

EMPOWERING PEOPLE  
*to learn for change*



CHANGE ADVISORS &  
PRACTITIONER RESEARCHERS



# CHANGE THROUGH ACTION LEARNING

AN ACTION LEARNING APPROACH



THIS CHANGE THROUGH ACTION LEARNING PROGRAMME COMBINES ACTION ON REAL-LIFE WORK-BASED ISSUES WITH REAL LEARNING.

### ABOUT THIS PROGRAMME

The Change through Action Learning (CAL) Programme has been developed by Global Centre for Work-Applied Learning (GCWAL) for team leaders or supervisors who wish to learn how to use the Action Learning process in order to plan and implement projects with their teams.

This programme uses the Action Learning process to focus on real work problems and opportunities to produce individual and team learning which has significance for work.

The Action Learning process encourages greater collaboration between the facilitator and their team while problem-solving and finding solutions and generates a tangible return on investment through the development and implementation of Action Learning projects.

It also encourages innovation and creativity through the sharing of ideas by the facilitator and team members and enables them to learn and reflect on their experiences, which will be useful in subsequent projects.

This programme has a duration of 4 months with in-built facilitation and guidance from GCWAL Advisors. Participants remain at work and apply the learning to a real action learning project. This enables the learning to be directly integrated into the participant's work situation.

### PAST PARTICIPANTS

Past participants who have undertaken similar 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

### WHO SHOULD ATTEND

This programme is designed for team leaders or supervisors who wish to use the Action Learning process to plan and implement Action Learning projects with their teams to not only achieve project outcomes but also learning outcomes.

### ENTRY CRITERIA

Participants should have at least 3 years of experience in managing teams AND a team to work with on a project at their workplace.

## HOW DOES THIS PROGRAMME WORK

### PROGRAMME STRUCTURE

During this programme the participants will identify, plan and implement an Action Learning project. They will:

- Establish and facilitate an Action Learning team
- Manage quality, scope, time and cost parameters of the Action Learning project
- Establish and maintain relationships between Action Learning team members
- Guide the Action Learning team to achieve its intended project and learning outcomes
- Ensure opportunities for effective reflection, review of the Action Learning Project and learning.

### PROGRAMME KNOWLEDGE

Participants will apply the following programme knowledge in the implementation of their Action Learning project:

- 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

Participants will also engage in:

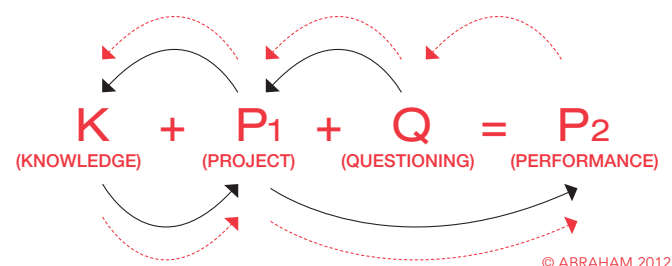
- Directed reading of relevant articles and other learning materials through the learning management system, and
- Pre-recorded learning videos and activities to encourage learning and application, critical thinking and reflection.

### GUIDANCE BY GCWAL PROGRAMME ADVISORS

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

### CONSULTATIVE WORK-APPLIED LEARNING (WAL) PROCESS

In this programme the participants will be guided by GCWAL Advisors as they go through a consultative WAL process as summarised in the learning formula:



They will:

- Critically reflect on a problem in their workplace
- Question (**Q**) how to solve the problem
- Define the project (**P<sub>1</sub>**)
- Reflect and apply the relevant knowledge (**K**) to provide solutions
- Achieve performance outcomes (**P<sub>2</sub>**) including both individual and team learning plus project and process outcomes.

### PROGRAMME DELIVERABLES

Participants will produce a report comprising:

- The plan for their Action Learning project, and
- The initial implementation process of the Action Learning Project, which will include their reflections, and project and learning outcomes.

On completion of all components of these deliverables including the integration of relevant concepts to their practice, at a standard acceptable to GCWAL, participants 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 participants fail to complete the integration component of their deliverables, they will only receive a **Certificate of Participation** from GCWAL.

## PROGRAMME FEE

The programme fee per participant is **\$15,000 plus GST**.  
As this is not a public programme, there is a minimum cohort size of 8 participants.

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 for Programme Facilitators to be approved by GCWAL, they must:
  - complete the Implementing Work-Based Change programme, and have
  - a relevant postgraduate qualification, and
  - at least 3 years of management experience in working with teams and managing projects.
- The Programme Facilitators will be monitored by GCWAL Advisors for quality assurance purposes.

## CUSTOMISATION

In the event a client 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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