

# Learning

*Presented by*

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# What is learning

- **Textbook definition**
  - Changed behaviour based on experiences (nothing about how)
- **Chris Argyris's definition (psychologist )**
  - Actions taken when failures and errors are acknowledged
    - Consequence reducing actions
    - Cause reducing actions
- **Definition based on increased curiosity**
  - What- learning, how-learning, why-learning, what if-learning
- **Learn to forget outdated knowledge...**
- **Learn to learn...**

# Definitions

## ■ Information

- Information is something that already exists (like train times)
- 'As is' – not how or why

## ■ Knowledge

- Know things theoretically but not necessarily able to use the knowledge to solve problems
- Knowledge is an important part of competence

## ■ Competence

- Knowledge and skills of individuals, together with the ability and will to use these to do tasks the right way in a given situation ('doers')

## ■ Wisdom

- Use knowledge within a subject to solve problems within other subjects, predict the future and find creative solutions on traditional problems. Inter-human relations often required

# Competence types

## ■ Professional competence

- What you know and can do within your profession

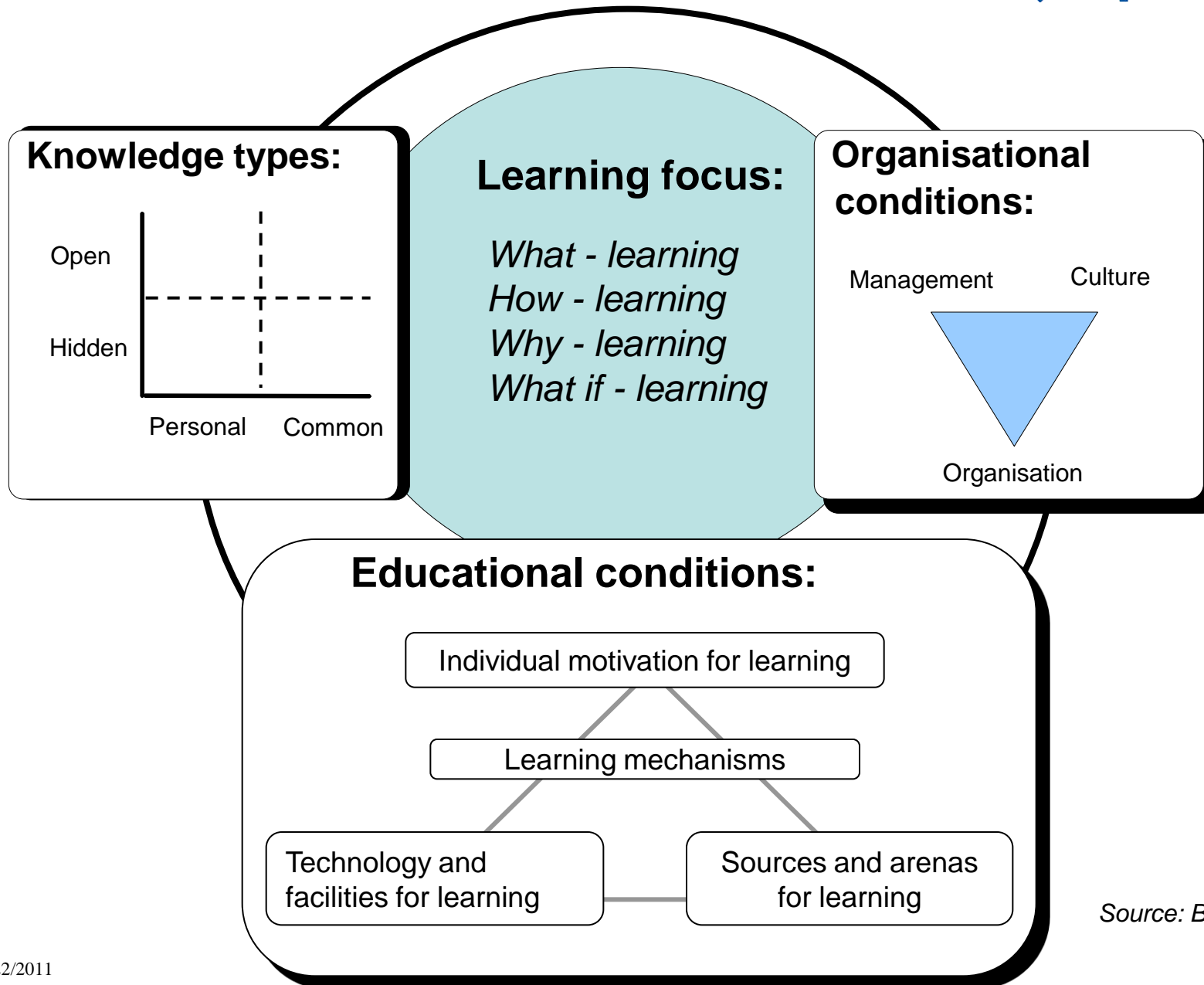
## ■ Relation competence

- Your ability and will to communicate and interact with other people
- Your ability and will to understand your business
- Your ability and will to understand your own and others roles and responsibilities

## ■ Change competence

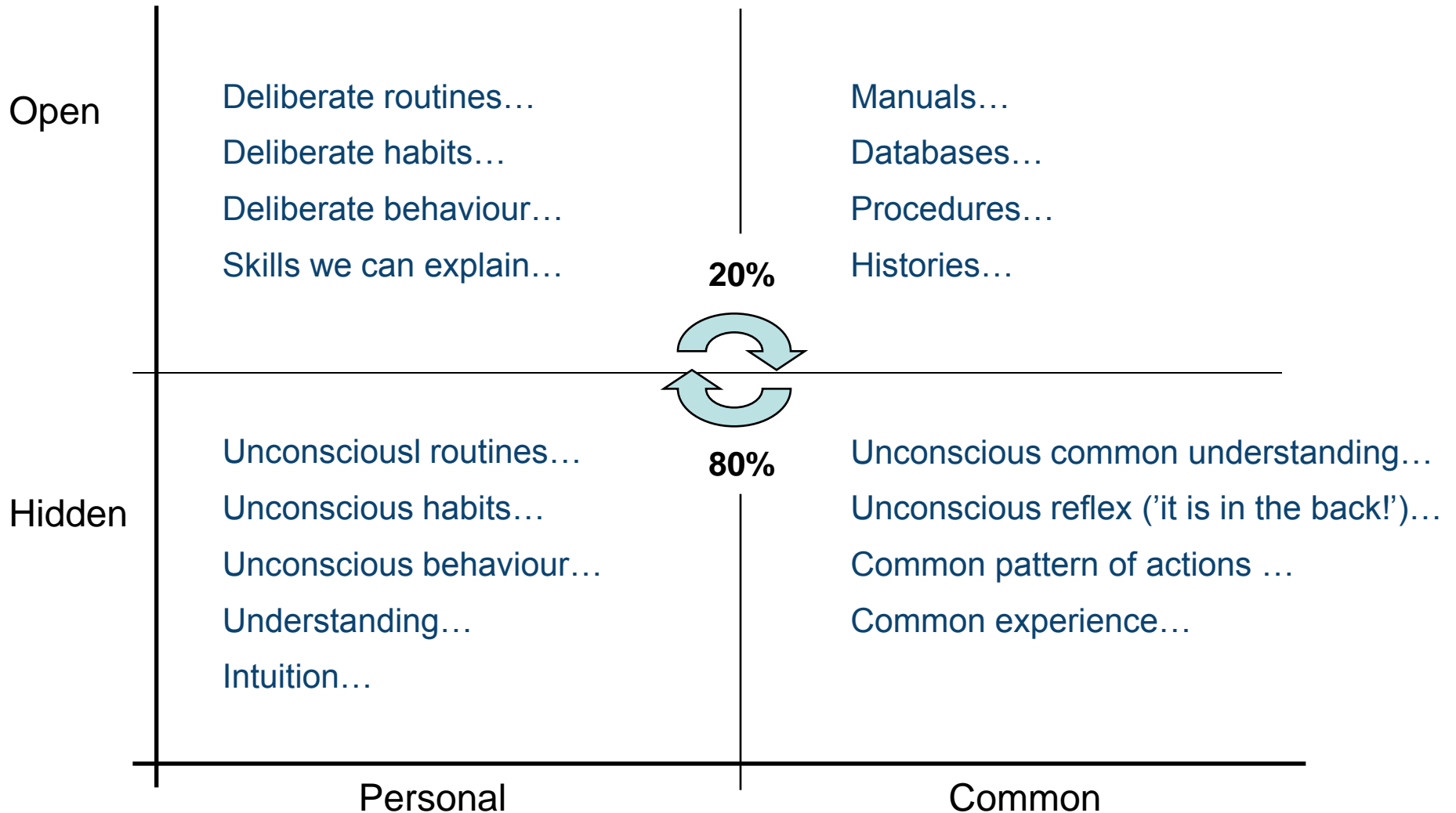
- Your ability and will to participate in change processes on your workplace
- Your ability and will to see limitations of your own professional and relation knowledge
- Your ability and will to see limitations of others professional and relation knowledge

*Leaders are often recruited due to their professional competence only...*



Source: Bjørn Emil Madsen

# Types of knowledge



# Hidden knowledge

## Hidden knowledge is normally expressed indirectly through actions

- Difficult to tell other people
- Something we often do without thinking of what we are doing
- Often too complex to be communicated easily and understandable to other people
- Knowledge we don't know we have before we need it
- Often kept hidden for colleagues to protect your position, to prevent abuse, etc

*A driller tastes the mud and immediately conclude if the mud is OK or not...*

*A baker can put his finger into the dough and immediately conclude if the dough is OK or not...*

*A fisherman can feel the size and type of fish immediately after the bite...*

# Hidden knowledge and learning

I told to my grandmother while she was sitting at her spinning wheel:

*"I will also learn to spin like you. Can you tell me how you do it?"*

She answered:

*"How I do it? No, I don't know how I do it"*

She had of course the spinning skills, but was not able to describe how she did it by using words. She never had to do that. She could only show what she did. I had to learn by observing her and try to do what she did while she was correcting me. This is the traditional way of learning by having an apprentice learning by his master.

# Education

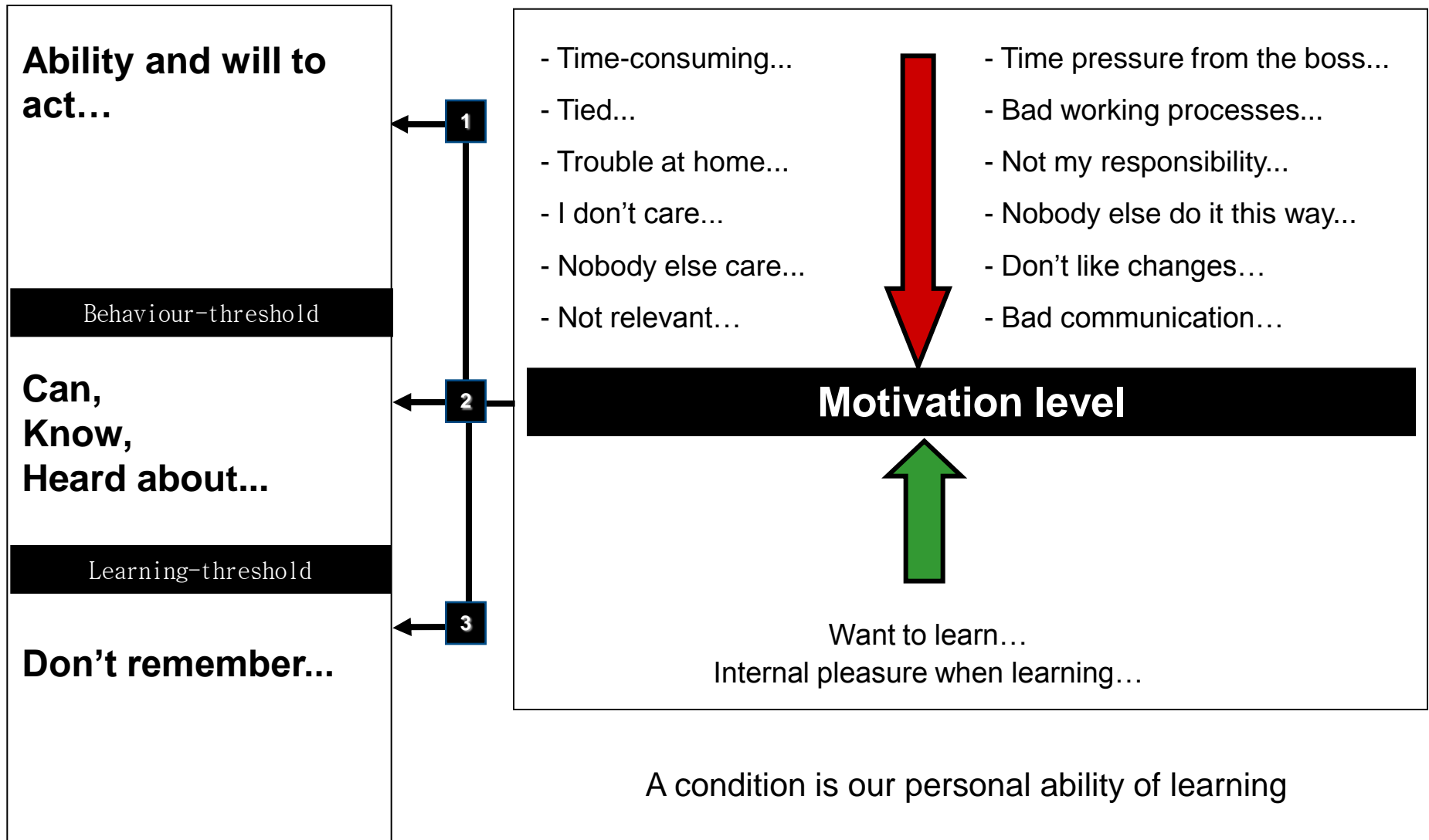
- The learning goal is ability and will to satisfy requirements
- Education is not necessarily equal to either ability or will



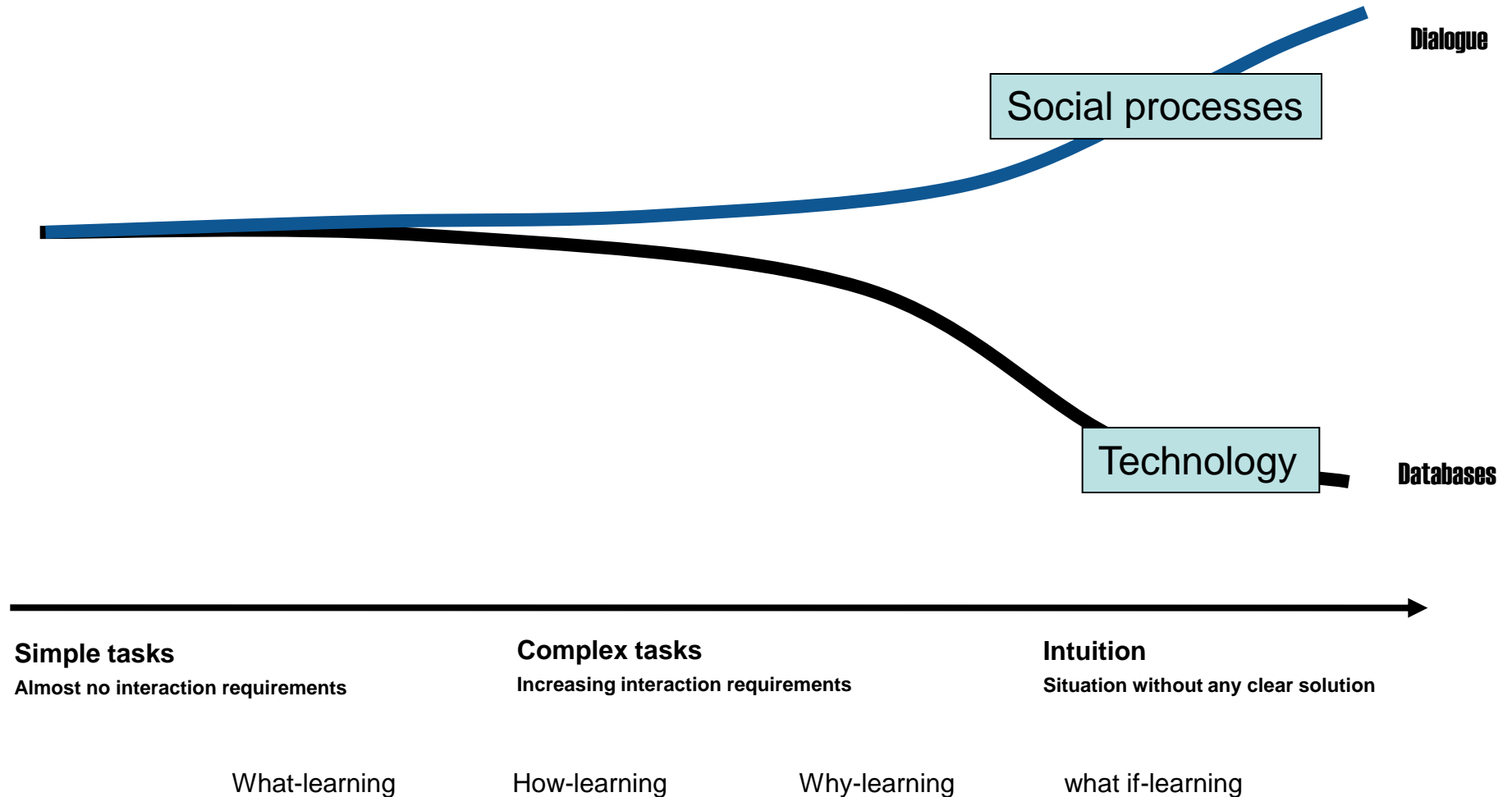
## Learning:

## Motivation:

Source: Bjørn Emil Madsen



# Social processes



# We must realize..

- How we work is probably more affected by the company's rewarding system than the learning effect from seminars, procedures, etc...
- The learning possibilities at work may be invisible, but still very strong for those able and willing to learn through job execution compared to those been on a seminar...
- When you are returning from a seminar, you have to use your new knowledge together with people not having this new knowledge...
- Changing working routines is always hard and 'painful'...
- All changes take time...

# We must realize

- Competence not in use will be reduced (rust never sleeps)...
- We don't necessarily learn by others experiences, we have to make the experiences our self...
- The content of knowledge bases are developed by "start and grow", while technical systems are developed through "specify and build"

# The advantages of knowledge

## ■ Important

- Better jobs (individual) and better competitive power (company)

## ■ But maybe even more important

- Make use humans
- The pleasure of understanding is one of the greatest pleasures