

Reconceptualising space in learning

Sue Smith



Lancaster University
MANAGEMENT SCHOOL

LEAD (Leading enterprise & development)

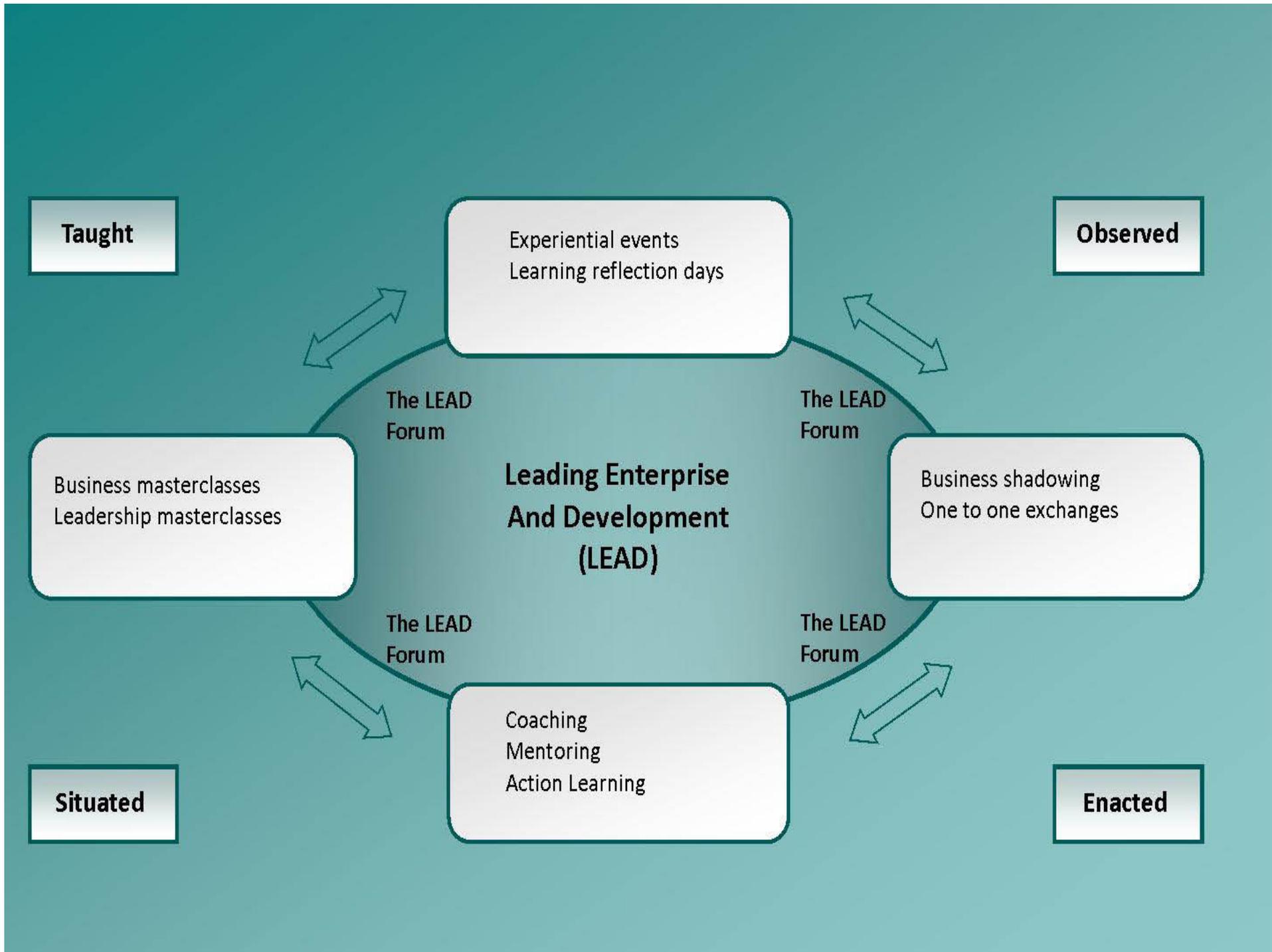
- Networked learning leadership programme for Small to medium sized enterprises (SMEs)
- Definition of networked learning:
 - drawing mostly on theories supporting social learning and social constructionism in relation to technology-supported management education
 - See E-Quality Network, 2002 & Beaty et al., 2010
 - ‘guide on the side, not the sage on the stage’
 - (Jones and Steeples, 2002, p.9)



Conventional view → social theories of learning



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Experiential



Masterclasses



Coaching



Action Learning Sets



Business Shadowing & Exchanges



Online discussion forum

LUMS Sakai : LEAD Forum C7 IEED : Forums - Windows Internet Explorer

http://sakai.lancs.ac.uk/portal/site/lead/page/4bf1086b-78fd-4de1-bd1c-0eedfb2b1ca5

My Workspace | e-Facilitation | Lead Evaluation Site | **LEAD Forum C7 IEED** | Lead Forum C8 IEED

Home | Calendar | Announcements | Resources | Forums | Polls | Podcasts | Chat Room | Learning Log | People | Mailtool | Site Stats | Site Admin | Help

Users present:
Sue Peters

Forums

Home | [New Forum](#) | [Permissions](#) | [Preferences](#) |

Forum	Discussions	Messages	Unread	Last Message	Options
External Events Discussion <i>This is an area where we can inform each other of any events which are 'outside' of LEAD</i>	26	115	0	22 July 2009 16:24:00	
Business Shadowing and Exchanges Discussion <i>An area to discuss your thoughts, questions, learning and any concerns you have about the shadowing and exchanges</i>	8	33	1	28 May 2009 15:59:23	
Overnight Experiential <i>An area to discuss the overnight experiential</i>	7	55	0	26 October 2008 15:07:33	
General Discussion <i>Please use this area for any discussions not relating to the different elements of LEAD. Initially it will be used for introductions and ice-breaker activities</i>	55	395	0	07 August 2009 17:49:53	
Poll discussions <i>This forum is set up to discuss issues around the polls. It is hoped that general discussion around your business needs will develop in here.</i>	3	42	0	10 February 2009 08:56:53	
Coaching Discussion <i>An area for coaching information and discussion</i>	1	23	0	06 December 2008 11:36:58	
Masterclass Discussion <i>An area to discuss your thoughts, learning and questions arising from the Masterclasses</i>	22	208	0	02 July 2009 11:05:54	

start | Wireless Net... | Conferences... | 4 Internet... | NLC10 prese... | Mary semina... | Peters 0057... | Search Desktop | 17:51

Online discussion forum

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Conference Papers/Posters, ... LUMS Sakai : LEAD Forum... X

[Reply](#) [Delete](#) [Mark as Unread](#)

 [Re: Chris Moon master Class](#)
by Andy Hooper - 07 June 2009 10:40:20

Stuart

Couldn't agree more, one of my favourite masterclasses so far, and I found Chris truly inspirational.

If ever i feel i am in need of a bit of positivity, then i will need to do no more than than reflect on Chris's experiences and this will help put things into perspective.

So my thanks also to Chris and also to the Lead Team

Cheers

Andy

[Reply](#) [Delete](#) [Mark as Unread](#)

 [Chris moon](#)
by Peter Botham - 08 June 2009 06:26:13

Well said Stuart

The strangest thing for me is not only is this working in the work place, but I also now find myself helping my children and coming out with some quite profound inspiring statements and it really works!

Also in the gym I now know that I have still got a little bit more to give - we really do have a lot to be thankful for.

Never assume the role of victim has been massive for me, I am generally a positive person anyway but using this has made a huge difference in how I can motivate my whole company.

Thank you

Research questions

- How do the delegates learn on LEAD
- Where do they learn?

Methodology

- Interpretive qualitative study
- Interviews
- Workplace observations
- Online and 'traditional' ethnography of one cohort of 25 delegates over ten months
- Participant observation within one action learning set
- Reflexivity



Generalizability

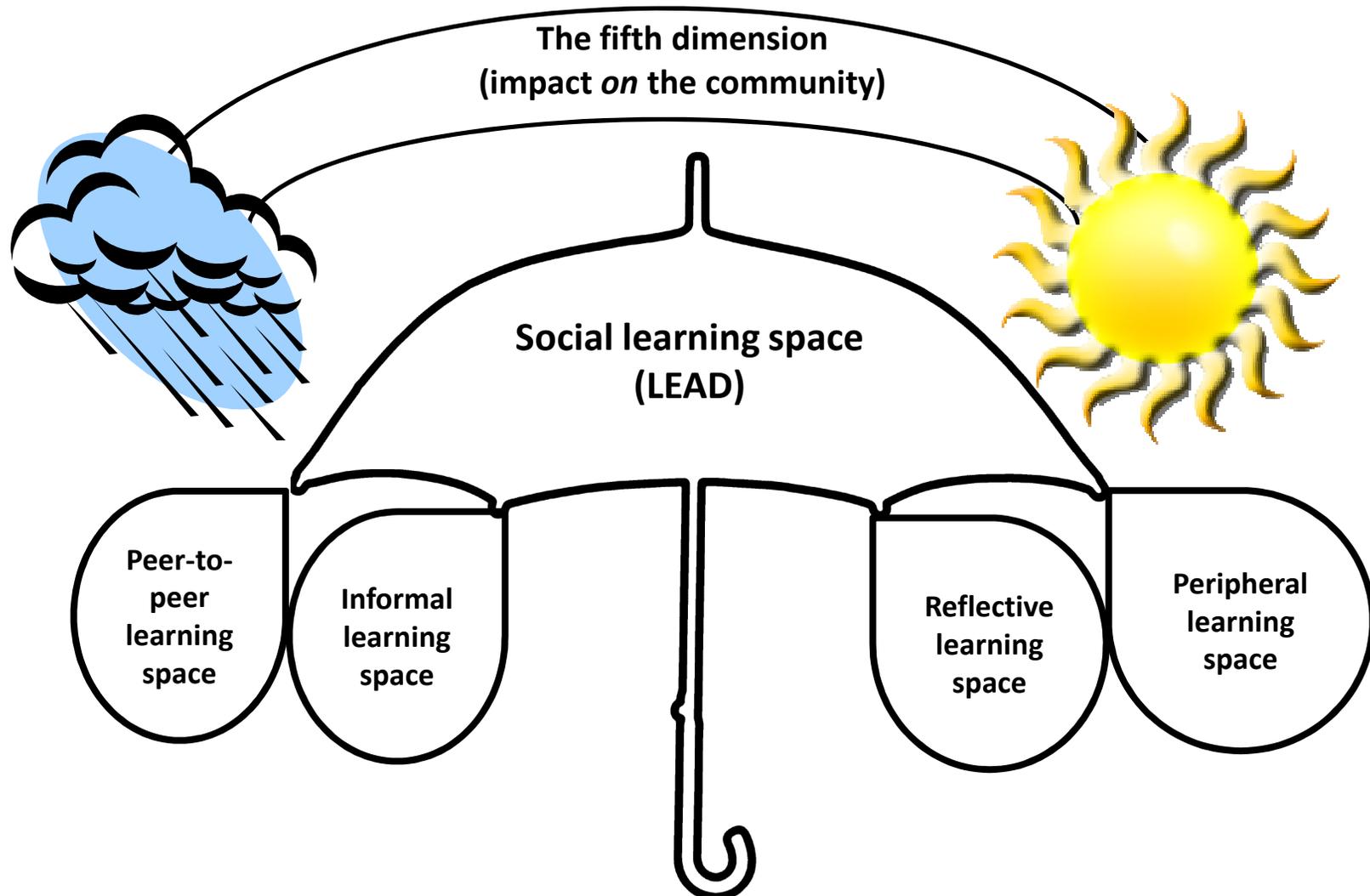
- Applied findings to 15 additional LEAD providers
- Approx 1500 SMEs across 70 cohorts (learning communities)
- Context is networked learning → applicable to all learning communities?



Reconceptualising space

- Learning happens across and between discrete constellations (Ryberg and Larsen, 2008)
- The whole campus is a learning space providing environments for learning (Brown and Long, 2006)
- Learning using technology is changing our ideas about learning spaces (see Oblinger, 2006)

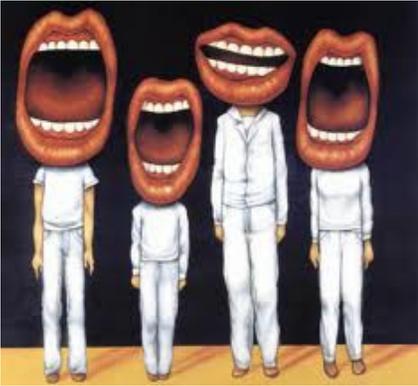




(1) peer-to-peer learning space

- Peer-to-peer learning takes place across LEAD and is a space where the delegates specifically benefit from each other's knowledge and experience.





(1) peer-to-peer learning space

“It can be lonely; it can be a bit of a distant place sometimes. So, having somebody to discuss similar type problems from similar type companies means that they are going to have something to add without expressing it as a vulnerability.”





Simon has been working on an issue during the action learning set and the six other delegates have been helping him think about different solutions. He says, "I feel like talking it through is helping, I know you understand.... you've actually just given me an idea of what to do with my Manchester office, I hadn't thought of that before". The fact that they are all owner-managers means that they understand identify with each other's issues. Their experience (and identity) is part of this.

*Excerpt from ethnographic diary:
observation of the action learning set*

(2) Informal learning space

- Non directive spaces such as tea breaks, lunches, sharing lifts, meals organised outside of LEAD. They provide the opportunity for community bonding (maintenance).

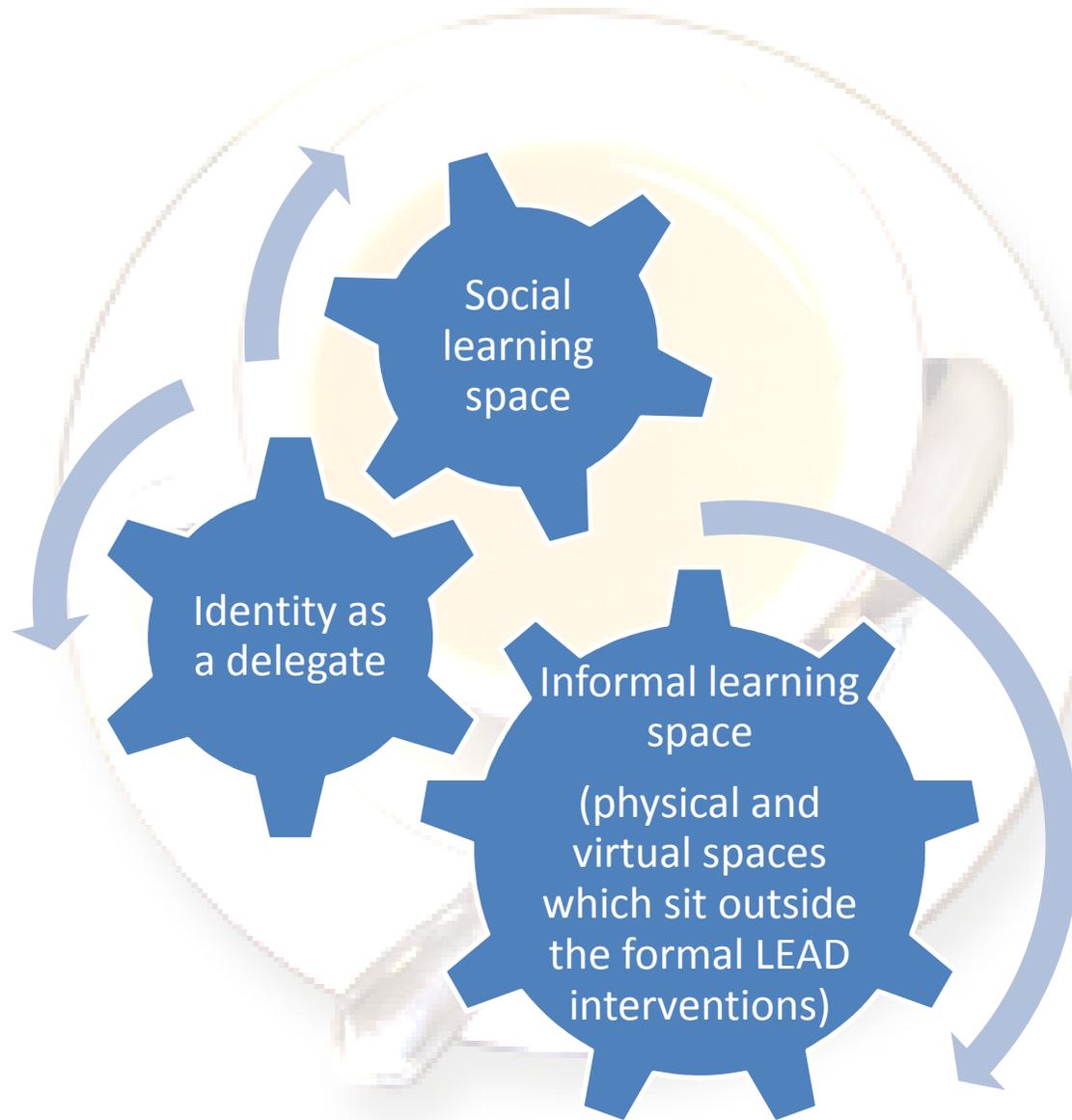




(2) Informal learning space

“As well as the formal settings I am finding it going on informally as well. Informally we sort of email each other and meet up outside. Even things like car journeys that we share, you know sort of gossiping and finding what somebody has done or informally talking about the other masterclasses as well.”





Andy: " I know you will agree with me when I say that the LEAD journey that has brought a bunch of us together and given us a good shake, but we must remember this journey started with alcohol and so I suggest that that we get together to continue with this practice."

Nicola: "I absolutely agree that we should be planning something - Happy to go wherever the majority vote."

Post on the online forum

(3) Reflective learning space

- Reflection is an activity that takes place across LEAD but is perceived of as a discrete space where the delegates undertake this activity

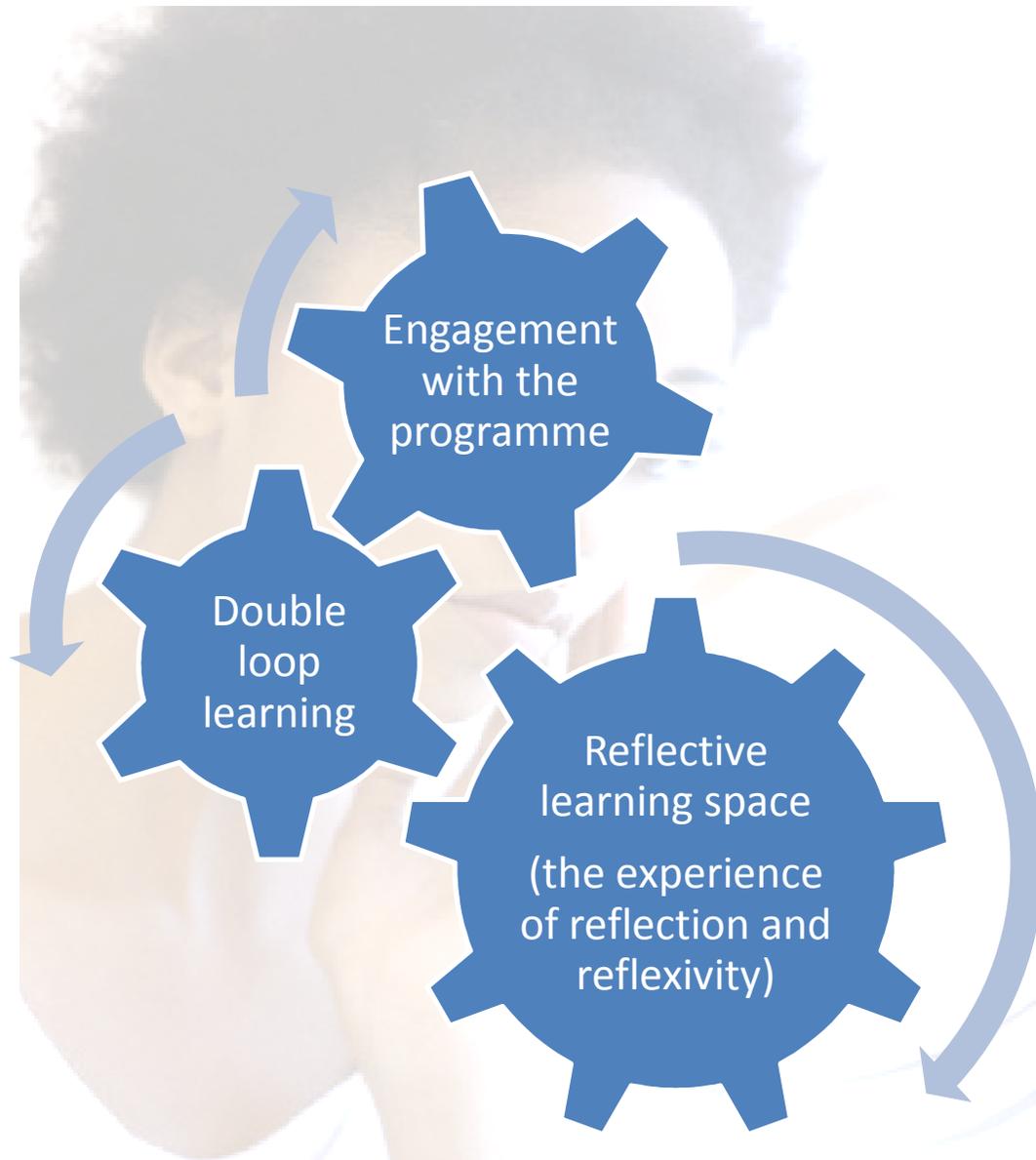




(3) Reflective learning space

“I knew the answers all the time. It was just a matter of having the blinkers taken off, and some thought provoking reflection as to what you are doing, and then having the confidence to follow through with your decisions.”





"I've been sitting her reflecting on this and the activity is actually more useful than I realised at the time. The ability to be reflective is a new skill I am learning and I can see that I have a lot to learn".

Quote from delegate



(4) Peripheral (exogeneous?) learning space

- Taking LEAD elsewhere, into other areas of their life (home, work, family etc).

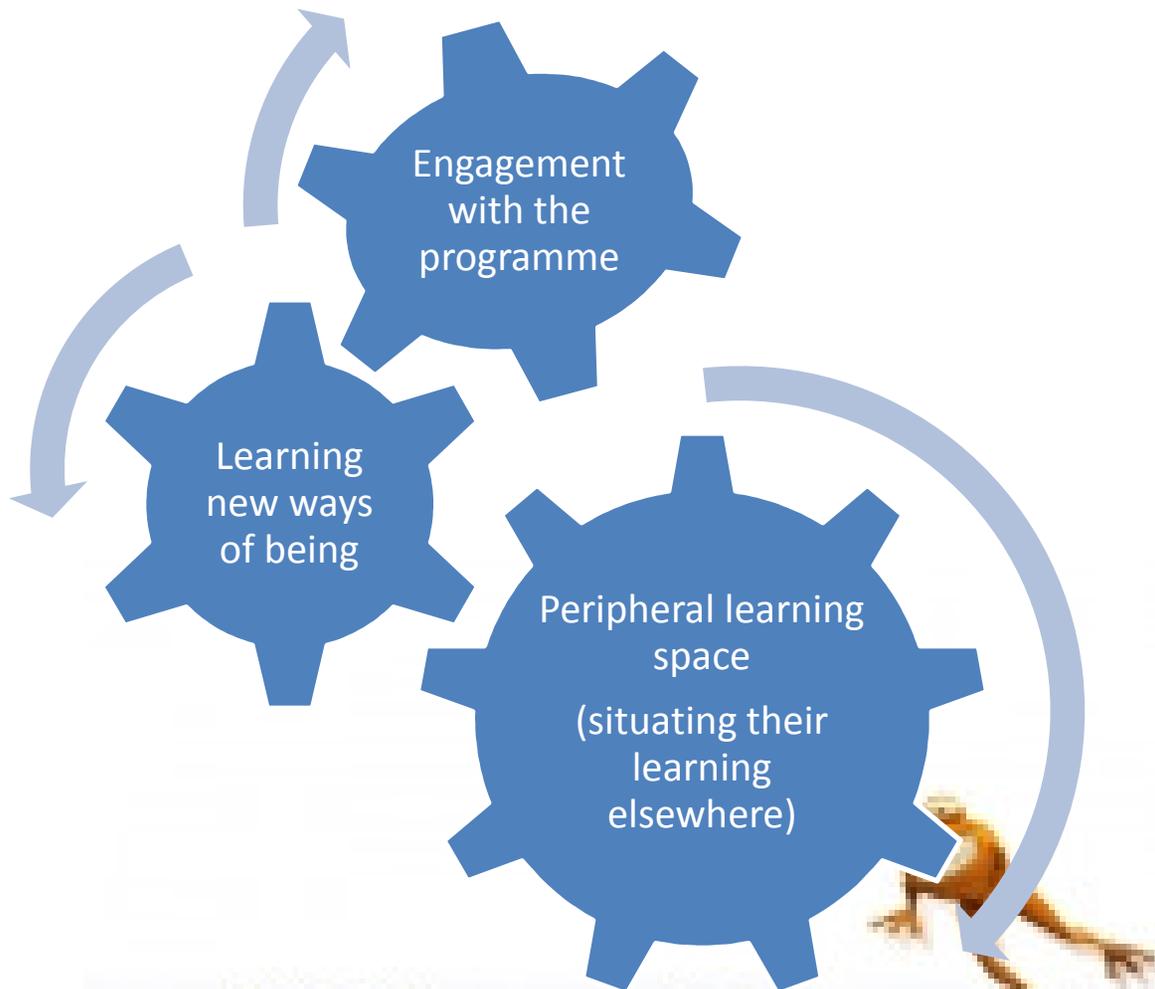




(4) Peripheral (exogeneous?) learning space

“The strangest thing for me is not only is this working in the work place, but I also now find myself helping my children and coming out with some quite profound inspiring statements and it really works! Also in the gym I now know that I have still got a little bit more to give”





Paul: "The strangest thing for me is not only is this working in the work place, but I also now find myself helping my children and coming out with some quite profound inspiring statements and it really works! Also in the gym I now know that I have still got a little bit more to give"

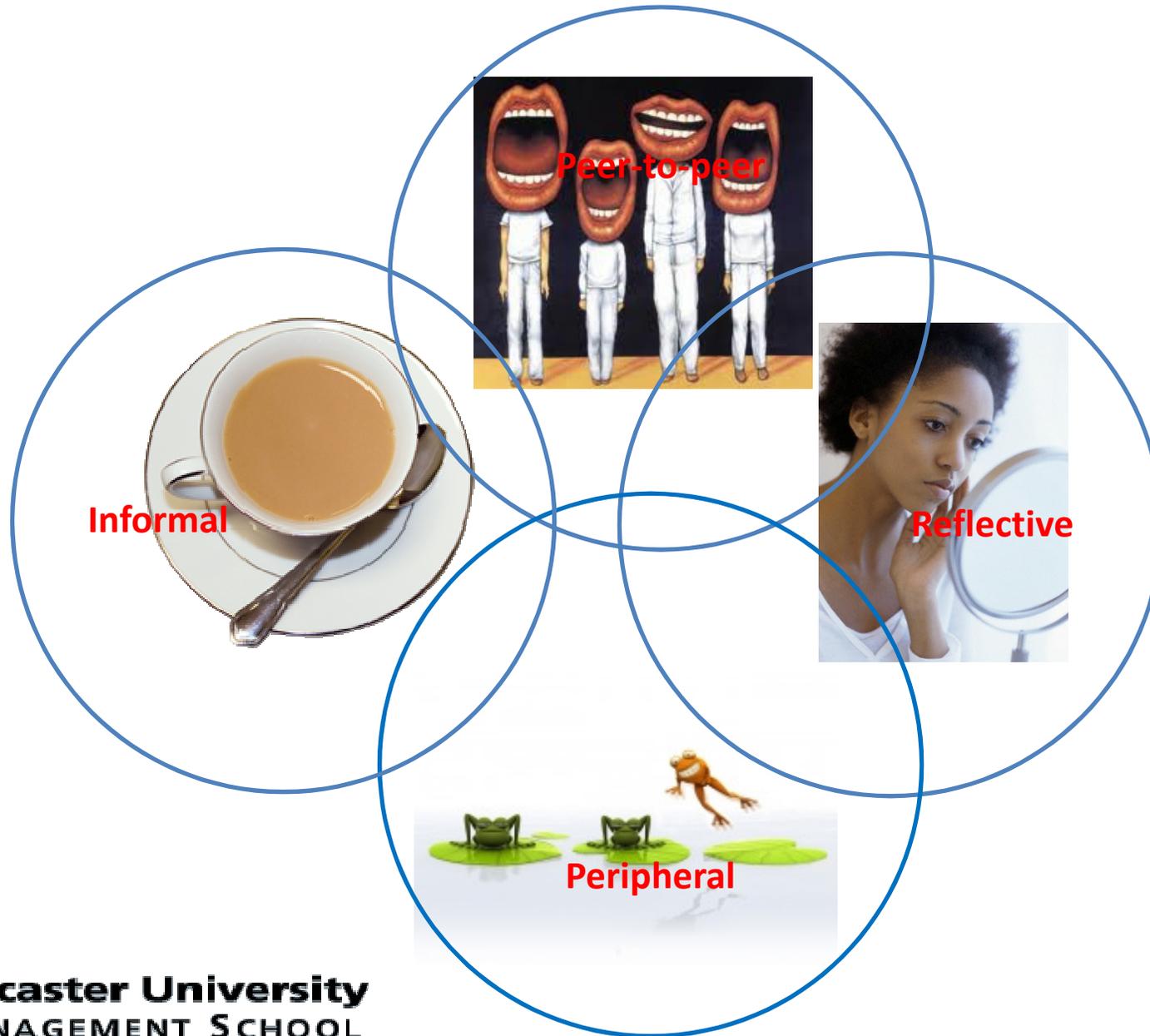
Post on the online forum



Business impacts

- £200k increase in annual turnover
- Increase in confidence for owner manager
- More motivated staff
- Ability to step back to drive the business forward
- **CRITICALLY REFLECTIVE & REFLEXIVE LEADERS**

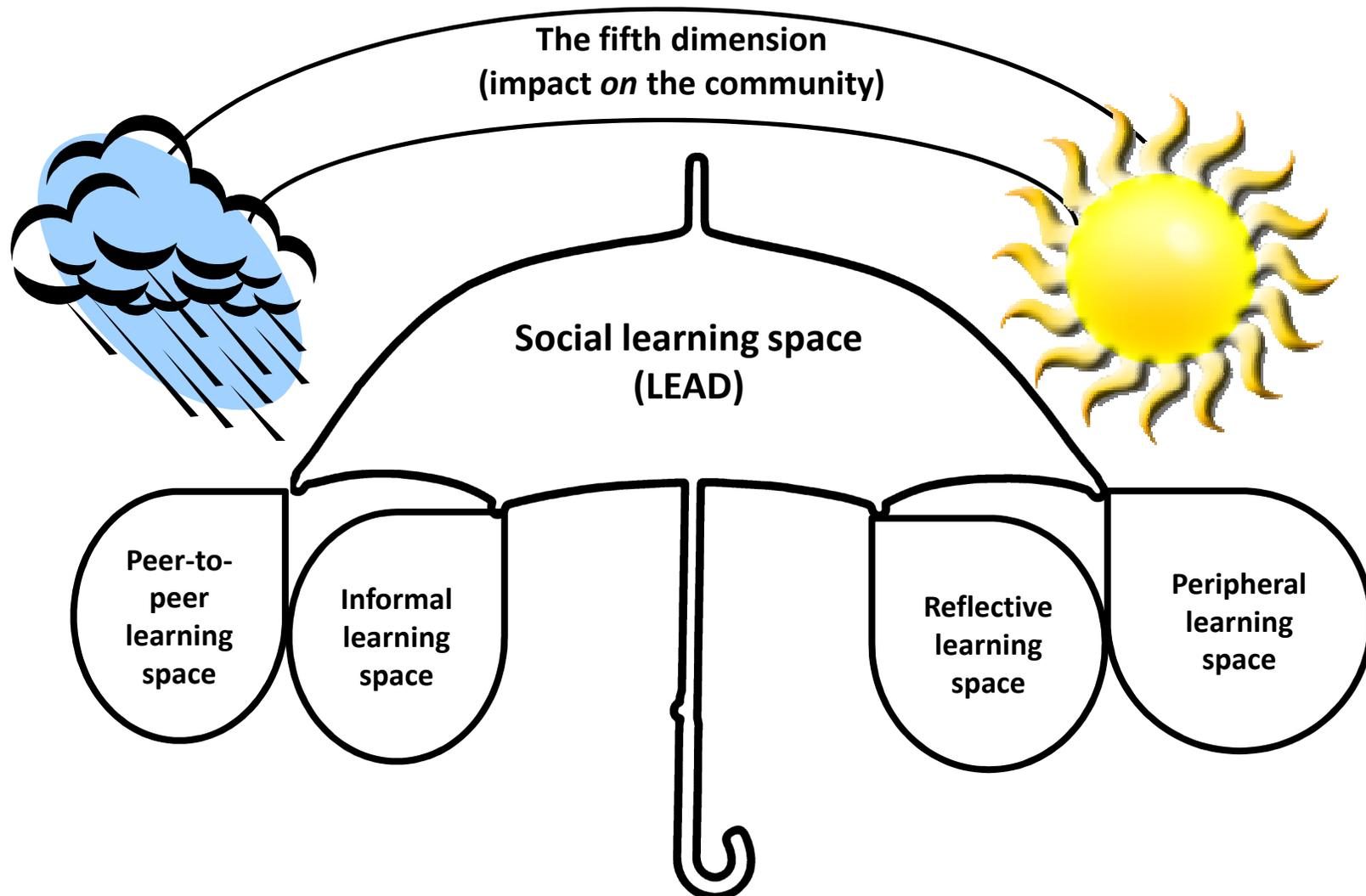
Relational nature of learning spaces



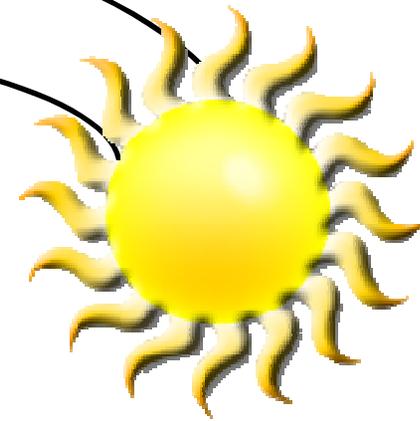
Relational nature of learning spaces

- Cf. Ryberg and Larson (2008) 'networked identity'
- The LEAD delegates' identities are also located in a 'complexity of relations'.





**The fifth dimension
(impact on the community)**



My time spent on the [work] situation has unfortunately detracted from my time spent on course matters, so my contribution is less than I expected it to be.

Post on the online forum

My dairy manager was so inspired by my shadowing experience that she has shadowed Mary in [another delegate's company]. The experience has been enlightening and I would encourage you to think about how our own staff members could link up with each other. Just think what we could learn from this.

Post on the online forum

I'm sorry to say that work pressures are so great that I can no longer continue with LEAD. I've given it careful consideration and I wish you all the very best.

Post on the online forum

After John's masterclass I asked whether he would come and look at the operations of our company....I am bowled over by what he has had to offer and we are going to undertake a restructure which I know that the staff are keen to do.

Post on the online forum

Thank you

Questions?
Comments?



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