

How to get steel workers (back) on the learning track



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The Jacobs Centre on Lifelong Learning

Competence centre for the design of sustainable work-related learning



Some of our industry partners

- Airbus
- ArcelorMittal
- Bayer
- BMW
- Bosch
- Daimler
- Deutsche Bank
- Lufthansa
- Michelin
- Otto Group
- Vodafone
- Volkswagen

How do we get steel workers back on
the learning track?



How did we get them **off** the learning track?

“The workforce [...] must adapt to

- **digital transformations and**
- **changes in production processes (Industry 4.0), as well as [...] to [...]**
- **new working practices and [...]**
- **work organisation [...] (Work 4.0)”**



ADAPT! LEARN!



Adapt. Learn.

And what will I get from that?





Adapt. Learn.

Ok, ok ... - but will I get
the support I need?





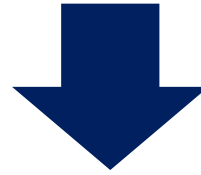
Adapt. Learn.

Oh dear! Will I be up to that?



$$\text{Learning readiness} = \text{Utility}^{(\text{Perceived})} \times \text{Resources} \times \text{Ability (self-perception)}$$

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Workers will learn if they **know** that

the benefits of learning will outweigh its costs (**Perceived utility**)

they have informational and social support (**Resources**)

they can learn successfully in any format (**Ability self-perception**)

**The motivation equation can be the backbone of a
comprehensive checklist**

Perceived utility



Utility of high learning readiness

- Better job
- More flexibly employable
- Secures my status



Costs of high T&D readiness

- Time-consuming
- Stressful, must leave comfort zone
- Those who learn must take over 'anything'



Utility of low T&D readiness

- Everything stays the same
- No effort required
- No failure



Costs of low T&D readiness

- Worse job

Perceived utility



Utility of high learning readiness

Do we **know** what our workers expect from learning?

- Better job
- More flexibly employable

Companies often take utility of learning for granted

– whilst workers can't see their actual benefits.



Utility of low T&D readiness

- Everything stays the same
- No effort required
- No failure



Costs of high T&D readiness

- Time-consuming
- Stressful, must leave comfort zone



Costs of low T&D readiness

- Worse job
- (and supervisors are often 'sandwiched' ...)

Resources

"After this training, you will ...

What will participants learn in those trainings?

Well, that's hard to tell!



III-defined learning outcomes



... *understand* the rationale of our e-mobility strategy

.... *be familiar* with contemporary approaches to CO₂ emission reduction

... *have developed awareness* of the effects of global warming on international migration

Resources

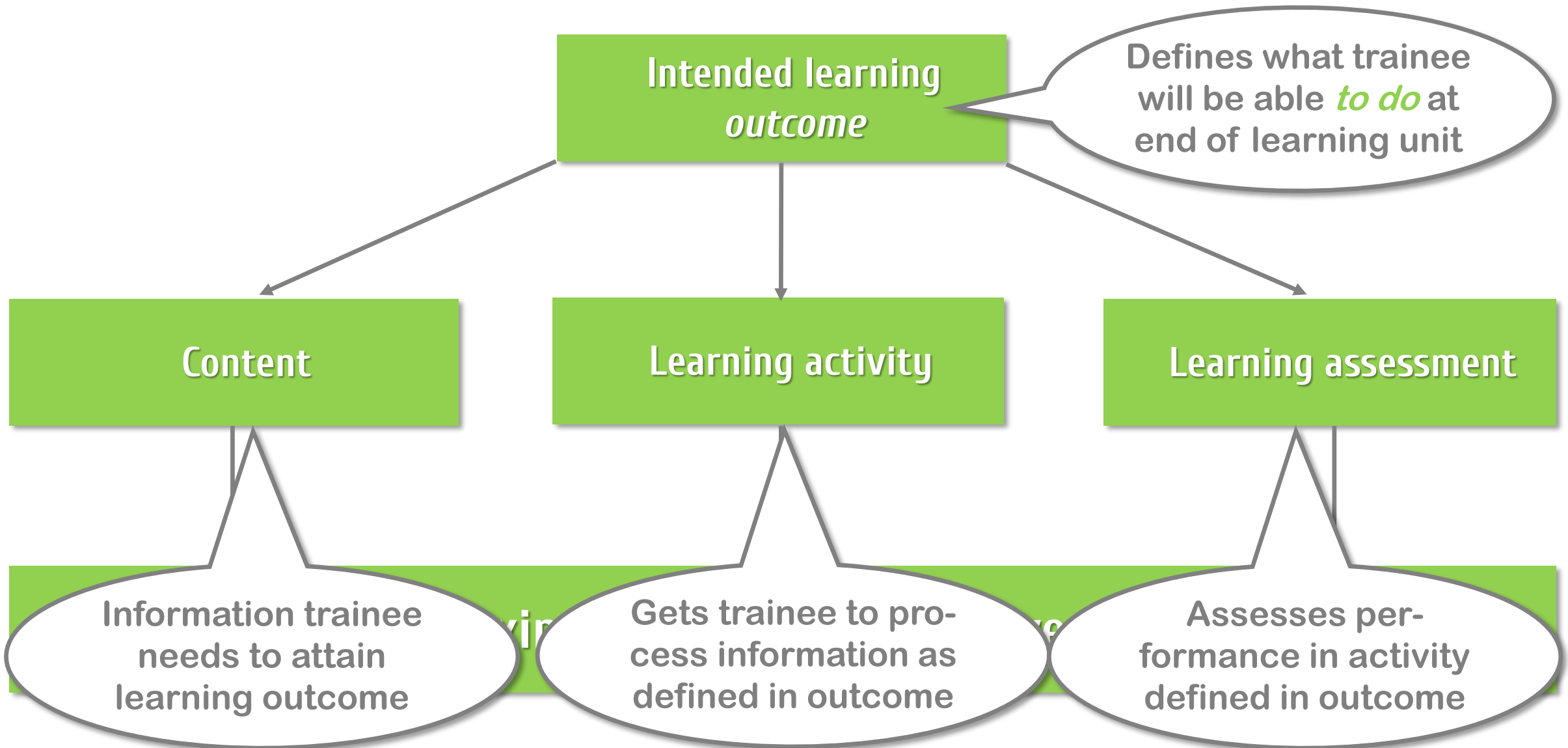
"After this training, you will be able to ...

 Well-defined outcome	 Ill-defined learning outcomes
<p>... <i>classify</i> reactions as exothermic and endothermic</p> <p>... <i>modify</i> manufacturing guidelines to enable tighter quality control</p> <p>... <i>explain</i> how to select adhesives for high-temperature environments</p>	<p>... <i>understand</i> the rationale of our e-mobility strategy</p> <p>... <i>be familiar</i> with contemporary approaches to CO₂ emission reduction</p> <p>... <i>have developed awareness</i> of the effects of global warming on international migration</p>

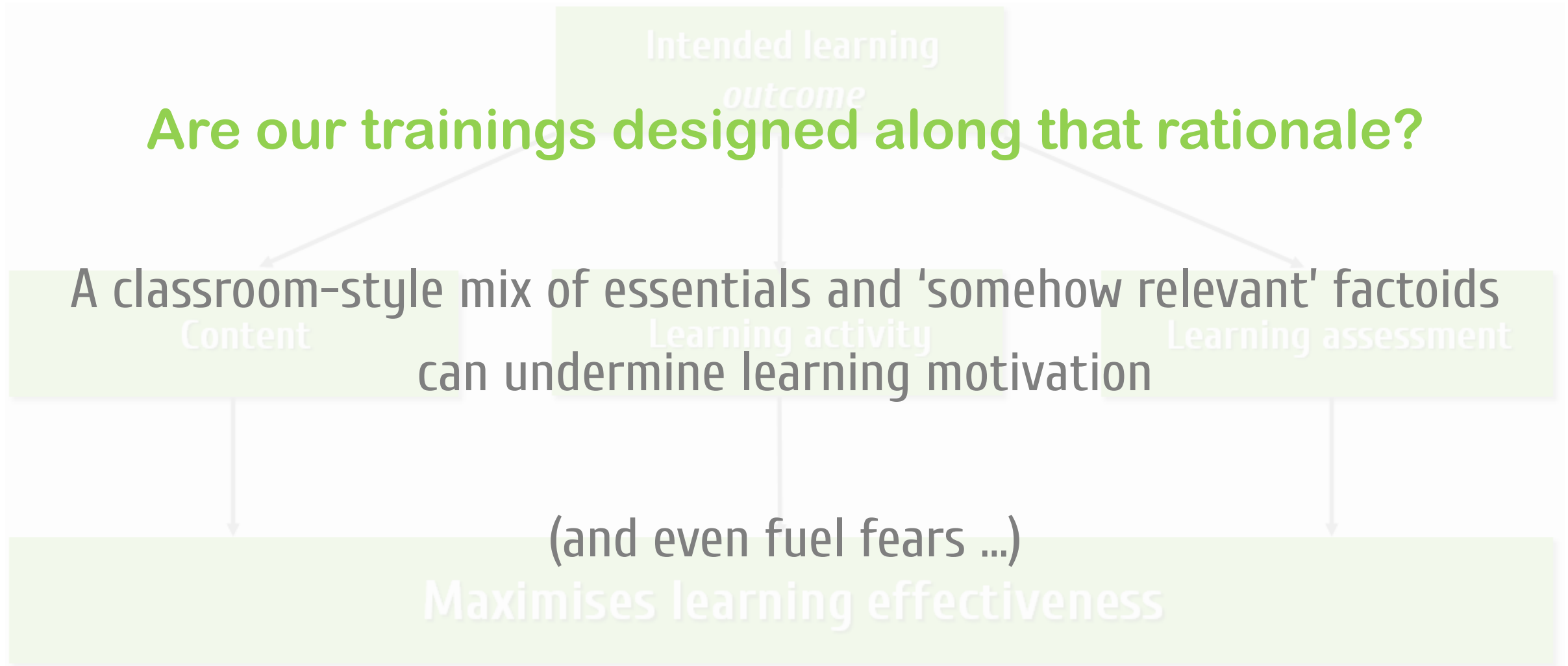


learning outcome defines how to assess if that outcome has been reached.

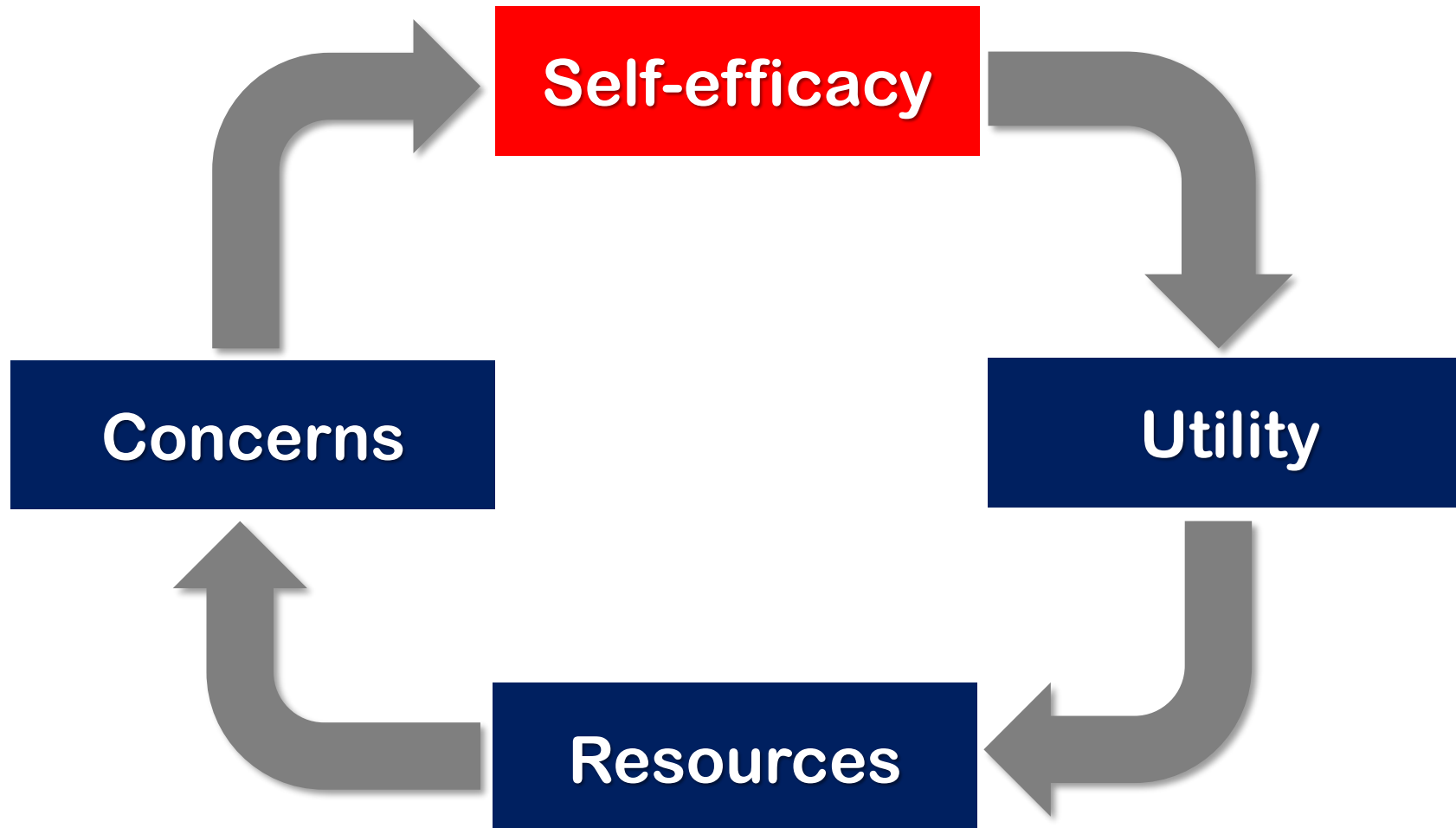
Resources



Resources

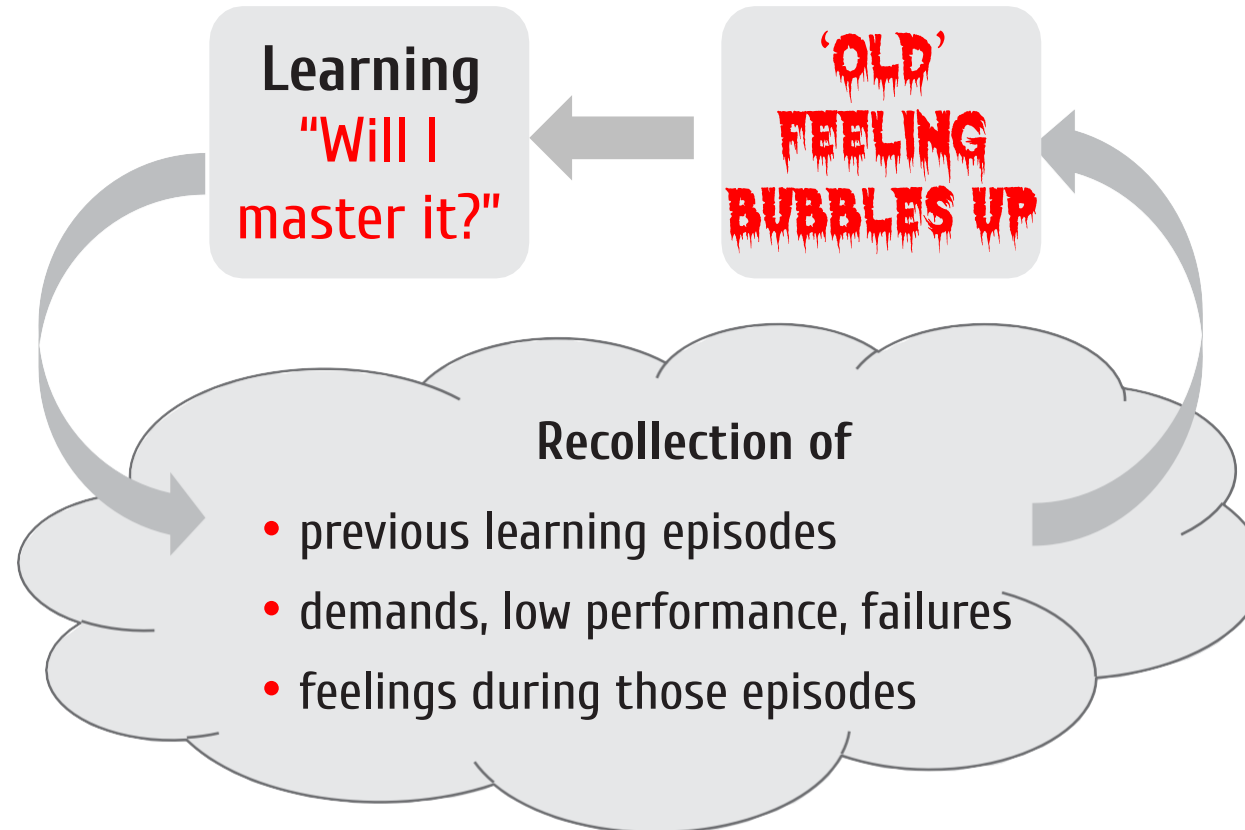


Ability self-perceptions



Ability self-perceptions

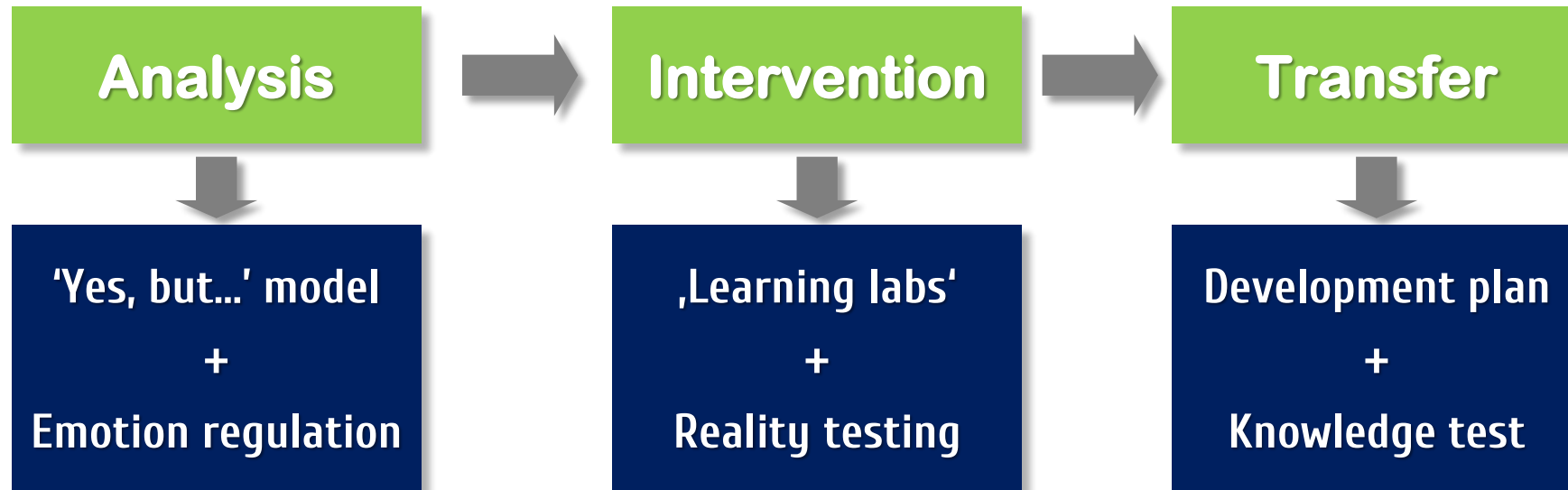
'Old' learning 'colours' upcoming learning



Ability self-perceptions aren't cast in stone ...

Learning fitness trainings

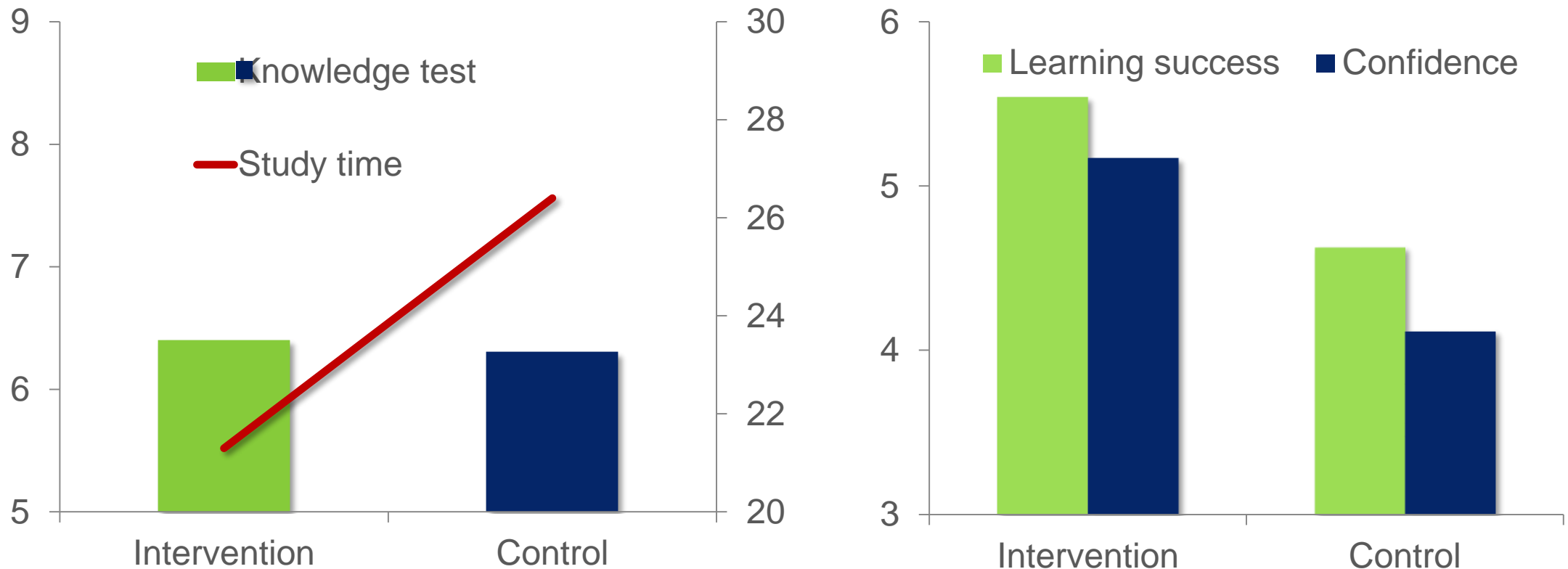
Boost learning motivation in 3 x 3 hours



Typical training effects

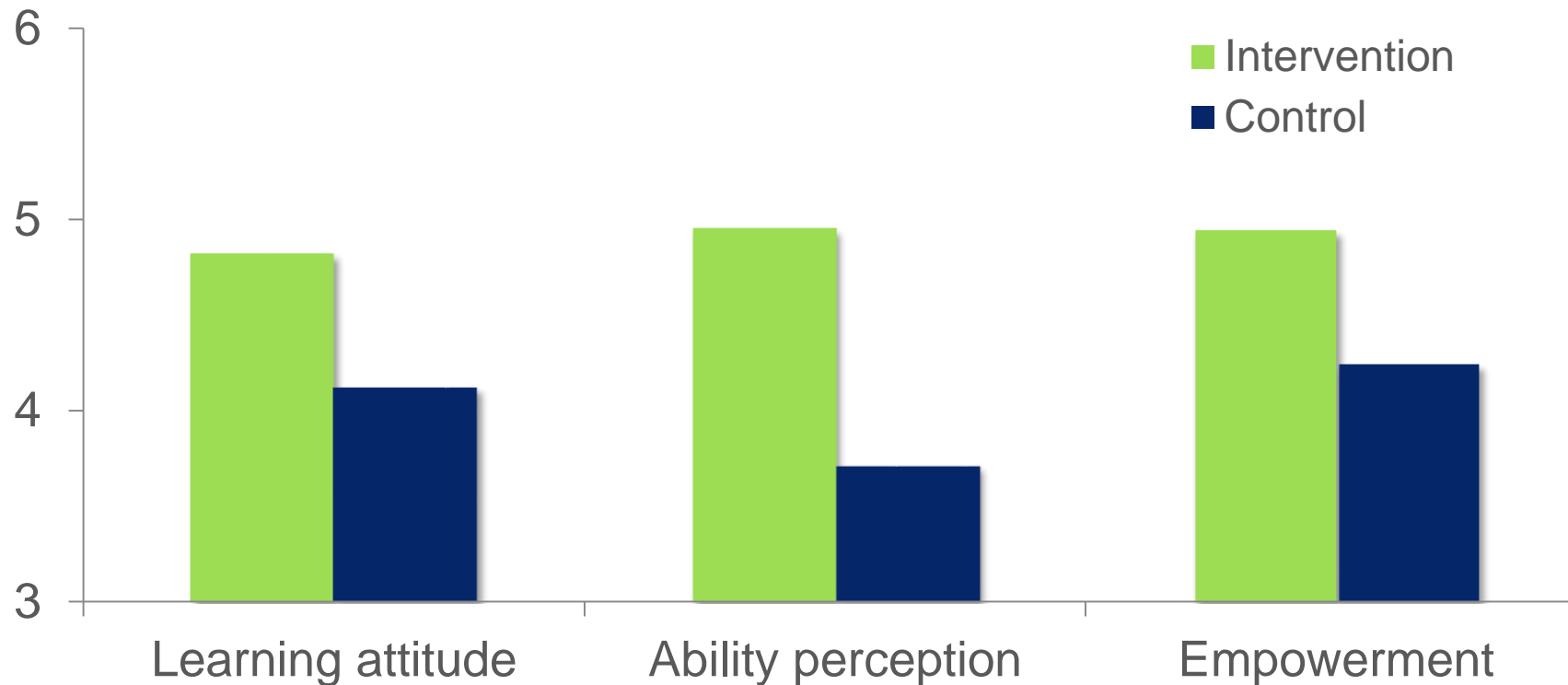
Learning time down by 20%

Confidence in learning significantly up



Typical training effects

More favourable attitudes towards learning, higher ability self-perception and sense of empowerment in intervention group



In sum

- **Learning readiness** can't be 'made' **for** workers
 - but built together **with** them
- Pep talk alone won't cut it
- No rocket science is required, just solid work – let's roll **up** the sleeves!

Thank you!

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