management 02 starting point:

What are the **learning mechanisms** and **change processes** in AEC firms that facilitate or hinder **organisational performance** outcomes – including digital transformation?

PhD Candidate: Sandra Meng

Supervisors: A/Prof Catherine Collins
Dr Nicole Gardner

project title

Fostering Digital Readiness in the AEC Sector: Innovative Learning Strategies for Enhanced Organisational Performance

Fact Sheet

Few organisations have figured out how to leverage learning and development as a competitive advantage.

Share of organisations that report capability building is important to their organisation's long-term growth in %

78%

Share of organisations that report capability building programs often or always achieve organisational impact in %

30%
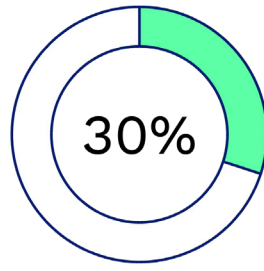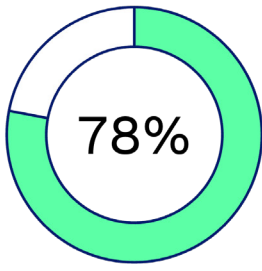
Source: Durth, S., Komm, A., Pollner, F., & Reich, A. (2023). Reimagining people development to overcome talent challenges. McKinsey & Company.

Human-Centric Work Design drives superior outcomes.

x**3.8**times

more likely to have higher employee performance than when human-centric work attributes are not present.

Future of Work Trend

Shift from capability-based organisations to skill-based organisations

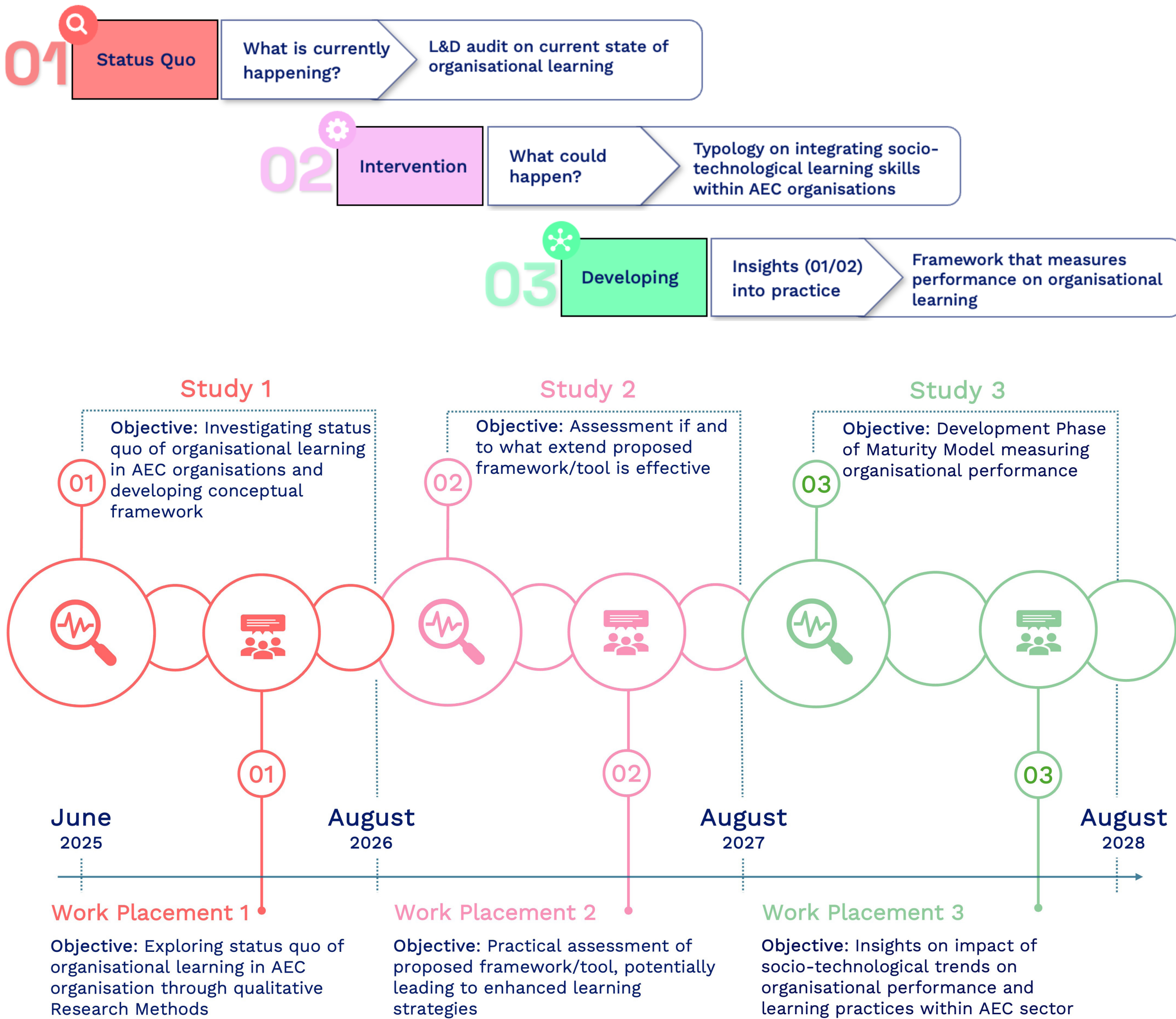**Office – Centric Design**
capability-based organisations

• Drive Visibility-Based Management: Performance by input

• Learning Approach: generalised training programs & long-term development plans

• Adaptability to Change: slower to adapt, as capabilities are broadly defined

Human – Centric Design
skill-based organisations

• Drive Empathy-Based Management: Performance by outcome

• Learning Approach: targeted, modular learning experiences & lifelong learning

• Adaptability to Change: agile, allowing quicker pivots in response to market changes

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01 Status Quo — What is currently happening? → L&D audit on current state of organisational learning

02 Intervention — What could happen? → Typology on integrating socio-technological learning skills within AEC organisations

03 Developing — Insights (01/02) into practice → Framework that measures performance on organisational learning

Study 1
01
Objective: Investigating status quo of organisational learning in AEC organisations and developing conceptual framework

Study 2
02
Objective: Assessment if and to what extend proposed framework/tool is effective

Study 3
03
Objective: Development Phase of Maturity Model measuring organisational performance

June 2025 — 01
August 2026 — 02
August 2027 — 03
August 2028

Work Placement 1
Objective: Exploring status quo of organisational learning in AEC organisation through qualitative Research Methods

Work Placement 2
Objective: Practical assessment of proposed framework/tool, potentially leading to enhanced learning strategies

Work Placement 3
Objective: Insights on impact of socio-technological trends on organisational performance and learning practices within AEC sector

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PROBLEM

In the rapidly evolving digital landscape, the way employees learn and train is changing, especially in the AEC sector. Evolving digital technologies and tools are creating new requirements for learning and sharing knowledge.

However, many AEC organisations lack the resources and capabilities to adapt and implement new approaches. This research project aims to explore and develop learning strategies for AEC sector organisations to foster digital readiness by addressing the following:

1. What are the current trends in organisational learning within the sector?
2. What is a cutting-edge innovation in digital transformation and learning and development?
3. How does digital transformation affect organisational performance?

GAP

The research aims to bridge the gap between academia and industry, providing actionable insights and practical recommendations for AEC organisations.

The research gap is summarised below:

• Significant gap between technological advancement and organisational capacity to implement new ways of learning.
• Lack of effective learning strategies to adapt to rapidly evolving digital technologies and tools.
• Inadequate methods for assessing organisational learning and digital transformation effectiveness to enhance organisational performance.
• Investigating methods to create a culture of lifelong learning and implementation in AEC firms.

PROGRESS

Key Findings from Industry Engagements include:

• **Integrating L&D into Knowledge Management:** Incorporating Learning and Development into knowledge management work flow systems is crucial for fostering a culture of continuous learning.

• **Centralised Knowledge Base:** A central repository for L&D-related information facilitates easy access to training materials and resources, supporting lifelong learning initiatives.

• **Alignment with Performance Management:** Connecting L&D initiatives with performance data helps identify skill gaps and create targeted development programmes, enhancing organisational learning.

• **Collaborative Learning:** Utilising knowledge management systems to enable knowledge sharing and peer-to-peer learning promotes a culture of collective growth and development.

• **Continuous Learning in HR:** The rapidly evolving nature of policies and regulations emphasises the need for ongoing learning and development within organisations.

• **Collaborative HR Model:** Implementing a collaborative HR approach across multiple organisations can lead to integrated L&D initiatives, potentially resulting in more comprehensive and cost-effective human capital development strategies.

FUTURE

The research plan comprises three studies, each offering an opportunity to involve partner organisations through industry placement.

Study 1 – Status Quo
What is currently happening in organisational learning within AEC sector?

Study 2 – Intervention
What could happen? Studies on integrating socio-technological learning skills in AEC organisations

Study 3 – Developing
Way to investigate impact of short courses (micro learning, lifelong learning) on organisational performance and socio-technological impact/trends on AEC sector level and institutional impact.