

# IFTDO News

Number 2 of 2017



## INSIDE

From the President .....	2
From the Editor .....	2
Secretary General's Report .....	2
IFTDO News, Research and Member Activities .....	3
IFTDO Global Awards, 2017 .....	4
Meeting the needs of IFTDO members .....	5
ATD News and Research .....	6
CIPD News and Research .....	7
The practice of workplace learning and development .....	8
IFTDO's participation in UN activities .....	9
HRD News and Research .....	10
Realizing Human Potential in the Fourth Industrial .....	10
EU Commission launches .....	11
Women and Work .....	11
New 'organisation rules' driving HR identity shift.....	12
Hearing the Voice of 'Next Gen' HR .....	12
Resources, Publications & Calendar .....	13
Welcome New Members .....	16



The skills that make a winner manager

**atd** Associated for Talent Development

**Research Report**  
Page 6

Fourth Industrial Revolution

**World Economic Forum**  
**Publish White Paper**  
Page 10

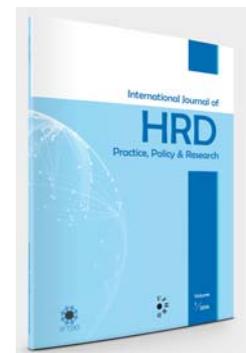


Developing Managers as Culture Change Agents

**HR Best Practice IFTOD Global Award Winner**  
Page 3

International Journal of Human Resource Development Practice, Policy & Research

**Volume 2, Number 1 Published**  
Page 8



## Message from the President...



Dear IFTDO members,

The 46th IFTDO World Conference & Exhibition brings us all together and provides an excellent opportunity to review the fruits of our combined efforts. I welcome you all to the Conference. The relevance of this conference makes me honored indeed to

be at the helm of our Federation. This Conference will bring out the professionalism and dedication of all IFTDO members. The Conference is being hosted by the Omani Society for Human Resource Management (OSHRM) with the theme: 'HR in Turbulent Times-Riding the Wave of Economic Change'. The conference provides the opportunity to bring together a diverse group of high thinking leaders and practitioners, to align our combined resources to extend and expand the following areas: HR Strategy and Planning; Leadership Development; Talent Management; Organizational Effectiveness and Building a Strategic HR Function.

Muscat is a cosmopolitan city with a diverse lifestyle. I hope all of you will seize this opportunity to personally experience the culture, history and vitality of the city during your brief stay here. One common characteristic of every Omani is a broad, welcoming smile. Oman's legendary hospitality is embodied in the generosity of its people across the country, whether it be the aromatic Omani Coffee offered to visitors or the laden palm trees that welcome anyone who wishes to taste their fruit.

I wish to take this opportunity to extend my sincere gratitude to all partners who have contributed to making the 46th IFTDO World Conference 2017 a success. Special appreciation to the Board, Steering and Organizing Committee members who have worked tirelessly with such persistence, commitment, and passion to ensure that Conference is a memorable event. Last but not least, I wish to thank all IFTDO members for your generous support to me as IFTDO President.

With best wishes,

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

## Message from the Editor



A key feature of the 'turbulent times' upon which this year's Conference theme is focused is the disruptive impact of technology. Few jobs and sectors of the economy are likely to escape the impact of digitization in how we work and live. Will a robot, I wonder, be able to do my job of Editor of IFTDO News in a few years' time? How companies, and individual employees, can adapt in a world of rapid technological change is certainly a hot topic and HR and HRD need to be at the centre of such debates and discussions. It is easy to respond with "the answer is learning". But, whilst HRD functions do need to consider the role of new technologies in how learning is accessed and delivered the more challenging question is 'what is to be learnt?' Will I have to learn how to program the robot who will take over when I leave my

role IFTDO News Editor? Will young people entering the labour market today have to undertake an almost continual cycle of new learning? And if some projections are correct as regards ongoing structural unemployment perhaps lifelong learning needs to address life without work. A number of articles in this issue of IFTDO News provide insight into the nature and directions such debates are moving (see, for example the article looking at the World Economic Forum White Paper on page 10). The issues are challenging, disconcerting, 'disruptive', but cannot be ignored. The next issue of IFTDO News will feature a Spotlight on HRD in the context of Digitization and all members are encouraged to submit items that may be of interest. IFTDO has an important role to play in both reflecting the debates but also in helping to lead and influence the HRD response.

**Dr. Rick Holden**  
Liverpool Business School

## Secretary General's Report

Several members have not yet logged in at our revamped web site [www.iftdo.net](http://www.iftdo.net) and accessed the Members area (which also has IFTDO AGM and Board Minutes, Annual Reports, summaries of Award winning entries). The log in ID and passwords to access Members Area were communicated to all members along with the Guidelines to log in. Members can edit their information and uploaded their logos. As stated in the guidelines, guests of members (such as their staff and members) can also access Members area for which a separate set of log in ID and password were sent. I would request all members to make full use of these facilities on our web site and give us their feedback. In case of any problem, members are welcome to contact me.



The preparations for the 46th IFTDO World Conference to be held at Muscat (Oman) on April 9-11, 2017 are virtually complete and it promises to be a great conference, full of learning and opportunities for networking. The panel of judges has decided IFTDO Global HRD Awards 2017 (see also page 4) Awards will be presented by Her Highness Muna Al Said on the morning of April 11 at a special session of the 46th IFTDO World Conference.

We look forward to interacting with you at the 46th IFTDO World Conference at Muscat on April 9-11, 2017. Please visit the IFTDO booth in the Conference Exhibition.

**Dr. Uddesh Kohli**  
Secretary General

### 'HR in Turbulent Times': 46th IFTDO World Conference

IFTDO's 2017 World Conference and Exhibition is hosted by the Oman Society for Human Resource Management (OSHRM). The theme is 'HR in Turbulent Times - Riding the Waves of Economic Change'. The programme spans three days, from 9 - 11 April.



#### HR in Turbulent Times: Speakers and Topics

What characterises "turbulent times" and what are the different ways HR is responding and managing in such times? Political and market instabilities, through to the increasingly evident impact of automation, digitalisation and artificial intelligence on the nature of work and skills, demand above all organisational agility. A key theme for several speakers is managing culture in such a context. Thus, for example, the CEOs of two Omani based organisations (Oman Air and Omantel) have contributions titled 'Managing Human Capital in Turbulent Times' and 'Evolving Corporate Culture in Turbulent Times, respectively. Shadha Al Maskari, from Protiviti, one of Fortune's top 100 companies to work for, uses the term disruptive technologies for her key note which will address 'shaping innovative mindsets'. Such terms effectively capture the importance of imaginative, innovative and fit for purpose HR leadership.



Learning is another key sub-theme; critical at both national and organisational levels. The CEO of 'On Track International' will address 'The future of learning - combining the digital and human for greater value', whilst the AVC of the Sultan Qaboos University will explore the relationship between investment in education and the economy.

Three panel discussions will take place over the two days. One will explore the role of professional societies in advancement of HR management; a session of real interest for many members of IFTDO.

#### Pre-Conference Workshops

These are scheduled for Sunday, 9th April. They include Redefining Leadership which is being led by the CEO of an organisation which goes by the intriguing name of Marmalade Fish. Opportunities to discuss how the 'great man' notions of leadership can be replaced by more relevant ideas about shared and distributed leadership are both welcome and overdue.

IFTDO's stand will be open throughout the Conference. It will be showing 'The Introduction to IFTDO' video and Board members will be present to discuss the activities of the Federation. Additional copies of the newsletter will be available the stand as well as a limited number of complimentary copies of IFTDO's journal The International Journal of HRD Practice, Policy & Research (see also page 8).



الجمعية العمانية  
لإدارة الموارد البشرية

#### Conference Host

The Omani Society for Human Resource Management (OSHRM) is the first and only such entity in Oman with members from both the private and public sectors. Started by a volunteer group of enthusiastic HR professionals in Oman in 2010 it operated as a chapter of the Arabian Society for Human Resources

Management under the corporate umbrella of the Petroleum Development Oman and with the support of organisations such as Oman Telecommunication Company and HSBC Bank. OSHRM was legally recognized as an independent Not-for-profit Professional Society, in 2014. OSHRM has become one of the most active NGOs in Oman working with wider network with business partners including government, corporate sector, other NGOs and individual professional and volunteering groups in Oman and internationally. OSHRM's mission is to contribute to building Human Resource capabilities in the Sultanate by providing high standard tools and knowledge

### Future IFTDO Conferences

**IFTDO World Conferences:** Proposals are invited from Full Members for hosting annual IFTDO World Conferences in future years 2019 to 2023

**IFTDO Regional Conferences:** Both Full Members and Associate Members can send proposals for hosting Regional Conferences in 2018 and 2019

Proposals may be sent to Secretary General at: [sgiftdo@gmail.com](mailto:sgiftdo@gmail.com)

## IFTDO Global Awards, 2017

The IFTDO **Global HRD Awards Program**, recognizes the achievements of organizations and their people and also research excellence within the field of HRD. They provide a valuable database of success stories to inspire and guide others. First awarded in 2009 at our World Conference in Toronto, Canada, IFTDO Global HRD Awards have been presented every year since that time. The Awards are given from the donation by Dubai Police Academy and the sponsorship by Saudi Aramco. Table 1 provides an overview of the winners and those awarded certificates of merit. The article below looks at the two winning entries in more detail.

### Overall Winner and Best HRD Practice Category Winner

Deepak Fertilizers and Petrochemicals Corporation Ltd. India (for two Entries)

### Research Excellence Category Winners:

Paul-Alan Armstrong and Patricia Bryans, University of Sunderland, U K

### Certificates of Merit Awardees:

#### (a) Best HRD Practice Category

1. Saudi Aramco Local Workforce Development Department (LWDD), Saudi Arabia
2. Thyssen Krupp Presta in cooperation with Change International Ltd., Germany
3. Whiteswan Consulting Group, India
4. Civil Service Training Center of Taichung City Government, Taiwan.
5. Orpic, Oman

#### (b) Research Excellence Category:

- 6 Young Jun Choi, Chan Lee, Ronald L. Jacobs, USA
7. Saudi Aramco Academic Programs & Partnerships Department (AP&PD); Yeo, R., Stubbs, J., & Barrett, M.



level - Mindsets, Values, Beliefs, and Behaviours aligned with the overall strategic direction. The company has developed several wide initiatives and HR practices since 2013 to ensure that:

- Senior leaders and line managers become the active change agents in our business transformation journey
- Employees are engaged and aligned to the vision of the organization
- Organization takes regular stock of talent in the organization and takes steps to neutralize any talent related risks
- Talent Development is continuous and is owned by individuals and their managers

The winning entry explains the approach that DFPCL has taken towards these objectives. The Manager Led Development Intervention was called **"Leading our teams"** (see also Figure). It provides tools and techniques for managers to identify and understand the people challenges and adopt management leadership styles that



will help them improve team effectiveness. Intervention is a mix of classroom training, practices for enhanced communication between managers and employees, and continuous inputs to the managers for development. For example, **Manager as Coach** is a long-4-month program where managers are coached by an external coach to become coaches themselves. **Coffee with Candor** is an employee engagement initiative where managers practice weekly, structured, open, and dedicated interactions with their direct reports to strengthen working relationships, drive performance and improve engagement.

Deepak acknowledge that culture change is a gradual process that takes time to fully take effect. Longer-term indicators like employee engagement, attrition, leadership effectiveness will take time to measure. However, indicators which demonstrate the company is moving in the right direction include qualitative feedback from the participants and the leaders. Deepak HR are confident that the manager led development interventions are provided useful tools to managers for improved performance management of employees. In a recent survey, most of the employees felt that in the mid-year review appraisal managers communicated on business, clarified priorities, provided feedback, and discussed development goals.

### Developing Managers as Culture Change Agents: Best HR Practice



**DEEPAK FERTILISERS AND PETROCHEMICALS CORPORATION LIMITED**

Deepak Fertilisers And Petrochemicals Corporation Ltd (DFPCL) is one of India's leading producers of industrial chemicals and fertilisers. It is a publicly

listed, multi-product Indian conglomerate with an annual turnover of over half a billion USD. A well-defined Human Resource strategy, gives due prominence to training and skill development and ensures ample opportunities for the personal growth of professionals across all disciplines. The company believe that a professional organisation must function as a meritocracy, and are committed to that goal. The winning Best HR Practice entry addresses culture change, focussing on developing managers as culture change agents.

DFPCL has laid out ambitious business expansion and growth plans and has taken several steps to redefine its strategies to deliver on goals of higher revenues and profits through a two-pronged approach

- Improving the top-line and bottom-line of existing businesses through business excellence initiatives
- Entering new businesses and setting up new manufacturing units DFPCL is aware that achieving these objectives requires transforming the organization not only at the operational level but also at the cultural

## Developing Researching Professionals: Research Excellence Award

Paul-Alan Armstrong and Patricia Bryans from Sunderland University, UK, have won the IFTDO Research Excellence Award for their research paper which addresses the professional development of HR professionals. The authors are concerned that the traditional focus in the teaching of research methods is on the mastery of tools and techniques of research. They argue that this will not help



students to deal with the complexities of people related issues in their future careers. A further important context for the paper is the author's recognition of the 'ethical guardian' (Lowry, 2006) role of HR practitioners, particularly in the current climate of organisational scandals (for example in banking and the automotive industry).

The research underpinning the paper was aimed at enhancing the reflexive consciousness of future HR professionals by:

*"...allowed me to really delve into my professional identity and where I wanted to be in my professional life in the future... The process allowed me to identify the researching professional I want to be, what type of research I want to try to conduct in the future. As I had previously just conducted research in the way I was told, not how I wanted to do it."*

*"Reflexivity has had a lasting effect on me as I've begun my professional life because I increasingly see the importance of looking in the mirror when I encounter difficulties at work."*

### Figure: Feedback from HR professionals (ex-students)

- embedding the concept of the Researching Professional as a response to the exponential growth of information with which they will be faced in their professional lives and
- introducing practices of research as a way of developing routines (habits) of reflexive consciousness to support the becoming of Researching Professionals.

The authors argue that adoption of this Researching Professionals approach contributes to a more thorough and appropriate preparation for the world of HR and organizations. Feedback from former students captures something of the impact achieved – see figure above.

An article based on the research will be developed for publication in the International Journal of HRD Practice, Policy & Research later in the year.

## Meeting the needs of IFTDO members: a membership update from Carol Panza (IFTDO Membership Committee)

The importance of retaining existing members, as well as attracting new members, is integral to the continuing success of the Federation. There are two important sources that guide the articulation of the IFTDO value proposition, which the Membership Committee works hard to support and also communicate. First, the value-proposition is informed by the "Voice-of-the-Membership." That is, the Membership Committee periodically surveys member organizations, in order to define, describe and maintain up-to-date benefits of membership, directly from the point of view of member organizations. Second, articulation of the value-proposition for IFTDO membership is guided by the IFTDO Board Strategic Direction and Related Plan, which derive from (a) identified member-organization requirements and (b) performance results aimed at furthering and providing leadership in the overall field of HRD, with both global context and local relevance.

### Membership Benefits ...and ongoing enhancements

#### • Members-Only Access for Members of Members

Much of the content on IFTDO's web site is 'for members only' Examples of members-only content on the IFTDO website include, articles, research reports, success stories, and the archives of both the *International Journal of Human Resource Development Practice, Policy & Research* and IFTDO's newsletter, the *IFTDO News*. Such content can, at their option, be offered to a member's own constituent members. Members of IFTDO member organizations can also participate in discussions among IFTDO members, initiated within the "Collaborate" section of the website.

**Future Enhancements** – The Membership Committee plans to develop a letter that IFTDO member organizations can use, at their option, to introduce their own members to the [www.iftdo.net](http://www.iftdo.net) website, describe its content/value and provide each IFTDO member's custom guest ID and password access. This is intended to make it much easier, faster and more effective to share guest access with a member's members and encourage members of member organizations to, at least, make an initial visit.

#### • Member Organizations Listings

One of the most valuable benefits of membership in IFTDO for all member organizations, is in being part of an extensive pool of potential collaborators and partners from within the diverse, global network of organizations which makes up IFTDO. Member Organizations can show details such as their contact information, area of operation and product and/or service offerings. A key feature of the web site (see example in Figure 1) enables member organizations to define, describe and promote

NAME AND LOGO	CONTACT INFO	ORGANIZATION TYPE & MEMBERSHIP CATEGORY	AREA OF OPERATION	PRIMARY PRODUCTS AND/OR SERVICES
 <p>Civil Service Development Institute 行政院人事行政總處 公務人力發展中心 Civil Service Development Institute, Directorate-General of Personnel Administration, Executive Yuan</p>	<p>No. 30, Sec.3 XinSheng S. Rd., Taipei, Taiwan 10660, R.O.C.</p> <p>Phone: 886 2 8369 1399, Ext. 8308</p> <p>Fax: 886 2 83695615</p> <p>Website: <a href="http://www.hrd.gov.tw">http://www.hrd.gov.tw</a></p>	<p>Government Organizations</p> <p>(Full Member)</p>	Taiwan	<p>In the diversified society, people tend to have a higher demand for the effectiveness of the public service provided by the government. To face this challenge, CSDI has to supply continued training opportunities to positively develop civil servants' abilities, that is to make them have forward thinking visions, progressive attitudes and active spirits to pursue excellence to meet the needs of the changes.</p>

Figure 1

their organization and also supports the ability of current IFTDO members and other visitors to identify resources within the Federation, by organization type, product/service offerings and area of operation.

**Future Enhancements** – In an effort to ensure that member organizations are 1) aware of this benefit and 2) able to use it to its best advantage, the Membership Committee plans to contact member organizations to promote this benefit area and provide tools and assistance for optimizing listings, as well as interacting with other members.

- **Upcoming Events**

The web site enables all members to promote events organized and/or hosted by IFTDO member organizations (see example in Figure 2). Only



Figure 2

Member Organizations can submit images to be highlighted in the carousel at the top of the Upcoming Events section. And, listings, in date order, offer the facility to create links to conference websites, event registration, and Agenda details. Listings can also provide “Read More” detail, including a description of listed conferences/events, with location and schedule as well as information about the organizer and/or conference host.

Over the course of 2015/16 the Membership committee initiated and commissioned an “Introduction to IFTDO” video. In addition to this being shown at IFTDO World and Regional Conferences this is available for use by member organizations at their own events. The video presents a very professional image for the Federation. It is accessible via the IFTDO web site at <http://www.iftdo.net/about> and can also be seen at the IFTDO stand at the 46<sup>th</sup> World Conference in Oman.

**Future Enhancements** - In an effort to ensure that member organizations are both aware of this valuable benefit and importantly are able to use it to its best advantage, the Membership Committee plans to prepare an easy-to-use tool for providing images and text to IFTDO by member organizations that would like to promote their upcoming conferences on the [www.iftdo.net](http://www.iftdo.net) website.

The Membership Committee is committed to identifying ways in which the IFTDO membership value-proposition can evolve and be continuously enhanced. The Committee endeavours to help IFTDO project a professional image and communicate its value proposition effectively and with greater and greater “reach” to net new professionals representing potential IFTDO Member Organizations.

## ATD News and Research

### ‘Frontline’ managerial skills

In “ACCEL: The Skills That Make a Winning Manager”, the ATD set out to



examine the development of five specific skills—accountability, communication, collaboration, engagement, and listening and assessing—that are crucial to managerial success. Together, these five skills comprise the ACCEL model, which is a framework ATD developed based on research with over 800 talent development professionals.

Frontline managers are at the very first level of management of other employees (“people managers”) across a company’s

business operations and functions. Although these individuals manage others, they typically do not oversee the direction and strategy of the organization or entire department. Interestingly, although ACCEL skills were identified by practitioners as essential for managerial success, the study found that only 21 to 32 percent of respondents thought managers at their organization actually exhibited each individual ACCEL skill. The discrepancy between the skills practitioners think managers should possess and what skills managers actually possess is alarming, particularly given the influence they have and the role they play within an organization.

The research found that the majority of respondents (70 percent) thought the primary barrier was that managers do not have time or have other priorities. To overcome this barrier, ATD argue that talent development professionals should encourage managers to set aside time for coaching and one-on-one conversations with their employees. Managers not being held accountable for developing their direct reports was another top barrier leading to the recommendation that organisations need to think carefully about they want managers to do [after training in ACCEL skills] to reinforce the training. Then be sure to build accountability into the training.

Given the importance of ACCEL skills, the ATD find it somewhat surprising that nearly a third of respondents indicated that their organization does not reward frontline managers in any way for successfully developing their direct reports. “Considering this finding, along with the second-biggest barrier, the results paint a grim picture for talent development: little attention—be it positive with rewards and recognition, or negative by being held accountable—is given to whether managers are developing their direct reports. This is a concerning realization because a primary function of management is to develop direct reports (ATD 2014)”.

**Ed Note:** This ATD research is sponsored by Columbia University. Columbia Business School seeks to combine academic excellence with the realities of practice and real business challenges.

### Using Social Media in Learning & Development

One of the ‘hot topics’ in HRD today is the utilisation of social media. Can the use of the likes of Facebook, LinkedIn, Twitter, and other social media, offer a resource of real value for progressive developments in organisational

learning? This research report from the ATD starts from the perspective that talent development leaders “recognize that a key element in keeping learning relevant and engaging involves seizing opportunities to creatively embed social media in their organizations’ talent development portfolios”. However, the practice picture is far from clear. To better understand the strategies and practices being implemented the ATD and the Institute for Corporate Productivity (i4cp)



partnered to research use of social media for learning. Importantly, base line terminology is clarified. Employee learning using social media is categorized as “social learning” and is defined as “information and experience sharing, collaboration, and co-creation between and among networks (both employees and outsiders) using interactive discussions and conversations and social media and technology-based methods”. Social media and networks are technologies that facilitate social interactions and communication. Examples include blogs, forums, social networks, and video sharing

Findings indicate that more than half of respondents (N = 390) were



actively using social media to support learning in their organizations. For many the potential of social media in L&D sits comfortably with efforts to encourage and facilitate more self-

directed learning. Interviews with talent development leaders from Cigna, Amway, AIG, and Coldwell Banker added glimpses into how social learning programs and social media use are connecting and engaging employees worldwide. Here the most prevalent use is in encouraging ‘collaboration’ in learning, although it remains somewhat unclear exactly how any one particular tool / techniques is being exploited in this way.

Interestingly the report reveals that an overwhelming majority of respondents remain unsure as to how best social media can have positive impact within their L&D efforts. Perhaps unsurprisingly this is most evident in those organisations who, to date, have rejected social learning.

The report concludes with the point that perhaps the most critical factor in terms of any effective use of social learning is organisational culture. A key recommendation is that organisations “Recognize that culture is one of the most critical and foundational factors in effective use of social media for learning. Whether exploring the idea of social learning or searching for strategies to improve results of existing social learning efforts, begin with an honest audit of your organization’s culture.”

### ATD Conference

The ATD Conference Content Tracks are: Career Development, Global Human Resource Development, Human Capital, Instructional Design, Leadership Development, Learning Technologies, Learning Measurement & AnalyticsManagement, Training Delivery, Science of Learning and four

Industry Tracks: Government, Sales Enablement, Healthcare, Higher Education

Key notes include: **Captains Mark and Scott Kelly**; Highly Decorated NASA Astronauts and Retired U.S. Navy Captains. In this keynote, the Kelly brothers candidly reflect on the experiences and lessons that shaped their views on teamwork and leadership, how they learned to face and overcome adversity, and their personal strategies for adapting to change.

**Dr. Kelly McGonigal**; Health Psychologist and Lecturer at Stanford University. Stress is unavoidable. But is it always harmful? Stanford psychologist and award-winning author Kelly McGonigal offers a surprising new view of stress—one that reveals its upside, and how to capitalize on its benefits. More details on the Conference are available at: <http://www.atdconference.org/>

## CIPD News and Research



### CIPD raise concerns over UKs proposed industrial strategy

The UK has launched proposals for a modern Industrial Strategy to build on Britain’s strengths and tackle its underlying weaknesses to secure a future as a competitive, global nation. New ‘sector deals’ and investment in research

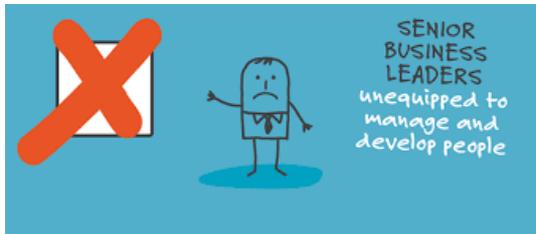


and development will support the industries of the future where Britain has the potential to lead the world – from electric vehicles to biotech and quantum technologies. It sets out plans to drive growth across the whole country and create more

high skilled, high paid jobs and opportunities. Peter Cheese, chief executive of the CIPD, whilst welcoming the strategy, warns that investment in skills needs to be far. He notes that the strategy looks to expand the provision of STEM skills in the UK, but fails to recognise that one of the obstacles to addressing this is that too many existing STEM graduates don’t go into the occupations or industries that demand these sorts of qualifications. “Until we address this problem, as well as do more to identify the core skills that make STEM subjects so valuable, additional investment in STEM risks being wasted. The CIPD also indicate that the strategy overlooks the need for significant additional investment in lifelong learning. Provision for adult learning (age 19+) measured by achievements has been cut by 25 per cent since 2011 and the announcement does nothing to reverse this decline. Greater investment in lifelong learning is crucial to allow workers at different stages of their careers to up-skill or re-skill in response to automation and advances in technology, especially as people will be working for longer. The CIPD argue that “the future of work is rapidly changing. If this is to be a truly modern industrial strategy the Government must focus more attention on how people can develop transferrable or new skills that will help them to adapt and flourish and secure the UK’s status as a true talent hub.”

### Senior business leaders unequipped to manage and develop people

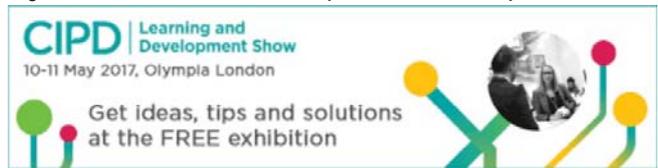
Technical, financial and operational competence is high, but many leaders are ‘ineffective’ at crucial people management skills. Around half of HR professionals believe that senior business leaders don’t have the people management behaviours and skills needed to get the best from their people, according to the latest CIPD HR Outlook survey of HR professionals. Performance management and people management were voted the top leadership behaviours and skills needed by organisations over the next three



years. However, out of those who chose performance management, more than half (53%) said senior leaders' current skills in this area were ineffective. Similarly, 44% of HR professionals felt senior leaders' people management skills were ineffective. Leaders were instead rated as being most effective on technical ability, budgeting and financial management, and operational management; only one of which (budgeting and financial management) was included in the top ten leadership behaviours and skills needed in the next three years.

Dr Jill Miller, Research Adviser at the CIPD indicated that "Given that a business is its people, it's very concerning that leaders are rated so poorly on their people management and development capabilities. In order to lead people effectively, leaders need to have a variety of skills – but while technical skills are critical in organisations, they do not always go hand-in-hand with people skills. Organisations need to respond to this mismatch by making targeted investment in their leadership's people management capability. A strong talent pipeline, which promotes both strong people management and technical excellence, will support people to reach their full potential at work and is essential for a sustainable and high-performing business."

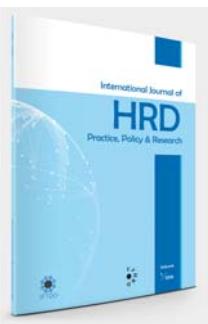
The survey also found that in many organisations, business leaders and managers aren't being given access to HR data - the insights, facts and figures about the workforce - to inform business decisions. In those organisations that do use HR analytics, more than a quarter of senior



leaders (26%), 45% of line managers, and more than half (51%) of risk and compliance professionals do not have access to HR data.

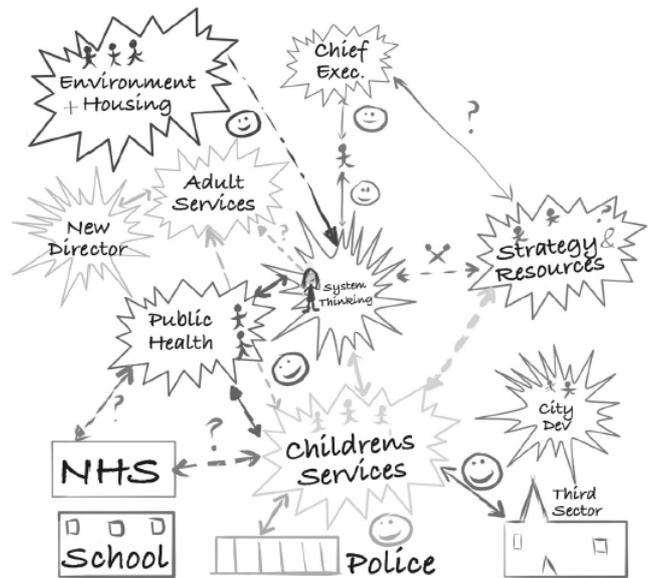
## The practice of workplace learning and development: Latest Issue of IJHRDPP&R published

The first issue of Volume 2 maintains the momentum of IFTDO's new journal (in partnership with UFHRD) with strong "scholarly practice" contributions both in the main section and in the HRD Forum ... plus two bits of news, which hopefully will help generate both interest in and recognition of the Journal.



**Practice insights:** Three contributions reflect, unequivocally, the voice of the HRD practitioner. Mark Cole questions traditional, and still pervasive, notions of 'training' in the workplace. In discussing the relationships between organizational effectiveness, organization development and learning and development he constructs a 'foundation for improvement' based on three elements: knowledge, connections and conversation. Drawing on illustrative accounts of current L&D practice from one NHS Trust in the UK, the paper

## RICH PICTURE SYSTEMS THINKING



develops a practice agenda for how fellow practitioners might re-think their own work. A 'facilitative approach', 'working with conversation' and 'inquiry based intervention' capture the nature of Cole's HRD practice.

Gillian Felton and her colleagues, Lisa Banton and Angela Earnshaw, all active organisation development practitioners, provide rich insight into their personal journeys of professional development using soft systems methodology. The Figure (above) illustrates one of the author's rich pictures used to help her explore her ideas and knowledge and challenge some of her assumptions. They subsequently draw these insights together with an assessment of the value of this particular HRD pathway, together with consideration of implications for OD practice more generally. From OD in the UK public sector we are transported to the United Arab Emirates where Alaa Garad and Fiona Martis highlight interesting developments in HRD at national and local levels. The paper focuses upon an approach which seeks to build upon and ultimately integrate standards drawn from the models of Business Excellence (BE) and Investors in People (IIP) (Figure). In this the second of a two-part article a case study is presented which illustrates the combined benefits of the two standards. The article draws out the practice initiatives and achievements taken by the case organization – a large hotel in Abu Dhabi – in developing from BE to IIP. An integrated model offers national and organizational HRD a challenging but exciting prospect.



### Learning-oriented leadership:

Andreas Wallo provides a more conventional 'academic' contribution on leadership practice, drawing on research in two Swedish manufacturing companies. Its positioning in IJHRDPP&R, though, is assured by its contribution to HRD research and practice by its nuanced and sensitive insight into learning-oriented leadership practice in the daily work of managers. Wallo constructs the Table, illustrated below, where the two types of learning-oriented leadership are summarized in terms of the managers' views of learning, what they do (their activities), and how they act (their roles). A performance orientation may create possibilities for learning that are primarily adaptive in character, whereas a development-oriented leadership may facilitate developmental learning.

	Performance-oriented leadership	Development-oriented leadership
The manager's view of learning	Formal and organized — connected with education and courses	Informal and continuous — connected with everyday work
Managerial activities	Emphasis on planned activities with elements of partially planned activities	Emphasis on partially planned activities and spontaneous activities
Managerial roles		
• The supporter	• Reassures and comforts	• Encourages and inspires
• The educator	• Instructs and trains	• Stimulates analysis and critical reflection
• The confronter	• Controls and sets boundaries	• Challenges and problematizes
Type of learning supported	Adaptive learning (e.g. mastering of procedures and routines)	Developmental learning (e.g. developing innovative and creative solutions)

Table 1: Two Types of Learning-oriented Leadership

### Journal News: HRD 'Scholar-Practitioner' Writing Award

The Editorial Board are pleased to announce the launch of an award to encourage new HRD Scholar-Practitioner writers. It is aimed at those who have recently completed or are nearing completion, an HRD research project, linked to a postgraduate or professional programme (e.g. DBA, DEd, Masters/ Diploma in HR/HRD).

#### Key Points:

- Two awards to be offered in 2017/18
- Award consists of monetary sum, place at IFTDO/UFHRD Conference, fast track publication in Journal
- Jointly authored submissions (i.e. where the proposed article is jointly

authored with a supervisor) may be a particularly attractive and accessible way to proceed

- The deadline for submissions is 31 December, 2017

See <http://www.ijhrdppr.com/hrd-scholar-practitioner-writing-award/> for full details.

Twitter: The Journal is entering the world of social media - albeit with some trepidation! One view of Twitter is that it is simplistic and facile. But, to help connect the Journal to a wider network of HRD professionals it is considered worthwhile. It is hoped use of Twitter in relation to Journal content and developments can promote and generate interest in the Journal. Follow the Journal using @IJHRDPPR

Articles from this issue of the Journal are available to download at <http://www.ijhrdppr.com/>. The Journal can also be accessed via the Home Page of the IFTDO website (see the Carousel).

Any IFTDO member preferring a hard copy of the Journal please contact the Editor at [editors@ijhrdppr.com](mailto:editors@ijhrdppr.com)

**Call for Papers:** Any reader who feels they may have an interesting 'account of HRD practice' or 'case study' that could be developed for the Journal is invited to contact the editors at [editors@ijhrdppr.com](mailto:editors@ijhrdppr.com). They would be very pleased to hear from you.

### IFTDO's participation in UN activities

There are three items of note in relation to IFTDO's relationship with the UN

**UN Global Compact:** UN Global Compact is holding an international event on 'Global Goals-Local Business' at New Delhi, India on April 26-27, 2017. Detailed information is available at: <https://www.unglobalcompact.org/take-action/events/making-global-goals-local-business-india>

**UN DPI:** 67th United Nations Department of Public Information (DPI)/ Non-Governmental Organization (NGO) Conference:

United Nations Headquarters in New York from 28 to 30 August, 2017.

The working theme of the conference is 'Inter-Generational Dialogues on People and Planet'

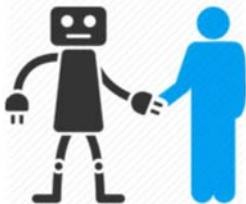
**IFTDO Youth representatives to UN ECOSOC:** Marielle Velandier and Neghena Hamidi have been appointed IFTDO youth representatives to represent IFTDO in various activities of ECOSOC/DPI/NGO Branch. Marielle reports the various meetings / events as follows

- The Commission for Social Development in early February and the Commission on the Status of Women in mid-March, in conjunction with the Commission for Social Development.
- High-level panel on poverty eradication at the UNHQ, which focused on new initiatives from various governments around the world to reduce poverty in their respective countries. I also attended a series of side events organized by other NGOs.
- Discussion on "Implementing the Sustainable Development Goals: Ensuring No One is Left Behind" organized by the NGO Committee on

Social Development and WorldWIDE Network Nigeria which tackled how we support the populations that are hardest to reach.

- Event on "Poverty Eradication through Multi-stakeholder Partnerships: The Case of Mexico" organized by a Mexican NGO, Mayama, that presented their multidimensional approach to poverty eradication in Mexico.
- In conjunction with the Commission on the Status of Women, a high-level ministerial panel on "Informal and non-standard work: what policies can effectively support women's economic empowerment?" which discussed various initiatives around the world to create social policies that safeguard women's rights in informal sectors, such as domestic work or waste collection
- NGO-organized side events on responses to violence against women, addressing initiatives to build capacity in police forces to process and address cases of sexual assault or domestic violence, and on women's role in the global refugee crisis, where a Sudanese refugee told her story in person, and a panel ranging from a UNCHR Director to military veteran discussed concrete solutions to the current refugee crisis.
- Youth Representative orientation and briefing organized by DPI/NGO's Youth Executive Committee, and a happy hour organized by the committee at the Great Northern Food Hall, in which I connected with national youth representatives from Germany, Ireland, Bulgaria, and Italy.
- A private briefing at the German Mission to the UN, in which other youth representatives presented youth-led initiatives in Bulgaria and Germany, as well as included speakers from UNICEF on the role of youth in UN activities
- Visited the DPI/NGO Resource Center for resources on youth representative activities.

## Realizing Human Potential in the Fourth Industrial Revolution: An Agenda for Leaders to Shape the Future of Education, Gender and Work (WEF White Paper)



Could a robot do your job? Increasingly the answer seems to be 'yes'. The World Economic Forum's (WEF) Future of Jobs (2016) study predicts that 5 million jobs will be lost before 2020 as Industry 4.0 (artificial intelligence, robotics, nanotechnology etc.) replace the need for human workers. Whilst

some sectors are more at risk; e.g. manufacturing, consensus seems to be emerging that no sector is immune. Oxford University academics Frey and Osborne\* estimate that 47% of US jobs are at risk due to computerization. This trend is not just a Western-centric phenomenon; fewer people work in manufacturing today than in 1997, thanks at least in part to automation. The risk we are facing in the near future is mass unemployment for some

### A new deal on lifelong learning (WEF White Paper, 2017)

- Across nearly all industries, technological and socio-demographic changes are shortening the shelf life of workers' skill sets. Regardless of their current competencies, workers will need to dynamically reskill throughout their working lives. Many education systems, however, were built around educating children, not adults. Adult learning systems, where they exist, are usually niche and aimed at individuals, not at systemic collective training, reskilling and upskilling of whole workforces on an ongoing basis.
- Priorities for reform include: 1) moving from front-loading education in the earlier part of the life course towards learning at all stages of life by default (moreover, there is no pedagogic rationale for early selectivity in education: "second chances" and multiple pathways should be built into education in a systemic way); 2) shifting toward a system of accreditation based on "micro-credentialing" of skills that one picks up throughout the life course; and 3) transferring ownership of learning....workers/learners should be put centre-stage to take ownership of their own training/reskilling.
- A truly relevant lifelong learning system cannot be delivered by the public or private sector alone, nor is it the sole responsibility of either party.... Successful models are likely to encompass both 'formal' and 'informal' scenarios and in-person and digital delivery, including self-paced autonomous learning, community-based courses, workplace learning schemes and co-funded adult learning colleges. This also includes shifting the rhetoric around such schemes to remove any remaining perceptions that perceive them as merely remedial.
- Building a lifelong learning culture in the workplace entails moving from "education for employment" to "education for employability" and from "job security" to "career security".

categories of workers, combined with lack of skills in other categories - and the political and social implications of such imbalances.

This sets the context for the WEF White Paper which is intended to be a resource for governments, business and other stakeholders interested in strengthening the enabling environment for human capital formation in the Fourth Industrial Revolution.

**Analysis:** The White Paper prepares the ground with some initial analysis. It suggests three key interconnected features affect how talent is developed and deployed in the world-today and in the future. First, technology and globalization are significantly shifting business models in all sectors, increasing the pace of change in job destruction and job creation-including new forms of work-as well as skills churn within existing jobs. Second, education and training systems, having remained largely static and under-invested in for decades, are largely inadequate for these new needs. Third, outdated but prevailing cultural norms and institutional inertia create roadblocks particularly when it comes to gender. Despite rising levels of education, women continue to be underrepresented in the paid workforce-especially in high potential sectors and high status jobs

A new deal on lifelong learning? A key question is "to what extent should the focus of any nation's Human Resource Development policy be on lifelong learning?" Some commentators think so. For example, Palmer writing in the Economist (January, 2017) argues there is an "economic imperative" to find ways of connecting education and employment in new ways and argues the need to re-visit some of the pillars of the formal systems of education and training, including vocational training and college degrees offers the prospect of some new thinking and the revitalization of Lifelong Learning. One of 8 areas for action to guide policy makers in the context of the "Fourth Industrial Revolution", the WEF advocate a "new deal" on life-long learning. The Figure indicates some of what they say.

**Benchmarking Framework:** The White Paper concludes with a section which aims to provide a simple assessment tool describing, in a qualitative way, essential steps that could be undertaken collaboratively to create good basic conditions for facilitating the transition to the new world of work and to implement a "best-in-class" approach. The Table illustrates this 'benchmarking framework' with an example related to adult learning and continuous reskilling. The framework seeks to serve as an initial guide for stakeholders to use for self-assessment against their own existing efforts and features highlighted in this document.

CORE DESIGN PRINCIPLES		
Universal, equal access		
Multistakeholder leadership and governance		
Empowerment of the individual		
Collaborative Action Areas	Private Sector Roles	Public Sector Roles
Adult learning and continuous reskilling	Support on-the-job learning through individual, specific and agile training modules in partnership with education institutions and training providers Support career mobility by developing learning modules that address the long-term needs and aspirations of the worker Migrate to a system of competency based recruitment and recognize the emerging system of micro-credentials	Incentivize and support individuals to pursue lifelong learning opportunities, e.g. through individual training accounts Incentivize private sector to provide lifelong learning opportunities to their workforce Align micro-credentials with national standards and qualifications frameworks

Table: Facilitating the Transition to a New World of Work

The White Paper can be downloaded from the WEF web site at: [http://www3.weforum.org/docs/WEF\\_EGW\\_Whitepaper.pdf](http://www3.weforum.org/docs/WEF_EGW_Whitepaper.pdf)

Ed Note: A WEF produced YouTube video provides an interesting introduction to the Fourth Industrial Revolution. Previous industrial revolutions liberated humankind from animal power, made mass production possible and brought digital capabilities to billions of people. This Fourth Industrial Revolution is, however, fundamentally different. It is characterized by a range of new technologies that are fusing the physical, digital and biological worlds, impacting all disciplines, economies and industries, and even challenging ideas about what it means to be human. <https://www.youtube.com/watch?v=kpW9JcWxKqQ>

\*Carl Benedikt Frey and Michael A. Osborne, *The future of employment: how susceptible are jobs to computerisation?* is available at [http://www.oxfordmartin.ox.ac.uk/downloads/academic/The\\_Future\\_of\\_Employment.pdf](http://www.oxfordmartin.ox.ac.uk/downloads/academic/The_Future_of_Employment.pdf)

### **Stop Press: 30% of UK jobs at risk due to automation ?**

As IFTDO News was going to press new analysis by PwC in its latest *UK Economic Outlook* was announced and which projects that around 30% of existing UK jobs could face automation over the next 15 years. However, the report also suggests that the new AI-related technologies will also boost productivity and that in many cases the nature of jobs will change rather than disappear. The analysis involved looking in detail at the task composition of jobs in different industry sectors and occupations, using machine learning techniques to model the potential impact of AI in the future based on OECD data. Up to around 30% of existing UK jobs are susceptible to automation from robotics and Artificial Intelligence (AI) by the early 2030s, but this is lower than the US at 38% and Germany at 35%, but higher than Japan at 21%. PwC's analysis finds the likely impact of automation varies significantly across industry sectors: transportation and storage (56%), manufacturing (46%) and wholesale and retail trade (44%) have the highest proportion of jobs facing potential high risks of automation among the larger sectors. Education and health and social work are estimated to face the lowest risks of automation given the relatively high proportion of tasks that are hard to automate. Male workers could be at greater potential risk of job automation than women, but education is the key differentiating factor for individual workers. The report also suggests that while automation related to AI and robotics should boost productivity and will not necessarily reduce total employment in the long run, it could also widen income inequality because a greater proportion of the economic pie will go to those with the knowledge and skills needed to thrive in an ever more digital economy. This would put a premium not only on education levels when entering the workforce, but also the ability to adapt over time and re-skill throughout working life in the face of an accelerating pace of technological change.

The research forms part of PwC's latest *UK Economic Outlook* report, more details on which can be found at <http://www.pwc.co.uk/services/economics-policy/insights/uk-economic-outlook.html>



## **EU Commission launches Digital Skills and Jobs Coalition**

The EU Commission is launching a Digital Skills and Jobs Coalition, together with Member States, companies, social partners, NGOs and education providers, to help meet the high demand for digital skills in Europe which are essential in today's job market and society. The Digital Skills and Jobs Coalition is one of the ten key initiatives proposed by the Commission under the New Skills Agenda for Europe, presented in 2016. A series of partners, including over 30 organisations and groups such as European Digital SME Alliance, ESRI, SAP, ECDL and Google are pledging to further reduce the digital skills gap as part of the Coalition.



Members of the Coalition are committed to tackling the skills gaps at all levels, from high-level ICT specialist skills to the skills needed by all European citizens to live, work and participate in a digital economy and society. This is both crucial for European industry to remain competitive in the face of rapid advances by its competitors, and for European society to remain inclusive in the digital age.

Günther H. Oettinger, Commissioner for Digital Economy and Society noted: "The lack of digital skills is already hampering innovation and growth in Europe. Not just for ICT companies but for organisations in all sectors – private and public. We must remove this obstacle to make sure Europeans get the jobs they deserve and our businesses have access to a large pool of digital talent."

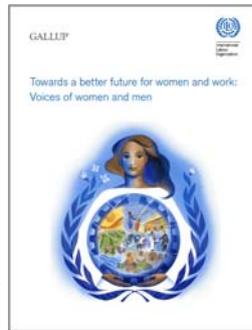
Digital skills involve a number of abilities citizens can rely on, ranging from finding information online and sharing online messages to creating digital content such as coding applications. Europe is lacking digitally skilled persons to fill job vacancies in all sectors, missing out on up to 750,000 Information and Communication Technologies (ICT) professional jobs by 2020. Yet unemployment among young people of 15-24 year olds is at almost 20% in the EU. More than a third of the labour force and, more broadly, around 45% of European citizens have no more than basic digital skills.

### **Women and Work**

The ILO marked International Women's Day (8 March) with the launch of a ground-breaking new report which provides a global snapshot of attitudes about women and work for the first time ever. The report, which is based on data from the Gallup World Poll, was launched at a special event at Gallup headquarters in Washington D.C. The poll was conducted in 142 countries and territories and surveyed almost 149,000 adults. It is representative of more than 99 per cent of the global adult population. "**Towards a better future for women and work: Voices of women and men**", provides a first-ever account of global attitudes and perceptions of women and men regarding women and work. The findings are revealing: A total of 70 per cent of women and a similar 66 per cent of men would prefer that women work at paid jobs. Each of these figures are more than double the percentages of those who would prefer women to stay at home. Women worldwide would prefer to be either working at paid jobs (29 per cent) or be in situations in which they could both work and take care of their families (41 per cent), according to the joint ILO-Gallup report. Only 27 per cent of



women want to stay at home. The 70 per cent of women who would like to work at paid jobs notably includes a majority of women who are not in the workforce. Importantly, this is true in almost all regions worldwide, including several regions where women's labour force participation is traditionally low, such as the Arab States and territories.



**Women's and men's views converge:**

Men's views are very similar to women's in many instances, the report showed. Twenty-eight per cent of men would like women in their families to have paid jobs, 29 per cent would like them to only stay at home, and 38 per cent would prefer they be able to do both. At the global level, women who are working full time for an employer (more than 30 hours a week by Gallup's definition) are more likely to prefer situations where they can balance work and family/home obligations. Women and men with higher levels of education are also more likely to prefer that women both work at paid jobs and provide care.

The full report is available at [http://www.ilo.org/global/publications/books/WCMS\\_546256/lang-en/index.htm](http://www.ilo.org/global/publications/books/WCMS_546256/lang-en/index.htm) and provides a rich resource of data on the issues discussed across developed economies, emerging economies and developing economies.

**Women's Leadership: The gender tension gap**

Women at work must identify and address inherited motivational barriers that prevent them from realising their true leadership potential, argues Dr Celia de Anca, professor of Global Diversity in Spain's IE University and Director of IE's Centre for Diversity. Initial research findings from a three-year study suggest that deeply embedded motivational barriers, many of which have been passed down for generations, are at odds with the modern aspirations of women. The resulting internal tensions they create prevent women from realising their true leadership potential, according to Dr Celia de Anca. Three key observations emerge: that the gap between traditional and emerging gender expectations may be easy to identify; but tensions created between present and aspirational gender expectations are not easily recognised; and that there is a wide diversity of those aspirational models.

Based on her research she proposes a gender tension gap (GTG) model which measures five dimensions of professional women's lives: success, career journey, leadership, competencies, and reputation and identity. The GTG is not correlated with economic development. The World Economic Forum's 2016 Global Gender Gap index ranks Iceland first, having the narrowest GTG, with Nicaragua ranked 10th, the UK 20th, and the US 45th. Rather, GTG is historically and culturally rooted, notes Dr de Anca. The early division of gender roles dates back to the agricultural revolution and evolved into enlightenment concepts of citizenship based around a male centred household. "Failure to recognise the tensions arising from traditional and future expectations carries consequences."

Action points for women in leadership positions include:

- Reflect on whether the cultural assumptions that underlie your working behaviour are indeed normal, or merely reflect inherited expectations that you may or may not wish to accept. Then you are in a stronger position to decide whether to accept these tensions or how to reduce them.
- Consider national differences. Just as women face different external barriers in different countries, we should not assume that internal barriers are the same everywhere.

- Get digital support. The GTG's digital tool will be able to help female executives identify unconscious biases between their traditional and emerging perceptions and guide their responses.

**New 'organisation rules' driving HR identity shift: 2017 Deloitte Global Human Capital Trends**

Drawing on more than 10,000 HR and business leaders in 140 countries this is Deloitte's largest and most extensive Global Human Capital Trends survey to date. According to Deloitte's "As technology, artificial intelligence, and robotics transform business models and work, companies should start to rethink their management practices and organizational models...the future of work is driving the development of a set of 'new rules' that organizations should follow if they want to remain competitive."

However, as business productivity often fails to keep pace with technological progress, Deloitte finds that HR is struggling to keep up, with only 35 percent of HR professionals rating their capabilities as "good" or "excellent."

The trends in this year's report (and see also Summary Table) show signs of reinvention on all fronts, including jobs themselves. Organizations should approach external talent, robotics, cognitive tools, and AI systems as the "new, augmented workforce." This year, 41 percent of respondents



**The organisation of the future: Arriving now**  
As organisations become more digital, they face a growing imperative to redesign themselves to move faster, adapt more quickly, learn rapidly, and embrace dynamic career demands. Leading organisations are moving past the design phase to actively build this new organisation.

**Careers and learning: Real time, all the time**  
As companies build the organisation of the future, continuous learning is critical for business success. The new rules call for a learning and development organisation that can deliver learning that is always on and always available over a range of mobile platform.

**The employee experience: Culture, engagement, and beyond**  
Rather than focus narrowly on employee engagement and culture, organisations are developing an integrated focus on the entire employee experience. A new marketplace of pulse feedback tools, wellness and fitness apps, and integrated employee selfservice tools is helping.

**Performance management: Play a winning hand**  
Across all industries and geographies, companies are re-evaluating every aspect of their performance management programs, from goal setting and evaluation to incentives and rewards. They are aligning these changes to business strategy and the ongoing transformation of work.

**People analytics: Recalculating the route**  
No longer is analytics about finding interesting information and flagging it for managers: It is now becoming a business function focused on using data to understand every part of a business operation, and embedding analytics into real-time apps and the way we work.

reported having fully implemented or having made significant progress in adopting cognitive and AI technologies within their workforce. But, only 17 percent of global executives report they are ready to manage a workforce

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

**Hearing the Voice of 'Next Gen' HR**

The influential UK research body the Institute of Employment Studies asked a group of 'Next Generation' HR professionals to think about the consequences of the demographic, technological and business changes likely to shape the future, with a focus on the psychological contract, the employee value proposition, and the skills of HR professionals.



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

## Improve Any Project Management System: IFTDO Member Change International Reviews New Tool "Project Indicator"

A key element of any organisational HRD policy / practice is to help employees develop their personal organizational skills, knowledge and abilities, especially as they grow with the company to more senior-level positions. It is at these senior-level positions where we find project managers, in different capacities at different organizations, who have to ensure a project comes to life. However, this can be a difficult task if they are not aware of problems early on. And traditional project management (PM) systems tend to evaluate what's already happened, instead of what could happen to complicate or slow down a project.

Project Indicator (PRI) is an innovative app, which can provide effective support to any PM system. The app developed by Leadership Support ([www.ls-s.com](http://www.ls-s.com)), put succinctly, is your project managers' early-warning KPI system for projects at hand. Directing a project is a cumbersome and complicated task. One project manager has to give direction, oversee and coordinate several groups of project stakeholders. Traditional PM systems



take into account quantitative data and do not really allow for easy communication with each individual from stakeholder groups. However, that's crucial as the people on the

ground are the ones who can warn of problems early on. Therefore, PRI focuses on soft indicators, the human element, not rigid quantitative data.

The PRI strongly relies on digitalization. Most business people have a smartphone these days and PRI takes advantage of that. The app allows project managers to assign all stakeholders to their own groups in the app via their contact lists. Then, the manager can determine appropriate milestones for the development of any project. For successful progress, the PRI allows manager to send a short survey at each milestone to each individual involved. Thus, they can crowdsource real-time data on project quality, budget, timeframe, etc. which are then converted into visual KPI reports. In this way, if one stakeholder group hits a bump on the road, which can slow down everybody, the project manager is aware of it early on and can react by organizing an "intervention". The app allows for the measurement of the success of said interventions via KPIs as well to ensure the project as a whole is back on track. The tool provides 'fit-for-purpose' insight to let project managers get to the bottom of issues on time and support teams in removing any roadblocks. All KPI reports can be exported to use for reflection at team meetings, steering committees, board meetings and so on.

For more details on PRI contact LS-S at [puschkin@ls-s.com](mailto:puschkin@ls-s.com).

Ed Note: Thanks to Vesselina Apostolova, Lean Digital Solutions (part of Change International), for this resource review.

## World Employment and Social Outlook - Trends 2017

The ILO's World Employment and Social Outlook: Trends 2017 takes stock of the current global labour market situation, assessing the most recent employment developments and forecasting unemployment levels in developed, emerging and developing countries. It also focuses on trends in job quality, paying particular attention to working poverty and vulnerable employment.



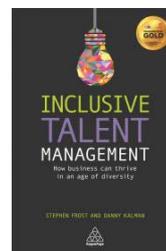
This edition takes stock of the current global labour market situation, assessing the most recent employment developments and forecasting unemployment levels in developed, emerging and developing countries. It also focuses on trends in job quality, paying particular attention to working poverty and vulnerable employment. As such, vulnerable forms of employment are expected to remain above 42 per cent of total employment in 2017, accounting for 1.4 billion people worldwide (see also You Tube link at <https://www.youtube.com/watch?v=kpiepMPQjQg>). In fact, almost one in two workers in emerging countries are in vulnerable forms of employment, rising to almost four in five workers in developing countries.

In terms of policy implications, the report argues that achieving the right policy mix is essential. Accordingly, policies that address both the root causes of secular stagnation and structural impediments to growth need to be incorporated into macroeconomic policies and placed at the forefront of the policy agenda. The ILO estimates that a coordinated effort to provide fiscal stimulus - an increase in public investment - that takes into account each country's fiscal space would provide an immediate jump-start to the global economy. This could lower global unemployment, relative to the baseline, by 0.7 million in 2017 and 1.9 million by 2018. In the medium term, such efforts might also remove fears of low growth and, thereby, raise investment demand. The full report includes detailed analysis across different



regions of the world and can be downloaded at: <http://www.ilo.org/global/research/global-reports/weso/2017/lang-en/index.htm>

## Reframing the Inclusivity Debate: Towards Integrated Talent Management



It was way back in 1997 that Steven Hankin of McKinsey & Company first wrote of "The War for Talent" outlining key demographic trends that are now in full swing. In 'Inclusive Talent Management: How Business can Thrive in an Age of Diversity', Frost and Kalman argue that in today's increasingly diverse society the traditional distinction between policies on diversity and inclusion and talent management are over. They develop a model they call Integrated Talent Management where they are intrinsically entwined. There is a wealth of passion and experience they bring to hand. They conclude that those leaders able to manage in such an integrated environment can have thriving organizations, handling today's urgent demands for the right talent.

The first half of the book looks at the reasons for the current predicament and the second outlines some practical measures to be taken. Their commentary is at times crushingly critical and which if you have experienced the programmes they describe may make you wince with its sharpness, yet it is nonetheless authentic, credible and above all accurate. Homogeneous teams can be successful, but diverse teams both reflect the modern world and are on balance more successful as a result especially in the mid- to long-term. The second half of the book constructs a thorough list of actions that leaders can employ to deliver inclusive talent management. There is much here that we have heard before, but the weight of ideas, each with an example from business, shows how many opportunities there are for those organisations currently failing to address the challenge. There are chapters on recruitment, on promotions/development and on retention all with good ideas. The inclusive talent management model they draw makes good management sense.

The book concludes with comments on leadership. Setting an ideal where Inclusive Talent Management develops through a "hierarchy of competence" (Burch, 1970) to become an "unconscious competence", they hang a model around Aristotle's themes of leadership: logos (understanding), pathos (leading) and ethos (delivery). There is much here that can be found in other writings on leadership but its base lies in ensuring individuals understand themselves. By understanding oneself, the core that no amount of training will touch, one can grow as an inclusive leader with authenticity. The focus on the individual, surprisingly perhaps, is also recognised in how inclusive leaders manage their teams. The authors argue it is ok to focus on making individuals accountable within teams as this recognises their skills, perhaps unique to that person in a diverse group. Overall, the book is well researched and peppered with relevant examples from a wide range of organisations. It avoids being preachy but shines with earnest purpose to reframe the inclusion debate in terms of 'why' and then offers practical advice on 'how'. It is grounded in practicality and at all times the argument is based on what makes good business sense. Its ringing conclusion is that Integrated Talent Management is an absolute requirement for organisations successfully tackling the challenge of talent enhancement and therefore sustaining their very existence.

***Inclusive Talent Management: How Business can Thrive in an Age of Diversity* Stephen Frost and Danny Kalman, Kogan Page, 2016, £29.99**

**Ed Note:** Thanks to Steve Spencer, IJHRDPP&R Editorial Advisory Board and former HR Director, GKN Land Systems for this review; a fuller version of which is published in IJHRDPP&R, Vol 2, No 1.

## Happy Leadership?

Routledge in partnership with LeaderShape Global are producing a series of white papers on 'Transpersonal Leadership' which will form a book to be published in 2018. 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." The third in the Routledge series is now available to download. Authored by Sue Coyne it is titled 'Sustainable Leadership: Re-wire Your Brain for Sustainable Success'. It is described by Routledge's publicity as 'edgy' and 'at times 'uncomfortable'. This seems to reflect the arguments developed by Coyne that too many organisations are stuck with old and traditional

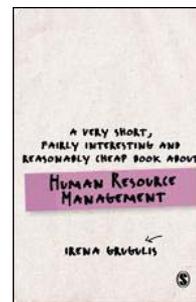


mind-sets regarding leadership. 'Edgy' and 'uncomfortable' might not be the most apposite terms but the legitimacy of Coyne's basic argument is sound. She advocates a shift to sustainable leadership and concludes with a neat model of 'sustainable leadership'. This is captured in the author's conceptualisation of 'Triple H Leadership' (see Figure). Coyne argues that much of what is needed to be a healthy and happy leader involves "looking at our beliefs and re-wiring them where necessary". She continues "Happiness is not about happening in the external world - only 10% of our long-term happiness is external. 90% is how we process that external world". This feeds into Coyne's principal argument developed in the paper: the individual's ability to change and learning how to lead change in oneself in order to influence change in others....and thereby bring about a shift to sustainable leadership.



**Ed Note:** Intrigued by being a 'happy leader'? then take a look at this White Paper for more details. I suspect the book *Becoming a Transpersonal Leader*, when it is published in 2018, will carry a hefty price tag - so get them now for nothing while you can. [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)

## A fairly interesting book about HRM?



This is a short review of a short book! Importantly, though, it is more than "fairly interesting" - it warrants a position on every HR professional's book shelf. Fundamentally it is a book about work. And work matters. Automation and artificial intelligence present huge issues for many already in and those who will join the workforce in the coming years. The nature of work is changing but it still matters. This book looks at what people do at work, what is done to them and what happens as a result - and as

Irene Grugulis, the author, says "this is pretty important"! A glance through the chapter heading reveals a fairly conventional range of topics: 'Is HR Strategic?', 'Skills and Training', 'Pay and Reward', 'Flexible Work and Flexible Workers'. But there is little that is conventional about how Grugulis handles the material. This is not a book for you if you want "how to guide" with lists of the "right answers" but that ignores the fact that most people are human. It is not a book for you if you think all leaders are great and that organisational initiatives only go well. Grugulis challenges this view in a concise, accessible and meaningful way. It presents the reader with genuine insight into the tensions and realities of HRM in today's organisations. Understandably many IFTDO readers will have a particular interest in Chapter 3 'Skills and Training'. So, read this chapter - it will hook you in to read the rest and, hopefully, get you thinking.

***A very short, fairly interesting and reasonably cheap book about Human Resource Management; Irene Grugulis, Sage, 2017, \$25***

## Calendar

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/>

CIPD HR Software Show and incorporating the Recruitment Exhibition, 14 - 15 June, Olympia, London. More details at: [http://www2.cipd.co.uk/events/hrss-recex?gclid=CjwKEAjjwvcjGBRDj\\_P7TwcinyBkSJA\\_DymbITNmhcFHS94S3LsfCfVvaCiiMU\\_MO\\_uWJ05iq74GjaAxoCP6\\_w\\_wcB](http://www2.cipd.co.uk/events/hrss-recex?gclid=CjwKEAjjwvcjGBRDj_P7TwcinyBkSJA_DymbITNmhcFHS94S3LsfCfVvaCiiMU_MO_uWJ05iq74GjaAxoCP6_w_wcB)

17th 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; 3rd 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>

ISPI EMEA 2017; Re-shape Ecosystems, Re-imagine Organizations, Re-invent Performance Management; 14 - 16 September; Bologna, Italy. More details at: <http://www.ispi-emea.org/>

8th 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/>

AHRD and AHRD India; Sustainable Development of human capital: exploring perspectives from grassroots to global research and practice, 8-10 November, Ahmedabad, India. Hosted by Indian Institute of Management. More details from <http://www.ahrd.org/events/EventDetails.aspx?id=889480&group>

ATD Asia Pacific Conference "Workforce, Innovation, Technology"; in partnership with the Tze Chiang Foundation of Science and Technology, 8 - 10 November, Taipei. More details at: <https://www.td.org/APCConf>

.... *Contd. from page 12*

### New 'organisation rules' .....

with people, robots, and AI working side by side — the lowest readiness level for a trend in the five years of the Global Human Capital Trends survey. While many jobs are being reinvented through technology and some tasks are being automated, Deloitte's research shows that the essentially human aspects of work — such as empathy, communication, and problem solving — are becoming more important than ever.

This shift is not only driving an increased focus on reskilling, but also on the importance of people analytics to help organizations gain even greater insights into the capabilities of their workforce on a global scale. However, organizations continue to fall short in this area, with only 8 percent reporting they have usable data, and only 9 percent believing they have a good understanding of the talent factors that drive performance in this new world of work.

Erica Volini, principal, Deloitte Consulting LLP, said "HR and other business leaders tell us that they are being asked to create a digital workplace in order to become an 'organization of the future'.....to rewrite the rules on a broad scale, HR should play a leading role in helping the company redesign the organization by bringing digital technologies to both the workforce and to the HR organization itself." In this context, though Deloitte's argue that the HR function is in the middle of a wide-ranging identity shift. They argue that to position themselves effectively as a key business advisor to the organization, it is important for HR to focus on service delivery efficiency and excellence in talent programs, as well as the entire design of work using a digital lens.

.... *Contd. from page 12*

### Hearing the Voice of ....

The first conclusion they drew was that the main high-level goal of HR was always going to be to help organisations maximise the potential of their people, despite changes in the labour market, the advances of digitisation and the changing composition of the workforce.

However, the mechanisms which HR will use to do this are likely to be very different in a decade or more. Employees of the future will expect their employment experiences to be mediated through technology and these expectations will only be met if HR professionals are, themselves, embracing technology in the way they do their jobs. Furthermore, the group argued



strongly that that the days of the generalist HR were numbered and that increasingly 'next gen' HR professionals would need to embrace specialisation.

One of the strong messages to emerge was that to maximise the influence of HR on business success they would need to develop stronger analytical capacity and be prepared to 'call the shots' on Organisation Development.

More involvement in OD was prompted by concerns that many organisations had suffered in the past from a lack of strong HR involvement in change initiatives.

Overall, the group was very employee-centric. To them, the idea that people are an asset to be stewarded or a resource to be maximised was alien. They spoke fluently about the necessity for HR to reflect on the needs and aspirations of employees in the way that CEOs and operational managers shape the way that businesses are run. This goes some way beyond a model which is content only to chase ever-rising employee engagement scores. The group was clear that this must involve a strong emphasis on promoting positive mental health among employees as a way of promoting agility, resilience and sustained high performance. This was not a call to return to the old 'welfare' model of Personnel Management. Instead it was a call to be business-focused, strategic but also authentic and humane. The group suggested the next generation would need to be prepared to challenge CEOs more robustly if they judged that short-term expediency was likely to elbow medium-term prudence, and demonstrably ethical practice, to one side.

The IES conclude that the intellectual energy, curiosity, and willingness to break the mould that our group of next gen HR professionals brought to this research was inspirational and provocative. In some ways, their message was that businesses will only be able to deliver a more strategic, agile and differentiated 'offer' to future employees if they are prepared to invest in and stretch the role and capability of the next wave of specialist HR practitioners on whom they will continue to rely. This is an important point because the sophistication of employees and their expectations of work are evolving quickly. Unless business leaders are prepared to place greater faith in their HR leaders to help them navigate this changing landscape with insight and agility, they risk getting left seriously behind the pack.



### Executive Board 2017

#### PRESIDENT

Ghalib Al Hosni (Oman)

#### PAST PRESIDENT

Mohamed Mahmood (Bahrain)

#### CHAIR

Raj Auckloo (Mauritius)

#### HONORARY TREASURER

Bob Morton (UK)

#### MEMBERS

Ebrahim Al'Dossary (Bahrain)

Abdulahadi Al-Mansouri  
(Saudi Arabia)

Abdel Bari Durra (Jordan)

R. Olubunmi Fabamwo (Nigeria)

Betz Guido (Germany)

Sunil Gupta (UAE)

Sinead Heneghan (Ireland)

Sue Hung (Taiwan)

Carol Panza (USA)

Tayo Rotimi (Nigeria)

Helmi Sallam (Egypt)

Dato' C M Vignaesvaran  
(Malaysia)

Wei Wang (USA)

#### REPRESENTATIVE TO UN

Tayo Rotimi (Nigeria)

#### SECRETARY GENERAL

Uddesh Kohli (India)

S-50, Greater Kailash-1  
New Delhi 110048, India

Tel: +91 11 41619842  
(office)

Fax: +91 11 2645 1604  
sgiftdo@gmail.com

ukkohli@yahoo.co.in

Website: www.iftdo.net

#### EDITOR

Rick Holden (UK)

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



### Welcome New Members

#### Full Member:

The Specialty Training Center is based in Amman, Jordan. It was established in 2013 to fill the gap for professional medical, nursing, and self-development training courses of healthcare personnel. The Center is staffed by practical trained and highly educated team of trainers and provide training for at The Speciality Hospital as well as staff from all other hospitals and medical centers in Jordan and neighbouring countries.



#### Associate Member:

Edraak Training & Consultancy is a highly specialized and professional firm which provides a range of services including sports training, corporate management education and training and business consultancy. It is based in Emirate of Abu Dhabi.



## 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)

Official Organisation Title

Address

Telephone

Fax

Website

Name & Title of Contact Person

E-mail

#### Payment Choice:

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

\* Small Professional Society applying as Full Member, please answer these additional questions:

Number of individual members \_\_\_\_\_ Number of organisational members \_\_\_\_\_

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

Scan and email to: [sgiftdo@gmail.com](mailto:sgiftdo@gmail.com),  
or [ukkohli@yahoo.co.in](mailto:ukkohli@yahoo.co.in)

Fax: +91 11 2645 1604 Phone +91 11 41619842