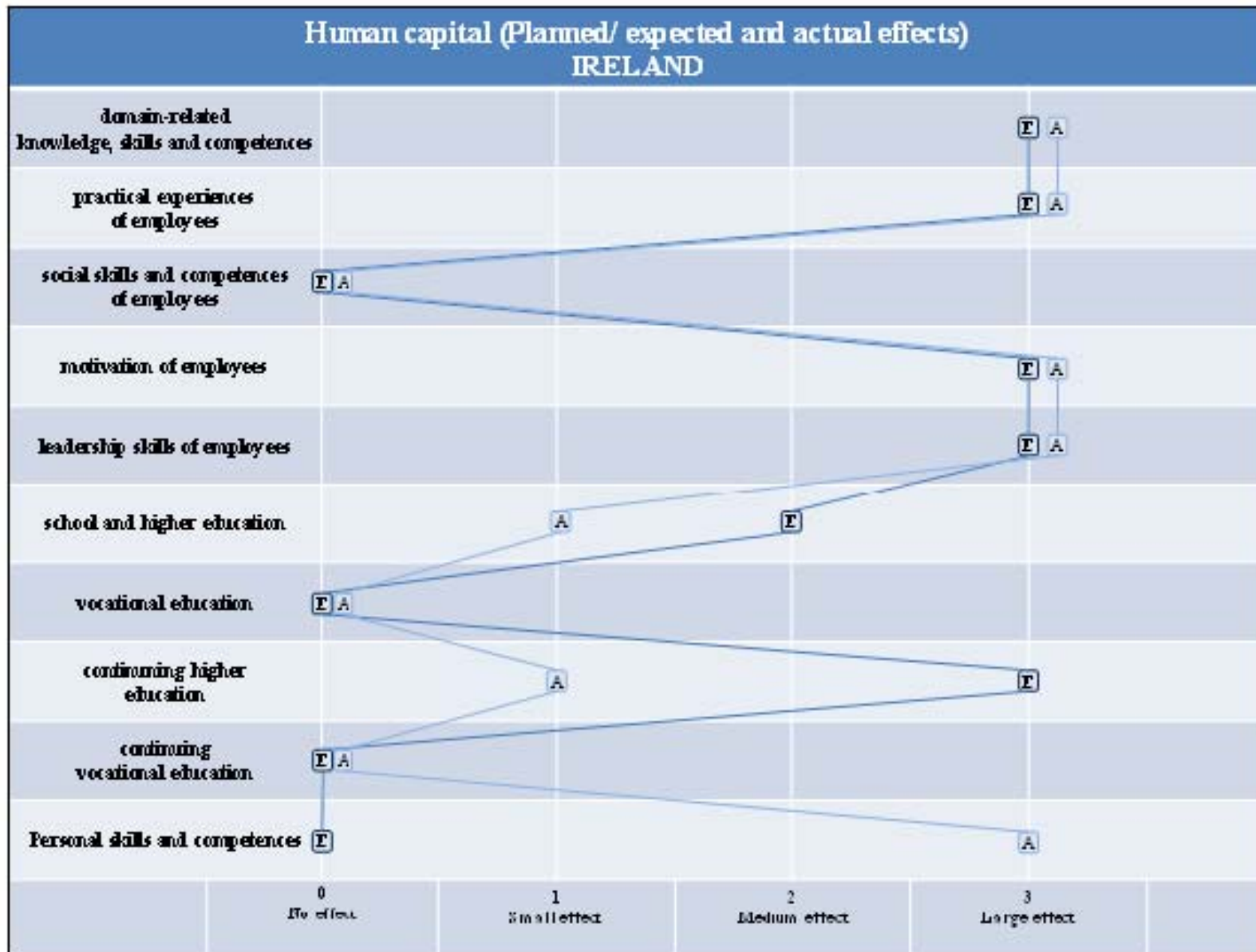
Institute for Innovation and Technology within
VDI/VDE Innovation + Technik GmbH and
FiBS-Institute for Education and Socio- Economic Research

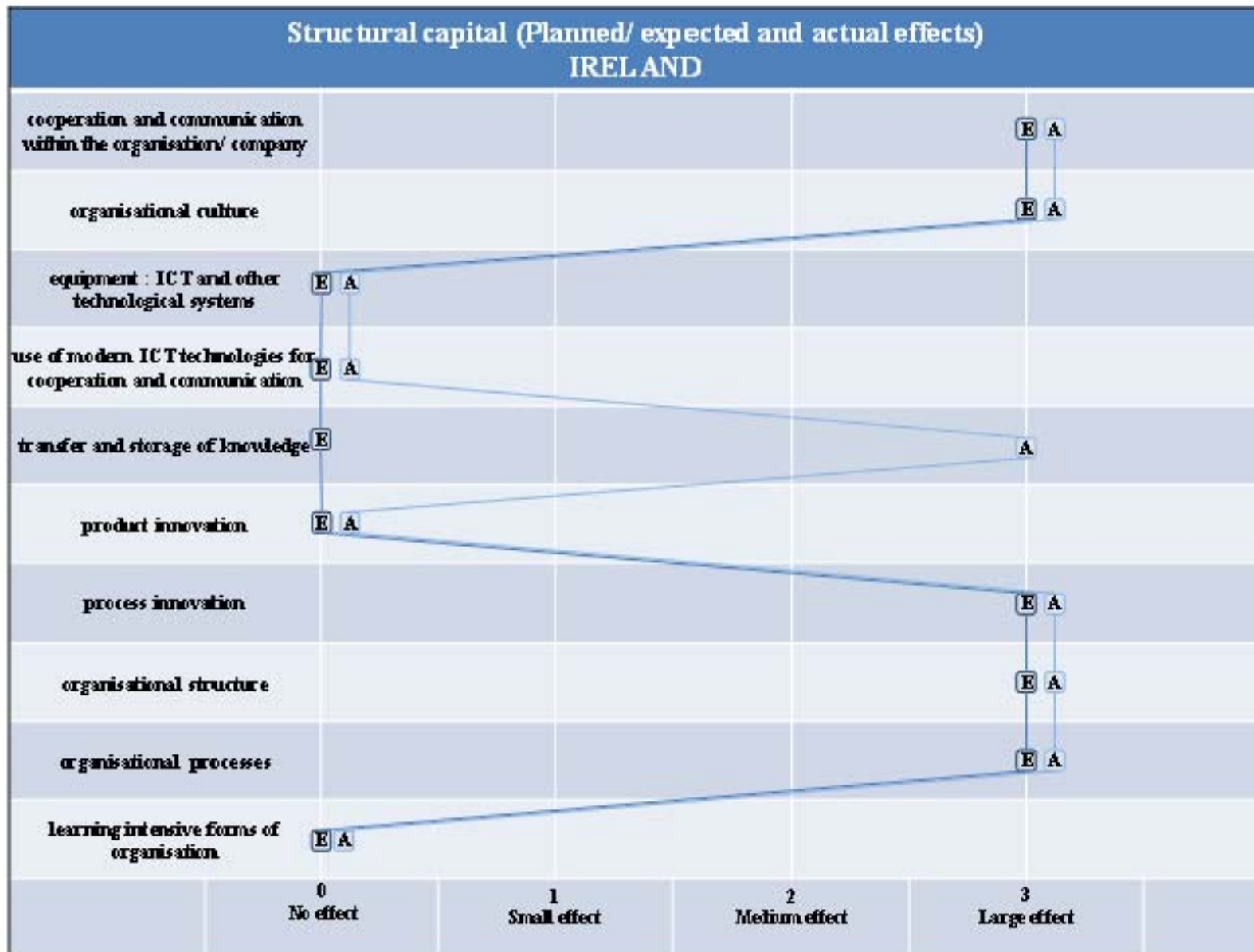
1. Overview case studies
2. Methodology
3. The example: Lean Business Offer in Ireland
 - Programme Manager on intellectual capital
 - Project Managers on intellectual capital
 - ‘Embedded case’

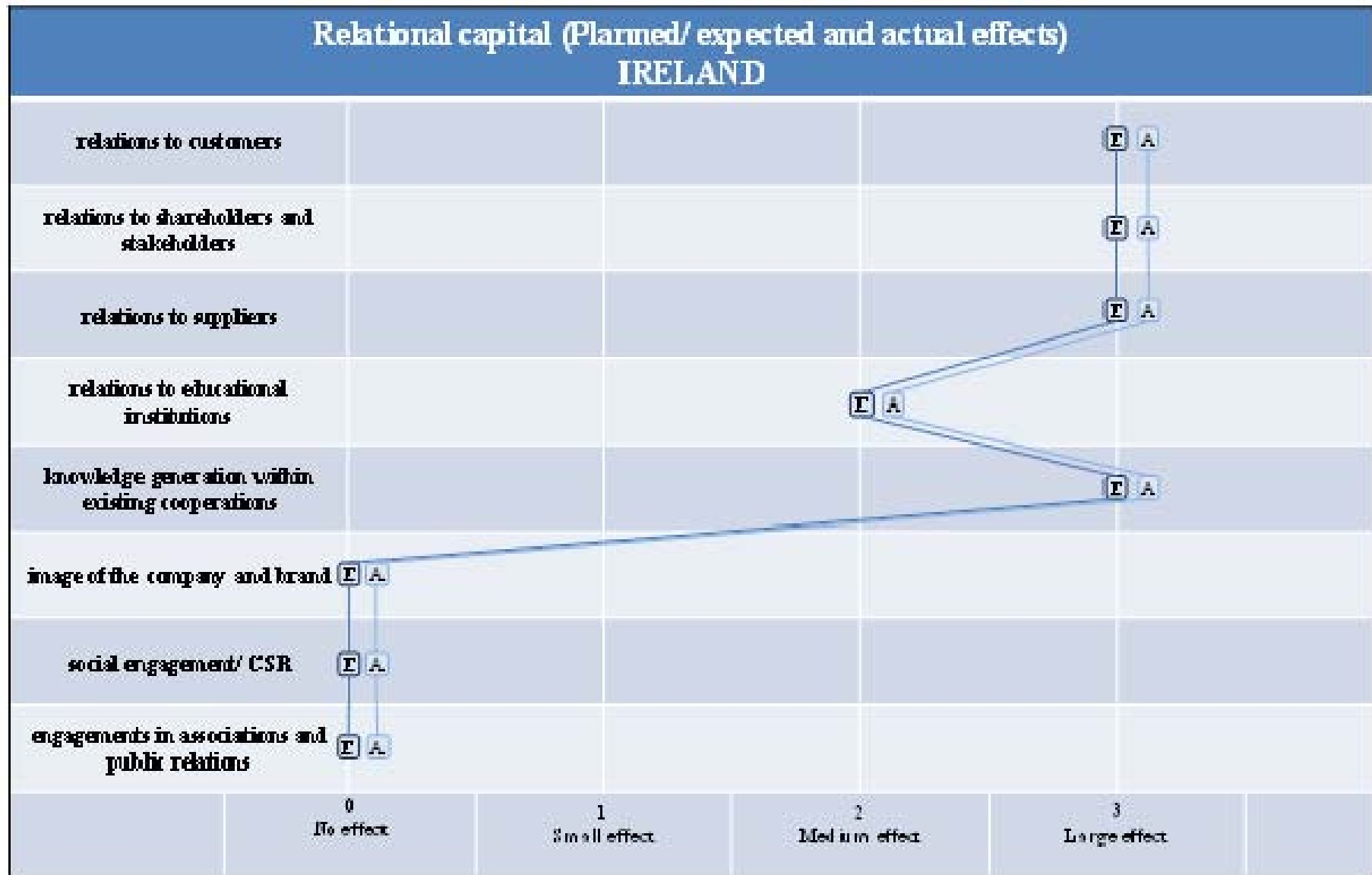
- 10 good practice case studies on programmes
- Representation of diversity of programmes (countries, clusters, types, geographic scope, size of enterprises)
- Policy – programme – project level
- Embedded cases



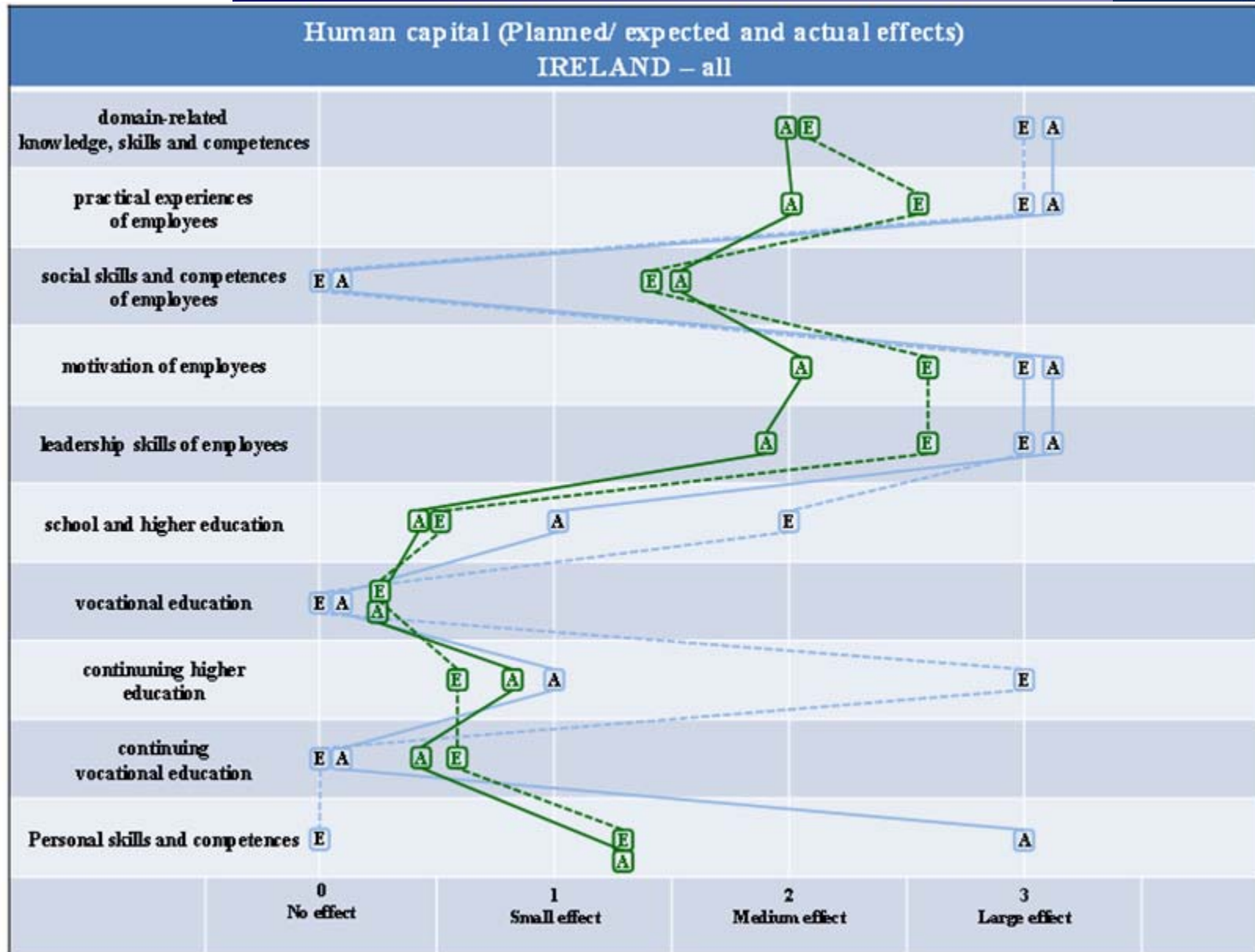
Type of investment in innovative ability	Focus of programme/service
1: Human capital (not main focus of this study)	Mostly formal basic or continuing education and training; programmes may fund the development and provision of E&T services, or support individual learners by providing funds to pay education fees etc.
2a: Structural capital, focus on the workplace	Work organisation and workplace design, including learning potentials of work
2b: Structural capital, focus on the organisation	Organisational Innovation and Business Development
3: Relational capital	Cluster / regional innovation systems programmes and initiatives
4: Stimulation of R&D&I investment in shared-budget programmes	Technological Research, Development and Innovation (R&D&I)



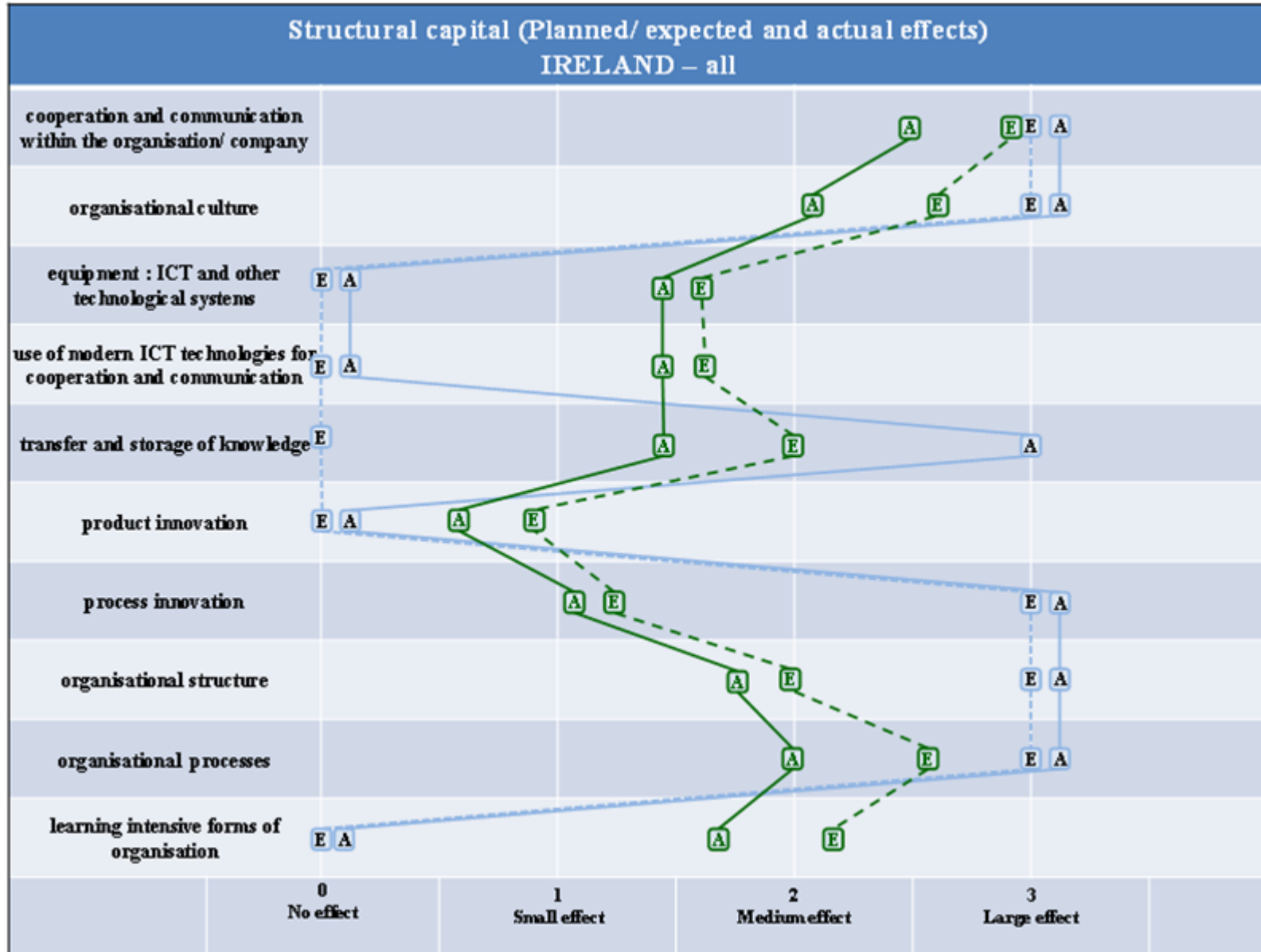




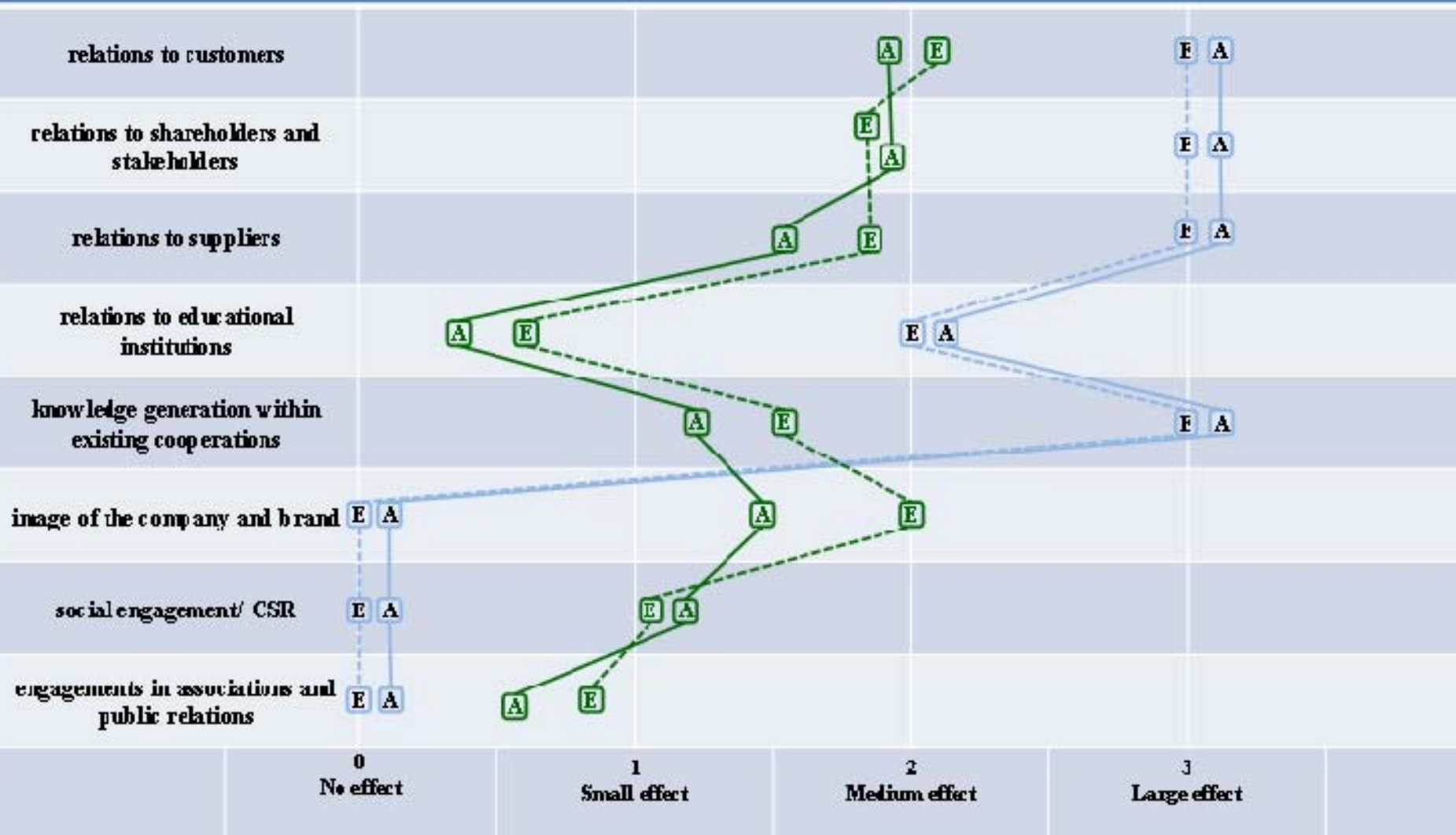
Programme and project managers – human capital



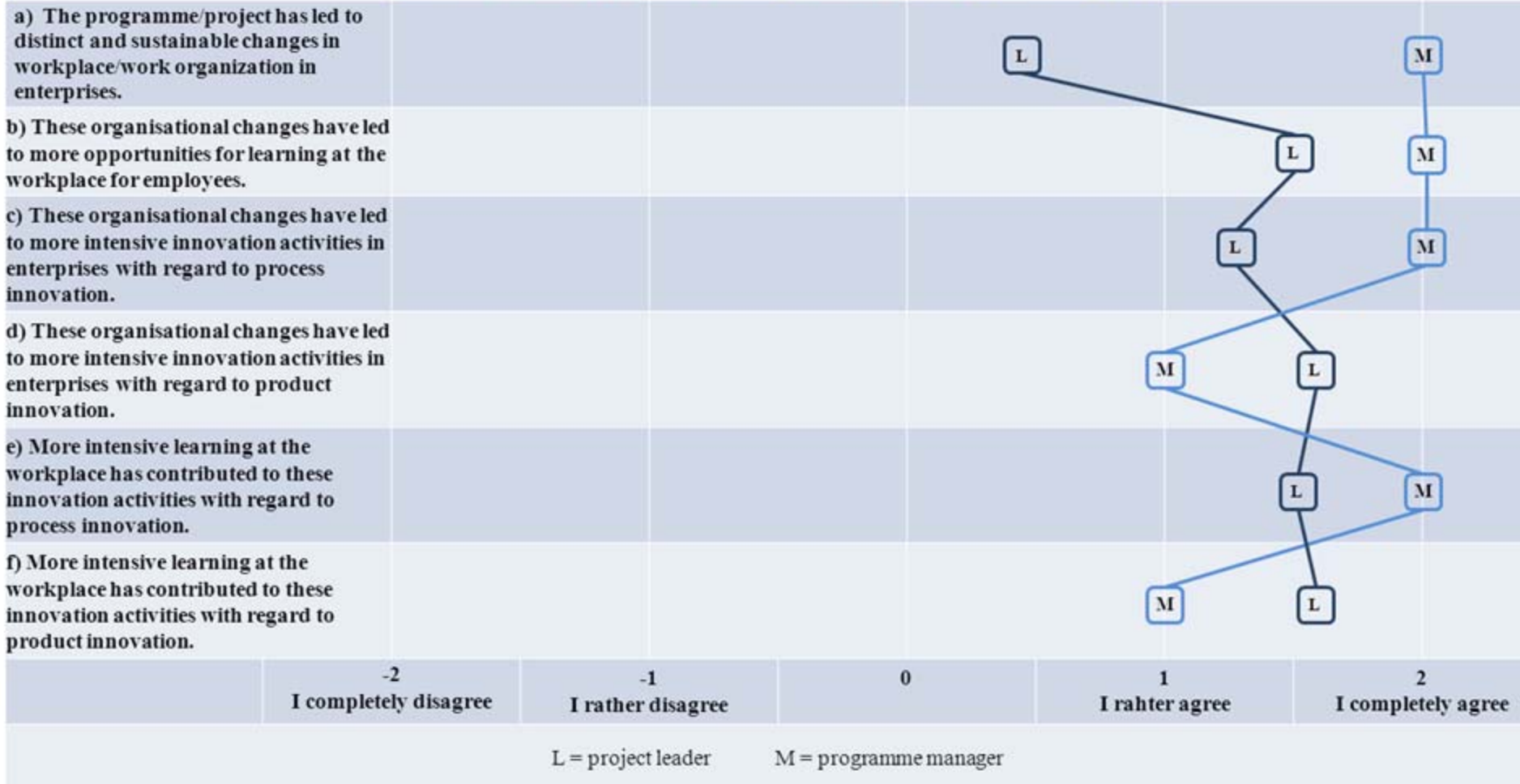
Programme and project managers – structural capital

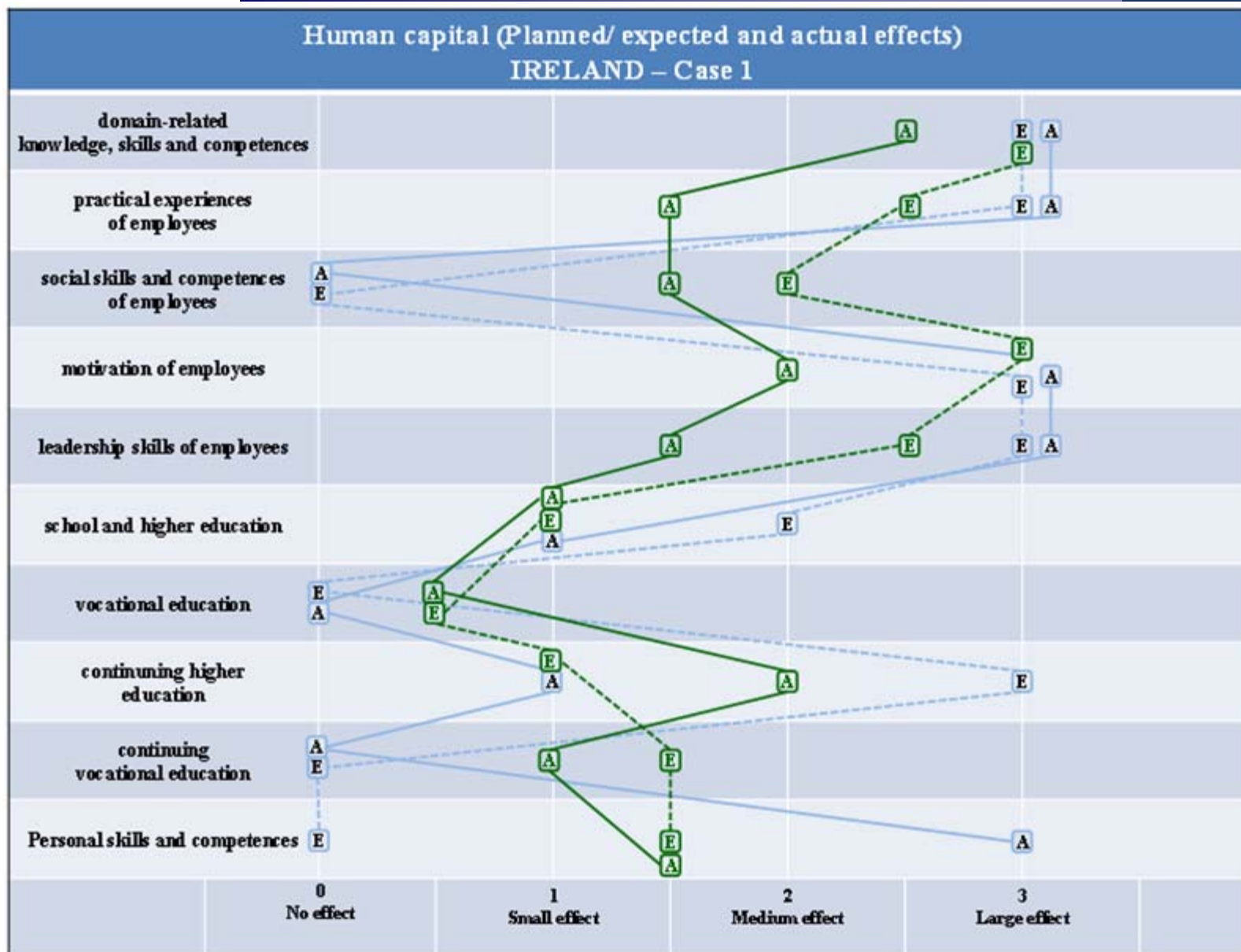


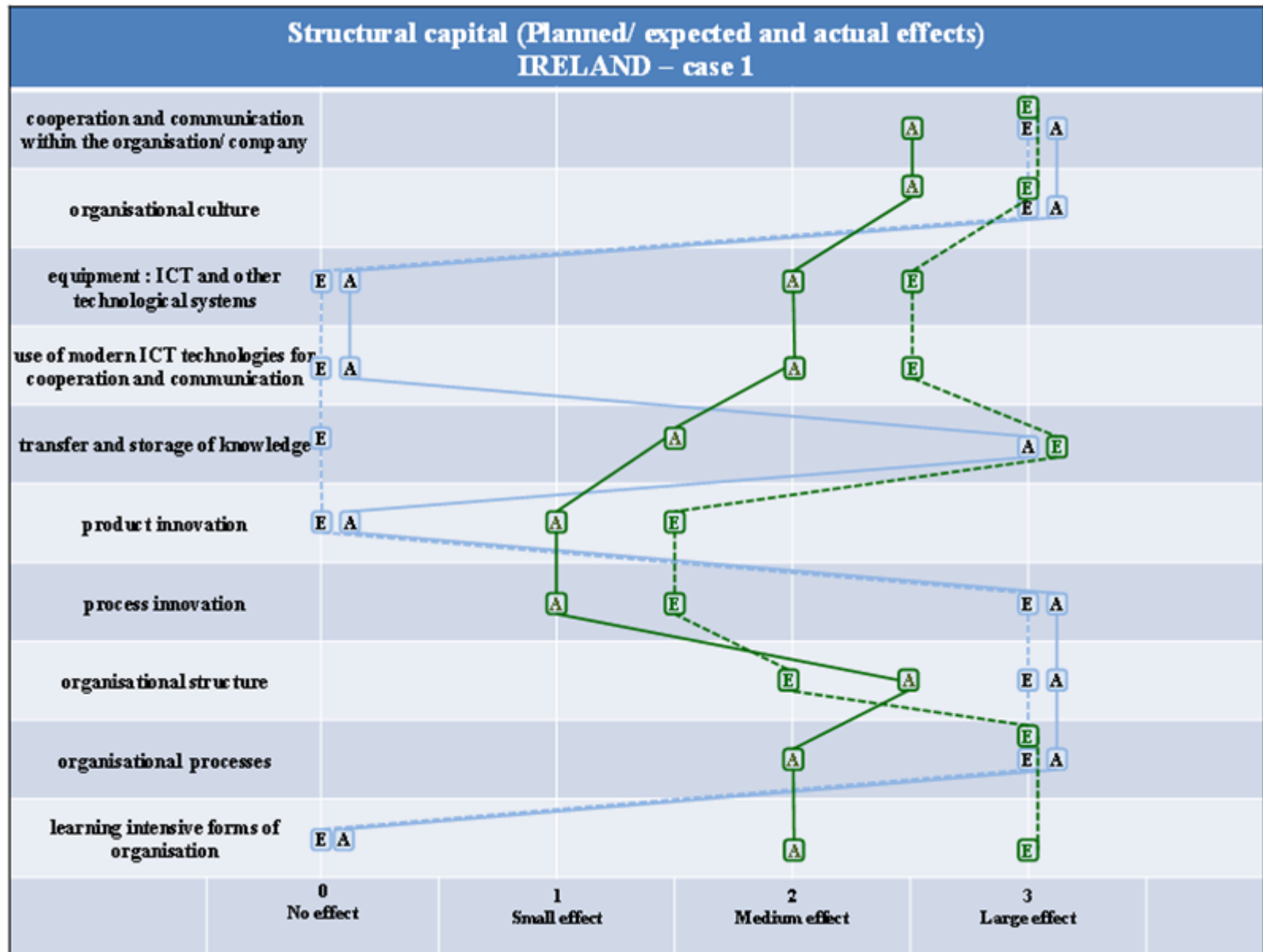
Relational capital (Planned/ expected and actual effects) IRELAND – all



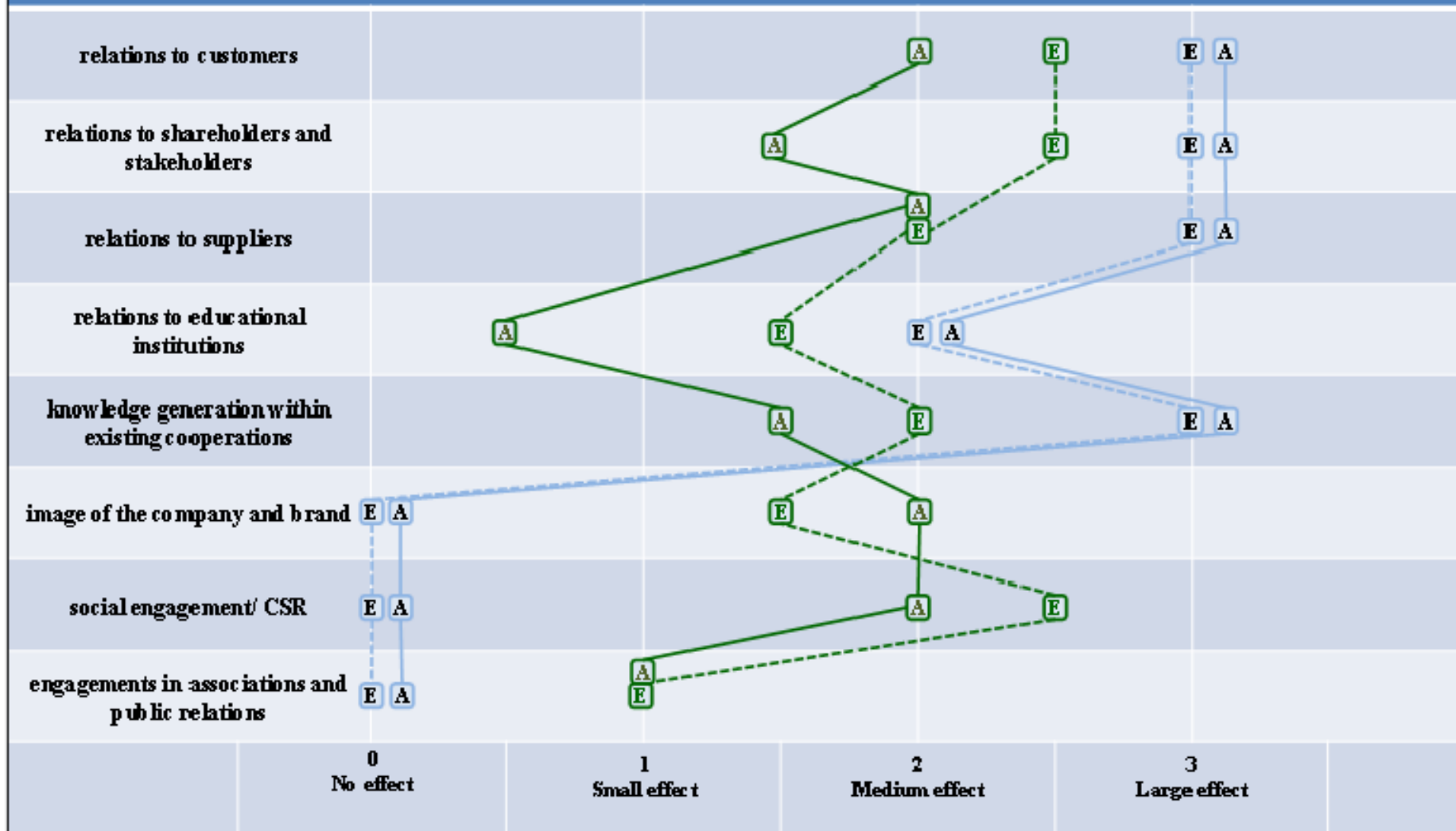
Link between innovation and changes in workplace/work organisation that lead to learning - IRELAND – programme manager (M) / all project manager (L)





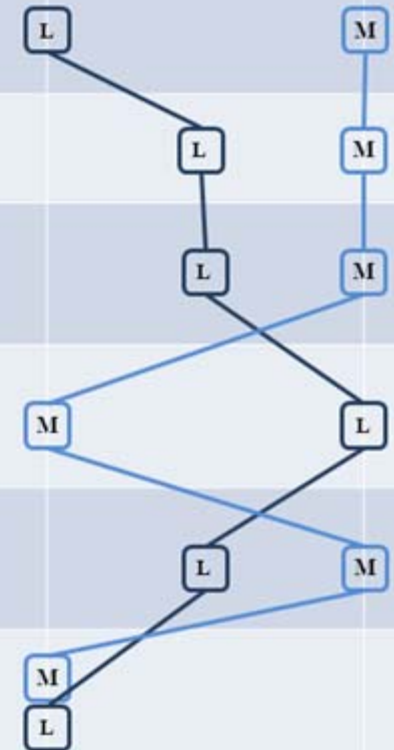


Relational capital (Planned/ expected and actual effects) IRELAND – case 1



Link between innovation and changes in workplace/work organisation that lead to learning - IRELAND – Case 1

- a) The programme/project has led to distinct and sustainable changes in workplace/work organization in enterprises.
- b) These organisational changes have led to more opportunities for learning at the workplace for employees.
- c) These organisational changes have led to more intensive innovation activities in enterprises with regard to process innovation.
- d) These organisational changes have led to more intensive innovation activities in enterprises with regard to product innovation.
- e) More intensive learning at the workplace has contributed to these innovation activities with regard to process innovation.
- f) More intensive learning at the workplace has contributed to these innovation activities with regard to product innovation.



-2
I completely disagree

-1
I rather disagree

0

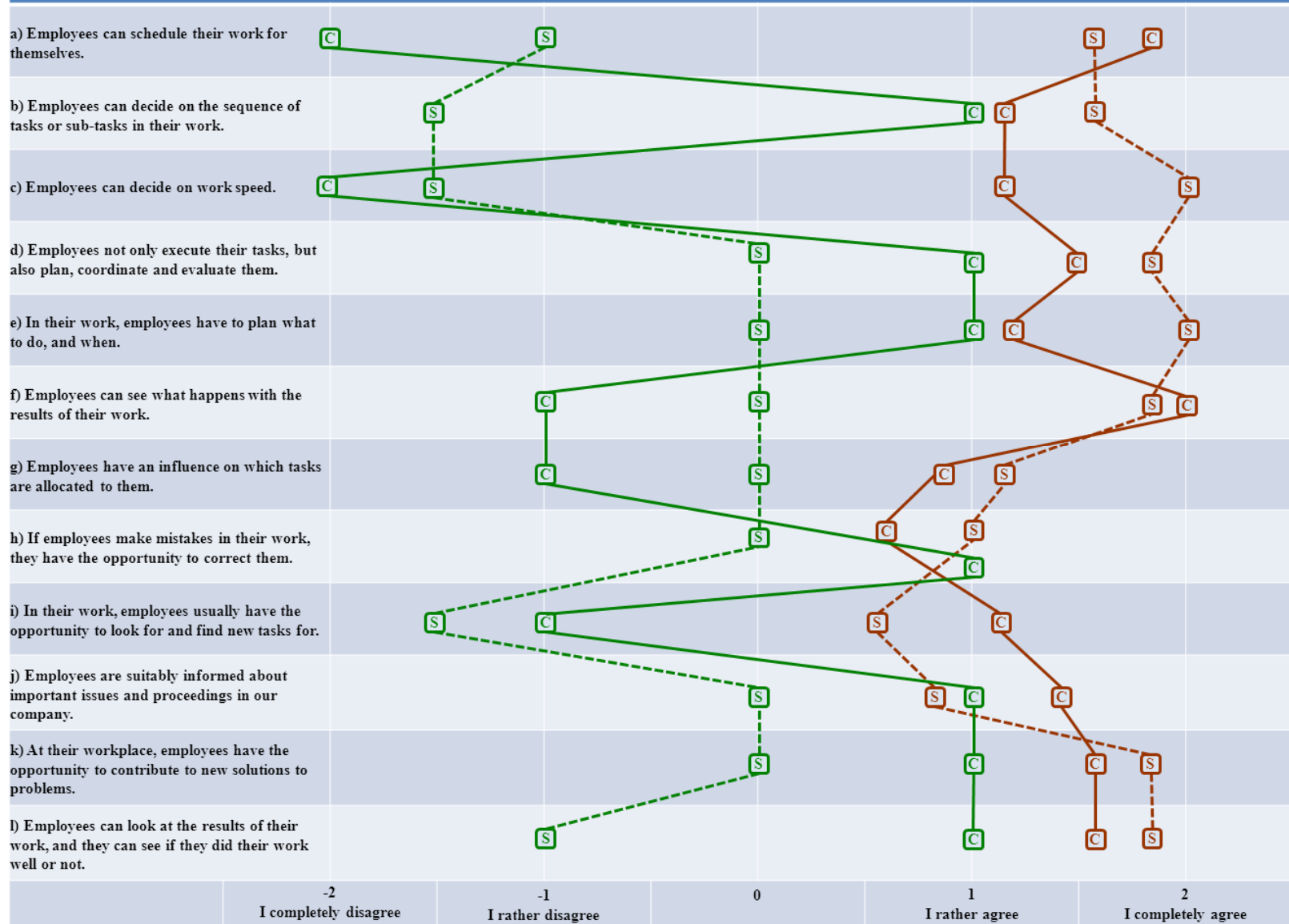
1
I rather agree

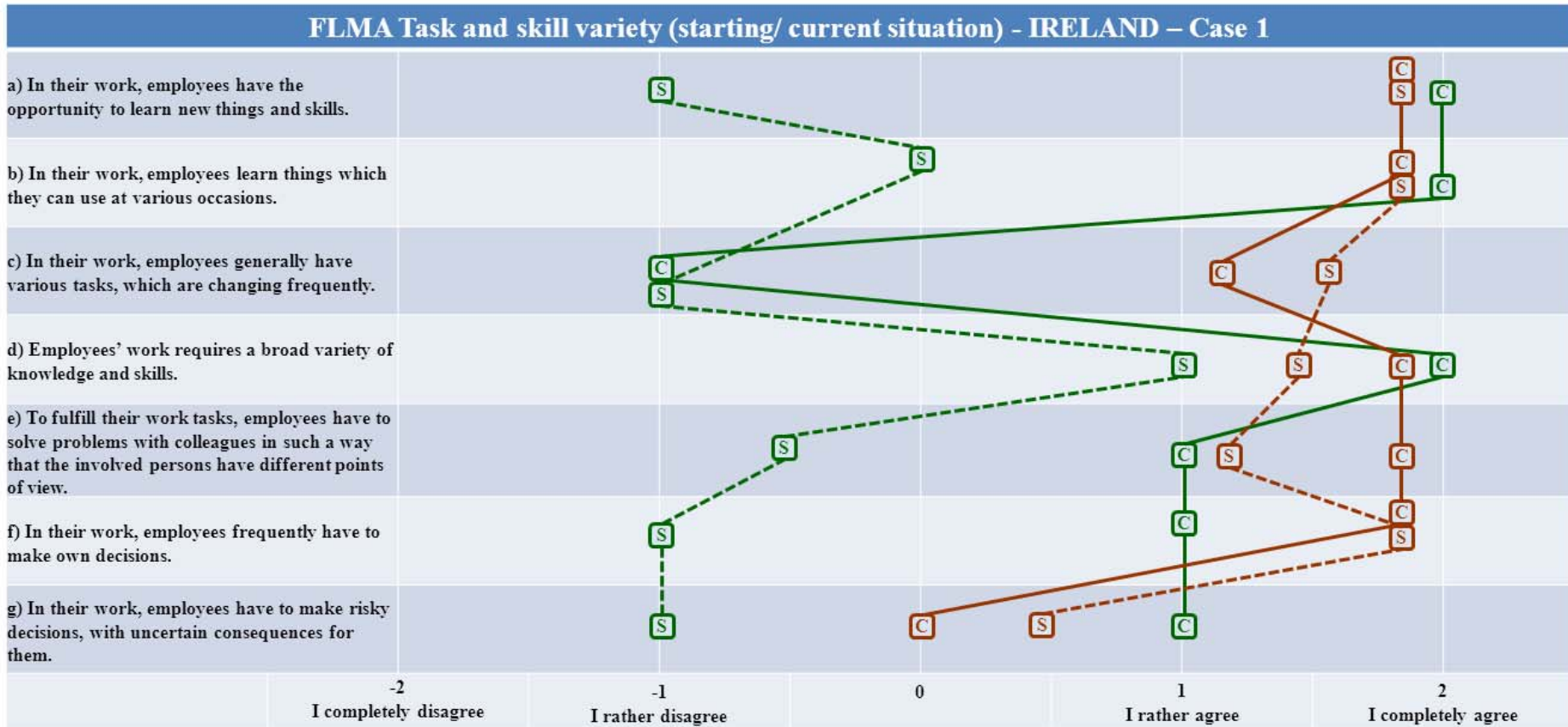
2
I completely agree

L = project leader

M = programme manager

FLMA Autonomy and task completeness (starting/ current situation) - IRELAND – Case 1





FLMA Transparency (starting/ current situation) - IRELAND – Case 1

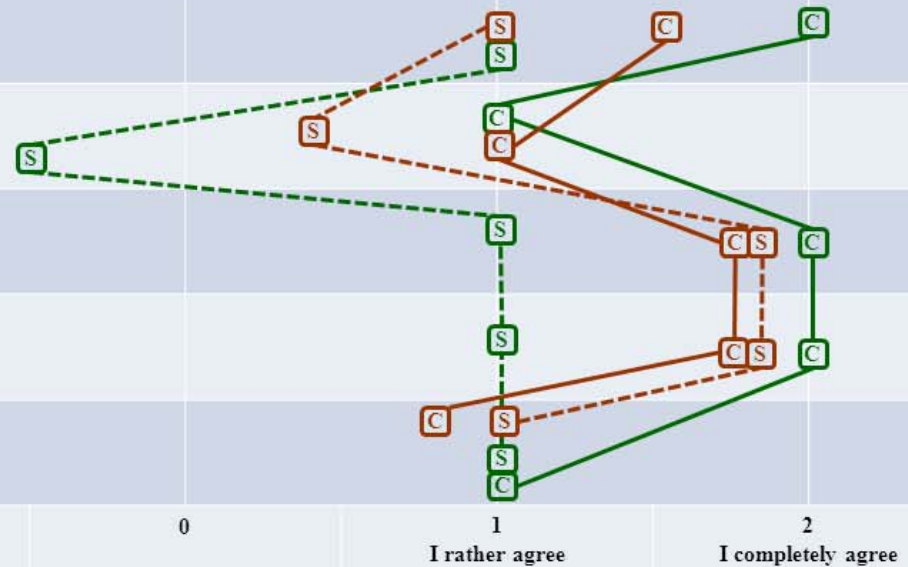
a) Employees know what is done by other colleagues.

b) Employees know what is done in other departments.

c) Employees know what is done in their department.

d) Employees' work requires close cooperation with their colleagues.

e) Superiors and colleagues tell employees whether they are satisfied with the results of their work or not.



Thank you