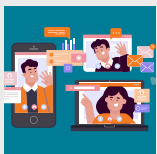




RESURGENT 2021



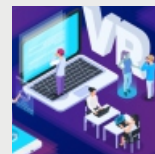
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International
Federation of
Training and
Development
Organisations

Executive Board 2021

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FROM THE EDITOR

Dear Readers,

IFTDO wishes all the members a rejuvenating 2021!

While the world is still grappling with the unprecedented pandemic crisis, the vaccination trials show way to hope and positivity. People are fighting the disease, which is a challenge to their health, safety, wellness, livelihood and life opportunities. Like individuals, governments, institutions, enterprises and communities face an uphill task of rehabilitation and reconstruction.

COVID-19 has caused huge unemployment, job displacement, talent migration and underemployment. This has also altered our talent management practices. Work from home or anywhere has come to stay. Technology and Capital advantage enabled profits to some select sectors. Talent Development has gone the digital way and forced many educators, trainers and learners to embrace online learning.

It would be interesting to see how the new trends in global learning initiatives. We, at IFTDO, have evolved a lot during the pandemic year. A virtual conference, online newsletter, webinars and online board meetings have made us more productive and connected.

With the changed leadership and a new team in place, the federation has ambitious plans of growth. This issue fills a testing time gap that was punctuated with many experiments and challenges that you would witness across these pages.

Please do write to us and participate in our growth story! Help us to develop this community by introducing new countries and partners.

Warm Regards,

Dr R Karthikeyan

Editor | ceo@iftdo.net



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

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CHAIRMAN'S MESSAGE

Dear members and IFTDO family,

Let me begin by wishing you all a happy, healthy and fruitful new year.

We have seen the impact on the governments, organizations, and individuals around the globe, since the outbreak of the pandemic. What happened made a huge shift in the markets and economies dynamics, in our life, in the way we do our job, the way our kids learn, and the way governments and organizations contaminate such unpredictable crisis to overcome its circumstances.

I would like to start this year with high hopes and optimism, In fact, hope and optimism were the main drivers in which every member of the General Assembly of the International Federation for Training and Development Organizations (IFTDO) followed.

Despite the current challenges and circumstances and under the leadership of our past Chairman Dr. Ebrahim Al Dossary, we have worked beyond our capabilities over the past year to transform these challenges into opportunities to achieve success and growth.

The global annual IFTDO conference was in 2020 virtually and it gathered more than 800 participants including distinguished speakers from 62 countries around the world. The conference achieved great success and it was praised by many officials, specialists and experts in the field of human resource development globally. We have also introduced IFTDO Certifications; huge attractive benefits have been added for the current and new members, in addition to a number of important advantages that we have offered to all organizations interested in investing in their human resources.

Last but not least, I would like to express my sincere gratitude and appreciation to the past board members for their tremendous efforts and achievements. A warm welcoming to the current board members with one tip I like to share, pull your socks! We have a long journey to start, full of successful stories and achievements that we will share with our members and the community overall.

Let us go the extra mile, It's always least crowded!

Dr. Ahmed Al Banna



Ranjan Kumar Mohapatra

President, IFTDO

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PRESIDENT'S MESSAGE

Dear IFTDO members and Supporters,

While we are facing the ongoing pandemic across the globe there is a ray of hope that has emerged in form of the vaccine. This is the outcome of the spirit of humans to continually reinvent and develop a sustained place for everyone. Taking this spirit forward at IFTDO, I am happy to share with you another encouraging news. It has been decided to hold the 49th Annual International Conference in New Delhi, India from November 24-26, 2021. In order to provide a wider participation, we plan to enable a hybrid format.

As you are aware, IFTDO Annual International Conferences are the much sought-after events in the global learning fraternity and have attracted audiences in the range of 300-800 delegates and dignitaries every year in different parts of the globe. India has been a host to 4 such conferences since the inception of the body in 1972 and all these conferences have been inaugurated by the then Presidents of India.

Like the past conferences, the 49th Conference is also expected to be inaugurated by the President of India.

It is also heartening that Shri Ramesh Pokhriyal, Hon'ble Education Minister, Government of India and Shri Dharmendra Pradhan, Hon'ble Minister of Petroleum & Natural Gas and Steel have kindly consented to be the Patrons for the forthcoming Conference.

As you may be aware that the theme of the Conference is "Strategies for an Agile Work-Culture: Road to New-Age Markets". It has been so decided that it brings dynamism in the marketplace and is relevant to the context, especially in the post-Covid era. The various sessions in the Conference, aligned with the theme shall be grouped under four Tracks namely, Skills, Market, Technology and Sustainability. A wide galaxy of international speakers is expected to bring to life diverse perspectives and ideas across various parallel sessions, artfully stitched together.

I extend a cordial invitation to IFTDOians across the globe to the forthcoming IFTDO Conference in New Delhi. While I, along with the entire IFTDO team, eagerly await your whole-hearted participation in the Conference, I also welcome your suggestions that can take this Conference to newer heights.

Ranjan Kumar Mohapatra

**Dr. Ebrahim Al Dossary**

Ex-Chairman, IFTDO

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OUTGOING CHAIRMAN'S MESSAGE

Dear Esteemed Members,

It is a great honor for me to chair this board of directors for the last two years.

When I was elected in 2018, the members of the board totally stood with me in all the changes and plans. We were very successful running a world class conference at Bosnia, a new territory to IFTDO. Fresh blood was inducted to the stream and the federations made some remarkable feats in reengineer the IFTDO Admin.

I am satisfied with all the efforts to make IFTDO, a relevant and vibrant organization among the member communities.

2020 was a year of turmoil for the world, due to the global pandemic. IFTDO was no exception. Our plans were disturbed and slowed down. Unfortunately, my health condition went through some challenges and took my time away from the federation. During the period of convalescence, Dr Ahmed Al Banna took the responsibility of an acting chairman and led the board seamlessly. I place on record the extraordinary work he did during my absence. fittingly, he was elected as the chairman, by the board. I wish him well and assure to guide and support the board, in every way possible.

I take this opportunity to thank the all the directors and administrative team for their support and contribution during my term.

My best wishes are there for the Chair and directors of the board for driving IFTDO into a new era and make it one of the leading organizations in its field.

Thank you.

Dr. Ebrahim Al Dossary



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HONORARY SECRETARY GENERAL'S REPORT

In the meeting of the Board held on June 9, 2020 through video conferencing, the present crisis situation due to coronavirus and was discussed and it was decided that no IFTDO World Conference will be held in 2020. Accordingly, 49th IFTDO World Conference to be held in New Delhi was shifted to 2021 and 50th IFTDO World Conference to be held in Cairo was shifted to 2022. The Board decided to launch the IFTDO Certification Programme. It also decided to hold IFTDO Talk Series and Webinars. Details of appear elsewhere in this Newsletter. The Website has been reconstructed. IFTDO Awards would be reworked.

Another meeting of The Board was held on November 3, followed by AGM on November 4 where Annual Report and Accounts for 2019 were approved and following were elected for 2-year term starting Jan 2021:

Chairman - **Dr. Ahmed Al Banna**

Honorary Treasurer - **Dr. Raj Auckloo**

Members - **Mr. Meschack Tafa** from HRDC, Botswana; **Dr. Raed Khanfar** from Global Center for Training & Consultations, Jordan; **Maj Gen Prof Mohd. Bin Fahad** from Dubai Police Academy; and **Dr. Chung-Cheng Lee** from Chinese Society for Training & Development, Taiwan

Following were earlier elected/nominated as Associate Member Regional Representatives for same term: **Mr. Chris McDonagh** (Europe), **Mr. CM Vignaesvaran** (Asia Pacific), **Mr Tayo Rotimi** (Africa) and **Dr. Patti Phillips** (Americas)

The first meeting of the new Board was held on January 12, 2021, where **Dr. Ebrahim Al'Dossary** was appointed as Honorary Adviser to the Board and **Prof. Dave Ulrich**, **Mr. Johnny C. Taylor, Jr.**, **Dr. Jack J. Phillips** were nominated as Honorary Members. Earlier in 2019, Honorary Membership and Board Member Emeritus had been conferred on **Dr. Abdel Bari Durra** for his great contribution to IFTDO.

The Board also decided to prepare a Strategic Plan and constituted following Committees to implement it: Conference and Certification – chaired by Chris McDonagh; Membership Services – chaired by Dr. Patti Phillips; Scientific and Awards – chaired by Dr. Helmi Sallam; Women Empowerment – chaired by Ms. Janet Jolaoso; Youth Empowerment – chaired by Mr. Meshack Tafa; and International Affairs – chaired by Tayo Rotimi

New members: Oman Telecommunications joined as Full Member and Indian Oil, as Full Life Member. New Associate Members were: from Egypt: International Justice Organisation, International Union of Diplomats and International Union for Economic and Diplomatic, and from Malaysia: UMPER Training & Consultancy.

Many of our members are continuing activities through webinars etc. I wish them all success and safe time during the present unprecedented crisis situation.

Dr. Uddesh Kohli



IFTDO WELCOMES ITS NEWEST MEMBERS

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Reshaping the Future of HRD in a Fast-Changing World

Marking a new beginning in the history, IFTDO has conducted its first virtual global conference on November 15, 2020. "Reshaping the Future of HRD in a Fast-Changing World" was the theme of the conference.

The conference had a total of 1073 registrations and participants from 62 countries. Over 786 people participated enthusiastically in the Zoom Webinar and Face Book. Over 443 people viewed YouTube with 51 members. All attendees participated via video conferencing from around the world, across varying time zones.

Key note addresses were made by global icons - Dr. Jack J. Phillips, Prof. Dave Ulrich, Dr. Vinayshil Gautam & Mr. Johnny C. Taylor, Jr.



Responses to Uncertainty

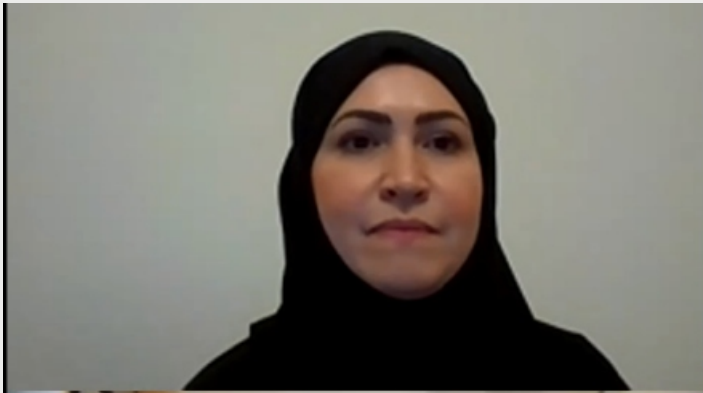
False hope ← **Realistic optimism** → **Give up hope**

"Harness" Uncertainty

- Have realistic optimism about what can happen looking forward
- Use the uncertainty as an inflection point for reinvention, transformation or reimagination
- Co-discover and co-create a more positive future

November 2020 | Harnessing Uncertainty / Guidance







COVID-19 A Learning Platform

Ranjan Kumar Mohapatra

Today, COVID-19 has probably raised more questions and less answers. 'Struggling for an answer' would be quite an understatement. Experts have been trying to give some answers, yet the next day there are more questions.

We have seen numerous examples of game changers. Various practices have evolved as a consequence of certain events in history. For instance, outward opening of exit doors (the Open Sesame) emerged as a consequence of a series of fires in the USA; digital payment revolution happened overnight in India post-demonetisation; the Gulf War triggered a new way of economic

thinking and people suddenly transformed from being natives of a country to being global citizens! I believe that in the memory of current living beings, COVID-19 is going to stay as probably the greatest game changer ever. It is redefining the rules of games in every sphere, be it personal or professional, national or global.

Today, same humans are doing things, which either they despised or avoided or wanted, but never ventured. And that probably has led to the coining of the word, "New Normal". It is also creating a New Order.

*The old order changeth yielding place to new and God fulfils himself in many ways
lest one good custom should corrupt the world.*

- Alfred, Lord Tennyson

Like many others, I have also been asked: how am I managing during this period, what new am I doing and so on? As a person responsible for leading the workforce and allied workforce of India's largest energy supplier, I have also been 'running virtually' from one Video Conference (VC) to another to deal with situation - clearing advisories, approving policies, conveying decisions on issues, which have no precedence, so on and so forth.

However, one thing, notable which I have been able to do (probably like many others) is "Introspecting". The pandemic effect of COVID-19 and the consequential Lockdown has taught me a lot. My learnings have emerged from the tenacity of human fraternity to fight any invasion (COVID-19 is no different) – and hence, I term them collectively as **DARE²**

Dexterity

I often looked with awe at the creation of Leonardo da Vinci, who is believed to have been ambidextrous! I now realise how difficult it would have been! Multi-tasking has been a tool of many

leaders but crisis demands a step beyond – dexterity. It has compelled me to go beyond routine tasks and enter into an ocean of simultaneous decisions ranging from people to supplies. A different faculty of my mind has opened in this situation to enable dexterous approach rather than a sequential decision-making!

Adaptability

Who does not love 'Status-quo'? But COVID- 19 has shaken me out of that comfort. Just as an example, it has suddenly made me an expert in using virtual technologies, which I would not have learnt in normal circumstances, due to my dependence on my well-adept team. Taking strategic decisions – not in the Boardroom but in bedroom or in study – has been an evolution. Add to it the fact that there are no files and flagged papers to see or sign; no secretarial assistance - the ways of working have changed but to my pleasant surprise, the quantum or quality of work has not changed. I ascribe this to Adaptability, which has been an outcome of my experiences.





Resilience

Being at the helm of people affairs for a well-structured organisation, I have witnessed a silent transformation to an almost flat structure while handling crisis. Today, we have been able to cater to the rising national demand of LPG and at the same time, attend to the needs of direct and indirect workforce. Quick unprecedented actions and facilitations have enabled our people to fight through COVID sensitive areas and light up several kitchens – reminding me of the resilience of the legendary bird Phoenix! Instant decisions on Work From Home, collaborative processes, technological interventions such as new Apps for attendance and teleconsulting have ensured business continuity as well as well-being of people. To me, the casualty of COVID-19 has been the mental rigidity and the boon has been resilience.

Engagement

As the Chief People's Officer, my biggest concern had been to keep my workforce engaged and motivated during this trying time. Personally, during

the lockdown, I managed to set a small personal and passionate target of catching up with all those old Hindi movies, I had missed. (Technology once again played a huge role in fulfilling this passion!!) I magnify this insight and have interesting statistics to share. In our pursuit for transforming into a learning Organisation, we had recently developed an e-learning platform christened Swadhyaya (Self-learning) which currently contains about four hundred and fifty modules on wide-ranging functional content. Just before lockdown, about twelve thousand modules had been consumed by less than two thousand odd active users. However, we saw lockdown as a big opportunity to realise our vision. Through focused communication and promotions, we triggered a learning revolution. As I write this, it gives me immense satisfaction and pride that we now have seventeen thousand (up nearly nine times) active users consuming a whopping four lakh modules (up by mammoth thirty times) out of their own volition! For me this engagement has really defined itself. I view this level of engagement as a great discovery.

Empathy

One value, which has been very close to my heart, has always been Empathy, my core guiding principle. Having spent several years handling people-facing functions, I always endeavoured to maintain a 'human touch' in all my dealings. With a virtual operating environment that COVID-19 has created, one may tend to lose sight of human sentiments. I feel that it is in these situations that empathy takes the forefront. With our Covid Warriors like Delivery Boys, Customer Attendants out in the field, I strongly felt the urge of Empathy, which was displayed at several levels in the Organisation or around. When Hon'ble Minister of Petroleum interacted with the Delivery Boys and was informed by a group of them having collected some thousand rupees for contributing to the PMCare fund, I felt Empathy did not need credence any further. When social media went agog with the picture of a young man feeding animals and birds during the Covid time, I wondered aloud "Empathy, Empathy and Empathy". During the course of innumerable VCs, I did understand the role Empathy can play in not just

engaging with people, but also motivating them. In one such communication, touching nearly thousand employees through VC, I did see glint in the eyes of participants when asked about the well beings of their parents, or children. When social distancing is the new norm, the need for 'human touch' becomes more important. While I could personally look after the requirements of only a few people that I would meet such as the security guards, I decided to make every effort to ensure the happiness of entire workforce, even though virtually. I could deploy the Stockdale Paradox in crisis communications and banked on facts, hope and empathy in my regular conversations to create optimism.

As we fight COVID-19, we know this is also not permanent. Medieval Sufi Poet Rumi wrote; "This too shall pass". So this will also go away. But the learning from these trying times must remain with us. As we try to find positivity in the tense and uncertain situation created by COVID-19, the **DARE²** principles emerge as my takeaway.

This is only the beginning of such learning.....



Using Design Thinking to Drive Business Results



Patti P. Phillips, Ph.D.
CEO, ROI Institute
Board Member, IFTDO

Jack J. Phillips, Ph.D.
Chairman, ROI Institute

Design thinking empowers a team to tackle and solve complex problems using a systematic process with cost containment as a focus.¹ The design thinking approach represents a change in the steps of initiating, developing, and implementing talent development. Design thinking emphasizes value creation instead of value capture, and learning drives business value.

While models may vary, the concept is simple. Before investing in solutions, get clarity on the problem, and define the measures that matter. From there, do the research to ensure a feasible solution and the legwork to design it for success. The following eight steps offer a process that will help you tackle complex problems by developing programs that deliver results.

01. Start with Why: Align programs with the business

Empathizing with stakeholders is step one in design thinking. Empathy leads you to the why – or the problem or opportunity the organization is facing. It represents the business need to which the program will be aligned. Business measures define the need. They are measures of output, quality, cost, time, customer satisfaction, job satisfaction, work habits, and innovation that, when improved, indicate the organization is moving forward.

02. Make It Feasible: Select the right solution

The right solution will drive the business measure. This step is where the real research begins. Using tools like interviews, focus groups, nominal group technique, organization network analysis, and other tools will enable you to diagnose what behaviors, processes, or actions should change and what solutions are most feasible given the problem or opportunity the organization faces.

03. Expect Success: Design for results

Objectives represent the intended outcomes of a program. These outcomes are defined through the first two steps. At this step, the outcomes are precisely defined and used as the blueprint for program design. Typically, the success of learning is defined by learning outcomes. Successful design requires a reaction, learning, application, and impact objectives so that designers, developers, facilitators, participants, and managers of participants know what they must do to deliver results.

04. Make It Matter: Design for Input, Reaction, and Learning

This steps ensures that the right people are involved at the right time and that the content is essential, meaningful, and actionable.

05. Make It Stick: Design for Application and Impact

Evidence that programs stick lie in results measured at both Application and Impact Levels. This requires a program design that includes the opportunity to collect these data. Additionally, making a program stick requires the identification of barriers to learning transfer and taking steps to mitigate those barriers. It also requires identifying factors that enable learning transfer and taking steps to replicate those factors.

06. Make it Credible: Measure results and calculate ROI

With the impact data in hand, the results must be credible. The first step toward credibility is ensuring that you take a step to isolate the effects of the program on the impact data. If ROI is planned, the next action is to convert data to money. Then the monetary benefits are compared to the cost of the program in an ROI calculation. This builds two sets of data that stakeholders will appreciate: business impact connected directly to the program and the financial ROI, which is calculated the same way that a CFO would calculate a capital investment. These data sets, when developed credibly, indicate to stakeholders that you heard their need and demonstrated that you addressed it effectively.

07. Tell the Story: Communicate results to key stakeholders

We tell stories to get a reaction, or to inform our audience, or to compel them to act. Maybe the story intends to cause an impact. The why and how of communicating results are important factors in your program design. Stories should be compelling – Impact and ROI take care of that. Stories should be told logically. Logic is found in the flow of information: reaction, learning, application, impact, and ROI. Stories must also be told so that the storyteller is perceived as credible. Credibility lies in the process that led to the story.

08. Optimize Results: Use black box thinking to increase funding

Designing for results delivers programs that work, but there is always an opportunity to make programs work better. Doing so involves improving the program so that the ROI increases in the future. Using a process improvement mentality will lead to even better programs and higher returns. Increased ROI makes an excellent case for more funds. When funders (executives) see that the program has a positive return on investment, it will be repeated, retained, and supported.

As W. Edwards Deming has been quoted as saying, *Every system is perfectly designed to get the results it gets*. The above 8 steps will help you design your programs to get the results you and your stakeholders want.

You can learn about design thinking and how it helps drive business results in Patti and Jack's book, *The Business Case for Learning: Using Design Thinking to Drive Business Results and Increase the Investment in Talent Development*.

References:

1. Mootee, Idris. *Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School*. Hoboken, New Jersey: John Wiley, 2013.

To learn more about ROI Institute and Jack and Patti Phillips, please visit www.roiinstitute.net.





The VR Advantage: How virtual reality is redefining soft skills training

Employers are facing a dilemma: Their workforce needs to learn new skills, upgrade existing capabilities or complete compliance training, but may not be able to do so in person given the current environment. Yet, training is especially important now, with employees so keen to gain skills, and it may become even more critical when workers start returning to a changed workplace. So how can employers deal with the challenge?

One solution to this training problem comes from an unexpected place: virtual reality (VR).

VR is already known to be effective for teaching hard skills and for job skills simulations, such as a flight simulator to train pilots how to fly. But many employees also need to learn soft skills, such as leadership, resilience and managing through change.

So how does VR measure up as a training tool for these and other soft skills?

PwC set out to answer this question with our study of VR designed for soft skills training. Selected employees from a group of new managers in 12 US locations took the same training—designed to address inclusive leadership—in one of three learning modalities: classroom, e-learn and v-learn (VR).

The results? The survey showed that VR can help business leaders upskill their employees faster, even at a time when training budgets may be shrinking and in-person training may be off the table, as people continue to observe social distancing.

Findings at a glance:

- Employees trained using VR completed training faster
- Employees trained using VR were more confident
- Employees trained using VR had a stronger emotional connection to the content
- Employees trained using VR were more focused
- VR can be more cost-effective at scale

*Source: PwC VR Soft Skills Training Efficacy Study, 2020

275%

more confident to act on what they learned after training

4x

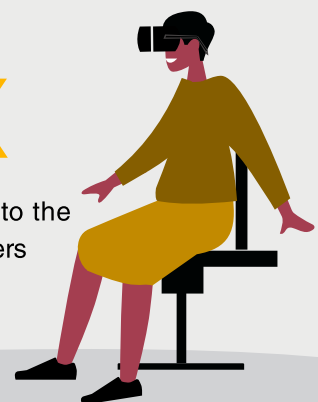
faster than classroom training on average

4x

more focused than e-learners

3.75x

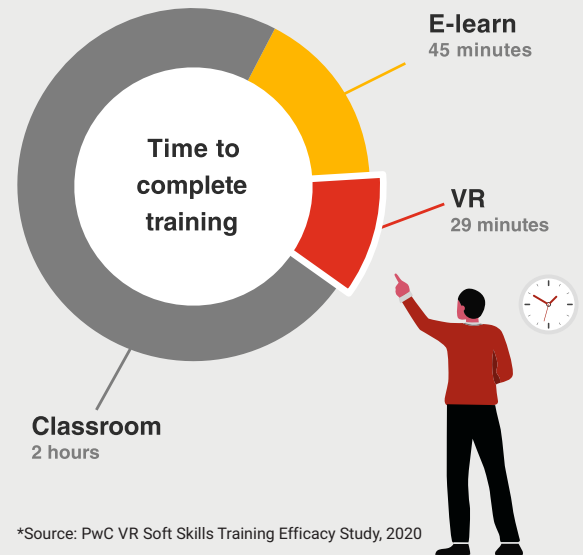
more emotionally connected to the content than classroom learners



Here are five takeaways that can help you support your employees' digital learning needs:

1 Employees in VR courses can be trained up to four times faster

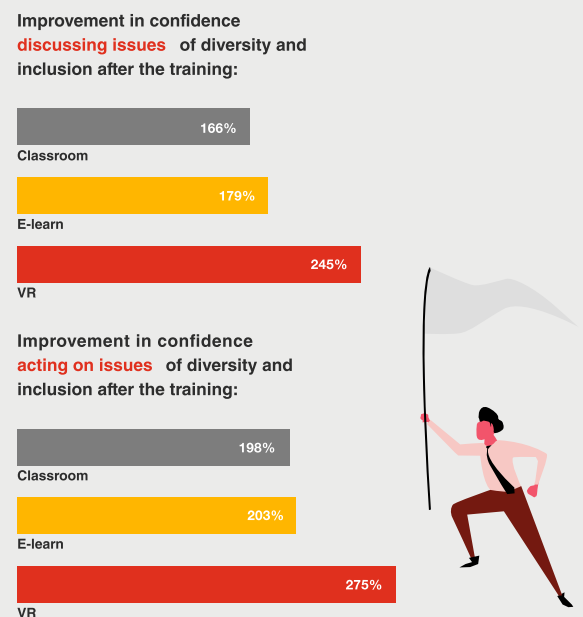
US employees typically spend only 1% of their work week on training and development, so employers need to be sure that they use that time productively. That's where VR can help. What took two hours to learn in the classroom could possibly be learned in only 30 minutes using VR. When you account for extra time needed for first-time learners to review, be fitted for and be taught to use the VR headset, V-learners still complete training three times faster than classroom learners. And that figure only accounts for the time actually spent in the classroom, not the additional time required to travel to the classroom itself.



2 VR learners are more confident in applying what they're taught

When learning soft skills, confidence is a key driver of success. In difficult circumstances, such as having to give negative feedback to an employee, people generally wish they could practice handling the situation in a safe environment. With VR, they can.

Because it provides the ability to practice in an immersive, low-stress environment, VR-based training results in higher confidence levels and an improved ability to actually apply the learning on the job. In fact, learners trained with VR were up to 275% more confident to act on what they learned after training—a 40% improvement over classroom and 35% improvement over e-learn training.



3 Employees are more emotionally connected to VR content

People connect, understand and remember things more deeply when their emotions are involved. (We learned that during the VR study and multiple BXT experiences, where we gathered different viewpoints and worked together to identify what matters most.) Simulation-based learning in VR gives individuals the opportunity to feel as if they've had a meaningful experience.

V-learners felt 3.75 times more emotionally connected to the content than classroom learners and 2.3 times more connected than e-learners. Three-quarters of learners surveyed said that during the VR course on diversity and inclusion, they had a wake-up-call moment and realized that they were not as inclusive as they thought they were.

Average emotional connection felt to learning content



*Source: PwC VR Soft Skills Training Efficacy Study, 2020

4 Employees trained using VR are more focussed

Today's learners are often impatient, distracted and overwhelmed. Many learners will not watch a video for its duration, and smartphones are a leading cause of interruption and distraction.

With VR learning, users are significantly less distracted. In a VR headset, simulations and immersive experiences command the individual's vision and attention. There are no interruptions and no options to multitask. In our study, VR-trained employees were up to four times more focused during training than their e-learning peers and 1.5 times more focused than their classroom colleagues. When learners are immersed in a VR experience, they tend to get more out of the training and have better outcomes.

How many times were you multitasking or distracted during this experience?

Classroom	E-learn	VR
0.78	1.93	0.48

How many minutes do you estimate it took to get back on task?

1	2.63	0.48
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*Source: PwC VR Soft Skills Training Efficacy Study, 2020

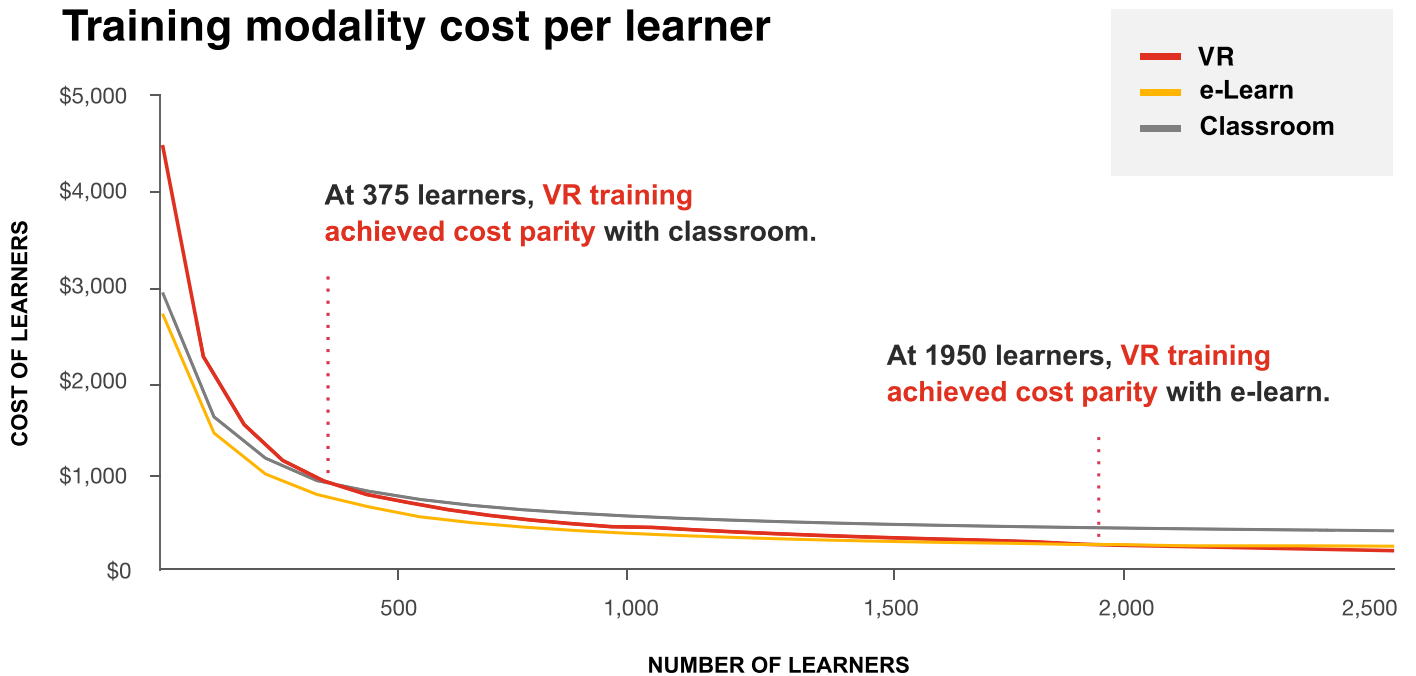
5 VR learning can be more **cost-effective** at scale

In the past, VR was too expensive, complicated and challenging to deploy outside of a small group. Today, the cost of an enterprise headset ecosystem is a one-time fee of less than \$1,000, and these units can be managed like any other enterprise mobile device and can be used repeatedly to deliver training. Studios of all sizes are developing compelling content, while vendors are creating software packages to enable non-VR developers to create their own content in a cost-effective way. Elsewhere, some big learning-management-system players are enabling VR content to be easily integrated into their platforms.

The value VR provides is unmistakable when used appropriately. In our study, we found that, when delivered to enough learners, VR training is

estimated to be more cost-effective at scale than classroom or e-learning. Because VR content initially requires up to a 48% greater investment than similar classroom or e-learn courses, it's essential to have enough learners to help make this approach cost-effective. At 375 learners, VR training achieved cost parity with classroom learning. At 3,000 learners, VR training became 52% more cost-effective than classroom. At 1,950 learners, VR training achieved cost parity with e-learn. The more people you train, the higher your return will likely be in terms of employee time saved during training, as well as course facilitation and other out-of-pocket cost savings.

Training modality cost per learner



Source: PwC VR Soft Skills Training Efficacy Study, 2020

Building a blended learning curriculum

While VR will not replace classroom or e-learn training anytime soon, it should be part of most companies' blended learning curriculum. VR learning differentiates itself by combining the elements of a well-planned BXT experience: business expertise to tackle challenges, a human-centered experience and the right technology to boost productivity without sacrificing quality. Ideally, an entire team would take this training and then have follow-up discussions to determine how they can apply the learned skills in their jobs.

VR can help people make more meaningful connections by allowing learners to practice skills that help them relate to diverse perspectives in the real world. For example, PwC developed a VR soft skills course that enables executives and staff to

practice new sales approaches. Learners get to make a pitch to a virtual CEO, but if they rely on business-as-usual sales techniques, the virtual CEO asks them to leave her office. However, if learners apply skills that demonstrate how they can bring value to the CEO's company, they get a "virtual contract" at the end of the conversation.

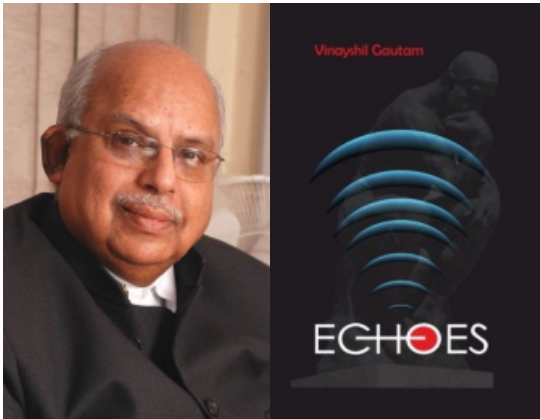
The simplicity of this technology is another good reason to start using VR at scale in your organization. In the study, our team was able to provision, deploy and manage a large fleet of VR headsets with a very small team. That success makes it easy to imagine a day when all employees will be issued their own headsets, along with the requisite laptops, on their first day on the job. That would be a truly new way of working.

Is VR soft skills training more effective than traditional training methods, and is VR soft skills training more cost-effective to deploy than traditional training methods?

The answer to both questions is "yes."



This article is based on the study "**Understanding the effectiveness of VR Soft Skills Training in the Enterprise**" by PwC
Download the study <https://pwc.to/2YJK9PG>



BOOK REVIEW

Echoes

Dr Vinayshil Gautam FRAS (London)

Publisher: Concept Publishing Company Pvt, Ltd.

A 15-16 Commercial Block, Mohan Garden, New Delhi 110059, India

Email: publishing@conceptpub.com Website www.conceptpub.com

Published: 2021 **Price:** INR 360

Dr Vinayshil Gautam is a known signature in the world of management, besides being a respected columnist and commentator in various magazines or a newspaper. His books are known for erudition and research.

His title "Organisation Development – Predilections & Potential" is an award winning book. Several of his authored and edited books have run into multiple editions, yet this book is one of his briefest efforts and with perhaps the briefest title: one word. This is somewhat strange from an author whose titles read "Managing Development: The Way Forward" or "International Finance Revisited". This is of course overlooking his other books like "Comparative Manpower Planning Practices" etc. I say so because the title "Echoes" is a bold attempt on the author's part to fill a gap in management literature of reflections on management topics. He has, in the book, dealt with such topics as: All Management is People Management; Professions and Professionals; Corporate Ethics; Go Big or Go Home; Mythology & Learning; Does the Winner take it All? What left me breathless is his reflections on a topic which epitomises his personality: Living by One's Word.

All chapter titles in the book are management topics. They are 16 in all spread over 108 pages. Priced at a throwaway price of INR 360.00, the sixteen chapters leave the reader little time to meander.

Knowing and living the modern idiom of Corona times, each chapter has an approach paragraph in which the author has captured the theme of the chapter under the caption 'what this chapter is also about'.

He respects the reader's time, seems to count his words almost as they do in tweets. He speaks with conviction which can only come out of experiential learning, research and reflection. To go to his introduction is to get his perspective on the thoughts. He does not label his first chapter as introduction. He calls it 'Opening Thoughts'. This is perhaps one of the several unique elements of the book. I quote, "each person lives at various levels and each persona is a multi-layered consciousness... recognising that no two doors, to experience, are ever identical, the texts, therefore also tries to navigate the essentials of learning from each other's experiences. Life would be entirely too short if everyone was to learn everything at one's own cost".

Opinion leaders like Dr Karan Singh, former Ruler of the state of Jammu & Kashmir in India, recognising the global acclaim that Dr Vinayshil Gautam has as a management thinker, believes that these thought provoking essays...are well worth a read.

Dr K Srinath Reddy, President of Public Health Foundation of India and internationally respected, has opined, 'Fluidity of human relations calls for flexibility in management systems which seek to maximise capabilities and minimise conflict. "Echoes" bring us the wit and wisdom of a management Guru... "

This unusual book from an acknowledged practitioner of management is well worth a careful reading and I almost said many re-reads. It fills a major gap in Management literature. This should be found useful by all Management practitioners.

- The Editor

Updates of 49th IFTDO World Conference & Exhibition 2021

In keeping with the IFTDO tradition of Annual Conferences rotating among different national locations, the Conference of 2021 is projected to be in Delhi, India. Indian Society of Training and Development is the host, under the leadership of Dr. Nataraj Ray, National President, ISTD. The IFTDO President Mr. Rajan Mohapatra is from the Board of Indian Oil Corporation.

Theme of the Conference: **Strategies for an Agile Work-Culture: Road to New-Age Markets**

It is expected to have 4 tracks: Skills, Technology, Markets and Sustainability

Venue: Hotel Le-Meridien, New Delhi, India

Hon'ble Minister Shri Dharmendra Pradhan, Union Minister for Petroleum & Natural Gas and Steel, Government of India & **Hon'ble Minister Dr. Ramesh Pokhriyal Nishank**, Union Minister of Education, Government of India are the Patrons of the Conference.

The Hon'ble President of India has been briefed about the event. ISTD is following the 'inside out' philosophy in preparing for the Conference. Strong support has already been assured from institutions in SAARC countries viz. Bangladesh, Nepal and Bhutan etc. Operational linkages have been established from elsewhere, also. A Steering Committee, under the leadership of Prof. (Dr.) Vinayshil Gautam, President Emeritus, ISTD, has been constituted, to further conceptualize and operationalise the details.

The Conference will bring together thought leaders, practitioners, executives, academics, researchers and others from around the world. Corporates, Government functionaries, NGOs, Educational institutions, Cooperatives, Opinion leaders are involved in the roll out of the Conference.

Looking forward to welcoming you in India for the 49th edition of IFTDO World Conference.

Conference Secretariat

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For more details kindly visit: www.iftdo2021.com

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