

# IFTDO News

Number 3 of 2012



**IFTDO**  
International Federation of  
Training and Development  
Organisations

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**43<sup>rd</sup> IFTDO World  
Conference 2014-Dubai**  
Hosted by: Dubai Police  
Academy

**44<sup>th</sup> IFTDO World  
Conference-Kuala Lumpur**  
Hosted by: Malaysian  
Association for Learning  
& Development



## 42<sup>nd</sup> IFTDO World Conference & Exhibition



IFTDO  
International Federation of  
Training and Development Organisations

**Theme: Capability Building for Cutting Edge  
Organizations in New Business Order**

**22-25 April 2013, New Delhi, India**

**Venue: The Ashok, Chanakypuri, New Delhi**



Taj Mahal, Agra



India Gate, Delhi

**CALL for PAPERS**  
The last date for submission of the extracts is August 31, 2012

## **Main Theme: CAPABILITY BUILDING FOR CUTTING EDGE ORGANIZATIONS IN THE EMERGING BUSINESS ORDER**

### **Sub-Themes**

- |   |   |
|---|---|
| a) Emerging Corporate Landscape: Issues and Challenges            | f) Inclusive Growth through Corporate Social responsibility |
| b) Architecting Winning Organizations through Competitive Pillars | g) CEOs Panel – Creating Cutting Edge Organizations         |
| c) Managing Performance Excellence                                | h) Managing Gen Y: Issues and Challenges                    |
| d) Promoting Entrepreneur Innovation                              | i) Managing Diversity: Cross Cultural and Gender Issues     |
| e) Promoting Learning and Empowering Work Culture                 |   |
| f) Shaping Transformational Leadership                            |   |

Email Proposals to [istdtrg@airtelmail.in](mailto:istdtrg@airtelmail.in), [istd@nic.in](mailto:istd@nic.in)  
Please see for details [www.iftdo2013](http://www.iftdo2013)

## PRESIDENT'S MESSAGE



I extend my welcome to you all to the 42<sup>nd</sup> IFTDO World Conference and Exhibition, on the Theme **Capability Building for Cutting Edge Organisations in the Emerging Business Order**, being hosted in New Delhi, India during April 22-25, 2013, under the auspices of the Indian Society for Training and Development.

The Conference, I am confident, will provide a platform for cross-cultural, multi-disciplinary and interpersonal experience to the participants. It brings together experts from all over the world to discuss latest trends and developments in HRD. Under the patronage of the IFTDO members who are also attending this Conference, the meeting of great minds will, I am sure, bring out meaningful and constructive ideas. With over 100 Sessions and world known speakers, the Conference will really be a great learning experience.

As we all know, IFTDO as an international organization with special links to several UN institutions, endeavors to promote learning and understanding. Today, at a time, when dissemination of information and greater understanding is of paramount importance, this Conference will play a vital role in bringing people from different walks of life together to share knowledge and develop networks.

I wish to whole heartedly thank all IFTDO members for their generous support to the conference in general and to me as IFTDO President, in particular. I extend my gratitude to all the partners who are working hard to make this Conference a grand success.

I once again invite one and all to participate in 42<sup>nd</sup> IFTDO World Conference and Exhibition in New Delhi.

B. Prasada Rao  
President, IFTDO and  
Chairman & Managing Director, Bharat Heavy Electricals Ltd  
New Delhi (India)

## GREETINGS FROM IFTDO's CHAIR



Dear Members:

As Chair of the Executive Board, I welcome you to this edition of the IFTDO News. I'm sure those who attended the 2012 IFTDO World Conference in Kuwait will join me in congratulating the Arabian Gulf Career Development Forum, CADEF, on

running a very successful, diverse and stimulating program with the theme of **Sustaining the Workforce in a Competitive Environment**. The speakers were generally of a very high calibre and encompassed both regional and global perspectives. I spoke to many delegates at the conference who were enthusiastic about the wide range of workshops and keynote sessions.

Elsewhere in this issue we list the winners of the Annual IFTDO 2012 Global HRD awards. The overall winner was Abbott Laboratories who had previously won an award.

I'd like to take this opportunity to remind you of the 42<sup>nd</sup> IFTDO World Congress & Exhibition 2013 to be held April 22 - 25, 2013 in New Delhi. It will be hosted by the Indian Society for Training & Development. Its theme is: **Capability Building for Cutting Edge Organizations in the Emerging Business Order**. The latest conference update is available on the website: [www.istdtrg.org](http://www.istdtrg.org).

I'm also delighted to announce that at our Board meeting in Kuwait the Dubai Police Academy was successful in bidding for the 2014 conference and more details will be announced in due course.

Finally once again, I wish to record my appreciation and thanks to our Secretary General for his continued expertise and guidance in the day to day running of IFTDO and to the board for their continued efforts in making IFTDO a success.

Bob Morton  
Chair, Executive Board

## FROM THE DESK OF SECRETARY GENERAL



The 41st IFTDO World Conference hosted at Kuwait on April 15-18, 2012 by Arabian Gulf Career Development Forum (CADEF) was a great success. Our congratulations to them for their great effort. The report on the Conference appears on page 3.

Preparations are now on for the next 42<sup>nd</sup> IFTDO World Conference at New Delhi, India, on April 22-25, 2013, to be hosted by the Indian Society for Training and Development. Proposals have been invited by ISTD. Last date for submission is August 31, 2012. Details are available on Conference web site [www.iftdo2013.com](http://www.iftdo2013.com). As in the earlier conferences, IFTDO Members and their nominees can register at reduced registration fees.

The 43<sup>rd</sup> IFTDO World Conference will be held in Dubai in 2014, to be hosted by the Dubai Police Academy. The 44<sup>th</sup> IFTDO World Conference will be hosted at Kuala Lumpur in 2015 by the Malaysian Association of Learning & Development. Proposals are invited from Full Members for hosting the IFTDO World Conferences in 2016, 2017 & 2018.

IFTDO Global HRD Awards 2012 were handed over to the Awardees at the 41st Conference at Kuwait in April 2012. The names of the winners are at page 12. The entries for the next Awards for 2013 will be invited later this year.

I repeat my request to IFTDO members to send brief write-ups on their major events/ activities for publishing in the Newsletter/uploading on the web site. Also, each member now has one page free of cost on our web site [www.iftdo.net](http://www.iftdo.net) to promote its activities.

To continue our significant professional association, we look forward to IFTDO members to support our mutual goals and help create a Federation that can be influential in shaping better corporate governance and creating societal achievements.

Dr. Uddesh Kohli  
Secretary General

# 41<sup>st</sup> ANNUAL CONFERENCE INTERNATIONAL FEDERATION of TRAINING & DEVELOPMENT ORGANISATIONS

State of Kuwait  
April 15-18, 2012

## Summary

The State of Kuwait sponsored an IFTDO conference for the first time. The Arabian Gulf Career Development Forum (CADEF) was the official host and provided a memorable event. The theme was *"Sustaining the Workforce in a Competitive Environment."* Its purposes were to strengthen human resources, decrease unemployment, and further national growth and stability through identifying and implementing "best" Human Resource Management practices. The objectives would be facilitated through encouraging diversified networks of individuals, corporations, research centers, institutions, experts, and public and private sector institutions working together. Since it was founded, IFTDO has emphasized achieving these goals.

### SPONSORS

The Ministry of Planning/Kuwait- was the Official sponsor. Other sponsors included: Kuwait Petroleum Corporation (KPC), Saudi Arabian Oil Company (Aramco), The Arab Organization for Administrative Development (Arab League), Arabic Society for Human Resources Management (ASHRM), Bahrain Society for Training and Development (BSTD) and the National Council for Culture, Arts & Letters/Kuwait. Support also came from Kuwait Finance House, Kuwait Civil Service Commission and the Arabic Institute for Planning.

### INTERNATIONAL EXHIBITION FOR PROFESSIONAL EXCHANGES

An International Exhibition was held featuring consulting firms, academia, skill development workshops, and "Meet the Author" sessions.

### CULTURAL AND TOURISTIC PROGRAMS

One of the principal elements of IFTDO's Conferences is having memorable and enjoyable opportunities by directly experiencing the richness of local culture and organizational excellence. Accordingly, the Kuwait National Council for Culture, Arts, and Letters sponsored local visits and cultural experiences, such as the Folkloric Arabian Peninsula Dancing Show and the Arabian Nights Gala Dinner. Visits were made to landmarks such as Kuwait Towers, Museum of Modern Arts and the Scientific Center.

### PRESENTERS

The Kuwait leaders: His Highness Sheikh Jaber AlMubarak Alhamad AlSabah, The Prime Minister; Dr. Nayef Al-Hajrak,

Minister of Education & Higher Education; Prof. Jamal Alduaij- President, IFTDO and Dr. Fahad AlFadala, General Secretary, CADEF welcomed the delegates to participate in a very important learning event. They emphasized how the government and people of Kuwait value education and training and aim to adopt and create best practices to achieve national goals and serve as a world HR leader.

**Dr. Ram Charan** is an international business advisor and noted among senior executives for his uncanny ability to solve the toughest business problems. He believes that if businesses managed their money as carelessly as they manage their people,



IFTDO Board Chair-Bob Morton



IFTDO Global HRD Award Winner Rhona Howley



IFTDO President - Jamal Al Duaij

most would be bankrupt. He emphasizes that the condition of talent is the leading indicator of whether a business is a success or a failure. No nation has progressed without leaders; culture helps but leadership makes the difference. Leaders exist at all organizational levels and create value for shareholders and society. Effective “people systems” are needed to produce dedication. Development of people is everyone’s job.

## PRINCIPLES OF THE TALENT MASTERS

Dr. Charan has crystallized a set of *Talent Master* Principles that he has identified from working with high-performance leaders and companies. These principles provide his framework to diagnose a company’s talent development capability status.

Leaders need to identify trends three to four years into the future. They must assess consumer/client/constituent thinking and needs, build a strategic plan, and create systems for people management, including development of people over time. Focusing on 20 or so persons with top potential is a good idea. Developing communication (listening, sharing ideas) and business acumen (knowing how a business operates) and engaging in feedback and constructive coaching are invaluable.

The specific principles are:

1. An enlightened top leadership team must plan for their company’s future in terms of financial and strategic ambitions. Enlightened CEOs recognize that their top priority is building and deploying the talent to achieve their goals. They are deeply committed to fostering a culture of talent mastery, and are personally involved in executing it. As role models, they work to get everyone on board. Such leaders invest at least a quarter of their time in spotting and developing other leaders.
2. Working values (stated or unstated) have a real impact on how well results are delivered because they govern how people behave. For example, one value among talent masters is the obligation of leaders to develop other leaders. Masters repeat and repeat and repeat their values, and reinforce them by linking recognition and rewards with them.
3. Expecting people to think and act the same breeds mediocrity. The latter happens all too often in companies that automatically

equate high performance with achieving or exceeding agreed-upon financial goals. Without exception, talent masters encourage diverse contributions.

4. A culture of trust and candor. A company can develop its people only if it has accurate information about their strengths and development needs. Creating a culture of candor is the hardest part of becoming a talent master. Talent masters work strenuously to ensure trust by insisting on candor in all of the company’s dialogues, whether one-on-one, in group settings, or in appraisals.

5. Rigorous talent assessment. They review people as thoroughly and regularly as they review operations, business performance, strategy, and budgets. They set explicit time-based people development goals and discuss the why and how of these goals. Crucially, they integrate the information learned from people reviews with other organization functions. As in financial systems, people systems evolve over time as new needs arise.

6. A business partnership with human resources. Talent masters use human resource leaders as active and effective business partners.

7. Continuous learning and improvement. Talent masters recognize that a fast- changing business environment requires constant change and updating of skills. Developing people is a varied and complex process and takes time.

**Bob Morton**, Senior International HR professional and Advisor to Chartered Institute of Personnel Management, UK and Chair of the International Federation of Training & Development Organisations, emphasized the need to develop the HR profession into a strategic business and organization development and excellence partner. However, he found that in the past HR has been a restrictive force based on the old principles of Taylorism focusing on managing organization (factories) in very rigid ways and promoting rules that never change- a one-fit-operation. Now with the present service-mindedness, complexity, technological developments and societal challenges, HR practice must evolve to contributing to excellence and integration. Morton’s research shows that organizations get the HR they deserve: effective or ineffective. We must evolve from service driven to process drive into insight driven. One of the key principles should be that purpose



IFTDO Members at AGM



Gala Dinner



drives focus. The CIPD is engaged in research examining the changing nature of HR and identifying best emerging practices.

**Dr. Ian O. Williamson**, Professor at the Melbourne Business School (Australia) and other business schools in U.S. and Switzerland focused on identifying HR's Role in Driving Innovation. Globalization means more than just participating in global markets. A truly global company embraces a culture that emphasizes the use of international law and structures, leadership and ownership and global values. Even in bad economic times, countries must continue to pursue openness and global trade. As many domestic markets become mature and globalization increases, many organizations face the challenge of moving from manufacturing to service-businesses. In response, many organizations often focus on the creation of new products. However, innovation in itself may not guarantee success. Also required are innovations in how they manage their employees. Many firms find it difficult to rely only on internal resources so they are outsourcing critical elements of the innovation process. Subsequently, they have also to oversee these resources.

HR decision making sets the stage for achieving innovation. Williamson's research shows how the development of effective talent management and "talent pipelines" can enhance organizational and community outcomes. Dr. Williamson emphasizes the need for top management to develop a shared vision and respect among all and to encourage the identification of appropriate information required and the skills needed to acquire this information. Building internal and external relationships and training, coaching and assessment are essential. It is also necessary to provide the opportunity to obtain information and then recognize people for doing so. Situational team leadership and skepticism should exist. Ergonomics, or the science of designing the workplace for meeting human needs, is desirable.

Today, companies must be totally integrated into the value chains of their customers. They need to understand customers' business processes and provide high-quality work. Since costs are increasing, industry faces a few key challenges. Companies can no longer compete solely on the basis of low costs. They must compete based on developing and using competent local talent and innovation to develop new products and business models.

They must be able to manage in multi-cultural environments and absorb diverse populations into the workforce. A focus on improving communities is also important, including decreasing poverty. Consumer demand must be stimulated. They must have tolerance for failure.

Further, Dr. Williamson has examined what contributes to the presence of high levels of entrepreneurial energy, such as in China and India, which serve as key drivers of growth in both economies and provide employment for millions. In China, entrepreneurs face a highly competitive environment, but funding is widely available and the physical infrastructure supports new ventures. In India, new businesses must focus on talent and innovation, rather than low costs, as differentiators. Funding is available from sources such as banks and private equity. Difficulties in starting businesses, including licensing and intellectual property violations, are being overcome.

**Dr. Al Barrak** has a background in Information Systems & Technology Management. As a CEO, Dr. Barrak led Zain, Kuwait's provincial telecom, to become a global leader in seven and half years. In his role, reshaping organizations and making good deals were among his strategies. A year before becoming CEO, the Kuwaiti government had reduced its stake in the company from 49 percent to 25 percent, leaving behind a firm scarred by "red tape" and bureaucracy and had become an unprofessional, politicized monopoly. It had a big marketing department that knew nothing about marketing and little about PR. Many internal appointments were based on favoritism. Worse, the management had never heard of a business plan.

Despite some initial hesitation, Dr. Al Barrak persuaded global consultants McKinsey to provide the firm with a diagnostics report. This report made for shocking reading, prophesying that the company would lose 60 percent of its value in three to four years if it continued as it was. It convinced shareholders about the need for vast change. With shareholder approval, Dr. Barrak embarked on a series of acquisitions and deals including expansion into Africa.

Dr. Barrak notes that change management is the very essence of the business leader's job. Sensing needs, identifying the direction



IFTDO Board members at dinner



Participants at IFTDO Booth



**Jamal Al Duaij passing on Presidentship to Prasada Rao**

and magnitude of change required, convincing and inspiring the organization's members, and eliminating obstacles, are what effective leaders do. Most find it very difficult and need the assistance of HR.

Dr. Dato' R. Palan is presently the Chairman and Chief Executive Officer of SMR Technologies Berhad, a company listed on the Malaysian Stock Exchange. He has experience in several areas such as personnel management, human resources, marketing, teaching and leadership in both public and private sectors. He notes that we are living in an era of uncertainty, change, risk and great organizational challenges. Dr. Palan believes that "Each of us has much potential within us." He focuses on how developing and linking behavioral and professional competence leads to excellence in our current environment. Increasing capacity, motivation and opportunity within our organizations is badly needed.

Dr. Elie Samia has 20 years experience in teaching and educational management as well as in training consultancy. At present he is the Director of USA Antarctica/US Agency for International Development project. His interests cover civic and employee engagement.

Civic/employee engagement has been defined in a number of ways. They involve one or more of the following: accepting and valuing diversity, building cross-cultural bridges, participating actively in public (organizational) life and community service, developing empathy, social responsibility and philanthropy, and promoting social justice.

What is pressing today is that we need to create a more democratic, peaceful and responsive world. Therefore, we need to redefine the role of education to address this. Building one's empathy and self-motivation stimulates energy and enthusiasm in others for positive change. There is also a consensus, especially among colleges and universities, that we require knowledge of human cultures so that we understand the diversity that characterizes human society. This knowledge needs to be coupled with self-critical thinking skills at the analytical, creative and ethical levels so that we might find ways to trust and connect with others and to commit to one's own development and success, the success of others, and the success of our organizations.



**Participants at Opening Session**

The Saudi Aramco Oil Company, a leading global corporation, conducted a session featuring executives sharing their best leadership and HR practices. They described the active role that HR must play in addressing the challenges facing their company and also society. Previously, HR played the traditional role by offering courses for leaders and emerging leaders. Now they need to consider their company's broader mission and take a role in creating richer development experiences that accelerate the growth of management talent and their capability to develop others. They are facing a large number of retirees and a younger generation having greater expectations for job satisfaction and advancement. Their team has undertaken strategic planning, adapted worldwide innovations and created an innovative organization, Saudi Aramco Professional Development Academy, which provides experiential learning through a simulated work environment for young professionals. They emphasize that human resources managers must continuously monitor and assess outcomes and the levels of satisfaction.

Other session speakers emphasized that the improvement of HR needs to be at the heart of public services transformation to ensure increased quality of services delivery. For example, a recent UK report argues that the success of government relies on whether front-line managers are equipped with the leadership skills to engage and empower staff. Unfortunately, HR in the public sector has been seen as a cost to be minimized.

Dr. Abdel Bari Durra, former University President, Jordan, indicated that although there are now new models and methodologies of training & development, such as those promoted by the American Society for Training & Development and the International Society for Performance Improvement, the traditional approaches and poor investment in human resources continue in some countries.

Winston Jacob, India, pointed out that research has shown that a majority of people leave their workplace because they feel under-appreciated and undervalued. He emphasized the importance of training managers to provide encouragement and appreciation delivered in a manner that increases self-worth and stimulates dedication.

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## IFTDO GLOBAL AWARDS



Each year, the International Federation of Training and Development Organizations (IFTDO) recognizes organizations that have created innovative and creative solutions for advancing HRD. The awards are donated by the Court of the Prime Minister of Bahrain and the Dubai Police Academy.

### 2012 GLOBAL AWARD WINNERS

- ❖ **Best HRD Practice: Moving to a High Performing Organization- Abbott Ireland, Vascular Division, Clonmel, Ireland**

Abbott is a global, broad-based health care company dedicated to the discovery, development, manufacture and marketing of pharmaceuticals and medical products. Abbott Ireland Vascular Division, Clonmel is one of the leading companies in the Southeast region of Ireland, with a diverse workforce of 1,600 people. To sustain its success, it set out to become a *High Performing Organization* that places a priority on results and on its entire staff.

The changes required for success were identified and achieved through a series of sessions and collaboration with management across all levels. A program involving education, coaching and

shared learning was initiated by the leadership team. This had a positive result on site goals; the key success was driven by improved relationships and communications across the organization.

- ❖ **Improved Quality of Working Life: National Academy of Civil Service, Taiwan- HR Projects and Enhancing Operational Performance: Notable Experiences of the Taipei Rapid Transit Corporation**

For providing high quality transportation service with the objective of achieving world-class reliability, Taipei Rapid Transit Corporation of R.O.C. (Taiwan) implemented the "Operational Reliability Improvement Program in HR Project." Since 2004, the corporation has employed a variety of personnel training, skills development and incentive measures to enhance professional competence and set project goals and benchmarks. It has successfully improved the transit's system reliability making it one of the most reliable rapid transit systems in the world.

These projects are featured in the IFTDO web site at: [www.iftdo.net](http://www.iftdo.net)



## CORPORATE SUSTAINABILITY FORUM



IFTDO is a signatory of the UN Global Compact which is the world's largest corporate sustainability initiative, with nearly 7,000 business signatories from 135 countries, in addition to thousands of other stakeholders. Each business participant has committed to align their strategies and operations with universal principles in the 4 areas of human rights, labour, environment and anti-corruption, and then report publicly on their progress. Other key business- and investor-oriented organizations grounded in corporate sustainability include the Global Reporting Initiative (GRI), the World Business Council for Sustainable Development (WBCSD) and the UN-backed Principles for Responsible Investment (PRI).

IFTDO Secretary General Dr. Uddesh Kohli, serves as an Senior Adviser to the UN Global Compact and recently participated

in its Rio + 20 Corporate Sustainability Forum. It precedes the UN Conference on Sustainable Development. The Forum was convened from 15 to 18 June 2012 to provide a launching ground for greater private sector and investor involvement in sustainable development, and to call on Governments to take steps that would support corporate sustainability globally. The Forum convened over 2,700 participants – approximately half from the business and investor community, and half from civil society, academia, cities, Government and the United Nations.

Overview and Outcome of the Forum available at:

[http://www.unglobalcompact.org/docs/news\\_events/upcoming/RioCSF/RioCorpSustForum\\_Outcome\\_21June12.pdf](http://www.unglobalcompact.org/docs/news_events/upcoming/RioCSF/RioCorpSustForum_Outcome_21June12.pdf)



Businesses have been "going global" for a long time. But until recently, global operations were managed as a separate activity. Governmental, financial, environmental, and social crises now prevail and complicate decision-making. Further, the intensified competition for financial capital, credit ratings and customers is providing unique challenges. As a result, organizations have many challenges to address that require new responses. According to the World Federation of People Management, ongoing globalization has increasingly raised the demands for HR departments to become strategic partners of management. See: [www.wfpma.com/world](http://www.wfpma.com/world) and go to back issue: March 2012.

### **The key factors facing organizations include:**

**GROWTH** is at the top of the CEO agenda for many companies, with many organizations focusing on three key strategies: emerging markets, mergers and acquisitions (M&A), and innovation. Although these strategies can offer significant growth opportunities, they each present a wide range of people-related challenges.

Traditionally, HR's role in M&A focused on issues related to compensation, benefits, payroll, and Human Resource Information Systems. While those issues are still important, HR's new mandate is to effectively leverage culture, leadership, and talent to increase the return on investment (ROI). But a lack of appreciation for cultural differences may drive out the very talent, leadership, and spirit of innovation that inspired the deal in the first place.

**LEADING CHANGE - EVERYWHERE.** For many companies, the shift to a globally integrated operating model represents a fundamental change of virtually unprecedented scale, complexity, and importance. Leaders and employees tend to have a hard time coping with change of this magnitude. In fact, many companies in the past even struggled to implement relatively simple global operating models, such as offshore manufacturing and offshore administration. HR can help by serving as a leader and change agent, working with senior business executives to prepare for organizational resistance and to plan, organize, and execute a transition to new ways of making decisions and working.

**INNOVATION.** Many companies define innovation too narrowly, placing all of their bets on a specific team of people and the products they develop. In contrast, today's innovation leaders are defining innovation broadly to include services, processes, business models, communication, and cost structure improvements across the enterprise. HR can help by aligning people-related factors, such as leadership, capabilities, processes, technology, and organizational structures to foster a more innovative organization and culture.

One of the most effective ways to counteract the coming shortage of talent and able executives is to develop a comprehensive talent management strategy that places great importance on developing people. This provides a plan for acquiring, developing, and retaining the necessary talent in light of forecasted supply and

demand due to imminent retirements and multiple waves of downsizing that have created losses in leadership pipelines. Verify that performance and compensation systems are in place to encourage and reward innovative thinking and development of others. Design assignments and special projects to build the skills, experience, and training necessary to support the company's growth strategies.

Beyond balancing the age structure of the workforce, companies need to diversify their talent base and embrace untapped pools in terms of gender, ethnicity, or educational and social background. A diverse workforce produces more innovation and is a bridge to a diverse population. Also, employers are confronted with exploring and handling new information technologies, especially the use of social networks and the associated new forms of direct, informal communication. Overseas jobs have expanded faster than domestic.

Accelerating the development of next-generation leaders requires an integrated approach and strong commitment. This includes putting the greater good above the interests of individual business areas - for example, moving promising leaders to other parts of the organization in order to broaden their base of experience. It also includes enlightened governance by a dedicated group of decision-makers who are willing to tackle tough decisions - such as choosing the right people and defining compelling career paths - and then backing those decisions up with adequate funding and action so they don't get watered down. Individual programs that are not coordinated send mixed messages and often work at cross-purposes - which can slow down development and increase retention risk.

In determining leadership potential using predictive, hard data, top companies are using processes and tools that are data driven and unbiased to identify leading indicators of talent with accelerated development potential and then engaging senior executives in the selection and development process so they get to know promising talent early. In requiring more managers to be responsible for employee development, companies are providing candidates with guidance and simple templates but are also requiring high potentials to chart their own path. .

Here are five actions that HR organizations can take right now to proceed.

- ☐ Align HR around a business and global operating mode. Develop new roles, responsibilities, and skill requirements for HR staff.
- ☐ Develop or hire HR leaders with the necessary competencies to be business driven, global-oriented and support business change.
- ☐ Expand and improve HR's services.
- ☐ Ratchet up HR's change management capabilities. Create a dedicated team with deep knowledge and experience in

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## CRITICAL THINKING & ITS DEVELOPMENT

In the wake of the economic crisis, we all know what a failure of leadership looks like. We have stark examples of what happens to companies when decisions are based upon erroneous, partially false or incomplete information, self-interest and when management fails to think clearly and strategically about the full implications of its actions. They fail or at the least greatly weaken and lose respect. In our challenging times, organizations must be prepared to do things differently if they expect different results. In this demanding, dynamic landscape, it is only natural that they also require a different mind-set. The equation works like this: Thinking drives behavior; behavior drives results. So enterprises that want to change the results—and, indeed, change the organization itself—can achieve the highest leverage by changing the thinking of leaders and managers throughout the organization.

### Critical Thinking is needed.

What is Critical Thinking? Diane Halpern, Professor of psychology, Claremont McKenna College, offers this definition in her seminal book, *Thought and Knowledge*:

“Critical thinking is the use of those cognitive skills or strategies that increase the probability of a desirable outcome. It is used to describe thinking that is purposeful, reasoned, and goal-directed—the kind of thinking involved in solving problems, formulating inferences, calculating likelihoods, and making decisions. . . . It’s the kind of thinking that makes desirable outcomes more likely.”

Critical thinking can be traced to the Socratic Method of Ancient Greece and to the Buddhist Kalama Sutta and Abhidharma. Critical thinking has been described as “reasonable reflective thinking focused on deciding what to believe or do.” Critical thinking clarifies goals, examines assumptions, discerns hidden values, evaluates evidence, accomplishes actions, and assesses conclusions. Although the word ‘critical’ is sometimes used in a negative sense, this conception of critical thinking is not negative. In this conception, “Critical” connotes the importance or centrality of the thinking to an issue, question or problem of concern and does not mean “disapproval” or “negativity.”

Critical thinking is “big-picture thinking”—understanding the environment one operates in but also the total organization and

how the individual parts work together. Critical thinkers operate from a broad perspective in order to make sure the correct problems are addressed and they are taking acceptable risk. They recognize the difference between short-term gains and sustainable, long-term results and lead accordingly.

Critical thinkers understand how their decisions and actions influence business both inside and outside their functional silos. These leaders are able to balance department or team issues with broader company issues and embrace a larger responsibility for the success of the organization. This keen sense of accountability is what enables them to execute for results now while fulfilling their obligations to positively impact the future.

In challenging times, it is necessary to apply critical thinking skills to one’s business for understanding the business drivers that connect day-to-day decisions and actions to key organizational financial and strategic performance goals.

Robert H. Ennis, Researcher, has specified a list of attributes of a critical thinker:

A critical thinker:

- Is open-minded and mindful of alternatives
- Desires to be, and is, well-informed
- Defines terms in a way appropriate for the context
- Judges well the credibility of sources
- Identifies reasons, assumptions, and conclusions
- Asks appropriate clarifying questions
- Judges well the quality of an argument, including its reasons, assumptions, evidence, and the degree of support for the conclusion
- Can well develop and defend a reasonable position regarding a belief or an action
- Formulates plausible hypotheses
- Plans and conducts pilots well
- Draws conclusions when warranted – but with caution
- Integrates all of the above aspects of critical thinking.

For those who want to explore the subject of “Critical Thinking” in more depth, view: [www.criticalthinking.net](http://www.criticalthinking.net).

### Certain Challenges .....

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managing large-scale change. Key skills include leader and employee communication, executive coaching, transition planning, and overcoming organizational resistance.

- Harness the power of advanced analytics. Despite the proliferation of HR management and enterprise resource planning (ERP) systems and data, many companies still lack important insights about people-related business issues. For example, it can help predict talent supply and demand based on a wide range of factors including customer demand.

### ECONOMIC DOWNTURN

The International Labor Organization (ILO) published a report “*World of Work- Report 2012: Better Jobs for a Better Economy*” concerning the economic downturn facing many nations. Although it doesn’t directly consider the subject of training, it is relevant for the HR community in recommending public policy that takes account of the need for upgrading skills. The ILO calls for countries to adopt an approach that recognizes the importance of increasing the number and quality of jobs and ensuring coherence among macroeconomic, employment and social policies. There is also the need for comprehensive skill development for youth and the entire workforce. See: [www.ilo.org](http://www.ilo.org)



## DISCOVERY LEARNING FOR DEVELOPING CRITICAL SKILLS

For decades, companies have relied on the Watson-Glaser Critical Thinking Appraisal, a widely used assessment tool for evaluating the cognitive ability of current and future leaders. Developed in 1925, the model identifies factors that are key to critical thinking and decision making and predicts judgment, problem solving, creativity, openness to experience and other leadership behaviors.

Now HRD professionals can adopt DISCOVERY LEARNING as the methodology to develop critical thinking. The Center for Creative Leadership (US) fostered its development. Over the years, discovery learning has proven to be a powerful way to change perspectives and build critical thinking skills. It used to be called "experiential training" referring to learning in which learners play an active role. They experience new and different ways as they work in cross-functional teams, explore different points of view, learn from each other's experiences, and integrate new information with past learning. According to some estimates, most people retain about 5 percent of learning in classroom (traditional) training compared to about 75 percent when they are actively involved in their learning experience.

Critical thinking can be taught. However, moving leaders beyond their comfort zone into accountable leadership and effective problem solving and decision making, requires new understanding, more self-direction, and relevant work experience. The process

can be more challenging than improving a behavioral skill, because it's not easily measured. Success is demonstrated in results. As with any skill, intellectual or otherwise, the key to building critical thinking and achieving successful results is practice.

Well-designed discovery learning educational sessions based on "real situations" are highly experiential and interactive - using stories, games, simulations, visual maps and other techniques to grab attention, build interest and lead a journey of discovery toward new thinking, actions and behaviors. With training time in short supply, and knowledge in great demand, discovery learning can help organizations offer training that works quickly - and very effectively.

ASTD is a resource for learning about discovery learning. As an example of discovery learning, ASTD reports that Booz Allen Management Consultants teams up with BlueLine Simulations to transform its new-hire orientation program to quickly deploy record numbers of new employees. The Discovery Learning Web site at <http://www.discoverylearning.com> can also be useful in exploring this topic. Many companies offer their own versions of discovery learning. The work of Paradigm Learning is an example ([www.paradigmlearning.com](http://www.paradigmlearning.com)). One of its popular tools is "Zodiak: The Game of Business Finance and Strategy."

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Stephanie Bird (UK) Advisor Chartered Institute of Personnel Management, CIPD, reported that the organization has conducted research emphasizing the importance of the HR role in addressing societal and organizational challenges. In particular, it is promoting exploring Talent Management.

Carol Panza, President, CMP (US), presented an innovative model, Organizations Maps, for identifying and implementing organizational performance. This model offers a graphic way of identifying, documenting and getting agreement on strategically important performance improvement opportunities.

Christine Marsh, CPT (UK) Principal, Prime Objectives, presented a case study of a Wales, UK engineering company. Critical issues were addressed during a period of high levels of growth that could have had either a negative or positive impact on performance, motivation and ultimately staff retention. By providing appropriate guidance and support people were able to become more pro-active and progressive contributors to achieving their own and their company's/organization's business goals.

Matt Brown, World Learning (US), spoke about the increasing focus of international donor-funding on fostering strong local organizations and institutions for a country's sustainable progress. World Learning's 20 year capacity building experience has developed a process in which the beneficiary organization is a full partner. The process involves building a sustainable and measureable impact. It involves a) having partnered assessments to determine gaps in capacity and performance, 2) developing action strategies to address the gaps; 3) implementing action strategies, and 4) evaluating all of the above.

Dr. Annette A. Hartenstein (US), an International Advisor in Human Resources Development and Organization Performance Improvement, addressed issues regarding the maturing workforce. She encouraged employers to provide merit-based recruitment, selection, recognition and promotion and provide life-long training, rewarding of mature employees, and providing flexible working arrangements. Further, there is a need to create a healthy and safe environment.

## WHAT LEARNING LEADERS CAN DO

Because old-school leadership development no longer answers the call, it's time to investigate alternatives. Here are some ideas for reevaluating, reinvigorating and reengineering your current leadership development efforts:

1. Take a fresh, objective look at your curriculum offerings. Are they clearly aligned with the organization's strategies? Will leaders understand how the knowledge and skills being developed fit into the overall context of organizational success?
2. Enhance your leadership development content by getting learners actively involved in thinking and discovering. Are there ample opportunities to engage in real-world application exercises? Are learners led to discover relevant insights that connect to their responsibilities? Is there time for reflection and thinking?
3. Redesign your offerings, incorporating small-team activities, challenge scenarios, game techniques, post-session action projects and other discovery learning exercises. Are your offerings engaging learners? Are learners actively participating in their learning experience or passively

receiving it? Do you have a robust mechanism for transfer of learning to the job?

4. Expand the use of simulations that place learners in situations where they have to employ critical thinking to make decisions and analyze consequences. Are the simulations closely aligned with real-world issues? Can learners see a clear connection between their decisions and actions and the success of both themselves and their organization?
5. Incorporate business acumen development into your curriculum to ensure your leaders understand the business—both its financial drivers and its strategic objectives. Are leaders able to tie their actions and decisions to the company's success? Is their knowledge of the business strong enough to drive behavior and to engage teams and employees?

By assessing your current leadership development initiatives through the lens of what's required of the next generation of leaders—and addressing the gaps—you put your organization and its leaders in a much stronger position to succeed in the new normal.

## IMPROVING ASSOCIATION MANAGEMENT

Christine Marsh, an International Performance Management Consultant, was invited to speak at the International & European Associations Congress 2012 (UK) about a research-based approach for ensuring successful retention and re-engagement of members.

Marsh concluded that any membership organisation, irrespective of its size, survives by attracting new members and retaining their existing membership base. Without a solid foundation and stability from knowing your members and a realistic approach to meeting their expectations, growth is shattered by churn in their membership.

For example, Carol Panza CPT, Chair-Elect and Membership Committee Chair, International Federation of Training & Development Organisations (IFTDO), has conducted a recent survey. It has provided a clearer understanding of their membership

and identified where opportunities for growth lie. Marsh's presentation explored the following:

- Research undertaken and key findings
- Reality: meeting member expectations
- Relationships: collaborating with other societies and organisations
- On-going research: improvements that would add value
- Transition: concept into actions

The Power Point presentation is available to view: <http://www.slideshare.net/associationresource>

*Christine Marsh is an IFTDO Board Member and Board Member of the International Society for Performance Improvement EMEA (Europe, Middle East and Africa).*



**IFTDO**  
International Federation of  
Training and Development  
Organisations

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

## IFTDO Global HRD Awards 2012

### *Congratulations Awardees:*

#### **WINNERS:**

1. Best HRD Practice Category Winner and Overall Winner- Abbott Vascular Clonmel, Ireland
2. Work Life Balance Category Winner- National Academy of Civil Service, Taiwan
3. CSTD Award for Excellence in Training of Indigenous Peoples- BRAC Learning Division, Bangladesh

#### **CERTIFICATES OF MERIT:**

##### **Best HRD Practice Category**

1. Saudi Aramco, Saudi Arabia, (for Learning Assessment Process Project)
2. Taipei Rapid Transit Corporation, Taiwan
3. SESA GOA Ltd, India
4. Dept. of Civil Servant Development, Taipei City Govt, Taiwan, (for new Charity Service Project)

##### **Work Life Balance Category**

5. State Institute for Urban Development, Mysore, India
6. KNO Worldwide, Slovakia

##### **For Excellence in Training of Indigenous Peoples**

7. National Academy of Civil Service, Taiwan -Peter Wang, Senior Executive Officer

## **WELCOME NEW MEMBERS**

##### **Full Members (FM):**

1. Kuwait Mediation & International Arbitration Chamber (KMIAC), Kuwait (March 2012)
2. Malaysian Association for Learning & Development, Malaysia (April 2012)
3. ASA AB, Sweden (May 2012)

##### **Associate Members (AM):**

1. Think Tank, Jordan (April 2012)
2. People Unlimited, India (May 2012)
3. Aims Training & Development, Qatar (May 2012)
4. KNO Worldwide, Slovakia (June 2012)

## 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 \_\_\_\_\_

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