

A CONSULTATIVE
VIRTUAL
LEARNING
PROGRAMME

EMPOWERING PEOPLE
to learn for change



IMPLEMENTING WORK-BASED CHANGE

A PROGRAMME OF



SUPPORTED BY





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

ABOUT THIS PROGRAMME

The Implementing Work-Based Change (IWC) 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 don't have to be absent from the workplace while they undertake the IWC programme. This programme is delivered online over 8 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 who wishes to implement a department/business unit change project with their team.

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** department/business unit problem to be solved
- **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
- Boulderstone 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 the following modules:

M1 - HUMAN RESOURCE MANAGEMENT

Topics include:

- Context and challenges of HRM
- HRM and firm performance
- Organisational change and HRM
- HRM and the Ethical Organisation
- Globalism, multinational enterprises and HRM
- Workforce intelligence planning and recruitment and selection
- Diversity in organisations and workplace relations
- Learning and development
- Reward strategies and systems
- Performance management and motivation

M2 - ACTION LEARNING AND REFLECTIVE PRACTICE

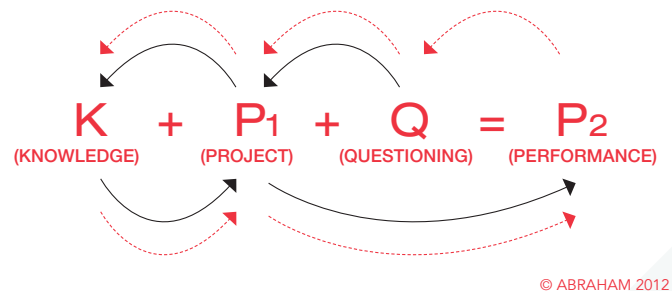
Topics include:

- 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

Managers who are **Certified Action Learning Facilitators** will receive advanced standing for module M2. As a result, these managers will undertake module M1 only.

CONSULTATIVE WORK-APPLIED LEARNING (WAL) PROCESS

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



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

The managers will engage in:

- Directed reading of relevant articles and other learning materials through the learning management system
- Pre-recorded learning videos and activities to encourage learning and application, critical thinking and reflection.

GUIDANCE BY GCWAL FACILITATORS

At scheduled times, the managers 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.

Each team member will provide to their manager individual reports on their learnings and reflections, including their project and learning outcomes.

PROGRAMME FEES

The programme fee for each manager is **\$14000 plus GST**.

If the manager is a Certified Action Learning Facilitator, advanced standing is provided for the module M2 and the applicable programme fee is **\$8,500+GST**.

CERTIFICATION

- Managers who successfully complete all components of the deliverables will receive:
 - the award of **Certified Action Learning Practitioner** from GCWAL and Action Learning Action Research Association (ALARA),
 - **Complimentary membership** of ALARA for one year, and
 - **Advanced standing** towards a Master's qualification at either Australian Institute of Business or Leeds Trinity University UK. Further details are available on request.
- Managers who do not complete all the components of the deliverables will receive a **Certificate of Participation** in the programme from GCWAL.

ABOUT



At the **Global Centre 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.



Action Learning Action Research Association (ALARA) 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.

FOR FURTHER INFORMATION ON OUR PROGRAMME, PLEASE CONTACT US:



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