

A CONSULTATIVE
VIRTUAL
LEARNING
PROGRAMME

EMPOWERING PEOPLE
to learn for change



WORK-BASED MANAGER DEVELOPMENT

A CHANGE PROGRAMME FOR PRESENT
AND POTENTIAL MANAGERS

A PROGRAMME OF



SUPPORTED BY

ACTION LEARNING ACTION RESEARCH ASSOCIATION LTD



INTEGRATED WORK-BASED LEARNING AND ACTION LEARNING GUIDES PRESENT
AND POTENTIAL MANAGER TO INITIATE CHANGE WITH THEIR TEAMS.

ABOUT THIS PROGRAMME

The Work-based Management Development for Change (WBMD) has been developed by Global Centre for Work-Applied Learning (GCWAL).

The programme enables managers to:

- Apply relevant human resource management knowledge through the planning and implementation of their work-based projects for change with their teams;
- Become effective in the use of the action learning process through their work-based project for change;
- Achieve project and learning outcomes through the work-based project for change.

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

WHO SHOULD ATTEND

The WBMD Programme is designed for managers who wish to implement change 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 manager will undertake the following:
 - Work with their team to identify a Work-Based Project for Change that will address a need and develop an appropriate change project plan, using specific human resource management knowledge relevant to their change project; and
 - Attend fortnightly virtual meetings with the GCWAL Programme Facilitator to review and reflect on the plan.

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

2. **Implementation stage:** during the next 6 months, the manager will undertake the following:
 - Implement the Work-Based Project for Change 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 develop and implement their Work-Based Projects for Change, the managers 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

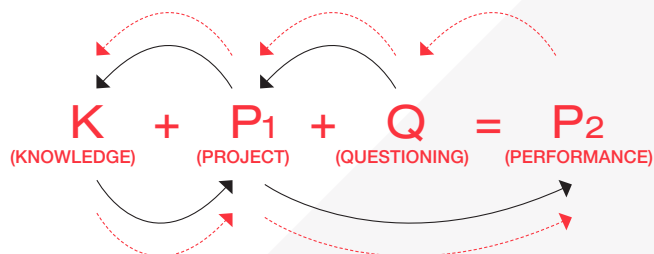
Topics include:

- 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

Additional readings will be undertaken by the manager on the knowledge area of the manager's specific work-based project.

CONSULTATIVE WORK-APPLIED LEARNING (WAL) PROCESS

In the programme, the managers 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 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 PROGRAMME FACILITATORS

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

PROGRAMME DELIVERABLES

The manager will produce a project plan for each module and a report on the implementation of their change project, including reflections and lessons learned. The team members will provide to the manager their individual reports on their learnings and reflections, including their change project and learning outcomes.

PROGRAMME FEES

The programme fee for each manager is **\$15,000, plus GST**.

CERTIFICATION

CERTIFICATE OF PARTICIPATION

All participants who have attended the programme will receive:

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

CERTIFICATION AS AN ACTION LEARNING PRACTITIONER

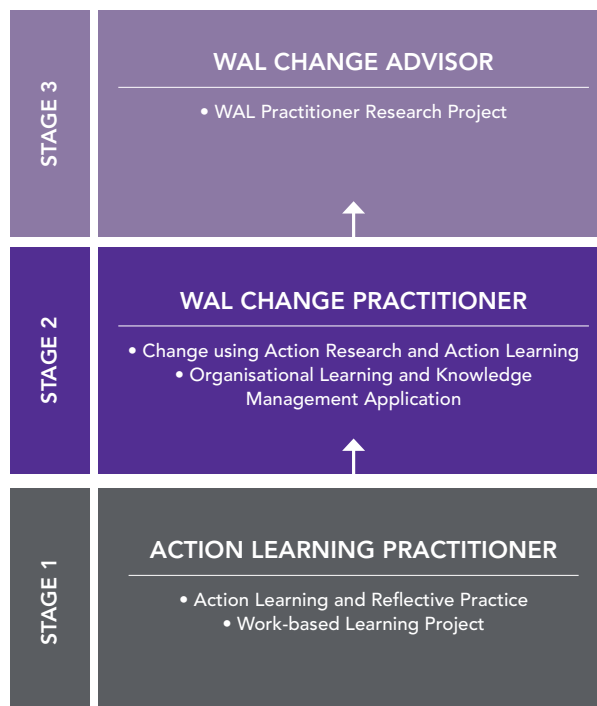
All participants who meet the entry criteria for postgraduate study and complete the deliverables to the required academic standard will receive:

- the award of **Action 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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