



INNOVATION AND LEARNING IN ENTERPRISES

Cedefop workshop
10-11 November 2011
Thessaloniki

Food for thought: Questions to be discussed in the workshop

Innovation and learning in enterprises is a complex topic. There are still many questions that need to be discussed, and there are many links between innovation, learning, enterprises and VET that should be strengthened and developed further. Our workshop brings together representatives of governments, enterprises, trade unions and academia and provides a unique opportunity to engage in discussions and to incorporate different perspectives and points of views in our debates.

Please find below a list of questions in order to prepare for the discussions in the workshop. We kindly ask you to reflect on these questions prior to our event. Thank you very much in advance!

The questions are presented in three blocks related to these topics:

- A. Learning, work organisation and innovation in enterprises
- B. Policy recommendations
- C. Future research needs

QUESTIONS:

A. Learning, work organisation and innovation in enterprises

Relations between work organisation, learning and innovation:

- What are the links between work organisation, workplace learning and innovation in enterprises?
- Do enterprises train their employees in order to become innovative, or do they train them because the enterprises have become innovative?
- Do enterprises recognise relations between work organisation, workplace learning and innovation? Do they actively design organisational structures with respect to these relations?

Work organisation:

- How to transform the work organisation into one which stimulates learning processes and innovation in enterprises?

- What are features of organisational structures conducive to learning with regard to innovation?
- How can organisational learning contribute to innovation? And to individual skills development?

Learning:

- How much impact does the employee's participation in continuing training have on the innovative capacity of enterprises?
- What types of knowledge, skills and competences promote innovation in enterprises?
- How can VET study programmes/curricula/pedagogy enhance the innovative capacity of the learners?
- How can VET better prepare learners for taking part in and actively contributing to creating innovative, learning-intensive enterprises?

Workplace learning

- How does learning at work differ from other learning settings?
- What are the key characteristics of learning-conducive workplaces?
- What are the potentials of workplace learning for fostering innovation in enterprises?
- How to develop workplaces that are conducive to learning and innovation?
- What are the roles of non-formal and informal learning at the workplace in relation to innovation? Are they complementary or supplementary?

Innovation:

What are the key determinants for the innovative capacity of an enterprise?

- Which role does learning play in the national systems of innovation?

| |
|----------------------------------|
| B. Policy recommendations |
|----------------------------------|

- How can enterprises be stimulated to raise their game and to invest in skills development to promote innovation?
- How to motivate enterprises to invest in organisational restructuring in order to support learning and innovation/innovative capacity?
- Is there a need for policy programmes that link learning and innovation in enterprises?
- How could such policy programmes be designed? What should they address? What are key success factors?

- Small and medium-sized enterprises (SMEs) face specific challenges. Which particular measures could be developed for them? How can SMEs be supported?
- Which roles do the social partners play? Which roles should they play?

C. Future research

- Do we have enough evidence to understand the link between learning, work organisation and innovation?
- Where do you see need for further research?