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YEARS

50th IFTDO  
World Conference & Exhibition  
Golden Jubilee  
Egypt, 13-15. Nov. 2023

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The Future

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International  
Federation of  
Training and  
Development  
Organisations

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## Editor IFTDO News

Dear members,

New year, new beginning, new challenges and new hopes! The year 2023 comes with a change in leadership. Chris Mc Donaugh, Managing Partner CMD Training Institute Ireland has taken over as Chairman IFTDO on January 01, 2023 for a two-year tenure 2023-24. Heartiest congratulations.

It would be his keen endeavor to reposition IFTDO in the world of development of human capital and learning & development. This year we shall be celebrating 50 years of IFTDO Conferences, with 50th conference being hosted by Cairo in Nov 2023.

One of the major challenges for training and development in the next few years shall be the rapid pace of technological change and automation. The advent of artificial intelligence, IoT, advanced virtual reality, cloud technology, nanotechnology, quantum computing, 3D printing etc. have redefined the skills requirement for many jobs to a different level, creating a constant need for reskilling and upskilling thereby keeping the world in a continuous mode of change.

Another challenge shall be the growing diversity of the workforce. Organizations today are increasingly becoming more global, they will need to develop training programs that are sensitive to cultural and linguistic differences, while also fostering a sense of inclusion and belongingness.

In this backdrop, there is a growing need for lifelong learning and continuous development, as the pace of change in the workplace accelerates, organizations will need to provide employees with opportunities for ongoing training and development to keep up with the evolving demands of the global economy. We have seen some great activities in Africa and Asia in this quarter. I am sure the year ahead is going to buzz with lot of activities in other parts of the world as well.

Looking forward to a vibrant and responsive IFTDO in the year 2023.

(Dr. A C Joshi)  
Editor

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







**Mr. Chris McDonagh**

Chairman, IFTDO

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# IFTDO Chairman's Message

Dear Members

It is a privilege to address you in our first newsletter for 2023. I would like to thank Dr. Joshi for all his efforts in editing our newsletter and to all the contributors for making this issue possible.

It's a great honour to be chair of IFTDO this year as we prepare to celebrate the achievements of the past 50th years.

It is also a great challenge for me personally and for the Board of Trustees. We are at a crossroads in the life of IFTDO. We must realign our organisation on the global stage to ensure the dream of our founders will live on for many years to come.

The board of trustees are currently going through a strategic review. This review is looking at four pillars: Presence, Structures, Membership and revenue. Since the beginning of January a lot of work has been completed led by Harry Bundred, Chair of Strategy and Compliance Committee, with input from all Trustees. It is our intention to have this important piece of work completed and signed off by the board in early April.

In conjunction with our Membership Committee strategy, I plan on having regular "Coffee with the Chair" virtual sessions where members can hop in and have a chat with me and network with other members. I believe this will give you, the members, an opportunity to have your voice heard while at the same time promoting yourself and your organisations services. I will be circulating a schedule of these events before the end of the month.

This year I want to encourage more members to become involved in the work of IFTDO. This is your organisation I would love to see you getting involved. We have several vacancies on committees. Reach out to me and have a chat about the various working committees and where your expertise and skillset would work best.

The theme of my term as chair is change. I will work tirelessly with the board of trustees and you the membership to align IFTDO on the Global stage and to grow the membership in all regions of the world by becoming relevant, vocal and visible.

I look forward to communicating with you all frequently. I operate an open-door policy where everything we do will be communicated to you and your feedback welcomed and always encouraged. I hope we all get the opportunity to meet in person at our 50th Conference in Cairo – November 2023

Please feel free to reach out to me at any time.

**Chris McDonagh**  
Chairperson

**Dr. Uddesh Kohli**

Hony. Secretary General,  
IFTDO

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## HONORARY SECRETARY GENERAL'S REPORT

**Board:** New IFTDO Board under the chairmanship of Chris McDonagh took over on January 1, 2023. The list of Trustees (Board Members) has been filed with the Companies House and the Charity Commission in UK and is available on their websites.

The Board had its first meeting on February 23, 2023. The Board discussed the preparations for the 51st IFTDO World Conference and Golden Jubilee celebrations to be held in Cairo on November 13-15, 2023. It also took note of the IFTDO's relations with United Nations where it has observer status with UN ECOSOC. The Chairman announced the new chairs of the following Committees:

Membership - **Patti Philips**

Strategy & Compliance – **Harry Bundred**

Conference & Certification- **Wafaa Haidamous Hallassou**

Youth & Entrepreneurship- **Anita Chauhan**

Golden Jubilee Celebration- **Vinayshil Gautam**

A special meeting of the Board is being held on April 11, 2023 to discuss and finalise IFTDO's Strategy for 2023-2024.

Members: Following new Associate Members have joined:

1. Mideast Malaysia Business and Training SDN. BHD, Malaysia – Jan 2023
2. E3mel Business Academy, Egypt- Jan 2023

All Members are requested to promote the 51st IFTDO World Conference and Golden Jubilee celebrations. The Brochure was emailed to all members recently. There is a special discounted registration fee for Members and their nominees.

**Dr. Uddesh Kohli**

Hony. Secretary General



**Prof. Helmi Sallam**

IFTDO President

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## President's - Desk

### Cairo Your Next destination

Since I started attending the IFTDO conference in 1990, I have been making the double-gain of being exposed to the latest in training and development, meeting with the widest network of professionals all over the World, as well as making friends from the same field I have been devoting my life for. But more important, I took the chance of exploring new cultures, and seeing new parts of the World that I may not have visited before.

Imagine that, a yearly conference in a different continent. That's why we are inviting you to this year's IFTDO Conference which will be held in Cairo 13-15 November 2023.

Not only it is the 50th IFTDO World Conference, where we are celebrating the Golden Jubilee of the IFTDO. Not only it is the opportunity to meet with 40 International speakers joining us to "Re – Design the Future". Not only it is the chance to network with hundreds of Training & Development professionals from all over the World.

But over and above, it will be the golden opportunity to visit Egypt and enjoy the spectacular experience of getting exposed to the great civilization and the mixed cultures that Egypt holds with in.

From Luxor and Aswan where you get indulged in the Pharaonic atmosphere since the two cities are built in between tens of Pharaonic temples connected by the River Nile. To Hurghada and Sharm El-Sheik, where the Red Sea resorts welcome you to relax and enjoy the Red Sea corals, beach activities, and the Safari Nights.

Finally, Alexandria waits for you to enjoy the Mediterranean breeze and the Roman Temples.

If you do not want to leave Cairo and travel to the previous destinations, you can still enjoy the different touristic sites, Whether the Pharaonic Pyramids, Sphinx, The Grand Museum; Or the Islamic and Coptic monuments, or the night life of Cairo.

Waiting for you in Cairo to share with us a life-time experience.

**Prof. Helmi Sallam**

IFTDO President





# Cairo - Kaleidoscope



Tower, River Nile Cairo



Sharm El-Sheik, Red Sea



Alexandria - Mediterranean Coast



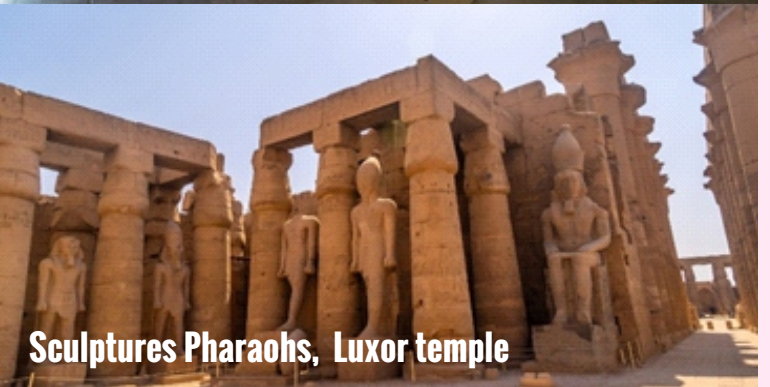
Pyramids & Sphinx



The Grand Museum



Sultan Hassan Mosque - Cairo-Egypt



Sculptures Pharaohs, Luxor temple



**Ranjan Kumar Mohapatra**

Director (HR), Indian Oil Corpn  
Past President IFTDO

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## 3 Es: Future Pathway for HR

Greetings from India. As a bright and happy spring dawns in 2023, it is my pleasure to share with my IFTDO fraternity, the two words that capture my sentiments today: Learning and Excellence. At the dawn of the new financial year 2023-24, I look back at my three and half decades as an energy soldier. With every milestone, I have appreciated the innate value of nurturing a mind that is open to learning. And learning is not a selective process; it is not a phenomenon confined to the classroom walls or an eternal wait for that perfect teacher. We learn in every situation and from everyone, and that is the only way to excel. This year and beyond, let the joy of learning inundate every aspect of your lives and keep each one of us and the IFTDO community young and curious at heart always.

Today, as technology makes large strides, the learning endeavours need to be futuristic, state-of-the-art and diligently designed. But they can only be effective if committed individuals pursue them. And for that to happen, we must appreciate the immense power of Optimism. In the words of Noam Chomsky, "Optimism is a strategy for making a better future. Because unless you believe that the future can be better, it's unlikely you will step up and take responsibility for making it so. If you assume that there's no hope, you guarantee that there will be no hope".

Let me assert that each one of us, irrespective of our position in the hierarchy, age or role, is a leader in one's own right. And, for organizations to cement their positions as global leaders, the leaders in us must break through the glass ceilings and mental barriers. Hence, the power of optimism, hope and humane understanding is important. We all need to brainstorm as to how we can serve the employees and hence the organization to the fullest.

For 2023, I commence with focus on the 3 E's as the 'Go-to Action', which I strongly feel should be the pathway to future for HR.

**Empathise:** To me, Empathy is the most important aspect which HR fraternity is required to exhibit at all points of time. Empathy of HR people should be at least ten times more than others and it should reflect in day-to-day affairs. This is, I feel strongly, the bedrock of all HR competencies and enables the HR community to be a better service provider. In a way, it facilitates us to be a perfect "Humane Delivery Agent".

**Engage:** Leaders must make special efforts to continually converse with the masses and get to hear their voices. We need to increasingly engage more and more with all our employees. Every employee should feel much more attached and involved with the organization and should feel proud to be a team player as well as a leader. This can come through authentic communication and collaborative adoption practices in various change processes in an organisation. Organizations must keep a pulse on holistic employee engagement through various personal and technological tools.

**Empower:** Power needs to be provided to people to enable them to deliver. We must aim to empower every member of our team. The more transparent we are in our practices, the more empowered the employees feel. The deployment of technology is a good tool in our hands to create transparency. Trackers, data base management system, tech enabled shared services, integrating employee details and many more are the things that we must deploy in coming times. The day the team members feel truly empowered, the Group Performance attains a great height.

Just to add, digitalization can enable the HR professionals to implement the above 3E principle. It can not only create a facilitating eco-system, it also can make bench-marking easier, so that the new-age HR is an amalgamation of "Hi-tech & Hi-touch".



# Answers to Four Questions Can Help You Measure Impact and ROI Without Losing Your Purpose



**Patti P. Phillips,**  
**Ph.D.,**  
**and**  
**Jack J. Phillips, Ph.D**  
Chair, Membership Services

Most people think of measuring impact and the return on investment (ROI) as a series of complex calculations, finance and accounting challenges, and misguided measures. The ROI calculation is relatively fundamental formula that compares the benefits of an investment to the investment itself, in financial terms. It indicates the extent to which resources are used efficiently. The ROI calculation is not needed for most programs. In most situations, other measures reflect the major purpose of a program. However, in some situations, ROI is needed and sometimes required.

Impact and ROI measures are part of the value chain essential to understanding how value is delivered from any type of program. Figure 1 shows the value chain, which is made up of categories of different types of data, referred to as levels. Each level represents an outcome indicating a perspective of value. ROI answers the question: Is the program worth it? Did it provide enough monetary benefits (which are usually cost savings or cost avoidance) to cover the cost of the program? We all make ROI decisions daily as we purchase items or services. As you think about buying something, you ask, is it worth this much money? The question reflects a common concern. It shouldn't come as a surprise when executives, who fund training and talent development, want to know the ROI of a significant program requiring a large budget and many resources.

Figure 1. Outcome Levels and Types of Data

Level	Type of Data
Level 0 Input	The number of individuals in the program, how long they are in the program, and the cost of the program.
Level 1 Reaction	Participant reaction to the program and its content.
Level 2 Learning	Knowledge and skills acquired to make the program successful.
Level 3 Application	Applying and using the content in the workplace setting.
Level 4 Impact	Either a tangible or intangible measure, often reflected in key performance measures already collected.
Level 5 ROI	Return on investment, calculated as a benefit-cost ratio or ROI expressed as a percent.

People are often concerned that placing a focus on impact and ROI puts their program at risk or sends the wrong message to stakeholders. The answers to the following four questions should explain why this assumption is far from the truth.

## 1. Does everything come down to money?

The short answer is no. Sometimes behavior change is the ultimate purpose of a program. If so, your evaluation can stop there. The same is true with impact. Not all impact measures need to reflect monetary gains or savings. Impact without money represents intangible measures in the value chain, but they are not necessarily less important than ROI.

For example, you might work with a large oil and gas corporation that invests heavily in safety programs. While it is possible to calculate the ROI on safety and health initiatives based on a reduction of safety related incidents or avoidance of fines due to non-compliance with regulations, there are some behaviors the company never want to occur because the consequences are so dire. By investing heavily in knowledge acquisition assessed through testing and simulations the organization can prevent unwanted behaviors that lead to high rates of such incidents. When this is the case, a program may be evaluated only two Level 2, Learning.

Or maybe your organization is interested in environmental outcomes. While these types of programs often lead to cost savings and cost avoidance that can be easily compared to program costs, sometimes the improvement in air quality index, for example, is good enough to justify an investment in a program.

## **2. If the ROI is calculated, won't that become the basis for the program's future?**

The answer is no. While there are five levels of outcome data, these levels include six types of data – reaction, learning, application, tangible impact, intangibles, and ROI. They are all important data sets, and ROI is only one of them. For example, a religiously affiliated healthcare system was experiencing too many complaints of harassment. It appeared that some physicians and leaders were making comments that employees (particularly the nursing team) considered offensive. The complaints of harassment were made to the HR director, who, by policy, had to investigate the complaints and resolve the issue. The root cause of most of the complaints was a lack of knowledge of what constitutes harassment in the organization. The organization conducted a program on harassment awareness designed to prevent these complaints.<sup>1</sup>

Reaction data to the program were collected. A quiz about what constitutes harassment and how the policy was administered to measure learning. An anonymous survey to a 25% sample of employees was conducted to measure application. The survey revealed that, for the most part, harassment activities ceased to exist. Consequently, the harassment complaints declined dramatically, showing a significant cost avoidance. When the cost avoidance was compared to the cost of the program, the ROI was calculated, and the program yielded a positive ROI.

Was the ROI necessary? No. The purpose of the program was to change the harassing behaviors. Data from the anonymous survey provided evidence that the goal was achieved. So, why take the evaluation to ROI?

The HR director wanted to remind the executives that preventive programs can work. The HR director wanted to show that tackling an issue such as harassment was a good business decision. It saved the organization costs, and when you compare the cost of the program to the cost savings, it yielded a good return. In this case, the measure of most importance was Level 3 Application. ROI added the finish touch, or as some people say, it was the icing on the cake.

## **3. Is a negative ROI a death sentence for my program?**

The short answer is no. A program would only be discontinued if it's the wrong solution. A negative ROI is not necessarily an indicator a program is the wrong solution. Negative ROIs often merely indicate a breakdown occurred along the way. Programs can break at any point from reaction to learning to application, or even impact—if the program isn't clearly aligned to the business in the beginning.

Kaycee Buckley, director of global commercial training for a large healthcare company, conducted an ROI study on a coaching program provided to sales managers who coached the sales team.<sup>2</sup> After conducting

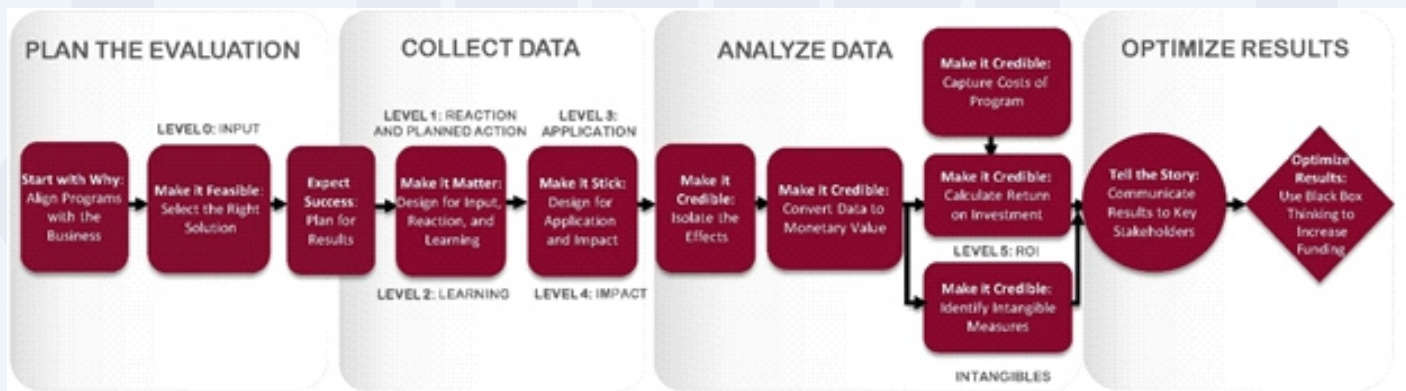
the study, she realized the coaching was not as successful as anticipated or desired; therefore, the ROI was negative. When she presented the results to the management group, she included data showing where the program broke down. Essentially, the sales managers were not following through with the coaching. The sales managers realized the coaching was important. They just were not doing their part to make coaching successful.

This study showed clearly that the program was costing more than it was benefiting the company because sales managers were not using what they were learning. The organization changed the approach to solution implementation, and the managers took a renewed effort to make it work and deliver a positive ROI on the next offering. While the ROI was negative, the executive group was impressed with the kind of data that the learning and development team provided to them. It helped them see completely what was happening.

Some program managers say, “We don’t have the request for ROI, so we are not pursuing it.” That’s a risky mindset. When a request for ROI comes your way, three things happen. First, you have a short timeline to provide data when you often need much more time to do this. Second, you are now defending the investment decision after the fact. Third, ROI is now on an executive’s agenda.

The key is to be proactive. Play offense and position ROI on your agenda. This positions you to drive the initiative on your timeline. When you discover a program is not working, as Kaycee did, show what needs to change to make it work. This approach puts you in a much better position to avoid the ill effects of a negative study.

**Figure 2. The ROI Methodology Process Model**



Measuring the impact and ROI of your programs is important, particularly for the large, expensive investments. These measures answer the questions: So, what? Did the program have an impact? And is the program worth it? When to use it depends on your perspective and the purpose of your program.

For information on how this model works or copies of the case studies mentioned (or other case studies), contact ROI Institute by emailing us at [info@roiinstitute.net](mailto:info@roiinstitute.net) or visit our website at <https://roiinstitute.net/>.

**And remember:**

When it comes to demonstrating impact and ROI, hope is not a strategy, luck is not a factor, doing nothing is not an option. Change is inevitable, progress is optional.



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**About the Authors:**

Patti P. Phillips, Ph.D. is co-founder and CEO of ROI Institute. She is the author of over 50 books on the topic of measurement, evaluation, and the use of ROI to demonstrate the value of training and development and human resources programs. She serves on the board of directors for IFTDO and the board of trustees for the United Nations Institute for Training and Research. She is also an Association of Talent Development (ATD) Certification Institute Fellow.

Jack J. Phillips, Ph.D. is co-founder and Chair of ROI Institute. Inc. He is the developer of the ROI Methodology, the most applied approach to demonstrate value for investing in people, programs, and projects. Jack is the author and editor of over 100 books and his work has been published in business and academic journals worldwide.





**Janet Jolaso**  
I.K.(Mrs) FITD  
Chair- IFTDO -  
Women Empowerment  
Committee

**IFTDO - Africa  
Administrative Council**

The Chairman of IFTDO –Africa Administrative Council, Dr Kola Olowe has reported some progress. The Council held its first meeting in February 2023 and second one is also planned for third week of this month.

It will be recalled that the Chairman of IFTDO AFRICA Board, Mrs. Janet Jolaoso, recently announced the creation of the new Administrative Council as a veritable organ “expected to evolve a strong administrative framework to support the Regional African Board activities, projects and deliverables among others”.

**IFTDO- CWE**

Ten female members were invited to Stakeholders Parley Launch by the First Lady of Lagos State Dr. (Mrs) Ibijoke Claudiana Sanwo –Olu February. 2023

**SMALL SCALE AGRIBUSINESS 2022 PROJECT  
WOMEN EMPOWERMENT CEREMONY HELD ON  
FRIDAY 16TH DECEMBER, 2022, AT ENUGU - SOUTH  
EAST, NIGERIA.**

The Locals of IFTDO-CWE held Small Agribusiness project ceremony for Women Empowerment on Friday 16th December, 2022 at Enugu, Enugu State, in the South East of Nigeria. The event was well attended by various stakeholders including proposed beneficiaries, government agencies representatives and Committee members. The Chairperson of IFTDO-CWE Africa and Asia, Mrs. Janet Jolaoso delivered her welcome address and shared the vision/mission and achievements of IFTDO-CWE for the past 50 years since the organization has been in existence.

Key stakeholders including Government officials,

**IFTDO-AFRICA/CWE NEWS**

major sponsors gave good-will messages at the event to acknowledge the success of CWE’s projects in the South East like other parts of Nigeria.

Total Energies the major sponsor of CWE projects was ably represented by Mrs. Genevieve Umeh who shared three goals of Total Energies as: No hunger, No poverty and Gender equality. The company promised to continue to partner with IFTDO-CWE to empower more women in Nigeria.

Mrs. Cecilia Ezilo who represented the State Deputy Governor, Dr. Solomon Ejim thanked the organizers for bringing CWE’s empowerment to Enugu State. He also encouraged the beneficiaries to take the sponsored projects with all seriousness it deserves and utilize efficiently the bundle of benefits the sponsorship offer.

In his remarks, the State’s Attorney General, Commissioner for Justice, Enugu State, Chief Meletus Eze Arcb,(Life Bencher) represented by Barr. Mrs. Chidi Chime encouraged the beneficiaries to make good use of the grant for betterment of their lives, family and also empower other women. She encouraged them never to let Enugu State down on the project to complement the government’s efforts in poverty eradication in the State.

On the occasion, a member of the CWE-Nigeria, Dr. P.C. Orji shared testimonies of two beneficiaries in 2021 in Ogun State of South West and admonish the Enugu beneficiaries to emulate them and believe in themselves. He advised them to seek clarification from the local CWE members when the need arises to guide them at all times.

The event also witnessed the presentation of cheques valued at NGN291,750 (two hundred and ninety-one thousand, seven hundred and fifty naira only)

In conclusion, one of the beneficiaries, Mrs. Uchechi Rufus, on behalf of other beneficiaries appreciated IFTDO-CWE, the Chairperson, Mrs. Jolaoso, Dr.& Mrs



Orji, Total Energies who sponsored the empowerment pogramme, the Enugu Local Committee for their valuable contribution towards the success of the event. She promised that they will utilize the funds made available to promote and improve on their respective project to kill hunger and eradicate poverty.

**IFTDO-CWE PHOTO NEWS:**

Presented below are the Agribuisness empowerment projects in picture across the geo-political zones in Nigeria and the Stakeholders' Parley Launch:



Presentation of a symbolic cheque to a beneficiary at the Small Scale Agricubusiness Projects Women Empowerment Ceremony recently in Enugu State

Cross section of CWE's Small Scale Agribusiness project for Women Empowerment programmes in Nigeria (Enugu State)







**Mr. Tayo Rotimi**  
Chair, International Affairs

IFTDO is privileged to have an observer status as an international body with the United Nations Economic and Social Council (UN- ECOSOC). IFTDO has been regularly submitting reports to ECOSOC every four years to maintain the observer status. IFTDO is also

a signatory to UN Global Compact which is working to promote UN's Sustainable Development Goals (SDGs). Communication on Progress (COP), was submitted by due date to maintain the signatory status. IFTDO is also on the ILO Special List of NGOs.

IFTDO has organised workshops during UN Conferences. The workshops definitely contributed to enhancing IFTDO's reputation in the global community. IFTDO's two Youth Representatives have participated in those workshops and have been attending meetings at the UN in New York, as required with no cost to IFTDO. The two Youth Representatives have recently vacated their positions and the positions need to be filled. This is an opportunity for IFTDO members to nominate candidates for the position. A Job Description and criteria for selection will be circulated to members soon.

The IFTDO vision, "To be a unique and effective resource to the HRD profession, working globally for the betterment of life" aligns with the United Nations Sustainable Development Goals (SDGs), to which IFTDO is a signatory. The SDGs are listed below, especially Goals 1, 4, 8, 10 directly align with the vision of IFTDO. The IFTDO Women Empowerment and Youth and Entrepreneurship Committees align effectively with the Sustainable Development Goals 10 and 8 respectively. There

# IFTDO Connection with UN

is no doubt that the Women Empowerment Committee's work currently in Nigeria; training and funding indigent women, especially in agriculture aligns very well with Goal 8 and was conspicuously reported in the last IFTDO report to the United Nations.

The proposal that the International Projects committee sent to the United Nations Democracy Fund for a \$200,000 grant is also in alignment with Goal 8. IFTDO looks forward to partnering with the UNDF if the proposal is accepted.

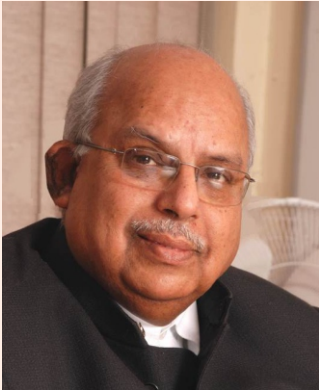
One of the goals of IFTDO is promoting quality HRD practice in the global HRD community. This aligns with Goal 4 and this could be achieved with high quality IFTDO conferences, both regional and global.

As a Federation, one of IFTDO's focus is contributing to developing sustainable HRD policies. Therefore, IFTDO will continue to be active as the voice of the HRD global community at the UN.

The 17 UN sustainable development goals (SDGs) to transform our world:

- GOAL 1: No Poverty
- GOAL 2: Zero Hunger
- GOAL 3: Good Health and Well-being
- GOAL 4: Quality Education
- GOAL 5: Gender Equality.
- GOAL 6: Clean Water and Sanitation
- GOAL 7: Affordable and Clean Energy
- GOAL 8: Decent Work and Economic Growth
- GOAL 9: Industry, Innovation and Infrastructure
- GOAL 10: Reduced Inequality
- GOAL 11: Sustainable Cities and Communities
- GOAL 12: Responsible Consumption and Production
- GOAL 13: Climate Action
- GOAL 14: Life Below Water
- GOAL 15: Life on Land
- GOAL 16: Peace and Justice Strong Institutions
- GOAL 17: Partnerships to achieve the Goal





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Mark Twain is a well-known name among the list of people with quotable quotes. A reported quote from him is 'Never fail to pay yourself a compliment; it may be your only chance to get one'. This is a straightforward quip with a touch of humour and irony. Some of his other, reported, quotes are a little more complex and perhaps difficult to comprehend, eg: 'For each one kills the thing he loves'.

One has, at times, tried to make sense of this immediate preceding quote. Some claim that they can approximate what he could have meant. That is another story. The more central part of this narrative is to focus on common place remarks which capture some truth in life. One may coin it oneself or one may have picked it somewhere from a source perhaps forgotten. One of my favourite quotes is, 'Keeping up with the routine is far more demanding than trying hands at innovation'. When this remark is used in a public forum, sometimes, one gets reactions which total up to saying 'routine is routine, what is difficult with keeping up with it'.

The truth of life is that one lives in an era where amongst the buzz words, 'innovation', perhaps tops the list. People are never tired of pleading for 'innovation' or trying to put it across as the ultimate need of life. It is a need. One does not know whether it is the 'ultimate' need or not. Of course innovation is necessary. That is also how, change could take place to keep pace with changing requirements.

However, many empiricists have found that scope for practice of innovation is bounded in many ways. This

# PERSPECTIVE

## INNOVATING WHILE DEALING WITH LIFE

Life is full of paradoxes. The celebrated doers, thinkers, writers have a way of capturing what they have seen as the 'truth' and verbalising it. Sometimes the 'truths' are easy to understand, on others it can be abstruse.

includes the real world realities or the time needed for the body to rejuvenate. These are two limiting items, among several constants, which cannot and will not change. It is keeping up with the routine that is so essential to keep the body as a functioning and an effective system. Similar is the story in collective living or routine of livelihood. One may move from cash to bitcoins, but the reference point of an intermediary, referred to as 'money' as a medium of exchange of goods, services etc. is a constant.

Thus it is that life of innovation is bounded amongst other things by the domain of operation of the subject, nature of material etc. It is 'the routine' which also provides formidable challenges.

The body needs a given number of hours of rest in a 24 hours cycle to repair its cells, rest its organs and unwind the stresses. This is best serviced through regular habits. Usually the period for rest is supposed to come somewhere between sunset and sunrise, if it is in the tropical zones of the planet. The human body attuned to a 24 hours cycle, needs a minimum of 6-8 hours rest. This may vary from one point of the life cycle to another, say between youth and old age. However, the range of variation remains limited.

Routine is one of the two legs on which human existence walks. The other is innovation. In the interest of holistic living, almost equal thought needs to be given to the maintenance and improvement of servicing the routine requirements of life. Since the other leg on which human life moves is innovation, that too is important. As of now, it appears that the challenges and the needs of innovation are fairly well recognised. The challenges and the needs of routine need equal thought and servicing.

A life well balanced, between thought through routine (serviced with determination) when balanced by innovative thinking and action, provides a good charter of success and effectiveness.

This is one of the elements at the core of Human Resources Development. It will be a service, to share this approach, with all who associate with IFTDO.





**Dr. Olasunkade Azeez**

Member, Administrative Council,  
IFTDO-Africa, West Africa Sub Region

## TURNING AN ORGANISATION'S BLEEDING EDGE TO A LEADING EDGE THROUGH CORPORATE E-LEARNING IN THE ERA OF NEW NORMAL

"If your business is not on the internet, then your business will be out of business"

- Bill Gates.

The effects of Global incursion of Corona Virus in 2019 (COVID 19) pandemic, has reinvigorated the concept of New Normal. In the new normal, all human activities - life and living including learning trajectory have been altered, redefined and utterly affected. The pandemic has ostensibly restructured the learning management system's architecture - strategies, operations, curricula, syllabi, infrastructure, facilities, funding, configuration, measurements, returns on investment, learning techniques etc. This has propelled a rethink and thoughtful decisions to cushion the effect of the distortions of new normal to benefit both organisations and other key stakeholders in the corporate world value chains.

The pandemic spread of COVID 19 has propelled both containment and, or curtailment continuity plans for learning as an enterprise within the global enterprise and other strategic business units' functionality to survive in the face of uncertainty.

### What is New Normal?

It will be recalled that the new normal is a new concept but rather was originated as a term in business and economics that refers to financial conditions sequel to the global financial crisis of years – 2007 and 2008, the aftermath of the 2008 and 2012 global recession, and subsequently COVID 2019 pandemic. New normal is also a coping strategy in an era of vulnerability, uncertainty, complexity, ambiguity and disruption (VUCA-D) characterize with heightened and more turbulence that will itself be punctuated by unpredictable, intermittent spurts of both ups and down of prosperity and downward turn. The era has brought to the fore new operating environment for businesses.

It is empirically evident that the two normal business cycles everyone is accustomed to, has of recent been proved beyond every doubt, are over! The foregoing is the manifestation of Philip Kotler's prediction when he says that "Businesses need new system in place to maneuver successfully through the constant change". This is sufficiently instructive to any organization not to become extinct.

In response to the foregoing trajectory, the need to do things better and do better things become an inevitably imperative to any serious organization to remain afloat in the midst of the grisly condition. Learning from diverse challenges of the past, present and likely future become great corporate legacy lessons to document and learn from, for better performance to enhance competitive edge in the marketplace through experienced, motivated and competent human capital become inevitable to survive.

There are many training techniques open to organisations for continuous existence ranging from traditional methods to modern techniques that includes but not limited to aid visual, auditory and, or kinesthetic structured learning efforts. These all-inclusive learning management system incorporate different styles for activists, reflectors, theorists and pragmatists with such diverse approaches.



Electronic learning otherwise referred to as e-learning/training is one of the panaceas available to drive the sustainability of any business as a going/growing concern not only to thrive but also to remain relevant with currency in the keenly competitive world of business. Organisations have to undress from the business-as-usual toga and consciously robe in the situational strategic thrust and key into the era of new normal best practices inclined-organisations with the application of e-learning infrastructures to expedite success.

The following key success factors are instructive as focal point and guiding principles to reposition for a leading edge improvement:

1. Business as-usual is fast losing its fit-for-purpose like speed of light
2. Innovation towards a viable future to cushion the effect untoward consequences
3. Identify resources worth conserving for contingency purpose in challenging times
4. Mapping what and which to let go of what to conserve
5. Needs for transformative innovation through a shared vision with key stakeholders for a seamless line of sight alignment.

### **Learning Management System: Traditional Versus Modern Methods**

Traditional approaches to training still offer a number of paybacks and are commonly found in many companies today. There are lists of training methods from the traditional category that may be considered as situational-fit when choosing the best training techniques for employees across organisation.

The modern workplace practices consist of remote employees and diverse cultures, training methods for employees have changed incredibly. So, how do we approach learning in such a complex workplace? The solution lies in e-learning, virtual or online training.

### **The Potency of Online Training**

The variety that online training offers means that employees can learn according to their style and immediate needs to increase their knowledge and competence and ultimately, the corporate performance of their employing organisations. It also means they can learn on the go. However, the downside is little more than the initial development costs and service fees of a reliable Learning Management System (LMS).

### **Electronic Learning (e-learning)**

E-learning in literacy sense stands for the type of learning carried out, facilitated or supported by some or the other electronic gadget, media or resources. Common e learning delivery tools includes but not limited to Zoom, Google Meet, Cisco Webex, YouTube, GotoMeeting moodle, Microsoft Teams, infogram, Animaker, CloudAppetc etc. These are different forms of learning platforms utilizing electronics technologies to access corporate training curriculum outside of a traditional classroom. E-learning is an innovative technique – a form of Information

Information Communication and Technology (ICT) utilised in providing learning to learners online through the use of internet services and web Technology.

### **Net worth of E-Learning:**

The following net worth of learning are the key success factors (KSFs) an ailing organization can leverage on, to turn around its fortune in the new normal era:

- Electronic Learning is viable and effective training strategy to improve productivity and business continuity
- E-Learning is a very efficient way of delivering courses on-line. Due to its convenience and flexibility, the resources are available from anywhere and at any time to many targets across regions, zones, continents and functions where the Organisation operates
- E-Learning is an excellent way to increase learners' engagement when used as part of a blended learning

technique.

- E-Learning is flexible and utilitarian values are easily measurable.
- Using e-learning tools makes it easier to differentiate diverse instructions.
- When using tools like digital curriculum, one has more flexibility and control for differentiating your lessons-without having to put in extra time during evenings and weekends.
- E-learning is effectively efficient in that it saves time and money

### **Challenges of e-learning as a Method of Training:**

Organisations especially in the third world or developing nations should be conscious of and evolve mitigating strategy to address the following shortcomings of corporate electronic learning as a method of training intervention:

- E-learning method is impersonal as training deployment is based on gadgets and devices. This limits physical interaction and effective non clues communication for effective learning experience.
- Shortage of IT Skills and Knowledge - could pose a big challenge to deploy and utilise e learning could be a serious setback to the effectiveness of the method.
- Power & Infrastructure – In the third world epileptic and instability of electricity supply to power internet infrastructure can adversely affect efficient training gadgets utilization and reliability.
- Quality & Reach of Internet Services – Poor telecommunication service providers arising from poor regulations by the government can pose a serious reach out efficiency challenge in remote some rural locations
- Low level of e learning literacy and poor telecommunication services- This is a serious draw back due to poor service occasioned by unreliable and compromised government regulations

### **The Roles of Modern Trainers in Turning Organisation's Bleeding Edge to a Leading Edge in the Era of New Normal**

As CIPD proffers, the practitioners, we should continually learn, unlearn and relearn to be relevant in the scheme of training function.

The Learning, Training and Development (LTD) experts should be best fit in deploying training intervention and conscious of the fact that the bar has been raised for corporate performance in the era of new normal. Learning function should be run as an enterprise within a global enterprise of an organization. Practitioners should understand the business of business and align the function's strategy with the ultimate goals or purpose of existence of the organisations to mitigate the effect of the challenges facing businesses.

In conclusion, training enterprise must create and deliver value through e-learning in real business term in the new normal with the following insights for better supportive role alignment:

It must understand the context in which the business functions now including societal pressures that encourage or discourage it – VUCA-D. It should comprehend the stakeholders who shape and sustain the business, including governments. Appreciate customers, investors, regulators, competitors, partners and employees needs post pandemic and comprehend effects of e learning in managing the new normal business strategy to uniquely position business through the return on investment –focused deployment of learning content primed on e-learning platform. corporate e-learning approach sustains value creation across generations and build competitive advantage in a safe and healthy environment to reposition organisations to win competition 'war' and be market led to turn around their bleeding edge to a leading edge with ease.



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## INTERNATIONAL CONFERENCE: GENDER EQUAL NATION BUILDING Delhi

The Indian Society for Training & Development (ISTD), established in April 1970 & a member of IFTDO (International Federation of Training & Development Organizations) has organized a 2-days “International Conference” on “Gender Equal Nation Building” on 10th & 11th March, at SCOPE Complex, New Delhi, under the leadership of Ms. Anita Chauhan, National President, ISTD. This has been organized in line with Azadi ka Amrit Mahotsav & the country's vision towards Equality, Inclusivity & Diversity. A wide galaxy of prominent Indian and International speakers had been invited to share diverse perspectives and ideas during these 2 days' sessions.

The International Conference was initiated with the lighting of the lamp by the signatories Ms. Yogita Singh, Dr. Udesch Kohli, Dr. Rajeshwari Narendran, Ms. Anita Chauhan, Dr. Aneeta Madhok & Mrs. Usha Jain. The Master of ceremonies, Dr. Neelam Panchal intimated that in its 53rd yr, ISTD has grown to 53 Chapters. The opening ice breaker speech on gender equal nation building, delivered by Dr. Aneeta Madhok pointed out that 40 yrs back, few organizations in India had separate Ladies toilet & working space for female employees. On the positive side, the differential pay between men & women is narrowing while India still needs miles to go in terms of gender equality. Dr. Rajeshwari Narendran intimated that while Gender equality is a very vibrant subject, it should first start from home. Parents should be role models in teaching their children.

Ms. Janet from Nigeria, a Board member of IFTDO, spoke about gender equality across continents & the qualitative change that needs to be brought about as the need of the hour.

The next speaker, Smt. Yogita Singh emphasized that ISTD is having a lady National President is gender equality in the true sense. She mentioned the various welfare schemes for women welfare introduced by the current govt & that our country is fast moving towards gender equality.

In the meantime, the ISTD Newsletter got released. The next speaker, Ms. Anita Chauhan, National President, ISTD, spoke about the growth of women in Indian industry vis-a-vis the growth of India from constructing toilets for women leading the G-20 nations. She emphasized that women being active both at home & work, their efficiency is to be considered more than that of men, achievements of Indian women are currently being recognised in every wake of life. The session was concluded by Dr. Neelam Panchal who delivered the vote of thanks followed by the national anthem.

The opening session of the 2nd day of the conference was on the theme of 'Women Breaking the Mould Key to Empowerment-Maintaining a Strong Mindset'. This was attended by Dr Sangeeta Kaur from Malaysia, Ms. Yanki Hartijasti from Indonesia & Ms. Boishali Sinha. The speakers emphasised on the need for an iron will, mindset & determination to excel in this competitive world.

The next session, a panel discussion on 'Sector-Specific Skilling of Women' was attended by Ms. Mala Rishi (Social), Dr. Surbhi Singh (on Wellness), Ms Nirmal Randhawa (on Make-up Specialist) & Ms Anshu Arora (on Education).



All speakers narrated their challenges while entering their respective Sector/Activities and how they had excelled and got established in their own fields.

This session was followed by another interesting session i.e. 'Showcasing Women Skills' which was participated by Ms Madhubala Sharma (Differently Abled Woman), Dr Sunita Chauhan (Art of Handmade Papermaking), Dr Neeta Parekh (Beauty Industry), Ms Sanchita Ain (Differently Abled Woman). All speakers spoke about their experiences, their life stories, on various industry demands & motivating the audience on their road to success.

Conference being supported by IFTDO Women Empowerment Committee (Asia), the post-lunch session was the 'Curtain Raiser of IFTDO 50th World Conference & Exhibition' attended by Dr Helmi Sallam, Dr A C Joshi & Ms Anita Chauhan-National President-ISTD.

Dr Helmi Sallam, President IFTDO from Egypt, heartily invited everyone to attend the 50th IFTDO scheduled at Cairo, Egypt in Nov'23. Dr.AC Joshi shared his experiences on his previous visit to Cairo and narrated some interesting episodes highlighting the ancient civilization of Egypt, the Nile river and the Civilisation which developed over thousand years and the fascinating cruise across the river. He also spoke about the magnificent Museums of Cairo and their importance in human history. National President ISTD assured adequate number of participation from India for the forthcoming conference.

This was followed by the spiritual session 'Get Empowered, go Forth and Build the Nation' by Sadhvi Krishma from Art of Living as the Keynote speaker.'The summing up of Conference & Valedictory Session' was attended by Dr Alka Mittal, Ex-CMD ONGC, Dr G P Rao, Smt Usha Jain, Dr Nilam Panchal & Ms. Anita Chauhan, National President, ISTD.

The dignitaries spoke about the advancement of women employees in workplaces vis-à-vis their expertise in various technical /administrative fields. The session ended with a Vote of Thanks followed by the national anthem.



# Executive Board of Directors IFTDO 2023



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Chairman- Managing Partner,  
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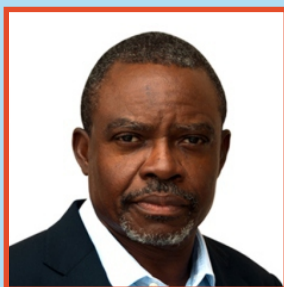
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Honorary Secretary General



**Dr. A. C. Joshi (India)**  
Consultant & Editor



## Coffee with the Chair



Want to know more about your organisation?

Want to have your voice heard?

Want to network with other members?

Then join me for a virtual coffee on Friday the 28<sup>th</sup> April @13:00 GMT

Jump in for a chat anytime between 13:00 and 14:30 GMT.

## Click the link to join.

[Join our Cloud HD Video Meeting](#)



International Federation of Training and Development Organisations

**INTERNATIONAL FEDERATION OF TRAINING AND DEVELOPMENT ORGANIZATIONS**

IFTDO is registered in the United Kingdom as not-for-profit Organization (No. 1829725) and Charity (No. 326633)

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**MEMBERSHIP APPLICATION**

**Applicant Details**

Organization Name:  
Address:  
Contact Name:  
Contact Title:  
Telephone:  
Email:  
Website:

**Category of Membership applying for**

Full Membership -Annual ( ), Life ( ) Associate Membership -Annual ( ), Life ( )

**Details of your organization**

Business Sector:  
No. of Employees:  
Other Bodies organization affiliated to:

**Reason for Application**

What benefits do you feel IFTDO will add to your organization?  
What do you feel you can bring to IFTDO?

**Completed Application Form to be sent by email to**

Dr. Uddesh Kohli, Email: sg@iftdo.net  
Hon. Secretary General

**What happens next**

1. The application will be reviewed by the HSG and approved by the Membership Committee.
2. When approved, a letter of offer and an invoice will be issued.
3. Membership fee to be paid within 30 days of date of invoice.
4. Membership certificate will issue on receipt of funds.
5. Welcome Letter will be issued by the Chair of membership services committee with details of full benefits of membership.
  - Full members: \$1200, for Members from Developing Countries, Smaller Societies (500 members max). NGO, Academic Bodies, and Government Departments- \$600
  - Associate Members: \$420, for small 1-person companies and individuals from Developing Countries- \$350.

Members can pay 3 years' fee to get 5% discount, 5 years fee to get 10% discount and 10 time the fee to become Life members.

Produced and Edited by Dr. A. C. Joshi, Consultant