



eapril

Sustainable Learning in a
knowledge productive workplace

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Is working in the 21st century a way of learning?

The character of work is changing:

- From routines to problem solving
- From following to anticipating
- From instructions to taking initiative
- Knowledge production in day-to-day work

Working means Learning

Leading and Learning for Knowledge Productivity

1. Dilemma's when leading innovation
2. Positional leadership: influence, position and power
3. Distributed leadership: granting and claiming influence, on the basis of expertise
4. Sustainable learning and professional development: intrinsic motivation and self-directedness

Dutch kids among the happiest

- Peter Adamson - UNICEF Office of Research (2013). *'Child Well-being in Rich Countries: A comparative overview'*, Innocenti Report Card 11, Florence: UNICEF Office of Research.
 - https://www.unicef.org/policyanalysis/index_68637.html
 -
- See also: Rina Mae Acosta en Michele Hutchison (2017). *The Happiest Kids In The World. Bringing up children the Dutch way.*
 - <https://www.penguin.co.uk/books/1110891/the-happiest-kids-in-the-world/>

Dilemma's and Paradoxes in Leading and Learning

Professional development
requires:

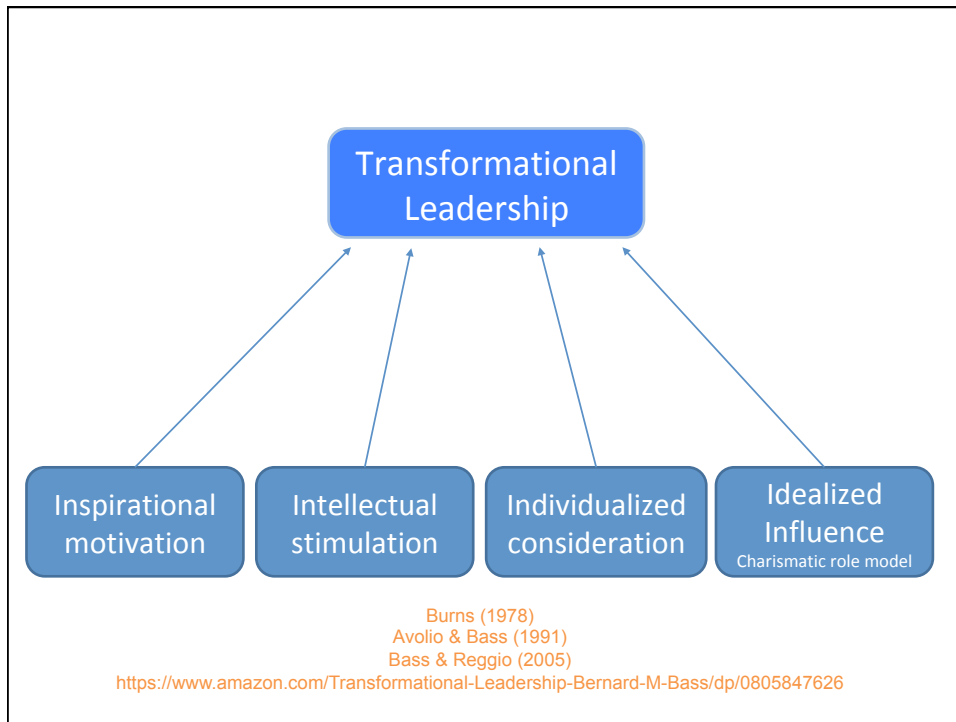
- Curiosity
- Meaningful work
- Trust
- Passion
- Autonomy and self direction
- Self efficacy
- Enjoying learning and inquiry
- Social activities and collaboration

Performance improvement
requires:

- Performance targets
- Rules, regulations, procedures
- Central command
- Obedience
- Quality assurance, Accountability,
- Inspection, standardized tests
- Accreditation, registration

Two approaches to leading and learning

- See the full animated movie on Distributed Leadership at:
- <http://josephkessels.com/bibliotheek/2017/kessels-jwm-troost-i-2017-distributed-leadership-and-learning-culture-movie>
- The Dutch version:
- <http://josephkessels.com/bibliotheek/2017/kessels-jwm-troost-i-2017-gespreid-leiderschap-en-leercultuur-de-film>



The image shows four book covers related to distributed leadership. Top left: "Distributed Leadership" by James P. Spillane, featuring a blue background with water droplets. Top right: "Distributed Leadership in Practice" edited by James P. Spillane and John B. Diamond, featuring an orange grid pattern. Bottom left: "Distributed Leadership Matters: Perspectives, Practicalities, and Potential" by Alma Harris, featuring a group of people in a meeting. Bottom right: "Gespreid Leiderschap in het onderwijs" by Frank Habboot & Stefan van Laegervliet, featuring a dark blue background with white text.

Distributed Leadership

- Exerting influence in a specific work situation on the basis of experience, expertise and ambition
- Claiming and granting leadership
- New social skills needed for dynamic leading and following

Motivation for work and learning

intrinsic motivation

An alternative for steering, directing,
monitoring, assessing, or threatening with
sanctions and punishment:

Support the basic need for:

- Being competent and enjoyment of being skillful
- Enlarging the domain of autonomy
- Reinforcing connections and relatedness

(Ryan & Deci, 2000: Self Determination Theory)

Self direction

- What are your talents?
- What are you passionate about?
- What do you need to get more of this?
- How would you like to give proof that you are proficient?
- How can you increase your attractiveness for the kind of jobs that you would like to do?

Literature Review on Outcomes of Self-Leadership Behavior

- Productivity/quality
 - Creativity
 - Self-efficacy
 - Psychological empowerment
 - Job Satisfaction
 - Organizational Commitment
 - Absentism
 - Turnover
 - Stress/anxiety
 - Career success
- Self-Leadership: A Multilevel Review**
Greg L. Stewart
Stephen H. Courtright
Charles C. Manz
Journal of Management
Vol. 37 No. 1, January 2011 185-222
DOI: 10.1177/0149206310383911
- Influence over What, How, and Why
of work
- Dependent on intrinsic and extrinsic
incentives

F. Laloux (2014): Reinventing Organizations

- Self-direction and shared leadership
- Living and meaningful goals
- Feeling trusted: my talents and qualities really matter
- Trust creates room for responsibility
- https://www.amazon.com/Reinventing-Organizations-Frederic-Laloux/dp/2960133501/ref=sr_1_1?s=books&ie=UTF8&qid=1512132973&sr=1-1&keywords=laloux+reinventing+organizations
- <https://www.youtube.com/watch?v=gcS04BI2sbk>



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