

Kurchner-Hawkins, R. (2003). Preparing and supporting e-learners: The Organisational Change Imperative in Piskurich, G. M. (Ed) *Preparing Learners for e-learning* (p.101-122). San Francisco CA: Wiley & Sons

In this chapter the author suggests that although the implementation of e-learning tools expands the possibilities and probabilities for learning they do not guarantee it. Kurchner-Hawkins suggests the successful implementation of e-learning requires a focus on how to create and support change within the organisation. She discusses the diffusion of innovation model which identifies adopter characteristics that are required for successful e-learners before going on to discuss the organisation's capacity to foster and support the e-learning initiative. She suggests this approach will help determine the gap between where the organisation is currently, where it would like to be and how it will get there. The author closes by suggesting that the ultimate goal of e-learning within the organisation is performance and results but argues the organisation must look beyond technology as the whole solution and focus on how people and the organisation are key ingredients in successful transition to e-learning.

The author suggests that by viewing the implementation of e-learning as an innovation within an organisation it's possible to adopt the diffusion of innovation model as a framework to ensure its successful deployment. The model illustrates how learners can perceive the innovation and what an organisation can do to communicate with and support the learner. At each stage of the framework the author illustrates her point by examples from companies such as Dell and Cisco. This aspect aids with clarification and adds a level of authenticity to how this framework could be implemented.

The framework looks at the characteristics of the innovation; the decisions learners take that will influence their use of the innovation and the actual characteristics of the learners themselves for example are they early adopters or laggards. We are about to create a launch module for the technology, I feel the items discussed as the characteristics of the innovation are items that should be emphasised in this short introduction to create a context that will inform and support the learner towards adoption of this innovative technology.