

A CONSULTATIVE
VIRTUAL
LEARNING
PROGRAMME



ENTREPRENEURS AS CHANGE LEADERS

A WORK-BASED LEARNING CHANGE PROGRAMME

A PROGRAMME OF



GLOBAL CENTRE FOR
WORK-APPLIED LEARNING

SUPPORTED BY

ACTION LEARNING ACTION RESEARCH ASSOCIATION LTD



ENTREPRENEURS AS CHANGE LEADERS WOULD MAKE A MEANINGFUL CONTRIBUTION IN THEIR LEADERSHIP OF SMALL AND MID-SIZED ORGANISATIONS TO OVERCOME STALENESS, LACK OF INNOVATION AND STAGNATED GROWTH.

ABOUT THIS PROGRAMME

The Entrepreneurs as Change Leaders (ECL) Programme has been developed by Global Centre for Work-Applied Learning (GCWAL).

Through an unique blend of concepts and practice, this ECL programme instils in participants the working knowledge needed for dealing with entrepreneurial management issues and changes of today.

By working in teams, entrepreneurs and their team members critically review their practices, identify an area for improvement and change and plan and implement an entrepreneurial change project.

This programme is delivered online with in-built facilitation and coaching and entrepreneurs remain **AT WORK** and apply the learning to a **REAL WORK-BASED ENTREPRENEURIAL CHANGE PROJECT**. This enables the learning to be directly **INTEGRATED** into the entrepreneur's work situation.

WHO SHOULD ATTEND

The ECL Programme is designed for entrepreneurs of small and mid-sized organisations who wish to implement an entrepreneurial change project with their team.

HOW DOES THIS PROGRAMME WORK

PROGRAMME STRUCTURE

This online programme has a duration of 8 months and has 3 stages:

- 1. Planning stage:** for the first 2 months each entrepreneurial manager will undertake the following:
 - Work with their team to identify an Entrepreneurial Change Project that will address their departmental or divisional needs and develop an appropriate change project plan, using specific knowledge relevant to their change project; and
 - Attend fortnightly virtual meetings with the GCWAL Programme Facilitator to review and reflect on the plan.
- 2. Implementation stage:** during the next 6 months, the manager will undertake the following:
 - Implement the Entrepreneurial Change Project with the team, with each person having specific roles and responsibilities for the change project; and
 - Attend virtual meetings with the GCWAL Programme Facilitator to review and reflect on the learning, process and project outcomes.
- 3. Completion and submission of report**



PROGRAMME KNOWLEDGE (K)

In order to implement their entrepreneurial change project, the entrepreneur will understand and apply the knowledge in the following modules and share with the team members resources provided.

M1 - ENTREPRENEURIAL MANAGEMENT

Topics include:

- Managing entrepreneurial endeavour
- Planning a business entrepreneurially
- Managing creativity and innovation for the entrepreneur
- Entrepreneurs managing risk
- Marketing with the entrepreneur in the mix
- Entrepreneurial venture organisation
- Capital raising for the growing entrepreneurial venture
- Entrepreneurially managing the challenges of e-commerce
- Entrepreneurially managing social responsibility and business ethics
- Managing entrepreneurial family businesses and their succession

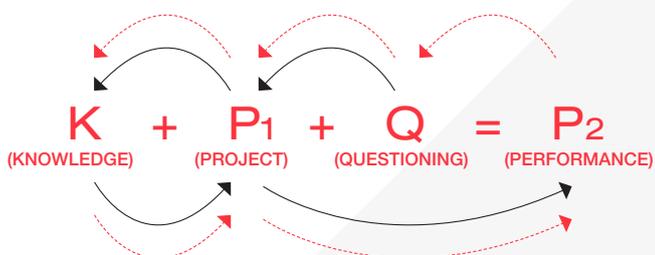
M2 - ACTION LEARNING AND REFLECTIVE PRACTICE

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
- Concepts and Process of Reflective Practice

CONSULTATIVE WORK-APPLIED LEARNING PROCESS

In this programme, the entrepreneurs go through a consultative Work-Applied Learning process as summarised in the learning formula:



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They will:

- Critically reflect on a entrepreneurial problem in their organisation
- Question (Q) how to solve the problem
- Define the work-based 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 entrepreneurs 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 PROGRAMME FACILITATORS

At scheduled times, entrepreneurs are individually mentored by experienced GCWAL Programme Facilitators who will help them to reflect on the planning and implementation stages of their Entrepreneurial Change Project. Each facilitator supports a small number of entrepreneurs to provide HIGH TOUCH, personalised attention via phone, email and online meetings.

PROGRAMME DELIVERABLES

Each entrepreneur will develop a report which comprises:

- The plan for the Entrepreneurial Change Project, and
- The implementation process, including their project outcomes, individual critical reflections and lessons learnt, as well as the team's learnings and reflections.

PROGRAMME FEE

The programme fee per entrepreneur is **\$15,000, plus GST**.

ENTRY CRITERIA

The entrepreneurs should have at least 3 years of entrepreneurial experience in managing teams AND adequate English language proficiency AND a team to work with on their project at their workplace.

CERTIFICATION

CERTIFICATE OF PARTICIPATION

All participants who have attended the programme will receive:

- a **Certificate of Participation** from GCWAL and Action Learning Action Research Association (ALARA), and
- **Complimentary membership** of ALARA for one year.

CERTIFICATION AS A WORK-BASED ENTREPRENEURIAL PRACTITIONER

All participants who meet the entry criteria for postgraduate study and complete the deliverables to the required academic standard will receive:

- the award of **Work-Based Entrepreneurial Practitioner** from GCWAL and ALARA,
- **Recognition of prior learning** towards a Master's qualification at Australian Institute of Business, and
- **Complimentary membership** of ALARA for one year.

Further details on entry criteria and advanced standing are available on request.

OPTIONAL PATHWAYS

Entrepreneurs who have completed this programme have the option to proceed to further programmes delivered by GCWAL. Further details are available on request.



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) (www.alarassociation.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.

FOR FURTHER INFORMATION ON OUR PROGRAMME, PLEASE CONTACT US:



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