

# IFTDO News

Number 1 of 2016



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**Launching at 45<sup>th</sup> World  
Conference.....**

**International Journal of  
Human Resource Development  
Practice, Policy & Research**



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## FROM THE CHAIR



Today the global economy is facing uncertain, potentially volatile times. Slowing growth in many developing nations and continued economic headwinds in much of the developed world have cast a shadow on expectations for the future. At the same time, many industries and businesses are undergoing rapid and far-ranging transformations as a result of technology, demographics, consumer preferences, policy frameworks, or some combination of these factors. At the moment, in fact, the only certain feature of the business outlook appears to be uncertainty!

Perhaps the most effective resource in meeting such challenges is talent, because no other tool is as adaptable, as powerful or as innovative as the human mind. Skilled, experienced professionals can bring their firsthand knowledge, hard-won wisdom and previous learning to bear on current challenges, while young talent has the ability to look at the same issues with fresh eyes, a new approach and a sense of optimism and enthusiasm. And teams of individuals led well and working together have the ability to tap the best in each member, open new channels of communication and connectivity, and tap the enormous power of synergy. Yet without training and development, people are like unpolished diamonds - precious but could be made more valuable after polishing. Such individuals are not available because they have not been prepared-whether that's technically and professionally, or mentally and emotionally.

This is where we as human resource development professionals come to the forefront, and where we can make our greatest contribution to the success of our institutions, our communities, our economies and our societies. If people are any organization's single greatest asset, then our community of practice has been entrusted with the greatest of responsibilities-and perhaps the most rewarding of all missions.

Preparing people within our organizations to learn not only the lessons of today but how to tackle the challenges and opportunities of the future is what could be termed a "no regret" move: well-trained, reliably effective and deeply committed employees can help an institution weather tough patches, position a company for better times to come, and then help the organization to make the most of the upside. And no company, government agency or non-profit institution ever wished its workforce wasn't quite so good, had fewer capabilities, or was less motivated!

So while we scan the horizon for signs of economic improvement, a change in the business cycle or new opportunities for our companies and organizations, let us also remember that we also have work to do within, and that training and development specialists and human resource professionals must be front and center in the quest for prosperity, growth and success.

**Nasser A. Al-Nafisee,**  
Chair of the Executive Board, IFTDO

## FROM THE EDITOR



Welcome to the first IFTDO News of 2016. In this editorial I should like to highlight, briefly, three points. Firstly may I draw your attention to the 'Spotlight' feature on Women's Development in this issue. I think publication of the News will just miss International Women's Day (8 March) but it is near enough! The theme of the 45th IFTDO World Conference is 'Lessons from Leaders' and I look forward to debate and discussion on women's leadership during the conference proceedings. Secondly I wish to celebrate the launch - also at the Bahrain Conference - of the International Journal of HRD Practice Policy and Research. The journal has been developed in partnership

with the University Forum for HRD. It has been some time in gestation but it now adds a significant vehicle for the advancement of our understanding and development of HRD practice. Finally I should like to extend my congratulations to the various IFTDO Global Award winners. IFTDO News will seek to report on winning entries in its next issue. However, as Editor in Chief of the new journal, I should like to issue an invitation to all winners to consider developing their submission into a publication within our new journal.

**Dr Rick Holden**  
Editor IFTDO News

## SECRETARY GENERAL'S REPORT



I hope, our members have logged in at our revamped web site [www.iftdo.net](http://www.iftdo.net) and accessed the Members area (which also has IFTDO AGM and Board Minutes, Annual Reports, summaries of Award winning entries). The log in ID and passwords to access Members Area were communicated to all members along with the Guidelines to log in. I hope members have also edited their information and uploaded their logos. As stated in the guidelines, guests of members (such as their staff and members) can also access Members area for which a separate set of log in ID and password were sent. I would request all members to make full use of these facilities on our web site and give us their feedback. In case of any problem, members are welcome to contact me.

The preparations for the 45th IFTDO World Conference to be held at Bahrain on March 21-23, 2015 are in full swing and it promises to be a

conference with difference. It has only plenary sessions devoted to exchange of experience by leaders

The panel of judges has decided the IFTDO Global HRD Awards 2016. The list of Awardees appears elsewhere in this Newsletter. The Awards will be presented on March 21 at the Opening ceremony of the 45th IFTDO World Conference to be held at Bahrain on March 21-23, 2015.

Members are requested to send to the Editor, IFTDO News, brief write-ups on their major events/ activities for publishing in the Newsletter/ uploading on the web site.

We look forward to meeting you at the 45th IFTDO World Conference at Bahrain on March 21-23, 2015. Please see Conference web site [www.iftdo2016.com](http://www.iftdo2016.com) for details.

**Dr. Uddesh Kohli**  
Secretary General

## 45th World Conference and Exhibition

### A Welcome Message from the President

IFTDO's most important event of the year, the 45th IFTDO World Conference & Exhibition 2016 brings us all together, and provides us the opportunity to review the fruits of our combined efforts. I welcome you all. The relevance of this world conference makes me honored indeed to be at the helm of our Federation.



Mohamed Mahmoud  
President, IFTDO

The 45th IFTDO World Conference & Exhibition is being hosted by Bahrain Society for Training and Development with the Theme: 'Lessons from Leaders'. This Conference has a different design, having only 13 keynote speakers in the plenary sessions (with no parallel sessions). They are CEOs and leaders in different fields (industry, government, academia, services, NGOs, etc) from around the world and who will share their experiences.

Bahrain is a cosmopolitan city with diverse lifestyle that combines the comfort and convenience of the west with the unique charm of the Arab world. I hope all of you will seize this opportunity to personally experience the culture, history and vitality of the city during your brief stay here.

I wish to take this opportunity to extend my sincere gratitude to all partners who have contributed to make the IFTDO 2016 a success. Special appreciation goes to the Organizing Committee members who have worked tirelessly to ensure that IFTDO 2016 is a memorable event. Last but not least, I wish to thank all IFTDO members for their generous support to me as IFTDO President.

The Bahraini Minister of Energy and the Minister of Commerce, Industry and Tourism, together with fifteen senior executives and general managers of international companies and enterprises are speaking at the 45th IFTDO Conference and Exhibition. The conference is being hosted by the Bahrain Society for Training and Development, 21-23 March 2016, under the patronage of HRH the Prime Minister, Prince Khalifa Bin Salman Al Khalifa. The main theme of the three-day Conference & Exhibition is "Lessons from Leaders". Other topics include the challenge of leadership in a changing world, women's leadership in the Middle East, innovative leadership in the new Internet era and the leveraging of social media for talent acquisition and development. Four important workshops will be held prior to the official opening of the conference on Monday, 21st March, which is expected to draw around 600 participants from around the world.

Speaking at a press conference to launch the conference - see below - IFTDO President Engineer Mohammed Mahmoud Al Shaikh, expressed the great gratitude of the BSTD towards to HRH the Prime Minister for patronizing the Conference and the Exhibition, the second Bahrain has hosted since 2002.

The strategic partner for the conference is Tamkeen. Established in August 2006 as part of Bahrain's national reform initiatives and Bahrain's Economic Vision, the organization is tasked with supporting Bahrain's private sector and positioning it as the key driver of economic development.

The Origin Group are the event manager. Mr. Ahmed Al Banna, Chief Executive of Origin Group told IFTDO News: "The importance of the Conference lies in the opportunities it will be providing for its participants to exchange their knowledge and expertise in the training and development sector. It will showcase how the successful companies around the world overcome obstacles and challenges and achieve record results in production, quality, and creativity by developing their human capital and developing their talent."



The full conference schedule can be viewed here: <http://iftdo2016.com/program/>  
and the list of speakers can be viewed here: <http://iftdo2016.com/speakers/>

## IFTDO GLOBAL AWARDS, 2016

An impressive and wide ranging set of submissions were received for the 2016 global awards. Winners are recorded below. They will be presented at the conference. The Overall Winner is the Industrial Training Fund Nigeria for their submission addressing 'Technical/Vocational Skills Training for Youth Empowerment'



### Category 1: Best HRD Practice

**Winner:** Gulf Aluminium Rolling Mill B.S.C (C) (Bahrain) 'New Strategy Introduced by HR'

#### Certificates of Merit

- Human Resources Development Fund (Malaysia) Human Capital Transformation Project in HRDF
- Bahrain National Gas Company (Bahrain) Career Development Program (CDP)
- Saudi Aramco (Saudi Arabia) Commitment Towards Operational Excellence: Developing Critical Change Behaviors
- Workforce Development Agency (Taiwan) Integrate virtual and substantial service by Taiwan Jobs and provide consultant and help for life time career development
- Piaggio Vehicles (India) Creating Leadership Pipeline at Piaggio" internally branded as NEXT MILE - Fast Track Development Program

### Category 2: Improved Quality of Working Life

**Winner:** Industrial Training Fund Nigeria for 'Industrial Training Fund's Technical / Vocational Skills Training for Youth Empowerment'

#### Certificates of Merit

- Cathay Life Insurance Co. Ltd., (Taiwan) for '100% Employee Care and Resettlement- Exemplifying Corporate Citizenship and Enhancing Employee Well-being and Quality of Working Life'
- Taipower - Taiwan Power Company, (Taiwan) for 'A self-help and helping others project for employees in the organization'
- Oil India Ltd., (India) for 'Customized Soft Skill Training for Work-Persons'
- Cathay Life Insurance Co. Ltd., (Taiwan) Agency 2.0 : Agents Transformation Project - To achieve efficient work in relaxed life through systemized on-the-job training and scientific management tools.

### Category 3: Research Excellence

**Winner:** Dr Bart Tkacz (USA) for 'A Playbook for Positive Organisational Change'

#### Certificate of Merit

- Saudi Aramco (Saudi Arabia) Yeo, R. K., Marquardt, J. M., & Dopson, S. for 'The space in between: How knowledge sharing contributes towards team learning'

## ATD News and Research

### ATD research guides core components of a talent development structure



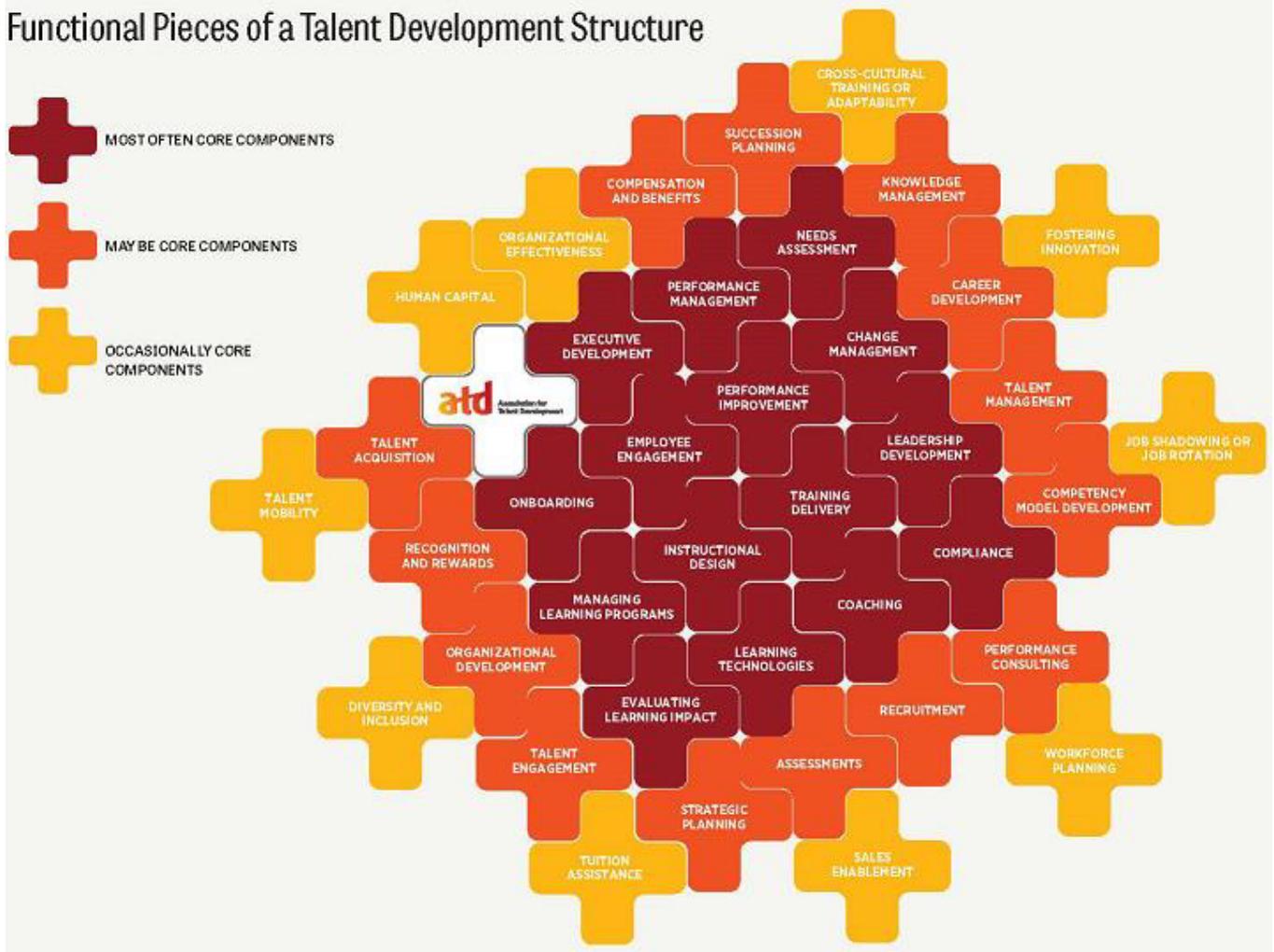
The ATD have sought to identify the components of talent development that organizations can use to build their own individualized talent development structures. They point out that talent development is complex, captured nicely by an attendee of an ATD International Conference session who comments "I need to define TD in my organization. It is not as clear as I thought it was." To determine the core components of talent development in a broad spectrum of organizations, ATD's study asked respondents to rate 39 functions, based on the ATD Competency Model Study, on the centrality of each to their talent development structures. Using these data, ATD created a graphic that depicts the relationship of the 39 functions in a broad general model (see Box 1). The components are arranged in three categories based on how core they are to a talent development function. Those most often cited as core to the talent development function are the red pieces in the centre of the image. The orange pieces are often, but not always, part of an organization's talent development structure. And the yellow pieces are occasionally core components and part of some talent development functions.

The ATD talent development structure is intended to offer guidance not prescription. It should allow organizations to rearrange, remove, and add pieces to fit their needs. For example, an organization that does not need to conduct compliance training would not have that piece in its structure, while a company whose success depends heavily on sales might place sales enablement in the centre of its talent development structure.

The interviews conducted for the research reveal how widely critical competencies for success vary from culture to culture. The leadership competencies in an individualistic culture such as the United States are compared with those in a collectivist culture such as China. Attitudes toward authority, the roles of women, views about customers, and the pace of work are just a few of the factors complicating the picture for a global organization. In contrast, language differences-once thought to be a major challenge in a global organization-now seem quite manageable compared with cultural and social factors governing work. Respondents agreed that the top two challenges at the employee level are communication style issues and understanding cultural norms. As an executive working for the Flame Centre in Singapore said, "We need to develop leaders who are globally able to sense the situation but, at the local level, are able to adapt very quickly to survive and thrive."

The research, in partnership with Rothwell & Associates, collected data from more than 1,500 professionals in the field from a range of sources: two online surveys, in-depth interviews, an ATD International Conference education session, and the ATD Forum.

## Functional Pieces of a Talent Development Structure



### Box 1

"The purpose of talent development is to help people improve performance and effectiveness in their current roles and also to help them prepare for and transition into future roles."

- Steve King, vice president, Talent and Leadership Effectiveness, Allstate Insurance Company

"Years ago, work used to be concrete and prescribed; tasks and ways in which people solved problems were more defined. Today, work is much more abstract and open-ended—we're solving for problems in brand new, novel ways. That's the whole idea behind innovation in terms of talent development: We have to think differently about how we train people. It's not about converging on the right answer; it's about divergent thinking, problem solving, how we teach people to do that, and how we create organizations that foster this. This is a fundamental shift in the way we work and run organizations. I really believe it's going to upend how we think about developing talent in the future."

- Julie Clow, senior vice president, global head of people development, Chanel

"In organizations, the goal of talent development is to improve the performance of the workforce and to inspire them. Effectively developing talent creates a workforce whose performance is higher than ever before seen."

- Walter McFarland, founder, Windmill Human Performance

An interesting complimentary feature of the research saw Rothwell & Associates interview 31 'thought leaders' in talent development about their views on talent development and the future of the field. Three perspectives from those interviews are presented in Box 1.

ATD; 2016, Building a Talent Development Structure Without Borders

#### ***ATD support re-authorisation of career and technical education legislation in the USA***

Ongoing shortages of skilled workers to fill in-demand positions have led the ATD to support re-authorising relevant legislation. ATD's statement says "Career and technical education (CTE) programs, throughout the country, are central to overcoming this skills gap. CTE is an effective tool for improving student outcomes and helps prepare both secondary and postsecondary students with the necessary academic, technical, and employability skills required for successful entry into the workforce. Reauthorizing the Perkins Act is critical for the continued economic prosperity of the United States and ensures the country remain a leader in global competitiveness."

Last authorized in 2006 The Perkins Act provides \$1.3 billion in federal support for career and technical education programs in all 50 States. The law focuses on the academic and technical achievement of CTE students, strengthening the connections between secondary and postsecondary education, and improving accountability. Perkins was originally due for reauthorization in 2012, but that deadline was extended until the end of the 2013 fiscal year. Funding has declined in recent years which has limited its ability to support high-quality CTE programs. At a time when enrolment in CTE programs is growing and the demand for skills training is increasing, the need for additional funding and resources is considered critical. ATD, along with the other signatories, suggest that a reauthorized Perkins Act should:

- align CTE programs to the needs of the regional, state, and local labour market
- support effective and meaningful collaboration between secondary and postsecondary institutions and employers
- increase student participation in experiential learning opportunities such as industry internships, apprenticeships, and mentorships
- promote the use of industry-recognized credentials.

#### ***Developing Synergy with People: Director of International at ATD, Wei Wang, talks to IFTDO Editor, Rick Holden***

In August 2015 IFTDO Board members gathered together in Kuala Lumpur for the IFTDO 2015 World Conference and Board Meeting. I was able to catch up with my fellow Board member, Dr. Wei Wang, Director of International at ATD, between our very hectic schedules to talk about ATD, the synergy between ATD and IFTDO, and some key trends in the field.



Wei reveals that her early career was in hotel management and tourism and that she earned a Masters degree from China. Since that time she has not only changed career direction but re-located from China to the USA. A link, though, between those days in the hotel industry and today's role with the ATD and IFTDO is clear. It is people. She started as an intern at ATD (formerly ASTD) in 2005 and has worked her way up to be the Director of International in the organization. She has helped to grow the international team; a staff of two has increased to eight, as ATD has expanded its international presence. During recent years ATD has been more active to bring its premier content to the global community. For example, in 2015 ATD organized international conferences in China, India, Japan, Mexico, Saudi Arabia and Taiwan. Wei describes the recent opening of an ATD China Office as one of her proudest achievements during her 10 year tenure with ATD.

One of the main roles of Wei and her team at ATD is to foster long-term partnerships with organizations around the world. Currently there are 14 international partners from more than 10 countries. These long-term collaborations are mostly around events, education programs, membership and other mutually beneficial areas. Wei highlights the ATD research and the ATD global community's professional expertise as some of the reasons organizations seek partnership with ATD. Wei's international outreach work also brought her the opportunity to sit on the board of IFTDO. Through this federation of international HRD organizations, Wei is able to reach out to new audiences and establish relationships with more organizations. And, Wei adds, "it has been of real help to me in my personal and professional development. I enjoy working with other board members from different parts of the world with different backgrounds. I have been learning from each of the board members".

We spend the latter part of the interview comparing notes about the challenges we see facing L&D. We agreed that technology, globalization, social learning and multiple generations in the workforce are critical developments changing our profession. "All these changes require talent development professionals to further develop themselves", says Wei. She recalls her conference session the previous day. She asked participants how many had any formal education or training in L&D. The answer - none! Compared to the legal profession or nurses or accountants those working in L&D find that their knowledge base in the field is still somewhat emergent

- particularly if they came into the profession from another discipline. But, she acknowledges things are changing - there is a growing professionalization of HR/HRD. Talent development professionals are increasingly starting to understand that they have to develop themselves in order to develop others. Ultimately, Wei argues, the critical test is "you have to show your value".

As Wei gets ready for her next trip I venture a final question about what is next for her and her team in 2016. She replies, "Continue to connect and serve people!" Also Wei mentions that ATDs 2016 International Conference and Exposition will be held in Denver, Colorado on May 22-25. As one of the most global events for talent development professionals, this event attracts 9,000 attendees from more than 80 countries. "That's always the most exciting time for us" she proclaims, adding "I hope to see you and others in Denver! "

Ed Note: Dr Rick Holden, IFTDO News Editor, interviewed Dr Wei Wang, Director of International Relations at the Association for Talent Development and IFTDO Board Member at the 2015 IFTDO World Conference held in Kuala Lumpur in August, 2015.

## CIPD News and Research

### *Cary Cooper announced as new CIPD President*

Professor Sir Cary Cooper will succeed Gill Rider as President of the CIPD. One of the most distinguished voices on people management, Cooper is world-renowned for his ground-breaking research and insights into health and well-being in the workplace. He is 50th Anniversary Professor of Organisational Psychology and Health at Alliance Manchester Business School, University of Manchester and the author of over 120 books on subjects including occupational stress, women at work, and industrial and organisational psychology. Cooper comments: "The fast changing nature of work means there's never been a more crucial time for organisations to put well-being at the heart of their culture. The CIPD has long championed how employee well-being is key to building high performing, productive workplaces and I'm delighted to be given the chance to work with the CIPD and its members to move this important agenda forward. Understanding the future of work and the workplace and the role of the HR and L&D professions is key to the strategic agenda for the CIPD, and I look forward to engaging in this wider debate with the CIPD and the communities it supports and engages with."

### *Shifting business priorities create significant opportunities for HR*

Cost management, talent management and productivity remain top priorities for HR and non-HR business leaders in 2015, unchanged from 2013. But, for the first time, innovation is now a leading business priority for a third of both HR (35%) and other business leaders (32%), according to the latest CIPD/Workday HR Outlook leaders' survey. The findings highlight that new ways of working and operating is an increasing reality for organisations. However, while there is general agreement about overall strategic priorities, it seems to be less clear to the wider business how HR will contribute to achieving them. Despite nearly three-quarters (72%) of HR leaders saying that their current people strategy will help the organisation achieve its future priorities, just a quarter (26%) of other business leaders agree. Also, although 31% of non-HR business leaders think HR should be focusing on diversity to help achieve innovation in the workplace, just 19% of HR leaders said they were. To address this, the CIPD recommends that HR

needs to look at ways in which it can innovate itself in order to stay relevant and more visibly demonstrate its enabling role as the workplace evolves.

According to Dr Jill Miller, Research Adviser at the CIPD, "Cost management is once again a top priority in this year's survey, but it's great to see innovation featuring so strongly, suggesting many organisations are thinking creatively in an environment of ongoing cost control.....At a strategic level, HR and non-HR leaders are evidently aligned on goals, but our survey highlights clear areas of opportunity for better collaboration and communication between HR and other functions."

The report also found differing views on the use of HR analytics, particularly due to a lack of awareness of the current and potential value outside of the HR function. For example, when non-HR leaders were asked to describe the analytic capability in their HR department, almost 3 in 10 (28%) said they didn't know. Moreover, 28% said their HR department doesn't share their analytics with key stakeholders, compared to 12% of HR leaders who thought this. This might explain why just 14% of non-HR leaders are satisfied with the HR analytics provided to them and also why, despite over three-quarters (78%) of HR leaders saying analytics are important to HR's ability to deliver strategic value to their organisation, less than half (49%) of non-HR business leaders agree.

*HR Outlook: Winter 2015-16: leaders' views of our profession available at: <http://www.cipd.co.uk/hr-resources/survey-reports/hr-outlook-winter-2015-16-leaders-views-profession.aspx>*

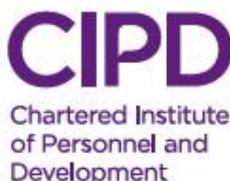
### *HR Professional Judgement: a Middle East Perspective*

The HR profession has traditionally been defined through a set of 'best practices'. However, this knowledge, developed primarily in large Western organisations, is increasingly inadequate for businesses operating in the Middle East. This is according to recently produced CIPD research report which set out to identify how HR practitioners and business leaders in the MENA region make professional - people management and development - judgements. It finds that HR and business leaders had conflicting points of view and different interpretations of value priorities in making people-related decisions in organisations. Three central themes are explored: 'balancing competing stakeholder interests', 'a variety of perspectives on fairness' and 'current business needs preventing principled decisions'.

The research findings from the MENA region are part of a broader search for standards of human resource management as part of corporate governance. The CIPD are seeking to establish and test a new set of principles that will help HR professionals make the right decisions and advise business leaders on what to do, no matter what the context or what the future may hold. According to the CIPD they will describe desired outcomes rather than prescribe a specific course of action. Applying them in practice will take professional judgement, backed by specialist expert knowledge about people and organisations as well as a thorough understanding of the business context.

### *HR professional judgement: A Middle East Perspective, Research Report, November 2015*

Relatedly the CIPD has underlined its commitment to developing HR practices in the region with the establishment of a new Middle East team, based in Dubai. Through its new office, located in the Dubai Knowledge Village, the CIPD will help local HR and L&D professionals and organisations improve practices in people and organisation development. To enable this, the CIPD will work closely with its partners in the region through a range of networks, communities and events devoted to shaping the future of HR and the world of work.



## Comparative HRD Practice: joint IFTDO / UFHRD Research concludes



The research, jointly funded by IFTDO and the UFHRD (The University Forum for HRD) has been completed. The research team based at Coventry University, UK, sought to conduct a comparative analysis of Human Resource Development (HRD) practices across Africa, Asia and Europe. The guiding research questions addressed in the study involved the scrutiny of the roles, strategies,

contribution and driving forces of HRD in each of these three regions. The final report, written by the project team of Jim Stewart, Sophie Mills and Amanda Lee, details the methodology employed, together with a full discussion of both the literature survey and the empirical findings. A brief summary of the key conclusions and recommendations emerging from the research are noted here.

### ***HRD Professional Practice***

HRD professional practice is less developed in Africa and Asia as compared with Europe. The authors draw a clear link between the relative maturity of HRD practice and the meaning and understanding of what constitutes HRD. The authors conclude that the literature confirms their empirical evidence that HRD and HRM are commonly treated as synonymous in Nigeria. Whilst they note that this is in contrast to say South Africa, the literature suggests that Nigeria is more typical of Africa as a whole. Similar conclusions are drawn as regards Asia; evidence is provided that a narrow understanding of HRD to be synonymous with training is apparent in both Taiwan and India. This is in contrast to Ireland where both the extant research and the new empirical data demonstrate wider understandings of HRD in professional practice. This is not to say or claim that there is commonality of agreement on the meaning of HRD in Ireland. However, the data provides strong evidence of an understanding more in line with European and American models of HRD than is the case in Africa and Asia.

### ***National HRD***

NHRD is common across all three continents but has limited impact on professional practice. Governments in all four countries visited are engaged in NHRD initiatives. The authors surmise that it is probably the case that a role for state institutions is acknowledged in all three continents. A specific example from the research is that of apprenticeships.

Supranational institutions are more in evidence in Europe than in Africa and Asia e.g. the European Community (EC), the EC Bologna Process and the Organisation for Economic Co-operation and Development (OECD). The lack of regional institutions of the status of the EC in Africa and Asia is probably one reason for the lower level impact of supranational institutions in Africa and Asia. The impact of United Nations Human Development Reports also seems to be limited when assessed by evidence from the literature and the empirical data.

NHRD includes a focus on developing further and higher education in all three continents. However, the evidence suggests a failure of this development to match employer needs. The authors highlight that these initiatives do not necessarily have positive impact on HRD professional practice. For example, the literature reports some problems with HE

expansion in Nigeria where high graduate unemployment is also reported, suggesting a mismatch between the higher education provided and what is needed by employers. In addition, the Taiwanese participants reported a lack of professional development opportunities for HRD practitioners. This again suggests a mismatch between supply and demand in HE, a situation also commonly reported in the literature as affecting many countries.



### ***HRD Professional Expertise***

There is a lack of HRD professional expertise in Africa and Asia. The research suggests this weakness is associated with the lack of active and influential professional associations. The report notes that whilst India has a quasi-professional body with both organisational and individual membership, with only 12,500 members across the country its impact is limited. HRD departments are relatively scarce and limited to large private sector employers. The lack of developed professional associations in Taiwan and Nigeria is also likely to be in part the reason for lack of professional development opportunities for HRD practitioners in those countries. The existence of the IITD, and the activity of the CIPD in Ireland is indicative of more developed professional bodies in Europe compared with the other two continents. The report also concludes that part of the reason for a lack of professional HRD expertise is a significant lack of professional development opportunities for HRD practitioners in both Africa and Asia.

Two further conclusions are worthy of note in this summary. Firstly the authors highlight a lack of attention to evaluation of HRD investment in all three continents. Secondly, there is a significant paucity of research on HRD professional practices in the voluntary and not for profit sectors.

### ***Recommendations***

The report recommends IFTDO develop a policy statement and associated guidance on the meaning, scope and application of HRD in professional practice to be adopted by its member organisations. This is seen by the authors as a critical prerequisite to further action by IFTDO to:

- develop guidance on NHRD policy development for promotion by its member organisations and
- produce a policy statement and guidance on development of HRD professionals and encourage promulgation of this by their member organisation in their respective countries.

In relation to further research the authors recommend consideration is given to the funding of a new survey drawing on the lessons learned from the methodological challenges experienced in this project.

### ***Ed Note:***

Two of the report's authors, Sophie Mills and Amanda Lee, provide a reflective account of the research project in Issue 1 of The International Journal of HRD Practice, Policy & Research ([www.ijhrdppr.com](http://www.ijhrdppr.com)).

The full report will be available at the World Conference and will be posted onto the IFTDO web site in due course.

## New Journal

IFTDO's new journal, The International Journal of HRD Practice, Policy & Research, will be launched at the 45th IFTDO World Conference in Bahrain. The journal is result of a partnership between IFTDO and the University Forum for HRD (UFHRD). It is a peer-reviewed journal, seeking to bring together international practitioner and academic expertise to promote and support the understanding and practice of Human Resource Development. It is an open access journal, available via its own web site, complemented with a small print run for the first few issues. A second 'launch' will take place at the UFHRD's conference in Manchester (June).



Much is discussed about bridging the academic practice divide. It is in many ways a false distinction but a challenge nonetheless. Critically, the International Journal of HRD Practice, Policy and Research seeks to approach this challenge from first and foremost a practice perspective. It is a practice centred journal but one which nonetheless provides the opportunity to synergise practice with theory to develop further insights to inform both disciplines. It will offer the critically reflective professional practitioner insight, ideas and understanding on the contemporary issues and challenges facing HRD, its impact and influence.

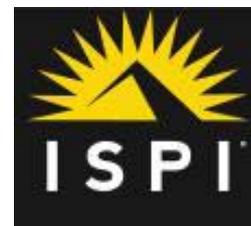
The first issue of the journal includes a contribution from Dr Roland Yeo and colleagues at Saudi Aramco, addressing team learning, and is based upon a winning IFTDO Global Award entry in 2015. Issue 1 also includes a paper from another past IFTDO award winner, Bob Hamlin, who provides a strong, evidence based argument, supporting the contribution that evidence based HRD can make in the context of organizational change. This link to IFTDO Global Award winning entries is significant. The Editorial Board (see also below) are particularly keen to work with the contributors to IFTDO's Global Awards in order to provide a platform for wider dissemination of the work which has formed the basis of an award submission. As alluded to above the Journal has been established to provide a practice based forum for the exploration and reporting of pioneering and innovative practices in HRD, at the individual, group and organisational levels and in diverse settings. Other articles in this first issue address apprenticeship, talent management in Oman and a challenging new perspective on leadership. Bob Morton (IFTDO) and Jim Stewart (UFHRD) provide an interesting account of the journal's genesis.

The Editorial team consists of Editor in Chief: Dr Rick Holden (Liverpool Business School, UK) together with five Associate Editors: Dr Jamie Callahan (Drexel University, USA); Dr Mark Loon (Worcester University, UK); Dr Jan Myers (Northumbria University, UK); Ann Rennie (formerly Deputy Director of the Asian Development Bank) and Roland Yeo (Professional Learning Division, Saudi Aramco). IFTDO representation is strongly evident on the Editorial Advisory Board.

The journal's web site is [www.ijhrdppr.com](http://www.ijhrdppr.com) In addition to providing the on line access to copy it provides more information about the journal, notes for contributors etc together with the enlisted Editorial Advisory Board.

## ISPI lead innovative collaboration with US community college

ISPI have been involved in an innovative collaboration with Settlement, the largest community school of arts in the U.S. The initiative sees ISPI providing performance consulting to the school, to streamline and the improve the registration process for the thousands of families who attend Settlement each year. "Performance Improvement isn't just for large corporations and publicly traded entities," said Rhonda Buckley, Executive Director of ISPI, "The tools and techniques can be applied across all industries." "The idea", said Scott Casad, U.S. Coast Guard and ISPI Board member, "is to get people working together to impact the "Mega" – deriving measurable results for communities all over the globe, ultimately creating a better place for everyone."



Via this engagement, ISPI has not only helped the Settlement Music School strategize and better its registration process, the organization has also aided in creating excitement among the Society's membership to become more involved. For this project, ISPI put together a diverse consulting team, with new and veteran members to build connections between them. New members learned the ropes, gained experience with the models, tools and techniques, and continued building their portfolio. Veteran society members served as mentors, and used the project as a way to network. Carol Panza, ISPI Member and Project Manager for the ISPI/Settlement service project, said: "ISPI is taking an 'outside looking in' approach to evaluating and identifying opportunities for performance improvement. We look at the organization as a whole, focusing on achieving tangible, accountable results, for Settlement, that are sustainable, long after the project ends."

Settlement and ISPI began the collaboration in the fall of 2015, and ISPI intends to report on the service project's progress at the 2016 Annual Performance Improvement Conference, April 10-12, offering attendees additional opportunities to support the music school.

### Ed Notes:

Settlement Music College is based in Philadelphia, USA. It has served more than 300,000 students since its founding in 1908, in a pro-bono, community service relationship.

ISPI is the leading international association dedicated to improving organizational results and driving productivity and competence in the workplace. The society represents more than 10,000 performance improvement professionals throughout the United States, Canada, and 44 other countries. ISPI's annual conference will take place 10-12 April in Philadelphia, USA. Details from: <https://www.ispi.org/>

## WELCOME NEW MEMBERS

**Full Members (FM):**  
Orpic, Oman (Jan 2016)

**Associate Members (AM):**  
AMB Center Ltd, UK (Dec 2015)

## Indian Society for Training & Development to play key role in national skills development

ISTD has been awarded nodal agency status by India's National Skill Development Agency (NSDA). The NSDA is an autonomous body under the Ministry of Skill Development and Entrepreneurship, Government of India, which coordinates and harmonizes the skill development efforts of the Indian government and the private sector to achieve the country's skills targets. India is at the cusp of becoming the world's most populous country with its population estimated to increase to 1.45 billion by 2028, surpassing that of China. While many argue that most of India's challenges arise due to its large population base, the flipside is that more than 60% of its current population is in the age group of 15 to 59 years; which makes India home to the largest employable manpower base. In order to steer India towards higher economic growth, it has become imperative to utilise this demographic dividend through skill development and increasing employability. Data from the Census 2011 and the 68th round of the National Sample Survey revealed that an estimated 10.4m new workers would enter the labour market and require skill training by 2022, and furthermore that 29.8m of the existing workforce will require additional skill training over the same time period. ISTD, based on its 'train the trainers' experience and spread of Chapters throughout the country, is one of the NSDA's key partners in the drive to ensure government's targets are achieved.



### ISTD National Learning & Development Conclave



ISTD is organizing a National Conclave on Learning & Development - Nurturing for Excellence on 26th & 27th April, 2016 at New Delhi. This Conclave will focus on Learning & Development, Training Solutions, Workforce & Staff Development, Organisational Development, Talent Management, Human Resource Management & Leadership, Coaching & Mentoring, E-learning, Instructional Design and IT

Training. The Conclave will be attended by professionals from leading public and private sector organizations. The Conclave will set a milestone in the field of HR and Training.

### ISTD recognise Dr Uddesh Kohli

ISTD has formally recognised its President Emeritus and Secretary General, IFTDO, Dr Uddesh Kohli, for his sustained service to ISTD. Dr. Kohli has held various positions in ISTD. He has been Chairman-Engineering Council of India, Chairman Emeritus- CIDC, Ex-Advisor-Planning Commission, Ex-CMD-PFC, Ex-Chairman, SCOPE & CDC and Past President All India Management Association. Additionally Dr Kohli has effectively organized the prestigious Training Programme on Project Planning, Monitoring and Control Systems for over 40 years for ISTD.

### National President

Mr. Yogesh K. Upadhyay has been re-elected as National President of ISTD for the second term 2015-16. Members have indicated their confidence in Mr Upadhyay's leadership and the progress made during his tenure to date.



## Jordan to host IFTDO Regional Conference



IFTDO full member Global Center for Training and Consultations is organising the IFTDO Regional Conference at Amman, Jordan on April 10-11, 2016. The Conference theme is Human Resources: Development and Return on Investment. Speakers include Dr Jack Philips, ROI Institute, USA ("Proving the Value of Human



Resources"), Dr Helmi Salam, Team Misr and IFTDO, Egypt, Preparing Future Leaders; Dr Sawsan Almajali, Secretary General of the Population Council, Jordan, (Achieving Demographic Opportunity through HRD"), Dr Mohammed Abuhammour, Secretary General of the Arab Thought Forum ("Promoting Human Resources & Influences on Productivity - Case Studies"), Prof Abdel Bari Durra (Middle East University and IFTDO, ("Modern and Contemporary Trends of HRD") and Dr Haidar Fraihat, Director of Technology for Development Division, ESCWA, Lebanon "Role of Technology in HRD".

Details are available on web site [www.iftdo.gc-jordan.com](http://www.iftdo.gc-jordan.com).

There is discounted fee of \$500 against normal \$750 for IFTDO Members.

Interested attendees can contact Dr Raed for further information: [raed@gc-jordan.com](mailto:raed@gc-jordan.com)

Ed Note: A concurrent workshop, enabling participants to obtain ROI Professional Certification will be led by Dr Jack Philips 10-14 April; at the same location. Further details from: [info@gc-jordan.com](mailto:info@gc-jordan.com)

### Cyprus Conference

IFTDO Member the Cyprus Human Resource Management Association will host its annual conference on 15 June.



Further details can be obtained from Irene Papadopoulou, Operations and Member Relations Officer at [info@cyhrma.org](mailto:info@cyhrma.org)

### IFTDO World Conferences

46th IFTDO World Conference is expected to be held in Oman in 2017. Details will be announced shortly.

Full Members are invited to send proposals for future IFTDO World Conferences

### IFTDO Regional Conferences

Both Full Members and Associate Members are invited to send proposals for organizing IFTDO Regional Conferences

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

## SPOTLIGHT ON...WOMEN'S DEVELOPMENT

In 2015, only half of the world's working age women are in the labour force, in contrast to 77 per cent of working age men. Goal 5 of the UN's new Sustainable Development Goals is to achieve gender equality and empower all women and girls. Whilst considerable progress has been made



under the Millennium Development Goals (MDG) there is a long way still to go and stubborn barriers remain. This Spotlight seeks to do three things:

- provide a snapshot of progress made and remaining significant gender gaps
- highlight innovative women's development initiatives and
- discuss outstanding progression issues

### Progress?

**Box 1** highlights key UN facts and figures relating to women's development and positioning in the economy and wider society, whilst the Global Gender Gap Index (World Economic Forum and now into its tenth year) helps reveal which countries are relatively strong or weak at integrating female talent into the economy. Among the 145 countries covered, almost 95% of the gap in educational attainment has been closed. However, whilst ideally poised to maximize opportunities for women's participation in the labour market, many have failed to reap the returns from this investment. Assessing the date on Educational Attainment subindex against the Economic Participation and Opportunity subindex data four broad groupings of countries are revealed:

#### Box 1

About two thirds of countries in the developing regions have achieved gender parity in primary education

In Southern Asia, only 74 girls were enrolled in primary school for every 100 boys in 1990. By 2012, the enrolment ratios were the same for girls as for boys.

In sub-Saharan Africa, Oceania and Western Asia, girls still face barriers to entering both primary and secondary school.

Women in Northern Africa hold less than one in five paid jobs in the non-agricultural sector. The proportion of women in paid employment outside the agriculture sector has increased from 35 per cent in 1990 to 41 per cent in 2015

In 46 countries, women now hold more than 30 per cent of seats in national parliament in at least one chamber

Source: UN, 2016; <http://www.un.org/sustainabledevelopment/gender-equality/>

- (1) countries that have closed or are generally closing education gaps and show high levels of women's economic participation, e.g. the Nordic countries, the United States, the Philippines, Canada, New Zealand and Australia.
- (2) countries that have closed or are generally closing education gaps but show low levels of women's economic participation, includes Japan, United Arab Emirates, Chile and Brazil
- (3) countries that have large education gaps as well as large gaps in women's economic participation, e.g. Yemen, Pakistan and India and
- (4) countries that have large education gaps but display small gaps in women's economic participation, primarily due to high levels of participation by women in low-skilled work; e.g. Guinea, Chad, Mozambique and Burundi

**Pay:** The World Economic Forum believes it will take another 118 years - or until 2133 - until the global pay gap between men and women is finally closed. Growth in women's employment if anything is having a stalling effect on progress to close this gender gap. Women's average wages are between 4 to 36 per cent less than men's but the gap widens in absolute terms for higher-earning women, according to the ILO's Global Wage Report 2014/15. For example, in Europe in 2010 the bottom 10 per cent of women workers earned about 100 euros per month less than the bottom 10 per cent of men. Conversely, the top 10 per cent of high earning women earned close to 700 euros per month less than the top 10 per cent of men. A similar trend is observed in nearly all 38 countries analysed in the report.

**Occupational segregation** remains one of the most persistent forms of gender inequality in the world of work and has been difficult to counter in all countries, irrespective of income. The jobs that women do are often characterized by low productivity, poor remuneration, high levels of insecurity, a lack of regulation and poor working conditions. Women are over-represented in part-time employment. Fewer young women are found in growth fields, such as technology, engineering, IT and science, representing a loss to the productivity and innovation capacities of economies. Smith (2016) in the inaugural issue of The International Journal of HRD Practice, Policy and Research reports continuing barriers to women entering a full range of apprenticeships.

**Being young and female** can serve as a 'double strike'. The labour force participation rate of young men is 16% higher than that of young women in 2014 (Elder and King, 2016, ILO). More than three-quarters of inactive, non-student youth are female. The underlying causes include early marriage and unpaid work burdens. The gender gap in labour underutilization of youth exists in all regions but is largest in the Middle East and North Africa, where nearly 50% of the female youth population remains underutilized (as unemployed, in irregular work or as inactive non-students) compared to 32% of the male youth population. Interestingly, it appears that in some regions women with higher levels of educational attainment may be worse hit. Among low-income countries, the gender gap (female-to-male) in youth employment reflects broader labour market trends, e.g. the predominance of low skilled work etc.

### Pathways of Progress

The data noted above provides broad indicators of progress towards gender equality and empowerment of women. Much learning has resulted from the raft of MDG projects and which have influenced the new Sustainable Development Goals announced towards the end of 2015. Successful programmes coalesce around three fundamental themes:

## Box 2

In **Ethiopia**, women-participants of the Leave No Women Behind programme improved their incomes and household food security through capacity building and access to credit. They also received training on reproductive health, literacy, health and hygiene, and other life skills. Participating women were targeted by all the intervention areas, which resulted in all around improvement of their lives. Increased access to and control over resources and improved self-esteem led to significant improvements in women's status within their families and communities. Key behavioural changes included: reduced prevalence of child marriage and other harmful traditional practices, increased school attendance, particularly among girls; and more equitable division of labour at household level.

In the **Democratic Republic of the Congo**, 627 persons (largely women-survivors of violence) received technical training and start-up equipment and supplies to initiate income-generating activities. In addition, 43 land-cession contracts were executed to secure land tenure for 3,124 households, of which 1,643 were headed by women. Such programmatic interventions helped economically empower vulnerable women and improved food security and nutrition for all household members.

Source: UN, 2015, Advancing Gender Equality: Promising Practices

- Freedom from violence. A clear understanding of the multifaceted nature of gender-based violence can ensure comprehensive, holistic and multisector responses-from developing legal and policy frameworks to prevent and eliminate violence against women to providing quality support services to survivors and balancing the unequal gender power relations that are the heart of violence.
- Improved capabilities and resources. Economically empowering women is critical to both realizing women's rights and achieving broader development goals of economic growth, poverty reduction, health improvement, access to education and improved social welfare. However, women around the world continue to face social and legal barriers to owning and inheriting property, land and other resources; accessing assets, credit and other services; or obtaining decent employment.
- Increased participation in decision making. The low numbers of women in public decision making, from national parliaments to local councils, has its roots in unequal power relations in the family and community. Initiatives which can address how women can feature prominently in democratic institutions and have their voices heard, in public and private, are increasingly seen as the way forward.

Many of the most successful initiatives suggest that recognition of the inter-relatedness of the three factors is critical as the pathway to progress (see Box 2). Targets for Goal 5 (Sustainable Development Goals) reflect such understanding of what works; for example:

- o Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- o Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- o Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- o Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms

of property, financial services, inheritance and natural resources, in accordance with national laws

- o Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

## Box 3: India's demographic dividend: opportunity to address women's development

Around 64% of India's population is expected to be in the age bracket of 15–59 years by 2026, with only 13% of the total aged above 60 years. The Indian government has identified a huge skill building task over the next 10 years, both in relation to new entrants to the labour force and as regards the existing workforce. This extends to a need for more trainers to meet this national training need.

The government has opened its doors to various national and international agencies to help build a wide cross-section of skills and to help meet a raft of significant workforce and societal challenges. For example rural and tribal women are far behind in comparison to the urban women in terms of education, awareness and access to various developmental interventions. Whilst a challenge it is also an opportunity to advance the women's development agenda, build women's leadership, increase their awareness of and access to resources and create an environment to overcome social taboos and barriers. This includes addressing how increasing numbers of skilled and empowered women in the workforce can further lever changes in the coming years as it becomes easier to work, contribute and to hold a dignified position

The time is here and now for sustainable HRD interventions which can secure emancipation and empowerment for Indian women whilst at the same time contributing to the growth of the economy and with a positive impact on society at large.

Dr Rajeshwari Narendran, Director, Academy of HRD, India

India provides an example of how rapid social and economic change and a challenging skills agenda provide an opportunity to develop a women's agenda in relation to these targets (see also Box 3).

## Women in Management and Leadership

In 2013, women held 24% of senior management roles globally. Such a figure masks considerable regional variation. For countries in ASEAN the figure is 32% whilst for the MENA region it is below 15%. Countries such as Egypt, Saudi Arabia and UAE struggle to reach double figures (ILO, 2016). Women's representation on company boards, while increasing in a handful of countries, is generally very low around the world. In Latin America and Asia it is 5-6 per cent, in the EU it is 3% while in the GCC countries it does not exceed 2%. In some MENA countries the situation is slightly better. In Bahrain, for example, companies with female board members increased from 12% in 2010 to 14% in 2014 (ILO, 2016).

Inequities in female representation on corporate board and more generally within management sit uncomfortably alongside research indicating a link between more balanced gender distribution in a company's management and its profitability. According to McKinsey (2015), for example, companies across all sectors with the most women on their boards of directors significantly and consistently outperform those with no female representation - by 41% in terms of return on equity and by 56% in terms of operating results. A Danish study (2012) found that companies with good numbers of women on the board outperformed those with no women by 17% higher return on sales and 54% higher return on invested capital whilst Leeds University Business School (2009) report that having at least one female director on the board appears to cut a company's chances of bankruptcy by about 20%. Having two or three female directors further lowers the risk.

Looking beyond the top of the corporate pyramid research from US based DDI (2014) indicates that the companies that perform best financially have the greatest numbers of women in leadership roles. The DDI study is important in that it looked at women leaders throughout companies' organizational structure, from the C suite all the way down to supervisors of production and manufacturing teams.

**Delusions of Progress?** Women's advancement in management is challenging. Obstacles block their access to top leadership positions in companies and organizations; the so-called "glass ceiling". Women start facing barriers at lower management levels generated from structural factors within corporations as well as from social and cultural constraints. At times it can be women themselves who are reluctant to pursue higher-level responsibilities. These factors hamper their career progression compared to their male counterparts; referred to as the "sticky floor". Carter and Silva (Harvard Business Review, 2010) argue we should be wary of delusions of progress. Their research shows that among graduates of MBA programmes - the talent 'pipeline' - women continue to lag men at every single career stage. "Reports of progress in advancement, compensation and career satisfaction, are at best over-stated and at worst just plain wrong". Interestingly they point to a failure of talent processes in "first jobs" which set the stage for all the inequities that follow. In particular they identify "bad first bosses"; a quarter of their sample left their first job because of a difficult manager. "That first landing spot - whether you get coached, developed and mentored or you get a bad manager - casts the die."

Subtle, "second-generation" forms of workplace gender bias can restrict the leadership identity development women. Second-generation gender bias refers to practices that may appear neutral in that they apply to everyone, but which discriminate against women because they reflect the values of the men who created or developed the setting, usually a workplace. An example is leaders being expected to be assertive, so that women who act in a more collaborative fashion are not viewed as leaders.

This raises the complex issue of gender difference. Must women adapt or should they promote difference? A recent report on women in banking (Institute of Leadership Management), concluded that banking's male-dominated management culture resulted in a requirement for women's values, attitudes and behaviours to converge with the male dominated work. Medland (2012) in a report for the UK's Financial Times argues that the most successful women start out with more typically male motivations and behavioural traits (see also below). In sharp contrast, Crawford's paper to IFTDO's 2015 world conference argued that business needed to operate a 'gender intelligent lens'; drawing on research showing that it is female leadership qualities such as transparency, collaboration, and dialogue which accounts for success climbing the corporate ladder.

IFTDO Global Award winners Sharon Mavin and colleagues argue that women's careers are complex and multi dimensional, yet in practice operate in a single dimension - the male dominated organization (see also IFTDO web site). Despite decades of women working in organizations the dominant attitude remains as "think manager, think male....think leader...think man". There is a need, they suggest, for a commitment to gender politics for women managers and leaders, where women are more aware of and better prepared to learn 'the rules of the game' enabling challenge, disruption and the orchestration of change through various strategies. Their research also advocates reflective learning for those responsible for HRD and talent management in organizations to enable revision of current gendered/gender neutral approaches to career development/planning and to integrate gender aware initiatives in practice.

Given the somewhat uneven research seeking to understand gender inequities it is hardly surprising that implications for practice are similarly uncertain and contested. The UK's Chartered Institute of Management note the top 5 development activities as perceived by men and women.

Rank	Women	Men
1	Business School Qualification	Business School Qualification
2	Professional body qualification	Chartered Manager
3	Coaching by line manager	Management Apprenticeship
4	Management/leadership programme	Professional body qualification
5	Coaching by external practitioner	Short course on management leadership

**Box 4: Top 5 development activities by gender (CIM, 2015)**

Their research shows that men and women report different types of development as being most effective. While business school and professional bodies' qualifications were among the top five most effective routes for both, coaching- either by the line manager or externally - was ranked among the most effective types of MLD by women, but not by men. Mentoring can also be hugely valuable for new starters within organisations (see also Box 5), especially shaping young women's early experiences of work. All the hard work to raise aspirations of school girls and provide positive messages of the world of work can be nullified if first experiences of the workplace are negative one (cf Carter and Silva, above). The CIM recommend women develop and utilise network membership.

**Box 5: Wyndham Hotels and Resorts: Meaningful Mentoring**

Several years ago, Wyndham spoke to female customers to learn about their travel needs. The company found that a woman might not want to have a hotel room on the ground floor due to safety concerns and might prefer a key without the room number on it. Those insights led Wyndham to create its Women on Their Way program, a resource for female travelers. The program was so successful that Wyndham decided to roll out a similar program for its female employees. The company's Women on Their Way associate business group now has 18 chapters worldwide, with more than 2,500 members. The global hotelier also supports women and diverse employees through mentoring programs, from one-on-one pairings to mentoring circles for groups such as women in IT or African American employees. Meanwhile, Wyndham's employee survey has also offered valuable insights indication, for example, that it is not natural for Hispanic women to raise their hand and say, 'I want more money,' or 'I want a promotion'. A Hispanic mentoring circle to learn more and to help them manage their careers in a corporate environment was introduced.

**Source:** <http://www.diversitywoman.com/best-100-companies-for-womens-leadership-development/>

**Identity:** Recent research focuses attention on 'leadership identity'. Ibarra et al (Harvard Business Review, 2013), for example, argue that people become leaders by internalising leadership identity and developing a sense of purpose. However, "integrating leadership into one's core identity is particularly challenging for women, who must establish credibility in a culture that is deeply conflicted about whether, when, and how they should exercise authority." Practices that equate leadership with behaviours considered more common in men suggest that women are simply not cut out to be leaders. INSEAD, the leading international business school, argue that women's leadership needs to integrate two streams of research; one on leader identity development and the other on the subtle forms of cultural and organisational gender bias : (INSEA, Taking Gender into Account, 2011). Leadership development for women needs to be framed as identity transition, addressing the impact of gender on the processes of claiming and granting

a leadership identity. They support women only programmes (see below) which they argue "foster learning by putting women in a majority position" and that this contrast to the more familiar male dominated work environment "can provoke powerful insights".

**Positive Action?** Whilst discrimination is outlawed in most countries of the world controversy arises over the use of legal measures to enforce and assist women's development. Interpretation of positive action differ. One favours a very wide meaning of the term; any measure going beyond the basic negative prohibition of (direct and indirect) discrimination. However, another view favours a much narrower meaning of the term. According to this view, positive action only includes measures that entail some type of preferential treatment for members of the group in a socially disadvantaged position. It is interesting to note initiatives within MENA, one of the regions with the least number of women in management and leadership positions (Box 6).

#### Box 6: Gender positive legal reforms in the MENA region

The MENA region introduced a number of gender positive legal reforms (mid-2013-mid 2015). Lebanon increased the length of paid maternity leave from 49 to 70 days. In Bahrain, the social allowance policy was amended to grant married women employees the same allowance as married men employees, and ensure gender equality in allowances at the time of marriage. In Saudi Arabia, the Ministry of Labour has supported the entry of women into a number of retail jobs. In Jordan, tripartite efforts are in place under the supervision of the Ministry of Labour and the Jordanian National Commission for Women to eliminate gender wage imbalances with the support of the ILO. Along with such legal reforms, governments have set up institutions to support women's economic empowerment. The Gender Balance Council in the UAE, for example, established early in 2015 to promote equality and opportunities for women at work.

Source: Women in Business and Management: Gaining Momentum in the Middle East and North Africa, ILO, 2016

Women only training or mentoring is an example of positive action. Such initiatives have created controversy but not nearly as much as the advocacy of quotas. 'The first cracks in the glass ceiling' were the headlines when the EU voted to impose legal quotas (40%) for women in the boardroom. Germany, France, Holland, Spain and Italy - as well as most of Scandinavia - already endorse quotas but the UK continues to block gender parity across the EU. They have the backing of some senior business figures. According to Helena Morrissey, the CEO of Newton Investment Management "Appointing women to boards on anything other than merit only creates an optical solution and does nothing to improve gender balance at management levels." The influential Davies report (2015) in the UK stopped short of recommending quotas but did advocate a "target" for a third of all board members in Britain's biggest companies to be women by 2020 (see also IFTDO News No 3, 2015).

#### Women's development as part of broader 'diversity' agenda

In an article acknowledging the 20th anniversary of the term 'glass ceiling' Weyer (Women in Management Review, 2007) notes the consistency of research which indicates gender identity and differences are acquired through various developmental processes associated with life stages, including early childhood and schooling. While social change over the past 50 years has been widespread, research has shown that it has not been followed by a change in gender stereotyping; there remains stability in sex typing of women and men. Thus, socialisation, together with the powerful 're-inforcing' affects of a gendered media contribute to a position which influences behaviours, self perceptions, career decision making and choices. An iniquitous landscape may be already established for many women before

they enter their first employment. The importance of a more holistic, inclusive and 'outreach' approach on behalf of organizations becomes all the more significant against the backdrop of such research. IFTDO member Saudi Aramco provide a 'best practice' case study demonstrating their commitment to all aspects of women's development and how this commitment to women's development extends into schools in the wider community.

#### Box 7: Women's Development in Saudi Aramco

Established in 2015 Saudi Aramco's Women Development and Diversity Division aims to ensure a strong pipeline of capable women entering the Saudi Aramco workforce, developing the company's female employees as professionals and leaders in their fields, and establishing an inclusive professional culture among Saudi Aramco's diverse workforce. The Division oversees all of Saudi Aramco's female development outreach programs. These include a STEM program with schools (STEMania); university seminars and forums for students about to enter the workforce; and the establishment of new technical degree programs and tracks for female high school graduates. The STEMania program was piloted at several public middle schools for girls, with three tracks that the girls could choose from: science, electronics and robotics. The program conducted workshops for 30 teachers on the subjects, who then taught the materials to over 300 students. The program included volunteers - STEMania Friends - who were female engineers and scientists from the Saudi Aramco workforce who talked to the students about studying STEM and STEM careers.

The Division oversee all in-house programs, which includes "Women in Business"; "Women in Leadership" and Alumni Seminars that continue the development of participants of these programs. In-house programs also include one-on-one mentoring and a new @WORK series for women, young professionals and employees from diverse cultures, covering the needs of the entire Saudi Aramco diversity spectrum. The "Women in Business" program began 6 years ago and has more than 1,100 alumni. The program focuses on the skills that are important for women at the beginning of their careers and includes topics such as Assertiveness, Work/Life Balance, and Inter-gender communication. The program is a first stepping stone for the development of these skills, with programs such as Mentorship and group-mentoring Circles, helping them to continue developing.

The third major function of the Division is Diversity Advisory & Measures, which aims to establish a diverse and inclusive culture in Saudi Aramco's workforce and departments. The function works closely with departments to produce their unique Diversity Scorecard and Health Index, which measures and tracks progress toward diversity indicators across the organization, including their hiring practices, the opportunities that are given to both men and women, and their retention statistics. The information that is used in these studies includes gender, age and nationality.

With acknowledgement to Sara Bassam, Communications, Saudi Aramco, for this case study.

Aramco's policy and practice on women's development is part of a broader diversity agenda. This point is important. Diversity isn't about a particular minority; it is about fully diversifying the wealth of experience and knowledge within a business. Important questions remain as to how much an organization can re-dress earlier gender stereotyping. However it is clear that the fundamentals of an approach towards diversity needs to be firmly part of a Board's 'state of mind'. Much the same can be said about any national HRD policy that seeks to embrace diversity. Whilst there is no 'one-size-fits-all' approach there is nonetheless sufficient research in the public domain to enable evidence based policies and practice to be developed and geared appropriately to the particular contexts and situations in which gender-based gaps disparities prevail.

**Ed Note:** This Spotlight article is in recognition of International Women's Day, 8th March, 2016. See also <http://www.internationalwomensday.com/>

## Global unemployment

Continuing high rates of unemployment worldwide and chronic vulnerable employment in many emerging and developing economies are still deeply affecting the world of work, warns a new ILO report. The final figure for unemployment in 2015 is estimated to stand at 197.1 million and in 2016 is forecast to rise by about 2.3 million to reach 199.4 million. An additional 1.1 million jobless will likely be added to the global tally in 2017, according to the ILO's World Employment and Social Outlook - Trends 2016 (WESO). The significant slowdown in emerging economies coupled with a sharp decline in commodity prices is having a dramatic effect on the world of work," says ILO Director-General Guy Ryder. Many working women and men are having to accept low paid jobs, both in emerging and developing economies and also, increasingly in developed countries. And despite a drop in the number of unemployed in some EU countries and the US, too many people are still jobless. "We need to take urgent action to boost the number of decent work opportunities or we risk intensified social tensions," he adds. Emerging economies are being worst hit; the employment outlook has now weakened in emerging and developing economies, notably in Brazil, China and oil-producing countries.



The authors of WESO also document that job quality remains a major challenge. While there has been a decrease in poverty rates, the rate of decline in the number of working poor in developing economies has slowed and vulnerable employment still accounts for over 46 per cent of total employment globally, affecting nearly 1.5 billion people; with peaks in Southern Asia (74 per cent) and sub-Saharan Africa (70 per cent). The report also notes that the lack of decent jobs leads people to turn to informal employment, which is typically characterized by low productivity, low pay and no social protection. "This needs to change. Responding urgently and vigorously to the scale of the global jobs challenge is key to successful implementation of the United Nations' newly adopted 2030 Agenda for Sustainable Development," concludes Ryder.

*World Employment and Social Outlook - Trends 2016. Available at: [http://www.ilo.org/global/research/publications/WCMS\\_372894/lang-en/index.htm](http://www.ilo.org/global/research/publications/WCMS_372894/lang-en/index.htm)*

## CEDEFOP highlight skills mismatches across Europe

More than one in four (27%) European employees are in dead-end positions with skills higher than needed to do their job and limited potential to grow. At the same time, 22% of employees say that their skills have not developed since they started their current job. These are some of the findings of Cedefop's European skills and jobs (ESJ) survey. The findings caution that the prolonged economic downturn is threatening the long-term potential of the EU's human resources. A greater share of recent job finders has entered into jobs that need lower qualifications and skills than their own. The unemployed also run a greater risk of misplacement into jobs of lower skill intensity. More than one in five EU employees has not developed skills since they started a job, as over one third of EU jobs are characterised by poor task complexity and lack of continued learning. 40% of adult employees only need basic literacy skills to do their job, 58% need only basic numeracy and 33% of jobs in the EU require only basic ICT or no ICT skills at all. Cedefop's research report argues that "good jobs are needed to develop good skills". It indicates that skill demand is low and stagnant for many European workers. "Skills are Europe's competitive advantage. High-quality jobs can reduce skill mismatch, ensure skill development and improve



## Box 2 : What is skill mismatch?

Employers unable to find the right talent, despite offering competitive wages, face skill shortages. Skill gaps arise where the skills required are unavailable in the workforce, for example, due to technological advance. Over or under qualification is where individuals take jobs that do not match their qualifications. People are over or under-skilled where, whatever their qualification level, their skills do not match their job.

Source: Cedefop, 2016

competitiveness". The report argues that organisations could do more to utilise better the skills available, through job design and re-organisation of work. It also calls for policy action to generate not only more skills but also, crucially, better jobs for better-matched skills.

Commenting on the results of the survey Cedefop Director James Calleja said: "Skill mismatch mirrors a mismatch between education and employment. Employers need to get involved in education, and educators should play a bigger role in employment. This should be our next policy debate - building a policy highway from education to employment."

*Skills, qualifications and jobs in the EU: the making of a perfect match? Evidence from Cedefop's European Jobs and Skills Survey, 2015*

## ILO Launch Youth Development initiative

Amid the global youth employment crisis - characterized by unprecedented levels of unemployment, poor quality and low paying jobs - the UN system is launching an ambitious initiative to generate decent jobs for youth and to assist in their transition from school-to-work. The Global Initiative on Decent Jobs for Youth was launched in January at the UN Youth Forum. The initiative is described as a "unique partnership with governments, the UN system, businesses, academic institutions, youth organizations and other groups to scale-up action to create new opportunities and avenues for quality employment in the global economy" and "assist young people in developing the skills needed to compete in today's job market". ILO data suggests that two out of every five young persons of working age are either unemployed or in jobs that don't pay enough to escape poverty. The trap of working poverty affects as many as 169 million youth. In low-income countries, the situation is even worse where nine in ten young workers remain in informal employment which is sporadic, poorly paid and falls outside the protection of law.

In consultation with governments, the initiative will coordinate employment and economic policies for job growth and social inclusion and protect labour rights to ensure that young people receive equal treatment. The Initiative will make full use of the expertise of participating UN entities and other partners by focusing on "green jobs" for youth, quality apprenticeships, digital skills and the building of "tech-hubs", support young people in the rural economy, facilitate transition from the informal to the formal economy and promote youth entrepreneurship.



A short You Tube video is available here <https://www.youtube.com/watch?v=f6BrGrYSn6U>

## Partnership with African Union Commission

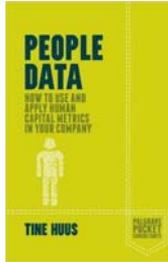
In a related development The International Labour Organization (ILO) is partnering with the African Union Commission in promoting the work achieved towards job creation and youth economic empowerment in the region. The High Level Intergenerational dialogue between African leaders and African youth was held on the sideline of the upcoming AU Summit of Heads of State

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## PUBLICATIONS, RESOURCES AND CALENDAR

### People Data: How to use and apply human capital metrics in your company; Tine Huus; Palgrave Macmillan, 2015

The central argument in Huus's book is that if business aspires to make better people decisions and take more targeted people actions they must utilise human capital metrics. People Data seeks to demystify and simplify the process of understanding and working with human capital metrics. The author is at pains to point out that it is not about Big Data systems but rather about the capability of identifying business-specific people challenges, starting to measure them, and moving on to making data-supported, informed, and future-proof people decisions. The author notes that we are yet to see a global standardized measurement framework and approach for people processes as we have for financial processes but states "this should not deter us from scoping human capital metrics for our companies and becoming evidence-driven and analytical around people decisions". Huus suggests that human capital measurement equals talent measurement; a means by which to generate useful information on issues ranging from onboarding, training and development, leadership and culture. There is a tension between 'measurement' and human resource development. Not all development activities in organisations are easily 'measured'. Huus recognises this and offers a sensible and thoughtful guide. It includes a chapter on Metrics for Sceptics/. The book includes an easy-to-apply set of key metrics that managers can use in their daily leadership and management tasks, as well as examples of how to understand, share, and act on human capital metrics.



### Moving the employee well-being agenda forward; CIPD, 2016

In this collection of 14 thought pieces, experts reflect on the business case for well-being, turning theory into practice, measuring employee well-being and the need to focus on good mental health in the workplace.



CIPD research suggests many organisations are still not prioritising health and well-being, which signals a need for advocate employers, policy-makers and academics to help employers retain a focus and to better articulate and communicate the possible mutual benefits of doing so. Through this collection of thought piece contributions, the extent of the shared value that can be realised from taking action is debated.

The collection is structured into four parts:

- Well-being: good for employees, good for business?
- Turning the well-being theory into practice
- Measuring employee well-being
- Good mental health is everyone's business

The report can be downloaded from <https://www.cipd.co.uk/hr-resources/research/moving-employee-well-being-agenda-forward.aspx>

### World Employment and Social Outlook, ILO, 2015

The latest thematic edition of the World Employment and Social Outlook 2015 focuses on the transformation of the employment relationship. The report, entitled The Changing Nature of Jobs, finds that the standard model of wage and salaried



employment, entailing work on a permanent contract is less and less the norm. Today, less than one in four jobs corresponds to that model. The report also examines the implications of these changes for the economy and society, notably with respect to productivity trends, aggregate demand and income inequalities. The resource can be downloaded here:

[http://www.ilo.org/global/research/publications/WCMS\\_372894/lang-en/index.htm](http://www.ilo.org/global/research/publications/WCMS_372894/lang-en/index.htm)

### Human Resource Development in SMEs: A Systematic Review of the Literature



Ciara T. Nolan and Thomas N. Garavan, International Journal of Management Reviews, Vol. 18, 2016

Cumulative research on HRD in SMEs remains relatively low when compared to HRD generally. This paper reports a systematic literature review (SLR) to synthesise research in this area. A disciplined screening process resulted in a final sample of 117 papers published in 31 journals from 1995 to 2014. The synthesis of these empirical and theoretical studies revealed that: (a) the literature utilises a narrow range of theoretical and conceptual perspectives; (b) HRD is being investigated across a variety of SME contexts, themes and units of analysis; (c) researchers define HRD in multiple ways and use a diverse set of measures of HRD activity; (d) there is significant potential for future research across the SME and HRD disciplines, SME settings and beyond existing theoretical perspectives. The article offers suggestions for further advancing the development of this area of research in terms of theory, content and methodology.

Ed Note: The full article is currently available free at: <http://onlinelibrary.wiley.com/doi/10.1111/ijmr.12062/pdf>

### Calendar

IFTDO Regional Conference; Human Resources: Development and Return on Investment; 10 - 11 April, Amman Jordan. Further details from: <http://gc-jordan.com/en/firstscientificconference/>

ISPI, The Performance Improvement Conference, 10-12 April, Philadelphia, USA Details from: <https://www.ispi.org/>

CIPD Learning & Development Show, 11- 12 May, London. Details from: <http://www.cipd.co.uk/events/learning-development-show>

ATD, International Conference & Exhibition, 22-25 May, Denver, USA. Preferential rates for IFTDO members, quoting delegation code 210602047. Details from [www.atdconference.org](http://www.atdconference.org)

17th International Conference on HRD Research and Practice Across Europe (UFHRD Annual Conference). Conference theme: Leadership, Diversity and Changing HRD Practices in a Global Context; 8 - 10 June, Manchester Metropolitan University, UK. Details from: <http://www.business.mmu.ac.uk/ufhrd/>

Cyprus Human Resource Management Association, Annual Conference, 15 June. Further details from: [info@cyhrma.org](mailto:info@cyhrma.org)

Universities Association for Lifelong Learning Work & Learning Network; The Changing Nature of Learning Through Work; 24 June, Oxford, UK. Details from: <http://www.uall.ac.uk/>



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



### HRD News and Research .....

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and Government (30-31 January 2016, African Union Headquarters, Addis Ababa in Ethiopia). The aim was to highlight reforms to be undertaken from education to apprenticeships as well as youth entrepreneurship programs and national employment policies. The dialogue, held under the theme "Harnessing the Demographic Dividend in Africa: towards the realization of Sustainable Development Goals and AU Agenda 2063", focused on engagement of young Africans with Heads of States and Governments, continental and global leaders of key institutions with key youth constituencies including university students, National Youth Councils, social justice actors, and the African diaspora.

### Restless Millennials

During the next year, if given the choice, one in four Millennials would quit his/her current employer to join a new organization or to do something different. That figure increases to 44 % when the time frame is expanded to two years. By the end of 2020, two of every three respondents hope to have moved on, while only 16% of Millennials see themselves

with their current employers a decade from now. This remarkable absence of loyalty represents a serious challenge to any business employing a large number of Millennials, especially those in markets like the United States where Millennials now represent the largest segment of the workforce.

In each of the 29 countries where Millennials were surveyed, a majority believe they will have left their organizations before 2020 has passed. The %ages range from the low 50s in Belgium (51%), Spain (52%), and Japan (52%) to more than three quarters in Peru (82%), South Africa (76%), and India (76%). In general, the intention to move on is greater in emerging (69%) rather than mature economies (61%). Regionally, Latin America (71%) has the highest figure and Western Europe (60%) the lowest. Meanwhile, within the regions, we see outliers that suggest this is not merely a function of the current economic climate. For instance, in the UK, 71% indicate an expectation of moving on.

*Deloitte Millennial Survey 2016; See also <http://www2.deloitte.com/cn/en/pages/about-deloitte/articles/pr-global-millennials-survey-2016.html>*

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