

IFTDONews

Number 1 - 2012



IFTDO
International Federation of
Training and Development
Organisations

INSIDE

Secretary General Update.....	2
IFTDO Chairs' Message.....	2
New Members.....	2
41 st IFTDO Conference Kuwait Program.....	3
Global Surveys.....	5
2011 Conference CIPD.....	6
HR Capital Trends.....	8
Leadership Trends.....	9
Developing Countries issues..	9
Innovation as a Way of Life...10	
ISPI Celebrates 50th Anniversary.....	11
High Performance	11
Global Awards.....	12

42nd IFTDO World Conference

New Delhi, India
April 22-25, 2013

Hosted by:
Indian Society for Training
and Development

For further information,
contact ISTD:
email: istdtrg@airtelmail.in
website: www.istdtrg.org



Invitation
41st IFTDO
World Conference & Exhibition



The Annual Conference Of The International Federation of
Training and Development Organizations

*Keynote Speeches and more than
60 professional presentations
from all around the globe.*

***Sustaining the Workforce
in a Competitive Environment***

15-18 April, 2012
Kuwait Sheraton
Kuwait City, Kuwait



Dr. Saad Al Barrak
KUWAIT



Dr. Ian Williamson
AUSTRALIA



Dr. Ram Charan
U.S.A



Sheikha Prof. Rasha Al-Sabah
KUWAIT



Stephanie Bird
U.K



Dr. R. Polan
MALAYSIA



Dr. Elie Samra
LEBANON

Conference Tracks, and Topics

- Training and career development philosophy versus sustainable development enforcement.
- Sustaining the Workforce in a Competitive Environment: actual practices and professional experiences.
- Aspects of sustainability versus investment decisions in the Human Resources Industry and the expected returns.
- Analysis of measures, criteria, and indicators as decisive tools in directing activities to achieve a successful and sustainable outcome.
- Evolution of information technology and communications and the modernization of HR management techniques.
- Learning and Training: 21st century trends.
- Privatization: partnership and the aspects of performance monitoring and control.
- Leadership; Excellence models; Indicators.
- Planning and Development Challenges: Uncertainty, Contingency, Schedules, Budgets, Conflicts.
- Implementation of sustainability measures versus culture, race, and values.

Professionals, Developers, Authors, Analysts and Practitioners are invited to present their products, services, systems and studies for the (skills shop, meet the Author, cracker barrel, posters) sessions.

Official Sponsor

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Sponsors



For more details see www.iftdo2012.com

MESSAGE FROM IFTDO CHAIR



Dear Members

As Chair of the Executive Board I welcome you to this edition of IFTDO news. Since the last edition of the newsletter we have conducted our board meeting in New Delhi which was hosted by the ISTD who will be hosting the 2013 world conference. At the 2012 IFTDO World Conference, the Kuwait host organisation and organisers CADEF are putting together a very diverse and stimulating programme and I urge you to visit the latest conference update on the website. We are eager to attract international delegates to ensure we have a truly global conference.

Once again we are seeking entrants for the 2012 IFTDO Global HRD awards. Canada Society for Training & Development donated a special Award. It is for the training of indigenous peoples and details can be found on the IFTDO website. The winners will be announced at the Kuwait conference.

At our recent board meeting in Delhi we received reports on the fine tuning of the board's committee structure including reports from the Developing Countries and Resources committees. I am pleased to say

that the transition arrangements for these committees have progressed well and they have clear objectives and plans. The Membership committee under the guidance of Carol Panza has conducted some excellent analysis of member needs and we are now better placed to articulate the benefits of being an IFTDO member.

As I stated in our last newsletter a key part of our strategy is to keep abreast of the latest thinking and practice in HRD and to ensure its dissemination across our members and the wider HRD field. I am pleased to announce we will be meeting in January with the research committee of the UK Universities HRD Association to progress this alliance and identify priority areas of joint research. Our thanks go to the HRD Association for giving us the opportunity to access the latest HRD research on a global basis.

Finally once again, I wish to record my appreciation and thanks to our Secretary General for his continued expertise and guidance in the day to day running of IFTDO and to the board for their continued efforts in making IFTDO a success.

Bob Morton
Chair, Executive Board

FROM DESK OF SECRETARY GENERAL



At the outset, I wish a very happy New Year to all our members and readers.

41st IFTDO World Conference in 2012, to be held in Kuwait will be hosted by the Arabian Gulf Career Development Forum (CADEF). The details are available on the Conference website: www.iftdo2012.com IFTDO member nominees can register at reduced registration fees.

The main strength of IFTDO lies in its worldwide membership. The members are expected not only to participate in IFTDO activities but also promote these. I would request members' help in promoting the following immediate activities:

- IFTDO Global HRD Awards - The announcement is in this Newsletter. Last date for receipt of Entries is February 29, 2012.

I would also request the members to send brief write-ups on their major events/ activities for publishing in the Newsletter/uploading on the web site. Also, each member now has one page free of cost on our web site www.iftdo.net to promote its organization and activities.

To continue our significant professional association, we look forward to IFTDO members to support our mutual goals and help create a Federation that can be influential in shaping better corporate governance and creating societal achievements. With your involvement, we can better assist organisations to strengthen their HRD systems.

Dr. Uddesh Kohli
Secretary General

WELCOME NEW MEMBERS

FULL MEMBERS:

1. Deanship of Skill Development, SAUDI ARABIA (Jul 2011)
2. Al Maliki for Training and Development, UAE (Sept 2011)
3. Bahrain Institute of Banking & Finance, BAHRAIN (Oct 2011)

ASSOCIATE MEMBERS:

1. The Ethics Institute, CANADA (Sept 2011)
2. World Learning, USA (Sept 2011)

3. Extreme Team Center for Training & Consultant, UAE (Oct 2011)
4. Al Qabas Consulting, QATAR (Oct 2011)
5. Origin Consulting Group, BAHRAIN, (Oct 2011)
6. Onboarding Impact Ventures, NIGERIA (Oct 2011)
7. Lawrence and Leigh, NIGERIA (Nov 2011)
8. CMD Training Institute, IRELAND (Dec 2011)



Dr. Jamal Al Duaij
President
IFTDO

KEY COMPONENTS

As a global gathering of an International Federation, our conference focuses on the main issues that our countries and organizations face due to critical current and future challenges and addresses what our professionals and practitioners need to know to respond. This specific mission was adopted by the Higher Organizational Committee to reflect the vision of IFTDO's global gathering to achieve a well-prepared conference that is relevant, innovative and identifies

strategies to strengthen human resources, respond to citizen demands for a better life, decrease unemployment, and further national economic and social growth. Its specific purposes are outlined below:

MISSION

- Support all possible opportunities to encourage the participation of diversified networks of individuals, corporations, research centers, institutions, experts, and establishments from public and private sectors.
- Furnish the best platform for members and non-members to exchange knowledge and skills as a vehicle to develop and enhance the performance of individuals and organizations in a sustainable way.
- Enhance and support initiatives for excellence that recognize the distinct accomplishments of all related parties and further their adoption as vital practices for the IFTDO community.
- Acknowledge the contributions and activities of individuals, corporations, specialty bodies, professional societies and associations and present them to our Conference and world-wide learning communities as important resources.
- Enable excellent ties with local, regional, and international councils and bodies to work in partnerships to produce the most outstanding efforts and products.

Attending the conference as an actual working team could serve as leadership/management training and would be excellent for team building and planning. These teams will have an opportunity to meet with the international IFTDO board members and Conference faculty for increasing their understanding and better preparation enabling the adaption of the 'learned concepts and best practices' for back home implementation.

The following conference features and components enable the Conference sponsors to achieve the objectives outlined above:

- SPEAKERS
- IFTDO EXCHANGE/ DIALOGUE
- SPONSORS
- THE SCIENTIFIC PROGRAM
- INTERNATIONAL EXHIBITION FOR PROFESSIONAL EXCHANGES
- THE CULTURAL AND TOURISTIC PROGRAMS
- PARTICIPATING HOTELS

SPEAKERS

Among the keynote speakers are:



Dr. Ram Charan is a highly sought after business advisor and speaker famous among senior CEOs, HR and other executives and boards for his uncanny ability to solve their toughest business problems in these challenging times, including talent planning and key hires. For more

than thirty-five years, Dr. Charan has worked behind the scenes with top executives at some of the world's most successful companies, including GE, Verizon, Novartis, DuPont, Thomson Corporation, Honeywell, KLM, Bank of America, and MeadWestvaco.

Dr. Charan's introduction to business came early while working in the family shoe shop in a small Indian town. He earned an engineering degree in India. When his talent for business was discovered, Dr. Charan was encouraged to earn MBA and doctorate degrees from Harvard Business School graduating with high distinction. After receiving his doctorate degree, he served on the Harvard Business School faculty.

Dr. Charan is well known for providing advice that is down to earth and relevant and that takes into account the real-world complexities of business. Among his recommendations for achieving profitable growth, for example is, to develop what he calls a "growth budget" to instill discipline on growth initiatives. Identified by *Fortune* as the leading expert in corporate governance, Dr. Charan is helping boards go beyond the legal requirements by providing practical ways to improve their group dynamics.

Many people have come to know Dr. Charan through in-house executive education programs. His energetic, interactive teaching style has won him several awards. He won the Bell Ringer award at GE's famous Crotonville Institute, USA and best teacher award at Northwestern University, USA. He was among *BusinessWeek's* top ten resources for in-house executive development programs.

Over the past decade, Dr. Charan has captured his business insights in numerous books and articles. In the past five years, Dr. Charan's books have sold more than 2 million copies. These include the bestseller *Execution: The Discipline of Getting Things Done* and *Confronting Reality*, both co-authored with Larry Bossidy; *What the CEO Wants You to Know*; *Boards at Work*; *Every Business Is a Growth Business*; *Profitable Growth*, and *Boards That Deliver*. A frequent contributor to *Fortune*, Dr. Charan has written two cover stories, "Why CEOs Fail" and "Why Companies Fail." His other articles have appeared in the *Financial Times*, *Harvard Business Review*, *Director's Monthly*, and *Strategy and Business*.

Dr. Charan's partnering with Kevin Cope and Stephen M.R. Covey has helped to define and popularize the idea of "business acumen" as an essential leadership characteristic in management. He has served on the Blue Ribbon Commission on Corporate Governance and was elected a Distinguished Fellow of the National Academy of Human Resources. He is on the board of Austin Industries and Tyco Electronics. (www.ram-charan.com)

OTHER CONFERENCE SPEAKERS



Professor Rasha Al-Sabah is a leading world expert in Education and Learning serving as an advisor to the Kuwait Prime Minister, Kuwait. Previously, she was Vice President, Kuwait University and Undersecretary, Ministry of Higher Education.



Dr. Al Barrak is an advanced technological and systems expert who enables enterprises to adopt major technological innovation to become prominent global players.



Dr. Ian O. Williamson is the Helen Macpherson Smith Chair of Leadership for Social Impact at the Melbourne Business School (Australia) and currently serves as the Director of the Asia Pacific Social Impact Centre. His expertise focuses on identifying how human resource practices drive enterprise innovation and how organizations can conduct talent management of diverse workforces to create a culture of innovation to attract, train and retain knowledge employees.



Dr. R. Palan is an internationally recognized HR expert serving as the Chairman and Chief Executive Officer of SMR Technologies Berhad, a company listed on the Malaysian Stock Market. His creative training tools and competency and performance management models have been widely used to develop people to be effective in today's challenging organizational environment.



Dr. Elie Samia has extensive teaching and consultancy experience in leadership and management development. He is the Program Director of the United Nations LAU- Model Program which prepares participants to be effective leaders.

IFTDO EXCHANGE/DIALOGUE

An international forum entitled "IFTDO Exchange/Dialogue" will be a major component of the conference program to enable global networking, cross organizational interactions, and professional knowledge exchange that participants need and desire. Unlike most international gatherings that primarily focus on regional issues, this conference will be truly global in nature. The following examples illustrate the global focus that will be provided:

- Presentations on what countries and corporations are undertaking in response to current economic and social challenges. Countries, such as Germany, China, India, Turkey, Brazil, Malaysia, and others with fantastic development experience, especially in crisis periods, will describe their best practices from all sectors (government, private sector and non-governmental organizations (NGOs). These practices contribute to higher development outcomes, especially in strengthening human resources, decreasing unemployment, and furthering national growth and stability.
- Sessions will be organized for NGO's, and IFTDO corporate members, led by prominent global organizations including: UN Development Program (UNDP), World Learning Organizations(WLO), International Labor Organization(ILO), Arab League, Arab Planning Institute , and Training and Development Organizations worldwide (i.e., European Training & Development Federation (ETDF), American Society for Training & Development(ASTD), Canadian Society for Training & Development (CSTD), Chartered Institute of Personnel & Development (CIPD), Indian Society of Training & Development (ISTD), Arabic Society for Human Resources Management (ASHRM), Bahrain Society for Training and Development (BSTD), Chinese Society for Training & Development (CSTD),International Society for Performance Improvement (ISPI),Turkish Association for People Management (PERYON), Saudi Society for Training & Development(SSTD), etc. These sessions will offer excellent opportunities to network, especially with those international representatives and the IFTDO Board.
- The Saudi Aramco Oil Company, a leading global corporation, will conduct a session featuring executives sharing their best leadership and HR practices.

SPONSORS

The conference will provide a unique opportunity to meet with elite International and Regional Sponsors:

- Ministry of Planning/Kuwait-**Official sponsor**
- Kuwait Petroleum Corporation (KPC)
- Saudi Arabian Oil Company (Aramco)
- The Arab Organization for the Administrative Development (Arab League).
- Arabic Society for Human Resources Management (ASHRM)
- Bahrain Society for Training and Development (BSTD)
- The National Council for Culture, Arts & Letters/Kuwait
- Kuwait Finance House

- Kuwait Civil Service Commission
- The Arabic Institute for Planning

SCIENTIFIC PROGRAM

The 2012 IFTDO conference presents Kuwait as a country with a distinct location where "East meets West" and where elite keynote speakers from different regions present their "successes and "best practices" in leadership, development and organizational growth and effectiveness. The general outline of the scientific program was prepared based on comments received from the IFTDO board, surveys, previous conferences' experiences, and the Kuwait Scientific Committee members' feedback.

Two hot issues of a public and global concern: *Women Empowerment & participation and Youth Issues.*

INTERNATIONAL EXHIBITION/ PROFESSIONAL EXCHANGES

An *International Exhibition* will feature consulting firms, academia, skill development workshops, and "Meet the Author" sessions. Organizations world-wide are invited to participate. Accompanying the Exhibit will be an "International Lounge" to enable conference participants, exhibitors and other local counterparts to personally meet and further exchanges.

Opportunities are still available to present and exhibit by viewing the Conference web site at: www.iftdo2012.com. Any attendee or late registrant who wishes to exhibit and present their knowledge and experience will be accommodated provided that they let the organizers know of their interest by March 20.

THE CULTURAL AND TOURISTIC PROGRAMS

One of the principal elements of IFTDO's Conferences is having memorable and enjoyable opportunities to directly experience the richness of local culture and organizational excellence. Accordingly, the Kuwait National Council for Culture, Arts, and Letters/Kuwait is sponsoring the cultural and touristic programs for the delegates, spouses, and companions. Also, night & daytime programs and visits for different sites and locations (Heritage, Scientific, Commercial, and Touristic) are being arranged. Specifically, these events will occur:

- The Folkloric Arabian Peninsula Dancing Show.
- Arabian Nights Gala Dinner.
- IFTDO Best Practices Award hosted in the Largest Timber ship in the world (Alhashemi-II Boom) www.al-hashemi2.com/default.htm, www.bndouting.blogspot.com/2009/04/al-hashemi-al-boom.html
- Shopping visits for traditional Bazaar and Modern shopping malls. www.the-avenues.com
- Visits to touristic landmarks (Kuwait Towers, Museum of Modern Arts, The Scientific Center) www.kuwaittowers.com, www.darmuseum.org.kw, www.tsck.org.kw, www.kuwaitculture.org/mos-2-1.htm

PARTICIPATING HOTELS

The hotels are:

- Sheraton Kuwait (www.luxurycollection.com/kuwait)
- Sheraton Kuwait Four Points (www.luxurycollection.com/kuwait)
- Le Meridien Hotel (www.leroyalkuwait.com)
- Costa Del Sol Hotel (www.costadelsolhotels.net)
- Swiss-belhotel Hotel (www.swiss-belhotel.com)

LOOKING FORWARD TO GREETING YOU

Bring your team to learn and plan together for an outstanding future.

Human Resource leaders need to have sufficient and relevant data to influence and guide executives in public, private sectors and nonprofit institutions valuing improving their organizations and advancing people to create effective organizations and country progress. Two global reports are available to HR leaders for these purposes.

Human Global Competitive Report 2011-2012, World Economic Forum's Centre for Global Competitiveness and Performance, See: [www. http://www.weforum.org/issues/global-competitiveness](http://www.weforum.org/issues/global-competitiveness)

The World Economic Forum's Centre for Global Competitiveness and Performance through its Global Competitiveness Report and report series, aims to mirror the business operating environment and competitiveness of over 140 economies worldwide. The report series identifies advantages as well as impediments to national growth thereby offering a unique benchmarking tool to the public and private sectors as well as academia and civil society. The Centre works with a network of Partner Institutes as well as leading academics worldwide to ensure the latest thinking and research on global competitiveness are incorporated into its reports.

The Global Competitiveness Report 2011-2012, comes out amid multiple challenges to the global economy and a continuing shift in the balance of economic activity away from advanced economies and toward emerging markets. Policymakers are struggling to find ways to manage the present economic challenges while preparing their economies to perform well in an increasingly complex global landscape and the report offers a unique tool in addressing some key issues.

This year's report findings show that Switzerland tops the overall rankings. Singapore overtakes Sweden for second position. Northern and Western European countries dominate the top 10 with Sweden (3rd), Finland (4th), Germany (6th), the Netherlands (7th), Denmark (8th) and the United Kingdom (10th). Japan remains the second-ranked Asian economy at 9th place, despite falling three places since last year.

HUMAN DEVELOPMENT REPORT

The Human Development Concept

Each year a report is published that reveals the level of human development each country is estimated to have. The 2011 Report Summary is available on a web site: <http://hdr.undp.org/en/humandev>.

Human Development is a development paradigm that is about much more than the rise or fall of national incomes. It is about creating an environment in which people can develop their full potential and lead productive, creative lives in accord with their needs and interests. People are the real wealth of nations. Development is thus about expanding the choices people have to lead lives that they value. And it is thus about much more than economic growth, which is only a means —if a very important one —of enlarging people's choices.

Fundamental to enlarging these choices is building human capabilities —the range of things that people can do or be in life. The most basic capabilities for human development are to lead long and healthy lives, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community. Without these, many choices are simply not available, and many opportunities in life remain inaccessible.

"The basic purpose of development is to enlarge people's choices. In principle, these choices can be infinite and can change over time. People often value achievements that do not show up at all, or not immediately, in income or growth figures: greater access to knowledge, better nutrition and health services, more secure livelihoods, security against crime and physical violence, satisfying leisure hours, political and cultural freedoms and sense of participation in community activities. The objective of development is to create an enabling environment for people to enjoy long, healthy and creative lives." Mahbub ul Haq (1934-1998) Founder of the Human Development Report.

This way of looking at development, often forgotten in the immediate concern with accumulating commodities and financial wealth, is not new. Philosophers, economists and political leaders have long emphasized human wellbeing as the purpose, the end, of development. As Aristotle said in ancient Greece, "Wealth is evidently not the good we are seeking, for it is merely useful for the sake of something else."

In seeking that something else, human development shares a common vision with human rights. The goal is human freedom. And in pursuing capabilities and realizing rights, this freedom is vital. People must be free to exercise their choices and to participate in decision-making that affects their lives. Human development and human rights are mutually reinforcing, helping to secure the well-being and dignity of all people, building self-respect and the respect of others.

Origins of the Human Development Approach

The Human Development approach arose in part as a result of growing criticism to the leading development approach of the 1980s, which presumed a close link between national economic growth and the expansion of individual human choices. Many, such as Dr. Mahbub ul Haq, the Pakistani economist who played a key role in formulating the human development paradigm, came to recognize the need for an alternative development model due to many factors, including:

- Growing evidence that did not support the then prevailing belief in the "trickle down" power of market forces to spread economic benefits and end poverty;
- The human costs of Structural Adjustment Programmes became more apparent;
- Social ills (crime, weakening of social fabric, HIV/AIDS, pollution, etc.) were still spreading even in cases of strong and consistent economic growth;
- A wave of democratization in the early 90's raised hopes for people-centered models.

Many of its key principles, however, can be found in the writings of scholars and philosophers from past eras and across many societies. As of 1990, the human development concept was applied to a systematic study of global themes, as published in the yearly global Human Development Reports under the auspice of the United Nations Development Program. UNDP. The work of Amartya Sen and others provided the conceptual foundation for an alternative and broader human development approach defined as a process of **enlarging people's choices and enhancing human capabilities** (the range of things people can be and do) **and freedoms**, enabling them to: live a long and healthy life, have access to knowledge and a decent standard of living, and participate in the life of their community and decisions affecting their lives.

Jackie Orme, CIPD Chief Executive, noted that, “As we face new and challenging economic times, success requires a focus on not just delivering today, but also on shaping sustainably high performing organisations. Increasingly, the fields of Organisation Development (OD) and HR are overlapping to fulfill business requirements and drive sustainable organisation performance, which is particularly important during times of change.” The challenges include a weakening global economy, accelerating technology, growing unemployment, higher citizen expectations, and personal stress.



CIPD President, Gill Rider emphasizes that we are living in a world that has significant and urgent implications for our organisations, our workforces and especially for our HR profession. HR is, and we are, all change agents. We have a crucial role to play in addressing pressing challenges. These issues are not, in themselves, new, but the exceptional pace of change; the extent to which we have to adapt, to be agile in our organisations, is critical. Many organisations are going through cycles of downsizing, then onto growth and recruitment faster than we have ever known. Just keeping the day-to-day HR operating smoothly is getting more challenging.

Our HR leaders at the top of organisations need to be first and foremost business leaders and strategists driving performance and change through people. All of us need to be developing our business skills to complement our HR skills and specialties; and we need to be recruiting the brightest graduates into careers in HR. However, CIPD reports that although understanding business and commercial issues is critical, it has a low priority in many organizations.

To address these challenges, over the last year, the CIPD has responded swiftly to these concerns. The first full update of the CIPD’s comprehensive HR Profession Map has just been completed. It embeds into the core skills required of professionals at all levels, a firm focus on business savvy and deep organisational insight and increasing importance of having skills for international responsibilities. The CIPD is also dedicated to attracting new talent to HR as a crucial part of stewardship of the profession. An example of helping young people find work, CIPD branch volunteers have picked up that baton with a pilot - mentoring young unemployed people to find work. Over 70 volunteer mentors have already signed up, and the first few young people to complete the mentoring have already successfully found jobs. As soon as we’ve learnt lessons from the pilot, we’ll be looking to extend this valuable project.

Sir Terry Leahy, CEO, Tesco, emphasized that the consistent theme is the ways in which HR can help business drive performance by getting the best out of people. He is a business leader who drove sustained and exceptional business performance on a global scale - by leading and shaping his organization, as a people organisation. He believes everyone in an organisation has the potential to be a leader - not just the few at the top – creating a culture in which everyone has the opportunity and responsibility to act as a leader.

CIPD’s “Our Next Generation HR research” found that good people management can make the difference.” Effective, strong performance management systems add real value to an organisation and its culture, making the difference between an organisation that is just surviving to one that achieves a sustainable organisation performance. The findings identify the following elements that contribute to high performance:

- **Creating the right culture for performance management** – linking performance and reward systems and creating a performance management mindset

- **Maximising the value of performance management** – designing performance measures that add value and link to business outcomes.
- **Linking talent and performance management** – identifying talent, measuring potential and assessing talent development.

The issue of trust is also important for the long-term performance of an organisation. Based on CIPD research, Vanessa Robinson, Head of HR Practice Development, CIPD, said: “If trust levels are high, organisations experience superior problem-solving and co-operation, increased information sharing and a reduced need for constant monitoring and quality checks and greater acceptance of organisational change initiatives.”

CIPD research has shown that a high level of trust between employees creates a climate of well-being among all people in the workplace resulting in better job satisfaction, greater motivation and higher performance. It also finds that a consensus exists that talent management needs to focus on engaging the workforce - requiring regular, open and honest conversations with staff at all levels and ages in order to strike the right balance between the needs of the business and talented individuals. This dialogue is also key to ensuring workers of all ages are given opportunities to add value to the business in ways that suit their personal needs.

A report from the Chartered Institute of Personnel and Development (CIPD), *Coaching Climate*, demonstrates the value of coaching, and the need to use it to improve performance and build capability. It is good to see so many firms boosting their use of this important part of the learning and development toolkit. Although budgets remain tight, coaching is being used more often and is utilized most as a tool for improving performance and is used nearly as much to improve poor performance as to build on good performance. It is also used to help employees in their career transitions. However, the focus is very limited in improving understanding of business, commercial and financial issues. Although the bulk of coaching, in keeping with previous data, is delivered by line managers or in-house coaches, the proportion by external coaches has nearly doubled. About a third of organizations surveyed indicate the use of key performance indicators and business metrics to measure coaching, its use and outcomes.

Employee Engagement

A Chartered Institute of Personnel and Development (CIPD) research report, ‘Shaping the Future, by the Kingston Engagement Consortium, concluded that employee engagement is an important driver of sustainable organisation performance. The report identified that engagement of employees will be crucial to organisations facing the economic challenges ahead while maintaining organisational functioning. However, it finds that an aspect of engagement had been largely overlooked – the locus. This research provides evidence that employees engage with a variety of different aspects of their work, but that these vary both in depth and intensity over time and can impact on organisational performance.

The greatest benefits; from employee engagement came when employees:

- were allowed the greatest involvement in establishing variety, autonomy and meaningfulness in their jobs;
- had high interaction with their line manager and colleagues in voicing suggestions and concerns;
- were well treated and the company reputation was positive, but for some the motivation was mostly financial;
- had low engagement – with individuals outside the organisation.

Learning and Development (L&D)

A recent UK survey shows that that the most commonly anticipated major change affecting (L&D) over the next two years is predicted to be a greater integration between coaching, organisational development and performance management to drive organisational change. The next most common changes

anticipated are greater responsibility devolved to line managers and more emphasis on monitoring, measuring and evaluating training effectiveness. The real stand out finding is the focus on organisational development/change management as an increasingly integral part of an L&D specialist's role in improving the skills of leaders.

Dr. John McGurk, learning and talent planning adviser, CIPD, said: "Learning and development specialists will be judged over the next two years on how well they support organisations as they aim to gain competitive advantage through their employees. "In the UK, we are currently operating in a unique environment of public sector cuts and restructure and a private sector looking to re-emerge from the worst recession in a decade. Both of these challenges will require workforces that are change-ready and future-focused, and equipped with the necessary skills to drive change in the long term. The current gaps in leadership skills are in the area of leading and managing change, performance management, thinking more strategically future-focused and developing high-potential individuals valued by the organisation. These should be effectively targeted by the increasing focus on organisational development and change management as an integral part of the learning and development specialists' role." Survey results also highlight the need for practitioners to prove the impact of learning and development through comprehensive evaluation which is currently underutilized.

NEXT GENERATION HR ASIA

The Next Generation HR Asia research sets out to identify a distinctly Asian form of Next Generation HR – one which could help define HR's role as a catalyst for the region's consistently high growth and one that could also pass on some valuable lessons to the West. The UK's Chartered Institute of Personnel and Development (CIPD- an IFTDO member) and Bridge's recent Next Generation HR Asia undertook the research, including the analysis.

The research identified four broad challenges being faced by organisations today in Asia – winning today's battles, winning the war for talent, building future-fit organisations and growing the business. Top and line managers play an important role in engaging and retaining employees and it is important to strengthen their talents and trust and empower them through being role models. The study found that companies have to develop an approach that fits their own organisation – playing their own natural and unique strengths as an organisation.

Several case studies are being undertaken and findings are briefly described below.

Standard Chartered

Standard Chartered, a global bank, budgets for 80% of their income and profits in Asia and has 85,000 staff in more than 70 countries and employees from 125 nationalities. Its top management believes that authenticity and humility are crucial to succeed and have consciously focused on authentic leadership and on role-modelling from the top of the organisation. Standard Chartered is currently focusing on developing their junior managers in Asia to help support engagement and retention. The bank believes it is important to take a risk on hiring and developing internal local talent who can be very powerful serving as local role models

Standard Chartered's focus on talent is twofold:

- Everyone in the organisation is developed through use of a strengths-based methodology and Gallup's strengths' finder.
- High-potential pools are assessed against a consistent and culturally sensitive model. Technical excellence is required but the object is to ensure that the "whole person" is engaged at work. Authenticity is key. The winning formula is technical knowledge + professional skills + leadership + culturally fit behaviours.

What is Standard Chartered doing to win the war for talent in Asia?

The elements cover:

- **Attraction** : Attracting talent to an organization requires promoting its brand, history, culture and values. So it highlights the international opportunities and promotes a comprehensive corporate social responsibility (CSR) agenda which inspires employees with a sense of community and purpose. Reasons for accepting positions change over a potential employee's life, such as being motivated by money, so candidates may reject employment at one time in their lives, but be open at another time.
- **Identify** : Talent is identified by a consistent global talent identification framework and line manager-led transparency conversations.
- **Develop and engage** : Through leveraging individual strengths, having quality conversations with line managers around performance and making use of established global development frameworks.
- **Deploy** : take a risk on internal talent to create role models for others and set up individuals for success, for example: cultural training, 100-day plan.

BEST PRACTICES: ASIAN STYLE

Insight: innovative solutions based on deep insight

Against the dynamic backdrop of business in Asia, we've seen many examples of HR leaders actively driving strategic business initiatives through their own insight. They are able to use their knowledge of the business itself (business savvy), of the opportunities in the environment (contextual savvy) and of the people in the organisation (organisation savvy). Often it is when these three initiatives come together that HR seems to make the most difference. Examples range from taking opportunities to expand services to other companies, to the need to take an established local company and make it globally competitive, to venturing into completely new business areas.

Purpose: developing loyalty and retention

The talent market for Asia is never static. Organisations are ferocious, 'intense' and 'highly competitive'. Aspirations are moving fast and expectations are shifting with them. Not only that, but in many countries there is an intense sense of national pride and of increasing self-expression. The best organisations are those that are rapidly trying to differentiate in a way that taps into these trends and cements employee loyalty and retention. The insight here is around two key areas –authenticity and purpose.

Performance: being well positioned for future growth

Organisations that invest in individual and organisational performance will benefit from a clear performance advantage when the growth curve in Asia begins to flatten out. However, a common frustration expressed by HR directors concerns the way in which their organisations focus on performance. Some point to a cultural reluctance to deal with poor performance.

Interestingly, some HR functions (such as China Mobile) have explicitly defined the role of HR as being about role-modelling this, and in doing so have consciously demonstrated an alternative to the Chinese focus on 'harmony'.

Research interviewees also describe a tendency to equate learning and development with attending courses and winning qualifications rather than actual on-the-job learning and genuinely focused development. And in some cases an over-emphasis on values such as community and respect can lead to promotion becoming tied to length of service rather than competence and achievement. But building a performance culture is a big part of the agenda described by many of our leading HR interviewees. And they tend to do it through a focus on the three Cs: competition, coaching and capability.

Visit the CIPD's dedicated Next Generation HR webpages to access CIPD research reports and find out more about leadership development: cipd.co.uk/research/_next-gen-hr

HUMAN CAPITAL TRENDS 2011: REVOLUTION/EVOLUTION

Events of the past few years have brought sweeping changes to business and new challenges for the HR leaders who support them. Two broad themes – innovation and global markets – have taken a front-row seat in human capital organizations around the world. The trends range from evolving technologies and process breakthroughs to new organizational models, new markets, new customers, and new approaches to talent; the power of fresh thinking runs deep and strong.

Deloitte Consulting Company reports 12 significant trends that are shifting the HR landscape: some revolutionary and some evolutionary. These trends are transforming how human capital leaders and professionals create value for the organizations they serve, their people, and their communities both inside HR and across the broader business. This report shares the human capital trends we see as relevant for 2011, clustered in two categories: Revolution and Evolution.

Revolution: The trends are Workforce analytics, HR in the cloud, From ladder to lattice, Emerging markets, Diversity and inclusion and Next generation leaders.

HR in the Cloud

Along with other aspects of cloud computing, SaaS is helping organizations to transform their traditional information technology (IT) structures into more nimble, flexible, and affordable architectures. SaaS can create the possibility of rapid business model innovation, improved service levels, and new ways of controlling costs – powerful stuff for companies responding to the aftereffects of the economic downturn and the pent-up business demand for HR.

But there's even more at stake than the opportunity to do current things faster, better, and cheaper. SaaS solutions, like cloud computing, can also enable organizations to do entirely new things, like helping HR organizations of any size compete and operate on a global scale.

From Ladder to Lattice

In mathematics, a lattice is a multidimensional structure that extends infinitely in any direction. A garden trellis is an everyday lattice example – a structure that provides for growth in many different directions. In the corporate world, lattice describes the multitude of ways careers are built and talent is developed.

The corporate ladder, rooted in the industrial era, takes an outdated, one-size-fits-all view of managing work and leading people. In the ladder model, careers are expected to shoot straight up; work is a place you go, and communications are top down. Success is defined by the level of prestige, rewards, and power tied to each rung. High performance and career-life fit are viewed as opposing forces.

But today's workplace isn't what it used to be: The pace of change is faster. Organizations are flatter. Work is more virtual, collaborative, and project-based. Workers are less tethered to traditional offices and set hours. The workforce isn't what it used to be either, from gender to generations, to ethnicity to culture, to the changing family structures; today's workforce is more diverse in every sense of the word. Workers' needs, expectations, and definitions of success now vary widely, rendering obsolete a one-size-fits-all approach to talent management. The corporate ladder is collapsing; the Corporate Lattice is emerging.

Evolution- The trends are: Talent in the upturn, COOs for HR, Leading in a regulated world, Collective leadership, Contingent workforce, and Employer health care reform.

Talent in the Upturn

We are entering an economic era that presents special challenges to talent leaders: while unemployment remains generally high, an increasing number of companies are nevertheless having difficulty recruiting and retaining

people with critical industry, technical, and leadership skills. In short, the recovery is showing signs of talent shortages, as well as upticks in voluntary turnover. What a difference a year makes.

Deloitte research shows that many companies are not addressing the critical needs and potential frustrations of their employees. Some leaders have an unrealistic picture of how employees see them and their companies, and there are often significant differences between the attitudes and desires of employees and the talent strategies being used by employers. Instead of going back to "business as usual," companies should proactively assess their talent strategies. In the post-recession economy, critical talent – in high demand and short supply – has choices and is on the move.

It has been particularly difficult for HR organizations, where many leadership teams operate with structures and roles that have been in place for decades. The creation of a chief operating officer (COO) role for HR is an emerging path forward that holds significant potential.

COOs for HR

The HR COO is the leader who focuses on how HR services are delivered, as well as the design, development, and implementation of those HR services. People in this new role drive efficiency, effectiveness, cost, and compliance for many HR services.

Contingent Workforce

The use of contingent workers has increased dramatically over the past decade as businesses have struggled with rising labor costs and the need for a workforce that can quickly adapt to market conditions. Contingent workers are people who provide services to an organization but are not paid on the company payroll. Think contractors, consultants, temps, outsourcers.

Even in today's tight job market, there is a shortage of workers with critical skill sets. This has resulted in a steady, year-over-year growth in the size and cost of a larger contingent workforce. As the baby boomer generation (about one-third of the U.S. workforce) is starting to retire, companies are bridging the critical skills gap with a more contingent workforce. It is also reported that the use of a contingent workforce has increased for both its strategic and operational impact on organizations. The some large companies estimate that up to 30 percent of their procurement spending is focused on contingent workers.

Though the contingent workforce is growing in importance, many organizations may not be skilled at managing this workforce segment effectively. Major challenges include the lack of an integrated workforce management strategy, ad hoc (and at times high-risk) managerial behavior, poor data management, and inadequate technology. These shortcomings can expose companies to significant business, financial, and public relations risk.

Leading in a regulated world

No matter what industry you're in, regulation is an increasing part of the operating environment. And it's only the tip of a broader risk iceberg. To be business advisors today, HR leaders have to understand this reality. Risk and regulatory issues are ultimately people issues.

Managing risk requires critical involvement from across the executive suite, and HR has a central role orchestrating these activities. Senior leadership is responsible for setting the tone at the top. IT is responsible for data privacy and information security. Finance is on the hook for financial controls. Business units are responsible for establishing controls to prevent fraud and money laundering. And HR is increasingly responsible for pulling together all of the people components. This integration is crucial. It involves making sure that the training, skills, knowledge, processes, controls, capabilities, and tools all come together in meaningful ways for employees across the enterprise.

HR leaders are especially well-positioned for this role, having long operated in a risk-aware environment. They understand the fundamentals of regulatory compliance required by government, public scrutiny and high costs of mistakes. They know how to help their organizations make the transformation from a reactive and limited view of managing risk to a comprehensive and coordinated view in which every employee plays a role. This transformation requires significant cultural change, often including organizational redesign, new types of training, and a redefining of people's roles, responsibilities, and goals. It means getting to the root causes of the challenges organizations face in meeting regulatory requirements. More importantly, it requires understanding the inherent risks facing the organization as well.

Collective Leadership

CEOs and senior executives understand these challenges better than most. They know that a one-size-fits-all approach to leadership is inadequate for

getting work done in the 21st century. Indeed, Deloitte research has shown that there are multiple ways of leading. While it's tempting to divide leadership approaches into two categories: command and control and "everything else," we've identified eight leadership models that organizations can use to foster more effective performance.

Collective leadership reflects several of these new ways of leading. It builds on a foundation of understanding how employees feel about their organizations — and provides new insights on how to move people into effective action. Collective leadership is what happens when a large group of people come together and commit to making big things happen.

Download the complete report on Human Capital Trends by going to: www.deloitte.com/us/humancapital. Look under featured Insights article on Human Capital Trends.



IFTDO'S DEVELOPING COUNTRIES' MISSION



Poverty remains a great problem worldwide, especially in developing countries where individuals live on only \$1.25 a day. In the last two years, we have witnessed a series of disasters on an unimaginable scale around the world — which experts had thought occur only once a century. We see many young people without work and hope. Famine, war and water shortages and lack of access to clean water and sanitation are common occurrences.

IFTDO believes that Education, HRD, science and knowledge-sharing are needed to ensure enduring peace and economic and people development. Under the chairmanship of Dr. Tayo Rotimi, a Board Member from Nigeria, an IFTDO "Developing Countries Committee" was formed with the following objectives:

1. Implement IFTDO's vision "to be a unique and effective resource to the HRD profession working globally for the betterment of life."
2. Contribute to improving the quality of HRD practice in developing countries; and
3. Increase the presence and visibility of IFTDO in developing countries.

The committee is working to:

1. Increase actions in IFTDO Annual Conferences regarding Developing Countries

- a. Continue the award of scholarships
- b. Identify and promote "best HRD practices"
- c. Hold a workshop session to discuss developing country HRD issues during annual conferences.
- d. Identify speakers with experience in Developing Countries issues.
- e. Display work of UN, international agencies and NGOs in relevant fields in the IFTDO booth
- f. Organize one IFTDO Annual Conference every five or six years in a developing country. In view of IFTDO's limited budget, host countries will need to identify and get commitment from sponsors.

2. Explore undertaking a pilot project
3. Encourage forming Training/HR Societies in Developing Countries
4. Explore collaborating with International Organizations
5. Write articles focused on Developing Countries.

We urge other HR-HRD organizations to join IFTDO in these endeavors by participating in the above efforts and reviewing what they can individually do to help developing countries advance.

To join this committee and/or to share what your organization is doing, contact Dr. Kohli, IFTDO Secretary-General at: ukkohli@yahoo.co.in

LEADERSHIP TRENDS

Many managers and executives are voicing their fears that the talent they have is not the talent they need. In recent years, the Center for Creative Leadership (CCL) has heard from clients, executives, and human resources professionals that their organizations are experiencing talent deficiencies within their employee base. The rumblings began nearly a decade ago and have grown louder and stronger. Companies have waged intense recruiting wars for talent, while debating the best systems for identifying, selecting and developing key talent—and, still, aren't sure they are building the capacity they need for the future. The pressure is felt by CEOs, too. Many are spending time on talent issues and are increasingly being held accountable by their Boards and investors for the strength of their talent pools.

Although economic and operational decisions may be taking priority over talent development in the short-term, today's challenging times also underscore the importance of effective leadership. Layoffs, early retirements, and dramatically changing market realities are adding another layer of complexity to company understanding of what they need in terms of talent. However, A CLC survey in three countries showed that crucial leadership skills in today's organizations are, in fact, insufficient for meeting current and future needs.

Businesses, government agencies, non-profits, and educational organizations need leaders who can effectively navigate complex, changing situations and get the job done. The questions that need to be asked at the organizational

level are: who do we have, what do they need to do, and are they equipped to do now and in the future?

A leadership gap or deficit may have one of two causes: when leaders are focused on the right competencies, but haven't sufficiently mastered them, or when leaders are not focused on the right skill areas. The first is a matter of degree; the second is a matter of substance. Either can be a problem in both the short- and long-term. Seven leadership skills are consistently viewed as most important now and in the future. They are: leading employees, strategic planning, inspiring commitment, managing change, resourcefulness, being a quick learner, and doing whatever it takes.

The study shows that Leaders are not adequately prepared for the future. Today's leadership capacity is insufficient to meet future leadership requirements. The four most important future skills — leading people, strategic planning, inspiring commitment, and managing change — are among the weakest competencies for today's leaders. The leadership gap, then, appears notably in high-priority, high-stakes areas. Other areas where there is a significant gap between the needed and existing skill levels are: employee development, balancing personal life and work, and decisiveness.

Organizations should assess leadership and flag areas of particular concern. This information can help senior management facilitate conversations about the identification, development, and retention of key leadership talent.

For more information, view: www.ccl.org

Introduction

Innovation has become very important to organizations in achieving their success. However, a new ASTD survey has found that few organizations pay attention to fostering a systematic and informed approach. Bolstering the position that innovation leads to overall business success, the study found that high-performing organizations are more than twice as likely as their lower performing counterparts to claim an innovative culture. Unfortunately, developing and maintaining this culture has proven difficult for many organizations. Although arguably the most important component, product innovation is not the only element that keeps companies alive. Innovation in business processes, marketing, collaboration, and learning can all add to an organization's overall ability to perform. And few have realized how critical a role the learning function can play in developing and sustaining the innovative culture that is the hallmark of successful organizations. It is clear from this research, and that of many others, that learning definitely influences innovation and the role it plays is perhaps bigger and more important than previously thought.

Innovation does not occur in a vacuum; the right approaches and strategies utilized by an engaged learning function can be critical to innovation and ultimately, an organization's success. To that end, the learning function itself must learn to nurture innovation rather than stifle it. Traditional learning approaches that focus on compliance, prescribed definitions, disciplinary boundaries, and a focus on knowledge depth rather than breadth can in fact inhibit innovation.

What does a culture of innovation look like? According to a study, *Building a Culture of Innovation*, an innovative culture has, among others, the following characteristics:

- celebrates new innovations
- celebrates rather than punishes intelligent risk-taking, regardless of result
- rewards leaders who are adept at encouraging innovation
- strives to reduce barriers to innovation, and
- has a widely shared definition of what innovation means.

Indeed, this ASTD study found that innovation is driven from the top down, whether the CEO is considered the most innovative person in the organization or not. Clearly, CEOs are most often pushing the hardest for innovation, and barring that, it is most likely that another executive or team of executives are making the push.

Innovation as a Competency

Some studies of identical twins have found that many of the skills required for innovation come not only by genetics, but from learning. These skills include associating, questioning, observing, experimenting, and networking. This ASTD study found that high performers are more likely to include innovation as a competency than low performers, and when they do, they are far more likely to apply this competency to all employees. But while including innovation as a competency is a good start, it may not be enough. Once determinations have been made regarding whether or not employees are meeting the innovation competency goals, what then? There needs to be a process in place to address those employees who are falling short of the organization's innovation competency standards. If innovation is measured as a competency, even to a small degree, it makes sense to provide development opportunities to those who need them.

Barriers to Innovation

Various factors can get in the way, and in order to be innovative, companies must find ways to eliminate, or at least mitigate, these challenges. A challenge faced by many companies is a lack of support from leadership and management. But as we noted earlier, truly innovative, successful companies do not necessarily have that challenge. Low performers are more than

twice as likely to complain of this problem as high performers. This theme repeats itself over and over again with various challenges, whether it is insufficient resources, a short-term mindset, a lack of informal learning channels, or a lack of clear goals or priorities. High-performing organizations are far less likely to face these roadblocks to innovation.

The most common barriers to innovation are a lack of a formal innovation strategy and a lack of systems in place to promote innovation. Here again, as with most aspects of innovation, high performing organizations deal with these challenges to a far better degree than low-performing organizations. First, low performers are twice as likely to be challenged by the fact that they have no formal innovation strategy and no systems in place to promote innovation. Second, and perhaps more importantly, low performers have a much greater fear of failure and a higher aversion to risk, compared to high performers. One of the strongest characteristics of an innovative company is the willingness to take risks and not simply accept failure, but in fact celebrate it. If employees are too afraid to be punished for an idea that does not work out, many potential innovations – breakthrough or incremental – will never see the light of day.

Driving Innovation

Once these roadblocks that stifle innovation have been addressed, it is time to employ strategies that actually facilitate innovation. In this study, several tools were found to be correlated with high market performance. Few companies are using any of these tools to a great extent, but those who do so tend to be high performers. The two with the highest correlations (and the ones used the most) are collaboration tools and job rotations/stretch assignments; but they are used to a high or very high extent by less than 18 percent of companies. Two other highly correlated tools, innovation-themed events and innovation-based compensation, are still only used by less than half of all respondents' companies.

Beyond the organizational tools for fostering innovation, there are specific strategies the learning function can employ to develop and foster innovation as well. The learning strategy that is most highly correlated with high market performance is also one of the strategies that low performers employ the least. The idea of recruiting successful internal innovators to teach, coach, or mentor others seems almost intuitive, but only 7 percent of low performers employ this strategy to a high or very high extent. It could be that low-performing organizations do not necessarily have a large stable of successful internal innovators to choose from; but high performers do not do much better, only 18 percent employ this strategy to a high or very high extent.

Conclusion

Innovation can take many forms, whether it is an iPhone-like breakthrough or a new spin on an old idea. A company cannot merely hope that innovation happens. Neither can it hire innovative people and sit back and watch them innovate. Innovation needs to be developed and nurtured, and the learning function is uniquely positioned to help build an innovative culture. The learning initiatives that enable this objective must be at least as creative as the people they are trying to foster. But according to Marcus Buckingham, innovation expert, authentic innovation emerges not by mimicking the innovative approaches of others, but by each organization encouraging each member to identify, develop and demonstrate their own most prominent strength. That's the winning formula.

Consider purchasing the full ASTD report, *Learning to Innovate: Exploring Learning's Critical Role in Fostering Innovation*. This report contains further analysis of the data collected, a complete list of references, as well as interviews with several learning leaders at a variety of organizations, which outline their philosophies and strategies for fostering innovation. Both print and digital versions are available for purchase from the ASTD website, www.store.astd.org.

HIGH PERFORMANCE IN TODAY'S CHALLENGING ENVIRONMENT

A new book, "Great by Choice" by Jim Collins and Morten T. Hansen, prominent thinkers, reports about their research to identify companies who have high performance and success even in today's environment of vast challenges, uncertainty and chaos. They prove that although we do not know what the future holds, we can create companies that thrive in chaos. Their success was identified by measures of higher returns on stocks.

This study of high performing organizations identifies several characteristics of success. These characteristics are:

- 1. Achieve Results :** The findings were that "best leaders" were not more risk taking, more visionary and more creative; they were more disciplined- they observed what worked and figured out why it worked, and built on proven foundation. They had a constancy of actions that were consistent with values, long-term goals, performance standards and methods. They were not blindly adhering to bureaucratic rules, and they had independence of mind to reject pressures to conform in ways incompatible with the above. They had great self-discipline not to succumb to the herd.
- 2. Be More Empirical :** The findings were that high performance organizations study matters intensively; didn't limit themselves to conventional wisdom and following authority figures. They relied on direct observation, conducted practical experiments, and held beliefs that fast action/fast decisions were not always useful even in a radically changing world. They blended creativity with discipline. They engaged in studying evidence, not relying on opinion, whim, or conventional wisdom.
The authors emphasize that we shouldn't wait until we are in an unexpected storm to discover what has to be done. . The example given was that of an explorer planning to do a South Pole Expedition. He worked for years to prepare—to build up physical endurance, learn about the environment by apprenticing to natives who lived there, experience the weather and conditions and identify the equipment needed. In choosing a base camp, he selected a suitable location that was not commonly used, but 60 miles closer to the goal. In bad weather 60 miles saved is a plus.
- 3. Have Productive Paranoia :** The authors put the emphasis on constantly anticipating conditions that could be harmful but being prepared to take effective action. It means not succumbing to fear but always asking "what if," but not just taking the safest action to avoid danger but also avoiding unnecessary risks.

What Leadership is Essential to Implement Such Thinking?

The study found no consistent pattern in the backgrounds of leaders- some come from privilege; others from modest means or deprivation of some kind. It requires that leaders channel their egos and intensity into something

larger and more enduring than themselves. It means curtailing their own ambition for fame and money into a purpose/contribution beyond themselves—building a great company, changing the world. This means living with inspired standards rather than an inspiring personality and working for lasting endurance and continuous superior performance. It means delivering high performance in difficult times and holding back in good times.

Determinants of High Performance

High performance is based on:

- Clear performance markers
- Self-imposed constraints
- Appropriations to specific enterprises
- Largely in-company control
- Adequate timeframes
- High consistency but not allowing maximum growth in robust times, thereby exposing their enterprises to calamity in an unexpected downturn.
- Building on previous successes and learn from failures.

Use of Innovation

The successful companies were innovative enough to be successful but generally not the most innovative. The study's conclusion was that each organizational environment has a "threshold innovation" needed to be met to be a high performance contender in their industry/field. For example, being in the biotechnology field requires a high level of innovation. Also needed is a mixture of creativity and discipline- ability to deliver etc., better and faster at a better cost with high reliability and great consistency. Often failures occur because of lack of effective implementation but are valued because of their learning contribution.

Conclusion

Each company is urged to create their own recipe- a set of durable planning and operating practices that create a replicable and consistent formula. Additionally, it should develop tactics which change from situation to situation because of accelerating changes around us. That is why companies need empirical creativity (developing and evolving it), fanatic discipline (sticking to it) and productive paranoia for sensing when change is necessary.

This book provides very important concepts for today's organizations. What helps to understand the concepts are the case examples provided. However, these concepts would be better understood and considered for adaptation if an organization's leadership and management would examine it together with a knowledgeable discussion leader.

This book can be obtained from Amazon.com or other book discount sources.

SPECIAL CONGRATULATIONS TO ISPI ON ITS 50th ANNIVERSARY OF GLOBAL CONTRIBUTIONS TO HR

The International Society for Performance Improvement pioneered *Human Performance Technology* (HPT), a systematic approach to improving productivity and competence, using a set of methods and procedures—and a strategy for solving problems—for realizing opportunities related to the performance of people. More specific, it is a process of selection, analysis, design, development, implementation, and evaluation of programs

to most cost-effectively influence human behavior and accomplishment. It is a systematic combination of three fundamental processes: performance analysis, cause analysis, and intervention selection, and can be applied to individuals, small groups, and large organizations. Its official celebration will be at its World Conference April 20-23, 2012 in Toronto, Canada. For information, see: www.ispi.org



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IFTDO GLOBAL HRD AWARD 2012

After the great success of IFTDO Global HRD Awards 2009, 2010 and 2011, IFTDO announces **the IFTDO Global HRD Award 2012.**

IFTDO Award Categories

- 1. Best HRD Practice:** A submission showing best practice in the areas of Human Resource Development or Organisation Development. The submission should be able to demonstrate how their initiative contributed to business growth through the use of HRD systems and strategies.
- 2. Improved Quality of Working Life:** A submission which has a societal level focus which describes an initiative that has improved the quality of working life for any group using training/development as a primary tool for successful implementation. We will be particularly pleased to welcome entries which focus on developing countries.

The IFTDO Awards

There will be two Awards: (i) A Winner who would receive a prize of \$5000 and a memento to note their achievement, and (ii) A Runner-up who would receive a prize of \$2000 and a memento to note their achievements. Winner and Runner-up will not be from same category. In addition some Certificates of Merit may also be awarded to organizations with notable achievements.

In addition, the cost of cheapest economy air fare plus 2-night hotel accommodation for one representative each of the Winner and the Runner-up for attending the Award ceremony will be met by IFTDO.

The CSTD Award for Excellence in Training of Indigenous Peoples

There will be one additional Award donated by the Canadian Society for Training and Development (CSTD) for which the entry must demonstrate excellent practice in the training of indigenous peoples. The winner will receive a prize of \$2500 and cheapest economy air fare plus 2 – night hotel accommodation for one representative of the Winner for attending the Award ceremony.

Presentations of Awards

Awards will be presented at the Awards ceremony, to be held will be held during IFTDO World Conference in **The Sheraton Hotel, Kuwait City, Kuwait from the 15th to 18th April, 2012**

Further details, Rules and Entry Form, are available at www.iftdo.net. Entries to be emailed to Dr. Uddesh Kohli, Secretary General, at: sgiftdo@gmail.com or ukkohli@yahoo.co.in

Entries must be received before 5 pm (GMT) on February 29, 2012

IFTDO MEMBERSHIP APPLICATION

Category of Membership applying for:

- FULL MEMBER** (USD\$1000)
Subscription is less for small professional societies. See below
- ASSOCIATE MEMBER** (USD\$350)

Official Organisation Title _____

Address _____

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Website _____

Name & Title of Contact Person _____

E-mail _____

Payment Choice:

- Invoice requested
- Director transfer to IFTDO Account (Ask for Account No.)
- International Bank Draft or cheque drawn on U.S. Bank (ask for Address to which cheque to be mailed)

* Small Professional Society applying as Full Member, please answer these additional questions:

Number of individual members _____ Number of organisational members _____

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