

Varila, Juha 1994. **Silent know-how and personnel development**

– The article divides personnel development into anticipating and non-anticipating learning. It is estimated that 80 percent of adult learning is non-anticipating. The subject addressed by the article is silent know-how which forms the basis of the skill connected to work tasks and activity context and develops through practical experience. One centrally important function of the training offered by organisations is to act as a junction at which, with the acquired level of know-how, the work no longer presents learning challenges. The author takes this as his basis in addressing the orientation alternatives in personnel training. The important thing to remember to ask is whether the work tasks measure up to the person doing them.

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