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Out of the cul de sac: Reflections on the workplace as a learning environment

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This paper reviews the workplace as a learning environment and explores the use of an *evaluative management culture* in workplace learning. An evaluative management culture, which is one that comes from within a workplace environment, sits well with an organisational approach to capacity building, that is building from within the workplace. Given new dimensions in learning and knowledge, and the changing context of the workplace in New Zealand, it argues that a focus on learning to improve workplace practice and enhance flexibility of employees is important and essential to transform workplaces to learning organisations. Understandings of workplace learning and the future of the organisation of workplace practices are changing dramatically in New Zealand. In understanding these relationships, a conceptual framework for learning to work and working to learn has been developed.