

## Towards a 'learnscape' in the italian NSI

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'Learnscape' is a word used by Jay Cross (informal Learning, John Wiley & Sons, 2007). By this word he wants to draw our attention on the fact that in modern organization the essential perspective is to create an environment suitable for learners and anyway for the HR development. In fact, in our modern organizations – and in our NSI – an essential problem for management and training staff, as well as an important resource, is that learning mainly is generated outside the classroom. So it is quite clear that we need a system by which people can develop by a continuous connection between content and context and build 'the' competence evolution by capturing and organizing every useful *tessera* of the mosaic which composes his/her professional status. Also essential is a shared awareness that HR development is in charge to the organization as well as to the single employee. As the transition from a course-centered training system toward a system based on learning and knowledge sharing is long and difficult, we are aware that the creation of a learning environment can be reached step by step. The paper summarizes the evolution of the italian NSI (Istat) in this direction. Istat has invested: a) on the intersection between learning and Total Quality Management, b) on the way to foster the transition from learning processes based on the single events to a combination of tools which enable a pathway based on multiple steps like preparation to the event, shared definition of goals, project work, check and/or measurement of impact, support tools for the ex-post learning, c) on the introduction of learning tools based on knowledge sharing and on an organised approach to benchlearning, d) on the mix of training modules and organisational ones.