

A CONSULTATIVE
VIRTUAL
LEARNING
PROGRAMME

EMPOWERING PEOPLE
to learn for change



IMPLEMENTING WORK-BASED CHANGE

FOR DEPARTMENTAL AND DIVISIONAL MANAGERS

A PROGRAMME OF



GLOBAL CENTRE FOR
WORK-APPLIED LEARNING

SUPPORTED BY

ACTION LEARNING ACTION RESEARCH ASSOCIATION LTD



WORK-BASED LEARNING IS BY NATURE A CHANGE PROCESS AND THE RATE OF LEARNING MUST EQUAL AND EXCEED THE RATE OF CHANGE.

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 departmental and divisional managers to work with their teams to plan and implement a work-based change project based on the departmental or business unit 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 departmental or divisional manager who wishes to implement a work-based change project for their department/business unit 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 problems within departments or business units 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 work-based change project as a solution to the problem
- Apply the programme knowledge and implement their work-based 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 work-based change project, the manager will understand and apply the knowledge in the following modules:

M1 - WORK-BASED LEARNING PROJECT

This flexible module requires participants to identify a work-based focus for learning that is mainly self-managed and supported by a programme facilitator.

Participants are expected to search and read the relevant business or management knowledge and to reflect upon the nature of their work-based situation, its constraints, the goals to be addressed and their professional interests and work aspirations.

Participants will be introduced to the select knowledge in the following areas:

- Work-based and self-directed learning
- Management and organisation of self and work-based project
- Developing action learning and reflective practice skills and applying them in your work context
- Constructing, writing and referencing a work-based project report or critical commentary and portfolio of work-based evidence.

M2 - ACTION LEARNING AND REFLECTIVE PRACTICE

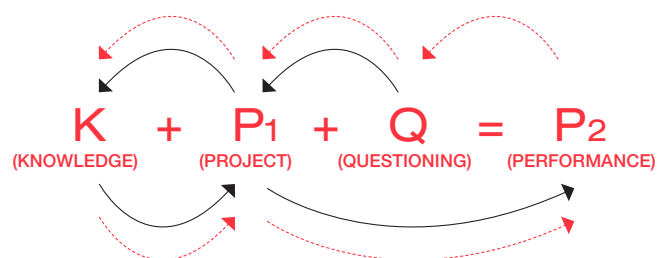
Topics include:

- 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 have completed the GCWAL programme Facilitating Action Learning Teams and been awarded the title **Action Learning Facilitator** will receive advanced standing for module M2 and need to 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:



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They 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 PROGRAMME FACILITATORS

At scheduled times, the managers are individually guided by experienced GCWAL Programme 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 work-based change 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 **\$15,000, plus GST**.

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

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 LEARNING PRACTITIONER

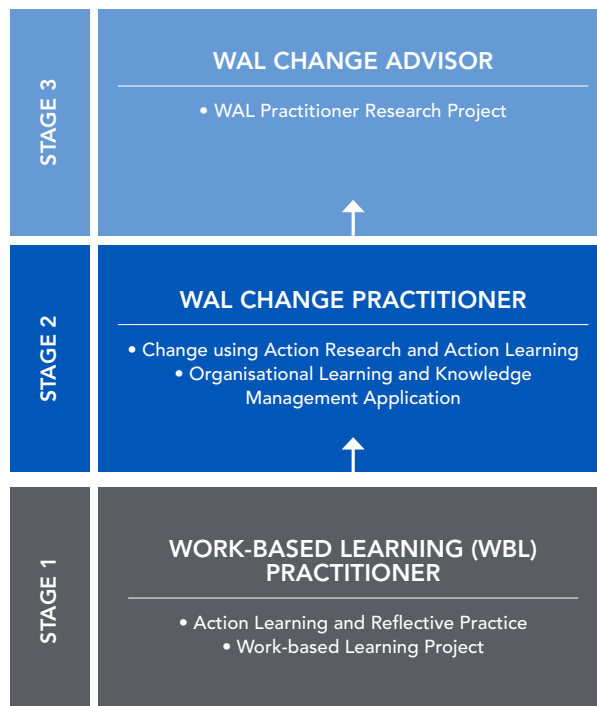
All participants who meet the entry criteria for postgraduate study and complete the deliverables to the required academic standard will receive:

- the award of **Work-Based Learning 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 PATHWAY

The optional pathways to advanced programmes and certification are shown in the diagram. More 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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