



Goldsmiths
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**What are the challenges facing
Goldsmiths... and how will the
Lifelong Learning Champions
successfully resolve and convert
these into new opportunities?**

ALLUME

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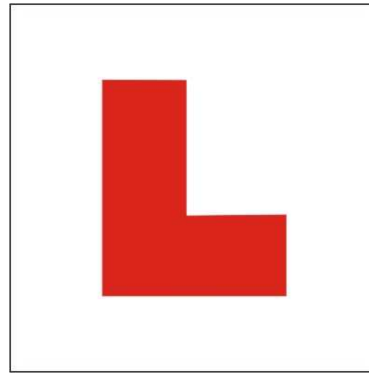
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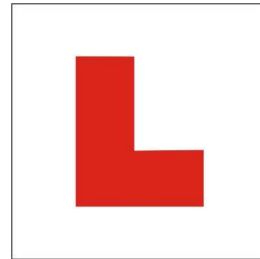
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Key



Experience



Universities





Vision and Goals

‘Under the umbrella of ‘Creating change, locally and globally’, Goldsmiths’ *Aims and Values* note that one of its aims is ‘being socially aware and socially active, enhancing employability in rewarding careers’ and ‘fostering a social and intellectual community within, and beyond, Goldsmiths.’

Critical success factor: The need for Life-long learning

- To **infuse, embed and legitimise** within the organisational cultures of key Lewisham stakeholders;
- To **encourage** a commitment to a cultural approach to development;
- To **raise expectations and aspirations** of residents

Innovative Learning

- **Competence**
- **Consumerism**
- **Litigation**
- **Standards**
- **E- quality**
- **Competitiveness**

Motivating staff

- Feedback - timely and specific
- Listen - and share information
- Involve staff in decisions, especially those that will affect them, ownership
- SMART objectives

... continued

- Encourage and reward initiative and new ideas, enhanced performance
- Provide a chance to learn
- Open, trusting and fun

What are the possible responses?

Fragmented

Focused

Approaches to the challenges

Fragmented approach

- Not linked to Goldsmiths goals
- Seen as a cost, not as an investment
- Focused on ‘menu’ driven training
- Unsystematic, marginal

... and

- Viewed as unimportant, discontinuous
- Not transferred, with learning rarely being implemented at the workplace
- Viewed as a reward for good performance

Focused approach

- Linked to both:

The organisation's strategy

To individuals' needs

- Viewed as an investment
- Focused on on-the-job development and skills development *in addition to* knowledge-based training

... and

- Relationship marketing
- About **‘learning’** as distinct from ‘training’
- Transferred to action and change in the workplace
- Flexible in application including open, distance and self-development approaches

Where is Goldsmiths?



References

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