

50
YEARS

50th IFTDO
World Conference & Exhibition
Golden Jubilee
Egypt, 20-22.Nov.2023

Redesigning The Future

Come To Cairo
Learn, Celebrate & Enjoy



team

الخبراء العرب في الهندسة والادارة
engineering & management consultants



IFTDO

International Federation
of Training and Development
Organisations



International
Federation of
Training and
Development
Organisations

Executive Board 2022

HONORARY ADVISER

Ebrahim Al Dossary (Bahrain)

CHAIRMAN

Ahmed Al Banna (Bahrain)

PRESIDENT

Helmi Sallam (Egypt)

PAST PRESIDENT

Ranjan Kumar Mohapatra (India)

CHAIR-ELECT

Chris McDonagh (Ireland)

HONY. TREASURER

Raj Auckloo (Mauritius)

MEMBERS

Harry Bundred (UK)

Nancy Burns (USA)

Maj Gen. Mohd. Bin Fahad (UAE)

Vinayshil Gautam (India)

Ghalib Al Hosni (Oman)

Janet I.K Jolaoso (Nigeria)

Raed Khanfar (Jordan)

Chung-Cheng Lee (Taiwan)

Meshack Justin Tafa (Botswana)

Patti P. Philips (USA)

Tayo Rotimi (Nigeria)

CM Vignaesvaran (Malaysia)

REPRESENTATIVE TO UNITED NATIONS

Tayo Rotimi (Nigeria)

HONY. SECRETARY GENERAL

Uddesh Kohli (India)

Secretariat

Administrative Officer

Amira Ateya

Consultant

A. C. Joshi

COMMITTEE CHAIRS

Conferences and Certification

Chris McDonagh

International Projects

Tayo Rotimi

Scientific & Awards

Helmi Sallam

Membership Services

Patti Phillips

Women Empowerment

Janet I.K Jolaoso

Youth & Entrepreneurship

Meshack Justin Tafa

Public Relations

Ghalib Al Hosni

Strategy Execution

Harry Bundred

Research & Publications

Vinayshil Gautam

CONTENTS

IFTDO NEWS VOL. No. 3

October, 2022

This Page President's Message

01 Chairman's Message

02 Honorary Secretary General's Report

03 IFTDO Welcome to Its Newest Members

04 IFTDO India Conference 19th - 21st May, 2022

05 Highlights of the Conference & exhibitions

10 IFTDO 2022 Awards

11 Unleashing the New IFTDO Website

12 Future of work with focus on post pandemic work Structure

15 Initiatives by the Women Empowerment Committee

16 Being a Digital Literate Leader Doesn't Mean Being a Coder!

18 Membership Application

IFTDO President's Message



I am pleased and honored to become the president of the IFTDO for the third time. As president, I promise to listen and serve the IFTDO with transparency.

And as members of the IFTDO, I expect from you to exert the best of your efforts to help us revive a stronger IFTDO with more members joining from a wider number of countries.

This coming year 2023 will witness a historic event: our celebration of the golden Jubilee of the IFTDO. 50 years of achievements, global events, past presidents, memories, ups and downs, remarkable changes that affected the whole world, and consecutive advances that re-shaped the profession of training and the field of development.

That's why "RE-designing the Future" is the theme of the up-coming conference in Cairo Nov. 2023; where we will recall our memories of the past 50 years and explore the possibilities of a better future. I consider this event is a very strategic important point in the IFTDO history to collect our global strengths to participate in developing new future for our organization for the upcoming 50 years.

Waiting for you in Cairo to interact, enjoy, and celebrate.

Prof. Helmi Sallam

IFTDO President

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



Dr. Ahmed Al Banna

Chairman, IFTDO

☎ +973 17552878

✉ Ahmed.Albanna@iftdo.net

☎ +973 39670010

IFTDO Chairman's Message

Greeting to all IFTDO Members

Despite the challenges of covid19 in particular in 2020 / 2021, we embarked in 2022 with full enthusiasm as Board of Directors by working hard and managed in achieving many of our objectives as per our strategy that was launched in the first quarter of 2021 .

A few of these achievements are:

- We now have 18 Executive Board of Directors fully diversified who are representing 14 different countries.
- The 49th World IFTDO Conference and Exhibition was held in May 2022 in India successfully. It was the first face to face conference after the pandemic.
- A new and a flourishing website has been developed as more features have been and will be added to enhance the benefits.
- IFTDO Newsletters were published in a new format.
- A Research and Development team has been established to develop more researches and studies, surveys in order to help all our members.
- A Taskforce has been established to re-look into further review of our existing structure, fees, benefits and more programs/ certifications.
- The 50th World IFTDO Conference and Exhibition is fully under preparations which will be held in Cairo between 20th to 22nd November 2023.
- A Taskforce has been established to fully prepare for the 50th Golden Jubilee of IFTDO during the 50th World Conference (50th Year handbook, special edition of Newsletter, Video and publication).

The above are a few of our key objectives. However, we expect that 2023 will be the achievement year of IFTDO as we are working in making IFTDO as an Awarding Body with many certifications and Diploma specialized in HRM /HRD and few certifications for youth in helping them to become entrepreneurs and find decent jobs.

I would like to thank every single member of IFTDO and in particular our Executive Board of Directors for the full support and the dedicated time, efforts towards IFTDO.

God bless you all

Dr. Ahmed Al Banna

**Dr. Uddesh Kohli**

Hony. Secretary General,
IFTDO

+91 9811273142

sg@iftdo.net

HONORARY SECRETARY GENERAL'S REPORT

49th IFTDO World Conference organised by the Indian Society for Training and Development at New Delhi on May 19-21, 2022 was a great success. IFTDO Global HRD Awards 2022 were presented to 9 Awardees at the Opening session of the Conference. Detailed information appears in this Newsletter.

In conjunction with the Conference, Board meeting was held on May 18-19, 2022. Some of the main decisions taken include:

- (i) 50th IFTDO World Conference will be held in Cairo on November 20-22, 2023, along with the IFTDO's 50-Year Celebration. A Booklet reflecting past Conferences will be published at that time.
- (ii) A Summit on Youth Employability will be held around October 2022 in Botswana.
- (iii) The Programme on Women Empowerment in Nigeria will be continued. Similar programme will be initiated in India
- (iv) The Awards system will be restructured.
- (v) IFTDO would undertake pioneering research studies on 1 or 2 projects every year and bring out publications
- (vi) The redesigned website should be available shortly

Another Board meeting was held on August 16, 2022 where it was agreed that "Way Forward" for IFTDO was the most important area and the Task Force to consider this area will make proposals to the Board. The Board noted that Dr. A C Joshi, who had earlier worked with ISTD, has been appointed as a Consultant, on a voluntary basis, to assist and support the Secretary General.

The AGM, usually held at the time on IFTDO World Conference where elections to the Board take place, was not held at the 49th World Conference as only small no. of IFTDO Members were able to come to New Delhi. The AGM will be held virtually later in the year so that more members can participate in that. A General Meeting of IFTDO Members who were able to come to New Delhi, was held on May 20, 2022, mainly to apprise the members about the IFTDO activities.

Following new Members have joined since last Newsletter:

Full Members: McKinsey Business University, USA, Greenfields Consultancy and Allied Services Ltd, Nigeria, Terraskills Learning Systems Limited, Nigeria, and International Electronic Arbitration Encyclopedia, Kuwait.

Associate Member: Business Consultancy and Training Services, Lebanon

Dr. Uddesh Kohli

Hony. Secretary General



Dr. Chung-Cheng Lee

☎ +888 963370191
✉ cclee@iftdo.net

Dr. Lee, Chung-Cheng has been elected as the President of the Chinese Society for Training and Development, Republic of China (Taiwan). He is currently the Director General in Department of Personnel, Ministry of Foreign Affairs, Republic of China (Taiwan). Dr. Lee has been a member of the Board of Directors of the International Federation of Training and Development (IFTDO) since 2019.

IFTDO WELCOMES ITS NEWEST MEMBERS



📍 : 3rd Floor, Coscharis Building,
Central Business District,
Abuja - Nigeria
☎ +234 - 803 659 1612, 808 080 8844
✉ info@greenfieldsconsultancy.com
🌐 www.greenfieldsconsultancy.com

Greenfields Consultancy and Allied Services Limited, Nigeria

Greenfields Consultancy and Allied Services Limited offers businesses a pathway to overcoming their challenges and seizing new opportunities by building organizational capability across broad range of disciplines. We support businesses to expand their perspectives and develop integrated, cross functional view on how to manage and grow their businesses.



📍 : Dewey place, Fair Lawn, NJ
☎ +1 (929) 2439830
🌐 www.mckinseyuniversity.us

McKinsey University, USA

McKinsey University is a diverse academic community dedicated to making an impact that matters in the world through our outstanding programs of teaching, research, and service. We are committed to creating a learning environment that fosters collaboration, critical thinking, and empathy. The university encourages its students to engage with each other and the broader community through meaningful partnerships with local organizations and communities worldwide. According to McKinsey University thought, teaching and research are inextricably linked; success in one is contingent on success in the other.



📍 No. 14 Sunyani Street, WusePhone Zone 1,
Abuja, Nigeria
☎ +234 815 555 5710
✉ info@terraskills.com
🌐 www.terraskills.com

Terraskills Learning Systems Limited, Nigeria

TERRASKILLS LEARNING SYSTEMS LIMITED is an innovative tech company that specializes in Skills Development, Lifelong Learning Systems, ICT and Digital Economy, Training, Research and Consulting.. We have been in operations since 2004 and have trained over 4,000 individuals, entrepreneurs and professionals in both public and private sectors of the Nigerian Economy.

📍 East Mazaya Towers - Third Floor, Kuwait
☎ Phone: +96566910900, +20109386579
✉ malama@gmail.com
🌐 www.earbdia.com

International Electronic Arbitration Encyclopedia

International Electronic Arbitration Encyclopedia is concerned with spreading the culture of arbitration and creating awareness regarding the Arbitration as an alternative method to resolve disputes. and in order to achieve this goal it is conducting specialized programs for training in Arbitration.

Associate Member



📍 RizkallahCenter, St Rock Street,
Hazmieh, Lebanon,
☎ +961 3 661143, +961 5 951463
✉ Wafaa.h.hallassou@bctslb.com
🌐 http://www.bctslb.com

Business Consultancy and Training Services –BCTS

BCTS is one of the Leading companies in Training and Consultancy in Lebanon and the MENA region. It was established to help companies face the new market challenges arising from local and foreign competition and to enhance the human competencies to add value to all kind of institutions.

Our skilled team of professional consultants and certified trainers offer creative strategies that work with every aspect of business management.



IFTDO India Conference 19th-21st May, 2022

Another success for the IFTDO on May 19th-21st where the conference took place in India. The 49 IFTDO World Conference has focused on “Strategies for an Agile Work Culture: Pathways to the New Age”. The theme seeks to tackle the current scenario so that it brings greater dynamism to the market-place.

Conference goals and objectives focused on that all organizations periodically experienced a paradigm shift but the current shift for many organizations is sharper and more challenging than ever before. Causative factors are several, including a shrinking world, expanding time technology and many more. Also the emerging concerns of health and sustainability have added to the complexity. A new era is on the horizon where even employment scenario has taken overtones of a market place with characteristics of virtual integration.

Highlights of the conference & exhibitions

The 49th IFTDO World Conference & Exhibition 2022 was held during 19-21 May, 2022 at Vigyan Bhawan and Hotel Le Meridien in New Delhi (India) on the theme 'Strategies for an Agile Work Culture: Pathways to the New Age' which was hosted by the Indian Society for Training & Development in collaboration with NHRDN, SCOPE, SHRM, UNGC, DK International and many other organisations which sponsored the Conference. The Conference theme was appropriately selected keeping in view the fact that most of the companies faced immense challenges in coping with the new model of the work environment. The Conference strived to decode and understand what organisations can do to support agile work culture. It was a good melting point for discussion, networking, and learning.

The sessions – panel discussions, concurrent sessions and plenary sessions – were grouped under four tracks: Skills, Technology, Market, and Sustainability.

The three-day event witnessed insights and deliberations from eminent Indian and international professionals, industry experts, and exhibitors on what organisations can do to support an agile work culture in the post-pandemic era.

Eminent speakers from across the globe shared their perspectives and ideas on topics such as pushing the boundaries of agile work culture in reshaping human capabilities, challenges of skilling workforce in a gig economy, the importance of skills in a digitally connected workplace, conserving human touch, robolution, metaverse, VR, Mixed Reality, driving enterprise agility through workforce strategies, unleashing decision-making through data and re-skilling and up-skilling with digital interventions, Role of Neuroscience to foster well-being and much more. Though the Conference was held in physical mode the speakers joined the Conference in hybrid mode.

The Conference was inaugurated by the Chief Guest Hon'ble Speaker of Lok Sabha, Shri Om Birla, in the presence of Mr. Hardeep Singh Puri, Hon'ble Minister of Petroleum & Natural Gas, Housing & Urban Affairs, Govt of India. Mr. Dharmendra Pradhan, Hon'ble Minister of Education, Skill Development & Entrepreneurship, Govt. Of India, addressed the gathering during valediction.

The event also had IFTDO GLOBAL AWARDS program to recognise the achievements of organisations and their people in three different areas: 1) the Value for Money Award; 2) the Innovation in Practice Award, and 3) Learning into Action Award. The participating organisations represented government organisations and institutions, multi-national and large organisations, and small and medium enterprises.

On the occasion, the General Meeting of the IFTDO Executive Board was also held along with the representatives of IFTDO full member organisations and Observers. The top-notch exhibitors showcased their products in the areas of HR technologies, learning and development tools etc. IFTDO 2022 Souvenir was also published on the occasion containing articles and research papers.

The key officials who steered the entire Conference were Dr. Ahmed Al Banna Chairman, IFTDO, Chief Executive, Origin Group, Bahrain, Mr. Ranjan Kumar Mohapatra, President IFTDO & Director (HR) Indian Oil Corporation Ltd, Dr. Vinayshil Gautam, Chairman Steering Committee & President Emeritus, ISTD, Dr. Nataraj Ray, National President, ISTD.

The 50th World IFTDO Conference and Exhibition is fully under preparation which will be held in Cairo between 20th to 22nd November, 2023.

With 34 speakers from around the world, the conference falls into four tracks: Skills, Markets, Technology, and Sustainability. The four tracks argued about an important asset in the Training and Development field as follows:

TRACK ONE

Pushing the boundaries of agility: reshaping human capabilities

Speakers: Dr. David Ulrich /
Dr. Ahmed Al Banna / Dr. (Mrs.) Alka Mittal

SESSIONS:

- Challenges of skilling workforce in a gig economy
- Importance of skills in a digitally connected Workplace
- Building agility to talent refactoring
- Conserving human touch in a digitally connected workplace

TRACK TWO

Driving enterprise agility through workforce strategies

Speakers: Mr. Shishir Jaipuria /
Prof. K. Srinath Reddy

SESSIONS:

- Unleashing decision-making through data
- Tapping opportunities amid disruptions
- Building an agile culture – Speed over consensus
- Re-skilling and up-skilling with digital interventions

TRACK THREE

Staying ahead of the innovation curve in technology

Speakers: Mr. Les Pickett /
Dr. SSV Ramakumar / Dr. Vinayshil Gautam

SESSIONS:

- Robolution – Harmonizing technology and human skills
- Leveraging technology for self-directed learning
- Beyond Digital – Transforming organizations to shape the future
- Metaverse, VR, Mixed Reality and the future of L&D

TRACK FOUR

Evolving the culture of an agile organization

Speakers: Dr. Santrupt Misra /
Dr. (Ms.) Tanvi Gautam

SESSIONS:

- Role of neuroscience to foster well-being and inclusion at workplace
- Getting tangible about intangibles
- The challenge of educating the next generation of leaders
- Challenges of employee engagement in the new normal

To wrap up, the conference ended up with the following outcomes. Leaving an amazing experience in the field of Human Capital Development, and starting with a new chapter for 2023 in Cairo.

- Challenges will have stop.
- World have changed, so we need to change.
- Agile, Resilience and Innovation.
- Reshaping Human Capital.
- 40% of total workforce need upskilling and reskilling.
- Dave agile Blue Print Model.

CONFERENCE SPEAKERS

1. David Olson Ulrich
2. Dr. Ahmed Al Banna
3. Dr. Alka Mittal
4. Vikram Tandon
5. Sister B K Shivani
6. Prof. T. V. Rao
7. Dr. SSV Ramakumar
8. Soumen Chatterjee
9. S V Nathan
10. Hari Abburi
11. Prof. Gopal Mahapatra
12. Dr. R P Singh
13. S Y Siddiqui
14. Dr. O P Goel
15. Christopher Abraham
16. Asha Bhandarker
17. Shri Amber Dubey
18. Imtaiyazur Rahman
19. Mr. T.K. Srirang
20. Chris McDonagh
21. Mr Shishir Jaipuria
22. Shri Radhashyam Mahapatro
23. Pankaj Bansal
24. Dr Vinayshil Gautam
25. Mr Rajnish Kumar
26. Shri Pushp Joshi
27. Mr Les Pickett
28. Dr. Ghalib Saif Al Hosni
29. Dr. Muktesh Chander
30. Dr. Ajay Kumar
31. Dr. Kiranmai Dutt Pandeyala
32. Dr. Santrupt Misra
33. Abhijit Naskar
34. Mike Clarke





IFTDO Board Members Present at the Conference

IFTDO 2022 Awards

The 2022 Awards were presented at the Awards ceremony, held during 49th IFTDO World Conference held at New Delhi on May 19-21, 2022, India to the following Awardees:

CATEGORY 1

VALUE FOR MONEY

Government/ Institutions

Workforce Development Agency, Taiwan

"The legislation and Implementation of Middle Aged and Elderly Employment Promotion Act"

Multinational & Large Corporation

Piaggio Vehicles Pvt. Ltd., India

"Leverage Digital Platforms to create a continuous Learning Ecosystem"

Small & Medium Enterprises

TEKAN Peace Desk, Nigeria

"The Organizational Performance Measures Workshop"

CATEGORY 2

INNOVATION IN PRACTICE

Government/ Institutions

Virtual Technology Center - Dubai Police, Dubai

"Simulated Training"

Multinational & Large Corporation

Indian Oil Corporation, India

"Swadhyaya – A Learning Revolution at Indian Oil"

Small & Medium Enterprises

Enactus – Covenant University, Nigeria.

"Pet City"

CATEGORY 3

LEARNING INTO ACTION

Government/ Institutions

Workforce Development Agency, Taiwan

"Cross – Generational Workforce Talent Development Program for the Era of 100-year Life"

Multinational & Large Corporation

Royal Institute of British Architects, UK

"Developing Cultural Intelligence Programme".

Small & Medium Enterprises

Engineers India Ltd, India

"Aarohan: Leadership Development Programme".



Amira Ateya
Administration Officer,
IFTDO

amira@iftdo.net

UNLEASHING THE NEW IFTDO WEBSITE

We are delighted to announce the launch of the new IFTDO website new.iftdo.net. The new site features a modern design, improved functionality, and easy access to essential information to help people know more about the IFTDO.

Some of the prominent features on our new website are:

- Modern design.
- Accessible and easy to deal with.
- Rich Content with everything about the IFTDO.
- Accessible on all devices.
- Updated content with IFTDO latest activities.
- Member's facility to exchange experience and other facilities.
- IFTDO Newsletter will be updated.

The website is accessible and functional for both members and nonmembers who can find a variety of information and easily sign up. In the home and about us page, you can find everything about the IFTDO like who are we, what we do, our vision and mission, Board members, and the services we provide. Surfers also will be able to know more about the IFTDO membership and its benefits and how to join the federation through the membership page.

The IFTDO events like community services and World Conferences and Exhibitions along with the latest topics are updated on events and PR and media page where members and nonmembers can find IFTDO latest newsletters and the gallery of the latest activities. The IFTDO also provides 3 certificates where surfers can find them on certificates:

Employability Skills Program:

This certificate is designed as a specialized certificate provided by the (IFTDO) in order to develop the necessary skills that are required globally in the work field by Job Seekers. Also, to increase the level of job opportunities for job seekers by enhancing communication skills and self- confident in order to adapt to the labor market requirements.

Coaching:

This program is designed to train individuals to become professional organizational coaches at the workplace. Coaching is a process that aims to improve performance and focuses on the 'here and now' rather than on the distant past or future. While there are many different models of coaching, here we are not considering the 'coach as an expert' but, instead, the 'coach as a facilitator of learning'.

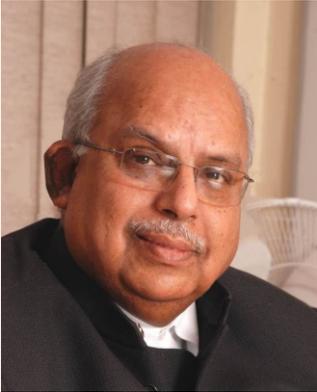
ITOL:

This program is designed to seize the opportunity and heavily invest in the one place that guarantees an abundant return – YOU! It is imperative that in down times we invest seriously in our own Continuing Professional Development so that when the upturn occurs we will be well positioned to reap our justified reward

The IFTDO Global Awards Program recognizes the achievements of organizations and their people. It also provides a valuable database of success stories to inspire and guide others. Submissions for these awards are opening to organizations from around the globe. Members can join and to know more about this program through Award page.

Members and non-members can contact us through contact us page, where they will be able to communicate with the IFTDO secretariat general and the IFTDO administrator.

Amira Ateya
Administration Officer, IFTDO



Dr Vinayshil Gautam FRAS (London)

Chairman, Research & Publications Committee and Principal Investigator...

Dr Harish Chaudhary

Co-investigator

“Future of work’ with focus on “Post Pandemic work structure: select emergent issues”

INTRODUCTION

The concept of organized work has evolved over centuries, perhaps beginning from the advent of industry 1.0. Technology and social norms have shaped it over time. However, the disruption caused by the pandemic brought into focus some of its anomalies. Globalization and urbanization caused changes in lifestyle patterns and movement of workforce from ancestral homes to industrial hubs that promised a monetary gain. The pandemic brought some of additional issues to the forefront and this calls for an investigation into the very nature and design of work.

PURPOSE AND OBJECTIVE

The purpose of the present study is to make a contribution to the existing knowledge regarding the understanding of how the pandemic has affected work lives. The objectives of this study (which is focused on the IT sector) are:

- a) To have insights on whether people prefer working offline or online;
- b) To assess the respondents' views regarding the organization functions being conducted online.
- c) To understand whether employees' effectiveness during the pandemic had improved or not;
- d) To assess what effect of the pandemic on the work-life balance of the employees and isolation perceived.

Thus, the study analyzes the several and varied effects of pandemic, ranging from preference of people for online work vis-vis offline work to the costs in terms of employment and medical expenses associated with the pandemic.

DATA COLLECTION AND METHODOLOGY

A quantitative methodology using non-probabilistic method was used for measurement of the work related attributes with a focus on managers working in the Information and Technology sector (sample size of 40) majorly placed in the metro cities in India, primarily in Delhi/NCR.

The data collection tool was a structured questionnaire comprising of three sections with a focus on assessing the varied aspects of unprecedented and extended COVID 19. The questionnaires, so developed were verified for their language and appropriateness by the experts associated with the IT sector. A convenience method of sampling was used wherein the data was collected on Likert scale which ranged from '1' to '5' where '1' meant 'strongly agree', '2' meant 'agree', '3' meant 'neither agree nor disagree', '4' meant 'disagree', and '5' meant 'strongly disagree'.

Three different groups based on salaries were created. The salary was used as a surrogate indicator of the hierarchical status of the employee and divided into junior, middle and senior management positions. The

study sought to see whether there were any significant differences among the choices of the three groups (hence a rejection of the null-hypothesis). Kruskal-Wallis test was used to know whether any difference existed among the three groups

ANALYSIS OF DATA

An overwhelming large number of people strongly agreed to the statement that work from home was more effective than work from office (39%) and 34% of the respondents agreed to the statement. The p-value when 4 Kruskal-Wallis(KW) is applied is 0.642 which is more than the significance level (0.05). There is no significant difference in the choices given by the three different groups created on the basis of salaries.

Most people prefer that a significant part of the performance appraisal could be conducted online. Most of the respondents also agreed that most organisational functions can be conducted online. When respondents were asked whether the employees' effectiveness during the pandemic had increased, 29% strongly agreed with the statement, 42% of the respondents agreed.

Most of the respondents agreed that there is some isolation amongst the employees even when the pandemic has reduced in virulence.

To the statement that the organizations should plan to work in hybrid mode in foreseeable future, 58% respondents strongly agreed with the statement and 34% of the respondents agreed with the statement. It is clear from the statistics that majority people agree with the above statement.

The respondents are neutral towards the statement that work-life balance had improved during the pandemic.

The respondents reported that the medical expenses have increased during the pandemic.

For the statement that many organizations in the IT sector continued to give full pay to the employees in spite of incurring loss in business, 68% of respondents either strongly agreed or agreed with the statement. 5

For the statement that the unskilled labour was the worst hit by the pandemic, 53% of the respondents strongly agreed with the statement and 39% agreed to it. Thus, it is very clear that majority of the respondents agree with the statement. Similar was the response to migrant labour.

A higher number of junior managers reported preference for online system. The same is the case for females, who show higher preference for online system than males. A higher number of males think that the work-life balance has improved during the pandemic in comparison to females. It is somewhat paradoxical that whereas more women felt that work-life balance has not improved during the pandemic, however they seem to prefer to work from home. This is perhaps due to the unequal division of labour between male and female members of the household and that the women see themselves as more responsible for managing the home front.

CONCLUSIONS:

It seems from the findings that respondents (who are primarily from the IT sector) are comfortable with the online system of work, given to us by the pandemic. They perceive working from home an advantage. It is interesting to note that the junior managers were more in tune with the work from home idea vis-à-vis the senior managers. The respondents across all levels felt that Covid-19 will continue to be a major factor in planning work in the future and that organizations should be more prepared for such contingencies in the future. A complete reversal to the pre-pandemic style and design of work is neither desirable, nor feasible. They felt that a number of organizational activities such as recruitment, training, mentoring and appraisals can be effectively carried out online. 6

The respondents reported that the organizations had made adequate provisions for monitoring work online and that online working proved to be more effective than offline working. The respondents reported a sense of isolation during the pandemic and felt the need for social interaction. It can perhaps be interpreted that a hybrid mode of work would balance the need for efficiency and effectiveness of work (productivity being an important aspect of organized work) and social and emotional needs of the employees.

The respondents also recognized the sufferings of the labourers especially the immigrant labourers who suffered the most as lockdown was imposed to stop the spread of the pandemic. The view on the response of the organizations and the impact of the pandemic on their performance were mixed. Clearly, some organizations continued to perform well, while others suffered or even shut down. Similarly, some organizations continued to pay the employees at the same level as earlier, while others resorted to pay cuts and/or lay-offs. The study did not establish a correlation between organizational performance and their response to the employee retention or engagement.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The study aimed to bring very useful results and suggestions so that these can be helpful while making any policy/rules whether they be at the regional level or firm level. A further study could delve more deeply to explain the results that were counter-intuitive and the factors that would have led to those particular and interesting results.

- It is interesting to find that most of respondents did not want to revert back to offline system. However, this study was limited to the IT sector. The transferability of these results to other sectors will need further research.
- It is notable that more than 50% of the respondents agreed that all the organizational functions can be conducted online. Here, it is important to note the word 'all'. This would need further exploration.
- The IT sector was more prepared to shift from offline to online mode of work and hence the number of organizations that shut downs were less compared to other sectors. What happened to those organizations that failed to shift from offline to online? Did these close down? This will need to be studied separately for other sectors and one cannot generalize the results.
- The present study is limited to being a characteristicly tracer study. 27 out of 40 respondents disclosed their salaries. This might be the reason why there are no statistical differences between the three salary groups.



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

Initiatives by the Women Empowerment Committee

IFTDO–Committee for Women Empowerment was established in November, 2019 and IFTDO Africa was established in October, 202. The vision and primary objective of the committee is to empower women by improving skills, knowledge and self – worth. Women’s empowerment will be focusing on promoting women’s sense of self-worth, their ability to determine their own choices, and their right to influence social change for themselves and others.

Some of the initiatives undertaken in the IFTDO –CWE projects included empowerment programmes for women in agriculture, up skilling women in C-Suite positions and finishing school for young female adults. The team has been working quite actively especially in Africa and their major achievements so far have been:

IFTDO – CWE/Africa successfully led 13 Nigerian delegates to attend the 49th IFTDO international conference in New Delhi, India as part of the work planned for the year 2022. It included:

- Empowerment of at least 20 graduating (dress making) students (young adult females) of two technical colleges with complete sewing equipment and kits
- Empowerment of at least 18 women producing cassava flour with tools and seed money (approved by sponsor – Total Energies Nigeria Plc.)

IFTDO – CWE is in the process of forming partnership with sister organisations in Africa. Association with GWIB (Ghana women in business and leadership) is one such initiative.

IFTDO – CWE Asia has been established with Dr. Anita Chauhan from India. She has been coordinating the activities with able support from Dr. Sanjukar Malakar again from India. Dr. Anita Chauhan has informed that they have initiated a project on handmade paper making from recycled fibres and Lignocellulosic materials which is a eco friendly option of income generation for the rural and urban women. Team Asia is working on identification of training need of economically weaker women from different sectors which acts as an enabler in the empowerment of women.

More advocacy visits are being planned both in Africa as well in Asia to get more partners, collaborators and organisations with a common goal and purpose with a focus to bring them on board as IFTDO members.

IFTDO – Africa plans to execute some projects in year 2023 that will be beneficial to IFTDO members and partners in the region.



Being a Digital Literate Leader Doesn't Mean Being a Coder!

Safa Abdulghani Ali

The changes that have occurred and the challenges that the world witnessed in recent years, varying from the pandemic, economic inflation, industrial transitions, and technological disruption, have drastically transformed the culture of working environments and how jobs are being performed.

The OECD estimates that 1.1 billion jobs are liable to be radically transformed by technology in the next decade. According to the WEF's recently published reports, nearly half of core skills are set to change by 2025. All those figures and estimates give us no choice, but the fact that upskilling and reskilling are compulsory to stay in the game of change.

Maintaining a leading position nowadays requires adopting an agile skillset to lead your team or the organization overall. Digital literacy has become one of the core work essentials every leader and

manager must be familiar with. It may seem discouraging, especially to those who are not specialized in the field of technology, and everything related to it.

Jennifer Byrne, Former Microsoft U.S. Chief Technology Officer was worried when she offered her role that she might not know enough about technology. If Jennifer, who's considered one of the world's top technologists worries about not having enough tech knowledge, then it is fine to feel stressed gaining Tech knowledge if have never written a line of code.

Digital transformation is everywhere around us. Digital platforms, apps, various customer touchpoints, and businesses operated with omnichannel. This integration enables businesses to update legacy processes, accelerate efficient workflows, boost security, and increase profitability.

Revealing the potency of possessing digital literacy will make you now wonder what non-tech background leaders need to know about technology to succeed in this digital era. Coding courses may appeal to many leaders, but honestly, it is not what you need as a start. You will need to consume a lot of time to become a professional coder and it will not give you a comprehensive overview of how digital technologies are being made.

Well, I have a piece of good news for you all! You don't need to learn how to code to be literate in technology. Instead, you need to know how to work with technology experts. This means that you must become a digital collaborator and learn how to work with Developers, Data Scientists, UX Designers, and Product Managers – not completely retraining.

I read an interesting article in Harvard Business Review titled "Digital Transformation is not about Technology" and it mentioned that a non-technical, customer-facing team in the planning and development department at Santa Clara County collaborated with external technology consultants, they created a process to improve efficiency by 33%. The Software Specialists were experts in their fields, but what made it a success was combining forces with non-technical professionals who were capable to lead Tech-team members with a punch of digital literacy to make useful products.

Majority of transformational and inspirational leaders are working under tough time restrictions, so the time allocated must be used efficiently. The best ROI in any leader time with the given opportunity costs is to become a digital collaborator by comprehending how to get an integrated view of how a technological or a digital task or product gets made and who does what on a tech team.





International Federation of Training and Development Organisations

INTERNATIONAL FEDERATION OF TRAINING AND DEVELOPMENT ORGANIZATIONS

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

94 Queens Road | Clifton, Bristol | BT | BS8 1NF United Kingdom

+91 98 11 27 31 42 | sg@iftdo.net | iftdo.net | IFTDO_Global

MEMBERSHIP APPLICATION

Applicant Details

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

Category of Membership applying for

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

Details of your organization

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

Reason for Application

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

Completed Application Form to be sent by email to

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

What happens next

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

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