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 COURSE NAME:

 (System Decision Making)

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 (Value of Learning at Work)

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Introduction

An analysis of value of the ways of learning at work: Part one. In the past 18th months the way the world work has made drastic changes and it is not clear to what extent things will return the way they were before. It is skeptical whether remote networking will become the new normal for organization out of sheer necessity.

By the end of 2021 most businesses expect 50% of staff to return to their offices, so it likely that remote training will still need to be conducted. However, it do provide organization with great opportunity to strategize their entire approach to learning and development and for L and D teams their role in the organization in particular how organizations can offer a more holistic approach to organizational learning.

In this introductory section of the modern work place learning 2021 resource will consider how people are learning today and what this tells us about how we can offer a new approach to learning at work.

The covid - 19 pandemic has forced organizations’ to use alternative way of working without physically appearing in office by means of modern technology. Therefore if this strength continues the tendency of many organizations changing their method of learning and development for their staff will swift to different dimension using technology as a new approach.

Body of Assignment

The learning in workplace survey which was conducted asked respondents to rate 12 different ways of learning at work as follows. Not important (N), Quite important (Q), very important (V) or essential (E) has been on the trot since 2010 and now has registered over 7,500 retorts which indicated that there is enough data to provide a more in-depth analysis of the ways of learning at work that people value.

The overall profile is shown below. The 12 customs of learning are classified by the accumulated very important and Essential (V+E) scores, and the sheltered cells indicate where the most responses where received in each classification.

However, how do people with different characteristics diverge from this whole pattern? The part one analyses a number of factors comprehensively: Country of working, organizational size, gender, age, and the role of the individual in the organization and conclude what this interprets for modern work place learning.



|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | Overall |  |  |  |  |
|  |  | N | Q | V | E | V+E |
| 1 | Daily work | 1 | 6 | 29 | 64 | 93 |
| 2 | Knowledge sharing | 1 | 7 | 33 | 59 | 92 |
| 3 | Web search | 3 | 20 | 31 | 46 | 77 |
| 4 | Manager feedback | 5 | 20 | 38 | 37 | 75 |
| 5 | Web resources | 3 | 24 | 41 | 32 | 73 |
| 6 | Coach/Mentor | 7 | 23 | 45 | 25 | 70 |
| 7 | Prof Network | 5 | 29 | 40 | 26 | 66 |
| 8 | Company resources | 7 | 31 | 35 | 27 | 62 |
| 9 | Blogs and feeds | 13 | 44 | 29 | 14 | 43 |
| 10 | E-learning | 17 | 44 | 27 | 12 | 39 |
| 11 | Conferences | 18 | 51 | 26 | 5 | 31 |
| 12 | Classroom | 28 | 42 | 23 | 7 | 30 |

The countries of working involved.

Think about national culture? Does this affect the value that individual residence on different ways of learning at work. The research was conducted in 72 countries globally, and a good number of them are from countries like USA (22%) UK and Ireland (20%), and Canada (9%), other countries have been grouped geographically as below. However this grouping represents that

1. There are differences in culture among the grouping
2. The sample was not adequate enough for some groups- so the analysis should be used carefully.

This research study was conducted in in different countries representing different geographical location and regions. This involves the following areas

* Oceania (12%) , Continental Europe (22%) , Asia (6%) , Middle East and Africa (4%), South America and Caribbean (2%).

Below is the representation of the country and country groups and a difference can be noticed?

1. In the rankings and
2. The V+E scores which has been highlighted in two discrepancy (div) columns. Note that they have been highlighted in (yellow)



Here are some thoughts in the above outlines; one may be able to read more about the analysis.

USA: It seems to have swift from valuing curses to resources. Training in the classroom is valued less, also with managers and caches, but surprisingly professional networking is less valued in the middling profile.

Canada: Traditional internal ways of learning is value more than external resources and networking.

UK & Ireland: Managers are highly regarded more than averages, and e-learning is drastically declining as an option preferred way of learning.

Continental Europe: The idea of professional networking seems to be valued highly and manager and coaches is seen as less valued. There is a built up on conferences too compared to others.

**Oceania** (12%) Management feedback is rated more here. Exterior resources –mainly blogs and feeds and professional network are graded more highly than the custom, and eLearning and conference much lesser so.

**Asia** (4%) ELearning is more valued as well as company resources than in other regions. Managers and coaches are more highly rated. Blogs and feeds noticeably less so.

**Middle** **East &** **Africa** **(2%):** Critical to analyze (perhaps due to limited sample size). ELearning indeed more valued, classroom not so. Coaches and mentors appear to be much important too.

**Organizational** **size**

The survey respondents were requested to state the size of the organization they work in. 66% worked in organizations with more than 250 people, whereas 15% worked in an organization with less than 10 people, 7% with 10-49 people and 11% with between 50 and 250 people. The data suggest that although size does not have huge influence on the value individual place on different ways of learning, there are two factors that do make a difference. As can be seen from the profiles below, those who work in very small organizations (1) Value exterior resources, blogs and professional network more than those who work in large organizations, and (2) Value internal resources far less, presumably because they don’t have the budget to create the resources that large organizations do.

**Gender**: 63% of the respondents were female and 36% were male. However, a comparison of the two profiles shows no difference in rankings and only a minor difference in preferences in that females seem to value manager feedback slightly more than males, while males seem to prefer professional networking slightly more than females.

**AGE**: When it comes to age it seems to be interesting observations because 9% of respondent were valued under 30 and 20% were between 31 and 39. As in the table you can see very different rating scale from the overall profile and much more value on the internal resources and activities than external one. Example they are more concerned on doing their current job than learning about the wider world at work.

Considering those in their 40s (34%) and 50s (28%) the external world becomes increasingly more important to them but their managers and or coaches becomes less so. Whereas for those in the 60s (8%), a manager is of less value and they value what they learn externally far more eLearning and conferences are now more popular, yet at the same time classroom training seems of little value. Therefore one can conclude that worker at different points in their careers value different types learning opportunities. There is no one single size that fits all. But it does do high light the important of good managers, coaches and mentors for younger employees.

**Job** **role**: Age and management roles don’t correlate exactly. For those in senior management roles 9% were under 30, 20% were in their 30s, 34% were in their 40s, 28% were in their 50s and 8% in their 60s.

Fascinatingly, manager feedback and coaching appeared to be less value to those in non-managerial roles than those in managerial position. Line managers seem to value internal activities over external resources and networks while as with age, this changes as they poses more senior position. There is some correlation between age and management role. This evidently high spot the potential for L & D to help managers as they use make increasing use of external resources to help them in their daily performance. The more interesting group is the non-salaried or casual positions in the work place (8%).They highly value learning from daily work. Learning from professional networking and access to resources and blogs and feed is much more important to them than internal resources courses. Conferences are valued less than usual profile which may due to cost and may prefer can learn better by other means.

I trust that this is the strength that is going to more and more relevant and important as work environment changes. Everybody needs to take charge of his own learning and development. It is paramount important to help all workers get the most out of their daily work and develop their future through L&D and become aware of the many opportunities for their progression in their career development and help the th organization to grow too. There will be win-win situation for all.

**Analysis of the value of the ways of learning at work: Part Two** In part two there will be comparison at each of the 12 ways of learning with part one against the overall profile and discuss some further repercussions for modern workplace learning. In this particular part of the analysis, I would look at the analysis in two ways.

1: Learning from the internal work environment: Daily work, knowledge sharing in your team, Manager Feedback, Coach/Mentor, ELearning, Classroom training, and company resources.

2: Learning from the external environment: Web search, Web resources, professional networking, Bogs and feeds and conferences.



**1: Learning from the internal work environment**: Day-to-day work and knowledge sharing in your team appears at the very top of ranking both deliberated essential ways of learning. When we critically look at the different profile (sight chart below), there is very slight divergence from the pattern from any crowd, except for a couple of instances at the bottom of knowledge Sharing list. Note, divergence of +5 or +5 or more from the overall profile is sported in yellow.

Line managers appears at the bottom of the list but they still value knowledge sharing necessary as a value way of learning at work. Line managers are seen as key enablers in an organization and need more support for organizational success.

Double ways learning at work is from Manager Feedback positioned 4th and Coach/mentor positioned 6th. It seems very exciting on managers’ feedback. It involved a divergence from the whole profile considered being significant way of learning. One should note the following points carefully.

1. Youngest employees valued manager feedback which is contrary to the older group.
2. Females values it marginally more than men.
3. Crossways country clusters, specific regions like Oceania and Asia considered it more than (continental Europe and the USA).

Coach/Mentor is also considered another significant way of learning.

1. The newest employee again valued this more than the grown-up employees, with under 30s viewing it as Essential.
2. Regional groups like Middle East and Africa, and Asia valued it in particular

 

The old-style ways of learning at work is rank low on the list. Classroom training ranked 12th and eLearning 10th are both only valued as Quite Important as a learning method at work.

Classroom training is considered by the youngest employees, may be due to the recent learning experience from collage whereas oldest employees valued it the least likewise USA valued it poorly notably.

ELearning is highly valued by the youngest group but remarkably 60s top the list. Line managers appearing down, may be they may preserved ELearning as interfering their daily work negatively.



To conclude, now what about internal Company resource ranked 8th and rated overall as very important? There are diverse pattern, 4 observations are important.

1. There is surely a cultural factor here in that some country groupings appear to value it more than others.
2. The young age employees over again appear on top of the list, In fact they value all that they can get their hands on internally to help them learn at work.
3. Freelance only value internal resources as quite important.
4. Organizations with less than 10 people also only value them as quite important, but it look at the bottom of the list. As was indicated out in part one, this may be due to budget deficit.

What can L & D yield away from this analysis of learning from the internal work place? There are some key things they can do together.

1. Assist line managers

. Comprehend the importance of being a modern manager that nurtures their team members and provide feedback, particularly youngest employees

. Comprehend the value of enable knowledge sharing in their team, see section 7 support social learning and collaboration.

.Create opportunities for mentoring and coaching when necessary. See section 8- help managers with on the job development.

1. Provide training using modern technology just like AIU. Design modern techniques for training.
2. Change from traditional eLearning which takes much time at work to less time demanding with flow of work eg create flexible source with less time demanding techniques.
3. Assist persons to become more self-sufficient and self-reliance in the work environment than depend on being spoon-fed. See section 3 the modern worker.

2. Learning from the external environment.

The analysis on Web Search which is ranked 3rd and rated overall as essential and WEB RESOURSES ranked 5th and positioned overall as very important, it is important observation amongst the double lists.

1. The pattern is inverted in term of age with the youngest at the bottom and the oldest at the top.
2. The same applies to management roles, line managers value it lowly than middle and senior managers and for managers, web research drop low from essential to very important.




Professional networking is ranked 7th and valued as very important overall and BLOGS and FEEDS ranked 9th and rated quite important overall, the scenario described above continues, also those working in small organizations value these two learning methods more highly.



Pertaining to professional Networking which is ranked 7th and rated very important overall and Blogs and Feeds valued as quite important overall, the situation described above prevail, but considering those working in small organizations also value these two aspects way of learning more highly.

Conferences in conclusion, what L&D makes from this analysis from the outside world. There are three main factors that they can collectively engage together. Reference can be made in MWL 2020 resource for more information.

1. T help employees, particularly the youngest value learning from the outside world and sometime use their own initiatives and develop their modern learning skills to succeed and prevail. In part 1 we witnessed how the Freelancers’ summary which many need to adopt. Eg section 3, the modern worker an 4 encourage a daily self-learning habit.
2. Support line managers accept the importance of continuous self-learning outside the organization and provide chances like section 2 what the modern managers do.
3. Integrate resources and other chances from the external environment to take part on the daily work environment as seen in section 10, offer opportunities to continuous learning.

Learning and development can take place anywhere, when you are improving your skills in the working environment; it is good to know how it impacts on your career development. L & D can be achieved in several ways, being it formal and informal.

Bibliography

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