Figure 1. A conceptual model of the learning conditions for work based responsible management development programmes

## 'Responsible Management practice entails

[Proposition 1]

**Understanding,** within the specific context of one's work, what 'being responsible' entails & to whom

## Context relevant knowledge (acquisition, application, and exchange)

Development of professional expertise to recognise and support the morally right course of action, sometimes because of troublesome knowledge.

## Moral engagement & self-efficacy.

Personal acceptance of 'responsibility' and 'accountability' for one's actions.

Concern to promote the well-being of stakeholders

Willingness to act 'responsibly'

Relational/ social. Responsibility is a shared practice achieved with and through relations with other stakeholders. This may require challenging existing practice & handling multiple interpretations of what 'being responsible' entails.

HRD professionals are key to enabling responsible management learning in the workplace through establishing opportunities for management development.

However, HRD interventions vary in the type of learning conditions they provide

[Proposition 2]

## Learning & development for responsible management practice occur under specific learning conditions

[Proposition 3]

- Knowledge acquisition including 'moral rules-inuse' & 'threshold concepts'. Applicatory competence in respect of troublesome knowledge. [proposition 4]
- 2. Transformative learning which changes individuals cognitively, emotionally, and practically moving practice towards a focus on the 'common good' [proposition 5]
- Morally reflexive learning to allow 'principles of judgement' to develop. [proposition 6]
- Social learning necessary for 'shared sense of responsibility' & a community of responsible practice [proposition 7]

The challenge for management development programmes is to build into the design process a focus on those interventions where the learning conditions are most suited to RML.

[proposition 8]