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13-15 May, 2025
Jakarta, Indonesia



Theme : The Future of Human Capital





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Federation of
Training and
Development
Organisations

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CONTENTS

IFTDO NEWS No. 3 of 2024

01 Editorial

02 Chairman's Message

04 President's Desk

05 Honorary Secretary General's Report

06 Perspective Column

08 The Learned Futurist of the Public-Sector Leaders Leadership

10 The Value of the Learned Futurist

12 The Era of the Learned Futurist - All About People!

14 Strategies for Development in Azerbaijan

16 The Era of the Learned Futurist - Ancient Widsom for Modern Challenges

17 The Future of Human Capital

18 Exploring the Wonders of Indonesia

19 Celebrating Half a Century of Progress

22 Gail Abha : Partnering for Growth

25 The Era of the Learned Futurist

28 Executive Board of Directors IFTDO 2024



SAVE EARTH Before So It's TOO LATE

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



Dr. Avinash Chandra Joshi

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Editorial

Dear members,

We just witnessed the glorious 50th golden Jubilee conference of IFTDO held in Cairo, which was a mega event, attended by more than 300 delegates from 20 countries. Making it grand and highly successful event. **“Re-designing the future”** was actively reflected during the various sessions. Various models were presented and discussions during the conference underscore necessity for continuous adaption and innovation in learning and development. The key insights included the integrating AI and Digital transformation into HR practices, fostering agile leadership ensuring diversity and inclusion within and outside organisations.

Baton has now been passed over to Indonesia for the 51st Conference to be held from 13-15 May, 2025 in Jakarta, capital of Indonesia. **“The Future of Human Capital”** has been aptly chosen as the theme of conference. In the challenges of the 21st century, the concept of human capital is undergoing a profound transformation. The traditional understanding of human capital – skills, Knowledge and experience possessed by an individual need's continuous improvement and value addition to remain relevant.. The new mantra shall be to encompass adaptability and lifelong learning with synergy to incorporate technological advancements. The future of human capital is the onedecion making based on data, wherein innovation and flexibility with agile leadership are paramount and where an individual gets adequate opportunities to realise his/her full potential. The future of human capital will be driven by technology & automation, data driven decision making, remote work & telecommuting, workforce diversity & inclusion, employee wellbeing & mental health and continuous learning & skill upgradation.

In the current issue however, we have taken up one of the sub themes of the conference i.e. **“Era of Learned Futurist”**. A learned futurist is the one who systematically explores predictions and possibilities about the future, leveraging a deep understanding of various disciplines to anticipate changes and trends. These professionals use a blend of research, analytical skills, and intuition to forecast developments in technology, society, economy, environment, and other domains. Learned futurists play a crucial role in preparing individuals, organizations, and societies for the future. Their insights help in mitigating risks and uncertainties, exploiting emerging opportunities and shaping a more resilient and adaptable society. By blending rigorous research with imaginative thinking, learned futurists contribute to a proactive approach to the future, enabling better preparedness and strategic advantage in an ever-changing world.

We welcome our new dynamic President Mr. Sheikh Faleigh bin Sheikh Mansor from 'The Futurist Foundation (TFF)' from Malaysia. He may be new to some of us, but his association goes back to Kualalampur Conference of IFTDO held in 21-25 August 2006.

We also welcome Dr. Aalia Khan who has been appointed as Executive Director IFTDO with effect from July 1, 2024. We convey our best wishes to her for a dynamic and meaningful tenure in IFTDO.

(Dr. Avinash Chandra Joshi)



**Dr. Ranjan Kumar
Mohapatra**

IFTDO Chairman's Message

Embracing the Era of the Learned Futurist

Dear Members and Friends of IFTDO,

I must compliment each one of you for the successful Cairo Conference. Our conference in Cairo was a significant milestone, bringing together thought leaders, industry experts, and practitioners from around the globe to exchange ideas and insights on the future of work and learning. The conference was not just an event; it was a vibrant convergence of diverse perspectives and innovative ideas aimed at shaping a future where continuous learning and adaptability are paramount. The fact that it was our Golden Jubilee celebration, it made our celebrations more pronounced.

Friends, as we step into a new era defined by rapid technological advancements, shifting economic landscapes, and evolving societal expectations, it is my privilege as the Chairman of the International Federation of Training and Development Organisations (IFTDO) to share my thoughts on our theme for this newsletter: "The Era of the Learned Futurist." This theme resonates deeply with the mission of IFTDO as we strive to prepare and equip our global workforce for the uncertainties and opportunities of tomorrow.

The term "**Learned Futurist**" encapsulates a dual emphasis on deep, ongoing learning and a forward-looking mindset. It acknowledges that in a world where change is the only constant, the ability to anticipate and adapt to future trends is crucial. For me, there are several key themes that are central to the concept of the learned futurist:

Technological Innovation and Human Development:

The rapid pace of technological innovation, including artificial intelligence, machine learning, and robotics, is transforming industries at an unprecedented rate. These technologies promise to enhance productivity and efficiency but also pose challenges related to workforce displacement and skill obsolescence.

As learned futurists, we must embrace these technologies while prioritizing human development. It is crucial to invest in reskilling and upskilling initiatives that prepare individuals for the jobs of the future.

The Importance of Lifelong Learning:

Lifelong learning is no longer a luxury but a necessity. IFTDO, as an Organisation, has always emphasized on the need for continuous education and skill development to keep pace with the evolving demands of the job market.

We have always explored various models and frameworks for lifelong learning, including micro-credentials, online learning platforms, and corporate training programs. The goal is to create a culture where learning is embedded in the fabric of our professional lives, ensuring that individuals can adapt to new roles and responsibilities throughout their careers.

Cultural and Organizational Agility:

In a rapidly changing world, organizations must be agile and responsive to stay competitive. This requires a shift in organizational culture, promoting flexibility, innovation, and a willingness to embrace change. It is important to note that fostering an agile mindset within organizations includes encouraging experimentation, supporting intrapreneurship, and creating environments where employees feel empowered to take risks and innovate.

Global Collaboration and Knowledge Sharing:

The challenges and opportunities we face are global in nature. Therefore, fostering international collaboration and knowledge sharing is essential for developing effective solutions.

In fact, our conference in Cairo was a microcosm of such collaboration, bringing together experts from different countries and disciplines. We discussed the importance of creating global networks and partnerships that facilitate the exchange of ideas, best practices, and resources.

Investing in Future Skills:

We must prioritize the development of skills that are critical for the future, including digital literacy, critical thinking, emotional intelligence, and creativity. These skills will enable individuals to navigate complex and dynamic environments successfully.

Promoting Inclusive Growth:

It is essential to ensure that the benefits of technological advancements and economic growth are shared equitably. This requires targeted efforts to support underrepresented and marginalized groups, providing them with access to education and employment opportunities.

Leveraging Technology for Learning:

Technology offers powerful tools for enhancing learning and development. We should leverage these tools to create personalized, engaging, and accessible learning experiences. This includes utilizing artificial intelligence to tailor educational content, virtual reality to simulate real-world scenarios, and online platforms to reach a global audience.

Encouraging a Growth Mindset:

Cultivating a growth mindset is fundamental to thriving in the era of the learned futurist. This mindset embraces challenges, learns from failures, and continually seeks improvement. Organizations and educational institutions must foster environments that encourage curiosity, experimentation, and resilience.

Friends, as we move forward, it is imperative that we build on the momentum generated at IFTDO's different forums, including the last Cairo Conference. The era of the learned futurist calls for a proactive approach to learning and development, characterized by a commitment to continuous improvement and an openness to new ideas and approaches. As members of IFTDO, we have a crucial role to play in shaping this future. By fostering a culture of continuous learning, promoting agility and innovation, and prioritizing inclusivity and collaboration, we can navigate the complexities of the modern world and create a brighter future for all.

The insights and experiences shared at our Cairo conference have laid a strong foundation for our ongoing efforts. Let us build on this foundation with determination and vision, embracing our role as learned futurists who are not only prepared for the future but are also actively shaping it.

I thank you for your continued dedication and support. Together, we can make a lasting impact on the world of work and learning.

Warm regards,

Ranjan Kumar Mohapatra
Chairman, IFTDO



**Sheikh Faleigh Bin
Sheikh Mansor**

The Futurist Foundation (TFF)

President's Desk

Extraordinary Event

Dear Fellow HRD Futurist,

I am delighted to welcome you to the latest edition of our IFTDO bulletin. As we navigate through an era of rapid transformation and innovation, our commitment to fostering excellence in training and development remains steadfast. Your dedication and contributions continue to shape our human capital greatness and future; for that, I extend my heartfelt gratitude.

I am also thrilled to announce that our upcoming conference, IFTDO 2025 INDONESIA, will be held in the vibrant city of Jakarta next year. This prestigious conference and exhibition will be held from 13-15 May, 2025 in Jakarta, Indonesia. The theme for this prestigious event is "The Future of Human Capital."

This conference will be a pivotal platform for us to explore, discuss, and shape the evolving landscape of human capital development. It's an exciting opportunity to delve into the latest trends, share groundbreaking insights, and forge meaningful connections. I'm confident that you'll find it a valuable experience that will significantly contribute to your professional growth.

I also encourage you to take a few days off after the conference to enjoy Indonesia's best holiday destinations, such as Bali, Lombok and Labuan Bajo. Believe me, it will be an enjoyable and fruitful business and leisure trip. Mark your calendars and prepare to join us for an inspiring and transformative experience. Your participation is eagerly anticipated as we continue to build a brighter, more innovative future for human capital worldwide.

Warmest regards,

Sheikh Faleigh bin Sheikh Mansor

President

International Federation of Training & Development Organisation (IFTDO)

HONORARY SECRETARY GENERAL'S REPORT



Dr. Uddesh Kohli

IFTDO World Conference: 50th IFTDO World Conference and Golden Jubilee celebrations were held at Cairo on April 22-24, 2024. The Conference was attended by about 350 participants, including invitees and over 200 foreign participants from 20 countries. There were about 26 speakers. The Finance Minister of Egypt joined on April 23 at the Golden Jubilee Dinner and gave away the special Medallions to the past Presidents, Chairs and Board members. The Chairman and Board members complimented Dr. Helmi Sallam, President IFTDO, for the big success of the Conference became a big success.

51st IFTDO World Conference- The Board decided that the 51st IFTDO World Conference held in Jakarta (Indonesia), on 13-15 May, 2025, to be hosted by The Futurist Foundation (TFF), Malaysia, jointly with Singapore Training & Development Association and PROXSIS Universe and Kadin Indonesia, on the Theme: "The Era of Learned Futurist". Mr. Sheikh Faleigh of The Futurist Foundation (TFF) took over as President, IFTDO for 1-year term April 24, 2024 to May 22, 2025.

IFTDO Webinar: IFTDO Webinar was conducted on June 25, 2024 by **Dr. Wafaa Haidamous** of Business Consultancy and Training Services, Lebanon, on the topic '**MoreThanAJob**' Initiative. It was greatly appreciated by all participants

Executive Director: Dr. Aalia Khan has been appointed as Executive Director IFTDO with effect from July 1, 2024. After her joining IFTDO's services to members will get strengthened.

Dr. Uddesh Kohli
Hony. Secretary General



PERSPECTIVE COLUMN

Coming to TERMS with the UNKNOWN: THE LEARNED FUTURIST



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The world of commentary, news, research, and publications is full of analysis of industrial sectors and enterprise patterns. Everything from paper to space is analyzed in terms of its investment, patterns of growth, technology, and more. This is a welcome situation because continuous iteration is needed to provide insights and help to comprehend productive and economic forces.

Unfortunately, little research analysis is globally available on these patterns for the armament industry. Since the former closure of the Second World War, this industry has grown by leaps and bounds all over the world. It is not just the armaments and training of men but includes strategizing for warfare, or re-building what is destroyed in armed conflict. Investment in armaments has been perhaps the largest single investment in any sector across the years. It is even suggested by some that many conflicts are instigated and kept alive to find remunerative income for the armaments trade and industry. As it happens not enough data is available in the public domain to enable such analysis as would be the case say in the industry of soft drinks. The reasons for such lack of interest, at the present state of information could

only be speculative. The industry of arms itself, is flourishing never the less.

Therefore, it needs to be recognized that, from Gaza to Korea and from Lebanon to Bolivia, all conflict zones have a huge potential for promoting businesses of certain types of arms. This would cover everything from manufacturing to shipment to storage. Indeed, as one writes through lines, it is difficult to even source data to create some conjectures on the extent and intensity of investment in the armament field and industry.

The above write up would be a good backdrop to think of the role of a learned futurist in the way the theme of this publication is meant to service. The learned futurist cannot be just a statistician or an analyst because these areas are progressively becoming part of artificial intelligence. There is also a clear shift, in certain areas, from statistically, oriented research. The world of scholasticism has finally woken up to the reality that data is a useful thing, but it only goes so far. There are intuitive insights and patterns which need to be developed and acknowledged beyond statistics.

The futurist would have insights and would know that a likely pattern is due to grow, not because there is statistical evidence to do so, but because the general pattern of things indicates that. In the traditional system of medicines like the Ayurveda, Unani, Siddha, or whatever else, there was not so much emphasis on the analytical results of blood, sputum, urine, or whatever else. Whereas these systems did have some prognosis of an analytical variety, the insight of the physician was considered critical to the treatment of the patient. Often the ability to read the pulse and observe the visual symptoms of the tongue, the eyes, and whatever else would give the physician indicators to home in on the brain and the causative factors. Understanding how the mind of the patient would be affecting his

ailment, Homeopathy made great strides in outlining a treatment process. The Vaidya who dealt with Ayurvedic treatment, Hakeem of the Unani system, was equally adept at deductive logic in diagnosing the ailment. This systemic way of getting a diagnosis had to do with insights of the craft and understanding how the human body works.

The learned futurist will lead this critical skill, and the profession of training cannot be an exception. Whereas it will be useful to have a structured training analysis needs to be done. the learned futurist would need skills to read situations where statistical data may not be available. (the case of the armament industry has already been cited above) Indeed, his getting acclimatized to the

domain, which would need training interventions, which could be a good cue for what the training would be about. By living with the people who are meant to undergo training and through his observation, he would be able to isolate indicators which would never surface in a structured training analysis.

Put simply, understanding the framework of training interventions would require skills of observation, which would draw on the insights of the learned futurists who prepare the cadre today for tomorrow's needs. This is indeed an area of training and development which one needs to prepare for, with foresights and convictions.

There are ways of enabling this, but that, as they say, is another story and worthy of another text.



Dr. Alia Khan (India)
Executive Director

With over 19 years of dynamic leadership, Aalia Khan stands at the forefront of organizational management, spanning operations, human resources, finance, grants management, legal and compliance, IT, and facilities. Her expertise extends across both for-profit and non-profit domains, where she has earned accolades for her strategic insight and commitment to excellence.

Aalia excels in shaping policy frameworks and strategic plans that drive organizational success. She has led critical operational functions, including finance, grants management, compliance, IT, and HR, overseeing high-profile programs with precision and foresight. As a trusted advisor, she provides pivotal guidance to program teams, navigating complex challenges and ensuring alignment with strategic objectives.

Throughout her career, Aalia has orchestrated comprehensive operations and financial management for diverse initiatives, securing substantial funding and delivering impactful results. Her proficiency in policy oversight, compliance, and strategic decision-making has been instrumental in achieving operational efficiency and regulatory adherence.

A proven leader in project lifecycle management, Aalia has managed grant programs across Southeast Asia, establishing robust donor relationships and ensuring meticulous financial stewardship. Her dedication to fostering inclusive workplaces is evident in her contributions to initiatives promoting livelihood opportunities, community rights, and gender equality.

Aalia Khan is celebrated for her strategic acumen, operational prowess, and unwavering dedication to organizational excellence. Her career is defined by a relentless pursuit of process enhancement and impactful initiatives that drive positive change. With a focus on fostering inclusive environments and advancing organizational goals, Aalia continues to be a driving force in the realms of management and leadership."

The Learned Futurist of The Public-sector Leader's Leadership



Shen , Chien-Chung Ph.D

IFTDO Executive Board of Director
Vice President of the Chinese Society for Training and Development, the Republic of China (Taiwan)
Visiting Scholar, University of Texas at Austin, USA

Foreword

After humans formed societies and formed countries, they developed the civil service system. Civil servants have a leadership class, and there are discussions about leadership. Now we live in the era of global competition and knowledge-based economy, leaders of organizations need to face those problem and take learning as an important strategy to enhance organizational competitiveness.

The Learned Futurist of the Civil Servants Era

In the contemporary world, the rapid pace of technological advancement and societal change necessitates a new breed of leader: the learned futurist. This individual is not only knowledgeable in their field but also adept at anticipating future trends and challenges. The era of the learned futurist is characterized by a blend of deep expertise, foresight, and the ability to navigate the complexities of an ever-evolving global landscape. The topics of leadership and civil servants have attracted considerable interest from both academics and practitioners. Much of the interest in the two areas is based on explicit and implicit claims that both leadership and civil servants are linked to government performance. However, while the links between leadership and performance and between civil servants and performance have been examined independently.

In 1992, the U.S. Office of Personnel Management proposed the Leadership Effectiveness Framework, specifying the common as well as specific abilities that

leaders of different levels should possess. The other developed countries also have their civil service's core competence designated.

According to the OECD "Leadership is a critical component of good public governance, which is a major theme for current OECD work. Governance can be briefly described as the way in which the underlying values of a nation (usually articulated in some way in its Constitution) are "institutionalised". This has formal aspects such as separated powers, checks and balances, means of transferring power, transparency, and accountability. However, for these values to be actualised, they must guide the actions of public officials throughout the system. They must be imbedded in culture. In this regard "leadership" is the flesh on the bones of the Constitution. It is at the heart of good governance". For competitive 21 century economy accompanying with globalization and internationalization, the government is eager to strengthen its capability of serving the citizens in a customer-oriented and result-oriented way. It is to not only meet the expectation of high-end service criteria but also gain the trust of the general public.

Leadership Theories in the Public Sector

Now summary the several leadership theories provide a foundation for understanding the thinking patterns of public-sector leaders.

I. Transformational Leadership:

This theory emphasizes vision, inspiration, and the ability to bring about significant change. Public-sector leaders often adopt transformational leadership to mobilize resources, motivate employees, and achieve long-term goals despite limited resources and bureaucratic hurdles.

II. Servant Leadership: Rooted in the philosophy of prioritizing the needs of others, servant leadership is particularly relevant in the public sector. Leaders who embody this approach focus on empowering and uplifting their teams and the communities they serve.

III. Ethical Leadership: Given the public sector's focus on accountability and integrity, ethical leadership is crucial. Leaders are expected to uphold high ethical standards, promote transparency, and ensure that their actions align with the public interest.

IV. Adaptive Leadership: This approach is vital for navigating the ever-changing landscape of public administration. Adaptive leaders are flexible, resilient, and capable of guiding their organizations through complex and uncertain environments.

Confucianism people-oriented mindset Leadership

Currently, I want to propose a leadership theory from China's Confucian culture. This theory is based on a people-oriented mindset, specifically the concept of "the people are the foundation of the state." It emphasizes that leaders must be deeply concerned with the conditions of those they lead and must lead by example, both through their actions and words, to guide their team.

The Chinese Confucius said: "He who exercises government by means of his virtue may be compared to the north polar star, which keeps its place and all the stars turn towards it." That is meaning of the influence of virtue in a ruler. The Analects of Confucius is a very important book of our culture. The civil servant system of our country is affected by the Confucianism. Now I talk about the Analects which are principles of to be a excellent civil servant, and the government good governance.

I. How is to be a excellent civil servant's leadership?

Confucius said: " He who exercises government by means of his virtue may be compared to the north polar star, which keeps its place and all the stars turn towards it. " That is meaning of the influence of virtue in a ruler.

Confucius said: "If the people be led by laws, and uniformity sought to be given them by punishments, they will try to avoid the punishment, but have no sense of shame. If they be led by virtue, and uniformity sought to be given them by the rules of propriety, they will have the sense of shame, and moreover will become good." That is meaning of how rulers should prefer moral appliances. Confucian Analects is a very important book of ours culture. Some of the book told us how to be a civil servant.

Chî K'ang asked Confucius about government. Confucius replied, "To govern means to rectify. If you lead on the people with correctness, who will dare not to be correct?" That is meaning of the government moral in its end, and efficient by example.

II. How is the good governance of the civil servant's leadership?

The Duke Âiasked, saying, "What should be done in order to secure the submission of the people?" Confucius replied, "Advance the upright and set aside the crooked,

then the people will submit. Advance the crooked and set aside the upright, then the people will not submit." That is meaning of how a prince by the right employment of his officers may secure the real submission of his subjects.

Tsze-lû asked about government. Confucius said, "Go before the people with your example, and be laborious in their affairs." He requested further instruction, and was answered, "Be not weary (in these things)." That is meaning of the secret of success in governing is the unwearied example of the rulers:- a lesson to Tsze-lû.

Confucius said, "When a prince's personal conduct is correct, his government is effective without the issuing of orders. If his personal conduct is not correct, he may issue orders, but they will not be followed." That is meaning of his personal conduct all in all to a ruler.

Confucius said, "If a minister make his own conduct correct, what difficulty will he have in assisting in government? If he cannot rectify himself, what has he to do with rectifying others?" That is meaning of that he be personally correct essential to an officer of government.

Confucius said, "The superior man does not promote a man simply on account of his words, nor does he put aside good words because of the man." That is meaning of the superior man is discriminating in his employment of men and judging of statements.

Confucius said, "Without recognizing the ordinances of Heaven, it is impossible to be a superior man. Without an acquaintance with the rules of Propriety, it is impossible for the character to be established. Without knowing the force of words, it is impossible to know men."

That is meaning of the ordinances of Heaven, the rules of Propriety, and the force of Words, all necessary to be known.

Conclusion

In today's rapidly changing world, the learned futurist emerges as a vital leader. This individual combines deep expertise with the foresight to anticipate future trends and challenges. Inspired by Confucian principles, the learned futurist values continuous learning, moral integrity, and the welfare of people. They commit to lifelong education, embracing interdisciplinary knowledge to make informed decisions. Emotional intelligence is crucial, fostering empathy and inclusivity within their teams. Ethical integrity guides their actions, ensuring technological advancements benefit society without causing harm. Strategic foresight enables them to develop proactive strategies in a constantly evolving environment. The learned futurist exemplifies leadership that is knowledgeable, ethical, and visionary, driving positive change in the modern world.



Patti P. Phillips, Ph.D.
CEO, ROI Institute, Inc.
Chair-elect, IFTDO

The Value of the **LEARNED FUTURIST**



What is a learned futurist?

A learned futurist is someone who has learned to systematically study and understand predictions and possibilities about the future. They use data and insights coupled with critical thinking to develop a systematic foresight leaders can use to manage uncertainty and build resilience and innovation.

The role and importance of the learned futurist and futures studies is growing. For example, the United Arab Emirates Ministry of Cabinet Affairs is building capacity for the future through a series of workshops for “Shaping Future.” The intent, in part, is to support the government entities to promote the use of future trends, foresights and challenges to improve the future of the government and its programs.¹

The skills of the learned futurist align with those of the measurement, evaluation, and analytics professionals. This overlap lies in their analytical thinking, strategic planning and the ability to collect, analyze, and use data to inform decisions. Both roles require a mindset for curiosity and the capacity to understand complex information. They are proficient at examining the past and the present so that they can predict the future.

How might the learned futurist help your organization? Here are three ways.

Organization Alignment

Investments are made to help organizations solve problems and take advantage of opportunities. To

ensure they are the right investments, it is important to know:

- How the organization is performing and what caused that performance.
- Existing and potential opportunities to improve performance.
- The value of addressing opportunities and problems – are they worth solving?
- What is happening or not happening that if it were changed would help improve performance.
- The risks associated with making the changes as well as the barriers and enablers to the change.
- The capability of individuals to make the change.
- Ways in which programs and projects can be implemented so that participants (employees, customers, etc.) buy in and commit to engaging.

Resource Optimization

Learned futurists are constantly assessing, measuring, and evaluating to ensure organizations optimize resources by identifying which initiatives yield the highest returns and how those returns change given different scenarios. They help plan workforce strategies projecting workforce needs. For example, a chemical company mines current and historical employee data to identify key relationships among variables and between workforce and business data. A financial institution uses forecasting and scenario modeling, enabling executives to assess workforce options and align with organization direction.



Risk Management

Any major investment carries risk. Identifying potential issues early, allowing organizations to take corrective actions before minor problems escalate into major setbacks. A proactive approach to risk management can significantly enhance the success rate of major investments. A systematic process to use data and insights and see patterns in complex data can help organizations manage risks by:

- Helping organizations shift to a strategic resilience approach to risk management that includes building response capability to potential future events.
- Looking beyond financial risks and considering risks associated with societal uncertainties, geopolitical risks, and health and wellness risks.
- Connecting risk and strategic planning, ensuring the risk strategy aligns with the overall organization strategy.
- Learning from the consequence of lack of preparedness for unforeseen events affected the organization and what could have been done differently.

Recognizing how risk in one area may affect risk in another area.

References

¹United Arab Emirates Ministry of Cabinet Affairs. Retrieved June 28, 2024 at <https://www.moca.gov.ae/en/area-of-focus/future-foresight>



Summary

Learned futurists are critical thinkers who study the past to make assumptions about the future. They analyze trends, using insights to forecast potential developments. Their expertise helps organizations and individuals prepare for and shape the future. While the interest in the learned futurist is growing, it is not necessarily a job title, nor a degree to pursue. It is an individual with the ability to assess, collect, analyze, and interpret data and insights to make meaningful assumptions about the road ahead given varying scenarios. Who among your organization has these skills? They are likely members of your measurement, evaluation, and analytics team.



Pedro Ramos,
PhD in Business Economics
CEO of KEEPTALENT Portugal
New Full Member

Contemporary times are characterized by rapid and continuous transformations in various spheres such as technological innovation, climate change, geopolitical dynamics, and new forms of social organization. In this context, the learned futurist emerges as a highly relevant figure, a professional endowed with vast multidisciplinary knowledge and advanced analytical skills, capable of navigating uncertainties and constructing desirable futures. So, we need to explore the definition, the role of education, the methods and tools used, and the impacts of this professional on the business world and society. Additionally, we need talking about who to address the emerging roles of learning in the organizational context and the ethical challenges inherent in this profession.

The current era is marked by accelerated and complex changes, demanding an integrated and rigorous approach to forecasting and preparing for the future. The learned futurist emerges as an essential agent in this scenario, combining interdisciplinary knowledge with advanced analytical techniques to predict and shape possible futures. This article aims to outline the profile of this professional, their methodologies, and the impact of their actions, as well as to discuss the emerging role of organizational learning in the age of continuous innovation.

Definition and Role of the Learned Futurist: Who is the Learned Futurist?

The learned futurist is a scholar with a profound understanding of various fields of knowledge, using evidence-based methods to anticipate and influence the future. This professional does not rely solely on intuitive predictions but adopts scientific

The Era of the Learned Futurist: All about People !

and analytical approaches, integrating historical data, technological insights, and social sensitivity to formulate future scenarios.

The formation of the learned futurist centers on interdisciplinary education and the promotion of an open and inquisitive mindset. Higher education institutions and research centers are increasingly recognizing the importance of futures studies programs and interdisciplinary courses. These programs prepare professionals to face the challenges of the 21st century with creativity and scientific rigor.

Methods and Tools

Learned futurists employ a variety of rigorous methods and tools, including trend analysis, which utilizes historical data to identify emerging patterns. Future scenarios are developed based on known variables and uncertainties to predict possible futures. Strategic foresight integrates forecasts with strategic planning to help organizations prepare for different future scenarios. Additionally, big data and artificial intelligence are applied to analyze large volumes of data and extract insights about future trends.

And what about the Impact on the Business World and Society?

In the business environment, learned futurists assist organizations in adapting and innovating in a context of constant change. They provide strategic guidance, identify new market opportunities, and help mitigate risks. Sectors such as technology, finance, and healthcare are increasingly incorporating futurist insights into their planning processes.

In society, the work of these professionals can influence public policies, urban planning, education, and other areas. By anticipating future challenges such as climate change and demographic transformations, learned futurists contribute to the creation of proactive and sustainable solutions.

Organizational learning assumes new crucial roles in the adaptation and success of companies in a dynamic environment. Continuous and adaptive learning promotes a culture where ongoing education

is encouraged, allowing employees to quickly adapt to new technologies and market changes. Flexibility and agility in learning programs are tailored to the individual needs of employees and company demands, including personalized e-learning platforms.

The development of future skills focuses on Human Skills essential for facing complex and uncertain challenges, preparing employees for the future of work with an emphasis on digital skills and critical thinking. The integration of technology in learning is achieved using artificial intelligence to personalize and optimize learning, offering content based on employee performance and preferences, and creating immersive learning experiences through virtual and augmented reality technologies.

Collaborative learning and knowledge sharing are fostered through communities of practice where employees share knowledge, experiences, and best practices, utilizing digital tools to facilitate collaboration and knowledge sharing.

Challenges and Ethics

The learned futurist faces significant challenges, including the inherent uncertainty of the future and the influence of unconscious biases in data interpretation. Ethics is a crucial component of the work of these professionals. They must consider the impact of their predictions and recommendations, promoting social well-being and minimizing harm. Transparency in methods and responsibility in predictions are essential to maintaining public trust.

The era of the learned futurist is just

beginning. As the world evolves in complex and interconnected ways, the need for professionals capable of navigating these changes with wisdom and vision becomes increasingly evident. The learned futurist is not just a predictor of the future but an architect of possible and desirable futures. Their ability to integrate knowledge, analyze trends, and make ethical and informed predictions will be indispensable in facing challenges and seizing opportunities in the coming years.

Additionally, learning in the organizational context must evolve to support this vision, promoting a culture of continuous learning, developing future skills, integrating technologies, and fostering collaborative learning. Together, these approaches will empower individuals and organizations to thrive in an increasingly complex and rapidly changing world.

Let's prepare the future! Because all of this is about People!



Strategies for development in Azerbaijan



Elshan Ahmadov

The Academy of Public Administration under the President of the Republic of Azerbaijan

Strategies for training and development to create a competitive, inclusive, and sustainable economy in the Republic of Azerbaijan

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Diversification of the national economy in recent years, and purposeful reforms performed to ensure sustainable development of the non-oil sector do not only ensure the development of sectors that create added value in the country but also increase the demand for competitive and qualified workforce in the labor market thereby creating a need to build a flexible and market-oriented vocational education system that allows to satisfy this demand.

Under the 16 March 2016 order of the President of the Republic of Azerbaijan on Approval of “Main directions of strategic roadmap of national economy and its key sectors” and issues arising from it, a Working Group was created to develop a comprehensive year-long roadmap for 11 sectors of Azerbaijani economy including 8 main and 3 supporting sectors, an economic development strategy and an action plan for 2016-2020, a long-term vision for 2025 and a target vision for the timeframe beyond 2030.

The vocational education and training sector is a part of the strategic roadmap, which is aimed at creating a competitive, inclusive, and sustainable economy. It determines key directions for ensuring the economic development of Azerbaijan through vocational education in short- and long-term perspectives and a strategic vision for 2020, a long-term vision for the timeframe up to 2025, and a target vision for the period beyond 2030. Careful selection and implementation of priorities for a short-term perspective will create an enabling environment for the actions to be implemented in the

long run. Besides, the strategic roadmap will be an information and cooperation tool for private sector representatives at local and international levels.

The vocational education and training system in Azerbaijan has a rich history as a part of the national education system. Vocational schools preparing carpenters and metal workers were created in Nakhchivan in 1879; a sericulture school was established in Shaki and Ganja in 1883 and 1884 respectively; vocational schools were created in Baku in 1887. The number of vocational schools reached 10 by 1914. In the 1980s, 185 vocational educational institutions educating over 100,000 students on 300 specialties were operating across the country; a qualified workforce trained in diverse occupational directions was sent to enterprises. Both facts indicated the development of this field.

Starting from the mid-1990s, vocational education received increasing attention; a series of purposeful activities were carried out to improve this field. Following the resolution of the Cabinet of Ministers of the Republic of Azerbaijan on “Activities for improvement of the initial vocational education system in the Republic of Azerbaijan”, the vocational schools with poor logistics base failing to meet modern requirements were merged or terminated, technical vocational education institutions were given the status of vocational school or vocational lyceum. A State Program on Development of Technical Vocational Education in the Republic of Azerbaijan (2007-2012) was adopted in 2007. Within the framework of this program, several activities were implemented to boost admission to vocational education institutions. The creation of the State Agency for Vocational Education under the Ministry of Education of the Republic of Azerbaijan assumes great importance in the development of vocational education and compliance with modern standards.

Building upon the experience of pilot vocational education institutions established in Azerbaijan as a result of actions implemented in frames of the 2025 strategic vision, new vocational education institutions meeting modern standards built, and the logistics base of existing vocational education institutions fully upgraded in frames of broad cooperation with employers in Azerbaijan. Azerbaijan will approve the National Qualifications Framework in this period. Graduates of vocational education institutions will enjoy the

privileges of continuing their education in higher education institutions on relevant specialties;

Mandatory requirement for a vocational qualification certificate for employment in several specialties that require special competence and necessitate observation of labor safety will be considered. Building close cooperation with key employers from diverse sectors of the economy significantly improves the quality and quantity indicators of vocational education institutions.

Full integration of employers into the vocational education system will allow vocational education institutions to benefit from real experience in various sectors and to attract more financial resources. Employers, in their turn, will be able to tailor the workforce training in vocational education to their needs. By 2025, the teaching process in all VET institutions will be based on educational programs (curricula) tailored to the needs of economic sectors and these programs (curricula) will be regularly updated based on the feedback from employers. This will allow the vocational education system to respond rapidly to the requirements of the evolving labor market and to supply the labor market with competitive and qualified human resources. Building systematic cooperation with employers will allow to upgrade and modernize equipment in vocational education institutions without additional funding from the state budget. Short-term visits to base and model enterprises will become a major component of the teaching process. Classroom materials will be prepared by the new educational program reflecting the application of new technologies. Azerbaijan's vocational education institutions will be fully integrated into the online education infrastructure. The students have access to teaching materials, can join online seminars, and test various production methodologies in e-laboratories. Vocational education institutions are equipped with mobile applications and other types of software. Employers will be integrated into these systems and the students will be able to easily search for the most suitable job offers from among a high number of alternatives. The 2030 strategic vision also envisages prioritization of entrepreneurial and financial literacy, as well as technological development issues in vocational education. This will allow the students to have the initial financial knowledge and skills needed to build a business. Besides developing the students' entrepreneurial thinking style in the formal learning process, vocational education institutions will also organize non-formal

education courses aimed at personal development. As a result, this will develop an innovative and entrepreneurial thinking style which will make a positive contribution to the national economy in the long run. Actions to be implemented in the area of vocational education by 2025 will allow to shape a new image of this sector. That is, the renewed infrastructure and content of vocational education will transform the negative opinions on vocational education 14 institutions and allow them to be recognized as reliable educational institutions offering decent career opportunities. Pupils of general education schools will be better informed about the education opportunities in vocational education institutions. They will be able to contact those institutions before choosing educational direction and specialties. Besides, special consulting services offered in vocational education institutions will allow the students to adapt their skills to the needs of employers. Partnerships built between Azerbaijani vocational education institutions and international partners will raise the quality of education. Admission into vocational education institutions will rise by 2030. As a result of a partnership between employers and vocational education institutions, a certain number of students will be employed by partner enterprises. Subsequently, it will boost the admission of students into those educational institutions. Besides, an advanced database of graduates of vocational education institutions will be created. The application of differential financing mechanisms in vocational education institutions will enable full adaptation of the logistics base of high-performing vocational education institutions to modern standards. Besides, a policy and guidelines framework supporting state interests will be developed by 2030. This framework will encourage more participation of private partners. The mechanism for overseeing the performance of vocational education institutions will be improved to ensure the sustainability of actions envisaged up to 2030. Centralized exams aimed at checking the knowledge and technical skills of graduates of every vocational area could enable objective assessment of graduates based on the same standards. If employers accept the results of these exams as an indicator of their labor skills, it can improve their employment opportunities.

Literature

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Strategic roadmap for vocational education and training sector in the Republic of Azerbaijan



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The world is hurtling towards an unknown future, shaped by accelerating technological advancements, social shifts, and environmental concerns. To navigate these complexities, we need a new breed of leader: the **learned futurist**.

The Learned Futurist: Blending Past and Future

A learned futurist is not just a seer of tomorrow. They are individuals who actively shape the future with a deep understanding of the past. They are equipped with cutting-edge knowledge in fields like technology, economics, and social trends. But they also possess a profound respect for the timeless wisdom of ancient traditions, particularly those found in India's rich heritage.

Art of Giving and Return on Association: A Timeless Ethos

The concept of वसुधैव कुटुम्बकम् **Vasudeva Kutumbakam**, a Sanskrit phrase meaning "the world is one family," embodies a core principle of Indian philosophy: interconnectedness. This ancient wisdom resonates deeply with the modern concept of **Return on Association (ROA)**. Just as we strive to create a better world for ourselves, a learned futurist understands that true progress comes from uplifting the entire community.

The **Art of Giving** becomes a critical aspect of ROA. By sharing knowledge, resources, and expertise, we empower others to reach their full potential. This resonates with the teachings of

The Era of the Learned Futurist: Ancient Wisdom for Modern Challenges

the **Bhagavad Gita**, where Lord Krishna emphasizes selflessness and the importance of fulfilling one's duty for the greater good. Another example, offers timeless guidance on navigating complex situations and fulfilling one's duty. The famous shloka: "कर्मण्ये वाधिकारस्ते, मा फलेषु कदाचना" "**Karmanye vadhikaraste Ma Phaleshu Kadachana**" (You have the right to work only, but never to the fruit of work) reminds us to focus on action and contribution rather than solely on personal gain. This aligns perfectly with the concept of **Art of Giving**.

Ramcharitmanas: A Guide for Navigating Uncertainty

The epic tale of the Ramayana, retold in the **Ramcharitmanas**, offers invaluable lessons for the learned futurist. It teaches us about **courage** in the face of adversity, the importance of **ethical leadership**, and the power of **adaptability**. These qualities are essential for navigating the uncertain terrain of the future.

A Shloka for the Learned Futurist

One particularly relevant shloka from the Bhagavad Gita (Chapter 4, Verse 38) states: "उत्तमौ पुरुषौ लोके श्रेष्ठं ज्ञानं च कर्म च। तत्त्वं ज्ञानं विद्धि तत्कर्म चाविज्ञया यत्।।"

(**Uttamau purushau loke shreshtham jnanam cha karma cha. Tatvam jnanam viddhi tat karma cha avijnaya yat.**) This translates to: "Of learned men in the world, the excellent one is he who knows both knowledge and action. That is to say, knowledge is knowing the reality of things, and action is the performance of one's duty without attachment to results."

The learned futurist embodies this ideal. They understand the critical need for both knowledge and action. By combining the best of the present and past, they are empowered to shape a brighter future for all. Learned futurists are not passive observers; they are active participants in shaping the world around them. By integrating ancient Indian wisdom with modern foresight techniques, they can ensure that the future is not just prosperous, but also equitable, sustainable, and built on the foundation of shared humanity.



**Sheikh Faleigh Bin
Sheikh Mansor**

The future of human capital is an evolving and dynamic concept that continues to be shaped by various factors, including technological advancements, globalisation, changing demographics, and work shifts. Human capital refers to the knowledge, skills, abilities, and other attributes that individuals bring to the workforce and how these are

developed, utilised, and valued by organisations.

The theme for IFTDO 2025 INDONESIA is “The Future of Human Capital.” Here are some key trends and considerations that are likely to impact the future. Let's delve deeper into the future of human capital:

1. Technology and Automation: The rapid advancement of technology, including artificial intelligence (AI), robotics, and automation, is transforming how we work. While automation may replace certain tasks, it also creates new opportunities for human workers to focus on higher-value, creative, and strategic work. Organizations will need to invest in training and upskilling their workforce to ensure they can adapt to technological changes and remain relevant in the future job market.

2. Remote Work and Telecommuting: The COVID-19 pandemic has accelerated the shift towards remote work and flexible work arrangements. This trend, which is likely to continue in the future, offers numerous benefits for both companies and employees. Companies can save on office space and tap into a global talent pool, while employees enjoy improved work-life balance. As this becomes the new normal, human capital management will need to evolve to effectively support and engage remote teams, foster collaboration, and maintain a strong organizational culture.

3. Data-Driven Decision Making: In the digital age, data is a valuable asset that can provide insights into employee performance, engagement, and satisfaction. Human resources departments increasingly leverage data analytics and AI tools to make informed decisions about talent acquisition, performance management, and employee development. The ability to harness data effectively is not just a competitive advantage, but a necessity for organizations looking to optimise their human capital in the future.

4. Workforce Diversity and Inclusion: Diversity and inclusion have become central themes in the workplace, as organisations recognise the importance of creating a diverse workforce that reflects the broader society. In the future, companies must foster an inclusive culture where all employees feel valued, respected, and empowered to contribute their unique perspectives. This enhances creativity and innovation and improves employee engagement and retention.

5. Employee Well-being and Mental Health: The future

The Future of Human Capital

of human capital will prioritise employee well-being and mental health as critical factors for organisational success. Employers must provide support programs, flexible work arrangements, and a positive work environment to help employees manage stress, maintain work-life balance, and thrive personally and professionally. Investing in employee well-being can increase productivity, reduced absenteeism, and a more engaged workforce.

6. Continuous Learning and Skill Development: Lifelong learning will be essential in the future of work, as skills become outdated quickly due to technological advancements and changing job requirements. Organisations will need to invest in training and development programs to upskill their workforce and ensure employees have the necessary competencies to succeed in their roles. Individuals will also need to take ownership of their learning journey and continuously acquire new skills to remain competitive in the job market.

7. Corporate Social Responsibility and Purpose-driven Work: Millennials and Gen Z employees increasingly seek purpose-driven work and are drawn to organisations committed to social responsibility and sustainability. Companies that prioritise ethical business practices, environmental stewardship, and community engagement will attract and retain top talent in the future. Human capital management must align with broader organisational values and goals to create a sense of purpose and meaning for employees.

8. Agility and Adaptability: The future of human capital will require organisations and individuals to be agile and adaptable in the face of uncertainty and change. The ability to pivot quickly, embrace new technologies, and respond to market disruptions will be key to remaining competitive in a fast-paced and dynamic business environment. Human capital strategies must be flexible and responsive to changing circumstances, enabling organisations to thrive in an ever-evolving landscape.

9. The Gig Economy and alternative work arrangements: The rise of the gig economy and flexible work arrangements are changing how people think about traditional employment. Organisations must adapt to attract and retain talent in this changing landscape.

10. Leadership Mastery: Effective leadership will be crucial in navigating the complexities of the future workplace. Organisations will prioritize developing leaders who inspire and empower their teams, adapt to change, and drive innovation.

In conclusion, the future of human capital will be defined by the ability of individuals and organisations to adapt to change, embrace lifelong learning, foster diversity and inclusion, and leverage technology to drive innovation and growth. By investing in their people and creating a culture that values human capital, organisations can position themselves for success in the rapidly evolving global marketplace.

Exploring the Wonders of Indonesia

Welcome to Indonesia, a captivating archipelago of over 17,000 islands, each offering its own unique charm and cultural treasures. From the pristine beaches of Bali to the lush jungles of Sumatra, Indonesia is a paradise for travelers seeking adventure, relaxation, and cultural immersion.

1. Bali: The Island of the Gods Begin your journey in Bali, often referred to as the "Island of the Gods." Explore the vibrant city of Ubud, known for its artistic community and lush rice terraces. Visit the iconic temples such as Uluwatu and Tanah Lot, and unwind on the stunning beaches of Kuta and Seminyak. Don't miss the chance to experience a traditional Balinese dance performance or indulge in a Balinese massage at a luxurious spa.

2. Yogyakarta: Cultural Heart of Java Next, head to Yogyakarta on the island of Java, the cultural heart of Indonesia. Discover the ancient temples of Borobudur and Prambanan, marveling at their intricate carvings and rich history. Explore the Sultan's Palace and immerse yourself in Javanese arts and traditions. Don't forget to sample local delicacies such as gudeg (jackfruit stew) and soto (aromatic soup) at bustling food markets.

3. Komodo National Park: Land of Dragons For a truly unique experience, set sail to Komodo National Park, home to the famous Komodo dragons. Trek through rugged landscapes, encounter these prehistoric creatures in their natural habitat, and dive into crystal-clear waters teeming with marine life. Witness breathtaking sunsets over the islands and camp under the stars for an unforgettable adventure.

4. Raja Ampat: Underwater Paradise Continue your journey to Raja Ampat in West Papua, a haven for divers and nature enthusiasts. Explore the world's most biodiverse marine ecosystem, with vibrant coral reefs, colorful fish, and majestic manta rays. Snorkel in hidden lagoons, hike through lush rainforests, and engage with local communities to learn about their traditional way of life.

5. Lombok: Serene Escape Conclude your Indonesian adventure in Lombok, a tranquil island known for its pristine beaches and majestic waterfalls. Climb Mount Rinjani for panoramic views of the island, relax on the white sands of Gili Islands, and savor fresh seafood at beachfront restaurants. Experience the warmth and hospitality of the Sasak people as you immerse yourself in the island's laid-back atmosphere.

Final Thoughts Indonesia offers a tapestry of experiences for every traveler, from cultural explorations to adrenaline-pumping adventures. Whether you seek relaxation on sun-kissed beaches, cultural enlightenment in ancient temples, or thrilling encounters with wildlife, Indonesia has something for everyone. So pack your bags, embark on a journey of discovery, and let the wonders of Indonesia enchant you. Enjoy your journey through this beautiful archipelago!





By : Prof. Helmi Sallam
IFTDO Last President

Under the esteemed patronage

of His Excellency Dr. Mohamed Maait, Minister of Finance of Egypt, the 50th International Federation of Training and Development Organizations (IFTDO) World Conference & Exhibition took place in Cairo from April 22-24, 2024. This milestone event, celebrating the Golden Jubilee of IFTDO, brought together over 300 delegates from 20 countries, marking a significant occasion in the realm of Human Resource Development (HRD).

CELEBRATING HALF A CENTURY OF PROGRESS: The 50th IFTDO World Conference & Exhibition in Cairo



winners, recognizing their outstanding contributions to the field of HRD. The winners were:

Reshaping the Future: A Dominant Theme

The theme of this year's conference, "Reshaping the Future," resonated deeply with the attendees, reflecting the prevailing concerns and ambitions of HRD professionals worldwide. With an impressive lineup of 26 international speakers, the conference addressed pivotal issues shaping the future of work, learning, and organizational development.

Conference Organizer: TEAM Misr

The conference was expertly organized by TEAM Misr, a multidisciplinary, independent, privately owned professional consulting firm. Incorporated in 1975, TEAM Misr has demonstrated phenomenal growth and development, successfully navigating the massive successive developments in information and communication technologies. Known for its engineering and management consultancy services, TEAM Misr brought a high level of professionalism and organizational excellence to the 50th IFTDO World Conference & Exhibition, ensuring a seamless and enriching experience for all attendees.

Opening Ceremony and Global HRD Awards

The opening ceremony was a grand affair, highlighted by the prestigious Global Human Resource Development Awards 2024. Awards were presented to distinguished



1. Civil Service Development Institute, Taiwan (Value for Money Category)
2. GAIL (India) Limited, India (Value for Money Category)

3. Energy Fiji Limited, Fiji (Value for Money Category)
4. Virtual Technology Center, General Department of Training, Dubai Police, UAE (Learning into Action Category)

This momentous occasion set the tone for the conference, emphasizing the importance of innovation, leadership, and excellence in HRD.

Keynote Topics and Conference Papers

The conference's main topics offered a comprehensive exploration of the future of HRD:

1. Our Future: A Global Perspective
2. Learning and Development: The Future of Training and Education
3. Leadership and Managing in an Uncertain Future
4. Technology Forming Our New Reality
5. Diversity: New Realities and Challenges

In addition to these thematic sessions, the conference featured a diverse array of papers that delved into critical issues and innovative solutions for HRD:

- Knowledge Creation and Impact: A Global Perspective
- Redesigning Learning for the Future: Ensuring that Value is Delivered
- Reinventing Training in the Fourth Industrial Revolution with Artificial Intelligence and Online Learning
- Bionic Leadership: Building Better, Stronger, Faster Organizations in Unprecedented Times
- Agile Leadership with MARK Model
- Estimating Return on Investment (ROI) on Training in Oil India Ltd - A Comparative Study

- Human Capital Capacity Building
- Queen Bee Syndrome in the Egyptian Workplace: Antecedents and Consequences
- Shaping the Workforce of Tomorrow: Leveraging AI and Digital Transformation in HRD
- Learning & Development: Creating a Generation Prepared for the Future
- Human Resource Development for a Sustainable Tomorrow
- Redesigning Organizations for a Hybrid Future: Some Reflections
- Empowering Leadership for Quality Work Life
- AI-ChatGPT Usage Among Young Consumers: Factors Affecting Intentions to Use and the Moderating



- Effect of Privacy Concerns
- Superior and Responsible Leadership: Shaping the Future of People, Learning, and Performance
- TEVEP: A Brazilian Method for Innovation and Human Capital Development
- Show the Value of What You Do: Measuring and Achieving Success
- Generation Z: The Challenging Future
- Leading for Sustainability

A Golden Jubilee Celebration



This year's conference was not just a regular event; it commemorated the Golden Jubilee of the International Federation of Training and Development Organizations (IFTDO), celebrating 50 years of dedication to HRD excellence. During the celebration of the Golden Jubilee, past presidents and chairs were honored for their significant contributions. Additionally, the gold medal for the Golden Jubilee was handed over to the members of the International Federation. The celebrations infused the conference with a sense of glamour and historical significance, offering attendees a unique opportunity to reflect on the past five decades of IFTDO's accomplishments and envision its role in the decades to come.

Insights and Innovations

The discussions at the conference underscored the necessity for continuous adaptation and innovation in HRD. Key insights included the importance of integrating AI and digital transformation into HR practices, fostering agile leadership, and ensuring diversity and inclusion within organizations. The exploration of topics like "Bionic Leadership" and "Redesigning Organizations for a Hybrid Future" provided attendees with forward-thinking strategies to navigate the evolving landscape of work.



A Glimpse into the Future

The 50th IFTDO World Conference & Exhibition was not just a celebration of past achievements but a forward-looking forum aimed at equipping HRD professionals with the knowledge and tools to shape a sustainable and inclusive future. The diverse range of topics and the depth of expertise shared by the speakers' left delegates with valuable insights and actionable strategies to implement in their respective fields.

As IFTDO marks its 50th anniversary, the commitment to advancing global HRD remains unwavering. The conference in Cairo was a testament to the organization's enduring legacy and its pivotal role in guiding HRD into the future. The dialogue and connections forged during this event are set to inspire and influence the trajectory of HRD for decades to come.





GAIL (India) Limited

An employee engagement initiative pioneering the era of learned futurist

In the rapidly evolving landscape of the 21st century, the concept of a learned futurist is gaining prominence. A learned futurist is someone who not only anticipates future trends and challenges but also equips themselves with the knowledge and skills to navigate and shape the future. GAIL (India) Limited, a pioneer in the energy sector, has embraced this forward-thinking philosophy with its ground-breaking initiative, called GAIL Abha.

With the evolution of the workforce from baby boomers to millennials and Gen Z significant changes, including dual-career couples at GAIL are facing challenges due to limited opportunities in remote locations. This impacts personal harmony, motivation and productivity.

To address this, a unique first-of-its-kind model, has been developed to engage and provide opportunities to the spouses of employees placed at far-flung locations to pursue their professional dreams.

GAIL Abha has been launched at GAIL to help, guide and support the spouses of GAIL Employees to ideate, develop and launch their own entrepreneurial ventures. It includes idea generation, workshops, classroom training, expert talks, mentoring and hand holding sessions, fostering a supportive environment and enhancing employee satisfaction and retention. This initiative not only benefits employees and their families but also contributes positively to the economy and society. This provides a solution to the challenges being faced by a large number of similarly placed organizations having plants and offices at locations where there are not enough opportunities for the spouses of the employees to pursue their professional careers.

The Vision Behind GAIL Abha

Recognizing that the times are changing and that dual-career couples are becoming the norm, GAIL Abha aims to provide the necessary support and resources for the spouses of GAIL employees to pursue their entrepreneurial dreams

Launched on International Women's Day in 2023, GAIL Abha embodies the vision of creating a future where professional aspirations are not hindered by geographical constraints. This initiative is not just about

GAIL Abha: Partnering for Growth



fostering entrepreneurship; it is about ensuring that employees remain engaged and motivated by knowing their families are also growing professionally.

Program Structure: A Comprehensive Approach

GAIL Abha is structured as a five-layer program spread over 30 weeks, meticulously designed to cover every aspect of entrepreneurship from ideation to execution. In its first phase it was launched at two of the remote sites of GAIL at Pata & Vijaipur Here's a brief overview of the program phases:

Phase 0: Evangelization and Registration

The program begins with creating awareness through township network messages, followed by the registration of interested participants.

Phase 1: Entrepreneurship Workshop I

Participants are introduced to the basics of entrepreneurship, encouraged to explore their ideas, and provided with initial motivation and homework assignments to refine their business concepts.



Phase 2: Entrepreneurship Workshop II

This phase focuses on advancing the ideas through case studies, group discussions, and the creation of a moderated community channel for ongoing support and resource sharing.



Workshop-II at GAIL Pata

Phase 3: Boot Camp

Participants receive training on evaluating their business ideas, developing business models, and preparing for presentations. Mentoring support is provided to guide them through this critical phase.



Booth Camp at GAIL Pata

Phase 4: Evaluation and Short-listing of Ideas

Participants present their business ideas, which are then screened and refined through detailed discussions and group mentoring sessions. Selected ideas move forward to the final phase.



Presentation at GAIL Pata

Phase 5: Hand-holding for Idea to Business

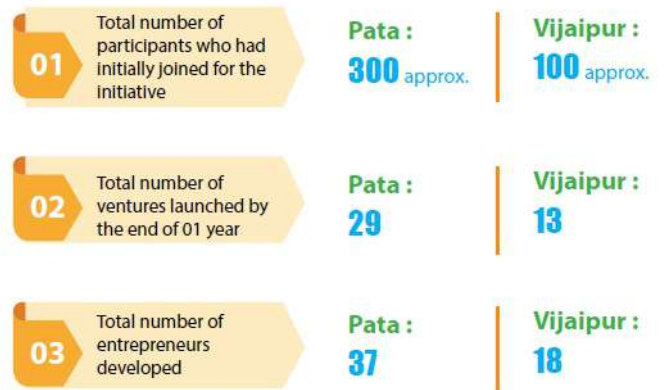
This phase involves intensive mentoring, assistance with seed funding, firm registration, and other crucial aspects of starting a business. Participants receive ongoing

support through virtual hand-holding sessions and expert visits.

Empowering the Future

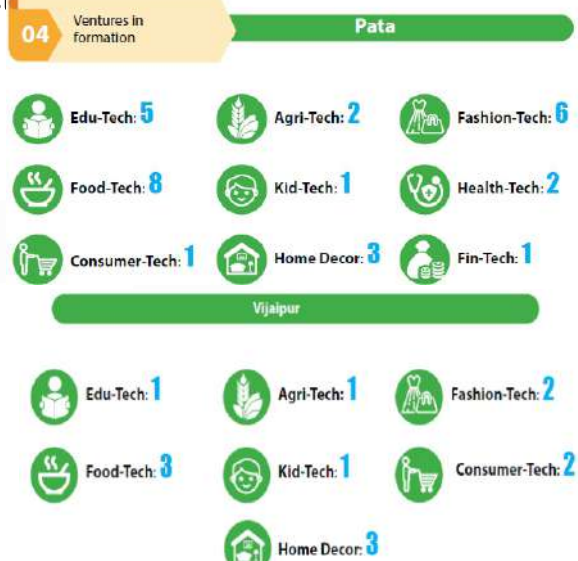
The success of GAIL Abha lies in its ability to transform challenges into opportunities. By enabling spouses to pursue their professional dreams, GAIL Abha not only enhances their personal satisfaction but also contributes to the overall well-being and engagement of GAIL employees. This initiative reflects a deep understanding of the modern workforce's needs and the importance of supporting dual-career aspirations.

Outcomes of Abha at Pata and Vijaipur



The Impact: Stories of Resilience and Innovation

Throughout the first phase of GAIL Abha, we have witnessed inspiring stories of resilience, creativity, and determination. From mushroom cultivation and cloud kitchens to bio-fertilizer production and equipment repair services, the diversity of business ideas reflects the vast potential of participants. These ventures are not only economically viable but also contribute to the sust



The journey of GAIL Abha is a testament to the collaborative efforts of everyone involved. The participants, who balanced their entrepreneurial pursuits with household responsibilities, have shown commendable dedication.

A Future of Learned Futurists

As we look to the future, GAIL Abha stands as a beacon of what can be achieved when we empower individuals to pursue their dreams. In this era of learned futurists, GAIL Abha is not just an initiative; it is a movement towards a future where professional aspirations are nurtured, irrespective of location. By fostering entrepreneurship in the remotest parts of the country, GAIL Abha ensures that the employees of GAIL remain engaged, motivated, and ready to shape the future.

GAIL Abha is indeed a unique model to empower dreams and ignite futures, paving the way for a more inclusive and prosperous tomorrow.

Abha beyond GAIL

The GAIL Abha Program has demonstrated the transformative power of entrepreneurship in empowering spouses within the organization. By adapting its successful model for wider dissemination, we can extend its impact to empower participants in diverse communities not only in the oil and gas industry but in other industries as well. Through strategic partnerships, tailored interventions, and community engagement, we can foster a culture of entrepreneurship that transcends organizational boundaries and catalyses socio-economic development on a broader scale.

By strategically expanding the Abha program to remote sites and addressing the specific dynamics of each location,



Product presentation at GAIL Vijapur

industry can not only ensure employee engagement and retention but also maximize its impact, empower more spouses of employees, and contribute significantly to entrepreneurship, economic growth, and community development in these regions.

Testimonials of GAIL Abha participants from Pata and Vijapur

We have got a new identity because of GAIL ABHA. Now people are recognising us by the name of our start-up "BONG HOOPS". We have become business women from house makers. Thanks to GAIL ABHA and IIT Madras Team.

Payel Roy, Sarkar Srma Das
BONG HOOPS

GAIL ABHA journey has been knowledgeable so far. Due to GAIL ABHA, we are being recognised by the name of our start-up Bong Hoops. Many thanks to Team GAIL ABHA.

Monideepa
BONG HOOPS

I had courage from beginning to have a start-up, but it was only GAIL ABHA Team and Management which gave us wings to fly. I also thank IIT Madras Team for their constant support.

Suman Gaur
SHREE MATHRI

I had never thought that my idea will ever be in public like this, but now people recognise me. In the coming times we all shall be writing the success stories of our journey. Thank You GAIL ABHA.

Namrata Dewangan
NAMRAJ SURPRISE

GAIL ABHA has given us a platform where we can execute our ideas and due to GAIL ABHA, my idea of mushroom cultivation has become a start-up and I can proudly call myself an entrepreneur. I would like to thank the Management, GAIL ABHA Team & IIT Madras Team due to which we are now getting recognised as successful entrepreneurs. Special thanks to our mentors also.

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In an age of constant change, the ability to anticipate, adapt, and innovate has never been more crucial. Let's explore this exciting domain together, discovering what it means to be a learned futurist and how this role shapes our collective future. Let's explore what it means to be a learned futurist and how this role influences our society.

What is a Learned Futurist?

Imagine having a crystal ball, but instead of magic, it's powered by data, insights, and a comprehensive understanding of human behaviour and technological trends. That's essentially what a learned futurist does. Futurists study patterns to predict future developments and help society prepare. They use an interdisciplinary approach, blending science, economics, sociology, and philosophy to foresee how trends might converge or clash, leading to new challenges and opportunities. Imagine you are a city planner looking at the rise of autonomous vehicles. Instead of seeing them simply as a new form of transportation, a learned futurist would study how these vehicles could transform urban design, reduce the need for parking spaces, and impact employment in driving-related jobs. By understanding these interconnected effects, the futurist helps the city prepare for and shape a future that maximizes benefits and minimizes disruptions.

Five Principles for Thinking Like a Futurist

Thinking about the future allows us to imagine what kind of world we want to live in and how we can get there. Here are five core principles for future thinking:
 1. Forget about Predictions
 If someone claims they can predict the future, be skeptical. Predicting major socio-technical changes and their precise

The Era of the Learned Futurist

Navigating Tomorrow's Possibilities

outcomes is impossible. While specific forecasts, like election results or stock prices, might be achievable, understanding large, complex transformations requires grasping the interaction between technology, society, economics, and organizations.

A useful approach is to distinguish between waves and tides. Waves represent the visible, short-term events on the surface, while tides are the deeper, underlying forces driving these waves. Futurists aim to understand these tides—the fundamental forces propelling change.

Take the unexpected rise of social media influencers as an example. Traditional marketing experts couldn't foresee the exact moment influencers would dominate advertising. However, by analysing broader trends in media consumption and trust in peer reviews, futurists recognized the underlying "tide" of growing social media platforms and peer-to-peer trust. This insight enabled companies to adjust their marketing strategies ahead of competitors who were fixated on conventional advertising trends.

Future Thinking is about Readiness:

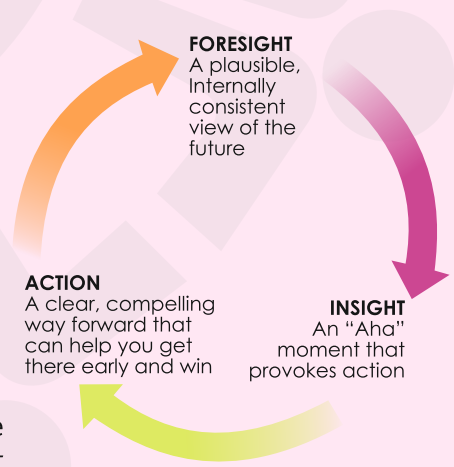
Considering a range of future possibilities helps inoculate us against potential shocks and better prepares us for whatever might come.

Future Thinking is about Seeing New Possibilities:

Imagining the future transforms our thinking, helping us create a map of the future and identify zones of opportunity. For instance, how can we make the future more equitable or amplify learning outcomes? What steps are necessary to achieve these goals?

Figure 1. Foresight to Insight to Action Framework

Source: Institute for the Future, 2007



2. Focus on Signals

What tools do we have to think about the future and develop foresight? Since there is no data about the future, we rely on data from the past. Historical data is useful when trends remain consistent. However, the

situation changes at inflexion points, such as the current shifts in our concepts of learning and work.

Signals of the Future:

Signals are indicators of emerging trends and innovations, often found at the margins and appearing unusual or unexpected. A signal could be a new technology, application, news story, or data showing a different pattern. For example, the rise of eBay in 1995 indicated a shift towards online reputation systems, which have since become crucial in various areas like Uber, LinkedIn, and open-source software.

Other examples:

1: The Popularity of Plant-Based Meats

The rapid rise of plant-based meats from companies like Beyond Meat and Impossible Foods indicates a major shift in consumer preferences and food production technology. Initially niche, these products now address broader issues of health, sustainability, and animal welfare. This trend suggests potential future shifts in the global food industry, including mainstream lab-grown meats, changes in agricultural practices, and new regulatory frameworks for food safety and environmental sustainability.

The Emergence of Remote Work Technologies

Before COVID-19, remote work was rare and seen as less productive, but the pandemic forced a widespread shift, rapidly advancing remote work technologies like Zoom, Microsoft Teams, and Slack. This signals a broader change in work dynamics, with flexible arrangements becoming the norm, reimaged office spaces, and increased investment in digital infrastructure. Long-term impacts may include changes in urban planning and real estate markets as proximity to workplaces becomes less crucial. These examples show how early signals can indicate significant future changes, enabling better preparation and adaptation.

Sensing:

Futurists constantly look for signals, asking questions like "Is this a signal of something?" Organizations should encourage this kind of curiosity and develop mechanisms to aggregate and interpret these signals.

One notable signal is the use of drones for delivery services. Companies like Amazon and UPS are experimenting with drone deliveries, which, while still in their early stages, point towards a future where logistics and supply chain management could be revolutionized. By recognizing this signal, businesses can start exploring the implications for inventory management, urban planning, and regulatory challenges.

3. Look Back to See Forward

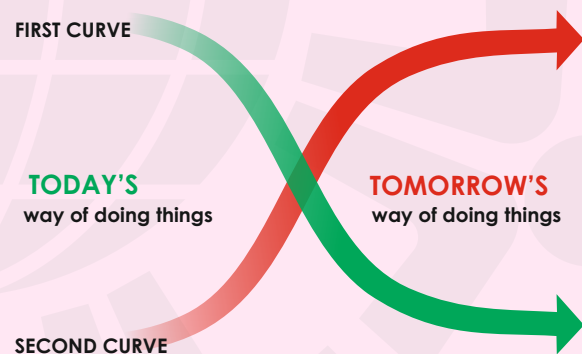
There is no data about the future; the only data we have is about the past. However, larger patterns in history tend to repeat. By understanding these patterns, we can better navigate future changes. For instance, the invention of the printing press and the current issues with fake news share underlying concerns about information dissemination and authority.

Understanding Patterns: Changing fundamental information and communication infrastructures dramatically affects society, shifting power dynamics and necessitating new rules and principles. We are in a "Gutenberg moment," grappling with the implications of new media tools on public opinion and authority.

Reflect on the introduction of the internet in the 1990s. Just as the printing press revolutionized access to information centuries ago, the internet has dramatically altered how we communicate, work, and learn. By understanding this historical pattern, we can better anticipate how emerging technologies like blockchain, or artificial intelligence might similarly transform society in the coming decades.

4. Uncover Patterns

Aggregating signals and connecting them to the larger historical context helps us understand patterns of change. The two-curve Framework is used to illustrate this. We live along two curves during periods of transformation: the descending curve of established systems and the nascent curve of emerging systems.



Source: Ian Morrison, Institute for the Future, 1996

5. Create a Community

Future thinking is not a solitary affair. It requires collaboration and diverse perspectives. Robust forecasts are a product of collective intelligence, involving experts from various domains and inclusive of different viewpoints. Organizations should foster a sensing and signalling mechanism that includes a diverse group of people to provide robust views of the future.

Collaborative Forecasting:

Engaging a diverse group in future thinking ensures a comprehensive understanding and prepares for a range of possibilities. For example, combining blockchain technologies, new patterns of working and learning, and new forms of assessment in educational scenarios provides a holistic view of potential futures.

Tools of the Trade

Being a futurist isn't about guessing; it's about informed predictions. Here are some key tools and methods used by learned futurists:

Data Analytics and AI

Harnessing the power of big data and artificial intelligence, futurists can identify emerging trends and patterns. Machine learning algorithms sift through massive datasets to highlight subtle shifts that could signal major changes ahead.

Scenario Planning

Futurists often create multiple scenarios to explore different possible futures. By considering a range of outcomes, they help organizations and societies prepare for various possibilities, reducing uncertainty and fostering resilience.

Trend Analysis

Analysing current trends in technology, economy, environment, and society helps futurists predict how these factors might evolve. This involves tracking innovations, policy changes, and cultural shifts.

The Impact of Futurism

The insights provided by futurists have far-reaching implications. From business strategies to public policy, their forecasts shape decision-making processes across various sectors.

Business Innovation

Companies rely on futurists to stay ahead of the curve. By anticipating market trends and consumer behaviours, businesses can innovate proactively, developing groundbreaking products and services that meet the needs of tomorrow's consumers.

A concrete example of futurism in business is how the retail industry has adapted to the rise of e-commerce. Companies like Walmart and Target didn't just react to Amazon's dominance; they proactively invested in their own online platforms and developed hybrid shopping experiences like

curbside pickup and same-day delivery. This foresight allowed them to remain competitive and meet changing consumer expectations effectively.

Policy and Governance

Governments and policymakers use futurist insights to draft legislation and policies that address future challenges, from technological disruptions to sustainable development plans.

Personal Growth

On an individual level, understanding futurism can help people make informed career choices, invest wisely, and adapt to changing circumstances. It empowers individuals to be proactive about their future rather than being caught off guard by unexpected changes.

Becoming a Learned Futurist

So, how does one become a learned futurist?

Here are some steps to get you started:

1. **Cultivate Curiosity:** Stay curious and open-minded. Read extensively across various fields, and don't shy away from exploring new ideas and perspectives.
2. **Embrace Lifelong Learning:** Engage in continuous education, whether through formal studies, online courses, or self-directed learning.
3. **Develop Analytical Skills:** Learn how to interpret data, identify trends, and critically evaluate different sources of information.
4. **Network and Collaborate:** Join futurist communities and forums. Collaborating with others who share your interests can provide valuable insights and opportunities for growth.
5. **Practice Scenario Planning:** Start practicing scenario planning in your daily life. Consider how different decisions might play out and what factors could influence these outcomes.

The Future of Futurism

Navigating 21st-century complexities will increasingly rely on learned futurists, as their ability to anticipate and adapt to rapid technological and global changes will be crucial for thriving.

A Call to Action

Incorporating these examples clarifies the principles and applications of futurism.

Whether you're an aspiring futurist or just interested in the future, start exploring today—everyone has a role in shaping tomorrow.

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Reason for Application

What benefits do you feel IFTDO will add to your organization?
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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.
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 - Full members: \$1200, for Members from Developing Countries, Smaller Societies (500 members max). NGO, Academic Bodies, and Government Departments - \$600
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51st IFTDO World Conference & Exhibition 2025

13-15 May 2025 | Jakarta, Indonesia

Theme: The Future of Human Capital

1st Announcement



Indonesia's fast-growing economy is projected to grow its GDP to become the world's 4th largest by 2030, behind only China, India and the U.S.A. Most international businesses and investors know that modern Indonesia boasts a substantial population and a wealth of natural resources. But far fewer understand how rapidly the nation is growing. Indonesia is booming, thanks mainly to domestic consumption and productivity growth. Indonesia has an attractive value proposition. Over the past 20 years, labour productivity improvements, primarily from specific sectors rather than a general shift out of agriculture, have accounted for more than 60 per cent of the country's economic growth. Productivity and employment have risen in tandem in 35 of the past 51 years. The archipelago nation is also urbanising rapidly, boosting incomes. By 2030, Indonesia will have added 90 million people to its consuming class—more than any other country except China and India. Currently, Indonesia maintains its position as the 16th largest economy in the world with a GDP (Nominal) of 1.417 Trill and a very high 7th position in purchasing power parity with a GDP of 4.393 Trill.

Being the first IFTDO in the land of Indonesia, we are ready to welcome you to the 51st IFTDO World Conference & Exhibition 2025 in Jakarta, Indonesia on the 20-22 May 2025. Lock your dates now and do not miss this opportunity to expand your knowledge and business in the biggest country in ASEAN.

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