

A CONSULTATIVE  
VIRTUAL  
LEARNING  
PROGRAMME

EMPOWERING PEOPLE  
*to learn for change*



# NEGOTIATED MANAGEMENT LEARNING

A WORK-BASED LEARNING APPROACH

A PROGRAMME OF



WORK READINESS INSTITUTE  
AUSTRALIA

SUPPORTED BY

ACTION LEARNING ACTION RESEARCH ASSOCIATION LTD



THIS UNIQUE MANAGEMENT LEARNING PROGRAMME ENABLES MANAGERS TO DEVELOP A DEEPER UNDERSTANDING ABOUT A BUSINESS/MANAGEMENT AREA TO ADDRESS AND APPLY TO THE CURRENT AND FUTURE NEEDS OF THEIR ORGANISATION

## ABOUT THIS PROGRAMME

The Negotiated Management Learning (NML) Programme has been developed by Global Centre for Work-Applied Learning (GCWAL) in collaboration with Work-Readiness Institute Australia (WRIA).

It uses a unique consultative work-based learning approach for the learning and development of managers based on the current and future needs of the individuals and their organisations in the changing environment that the world is going through.

The managers and their organisations will identify the relevant business or management skills and knowledge that will benefit the individual managers as well as the needs of their organisation.

With the support of WRI programme facilitators, the managers will plan and undertake the initial implementation of a work-based project which will enable them to acquire the relevant business or management skills and knowledge.

The work-based project is at the centre of the individual's development and the organisation's need. Managers will reflect with their immediate supervisor on the business or management knowledge areas relevant to the work-based project. Such a process enables the managers to achieve the project outcomes for the organisation as well as the learning outcomes for themselves and their immediate supervisor.

This programme is delivered online with in-built facilitation and coaching and the learning is directly INTEGRATED into the participant's work situation through a reflective practice process.

## WHO SHOULD ATTEND

This programme is designed for managers who have been identified for management learning and development by their organisation.

## HOW DOES THIS PROGRAMME WORK

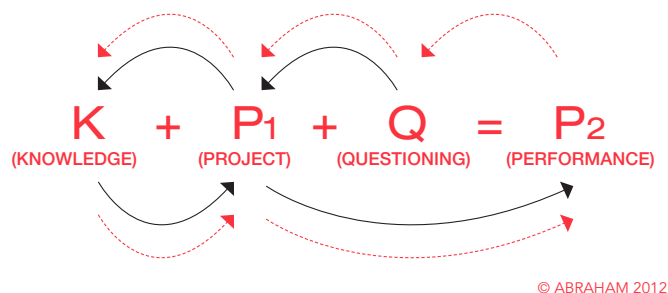
### PROGRAMME STRUCTURE

The NML programme is a **4 month** online programme, during which the managers will:

- scope the work-based project based on the needs of the organisation and their managers, with the approval of their immediate supervisor
- evaluate the current business/management knowledge areas relevant to their work-based project
- systematically analyse and synthesise the information for their work-based project
- adapt and integrate the knowledge to their work-based project
- develop a work-based project plan and undertake the initial implementation of the project, and
- evaluate the initial implementation of the project with their immediate supervisor.

## CONSULTATIVE WORK-APPLIED LEARNING (WAL) PROCESS

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



They will:

- Critically reflect on the relevant business and management skills they need to acquire
- Question (**Q**) how to solve the problem
- Define their work-based project (**P1**)
- Reflect and apply the relevant knowledge (**K**) to achieve the required skills
- Achieve performance outcomes (**P2**) including learning and project outcomes.

## PROGRAMME KNOWLEDGE (K)

With the guidance of the WRI facilitators, the managers will access business/management knowledge specific to their individual work-based project.

In addition, WRI will provide directed readings on Work-Based Learning and Reflective Practice.

## LEARNING MATERIALS AND ACTIVITIES

Managers will also engage in:

- directed reading of relevant articles and other learning materials through the learning management system and on-line library
- pre-recorded learning videos and activities to encourage active learning, critical thinking and reflection.

## GUIDANCE BY WRI PROGRAMME FACILITATORS

At scheduled times, managers are individually guided by experienced WRI Programme Facilitators who will help them to reflect on their work-based project. Each facilitator supports a small number of managers to provide HIGH TOUCH, personalised attention via phone, email and online meetings.

## PROGRAMME DELIVERABLES

Managers will produce a work-based project plan including an integration of the relevant knowledge to their work-based project; and a report on the initial implementation of their plan.

## PROGRAMME FEES

The programme fee per participant is **\$4,250+GST**  
Each cohort requires 15 managers.

## CERTIFICATION

### CERTIFICATE OF PARTICIPATION

Participants who do not complete the deliverables to the required standard will receive a **Certificate of Participation** from WRIA and ALARA.

### CERTIFICATION OF COMPLETION

Those participants who complete the deliverables to the required standard will:

- receive a **Certificate of Completion** from WRIA and Action Learning Action Research Association (ALARA),
- be eligible for admission and into the Facilitating Action Learning Teams programme delivered by GCWAL, and
- Receive **Complimentary Membership** of ALARA for one year.

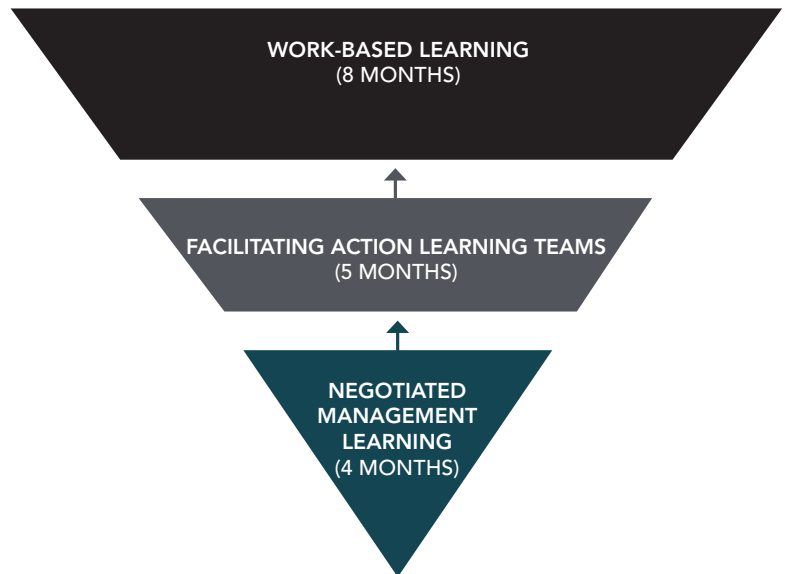


## OPTIONAL PATHWAYS

Pathways to further GCWAL programmes in Work-Based Management Development are available on completion of the NML Programme as shown in the diagram.

Further details are available on request.

## WORK-BASED MANAGER DEVELOPMENT



## ABOUT



### Work-Readiness Institute Australia (WRIA)

([www.gcwal.com.au/work-readiness-institute-australia](http://www.gcwal.com.au/work-readiness-institute-australia)) WRIA is a work-based learning and development arm of the Global Centre for Work-Applied Learning (GCWAL), and specialises in work readiness. It is an independent entity committed to developing people who are in the transition of change into their first job in an organisation as graduates, their first management job, a new middle management position or a new business role where they require new business concepts and practice.



### Action Learning Action Research Association Ltd (ALARA)

([www.alarassociation.org](http://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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