INNOVATIVE CHANGE PRACTITIONER
AN INTEGRATED ACTION RESEARCH AND ACTION LEARNING APPROACH
A COLLABORATIVE PROGRAMME

Effective from 1 April 2018
THE WORK-APPLIED LEARNING (WAL) MODEL HAS BEEN SPECIFICALLY RESEARCHED IN THE CONTEXT OF MANAGERS AND LEADERS LEARNING AND INTRODUCING CHANGE IN THEIR ORGANISATIONS. WHILST INCORPORATING THE FEATURES OF WORK-BASED LEARNING, WAL IS GROUNDED IN THE FUSED ACTION RESEARCH METHOD AND ACTION LEARNING PROCESS (ARAL).

THE WAL MODEL WAS RESEARCHED, DEVELOPED AND APPLIED BY EMERITUS PROFESSOR SELVA ABRAHAM, CHAIRMAN OF GLOBAL CENTRE FOR WORK-APPLIED LEARNING (GCWAL) IN COLLABORATION WITH PRACTITIONERS AND RESEARCHERS.

PROGRAMME OVERVIEW

The change process using Action Research and Action Learning (ARAL) is a well-researched innovative approach for the planning and implementation of change projects.

This change approach enables leaders and managers and their teams to introduce innovation into their organisations, for example, by:

- undertaking incremental improvements,
- adding a new feature to a current product/programme,
- making a process or system more efficient, and
- planning and implementing new ideas to address problems.

This approach results in changes occurring through a systematic cyclical process of planning, acting, observing, reflecting, evaluating and validating the change project.

Some of the organisations/projects that have used and/or are currently using the ARAL change approach include:

- An ARAL Change Project in the wine industry, Australia
- An ARAL Project Management Programme in Trinidad and Tobago
- An Occupational Health Safety & Environment ARAL Change Project in Trinidad and Tobago

PROGRAMME OBJECTIVES

The objective of the Innovative Change Practitioner programme is to enable the participants to use the ARAL change approach to plan and initiate the implementation of an ARAL change project within their respective organisations.

Specifically, the programme is designed to:

- provide participants with an understanding of the key concepts and practices of Change using Action Research and Action Learning as well as Action Learning and Reflective Practice; and
- enable the participants to apply the abovementioned knowledge to identify a problem/situation in their organisation, develop a plan for an innovative change project using ARAL to address the problem/situation; initiate the implementation of the change project with their team, and report on the implementation process of the first major ARAL cycle as well as the project, process and learning outcomes.

PROGRAMME PARTICIPANTS

The programme is designed for leaders and managers of public and private organisations, educational institutions and community organisations.

All applicants for the programme are normally required to hold at least a Bachelor degree and a minimum of three years of managerial experience. Applicants whose first language is not English and have not completed tertiary studies in English are required to meet English language proficiency requirements.

PROGRAMME DELIVERY

The programme is delivered over a period of eight months through a blended online learning process which includes directed readings, webinars and individual feedback. For each module, the facilitator will address queries through virtual collaboration at specific times with the participants. The participants will be encouraged to work with their work teams to maximise learning opportunities as they implement their ARAL change project.

The deliverable for each module is a plan and/or implementation report. Participants will complete a draft of the plan and/or report so that they can obtain feedback from the module facilitator. The deliverables are to be submitted by their due dates for evaluation by the module facilitators.
WORK-APPLIED LEARNING PROCESS

The learning process the participants undergo is depicted in the Work-Applied Learning formula below.

\[ K + P_1 + Q = P_2 \]

(KNOWLEDGE) (PROJECT) (QUESTIONING) (PERFORMANCE)

Simply put, the participants go through a cyclical creative thinking and learning process where they:

- Critically reflect on a problem in their workplace
- Question (Q) how to solve the problem and the project (P_1) to be undertaken to address the problem
- Reflect and apply relevant knowledge (K) to provide possible solutions to the project
- Achieve performance outcomes (P_2) which include project outcomes, learning outcomes and process outcomes.

PROGRAMME MODULES (KNOWLEDGE)

This programme consists of two modules:

<table>
<thead>
<tr>
<th>MODULE 1</th>
<th>MODULE 2</th>
</tr>
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<tbody>
<tr>
<td>CHANGE USING ACTION RESEARCH AND ACTION LEARNING</td>
<td>ACTION LEARNING AND REFLECTIVE PRACTICE</td>
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<tr>
<td>The topics include:</td>
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<tr>
<td>• Managing Change: A process perspective</td>
<td>• Deciding if Action Learning is right for your organisation</td>
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<td>• Recognising the need for change and starting the change process</td>
<td>• Co-designing an Action Learning Programme to ensure results</td>
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<td>• Diagnosing what needs to be changed</td>
<td>• Implementing strategies for successful Action Learning Programmes</td>
</tr>
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<td>• Leading and managing the people issues</td>
<td>• What Action Learning facilitators do</td>
</tr>
<tr>
<td>• Planning and preparing for change: Setting the Stage</td>
<td>• Evaluating Action Learning</td>
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<tr>
<td>• Planning and preparing for change: Types of Interventions</td>
<td>• Understanding Reflective Practice</td>
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<td>• Foundations of Action Research</td>
<td>• Concepts and Process of Reflective Practice</td>
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<tr>
<td>• Implementing change and reviewing the progress</td>
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<td>• Implementation of Change through Action Research</td>
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<tr>
<td>• Sustaining change and learning</td>
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<td>• Innovation</td>
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CERTIFICATION

Participants who successfully complete the deliverables for the two modules are awarded the title of Certified Innovative Change Practitioner by GCWAL and ALARA.

PROGRAMME FEES

The fee for the programme is AUD $7,500 per person. A Goods and Services Tax of 10% is additional if the participant is based in Australia. The fee includes online learning materials, facilitator feedback on draft reports, access to webinars, videos, an online library and certification on successful completion of the programme requirements. Participants are required to purchase the recommended textbooks for the modules. GCWAL will provide participants with information on how to purchase the textbooks.

ALARA MEMBERSHIP

On enrolment into the programme, the participants become members of ALARA. Membership of ALARA is complimentary for one year and standard rates apply for subsequent years.
The WAL Change Programme is a systematic approach of enabling participants to develop their expertise in change management using WAL. As shown in the diagram, the Innovative Change Practitioner is WAL Level 1 of the WAL Change Programme.

Successful completion of WAL Level 2, which is a further 8 months in duration, leads to the award of the title WAL Change Practitioner.

WAL Level 3 will take another 16 months and requires participants to plan and implement a WAL Change Programme using ARAL in their organisation. Participants who successfully complete this level will be awarded the title of WAL Change Consultant by GCWAL.

Those participants who wish to pursue postgraduate qualifications may enrol, with advanced standing for WAL Levels 1 and 2, in a Professional Masters programme with selected higher education institutions in the UK and Australia. Upon successful completion, participants will be awarded the Masters Degree by the higher education institution as well as the title of WAL Change Consultant by GCWAL.