

## ePortfolios at the workplace – a link between individual and organisational learning



Can ePortfolios play a significant role  
in future corporate learning strategies?



## ePortfolios at the workplace Purpose?



- **Assessment** ePortfolios (progress, performance, competency)
- **Working** ePortfolios (reflection, documentation, staff appraisals)
- **Learning** ePortfolios (coaching, development planning)
  
- **Reflective organisational** ePortfolios (organisational learning)
- **Representative organisational** ePortfolios (CRM, marketing)



## ePortfolios at the workplace Why?



### ePortfolios

- enable **reflective learning** and deeper understanding
- foster **self-confidence**
- support **competency-based** learning
  - Competency: The ability to act self-directed and to solve problems in open and unsecure situations (Erpenbeck & Sauter, 2007)
- allow **presentations** of competencies instead of qualifications
- link **formal & informal learning**

# SCIL Study 2007

- Connecting work and learning
- Informal development of competencies
- Support of self-learning competencies
- Development of organisations towards learning organisations

- ePortfolios
- Wikis
- Podcasts
- Blogs



# ePortfolios at the workplace Issues and challenges



# A path towards using ePortfolios at the workplace



A corporate culture where


- Learning
- Knowledge aggregation
- Knowledge diffusion
- Competency development
- Self-directed acting
- Critical thinking and reflection

are accepted, desired, and awarded

# A path towards using ePortfolios at the workplace (2)


**Technology-Enhanced-Learning**  
**(Personal Learning Environment)**


- Formal Learning (Learning Management System)
- Informal Learning (RSS, Social Networks, ...)
- Explicit Knowledge (Wikis, Knowledge Bases, ...)



**Conventional Learning**


- Classroom Learning
- Informal Learning
- ...





**Web-Learning**

- Reflective Learning (ePortfolio)



## Could ePortfolios even link individual and organisational learning?

## Organisational Learning



- Different concepts and perspectives
  - Bateson (1972)
  - Argyris & Schön (1978)
  - Senge (1990)
  - Nonaka & Takeuchi (1995)
  - ...
- Individual learning is always the assumption for organisational learning (Maier et. al, 2001)
- Organisations are obviously not able to learn ,stand-alone‘
- Learning can only happen in the mind of the people involved

## Organisational Learning (2)



- Individual and organisational learning are interlinked inevitably
- But organisational learning is not only the sum or aggregation of individual learning
- Organisational learning takes place
  - if individual learning gets ,organisational‘ through interaction, discussion or communication and
  - the new created knowledge is embedded in organisational norms, values and practices and/or
  - organisational behaviour changes

## ePortfolios linking individual and organisational learning?

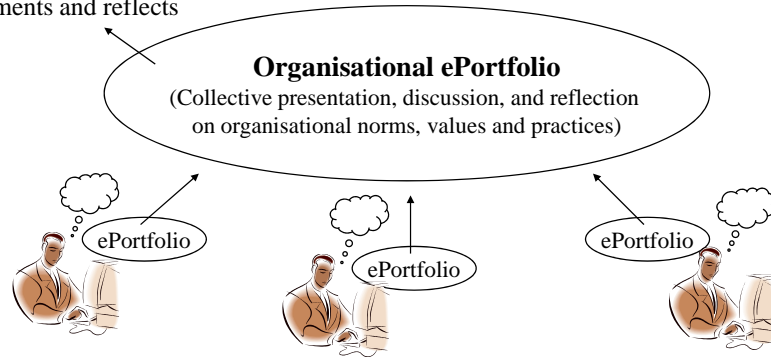
Individual and organisational learning could be linked if

- **Individual learning**
  - **Knowledge transfer to the organisational level**
  - **Use of new knowledge in order to change organisational norms, values, or behaviour**
- could be institutionalized through ePortfolios.

# Organisational ePortfolios



Management makes use of new knowledge, documents and reflects



# My research project



- Project ePortfolios in business with the aim to foster employee's **competency development**
- **Case study** with 15 employees (concrete learning goal), ePortfolios for learning and presentation
- **Preliminary hypotheses**
  - Theses a) The use of learner-centred ePortfolios for learning and presentation improves the ability of employees to act self-directed.
  - Theses b) The use of ePortfolios is limited due to a possible accessibility of data through managers if the data is hosted on servers of the employer.
  - Theses c) The enormous amount of information, individualistic content, lacking standardization, and problematic validation of claims impede an efficient competency management.

## Thanks!

## Questions, comments?

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