



**E.C.L.O.**

**European Consortium for the Learning Organisation**

## The E-Learner

The Editor for February 2007 is Jim Jack (E.C.L.O. Treasurer) with assistance from Debbie Lawley of Willow Transformations

### **BMDA – The Baltic Management Development Association**

According to Robert Metcalfe, inventor of Ethernet, "the value of a network is proportional to the square of the number of users that it connects." This statement, dubbed Metcalfe's Law, attempts to explain the tendency of networks to expand. According to this assertion, a positive feedback loop governs the network so that as it encompasses more resources, it attracts new users, which in turn want to connect more users. Metcalfe's Law was crafted based on experience with the Internet, yet it applies to any kind of network.

I am delighted to announce an extension to the reach of our network through a partnership agreement with The Baltic Management Development Association. They have 53 members in 16 countries, a profile not too dissimilar to our own. Although we still have to work out the detail, we have already exchanged information about our respective 2007 conferences. Their 5th Annual Conference "Future of the Region - People Behind the Prosperity" will take place in Oslo on May 10th / 11th May. Visit [www.BMDA.net](http://www.BMDA.net) for further information.

If anyone is interested in attending, please contact me to discuss how ECLO may contribute.



### **EU Project Opportunities**

As you will have seen, I recently attended an Information Day on the EU's LifeLong Learning Programme, following this up with a mass mailing effort. As a result of this activity, there are a number of projects being discussed, some of which may come to fruition and some may not. For your information the subjects areas and/or the potential partner are listed below. If you want more information or have other ideas yourself, please drop me a line.

<b>Prime Contact</b>	<b>Subject Area</b>
David Clutterbuck (UK)	Develop an ICT based coaching & mentoring
Andreas Dalleuge (DE but project funding / co-ordinator is in Turkey)	Technology transfer of a previous Leonardo project - EFQM based model for assessment of education
Tampere (Finland)	Use of ICT to improve the teaching process
Hellenic Culture Centre (Greece)	Open – To be defined
University of Central England (UK)	In discussion with project co-ordinators
University of Westminster (UK)	Empowering the deaf community to participate in business activities as consumers using telecommunication technology

## Virtual Teams

At our recent KM event in Henley, one of the speakers Debbie Lawley, spoke about her experiences, at Orange and Oracle, of how, with increasing globalisation, many corporates are now managing people across many countries and time zones through the formation of virtual teams. Her presentation can be found, with all the others from Henley from our homepage [www.eclo.org](http://www.eclo.org)

The summary from an article describing Debbie's work at Orange follows.

“Orange is a fast moving business in a highly dynamic market place and an unpredictable highly competitive environment. The handset no longer just takes calls, it can browse the internet, make transactions, stream video, act as a personal music download centre, a gaming device and a shopping place. With changes in charging mechanisms too, following the entry of players like Skype, the telecommunications field is one of the most demanding. The difficulty is managing the balance between cost competitiveness , the need for excellence in delivery to maintain customer satisfaction and the drive for innovation to sustain long term growth.

Product development in this area then, is a considerable challenge. In addition, the complexities of working in a multi-national environment mean that collaborative capability is the golden chalice in delivering the best products and services to the customer.

The Knowledge & Learning Management team were asked to focus on this area of the business, recognising that improved performance here would be of substantial benefit. This engagement took the team on a journey of understanding that collaborative capability was the key competence in achieving high levels of innovation and the virtual team structure was a key enabler. The team completed the work by redrawing the traditional product delivery roadmap as an innovation life-cycle. The life-cycle relies on excellence in facilitation of the knowledge community to build know how in a product area. The life-cycle then moves on to taking joint ownership of the roadmap. This then enables the people involved to achieve collective learning from delivery experience through the virtual team”.

Follow this link to the full article : [Innovation in Product Development in Orange](#)

This week I was approached by Ghislaine Caulat of Ashridge Management College about the possibility of speaking at our Glasgow Conference. This eventually proved not to be possible but she gave ue permission to use two articles written by her that are now on our website at the links below.

[Creating Trust and Intimacy in a Virtual World](#)  
[Virtual Leadership](#)



## Henley KM

The proceedings and some related articles from the KM event run in conjunction with Henley Management College are available on our website. [www.eclo.org](http://www.eclo.org)