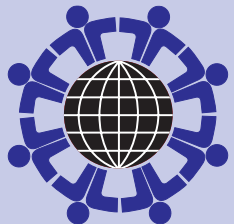


IFTDO News

Number 2 - 2010



IFTDO

International Federation of
Training and Development
Organisations

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**Announcing
Future
Conferences:**

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Bahrain**

**2013- New Delhi,
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IFTDO PRESIDENT'S MESSAGE



(Dr. Ireneusz Tomczak, an expert on the ICT technology, T&D, new media and capital market developing the business projects for the public and private sector was the Member-founder of PSTD - Polish Association for Training & Development. He is the Chairman of the Board of the Management Observatory,

Poland. He conducts projects financed from UE framework programs, related with innovations and investment, specialized with the investment on the non-public capital market and is a regular speaker of many HRD conferences and workshops, and co-author of books and articles in the area of the management, training and development)

Globalization demands continuous improvement, technological innovation, the rapid increase in information and most importantly, Human Resource Development (HRD), critical to create the 21st

century workplace. Also, because of constant changes, the skills of the today's workforce must be updated to meet the changes and be competitive. IFTDO can play an important role in HRD by facilitating the sharing of best practices and connecting professionals around the world so that they can form a community of practice. IFTDO and training organizations around the world can help the United Nations to achieve the millennium development goals by providing training to citizens around the world.

The 40th IFTDO World Conference will be held in Warsaw, Poland 8-11, May 2011. The conference is hosted by Nowoczesnafirma and the Obserwatorium Zarzadzania, Poland. This conference can greatly offer opportunities for professional exchanges and build partnerships for bettering the world. **WE WELCOME YOU TO POLAND IN 2011.**

Dr. Ireneusz Tomczak, President, IFTDO

IFTDO CHAIR'S GREETINGS



As the outgoing Chair of the IFTDO Executive Board, I wish to extend my compliments and special thanks to you all. IFTDO is a federation of organization affiliated as a Non-Governmental Organisation with the United Nations Economic and Social Council and other international bodies. With your active support

and involvement, we have had numerous successes in its activities to advance our profession, our countries and the world in addressing our challenging social and economic problems. Our conferences have made important contributions. The IFTDO Global Human Resources Development Awards have been instituted to recognize high performing and innovative organizations. Our strategic planning has been effective.

IFTDO has been steered well by my worthy predecessors. The members of the Executive Board devote considerable time on a voluntary basis to make IFTDO what it is. I must place on record my appreciation for all of them, more specifically, Ebrahim Al'Dossary (Bahrain) and Bob Morton (UK) who served as Presidents during very challenging times. I follow a long line of very able leaders who have made important contributions to the organization's new initiatives to make us a viable and energetic body that is actively representing our member organizations in many forums concerned with organization and people development.

My best wishes for successful and fulfilling times ahead.

Ray Bonar, IFTDO Chair-2009-2010

SECRETARY GENERAL UPDATE

Dear Member

The IFTDO Global HRD Awards 2010 have been announced. The last date for entries is **February 28, 2011**. The Awards will be presented at the 40th IFTDO World Conference. Please disseminate the information on these Awards so as to encourage maximum entries. Information on Awards is available on our website www.iftdo.net

The registration for the 40th IFTDO World Conference to be held at Warsaw (Poland) from May 6 to 11, 2011 is now open. IFTDO members get a special discount. Please encourage your members' personnel to register for the Conference.



Our web site www.iftdo.net has now been developed further to give a separate page free of cost to each Member to promote its organization's activities by displaying the information as desired. This provides further benefit to all members. The user name and password have been emailed to each member.

Lastly, I would request Member organizations to send information on their major events and activities for IFTDO website/publishing in the IFTDO News to: sgiftdo@gmail.com

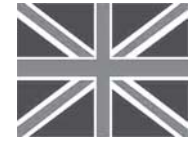
Uddesh Kohli



39TH ANNUAL IFTDO CONFERENCE – APRIL 2010

HRD 2010 – London, UK

SUMMARY



The Chartered Institute of Personnel and Development (UK) hosted the 39th Annual IFTDO Conference. Because of the Icelandic volcanic eruption, the first day of the conference focusing on the latest international perspectives on learning and development, was cancelled due to major international flight cancellations. Due to this disaster, most of the international delegates and speakers, who had planned to attend, were unable to do so.

However, the CIPD's HRD conference and exhibition went ahead as planned. It was designed to address the pressing challenges facing the HRD community and to contribute to building future-fit organisations, capable of developing and retaining the talent and skills needed for the future. All of this is important at the best of times. But now, as the global economy is showing tentative signs of recovery, the contribution of learning and organisation development to the building of truly agile, change-ready organisations is greater than ever. Sustainable organisational performance requires learning organisations to remain up-to-date with energised learning and development professionals. That's true the world over. Ours is a genuinely global profession today.

The conference was full of thought-provoking learning & development (L&D) sessions providing practical guidance and insightful case studies. Topics included learning and talent development, organisation development, leadership and coaching needs, leading and managing the learning and development function, and demonstrating the return on investment – the very value of learning. The transformation of L&D into a strategic business-critical function was highlighted and the business skills and behaviours to achieve this were identified.

The HRD conference also saw the release of the annual CIPD's latest Learning and Development survey, established 12 years ago, which is a valuable barometer of current and future trends of this field. The 2010 survey explored the areas of employer support for learning, talent management, general managing and evaluating coaching as well as economic circumstances and training spending. With IFTDO's assistance, for the

first time the survey examined managing learning and talent development internationally. In an increasingly globalised world this is a necessary dimension.

It is not surprising to find that with the economic downturns, funds available for learning and development in the past 12 months have decreased for over half of organizations surveyed and expectations are that they will not increase in the year to come. L & D departments' headcounts have largely remained the same in the last year. The main changes in these departments over the last year included becoming more business-focused, relying more on in-house provision, removing staff redundancies and increasing the number of people targeted. Among UK organisations, a quarter considers themselves 'very' or 'fairly' successful at securing government funding. Further, an average of about four days of training-developmental activities is provided to each employee. The results of the survey are detailed at the end of this article.

Session Summaries

It would be impossible to include reports on all of the conference sessions but below are snapshots of some of the varied sessions.

HRD 2010: Investment in L&D gives long-term competitive edge

L&D budgets have been an easy target during times of recession, but cutting spending has long-term implications, delegates at the CIPD's HRD conference were told. "The easy thing is to cut L&D, but I'm quite keen on spending more," said Richard Cuthbert, chief executive of FTSE-250 consulting and business services group named 'Mouchel.' "It will give us the competitive benefit we need in this environment. If you stop spending now you will probably see the result in 18 months and I don't want to be here in 18 months thinking "I wish I'd spent more. Although the benefits of training and development may not be immediately measurable, ultimately the value of L&D affects the share price. The best short-term measure for us is in staff turnover and if our annual engagement surveys give us good feedback.



IFTDO old-timers: Chris Carroll-former Secretary IFTDO, Eric Frank-Director of IFTDO World Conference 1973, John Fricker-Former Chair, Conference Coordination Committee at IFTDO booth at HRD 2010 London



Carol Panza, IFTDO Board Member and Christine Marsh representative of Full Member ISPI at IFTDO Booth at HRD Conference in April 2010 at London

But it is a slow burner. It is an investment for the future.”

Wayne Clarke, managing partner at Best Companies, the name behind the *Sunday Times Best Companies to Work For* lists, pointed out that their research has shown that engagement definitely has an impact on performance and “organisations that have lower levels of engagement spend a lot less on L&D”. The importance of both L&D and HR getting close to the chief executive was also discussed. “It is important that they are completely aligned with the business strategy,” said Cuthbert. “It is really important that you have the right people with the right relationships who are prepared to go out on a limb.”

“Mouchel has grown rapidly over the past few years,” he added, “so it was important to have an HR director that was good both operationally and strategically. We wanted the best of both worlds. It took us a long time to find an HR director we were comfortable with. But my HR director has grown as we’ve grown. We’ve had lots of disagreements along the way, but we are able to be honest and open with each other.”

Jackie Orme, *Chief Executive*, CIPD, indicated that there has been a seismic change affecting organisations – not least because of the recent financial crisis. Much conventional wisdom is being challenged. The need to understand what drives sustainable performance and what this means for HR’s purpose and role has never been greater. CIPD believes that HR has a key role to play in building sustainable performance. This is the underpinning proposition that we took out to organisations in *Next Generation HR*, a major research programme which explores emerging HR practice, part of the CIPD’s ongoing commitment to shaping our profession.

HRD 2010: Intuition a ‘vital skill’ for learning professionals

Far from being simply a hunch, intuition is a skill that is based on years of experience, Eugene Sadler-Smith, professor of management development and organisational behaviour at the University of Surrey’s School of Management, told delegates at the CIPD’s HRD conference.

“Research shows that as managers become more senior they are more likely to use intuition,” said Sadler-Smith. But he pointed out that human cognition has two major components - the analytical and the intuitive mind - and each has its place. “Sometimes when we have to justify a decision we choose the decision that we can rationalise, but it may not be the right decision,” he said. “You can’t solve analytical problems using intuition and vice versa.”

Intuitive intelligence can be developed – and one way to do this is to “give the rational mind a reprieve” - but it is also based on expertise and that takes years to develop, he told the conference. “It’s about practice, practice, practice,” said Sadler-Smith. “This is where learning and development comes in. There is an important role for L&D if it can, through processes such as coaching, facilitate or even accelerate the process of practising skills in a safe environment.” However, he warned that it is essential to question and scrutinise our intuitions and get feedback from others on how effective they are. “Sometimes intuition is used as an excuse for lazy thinking. Intuitive thinking is developed through hard work,” he said. “The worst situation is a manager who thinks he/she is good at something and is not and practices it in the closet.”

HRD 2010: OD urged to ‘spit in soup’ of strategists

An all-day Organization Development (OD) workshop session was held to delve deeper into the meaning of OD and to discover how it can help HR professionals to develop a culture that will thrive in a challenging business.

Mee-Yan Cheung-Judge’s master class, “The role of an organisational development (OD) strategy in sustainable organisation improvement”, was unequivocal on what OD practitioners had to do to influence company strategists. “Our job is to spit in their soup,” she said. “They may not like our spit, but it changes the texture.” The starting point for organisational improvement is, she said, a “brilliant strategy”. Then it is OD’s job to systemically align the organisation’s culture to deliver it. She said a survey in 2008 found that UK companies reported losing £1.7 billion a year from failed change initiatives. OD specialists were needed to show organisational strategists how to “bring along the people with them.”

Chief executives are rarely “people savvy,” said Cheung-Judge. “In 38 years of working in this field I’ve only known five who were. They are who they are because of where they have been. Any major change needs senior executives to lead it,” she continued. “But if we judge and condemn senior leaders, they know it. Our role is to back them up and support them, but we have to earn our right to help.” Part of this involves HR and OD learning to “speak strategic language – if you don’t do this senior leaders won’t listen to you”. But it is also about educating executives on the methodology needed to achieve the cultural changes required. “Use metaphor and imagery to get your message across,” said Cheung-Judge. “Show them how to think it through. Don’t shrink back from sticking your chest out as an HR person, because they need you.” She used the analogy of runners preparing for the London Marathon to show how each organisation had to find its own way to realise its strategic ambitions. “Training my body to run a marathon is different to training yours,” she said. “Don’t look at the competition because their business strategy is not the same as yours. What’s relevant is decided by the context.”

HRD 2010: Future technology will make web learning more individual

Future web technology will enable individuals to access learning materials that meet their requirements much more exactly, the CIPD’s HRD conference heard.

Alan Fletcher, business development manager for the Knowledge Media Institute at the Open University, said that “Web 3.0” technology would increasingly work on a semantic basis, with material that is searchable by subject matter rather than specific words. This will enable much more natural search terms to work in search engines, and could produce information tailored to an individual’s ontology – meaning that the results are pitched at the right knowledge level. He envisaged tools that would give “ten hits rather than 50 million hits” that would produce the perfect level of learning material for the individual. The different tools on the internet will also interact a lot more, he added. “There is a real feeling that the internet is broken, because there are all these tools doing clever stuff but not many of them are talking to each other,” said Fletcher. “Not many of them really connect in the ways we think they could. In the future this connectivity would extend to smart physical products so your car could talk to your fridge” he added.

“Learning is increasingly going to be given away for free,” he said. The Open University has already made a deal with Apple to make their course materials available free on iTunes U – the first university to do so. In the first year of its operation it received 17 million downloads, a large proportion from overseas. The university also has a UTube channel to make it even more accessible. However, we are in danger of being left behind in broadband speeds, which are essential if the web is to fulfill its potential as a “semantic reasoning engine,” said Fletcher. He said the recent digital economy thrust

was not ambitious enough. "If we are not careful the internet will become the next cricket – everyone will be that much better at it than we are," said Fletcher.

SUMMARY OF KEY FINDINGS OF CIPD'S L&D SURVEY

Talent and learning are intertwined which is why the CIPD has defined this area of the HR Profession Map. It is interesting that talent management practices have actually grown in a period of economic difficulty and this supports other CIPD research showing that talent management is more not less important in challenging economic circumstances (see reference, *War on Talent?* and *Fighting Back Through Talent Innovation*). The war for talent may have abated and talent may be waiting in the trenches for that war to resume, but even in the slow climb out from recession talent development will be crucial. With key talent shortages still present, and with talent retained in organisations by the poor general employment outlook, the focus of talent management strategies is changing, but innovation through talent is still the key to the future. The main objectives of talent management activities are to develop high-potential employees and to grow future senior managers/leaders. The third main objective is to meet the future skills requirements of the organisation.

For almost half of organisations surveyed, the major organisational change affecting learning and talent development in the next five years will be a greater integration between coaching/mentoring, organisational development and performance management to drive organisational change and with greater responsibility devolved to line managers. The trend towards greater involvement in organisational development (OD) and change management is a welcome trend. It is clear that organisational development and design will become increasingly important as organisations seek to change, innovate and to link learning to organisational goals.

Learning and talent development specialists are most likely to hold the main responsibility for employees' learning and talent development, followed by senior managers, the HR department and line managers. The two main tasks for learning and talent development specialists are to deliver courses and to manage the overall planning of learning. Employees/learners are mostly expected to show 'some' involvement, but few organisations expect them to be mainly responsible for their own learning.

Almost all organisations undertake talent management activities but few rate them as 'very effective'. Talent management activities tend to be directed at high-potential employees and senior managers. The most effective learning and talent development practices are in-house development programmes and coaching by line managers. Mentoring and action learning are being used more often than in the past. E-learning is the learning and talent development practice that has increased the most. Attendance at external conferences, workshops and events has decreased the most.

These trends indicate a sharpening focus towards 'in house' provision and a determination to make use of existing resources. It also signifies an energising of the learning culture within organisations as employees mentor and coach, capture the tacit learning from projects, and pull learning insights in from cross-boundary working. But much good learning and talent development practice can be obtained at such events, particularly the idea-sharing and collaboration necessary to drive learning and talent development insights. There is every indication that the fall of external activity is a temporary issue but a trend towards 'hibernation,' where professionals are locked long term in their own organisations, would be a concern. It will be interesting to monitor these trends in forthcoming surveys.

Employee skills

The main gaps in skills identified by organisations continue to be business skills/acumen and commercial awareness, and management/leadership skills/front-line people management skills. Gaps in communication/interpersonal skills and business skills/acumen are observed in the workforce.

Looking more closely at leadership skills, the main gaps identified by employers are performance management (setting standards for performance and dealing with underperformance), and leading and managing change. The main focus of leadership development activities in the next 12 months will be improving the skills of leaders to think in a more strategic and future-focused way and enabling the achievement of the organisation's strategic goals.

Despite concerns about the lack of technical skills, respondents see these as a lower priority with both advanced technical and clinical skills and financial and economic skills less sought after than the key management and leadership skills. Similarly marketing, IT and even engineering and design skills are less valued than the so called 'soft' skills of creativity, customer service and teamworking. Policy makers have concentrated on the lack of engineering and design skills recently so the downplaying of these skills may signify that such skills are less sought after than we expected (see Sir James Dyson's *Ingenious Britain* report (2010) for the Conservative Party). Perhaps these preferences reflect a refocusing in recessionary times on 'impact' skills such as managing and leading and less focus on capability building skills for the longer term. This may equally reflect the structure of an economy where manufacturing and design is a small share of overall activity. However, it would be perilous to leave these trends unexamined.

Learning and talent development (L&TD) in international organisations

For almost two-thirds of the surveyed international organizations, learning and talent development is seen as beneficial for the international aspects of their businesses. However, only a third of international organisations offer specific learning and talent development for managers who have international responsibilities. To nurture talent, most international organisations use company wide talent management programmes for high potentials, management and leadership skill development, coaching and mentoring to help international staff move into key roles, and experienced expatriate staff to mentor and develop local talent. Several respondents pointed out the value of developing intercultural skills to help raise awareness of other cultures as well as appropriate language training.

Evaluation

The evaluation of talent practices has long been a tricky area for HR practitioners and it is clear that organisations are still struggling with this. However with organisations coming under relentless economic and budgetary pressure, there is an even greater need to ensure that talent strategies are aligned to business critical needs, are effective, deliver dividends and that organisations have some clear metrics to provide evidence of this. While talent strategies once enjoyed the almost unquestioning favour of CEOs, the current climate now means that they need to unequivocally prove their worth if they are to stay at the top of the agenda.

The three most common ways to evaluate talent management activities are to obtain feedback from line managers, to measure the retention of those identified as high-potential, and the anecdotal observation of change. Coaching takes place in most organizations but only a third have a system

to evaluate it, including as part of appraisal and performance reviews at agreed upon intervals. Systems rely mainly on the collection of post-course evaluations, individuals' testimonies, on assessing the impact on business key performance indicators, and measuring the return on investment. When considering coaching interventions, most organisations either frequently or occasionally discuss with the line managers and coaches the organisation's expectations of the intervention and assess the likelihood that individuals/a team will benefit from coaching before embarking on it.

However, only around a third evaluate coaching. Evaluation needs to be a future priority for practitioners or the real value of coaching could be obscured. No learning and talent development intervention is beyond measurement although it is vital to ensure that this evaluation is meaningful. The results show that organisations do not tend to begin the process of evaluation at the start of the intervention by setting out the expectations of the parties involved. When evaluation does occur, it tends to be post-intervention or is based upon inappropriate return on investment criteria. The worst form of evaluation is no evaluation – even a focus group of coaches and sponsors or a means of capturing and grading statements about people who have been coached could help. The CIPD is rolling out a series of evaluation forums to look at this issue.

Diversity

Most employers integrate some diversity and equality considerations in their talent management processes. The main diversity challenges facing employers include ensuring that all employees are given an equal opportunity to develop their full potential (across all locations) and getting managers to

embrace diversity and accept cultural differences. The lack of applications from diverse ethnic groups/ethnic minorities comes third. However, employers cite many key successes and learnings that they have gained from integrating diversity into talent management, especially in having access to a wider pool of potential candidates.

Internships: the new solution to youth unemployment?

Many organisations are now offering internship positions to young people. This is driven by government policy exhortations, the advice of policy makers and a genuine desire by employers to provide a lifeline for the talented young people who face a difficult future. The survey findings show how internships can make a difference, not just for the intern but also for the employer. The vast majority of employers agree that internships benefit the interns, mostly through providing experience of the working environment and helping them to acquire new skills. A large proportion also sees internships as a way of recruiting staff in a very cost-effective and targeted manner. Increasingly, employers are becoming aware that internships give them the opportunity to 'screen' young people before considering them for permanent positions. The fact that a third of firms report higher productivity as a result of their internships is particularly encouraging, given that many interns are new to the workplace and are still in the process of learning new skills.

The full 2010 Annual Report is available at the CIPD web site at: www.cipd.co.uk. Then go to the "search" section and post name of report as "Learning and talent development 2010."

Prepared by Bob Morton, UK, Past President, IFTDO and Chair-Elect, IFTDO ■

IFTDO'S HONOREES FOR OUTSTANDING GLOBAL CONTRIBUTIONS

Dr. Uddesh Kohli, IFTDO Secretary-General, was recognized by the United Nations for his outstanding contributions to the UN's Global Compact Programme (UNGC). The UNGC is a strategic policy initiative for businesses that are committed to ensuring that their strategies and operations foster universally defined moral principles and "best practices" in the areas of human rights, labour, environment protection and anti-corruption. The award was given at the *Leaders Summit* attended by 1500 business leaders comprising CEOs and top corporate, government and civil society executives from 130 countries. The Summit was held in New York City (U.S.) on June 24-25, 2010 on the occasion of the 10th Anniversary of the Programme (please see www.unglobalcompact.org for details of the programme). Dr. Kohli was one of 10 Awardees from throughout the world, most of whom are high profile leaders who have been involved with UNGC for the last 10 years. His superior performance and contribution are a great credit to IFTDO and the Global Compact community.

At the United Nations Department of Public Information's Annual Conference held in Melbourne, Australia, September 2010, on the theme of *Advance Global Health, Achieve the Millennium Development Goals*, **Marie Dayton (Australia) and Winston Jacob (Papua New Guinea), IFTDO Board Members**, presented a workshop titled "Workforce Development Strategies for Indigenous Health Workers in Australia and Papua New Guinea." This session identified the social determinants of improved health in the communities served by the health workforce and the developmental strategies needed to achieve these. Their contribution reflects great credit on IFTDO and is a concrete demonstration of the value, for the UN, of IFTDO's accreditation to the United Nations' DPI and ECOSOC (Economic and Social

Council). IFTDO reports to the UN periodically during the UN's reviews of the accredited NGOs on specific instances of its involvement. Dr. David Waugh (US), former UN official and previous IFTDO Secretary General, serves as IFTDO's representative to the UN. He states that "We will have a lot to report next time." **Winston Jacob** was also recently recognized for his outstanding public service by being awarded the British Commonwealth's, *Her Majesty the Queen's Honor of MBE-Member of the Order of the British Empire*.

Dr. Roger Addison, U.S., IFTDO Past President and International Society for Performance Improvement (ISPI) Past President, and an internationally respected practitioner of human performance technology, received the highest ISPI award, *The Thomas F. Gilbert Distinguished Professional Achievement Award*, for his outstanding professional achievements and scholarly insights. He serves as an international consultant to Fortune 500 companies helping them align their business requirements with bottom line results and has successfully implemented many performance improvement initiatives. His latest contribution to the HRD field is serving as a co-author of an award-winning book, *Performance Architecture: The Art and Science of Improving Organizations*.

IFTDO salutes **Bob Morton, IFTDO President, and The Chartered Institute of Personnel and Development (CIPD)** for their outstanding 39th Annual IFTDO Conference management made even more challenging because of the Icelandic volcanic eruption. Also, praise to IFTDO Board Members: **Ray Bonar**, Chair (Ireland), **Carol Panza & Christine Marsh** (US) and **Bill Fenton** (UK) for their outstanding leadership during that demanding conference. ■



The American Chamber of Commerce, Egypt, sponsors forums on current issues. Recently, Former U.S. President Bill Clinton spoke on “Down the Road to Goodwill: What Does it Take to Make a Difference.” In his view the world’s fundamental challenges can be placed into three baskets of problems. The first is a shift in the economic paradigm that has caused an overwhelming unequal distribution of income: 90 percent has gone to the wealthiest 10 percent of the populations. In Haiti 75 percent of the people live on less than \$2 a day and 85 percent have no electricity.

The second basket of problems concerns the ever-increasing level of connectivity throughout the world. When he became president in 1993, Clinton said, the average cell phone weighed five pounds and there were only 50 websites on the Internet. Today, cell phone and internet connections grow increasingly. “All these connections make it easier to penetrate borders, for both good and ill. It breeds instability as well as opportunity.”

In the third basket there are problems related to the unsustainability of the current global economy because of climate change. Successful countries will be those that can maximize the opportunities created by these problems, Clinton said. “We cannot create a world where our actions have no impact on others, and what happens to others has no impact on us.” He urged rebuilding economic systems by beginning at the lowest level, citing the example of a Tanzanian widow who benefited from a foundation agriculture initiative who was able to increase the annual income from her small plot of land from \$80 to \$800 and send her child to school for the first time. “There is a reward for hard work because she’s part of a system that works,” Clinton said.

“History shows that the world’s great civilizations began to stagnate and decline when people became more interested in preserving their positions than in the welfare of society as a whole,” Clinton said. An important question is: How do we have to reform our institutions so they remain relevant? Some of the oldest places on Earth found a totally modern prosperity that can be shared by all,” he said. Clinton added that every successful government needs to have a vigorous private sector and strong nonprofit organizations. Because they are comparatively unconstrained, they can more easily experiment and fill in the gaps left by government.

ASTD has many developments to report. According to recent research by the American Society of Training and Development, companies with regular employee training consistently outperform companies who do not train their people. Businesses interested in long-term viability recognize that to be successful, they must continually develop their people - especially their leaders. Companies consistently look for ways to increase revenues and decrease costs, and when the economy takes a downturn, one of the first areas that is often cut is training and development. In the short-term this will decrease a company’s costs, but in the long term, research shows that when the economy bounces back, companies who continued to invest in their high potential employees and their leaders achieve much greater success than those who don’t. ASTD has just published its latest *State of the Industry 2010 Report*. Copies can be secured from its web site at: www.astd.org

ASTD Employee Learning Week

Employee Learning Week (ELW) takes place in December each year, but learning is a year-round event!

All organizations are encouraged to recognize ELW by rededicating themselves to employee learning and highlighting its link to organization results. <http://www.employeelearningweek.org/> - [top#top](#) Events can

happen anywhere. Hold events in your office, give excellence awards, hold a *Learning Fair*, pass proclamations or launch a robust learning and development portal, blog, etc.

Dissertation Award

The ASTD Dissertation Award is given to foster and disseminate research in the practice of workplace learning and performance and is presented to the person who has submitted the best doctoral dissertation for which a degree has been granted. The study must focus on some issue of relevance to the practice of workplace learning and performance. All research methodologies are considered, including, field, laboratory, quantitative and qualitative investigations. The candidate must be recommended and sponsored by his or her committee chair. Submission requirements must be met. The request for nominees should specify the information to submit, such as describing Research Design and/or Methodology. Reviewers chosen from the research community should evaluate the applications. The announcement of the award and a summary of the findings in publications and on the website should be undertaken.

The Irish Institute of Training and Development (IITD) undertook a study entitled “An analysis of current & future skills, education & qualifications of the HRD & Training Profession in Ireland.” The findings are that only one fifth of those surveyed came from a specialized HRD or Training Background. Irish training professionals need new skills more than ever, such as, increased Management, Leadership Development and Strategic Business skills to help their companies get back on track from the severe economic downturn. These professionals must be fully aware of the business context within which their company or client operates. To meet their challenges, they must move away from traditional training to facilitation and balance both organizational and individual requirements. A rigorous accreditation process, including standardized qualifications must be present.

The IITD states it is “fully committed to quality at the point of entry,” acknowledging the trend towards multiple routes to qualification which includes the ‘skills agenda’, frameworks for individual pathways, experienced practitioner entry, recognition of previous learning and routes from parallel or subsidiary occupations. The Institute is therefore considering an academic route combined with a practicing requirement, preferring a process for development of its criteria for membership “based on rigor, but not rigidity.” It is also dedicated to continuing education.

Another report identifies areas for improvement in management practice among Irish small and medium size enterprises. It concludes that improving management capability through management development can lead to significant returns to the country in terms of increased gross value added, increased employment, better business survival rates, and a more skilled workforce. It also outlines the reforms required to put in place a sustainable national system for management development that will lead to a permanent increase in management capabilities amongst Irish small and mid-size enterprises (SMEs).

The CIPD’s quarterly July 2010 Employee Outlook survey showed almost half (49%) of staff have noticed an increase in stress at work as a result of the economic downturn. A new guide, *Work-related stress: what the law says* produced by the Chartered Institute of Personnel and Development (CIPD), with support from the Health and Safety Executive (HSE), Acas and the cross-government Health, Work and Wellbeing programme, spells out employers’ legal obligations in identifying and preventing stress at work.

Ben Willmott, senior public policy adviser, CIPD, said stress at work can have a significant impact on business performance. "Employers that fail to manage stress effectively risk losing key staff through high absence levels and employee turnover. They will also suffer from low staff morale and risk higher levels of conflict and accidents in the workplace. "If managers create and maintain effective, two-way communication, they are more likely to notice when someone is struggling and intervene." In addition, they potentially face costly personal injury claims, as well as damage to their employer brand." For information, view: www.cipd.co.uk and search for the guide.

The Entrepreneurial Development Training Centre Ltd, Papua New Guinea has undertaken the special challenge of training people from 8 to 90 years old who have no formal education in a program called *PV-Personal Viability*. It has created the closest thing to universal and relevant education and even teaches children, parents and grandparents together. It provides holistic human development that is demand-driven personal growth. Its curriculum includes gaining financial literacy and savings and creating viable families and healthy communities. It includes helping people create their own micro-enterprises.

The ICLIF Leadership Centre was honored with Asia's Best B-School Awards for Asia's Best Institute for Leadership Development by CMO Asia as its strategic partner and Stars of the Industry Group as its research partner. The Awards of the highest stature are presented to individuals and institutions that have surpassed several levels of excellence and set an example of being a role model and exemplary leadership. The ICLIF Leadership Centre was established as a not-for-profit corporation by Bank Negara Malaysia in October 2003 to provide leadership development programs for Malaysian and global senior executives from financial institutions and business corporations.

Since 2009, LEAPVAULT India organizes an annual CLO Chief Learning Officers Summit India for evangelizing and promoting organizational learning & development (L&D). The summit serves to identify and disseminate effective new practices across corporations, institutions, NGOs, government bodies and practitioners through effective interaction, debate and research. The last event was telecast in India on BloombergUTV and brought together many eminent speakers from leading organizations.

Mauritius Institute of Training and Development has taken over the duties of the country's national Industrial & Vocational Education Board (IVTB.) It is part of the Mauritius Human Resource Development Council (HRDC) that was set up according to the HRD Act of 2003 and inspired by an ILO Report. Its mission is to develop an Integrated HRD Strategy that promotes human resource development in line with national economic and social objectives, including life long learning at the individual, organizational and national levels for employability and increasing productivity.

Established in 1971, the Industrial Training Fund, Nigeria, has operated consistently and painstakingly to not only raise consciousness about the need for training in the economy, but has also helped to generate a corps of skilled indigenous people who are manning and managing various sectors of the national economy.

MANAGEMENT DEVELOPMENT RESOURCES

ASTD has published/promoted several important books:

The ASTD Leadership Handbook, ASTD Press & Berrett-Koehler Publishers, 2010, Elaine Biech, Editor: Leadership is the most important competency for both individual and organizational success and advancement. This handbook has all the insights and applications needed to thoroughly understand and practice the principles discussed by 48 experts on every facet of leadership. It provides a wealth of more than 30 ready-to-apply tools, such as, John Kotter's eight-step process for managing change, Ken

Blanchard's ethics check, and Marshall Goldsmith's mini survey for coaching leaders.

Leaders as Teachers: Unlock the Teaching Potential of Your Company's Best and Brightest. Edward Betof, Becton, Dickinson and Company: Presents case studies of successful teachers-as-leaders.

Leadership Challenge: James M. Kouzes and Barry Z. Posne, Pfeiffer, Wiley A book on leadership development.

A Guide to Transforming Organizations Through Social Media: The first book to help organizations understand and harness the extraordinary workplace learning potential of social media. Co-written by Tony Bingham, President and Chief Executive Officer of ASTD and Marcia Conner, Vice President for Enterprise at Pistachio Consulting. Features case studies showing how organizations around the world have transformed their businesses through social media.

ASTD has also published other useful books, ***Measuring for Success: What CEOs Think About Learning Investments:*** Authors: Jack J. Phillips and Patricia Pulliam Phillips and ***World Class Selling: New Sales Competencies,*** Authors: Brian Lambert, Tim Ohai, and Eric Kerkhoff.

The International Society for Performance Improvement's (ISPI) offers its new *Performance Technology Toolkit*. It is an essential tool for easy reference and utilization. It enables practitioners to implement and update project documentation from beginning to end and successfully track multiple job projects. It is a collection of 23 reusable tools in an electronic PDF format. The tools are organized into six portfolios: Project Management, Analysis, Design, Development & Implementation, Evaluation and Presentation Guidelines. Learn more at: www.ispi.org. ISPI also performs a great service to the HRD community by making its monthly newsletter available. It can be obtained by sending contact information to: johnc@ispi.org.

EMD Netherlands finds that management development makes a significant difference. EMD provides fresh ideas and innovative approaches. In the current economic downturn, many companies experiment, re-align, renew and save costs. Through its independent reviews, EMD monitors these developments, charts them, stimulates debate and updates subscribers on a regular basis. For example, it is publicizing *CoachingOurselves:* an innovative, low-cost addition to traditional executive education programs. It also heads the European Executive Development Network (EMEN)

At the end of 2009, EMD published the 24th annual edition of the *European Executive Education Directory*, still the only independent review of open enrolment, non-degree executive courses in Europe. Since 2008 the directory is only accessible online. Subscribers in over 60 countries worldwide use the directory to assess and select courses for their managers. Besides the *European Directory*, EMD also publishes annual Executive Education Directories for *America* and *Asia Pacific*. EMD also has extensive information about women's Leadership development. Upon updating their database for 2010, EMD observed that management development programs tend to be shorter than before. Also, more attention is being paid to learning transfer after the course. Course fees have hardly been increased compared to 2009. (Visit: www.emdcentre.com)

The Deloitte Consulting Company has created a forum, *Deloitte Debates*, to explore issues of concern to managers and HRD professionals. They believe that we should make important decisions in a disciplined way to minimize damage. The debates provide options in terms of understanding immediate impacts and longer-term consequences. Recent topics included: Designing a New Organization, Sustainability, Driving Growth in High Tech and diversity. View: www.deloitte.com and search for the *Deloitte Debates* location. ■



Recent crises have demonstrated the complexity and stresses of the environment in which our organizations function. The banking, financial and housing failures and government deficits worldwide are causing severe challenges and disruptions worldwide. For example, in April 2010, the Icelandic volcano erupted and spewed ash across Europe, halting flights and grounding about 10 million travelers worldwide. Commerce stalled, and routine business operations suddenly seemed vulnerable and volatile.

Our first reaction to these crises was to think “let’s find a leader to save us.” Now we realize that these catastrophes require more comprehensive, collaborative and widely diverse and distributed responses that address the great complexities of the 21st century civilizations and organizations. The modern world demands more of a ‘we’ approach than an ‘I’ approach.

The recession has left many organizations feeling somewhat battle weary. Morale may be low and draining the energy out of the workforce. Many leaders are just focusing on surviving. However, we should reevaluate what we mean by leader and leadership development and how best to proceed in this challenging environment.

In the new 21st century organization models, the terms “leader” and “leadership” are being redefined. The Center for Creative Leadership and other experts, who have been studying leaders and leadership for many years, have come to an important conclusion: leadership begins with individuals in leadership positions, but it doesn’t end there. The ability of an organization to accomplish its goals does not depend solely on the force of will of a single great leader, or even upon the effectiveness of the organization’s chain of command. These things are important, but don’t in and of themselves help us understand why some organizations succeed where others fail.

Rather, as research has shown, we must understand leadership and leadership culture, as defined by the collective actions of formal and informal leaders acting together to influence organizational success. It is not simply the number or quality of individual leaders that determines organizational success, but the ability of formal and informal leaders to pull together in the support of organizational goals that ultimately makes the difference. Thus, when we speak about leadership here, it is both the leaders themselves and the relationships among them that are being discussed.

Leadership Culture

Every organization has a leadership culture that defines people’s thinking and behaviors, and has implications for the collective ability to respond to its challenges. In The Center for Creative Leadership’s (CCL) organizational leadership work with clients from the military, civilian government, manufacturing, healthcare, legal sector, nonprofit and others — three types of leadership cultures are identified:

- 1. Dependent leadership cultures** hold only people in positions of authority responsible for leadership. Authority and control are held at the top. Success depends on obedience to authority and loyalty. Mastery and recognition of work operates primarily at the level of technical expertise. Dependent cultures take a conservative approach to change and emphasize keeping things running smoothly.
- 2. Independent leadership cultures** assume that leadership emerges as needed from a variety of individuals based on knowledge and expertise. Authority and control are distributed through the ranks. Independent cultures value decentralized decision-making, individual responsibility and expertise and competition among experts. Independent cultures focus on success in a changing world and adapting faster and better than the competition. Other characteristics associated with independent cultures include: individual performance as an important source of

success and status, an emphasis on taking calculated risks, open disagreement and independent actions within functions or workgroups.

- 3. Interdependent leadership cultures** view leadership as a collective activity that requires mutual inquiry, learning and a capacity to work with complex challenges. Authority and control are shared based on strategic competence for the whole organization. The mindset tends toward collaborating in a changing world so that new organizational orders and structures can emerge through collective work. Interdependent cultures work effectively across organizational boundaries, value openness and candor and see synergies across the whole enterprise.

Explaining about leadership cultures is important, but we also look for innovative ways to help everyday leaders understand and implement what culture is, why it matters and what role they, as individuals, have to play. Some leaders are tasked with getting a more collective view of leadership where groups work across organizational boundaries and silos. The most challenging test for these leaders is whether they create leadership.

Leadership Qualities

There is a vast literature identifying desired leadership qualities. Surveys of CEOs show that they believe the one factor that will determine their fate is the quality of their leadership talent. Without proper leadership, even the best and boldest strategies die. Yet many top executives bemoan the lack of leadership bench strength in their companies.

As suggested by Bob Johansen, Management Consultant, leaders in the future will need to have Vision, Understanding, Clarity and Agility. As stated by KimTurnbull James, Management Expert, “We need to think how people in *leadership roles* need to work with others, understand what the organizational challenges are that might require radical re-thinking and re-positioning, and what are the barriers preventing the organization from achieving its goals and objectives.” This is a very different way of thinking about leadership with serious implications for leadership development.

If organizations are to grow then they need to develop an effective management team – and a management team that can lead change. Leadership development is not about an event or a series of events – and it is not about purely developing people in your own image – it’s an ongoing process

The recent research from the Chartered Institute for Personnel and Development (CIPD) and PricewaterhouseCoopers informs us that our workforce may resign their jobs (in a better economy) and/or/show dissatisfaction if they feel disengaged. But most importantly, leaders must recognize that engaging their current and future workforce is the absolute priority that will enable innovation and change to take place. In true innovation, people have to be given the permission and freedom to experiment. And if their experimentation does not always lead to success, leaders then have to accept that any failure is a shared failure – not the fault of an individual. It’s about being brave enough to allow people to have their voice – it may not work – but it could also lead to the ‘next big thing.’

Consequently, innovation and engagement means winning the hearts and minds of, not just our existing people but also our teams of the future. And with workforces that can now comprise up to five generations – that could be the toughest challenge of all. There are a large number of bruised managers who are frightened to be innovative and forward thinking and who are hoping that momentum and tenacity will carry them through. What is absolutely clear is that we will need a much wider leadership toolkit to engage our people in the years ahead.

Further, Marshall Goldsmith, Management Expert, points out that the many desired qualities of effective leaders will never change - characteristics such as communicating vision, demonstrating integrity, focusing on results, and ensuring customer satisfaction. But he believes that five new factors have emerged as clearly more important in the future.

Thinking globally

The trend toward global trade, globally connected markets and technology and competitiveness will become stronger. Leaders will need to understand the economic, cultural, legal, and political ramifications. Leaders will need to see themselves as citizens of the world with an expanded field of vision and values.

New technology is another factor that makes global thinking a requirement for future leaders. It will make it feasible to export white-collar work around the world. Computer programmers in India will communicate with designers in Italy to help develop products that are manufactured in Indonesia and sold in Brazil. Technology can help break down barriers to global business. Leaders who can make globalization work in their favor will have a huge competitive advantage.

Appreciating cultural diversity

Future leaders will also need to appreciate cultural diversity, defined as diversity of leadership style, industry style, individual behaviors and values, race, and gender. They will need to understand not only the economic and legal differences, but also the social and motivational differences that are part of working around the world. Understanding other cultures is not just good business practice - it is a key to competing successfully in the future.

The ability to motivate people in different cultures will become increasingly important. Motivational strategies that are effective in one culture may be offensive in another culture. The same recognition that could be a source of pride to one could be a source of embarrassment to another. Leaders who can understand, appreciate, and motivate colleagues in multiple cultures will become an increasingly valued resource.

Demonstrating technological savvy

Many future leaders who have been raised with technology view it as an integrated part of their lives. Many present leaders still view technological savvy as important for staff people and operations, but not for them. We need not all become gifted technicians or computer scientists, but we need to:

- Understand how the intelligent use of new technology can help us
- Recruit, develop, and maintain a network of technically competent people
- Know how to make and manage investments in new technology
- Be positive role models in leading the use of new technology

Organizations with technologically savvy leaders will have a competitive advantage. Without technological savvy, the future of integrated global partnerships and networks would be impossible.

Building partnerships and alliances

More organizations are forming alliances today. This trend will be even more dramatic in the future. Reengineering, restructuring, and downsizing are leading to a world where outsourcing of all but core brand-related activities may become the norm. The ability to negotiate complex alliances and manage complex networks of win-win relationships is becoming increasingly important.

Sharing leadership

Sharing leadership is a requirement, not an option. In an alliance structure, telling partners what to do and how to do it may quickly lead to having no partners. In dealing with knowledge workers - people who know more about what they are doing than their managers do - old models of leadership will

not work. Future leaders will operate in a mode of asking for input and sharing information. Knowledge workers may well be difficult to keep. They will likely have little organizational loyalty and view themselves as professional free agents who will work for the leader who provides the most developmental challenge and opportunity. Skills in hiring and retaining key talent will be valuable for the leader of the future.

Bob Johansen says that leaders increasingly will face challenges that have no solutions. Of course, they will have to make decisions anyway. "Leaders will be buffeted, but they need not allow themselves to be overwhelmed, depressed or immobilized. Leaders must do more than just respond to the whirl of events, though respond they must. They must be positive change agents in the midst of chaos, creating the future. Some things can get better, even as other things get worse." To make a better future, leaders must seek out experiences and opportunities to learn and apply 10 new skills:

1. **Maker instinct.** Ability to exploit your inner drive to build and grow things, as well as connect with others in the making.
2. **Clarity.** Ability to see through messes and contradictions to a future that others cannot yet see.
3. **Dilemma flipping.** Ability to turn dilemmas — which, unlike problems, cannot be solved — into advantages and opportunities.
4. **Immersive learning ability.** Ability to immerse yourself in unfamiliar environments and to learn from them in a first-person way.
5. **Bio-empathy.** Ability to see things from nature's point of view — to understand, respect and learn from nature's patterns.
6. **Constructive depolarizing.** Ability to calm tense situations where differences dominate and communication has broken down — and bring people from divergent cultures toward constructive engagement.
7. **Quiet transparency.** Ability to be open and authentic about what matters to you — without advertising yourself.
8. **Rapid prototyping.** Ability to create quick early versions of innovations, with the expectation that later success will require early failures.
9. **Smart mob organizing.** Ability to create, engage with and nurture purposeful business or social change networks through intelligent use of electronic or other media.
10. **Commons creating.** Ability to seed, nurture and grow shared assets that can benefit even competitive players.

Most high-potential future leaders see the value of these new competencies and are willing to learn and/or practice them and have their performance measured by them. Present leaders may not see their value and may not have these traits. If future leaders have the wisdom to learn from the experience of present leaders, and if present leaders have the wisdom to learn new competencies from future leaders, they can share leadership in a way that benefits their organization.

Observations about Leader and Leadership Development Strategy

Management theorists are seeing some seismic shifts in the way leaders and leadership could be developed. They are challenging the old 'deficit/individualistic model' of leadership development which focuses on whether a leader has some shortcoming in skill, competence, behavior, personal motives, cognitive preferences, etc. (as measured against some normative notions). These theorists are not saying that such competency-based work is not valid but are pointing out the limitations to only using this approach. Even where a deficit-reduction program involves peer feedback or action learning, the consequent development activity is often largely limited. Further, pre-packaged development systems are insufficient in dealing with the specific context in which leaders operate.

In developing a strategy for obtaining and developing the appropriate organizational leaders and leadership capacities, experts say that leadership strategies and development investments have to be linked with their business strategies. A good leadership strategy takes many factors into account.

Simply having all of the leadership positions on the organization chart filled will not produce the leadership that is required to implement strategies, adapt to change, support innovation or other important organizational agendas. It is not just having the right number of bodies, it is what those bodies do and how they relate to one another that matters. A leadership strategy makes explicit how many leaders we need, of what kind, where, with what skills, and behaving in what fashion individually and collectively to achieve the total success we seek.

Making continuous improvement a key driver of business results requires a leadership strategy that calls for continuous improvement in leadership as well. A leadership strategy supports the effective implementation of an organization's business strategy. Without the right leadership, organizational strategies will remain as ink on paper. Getting the right leadership to implement business strategies takes careful planning and dedicated effort, and often substantial investment. Like the sports coach whose mediocre team never wins a championship, even with a new book of plays every year, CEOs can't hope to achieve bold new strategies without giving thought to their leadership culture.

Like business strategies, leadership strategies are based on a thorough analysis of the current situation and an informed view of the future. The strategy then provides a series of recommendations to close the gap between the current situation and desired future. Once the leadership strategy is known, a leadership development strategy can be formulated to produce the desired future state, and implications for talent management processes can be identified. When the strategy is implemented, business results will provide feedback on how well the leadership strategy is working and help shape what new business strategies can be considered with the leadership talent that has been developed.

At a minimum, the Center for Creative Leadership suggests, organizational leaders should consider:

- The quantity of leaders needed, as indicated by current and projected formal leadership positions depicted on an organization chart (number,

- level, location, function, business unit, reporting relationships, etc.)
- The qualities desired in selection (demographics, diversity, background, experience level)
- The skills and behaviors that are needed to implement the business strategy and create the desired culture (skills, competencies, knowledge base)
- The collective leadership capabilities of leaders acting together in groups and across boundaries to implement strategies, solve problems, respond to threats, adapt to change, support innovation, etc.
- The desired leadership culture, including the leadership practices in use, such as collaboration across boundaries, engagement of employees, accepting responsibility for outcomes, creating opportunities for others to lead, developing other leaders, learning how to learn, etc.. In much of the work on talent and leadership strength, the focus has been on only the first two of these ways of describing an organization's leadership. By leaving out connected leadership and leadership culture, we have overlooked what makes leadership come alive in organizations and the factors that often determine whether strategies and plans will actually be achieved.

Summary

In these challenging economic times, even the most financially sound companies are decreasing their spending. From bonus cuts to training and travel budget freezes to layoffs, organizations are minimizing costs and finding ways to "wait it out." According to the U.S. Bureau of Labor Statistics, the United States will experience a labor shortfall of 10 million workers in the near future. Other countries are reporting similar patterns. An IBM Global Human Capital Study reports a "deep concern over the current and projected shortage" of individuals to lead, with more than 75 percent of respondents citing their inability to develop future leaders as a critical issue. However, smart organizations know that reactive cost-cutting in HRD can hinder bigger-picture strategic efforts, including succession planning. ■

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The overall winner of the IFTDO Award receives a prize of \$5000 and a memento to note their achievement. The remaining two category winners will receive a prize of \$2000 and a memento to note their achievements. Also, the cost of cheapest economy air fare plus 2 nights accommodation and ticket for one representative each of the 3 category winners for attending the Award ceremony will be met by IFTDO. In addition some Certificates of Merit may also be awarded to organizations with notable achievements Award details, Entry Form and Rules of Entry available on www.iftdo.net

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Bob Morton, then IFTDO President, gives IFTDO Global HRD Award 2010 to Ms Elizabeth Gounder of Reddy Group, Fiji Islands



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