

EMPOWERING PEOPLE  
*to learn for change*



CHANGE ADVISORS &  
PRACTITIONER RESEARCHERS



# IMPLEMENTING WORK-BASED CHANGE

FOR MANAGERS AND THEIR TEAM MEMBERS



WORK-BASED LEARNING IS BY NATURE A CHANGE PROCESS AND THE RATE OF LEARNING MUST EQUAL OR 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 Managers to work with their team members to plan and implement a work-based change project based on the departmental or business unit needs, using our structured work-based learning approach.

Participants do not have to be absent from the workplace while they undertake this programme. Instead, 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. This online programme has a duration of 8 months with in-built facilitation and guidance by GCWAL Advisors.

## WHO SHOULD ATTEND

This programme is designed for Managers who wish to work with 4 to 6 team members to implement a work-based change project for their department/business unit.

## 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.

## 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
- Baulderstone 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

Thus, this programme requires the Managers to work with their team members to:

- Identify a real department/business unit problem to be solved
- Design a work-based change project as a solution to the problem
- Design sub-projects to be planned and implemented by each team member
- Apply the programme knowledge and implement their respective projects, 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.

## PROGRAMME KNOWLEDGE

In order to develop and implement their work-based change project, the Manager will need to understand and apply the knowledge in the following modules:

### M1 - 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

### M2 - ACTION LEARNING & 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

## LEARNING MATERIALS AND ACTIVITIES

The Manager will engage in:

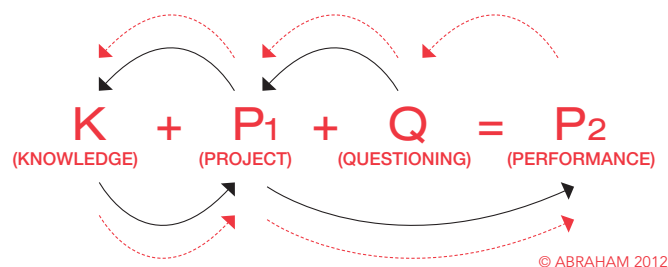
- Directed reading of relevant articles and other learning materials through the learning management system, and
- Pre-recorded learning videos and activities to encourage learning and application, critical thinking and reflection.

## GUIDANCE BY GCWAL ADVISORS

At scheduled times, the Manager is guided by experienced GCWAL Advisors, who will help them reflect on the work-based change project. Each Advisor provides high-touch, personalised attention to the Manager via phone, email, face-to-face and/or on-line meetings.

## CONSULTATIVE WORK-APPLIED LEARNING (WAL) PROCESS

In this programme, the Manager will be guided by the GCWAL Advisor as they go through a consultative WAL process as summarised in the following learning formula.



The Manager 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.

## ENTRY CRITERIA

The Manager should have relevant managerial experience as a departmental or business unit manager and have a team to work with on the work-based change project.

## PROGRAMME DELIVERABLES

The Manager will produce:

- An Action Learning plan and a plan for their work-based change project, and
- An implementation report on their work-based change project including reflections, lessons learnt, project and learning outcomes for the Manager and team members, and the integration of the relevant concepts with their practice. This report will also incorporate the Action Learning plans and the implementation reports of the sub-projects produced by the team members.

On completion of all components of these deliverables at a standard acceptable to GCWAL, the Manager will receive:

- The award of **Certified Work-Based Learning Practitioner** from GCWAL and Action Learning Action Research Association Ltd. (ALARA), and
- **Complimentary membership** of ALARA for one year.

However, if the Manager fails to complete the integration component of their deliverables, they will only receive a **Certificate of Programme Participation** from GCWAL.

## OPTIONAL ENROLMENT BY TEAM MEMBERS

There is an option for the team members to enrol in the Facilitating Action Learning Teams (FALT) programme.

In this case, each team member will:

- need to understand and apply the knowledge in module M2 Action Learning & Reflective Practice
- engage with the relevant Learning Materials and activities;
- be guided by GCWAL Advisors; and
- complete the following deliverables:
  - An Action Learning plan for their sub-project and
  - An implementation report on their sub-project including reflections and lessons learned as well as project, process and learning outcomes, and the integration of the relevant concepts with their practice.

On completion of all components of these deliverables, including the integration and relevant concepts to their practice, at a standard acceptable to GCWAL, each team member will receive:

- The award of **Certified Action Learning Facilitator** GCWAL and ALARA, and
- **Complimentary membership** of ALARA for one year.

However, if the team member fails to complete the integration component of their deliverables, they will only receive a **Certificate of Programme Participation** from GCWAL.

## PROGRAMME FEE

The programme fee for each Manager is **\$50,000 plus GST**. Where the optional enrolment for team members is chosen, an additional fee of **\$90,000 plus GST** is payable for a team of 4-6 members.

As this is an in-company programme, in the event an organisation requests a customisation of the programme, an additional fee is applicable depending on the degree of customisation and the needs of the client.

Where the programme is delivered outside Australia, the same programme fee applies, plus any applicable taxes in that country. While the programme fee is set for one year, the impact of global changes could result in a fee increase.

## LICENSING ARRANGEMENTS

- This programme can be licensed to corporations, associations and public sector organisations for facilitation to their employees.
- The financial arrangements will be set out in the licensing agreement.
- This programme will be facilitated by a pool of GCWAL-approved Programme Facilitators engaged by the Licensee.
- In order to be approved by GCWAL as Programme Facilitators, they must:
  - complete the Change using Action Research & Action Learning programme,
  - have a relevant postgraduate qualification, and
  - have at least 5 years of management experience
- The Programme Facilitators will be monitored by GCWAL Advisors for quality assurance purposes.

## 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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