A CONSULTATIVE
VIRTUAL
LEARNING
PROGRAMME

WAL™

IMPLEMENTING CHANGE

FOR MANAGERS WITH THEIR TEAMS

GCWAL™

GLOBAL CENTRE FOR
WORK-APPLIED LEARNING

EMPOWERING PEOPLE
to learn for change

> ## " WORK-BASED LEARNING IS BY NATURE ABOUT CHANGE, SO PARTICIPANTS NEED TO ACCEPT CHANGE IS INEVITABLE.

ABOUT THIS PROGRAMME

The Implementing Change (IC) Programme has been developed by Global Centre for Work-Applied Learning (GCWAL). It is designed for senior and middle managers to work with their teams to plan and implement a change project based on the departmental needs, using our structured work-based learning approach.

Unlike other professional development programmes, managers and their teams don't have to be absent from the workplace while they undertake the IC programme. This programme is delivered online over 6 months with in-built facilitation and guidance. Participants remain AT WORK and apply the learning to a REAL WORK-BASED PROJECT. This enables the learning to be directly INTEGRATED into the participant's work situation.

WHO SHOULD ATTEND

This programme is designed for a manager and their team of a minimum of 4 staff and a maximum of 6 staff who wish to implement some form of a departamental change project.

HOW DOES THIS PROGRAMME WORK

PROGRAMME STRUCTURE
Sustaining concrete improvements and change requires collaborative learning and genuine teamwork to produce creative solutions to departmental problems and empower individuals to apply their learning to address other problems. Thus, this programme requires participants to:

- Identify a REAL departmental problem to be solved
- CO-DESIGN a change project as a solution to the problem
- Apply the programme knowledge and implement their change project, reflect and continuously adapt the solution based on REAL workplace feedback and changing needs
- Be guided to learn and reflect from the experience of solving the real-life work problem to achieve project and learning outcomes.

PAST PARTICIPANTS

Past participants who have undertaken similar Work-Based programmes come from a wide range of organisations including:

- Banque Nationale de Paris, Singapore
- Pioneer Homes
- South Australian Metropolitan Fire Service
- Normandy Mining-Newmont
- Union Bank of Switzerland, Singapore
- Eastern Pretech, Singapore and Malaysia
- Institute of Banking and Finance, Singapore and Malaysia
- Societe Generale, Singapore
- Muresk Institute of Agriculture, Curtin University
- Global Carriers Sdn. Bhd. Malaysia
- Bankwest
- Tempo Cleaning Service
- Singapore Institute of Management
- Baulderstone Hornibrook
- Epic Valley Holdings, Malaysia
- Aboriginal community organisations, Western Australia and South Australia
- Management Development Centre, Civil Service Institute, Singapore
- Kuju CDEP, Port Lincoln
- Chief Ministers Office, Sarawak, Malaysia
- Institute of Public Relations, Singapore

PROGRAMME KNOWLEDGE (K)

In order to develop and implement their change project, the manager will understand and apply the knowledge in modules M1 and M2 whereas the team members will understand and apply the knowledge in module M3.

M1 - WORK-BASED LEARNING
Topics include:

- Why should an organisation consider using Work-Based Learning?
- Moving towards a learning organisation
- Theory and practice of Work-Based Learning
- Action Learning, Community of Practice and Action Science
- Using learning teams to incorporate reflective practice in an organisation
- Additional tools for reflective practice
- Facilitation in Work-Based Learning

M2 - ACTION LEARNING AND REFLECTIVE PRACTICE
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

M3 - ACTION-ORIENTED PROJECT
Topics include:

- Understanding Work-Based Learning (WBL) and Action Learning
- Planning and implementing an Action-Oriented Project (AOP) in WBL
- Critical need for reflection and learning in AOP
- Monitoring and evaluating AOP

CONSULTATIVE WORK-APPLIED LEARNING (WAL) PROCESS

In this programme, participants go through a consultative WAL process as summarised in the learning formula:

$$K + P_1 + Q = P_2$$

(KNOWLEDGE) (PROJECT) (QUESTIONING) (PERFORMANCE)
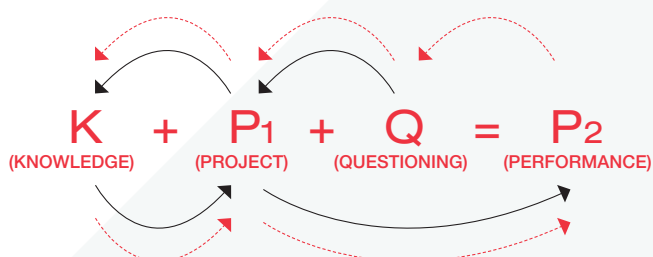
© ABRAHAM 2012

Participants will:
- Critically reflect on a problem in their workplace
- Question **(Q)** how to solve the problem
- Define the project **(P1)**
- Reflect and apply the relevant knowledge **(K)** to provide solutions
- Achieve performance outcomes **(P2)** including both individual and team learning plus project and process outcomes.

LEARNING MATERIALS AND ACTIVITIES

Participants will also engage in:
- directed reading of relevant articles and other learning materials through the learning management system
- pre-recorded learning videos and activities to encourage active learning, critical thinking and reflection.

GUIDANCE BY GCWAL FACILITATORS

At scheduled times, participants are individually guided by experienced GCWAL facilitators who will help them to reflect on the project. Each facilitator supports a small number of participants to provide HIGH TOUCH, personalised attention via phone, email and online meetings.

PROGRAMME DELIVERABLES

Managers will produce a project plan for each module and a report on the implementation of their project, including reflections and lessons learned. The team members will develop individual reports on their learnings and reflections, including their project and learning outcomes.
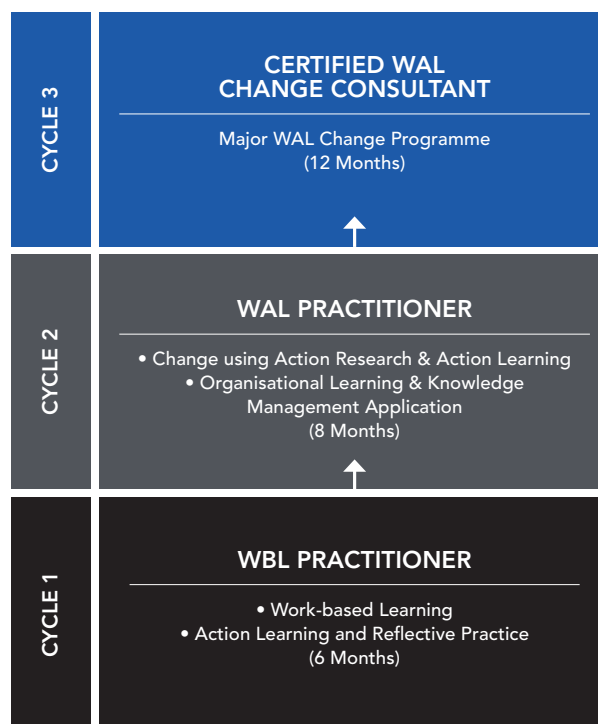
PROGRAMME FEES

The programme fee is **$19,000+GST** for a manager and 4 team members. The manager will complete modules M1 and M2 whereas the team members will complete module M3. Up to 2 additional team members may be enrolled in module M3 at a fee of **$2,500+GST** each.

CERTIFICATION AND OPTIONAL PATHWAYS

- Managers who complete the deliverables will receive a **Certificate of Completion** of the IC programme.

- Team members who complete the deliverable will receive a **Certificate of Completion** of module M3.

- Managers have an option of certification from GCWAL as a **Work-Based Learning Practitioner**. They must complete additional work at postgraduate level, meet the entry criteria; and pay an assessment fee. Further details are available on request.

- Managers who have completed this programme have the option to proceed to Cycle 2 and 3 of the Work-Applied Change Management Series as shown in the diagram, for more advanced knowledge and practice of change management using the WAL Change model. Further details are available on request.

WAL CHANGE MANAGEMENT SERIES

CYCLE 3	**CERTIFIED WAL CHANGE CONSULTANT**
	Major WAL Change Programme (12 Months)
	↑
CYCLE 2	**WAL PRACTITIONER**
	• Change using Action Research & Action Learning • Organisational Learning & Knowledge Management Application (8 Months)
	↑
CYCLE 1	**WBL PRACTITIONER**
	• Work-based Learning • Action Learning and Reflective Practice (6 Months)

ABOUT THE GLOBAL CENTRE FOR WORK–APPLIED LEARNING

At the **Global Cente for Work-Applied Learning** (www.gcwal.com.au), we empower individuals, teams, and organisations to learn to enable change. Our suite of learning programmes is designed for a range of people from starting graduates to senior management. Each programme uses our consultative work-applied learning **(WAL)** process to achieve change, whether at an individual, team or organisational level. All programmes are delivered online with inbuilt support from experienced facilitators.

FOR FURTHER INFORMATION ON OUR PROGRAMME, PLEASE CONTACT US:

GCWAL™
GLOBAL CENTRE FOR
WORK-APPLIED LEARNING

E: gcwal@gcwal.com.au
T: 1300 494 681
W: www.gcwal.com.au

Level 2, 30 Currie Street,
Adelaide, South Australia 5000
Effective from 1 February 2020