



Consultancy
Network

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A photograph of a woman with long blonde hair, wearing a blue top and a watch, sitting at a desk and writing in a spiral notebook with a black pen. On the desk, there is a white coffee cup on a saucer, a laptop, and another notebook. The background is slightly blurred, showing an office or meeting environment with windows.

Spaces for Identity Transformation

Professional Identity Transformation: Three representations

**Learning across
four domains**

Relational Development

Cognitive Development

Practical Development

Emotional Development

**Learning as
becoming**

**Learning in
opportunity
structures**

- **Career Adaptability:**
The ability to successfully manage career transitions
 - Concern
 - Control & personal agency
 - Curiosity
 - Confidence & self-efficacy
- **Resilience**
- **Facilitation skills**
Helping the learning of others

Facilitation

Humans as facilitators

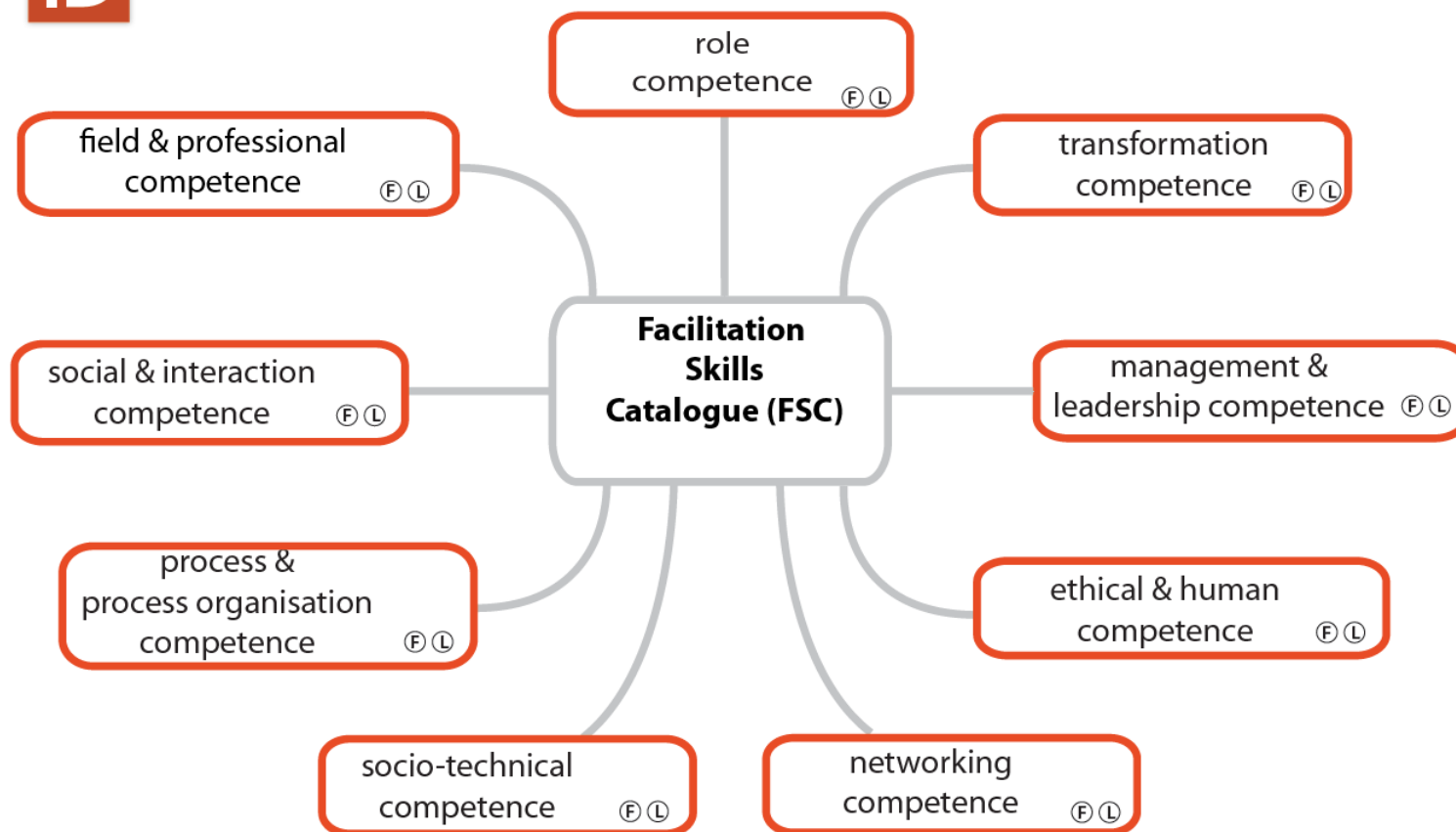
- classical trainers
- coaches or moderators of group learning processes
- peer learning situations

Tools as facilitators

- Supporting activities
- Supporting processes

Environments as facilitators

- organizational culture
- incentive structures
- economies of cooperation
- leadership roles



* setting specific

(F) Facilitator

(L) Learner

- Online courses that build upon experiences with MOOCs
- Balance the provision of multimedia content with facilitated experience exchange and reflection among the participants
- Several trials
 - Two internal courses inside DWP, UK on the changing world of work and labour market information
 - An International MOOC on the changing world of work
 - Peer Coaching online courses, two of them translated into Slovenian and Croatian

Peer Coaching Skills

via Online Social Learning



Who?



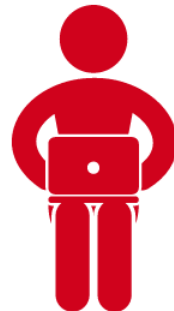
Croatian Employment Service (CES)

Participants?

83 PES Practitioners

Facilitators?

2 Moderators (kick-off)
3 Technical Support (online course)



How?

One-day kick-off workshop

Three-weeks of online course

Why?

- 1 Support the development of **peer coaching** skills as a means of problem-solving at the workplace amongst Public Employment Services' (PES) practitioners.
- 2 Enrich the support of Public Employment Services' (PES) clients by increasing practitioners' skills in powerful questioning, active listening, emotional awareness and growing mindset.

Resources?



- Multimedia mix of videos, images and textual material
- Discussion forum for learners
- Quizzes and exercises

This type [of coaching] refers to a specific form of coaching carried out among colleagues.



Outcomes

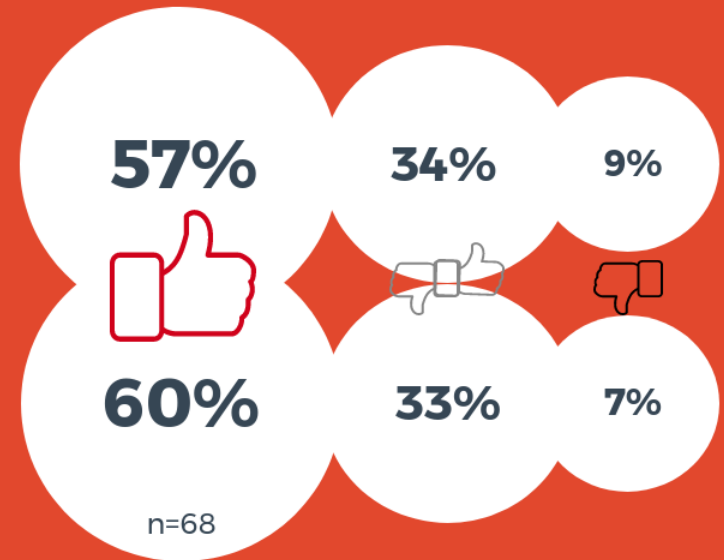


1000 Comments exchanged
among 83 practitioners

At the end of the course practitioners in CES stated:

I feel confident to apply the knowledge in my daily work.

I feel confident to participate in a peer coaching group.

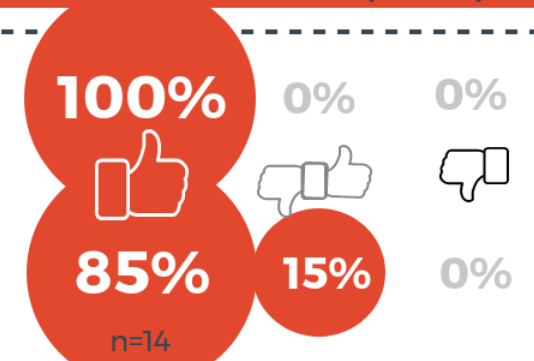


And... even more positive reactions in Public Employment Service of Slovenia (ZRSZ):

We carried out the peer coaching course and the reactions there were even more **positive**.

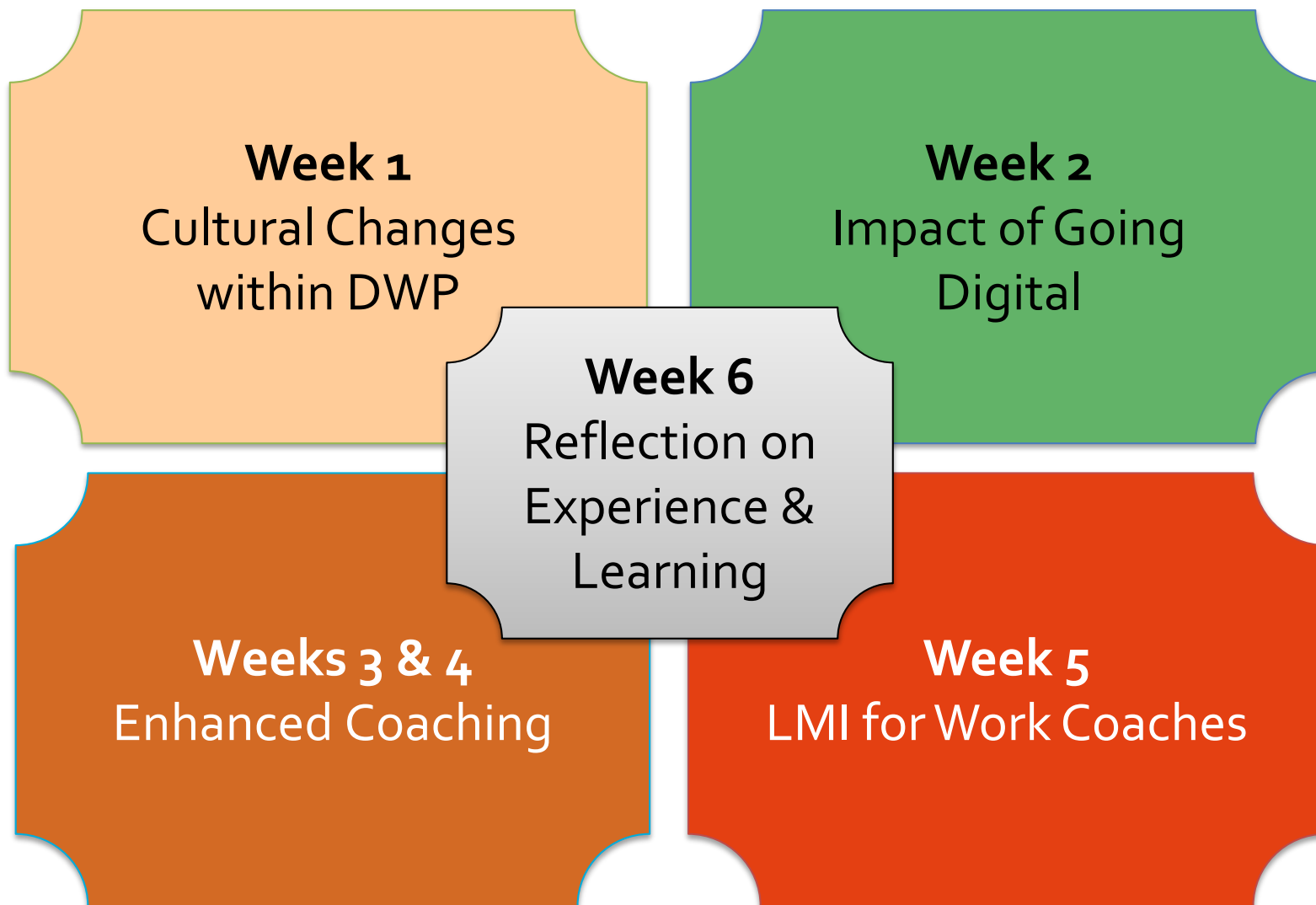
I feel confident to apply the knowledge in my daily work.

I feel confident to participate in a peer coaching group.



Zavod Republike Slovenije
za zaposlovanje

Design & Content of DWP Social Learning Programme



Online Social Learning

Work Coaches' Identity Transformation



Who?



Department
for Work &
Pensions

Why?

Support work coaches to better manage challenges and changes in DWP.
Increase the knowledge on coaching processes and techniques.

How?

6 Weeks of online course
21 Hours of content

Resources?

- Multimedia mix of audio, videos, images and reading material
- Discussion forum for learners
- Reflection Exercises
- Self-Assessment Questionnaires
- E-learning modules



Participants?

68 Work
Coaches

Facilitators?

3 Moderators
1 Technical Support



Topics?



- 1 - Cultural Changes in DWP
- 2 - Work in digital age
- 3 - Coaching & resilience
- 4 - Labour market information
- 5 - Course reflection

Outcomes

> 900 Comments
exchanged
between learners in 6 weeks



Experience

Sharing and active dialogue...



...participants had a positive experience compared to traditional e-learning courses.

Key for Success



*"I told them to take time for learning; freeing them up from the normal work coach role."
(Line Manager)*

I was able to reflect the learning with my peers.

I am confident about sharing the knowledge I have gained from the MOOC with my peers.

90%



98%

n=41

The Community Platform

threads within one of the groups and all groups

Opis primera, vabljeni, da delite svoje izkušnje in mnenje

Pozdravljeni, z vami želim deliti opis primera, ki se zagotovo pojavlja tudi me...

0 Odgovori
Prvi zapis: Barbara Gogala
Zadnji zapis: Barbara Gogala

Življenjepis, ki odpira vrata do zaposlitvenega razgovora

O tej temi je zapisanih že nešteto nasvetov in besed, vendar enoznačnega nasv...

7 Odgovori
Prvi zapis: Urša Doliner
Zadnji zapis: Barbara Gogala

Brezposelni z nedokončanimi študijskimi programi

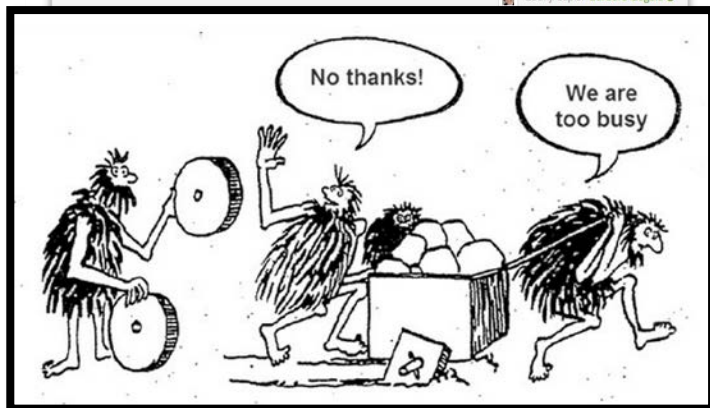
Pozdravljeni, odpiram temo o svetovanju mladim, ki bodo oktobra pred tem, da spr...

0 Odgovori
Prvi zapis: Barbara Gogala
Zadnji zapis: Barbara Gogala

Izkušnje prostovoljnega dela in iskanje zaposlitve

Raziskava, ki so jo opravili v osmih državah, je pokazala, da se pri evropskem ...

8 Odgovori
Prvi zapis: Barbara Gogala
Zadnji zapis: Barbara Gogala



Groups:

- Topic of the month
- Youth unemployment
- Long term unemployment
- Older job searchers
- Mentors and mentorees
- Job searching workshops
- Internal group while implementing new service of the Contact centre
- Off topic

The Community Platform case study, key words

Starting question

- How to answer to clients argument: "There are no jobs"? I ask them to think about 3 people who found job. How do you approach this issue?

Counsellor's experience

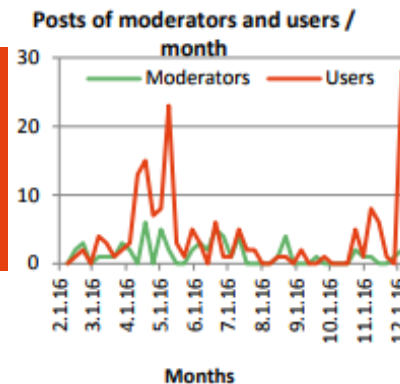
- I told a client there may not be jobs, but there is work (short time that can lead to the longer one)... More examples of confrontations.

Moderator's input

- Couple of coaching questions to reflect the client's benefits from expressing these convictions.

Confirmation and encouraging

- Agree, our work is based on bringing these convictions to awareness and try to change them... Actions will follow.



Successes

- Number of participants



- Provided answers show reflection of daily work
- Platform has been used to support the new service (Q&A)
- Counsellors enjoyed the learning platform as a voluntary tool, without being forced to write something

Challenges

- Participants mostly took the role of readers, while moderators participated the content
- Fear from not writing a perfect post + lack of time
- Low engagement of management and some colleagues from Central office
- Difficulties to orient themselves in the platform

Employ

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Organisational development

Social Learning Spaces ▾

Labour Market Information

Peer Coaching

Empower Change

Accompanying the journey of professional identity
transformation

[Learn more](#)

[Contact us](#)



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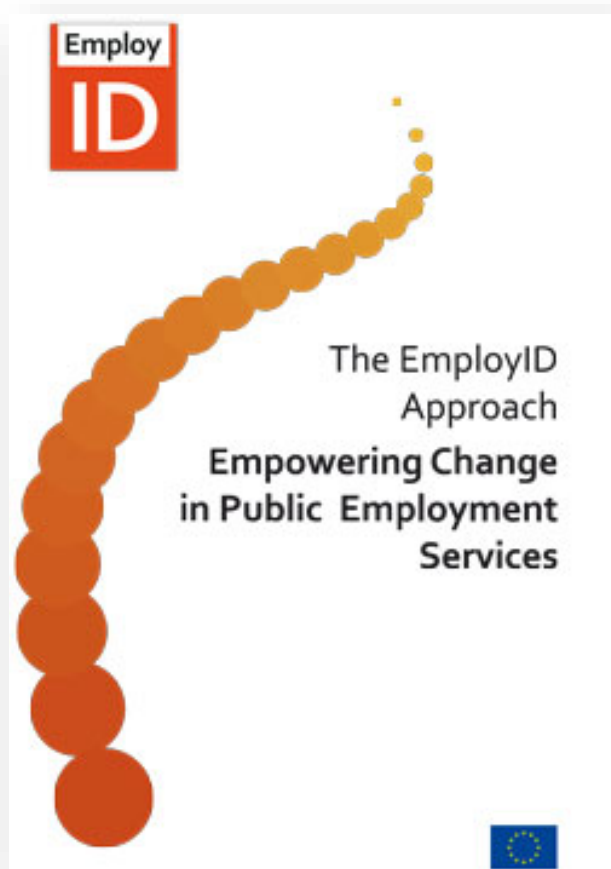
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