



International Federation of
Training and Development
Organisations

IFTDO NEWS

No. 4 of 2025 | DECEMBER 2025



52nd IFTDO WORLD CONFERENCE & Exhibition 2026

1-3 December, 2026 , Bahrain





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CONTENTS

No. 4 of 2025 | DEC 2025

INDEX

- 01 Editorial
- 02 Message from IFTDO Board Chair
- 04 President's Desk
- 05 Honorary Secretary General's Report
- 06 Some Reflections on Efforts at Reinventing the Organization'
- 08 Reinventing the Organisation: Shifting from a Hierarchical Set-up to an Agile Environment
- 10 Building Future-ready Leaders In An Age Of Disruption
- 12 Making Reinvention Work: Why Major Change Efforts Fail and How to Turn the Tide
- 14 Accreditation As A Catalyst For Reinventing The Global Training & Development Community
- 16 Sustainability and Purpose Driven Transformation: A Strategic Imperative for Modern Organisations
- 18 The Value of Inclusion: Impact of Inclusive Leadership on Organizational Performance Mediated by Employee Engagement and Innovation Climate
- 20 Employee Empowerment & Capability Building:
- 22 People 5.0: Shaping Future Workforce
- 25 Constructing 21st-Century Public Service Training through Case-Based Teaching and Action Learning
- 27 About Eastern India Regional Conference (ERC - 2025)
- 29 Iftdo Enters Into Collaboration With The Covenant University, OTA, OGUN STATE, NIGERIA.
- 30 Around The World Trilogy Report
An Emergent Movement In Human Development
- 32 Smarter Together: Re-Humanising Learning and Leadership in the Age of Artificial Intelligence
- 34 The Purpose-Driven Pivot: Reinventing the Organisation for the Green Economy-Insights from the IFTDO Global Platform
- 35 ISTD opens its 54th Chapter at Moradabad(UP) India.
- 36 Letter to the Editor
- 37 Executive Board of Directors IFTDO 2025

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

**Dr. Avinash Chandra Joshi**

Editor IFTDO News

☎ +91 94565 90002

✉ acjoshi.iftdo@gmail.com

Editorial

Dear esteemed members,

As we move into the final quarter of 2025, the year leaves behind continuing regional conflicts, tariff tensions, and extreme climate events that tested global preparedness and cooperation. These disruptions, combined with rapid digitalisation and changing workforce expectations, compel organisations to ask a fundamental question: Are we prepared for the world ahead, or merely continuing what we have always done?

Reinvention now means moving beyond rigid hierarchies towards agile, learning-centred systems that emphasise sustainability, ethics, and social value rather than purely economic performance. Technology, artificial intelligence, and automation are reshaping processes and decisions, yet genuine transformation remains deeply human—anchored in meaning, creativity, and responsible use of technology.

Culture therefore becomes the decisive element. Modern organisations must encourage experimentation, collaboration, and continuous learning. Learning and development must evolve from periodic training into capability building and personalised learning ecosystems powered by new tools. With multiple generations working side by side, seeking purpose, autonomy, and well-being, fairness, inclusion and diversity have become essential pillars of institutional renewal.

In this challenging context, IFTDO has a special responsibility. As a global network of development professionals, we must champion progressive learning approaches, promote ethical and inclusive practices, and guide institutions in building future-ready talent and leadership. By connecting ideas, sharing research, and supporting innovation across countries, IFTDO can help shape the direction of organisational development worldwide.

Ultimately, reinventing the organisation is a continuing mindset rather than a one-time redesign. The most resilient institutions will be those that evolve their thinking, culture, and human focus—creating relevance and value for both today and the future world we are rapidly entering.

I wish to extend warm wishes for a Merry Christmas and happy New Year to our global fraternity. May the coming year inspire learning, innovation, and purposeful leadership. Thank you for being part of our shared journey of growth and development worldwide.

Dr. Avinash Chandra Joshi

Editor IFTDO News





Dr. Patti P. Phillips
Chair, IFTDO

Chief Executive Officer
ROI Institute, Inc.
Tel: +1 205-678-8101
patti@roiinstitute.net

IFTDO Board Chair's Message

Reinventing the Organisation: A Human Imperative

A Message from the Chair, IFTDO Board of Directors

When we chose "Reinventing the Organisation" as our theme for this quarter's newsletter, we knew we were addressing something both urgent and timeless. Organisations have always needed to evolve in order to create value. What makes this moment different is the speed, scale, and complexity of transformation required—and the risk that in our race to modernize, we might lose sight of what makes organisations truly valuable - the humans within them.

This newsletter arrives at a pivotal moment. Artificial intelligence promises to revolutionize how we work. Digital transformation reshapes entire industries overnight. Yet amid all this change, one truth remains constant: **organisations don't reinvent themselves. People do.**

The Urgency Is Real

The need for reinvention isn't theoretical—it's playing out in real time. Leaders worldwide are experiencing 56% more disruptive change than their teams and facing unprecedented burnout. Global employee engagement has fallen, draining billions in productivity from the world economy.

We are asking people to lead differently while trapping them in systems designed for a world that no longer exists. As talent development professionals, we face a paradox. We have access to more tools than ever, yet as my colleague and IFTDO Executive Director, **Cosiamo (Peter) Bavuso** reflected after our recent ISTD x IFTDO dialogue, we must ask: **Are we becoming smarter together, or just faster alone?**

Reinvention is not simply about adopting new technologies. It's about rethinking how we enable human potential so people can contribute their best work—not in spite of change, but because of how we navigate it together.

In this issue, **Cosiamo (Peter) Bavuso** takes us deeper into this human architecture through his reflection on the Around the World Forum Trilogy. He describes how thinking, measuring, and transforming—brought together through the work of CPR—form an emergent global movement in human development. His article reminds us that when we honor cognitive diversity, design humane measurement, and facilitate with presence, we create the conditions for genuine reinvention, not just change for its own sake.

Beyond the Resume: The Human Architecture

When organisations transform, they often focus on "Resume virtues"—competencies and tasks. These matter, but they are only one dimension. True reinvention requires us to attend to the full architecture of human performance: trust, meaning, and relationships.

This is why so many transformation efforts fail. As **Dr. Jack Phillips** explores in his article in this issue, organisations often jump to the "how" of change—new systems and structures—without first establishing a compelling "why" grounded in measurable business needs. Without that foundation, we create programs that are technically sound but humanly hollow.

Capacity Versus Capability

A critical insight in this issue comes from distinguishing between capability (skills) and capacity (energy and space). **Dr. Holly Burkett's** research reveals a stark reality: managers are overloaded, with 51% more responsibilities than they can handle. We can train people in new skills, but if we pile change upon change without removing existing burdens, we drain the energy they need to apply that learning.

Reinvention isn't just about what we add; it's about what we are willing to remove to create the space for change.

The Leadership We Need Now

During our recent global dialogue, **Dr. Vinayshil Gautam** reminded us: *"Leadership is a passing phenomenon. Many who thought themselves eternal are forgotten by history."*

If leadership is transient, it must be agile. **Dr. Ranjan Mohapatra** writes in these pages about shifting from rigid hierarchies to agile environments where decision-making flows to where the information lives. This requires leaders who can name what's not working and help colleagues navigate uncertainty.

As you read through this issue, you will see this theme echoed across different contexts. **Dr. Tommy Tan** argues that sustainability must move from a compliance metric to a core purpose, while **Dr. Femi Bolaji** explores how true empowerment builds the capability for future readiness.

How Do We Keep the Human at the Center?

Technology can make us faster. Data can make us informed. But none of these matters if we hollow out the human elements that make organisations worth belonging to. When people feel like tourists rather than builders in their own organisations, innovation stalls and engagement evaporates.

For organisations seeking to anchor their transformation in excellence, **Dr. Wafaa Haidamous Hallassou** outlines how IFTDO's Accreditation System provides a pathway. Whether evaluating governance or program design, accreditation offers the framework to support genuine reinvention—not just superficial change.

An Call to Action

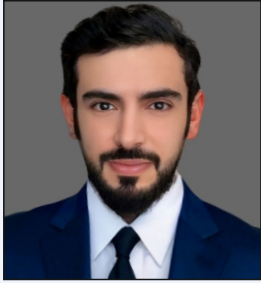
As you read these articles, reflect on your own organisation's journey. Where are strengths being underutilized? What would help your people move from feeling like tourists to feeling like builders?

Reinventing organisations is complex work. We won't always get it right on the first attempt. But if we stay grounded in our commitment to work smarter together, we can create organisations worthy of the people who give them their time, talent, and trust.

The future of work is being written right now. Let's make sure it's a future that honors what makes us human—that's the real value of the work we do.

Patti P. Phillips

Board Chair
IFTDO

**Ahmed Al Zayani**

President IFTDO
President of Bahrain Society
for Human Capital
Management

President's Desk

The Great Reset: Reinventing the Organisation in the Kingdom of Bahrain

It is with immense pleasure and great anticipation that I extend my warmest welcome to all delegates, partners, and friends of the International Federation of Training and Development Organisations (IFTDO). As President, I am thrilled to announce that our next global event will be hosted in the Kingdom of Bahrain—a land where ancient history meets dynamic modernity, and where the spirit of radical transformation is deeply rooted in a culture of profound hospitality.

IFTDO has always been dedicated to the advancement of Human Resources Development (HRD) on a global scale. In an era of rapid technological and societal change, the opportunity to convene in a place like Bahrain provides a unique crucible for thought. Here, we will explore cutting-edge strategies for organisational restructuring, cultural renewal, and agility. This event will focus on how HRD can become the catalyst for a complete institutional reinvention, all while drawing inspiration from a nation that has mastered the art of continuous transformation.

Bahrain, "The Pearl of the Gulf," is a bridge between East and West, renowned for its centuries-old trading heritage and forward-looking economic vision. Our time here will not only be rich in professional learning but also in cultural exchange, offering us a living example of how to pivot and prosper. I encourage you to immerse yourselves in the graciousness of the Bahraini people and the beauty of their island nation.

Let us gather in Bahrain next year to share, learn, and forge partnerships that will redefine and reshape the global organisation for the decades to come.

Welcome to the Kingdom of Opportunity. Ahlan wa Sahlan!

Warm regards,
Ahmed Al Zayani
President
IFTDO

**Dr. Uddesh Kohli**

Hony. Secretary General,
IFTDO

☎ +91 9811273142

✉ sg@iftdo.net

HONORARY SECRETARY GENERAL'S REPORT

Board Meeting – The Board had meetings virtually on September 4 and October 16, 2025. The Board considered amendments to the Articles of Association of IFTDO.

52nd IFTDO World Conference:

The 52nd IFTDO World Conference will be hosted by the Bahrain Society for Human Capital Management in December 1–3, 2026, at Bahrain, on the Theme 'Empowering the Future Leaders through Technology'. More details will be shared with the members soon.

New Members: Following new Members have joined since last Newsletter:

Full Member:

Marg Business Transformation Private Ltd, India–Sep 2025

Associate Member:

San Jose State University, California, USA– Dec 2025

Webinars: Following Webinars have been organized:

1. August 26, 2025— Shaping the Future Workforce: A People–Centered Transformation– by Sheikh Faleigh bin Sheikh Mansor — Immediate Past President, IFTDO
2. October 14, 2025– Culture of Learning at Omantel — by Dr. Ghalib Al-Hosni Chair of the Board, Oman Society of HRM (OSHRM)
3. October 22, 2025– IFTDO Accreditation, by Dr. Wafaa Hallasou
4. November 18, 2025–Emerse into Emergenetics® — Unlocking Thinking + Behavior for Human–Centered Leadership, by Cosiamo (Peter) Bavuso
5. November 25, 2025– Living Life with ROI — Turning Data into Decisions and Purpose into Performance, by Patti P. Phillips
6. November 28, 2025– Turning Local Talent into Global Trade–by Gabe Hambda, IFTDO Full Member, Founder, ICATT Consulting
7. December 9, 2025–The Magic of Serfi369 — From Technique to Transformation (Pre–Book Launch), by Hon. Prof. Roy Lai

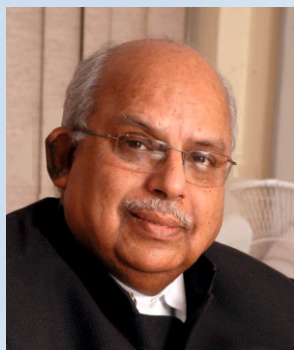
IFTDO Hub: IFTDO Hub was launched on September 30, 2025. It is available on IFTDO website which has changed from iftdo.net to iftdo.org.

Dr. Uddesh Kohli

Hony. Secretary General

PERSPECTIVE COLUMN

Some Reflections on Efforts at Reinventing the Organization'



Vinayshil Gautam, PhD; FRAS (London)

Founder Director, IIM-K; 1st Head, Management Dept, IIT-D
Leader Consulting Team, IIM-Shillong;
1st Hon. Dean KPMG Academy)
Chairman,
DK International Foundation, 'Sharan'
'O'-27, South City 1,
Gurgaon 122001, Haryana

☐ +91 9871804488

✉ gautamvinay@hotmail.com

Any literate individual is aware that for every moment in a living entity, there are a large number of cells being destroyed and a large number of cells being created. Quite simply, every moment, every living being is 'reinventing' itself. However, when a phrase such as 'reinventing an organization' is used, it has a meaning larger than in the preceding sentence. It means the organization is being led forward in a purposeful way with a sense of direction in conjunction with the processes of change. It is just the choice of direction and pace that requires reflection and considered action.

When applied to living organizations, the assumption is that the direction and pace of change can be set, up to a point. It is this direction and pace which engages formal and deliberate attention, and it is this which requires considered thought:

a theme to which this number of the newsletter is dedicated.

The subject matter of change is organizations dealing with training and development. To the extent possible, what it requires is documentation of reflections and experiences that may be worth sharing under this theme. This will enable those seeking to manage change therein to focus on specific change points and possibly have some takeaways.

It is common knowledge that to be relevant to the changing environment, each organization needs to change. To be able to train for institutional change, obviously, the first priority has to be on the goals that have to be achieved and the period of time in which they could be achieved. It is important to realise that goals cannot be frozen.

They are essentially dynamic in nature. Hence, the obvious conclusion is that change itself has to be envisioned as a dynamic process. Dynamism is a recognizable movement but with a constant core. This is what becomes, a little tricky, not only to understand but also to enunciate.

Perhaps a good analogy can be an individual who, from a certain phase in his life recognizes his own dynamism, and is conscious that he is changing. He is changing physically in terms of not only his features and internal systems but also his cognitive preferences. To understand this, life has been divided into phases. Each phase is very often arbitrary, but its categories help define the instruments and their practice. The way a teenager responds to change will be different from the way early



adults respond to change, which in turn will be different from the way maturing adults respond to change. Each requires certain insights relevant to the subject matter concerned.

Put simply, change becomes a very personalized effort. A planned change, therefore, requires being alive to the nature of the subject and awareness of what aspect one is trying to change. Illustratively, when developing as an athlete, one may want to change the functional effectiveness of certain limbs, certain muscles, and indeed certain tendons. Hence, change becomes a very personalized affair and can only be judged by the result it produces. The same story applies to organizations because each organization, if it is a functioning one, is a living entity with its board, its communication channels, its decision centers, and indeed its action centers.

The above expectation is an elaborate one and requires professional insights which few are able to gather. To give an illustration, some people believe that changing the channel of fund flow or the nature of decision centers is good enough change. Change it is, but by themselves, these interventions may not be durable. Durability is an important requirement of institutional change. Popularly speaking, when one talks of reinventing the

organization in current times, the focus is on digital transformation and future technologies. This is a relevant concern and needs proper attention. The point that is often missed is that not all technologies are needed by all organizations at all levels. Consider, for example, the nearly 9 percent of India's population which is tribal; they have a proven track record of successfully surviving for millennia with their economic and social systems weathering all change. Not all of them are faced with concerns of digital transformation or are technology-oriented. Many of them are still surviving through physical effort. This subject matter needs a detailed elaboration, which may not be available within the limitations of this text. The danger of pursuing the so-called best and latest for everyone needs to be avoided in planning for change, especially when it comes to reinventing the organization. Similarly, the reinvention of leadership may

mean not just a change in leadership but the design of a new entity of leadership for the community at large.

The above are some concerns to be kept in mind while looking at the process of reinventing the organization.

The narrative will unfold itself in a context- and time-specific manner, and doing that will be the best guarantee for a successful reinvention of any organization. It is certainly true for a training and development organization.

The present experiments of change in IFTDO are a tell-tale story of cautious steps forward, and it may be everyone's gain to follow that, to understand it and learn from it. Learning from observation may be the message that the present IFTDO experiment seems to be powerfully putting across.





Dr. Ranjan Kumar Mohapatra

Chairman, Advisory Committee, IFTDO

The traditional, pyramid-shaped hierarchy, a model rooted in the Industrial Revolution's emphasis on control and efficiency is fundamentally ill-equipped to handle the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) or **BANI** (Brittle, Ambiguous, Non-linear & Incomprehensible) of the 21st-century market. Today, the lifespan of a business strategy is measured in days or months, not in years and the demand for personalized, rapid customer solutions is relentless. In response, a profound organizational reinvention is underway: the shift from a rigid, functional Hierarchical Set-up to a fluid, customer-centric Agile Environment. This transformation is not merely about adopting a new project management methodology; it is about rewriting the operating system of the entire enterprise to prioritize speed, adaptation, and value delivery.

The Cracks in the Pyramid: Why Hierarchies Fail

Hierarchical structures, defined by their rigid chain of command and silos, were built for stability and repeatability. Although they proved great in those circumstances then, their core limitations are now proving fatal in dynamic environments:

1. Slow Decision-Making: Information and requests must travel vertically up and down the

pyramid, bottlenecking at senior leadership layers. This leads to crucial decisions taking weeks or months, a fatal delay when competitors are moving in days.

2. Functional Silos: Employees are organized by function, creating walls that hinder collaboration. Value often flows horizontally across these silos, but the organization is only optimized vertically. This results in poor handoffs, duplicated effort, and a lack of accountability for the end-to-end customer experience.

3. De-Powered Employees: Power is concentrated at the top. Employees on the frontline, who possess the most detailed knowledge of customer needs and operational problems, are relegated to execution and must seek approval for even minor changes. This stifles innovation and morale. In essence, the hierarchy is a system optimized for **control and command**, whereas the modern market demands **adaptation and speed**.

Defining the Agile Organisation: A System of Flow

An Agile organisation fundamentally reorganizes around the **flow of value** to the customer, rather than the flow of command up and down the management chain. It replaces static roles and departments with dynamic, cross-functional teams.

The key characteristics of this new structure are:

1. Cross-Functional Teams (The Atoms of Agility)

Instead of relying on individuals from separate departments, work is performed by stable, **end-to-end**



teams (often called Squads or Tribes). These teams possess all the skills, resources, and authority needed to deliver a complete product or service increment. By eliminating the need for handoffs between silos, the team's velocity increases dramatically, and they own the outcome from conception to deployment. The team itself becomes the primary unit of accountability.

2. A Lean Governance Layer (The Backbone)

The middle management layer is radically redesigned. Its function shifts from telling people what to do to enabling the teams to succeed. Managers become **servant leaders** and **Agile coaches**, responsible for removing impediments, mentoring talent, ensuring technical standards, and managing the interfaces between teams. The focus shifts from managing tasks to managing the system and the talent.

3. Rapid Learning Cycles (Build, Measure, Learn)

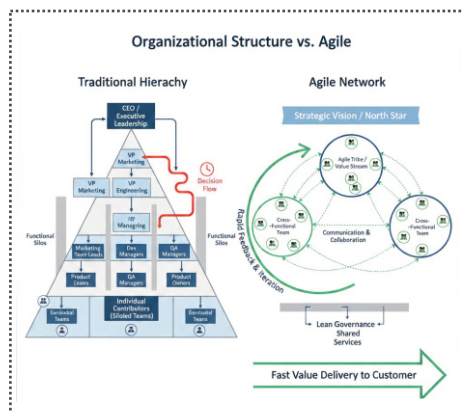
Agile organisations operate on short, iterative cycles (**Sprints**). This allows them to quickly prototype, gather real-world

customer feedback, and pivot if necessary. This **Build-Measure-Learn feedback loop** allows the organisation to fail fast, reducing the risk of a billion dollar misstep by correcting course after a say a thousand dollar experiment. This continuous flow of small, validated increments is the engine of competitive advantage.

Visualizing the Shift: Hierarchy vs. Agile Structure

To better understand the transformation, consider the fundamental difference in how traditional and Agile organizations are structured:

- ◆ **Traditional Hierarchy:** Characterized by vertical reporting lines, functional departments (silos), and decision-making concentrated at the top, leading to slower information flow and execution.
- ◆ **Agile Network:** Features cross-functional teams organized



around value streams, rapid communication, and a shared strategic vision, enabling faster feedback and continuous delivery of value.

The Pillars of Transformation: A Systemic Change

Converting an existing hierarchical Organisation to an Agile one is not easy. The shifting requires tackling three core pillars simultaneously:

A. Structure and Operating Model

The organisation must define the "value streams", the sequential set of activities required to deliver a product or service. The new structure must align teams directly to these streams. This often involves creating large, persistent units like "Squads" of "Tribes" or "Trains," which are collections of small, synchronized Agile teams working toward a shared strategic goal or a shared purpose. This structural alignment ensures that resources and focus are always dedicated to customer value.

B. Culture and Leadership

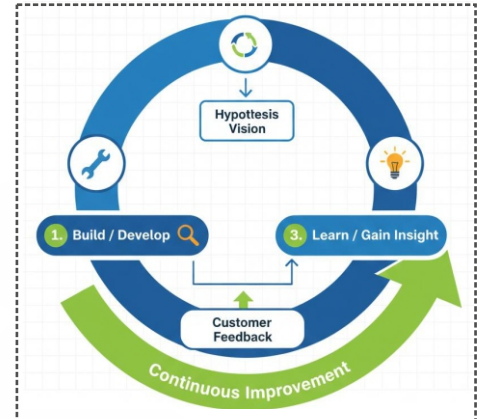
This is the hardest shift. Agility requires a culture of **psychological safety**, where individuals feel safe to raise problems, admit mistakes, and challenge the status quo without fear of punishment. Leaders must embody **transparency**, communicating strategic intent clearly so empowered teams can make decisions aligned with the overall goal, without constant top-down direction. The cultural mantra changes from "Do as you are told" to "Be accountable for the outcome."

C. Technology and Tools

Agile methods rely on a modern, modular technology stack. The shift is from monolithic, hard-to-change systems to **microservices** and **cloud-based architectures**. This technological flexibility, often powered by **DevOps** practices, is essential. If the organisation can't deploy code rapidly and frequently, the structural changes will be pointless. Technology must support the culture of rapid experimentation.

The Agile Learning Cycle in Action

Central to Agile success is the continuous cycle of learning and adaptation:



This illustrates how an initial **Hypothesis/Vision** drives development (**Build/Develop**), leading to a product or feature that is then released to gather **Customer Feedback**. This feedback is then used to **Learn/Gain Insight**, which in turn refines the hypothesis and fuels the next cycle of **Continuous Improvement**. This iterative process is what allows Agile organizations to rapidly adapt and deliver optimal value.

Conclusion: Agility as a Survival Imperative

The transition to an Agile environment is messy, non-linear, and requires deep commitment from the top. It is a fundamental **reinvention**, a tectonic shift that requires shedding the illusion of control that defined the 20th century. For organisations facing intense disruption, the choice is no longer between **being Agile and not being Agile**; it is increasingly a choice between **Agility and Obsolescence**. By dismantling the bureaucratic bottlenecks of the hierarchy and empowering small, focused teams, organisations can unlock the speed, resilience, and adaptive capacity required to thrive in the face of continuous market change, securing their future in the digital age.

A simple **Step** today can lead to a big **Leap** tomorrow.



Holly Burkett PhD, SPHR, CRP, SCC
Consultant, Coach, Speaker, Author
Phone: 530-400-8875
Email: holly@hollyburkett.com
Website: <https://hollyburkett.com>

The modern workplace is a landscape of constant upheaval. Between rapid AI integration, economic uncertainty, flattening hierarchies, and evolving workforce expectations, employees everywhere are stressed and stretched thin. [Leaders and managers](#) are particularly vulnerable, experiencing 56% more disruptive change and higher burnout than employees.

With stress and burnout rising, leaders' engagement is declining; [from 30% to 27% in 2024](#) according to Gallup. When leaders disengage, their teams do the same. Over the past year, worldwide engagement dropped [from 23% to 21%](#), siphoning about \$438 billion in productivity from the global economy.

Leaders' disengagement and burnout intensifies when they're stuck in organizations whose expectations have not changed with the times. For example, in a

[Predictive Index and HR Dive survey](#), 86% said that their views of what makes a successful people leader have changed in the last five years while their organization's views have not.

Organizations expect leaders to drive engagement and performance, yet leaders need organizational support to succeed. Talent professionals can increase leaders' support with enabling strategies that focus on reinventing leadership development, building capabilities and capacity, and

fixing systemic barriers.

Reinvent Leadership Development

Leadership isn't what it used to be. Building future-ready leaders demands a shift from traditional command-and-control paradigms to more human-centered, adaptable, systems-savvy approaches that mirror today's workplace realities. This requires new capabilities:

- ◆ **Adaptability and Learning Agility:** Especially critical as AI reshapes workflows.
- ◆ **Systems Thinking:** To navigate complex, interconnected environments.
- ◆ **Emotional Intelligence:** Including empathy, inclusion, and trust-building skills.
- ◆ **Growth Mindset:** Embracing challenges as opportunities.

A focus on connection, coaching, and care is equally critical.

Connection: With teams more scattered and workloads



expanding, routine support systems break down and isolation ramps up. To buffer stress, leaders must get more intentional about building connections. A sense of connection translates to higher levels of engagement, productivity, and resilience. Promote regular check-ins, periodic "pulse checks," and "no-agenda" meetings to help leaders strengthen connections.

Coaching: At Biogen, senior leaders act as coaches to model

human-centered leadership behaviors that inspire trust and psychological safety within smaller cohorts of managers. Gallup's research shows that coaching raises manager performance by 20-28% and contributes to better stress management and lower burnout. Employees who report to effective manager-coaches are also more engaged and less likely to leave their organizations.

Care: Organizations like Mozilla, Microsoft, and Kern Health Systems develop "human-centered" leaders who prioritize well-being for themselves and their employees. This includes providing leaders with tools and guidelines for detecting stress and burnout in employees, setting boundaries, having difficult discussions, and developing "power hours" and "deep thinking" rituals as ways to rest and recharge. Prioritizing well-being leads to higher performance, improved change outcomes, and increased attraction and retention. Talent management professionals must shape leaders' mindsets as well as skillsets. Level expectations that employees can "turn on a dime" or quickly produce behavior results without missing a beat.

Build Capacity and Capabilities

The characteristics and competencies needed to lead and drive change must be well-defined and the processes for developing capabilities must be in sync with dynamic business needs. TD professionals must also help leaders consider the capacity

of individuals or teams to absorb continuous, "stacked" demands. Formal learning or coaching may grow capabilities, but learning alone is not enough to develop capacity.

Capacity becomes a strategic issue when leaders demand more capacity than actually exists, or when they add major change on top of normal operating requirements without removing existing burdens. Help leaders understand that all changes, even positive ones, require employees to tap into reserves of energy, which become drained by constant change. A well-intended change strategy is meaningless if employees are too tired to hear it or lack the capacity to execute it.

Leverage coaching and development to help leaders share their own change challenges, monitor their own levels of change fatigue, and serve as effective role models.

Fixing the System: Align Cultural Levers

Reinventing leadership requires more than equipping leaders with new skills. Leaders cannot be effective in systems that set them up to fail. L&D must help leaders address the following cultural barriers.

- ◆ **Ill-defined Responsibilities:** Even basic training in role responsibilities can reduce stress; yet more than [one-quarter of organizations \(26%\)](#) say they do not clearly define roles and responsibilities for people leaders.
- ◆ **Insufficient Time for Development:** Managers

spend [35% or more](#) of their time in meetings and more time managing projects than people, with inadequate time or support to develop themselves or their people.

- ◆ **Unmanageable Workloads:** The average manager has [51% more responsibilities](#) than they can effectively manage, with training often seen as one more demand.
- ◆ **Unclear Success Metrics:** Up to [one-third](#) of organizations lack a formal method for measuring the success of people leaders.
- ◆ **Overlooked Well-being:** Only 10% of firms in the ['Global Wellness Institutes 2025 workplace report](#) treat well-being as a core leadership metric.

Call to Action

TD professionals are pivotal in building resilient, change-ready leaders that can navigate and thrive in a fast, fluid, and uncertain future. Now is the time to double down and tip the scale towards a more human-centered, future-proofed talent pipeline. How are you heeding the call?

About the Author

Holly Burkett, PhD, SPHR, CRP is a Distinguished Principal Research Fellow with The Conference Board and an award-winning talent builder, coach, evaluator, and change agent. Her consulting practice focuses on developing resilient, high impact leadership capabilities that enable increased engagement, performance, and wellbeing. Contact: holly@hollyburkett.com



Jack J. Phillips, Ph.D.
Chairman, ROI Institute
Tel. +1 205 678 8101
E: jack@roiinstitute.net

Over the years, we've witnessed countless attempts at radical organizational change—reinvention, re-engineering, modernization, transformation, and significant cultural shifts. Yet, despite the energy and ambition behind these efforts, the literature consistently tells us that many fail to deliver on their promise. The question is: Why?

In our work with organizations around the world, we've identified several recurring issues that undermine even the most well-intentioned change initiatives. These insights form an important part of our ROI Methodology and point to the essential elements that are too often overlooked.

1. A successful reinvention begins with a clear understanding of why the change is needed. The "why" is not a list of new behaviors or activities; it is a set of business measures that signal a need for improvement. These might include profit, sales, growth, productivity, quality, efficiency, or waste. Organizations often jump straight into the "how", with new systems, structures, or processes, without first defining the measurable business reasons driving the change. Without a compelling "why," people struggle to understand the purpose and value of the effort.

2. With the measures clearly identified, the next step is determining the right solution.

This is the "how" and involves outlining the new processes, procedures, behaviors, and skill sets required to influence the key measures. In essence, it is a list of what must be done differently to produce the desired outcomes. Whether the initiative is labeled transformation, modernization, or reinvention, its success depends on this clear link between business needs and the specific actions required to address them.

3. Successful reinvention also requires an explicit, consistently reinforced expectation of success. Individuals at every level need to understand the reason for the effort, what success looks like, and how their roles contribute. This expectation must be woven into conversations, training, support mechanisms, and all forms of communication. When people know why change is happening and how they fit into the picture, engagement and ownership increase.

Making Reinvention Work: Why Major Change Efforts Fail and How to Turn the Tide



4. Another critical component is shared responsibility. Reinvention cannot rest on one person, one team, or one department. It is an organizational effort. Every participant has a role, and those roles should come with clear expectations around how people should respond to the change, what they need to learn, what actions they must take, and the impact they are expected to help create. Objectives for these four levels, reaction, learning, application, and impact, form a roadmap that guides people from the early stages of awareness to meaningful results.

5. Throughout the process, data must be collected to monitor progress. How are people responding? What are they learning? Are they applying what they've learned? What impact is emerging? At the same time, identifying barriers and enablers, what helps and what hinders, provides a valuable

feedback loop that allows leaders to make timely adjustments.

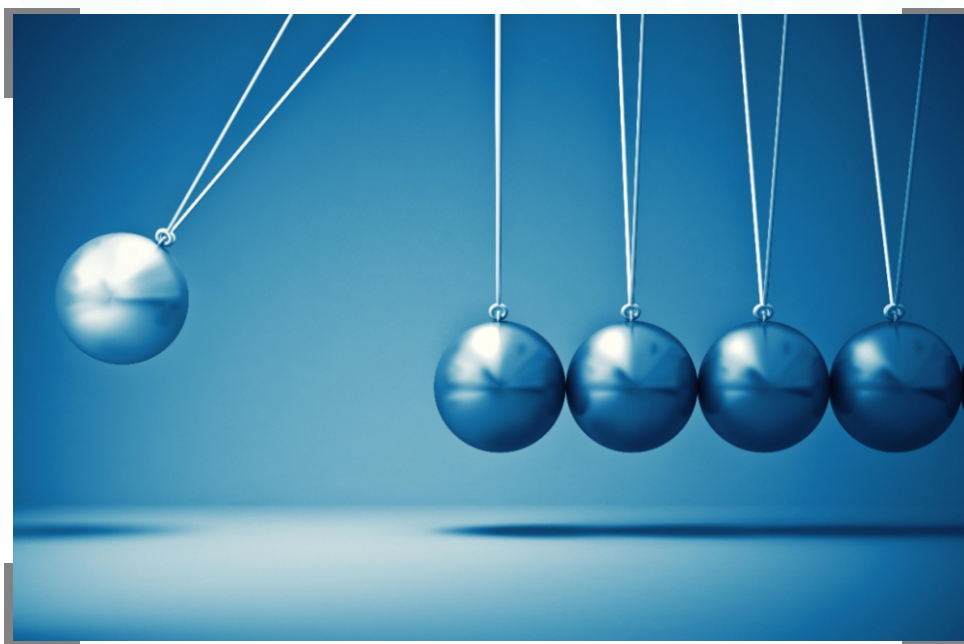
6. When data is collected, careful analysis is essential. One of the most important steps is isolating the effects of the reinvention effort from other influences. This is not only possible but necessary to establish credibility. With impact measures isolated, leaders can determine whether to take the analysis further by calculating return on investment (ROI). By converting impact measures into monetary value and comparing them with program costs, organizations can determine whether the effort represented a sound investment. Many executives value this level of clarity.

7. Not all meaningful outcomes can be converted to money. Intangibles such as collaboration, teamwork, trust, agility, and innovation often improve through reinvention initiatives and should be recognized. These elements, while not always quanti-fiable in financial terms, contribute significantly to organizational health and performance.



8. With the data and stories, it becomes possible to tell a compelling narrative. Together, they capture the full picture of the reinvention effort. The results span reaction, learning, application, impact, ROI, and intangible outcomes. Together, they create a comprehensive and credible account of what happened, why it worked, and how the organization benefited.

9. Finally, successful organizations use their results to create momentum. They leverage the findings to strengthen commitment, secure support, improve processes, and enhance funding. The results are not the end of the journey; they are fuel for what comes next. Reinvention is never easy, but it doesn't have to be mysterious or unpredictable. With a clear foundation, disciplined execution, and thoughtful evaluation, organizations can dramatically increase their chances of success. And when done well, reinvention becomes not just a project but a powerful catalyst for growth and transformation.



Jack Phillips, PhD,

Chairman of ROI Institute, is a world-renowned expert in accountability, measurement, and evaluation. A recognized thought-leader and author of more than 100 books, Jack regularly consults with clients in major for-profit, not-for-profit, and non-government organizations in 70 countries.



Dr. Wafaa Haidamous Hallassou
 Chair of CCC-IFTDO
 CEO-BCTS Lebanon
 Tel: +961 5 951463,
 M.: 961 3 66 11 43/76 11 66 33
 wafaa.haidamous@bctslb.com
 wafaa.haidamous@bcts-lb.com
 www.bctslb.com

In an era marked by digital disruption, changing workforce expectations, and growing global uncertainty, organizations worldwide are being challenged to reinvent how they operate, lead, and create impact. Professional associations, traditionally seen as custodians of standards, are now expected to drive innovation, strengthen global collaboration, and set the pace for transformation. Within this context, accreditation is emerging as far more than a certification process; it is becoming a strategic mechanism for reinventing institutions, empowering professionals, and reshaping the global learning ecosystem.

As part of its transformation into a modern, future-ready, and globally influential body, the International Federation of Training and Development Organisations (IFTDO) has placed Accreditation at the heart of its reinvention strategy. The newly developed IFTDO Accreditation System introduces a forward-looking, internationally benchmarked framework that elevates quality, strengthens

credibility, and unlocks new opportunities for organizations, trainers, and learners across borders.

Why Accreditation Matters Today More Than Ever

Accreditation today is synonymous with trust and transparency. With thousands of institutions and trainers competing for visibility, the global market increasingly demands clear, objective, and evidence-based proof of excellence. Accreditation provides that anchor but its strategic value goes much deeper.

Accreditation helps organizations reinvent themselves by:

- ◆ Driving digital transformation, embedding data-driven evaluation, and setting quality standards for online, blended, and AI-powered learning.
- ◆ Shifting cultures toward agility, where continuous improvement becomes an embedded mindset, not a periodic exercise.
- ◆ Strengthening ethical, emotionally intelligent, and future-focused leadership across the learning and development profession.
- ◆ Empowering employees, trainers, and learners through clear competency frameworks and structured capacity-building pathways.
- ◆ Embedding sustainability and purpose, ensuring that learning initiatives contribute to societal resilience and long-term developmental impact.

In short, accreditation is not a static label; it is a strategic pathway to reinvention.

IFTDO's Modern Approach to Accreditation

Designed around global best practices and the realities of today's learning environment, IFTDO's system covers three interconnected levels:

1. Institutional Accreditation

Evaluates governance, leadership, digital readiness, learning systems, quality assurance, and impact measurement. It helps institutions embed agility, future-readiness, and ethical governance.

2. Program Accreditation

Assesses design, relevance, delivery, technology integration, learner engagement, and ROI. This ensures each program is aligned with modern job-market competencies and global learning standards.

3. Individual/Professional Accreditation

Recognizes trainers, facilitators, and consultants who demonstrate pedagogical excellence, ethics, and mastery of modern training methodologies.

Together, these three streams form an ecosystem of quality that reinforces every layer of the training and development profession from leadership to frontline delivery.

Our Accreditation as a Driver of Global Reinvention

IFTDO's global network, covering federations, universities,

associations, corporates, and training companies from more than 30 countries, provides a fertile ground for modernizing the global L&D landscape. The new accreditation system strengthens this leadership by:

- ◆ Establishing consistent global standards while respecting regional uniqueness
- ◆ Integrating competency-based, technology-enabled benchmarks
- ◆ Bridging the gap between academic rigor and industry relevance
- ◆ Promoting evidence-based training, including ROI methodologies
- ◆ Supporting emerging economies to align with global excellence
- ◆ Enhancing the credibility and visibility of accredited organizations and professionals

Accreditation becomes not only a marker of quality but a global movement for excellence.

The Societal Impact: Building Resilient, Future-Ready Communities

Reinventing a society starts with reinventing how its people learn, adapt, and lead. High-quality training directly enhances employability, productivity, and social cohesion. By raising global learning standards, IFTDO Accreditation contributes to:

- ◆ Stronger, more adaptable institutions
- ◆ Expanded career opportunities for youth and professionals
- ◆ Trust between employers, employees, and training providers

- ◆ Inclusive, equitable access to world-class learning
- ◆ A workforce capable of navigating continuous disruption

In this way, accreditation becomes a cornerstone of social resilience and economic transformation.

Looking Ahead: The Future of IFTDO Accreditation

IFTDO's commitment to reinvention is long-term. The Accreditation System will continue to evolve by integrating:

- ◆ Standards for AI-supported learning and digital ethics
- ◆ Criteria for micro-credentials and digital badges
- ◆ Stronger global benchmarking through expert evaluator networks
- ◆ A continuous improvement cycle guided by advisory committees
- ◆ Sustainability principles aligned with global development agendas

As IFTDO expands its governance, partnerships, and international reach, accreditation will remain its flagship contribution to the global T&D landscape.

Conclusion

Accreditation is more than a standard; it is a transformational force. It represents a unified global commitment to raising learning quality, strengthening professional credibility, and building a future where organizations and individuals can thrive amid constant change.

Through its revitalized Accreditation System, IFTDO stands at the forefront of reinventing the global training and development community, cultivating an era defined by trust, excellence, agility, and purpose-driven transformation.

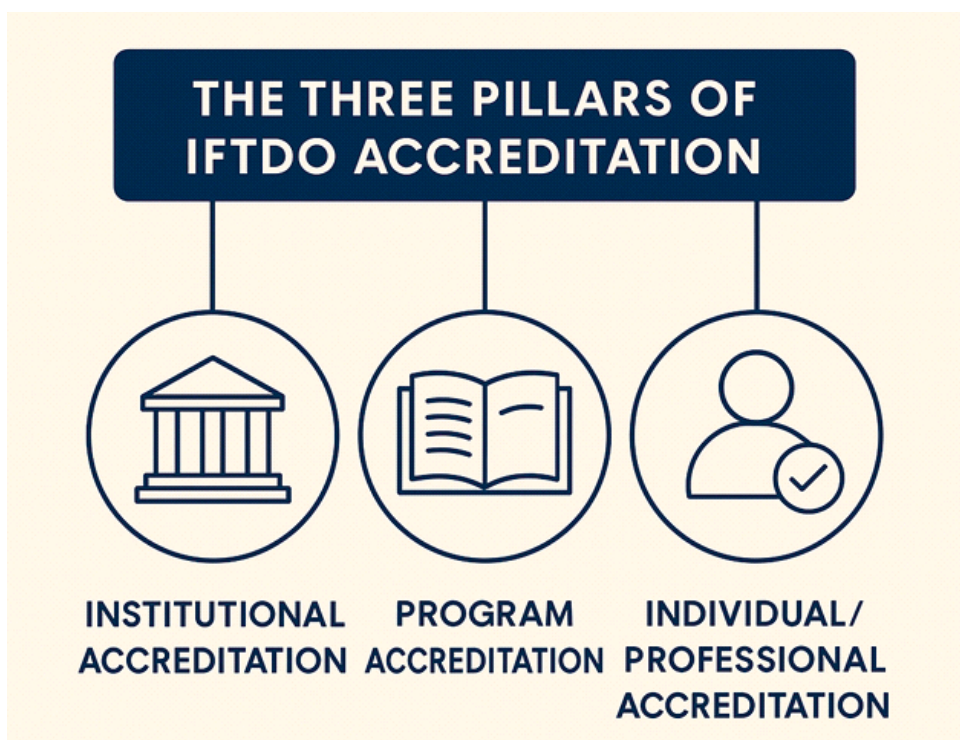


Figure 1: IFTDO Accreditation Pillars Graphic



Dr. Tommy Tan Dolphine
Performance Consulting
Developing Organizational Leadership PLUS
Highly Innovative New Experiences
M.: +65 9437 5812
Email: dolphine.hee@gmail.com

Sustainability and purpose driven transformation have become essential strategic priorities for modern organisations operating in an increasingly volatile and complex world. Climate change, social disruption, and economic uncertainty are no longer peripheral concerns. These forces are actively reshaping markets, regulations, and stakeholder expectations. In this context, businesses must shift from focusing solely on short term profit to embracing a broader perspective that includes long term value creation, environmental responsibility, and social impact. Leading organisations are beginning to embed purpose at the core of their strategy, recognising that resilience and relevance in the future economy depend on more than financial performance alone.

Several powerful forces are driving this shift. International regulatory frameworks are increasing pressure on companies to contribute to limiting global warming to within two degrees Celsius. Investors and shareholders are demanding sustainable business models that ensure

Sustainability and Purpose Driven Transformation: A Strategic Imperative for Modern Organisations

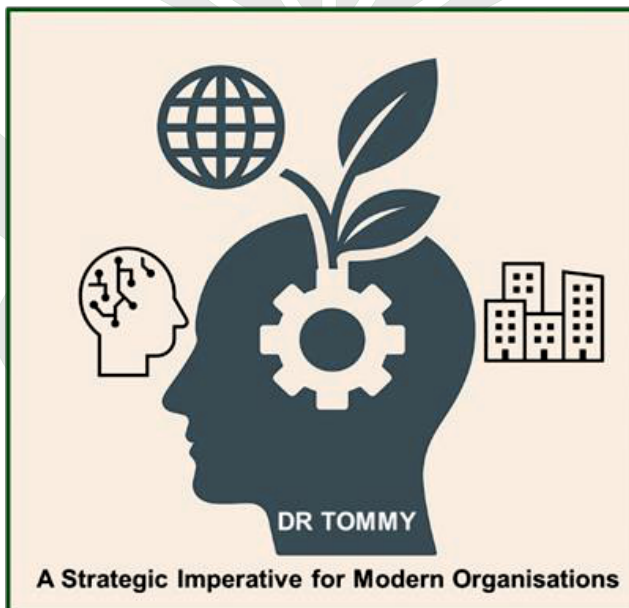
long term viability and risk management. Consumers and employees are also reshaping the market. Younger generations, including Generation Z and Generation Alpha, are demanding authenticity, inclusivity, and climate action from the brands they support and the employers they choose. At the same time, compliance with emerging environmental and social regulations is becoming nonnegotiable. These combined forces make sustainability not just a legal requirement, but a strategic advantage.

Organisations must now view sustainability as a core business imperative. Ignoring it introduces significant risks such as reputational damage, regulatory penalties, and financial instability. On the other hand, embracing sustainability opens up valuable opportunities.

For this transformation to take root, companies must identify the most material sustainability issues within their operations and value chains. This includes assessing how their activities impact the environment, society, and economic development, as well as understanding what matters most to their key stakeholders. Addressing these issues requires more than technical changes. It calls for upskilling employees with critical sustainability competencies. Without such investment in talent, organisations risk falling behind. Skills such as systems thinking, climate literacy, data ethics, and emotional intelligence are now essential at all levels. The ability to adapt, think long term, and collaborate across disciplines is no longer optional but a necessity.

Companies that implement sustainable practices can attract top talent, build trust with consumers, and differentiate themselves in competitive markets. This requires moving beyond superficial efforts. Purpose must influence all aspects of business, from product design and operational processes to supply chain management and technological investments. For example, some companies are already reengineering logistics systems to cut emissions or integrating social impact indicators into performance reviews across departments. These initiatives are not just ethically sound but strategically wise, aligning the

Sustainability and Purpose Driven Transformation



organisation with future trends and stakeholder expectations.

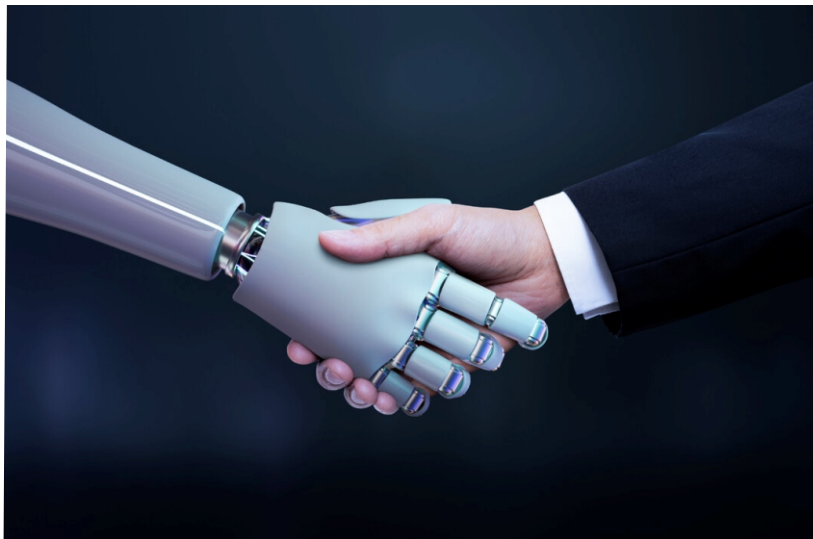
Artificial intelligence is also playing a growing role in advancing sustainability goals. When aligned with ethical frameworks, AI can support predictive maintenance, smart supply chains, and environmental monitoring. However, without proper governance, AI can deepen inequalities and undermine trust. This highlights the importance of enterprise intelligence, which combines advanced technology with strategic intent, ethical oversight, and human judgment. Organisations that integrate AI responsibly can accelerate their sustainability journey while reinforcing their commitment to social and environmental values.

Looking forward, the future of work will be driven not just by automation and efficiency, but by purpose and human capability. Routine tasks may be automated, but human qualities such as creativity, empathy, and moral reasoning will remain central to organisational success. Leaders must be equipped to guide their teams through complexity and change, using purpose as a compass for decision making. Culture will

become the operating system that enables trust, resilience, and cohesion across the enterprise.

Sustainability and purpose driven transformation are not idealistic visions. They are practical and powerful levers for future competitiveness. Organisations that lead in this space will gain trust, drive innovation, and remain relevant in a changing world. Those that delay

may find themselves outpaced and obsolete. Purpose is not a soft concept. It is the most powerful organising principle for modern business. Sustainability is not a cost. It is the foundation for long term success in the future economy. It is the cost of entry to the future.



**IPSITA GHATAK**

Assistant Professor
Department of Business Management
Techno International New Town
Block DG, Action Area
Newtown Kolkata - 700156
M:+91-9830646696

The Value of Inclusion: Impact of Inclusive Leadership on Organizational Performance Mediated by Employee Engagement and Innovation Climate

In the modern world where the pace of change in technologies is high, the organization of work is being transformed, and the social consciousness is growing, the essence of efficient leadership is changing significantly. Though the "Great Resignation" has been tamed down, McKinsey, Gallup, and others now claim a "Great Gloom" or chronic employee disengagement around the world. The State of the Global Workplace: 2024 Report by Gallup presented the disengagement problem as costing the global economy an estimated 8.9 trillion in productivity. Recent studies on the relationship between inclusive leadership and organizational performance offer strong arguments to support the idea that inclusive leaders who encourage a sense of belongingness and psychological safety are no longer viewed merely as a moral consideration but as an important strategic factor to fuel innovation, retention, and competitive advantage.

The analysis of 250 knowledge workers in various industries based on multi-source foundations formed the basis of the study that defined inclusive leadership by including openness, accessibility, and empowerment behaviours (Carmeli et al., 2010). It aimed to go beyond anecdotal assertions and create a clear and data-driven roadmap on which the idea of inclusive leadership can be translated into a practical organizational value. These results have a strong ability to assert that inclusive leaders are the catalysts where they generate value by utilizing two strong and interrelated psychological processes: increased employee engagement and a more robust climate of innovation.

The information demonstrates an apparent chain of influence. The first step that leaders who are portrayed to be inclusive is to create a sense of psychological safety and a collective perception that the team is safe in taking interpersonal risks (Edmondson, 1999). This basic security, in turn, opens two essential resources. First, it drives employee engagement which is vigor, commitment and work absorption (Schaufeli et al., 2006). Employees who are engaged and will not fear to work, pay back the treating-inclusiveness more discretionary effort and

commitment, which will have a direct impact of increasing productivity and decreasing voluntary turnover. The results revealed that there was a significant negative relationship between engagement and turnover ($r = -.52$) and that there were 65 percent lower turnover in teams with large scores on the inclusive leadership scale (above 5.5 on a 7-point scale).

Second, and more importantly, psychological safety fosters a strong culture of innovation, which is an organizational belief in the encouragement and acceptance of novel ideas (Scott and Bruce, 1994). This climate is necessary in volatile market adaptive problem-solving. The pathway with the most significant mediating role described by the statistical modelling was the "Inclusive Leadership - Innovation Climate - Performance" pathway which explained a significant part of the total effect. The teams that had high innovation climate produced a lot more implemented ideas and this proved that inclusive leadership is one of the main drivers of the creative output and the future flexibility of an organization.

One of the most crucial and opportune discoveries relates to the context of work itself. The

research investigated a moderating role of the complexity of work models, featuring the in-person, hybrid, and fully remote teams. The findings were shocking: hybrid teams performed better than others on all the measures, including leadership perception and psychological safety, innovation output, and performance ratings. More importantly, inclusive leadership teams can become disengaged and unconnected in their work. The implications of this study in practice are enormous and practical. To the organizational strategy, it proposes that inclusive leadership measures be incorporated into core competency frameworks and performance dashboards and that the performances of leaders be directly connected to the results of teams such as retention. Finally, this study offers a solid evidence-based guide to developing stronger and smarter organizations. It finds that inclusive leadership is a strategic ability that generates sustainable value by utilizing the existing human capital by engaging them and at the same time stimulating future adjustment by being innovative. With uncertainty and a war of talent being the characteristics of the landscape,

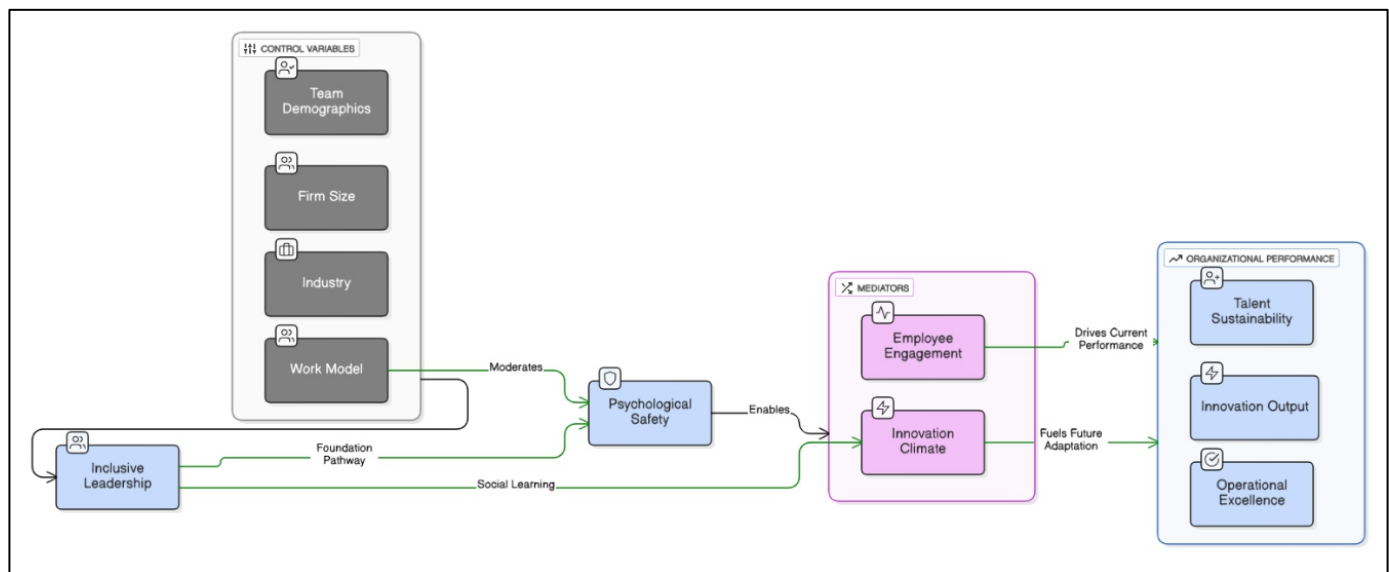


Figure 1: Framework for Value Creation Pathways of Inclusive Leadership

positively affected psychological safety three times in hybrid environments than in traditional in-person models. This highlights one of the main realities about the post-pandemic workplace, namely

that in digitally mediated and geographically dispersed spaces, inclusive leadership is not only advantageous but also a functional necessity. Unless intentional efforts are made to create equity, belonging, and connection, hybrid and remote

and innovations. To meet leadership development, a change towards a non-general awareness training to specific skill development in particular micro-behaviors, e.g., systematic idea solicitation and structured practices that can stop proximity bias in hybrid meetings, is required. In the case of HR systems, it implies reimagining recruitment to evaluate the potential of inclusive leadership and taking engagement data as a proactive measure to hold stay interviews with at-risk talent.

the systematic development of inclusive leaders is among the most wise choices an organization can make. Deep listening, enabling the power of diverse voices, and building a psychological safety have become not a soft skill anymore, but an essential engine of hard outcomes, to transform the organizational culture into a turbo engine of performance and development.



Dr Femi Bolaji, FILCS

Publicity Secretary, IFTDO - CWYEE
Training Consultant and the Principal
Consultant at Phembuk Communication
Consulting Firm, Ota, Nigeria.

Investing in Skills, Autonomy, and
Continuous Learning to Make the
Workforce Future-Ready**

The world of work is transforming
at unprecedented speed. Digital
disruption, shifting customer
expectations, and evolving
economic conditions demand
more from organisations than
traditional management
approaches can deliver. In this
environment, **employee
empowerment and capability
building** have become central to
organisational resilience and
future readiness.

Why Empowerment Matters Now

Employee empowerment is more
than delegating tasks; it is the
intentional act of giving employees
**skills, authority, resources, and
confidence** to make decisions and
contribute meaningfully. Empowered
employees display higher ownership,
creativity, and adaptability—traits
essential for navigating unpredictable
business environments.

Studies consistently show that
empowered employees are:

- **More productive**, because they understand the purpose and value of their work
- **More innovative**, because they feel safe to experiment and suggest new ideas

Employee Empowerment & Capability Building:



- **More committed**, because they experience trust and partnership, not control
- **More agile**, because confidence and autonomy strengthen adaptability

Empowerment transforms employees from passive participants into active drivers of organisational success.

Capability Building: The Foundation of Empowerment

Empowerment cannot stand without capability. For employees to act with confidence, they must possess the skills and competencies required to perform effectively today and remain relevant tomorrow. Organisations must therefore prioritise capability building as a strategic investment. Three critical pillars underpin modern capability building:

1. Prioritising the Right Skills

The future workplace requires employees who are versatile, tech-aware, and solutions-oriented. Essential capability areas include:

- **Digital literacy**: AI, data analytics, automation, and emerging technologies
- **Critical thinking and**

problem-solving: Navigating complex and ambiguous challenges

- **Leadership and collaboration**: Leading diverse teams, fostering inclusion, and ensuring psychological safety
- **Communication and emotional intelligence**: Engaging stakeholders with clarity and empathy
- **Growth mindset and adaptability**: Embracing change and taking initiative in learning

Organisations must regularly re-evaluate their skill maps to ensure alignment with evolving industry trends.

2. Autonomy as a Performance Multiplier

True empowerment thrives where autonomy exists. Employees must be trusted to think, take initiative, and act. Encouraging autonomy means enabling:

- Decision-making close to the point of action
- Collaborative work without excessive hierarchy
- Ownership of outcomes rather than mere completion of tasks
- Room for experimentation,



creativity, and learning from failure

Autonomy fosters accountability—and accountable employees deliver better performance.

3. A Culture of Continuous Learning

The rapid expiry of skills today makes continuous learning critical. Organisations that build learning cultures outperform those that rely solely on periodic training. A strong learning culture is:

- **Integrated** into daily work through microlearning and digital platforms
- **Supported by technology**, including AI-driven learning pathways
- **Social**, using coaching, teamwork, and peer learning
- **Reinforced by leaders**, who serve as role models for growth
- **Rewarded**, ensuring employees see the value of investing in their development

Such cultures build confidence, agility, and long-term relevance.

Aligning Empowerment With

Strategy

Empowerment must support organisational goals, not operate independently. Strategic alignment requires:

- Clear communication of objectives
- Defined competency frameworks
- Performance systems that reward initiative

and problem-solving

- Data-driven insights to identify capability gaps and measure impact

When employees understand how their empowered actions contribute to the bigger picture, engagement and performance rise.

What Organisations Must Build

An ecosystem where empowerment and capability building thrive includes:

1. Transformational Leadership

Leaders who coach, guide, and inspire—not merely instruct—create trust and unlock

employee potential.

2. HR–L&D Integration

HR policies must support growth, while L&D provides structured pathways for developing required competencies.

3. Technology Enablement

Digital tools democratise learning and collaboration, reducing barriers to performance.

4. Employee Ownership

Employees must take responsibility for their development, embracing feedback and growth opportunities.

Conclusion

To remain competitive and future-ready, organisations must invest deliberately in **skills, autonomy, and continuous learning**. Empowerment builds confidence; capability building ensures competence. Together, they create a workforce that is resilient, innovative, and prepared to shape the future of work.





Dr. Ahmed Al Banna

Advisor to the BSCM Board of Directors
Bahrain

A Successful Conference & Exhibition held in the Kingdom of Bahrain, hosted by the Bahrain Society for Human Capital Management (BSCM), almost a 30 years member of IFTDO.

The Kingdom of Bahrain proudly hosted the recent 26th Conference & Exhibition from 16–19 November 2025 held under the esteemed patronage of H.E. Ali bin Saleh Al-Saleh, Chairman of the Shura Council. This year's theme, "People 5.0: Shaping Future Workforce," brought together global experts, practitioners, and leaders to explore the next frontier in human capital development.

A Dynamic Agenda and a Strong International Presence representing 12 countries.

The four-day event featured a rich program combining keynote addresses, expert panels, practical workshops, and a major exhibition showcasing the latest developments in HR, training, and talent innovation.

People 5.0: Shaping Future Workforce

Two significant workshops framed the event:

16 November: Dr. Corrie Block (Canada) delivered an intensive workshop addressing leadership transformation and the mindset required for People 5.0.

19 November: Mrs. Dima Bageen (Jordan), representing Elevatus, led a hands-on workshop on cutting-edge applications of Artificial Intelligence in HR and recruitment, drawing strong participation and engagement.

Throughout the conference, 24 distinguished speakers and moderators shared insights across two thematic days.

Day One focused on understanding People 5.0—its principles, challenges, and opportunities.

Day Two explored how to shape the future workforce through innovation, skills evolution, and new models of organizational culture.

Strong IFTDO Leadership Participation

The conference also featured notable contributions from members of the IFTDO leadership community, including:

Mr. Ahmed Al Zayani, Current President of IFTDO

Shaikh Felah Mansoor, Past President of IFTDO (Malaysia)

Dr. Ranjan Mohapatra, Former

Chair of IFTDO

Dr. Ahmed Al Banna, Current Advisor to IFTDO

Their participation enriched the discussions and reinforced IFTDO's long-standing commitment to global human development.

Exhibition, Networking, and a Celebratory Gala Dinner

A large-scale exhibition ran alongside the conference, offering participants access to innovative HR solutions, digital platforms, and talent-development technologies. Exhibitors from across the region and beyond highlighted the accelerating shift toward People 5.0 workplaces.

The event concluded with an elegant Gala Dinner, during which the BSCM Award was formally announced, adding a celebratory highlight to an already impressive program. Impact and Forward Vision

Feedback from participants, partners, and exhibitors was exceptionally positive, with many praising the depth of content, the quality of speakers, and the smooth organization of the event. The conference successfully strengthened Bahrain's position as a leading hub for HR, training, and future-skills dialogue.

Looking ahead, IFTDO is pleased to confirm that the 52nd IFTDO

World Conference and Exhibition will once again be hosted in the Kingdom of Bahrain in November 2026, followed by Belgrade in 2027, promising continuity, growth, and innovation for the global HR and development community.

Look forward for a great gathering in Bahrain in 2026.





Ahmed Al Zayani

The Open Heart of the Arabian Gulf

Bahrain, an archipelago known historically for its pristine natural pearls, stands today as a jewel of culture, commerce, and captivating tourism. As the world turns its eyes to this vibrant nation for our IFTDO gathering, delegates will discover a destination that beautifully marries its profound past with an ambitious future. The Kingdom's commitment to education, global integration, and sustainable development makes it the perfect stage for discussions on Human Resources Development (HRD).

A Culture of Generous Hospitality

The essence of Bahraini culture is encapsulated in the concept of "Ahlan wa Sahlan"—You are among family, and your arrival brings ease. This traditional Arabian hospitality is not just a greeting; it is a way of life. Visitors will experience the warmth and genuine kindness of the Bahraini people, a characteristic forged over centuries as a welcoming hub for international trade.

The island's cultural tapestry is woven with threads from across the globe, yet it remains distinctly Bahraini. This openness is reflected in its contemporary society, where

The Kingdom of Bahrain: Where Pearls, Progress, and Ancient Cultures Converge



diversity is celebrated, creating an environment that is both comfortable for international visitors and authentic to its roots.

A Journey Through Time:

Culture and Heritage For the discerning traveler, Bahrain offers an extraordinary journey through millennia. The island's significance dates back to the ancient Dilmun civilization, evidenced by the Dilmun Burial Mounds, a UNESCO World Heritage site and one of the largest cemeteries in the ancient world.

The legacy of the past lives on in breathtaking sites:

Qal'at al-Bahrain (Bahrain Fort): Another UNESCO site, this impressive fort offers a spectacular glimpse into successive occupations from the Dilmun era through the Portuguese rule, standing as a proud sentinel by the sea.

The Traditional Pearling Path:

Walk the historic pathways of Muharraq, a testament to the island's legendary pearl-diving industry that pre-dates the discovery of oil, and

see the beautifully preserved traditional houses and mosques.

Al-Fateh Grand Mosque: A stunning architectural marvel and a pillar of the community, welcoming visitors of all faiths to appreciate its scale and intricate Islamic art.

Modern Appeal and Cosmopolitan Vibe Beyond its historical treasures, Bahrain is a modern, thriving metropolis. The capital, Manama, is a hub of world-class dining, luxury hotels, and vibrant souqs. The Bahrain International Circuit—home of Formula 1—symbolizes the nation's push toward innovation and global sportsmanship. Shopping ranges from the traditional Gold and Spice Souqs, offering a sensory delight, to contemporary luxury malls.

As an IFTDO delegate, your time in Bahrain will be an invaluable blend of professional growth and cultural enrichment. We invite you to step away from the conference room and explore the heart of this captivating Kingdom—to feel the pulse of history, enjoy the modern amenities, and be enveloped by the legendary hospitality of the Bahraini people.





Shen, Chien-Chung Ph.D

Visiting Scholar, University of Texas at Austin, USA
IFTDO Executive Board of Director
Vice President in the Chinese Society for Training and Development, the Republic of China (Taiwan)

The contemporary global order is defined by unprecedented interdependence, disruptive technological innovation, and volatile socio-political transformations. In such a rapidly evolving context, governments are compelled to elevate administrative capacity, policy agility, and institutional legitimacy in order to sustain national competitiveness and uphold public trust. Central to these aspirations is a professional civil service distinguished by its competence, ethical commitment, and adaptive capability. Accordingly, the cultivation of human capital within the public sector has emerged as a paramount concern of modern governance.

Human capital theory posits that individuals' knowledge, skills, and experiential capabilities constitute productive assets capable of generating enduring value for organizations and society. When



Constructing 21st-Century Public Service Training through Case-Based Teaching and Action Learning

governments invest strategically in personnel development—rather than perceiving human resources merely as operational costs—the civil service becomes a critical engine for policy innovation and effective administration. Such an understanding underscores the necessity of training models that not only transmit theoretical knowledge but also cultivate judgement, collaboration, and reflective professional practice.

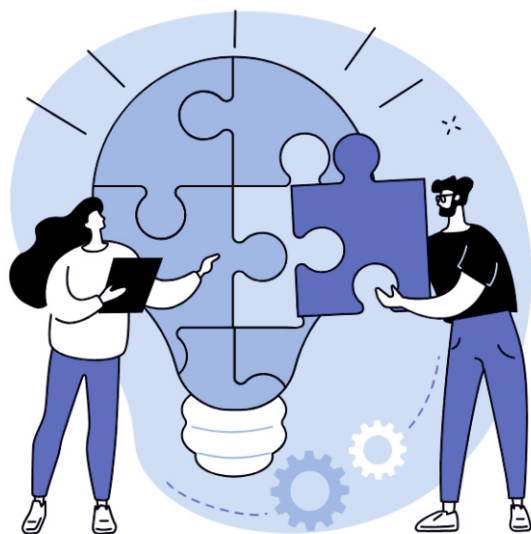


Yet, traditional pedagogies reliant upon unidirectional lectures and mechanical memorization have proven insufficient for the complexities of contemporary public affairs. These approaches often produce fragmented cognition and limited translatability to real policy environments. Public problems—characterized by intersectoral linkages, uncertainty, and competing public values—require analytical rigor, contextual understanding, and practical reasoning. In response, governments and academic institutions have increasingly embraced **case-based teaching** as a more intellectually robust and practically relevant training method.



Originating from Harvard Law School and later embraced by Harvard Business School, case-based teaching presents learners with authentic or carefully constructed administrative dilemmas that emulate real-world decision environments. Through structured discourse, critical debate, and situational analysis, participants are required to diagnose causes, weigh stakeholder interests, assess constraints, and rationalize their strategic choices. This pedagogical technique strengthens not only cognitive faculties—such as systems thinking and evaluative judgment—but also interpersonal capabilities indispensable to public service, including negotiation, communication, and collective deliberation. By situating theory within the texture of lived governance challenges, case-based learning bridges the persistent divide between conceptual knowledge and administrative praxis.

Nevertheless, analytical insight alone does not guarantee successful governance outcomes. The capacity



to translate insight into action—guided by reflection and inquiry—is equally vital. For this reason, integrating **action learning** with case-based teaching yields a far more comprehensive developmental framework. Action learning, grounded in Revans' foundational principle that “**learning equals programmed knowledge plus insightful questioning (L = P + Q)**”, emphasizes inquiry-driven problem resolution within real organizational settings. Through collaborative engagement, iterative experimentation, and reflective dialogue, civil servants deepen their

professional acumen while simultaneously advancing institutional problem-solving.

When combined, case teaching and action learning form a cyclical and mutually reinforcing system: learners first interrogate complex administrative situations through case analysis and subsequently apply emergent insights to operational challenges within their respective agencies. The cycle of action, reflection, and refinement

Moreover, this integrative model advances a transformative shift in the civil service's professional ethos. It encourages a posture of intellectual humility, openness to alternative viewpoints, and readiness to challenge entrenched assumptions—qualities essential to resilient governance in an age of discontinuity. By enabling public personnel to “learn through doing, discern through reflection, and reform through insight,” this approach engenders both epistemic growth and practical excellence.

In conclusion, the strengthening of

21st CENTURY SKILLS



not only strengthens personal competence but also expands organizational learning capacity, thus fostering a culture of innovation, accountability, and adaptive governance.

civil service training is indispensable to the realization of effective, future-ready governance. Public personnel constitute the core of a nation's administrative capacity; therefore, their continuous development must be treated as a strategic priority. Case-based teaching, when complemented by the action learning framework, offers a rigorous and forward-looking paradigm that aligns with the demands of the 21st century. It cultivates critical reasoning, embeds collaborative inquiry, and generates performance-enhancing innovations within the public sector. Ultimately, such a training paradigm equips civil servants with the intellectual sophistication, ethical discernment, and operational agility required to navigate complexity and safeguard the public good in a rapidly transforming world.





Rahul Bose

CEO RB Consulting,
Chairperson ISTD Kolkata chapter,
Ex IBM, PwC, Tata Steel, BHEL

The Indian Society for Training & Development (ISTD), established in April 1970, is the premier body of L&D Professionals with 12000 thousand individual as well as Institutional members, spread over 52 Chapters across India. ISTD focuses on the training and development of Human Resources in Government, Public and Private Sector Organizations, Educational and Training Institutions and other Professional Bodies. The Society is affiliated with the International Federation of Training and Development Organizations (IFTDO), London and ARTDO International, Manila.

The Conference

Keeping in mind the challenges of

About Eastern India Regional Conference (ERC - 2025)



7th Eastern India Regional Conference & Exhibition during November 14-15, 2025, at Biswa Bangla Convention Centre, New Town, Kolkata – 700 156

sustainability, absorption of new-age technology and the need for creating an agile work environment, the theme of the 7th ISTD Eastern India Regional Conference & Exhibition (ERC-2025) has been chosen as **"Sustainable Human Centric Growth through Technology in a Dynamic Business World"**. The topical theme will focus on thriving in the turbulent, uncertain and ambiguous environment through strategic interventions in three key areas.

- ◆ Sustainability
- ◆ Technology
- ◆ Human
- ◆ Business

In a dynamic business world, sustainable, human-centric growth through technology means prioritizing people and planet alongside profits, using technology to enhance both human well-being and environmental sustainability, and fostering resilience and innovation. This goes beyond simply minimizing harm and aims to create businesses that contribute to a better future for all, including future generations. It involves considering environmental, social, and economic impacts. This refers to the tools and innovations that can enable sustainable and human-centric practices, such as AI, Data Analytics, Internet of Things (IoT), and Digital Platforms.

Wide galaxies of Indian and International speakers are expected to bring diverse perspectives and ideas to life across sessions, artfully





stitched together. This conference aims to emphasize the impact and evolving role of digital transformation on globally competitive business with people at its core.

Mr. Moloy Ghatak, Minister-In-Charge, Department of Labour, Law & Judicial, Government of West Bengal, **Dr. Humayun Kabir**, PhD, IPS (Rtd.) MLA (Govt. of West Bengal), former Minister-In-Charge, Department of Technical Education, Training & Skill Development, Government of West Bengal, **Shri 2**

Purnendu Basu, Chairperson, West Bengal State Council of Technical & Vocational Education & Skill Development have given their consent to be the Patron of the Conference.

The Conference Committee consists of **Shri Satyam Roychowdhury**, Chairman Conference Committee, Chancellor, Sister Nivedita University, **Shri Vinay Ranjan**, Chairman Steering Committee, Director (HR), Coal India Limited (Government of India), **Dr. Nataraj Ray**, Co-Chairman Steering Committee & Former National President, ISTD, **Shri M. K. Barman**, Chairman Organising Committee & Regional Vice President (East), ISTD and **Shri Rahul Bose**, Chairperson, and **Shri B. D. Surana**, Vice Chairman of ISTD Kolkata Chapter.





DR. MRS. JANET I. K. JOLAOSO FITD
CHAIRMAN IFTDO - CYWEE / AFRICA
C.E.O. DE- JAYBOK CONSULTING LTD.
Tel: +234 8033090479
Email: ijolaoso@yahoo.com

As part of its expansion programmes, value creating brand equity proposition, community development, acceptance and visibility across the continent of Africa, the International Federation of Training and Development Organizations (IFTDO) entered into a Collaboration agreement with a globally recognized private University, the Covenant University, Ota, Ogun State, South West Nigeria on October 28, 2025. The meeting which was attended by high level Representatives from both organizations was convened for the purpose of refining the existing Memorandum of Understanding (MOU) between them and expanding the scope of cooperation, and aligning the partnership with IFTDO's global strategic priorities.

The agenda of the high level meeting by both Managements focused on four key focal points and covered among others the following key areas of mutual interests:

IFTDO ENTERS INTO COLLABORATION WITH THE COVENANT UNIVERSITY, OTA, OGUN STATE, NIGERIA.

1. Partnership alignment and strategic direction to which both unequivocally reaffirmed their joint commitments to advancing shared goals in **human resource development (HRD), research-to-practice innovation, and capacity building**. Covenant University expressed strong interest in deepening its partnership with IFTDO, aligning activities with **SDG 5 (Gender Equality)** and broader **UN Sustainable Development Goals (SDGs)**.

2. Expanding Collaboration Opportunities through joint research, faculty and students engagement and collaboration with the Department of Industrial Relations and Human Resource Management. On this, Covenant University unequivocally highlighted potential synergies in **online program development**, particularly where IFTDO can contribute digital learning resources, frameworks, and facilitator expertise.

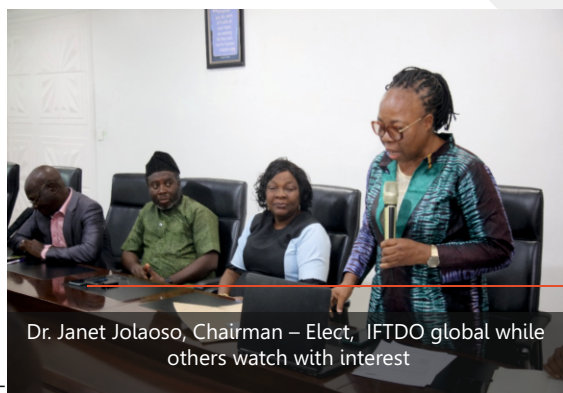
3. **Enhancing Access to IFTDO Resources and Visibility** under this, Covenant University passionately requested for support to expand its **library and digital resource access** to allow broader participation for adequate utilitarian value for the benefit of the university community. It is worthy of note that both parties agreed that Covenant University

should be **prominently featured on the new IFTDO website and HUB** to showcase the partnership and strengthen visibility in global forums, and

4. The deliberations also touched strengthening the MOU for the mutual benefits of both parties. It was therefore agreed that the **Director of the International Office and Registrar** will collaborate with IFTDO to revise and fine-tune the MOU. The meeting concluded that the parties aim to finalize the new MOU before the next governance cycle to enable implementation in early 2026.

It is gratifying to note that the deliberations ended on promising note, as the overall discussion reflected strong alignment and mutual enthusiasm for deepening the Covenant-IFTDO partnership. Both institutions see value in evolving from a symbolic affiliation to a strategic collaboration that delivers measurable impact through shared research, faculty engagement, and professional development initiatives. The proposed revisions to the MOU will ensure clarity, reciprocity, and scalability, positioning Covenant University as a flagship IFTDO partner and potential regional Center of Excellence for West

The Representatives of both IFTDO and Covenant University at the meeting include Cosiamo Bavuso, Dr. Janet Jolaoso, of IFTDO while Prof. Timothy Ashibel Anake, Vice Chancellor, Prof. Tayo George, other Principal Officers of the Covenant University.



Dr. Janet Jolaoso, Chairman – Elect, IFTDO global while others watch with interest



Prof. Tayo George of Covenant University, Ota responding during the ceremony.



Group photograph at the event

AROUND THE WORLD TRILOGY REPORT AN EMERGENT MOVEMENT IN HUMAN DEVELOPMENT

Presented by IFTDO, STADA, UMANIAMO, and ROI Institute

Across three sessions broadcast across continents, the Around the World Forum Trilogy did more than convene speakers, it initiated a shift in how the world understands learning, leadership, and human transformation. What unfolded was not simply professional development, but the early architecture of a global movement. Through the shared vision of IFTDO, STADA, UMANIAMO, and ROI Institute, three complementary voices emerged with striking coherence.

Together, **Cosiamo (Peter) Bavuso**, **Dr. Patti Phillips**, and **Hon. Prof. Roy Lai**, in collaboration as **C.P.R.**, offered professionals around the world a unified framework for thinking, measuring, and transforming. Their collective voice signaled both a return to the essentials of human learning and a step forward into new territory.

Thinking: The Beginning of Understanding

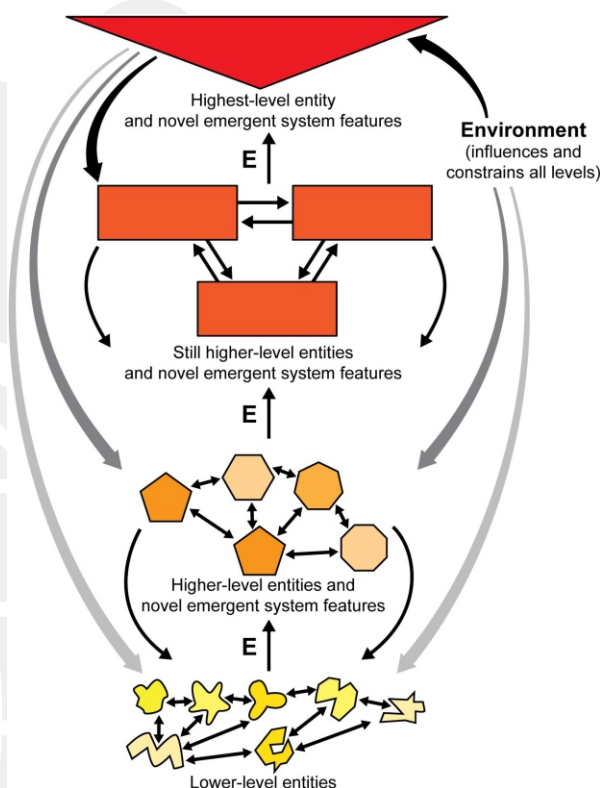
The Trilogy opened with a simple but profound truth: we cannot lead or teach well without first understanding the architecture of the human mind. In his session *Emerse in Emergenetics®*, Cosiamo invited participants into a reflective exploration of the four ways humans think and the three ways we behave. The session felt less like instruction and more like revelation, a rediscovery of the cognitive diversity that shapes every conversation, every conflict, and every act of collaboration.

Participants from Milan to Mauritius recognized themselves in the patterns described. They recognized their colleagues, their students, their families and, in many cases, their leadership challenges. With a clarity that moved beyond theory, Cosiamo remarked that “it is a sin to die without knowing who you are,” a line that resonated deeply with the educators and thinkers in the room. The audience began to see cognitive diversity as not just a framework but a foundation for human connection.

Measuring: Seeing Value with Integrity

If Session 1 gave language to the human mind, Session 2 gave structure to meaning, *Living Life with ROI*. Dr. Patti Phillips, joined by Dr. Jack Phillips, reframed the global understanding of ROI as not merely financial technique but a philosophy of stewardship. Her declaration: “ROI is thinking, ROI is clarity,” repositioned measurement as a moral responsibility rather than a bureaucratic task.

Educators, policymakers, and leaders recognized that value is too often assumed rather than defined, and that programs, initiatives, and interventions must be designed with intention. Through vivid examples—the 644% ROI of chaplaincy, the



168% ROI of leadership coaching, the transformative ROI of culture change, Patti illustrated that the most human-centered (soft-skills) work is often the most impactful. The session illuminated a powerful truth for a world saturated with data: measurement must be purposeful, humane, and anchored in what truly matters.

Transforming: The Resonance of Human Presence

The Trilogy culminated in Roy Lai's unveiling of *The Magic of SERFI369*, a framework where neuroscience, facilitation, energy, and human connection converge into a single architecture of transformation. Roy shifted the narrative from instruction to awakening, reminding the

audience that facilitation is an act of resonance, not delivery.

Roy reminds us that facilitation has moved far beyond process, product, or technical skill; it has become a philosophy—one that requires a profound understanding of the human beings shaped by the experience, because facilitation ultimately influences human potential itself, and can just as easily diminish the perception of that potential when done without care. His statement sums up this philosophy: "Facilitation is not what you do; it is what you awaken" invited participants to reconsider the purpose of their profession. SERFI369 revealed that transformation occurs not through content, but through presence; not through technique, but through attunement; not in isolation, but in relationship.

For many attendees, this session brought the Trilogy full circle: from understanding the mind, to measuring meaning, to activating human potential.

The Breakthrough: Authentic Learning and the Future of Education

A defining moment arrived at the end of Roy's session the moment that crystallized the Trilogy into a coherent message. As the group reflected on what had transpired across all three sessions, the conversation turned toward **Conversational Learning** and the surprising richness of the deeply human, unscripted format we had experienced together.

Patti and Cosiamo remarked that the dialogic nature of the Trilogy generated far deeper insights than

traditional presentations ever could. Rather than delivering content, the sessions cultivated emergence: learning that arose in the space between participants, shaped collectively by curiosity, reflection, and shared discovery. Roy affirmed that this approach mirrors practices he has used successfully across ASEAN nations and even with highly technical groups such as firefighters, underscoring that authentic learning resonates across cultures and professions.

It was **Dr. Tommy Tan**, from Singapore who named the essence of the moment. He spoke to the importance of **Authentic Learning**, learning that is individualized, relational, experiential, and aligned with the learner's reality. His words reframed the Trilogy in an instant. What we had just lived was not an instructional series but an exemplar of the very future we must now build: a future where learning is not performed, but inhabited; not standardized, but personalized; not delivered, but co-created.

Moved by the exchange, Cosiamo shared a personal action plan shaped directly by the insights that emerged during the session — a tangible reminder that authentic learning leads naturally to behavioral change. The group collectively affirmed that facilitators must become translators of insight into action, bridging the gap between understanding and practice. In that closing moment, the Trilogy matured into a cohesive philosophy of global education: learning must be conversational, accountable, and transformative.

A Movement Takes Shape

The Trilogy concluded not with closure, but with ignition. What emerged across the three sessions was not simply insight, nor even agreement, but a shared recognition that something new had taken shape—something none of the speakers could have created alone. CPR's combined message revealed itself as a "new" global pedagogy, one that integrates cognitive diversity, human-centered measurement, and transformational facilitation into a single, coherent developmental architecture. In this synthesis, learning becomes more than instruction, more than evaluation, more than engagement; it becomes a living system that honors the mind, measures what matters, and awakens the deeper capacities of human beings in relationship.

IFTDO, STADA, UMANIAMO, and ROI Institute now stand as co-stewards of this movement, inviting educators, writers, facilitators, policymakers, and leaders to reimagine what learning can and must become in a world that is reorganizing itself at extraordinary speed. The path ahead is unmistakable. We are being called to teach with greater humanity, to measure with deeper integrity, and to facilitate with fuller presence. We are being invited to think together, act together, create together, and ultimately awaken together. This Trilogy was the beginning of that journey. The movement now belongs to all of us who believe that learning is sacred, that people are worthy of understanding, and that the future will be built not by the loudest voices, but by the most intentional minds and the most courageous hearts.

<https://tinyurl.com/khtcmzwr>

Smarter Together: Re-Humanising Learning and Leadership in the Age of Artificial Intelligence

Cosiamo (Peter) Bavuso

Executive Director,
International Federation of Training and
Development Organizations (IFTDO)

Introduction

Artificial intelligence has moved rapidly from experimental novelty to embedded infrastructure across learning, leadership, and organizational life. In HRD contexts, AI now supports content generation, assessment, analytics, and decision-making at unprecedented speed. Yet this acceleration has surfaced a critical concern: as systems become more efficient, they risk becoming less human.

The central question facing HRD is no longer whether AI will be used, but how human agency, meaning, and relational performance will be preserved and strengthened alongside it. Prevailing models of performance, often centered on competencies, outputs, and individual achievement are increasingly insufficient to address this challenge. What is required is a re-framing of performance as a fundamentally relational and meaning-laden phenomenon.

This article introduces the S.M.A.R.T.E.R. Castle™ as a conceptual and applied framework designed to address this gap. The model offers HRD scholars and practitioners a human-centered architecture for leadership and learning that integrates strengths, accountability, trust, and legacy within relational systems.

Theoretical Orientation: Performance as a Human System

Traditional HRD and instructional design models tend to privilege observable outputs: skills acquisition, task completion, and measurable

Smarter Together: Humanizing Performance in the AI Era

The Challenge: AI and the Risk of "Hollow Productivity"

**The AI Paradox:
More Efficiency,
Less Humanity**

AI boosts outputs but can erode the core human factors that drive sustainable performance.

What is "Hollow Productivity"?

When employees disengage from meaning, growth, and accountability as AI tools take over.

**Performance Suffers
Without Human Connection**

Lack of trust and misaligned relationships hinder even the most highly skilled individuals.

The Solution: The S.M.A.R.T.E.R. Castle™ Framework

**A Human-Centered
Architecture for
Leadership**

The framework provides a practical tool to design for what machines cannot replicate.

T - Trust

Psychological safety allowing for risk, honesty, and genuine collaboration.

E - Eulogy Virtues

Your relational impact and legacy; how you are remembered by others.

R - Résumé Virtues

Your documented roles, skills, achievements, and measurable outputs.

S - Strengths

Innate capacities for thinking and acting that enable effective contributions.

M - Meaning

Deeply held values and purpose that render work significant and motivating.

A - Accountability

Responsibility to self, others, and shared commitments, ensuring well-being.

R - Relationships

Networks of inbound (support you receive) and outbound (support you give) connections.

**"Cultivate What
Machines
Cannot Replicate"**

The goal is to focus on meaning, trust, contribution, and moral responsibility.

results. While these remain important, such approaches often underplay the social and psychological systems that enable sustained performance. Research across organizational behavior, positive psychology, and systems theory consistently demonstrates that performance emerges from interaction between individuals, their strengths, their environment, and their relationships.

The S.M.A.R.T.E.R. Castle™ aligns with this systems orientation by positioning performance as an emergent property rather than a purely individual attribute. It draws implicitly on several established traditions:

- **Strengths-based development**, which emphasizes the amplification of innate capacities rather than remediation of deficits.
- **Relational leadership theory**, which understands leadership as a social process rather than a positional role.
- **Human performance systems**, which recognize that outcomes depend on alignment between people, processes, and networks.

Rather than introducing a competing

grand theory, S.M.A.R.T.E.R. integrates these perspectives into a coherent, practitioner-ready framework.

The S.M.A.R.T.E.R. Castle™ Framework

SMARTER is an acronym representing seven interdependent dimensions of human performance and leadership:

1. **Strengths** — Enduring patterns of thinking, deciding, and acting that enable individuals to contribute effectively.
2. **Meaning** — Deeply held values and purpose that render work significant and motivating.
3. **Accountability** — Responsibility to self, others, and shared commitments.
4. **Relationships** — Networks of inbound and outbound connection that enable contribution and support.
5. **Trust** — Psychological and relational conditions that allow risk, honesty, and collaboration.
6. **Eulogy Virtues** — Relational impact and legacy; how one is remembered by others.

7. **Résumé Virtues** — Roles, achievements, and documented outputs.

The castle metaphor is intentional. At the center stands the “inner tower,” comprising strengths and accountability, representing the individual as a steward of their own capability and conduct. Surrounding this core are relational and meaning-based dimensions that shape how performance is expressed and sustained. The résumé, often over-emphasized in organizational systems, is positioned as visible but incomplete without the deeper architecture beneath it.

Relational Performance and Networked Contribution

A foundational premise of the S.M.A.R.T.E.R. Castle™ is that performance is never solitary. Individuals operate within relational ecosystems that both enable and constrain their capacity to perform. Two relational flows are particularly salient:

- Inbound relationships, representing those who seek an individual's expertise, leadership, or support.
- Outbound relationships, representing those the individual relies on for challenge, feedback, resources, or growth.

These relational dynamics directly influence learning transfer, resilience, and ethical decision-making. When trust is absent or relationships are misaligned, even highly skilled individuals struggle to perform sustainably. Conversely, environments that cultivate trust and reciprocal contribution tend to amplify both individual and collective performance.

AI, Agency, and the Risk of Hollow Productivity

AI tools excel at pattern recognition, language generation, and

probabilistic prediction. They can increase productivity and reduce cognitive load, particularly for routine or analytical tasks. However, AI does not possess discernment, moral judgment, or lived responsibility.

A central risk in AI-augmented HRD systems is the erosion of agency: when tools “do the doing,” individuals may disengage from the formative processes of sense-making, contribution, and growth. Over time, this can undermine confidence, accountability, and meaning—factors strongly associated with well-being and ethical behavior.

The S.M.A.R.T.E.R. Castle™ provides a counterbalance by insisting that technology must serve human formation rather than replace it. AI may support résumé virtues, but strengths, trust, and eulogy virtues remain irreducibly human.

Contribution, Mental Health, and Sustainable Performance

Contemporary discourse on workplace mental health increasingly recognizes the role of contribution and agency in psychological well-being. Humans are not merely motivated by rewards or efficiency; they are motivated by the opportunity to use their strengths in service of others and something meaningful.

Within the S.M.A.R.T.E.R. framework, diminished well-being is often linked not to lack of capability, but to lack of alignment between strengths and roles, between values and meaningful work and organizational practices, and between individuals and their relational networks. HRD interventions that restore this alignment can enhance both performance and well-being without treating them as competing priorities.

Implications for HRD Research and Practice

For HRD scholars, the S.M.A.R.T.E.R. Castle™ offers a conceptual lens for examining performance beyond individual competence models. It invites research into relational architectures, trust dynamics, and legacy-oriented leadership.

For practitioners, the framework provides a practical diagnostic and design tool:

- Are learning programs activating strengths or merely transferring information?
- Do leadership systems cultivate trust and accountability, or compliance alone?
- Are organizations measuring only outputs, or also relational and developmental impact?

Conclusion

In an era increasingly shaped by artificial intelligence, the distinctive value of HRD lies not in competing with machines on speed or scale, but in cultivating what machines cannot replicate: meaning, trust, contribution, and moral responsibility.

The S.M.A.R.T.E.R. Castle™ reframes leadership and learning as human systems grounded in strengths and sustained through relationships. By designing for these dimensions, HRD can ensure that organizations do not merely become more efficient, but more coherent, humane, and capable of collective wisdom. In this sense, sustainable performance is not achieved by being smarter alone, but by becoming smarter together.



**SMARTER TOGETHER
RESOURCES QR Code**

<https://www.umaniamo.org/smarter-together>



By: Ms. Anita Chauhan
(Co-Chairperson, IFTDO CWYEE, India)

The Purpose-Driven Pivot: Reinventing the Organisation for the Green Economy—Insights from the IFTDO Global Platform

In the global drive to “Reinvent the Organisation,” the pivot from mere profit maximization to **Purpose-Driven Transformation** is not just an ethical luxury—it is the defining strategic imperative of the 21st century. Nowhere is this clearer than in the transition to the Green Economy. Reinvention today means recognizing that organizational longevity is intrinsically tied to environmental responsibility and social impact.

This shift requires dismantling traditional, siloed business models and rebuilding them with sustainability embedded at every operational layer. This is fundamentally about changing organizational culture—transforming mindsets from being reactive to being proactively responsible stewards of the planet.

We draw upon the timeless wisdom of the Ishavasya Upanishad, which defines our eternal relationship with resources:

“ईशावास्यमिदं सर्वं यत् किञ्च जगत्यां जगत् ।
तेन त्यक्तेन भुञ्जीथा मा गृधः कस्यस्विद्धनम् !!”

— Ishavasya Upanishad, Mantra 1

This verse encapsulates the spirit of the Green Economy: Everything is pervaded by the Divine. Therefore, enjoy through renunciation; do not covet the wealth of others. This principle informs how organizations must now operate—as custodians, not consumers.

The Three Pillars of Reinvention for Prosperity

Organisations ready to embrace the Green Economy must focus on three core areas, which form the bedrock of the upcoming **4th IFTDO International Conference** on “**Global Awakening: शक्ति से समृद्धि की ओर (Strength to Prosperity)**”:

1. Digital Transformation Meets Green Mandate (AI, Innovation & Green Economy)

True organizational reinvention leverages technology not just for efficiency, but for sustainability. Automation, AI, and advanced data analytics must be deployed to monitor carbon footprints, optimize supply chains for waste reduction, and create genuinely circular economic models.

For example, using AI to manage India's complex power grid, as seen in many PSUs, or deploying drone technology for agricultural sustainability are modern reinventions. Organizations must invest in capability building focused on these 'Green Tech' skills to remain relevant. Without integrating digital tools, the commitment to the Green Economy remains performative rather than transformative.

2. Culture Shift: From Hierarchy to Human Capital (Women & Youth Leadership)

Reinvention necessitates a radical shift in leadership structure. Command-and-control hierarchies are too rigid for the speed of climate change and market disruption. Organisations must embrace **agility**, empowering decentralized, emotionally intelligent leaders who can inspire change.

Critically, this requires recognizing women and youth as the primary change agents. Young employees are not just demanding purpose; they are pioneering sustainable solutions. Organisations that prioritize mentorship, continuous learning, and leadership pathways for women and youth will naturally be more resilient, innovative, and purpose-driven. Their unique perspectives—particularly in emerging markets—are the **'Strength'** that drives collective prosperity.

3. Measuring Impact, Not Just Output (Sustainability & Purpose)

The reinvention is incomplete unless impact is measured against environmental, social, and governance

(ESG) metrics. This moves beyond basic compliance. Organizations must define their purpose in terms of measurable positive contribution to the ecosystem. This involves embedding “Inner Transformation, Wellness & Wisdom” into the HR and L&D framework. A workforce that is conscious, ethical, and mentally well is better equipped to make purposeful decisions that benefit the community and the environment. This holistic approach ensures that organizational prosperity translates into community prosperity.

The Call to Action: Join the Global Dialogue in Jaipur

The challenges of this reinvention—from skilling millions for green jobs to embedding ethical leadership—are too large for any single organization to tackle alone. They require a global, multi-sector collaborative platform.

This is the exact purpose of the forthcoming **4th IFTDO International Conference**, held in Jaipur, Rajasthan, India, on **February 13-14, 2026**.

We invite all IFTDO colleagues, researchers, and practitioners to share their experiences and solutions on this global platform. We are currently accepting submissions for our conference proceedings on critical sub-themes that drive this purposeful reinvention:

- **AI, Innovation & Green Economy for Inclusive Growth**
- **Startup Ecosystems and Entrepreneurial Ventures**
- **Women & Youth Leadership for Sustainable Societies**
- **Education & Skills for the Future**

We look forward to leveraging the collective wisdom of the IFTDO network to craft the roadmap for purposeful organizational reinvention that leads the world toward sustainable prosperity. Interested contributors are requested to submit their articles and papers by the deadline for inclusion in the ISBN/ISSN-indexed publications.

ISTD opens its 54th Chapter at Moradabad(UP) India.

Dr. A. C. Joshi

Former NTPC Chair Professor & IFTDO News Editor

A National Seminar on "Training and Development for Organisational Effectiveness" along with the inauguration of the ISTD Moradabad Chapter was successfully organised at Teerthanker Mahaveer University (TMU), Moradabad. The programme witnessed the participation of eminent academicians, industry experts, training professionals, faculty members, and students.

The event was graced by Professor V. K. Jain, Hon'ble Vice Chancellor, Teerthanker Mahaveer University, who highlighted the significance of continuous learning, skill development, and industry-academia collaboration for enhancing organisational effectiveness. He emphasised that training and development are key drivers of institutional and professional excellence.

Mr. Atul Shah, National President, Indian Society for Training and Development (ISTD), formally inaugurated the ISTD Moradabad Chapter and spoke on the growing importance of professional training in today's dynamic organisational environment. Mr. Yogesh Upadhyay, Former National President, ISTD, shared his experiences on leadership development and organisational transformation, while Ms. Ankita Sharma, Regional Vice President, ISTD, encouraged students and professionals to actively associate with ISTD for continuous growth.

The seminar was further enriched by the presence of Mr. Anup Kumar (Chairperson ISTD Dehradun), Dr. A. C. Joshi Former NTPC Chair Professor & IFTDO News Editor and Ms. Nidhi Joshi NC member.

The office bearers of the newly inaugurated ISTD Moradabad Chapter were announced during the programme. Professor V. K. Jain was named Chairperson, Professor Vipin Jain, Dean, Faculty of Commerce and Management, was appointed Secretary, Professor Amit Kansal as Vice

Chairperson, Professor Manoj Agarwal as Treasurer, and Professor Chanchal Chawla as Member. Other members include Mr. Arpit Verma, Manager, ICICI Bank, Dr. Sudhir Awasthi, CEO, Asapian Hotels, Mr. Nithit Mishra, Mr. Pankaj Singh, and Dr. Charul Verma. On this occasion Prof. Vinaysheel Gautam conveyed his best wishes on the occasion of the opening of a new chapter, noting that every new beginning carries the promise of growth, renewal, and lasting impact. He assured all possible support in its future endeavours.

Deans, Principals, Directors, faculty members, and a large number of students actively participated in the seminar, making the event highly interactive and impactful. The programme concluded with a formal Vote of Thanks proposed by Professor Vipin Jain, Dean, Faculty of Commerce and Management, who expressed gratitude to all dignitaries, speakers, organisers, and participants for their valuable support and presence.

The seminar marked a significant step towards strengthening professional training and development initiatives in the Moradabad and Kashipur region through ISTD activities. Dehradun Chapter shall be the handholding Chapter to ensure speedy growth and development.



Letter to the Editor...



Dear Avinash,

I wish to formally commend the editorial team of IFTDO News for the exceptional quality, depth, and relevance of the July 2025 edition of the newsletter. This issue demonstrates a high standard of professional insight and global perspective, with well-curated articles that thoughtfully explore themes of harmony in diversity, cross-cultural collaboration, transformational leadership, and people-centered development. The breadth of contributions, clarity of analysis, and balance between strategic thinking and practical application reflect strong editorial leadership and a deep understanding of contemporary organizational challenges. The newsletter effectively positions IFTDO News as a credible platform for global thought leadership, knowledge sharing, and professional learning across cultures and regions. Its coherence, intellectual rigor, and inclusive voice make it both informative and impactful for a diverse international readership. Please accept this letter as an expression of appreciation for the editorial excellence and continued commitment to advancing learning and development through high-quality publication.

Sincerely,

Sherrey Chng
Singapore

Dear Esteemed Dr. A C Joshi,

Greetings! I greatly appreciated the content, particularly its clarity, coherence, and relevancy. The summary accurately captures the core of the International Conference, offering a thorough overview of key sessions and conversations. Your editorial acumen is evident, and the tone is both captivating and informative—appropriate for a diverse audience. I particularly valued the prompt and equitable incorporation of global issues, demonstrating a profound comprehension of current trends and concerns. This is an excellent endeavour that provides substantial value to its audience, underscoring your dedication to promoting meaningful discourse and global consciousness.

Mehjabin Elahi

Senior Research Officer
Begum Rokeya University, Rangpur, Bangladesh.

Dear Dr. Joshi,

I am writing to convey my sincere appreciation for your exemplary editorial leadership and invaluable contributions as the Editor of IFTDO NEWS. I have been reading IFTDO NEWS since its beginning, and throughout this time, I have been consistently impressed by the depth, clarity, and relevance of the content you curate. Your dedication to presenting high-quality insights, global perspectives, and thought-provoking analysis has significantly enriched the professional lives of HR and development practitioners around the world. Your work not only keeps the global HR community informed of emerging trends and best practices but also fosters meaningful dialogue and shared learning across cultures and disciplines.

Best wishes and regards.

Anup Kumar

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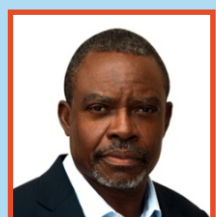
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