



PRME Working Group
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New Learning Methodologies and PRME

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Mission

- Enquiry about methodologies of effective learning
- Supporting future leaders committing to embed the values of sustainability and corporate citizenship

Starting point

- Aim is to facilitate a paradigm shift
- From shareholder to stakeholder
- From short term profit maximization to long-term financial effectiveness and growth
- Through sound risk management and social legitimacy, value creation and innovation
- From reductionist to systemic learning





Sustainability: a dynamic equilibrium

- **Spiritual domain:** attitudinal orientation and ethics
- **Domain of life:** biosphere and other species
- **Social domain:** social interactions
- **Economic domain:** creating and managing wealth
- **Material domain:** flows of material and energy

New learning methodologies:

- Better adapt existing methods to a paradigm shift
- We look at learning methodologies, rather than teaching
- Business schools develop a diverse range of **capacities**
 - **Vision**: internalized values, make holistic decisions
(needs hands-on approaches)
 - **Conceptual and technical knowledge**: avoid the contradictory messages (in finance for instance)
More focus on soundness and meaningfulness
 - Development of competencies and capabilities
 - Capabilities**: negotiation, mediation, time management, etc
 - Competencies**: change, motivation of teams, learning coach, leadership, development of the "self"
Meaning, engaging and community



Vision learning:

- Cases, site visits and guest speakers are not good enough
- Place sustainability and social responsibility issues at the heart
- Introduce the stakeholder perspective
(accountability to stakeholders)
- Experiential learning, action learning
- New on-line communication technologies
(to bring in the stakeholder)



Technical and conceptual learning:

- Case studies and quant simulations are not good enough
- Different courses should deal with issues of responsibility
- PRME cases to be developed
- Not only introduce the technical aspects, but also the social facts

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Development of competencies and capabilities:

- Focus on leadership learning and personal development
- New systemic skills: dialogue with stakeholders; awareness of social environment of the company
- Project based learning, workplace learning, (co-)coaching, situated approaches



A sustainability point of view:

- More flexible, less travel and time constraint
- Use of virtual approaches, but not to re-produce teaching
- Co-learning, over boundaries, languages, cultures
- Community learning, communities of practice