



Created by Peter Mayes 01793 882058 [www.petermayes.co.uk](http://www.petermayes.co.uk)

## **Ten Principles For The Learning-Orientated Workforce**

**It's now 2010 and how many of these are in place in most organisations?**

1. Employees can: participate freely and fully in collaborative problem-solving through dialogue; share leadership roles, engage in continual re-negotiation of activities and priorities in which competing claims may be put forward, assessed and deliberated
2. Employees can share progressively in decision making.
3. Employees are encouraged to take different perspectives, attitudes and roles vis-à-vis their work.
4. Employees can ask questions, receive accurate and considerate feedback, and reflect themselves.
5. Employees can think crucially and reflectively; can question what is taken for granted. including organisation norms and established ways of thinking and belief systems; and can engage in problem-setting and re-framing.
6. Employees can experiment without suffering serious consequences
7. Employees can make inferences from daily activities that enable them to learn how to learn and to solve long-range problems.
8. A climate of mutual respect is established where employees can be sensitive to, one another's' feelings and feel free from coercion.
9. Employees are free to pursue self-directed learning and are encouraged to become increasingly empowered vis-à-vis their work.
10. Learning through mentoring, coaching and small group work is fostered.

(Source: Mezirow in Marsick, 1987)