

EMPOWERING PEOPLE
to learn for change



**CHANGE ADVISORS &
PRACTITIONER RESEARCHERS**



WAL FOR CHANGE LEADERS

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 Work Applied Learning (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 WAL approach.

This online programme is undertaken over a minimum period of 8 months with in-built facilitation and guidance by Programme 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.

ENTRY CRITERIA

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

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,

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

- Identify 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 Programme 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 - 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

LEARNING MATERIALS AND ACTIVITIES

The Senior Manager will also engage in:

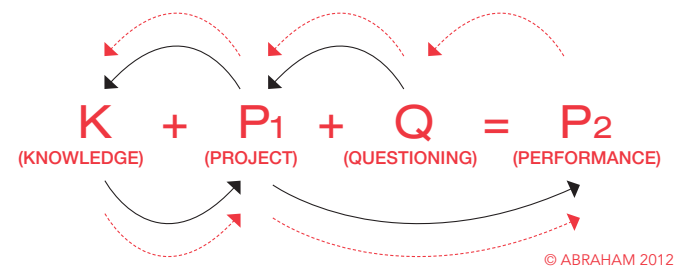
- Directed reading of relevant articles and other learning materials through the learning management system, and
- Pre-recorded learning videos and activities to encourage active learning, critical thinking and reflection.

GUIDANCE BY GCWAL PROGRAMME ADVISORS

At scheduled times, each Senior Manager will be guided by experienced Programme Advisors who will help them to reflect on the project. Each Programme 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 Programme 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 FEE

The programme fee for each Senior Manager is **\$50,000 plus GST**.

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

Additional fees will apply if customisation of the programme is required based on the needs of the client such as an increased duration of the programme or additional support.



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 Work-Applied Learning Practitioner** (Postnominals: CWAL-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 Participation** from GCWAL.

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 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) 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:

E: gcwal@gcwal.com.au

W: www.gcwal.com.au

A: 12-14 Unley Road, Unley,
South Australia 5061

Effective from

11 April 2024