

EMPOWERING PEOPLE  
*to learn for change*



CHANGE ADVISORS &  
PRACTITIONER RESEARCHERS



# CHANGE USING ACTION RESEARCH AND ACTION LEARNING

FOR SENIOR MANAGERS WORKING WITH  
THEIR MANAGEMENT TEAM



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

## ABOUT THIS PROGRAMME

This Change using Action Research & Action Learning (CARAL) 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 online 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 in their organisation.

## WHO SHOULD ATTEND

This programme is designed for Senior Managers who wish to plan and implement an organisational change programme, working with their management team.

However, there is an option for the management team to enrol in another programme and. (Refer to the section on Optional Enrolment by the Management Team).

## ENTRY CRITERIA

Participants should be Senior Managers who have a management team of 4 to 6 members.

## 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

## HOW DOES THIS PROGRAMME WORK

### PROGRAMME STRUCTURE

During this programme, the Senior Manager will work with their management team to:

- Clarify the organisational problem to be addressed,
- Establish the purpose and objectives of the organisational change programme to address the organisational problem,
- Reflect on the individual change projects which the management team could undertake in the context of the organisational problem,
- 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 Senior Manager and the management team.

## PROGRAMME KNOWLEDGE

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

### M1 - ORGANISATIONAL CHANGE THROUGH ACTION RESEARCH

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 - 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 Senior Manager will also engage in:

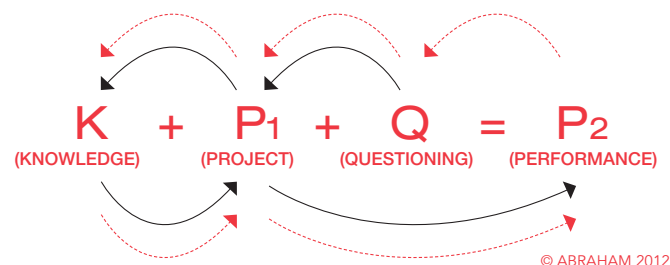
- Directed reading of relevant articles and other learning materials through the learning management system, and
- Pre-recorded learning videos and activities to encourage active learning, critical thinking and reflection.

## GUIDANCE BY GCWAL ADVISORS

At scheduled times, each Senior Manager will be 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 WORK-APPLIED LEARNING (WAL) PROCESS

In this programme, the Senior Manager will also 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.

## PROGRAMME DELIVERABLES

Each Senior Manager 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, 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 individual change projects as produced by their management team.

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

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

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

## OPTIONAL ENROLMENT BY MANAGEMENT TEAM

There is an option for the management team members to enrol in the Facilitating Action Learning Teams (FALT) programme. In this case, each management 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:
  - 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, 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 management team member will receive:

- The award of **Certified Action Learning Facilitator** (Postnominals: CAL-F) from GCWAL and Action Learning Action Research Association Ltd. (ALARA), and
- **Complimentary membership** of ALARA for one year.

However, if the management team member fail 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 Senior Manager is **\$50,000 plus GST**. Where the optional enrolment by the management team 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.

GCWAL's expertise is in the area of Work-Based Learning and Work-Applied Learning. Thus, in the event specialised technical or conceptual knowledge is required for the project, this will be arranged by the client at its cost. Where the programme is delivered outside Australia, the same programme fee applies, plus any applicable taxes in that country.

## 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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