



PROGRAMME OUTLINE | 2026-27

COLP-GOV

Certified Organisational Learning Professional for Government

Building learning-driven governments that learn faster, see further, excel and move forward with confidence

PROGRAMME LEADER Dr Alaa Garad

ACCREDITED BY Lisbon Business and Government School

LANGUAGES Available in all six official UN languages

[STIRLINGCENTRE.ORG.UK/COLP-GOV](https://stirlingcentre.org.uk/colp-gov)

01 Why COLP-GOV

Governments everywhere are asked to solve problems that did not exist five years ago, often with systems designed decades ago. Skilled people alone are not enough. An institution that does not learn cannot improve, and an institution that cannot improve cannot serve its citizens well.

COLP-GOV is the Stirling Centre's flagship programme for public sector leaders and officials. It equips them to turn ministries, agencies and public bodies into learning-driven institutions, using the Learning-Driven Organisation (LDO) model developed by Dr Alaa Garad and Professor Jeff Gold and published by Bloomsbury in *The Learning-Driven Business* (2021).

The programme combines a five-day intensive with three months of supported implementation, so that what participants learn becomes measurable change in their institutions.

LEARN FASTER • SEE FURTHER • EXCEL • MOVE FORWARD WITH CONFIDENCE

02 Programme at a glance

Element	Details
Structure	Phase 1: five-day intensive (30 contact hours, plus 70 hours of self-directed and applied learning) Phase 2: Impact Circles, six 90-minute sessions over three months
Delivery	In person, online or hybrid; national cohorts or open international cohorts
Languages	Available in all six official UN languages: Arabic, Chinese, English, French, Russian and Spanish
Framework	Learning-Driven Organisation (LDO) model; assessment against OLS:2026, the world's first international BSI score-based standard on organisational learning
Accreditation	Lisbon Business and Government School
Assessment	A real institutional transformation project, presented to faculty and refined after feedback
Award	COLP-GOV certificate and COLP Ambassador status, upgraded to COLP-GOV Practitioner on completing Phase 2



03 Who should attend

- Senior and mid-level officials in ministries, agencies, regulators and local government
- Heads and members of strategy, policy, human resources, learning and development, quality and innovation units
- Leaders of national training academies, civil service colleges and public sector reform programmes

- Teams nominated by an institution to lead its transformation together

04 Learning outcomes

On completing COLP-GOV, participants will be able to:

1. Diagnose the learning culture of their institution using LDO tools and OLS:2026
2. Design learning systems at the individual, team and institutional level
3. Lead institutional transformation using the EFQM 2020 excellence framework
4. Use artificial intelligence and knowledge management to protect institutional memory
5. Build a Government Learning and Innovation Strategy (GLIS) linked to national priorities and the Sustainable Development Goals
6. Champion organisational learning across government as certified COLP Ambassadors

05 The learning journey



Phase 1: Five-day intensive

Each day produces a practical output that builds towards the participant's final transformation project.

Day	Session (3 hours each)	Key topics
Day 1 Foundations and diagnosis	1. The learning organisation: from theory to government reality	Training organisations versus learning-driven organisations; the three levels of learning (individual, team, institution); the three learning loops; organisational learning culture (OLC): enablers and barriers in government. <i>Workshop: OLC diagnostic</i>
	2. Learning patterns and measurement: from data to decisions	The 70:20:10 model in government; digital and AI-enabled adaptive learning; measuring learning with Kirkpatrick's four levels; the Learning Intelligence Dashboard; linking learning to performance indicators; evidence-based learning. <i>Workshop: designing Learning KPIs</i>
Day 2 Individual learning and reflection	3. Learning through reflection	Strategic reflection as a tool for continuous learning; mentoring and coaching; self-directed study and structured reading. <i>Workshop: personal learning map</i>
	4. Cross-training and skills development	Cross-training between government units; learning from citizens through feedback loops; AI-supported self-development tools. <i>Workshop: individual 90-day learning plan</i>

Day	Session (3 hours each)	Key topics
Day 3 Team learning	5. Building learning teams	Action Learning Sets (ALS); communities of practice; after-action reviews (AAR); psychological safety, the hidden condition for learning. <i>Workshop: live Action Learning simulation</i>
	6. Knowledge management and institutional memory	Tacit and explicit knowledge (Nonaka and Takeuchi's SECI model); knowledge management systems in government; AI in knowledge management and digital institutional memory; suggestion and internal innovation systems. <i>Workshop: critical-knowledge map</i>
Day 4 Excellence and innovation strategy	7. The excellence framework and strategy building	EFQM 2020 in government: direction, execution, results; the TRADE benchmarking methodology (Transfer, Replicate, Adapt, Develop, Evaluate); the Government Learning and Innovation Strategy (GLIS), linked to national priorities and the SDGs. <i>Workshop: vision and goals of the transformation project</i>
	8. Leading the transformation to a learning organisation	The role of the Chief Learning Officer (CLO) in government; leading change with Kotter's eight steps; 360-degree listening: the voice of employees and citizens. <i>Workshop: completing the strategy section of the project</i>
Day 5 Presentations and certification	9. Final review and presentation preparation	Group review of transformation projects with academic guidance; refining strategic plans for feasibility; preparing final presentations
	10. Project presentations and certification	20-minute team presentations; structured expert feedback; certification as COLP Ambassadors; launch of the 90-day implementation roadmap

The transformation project

Every participant works on a real institutional transformation project throughout the five days, completing one section each day. It is a working document for their own institution, not a classroom exercise.

Component	Completed
Learning culture diagnosis using the OLC Diagnostic and the LDO model	Day 1
Critical-knowledge map and institutional memory plan	Day 3
Design of a learning team or community, with ALS and AAR plans	Day 3
Condensed GLIS: vision, goals, indicators and a 90-day roadmap	Day 4
COLP roll-out plan for the institution	Day 5

Phase 2: Impact Circles

Five days can change how a public servant thinks. Ninety days can change how an institution works. Twice a month, graduates return for a focused 90-minute session that brings an international expert to the table and gives teams the floor to show what they have changed.

Session	Theme	Expert spotlight	Teams showcase
1 (week 2)	Launch: from plan to practice	Organisational learning in government	OLS:2026 baseline and first 30-day actions
2 (week 4)	Learn faster	After-action reviews and citizen feedback loops	A quick win from a new feedback or review routine

Session	Theme	Expert spotlight	Teams showcase
3 (week 6)	Remember better	Knowledge management and AI for institutional memory	A critical-knowledge map and how it is protected
4 (week 8)	See further	Strategic foresight and horizon scanning for policy	An emerging risk or opportunity now being prepared for
5 (week 10)	Excel	EFQM and TRADE benchmarking	A measured improvement against a peer or standard
6 (week 12)	Move forward with confidence	A senior government or international guest	Final improvement cases, recognised as benchmarks

Every session follows the same rhythm: a 10-minute pulse check, a 25-minute expert spotlight with one practical tool, a 35-minute improvement showcase with peer and expert questions, and a 20-minute action clinic in which each team commits to its next step.

06 Assessment and impact

Assessment element	Timing	Weight
Active participation in workshops	During Phase 1	20%
Quality and depth of the transformation project	Day 5	30%
Presentation: clarity, persuasiveness and feasibility	Day 5	20%
Revised project after feedback	Within 21 days	30%

Impact is measured at the institutional level. Each team takes an OLS:2026 learning culture baseline at the start of Phase 2 and repeats it at the end, alongside one headline performance indicator tracked throughout. Commissioning institutions receive a short impact report six months after the programme.

07 What is included

1. COLP-GOV certificate issued by the Stirling Centre and accredited by Lisbon Business and Government School
2. Complete digital programme materials
3. One year of access to learning resources and case studies on the AI-enabled Code of Talent platform
4. Six months of applied mentoring by a Stirling Centre mentor during implementation
5. One year of Stirling Centre membership, with access to its international networks
6. Membership of the international COLP alumni network
7. The opportunity to publish in the *International Journal of Strategy and Organisational Learning* (IJSOL)

08 Programme leader



Dr Alaa Garad

President and Founder, Stirling Centre for Strategic Learning and Innovation

Dr Alaa Garad is Editor-in-Chief of the *International Journal of Strategy and Organisational Learning*. With Professor Jeff Gold, he co-developed the Learning-Driven Organisation model, set out in their bestselling book *The Learning-Driven Business* (Bloomsbury, 2021). Over 30 years across the UK, the Gulf and international higher education, he has served as Pro Vice-Chancellor and university president, and has assessed more than 600 organisations as an EFQM European Excellence Assessor, IRCA ISO 9001 Lead Auditor and Investors in People assessor. In 2022 he received the Headline UK Excellence Award from HRH The Princess Royal for his contribution to lifelong, organisational and governmental learning. He holds FRSA and SFHEA designations.

09 Programme faculty



H.E. Dr Ahmed Darwish

Former Minister of State for Administrative Development, Egypt | Founder and Chairman, AMD Darwish

As minister from 2004 to 2011, Dr Darwish led national e-government strategy and institutional reform and later chaired the Suez Canal Economic Zone. An engineer with a PhD from the University of California, Davis, he has advised the UN, World Bank, European Union and African Union on governance and organisational development and has spoken at the World Government Summit and OECD conferences.



H.E. Professor Emilija Stojmenova Duh

Former Minister of Digital Transformation, Slovenia | Associate Professor, University of Ljubljana

Professor Stojmenova Duh bridges technology, policy and sustainable development. Named one of GovInsider's 100 Women in GovTech in 2024, she leads the 4P Digital Innovation Hub, collaborates with the University of Oxford's AIEOU research hub on AI in education, and is a member of UNESCO's Women in Ethics in AI group and the EU expert group on the European Interoperability Framework.



H.E. Ayesha Manzoor Wattoo

Director General, Pakistan Electronic Media Regulatory Authority (PEMRA)

With more than 15 years in government, Ms Wattoo has implemented Pakistan's media code of conduct and led national campaigns against disinformation and fake news. She represents Pakistan at national and international forums, writes regularly for national newspapers, and is the author of *Petals in My Diary*. She is also a goodwill ambassador for narcotics control and autism in Pakistan.



Dr Robin Mann

Chairman, Global Benchmarking Network | Head, Centre for Organisational Excellence Research, New Zealand

Dr Mann founded the TRADE Best Practice Benchmarking Methodology and co-founded BPIR.com. He has facilitated more than 50 benchmarking projects for the Dubai Government, advised numerous countries on business excellence and productivity, and published over 50 peer-reviewed papers. He holds a PhD in Total Quality Management from the University of Liverpool.



Dr Louise van Rhyn, BSc, MBA, DMAN

CEO and Founder, Symphonia for South Africa

Dr van Rhyn designed the award-winning Partners for Possibility programme, which since 2010 has enabled more than 3,800 leaders to learn in real-world complexity while contributing to social change. She holds a Doctorate in Management from the University of Hertfordshire and has facilitated hundreds of leadership and organisational development programmes internationally.



Dr Arnaldo Costeira

Founding Dean, Lisbon Business and Government School | Board Member, European Association of Political Consultants

Dr Costeira is a university professor, researcher and creative director with more than 23 years of experience. He is General Director of Communication and External Relations at ISEC Lisbon and President of Portugal's Observatory of Creative Industries, and previously directed the School of Communication, Arts and Creative Industries.



Robert Keay

Co-founder and Chairman, International Customer Experience Institute (ICXI)

After 28 years leading Ethos Integrated Solutions, a leading customer experience provider in the UAE, Robert co-created a global framework for measuring employee happiness and wellbeing. He is the author of *Value Moments* and *Customer Happiness on the Horizon*, and chairs the board of Outward-Bound UAE.

10 Bring COLP-GOV to your institution

COLP-GOV can be delivered for a single institution, a national cohort across government, or an open international cohort, in any of the six official UN languages.

GET IN TOUCH

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