

THE DESIGN CHALLENGE: ENGAGING EXPERT PROFESSIONALS IN WORKPLACE LEARNING

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Purpose and Research Question

1

Purpose: To explore factors that influence the engagement of expert professionals in continuous workplace learning through a review of the literature

2

Research Question: What are the factors that facilitate or inhibit experts' engagement in workplace learning?

Systematic Literature Review

1

Search tools: EBSCO, SAGE Journals, Wiley Online Library, JSTOR and Google Scholar

2

Search terms: workplace learning, professional education, expert learning, employee engagement, engaged learning

3

Key Terminology:
Workplace Learning
Expert

Selected Characteristics of Workplace Learning (sample)

Billet (2002)	<ul style="list-style-type: none">• Involves engagement in both structured and unstructured on-the-job activities that result in the development of new capabilities required for effective work practice
Calder and McCollum (1998)	<ul style="list-style-type: none">• A major contributor to the competitiveness of an organization
Resnick (1987), Brown, Collins and Duguid (1989), Lave and Wenger (1991) & Smith (2003)	<ul style="list-style-type: none">• An opportunity for learners to appropriate knowledge that connects theory to practice in a accurate and efficient way• Situated within the context of practice
Rylatt (1994)	<ul style="list-style-type: none">• Continuous development of employees that is in line with an organization's performance goals

Selected Characteristics of an Expert (sample)

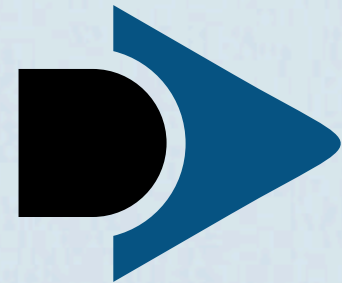
A professional who possesses wide-ranging and authoritative knowledge of or skill in a particular area	
Dall’Alba and Sandberg (2006)	<ul style="list-style-type: none">• Has a the ability to intuitively and holistically identify problems, goals, plans and actions
Ferry and Ross-Gorgon (1988) and Dreyfus and Dreyfus (2005)	<ul style="list-style-type: none">• Capable of using experience gained as a learning mechanism to make immediate, unreflective adjustments in practice as required

Findings

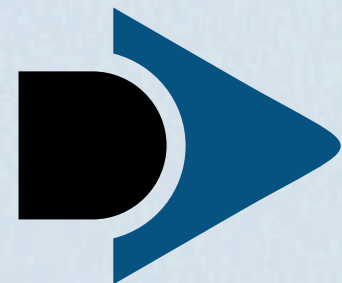
Factors that influence engagement in workplace learning:

- 1 Organizational culture
- 2 Learning theories and instructional design
- 3 Learner characteristics

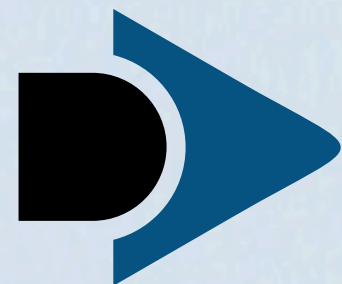
Recommendations for Research and Practice



Further opportunities for research in this area could include exploring differences in the learning processes of novices and experts



Learning and development professionals should be thoroughly aware of learner characteristics & how those characteristics affect engagement in workplace learning



Workplace culture should accommodate the occurrence of informal learning in the workplace