

EMPOWERING PEOPLE  
*to learn for change*



CHANGE ADVISORS &  
PRACTITIONER RESEARCHERS



# WAL FOR CHANGE LEADERS

FOR SENIOR MANAGERS AND THEIR TEAM OF MANAGERS



ORGANISATIONS NEED TO  
CONTINUOUSLY ADAPT AND  
CHANGE IN ORDER TO SURVIVE  
AND THRIVE

## ABOUT THIS PROGRAMME

This WAL for Change Leaders programme has been developed by Global Centre for Work-Applied Learning (GCWAL). It is designed for Senior Managers who wish to plan, implement, evaluate and validate organisational change programmes working with their managers using our Work-Applied Learning (WAL) approach.

This programme is undertaken over a minimum period of 8 months with in-built facilitation and guidance by GCWAL Advisors. Participants do not have to be absent from the workplace while they undertake the programme. Instead, they remain at work and apply the learning to a real work-applied change programme.

## WHO SHOULD ATTEND

This programme is designed for Senior Managers and their management team who have completed the Implementing WBL Change Projects programme and who now wish to plan and implement an organisational change programme. Each Senior Manager and their managers will form a separate cohort for this programme, with the Senior Manager acting as the change leader and their managers acting as change facilitators.

## HOW DOES THIS PROGRAMME WORK PROGRAMME STRUCTURE

During this programme, the change leader and change facilitators will:

- Clarify the organisational problem to be addressed,
- Establish the purpose and goals of the change programme to address the organisational problem,
- Discuss and reflect about the potential change projects which the change facilitators could undertake in the context of the organisational problem,

## PAST PARTICIPANTS

Past participants who have planned and implemented Work-Applied programmes come from a wide range of organisations including:

- Australia Post
- Australian Institute of Business
- Monash Health
- BAE Systems
- Department of Aboriginal Affairs
- Epic Valley Holdings, Malaysia
- Chief Ministers Office, Sarawak, Malaysia
- Light Regional Council
- Internal Revenue Commission, Papua New Guinea
- Global Carriers Sdn. Bhd. Malaysia
- A WAL Project Management Programme in Trinidad and Tobago
- A WAL Occupational Health Safety & Environment ARAL Change Project in Trinidad and Tobago
- Eastern Pretech, Singapore and Malaysia
- Kuju CDEP, Port Lincoln, Australia

- Agree on the design of the change programme, using the WAL model, including the number and duration of Action Research (AR) group meetings, Work-Based Learning Phases, feedback and reflective sessions with the GCWAL Advisor, and scheduling of dates, taking into account job demands and organisational requirements, and
- Determine the obligations and commitments of the AR Group members, namely, the Chief Executive Officer, the change leader, the change facilitators and the GCWAL Advisor.

## PROGRAMME KNOWLEDGE

### A. For the change leader

In order to develop and implement the organisational change programme, the change leader will need to understand and apply the knowledge in modules M1 and M2.

#### M1 - CHANGE USING ACTION RESEARCH AND ACTION LEARNING

Topics include:

- Managing Change: A process perspective
- Recognising the need for change and starting the change process
- Diagnosing what needs to be changed
- Leading and managing the people issues
- Planning and preparing for change-types of interventions
- Action Research
- Work Applied Learning
- Implementing change and reviewing the progress
- Implementation of Change through Action Research and Action Learning
- Sustaining change and learning

#### M2 - ORGANISATIONAL LEARNING FOR KNOWLEDGE MANAGEMENT AND APPLICATION

Topics include:

- Organisational Learning
- The organisational knowledge management model
- Culture (what happens around here)
- Old Pros (who are the employees that know)
- Archives (where knowledge is stored)
- Process (how things work)
- Combining elements of the organisation knowledge management model
- Challenges of managing organisational knowledge
- Knowledge management systems
- Action learning and reflective practice for managing and applying knowledge in the organisation

### B. For the change facilitators

The change facilitators will be introduced to the following Module:

#### M3 - WORK-BASED LEARNING PROJECT

Topics include:

- Why should an organisation consider using Work-Based Learning?
- Moving towards a Learning Organisation
- Action Learning and the Community of Practice
- Learning Teams and Reflective Practice
- Facilitation in Work-Based Learning
- The Work-Based Learning Project
- Evaluating Work-Based Learning

## LEARNING MATERIALS AND ACTIVITIES

The change leader and change facilitators will also engage in:

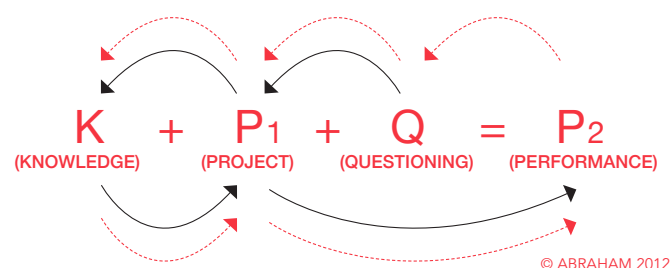
- Directed reading of relevant articles and other learning materials through the learning management system, and
- Pre-recorded learning videos and activities to encourage active learning, critical thinking and reflection.

## GUIDANCE BY GCWAL ADVISORS

At scheduled times, the change leader and change facilitators are individually and as a group guided by experienced GCWAL Advisors who will help them to reflect on the project. Each Advisor supports a small number of senior managers to provide high-touch, personalised attention via phone, email and online meetings.

## CONSULTATIVE WAL PROCESS

In this programme, the change leader and change facilitators will be guided by the GCWAL Advisor as they go through a consultative WAL process as summarised in the learning formula set out below:



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 outcomes plus project and process outcomes.

## ENTRY CRITERIA

Each Senior Manager and their management team who have completed the Implementing WBL Change Project programme. Thus, the Senior Manager must be a Work-Based Learning Practitioner and the management team must be Action Learning Facilitators.

## PROGRAMME DELIVERABLES

The change leader will produce:

- a project plan for the organisational change programme, and
- an implementation report on the organisational change programme, including reflections and lessons learned, project and process outcomes, as well as learning outcomes for the change leader and change facilitators.

Each change facilitator will produce:

- A project plan for their change project and
- an implementation report on their change project including reflections and lessons learned as well as project, process and learning outcomes.

Those participants who complete the plan and implementation report *as well as* additional components showing the linkage and rationalisation of their practice with the relevant concepts, *and* meet the entry requirements for postgraduate study will receive:

- The award of **Work-Applied Learning Practitioner** (with the post-nominals WAL-P) from GCWAL and Action Learning Action Research Association Inc. (ALARA), and
- **Complimentary membership** of ALARA for one year.

Those change facilitators who complete their plan and implementation report *as well as* additional components showing the linkage and rationalisation of their practice with the relevant concepts, *and* meet the entry requirements for postgraduate study will receive:

- The award of **Work-Based Learning Practitioner** (with the post-nominals WBL-P) from GCWAL and ALARA, and
- **Complimentary membership** of ALARA for one year.

## PROGRAMME FEE

The programme fee for each cohort of a change leader and their team of 4 to 6 change facilitators is **\$170,000 plus GST**.

Where the programme is delivered outside Australia, the same programme fee applies, plus any applicable taxes in that country.

## CUSTOMISATION

In the event a corporate client or association requests a customisation of the programme, an additional fee is applicable depending on the degree of customisation and the needs of the client.

## ABOUT



At the **Global Centre for Work-Applied Learning** ([www.gcwal.com.au](http://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 new employees to senior management. Each programme uses our consultative work-applied learning 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](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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