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YEARS

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World Conference & Exhibition  
**Golden Jubilee**  
Egypt, 22-24 April 2024

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22<sup>nd</sup> - 24<sup>th</sup> April 2024



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International Federation of  
Training and Development  
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## Editor IFTDO News

Dear members,

During our last issues, we mentioned about change in leadership and once again, due to some unavoidable circumstances, we had to see another change in leadership. The IFTDO News was delayed. Dr. Ranjan Kumar Mohapatra, ED and Head Indian Oil Institute of Petroleum Management has now taken over as the new chairperson. Our sincere congratulations. We look forward to his dynamic proactive, analytical and creative leadership, which brings in new perspective and hope.

The theme of the newsletter is inspired from the latest trend "AI the new paradigm in L & D". AI today has indeed revolutionized various aspects of life, including training and development. When utilized effectively, AI can significantly increase the effectiveness of training programs and enhance learning outcomes. The main contribution of AI is its switch from common training to individual learning preferences. It helps in analyzing individual learning preferences, strengths, and weaknesses to create personalized learning route for each learner. This tailored approach ensures that learners receive content and exercises that match their specific needs, leading to a more fulfilling learning experience. AI can also analyze data from training programs to identify patterns and trends in learners' performance. This allows trainers to intervene and provide targeted support to individuals or groups who may be struggling, ultimately improving overall training outcomes. AI-driven VR and AR simulations can provide realistic and immersive learning experiences in a safe environment. This is particularly beneficial for training in high-risk industries or scenarios that are expensive or challenging to replicate in real life. AI can automate the process of assessment, providing immediate feedback to learners. This enables the learners to track their progress and focus on areas of improvement, leading to continuous learning and skill development. AI can analyze data on industry trends, job market demands, and technological advancements to predict future training needs. This proactive approach ensures that training programs stay relevant and aligned with the evolving requirements of the workforce.

Incorporating AI into training and development requires careful planning, data privacy considerations, and a focus on ethical AI practices. Nevertheless, when used responsibly, AI can be a powerful tool to enhance the effectiveness of training and improve the overall learning experience. This issue incorporates articles from our leading Global trainers and I am sure they will add value to this edition. We are also sharing the detailed revised brochure of Cairo Conference, which can be seen through a link given in the Presidents message.

(Dr. A C Joshi)

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





**Dr. Ranjan Kumar Mohapatra**

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## IFTDO Chairman's Message

Greetings Everyone.

Considering the thrust on new age technology, it is but apt that the theme of coming IFTDO News has been chosen as 'AI, the new paradigm in L & D'.

I personally feel that leveraging the power of Artificial Intelligence (AI) can really transform human learning. AI, which was once confined to the realms of science fiction, has become a tangible force transforming numerous industries, and L&D is no exception. It is now reshaping the way organizations approach training, skill development, and knowledge acquisition.

One of the key benefits of AI in L&D lies in its ability to personalize the learning experience. Through intelligent algorithms, AI can analyze vast amounts of

data, such as individual learner preferences, performance metrics, and skill gaps. By doing so, it can tailor learning pathways, content, and assessments to meet the unique needs of each learner. This level of personalization not only enhances engagement and motivation but also maximizes learning outcomes.

However, it is crucial to recognize that AI should not be seen as a substitute for human instructors or trainers. While AI can augment and enhance the learning process, human expertise and guidance are indispensable. The unique insights, empathy, and adaptability that human instructors bring to the table cannot be replicated by machines alone. Therefore, our focus should be on leveraging AI as a tool to enhance human learning and performance, rather than replacing the vital role played by human trainers.

Responsible use of AI in L&D also entails addressing ethical concerns. As we develop and implement AI-powered systems, we must ensure fairness, transparency, and impartiality. Bias in algorithms, data privacy, and inclusivity must be at the forefront of our considerations. By adopting a thoughtful and responsible approach, we can ensure that AI in L&D promotes equity, respects individual privacy, and embraces diverse perspectives.

Furthermore, the evaluation of AI-powered L&D initiatives is critical. As we integrate AI into our programs, we need to continuously assess and measure its impact on learning outcomes, learner satisfaction, and performance improvement. Rigorous evaluation methodologies should be employed to ascertain the effectiveness and value-add of AI interventions. This feedback loop will help refine and optimize the application of AI in L&D, ensuring its continued evolution in alignment with organizational and individual needs.

In conclusion, AI represents a new paradigm in L&D, offering immense potential for innovation and growth. However, as we embrace this new frontier, let us remember that AI is a tool that should augment human expertise, not replace it. By blending the power of AI with the wisdom and experience of human instructors and trainers, we can create a learning ecosystem that is both technologically advanced and deeply human-centered.

As members of IFTDO, we have a collective responsibility to lead the way in ethical and responsible AI adoption in L&D. Together, we can forge a future where AI seamlessly integrates with human intelligence, propelling us towards new heights of individual and organizational success.

Let us collaborate, learn from each other's experiences, and share best practices in utilizing AI to enhance the art and science of L&D. By doing so, we can shape a future where AI becomes a catalyst for transformative growth, unlocking the full potential of individuals, organizations, and societies at large.

Best Wishes

**Dr. Ranjan Kumar Mohapatra**



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## HONORARY SECRETARY GENERAL'S REPORT

**Board:** Chairman, Mr. Chris McDonagh and Board Member, Mr. Harry Bundred resigned on June 13, 2023. In the AGM held on June 14, 2023, Dr. Ranjan Mohapatra was appointed Chairman of the Board till Dec 2024. Later, Board nominated Dr. Patti Phillips, FM representing ROI Institute, USA (who was earlier AM Representative from Americas) as Board Member in the vacancy of Mr. Bundred, till December 2023, and Dr. Abraham Pius of the Academy for Advance Studies (TAAS), UK as AM Representative for Europe, till December 2024.

The Board held three meetings on February 23, 2023, May 3, 2023 and July 1, 2023. The Board discussed two main items: (i) the preparations for the 51<sup>st</sup> IFTDO World Conference and Golden Jubilee celebrations to be held in Cairo and (ii) Way Forward. The AGM held on June 14, 2014 approved the Annual report and Accounts for 2022.

**50<sup>th</sup> IFTDO World Conference and Golden Jubilee celebrations** to be held in Cairo has been postponed from Nov 2023 to April 22-24, 2024.

**Committees:** The Committees have been reorganised as follows:

***Conference and Certification Committee***

**Chair:** Ms Wafaa Haidamous Hallassou, **Co-Chair:** Dr. Ghalib Al Hosni

***Membership Services Committee***

**Chair:** Dr. (Ms.) Patti P. Philips, **Co-Chair:** Dr. (Ms.) Tayo O. George

***International Projects & Strategy Committee***

**Chair:** Dr. Tayo Rotimi, **Co-Chair:** Dr. Raed Khanfar

***Research & Publication & Awards Committee***

**Chair:** Dr. Vinayshil Gautam, **Co-Chair:** Dr. Abraham Pius

***Women & Youth Empowerment & Entrepreneurship Committee***

**Chair:** Dr. (Ms.) Janet Jolaoso, **Co-Chair:** Dr. (Ms.) Anita Chauhan

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

***Full Members:***

1. Bratim Training Ltd, Nigeria, April 2023 (Was AM earlier, rejoined as FM)
2. Energy Fiji, Fiji, April 2023

***Associate Members (AM):***

1. The Academy for Advance Studies (TAAS), UK, May 2023
2. National Consulting Bureau Co, Kuwait, May 2023 (rejoined)
3. Parnian Payesh Andishe Kadus, Nigeria, June 2023

All Members are requested to promote the 50<sup>th</sup> IFTDO World Conference and Golden Jubilee Celebrations in Cairo on April 20-22, 2024. There is a special discounted registration fee for Members and their nominees.

**Dr. Uddesh Kohli**  
**Hony. Secretary General**

**Prof. Helmi Sallam**

IFTDO President

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## President's - Desk

*Dear Colleagues and friends,*

You cannot imagine the level of excitement at which our Team members are working with to ensure that every little detail concerning the upcoming IFTDO conference is taking care of.

This might be one of the reasons we shifted the date of the IFTDO conference which will be held in Cairo on become 22-24 April 2024.

Taking into consideration the national and religious holidays in different countries, beside the magnificent weather in Egypt in April, in addition our hopes that the political struggles in different countries of the World would calm down led us to make this shift to guarantee the participation of a larger number of people who are interested not only in the professional content of the conference, but also to come and celebrate with us the Golden Jubilee of the IFTDO.

The high levels of excitement and enthusiasm I mentioned earlier were also witnessed among the international experts who submitted their papers to become speakers during the conference. To mention a few of them, we have:

- Jack Phillips – Chairman of ROI Institute, USA.
- Dr. Mootaz Khorshid – Former Minister of Higher Education and Scientific Research, Egypt.
- Dr. Shailesh Thaker – Chief Learning Officer of Knowledge Inc, India.
- Mark Nation – Founder & CEO of Nation Leadership, USA.
- Prof. Ahmed Sakr Ashour – Professor of Business Administration Alexandria University, Egypt.
- Nicole M. Heimann – Co-CEO of Heimann Cvetkovic & Partners AG
- Patti Philips, CEO ROI Institute, INC – USA
- Dr. Yudhi Ahuja, Advisor, SM Leadership Academy, USA.

Don't miss that one life-time opportunity where we will communicate, interact, share experience, celebrate and enjoy.

**Prof. Helmi Sallam****Come to Cairo April 2024****Conference Brochure/details available on Conference website:****<http://www.teamconferences.com>**

# AI, the new paradigm in Learning and Development



## Dr. Anubha Walia

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It's not surprising to share how frequently we are using AI in our daily life. Google searches, Amazon personalised product recommendations, Alexa determining music we need to play, and website chatbots communicating with us as consumers.

However, there is still a feeling of trepidation

surrounding the concept of AI technology. Why? I believe that rather than replacing human engagement, AI should be seen as a tool to improve human capabilities and reduce cognitive burden so that we may be able to create and develop more. In today's dynamic business and economic environment, learning and development (L&D) encompasses much more than just giving employees of an organisation training. It involves creating a culture of continuous learning that improves employee performance while also retraining and upskilling employees to meet ever-changing demands. By providing employees with interesting, practical development opportunities, employers may increase productivity, increase employee satisfaction, and foster a healthy workplace culture. AI would appear to be the best technology for learning and development from that standpoint. Despite growing in popularity, I think AI's potential in L&D hasn't yet been fully realised.

Being an L & D specialist, in my opinion, is crucial to any company's long-term success. The use of artificial intelligence (AI) in training and development should be encouraged by organisations as we at prism philosophy have started using it for people's development. With the help of artificial intelligence, learning and development are going through a significant revolution. Organisations need to keep up with these developments if they want to remain competitive in the quickly changing workplace of today.

Most successful organisations have recognised L&D as a value-add that helps them grow, engage, and retain their most valuable workers. In the 2022 Workplace Learning Report from LinkedIn, "opportunities to learn and grow" are identified as the most important culture drivers globally. Presently, AI tools have become more widely available in daily life. L&D practitioners—who often assist others in their organisations in adjusting to change—are now forced to adapt to change themselves. The most well-known of these technologies is the ChatGPT generative AI. It helps in increasing scalability and effectiveness. All levels of L&D practitioners can become more effective with the aid of AI, improving their ability to scale their services and reach more employees with less



initial outlay. AI tools will increase efficiency at an even higher rate as they develop and are integrated into the systems we use on a daily basis. For instance, Microsoft recently added ChatGPT support to its Bing search engine and stated that it intends to further integrate ChatGPT into further Microsoft applications, such as Word. With the support of AI, we have swiftly started anubhawalia@gmail.com Page of 1 4 creating initial workshop summaries, implementation plans, communications, and extensive content on a number of subject matters with this level of accessibility. Some of the aspect leading training firm Prism Philosophy have worked on are:

**ROI growth:** Increased ROI is not only highly likely, but it's also already happening in several organisations that are utilising AI efficiently. As opposed to traditional learning approaches, which are frequently event-based and generated in a one-size-fits-all manner, employees may easily create more customised content and receive the learning they need when they need it.

**Online Coaching:** Prism is already completing 500 hours of coaching sessions yearly and now taking the support of AI will be able to deliver virtual coaching, making these services more convenient and accessible for employees at all levels. Although AI in its current form is not even close to being on par with highly skilled certified coaches, it is not improbable that they will soon be able to demonstrate greater conversational abilities, empathy, and critical thinking.

In the AI world, L&D's role extends beyond traditional training and development to encompass building AI skills, fostering ethical practices, shaping AI strategies, enhancing learning experiences, promoting data literacy, and enabling continuous learning and adaptation. By fulfilling these roles, L&D can empower organizations to thrive in an AI-driven landscape. Artificial intelligence (AI) is important in the Learning and Development (L&D) department for several reasons:

- **Personalization:** AI analyzes vast amounts of data to understand learners' preferences, strengths, and weaknesses. This enables the delivery of personalized learning experiences anubhawalia@gmail.com Page of 2 4 tailored to individual needs, which can enhance engagement, motivation, and knowledge retention.
- **Adaptive Learning:** AI-powered systems can adapt the learning content and pace based on learners' progress and performance. This ensures that learners receive the right level of challenge and support, optimizing their learning outcomes.
- **Automation and Efficiency:** AI tools can automate administrative tasks such as scheduling, grading, and data analysis, freeing up L&D professionals' time to focus on more strategic activities. This improves efficiency and allows for more effective use of resources.
- **Continuous Learning and Feedback:** AI tools can provide real-time feedback and guidance to learners, allowing them to identify areas for improvement and make adjustments as they progress. This promotes continuous learning and skill development.
- **Scalability:** AI-powered platforms can scale training programs to reach a large number of learners simultaneously. This is particularly valuable for organizations with distributed teams or global operations.

- **Predictive Analytics:** AI can analyze data from various sources to predict learner behaviour, performance, and training effectiveness. This allows L&D professionals to make data-driven decisions, identify potential gaps or challenges, and proactively address them.
- **Enhanced Learning Experiences:** AI technologies such as virtual reality, augmented reality, and simulations can provide immersive and interactive learning experiences. These technologies engage learners, improve knowledge application, and enable practice in a safe environment.
- **Continuous Improvement:** AI tools can track and analyze learner performance and program effectiveness over time. This data-driven approach helps L&D professionals identify areas for improvement, refine learning strategies, and make evidence-based decisions.

By leveraging AI in the L&D department, organizations can enhance the effectiveness, efficiency, and impact of their training programs, resulting in improved employee skills, performance, and overall organizational success.

In the field of Learning and Development (L&D), there are several artificial intelligence (AI) tools that can be used to enhance training and learning experiences. Here are a few examples:

- **Intelligent Tutoring Systems (ITS):** ITS uses AI to provide personalized and adaptive instruction to learners. These systems analyze learner performance, identify areas of weakness, and deliver customized feedback and guidance.
- **Virtual Reality (VR) and Augmented Reality (AR):** VR and AR technologies provide immersive learning experiences. They can simulate real-life scenarios, allowing learners to practice skills and knowledge in a safe and controlled environment.
- **Chatbots and Virtual Assistants:** AI-powered chatbots and virtual assistants can provide on-demand support and guidance to learners. They can answer frequently asked questions, provide information, and assist with navigating training programs.
- **Adaptive Learning Platforms:** These platforms use AI algorithms to dynamically adjust the learning content and pace based on learners' individual progress, preferences, and performance. They offer personalized learning paths to optimize the learning experience.
- **Natural Language Processing (NLP):** NLP techniques enable machines to understand and generate human language. NLP can be used in L&D for automated content creation, language assessment, and analysis of learner responses.
- **Data Analytics and Predictive Models:** AI-based analytics tools can analyze large amounts of data generated during training programs. These tools can identify patterns, trends, and insights to optimize learning strategies, predict learner performance, and identify areas for improvement.

Incorporating artificial intelligence (AI) into Learning and Development (L&D) requires a systematic and strategic approach. Steps to help you incorporate AI into your L&D initiatives: First, Assess Needs and Objectives: Start by identifying the specific needs and objectives of your L&D programs. Determine where AI can add value, such as personalized learning, adaptive learning, or data analytics. This will guide your AI integration efforts. Secondly, Explore AI Solutions: Research and



goals. Consider factors such as functionality, ease of integration, scalability, and user experience. Engage with AI vendors, attend conferences, and network with experts to gain insights and make informed decisions. Thirdly, Pilot Projects: Start with small-scale pilot projects to test AI solutions in specific areas of your L&D programs. This allows you to assess the effectiveness, user experience, and feasibility of AI implementation. Gather feedback from participants and stakeholders to iterate and improve the AI solution. Fourthly, Data Collection and Preparation: AI relies on quality data for training models and generating insights. Ensure you have access to relevant and reliable data sources. Clean and prepare the data by removing duplicates, addressing inconsistencies, and ensuring data privacy and security. Fifth, Develop AI-Enhanced Learning Experiences: Use AI to enhance learning experiences. For example, leverage adaptive learning platforms that use AI algorithms to personalize learning paths based on individual learner needs. Implement AI-powered chatbots or virtual assistants to provide on-demand support and guidance to learners. Sixth, Train Employees: Provide training and support to L&D professionals and employees on how to effectively use AI tools and technologies. This includes training on data analysis, interpretation of AI-generated insights, and understanding of the limitations and ethical considerations of AI. Seventh, Monitor and Evaluate: Continuously monitor the performance and impact of AI in your L&D initiatives. Gather feedback from learners, trainers, and stakeholders to understand the effectiveness, user satisfaction, and areas for improvement. Monitor key metrics and analytics to assess the ROI and success of AI implementation and lastly, Stay Updated: Keep abreast of the latest AI advancements, trends, and best practices in L&D. Attend conferences, participate in industry forums, and engage with AI experts to ensure you leverage the full potential of AI for L&D.

It's important to note that while AI brings several benefits to HR, it should be used ethically and responsibly. HR professionals need to ensure transparency, fairness, and inclusivity in the implementation and use of AI tools to avoid bias and discrimination.

Overall, AI has revolutionized L&D by offering personalized, adaptive, and immersive learning experiences, automating administrative tasks, enabling data-driven decision-making, and improving scalability and accessibility. These changes have the potential to enhance learner engagement, knowledge acquisition, and performance in organizations.

Remember, the successful incorporation of AI into L&D requires careful planning, collaboration, and continuous evaluation. By taking a strategic and iterative approach, you can effectively integrate AI technologies to enhance learning experiences, improve outcomes, and drive organizational success. Finally, It's important to note that the adoption of AI tools in L&D may vary across organizations, and the specific tools used will depend on the organization's needs, resources, and goals.



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A True Focus on the Customer Machine learning can help improve and even personalize every aspect of a customer's experience—from successfully surfacing relevant products to offering key moments of delight along the way. Airbnb, for one, uses machine learning everywhere its business touches the customer, including Airbnb.com's search autocomplete, recommendations, pricing tips, marketing, fraud detection, payments, customer service, auto-categorization, and amenity predictions. The company has more than 100 machine learning models running on its website.

The company frequently hosts research sessions with Airbnb guests to learn where it can improve its platform, which is what it did with one of its newer offerings, Airbnb Experiences, a collection of activities designed and led by local hosts. Unlike when searching for homes, where guests typically enter a geographic location in the search bar, when searching for Airbnb Experiences, guests want to be able to search for specific activities (for example, "concerts" or "surfing") as well as to search for specific experience names (for example, "Wolf Encounter"). This customer need motivated the company to start a

# MACHINE LEARNING: THE NEXT GENERATION OF CUSTOMER EXPERIENCE

**Source: Harvard Business Review -  
Analytic Services (Briefing Paper)**

machine learning project aimed at enabling keyword search in the search bar.

Another organization that accurately pinpointed and sought to resolve customer difficulties with machine learning was a medical diagnostic company with 1\$ billion in revenue. The company was experiencing a high abandonment rate when patients tried to schedule lab tests using its website. After doing a little digging, the company realized that patients were starting the process online, but then, unable to decipher either their doctors' handwriting or the complicated test names, they'd stop and do everything over the phone with a live agent instead.

Using data from only the past two years, the company developed a machine learning model that discovered a high correlation between tests for certain conditions. It was then able to build an application that automatically suggests related tests as patients begin typing in their first test. As a result, the company increased online scheduling by %25.

## Engaging Customers in New Ways

Some companies have figured out how to elegantly use data to better identify and recommend the most appropriate content or products, inspiring customers to buy. Consumer products maker Procter & Gamble recognized that there are so many skin products on the market today that when customers are faced with having to make a decision, they either turn to user reviews, make

a guess at what product might work, or, faced with an overload of choices, put off making a decision until later—or never. The company wanted customers to make well-informed and more immediate decisions when it came to its Oil of Olay skin brand, so it developed its machine-learning-based VizIDTM technology, which scanned more than 50,000 faces to build the Olay Skin Advisor. To make it easier for customers to determine which Oil of Olay skin products are right for their skin types, the tool analyzes selfies to tell potential customers how old their skin is. It then recommends the most appropriate Oil of Olay products to help reduce the apparent.

## Serving Customers Better

Ride-sharing company Uber employs extensive machine learning activities in customer service. Every day, Uber deals with hundreds of thousands of customer support tickets across more than 400 cities worldwide. To resolve them as quickly as possible, its Customer Obsession Ticket Assistant, or COTA, uses machine learning and natural language processing to help customer support representatives improve their speed and accuracy for better customer experiences. As one of Uber's largest and most.



# How General Motors Implemented a Successful Workplace Mentor Program



**Margo Murray**  
IFTDO Member

Many school-to-work programs have identified mentoring as a critical factor in their success. Experienced workplace mentors help students gain the skills and abilities needed for moving from the classroom to the working world.

The General Motors Youth Education System (YES) began as a large school-to-work initiative designed to attract and retain entry-level automotive service technicians for GM dealerships across the country. In 1996, GM piloted the program in Oklahoma, Pennsylvania, Virginia, and Delaware in partnership with seven local vocational-technical high schools and state school-to-work offices. The program has now been expanded industry-wide in 30 states. MMHA The Managers' Mentors, Inc., team led by Margo Murray, designed and implemented the mentoring component to prepare adult mentors and high school students for successful mentoring relationships.

#### Among the criteria for students are:

- Goal orientation
- Interest in an automotive career
- Responsibility for their own growth
- Initiative
- Willingness to accept feedback and coaching

#### The criteria for mentors include:

- Interest
- Technical skills at mastery level

- Interpersonal skills
- Competence in two or more service functions
- Flexibility

A Coordination Team, representative of all stakeholders, is the linchpin in the success of the mentoring process. The team is responsible for implementing, monitoring, evaluating, and refining the process. Key members of the team includes parents, students, technical-mentors, dealer managers, school administrators, counselors, instructors, and Vocational Industrial Clubs of America (VICA) representatives.

To insure success, mentors and student interns are oriented in their respective roles. The orientations are flexible to take into account the schedules of both workplace mentors and 11<sup>th</sup> and 12<sup>th</sup> grade students. Topics include communication and feedback skills and a work style assessment to help mentors and students learn more about themselves and to build a strong foundation for working together.

Evaluation consists of periodic checkpoints conducted by the Coordination Team to assess the health of the mentor-student relationship, as well as individual and focus group interviews to gather information for continuous improvement of the process.

From the post-pilot interviews and data gathering, both mentors and student interns found the experience to be rewarding and worthwhile. Mentors and students reported increased confidence of the students as the major accomplishment of the mentoring process. Students also cited an increased

ability to work with adults, a new comfort level in their own abilities, and improvement in communication and feedback skills. In addition, both mentors and students indicated that formal orientation was important and the Coordination Team was essential to the success of the process.

*“Margo told us early on that mentoring would be the linchpin of our AYES model and she was certainly correct. Our mentoring process has set the AYES initiative apart from all other automotive training programs. Thanks to her for all of her contributions and for coaching us to emphasize the mentor role in our initiative.”* Donald T. Gray, President and CEO, Automotive YES, General Motors.

To date more than 1200 Master Service Technicians have been selected and prepared for effectiveness in the mentor role. The program has now been expanded to include other automotive companies, and is called Automotive Youth Education System (AYES).

**Authors:** Margo Murray, Juanita Garcia, and Michael McCrary  
MMHA The Managers' Mentors, Inc.

First published in ASTD Reporter, Newsletter of the Golden Gate Chapter of the American Society for Training and Development, Vol. 41, No. 5

Updated by the authors and permission is granted for reprinting in **Education**, Luke Fogarty, Publisher

Margo's thought leadership is evidenced by the many projects she has managed for public and private sector organizations worldwide, seeing opportunities and potential that are daunting to others. Always focused on results, she has added value in partnership with clients on performance improvement processes, utilizing her proven innovative models for strategic planning and facilitated mentoring. Margo values most the results in using these strategies to leverage scarce resources for reproductive health leadership in Africa, Asia, and Latin America, and with mentoring processes for youth in School to Work.



**WORKPLACE  
MENTORSHIP**



**Mrs. Adesulu**  
IFTDO Member, Nigeria

# ARTIFICIAL INTELLIGENCE IN LEARNING AND DEVELOPMENT

The AI market will grow to a \$190 billion industry by 2025, according to research firm Markets and Markets. AI has become almost omnipresent in our lives. In fact, some people are even scared of a complete AI win over humans! While that is certainly an exaggeration, we have nonetheless weaved AI into our daily lives and activities. Even a simple search on Google uses AI to provide you with the most accurate results.

AI has been beneficial in a wide range of industries for things such as optimizing logistics, detecting fraud, composing art, conducting research, providing translations, and many other tasks. There's hardly a field that has not benefited from AI. In medicine, for example, AI has been used in the diagnosis of cancer, strokes, as well as broken bones. In the education sector, AI is being utilized at all levels, not only in teaching but in other systems that greatly influence academia. It is also widely used by enterprises for employee training. A lot of enterprises have already incorporated AI in their learning strategy.

## Why is AI Important in Learning and Development?

AI, or artificial intelligence, is the computer system simulation of human intelligence processes. In learning and development, AI can enhance and augment learners' educational experiences.

AI in Learning and Development is a fast-growing field, and new ways of using AI in education are constantly emerging. The goal of using AI in education is to enhance the learning experience, improve the effectiveness of instruction, and provide learners with more personalized and efficient education.

## What is the Role of Artificial Intelligence in Learning and Development?



## 1. Identifying Knowledge Gaps

Most enterprise learning strategies depend on holistic teaching. What we mean is, they have the same course materials for all employees. However, not all employees are the same. Some may already have a skill that the job needs. So, forcing them to learn what they already know is not a very effective strategy. AI has the capability to analyze huge data sets and derive conclusions using technologies like machine learning and predictive analysis. AI can also create learner profiles combining disparate data sources, something that will take days if done manually. It can successfully identify the skills missing in your employees, automatically, in a short time. In fact, this concept is already in use. Popular online training providers can use AI to measure learner performance, skills, and knowledge gaps in an organization. Once the gap is identified, the L&D team can work on adapting their training approach to meet the knowledge gap. This makes learning more effective and doesn't waste crucial employee hours.

## 2. Suggest the Most Appropriate Content

AI can identify knowledge gaps and then automatically scan for the most appropriate content for the learner. All of us know how that works as we have all used Google to search for information. Just like Google, AI can scan the internet, LMS, your proprietary content, and other sources to auto-suggest the most relevant content. This approach saves learners' time as they don't have to manually go through multiple pages of search results for hours.

## 3. Creation of Digital Content

Creating educational content is time-consuming and challenging. For this reason, most enterprises outsource their content creation at a huge cost. AI can come in here and help organizations save time and cost. AI can create educational content, such as videos, quizzes, and other interactive materials. AI can source information snippets and digital resources from the internet and other connected platforms. The same technology can also consolidate them and present them in an easy-to-understand manner. AI, through natural language processing, can even convert videos into texts. You can convert whole podcasts, webinars, and lectures into written words without any effort. It's the same way by which YouTube provides automatic subtitles in videos.

## 4. Personalize Learning According to the Learner

AI can personalize learning according to the pace, age, gender, and demographics of the learner. It can release materials to the employee gradually as s/he finishes a chapter or a module. For example, you want to train an experienced employee in customer management. AI can automatically scan the employee's skills and skip the basic training materials to suggest advanced resources. The technology is even fit to align learning with the employee's learning style. Research has shown that each of us learns in a different style. Men learn better in some ways, while females have their own learning styles. Older adults, again, have a preferred way of learning that is not very effective in the case of youngsters. AI can track and identify employee learning styles, and then optimize the learning experience for the best results. Personalized learning makes way for greater retention, higher recall, and improved learning.

## 5. AI as a 24/7 Digital Tutor

AI eliminates the need for a human trainer to some extent. Your employees may have many questions while they are undergoing training or taking a new course. Most of these queries are common and standard for all learners. In traditional approaches, the employees would have to wait for the trainer to resolve their queries. This means they have to wait for the availability of the trainer. AI can help address these queries and even provide accurate answers. Enterprises can use chatbots based on AI to help learners get answers to the most common questions. The whole process is carried out in the form of human conversation, just as you chat with a customer care representative.

## 6. Seamless Assessments and Instant Feedback

Enterprises will not need human efforts for the assessment of learning. AI-driven tools can gather information, evaluate performance, check answer sheets, and provide accurate results. Employees can get feedback instantly and get to know how they performed. AI can be used to deliver any type of assessment as long as it's digital. You can develop a range of assessment techniques and deliver them to your employees. Additionally, AI can even help personalize assessments. Most tests or quizzes are developed based on a 'one-size-fits-all' approach. They don't consider IQ, skills, or other such factors. Using AI, employees can take tests based on their capabilities, skills, and level of learning. This creates a much more accurate system of performance evaluation and eliminates situations where some find the test too hard, and others find it too easy.

## 7. Developing Crucial Insights

AI can mine LMS data, and employee performance, collect feedback, and make way for a range of analytics. Enterprises can use the data to form insights into their learning and development. They can find out the effectiveness of courses, areas of improvement, and crucial trends and patterns. The insight can help you refine your content, courses, and training strategy for better results. AI can do the work of collecting data continuously so that you can always make informed business decisions.

# Tech Innovations of Artificial Intelligence in Learning and Development

**Personalized learning:** AI can be used to create personalized learning experiences that are tailored to the individual needs and preferences of learners. For example, AI-powered learning platforms can assess a learner's progress and adjust the content and difficulty of the material accordingly.

**Adaptive learning:** AI can be used to create adaptive learning systems that can adjust to a learner's progress and provide additional support or challenge as needed.

**Automated grading:** AI can be used to grade assignments and assessments, freeing up instructors to focus on more high-level tasks such as providing feedback and engaging with students.

**Learning analytics:** AI can be used to analyze data on student learning and performance and provide insights that can be used to improve the learning experience and inform instructional decisions.



**Virtual instructors:** AI can be used to create virtual instructors or tutors that can provide personalized instruction and feedback to learners.

**Translation:** AI can be used to translate course materials and other learning resources into different languages, making them more accessible to learners around the world.

**Chatbots and virtual assistants:** AI-powered chatbots and virtual assistants can provide learners with 24/7 support, answering their questions and providing guidance on the material.

## Conclusion

AI is one of the most promising technologies that can revolutionize learning and development. Many enterprises have already stepped in to make the most of AI and dedicated due investments. AI is ideal for making learning fast and increasing the rate of completion. Not only can it enhance learning, but also improve efficiency, engagement, interactivity, and recall.

## Frequently Asked Questions (FAQs)

### 1. How does AI personalize learning experiences?

A. I can analyze performance, preferences, and learning styles to customize educational experiences. By offering personalized content, adaptive assessments, and targeted feedback, learners receive tailored and engaging materials that cater to their specific needs.

### 2. What are some examples of AI applications in learning and development?

A. I applications in learning and development encompass intelligent tutoring systems, virtual reality simulations, learner support chat bots, automated grading tools, content recommendation systems, and data analytics for optimization.

### 3. Can AI replace human instructors or trainers?

A. AI is designed to augment, not replace, human instructors and trainers. It automates repetitive tasks, offers insights and recommendations, and enables instructors to concentrate on mentoring, facilitating discussions, and providing personalized learner support.

### 4. What are the ethical considerations of using AI in learning and development?

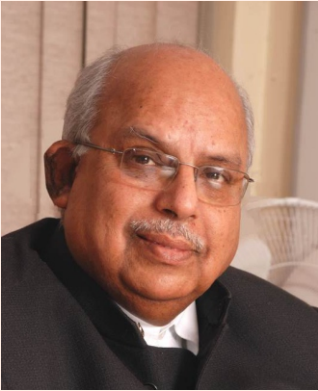
A. Ethical considerations of using AI in learning and development include ensuring data privacy and security, maintaining transparency and accountability in AI algorithms, avoiding biases in content and recommendations, and promoting fair and equitable access to AI-enabled learning tools.

### 5. Are there any limitations or challenges with AI in learning and development?

A. The challenges in AI for learning and development involve data quality, biases in algorithms, fairness monitoring, ethical considerations, and AI's supportive role alongside human expertise.

### 6. Can AI improve learner engagement and motivation?

A. AI enhances learner engagement and motivation through interactive and immersive experiences, adaptive content, gamification, and instant feedback. AI-powered virtual assistants and chat bots



**Dr Vinayshil Gautam FRAS  
(London)**

(Founder Director, IIM-K; First Head, Management Department, IIT-D; Leader Consulting Team, IIM-Shillong, Ex-Sr. MD & Economic Advisor, Protiviti (I) Member Pvt. Ltd., etc.)

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There are several Human Resources related institutions, societies, and bodies all over the world. They are at local, regional, and, at times, global levels. They deal with issues of personnel, training, development, general human resources, and more. It does not take much to set up a society but it needs much to sustain it. It may not be necessary in this text to list the various Human Resources related societies which exist; a focused Google search will give a reasonably comprehensive list.

For purposes of discussion, one could talk about societies related to Training and Development. Almost all societies have some components of Training and Development within their larger ambit, irrespective of their core focus. They may be an industry confederation, an association of Financial institutions, a network of Marketing institutions, or a network of industries focused on Manufacturing or Operations Research, but they all do some training. Hence, 'training' becomes almost a universal exercise, very often practised by people who, themselves need, more awareness of the art and craft of training. Training and Development are technical areas of

## **PERSPECTIVE** **SOME THOUGHTS TOWARDS** **HIGHER PROFESSIONALISATION** **OF TRAINING AND** **DEVELOPMENT INSTITUTIONS**

operations. It requires certain knowledge and skills, and one might add orientation.

One does not become a trainer only because that person claims to be one and has had his card printed with the designation of a 'Trainer'!

This is a major problem in the growth of Training and development-related institutions; namely, the entry point is vague, and almost anyone can wear the badge. This is capable of creating serious complications. A large number of training institutions have been created with several of them having serious competency deficiency. To join a Society of Civil Engineers, one needs to be a Civil Engineer; to join a Society of Doctors, one needs a degree in medicine. To be in a Confederation of Industries, one must represent some industry. To join Training and Development institutions, the qualifications are often vague and confusing. Some societies want the person to have a graduation degree. Other set up of societies related to Training and Development have other requirements but often do not require the rigour needed to join a society related to, say, Mathematics or Botany.

This shows itself in the corporate cadre as well. There are many cases of people who could not make their career in the basic profession of operations, marketing or finance and then migrated to training and development. Prima facie, there may be nothing wrong with this (One can visualise a situation where the migration from one field to another took place with proper

orientation) But then any kind of 'free' entry creates problems of its own. This is evidenced in the way many training and development institutions grow and function.

Put simply, it affects the health and workings of the institution, which claims to speak for 'Training and Development'. The matter needs attention.

There is a need for some rigorous vetting of the credentials of people who are admitted into Training and Development societies. A possible and typical way would be to establish one's record as a training and development professional in some verifiable manifestation of their activity. It can be the number of hours one has spent as a trainer or some evidence of one's expertise being recognised in a proven way.

Be that as it may, unless the entry criteria created, for joining Training and Development societies is made more professional and rigorous, some of the problems that these societies are facing may not be easy to solve.

The above narrative would be incomplete unless it is wrapped up by a defining characteristic of training and development area which falls under broader category of Human Resources Management. Unlike material management, operations research or statistics, human resources is not just a data driven area. To be an effective problem solver in this area 'subtle judgement' is an important core tool.

As an old wag observed, "patience" is a virtue but the learning is not about being patience but about how one behaves while one is 'practicing' patience. One needs to be cool and deliberate about it. One cannot go about practicing patience by rattling everyone around one, while being 'patient'.

Management of 'live entities' (which is what human resources management is about) is always subtler than managing inanimate objects like materials. Persons who do not recognise this distinction would be unfair in understanding the traits of practitioner of management in all its dimensions.

The fall outs are several. Ultimately many operational decisions require a cross functional expertise. A limited 'material management' approach may not best fit the bill. The behavioural aspect in many cases becomes the touch stone of success. It is in this regard that "Training and Development 'as a function can play a very important role in decision orientation.

The important matter seems to be to recognise the 'core' of the nature of training and development. This is where institutions committed to training and development have a still larger role to play.

A beginning can be marked by all training and development institutions in their mission statement stating their 'mandated' purpose and their 'desirable' purpose. In this manner a compass will emerge on the long road of making training and development institutions more focussed and more purposeful. But then that is another story.

The journey of the scientific method is always demanding. Somewhere a climate of getting this recognised for the training and development area, is worth the effort.

This is at the heart of a continuous effort of a higher and still higher level of professionalization.



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Indian Society for Training and Development successfully organized a Two-day Youth Fest on 25<sup>th</sup> and 26<sup>th</sup> may 2023 with the theme of “Y20: Empowering Youth –Empowering Nation, - Vikshit Yuva-Vikshit Bharat.” The two days Youth Fest was well supported and promoted by Youth and Entrepreneurship Committee –IFTDO.

The ISTD Youth Fest 2023 aimed at providing a dynamic platform for young people to engage in a diverse range of activities and explore their passions. With an array of interactive workshops, performances, competitions, and exhibitions, the festival offered something for every interest and talent. The Brand ambassador of youth fest Miss Nandini Gupta (Femina Miss India World 2023) graced the event by her presence on the second day of the fest. The event was started with the auspicious lamp lighting by Ms. Nandini Gupta – Femina Miss India World 2023 and Ms. Anita Chauhan, National President, ISTD AND Chairperson Youth and Entrepreneurship Committee –IFTDO. To promote the 50<sup>th</sup> World Conference the second curtain raiser from ISTD was being organized at the Youth Fest. Wherein The new dates of the conference have been announced from Nov 2023 to April 22-24, 2024. The special discounted rate of registration fee for IFTDO & ISTD Members. Being the Golden Jubilee celebrations, it will be a special, memorable event. ISTD efforts for large delegations across 50 chapter in India will be given extra benefits on early bird registrations for the conference. The Cairo Conference main theme “Redesigning the Future” and sub themes were detailed and the video was played during the fest. Ms. Anita Chauhan, National President, ISTD AND Chairperson Youth and Entrepreneurship

## Youth Fest Report

Committee –IFTDO while sharing the message of president Dr Helmi Salam mentioned the theme was intentionally chosen as a revival of the Silver Jubilee’s theme of “Designing the Future” which was also celebrated in Cairo 1996. Revisiting the same theme once again reflects the numerous changes that took place in all aspects of life which in turn affected the Training industry and the Development activities. Redesigning the future is becoming more imperative to be discussed as we are now witnessing an era of rapidly and severe changes in all sectors and industries. HR people are considering social developments, consumer behaviour, digital transformation, emerging technologies, COVID 19, political instability and more changes are affecting and will change how businesses and people will be managed.

The Event was aimed at providing a platform for the young people to showcase their talent and skills and to encourage them to engage in the activities. A number of activities were conducted including Poster Making Competitions, Graffiti Wall painting, dancing competition and cultural Connect. A Live Band performance was great attraction for the audience.

While addressing the audience, Ms. Nandini Gupta highlighted the importance of failures in achieving success in life. She inspired and motivated the youth to their passion and dream big in life. Ms. Nandini Gupta interacted with the youth with great enthusiasm. She also emphasized on art of giving back to the society.

Ms Sunita Godara – an eminent International marathoner of repute delivered motivational talk to the audience present on the first day of the Fest.

The ISTD Fest also witnessed various recruiters and

many job seekers participating in the ISTD placement drive. There were three tracks: Placement, Cultural Connect and Competitions. The much awaited IFTDO & ISTD Youth Fest 2023, a spectacular event that showcased the incredible energy, creativity and talent of today's youth. The fest was an unforgettable experience filled with excitement and opportunities for young individuals to express themselves and inspire others.

The first ever organised Youth Fest 2023 by ISTD was widely accepted and appreciated by the participants and its stakeholders. Many dignitaries were present on this occasion and appreciated the efforts of ISTD to organised such event which empowers the youth as well as empowers the nation. The first of its kind festival was an initiative by the National President of ISTD.

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

The novelty of working at home shifted to a norm during the COVID-19 pandemic. Since then, leaders have been grappling with the decision to continue offering such a work arrangement. While some leaders view it as good for employees, bad for business; others have embraced it as a new way of working that serves both parties well. Still others are undecided, leaving heads of human resources and organization design with the task of making a business case for work-at-home solutions.

This article describes a case study where one organization piloted a work-at-home solution and saw positive benefits for the organization and the environment.

### Case Study

Using the ROI Institute's ROI Methodology® as the basis for designing and evaluating the project, the claims department of a family mutual health and life insurance company was able to align the project with the needs of the business and demonstrate credible results, making the case for offering work-at-home opportunities for others in similar roles. Not only did the project result in a positive return on investment, but it also paid off in intangible benefits including a 1,478-ton reduction in carbon emissions.

### Business Alignment and ROI Forecast

The work-at-home program was piloted with 342 of 950 claims processors and examiners volunteering to participate. Initiated by a CEO interested in optimal business performance and environmental impact, the project began with the project team defining business outcomes they hoped to deliver through the work-at-home program and the value of those outcomes. These outcomes included:

- Increase claims processed per day valued at \$10 per claim (standard value)

## Making the Business Case for Working-at-Home

- Increase disputed claims examined valued at \$12.00 per claim (standard value)
- Reduction in office expenses valued based on direct cost reduction.
- Reduction in turnover valued at \$25,400 per turnover (previous turnover study)

The team estimated the project cost would be \$1,000,000. These costs included initial analysis, IT support and maintenance, and administration and coordination. The project team examined the pros and cons of implementation and forecasted an ROI of 165%. They also anticipated intangible benefits such as improved job engagement and stress reduction along with a reduction in fuel consumption and carbon footprint.

### Project Design

The process of forecasting the ROI offered the team an opportunity to make the business case to the CEO for moving forward. It also allowed them to prescribe the best approach to make working at home successful. This approach included defining specific objectives and establishing ground rules to help ensure the project achieved its objectives. The following are the ground rules established for this project.

1. The office must be free of distractions.
2. Employees must work on a set schedule, if they have direct contact with customers, which most are. Employees must log on at the time they begin their work and log off when they have completed work for the day.
3. The system has mechanisms for monitoring the work. Each activity can be tracked to provide a user performance profile.
4. The home office must be designed for efficiency, good health, and safety.
5. Employees should take short breaks and re-energize as necessary and to always take a lunch break. The total amount of expected actual work time is 40 hours.
6. Employees must negotiate expectations and agreements with the family and significant others.

7. When employees take time off for personal errands, visits to the doctor or other breaks, this time will be deducted from their time worked and must be made up during the same work week.
8. Employees must stay in touch with the office and periodically contact the immediate manager.
9. Employees must sign a work-at-home pledge and attend a session on “working at home.”
10. Because there was an initial investment in equipment, computers and connections, employees signed a two-year commitment to continue to work for FMI, with certain conditions. If they were to leave the company before the end of two years, they would pay back the setup charges, estimated to be about \$5,000.

### Implementation

The program began by inviting the 950 claims processors and examiners interested in working at home and their managers to attend a briefing session. During the session employees learned more information about the work-at-home project and the process to make it successful. In all, there were 21 briefings. In addition, managers met with their respective teams to discuss the advantages and disadvantages of the program. Employees had three weeks to enroll. In the end 342 employees volunteered to participate in the program.

### Results

Data was collected throughout implementation beginning with an initial measure of employee and manager perception of the program. All agreed that the program was an important work arrangement alternative. Employees indicated that it was both rewarding and motivational. Employees believed they had the discipline and tenacity to work at home and were clear on the ground rules. Managers were also clear on the ground rules and their role in ensuring employees worked at home successfully.

Additional data was collected to determine if implementation of the program was working as planned. Overall, the program was running smoothly. Some employees reported barriers that if

resolved would make the program work even better. The top three barriers were lack of management support, lack of support staff, and communication breakdowns. Barriers to success of the work-at-home program and the percentage of participating employees who reported them are in Table 1.

Table 1. Barriers to Success

Barriers	Percent Indicated
Managers' support is lacking	18%
Lack of support staff	16%
Communication breakdowns	13%
Career progression is limited	11%
Left out of decisions	9%
IT support is lacking	7%
Lack of social interactions	5%

Factors most influential in making the program work included personal cost savings, flexibility, convenience, and work-life balance. Table 2 lists enabling factors and the percentage of employees reporting them.

Table 2. Enablers to Success

Enablers	Percent Indicated
Personal cost savings	89%
Flexibility to schedule	71%
Convenience of work	71%
Work-life balance	64%
I have all the tools	54%
Support of manager	31%
Support of staff	14%

The most telling indication of success was in the business outcomes: claims processed, disputed claims reexamined, office expense, turnover, and environmental impact.

To ensure credibility in reporting outcomes due to the work-at-home program, the project team isolated the effects of the program on improvement in business measures using a comparison group. They matched a group of non-participating claims processors and examiners to the participating group based on job category and performance, length of service with the company, gender, age, and marital and family status. While it was difficult to get a perfect match, the team felt there was a good enough comparison between the two groups to make the argument that there was a difference in performance. Table 3 below shows the results in the desired business measures.

**Table 3. Impact of Work-at-Home Solution**

Business Measures	Work-at-Home Group	Comparison Group	Change	Number of Participants
Daily Claims Processed	35.4	33.2	2.2	234
Daily Claims Examined	22.6	20.7	1.9	77
Office Expense Per Person	\$12,500	\$17,000	\$4,500	311
Annualized Turnover (Processors and Examiners)	9.1%	22.3%	13.2%	311

To calculate the ROI, the team annualized the change in performance in the business measures, converted them to money, and compared the total monetary benefit to the cost of implementing the work-at-home program. As shown in Table 4, the total monetary benefit for the program was \$3,959,692.

**Table 4. Monetary Value of Improvement in Business Measures**

**Productivity Improvement**

- Cost (value) of processing one claim=\$10.00
- Cost (value) of examining one disputed claim=\$12.00
- Daily improvement = 2.2 claims per day
- Daily improvement = 1.9 disputed claims per day
- Annual value = 234 x 220 workdays x 2.2 x 10.00 = \$1,132,560
- Annual value = 77 x 220 days x 1.9 x 12.00 = \$386,232

**Office Expense Reduction**

- Office expenses in company office: per person \$17,000 annually
- Office expenses at home office: per person \$12,500 first year
- Net improvement: \$4,500, first year
- Total annual value = 311 x 4500= \$1,399,500

**Turnover Reduction**

- Value of one turnover statistic = \$25,400
- Annual improvement related to program = 41 turnovers prevented, first year
- Annual value = \$25,400 x 41= \$1,041,400

**Total Annual Benefits**

- Productivity—processing one claim \$1,132,560
- Productivity—examining one disputed claim \$386,232
- Office expense reduction—\$ 1,399,500
- Turnover reduction—\$1,041,400

**Total Monetary Benefits: \$3,959,692**

The total cost of the project was \$991,680. These costs included:

- Initial Analysis and Assessment \$ 21,000
- Forecasting Impact and ROI 10,000
- Solution Development 35,800
- IT Support and Maintenance 238,000
- Administration and Coordination 213,000



· Materials (400 @ \$50)	20,000
· Facilities and Refreshments – 21 meetings`	12,600
· Salaries plus Benefits for Employee and Manager Meetings	418,280
· Evaluation, Monitoring, and Reporting	23,000
<b>Total First Year Costs</b>	<b>\$991,680</b>

The ROI calculation is below.

$$ROI = \frac{\text{Project Benefits} - \text{Project Costs}}{\text{Project Cost}} \times 100$$

$$ROI = \frac{\$3,959,692 - \$991,680}{\$991,680} \times 100 = 299\%$$

The 299% ROI exceeded the 165% forecast. Additionally, participants and their managers reported intangible benefits such as:

- Reduced commute time
- Reduced sick leave.
- Reduced absenteeism
- Improved job engagement
- Reduced stress.

Fuel savings for those working from home were significant. The average daily commute time decreased from 104 minutes to 15 minutes. When considering the average speed (30 mph), the average miles per gallon of gasoline (20 mpg) and the cost of fuel (\$3 per gallon), a savings of \$1,470 per year is realized in fuel costs alone.

With reduced fuel consumption, carbon emissions were consequently reduced. A total of 490 gallons of fuel per person were saved, for a total of 152,390 gallons each year. This translated into 1,478 tons of carbon emissions.

While there were improvement opportunities for the work-at-home strategy, overall, it delivered positive results from multiple perspectives: employees, the business, and the environment.

**Making Work-at-Home Work**

How can you make your work-at-home strategy pay-off in terms that matter to your employees, senior leaders, and other stakeholders important to the organization?

- Begin with specific business measures indicating why working-at-home is the right solution. If possible, determine the value of those measures so the magnitude of the opportunity is evident.
- Do your research to not only predict the outcomes and forecast the ROI, but to prescribe the best approach given what needs to happen to make it work.
- Establish objectives, ground rules, and use those as the basis for designing the work-at-home strategy.
- Launch your strategy in such a way that your target audience buys into it and knows what needs to happen to make it work and the risks associated with it not working.
- Collect data along the way, ensuring you have a compelling story that resonates with those who care.
- Use insights from the evaluation to assess what works, what does not, and how to improve the strategy.

**About the Authors**

Patti P. Phillips, Ph.D. is co-founder and CEO of ROI Institute. She is member of the IFTDO board of directors. Jack J. Phillips, Ph.D. is co-founder and chair of ROI Institute and developer of the ROI Methodology®. For more on the ROI Institute and the ROI Methodology® and learn how you can make the business case for your work-at-home solution and other investments in people, programs, and projects visit [www.roiinstitute.net](http://www.roiinstitute.net) or contact ROI Institute at [info@roiinstitute.net](mailto:info@roiinstitute.net).



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

**THE VISION:**

To Be A Unique And Dynamic Global Platform For Women Empowerment, A Leading Voice In Gender Equality And Women Participation In Economic And Political Spheres Of Life.

**OUR MISSION:**

To Ensure Equal Opportunities For Women, Network, Mobilize Support And Be In Partnership With Key Stakeholders To Correct The Global Gender Imbalance.

**ACHIEVEMENTS**

Two Agribusiness Empowerment Projects Sponsored By Total Energies Nigeria Plc Has Been Successfully Completed. 36 Women Benefited From The Programs (2021 and 2022) By Receiving Grant To Boost Their Agribusiness. Follow Up And Monitoring Reports Showed They Are Doing Very Well. Proposal on Widows' Empowerment is at final stage.

**STUDENTS' ORIENTATION PROGRAMME**

The second Students 'Orientation Programme was successfully conducted for over two thousand students at Covenant University on the 31<sup>st</sup> of March, 2023.

**IFTDO – CWE NEWS CONGRATULATORY MESSAGES: PROMOTION**

**Mrs. Popoola-Mordi was appointed Executive Director Human Resource and Corporate Services, Total Energies Marketing Nigeria PLC, effective April 1<sup>st</sup> 2023**

It gives us immense pleasure to officially extend the warmest congratulations of the International Federation of Training and Development's Committee on Women Empowerment (IFTDO-CWE), Africa and Asia Management to you, on your appointment as **Executive Director, Human Resources and Corporate Services of Total Energies plc.**

It is gratifying to recall your commitment in consummating Total Energies' partnership with IFTDO - CWE Africa to promote **Women and Girl-adults' Empowerment** program in Nigeria.

Your valued support, culminating in an unprecedented mutually beneficial collaboration to both parties, remains unforgettable. We strongly believe that you will keep breaking the glass ceiling and making unprecedented giant strides in your career, even as you continue being a

# OVERVIEW OF IFTDO - CWE

**MAIN OBJECTIVE**

**EMPOWERING WOMEN BY IMPROVING SKILLS, KNOWLEDGE AND SELF - WORTH**



remarkable ambassador of our Partnership with Total Energies Executive Team in Nigeria.

The Management, therefore, celebrates you on this great achievement and wish you a successful tenure in good health, Once again, Congratulations!

**TAYO GEORGE CONFIRMED AS A FULL FLEDGED PROFESSOR BY COVENANT UNIVERSITY**

We celebrate you dear Prof. Tayo George for your confirmation as a full-fledged Covenant university elevation Professor. You shall enjoy the fruits of your labor in good health and longevity. Congratulations

**DR KEHINDE OYESOMI UP GRADED TO ASSOCIATE PROFESSOR**

We also celebrate another sister- a member of IFTDO CWE for her up grading from Ph.D to Associate Professor. We wish you more elevation and recognition in sound health. Congratulations.

**INSTITUTIONAL ELEVATION**

Covenant University Elevation "No fewer than 51 Nigerian tertiary institutions, led by Covenant University, Ota, Ogun State, have appeared in maiden Times Higher Education 2023 Sub-Saharan Africa ranking" (The Guardian National Daily, 28<sup>th</sup> June 2023.). The Covenant University came first among the Nigerian Universities and 7<sup>th</sup> among the Sub – Saharan African ones.

We wish to Congratulate the Vice Chancellor- Prof. Abiodun Adebayo, the, Management members, staff and the entire students population for attaining this great feat. We are proud to be associated with the University.. Well done

**MOU RENEWED**

The MOU between IFTDO – CWE and Covenant University has been renewed for another term of two years (renewable).

## Welcoming New Members

**The following new members have joined since last November and we welcome them:**

**Full Members:**

1. Bratim Training Ltd, Nigeria
2. Energy Fiji, Fiji

**Associate Members (AM):**

1. The Academy for Advance Studies (TAAS), UK
2. National Consulting Bureau Co, Kuwait
3. Parnian Payesh Andishe Kadus, Nigeria

# Executive Board of Directors IFTDO 2023



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Chairman & Past President  
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**Dr (Mrs) Tayo O. George (Nigeria)**



**Dr. Ghalib Al Hosni (Oman)**



**Ms. Janet I.K Jolaoso (Nigeria)**



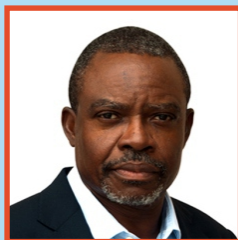
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**Ms. Wafaa Haidamous Hallassou  
(Lebanon)**



**Dr. Abraham Pius (UK)**



**Dr. Uddesh Kohli (India)**  
Honorary Secretary General



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



International Federation of Training and Development Organisations

INTERNATIONAL FEDERATION OF TRAINING AND DEVELOPMENT ORGANIZATIONS

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

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MEMBERSHIP APPLICATION

Applicant Details

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

Category of Membership applying for

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

Details of your organization

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

Reason for Application

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

Completed Application Form to be sent by email to

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

What happens next

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

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

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