

# INNOVATIVE CHANGE PRACTITIONER

AN INTEGRATED ACTION RESEARCH  
AND ACTION LEARNING APPROACH

A COLLABORATIVE PROGRAMME



GLOBAL CENTRE FOR  
WORK-APPLIED LEARNING  
PIONEERING WORK-APPLIED LEARNING



Effective from 1 April 2018

THE WORK-APPLIED LEARNING (WAL) MODEL HAS BEEN SPECIFICALLY RESEARCHED IN THE CONTEXT OF MANAGERS AND LEADERS LEARNING AND INTRODUCING CHANGE IN THEIR ORGANISATIONS. WHILST INCORPORATING THE FEATURES OF WORK-BASED LEARNING, WAL IS GROUNDED IN THE FUSED ACTION RESEARCH METHOD AND ACTION LEARNING PROCESS (ARAL).

THE WAL MODEL WAS RESEARCHED, DEVELOPED AND APPLIED BY EMERITUS PROFESSOR SELVA ABRAHAM, CHAIRMAN OF GLOBAL CENTRE FOR WORK-APPLIED LEARNING (GCWAL) IN COLLABORATION WITH PRACTITIONERS AND RESEARCHERS.

## PROGRAMME OVERVIEW

The change process using Action Research and Action Learning (ARAL) is a well-researched innovative approach for the planning and implementation of change projects.

This change approach enables leaders and managers and their teams to introduce innovation into their organisations, for example, by:

- undertaking incremental improvements,
- adding a new feature to a current product,
- making a process or system more efficient, and
- planning and implementing new ideas to address problems.

This approach results in changes occurring through a systematic cyclical process of planning, acting, observing, reflecting, evaluating and validating the change project.

Some of the organisations/projects that have used and/or are currently using the ARAL change approach include:

- An ARAL Change Project in the wine industry, Australia
- An ARAL Project Management Programme in Trinidad and Tobago
- An Occupational Health Safety & Environment ARAL Change Project in Trinidad and Tobago

- Australia Post
- BAE Systems (British Aerospace Enterprise), Australia
- Eastern Pretech, Singapore and Malaysia
- Epic Valley Holdings Group, Malaysia
- Global Carriers Berhad, Malaysia
- Kuju CDEP, Port Lincoln, Australia
- Monash Health, Australia
- The Australian Institute of Business
- The Chief Ministers' Department Sarawak, Malaysia
- The Internal Revenue Commission, Papua New Guinea

## PROGRAMME OBJECTIVES

The objective of the Innovative Change Practitioner programme is to enable the participants to use the ARAL change approach to plan and initiate the implementation of an ARAL change project within their respective organisations.

*Specifically, the programme is designed to:*

- provide participants with an understanding of the key concepts and practices of Change using Action Research and Action Learning as well as Action Learning and Reflective Practice; and
- enable the participants to apply the abovementioned knowledge to identify a problem/situation in their organisation, develop a plan for an innovative change project using ARAL to address the problem/situation; initiate the implementation of the change project with their team, and report on the implementation process of the first major ARAL cycle as well as the project, process and learning outcomes.

## PROGRAMME PARTICIPANTS

The programme is designed for leaders and managers of public and private organisations, educational institutions and community organisations.

All applicants for the programme are normally required to hold at least a Bachelor degree and a minimum of three years of managerial experience. Applicants whose first language is not English and have not completed tertiary studies in English are required to meet English language proficiency requirements.

## PROGRAMME DELIVERY

The programme is delivered over a period of eight months through a blended online learning process which includes directed readings, webinars and individual feedback. For each module, the facilitator will address queries through virtual collaboration at specific times with the participants. The participants will be encouraged to work with their work teams to maximise learning opportunities as they implement their ARAL change project.

## PROGRAMME DELIVERABLES

The deliverable for each module is a plan and/or implementation report. Participants will complete a draft of the plan and/or report so that they can obtain feedback from the module facilitator. The deliverables are to be submitted by their due dates for evaluation by the module facilitators.

## CERTIFICATION

Participants who successfully complete the deliverables for the two modules are awarded the title of Certified Innovative Change Practitioner by GCWAL and ALARA.

## PROGRAMME FEES

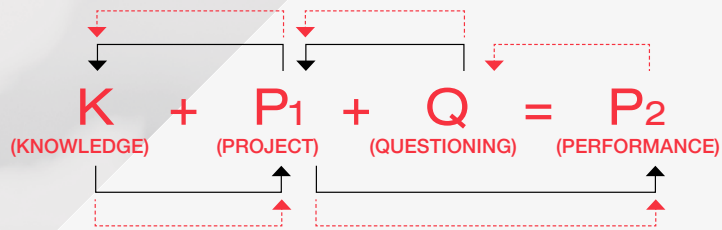
The fee for the programme is AUD \$7,500 per person. A Goods and Services Tax of 10% is additional if the participant is based in Australia. The fee includes online learning materials, facilitator feedback on draft reports, access to webinars, videos, an online library and certification on successful completion of the programme requirements. Participants are required to purchase the recommended textbooks for the modules. GCWAL will provide participants with information on how to purchase the textbooks.

## ALARA MEMBERSHIP

On enrolment into the programme, the participants become members of ALARA. Membership of ALARA is complimentary for one year and standard rates apply for subsequent years.

## WORK-APPLIED LEARNING PROCESS

The learning process the participants undergo is depicted in the Work-Applied Learning formula below.



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Simply put, the participants go through a cyclical creative thinking and learning process where they:

- Critically reflect on a problem in their workplace
- Question (Q) how to solve the problem and the project (P<sub>1</sub>) to be undertaken to address the problem
- Reflect and apply relevant knowledge (K) to provide possible solutions to the project
- Achieve performance outcomes (P<sub>2</sub>) which include project outcomes, learning outcomes and process outcomes.

## PROGRAMME MODULES (KNOWLEDGE)

This programme consists of two modules:

### MODULE 1

#### CHANGE USING ACTION RESEARCH AND ACTION LEARNING

The topics include:

- Managing Change: A process perspective
- Recognising the need for change and starting the change process
- Diagnosing what needs to be changed
- Leading and managing the people issues
- Planning and preparing for change: Setting the Stage
- Planning and preparing for change: Types of Interventions
- Foundations of Action Research
- Implementing change and reviewing the progress
- Implementation of Change through Action Research
- Sustaining change and learning
- Innovation

### MODULE 2

#### ACTION LEARNING AND REFLECTIVE PRACTICE

The topics include:

- Deciding if Action Learning is right for your organisation
- Co-designing an Action Learning Programme to ensure results
- Implementing strategies for successful Action Learning Programmes
- What Action Learning facilitators do
- Evaluating Action Learning
- Understanding Reflective Practice
- Concepts and Process of Reflective Practice

## WAL CHANGE PROGRAMME

### WAL LEVEL 3

SUSTAINED  
ORGANISATIONAL  
CHANGE

WAL  
CHANGE  
CONSULTANT

### WAL LEVEL 2

PROGRAMME  
DRIVEN  
CHANGE

WAL CHANGE PRACTITIONER

- Work-Based Learning (WBL)
- Organisational Learning and Knowledge Management Application (OLKMA)
- Facilitative Leadership (FL)

### WAL LEVEL 1

PROJECT  
DRIVEN  
CHANGE

INNOVATIVE CHANGE PRACTITIONER

- Change using Action Research and Action Learning (CARAL)
- Action Learning and Reflective Practice (ALRP)

The WAL Change Programme is a systematic approach of enabling participants to develop their expertise in change management using WAL. As shown in the diagram, the Innovative Change Practitioner is WAL Level 1 of the WAL Change Programme.

Successful completion of WAL Level 2, which is a further 8 months in duration, leads to the award of the title WAL Change Practitioner.

WAL Level 3 will take another 16 months and requires participants to plan and implement a WAL Change Programme using ARAL in their organisation. Participants who successfully complete this level will be awarded the title of WAL Change Consultant by GCWAL.

Those participants who wish to pursue postgraduate qualifications may enrol, with advanced standing for WAL Levels 1 and 2, in a Professional Masters programme with selected higher education institutions in the UK and Australia. Upon successful completion, participants will be awarded the Masters Degree by the higher education institution as well as the title of WAL Change Consultant by GCWAL.

FOR FURTHER INFORMATION ON OUR PROGRAMME, PLEASE CONTACT US:

## COLLABORATIVE PARTNERS OF THIS PROGRAMME



The Global Centre for Work-Applied Learning ([www.gctal.com.au](http://www.gctal.com.au)) is a management research and consultancy centre specialising in Work-Applied Learning (WAL) and Work-Based Learning (WBL). It was founded from the creative and innovative work of its Chairman, Emeritus Professor Selva Abraham, who has undertaken consulting and research in profit, government and community organisations in WAL and WBL over the past 35 years.



Action Learning Action Research Association ([www.alaraassociation.org](http://www.alaraassociation.org)) is a global network of programmes, institutions, professionals, and people interested in using Action Learning and Action Research to generate collaborative learning, training, research and action to advance social changes and to transform workplaces, schools, colleges, universities, communities, voluntary organisations, governments and businesses. ALARA supports this initiative by GCWAL and welcomes successful Innovative Change Practitioners as Members.