Learning style and theory

Running Head: LEARNING STYLE Learning Style And Theory [The [The of the Learning Style And Theory

1. Importance Of Evaluation And Contribution Of Training And Development To A Business

As evidenced by stakeholder theory, in such collective learning processes actors within the firm work together internally as well as with actors in the related external networks in the production and consumption system as a whole. In these continuous and iterative learning cycles the ambitions are jointly formulated and translated into concrete projects for the enterprise and its related networks. Supportive actions for internal change processes for organisational action learning may be:

1. 1 start up of environmental pilots in all organisational units to test potential projects of sustainability for business opportunities;

1. 2 develop cross-functional project teams and workshops to identify business opportunities that arise from sustainability, and to identify potential threats from strategies of business-as-usual;

1. 3 develop relevant business cases for renewal to a sustainable business;

1. 4 use such business cases to gain support from the top;

1. 5 introduce aspects of sustainability in training programs and in human resource management in general;

1. 6 introduce environmental and social audits and reports, and start procedures to integrate those with financial reports for the support of learning processes.

2. The Way That Evaluation Needs To Be Continuous And Systematically Planned

Sustainable business strategies often require fundamental changes rather

than incremental changes of operations. Change will only materialise in the organisation when the firm is visibly and whole-heartedly committed to the paradigm of sustainability. The internal organisation of strategic decision-making processes needs to be adjusted for the high-risk levels attached to these potentially fundamental changes. To support investment decisions and business redirections, the firm should conduct strategic audits to identify and to determine its distinctive resources and capabilities. The 'resource-based theory' emphasises the necessity to assess the value of the firm's resources and capabilities, and of its ability to respond to threats and opportunities from its business surroundings. (Kolk , 2002, 4-31)

3. Review Key Stakes And Their Role On Evaluation Process

It is necessary to establish whether the markets in which the company operates are markets in which its distinctive capabilities add value, and continue to do so. Equally necessary is answering questions on the identification of new opportunities in present or new markets. To facilitate sustainable investment decisions it is necessary to broaden the set of traditional investment criteria by including criteria on the ecological and social implications of potential investment projects. Supportive actions for the adjustment of these strategy development processes might explore systematically potentially new sources of value creation for the firm, by constantly executing strategic checks on potentials for investments from the integrated perspective of sustainability. (Lawrence, 2002, 71-85)

4. Comparison and Contrast of Range Of Evaluation Techniques

Empirical and theoretical research arrives at a number of recommendations on a stakeholder approach for the development of business policies. These recommendations relate to two business management issues:

1 the evaluation of value drivers for short-term and long-term business conditions;

2 the improvement of the business organisation to handle stakeholder demands.

Safeguarding the company's short-term corporate responsibility of training and development are a matter of regular business management aimed at avoiding economic damage to the business. Such routines must at least ensure the company's ability to avoid or adequately manage incidents close to the core business on, for instance, safety, health, labour conditions, environment and issues of company integrity. To this end, the company can proactively build and maintain stakeholder relationships with core interest groups to understand the evolving interests of a growing number of stakeholders. It also requires that companies stay visibly in tune with peer companies. Companies can work to implement organisational structures to determine and handle these issues in order to enable them to balance potentially conflicting stakeholder interests while guaranteeing that certain stakeholder demands can be met at certain acceptable minimal levels.

References

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