Transferring learning to work: making learning real for natural resource leaders and their employers

7th Biennial Conference on University education in natural resources

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March 15, 2008
Transferring learning to work

- Example of PD leadership
- Move learning to work
- Challenges to renew ESL
Transferring learning to work

• Why is it important?
• How do we cause L2W transfer to happen?
• How is learning made real?
Why is L2W important?

• Organizational Excellence
• Meet challenges of renewing ESL
• Contribute directly to MRN’s organizational outcomes
• Increase motivation at work (self and others)
• Return on investment - ROI
• Improve retention (managers)
How do we cause transfer?

**MNR outcomes**
Learning as a key to excellence

**Ecological problem**
Bird population Mngt

**L2W action plan**
Policy course (PD plan)

**Learning outcomes of ESL**

**PBL**
Motivating problem

**Commitment to take action, to change**
How do we cause transfer?

**MNR outcomes**
Learning as a key to excellence

Ecological problem

Bird population Mngt

L2W action plan

Policy course (PD plan)

**Learning context**
Complex, Dynamic

**PBL**
Motivating problem

**Commitment**
Online @ UNB

Learning as a key to excellence
How do we cause transfer?

MNR outcomes

- Enhance policy capacity
- Greater alignment
- More & better collaboration
Learning context

Organizational outcomes
- Enhanced policy capacity resulting in better analysis and decisions.
- Greater alignment to OMNR’s mission and natural resources practices with the Ontario government’s priorities and global issues.
- Increased innovation and more effective use of resources through more and better collaboration

Organizational themes
Changes in the resource sector (i.e. Competition for limited resources), Global challenges (i.e., climate change, cross border trade controls, invasion of unwanted species like line carp and rabies), Urbanization (i.e., development pressures on natural resources, especially in southern Ontario), Increased demands by citizens (i.e., creditable information, transparency, accountability), Aboriginal concerns (i.e., far North agenda)

Our sustainable future
Healthy environments for Ontarians, Economic growth for Ontario Communities, Public health and environmental safety to protect people. Stewardship, partnerships and community Involvement in natural resource management, Organizational excellence

Ecological sustainability principles (for renewable and non-renewable resources)
Humans live in ecosystems, Everything in ecosystems are connected, Scale guides our perceptions of ecosystems, Sustainability principles guide decisions, Business principles guide management decisions (ESL 2003)

OPS Leadership competencies
Delivers: More confident and better decision making, Increased understanding of risk assessment
Transforms: Enhanced policy capacity (i.e., use environmental scanning and socio-economic analysis to assess situations, along with tools to assess risk and uncertainty)
Connects: Networking, Increased political acuity, Better engagement & reach consensus
Inspires: Public service values, Ability to translate OMNR strategy into meaningful action
Self awareness & integrity:
How do we cause transfer?

MNR outcomes
Learning as a key of excellence

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Bird population Mngt

L2W action plan
Policy course (PD plan)

Learning outcomes of ESL

Mini lectures, Field trips, Presentations, Story telling, Role play, Groups

Commitment
Online @ UNB
Module 2 Nature challenges Ontario

How do we cause transfer?

Motivating problem

Cormorants damaging ecosystems, Fishers and anglers upset, Naturalists see abundance as good

Learning abilities

Explain status, Assess socio-economic impacts, Write ministerial brief
How do we cause transfer?

MNR outcomes
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Learning outcomes of ESL
Motivating problem PBL
Commitment Online @ UNB
How do we cause transfer?

L2W action plan

Four questions

1. What was important to you?
2. What is important for your work?
3. What barriers might exist at work?
4. What are your first actions?

Answers

1. Include policy stuff with science
2. Link science to policy issues
3. Don`t know enough about policy making
4. Take a course, put it in my PD plan
Making it real - participants

- Problems realistic
- Networking
- Multiple perspectives
- Senior management
- Variety of learning activities
Making it real - employers

- Exemplify adult learning principles
- Connect OMNR outcomes to participant learning
- Genuine learning experience to take back to work
- Supervisor involvement
**Conclusion**

**Deliberate Design**
- Define organizational outcomes
- Outcome-based program design

**Relevant Learning**
- Realistic content
- Powerful delivery

**Apply Learning**

**Expectation of application**
Conclusion

**Deliberate Design**
Define organizational outcomes
Outcome-based program design

**Relevant Learning**
Realistic content
Powerful delivery

**Apply Learning**
L2W action plan (Supervisors)
PD plans, Apply new learning
Thank you

Questions & Suggestions

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Appendices

• 8 modules of the Ecological Sustainability Leadership Program for the Ontario Ministry of Natural Resources

• Online materials available at the University of New Brunswick’s Blackboard (LMS)
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<th>Module</th>
<th>Motivating problem</th>
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<td>1. Orientation to renewed ESL</td>
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<td>2. Nature challenges Ontario</td>
<td>Prolific cormorants damaging ecosystems</td>
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<td>3. Natural resources economy</td>
<td>Exploring alternatives as the forest sector restructures</td>
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<td>4. Managing natural resources</td>
<td>Leading Ontario’s biodiversity strategy</td>
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<td>5. Organizational alignment by design</td>
<td>Aligning services for sustainability</td>
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<td>6. Collaboration among competing interests</td>
<td>Water power, employment, and preservation</td>
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<td>7. Tradeoffs, priorities, &amp; plans</td>
<td>Producing aggregate collides with land uses</td>
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<td>8. Leaders as learners</td>
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Before October residential

**Getting started**
- Talent management
- P.D. Plan
- Nominated
- Selected for ESL
- Notified of start date
- Submitted 1st assign.

**Getting online**
(LMS-BlackBoard)
- UNB
- Guidebook
- Readings
- Worksheets
- Discussions