

GENERAL CONCLUSION

During May 23rd the 25th, 2012, the II International EDO Conference were celebrated in Barcelona, co-organized by the Centre for Legal Studies and Specialized Training Department of Justice of the Generalitat of Catalonia and the Organizational Development Team of the Autonomous University of Barcelona, in collaboration with other public (AQU; Ministry of Economy and competitiveness; Barcelona City Council) and private (AEFOL, Catholic Schools and Walters Kluwer) institutions.

5 general conferences were held, when more than 70 contributions selected by the Scientific Committee were presented, analyzed and discussed on 11 symposia and 3 tables of communications and were delivered to over 250 participants as a publication.

Beyond the specific conclusions made in each of the different sectorial activities, we present the general conclusions that reflect the highlighted trends in the following text:

- Informal learning and peer learning can provide new perspectives for the understanding of organizational learning, especially in the joint way.
- The institutionalization of informal learning can reinforce the structures of complex power, given the different opportunities for interaction that is established according to the 'status' and roles of people within an organization.
- The system of recognition and accreditation of experience, in the background, as a practical application of the principle of life-long learning, to the extent in which they mean to recognize and certify informal learning.
- At the level of training systems, it is highlighted that the facilitator use of TIC for the operation of inter-and intra-institutional function and as promoting instruments of change and organizational improvement.
- At the organizational level, it confirms the consensus that regards them as depository (also promoters, if they work for it) of organizational knowledge. To achieve it, it depends on the conditions of the structures and processes that encourage it as the explicit support of managers and the confidence regarding to it which to all members of the organization shall have.
- Communities of Practice (CoP) are achievements that can catalyze the creation and management of collective knowledge, improve processes and outcomes of the organization, promote the development of collective intelligence and stimulate the innovative potential of the organization, while improve levels of involvement and satisfaction.

- A CoP leadership based on communication and the dialogue enhances the effectiveness of the actual work, which always keep and develop activities related with political and community leadership.
- At the level of operation, it is considered that stimulating organizational contexts facilitate the development of CoPs and professional skills, cognitive, affective and behavioral type, that they are linked, as long as they combine various content proposals and methodologies.

Finally, in relation with the CoP, it highlights the necessity of combining and promoting internal and external synergies and integrating the activities promoted by the organizations and systems with processes in place. In fact, we think of a continuation that gradually incorporates elements linked to personal development (focused on increasing and improving their personal baggage), the development of the organization, socio-economic and social development.

Taking as focus and the protagonist to person, it seeks social transformation, from methods which promote knowledge sharing and use strategy as a community of practice within and among institutions. Underlying the whole approach to promote and manage the collective knowledge so that it also serves to personal / professional people, contribute to the promotion of institutional innovations and thus to strengthen the culture of innovation.

The existence and promotion of networks of research and clusters is to provide, finally, progress on the issues aroused and discussed during this scientific conference. In this regard, it encourages participants to develop and strengthen their studies and professional practices of the common and emerging topics, and encourages them to present their findings at the next EDO conference scheduled for the year 2014.

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