IFTDO News

Number 1 - 2008

IFTDO
International Federation of Training and Development Organisations

INSIDE

- Message from Chair 2
- Secretary General Update..... 2
- IFTDO's Sustaining Development Project..... 2
- 2009 IFTDO/Canada Conference..... 3
- 2007 IFTDO/ISPI Conference Highlights..... 4
- State of the World..... 6
- HRD Around the Globe..... 8
- Leadership Trends 9
- IFTDO New Members..... 10

بنك البحرين الإسلامي BisB

CANADA WELCOMES THE WORLD IN 2009

The Canadian Society for Training and Development (CSTD) is pleased to have been selected by IFTDO to host the IFTDO World Conference in 2009. We promise to offer a world-class event in a world-class city. The conference will take place in Toronto, Canada's largest city, on the shores of beautiful Lake Ontario. Toronto is a city built with and for the limitless imaginations of the people who come here to live and those who come to visit. Toronto engages your imagination with an experience unlike any the world over.

October 20-23, 2009

Come learn and experience leading-edge programming that tackles the latest trends and issues in the industry, both from the practitioner's perspective in the workplace and from leading academics in Canadian institutions. You will have ample opportunity to mingle in a social setting with international delegates from around the world and learn from the best in the business.

Keynote Speaker:

LGen Roméo Dallaire (Ret),Commander of UN Forces in Rwanda

Call for Speaker Abstracts:
Deadline January 16, 2009
For more information, visit
www.cstd.ca/conference/iftdo2009.html

contd. on page 3

37TH IFTDO WORLD CONFERENCE & EXHIBITION 2008

March 3-6, 2008 Dubai UAE

Organized by Security & Administrative Sciences Institute, Dubai Police Academy

See page 3

MESSAGE FROM IFTDO'S CHAIR

Dear Readers

It is my honor to serve as the Chair of the International Federation of Training and Development Organizations (IFTDO) during a time of massive global changes and challenges. Whether it is alleviating poverty and illiteracy, improving a nation's economy and addressing globalization, developing a nation's people to be productive members of society is a noble mission to achieve. That is IFTDO's mission.

I would like to commend the wise leadership of the Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum. I am so impressed with the great Spirit and the vision forward of the leaders of Dubai Police Force and its subsidiaries: Dubai Policy Academy and Security and Administration Science Institute, for their visionary roles in planning and hosting the 37th IFTDO World Conference and Exhibition which presents "State-of-the- Art" HRD theory and practice to shape the work of HRD professionals world-wide. I salute the attendees to this conference and wish them well in their important endeavors.

I would also commend the Court of the Prime Minister of Bahrain for their donation to IFTDO for instituting an HR Award.

Let me also commend the BisB *(Bahrain Islamic Bank)*, for being so generous in their financial support to IFTDO and thus, a contributor to enabling IFTDO's contributions to world progress.

Ebrahim Al' Dossary (Bahrain)
Chair of the IFTDO Board

FROM SECRETARY GENERAL

Dear Member

IFTDO continues to provide extensive worldwide network of human resource professionals committed to exchange information, resources and constructive approaches to ensure a better life for all peoples through fostering dialogues and expert responses to meet the challenges of increasing globalisation, economic downturns, technology, social change and conflict.

37th IFTDO World Conference being held at Dubai on March 3-6, 2008, is being hosted by Security and Administrative Sciences Institute (SASI), Dubai Police Academy. Our compliments to IFTDO President Brig Dr Mohamed Bin Fahad, Director General, Dubai Police Academy and Lt Col Ahmed Mohammed Rafi, Director, SASI and General Coordinator of the Conference, their team and the Professional Conference Organiser (PCO)- World of Events, Dubai for a great Conference.

38th IFTDO World Conference to be held at Toronto (Canada) from October 20 to 23, 2009, will be hosted by Canadian Society for Training & Development. They have invited papers for presentation, by January 16, 2009. Details appear elsewhere in this Newsletter.

Members are requested to send information on their major events and activities for IFTDO website/publishing in the IFTDO News (to me at: sgiftdo@gmail.com)

Uddesh Kohli

THE IFTDO SUSTAINING DEVELOPMENT PROJECT

From Concept to Application

Concept: Sustaining Development through Change Leadership (SDtCL) is a process that an organization can use to ensure the delivery of its most challenging projects

Application: The IFTDO SDtCL project involves five action phases, namely: Phase 1- Exploration; Phase 2 - Foundation; Phase 3 - Infrastructure; Phase 4 - Launch; and Phase 5 - Sustainability. The project is based on action learning and participants must demonstrate evidence of their successful application of required competencies before any recognition can be awarded.

SDtCL progress to date:

- IFTDO now has two 'SDtCL' Delivery Partners, UiTM – Kuala Lumpur and BTI – Bahrain, both of whom have progressed to Phase III of the five phase process.
- Both Delivery Partners have reorganised or are reorganising their infrastructure to accommodate 'SDtCL'
- 19 tutors from the two Delivery Partners have self-assessed the importance of the 60 competencies in the Change Leadership Portfolio.
- 867 out of 1140 assessments of competencies were considered 'vital' to sustaining development (76%) and 211 were considered as 'important' (18.5%).
- All 19 tutors have self-assessed their capability against 60 competences .
- Both Delivery Partners established contacts with the market place but with quite different approaches - one covered several continents, the other single companies.
- 'SDtCL' information has been presented and deposited with the World Bank Institute (WBI), the Congress of Non-Governmental Organisations (CONGO), and the United Nations Commission for Social Development.
- Comprehensive tutor manuals have been produced and full Delivery Partner documentation, including organization and project selection.
- Tutor manuals include detailed process sheets, feature papers, power-point presentations, toolkits, book list references, control charts, and set-up schedules.
- The graphically-designed material range has been extended with an 'SDtCL' Process Specification, Wall Chart and benefits poster for Clients and Change Leaders.
- A comprehensive glossary of terms have been introduced.
- Two four-way collaboration agreements have been signed and witnessed amongst the four partners involved up to date.

For information contact: Dr. Twigger- email: ajt@iftdo.org and Barrie Oxtoby- email: barrie.oxtoby@btinternet.com ■

37TH IFTDO WORLD CONFERENCE & EXHIBITION 2008

March 3-6, 2008 Dubai UAE
Organized by Security & Administrative Sciences Institute, Dubai Police Academy

THEME: KNOWLEDGE AND HUMAN RESOURCES

The Conference has four tracks:

- **Knowledge Creation and Human Resource Management**
- **Fast Forward Technologies in Education & Training**
- **Socio-Economic Trends**
- **Knowledge Work Environments**

Keynote Speakers are:

HE Dr Omar Bin Sulaiman - Governor, Dubai International Financial Centre

Dr Abdulla Al Karam - Chairman of the Board of Directors and Director General of

Dubai Knowledge and Human Development Authority (KHDA)

Stephen Haines – CEO & Founder – Haines Centre for Strategic Management

Mr. Abdulla Al Subyani – President – Arabian Knowledge Economy Association (AKEA)

Peter Butler – Director of HR – BT Global

Dr. Charles Savage – President & Mentor -Knowledge Era Enterprises International

Rob Lebow – Chairman & Thought Leader – Lebow Company, Inc

Allan Schweyer -President & Exec. Director - The Human Capital Institute

Bob Selden - Managing Director - The National Learning Institute & Faculty Member at

the International Institute for Management Development, Switzerland

Dr. William J. Rothwell, Professor, College of Education, The Pennsylvania State University

Dr. Bob Richards –CEO – Centre of Excellence for Applied Research & Training (CERT)

Bob Morton – Chairman – Certified Institute of Chartered Institute of Personnel & Development Enterprises

Leonardo Pineda -Ibero –American Community for Knowledge Systems

IFTDO salutes the Dubai leadership for its outstanding contribution to advancing the field of human resource development through this State-of-the-Art Conference. These leaders are:

Lt. General Dhabi Khalfan Tamin, Brg. Dr. Mohammed Bin Fahad, and Lt. Colonel Ahmed Mohammed Rafi. ■

CANADA WELCOMES THE WORLD IN 2009

Continued from page 1

People

Canadian workplace learning professionals look forward to advancing the global conversation around training and development. Come and meet your peers from around the world and widen your perspective on opportunities and possibilities for learning in the workplace.

Knowledge

Sharing expertise, experience and best practices in person is a great way to learn. Listen to case studies from a wide variety of companies, sectors and countries about how training impacts vital business indicators. Performance Improving workplace performance is the primary goal of learning and development initiatives. Hear how companies and government agencies around the world achieve results connected to their business goals.

Performance

Improving workplace performance is the primary goal of learning and development initiatives. Hear how companies and government agencies around the world achieve results connected to their business goals.

Keynote Speaker:
LGen Roméo Dallaire (Ret),Commander of UN Forces in Rwanda

LGen The Hon. Roméo Dallaire (Ret) is a true hero and an outspoken leader for the 21st century. A decorated Lieutenant General, Dallaire served 35 years with the Canadian Armed Forces. His best-selling book, Shake Hands With the Devil, is a stirring account of his experience as the Force Commander of the United Nations Assistance Mission to Rwanda, which exposes the failures of the international community to stop the worst genocide in the 20th century.

SEE YOU IN TORONTO, CANADA IN 2009! ■

HIGHLIGHTS OF 2007 INTERNATIONAL PERFORMANCE IMPROVEMENT CONFERENCE: *PERFORMANCE BEYOND BORDERS*

A Partnership of International Federation of Training and Development Organisations and International Society for Performance Improvement

The year's Conference theme, ***Performance Beyond Borders***, emphasized that the globalized world is challenging us to find common ground for greater success by reaching out across national boundaries, diverse cultures, and different languages, as well as prior mindsets and past practices. ISPI is to be commended not only for creating a "State-of-Art" Conference, but also for making the presentations available free world- wide at its web site at: ispi.com (under Conferences).

As organizational boundaries become more porous, previous perceptions are increasingly being questioned and expanded. This Conference examined the unique expertise and practices of IFTDO and ISPI and how Human Performance Technology (HPT) can extend beyond barriers to enable individuals and organizations to achieve new, previously unimagined results. Within a conference environment of inclusion, intimacy, and innovation, participants explored the four core unifying performance principles: **Focusing on results, Taking a systems view, Adding value, and Promoting partnerships**.

Dr. Roger M. Addison, CPT, Senior Director Performance Technology, ISPI, and Past President, IFTDO, provided a basic understanding of Human Performance Technology (HPT). He compared the process of understanding **similar to decoding the Rosetta Stone used to understand the three ancient languages of Egyptian (Coptic), Greek, and Hieroglyphic**. Dr. Addison advised that we need a system of accepted laws and regulations that govern procedures and behavior in particular circumstances or within a particular profession. He explained the key concepts.

- **What is Performance Technology?** An integrated systems approach to improve human performance
- **What is Performance?** Those valued results produced by people within a system.

  Activity + Results = Performance
- **What is technology?** Technology is "the systematic application of science or organized knowledge to practical tasks." -J. K. Galbraith

Dr. Addison described the **Four HPT Code Breakers** as:

Code 1: Performance Landscape

Code 2: Anatomy of Performance

Code 3: Alignment of Performance

Code 4: Performance Architecture

Code 1: The Performance Landscape emphasizes a need to: **Align the Performer: Worker, Individual and Teams; Operations: Work, Activity Flow, Process; and the Organization: Workplace and Society.**

Code 2: Anatomy of Performance is a framework that identifies the major variables impacting organization results. An organization/ business must "Adapt or Die." It adapts to the economy, governmental constraints/benefits, and societal expectations, and produces value for its key stakeholders. Thus, it becomes an adaptive processing system within a complex environment that transforms customer needs into valued products or services via a value chain of core processes. Based on the work of Dr. Geary Rummler, CPT, the key to this transformation is the Anatomy of Performance Framework and the need to examine the **"The Human Performance System (HPS) which identifies Expectations, Tools and Resources, Consequences, Incentives, Feedback, Skill and Knowledge, and Job Match.**

Because it impacts every aspect and every level, Human Performance Technology (HPT) applied to organizational performance has the potential to create a revolution in business that may even exceed that of information technology. This approach has six phases:

1. Determine the need and opportunity (Strengths, Weaknesses, Opportunities, and Threats) of an organization.

2. Define the requirements.

3. Determine the drivers and solutions.

4. Design the solutions.

5. Implement the solutions.

6. Evaluate the results and revise as required.

Code 3: Alignment of Performance

Dr. Don Tosti, CPT, Managing Partner of Vanguard Consulting, emphasized that for a modern, knowledge-based, service-focused organization/business to survive and be successful in a global environment, all initiatives and learning need to be a strategic part of the whole organization driven by systems thinking to benefit the whole, not just the parts. This allows us to categorize the effect of every single factor that impacts the results: from culture to strategy, from process to equipment, from employee morale to customer loyalty, from executive leadership to shop floor collaboration.

Dr. Addison urged that in order to be effective, gathering data (Survey, Card Sort, Interviews, and Focus Groups) should:

- **Always be honest; never pass on inaccurate information.**
- **Always meet commitments.**
- **Be based on advice derived from facts, not just personal agenda.**
- **Be listed according to value.**

Code 4: Performance Architecture

Dr. Addison described **Performance Architecture** (PA) broadly defined, as a diagnostic-prescription approach analyzing and designing performance systems. Deming suggested that only 15 percent of performance problems are worker problems and that 85 percent are management problems and wasted and missed opportunities. PA improves performance by integrating three factors**:** Culture, Competence and Confidence. Competence addresses**:** Skills, Knowledge, and Abilities and includes accomplishments, behavior, and attitudes. Because it impacts every aspect and every level, HPT applied to organizational performance has the potential to create a revolution in business that may even exceed that of information technology.

Culture Management

"Tomorrow's business challenges are more cultural than technical. Culture must be managed just like any other business phenomenon." Peter Drucker

According to Dr. Addison, the DNA of organizations is their culture code. Culture represents - the way we do things – the way people solve problems and interact with time and each other. It is seen in an organization's branding, vision, mission, values and beliefs, and communications and management practices.

Dr. Addison mentioned the research of Kotter and Heskett emphasizing "corporate culture can have a significant impact on a firm's long-term economic performance." Their studies show that "**Organizations with Performance Enhancing Cultures**" increased revenues by an average of 682% vs. 166% for other organizations. The work force expanded by 282% vs. 36% for others; and the stock price grew by 901% vs. 74% for others. Thus, Dr. Addison concluded that just as the finance department conducts financial due diligence, a "Cultural Due Diligence" is needed.

USE THE TALENTS OF EVERY GENERATION

The keynote speaker, Lynne Lancaster, Author, Consultant and Co-founder of BridgeWorks, presented, **"Bringing Out the Best in Every Generation: Performance Beyond Clash Points."** For the first time in history, distinct generations are shoulder to shoulder in the workplace, each with a unique set of attitudes, values, and work styles. Unless these patterns are better understood and accommodated, conflicts among generations can lead to dissension. Grasping a clear understanding of the generational patterns can lead to better managing and retaining the new generations needed in the workplace.

J. Robert (Bob) Carleton, Sr. Vice President HR and Organizational Performance, T-Systems North America, and Tayo Rotimi, CPT, Chief Executive Officer, MacTay Consulting, Nigeria identified the value of Human Performance Technology (HPT) in the global marketplace and advised not to try to "sell" HPT as a set system. Rather, improvement projects should be based on organizational and specific stakeholder values and needs for improvement.

Dr. Michiel Bloem, WEB Performance, The Netherlands, and Dr. Arnoud Vermei, WEB Performance Consultancy, the Netherlands, applied HPT to enable athletes to earn Olympic medals.

According to Dr. Ruche Hao, CPT, Senior Vice President, Bank of America**,** in a **"**Flattened**"** World, **Six Sigma** remains a culturally sensitive change process. Identifying the culturally important factors that have the greatest impact on output and making decisions based on objectivity rather than relying on culturally biased perceptions must be considered. Communication is important in achieving understanding in an environment of different styles, thought processes, and cultural diversity.

DEVELOPING AND SUSTAINING ORGANIZATIONAL CHANGE CAPABILITIES

In analyzing the human performance improvement field over the last decade, Dr. Carl Binder, Senior Partner, Binder Riha Associates, has found that the pace of organizational change along with a general accumulation of business practices driven by the Internet and allied technologies, has made systematic interventions more difficult to complete, or even to begin. Thus, executives and managers are often resistant and impatient with linear, step-by-step procedures and processes for organizational change, no matter what the promised outcomes. In fact, some managers describe the situation as "analysis paralysis" or in other negative terms. Dr. Binder offered the Six-Boxes Model as an alternative improvement concept because it is conceptually simple, easy to understand and remember, and rapidly applicable to less sophisticated managers and personnel. For more information, view: www.SixBoxes.com

Dennis Dawson and Tim Rice, Partners noted that all business benefits sustained from a change will be derived through people, not through a network of business processes and technologies. Stakeholders groups must be helped to develop a change implementation plan meeting their own needs and perspectives.

THE SUCCESS CASE EVALUATION METHOD[SM]

Dr. Robert Brinkerhoff, Western Michigan University, noted that a major challenge for organizations today is how to leverage learning—consistently, quickly, and effectively—into improved performance. The Success Case Method (SCM) is an innovative research-based methodology that provides credible strategic information for helping build organizational learning-to-performance capability.

PROCESS THINKING

The conference closing session featured Klaus Wittkuhn, CPT, CEO, and Performance Design International, providing an illustrated journey through famous works of art, science, and technology to discuss the theme of "Process Thinking." Although it seems to be simple and obvious nowadays, it developed slowly over centuries. Seven hundred years ago the world was a very different place. People valued stability over progress; the pace of life was slower and speed had little value. As centuries passed vast changes took place. Progress came to be valued and people were increasingly interested in completing tasks quickly and efficiently. Technological developments took place parallel to scientific evolution until eventually the two disciplines joined forces to produce many of the most astonishing achievements of our time. Since process is a central concept in performance improvement, we have much to gain from exploring its foundation and development.

2007 STATE OF THE WORLD - A VIEW FROM THE UNITED NATIONS
A Global Agenda: Urgent Questions and Necessary Choices

According to the *Annual State of the Future's* tracking of global progress, in many areas the world is getting better. Life expectancy is increasing, infant mortality is decreasing, literacy, gross domestic products per capita and the number of global Internet users are increasing, and—despite Darfur and Iraq—there are fewer global conflicts. But, the picture is not entirely rosy,

The report reflects the thinking of a cross section of leading global leaders identifying the top 15 global challenges, including wars, poverty, poor health, conflicts, low status of women, .rapidly changing technologies, crime and terrorism, illiteracy, environmental degradation, pace of change, and lack of sustainable development. They are transnational in nature and trans-institutional in solution. "All require collaborative action by governments, international organizations, corporations, universities, NGOs and creative individuals."

These challenges are making *tough demands* on societies and governments. These demands, at least in part, can be met through skilled and high performing public and private workforces. Critical for a better society is ensuring that the circumstances are right for people to innovate, to solve problems by working closely with others, and to effectively handle the challenges of diversity in the workplace and society. The work that HR professionals do builds these capabilities. Complementing the innovative work being done by others, their efforts instill flexibility, creativity and participation into the workplace of the future. ***HR professionals are a valuable resource for all of us who are interested in people, partnership and performance***.

Specifically, the report suggests learning policy and technical solutions, such as:

- **National programs for improving collective intelligence**
- **Just-in-time knowledge and learning**
- **Integrated life-long learning systems & individualized education**
- **Use of public communication to reinforce pursuit of knowledge**
- **Knowledge creation and management systems**
- **Strategy for improvement of learning and brain enhancement and means for keeping adult brains healthier for longer periods**
- **E-teaching**
- **Artificial intelligence**
- **Continuous evaluation**

The author of the report is the United Nation's Millennium Project which conducts research under the auspices of the non-profit World Federation of United Nations Associations. Public and private policy makers can use the information to improve strategic decision making and global understanding; corporations and business executives can use it for planning, and professors and consultants find it useful for teaching and research. The report is available by visiting the web site: www.millennium-project.org/millennium/new.html. A summary can be downloaded.

Framework for Life Long Learning. The European Parliament established the ***European Qualifications Framework for Lifelong Learning (EQF***) for becoming an advanced, knowledge-based economy achieving more and better jobs and growth. It is a grid for identifying common qualifications. Its purposes are:

- **Supports a better match between education and training and the needs of the labor market for knowledge, skills and competences;**
- **Facilitates the validation of non-formal and informal learning; and**
- **Facilitates the transfer and use of qualifications across different countries and education and training systems.**

The EQF covers general and adult education, vocational education and training, as well as higher education- from basic to most advanced qualifications. These assessments describe what a learner knows, understands and is able to do, regardless of the system in which the learner's qualification is acquired. The EQF shifts the focus away from learning inputs (such as the length of a learning experience, or the type of institution), to learning outcomes. See http://ec.europa.eu/education/policies/educ/eqf/index_en.html

CIPD Research and Tools. The Certified Institute of Personnel and Development (CIPD) regularly conducts studies and creates tools for HRD professionals. In a 2007 study, findings show that although responsibilities for training activities are being increasingly shared by both HR organizations and managers, organization members prefer line managers to have greater responsibility for people management. However as reported, the managers' skills, priorities and time management are inadequate to do so effectively. Also mentioned, the skills of HR personnel are inadequate in influencing, strategic thinking, leadership, business knowledge, and to a lesser extent, being able to deliver on target. CIPD has found that while over three-fifths of organizations undertake coaching activities, just one in ten organizations are mentioned to have coaching efforts that has been completely integrated with wider HR and learning and development strategy.

According to a new CIPD report, organizations today need vital knowledge and competencies to operate effectively, including that of the many external partners, such as suppliers and consultants now increasingly relied on, Thus, organization performance depends on the ability of organizations to build and maintain complex trusting network relationships to share knowledge and to ensure that the organization's values and purpose is not diluted. But it is equally important that critical knowledge, key to the organization's mission, be protected.

CIPD has launched a new tool to encourage flexible and responsive teamwork to enhance organizational competitiveness. The Institute's new *Team Development Tool Kit* allows teams to address real issues while learning how to develop their own general capability to work together. Skills to be developed include*: building team identity, establishing a climate of trust, and dealing with conflict*. See ***CIPD's Exercises for Team Development Toolkit.***

Research and tools mentioned above are available from http://www.cipd.co.uk

New ASTD HRD Research. The American Society for Training & Development (ASTD) has undertaken several important research and policy initiatives. Among the studies of interest are:

- ***Bridging the Skills Gap: How the Skills Shortage Threatens Growth and Competitiveness.*** This study focuses on how organizations assess and manage skills gaps. It includes an action plan to provide business leaders and learning professionals a strategy. It also offers recommendations for simplifying government training programs, promoting partnerships, and coordinating tax incentives. (Go to www.astd.org and look under the top button titled "Contents")
- ***2007 State of the Industry Report*** (For a free executive summary, go to: www.astd.org and look under the section entitled "Contents"). The full report can be purchased at: www.store.astd.org.
- ***Are They Really Ready to Work?*** Details a survey jointly conducted by the Conference Board, the Partnership for 21st

Century Skills, Corporate Voice for Working Families, and the Society for Human Resource Management. This report recommends that businesses work directly with the academic community to determine the types of training necessary to provide employee skills required to succeed in the workplace. (http://www.conference-board.org/knowledge/workforceReadiness.cfm).

Arab Administrative Development Organization (ARADO) was established as a specialized organization affiliated with the League of Arab States. Its mandate is to assume the responsibility of promoting administrative development in public and private sectors. It preserves learning from the Legacy of Islamic Management and makes extensive use of international thought and expertise. ARADO is increasingly using state-of-the art digital technology and on-line learning to enhance its capabilities and has established the first Digital Library in the Arab world, including providing on-line courses. (www.arado.org.eg)

The Arabian Society for Human Resource Management, Saudi Arabia, recently held a *Middle East Talent Management Conference*. Its purpose was to:

- **Craft strategies and tactics for attracting and retaining talented staff.**
- **Use metrics to evaluate and improve a talent management program.**
- **Learn how to increase productivity by managing talent more proactively.** (www.ashrm.com)

The Irish Branch of Certified Institute for Personnel and Development presented its *First Achievement Award to* the former Minister of Labor Bertie Ahern. He praised the HR community for its contribution to create skilled and high performing public and private workforces critical for a better society and for meeting the challenges of globalization and complex technologies. ***HR professionals are a valuable resource for all of us who are interested in people, partnership and performance***.

Learn at Work Week in Canada. The Deputy Minister, Philip Steenkamp, Ministry of Training, Colleges and Universities, Canada, launched the Canadian Society (CSTD) for Training & Development's **Learn @ Work Week Initiative.** The week's goals were to:

- **Raise awareness of the impact of workplace learning.**
- **Disseminate the best practices of workplace learning.**
- **Enunciate the success of the 'learning organization.'**

Deputy Minister Steenkamp commended CSTD's members for promoting the importance of workplace learning and human resource development. He also praised them for their continuous efforts to help people reach their potential and to help companies succeed in their businesses, thus contributing to ensuring good and secure jobs and a high standard of living for people. (www.cstd.ca)

Training Projects in India. The Indian Society for Training and Development has been selected as the 'Nodal Agency' for testing and certification' of skilled workers in the unorganized/rural sector. A maiden exercise was conducted for trained workers during April 2007. The society has also been selected for an International Labor Organization project study on *Challenges and Approaches to Connect Skills to Productivity & Employment Growth – A case of India*. (www.istdtrg.org)

Celebrating 25th Anniversary in Cyprus. The Cyprus Human Resource Management Association (CyHRMA) was founded to conduct research and training and advance the human resource management and development sector (www.cyhrma.org).

Confidence in an Enterprise Begins With Employees (South Africa). While the majority of successful enterprises recognize the value of a good reputation, not many recognize that internal reputation is just as vital, claims Janine Hills, CEO of South Africa's Vuma Corporate Reputation Management. Hills explains that there are certain times in the development of an enterprise when internal reputation management becomes even more crucial and must be a goal in the internal communication plan. She says one example is crisis communication, which mandates that a comprehensive measure be developed before any crisis impacts the enterprise. Another example has to do with change management. ***Few organizations find themselves in an environment that is not in a constant state of flux, so managing internal reputation is therefore vita*l**, Hills states. Change is not just about how people act, but is also about how they think. Good change management depends on employees comprehending why the change is occurring and how it impacts them.

TRENDS IN FUTURE LEADERSHIP

In 2007, the Center for Creative Leadership conducted a survey of 247 executives around the world to determine leadership trends. The study noted that senior executives face increasingly complex challenges that involve organization changes, market dynamics, talent shortages and globalization. Therefore, a better understanding of what leadership approaches are needed is essential.

The survey respondents felt that both the breadth and intensity of change will continue to increase in alarming levels. They predicted that future success depends on the ability to collaborate and focus on the team. But less that half of the executives surveyed believed leaders in their organization are skilled in collaboration. Because of globalization, bridging cultures, geography and functional boundaries are becoming more essential. Among the most noted trends, the respondents mentioned the shift from autocratic to more participative leadership.

Respondents shared concerns that many current leaders will be retiring in the near future and create organization problems such as: lack of continuity of vision, knowledge, external and internal relationships, skills, and awareness of company history. However, they noted that another trend is towards the effective use of technology as a communication and management tool resulting from the increased need for global virtual communication and the management of increasingly mobile workers.

Respondents also pointed out the need for innovation but about only half felt that their organizations were "top class." Where innovation existed, it was achieved through such things as eliciting ideas both informally and through an *idea listserve*, *establishing task forces, cross functional innovation teams, off-site innovation programs and product development exercises*.

The executives also say that although they would like *to be themselves*, they have to maintain *an executive image* conforming to what others perceive a senior leader should act like. The pressure for them to show *self-confidence* even during times of crisis and insecurity is a severe challenge. However, the senior leaders indicated that one must have the courage *to tell the truth* and admit to not knowing what to do, even in crisis/difficult situations.

Studies show that effective leadership and health are strongly linked. As we attempt to lead and live in an increasingly complex world, improved levels of stress, health, diet and fitness are essential to ensure a sustainable and productive career.

Regarding talent acquisition (and talent development), it was reported that organizations must create pools of candidates with high leadership potential and allow them to reach their personal goals and to grow. Further, unlike now organizations need to develop and carry-out a well-defined succession plan that is flexible in recruiting, developing and retraining talent. The most typical methods mentioned were: talent development, reward/recognition programs, and research/external best practices. For more information on this and other leadership thinking, see: www.ccl.org

In a Harvard Business Review (08/07), Dave Ulrich and Norm Smallwood state that the secret to leadership success is rooted in successful leadership branding. Through this process, an organization is able to create leaders that embody its core values. Many organizations make the mistake of looking for talented individuals based on a generic set of leadership goals, instead of cultivating leaders best suited to their organization. By doing so, strong leaders, may be created, but these leaders will not be as helpful in getting an organization's message out to current or potential customers and stakeholders. In order to avoid this pitfall, organizations should follow five steps. Organizations should begin by fostering leadership basics, like working with current employees and having a good eye for future prospects. They should develop a description of their ideal leader as s/he connects with the organization's brand, including an ability to position the organization for future growth/strength, to be used to groom potential managerial candidates. It is also essential to let feedback from clients, investors and other key stakeholders continually guide leadership requirements and training programs. Finally, organizations should keep a careful watch on the success of the leadership brand and make adjustments accordingly.

For your personal reflection, consider which trends you think are occurring, which are most important to you and your organization's success, and what strategies you can use to achieve effective organization outcomes.

IFTDO
International Federation of Training and Development Organisations

EXECUTIVE BOARD 2008

OFFICERS
PRESIDENT
Mohamed Bin Fahad (UAE)

PRESIDENT ELECT
Mohamed Ally (Canada)

PAST PRESIDENT
Roger Addison (USA)

CHAIR
Ebrahim Al'Dossary (Bahrain)

CHAIR-ELECT
Ray Bonar (Ireland)

HONORARY TREASURER
Bob Morton (UK)

MEMBERS-AT-LARGE
Ahmed Al Banna (Bahrain)
Marie Dayton (Australia)
Roland Dubois (Mauritius)
Abdel Bari Durra(Jordan)
Bill Fenton (UK)
Sid Henkin (USA)
Alias Masod (Malaysia)
Yoshika Okubo (Japan)
Carol Panza(USA)
Elizabeth Rotimi (Nigeria)
Helmi Sallam (Egypt)

REPRESENTATIVE TO UN
David Waugh (USA)

EXECUTIVE DIRECTOR
Anthony J .Tvwigger (UK)

SECRETARY GENERAL
Uddesh Kohli (India)
S-50, Greater Kailash-1
New Delhi 110048, India
Tel: +91 11 41619842 (office)
Fax: +91 11 2645 1604
sgiftdo@gmail.com
ukkohli@yahoo.co.in
Website: www.iftdo.org

Editor
Annette Hartenstein (USA)

IFTDO does not necessarily agree with the comments expressed in this News and do not accept responsibility for any views stated therein.

Welcome New Members

Full Members

1. Observatory of Management Foundation, Poland
2. Global Trust for Management & Commercial Training & Consulting, Bahrain
3. Dubai Knowledge Village, U A E
4. Bahrain Chamber of Commerce & Industry, Bahrain

Associate Members

1. Global Straskills Consulting, Nigeria
2. PMEC, Egypt
3. INTEC, Egypt
4. Centre for Socio-Economic Development, Switzerland
5. Agility Global Partners, USA
6. Training, Development & Management Consultancy, Saudi Arabia
7. People Developer System, Malaysia
8. Mauritius Qualification Authority, Mauritius (for IFTDO News only)
9. Institute of Global Business Solutions (IGBS), Egypt
10. Professional Knowlegde Centre (M) Sdn Bhd, Malaysia
11. Advanced Training & Development Ltd., Latavia
12. Nutshell Forum, Pakistan
13. Tylos Human Development, Bahrain
14. Leading Edge Academy, Nigeria

IFTDO MEMBERSHIP APPLICATION

Category of Membership applying for:

☐ **FULL MEMBER** (USD$1000)
Subscription is less for small professional societies. See below

☐ **ASSOCIATE MEMBER** (USD$350)

_____
Official Organisation Title

_____
Address

_____
Telephone Fax Website

_____
Name & Title of Contact Person E-mail

Payment Choice:

☐ Invoice requested

☐ Director transfer to IFTDO Account (Ask for Account No.)
International Bank Draft or cheque drawn on U.S. Bank (ask for Address to which cheque to be mailed)

* Small Professional Society applying as Full Member, please answer these additional questions:
Number of individual members_____ Number of organisational members _____

Dr. Uddesh Kohli, Secretary General, IFTDO
S-50, Greater Kailash-1
New Delhi 110048, India

Scan and email to: sgiftdo@gmail.com,
or ukkohli@yahoo.co.in
Fax: +91 11 2645 1604 Phone +91 11 41619842