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**Developing a multilevel learning programme –  
Evidence from complementary work-related training interventions**

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**Abstract**

Amid the economic, managerial and societal challenges of the 21<sup>st</sup> century, there is an increased need to develop working life to increase productivity and innovativeness. Therefore, work communities and organizations are expected to develop their work cultures, processes and structures. Similarly, individual professionals (employees and leaders) must continuously develop their knowledge and competences, and transform their professional identities. Thus, there is a need for new kinds of interventions promoting multilevel professional learning for, through and at the work. Based on the findings of three complementary work-related training interventions (an identity coaching programme, a leadership coaching programme and a work conference) implemented in an education and a health care organization, we summarize (i) the main learning outcomes of the interventions and (ii) practical conclusions for developing a multilevel learning programme. The findings demonstrate and confirm the central meaning of professional agency in work-related learning and professional development, both for individuals and communities. As necessary principles for successful multilevel learning we suggest the following: (i) support for professional identity crafting of employees and leaders, (ii) enabling agency-promoting (e.g. participation and influencing) work practices, and (iii) empowering leadership practices.