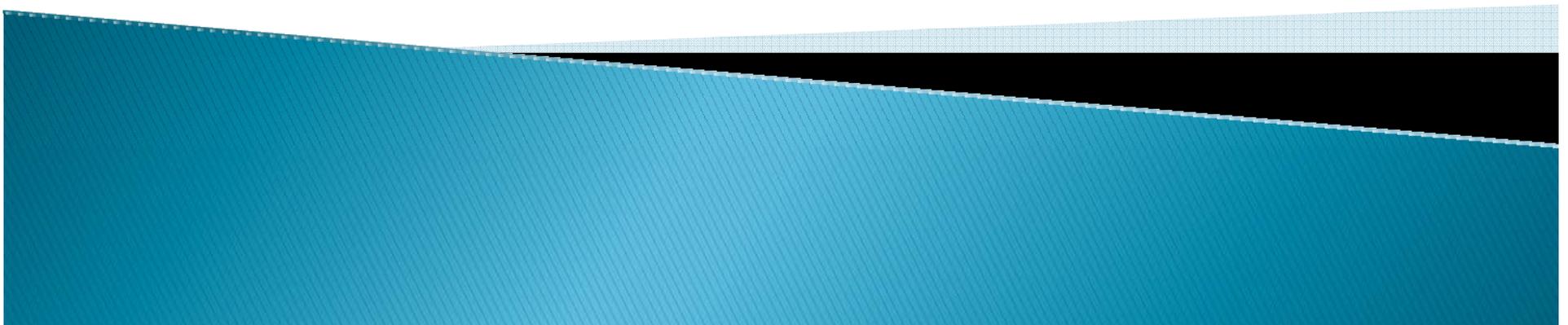


# Social Capital and Workforce Development

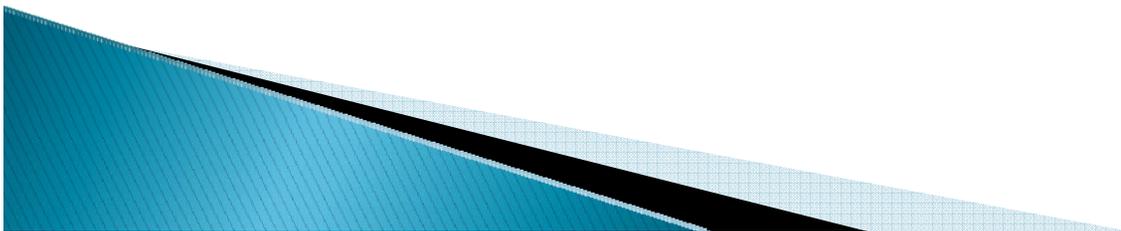
DELEG Presentation

April 27, 2010



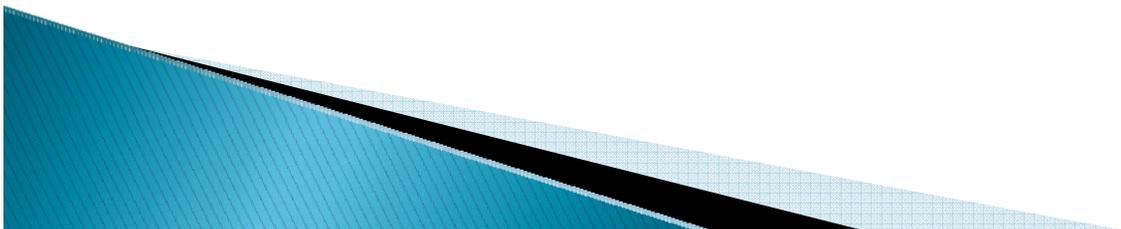
# Introduction

- ▶ Workforce Development and A High Performance Knowledge Economy
- ▶ Social Capital and Lifelong Learning
- ▶ Does Social Capital Pay Off?
- ▶ Social Capital as a Core Competency
- ▶ How Do We Get Started?



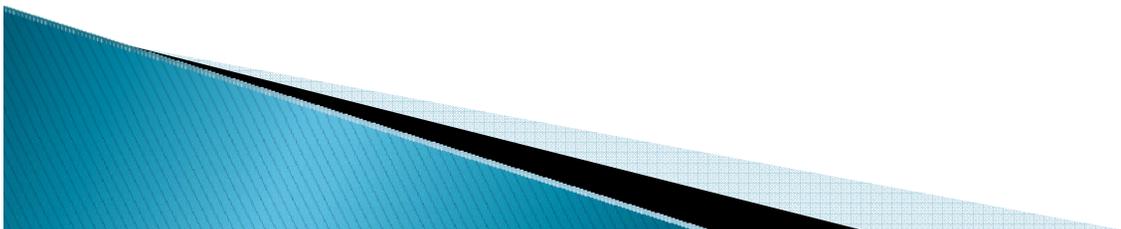
# Workforce Development and a High Performance Knowledge Economy

- ▶ The Precondition is a *Learning Society*.  
Emphasis on Achievement and Participation
- ▶ Gateway to participation and full citizenship
- ▶ Emphasis on Lifelong Learning in the Family, on the Job, in the Community
- ▶ Difference between *Learning and Education*:  
Learning is *Fearsomely* broad, active, and engaging



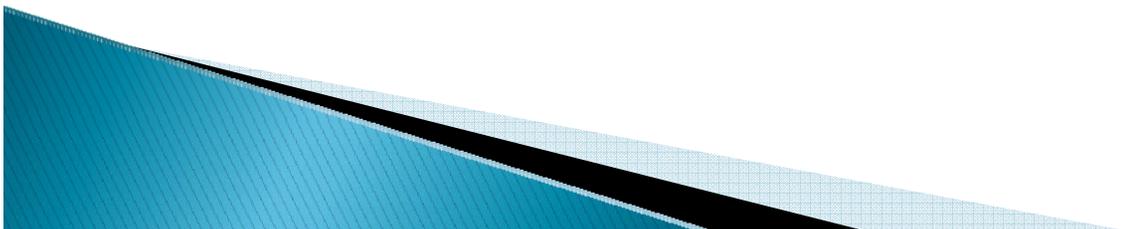
# Social Capital and Lifelong Learning in the Knowledge Society

- ▶ **Social Capital**: A network of people willingly engaged in a joint enterprise bound by trust, mutual understanding, and shared values and behaviors
- ▶ **Bonding** and **Bridging** social capital
- ▶ In Good to Great, Jim Collins found that great companies create a culture that prizes discipline and entrepreneurship with fewer controls and less bureaucracy.
- ▶ The **Freedom** to build social capital

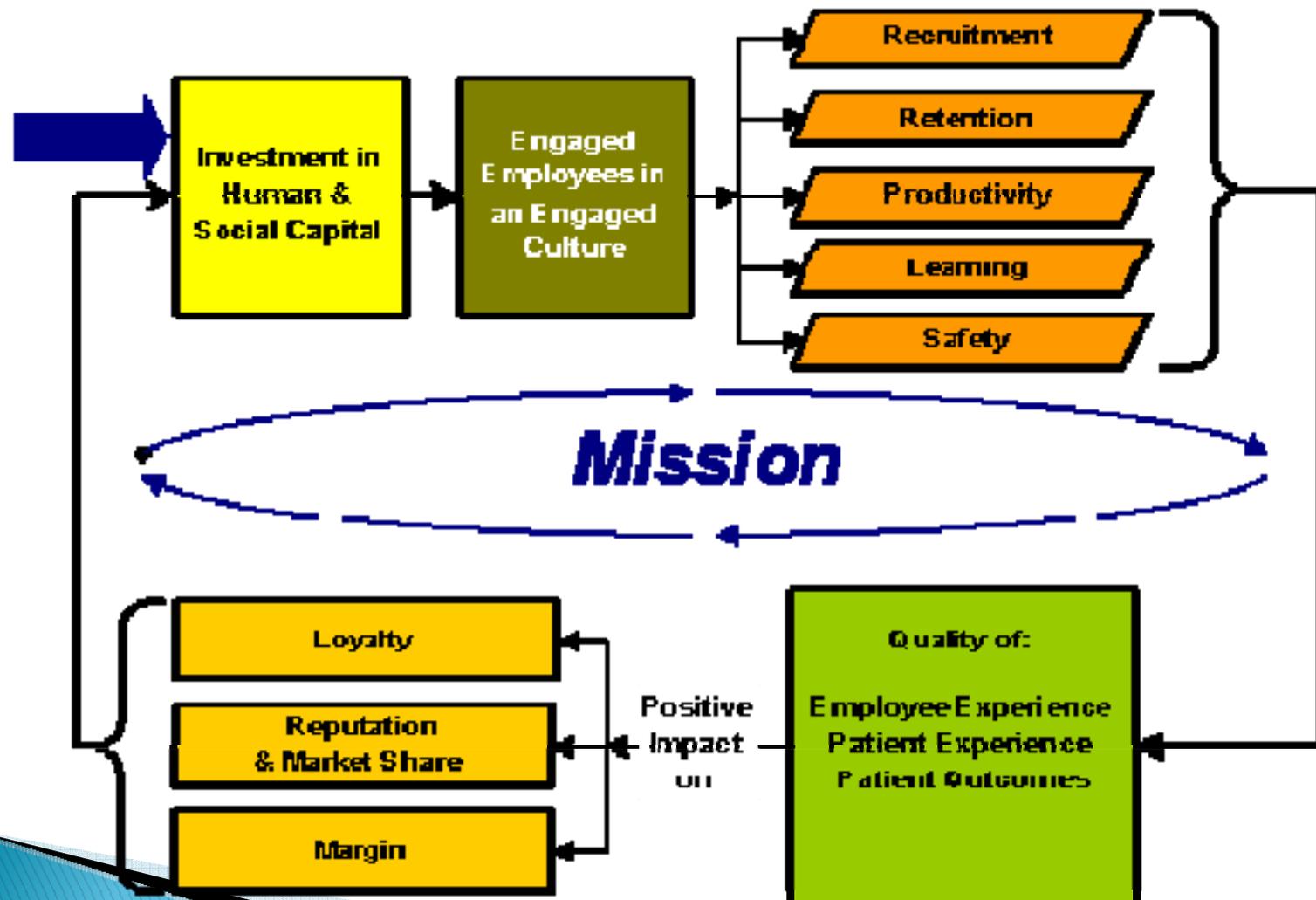


# Social Capital and Learning

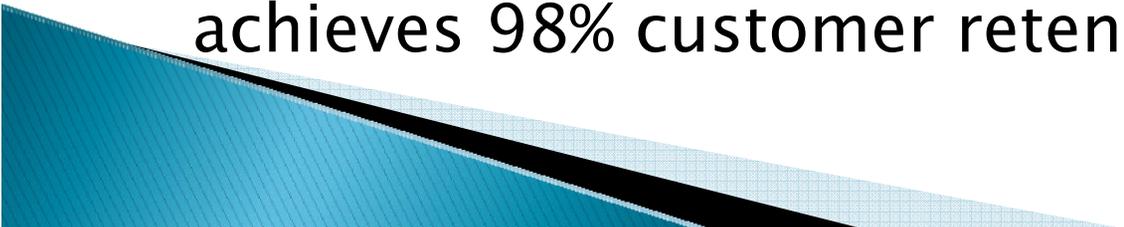
- ▶ Social Capital plays a vital role in people's capacity for learning
- ▶ More diverse and dense the social networks, the greater the capacity for Learning
- ▶ Learning in the Company: Building horizontal networks for group projects
- ▶ Learning Across Companies: Professional engagement
- ▶ Learning in the Community: Civic engagement



# The Social Capital Value Creation Cycle in Healthcare: Simon & Norris

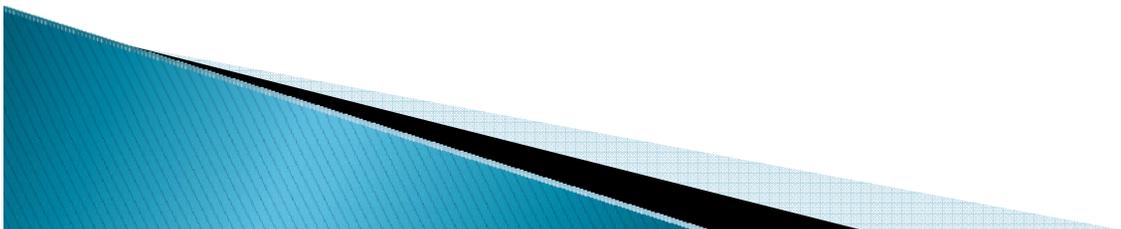


# Does Social Capital Pay Off?

- ▶ Social capital and employee retention?
  - ▶ The cost of employee turnover at 50% of annual income for hourly worker; 100–150% for a salaried worker.
  - ▶ SAS Institute, the world's largest privately held software company, has a turnover rate of less than 4%, compared to an industry average of 20%.
  - ▶ SAS has achieved this by building social capital—fostering a culture of trust and respect
  - ▶ The company saves \$70 million a year and achieves 98% customer retention rate.
- 

# Social Capital and Workforce Learning

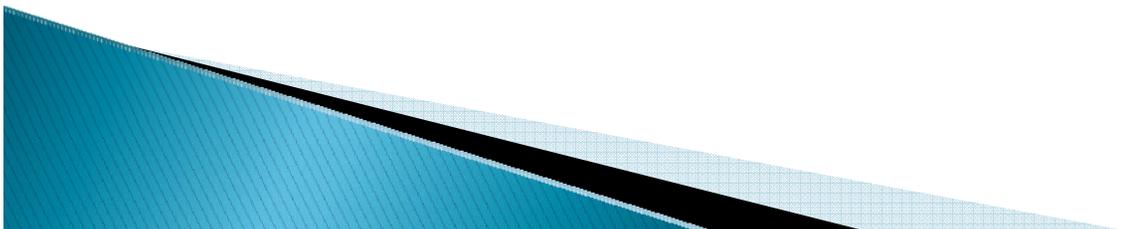
- ▶ What would a Social Capital Approach to learning look like?
- ▶ *Smart Grid Workforce Learning*: What knowledge, skills, and values are needed?
- ▶ What networks should be engaged to determine needs?
- ▶ Should social capital development be a key learning objective?
- ▶ Should each person develop a *Learning Plan*?



# Social Capital as a Core Competency

What are *Core Competencies*?

1. Professional Knowledge
2. Knowledge of the System
3. Interpersonal Communication Skills
4. Customer Care Skills
5. Professionalism Values
6. Continuous and Engaged Learning Values
7. Social Capital Development



# How Do We Get Started?

- ▶ Create a Social Capital Vision for Workforce Development: *Learning not Training*
- ▶ Define Core Competencies
- ▶ Create Engaged Learning Strategies to Build Core Competencies
- ▶ Help Learners Create *Learning Plans*
- ▶ Create Formative and Summative Assessment tools
- ▶ Measure Results and Share the Stories

