IFTDO NEWS

IFTDO
International Federation of Training and Development Organisations

contents

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WELCOME

CHAIR'S MESSAGE

Dear members

Compliments to our new Editor Dr. Bart Tkaczyk for producing a new look IFTDO News No 2 of 2018 with rich contents. He has done an excellent job and I am sure, our members and readers will benefit from it. I also wish to place on record our appreciation of great contribution by our previous Editor Dr. Rick Holden over the past 5 years.

We had a great 47th IFTDO World Conference in Dubai, hosted by our Full Member Dubai Police Academy which made it a memorable event. This Newsletter gives a coverage of the Conference. We now look forward to our next 48th IFTDO World Conference to be hosted by HRDF on August 26-27, 2019 in Kuala Lumpur on the Theme 'Learning Disruptions: The Unforeseen Reality'.

I want to reiterate that IFTDO is a Federation-an organisation of organisations. The main strength of IFTDO lies in its membership base. While we are making all efforts to increase the value proposition for our member organisations, I would seek their support and involvement in IFTDO activities to derive maximum benefit. Members can take full advantage from our web site, IFTDO News, IFTDO's International Journal of HRD Practice, Policy & Research, and through participation in IFTDO World Conferences. They are welcome to join and contribute to our Committees. IFTDO will grow to become as strong and productive as members make it.

Raj Auckloo
Chair of the Executive Board

FROM THE EDITOR

Welcome to the second, and refreshed, issue of IFTDO News in 2018.

In my new role as IFTDO News Editor, my purpose is to re-energize the IFTDO news and our community. As Fred Nickols long ago evangelized, "perhaps the most fundamental responsibility of management is to channel organizational energy along productive lines" (See the new and exciting *Idea Watch* department), and he's right. So here goes!

Creating Happiness in the Workplace was a key theme of the 47th World Conference and Exhibition in Dubai this year. The mega event in Dubai turned out to be a massive hit – again. For those who did not attend it, the *2018 IFTDO World Conference Highlights* department presents a picture of some of the energizing topics explored. Dubai is a genuine hot-spot, and the Conference was buzzing with positive energy and innovation indeed.

To make sure what we do is both practical as well as rigorous, I've decided to radically re-organize and actually introduce new departments of the News. Among others, apart from the *IFTDO World Conference Highlights*, *Breaking News* will now spread the word about our partners' global events to the world. *Thought Leader Interview* will be featuring leading scholars (Herein, Dr. Rick Holden and I exchange ideas on Human Resource Development. Rick, thank you kindly for your tremendous service, too!). *Mini Case Study* will be relating some major organizational concepts to real-world settings and demonstrate how issues are tackled in real-life business situations. In *On the Editor's Bookshelf*, I'll be sharing with you what I'm reading these days, and I like reading – a lot (*Creating Great Choices: A Leader's Guide to Integrative Thinking* is a must-read for anyone interested in the process of super creative problem solving. Hint: When it comes to hardest choices, rather than choosing the least worst option, use the models in front of you to create a novel as well as superior answer). *Cutting-Edge Research* will offer research findings as research insights (I'm positive that the research from the *Association for Talent Development, Human Capital Institute, and Society for Human Resource Management* will inspire you and your organizations).

Finally, we've arrived a little late to the game, but #IFTDO is officially on Twitter! Do follow us for great content at www.twitter.com/IFTDO_Global.

Happy reading – and sharing!

With very best wishes,
Dr. Bart Tkaczyk,
MBA, Fulbright Scholar
(UC Berkeley), Course Leader
(mbasprint.com), CEO &
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SECRETARY GENERAL'S REPORT

I join the Chair of the Board in welcoming our new Editor Dr. Bart Tkaczyk. I would request members to send news, information on their events and other material for inclusion in the IFTDO News/ website to Dr. Bart.

IFTDO Board and Annual General Meeting were held at Dubai in conjunction with the 47th IFTDO World Conference on March 20-22, 2018. At the AGM, Dato' C M Vignaesvaran, from Human Resorce Development Fund, Malaysia (host of the 2019 conference) was appointed IFTDO President to hold office till the next IFTDO Conference in Kuala Lumpur on August 26-27, 2019. Dato' C M Vignaesvaran has since left HRDF and the name of new nominee is awaited from HRDF. The nominee from Indian Society for Training and Development (the host for 2020 Conference) Dr. R. Karthikeyan (name received subsequently) was appointed President –Elect for the same term. For the term 2019-2020, Dr. Ebrahim Al' Dossary from Bahrain was unanimously elected as the Chair of the Board, while Mr. Raj Acukloo was unanimously elected Hony. Treasurer and following were elected unopposed as Members of the Board:

1. Prof Abdel Bari Durra, DCTD, Jordan
2. Prof Ronald Jacobs, AHRD, USA
3. Dr. R Karthikeyan, ISTD, India
4. Dr. Chung-Cheng Lee-CSTD, Taiwan
5. Mr. Meshack Tafa, HRDC, Botswana

Several members have not yet logged in at our revamped web site www.iftdo.net and accessed the Members area (which also has IFTDO AGM and Board Minutes, Annual Reports, summaries of Award winning entries). The log in ID and passwords to access Members Area were communicated to all members along with the Guidelines to log in. Members are requested to visit our revamped web site www.iftdo.net, which is now on WordPress. They can edit their information and upload their logos. As stated in the guidelines, guests of members (such as their staff and members) can also access Members area for which a separate set of log in ID and password were sent to all members. I would request all members to make full use of these facilities on our web site and give us their feedback. In case of any problem, members are welcome to contact me.

Dr. Uddesh Kohli
Secretary General

IFTDO Best HRD Practice Award: Virtual Technology Center, General Department of AI, Dubai Police

Initiative: Virtual Training

DUBAI POLICE شرطة دبي

Dubai Police: A Positive Model for the World

Dubai Police employs cutting-edge video games technologies to create virtual incidents ranging from crime scenes, to traffic accidents, to hostage scenarios. They do so too in an engaging way that mimics real-life situations so as to allow the trainees to learn-by-doing to harness their skills in a safe and practical environment. Early on, Dubai Police has realized the need for effective solutions to enhance and support the traditional methods employed for learning and development. Indeed, over many years, it has researched and developed many virtual environment prototypes to reach the current state – a large portfolio of virtual environment products. These products have been replicated in many different fields and are leading a positive technological transformation for the methods used in learning in the police domain and beyond. Such creations by Dubai Police have been used nationally, regionally and internationally. What must be underlined, however, is that all of these items have been developed in-house – using Dubai Police personnel within the Virtual Technology Center in the General Department of Artificial Intelligence (AI). In doing so, Dubai Police not only has managed to build a capital of intellectual property software assets registered in the Ministry of Economy, but it has also managed to boost human capital and a wealth of expertise in using video game technologies to produce serious games that are effective in solving numerous real-life challenges.

Key Achievements

Dubai Police has built a strong team of experts in the virtual environments field. The tangible benefits include research, intellectual property development and innovation capital creation. In the process of building its portfolio, Dubai Police has generated 14 publications in journals and conference proceedings. Moreover, it has secured 34 copyrighted virtual environments that have been registered in the Ministry of Economy. Income, too, is made from selling current ready-made applications or building custom-made applications for other organizations. Dubai Police is viewed as a pioneer in the world as it houses the first specialized in-house games development center which focuses on developing serious games within a police organization. Point of fact, Dubai Police was the first police force in the whole world to build a simulation for traffic accidents investigators.

Project Performance Results

1. Learning impact has been proven in the classroom as well as in the field. Consider the impact for crime scene investigators (CSI) – crime scene investigators who trained using virtual environments performed better in real cases than those who did not – by an average of 57.2%.

2. The products cover 4 major strategic goals of Dubai Police and range across 10 different security topics – servicing most of the 20 general departments and more than 7 other organizations.

3. All virtual learning environments have been developed in-house.

4. IP capital for 34 copyrighted virtual environments have been registered in the Ministry of Economy under the Dubai Police name.

5. Locally: The Dubai Police Academy has accepted the virtual learning

environments in 3 fields (CSI, Traffic Investigation, and Body Language) to be used in their License in Law major. What is more, many courses have been conducted using the virtual environments build by Dubai Police. Such have been utilized by several different organizations: the UAE Ministry of Interior (including Ajman Police and Sharjah Police) and Special Weapons and Tactics Teams (SWAT) across the UAE.

Massive Success Story

1. Regionally: the products developed by Dubai Police have been used to train Crime Scene Investigators from Qatar Police.

2. Internationally: The International Civil Aviation Organization (ICAO) recommended the use of our virtual environments. "Dubai presented their newly developed and innovative computer-based learning tool, known as the 'Virtual Reality Training System'. The system received recognition in terms of providing a rich, interactive, and engaging educational context, thus supporting experiential learning-by-doing." Moreover, the United Nations (UN) has officially requested the collaboration with the Virtual

Applications Development Center. The National Tactical Officers Association (NTAO) use products invented by Dubai Police.

3. Media Coverage: Dubai Police virtual training products have been presented at more than 40 exhibitions.

4. Revenue from selling current ready-made products: Dubai Police has sold 60 licenses from CSI, Traffic Accident Investigation and Body Languages to a government organization.

5. Assets Utilization: The cost of virtual training is much less than the cost for field training. For example, the virtual training cost of having 1659 trainees on CSI and traffic accident investigation is around 9.6 million dirhams, whereas the field training cost for 1659 trainees would be around 79 million dirhams.

IFTDO Overall and Research Excellence Award: Professor Ronald L. Jacobs

The 47th IFTDO World Conference and Exhibition in Dubai was the occasion for recognizing the research of Ronald L. Jacobs, professor of human resource development at the University of Illinois, USA. Professor Jacobs was recognized both as the winner in the Research Excellence Category and in the Overall Category that included the Practice Award Category as well. Upon receiving the award at the Conference, Professor Jacobs said, "I am extremely honored to have my work recognized by IFTDO, as the organization truly represents a global perspective of the human resource development field. I am especially grateful for the gracious generosity of the award sponsor, the Dubai Police Academy."

Professor Jacobs' recent research has focused on understanding knowledge work to a greater extent, a term that was first coined by Peter Drucker in 1957. Unfortunately, since that time, there has been much discussion about the topic but few efforts to actually operationalize the term in the workplace. That is, how can a manager distinguish knowledge work from other instances of work that occur. In an

article published in the June 2017 issue of the *Human Resource Development Review (HRDR)*, Professor Jacobs establishes the term knowledge-based tasks as the units of work that represent knowledge work. (Ed Note: *HRDR* is an SSCI listed journal, and one of four published by the Academy of Human Resource Development.)

Perhaps more important than providing a better understanding of knowledge work alone, Professor Jacobs also

sought to address the question of how to develop workers to perform knowledge work. The response to this question calls for more than just a training program alone. It requires a sequence of development activities, including the acquisition of both domain-specific information and a cognitive strategy to ensure the domain-specific information is used appropriately. The coming years will challenge human resource development professionals to implement such programs. But the importance of understanding knowledge work and responding to its implications have become critical issues. As Professor Jacobs explains in his article, "There can be no doubt that work will continue to become more complex, driven by pressures on organizations to respond to changes in work and to become more competitive."

Consistent with the Conference theme of "The Future is Today: Creating Happiness in the Workplace", IFTDO was pleased to recognize Professor Jacobs' work on knowledge work, since being productive and happiness go hand in hand.

IFTDO members are invited to send news items on their events and activities, articles, research and surveys undertaken and other information of wider interest to the Editor, IFTDO News as follows:

Dr. Bart Tkaczyk, MBA
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IFTDO
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Indian Society for Training & Development 47th National Conference 2018

Under the dynamic leadership of Dr. R. Karthikeyan, National President of the Indian Society for Training & Development (ISTD), ISTD NATCON 2018 was hosted by the ISTD Chennai Chapter on June 8-9, 2018, at Hotel Hilton, Chennai in India. There were around 400 participants from all across the country, and with the generous support of the ISTD team members, NATCON 2018, the mega event, was held successfully – with flawless planning and execution, combined with good hospitality by the ISTD.

The theme of the Conference was "Corporate Innovation Stories of Inspiration for Sustainability and Growth", with the following sub-themes:

- Innovation at Corporate Sector
- Innovation at Start-Ups
- Innovation at Educational Institutions
- Fostering Innovation in Organization
- Innovation at Social Sector
- Innovation – A Spiritual Perspective

Apart from Dr. R. Karthikeyan, the following presenters were the key speakers at ISTD NATCON 2018:

1. Keynote Speaker: Dr. Vinayshil Gautam, Chairman of DK International Foundation
2. Chief Guest Address by: Dr. Ranjan Kumar Mohapatra, Director-HR, Indian Oil Corporation Ltd
3. Mr. Naresh Kumar Pinsetti, President, HR-Deepak Fertilizers and Petrochemicals
4. Mr. A Vijashankar, Director-People Advisory Services-E&Y
5. Dr. Sujatha Muthanna, PhD, Head of Learning and Development at Infosys
6. Mr. Lohitashwa Thyagaraj, Master Inventor, Automation Architect of IBM
7. Mr. Prasad Menon, Sr. VP-HR, Cleartrip.com
8. Mr. Sathya Prasad, M/s Ashok Leyland-Speech on Agility and Stability
9. Mr. Gokul Ranganathan, Erehwon Innovation
10. Dr. Rajeshwari Narendran, Honorary Director, Academy of HRD, Ahmedabad
11. Mr. Cherian Thomas, World Vision India
12. Fr. Jerry Tom, Bosco Institute, Jorhat, Assamn
13. His Holiness Bhakti Vinoda Swami Maharaja-ISKON

Moreover, several engineering college students provided us with some outstanding presentations regarding their innovative projects and products.

The participation was great in terms of attendance and in asking active and well-informed questions. Of note, the participants truly enjoyed the beautiful music and video wall conducted by Rajesh Jagan of Chennai. Needless to say, everyone also luxuriated in the service of fine food and beverages.

Overall, the NATCON was extremely well received by the participants, sponsors, speakers and the NC and MC members of all the visiting Chapters of the ISTD, besides the organizing team of the Chennai Chapter and the National Office.

Dr R. Karthikeyan, National President of the Indian Society for Training & Development in 2016-17 and 2017-18. Has been elected as National President ISTD for the third time consequently for 2018-19 and 2019-20. Has been appointed as President Elect and will serve as IFTDO President for 2020 IFTDO Conference for which the ISTD is a host company.

Thought Leader: Dr Rick Holden

Bart Tkaczyk: Hi, Rick, I'd like to first thank you for always making an enormous contribution to IFTDO, and for making the time to give this interview today.

Rick Holden: My pleasure.

Bart Tkaczyk: What would you like us to know about you, Rick?

Rick Holden: Well I guess mainly that I've not completely disappeared since retiring as IFTDO News Editor. I'm still working hard to nurture and develop *the International Journal of HRD Practice, Policy & Research(JHRDPP&R)* launched a couple of years ago by IFTDO and the UFHRD.

Bart Tkaczyk: How did your journey into HRD begin?

Rick Holden: Very definitely with my early career at Cadbury-Schweppes. I joined as a graduate trainee in personnel management. It was some years before we saw the beginnings of a move towards re-branding the people function. Initially I worked in industrial relations but then the opportunity arose to move into organization development and which led a couple of years later to becoming one of the company's training managers. The subsequent move into academia was a coming together of my earlier research interests with the practice experience in personnel management gained at Cadburys.

Bart Tkaczyk: Now, what is HRD today, and what are some of the big issues for HRD leaders today?

Rick Holden: Mmmm…I think there are two big questions here within the one you have posed to me. Let's look at the notion of HRD first. As I mentioned a few moments ago when I began work with Cadbury-Schweppes HRD was not something which was recognized…it was personnel management and within personnel management we had the three main activities of industrial relations, recruitment, and training. It's been interesting to be part of the shift from personnel management to HRM, and, of course, HRD. I recall many discussions around the question "old wine in new bottles?" though I'm not sure we ever reached satisfactory conclusions! Focusing specifically upon HRD where I feel this moved us forward is in two main respects. Firstly, organizationally, I think HRD enables us to escape the somewhat narrow and limiting concept of training. That isn't to say training is no longer an important activity within an organization but "HRD" provides a construct for us to work with all the different ways people can develop. So, we can think about personal development, self-development, team development, leadership development. I am particularly keen on the notion of continuous development, and I see one of the main priorities of an HRD professional being to manage and facilitate continuous development within the organization. This of course brings its own tensions but I think we're going to discuss these next. I can't really leave this question without mentioning learning. And you might say "well, what is training if not learning new behaviors or skills?". Learning is indeed at the heart of any change, whether it be individual or collective/organizational. But I feel that learning sits more comfortably within the discourse of what HRD is about and what it seeks to contribute – organizationally.

The second area where I feel HRD has real legitimacy is in relation to national policies and practice to develop a society's citizens…not just in terms of workforce skills but again continuously from "cradle to grave" as it were. Many countries now have HRD ministries which develop policy in respect of the range of challenges facing the country. Strangely the UK is an exception. We've been struggling throughout my professional career with a deep tension between "education" and "training" between the pathways open to young people at 16 or 18, and also about what role the government should take in respect to workforce development. Indeed, this is still a problem the UK is grappling with and which might be better managed with fewer tensions under an inclusive notion of national HRD (NHRD).

You asked about the challenges facing HRD leaders today and I know you want to talk about challenges facing the HRD profession in a moment, so I'll just make a couple of brief points at this juncture. Firstly, as I noted earlier, I am most comfortable with a notion of HRD as something which embraces *continuous* learning – whether within an organization or more broadly as part of being a citizen. But, organizationally, I think this creates a real challenge for the function. How do you create the appropriate frameworks, provide the necessary investment, deliver the appropriate support for inclusive HRD? I recently reviewed an excellent book entitled "The Human Workplace: People-Centred Organizational Development" by Andy Swann. The author makes a compelling argument that workplaces can be energizing and collaborative, with a strong learning culture and be successful economically. I think some can but I am far from convinced that all can. So much

depends on the business model being pursued. It is entirely rational for organizations in certain sectors of any economy to compete on costs – and not skill levels. Why?…because this means the business makes money! Just look at the Amazons of the world, parts of the gig economy or some public-sector services. Taylorism is alive and well in many organizations. It is misleading to say the least to claim that the knowledge economy is somehow universal and all pervasive. I imagine life for the HRD professional in such organizations, even if they employ one, is tough…very hard to pursue ideas and practices that are at the heart of HRD.

Secondly, I think a challenge for HRD leaders is the same as a key challenge for leadership in any organization. How to shift attention away from the individual "*leader*" to *shared* "leadership". There's not much research evidence that single individual leaders have any real impact. Emphasis needs shifting to the value of more collaborative, less hierarchical practices…*distributed* leadership. And HRD is no exception. Indeed, it should perhaps provide the role model for the rest of the organization.

Bart Tkaczyk: HRD in organizations has been exposed to a remarkable pace of change in recent years (think, for example, new ways of working), what will be some major challenges facing our profession in the future? What do you reckon?

Rick Holden: Phew…how long have we got? Let me preface my response here by saying that there is a danger in seeing change as only "game in town", forgetting that for many people going about their daily working lives much stays the same. And this is no bad thing. We should never find ourselves operating on a basis of change for change's sake. Let's just think of something like training needs analysis for a moment. Why change a very effective system of assessing training needs for new recruits to an organization because someone says we must constantly be changing? Of course, it is right to ask the question is this process fit for purpose? But if the

answer comes back "yes" then leave it alone. This said, there are some real challenges affecting the HRD profession; one of which is the use of the very word "profession". HRD still has no adequate discipline in which to locate its *professional* practice. And you rightly refer to the nature of work. I think here lies the source of two – inevitably inter-related – challenges that I'll say a bit more about. I don't think it's an exaggeration to talk of a Fourth Industrial Revolution where a confluence of technologies such as artificial intelligence, robotics and the internet of things provide a capability for transformation for generations to come and much disruption and unpredictability along the way. But, and it is a big "but", we must be careful not to look at this with one eye closed. I have a concern that much of the prevailing discourse around the challenges facing HR and HRD addresses the top half of the jobs in the hourglass economy; what I call "High Road HR". But, and this picks up the point I touched on a few moments ago, what are the challenges for HR working with the large numbers of employees in establishments where job quality is poor? What are the challenges for HR in the large number of organizations where work is menial, intense, lacking in discretion and autonomy – but is so precisely because this is the business model which ensures a profitable enterprise? Training, and learning more generally, in such organizations becomes, at best, a second or third order issue, often linked to compliance, or even perceived as an unnecessary luxury altogether adding nothing to the "bottom line".

Secondly, and to an extent leading on from this point… is HRD itself in danger of joining the growing ranks of those that get left behind? Left to global forces the expansion of low paid and low skilled work is likely to become more pronounced leading to uncomfortable political and social disruption (just think for a moment of the rising numbers of unemployed young people globally). I think there are difficult times ahead for the professions in general and maybe HRD in particular. Are we in fact seeing

HRD's status weakening? It was hardly enhanced during the global financial crisis when HRD professionals were accused by some of becoming bystanders because they lacked the necessary influence to change the practices they could see happening. With the advance of technology it is not that difficult to suggest a pessimistic scenario where HRD professionals are needed less in creative endeavors. Their work becomes deskilled and reduced in value because machines can do their work better and more cost efficiently; for example, by reducing complexity to uniform and standardized packages that can be rolled out as "Training" courses across large numbers of uncritical learners. Analytics provides another example. Increasingly the hype is that Analytics is the "must-have" capability for the HR profession… Analytics will provide the pathway to developing and strengthening the strategic influence of the HR function. My reading of the research evidence in terms of the capabilities needed by HR suggests it has a steep learning curve ahead. And, there is possibly a bigger problem. I'm not sure ideas about HR data and Analytics have penetrated the thinking of much of the profession. So, it is possible that current trends will seal the exclusion of HR from strategic, board-level influence while doing little to benefit organizations and actively damaging the interests of employees.

Bart Tkaczyk: On a personal note, what would you like to be remembered for, RIck?

Rick Holden: Well, let me answer this by identifying another challenge – in some ways very much related to the last issue I was talking about – but one that I feel I have been fighting for for 30+ years. I don't think that sufficient of the profession are what I would call critically reflective practitioners. Put crudely, and, perhaps, rather harshly – most HRD professionals would rather accept, uncritically, the latest 10-point checklist derived from some magazine or website rather than reflect carefully on the implications of research – which is ongoing in the field – for their organizations. I endeavor to champion HRD scholarly-practice – where all HRD

professionals, wherever they work, operate with questions at the top of their agenda. Questions which enable them to not only better understand the organization in which they work, its behaviors, its assumptions, but also their own behaviors, values and assumptions and how these may need to change in relation to their pursuit of effective HRD professional practice.

And of course, this is where the *International Journal of HRD Practice, Policy and Research (JHRDPP&R)* comes in. The Journal is also championing HRD scholar-practice. It is seeking to challenge the hegemony of the well-established academic journals. Do these serve the profession well? I think not. We need knowledge and insight about HRD which is not pursued or acquired for its own sake but which can make a contribution to resolving the problems and meeting the challenges we face both in organizations and society more widely.

So, I'd like to be remembered as someone who successfully launched and edited a journal which broke the mold and someone who helped raise the status of HRD Scholar-Practice to a "must-have" professional capability.

Bart Tkaczyk: Thank you very much, Rick.

Rick Holden: You're welcome.

Dr Rick Holden is Research Fellow at Liverpool Business School. Until 2014 he was Principal Lecturer at Leeds Business School. He has been Editor of *The International Journal of HRD Practice, Policy & Research (JHRDPP&R)* since its launch in 2016, having previously been IFTDO News Editor for five years and Editor of the Emerald Journal *Education & Training* for over 20 years. Rick has led numerous HRD related research projects with both private and public bodies and through research grants from the likes of UK Government, UFHRD and the British Association of Management. He is the author of the leading Palgrave Macmillan HRD text book, "Human Resource Development: Theory and Practice". On completion of his PhD in 1981, Rick began his career in HR with Cadbury-Schweppes Ltd.

Mini Case Study

Improving Nursing Staff Engagement and Retention

Overview: Client Organization

The client organization was a 200-bed community hospital in the Midwestern United States. The hospital had been recently formed via the merger of two other facilities *plus* the addition of three new service lines. The new operation included an emergency department and 18 other units and specialty areas with a staff of more than 500 nurses.

Challenge

Across the U.S. healthcare industry, a shortage of nurses is a persistent and growing problem. According to the 2016 National Healthcare Retention & RN Staffing Report, turnover for average sized facilities runs about 17.2 percent with each point costing slightly more than US$373K.

A related challenge facing many facilities is high levels of voluntary nurse turnover – nurses leaving of their own choice.

In the client organization, annual turnover was below the national average at 15.6 percent (approximately US$5.6M), but increasing. Additionally, the nurse engagement scores on a national survey were well below the mean.

Leaders know that *motivation equals goals plus control* (Hill, 2001). They also know that engagement and involvement are signs of effort, which is a reliable indicator of motivation.

Further, in every organizational setting, a lack of employee engagement is costly. Beyond higher rates of unplanned staff turnover, it can lead to negative impacts on internal operations, knowledge retention, customer relationships, and bottom line financials, as noted in the client example above.

Solution

In healthcare, the process of engaging with staff is often called "staff rounding".

To address the engagement issue and improve communications between the nursing staff and leadership, the Chief Nurse implemented the Organizational Performance Systems' cloud-based Employee Engagement System (EES).

The EES is an open platform for enabling staff rounding – collecting and processing suggestions and feedback from the nursing staff. EES does not use a Likert scale approach. Instead it captures narrative ideas that are categorized to add specificity (see functions below) and drive follow through. EES also tracks completion of the submissions so staff can see their suggestions progressing.

Other key functions of EES include:

- An easy to navigate issue/idea entry screen

- Public or private sharing

- Client defined categories (e.g., building maintenance, bright ideas, process, quality of life)

- An ability to add interested team members and stakeholders to any issue or idea

- Robust and transparent reporting

The objectives of implementing EES were to:

- Increase executive visibility of "higher order" improvement ideas

- Drive visible follow-through of staff ideas and recommendations that enhance safety and quality

- Allow access to anyone, at any location, on any shift, to demonstrate trust

- Create a reliable data set and ensure a repeatable, sustainable process

Results

Within weeks, EES was viewed as a welcome resource by both leaders and staff.

The following results were realized by the facility after implementing EES:

- Year 1 reduction in nurse turnover: 2.8% (financial benefit, approx US$1.04M)
- Year 2 reduction in nurse turnover: 9.8% (financial benefit, approx US$3.65M)
- Reduction in premium pay (overtime and temporary nurses): ~50%
- Number of performance recommendations submitted: 600+
- Number of open items: 28 (as of June 29, 2018)

Lessons Learned

Employees have a wide range of choices for where they want to work. So, practically, the annual use of Likert-type feedback scales (3, 5, 7, etc.) to learn how they feel about certain topics has little bearing on their engagement or commitment.

To maximize employee engagement, it is much more valuable for the organization to learn how the work environment can be improved. This leads to real opportunities for employees to see their ideas transformed into action – and that contributes to the *retention of the best performers*.

Further Reading

Hill, Jr., J.J. (2001). Motivation = goal + control. *Performance Improvement*, 40(2), pp. 18 – 21.

Dr. Jim Hill is the founder and CEO of Organizational Performance Systems, based in the Silicon Valley. He is also a past president of the International Society for Performance Improvement. He is the author of many articles and book chapters, including his 2013 book, *Giving Away Power*. In 2017, he was one of two private sector executives to

testify before the U.S. Congressional Committee on Evidence-based Policymaking. Dr. Hill is a graduate of The Ohio State University and received his doctorate from the University of Southern California.

On the Editor's Bookshelf

Jennifer Riel & Roger Martin. (2017). Creating Great Choices: *A Leader's Guide to Integrative Thinking.* Boston, MA: Harvard Business Review Press

What stops us from generating and acting on great new ideas within an organization? Too often, it is because we use the same old approaches to decision-making, bringing existing

tools to bear on a problem even when it is clear that those tools are not up to the task. To create new ideas, and have those new ideas gain traction, we need to seek to solve wicked problems in new ways, using a robust set of tools for thinking differently about the problems.

Conventional wisdom says it is essential to make trade-offs. And that is sometimes true – companies rarely succeed by trying to be all things to all people. But there are some cases in which accepting the obvious trade-off just isn't good enough. Sometimes, the choices in front of us don't get us what we need. In these cases, rather than choosing the option we can live with or finding a sad compromise, we can use the models in front of us to create a new and better answer. This is *integrative thinking*.

First introduced in Roger Martin's successful 2007 book *The Opposable Mind*, integrative thinking is an approach to problem solving that uses opposing ideas as the basis for

innovation. It is a process of exploring the tension between opposing models – using solutions to a problem that are in fundamental conflict with one another – as the starting point for generating new solutions. The new solutions take elements of the original models, but are superior to each. The core principles are 1) to seek out and leverage the tension of opposing ideas and 2) to create new solutions rather than choosing or merely compromising between existing ones.

The Opposable Mind highlighted stories of Jack Welch, AG Lafley, Isadore Sharp and others to illustrate how top business leaders used integrative thinking in their strategic decision-making. Now, in *Creating Great Choices*, Martin and his co-author Jennifer Riel move from theory to practice. This new book aims to demystify the process of creative problem-solving, and it lays out a practical four-step methodology that can be applied across challenges and contexts. Both stimulating and
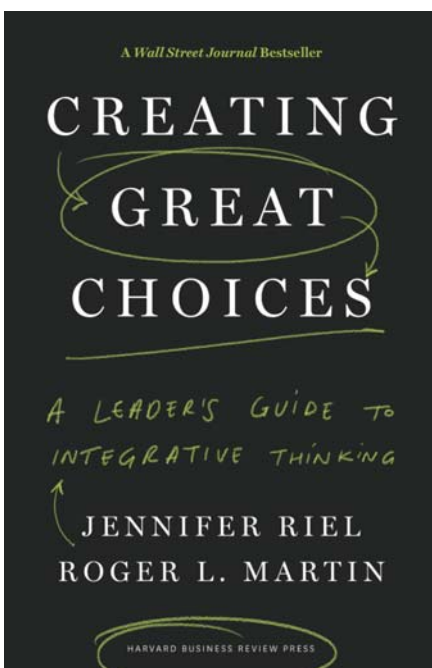
practical, *Creating Great Choices* provides hands-on advice to help any leader or manager facing a tough choice.

Jennifer Riel is an Adjunct Professor and Executive-in-Residence at the Rotman School of Management at the University of Toronto, teaching innovation and integrative thinking. An award-winning teacher, Jennifer is also

a strategic advisor to senior leaders at a number of Fortune 500 companies. **Roger L. Martin** is an author, a business school professor and a strategy advisor to CEOs. Former Dean of the Rotman School at the University of Toronto, he was named the most influential business thinker in the world by Thinkers 50 in 2017.

Cutting-Edge Research

ATD | Personalized and Adaptive Learning: Shaping Employee Development for Engagement and Performance

Effective learning isn't one-size-fits all. Personalized and adaptive learning hold great promise as ways to reach learners with content that is tailored to their needs and preferences and is relevant and engaging. Personalized learning provides instruction tailored to an individual based on the learner's interests, experience, preferred learning methods, learning pace, job role, or other factors. Adaptive learning is a specific type of personalized learning that uses computer-based technology (including algorithms and artificial intelligence) to modify content to a learner's needs in real-time.

A new research report from the Association for Talent Development (ATD) and the Institute for Corporate Productivity (i4cp), *Personalized and Adaptive Learning: Shaping Employee Development for Engagement and Performance*, finds that 83 percent of organizations personalize at least some of their learning. Personalized learning is especially beneficial for two distinct populations—senior leaders and new employees (defined as those with less than one year of tenure). Although fewer use adaptive learning (55 percent), the number using it is expected to grow rapidly in the next couple of years, and it is particularly effective and impactful when used for developing salespeople.

So what challenges can organizations looking to adopt or expand

personalized and adaptive learning expect to encounter? The study participants said that they struggle with technology issues and new content design considerations. However, many are working to improve their outcomes. Successful tactics include forming partnerships with tech companies, involving employees in the design process, and providing employees with training on how to use these learning assets.

One champion of personalized and adaptive learning, Adrian Stevens, Vice President of Learning and Professional Development at global tech innovation firm Hewlett Packard Enterprise, observed: "If companies are going to be more agile and innovative, learning has to be less rigid and more fluid to enable that. Everyone learns differently, and they have varied levels of experience and ability. For talent development, personalizing learning is about how we light a positive fire to inspire individuals' appetites to become lifelong learners committed to

building their acumen. For organizations, that translates to employees who bring greater value to meetings, decision-making, innovation, customer engagement, leadership—all the elements that drive business performance."

The full report is available from ATD at www.td.org/research-reports/personalized-and-adaptive-learning-shaping-employee-development-for-engagement-and-performance.

Personalized and Adaptive Learning

Shaping Employee Development for Engagement and Performance

19% say most of their learning is personalized

55% use adaptive learning

83% use personalized learning

McGraw Hill Education

Learning Science Platforms

atd RESEARCH

ATD | Needs Assessments: Design and Execution for Success

When a talent development professional becomes aware of a major organizational challenge, it is often a wise choice to start by launching a needs assessment. In the new research report *Needs Assessments: Design and Execution for Success*, the Association for Talent Development (ATD) defines a needs assessment as the process for determining and addressing gaps between current or desired conditions. Training and non-training solutions may close the existing gaps.

ATD looked at how organizations are using needs assessments, as well as the challenges and benefits associated with them. ATD surveyed 759 participants. While only 56 percent of participants used needs assessments, among those who did, results showed that 68 percent thought that their organization's needs assessment efforts were highly or very highly effective. Although effectiveness was rated quite high by participants, they also identified several key challenges in conducting needs assessments. For example, 70 percent of respondents reported that stakeholders believing they already know the needs was a top challenge. Other leading challenges included the extensive time it takes to conduct a needs assessment (50 percent) and getting buy-in from others, such as business leaders (44 percent). This signals that there is room for improvement in organizational needs assessment efforts.

Experts recommend following the general needs assessment with a more specific, focused training needs assessment. Beth McGoldrick, instructional designer at RiverSource Insurance, says that, when approached with a training assignment, "I start with a needs assessment on what's going on with the business and why there is a problem. When (or if) training has been identified as one of the possible solutions, then I start doing a training needs assessment." A training needs assessment is the process of identifying how training can help an organization reach its goals. The research found that training needs assessments are most frequently done when designing technical training programs and leadership training programs.
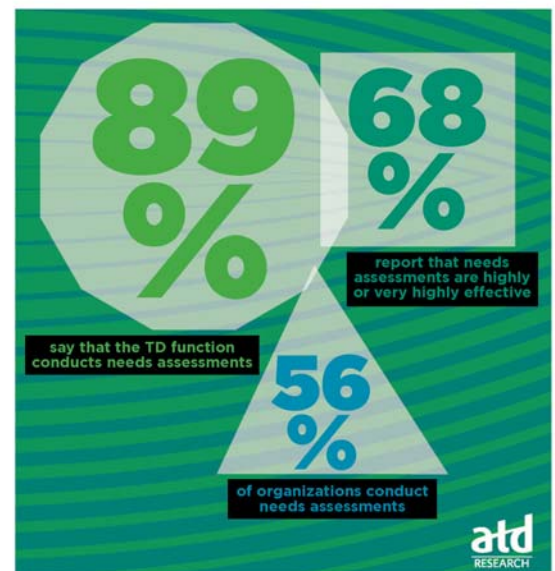
Although surveys are a popular choice among study participants for gathering needs assessment data, the research finds that talent development professionals should consider interviews and focus groups to maximize effectiveness. For interviews and focus groups to be successful, it is imperative to build relationships with those who are providing information. Gus Prestera, president of Prestera FX Inc, explains that initially, employees probably "aren't going to be honest with you; they don't know you, they have no reason to trust you. If you just send a cold hard survey out of nowhere or you try to conduct a focus group or do interviews, they don't know how you're going to use the data. They don't know if what they say might wind up getting them fired or hurt their career in some way, so they're going to try to tell you what they think you want to hear."

The full report is available from ATD at www.td.org/research-reports/needs-assessments.

Needs Assessments
Design and Execution for Success

89% say that the TD function conducts needs assessments

68% report that needs assessments are highly or very highly effective

56% of organizations conduct needs assessments

atd RESEARCH

HCI | Talent Pulse 5.1: Strategic Workforce Planning 2020

Strategic workforce planning (SWP) is undoubtedly one of the most necessary processes organizations must undergo. It is a critical component of growth and business evolution, prompted even more today by the pace of change and volatility in markets and industries. And yet, it is also one of the most complex. Effective SWP requires organization-wide support and resources, cross-functional collaboration, and clear, ongoing senior leadership contribution

and sponsorship. In this Talent Pulse research report, Human Capital Institute (HCI) researchers describe the practices and processes that High-Performing Organizations (HPOs) use in their SWP efforts. Specifically, HPOs create an intentional vision for SWP and implement it in the following ways:

- Business leaders more readily and effectively promote the importance of SWP and its change initiatives.

- The SWP process is aligned with a clearly articulated business strategy.

- HPOs invest more time in each of the eight components of HCI's SWP process—and report higher rates of effectiveness at each step.

- They have the right owners and collaborators in the SWP process and report higher ratings of effectiveness in collaborating across teams.

STRATEGIC WORKFORCE PLANNING MODEL

Ongoing	Quarterly	Annually
Business Strategy Alignment	Environmental Scan	Segmented Roles
Current State Analysis	Action Planning	Scenario Planning
	Monitor & Report	Gap Analysis

© HCI

- Technology is used more effectively to manage the SWP process. HPOs collect more data to gain greater insight into the factors impacting SWP.
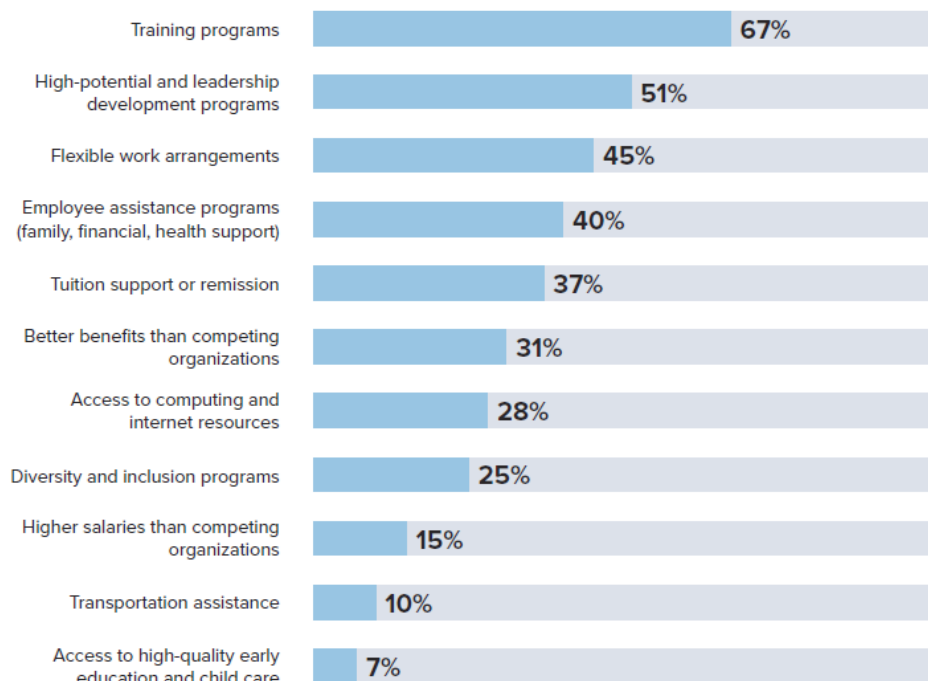
The full report is available from HCI at www.hci.org/hr-research/talent-pulse-51-strategic-workforce-planning-2020.

HCI | Talent Pulse 5.2: Bridging the Skills Gap with Workforce Development Strategies

Workforce development relies on public and private partnerships that sustain local communities as they build the workforce of the future. These partnerships not only enrich talent pipelines but enhance their internal training efforts. Those organizations that are among the most active in workforce development report better business, talent, and organizational outcomes, while they also report shorter time to fill, increased quality of hires, and lower recruitment costs. In this Talent Pulse research, Human Capital Institute (HCI) researchers find that effectively bridging the skills gap requires organizations to do the following:

- Identify your organization's hard-to-find skills.

- Diversify your approach and methods.

- Build a compelling employee value proposition to attract and retain talent in candidates' market.

- Partner with educational institutions.

FIGURE 4

Through what methods is your organization addressing skills gaps within your current workforce? *(Select all that apply.)*

Method	Percentage
Training programs	67%
High-potential and leadership development programs	51%
Flexible work arrangements	45%
Employee assistance programs (family, financial, health support)	40%
Tuition support or remission	37%
Better benefits than competing organizations	31%
Access to computing and internet resources	28%
Diversity and inclusion programs	25%
Higher salaries than competing organizations	15%
Transportation assistance	10%
Access to high-quality early education and child care	7%

- Extend partnerships across multiple agencies and institutions.

The full report is available from HCI at www.hci.org/hr-research/talent-pulse-52-bridging-skills-gap-workforce-development-strategies.

SHRM | SHRM Survey Finds Health and Wellness Offerings Help Drive Continued Increase in Benefits Provided to Employees

As a tight job market continues to help drive increases in employee benefits offered by organizations, health and wellness along with employee programs and services are the benefits most likely to be increased, according to the results of the 2018 Employee Benefits Survey released in June by the Society for Human Resource Management (SHRM).

The survey results indicated that more than one-third (34 percent) of organizations increased their overall benefits in the last 12 months. When employers added offerings, they were most likely to increase health-related benefits (51 percent) and wellness benefits (44 percent).

Retention (cited by 72 percent of respondents) and recruiting (58 percent) were the top reasons for

increasing benefits, the survey found.

"With unemployment at an 18-year low, employers view benefits as a strategic tool for recruiting and retention," said Trent Burner, SHRM's vice president of research. "Strategic organizations adjust their benefits year-to-year, depending upon their use by employees, cost and effectiveness in helping an organization stand out in the competition for talent."

Wellness benefits are popular offerings. Three-quarters (75 percent) of employers offer wellness resources and information and/or a general wellness program.

Over the last year, substantial increases were seen in company-organized fitness competitions/challenges (from 28 percent in 2017 to 38 percent in 2018). The prevalence of CPR/first aid training increased 7 percentage points (47 percent to 54 percent) and standing desks increased from 44 percent to 53 percent.

The availability of paid parental leave increased significantly between 2016 and 2018 for every type of parental leave surveyed. Paid maternity leave increased from 26 percent in 2016 to 35 percent in 2018. Paid paternity (21 percent to 29 percent), adoption (20 percent to 28 percent), foster child (13 percent to 21 percent) and surrogacy (6 percent to 12 percent) leave also increased from 2016.

In top offerings not related to health, employee programs and service benefits increased by 39 percent at organizations that increased benefits offerings in the past 12 months.

For instance, 50 percent of organizations allow casual dress every day, up 6 percentage points since last year. Several other benefits increased over the last five years, including free coffee, company-provided snacks and annual company outings.

SHRM's annual survey of U.S. employers examines more than 300 benefits that organizations offer their employees.

Other key findings include:

- Preventive programs specifically targeting employees with chronic health conditions fell by 8 percentage points (from 33 percent in 2017 to 25 percent in 2018).

- A substantial increase was seen for life insurance for dependents with over two-thirds of organizations (70 percent) offering this benefit in 2018, an increase of 13 percentage points since 2017.

- Sixty-three percent of organizations give service anniversary awards, an increase of 9 percentage points from 2017.

- More than two-thirds (70 percent) of organizations offer some type of telecommuting, up from 62 percent last year.

The survey of 3,518 randomly selected HR professionals was conducted in February and March of this year. It has a margin of error of plus or minus 2 percentage points.

The full survey is available from SHRM at www.shrm.org/2018EmployeeBenefitsSurvey.

Idea Watch

The Energy Equations

Energy: The Heart of the Matter

When we talk about work and performance, we often overlook the heart of the matter: namely, energy expended by the worker or performer. As I long ago concluded, "perhaps the most fundamental responsibility of management is to channel organizational energy along productive lines" (Nickols, 1982: 28). In fact, there are various categories of energy expenditures. These are shown in the "Energy Equations" diagram – each element in the diagram is described next.

Productive Energy

Productive energy is sought from every employee, from the back room to the board room. Productive energy expenditures are effective and efficient. Expenditures are effective to the extent that they bring about the desired results. They are efficient to the extent that wasted energy is at a minimum. To the extent that expenditures are ineffective or inefficient, productive energy is reduced. The path to increased productive energy has two well-traveled branches: (1) reduce waste; (2) increase energy expended.

Energy Expended

Expended energy is what the name implies: energy expended. This is typically done
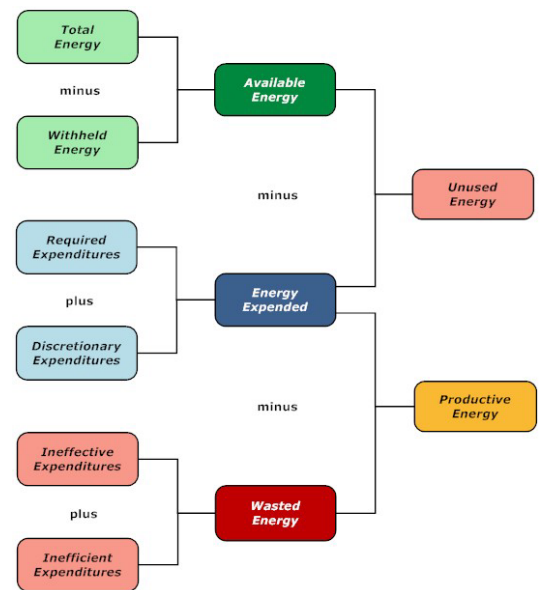
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in response to two factors. First task, project, role, assignment, etc. The lower limits of expenditures are controlled by management. There is some minimum level of energy expenditure below which the employee's job might be in jeopardy. The upper limits are controlled by the employee. No organization can get more energy out of an employee than the employee is willing to expend. The second factor affecting expenditures are the employee's optional or discretionary expenditures. These are above and beyond the energy demands posed by the job or task and are voluntary in nature.

Required Expenditures

These are requirements for energy expenditures posed by the job, task, project, etc., or by managers. "Picking up the pace" is a common term for requiring additional energy expenditures on the part of employees. So are "pushing harder" and "ratcheting up." These strategies – and more – are simply ways of trying to directly increase energy expenditures. They have little or nothing to do with the effectiveness or efficiency of those expenditures. Consequently, while it might look as though people are working harder, it is also probably the case that they are not working any better.

Discretionary Expenditures

Discretionary expenditures of energy by employees have moved front and center in recent years, wearing the label of "discretionary effort" and being pursued through a strategy of increasing what is known as "employee engagement." The key factor in the success of this strategy is authenticity or genuineness. Managers who are simply trying to con employees into giving more won't get far. Even if successful, it is essentially a matter of getting "more," not necessarily better.

Wasted Energy

Wasted energy is the sum of ineffective and inefficient energy expenditures. Commonplace strategies for improving matters here are Business Process Management, Work Design (and Redesign), Reengineering, Six Sigma,

Statistical Process Control (and other manifestations of the Quality movement), Organization Development and Human Performance Technology.

Ineffective Expenditures

Ineffective energy expenditures are expended with the intent of achieving some desired result, but the result is not achieved.

Inefficient Expenditures

Inefficient energy expenditures are greater than should be the case. Energy is being wasted.

Available Energy

Available energy is what that label implies: energy the employee or worker makes available for the job, task, project or assignment. This is typically far from the total energy possessed by the worker or employee. Some energy is always withheld. Some of what is withheld can be viewed as energy reserves, to be released when and where required. Some of what is withheld is energy that the employee or worker simply chooses not to make available. In the end, we all decide how hard we're going to work.

Total Energy

Total energy is all the energy the employee or worker could expend without becoming exhausted or collapsing. The best way to think of this element in the equations is as the entire supply or level of energy possessed by an employee. It varies with the individual and with factors such as health, nutrition, exercise and the like.

Withheld Energy

With few exceptions, all employees at all levels withhold some energy. As mentioned above, some of the employee's energy supply is being held in reserve in case it is needed. Some is withheld because the employee decides just how much energy will be made available to the employer. The important thing to keep in mind about this element is that it reflects the employee's judgment regarding what constitutes an appropriate commitment to the employer.

Unused Energy

This one quite possibly represents the greatest source of untapped energy and the greatest potential for improvement. Unused energy is energy the employee chooses to make available but isn't drawn on. When we discuss and negotiate with an employee regarding the taking on of extra work we are tapping into this unused supply of energy. Depending on the employee and the circumstances, the supply of unused energy might be quite modest, or it could be significant.

Reflections

The energy equations suggest some useful questions regarding performance and productivity. How can we increase productive energy expenditures? Where and how is energy being wasted and how can we reduce that waste? How can we capitalize on energy that is available but unused? What leads people to increase their discretionary expenditures of energy? What can and should be done to decrease the amount of energy being withheld? What can be done to increase total energy? Remember: Energy is at the heart of performance and productivity.

Further Reading

Nickols, FW. (1982). "Training: A strategic view". *NSPI Journal*, Vol. 21, Iss. 3, pp. 28-29.

**Fred Nickols,** CPT, is a knowledge worker, writer, consultant, and former executive who spent 20 years in the U.S. Navy, retiring as a decorated chief petty officer. In the private sector, he worked as a consultant and then held executive positions with two former clients. Currently, he is the managing partner of Distance Consulting LLC. Fred's website is home to the award-winning Knowledge Workers' Tool Room and more than 200 free articles, book chapters, and papers.

International Journal of HRD Practice, Policy and Research

The first issue in Volume 3 of the *International Journal of HRD Practice, Policy and Research (JHRDPP&R)* was published in April. Interested readers can access the whole edition or specific articles at https://www.ijhrdppr.com.

For some years now there has been growing recognition of the impact of HRD beyond its traditional settings and aspects of focus. From an overtly "practice" perspective we need to look no further than Standards in organizations. Standards are a prevalent feature of the contemporary organizational environment but they are no respecter of disciplinary specialisms. Indeed, many of them have implications of our work as HRD professionals. From a more research-oriented perspective, Jim Stewart (Executive Secretary, UFHRD), following a review of HRD in terms of the last UK research assessment exercise, argues that it is likely that HRD played a much wider role in achieving impact than might be suggested by examining only directly HRD related case studies. In lending the Journal's support to such positions, I highlight three of the articles in this latest issue of *IJHRDPP&R*, which seem to me to reflect, albeit modestly, this wide-lens perspective on HRD.

The first is the article by Steven Chase, Director of People in the Thames Valley Police Force in the UK. Its focus is individual and organizational fairness in policing. HRD, implicitly, is drawn into this examination as the author explores opportunities to promote a culture of learning in this increasingly important and politically sensitive context — and which relates not just to policing. In the second, an account of practice in relation to the leadership and management of change within a chemical manufacturer, a word search reveals no mention of HRD and only a handful of references to training. Its focus is the impact of a move towards shared leadership rather than any
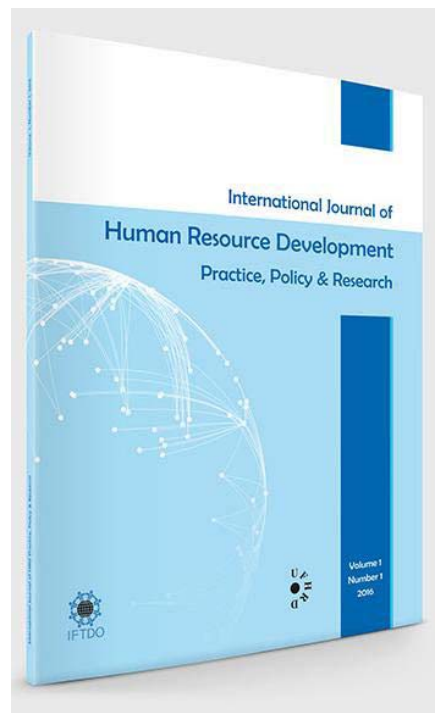
formal HRD or training intervention. Yet what is "shared leadership" if not a critical HRD construct with potentially huge practice implications for inclusive organization development? Thirdly, Alina Waite, (Indiana State University, USA) examines experiential learning using graduate-level research. In one sense experiential learning might be regarded by many as pretty "mainstream" HRD. However, her research is notable in two key respects. Despite its prominence within HRD practice, evidence-based data on its use and practice in organizations remains limited. Secondly a glance through the settings and contexts of the research studies explored by the author provides further support for the Journal to take a wide-lens perspective in considering what can make a valued contribution to *IJHRDPP&R*.

Elsewhere in this issue colleagues from the HRD Fund Malaysia, a full member of IFTDO, contribute an article on training in SMEs. The apparent paucity of (formal) training in SMEs has provided a driver for much research and a large number of local and national initiatives globally. Although the pogram explored in this article, the Training Incentives for *SMEs Scheme,* is described as partially effective, issues remain in relation to such policy interventions, not least those of the "measurement" of impact.

Two other Journal developments are usefully highlighted here. Firstly, an application has been made for the Journal to be listed within Scopus. According to Elsevier, the owner and host of Scopus, it is the largest abstract and citation database of peer-reviewed literature. Recognition by Scopus will be a further milestone in the Journal's development. Secondly, there is a need to strengthen the Journal's support network and by this I mean both its partners — UFHRD and IFTDO — and its Editorial Board and Editorial Advisory Board. All connected with the Journal need to be active in helping source material and aiding and extending the promotion of the Journal and its dissemination worldwide. As regards the Editorial Board important steps have already been taken and I should like to use this article in IFTDO News to welcome to the Board Jenny Allen, from the National Health Service in the UK, and from the USA Sarah Minnis (Texas A&M and Anthology Consulting) and Darren Short (GoDaddy Inc). Both Sarah and Darren have strong links with the Academy of Human Resource Development (AHRD) — indeed Sarah is the former chair of the AHRD's Scholar Practitioner Special Interest Group – and thus reflect an important closer relationship between the Journal and the AHRD.

As ever the Editorial Board of the JHRDPP&R are interested to receive contributions from IFTDO members. Please contact **Dr. Rick Holden, the Journal Editor,** directly at r.j.holden@ljmu.ac.uk or email: editors@ijhrdppr.com. Follow the Journal on Twitter: @IJHRDPPR

Welcome New Members

Full Members:

1. Khartoum Academy for Administrative Sciences, Sudan- March 2018
   www.kaas.gov
2. Chartered Institute of Personnel Management of Nigeria- June 2018
   https://www.cipmnigeria.org/

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1. Digital Knowledge Observatory Foundation, Poland- March 2018
   https://digitalknowledge.pl/
2. TC Training Center, Malaysia -April 2018
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