

# IFTDO News

Number 1 of 2017



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## 46<sup>TH</sup> IFTDO WORLD CONFERENCE



Venue:  
**AL BUSTAN PALACE**

A RITZ-CARLTON HOTEL  
Is set in exquisite gardens  
between the dramatic Hajar  
Mountains and Shimmering  
sea.

The Hotel's journey since  
opening in 1985 is one  
of Stateliness and  
Grandeur, while  
reflecting Omani  
culture, and  
Traditions.



**HR in turbulent times**  
Riding the waves of Economic Change



AL BUSTAN PALACE

**9th - 11th  
of April  
2017  
Muscat - Oman**

Venue:

**Al Bustan Palace Hotel, Muscat**

Visit conference web site for more information:

[www.iftdo2017.com](http://www.iftdo2017.com)

Email: [info@oshrm.om](mailto:info@oshrm.om), [registration@oshrm.om](mailto:registration@oshrm.om)

## From the Outgoing Chair ...



As my 2-years tenure as Chair of IFTDO Board concludes I cannot help but reminisce on the wonderful Training and Development journey, the wealth of knowledge shared, the graciousness and hospitality of our hosts, and (most importantly) the comradery of the IFTDO community. I have profoundly enjoyed the candid discussions, the contents of the newsletters, the networking, and the warm friendship of the members. My sincerest appreciation to the individuals behind the scenes who give their own personal time to ensure the success of IFTDO. One name prominently comes to mind is the very focused, diligent, and long-time Secretary, Dr. Uddesh Kohli.

There is no doubt that the path from initial concept at the 1972 International Conference has been a challenge for the Organization, but commitment and determination of the members has seen the organization rise up to the level it is today. IFTDO can be truly proud to be representing over thousands

of HR professionals globally which include HR professionals, HR societies, corporations, universities, consultancies, government organizations and enterprises. Much to its credit, the Organization has encouraged innovative thinking in the T&D fields through partnerships with like-minded organizations and its Global HRD Awards Program.

To conclude, I would like to thank everyone at IFTDO and the extended HR community for their valuable support to ease my role as the Chair. I wish my worthy and able successor, Mr. Raj Auckloo, the very best in carrying forward IFTDO to greater heights. I will continue to be a proud member and provide necessary support to IFTDO. Let us be committed to the cause of HR Training and Development through effective communication, preferably on social media!

Yours truly,  
**Nasser A. Al Nafisee**

## Incoming Chair's Welcome



It is indeed a special honour and privilege for me to take over as the Chairperson of the IFTDO Executive Board. I am very grateful to our Board members for giving me the extraordinary opportunity to lead the IFTDO which has a rich history as a diverse global network of organisations focused on people and performance. The IFTDO is the most multinational, multicultural Training and

Development organisation in the world with a truly diverse Board of Directors leading the organisation. Our members form a highly diverse network of human resource management and development organisations globally. I look forward to taking this journey with you, our friends and partners, and continuing the work of linking HR professionals in HR societies, corporations, universities, consultancies, government organisations and enterprises.

IFTDO's most important event is the annual World Conference. The 46th IFTDO World Conference & Exhibition 2017 will be held at Muscat, Oman on April 9-11, 2017 on the theme 'HR in Turbulent Times - Riding the Waves of Economic Change'. The host organisation - the Omani Society for Human Resources Development - is working hard to make it a great event. We can all look forward to a rewarding experience. IFTDO has also invited entries for the Global HRD Awards which will be presented at the time of the Conference in Muscat.

Let me wish you all a very Happy New Year and a great networking experience at the IFTDO World Conference 2017.

**Raj Auckloo**  
Chair, IFTDO Executive Board

## Secretary General's Report

Let me first wish all IFTDO members a very happy New Year!



The meetings of the Conference Coordination Committee, Executive Board and AGM were hosted by ASHRM at Dubai on November 3-4, 2016. The progress of 46th IFTDO World Conference to be held at Muscat, Oman on April 9-11, 2017 was reviewed. There has been a change in the Theme and the venue.

The theme now is 'HR in Turbulent Times-Riding the Waves of Economic Change'. The venue is the palatial Al Bustan Palace Hotel, Muscat. More information regarding the conference is available in this Newsletter and at the conference web site [www.iftdo2017.com](http://www.iftdo2017.com). The second announcement brochure will be issued shortly.

Election of Associate Member representatives for the term 2017-2018 has been completed. The following have been elected from the regions

indicated: Africa- Tayo Rotimi, Americas- Carol Panza, Asia-Pacific- Sunil Gupta. Our congratulations to them!

The last date for receipt of entries for IFTDO Global HRD Awards has been extended to January 31, 2017. There will be no further extension. Members are requested to encourage submission of as many entries as possible.

Full Members are invited to send proposals for hosting IFTDO World Conferences in 2018 onwards.

Members are requested to send to Editor, IFTDO News, brief write-ups on their major events/ activities for publishing in the Newsletter/uploading on the web site. I hope, our members have logged in at our revamped web site [www.iftdo.net](http://www.iftdo.net) and accessed the Member's area and have also edited their information and uploaded their logos. In case of any difficulty, members are welcome to contact me.

**Dr. Uddesh Kohli**  
Secretary General

## President Message



With the economic uncertainty intensifying it is all too tempting for companies to batten down the hatches, lie low and do nothing; however, change and turbulence is prevalent in all aspects of our lives, not least in the business world - it is the norm of our age. Inaction is not an option. Companies are now under pressure to re-evaluate the very purpose and bases of their operations as they enter crises mode to face the

uncertainty. Sadly, no solution appears to be in sight and conventional management thinking seems to be redundant and inadequate to address the modern business complexities. Yet, from another perspective, this is an exciting time, for it allows us to slough-off existing management approaches and traditions, and to embrace new ones. Indeed, it is time to forge a new way of thinking, to explore new ideas and break new ground. Having said that, humans very rarely make breakthroughs in isolation. We are social animals and, as such, we thrive on mutual interactions and cross-fertilisation of ideas and thoughts. To generate novel and lateral solutions we need a meeting of minds: literally and figuratively. A human crisis needs a collective human solution.

It is with that aim in mind that I am proud to inform you of IFTDO's 46th World Conference & Exhibition to be held at the prestigious Al Bustan Hotel in Muscat, Oman on April 9-11, 2017. The theme of the conference is 'HR in Turbulent Times - Riding the Waves of Economic Change'. We look forward to your participation and encourage you, as members of the IFTDO, to register for this important and exciting event, and to publicize it widely in your own individual countries. This is an excellent opportunity for you to network and interact with a wide-range of professionals from across all industries, as well as to share thoughts and ideas, learn of the latest developments in HR, forge new contacts, and explore business opportunities. Our partner and host, The Omani Society for Human Resources Management (OSHRM), is looking forward to welcoming us to the Sultanate of Oman. Both, OSHRM and IFTDO, are endeavouring to make ensure the three-days will be replete with intellectually rewarding content for all participants.

Thank you in advance to all IFTDO members for your generous support of this Conference. I also wish to extend my gratitude to all those who are working hard to make it a great success: the various unsung heroes. Last but not least, we aim to take this great endeavour from strength to strength and make it an integral part of the global professional network.

**Dr. Ghalib Saif Mohammed Al Hosni**  
President, IFTDO

## 46th World Conference, Oman

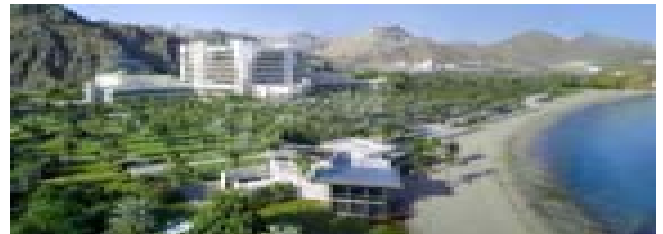
IFTDO's 2017 Annual Conference and Exhibition will be hosted by the Oman Society for Human Resource Management (OSHRM). It will be held in Muscat, Oman, from the 9th to the 11th of April. The theme is 'HR in Turbulent Times - Riding the Waves of Economic Change'. Speakers include:

- Johannes Sundlo, (HR Controller, Spotify)
- Annemie Ress (Former Global HR Director, Ebay & Skype)
- Jenny Arwas (Former HR Director BT Group)
- David Ulrich (Professor of Business, University of Michigan)
- David Lamy, (Employee Relation Director, Apple Retail, France)
- Wei Wang (Director, International at ATD)

Under the over-arching Conference theme key topics to be addressed in workshops on 9th April, include:

Reinventing Performance Reviews	HR Business Partners / Customer Centric HR
Measuring ROI of HR	Innovation in government
Employee Engagement & Culture	Manpower Planning
Big Data Analysis / Cyber Security	Career Counselling

The venue has been agreed and will be the Al Bustan Palace, a Ritz-Carlton Hotel which overlooks sea in the Gulf of Oman. The hotel has a reputation for hosting prestigious events and is the winner of many awards.



## DELEGATE FEE

### IFTDO Members:

- \$1140 - Full Conference Package
- \$930 - Full Conference Early Bird
- \$1050 - 2 Days (Excluding Workshops)
- \$820 - 2 Days Early Bird (Excluding Workshops)

### Non-Members:

- RO-490/ \$1270 - Full Conference Package
- RO400/\$1040 - Full Conference Early Bird
- RO450/\$1170 - 2 Days (Excluding Workshops)
- RO 350/\$910 - 2 Days Early Bird (Excluding Workshops)

### OSHRM Members

- RO-350 - Full Conference Package

Conference WebSite: [www.iftdo2017.com](http://www.iftdo2017.com)

### *Annual Conference*

Opening the CIPD Annual Conference Peter Cheese, CEO, highlighted the need to bring the human back into the workplace. He noted that 2016 had been a turbulent year, with the UK's historic vote to leave the European Union and the landmark US presidential race. He also noted that corporate scandals continue to make headlines and revelations of dubious working practices have sadly eroded trust in the establishment, and in businesses, to do the right thing. The flip side of all this disturbance is that corporate culture is at the heart of the business agenda as never before, and this gives HR a fantastic opportunity to get involved and make a difference.

### *Post Brexit Challenges for HR*

For most businesses, the immediate impact of this historic decision will be limited as major changes won't occur for a while. The CIPD will play its part in necessary consultations between government, organisations and employees across all sectors and representative bodies. They, employment law and immigration as potential significant change areas impacting on HR. They note: "alongside the re-negotiation of a new relationship with the EU it is vital the Government continues to work on the challenges that continue to threaten the UK's prosperity in future years, namely the productivity, skills and employment agendas." Recent research (CIPD/Adecco Group) suggests that fewer than one in five employers had begun to prepare for post-Brexit restrictions on hiring European workers. The research also suggested that, of the 15 per cent that had started preparatory work, 43 per cent were focusing on strategic workforce planning, while 39 per cent were reviewing their resourcing strategies. Only 22 per cent were planning to boost investment in apprenticeships, with a similar number looking to build closer links with schools and colleges (see also below). CIPD labour market analyst Gerwyn Davies said: "Uncertainty over the UK's future arrangements with the EU is no excuse for inaction. From all of the information we have, it's inevitable that there will be restrictions on EU migrant labour after the UK leaves the EU and employers must be prepared for this."

Significant additional pressures will be placed on the Civil Service. Here the Memorandum of Understanding (MoU) with Civil Service HR (CSHR), which outlines how the two organisations will collaborate to professionalise and upskill HR professionals in the UK Civil Service is expected to provide a sound framework of development and support. The CIPD will work with the CSHR to:

- Provide CSHR staff with relevant qualifications and professional accreditation via Upgrading and Experience Assessment, enabling CSHR practitioners to be professionally CIPD qualified
- Provide access to CIPD membership and in turn, a range of research and development tools to support CSHR practitioners in their current role and their career development
- Collaborate in creating joint events and networks to build a strong, professional community across the Civil Service
- Share the latest thought leadership in HR and collaborate on specific projects relating to the future of HR and the world of work

### *Collaboration with 'Engage for Success' and Future of Work*

A new collaboration will see the CIPD become the prime sponsor of 'Engage for Success', the voluntary movement that promotes employee engagement as a better way to work. By working closely together they will combine their voice to influence and support organisational thinking and practice to build more engaged, productive and aligned workforces. Engage for Success

is a not-for-profit, voluntary movement which was launched by former Prime Minister David Cameron in 2011 specifically to raise awareness and understanding of engagement in the workplace. Research evidence - from productivity figures to employee engagement levels - suggests there is still much work to do. The new relationship between the CIPD and Engage for Success will help to ensure that the momentum that Engage for Success has already built is resourced, sustained and can grow as a movement. The CIPD will, in turn, benefit from the energy and reach that the movement brings to the wider community, continuing to grow its voice in debates about the future of work and the policy, political and organisational frameworks needed to support and encourage this.

**The Future of Work is Human** initiative is sponsored and hosted by the CIPD. It is a platform for those fascinated by the future of work to share, develop and debate emergent ideas. Its purpose is to expand the ongoing

conversation to new audiences, to spark a dialogue that produces fresh and radical ideas about how to create a future of work that is human. The community provides an open forum for diverse voices; thought leaders, business leaders, policy-makers, HR professionals, academics, educators, trade union or those with no banners at all. The future of work has meaning for everyone, and we are stakeholders together in the debate. Dissent and challenges to existing approaches are particularly encouraged, and all are welcome. The community has grown from 16 original participants in November 2015, and now includes members from a vast cross-section of society that have an interest in developing a better future world of work. The Cabinet Office, the TUC, Bank of England, City & Guilds, HSBC, PwC, KPMG and The Co-Operative Group are a few among these. Visit the web at <https://www.futureworkishuman.org/>



### *Need to end 'conveyor-belt' approach to university*

The government needs to end its 'conveyor belt' approach to university and do more to create and promote high-quality vocational pathways into work, according to the CIPD. Its Alternative pathways into the labour market report found that for a wide range of occupations alternative vocational routes are both possible and less costly, with a smaller proportion of this cost falling on the learner. The average university student leaves education with £44,000 of debt. The report also highlights the issue of employers recruiting graduates into roles that do not require a degree. For example, 35% of new bank and post office clerks are now graduates, compared with just 3.5% who held degrees in 1979. The report can be downloaded at: <https://www.cipd.co.uk/knowledge/work/trends/alternative-labour-market-pathways>

### *Transitions into work*

Relatedly, the CIPD has launched a national partnership with the UK's Careers and Enterprise Company to recruit 500 senior HR professionals to work with senior leadership teams in schools and help equip young people with the skills they need to succeed in a fast-moving labour market. CIPD members will work with other senior business volunteers as part of the Enterprise Adviser Network, to help schools understand the local labour market and develop a whole school careers education strategy.

Announcing the partnership, Peter Cheese, Chief Executive of the CIPD, said: "As HR professionals, with an understanding of current and future labour market opportunities and challenges, experienced CIPD members are well placed to volunteer for the role of Enterprise Adviser. They will work closely with schools to map out their approaches to building better

careers advice and guidance, and I am confident they will have a great deal to offer to the schools they are matched with."

### CIPD Research: Attitudes to employability and talent

Compared with job security, employability is a far more elusive concept. Unlike a limited period of working for a single employer, it refers to the overall success of an individual in the labour market, spanning different job roles, modes of employment (for example, being self-employed or taking a zero hours contract), and even multiple careers. This new CIPD research report explores individuals' and employers' attitudes towards employability and responsibilities for career development in the UK. It draws on data from focus groups with individuals working or looking for work, as well as surveys of HR practitioners and line managers from organisations of a range of sectors and sizes. The report looks at What is employability; the

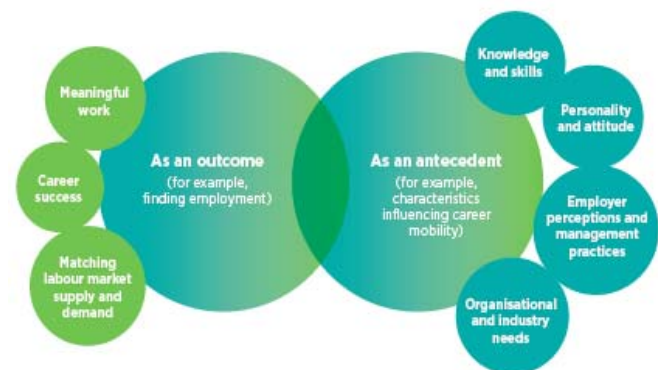


Figure: Theoretical Frames describing Employability

role of employers in developing employability and what factors influence organisational investment in development.

Findings suggest that many employees view employability through a narrow lens, focusing on individual characteristics but downplaying important external factors (see also Figure). The report argues it is more productive to conceptualise employability as a process rather than a stable set of characteristics and as dynamic interaction between individual characteristics and external factors. A largely instrumental approach is deployed within organisations; opportunities to enhance careers only available to some employees based on the value they could offer the employer. The research also found that a significant proportion of the development opportunities available to employees have limited potential to contribute to individual careers beyond current employment.

Change in practices requires management of gatekeeper' perceptions. For instance, HR practitioners with mainly negative experiences of managing diversity were less likely to agree that everyone should be considered a talent and supported to reach their potential, no matter what that might be, compared with those reporting mostly positive experiences.

Overall, the findings indicate how complex the notion of an 'employer' really is. Rather than being represented by a uniform set of formal organisational policies, the employer side of the work relationship is defined and implemented by a number of individuals and groups and thus people management may be more significantly shaped by the degree of subjective value attached to them by a range of key decision makers.

Attitudes to Employability and Talent, CIPD Research Report, 206, is available at: <https://www.cipd.co.uk/knowledge/strategy/resourcing/attitudes-employability-talent-report>.

## ATD News and Research

**Sales Training:** More money is expended on sales training than any



other topic or skillset. Yet uncertainty surrounds the effectiveness of much of the training and development offered to the sales workforce. This research report explores the current state of sales training. Based on a survey of 227 talent development professionals responsible for sales enablement, the study finds three principal barriers to effective sales training:

- salespeople are not held accountable for applying skills learned in training programs (50 %)
- an inability to tie sales training to sales performance (35%) and
- scheduling conflicts and time restraints (33%).

According to the ATD these barriers "prevent sales training programs from truly helping sales professionals excel at their jobs". The report reveals that only 14 percent of participants think sales training helps meet sales goals to a very high extent. The Study found that the average annual total expenditure on sales training is \$954,070, with the average sales training expenditure per employee reaching \$1,459. This is more than \$200 higher than the average training and development expenditure for all types of employees (ATD State of the Industry Research Report, 2015). Report's sponsor (The Brooks Group - a corporate sales effectiveness firm)note that, historically, the strategy of sales training has been to improve seller performance by improving the skills of the seller. This approach seems logical, but as revealed by the ATD research the reality is somewhat different. Despite the fact that millions of dollars are spent each year training sales reps, many are not actually meeting targets; a reality revealed in the ATD Report.

The reason for underperformance doesn't appear to be just a lack of training, but also a lack of reinforcement. Sales performance is lacking so a training initiative is launched; salespeople are trained but receive little reinforcement from managers; new skills don't get applied and performance fails to improve; sales training is devalued in the eyes of the investor; L&D managers are asked to defend next year's budget request."

ATDs report makes a number of recommendations; principally these are that

- Sales training content is tailored towards employee needs
- Such content is short and easily accessible; for example, delivered via mobilelearning
- Make the learning engaging. Again, drawing in mobile learning the report notes that "Mobile apps with sales animations and simulations can capture the essence of the experienced salesperson and provide the credibility factor so important when training salespeople,"
- that learning be measured; for example, via a personal action plan and checking on results two to three months later

### Sales Training for University graduates?

Interestingly the ATD report discussed above notes a 2016 Harvard Business Review article addressing sales training for university graduates. According to Frank Cespedes and Daniel Weinfurter approximately 50 percent of all university graduates will work in sales at one time or another. The sales force also makes up approximately 11 percent of all jobs. However, despite

the industry's widespread reach, fewer than 100 colleges offer courses in sales. Compared to professions like engineering or business disciplines like Finance or Operations, the concept of a dedicated salesperson is relatively recent. Sales was traditionally seen as a form of service work, with an emphasis primarily on developing moral character. Universities the authors argue, have tended to view sales as "trade-school stuff" even with the rise of Marketing as a discipline. Yet much has changed in the world of sales, not least the impact of technology. Selling, the authors argue, is increasingly a research-based activity. "If you want to see big-data analytics in action, don't just go to Google or Facebook. Look at what consumer goods salespeople must now do to get shelf space, design promotions, and garner in-store support at retailers". Also, Salespeople must work across their firms' functional boundaries, and, depending upon the buying process, with multiple people and functions at clients. Cespedes and Weinfurter do not argue for old-time trade-school courses, glib "pitch" fests, or making university research and course development a subsidiary of corporate R&D but advocate, initially, better dialogue between Sales and Academia in the context of a "creative tension between forward-looking educational institutions and profit-maximizing companies".

More Universities Need to Teach Sales, Harvard Business Review, <https://hbr.org/2016/04/more-universities-need-to-teach-sales>

### **Maersk Line Named "World's Best Organization for Employee Development"**

The ATD honoured 36 organizations from Canada, Denmark, India, Scotland, Taiwan, and the United States as winners in the 2016 BEST Awards. Maersk Line - AP Møller Maersk, headquartered in Copenhagen, Denmark, won the first-place ranking. Central to the win was Maersk Line senior leaders' commitment to people development and a strong partnership between Human Resources, global functions and project teams in building specialisation and functional excellence to drive Maersk Line's strategy. This includes, among others, building and implementing leadership development, digitisation, commercial excellence, customer service and sales excellence programmes. "These 36 companies set a high standard for the talent development profession. They are solving business challenges through talent development practices, and they are doing it in innovative ways," said Tony Bingham, ATD President and CEO. "Leaders in these organizations understand the strategic role learning has, and they are committed to investing in the growth and development of their people." Companies were recognized during a ceremony held at the Ronald Regan Building and International Trade Center in Washington, D.C.



### **BSTD address social media training**

The Bahrain Society for Training & Development (BSTD) prides itself on providing a significant return on membership for its members, whether they are seasoned professionals or just starting out in their careers. BSTD does this through holding various events whether at the BSTD House or other venues. Mohamed Isa, BSTD's VP Public Relations, highlights for



IFTDO News a recent development of BSTD's work into social media training.

BSTD, partnered with Bahrain Social Media Club (BSMC) to deliver a course on how to use social media for its members who are engaged directly in training and development activities. The course has depth and width. Participants learn hands-on tips, tricks and techniques on how to leverage the social media as a tool for learning and development as well as promoting themselves locally, regionally and internationally. For example, course participants learn how to utilize apps that populate their social feeds automatically without having to log-in into their different social media accounts separately like Hoot Suite, Buffer and Tweet Deck. In addition, they will learn how to measure their social media impact using apps like Tweet Reach, Klout and Crowd Babbie.

By the end of the course, participants are able to identify the most suitable social media tools to promote their training practices, use the identified tools and measure the results of their campaigns to continuously improve their reach to targeted communities. The course involves attending six workshops, participating in a private Facebook Group for interacting with the course instructors and other participants, monitoring and evaluation of the participants' social media accounts, and one-on-one mentoring to the participants to maximize the return on attendance of the course. The course is led by Mr. Ali Sabkar who is the President of BSMC and his knowledgeable team who are well-recognized throughout the Middle East Region on their expertise on social media.



Figure: BSTD Social Media Course Participants

In a related development BSTD recognizes that each of its members have a preferred way to interact with the society's activities and news. Therefore, in addition to using a contact management email system and various well-regulated WhatsApp Groups, BSTD is now fully engaged in key social media channels to maximize its reach to its members, keeping them informed about the activities of the society and to inspire them through daily tips, articles and surveys.

**Ed Note:** Checkout BSTD's hashtag on Instagram and Twitter to see the social media course in action: #SM4T See also BSTD web site at: <http://bstdbh.org/>

### **IFTDO member takes innovative approach to organisational well-being**



**Innate Thought**

IFTDO Associate Member, Innate Thought, claim notable success in working on challenging issues of stress and wellbeing in organisational life and in both the private and public sectors. At the heart of Innate Thought's approach is the principle that addressing an individual's state of mind is at the core of changing behaviours. They argue that "by understanding how our state-of-mind affects our actions, we tackle the root cause of our behaviour and uncover our natural resilience, confidence, clarity and self-esteem. Realising this enables us to access our innate health regardless to the situation." Innate Thought draw on both

qualitative and quantitative data to assess the impact of their programmes. A short video clip at <http://www.innate-thought.com/> provides strong testimony of how one company director manages his thinking differently and how addressing the mindset of employees is a key preparation for them to learn. Quantitatively they draw on results of the CEB SHL Occupational Personality Questionnaire, (OPQ), one of the world's most widely recognised and used questionnaires to predict behaviour at work. Innate Thought has been collecting pre and post OPQ data for the past 12 months. They ask clients to complete the OPQ before and after programmes. Initial results suggest their approach leads to significant increases in:

Social Confidence - feels comfortable when first meeting people, at ease in formal situations

Decisiveness - makes fast decisions, reaches conclusions quickly

Tough Mindedness - not so easily offended, can ignore insults

Whereas there are significant decreases in:

Worrying - feeling calmer before important occasions, less affected by key events, free from worry.

Innate Thought also works closely with '**Beyond Recovery**', a social enterprise working with individuals, services and business people with addiction problems. One such partnership programme is delivered to staff and inmates within the UK's HM Prison Service. Beyond Recovery's mission is to revolutionize the way addiction and mental health is viewed and treated through a paradigm shift in our understanding and perception of how life works from the inside out. Nearly 100 participants' have so far taken part in a research project and which involves a 'treatment' group and a control' group. Participants in the intervention experienced more than five times greater feelings of wellbeing than the control group. The course participants' purpose in life scores increased more than two and a half times as much as those in the control group. Reductions in levels of depression, anger and anxiety were ten times greater in the treatment group. There were 63 men in the control group and 91 men in the participant group. Speaking specifically about the prison programme Paul Lock, Innate Thought's Director told, IFTDO News "I never cease to be amazed at how people can thrive, regardless of their history and current circumstance."

### Digitalization in Training and Development: IFTDO member Change International reviews new tool 'ActExs'

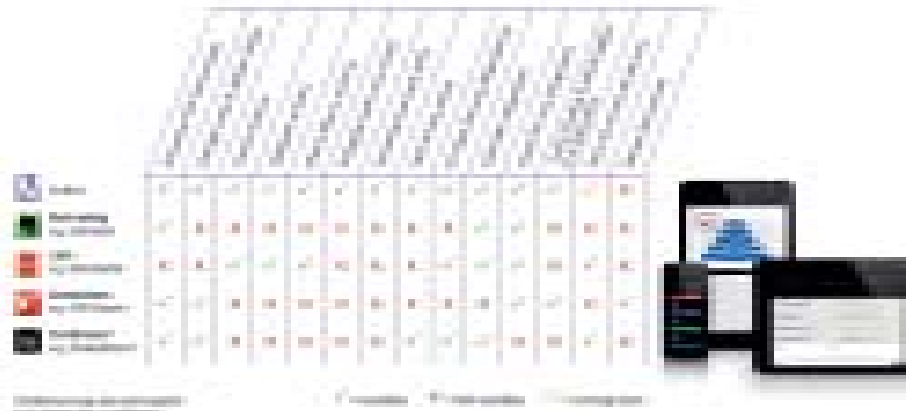


It is still popular to use Power Point slides, binders with handouts and "old-school" pen and paper to foster participant learning in instructor-led classes, conventions, meetings and seminars. These methods lead to paper waste and more importantly, waste of learning as they offer little flexibility to both trainers and participants. Many miss to see the potential in the BYOD (Bring Your Own Device) culture when it comes to training, but one IFTDO member, Change International, has recognized the problem and has started to use an innovative new app "ActExs", developed by Leadership Support ([www.ls-s.com](http://www.ls-s.com)).

This new product facilitates and digitizes the work of professionals in the HRD/training industry. Distributing USB sticks, for example, hinders delegates from working with documents during sessions. Interaction between participants and supplementary materials enhances learning, but a USB stick or a CD has proven to be a cumbersome means of interaction between

trainers and delegates. Via their new digital assistant, ActExs, training organizers, delegates and leaders can up their game by converting learning into actions and giving/receiving performance feedback. A sophisticated set of features nested in an intuitive interface allows trainers to execute more efficient trainings, while delegates and leaders extract more from their participation in such events.

It might be argued that existing apps meet trainers' needs adequately. However, there are two particular strengths to ActExs. First its extensive capability vis a vis other 'competitor' resources (see Figure). Secondly, ActExs' capabilities extend beyond training sessions. It is there not only during a conference or training. It is there for everyday use, no matter whether one attends another training, seminar, meeting or just reads something interesting.



Looking at ActExs in more detail, trainers and instructors can improve training sessions in four easy steps. No training goes without complementary educational readings and visuals which trainers provide for participants before, during or after a session. ActExs eliminates the need for paper handouts. ActExs allows trainers to compile these materials, share them with participants on the spot, have participants put down their thoughts on the materials, convert them in actionable tasks, and share their feedback with the organizers after the latter process is done so that trainers can improve in the future. Here's a breakdown of these steps.

In ActExs, organizers compile all of the materials they want to share with delegates in so-called "sessions." Their sessions can include readings, charts, photos, web clippings and much more. Sharing is quite easy with the app. Participants can either use an email invitation or a QR code, provided by the organizer.

Once the "real" session has started, delegates have access to a number of features to work with, in order to complement the materials provided with ideas, insights, comments, etc. There are basics like adding free-hand annotations and predetermined digital stamps (question marks, exclamation points, etc.), useful to mark important sections of a presentation.

Participants can also add text notes to each page of a document; add blank pages for scribbles, mind maps and similar content or snap a photo of something interesting like a flip chart, activities, sample products, etc., not available in the predetermined session materials, and add it as a separate page. All pages can be organized via tags (like "marketing," "HR," etc.) and sentiments ("Favorite," "Inspiring Idea," "Question," etc.)

Trainers and participants can increase their productivity by creating tasks inspired by a certain page or page reflection in the form of an "action." ActExs allows for actions to be shared via email and reminder emails. Through the dashboard, participants, leaders and trainers can use learning

analytics to check on the progress of these actions, on their efficiency in terms of number of actions completed and much more.

ActExs offers a unique feature that can benefit trainers' future sessions. Participants can give per-page feedback and overall feedback via a 6-level survey about the training and the trainer. ActExs will collect statistical data via learning analytics, which will be available to them, so that trainers can continuously improve upon every session they execute.

ActExs was the official tool to use at the 2016 Management Forum in Andernach, Germany and a number of other events, conferences, and clients' trainings. The feedback on the app so far has been excellent.

**Ed Note:** The innovative tool is available on the Apple App Store (<http://apple.co/2f90vHh>) for all iOS mobile devices. An Android version is coming early in 2017. A 90-day free trial is available until the end of 2016. Post trial period, there are several payment plans HR professionals can choose from to enjoy ActExs. There are special corporate solutions, with discounts for all IFTDO members. Contact LSS for more information at [www.actexs.com](http://www.actexs.com).

## HRD Practice in McDonalds: IFTDO's News / Journal Editor talks to McDonalds Chief People Officer

In the recently published second issue of IFTDO's new journal David Fairhurst, Chief People Officer at McDonalds explores the qualities that make McDonald's an interesting 'HRD laboratory'. McDonalds and its franchise partners operate over 36,000 restaurants employing over 1.9m people, making McDonald's the world's largest private sector employer; a scale which means they have the opportunity to test and assess HR innovations in a very rigorous way across multiple markets and with significant sample sizes.



In interview with Journal Editor, Rick Holden, David discusses four accounts of practice that are emerging against a backdrop of McDonalds efforts to regenerate business growth and the recently established Global People Strategy.

- The democratisation of leadership (and see also IFTDO News Issue 1): the rebalancing of investment in core leadership skills to include shift managers in restaurants (the first level of management in the organization)

- Culture shift and the L&D practices necessary to elicit what David calls "cultural performance dividends" to be gained from certain key behavioural changes amongst restaurant staff
- Diversity and Inclusion: broadening the talent pool and where an interesting example sees McDonald's discussing with the German government how it might seek to provide a combined education and employment initiative in relation to the large numbers of migrants and refugees currently moving into Germany.
- Technology: including, critically, technology enabled HRD analytics but also including gamification and virtual reality in its L&D programmes. David describes a new restaurant based VR programme which provides "a very powerful learning experience of life in the kitchen."

Citing Martin Ford's recent book *The Rise of the Robots*, I ask about McDonald's use of labour saving technology. Might the organization be entering a period of de-skilling and headcount reduction in its restaurants? The answer is a firm "no". Technology has a huge role to play in increasing customer convenience, and significant investments are being made in areas such as front-of house ordering kiosks and mobile ordering. However, the impact of these technologies has been to create new hospitality roles such as at-table ordering and service (i.e.: waiters and waitresses) and "Guest Experience Leaders" (a similar role to the *maitre d'* in a high-end restaurant).

Elsewhere in this issue Catherine Lombardozzi's (USA) paper is set in the increasingly important aspect of HRD - self-directed learning. Acknowledging the powerful discourse advocating self-directed learning Catherine argues that employees seem to want and need guidance. Also in Issue 2 Steven Hodge, Erica Smith and Llandis Barratt-Pugh report on their search for a model of Learning & Development practice arising out of their work with the Australian Institute of Training & Development whilst Alaa Garad contributes the first of a two-part article linking Investors in People with Business Excellence and its application to organisations in the United Arab Emirates. Articles on mentoring for women working in investment banking; coach development and HRD post financial crash in Greece complete the issue.

### Call for Papers, 2017

All IFTDO News readers are invited to consider a contribution to the journal in 2017. Case studies and articles which embrace a scholar-practitioner perspective as regards HRD practice and policy are particularly welcome. Contact the editors at [editors@ijhrdppr.com](mailto:editors@ijhrdppr.com) for any queries or to discuss a possible submission.

## UN Global Compact Annual Local Networks Forum and Private Sector Focal Points Meeting Dubai, October 24-27



The UN Global Compact is the world's largest corporate sustainability initiative. It is a call to companies and other organizations to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals. It has over 12000 signatories from 170 countries, representing business/corporate sector, international bodies, government bodies, NGOs, labour, etc. IFTDO is a signatory to UN Global Compact. The UN Global Compact believes it's possible to create a sustainable and inclusive global economy that delivers lasting benefits to people, communities and markets. That is the vision. To make this happen, the UN Global Compact supports companies to:

1. Do business responsibly by aligning their strategies and operations with the 'Ten Principles' on human rights, labour, environment and anti-corruption; and
2. Take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

The UN Global Compact has been organizing Annual Local Networks Forum and Private Sector Focal Points meetings every year. The latest meeting was held on October 24-27, 2016 at Dubai on the Theme: 'Making Global Goals Local Business'. Dr. Uddesh Kohli, Secretary General, IFTDO participated in the meeting which was attended by about 300 participants from about one hundred countries.

Detailed information on Summit is available at: <https://www.unglobalcompact.org/take-action/events/881-making-global-goals-local-business-dubai>



## CEDEFOP: Skills Shortages in Europe

Data from, CEDEFOP (the European Centre for the Development of Vocational Training) reveals that across the EU the top five skill shortage occupations are ICT professionals; medical doctors; science, technology, engineering and mathematics (STEM) professionals; nurses and midwives and teachers. But the picture varies across countries. While all Member States except Finland lack ICT professionals, Belgium, Greece, Spain, Hungary, Latvia, Lithuania, Luxembourg, Portugal and the UK have no shortage of teachers. Other occupations are also of concern to various countries. Estonia and France face shortages of legal professionals. Ireland, Luxembourg, Hungary and the UK need finance professionals. In Italy demand for architects with green skills is growing.



### Mixed reasons

Demand for ICT professionals is rising because almost every economic sector needs their skills. Similarly, STEM professionals are needed in many fields, including emerging ones such as electric-vehicle production. However, the supply of ICT and STEM graduates from upper-secondary and higher education is insufficient to meet demand. Too few young people are studying STEM subjects. Entry requirements and dropout rates are high and participation by women is low.

Some countries also suffer from 'brain drain' as STEM professionals emigrate for better jobs elsewhere. Europe's ageing population is causing skill shortages for healthcare professionals and teachers, but in different ways. Many teachers are expected to retire in the coming decade and shortages arise from the need to replace them. For healthcare occupations an ageing society is increasing demand for social care and medical services.

However, CEDEFOP also point out that skill shortages arise for other reasons not related to skills. Unattractive and stressful working environments and falling wages can discourage people from entering certain occupations. In some countries teaching has a negative image and salaries are low. Healthcare occupations often require shift and weekend work and have high staff turnover. An increasing number of healthcare professionals work in sectors with better working conditions, such as the biotech industry and pharmaceuticals. Similarly, many STEM graduates take non-STEM jobs.

### What countries do

To reduce skill shortages Member States are trying to increase the supply of skills in demand. Changes are being made to education and training, efforts are being made to use existing reserves of labour and skills better and employees are being upskilled.

More people, especially women, are being encouraged to study ICT and STEM subjects. Efforts are being made to bring jobseekers together with companies that have skill shortages and will provide training. Fast-track training opportunities for employed and unemployed people to qualify in shortage occupations are also being developed.

For more detailed findings on critical skill shortages for each Member State, go to the Skills Panorama at <http://skillspanorama.cedefop.europa.eu/en>

## Short 'shelf life' of modern skills

At the CEDEFOP - UNESCO global conference in October, Cedefop Deputy Director Mara Brugia highlighted the short life of skills today compared to the past, about how each potential talent needs to be developed and of the necessity to ease mobility between regions. 'Qualifications frameworks based on learning outcomes together with policies to validate the skills people have acquired at work or elsewhere, may indeed help support talent and skills mobility. These frameworks can also help to make qualifications more relevant to labour market and learner needs. They could also become the new global skills currency. The joint work of UNESCO, the European Training Foundation and Cedefop on qualifications frameworks beyond Europe could support this process.'

CEDEFOP research continues to highlight significant skills mismatches within European countries. A significant part of the EU countries' human capital investment is not being effectively utilised in workplaces, adding that 'if overqualified tertiary graduates were simply underachieving students who have rightfully entered into lower-skilled jobs, then this would not be an issue of concern for policy.'



According to CEDEFOP Director, James Calleja, statistical data from international and global reports illustrate that we live in times where mismatching, surplus of skills, lack of behavioural skills and automation are changing the ways in which higher education institutions (HEIs) are expected to prepare young and adult learners for the world of work. 'The labour market is increasingly becoming challenging, demanding, unpredictable and skill-intensive,' he said. The quality of VET provision will largely determine the quality of jobs in the labour market. And the Cedefop Director stressed the need for a 'better dialogue between the worlds of education and employment based on the quality of learning and of the work environments.' He said that employers and training providers are challenged by innovation, technology and new skills that employees need to learn to keep up with the demands of the constantly changing workplaces. The issue of quality in training provision and employment, or the lack of it, is a major obstacle to vocational education and training (VET) attractiveness and often makes VET a second or no option. 'Quality builds trust,' noted Mr Calleja, 'and this confidence shapes a culture of excellence at all VET levels and spills over in the job offers.'

## Values and the Fourth Industrial Revolution

In the closing session of the World Economic Forum's inaugural Annual Meeting of the Global Future Councils (November, 2016), business and civil society leaders called for the embedding of values in the design of technologies and investment in education to prepare citizens for the future by ensuring they have the skills to succeed in the Fourth Industrial Revolution. According to the WEF today's society faces the mammoth task of creating 1.5 billion new livelihoods by 2050 while at the same time



exceeding the planet's crucial ecological limits. With the start of the Fourth Industrial Revolution, human progress may either suffer through a catastrophic setback or experience a positive transformation. What will make the difference? Values. A common values-driven direction is clearly needed, argue the WEF. "When you use technology, you have to do so in a values framework," observed Usha Rao-Monari, Chief Executive Officer of Global Water Development Partners in the UK. "Technology has the opportunity of opening up closed systems" and "can be an accelerator of taking away obstacles to change" such as the asymmetry of information and the lack of trust and trustworthiness. Erica Kochi, Co-Founder of UNICEF Innovation, United Nations Children's Fund (UNICEF) in New York added: "If we don't implement education, health and jobs in our technologies by design, then we will create products, services and systems for the haves in the world and that is clearly not the world we want."

### UAE to launch national council on 4th Industrial Revolution

The UAE government has launched a national council on the Fourth Industrial Revolution. The UAE will serve as a laboratory for exploring and testing initiatives and approaches to prepare for the future. Mohammed Al Gergawi, Minister of Cabinet Affairs and the Future of the United Arab Emirates made the announcement during the Annual Meeting of Global Future Councils that took place on November 13-14. The Council will help implement technologies, address different sectors from health and education to the shape of the future government to transfer ideas to reality. A central feature of the Council's work will address education. According to the Minister "We need to have a different type of education that would teach the workforce new kinds of capabilities. Teachers will be there, but we will have different ways of teaching. Business will be there, but the way we conduct businesses will be different than what we have today."

**Ed Note:** The WEF has published a White Paper "Values and the Fourth Industrial Revolution: Connecting the Dots Between Value, Values, Profit and Purpose". It aims to: examine the role of values in shaping critical global systems, based on a number of World Economic Forum System Initiatives, and categorized by financial, social, and manufactured and natural capital. It can be downloaded at: <https://www.weforum.org/whitepapers/values-and-the-fourth-industrial-revolution-connecting-the-dots-between-value-values-profit-and-purpose>.

### The 'new learning organisation' ?

Towards Maturity, a leading independent provider of advice and support in the application of learning within business, have released the results of their latest research into organisational learning. Their 'headline' news is that "Today's successful workplaces are fast moving, global and digital. Learning innovation, done well, delivers results that can support sustainable, agile workplaces." In more detail, the TFM 2016 benchmarking survey indicates that:

Learning professionals are aspiring to build a dynamic learning organisation:

- 93% want to integrate learning and work (up from 80% in 2015)
- 95% want to respond faster to the speed of business
- 98% want to support the sharing of good practice
- 90% want to play an active role in supporting business innovation (up from 80% in 2015)

However, learning provision today has not changed much in 5 years:

- 56% is delivered face-to-face
- 19% of budget is allocated to learning technologies

- 22% is delivered via blended solutions

What's more, the use of technology in learning is focused on online course delivery, rather than performance support:

- 9-in-10 are using live online learning and e-learning content
- 3-in-4 are using Learning Management Systems
- 7-in-10 are using video and mobile

On the basis of their research Towards Maturity develop some interesting ideas about the emergence of what the term the 'new learning organisation'. Peter Senge first talked about the learning organisation in his book *The Fifth Discipline*. Peter Senge's vision of a learning organization as a group of people who are continually enhancing their capabilities to create what they want to create has been deeply influential.

### 6 Characteristics of the new learning organisation

**Clarity of purpose** – a shared vision of outcomes that matter

**Holistic staff experience** – a trusted brand that expects and facilitates continuous learning from start to finish

**Thriving ecosystem** – individuals, managers and the extended enterprise working towards common goals

**Agile, digitally enabled infrastructure** – supporting and enabling a fluid exchange of ideas and skills

**Continual engagement** – self-directed, connected, accumulating collective understanding

**Intelligent decision making** – using performance analytics to inform and adapt

Over the years Towards Maturity has been tracking outcomes that organisations really care about - indicators of staff and customer commitment, measures of growth, innovation and the ability to respond with speed. Since 2003, they have been investigating what learning-related activities are most likely to deliver those outcomes. They suggest the research highlights a number of characteristics and traits of an active learning organisation (see Text Box).



The Towards Maturity Index™ (TMI), based on this model, purports to be a 'measure' which organisations can use to benchmark against their peers (Figure). TM define the Top Deck as those in the top 10% of the TMI. These organisations report the best business results, staff engagement and responsiveness to business change whilst citing fewer barriers to implementation. They are also the organisations, TM claim, who are closest to becoming 'new learning organisations' working hand in hand with business leaders to deliver agility and competitive advantage.

The Towards Maturity 2016 Benchmark Review is drawn from over 600 participants taking part between September 2015 and August 2016,2. A sample of over 4,700 learners also took part in a learning landscape survey during the same period.

## ILO Financial Skills Training help shape future

An ILO project in Indonesia enhances labour productivity, employment opportunities and entrepreneurship in key rural activities. Afriani Ngana Tara



Andung, a 36-year-old mother of two, (see Text Box) now keeps a close eye on her family's finances. Using newly-learned bookkeeping techniques, she carefully records their different sources of income - seaweed farming, fishing and small business activities - and separates her business and household expenses. Andung's new-found financial awareness came after she joined a skills training organized by the ILO through a local partner. It brings financial education to families as part of the "Decent Work for Food Security and Sustainable Rural Development Project" in Nusa Tenggara Timur (NTT) province.

The skills training programme equips people who live in a food insecure area with basic entrepreneurial skills so that they can shift from a subsistence-based livelihood to more sustainable entrepreneurial activity.

The project, which is funded by the Luxembourg Agency for Development Cooperation and the ILO, focuses on increasing labour productivity, enhancing employment opportunities and expanding entrepreneurial opportunities in key agro-food value chains, particularly maize, seaweed and livestock.

Ms Andung's training has also benefited other families in her community. She was appointed as a local facilitator to help her neighbours sharpen their

### Training was an eye opener



Applying her new knowledge Ms Andung was amazed to find that the family was earning IDR5,800,000 (US\$433) per month from seaweed farming and IDR1,600,000 (US\$122) per month from selling ice. "We never realized that we earn that much," she said. "The training has really opened my eyes about the importance of financial management and bookkeeping." Next, she calculated her family's regular expenses, and as a result was able to set budgets for things like regular daily expenses, education and social commitments. "My family spends a total of IDR5,300,000 (US\$405) per month. When carefully calculating my priorities and expenses, I have unnecessary expenses that I did not even realize before," she said. Having sorted out her day-to-day financial situation Andung next used her new skills to look longer term, developing a strategic approach to her financial flows. "Before my only concerns were the fluctuating market price, and I ignored the importance of managing money when the market price was good."

"What I learnt the most was that I was not aware of my own capacity and ability. The training has turned me into a better farmer, a better business woman and a better mother."

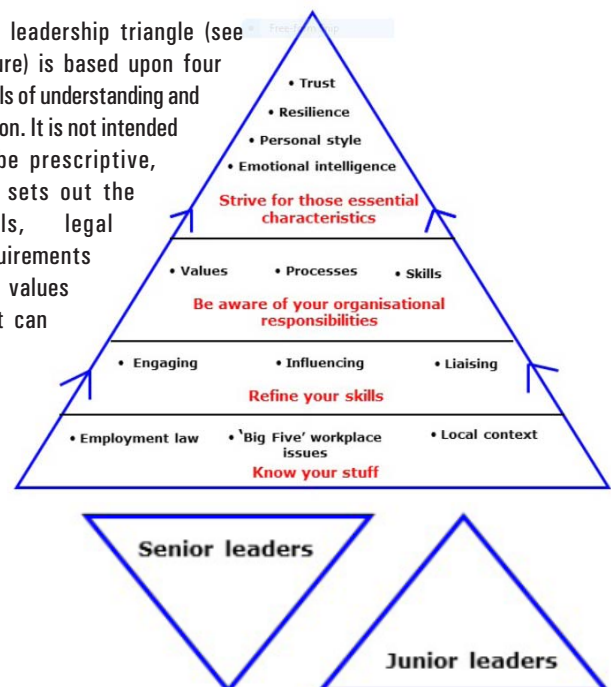
domestic financial management, so they can also improve their businesses and ensure their incomes allow for food security, education, as well as cultural and social commitments.

Building on the success of the Financial Education for Families course, the ILO has now introduced another training tool - Community-Based Enterprise Development (C-BED)-, a low cost, easy to implement training programme that helps entrepreneurs and business owners plan and improve.

## ACAS join push for the democratisation of leadership

The authoritative and influential UK Arbitration, Conciliation and Advisory Service (ACAS) have developed a 'framework for effective leadership'. The key message from Acas is that supervisors and managers at all levels play a crucial part in successful organisations, with a different mix of characteristics required in different roles. The Acas framework is intended to help both junior and senior managers identify the qualities in themselves, and those around them, that can build workplace relationships that are productive, trusting and mutually rewarding.

The leadership triangle (see Figure) is based upon four levels of understanding and action. It is not intended to be prescriptive, but sets out the skills, legal requirements and values that can



help any leader be effective in their role. It also points to further advice that can be found in other Acas guidance (see <http://www.acas.org.uk/index.aspx?articleid=1339>) Importantly the triangle is informed workplace practice; the millions of customer interactions Acas advisors have every year.

The framework (see Figure) highlights four levels. Whatever their position in the hierarchy, leaders need to:

- **Know their stuff**, whether this is around the fundamentals of managing people, such as employment law and organisational policies, or about identifying and managing strategic risks and opportunities.
- **Refine their skills**, constantly seeking to improve their influence, communication and engagement with their people.
- **Be aware of their organisational responsibilities**, not just in functional terms but also in terms of leading by example through behaviour aligned to organisational values and culture.

- **Strive for essential personal characteristics**, including personal resilience, emotional intelligence and the ability to build trust.

Interestingly argue that the triangle is inverted for senior managers (see Figure) who will need more of the skills and behaviours in the top levels. According to Ann Sharp, Chief Executive of ACAS, the framework is "unapologetically practical rather than theoretical. Its draws on our experience of working with organisations and managers across the spectrum and hearing about their challenges."

### KPMG and Open University issue Employer Guidance in advance of Apprenticeship Levy

As part of the UK's Government's drive to train three million new apprentices by 2020 - and to support calls for more employee training to be workplace based, an apprenticeship levy will be introduced in England next year. It will replace all taxpayer funding of apprenticeships for companies of all sizes. All firms receive an offset allowance of £15,000, equivalent to 0.5% on a payroll of £3 million. Any employer with a payroll above this will be liable to pay the levy. Once employers in England have registered and paid the levy, they will then be able to access funding through a digital apprenticeship service account.

KPMG and The Open University (OU) have joined forces to launch an apprenticeship service that enables employers to identify and fulfil their future training needs, following the Government's plan to introduce the Apprenticeship Levy. The partnership has been designed to offer employers a high quality, scalable and accessible service.

The guide has been produced in association with the Open University and consulting firm KPMG, and suggests employers follow five key steps to maximise their apprenticeship funding:

- **Align apprenticeships with business strategy:** this includes mapping the content of apprenticeships to organisational goals
- **Conduct a skills audit:** to reveal skills gaps and a view of the skills base of existing staff and requirements for the future.
- **Take an integrated approach:** for example, whether existing in-house training can be substituted or augmented by apprenticeships
- **Diligence when choosing a training provider**
- **Support and engage employees:** Employees' expectations of career progression may change as more apprenticeships are introduced, and it will also be important to support line managers to support apprentices.

Mark Williamson, a partner at KPMG UK said: "With the introduction of degree-level apprenticeship standards (see Ed Note) and the levy fast approaching, we produced this guide to provide organisations with expert advice about how to establish and deliver work-based apprenticeship programmes that deliver results." The full-service scheme will help organisations to understand their future workforce needs, identify skills gaps and provide and manage training programmes through apprenticeships. A central feature of the service is the extensive use of online learning, which will encourage greater access and opportunity to expand the scheme across businesses.

KPMG is the first of the 'Big Four' to make this move, following demand from organisations for advice on how to deliver large scale apprenticeship training to employees. The Open University and KPMG intend to expand the model, to work with other universities and registered training providers, which will enable the delivery of a wide range of apprenticeship programmes across the UK.

**Ed Note: Degree level Apprenticeships:** The KPMG/OU initiative also comes at a time when the new degree apprenticeships are becoming established. A Degree Apprenticeship is a new education route in the UK, bringing together the best of higher and vocational training. This new option enables university study and on-the-job training typical of an Apprenticeship, without having to cover the cost of tuition. They are offered in a range of industries including financial services and engineering.

### Towards a European University

In the context of the World Economic Forum report The Fourth Industrial Revolution (see also p 9 ) technological development is a threat to those without basic literacy, numeracy and IT. The 4th industrial revolution will be focused on the development of talent. CEDEFOP Director, James Callega argues: 'Skill demand and changing skill requirements are more pronounced than ever across many production and service-oriented sectors. Yet education sectors, particularly higher education, often live in silos; hence the idea of a European University (which the European Union is promoting) should take into account the synergy of the Bologna and Copenhagen processes with strengths accumulated in Member States and within HEIs, and that this is the time to converge higher education degrees, whether learners come from the VET stream or from purely scientific streams. The creation of a European University College could well be the first concrete step towards a real European integration in this sector.' Furthermore, at a political level, a European University could be an excellent pathway towards social inclusion and cohesion, permeability, end of the silo mentality, bridging the worlds of education and employment and a rapprochement between teachers and operators in education, and managers and directors in the workplace. A European University College will also provide a platform for better integration at European level of the acquisition of technical and academic skills, higher education qualifications, the Bologna and Copenhagen processes on academic and professional degrees, mobility and lifelong learning, funding and governance of higher education.

### The time has come for HR standards

Standards are a defining characteristic of professions but, until recently the HR and HRD fields have lacked any agreed standards of practice to the guide and characterise the value and treatment of employees. However, in UK and at an International level work on a suite of HR standards is bearing fruit. In July 2015 the British Standards Institute (BSI) published the first UK national overarching people management standard, officially titled: 'BS 76000 Human resource - Valuing people - Management system - Requirements'. The standard is based on the premise that people, as an organization's biggest asset, are inherently valuable and should be treated as such. By respecting this basic principle, both organizations and the people who work on their behalf can benefit from a more equal and sustainable working relationship. As a management system standard, BS 76000 provides a framework for organizations to put processes in place which will help catalyse that relationship. The standard is relevant for an organization with employees, volunteers or temporary staff - not just those who employ HR professionals, says the BSI. "Businesses that demonstrate this understanding are increasing their attractiveness as employers. Not only is this a great way to draw and keep the best talent, it raises the bar and boosts reputation. BSI 76000 was developed following a 100-day public consultation that involved employers, academics, and industry bodies such as the CIPD, Chartered



*Contd. on page 15.....*

## The Future of Work: ILO Research Paper



This paper seeks to answer some of the questions being asked today about the future of work. The paper initially sets a context by looking at the long history of the notion of work and considering how new meanings have enriched it over the centuries. It examines how a multiplicity of meanings has created a diversity of ways of relating to work, sketching a rapid panorama of Europeans' expectations and how they are (or are not) satisfied with the reality of work as we know it. A subsequent section deals with the effects on work and employment of the discourse currently in vogue according to which the technological revolution under way is leading inevitably to radical transformations, questioning in particular the technological determinism underlying that view and analysing the policies it implies. A key section at the heart of the paper presents three broad scenarios in which the future of work might take shape:

- the first emphasizes the technological revolution,
- the second scenario envisions the possibility of drastic reduction of systems of employment protection, whilst
- a third scenario, referred to as 'ecological conversion' is identified as one which may represent a major opportunity to reconnect with full employment, the meaning of work and the concept of 'decent work'

The paper explores the conditions for such a scenario to become reality.

***ILO Research Paper No.18; The future of work: The meaning and value of work in Europe***

## People Measurement and Reporting: latest report from Valuing Your Talent



'Valuing Your Talent' is a collaborative, industry-led movement to build a greater understanding and appreciation of how people create and drive value in business.

A partnership between CIMA, CIPD, CMI and IIP, it published its first report in 2014 "Managing the Value of Your Talent: a new methodology for human capital measurement". As the title of this first publication implies the work of Valuing Your Talent has sought to better understand and demonstrate the benefits of human capital reporting, people measures and to use people data to drive more effective evidence-based decision making. This latest publication draws together much of the work and research of VyT over three years in a summative report and resource. Against a context of key trends (e.g. utilisation of technology, workforce diversity, globalisation, individualism, social responsibility) it presents and explains the latest version of the framework. The is made up of the four levels corresponding to an organisation's business model: its inputs, activities, outputs and outcomes. The first level represents basic people data and fundamental aspects of people strategy. As organisations move up the framework, each level offers greater insight, moving from people strategy to business strategy and increased business impact. The resource document explains each of the measures in some detail, along with examples. As part of the wider discussion

of the Framework the report includes a summary of research commissioned by the VyT partners to explore the type and quality of FTSE 100 human capital disclosures. The research shows that there has been an overall increase in the reporting of HC issues, particularly in the area of HRD. However, the item reported upon that showed the largest increase comes under 30 the heading of employee equity, namely human rights. Ultimately, the research confirms companies are reporting many of the elements and metrics in the Valuing your Talent framework. In addition, this model may provide a useful foundation for HC reporting in the future and may offer a solution to the challenge of communicating HC issues that are of considerable material importance to organisations today. An appendix to the report/resource is of particular note. Six case studies are provided - from Capgemini, Coca Cola, London Councils, Network Rail, ASDA and British American Tobacco. Each case is developed in some detail with insight from key players in the six organisations.

***People Measurement and Reporting: from theory into practice; CIMA and CIPD, 2016***

## Women, Naturally Better Leaders for the 21st Century

Routledge in partnership with LeaderShape Global (See EdNote below) are producing a series of white papers on 'Transpersonal Leadership'. A Transpersonal Leader is defined as someone who operates "beyond the ego while continuing personal development and learning. They are radical, ethical, and authentic while emotionally intelligent and caring." This, the second of the White Papers takes a look at the reasons why we have a confluence of women playing a greater role on the world stage in the workplace and the reasons behind some of the cultural barriers that hitherto have kept them from achieving parity at the most senior levels. It goes on to reveal new data built around Emotional Intelligence attributes and comparing strengths of men and women. Across 19 EI capabilities the biggest differences were evident in relation to: service orientation, developing others, Change catalyst, Transparency, empathy and inspirational leadership. Looking more closely at the behaviours associated with Developing Others the behaviour with the largest difference is "Identifies opportunities and stimulates individuals to develop to their full potential".

The paper argues that the areas where women emerge as stronger are those required by leaders of organisations to be most successful in the 21st century. A challenge remains, however, which is how best to get more women into leadership positions where they can deliver maximum advantage.

These papers suggest four strategies:

- Setting targets based upon sound data
- Creating the right HR policies that enable the talent to be present in the work environment
- Developing Organisation Development (OD) policies that recognise the difference in requirements between genders.
- Building a culture that recognises and encourages leverage of the difference that woman can make to strategic thinking and performance.

The paper acknowledges the debate about gender quotas. It notes that 15 countries globally have adopted them with many others adopting country business-led approaches. It argues that "Targets provide clarity of goals

and a disciplined approach to change. They should be set in the context of a clear action plan, with a specific timeline and a robust measurement process to identify progress. Target setting in this way is a manifestation of vision and a clear communication both internally and externally that the organisation seeks to shift. However, targets should not be set only for the highest level, say at Board level, they should be set to build a strong succession pipeline of talented women."

**Young, G; Women, Naturally Better Leaders for the 21st Century; Transpersonal Leadership Series: White Paper Two, Routledge, 2016**

**Ed Note:** Leadership Global offer consultancy and development services to organisations worldwide. They are made up of experienced former CEOs and Business Leaders and purport to show excellent understanding of the key issues faced at the most senior management and Board levels. They focus firmly on the practical "how to" of business leadership development and develop capability through coaching, mentoring and facilitation of individuals, groups and teams.

The white paper is available to download at: [https://www.routledge.com/posts/9952?utm\\_source=Routledge&utm\\_medium=cms&utm\\_campaign=160801457](https://www.routledge.com/posts/9952?utm_source=Routledge&utm_medium=cms&utm_campaign=160801457) and where White Paper 1 "How to Develop Ethical Leaders" is also available.

## How Strategic Focus Relates to the Delivery of Leadership Training and Development

Despite progress in the development of leadership development models over recent years, these models fail to account for the differentiation in leadership training and development (LTD) practices found between organizations. The authors of this article conducted an exploratory, multiple case study of formal leadership training and development in 10 organizations, in different business sectors in the United Kingdom. They show that the strategic focus of LTD was shaped by the business goals pursued by these 10 organizations. They also found the strategic focus of LTD to be a broad contingency factor differentiated by level of impact, which then influenced the pattern of LTD delivery. The findings offer support for a contingency perspective in explaining how leadership training and development is configured in differing organizational contexts.



**Clarke, N. and Higgs, M. Human Resource Management, Vol 55, No 4, 2016**

## Advance Publication Notice...

**CIPD Studying Learning and Development: Context, Practice and Measurement**

In January 2017 the CIPD will publish a series of publications to support their new Intermediate (UK Level 5) qualification in Learning and Development. The series is co-edited by Prof. Jim Stewart (Liverpool John Moores University) and Patricia Rogers of Coventry University. The publications are intended for practicing professionals as well as for students.

### Traditional Print Textbook

This is to support teaching and learning of the three core modules:

- Developing Professional Practice in Learning and Development
- Understanding the Context of Learning and Development
- Using Information, Metrics and Developing Business Cases for Learning and Development

The book has a chapter for each of the learning outcomes in each of the core modules, making a total of nine substantive chapters, plus an introduction and conclusions chapter.

### A series of 'E-booklets'

These are being produced to support teaching and learning of each of the thirteen (13) option modules. E-booklets are a new form of publication for the CIPD and they have a range of innovative features enabled by e-learning technology. Those to be published in January 2017 are as follows.

- Designing and developing digital and blended learning solutions
- Enhancing participant engagement in the learning process
- Developing and using consultancy skills
- Developing leadership and management skills
- Understanding organisational development
- Facilitating collective and social learning

The other seven e-booklets are expected to be published in summer 2017.

## Human World: Education; Taylor & Francis Research Collection

The free access articles in this collection consider Education from a Human Development perspective. The research traverses the human lifespan, looking at early education and development through to higher education and professional development techniques. The collections includes:



- Becoming dishuman: thinking about the human through dis/ability
  - Daniel Goodley & Katherine Runswick-Cole; Discourse: Studies in the Cultural Politics of Education
- A social justice alternative for framing post-compulsory education: a human development perspective of VET in times of economic dominance
  - Aurora Lopez-Fogues; Journal of Vocational Education & Training
- From bearers of problems to bearers of culture: developing community in the community development classroom
  - Lynda Shevellar; International Journal of Qualitative Studies in Education
- Education for economic growth or human development? The capabilities approach and the World Bank's Basic Education Project in Turkey
  - Kevin R. McClure; Compare: A Journal of Comparative and International Education
- Shaping a gender equality policy in higher education: which human capabilities matter?
  - Sonja Loots & Melanie Walker; Gender and Education

- University as regional development agent: a counterfactual analysis of an African university
  - Samuel N. Fongwa & Gerald Wangenge-Ouma; Africa Education Review
- Taking a risk to develop reflective skills in business practitioners
  - Margaret Mackay & Alex Tymon; Journal of Education and Work

## Calendar

### IFTDO Conferences, 2017

**April 9-11:** 46th IFTDO World Conference and Exhibition, Muscat, Oman

**June:** Joint IFTDO-AHRD Conference; Addis Ababa, Ethiopia. Employability and Skills Development. A first conference focusing on HRD research and practice in Africa. <http://www.ahrd.org/events/EventDetails.aspx?id=804380&group=>

**September 10-12,** 2nd IFTDO Regional Conference, Amman, Jordan.

Modern and Contemporary Trends in Human Resources Development (HRD) <http://www.knowledgekingdom.com.jo/english/conference?id=1331>

Learning Technologies, 1-2 February, Olympia, London. Europe's leading showcase of organisational learning and the technology used to support learning at work. More details at <http://www.learningtechnologies.co.uk/>

5<sup>th</sup> International Problem Based Learning Symposium, 15-17 March, Singapore. Theme: PBL and the Future of Skills. More details at: <http://www.rp.edu.sg/Problem-Based-Learning-Symposium-2017.aspx>

Learning Solutions Conference and Expo, 22-24 March, Orlando, Florida. Theme: Technology: disrupting the status quo of learning and development. More details at: <https://www.elearningguild.com/LSCon/content/4600/learning-solutions-2017-conference-expo-home/>

International Conference on HR and Talent Management, 21-23 April, Las Vegas. Theme: Enhancing Employee Experience! Ensuring Greater Results!! More details at: [http://globalbizresearch.org/Las\\_Vegas\\_Conference2/](http://globalbizresearch.org/Las_Vegas_Conference2/)

CIPD Learning & Development Show, Conference and Exhibition, 10-11 May, London. Covering the latest developments and thinking in L&D. Details from: <http://www2.cipd.co.uk/events/learning-development-show>

ATD International Conference & Exposition, 21 - 24 May, Atlanta, USA. Addressing the latest trends, best practices, and new solutions for designing, delivering, implementing, and measuring learning programs. More details at: <http://www.atdconference.org/>

UFHRD / AHRD; 18th International Conference on Human Resource Development Research and Practice across Europe, 7 - 9 June, Lisbon. Theme: HRD in a Context of Globalisation. More details at: <http://ufhrd2017.com/>

17<sup>th</sup> EURAM Conference (European Academy of Management), 21 - 24 June, Glasgow, Scotland. Theme: Making Knowledge Work. More details from: <http://euramonline.org/annual-conference-2017.html>

Global Talent Management; 3<sup>rd</sup> Annual Summit; 18 - 19 September, Berlin, Germany. Speakers include David Deacon, Chief Talent Officer Mastercard, USA and Helen Mabesa Regional HRD Director, Africa, Hilton Worldwide. <http://www.global-leaders-summits.com/summit/global-talent-management-leaders>

8<sup>th</sup> Annual Women into Leadership Conference, 20 September, London. Women into Leadership 2017 will examine how female leaders, at any grade, can enhance their skills to become the leader they aspire to be. Details at: <http://www.womenintoleadership.co.uk/>

### ADVANCE NOTICE AND CALL FOR PAPERS

Sustainable Development of human capital: exploring perspectives from grassroots to global research and practice, 8-10 November, Ahmedabad, India

Jointly sponsored by AHRD and AHRD India

Site Hosts: Indian Institute of Management

<http://www.ahrd.org/events/EventDetails.aspx?id=889480&group=>

*Contd. from page 12....*

Institute of Management Accountants (CIMA), Federation of Small Businesses, University Forum for Human Resource Development and TUC.

See <http://www.bsigroup.com/en-GB/about-bsi/media-centre/press-releases/2015/july/New-people-management-standard-is-published/> for more details.

Since the publication of this standard work has started on the development of a 'sister-standard' BS 76005 Diversity and Social Inclusion. This draft standard was released for a 60-day public consultation process on 1 November. Any interested person, from any country, is encouraged to contribute their comments on this draft standard accessed via the consultation page -

Work is also underway on a new BSI published document, PD 76006 A Guide to Learning and Development. This document will be a user-friendly and accessible framework to help organizations of all sizes and types to generate a more resilient business through a 'well-developed' work force. The guide will be relevant for all Learning and Development Professionals, Training and Talent Managers and Generalist HR Professionals. The drafting group includes senior Training and Development practitioners from private

and public sector organizations and employee representative organizations such as Union Learn <https://www.unionlearn.org.uk/>. The aim is to complete the drafting of this new guide by April 2017 ready for its launch in May 2017.

Both BSI 76005 and BSI 76006 will sit within the overarching BSI 76000 framework. In this sense they might be regarded as subordinate to or 'siblings' of BSI 7600.

At an international level the International Standardization Organization (ISO) have also now published four standards: ISO 30400 (Human resource management - Vocabulary); ISO 30405 (Human resource management -- Guidelines on recruitment); ISO 30408 (Human resource management - Guidelines on human governance) and ISO 30409 (Human resource management - Workforce planning).

**Ed Note:** Thanks to Valerie Anderson and Mark Loon, University Forum for HRD and BSI drafting group, for this update on developments towards HR Standards.



### Executive Board 2017

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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 Awards

The IFTDO Global Awards, sponsored by the Dubai Police Authority, will be presented at the Conference. A revised set of criteria have been introduced. There are now two awards:



#### 1. Best HRD Practice

Successful entries will demonstrate how a particular business or organizational performance issue or opportunity was tackled through an HRD initiative. They will also show how business or organizational performance was enhanced as a result.

#### 2. Research Excellence Award

This is awarded to the author(s) of a recently published paper drawn from and with a focus on professional HRD practice. The submitted paper and entry should be such

that it has a clear appeal to both academia and HRD professional practice.

An Overall Winner, selected from the highest rated submissions from each category is awarded a prize of \$5000. The remaining Best Category submission receives a prize of \$2000. In addition, the cost of the cheapest economy airfare and hotel accommodation for one representative to attend the IFTDO World Conference and the Award ceremony, for the Overall and remaining Category Winners, is covered by IFTDO.

Rules of Entry and Entry forms are available via the IFTDO website <http://www.iftdo.net/global-hrdawards>'

**Deadline for Entries: 31 January**

**Welcome New Associate Member**

National Consultant Centre for Training LLC (NCC),  
UAE

## IFTDO MEMBERSHIP APPLICATION

#### Category of Membership applying for:

- FULL MEMBER** (USD\$1200)  
Subscription is less for small professional societies. See below
- ASSOCIATE MEMBER** (USD\$420)

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#### 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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