L2C: Learning to Collaborate
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Effective collaboration dynamics are at the core of knowledge sharing, learning and innovation processes. Nevertheless, in today's business environment, a large number of collaboration initiatives **fail to deliver the value expected**. The problems get worse as complexity is enhanced by the cultural diversity of people and conflicts of interests between various stakeholders, the cross-functional nature of teams and the global dispersion of knowledge. Effective collaboration competencies are hence emerging as a key condition for productive and sustainable value creation at the individual, team, organisational and inter-organisational level.

The L2C Project addresses the challenge of helping people in and across organizations and cultures to learn how to collaborate effectively and develop appropriate skills and attitudes. It does so through a **research-based "Learning-by-Playing" approach** that has been successfully adopted to develop organizational management games addressing, for instance, the change management competencies.

In practice, the L2C Project builds the basis of a **new generation of management simulations/games** addressing collaboration, drawing from state-of-the-art insights from research and practice, and designing an innovative technology-enhanced learning approach. This approach includes the dynamic modelling of individual behaviours in different **organizational contexts and situations**, taking into consideration the **individuals'** characteristics, their **relationships** and **social networks**, and the **cultural** factors.

Overall, the L2C Project demonstrates how technology-enhanced learning can significantly contribute to the development of critical and complex competencies, attract a wide number of **researchers and educators** interested in this domain, and provide a design framework for similar **edutainment products and services** to be created in future.

L2C is coordinated by INSEAD's Centre for Advanced Learning Technologies (CALT), in close collaboration with academic partners such as the Bundeswehr University in Munich, Università Cattolica in Milano, the Swiss Institute for Innovation in Learning from St. Gallen University, the Austrian Research Institute for Artificial Intelligence in Vienna, the UK Open University, the Strathclyde University, and the Athens Laboratory of Business Administration. It is also complemented by partners providing design, technical and dissemination know-how such as MeTis from Greece, FVA from Italy, and AlphaLabs from France, and industrial partners such as FIAT and Unicredit.

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