



International Federation of
Training and Development
Organisations

IFTDO NEWS

No.2 of 2025 | April 2025

51st IFTDO World Conference & Exhibition 2025

**The Future of People and
Adaptive Organisations
in the Digital Era**



SCAN DOWNLOAD
iftdo2025.com | iftdo.net

17–19 June 2025, Jakarta International Convention Center, Indonesia



International
Federation of
Training and
Development
Organisations

Executive Board 2025

CHAIR

Dr. (Ms.) Patti P. Phillips (USA)

PRESIDENT

Sheikh Faleigh Bin Sheikh Mansor (Malaysia)

PAST PRESIDENT

Dr. Helmi Sallam (Egypt)

CHAIR-ELECT

Dr. (Mrs.) Janet I.K Jolaoso (Nigeria)

HONY. TREASURER

Dr. Raed Khanfar (Jordan)

MEMBERS

Dr. Vinayshil Gautam (India)

Prof. (Mrs) Tayo O. George (Nigeria)

Mr. Ayush Gupta (India)

Dr. Wafaa Haidamous Hallassou (Lebanon)

Dr. Ghalib Al Hosni (Oman)

Mr. Roy Lai (Singapore)

Mr. Naveen Lakshmaiya (Fiji)

Dr. Mohammed Mahmood (Bahrain)

Mr Atul Shah (India)

Dr. Chien-Chung Shen (Taiwan)

ASSOCIATE MEMBER REPRESENTATIVES

AFRICA

Mr. Tayo Rotimi (Nigeria)

ASIA-PACIFIC

Mr. Ravi Ranjan Kumar Guru (India)

AMERICAS

Ms. Teresa Valais (USA)

IFTDO REPRESENTATIVE TO THE UNITED NATIONS

Mr. Tayo Rotimi (Nigeria)

HONY. SECRETARY GENERAL

Dr. Uddesh Kohli (India)

EXECUTIVE DIRECTOR

Mr. Cosiamo (Peter) Bavuso

CONSULTANT & Editor, IFTDO News

Dr. A C Joshi (India)

ADVISORY COMMITTEE

Chairman

Mr. Ranjan Kumar Mohapatra (India)

Members

Dr. Ahmed Al Banna (Bahrain)

Dr. Raj Auckloo (Mauritius)

CONTENTS

No. 2 of 2025 | April 2025



01 Editorial

02 IFTDO Board Chair's Message

04 President's Desk

06 Honorary Secretary General's Report

07 Perspective Column - Towards Conferencing on "Future of People and Adaptive Organisations in the Digital Era"

08 Empowering The Workforce of The Future In The Digital Economy

10 How AI is Changing the Game for Associations: From Data to Decisions

12 The Urgency of the New Leadership Covenant: Leading Through Change and Chaos

16 Spiritual Leadership: Leading With Purpose, Values, And Heart

17 Leaders Know The Way And Show The Way- John C. Maxwell

19 The Use and Advancement of Transformational Leadership for Civil Servants in the Transforming Era of Artificial Intelligence (AI)

21 IFTDO CWYEE Organises a 2 days International Conference in Delhi

24 Value: How Do Organizations Identify Their Rising Stars Before They Shine?

25 From Control to Co-Creation. Transformational Leadership for the Workforce of Tomorrow

26 Unlocking the Power of Cognitive Agility with Emergenetics^(R)

28 Executive Board of Directors IFTDO 2025

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
Editor IFTDO News

Editorial

Dear esteemed members,

As we move forward to the second quarter of 2025, we find lots of activities and new initiatives being taken.

Our third IFTDO Skills Training Webinar, titled “Attention Surplus: Unlocking Engagement in Virtual Instructor-Led Trainings with 3D Video Conferencing,” highlighted how immersive technologies are transforming digital learning was a successful event wherein the quality of interactions and interest from non-members showcased continued growth and relevance.

Equally inspiring was the conference, organized in collaboration with the Divatharv Vikas Foundation in New Delhi on March 24–25. I had the opportunity to be present throughout the conference. It was a very well curated and attended conference, on the theme “Women, Youth, and Spirituality: Success Trio for a Sustainable and Peaceful World.” The event brought together thought leaders, practitioners, and change-makers to explore how inner purpose and inclusive empowerment can drive societal transformation. The inaugural session was chaired by Dr(Mrs). Janet K Jaoloso, Chairperson IFTDO CYWEE, Dr. Patti Philips, IFTDO Chair joined the session online. Other noted panelists were , Prof. Vinaysheel Gautam, Dr Ranjan Mohapatra and Dr Uddesh Kohli. Ms. Anita Chauhan Cochair CYWEE made commendable efforts to curate this event, inviting Vice Chancellors of leading Universities along with Corporate and institutional leaders.

The first quarter highlights the joining of Mr. Peter Cosiamo Bavuso as the new Executive Director. Mr. Bavuso is a Leadership and Executive Development Expert; Champion of the New Leadership Covenant. Recipient of the Thomas F. Gilbert Award for Distinguished Achievement. He brings in rich and diverse experience with a strong global network. We look forward to a meaningful, active and impactful tenure, best wishes.

Preparations for the 51st IFTDO Conference at Jakarta are in full swing. Theme of the conference “The future of people and Adaptive Organisations in the Digital Era” is very apt. In the digital era, the future of people and adaptive organisations hinges on agility, innovation, and continuous learning. As technology evolves rapidly, individuals must embrace digital fluency, creativity, and emotional intelligence. Adaptive organisations foster a culture of collaboration, inclusivity, and resilience, enabling them to pivot quickly in response to change. Leveraging data, AI, and automation, they empower employees to focus on value creation. Leadership plays a critical role in nurturing adaptability and purpose-driven growth. Ultimately, success lies in aligning people, processes, and technology to create responsive, human-centric ecosystems that thrive amid digital disruption.

As we reflect on these milestones, one message is clear: Learning is not just about acquiring knowledge; it’s about inspiring change. Whether through cutting-edge technology or timeless values, our journey is guided by the belief that empowered individuals build empowered communities.

Let us continue to learn, collaborate, and uplift—together.

Dr. Avinash Chandra Joshi
Editor



Dr. Patti P. Phillips
Chair, IFTDO

Chief Executive Officer
ROI Institute, Inc.
Tel: +1 205-678-8101
patti@roiinstitute.net

Message from IFTDO Board Chair

Dear IFTDO Members,

The theme we have chosen for our 51st IFTDO World Conference in Jakarta, Indonesia, from June 17—19, 2025, and for this issue of the IFTDO News, “The Future of People and Adaptive Organizations in the Digital Era,” could not be more timely. It speaks to a profound truth emerging across sectors and continents: success in the digital age isn't just about keeping pace with technology—it's about empowering people to thrive within it.

A Revolution is Occurring

The digital era is radically changing every dimension of work and life. From artificial intelligence to immersive learning platforms, we are seeing a revolution in how organizations operate and how people contribute. But beneath the code, data, and automation lies something more important: human potential. It is people—creative, adaptable, emotionally intelligent—who will determine whether our organizations succeed or stall amid disruption.

Adaptive organizations are not defined solely by their technology stacks, but by their cultures of agility, continuous learning, and inclusivity. These are environments where leaders don't simply direct change—they co-create it. They invite diverse voices to the table, foster psychological safety, and make space for curiosity and experimentation, while ensuring efficiency and value to stakeholders. Our upcoming conference in Jakarta will showcase powerful examples of such leadership in action.

Spotlight on Leadership for Digital Acceleration

During our 51st IFTDO World Conference, we will explore what it means to lead with vision and vulnerability in the age of AI, and how high-touch leadership can elevate high-tech strategies. As algorithms shape decisions and machines carry out tasks, the role of human connection, empathy, and purpose has only become more essential.

In Jakarta, our agenda will spotlight forward-thinking initiatives—from micro-credentials and hybrid learning models to strategies for integrating AI in human resource development. These innovations are not theoretical—they are practical tools being used by organizations around the world to prepare their workforces for the realities of digital acceleration.

The conference will also explore transformational leadership, especially its role in empowering civil servants and private sector professionals to embrace change. As shared throughout the newsletter, this leadership approach is critical in today's rapidly evolving environments. Transformational leaders don't just navigate disruption—they anticipate it, respond with agility, and bring their teams along with them.

Jakarta is a fitting host for such topics and the conversations that will ensue. As Southeast Asia's largest digital economy, Indonesia embodies the dynamic intersection of culture, youth, and digital innovation. It reflects IFTDO's commitment to global inclusivity and to lifting emerging voices.

IFTDO's Transformation

At IFTDO, we are also walking this journey of transformation. With the recent appointment of Mr. Cosiamo (Peter) Bavuso as our Executive Director, we've added strategic depth to our leadership. Peter brings not only global expertise and award-winning credentials, but also a commitment to collaborative, people-centered development. Under his guidance, we've launched digital initiatives such as the Kajabi-based IFTDO HUB, which will serve as a resource platform for our members worldwide.

Our recent Skills Training Webinar on 3D virtual conferencing highlighted the potential of immersive technologies in reshaping learning experiences. Our recent partnership with Sidecar offers members a discount on AI training through the IFTDO-Sidecar Learning Hub. We've also seen success in expanding payment options for memberships and are achieving new milestones for accessibility, connection, and growth.

Beyond technology, the heart of our work lies in empowerment. This year's CWYEE conference in New Delhi, with its theme of "Women, Youth, and Spirituality," reminded us of the enduring importance of values-based leadership. It is by uplifting every voice—young professionals, women, elders, marginalized communities—that we truly become adaptive.

As you will read in the powerful contributions in this newsletter, leadership anchored in values, empathy, and service is not a relic of the past. It is a cornerstone for the future.

Join us in Jakarta

As we look toward Jakarta, I invite each of you to come not only as participants, but as co-creators of a better future. The world needs adaptive organizations, but even more, it needs adaptive people—people who are lifelong learners, collaborative thinkers, and courageous leaders.

Join us. Let's shape the future of people and organizations in this digital era—together.

Dr. Patti P. Phillips
Chair, IFTDO

**Sheikh Faleigh SM**

President IFTDO

President's Desk

Extraordinary Event

The world is changing faster than ever before.

The convergence of advanced technologies such as artificial intelligence (AI), automation, machine learning, big data, and the Internet of Things (IoT) has ushered in a new digital era—one that is disrupting traditional models of work, learning, and leadership. In this ever-evolving landscape, the most valuable asset is no longer just knowledge or capital, but people—their creativity, adaptability, and willingness to evolve alongside technology.

As we prepare for the 51st IFTDO Annual Conference, set to take place in Jakarta, Indonesia, from 17–19 June 2025, the central theme of our gathering—"The Future of People and Adaptive Organisations in the Digital Era"—serves as both a timely reflection and a strategic call to action. This is more than just a conference theme; it is a global imperative for leaders, HR professionals, educators, and policymakers alike.

The Human Side of Digital Transformation

Digital transformation is often viewed through a technological lens: cloud computing, data migration, AI models, or automated processes. However, true transformation begins not with code, but with people. As the late futurist John Naisbitt so aptly predicted, "The more high-tech we become, the more high-touch we must be." This principle—High Tech, High Touch—has never been more relevant.

In a world where algorithms shape decisions and machines execute tasks, the role of human empathy, connection, and creativity becomes exponentially more valuable. Organisations that lead the future will be those that balance cutting-edge innovation with a deep understanding of human needs.

Adaptive organisations are not just those that adopt digital tools; they are organisations that embrace a culture of agility, continuous learning, emotional intelligence, and trust. They understand that people are not a cost to manage, but a core capability to nurture.

The Rise of Adaptive Leadership

Leadership in the digital era requires a shift in mindset—from command and control to empower and enable. Adaptive leadership is the capacity to navigate ambiguity, inspire collaboration, and embrace failure as part of the learning process. In adaptive organisations, leaders don't just set direction—they co-create it with their teams.

These leaders foster psychological safety and are not afraid to admit what they don't know. They guide organisations through complexity by drawing on emotional intelligence, humility, and an openness to diverse perspectives. They understand that a digital future is not about replacing people, but about amplifying human potential.

At IFTDO 2025, we will explore frameworks and real-world examples of adaptive leadership in action—from startups to multinationals, from public sector innovation to grassroots movements. We will unpack what it means to lead with both vision and vulnerability in the age of AI.

Learning and Development in the Age of Acceleration Gone are the days when learning ended after university or job onboarding. The pace of change has rendered lifelong learning not a luxury—but a necessity. Whether it's reskilling mid-career professionals or teaching digital literacy to frontline workers, the organisations that survive are those that build learning into their DNA.

We must design learning ecosystems that are continuous, contextual, and human-centered. It's no longer about delivering training—it's about facilitating transformation.

The IFTDO 2025 conference will feature a deep dive into vocational training for the future workforce, where we'll examine the role of micro-credentials, hybrid learning models, and experiential learning in preparing talent for the future. We'll also look at how emerging methods like

game-based learning (GBL) are creating powerful, engaging educational experiences that appeal especially to younger generations.

High Touch: Diversity, Inclusion, and Empathy

The digital era brings opportunities for speed and scale, but also risks deepening divides—economic, generational, and cultural. High-touch strategies—those rooted in inclusion, emotional intelligence, and care—are vital for keeping people at the center of progress.

Organisations must design policies, cultures, and technologies that amplify the voices of the underserved, not automate them away. In an age where digital platforms can connect or divide us, we must be intentional about choosing connection.

Reimagining Retirement: The Silver Workforce as a Strategic Asset

As populations age and retirement becomes more flexible, the question arises: what happens to the wisdom and experience of senior professionals? Are we prepared to tap into this often-overlooked asset?

IFTDO 2025 will spotlight a new initiative: Entrepreneurship for Soon-to-Retire Employees. This program envisions the end of formal employment not as a conclusion, but as a transition into new opportunities—consultancy, mentoring, business ownership, and more.

With the right training and support, older professionals can become powerful contributors to economic resilience and innovation. It is another step toward becoming truly adaptive organisations—those that recognise talent and value at every age and stage.

The New Role of HRD: From Function to Strategy

In this era, Human Resource Development (HRD) is no longer a backend function—it is a strategic cornerstone of the adaptive enterprise. HRD leaders are increasingly being called upon to lead transformation initiatives, design digital-first learning programs, and architect future-ready talent strategies.

From building digital skills to fostering agile mindsets, from measuring learning ROI to ensuring employee wellbeing, the role of HRD is expanding rapidly.

At the conference, sessions will be curated specifically for HRD professionals to explore:

- The integration of AI and L&D
- Data-driven talent development
- Mental health and wellbeing in hybrid workplaces
- Leadership coaching for remote teams
- Reskilling frameworks and funding models

Why Jakarta? Why Now?

Indonesia is Southeast Asia's largest digital economy and one of the most dynamic emerging markets in the world. Its youthful population, growing tech sector, and government-led digitalisation initiatives make it the perfect host for IFTDO 2025. By choosing Jakarta, we affirm our commitment to diversity, global equity, and emerging voices. It reflects IFTDO's belief that the future of work and people development is not the exclusive domain of the Global North—it is a shared challenge and opportunity for all.

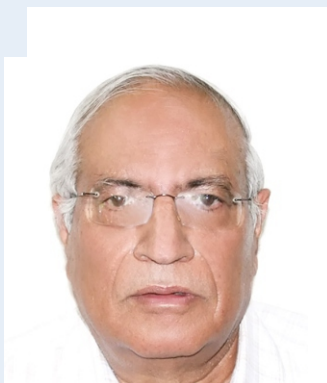
A Global Invitation to Shape the Future

The 51st IFTDO Annual Conference is not just an event—it's a movement for change. It's a platform where innovation meets purpose, where leaders learn from each other, and where solutions are co-created in real time.

If you are a change-maker, a strategist, a trainer, a policy-maker, or someone passionate about the future of people and organisations—this conference is for you.

Join us in Jakarta from 17–19 June 2025. Let's work together to build a future that is not only high-tech but high-touch. One that champions both progress and empathy. One that sees people as the ultimate source of value, resilience, and transformation. Register now at www.iftdo2025.com and be part of a defining moment in the future of human and organisational development.

Sheikh Faleigh SM
President IFTDO

**Dr. Uddesh Kohli**

Hony. Secretary General,
IFTDO

☎ +91 9811273142

✉ sg@iftdo.net

HONORARY SECRETARY GENERAL'S REPORT

Board– The Board had first meeting in 2025 on February 13, 2025. Chair of the Board, Dr. Patti Phillips presented Goals, Strategic Plan and Action Plan for 2025.

New Members: Following new Full Members have joined since last Newsletter:

1. Primetech Digital Africa Limited, Nigeria– Jan 2025
2. HC Consultants Group, Malaysia– Feb 2025
3. ICATT Professional Services, INC., USA– April 2025

Executive Director (ED) – Ms. Aalia Khan discontinued as ED in February 2025. Mr. Peter (Cosiamo) Bavuso from USA has been appointed as ED with effect from April 1, 2025

51st IFTDO World Conference– The 51st IFTDO World Conference will be held in Jakarta (Indonesia) on June 17–19, 2025 (changed dates) at the International Convention Centre, to be hosted by The Futurist Foundation (TFF), Malaysia & Yayasan Futurist Indonesia, jointly with PT. TODAK NUSANTARA GROUP, Indonesia, and DIBTA, on the Theme is: **The Future of People and Adaptive Organisations in the Digital Era**. Details appear elsewhere in this Newsletter.

3rd International Conference, on "From Resolution to Accomplishment" – "Women, Youth, Spirituality: Success Trio for Sustainable & Peaceful World," was organized by the IFTDO Committee for Women, Youth Empowerment & Entrepreneurship (CWYEE), in association with Divatharv Vikas Foundation, on March 24–25, 2025, at New Delhi, India

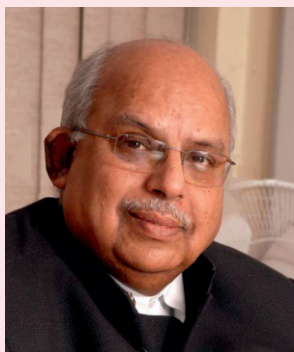
Webinars: Following Webinars have been organized:

1. **January 28, 2025– SMARTER CULTURE:** "Cognitive Diversity in Action," led by two exceptional facilitators: Mr. Peter/Cosiamo Bavuso, a Board Member of IFTDO, and Mr. Allen Fair, the Co-Founder of DICE.
2. **February 25, 2025– From Data to Direction:** Transforming Association Analytics with AI" By Marco Calabrese, CEO, and Hugh Halford-Thompson, CTO of Senis AI
3. **March 18, 2025– Attention Surplus:** Unlocking Engagement in Virtual Instructor-Led Trainings (vILT) with 3D Video Conferencing, by Brandon Sayers

IFTDO Global HRD Awards 2025– The entries received are being evaluated by the Jury and their decision is expected by April 30, 2025. The Awards will be presented during the 51st IFTDO World Conference at Jakarta

Dr. Uddesh Kohli
Hony. Secretary General

PERSPECTIVE COLUMN



**Vinayshil Gautam, PhD; FRAS
(London)**

**Founder Director, IIM-K; 1st Head,
Management Dept, IIT-D
Leader Consulting Team, IIM-Shillong;
1st Hon. Dean KPMG Academy)
Chairman, DK International Foundation, 'Sharan'
'O'-27, South City 1, Gurgaon 122001, Haryana**
☐ +91 9871804488
✉ gautamvinay@hotmail.com

The Digital Era is popularly seen as characterized by a shift from traditional industries to an economy and society heavily reliant on 'Information and Communication Technology'. One must realize that reliance on information and communication technology can only be a part of the overall industrial scene. It needs to be appreciated that a lot of processing is not predominantly information-specific but material related. Similarly, communication can get so routine that it becomes a part of the process.

Keeping this concern in mind, if one has to look at the future of people and adaptive organizations in a digital era, one is merely looking at one critical component of the whole industrial scene.

A group of people when they get together on the 17th to 19th June, 2025 in Jakarta, Indonesia, they will be talking of a limited segment of an industrial scene across the globe. This global slice will have its own local variations. It may be a segment, yet the criticality of the segment is imperative.

Art will lie in welding the empirical processes and experiences with their regional and local variations, to enable learning experiences. This can be a unique experience if one realizes that the use of digital technologies, which includes computers, the internet, cloud computing, and more has increased and is likely to continue to do so in the foreseeable future. In certain industries, this will be the first language, and in certain industries, it will be the second language.

Towards Conferencing on “Future of People and Adaptive Organisations in the Digital Era”

Looking at the program of the Conference across the three days, it is obvious that a rich fare is on the anvil, and it has a definite sequence of uniqueness. One might even say it has implications for future. The Conference announcement rightly focuses on moving beyond knowledge exchange to encourage/foster collaboration and some scenario building. The choice of Indonesia is particularly apt, not only because it's the world largest national archipelago but also because it is a veritable crucible of mingling cultures, approaches, and worldviews.

This moves the focus to human resources development. In particular, the context of Indonesia has messages for those who seek to search in particular Indonesia's Merdeka Belajar (freedom to learn) program. This rightly focuses on building bridges between academia and the world of work. It compares well with India by emphasizing hands-on experience through internships, research, and entrepreneurship projects. India may have something to say on this because of its long tradition in this field. India has also seen an attempt to focus on skill related learning and learning by doing. This obviously strengthens vocational education and inclusive workforce development.

A core component of the convention would be rapid information exchange, continuing digital transformation based on technological advancement. The context will be defined by many basic approaches such as economic and social changes and other challenges, which would include cybersecurity.

All in all, it should be an enriching experience, perhaps unique in its type of global conferencing. Different streams of specialization and perspectives meeting to take the argument further will help participants take a peep into the future. It will help in building resilient organizations and should be suitably facilitated by exhibits and possibly some exhibitions.

The three-day experience, rightly, focuses on empowering the learning content, with sessions such as the exponential growth of SMEs and cooperatives through learning. The session on the second day would be particularly useful. There are also other sessions which are not only valuable but contribute to enriching the outcome further. The programme is a rich fare.

All in all, talking about the future of people and adaptive organizations in the digital era is an opportunity to grow by contributing. My compliments to President Sheikh Faleigh bin Sheikh Mansor to have chiseled together such a distinguished event.



Dr. Wafaa Haidamous
CEO-BCTS
Chair of Conference
and Certification-IFTDO

EMPOWERING the WORKFORCE of the Future in the DIGITAL ECONOMY

With our journey further into the 21st century, the future of work is undergoing one of the most significant transformations in human history. Technology continues to challenge industries, change the character of jobs, and redefine the skills to succeed.

Empowering the workforce of the future, then, is not merely a strategic necessity; it is an urgent requirement.

The Digital Transformation: A New Reality at Work

The digital era is characterized by the accelerating speed of growth of artificial intelligence (AI), automation, robotics, big data, and cloud computing. Not only are these technologies revolutionizing how businesses operate, but they're also redefining the future of work itself.

Routine work is being automated, new careers are emerging, and old careers are becoming increasingly nonlinear.

This evolving situation demands a digitally empowered workforce that is agile and able to keep changing at all times. It also demands a collective effort

from schools, governments, and corporates to make future generations digitally equipped for the world in which digital tools and innovation are the driving forces behind every professional activity.

Building Digital Literacy and Beyond

Learning is at the center of employees' empowerment. However, education in the digital age must move beyond textbooks and traditional curricula. It must have digital literacy as a core competency, whereby individuals are taught how to work with technology and its power efficiently.

This includes:

- ▶ Technical skills, such as data analysis, coding, security, and online communication.
- ▶ Analytical abilities, including critical thinking, problem-solving, and ability to understand complex data.
- ▶ Intrapersonal and interpersonal skills may sound so similar as to be the same thing, but they actually refer to two different areas of social and emotional ability.

Intrapersonal skills are self-directed, relating to how we



understand and manage ourselves. They focus on our internal world and include things like self-awareness, emotional regulation and resilience.

Interpersonal skills, on the other hand, pertain to how we interact and communicate with people.

The education systems must transform in a way that experiential learning, inter-disciplinary minds, and practical application of knowledge become possible. The culture of lifelong learning should be one dipped right from early days, to induce people incessantly to learn and change with changing times.

The Role of Businesses: From Employers to Enablers

Today's employers must embrace their role as early adopters and growth drivers of the early majority. Empowering employees is no longer about the onboarding process and annual reviews. It is a matter of continuous investment in professional growth, upskilling, and reskilling.

Forward-thinking organizations already offer:

- ▶ Digital transformation training programs
- ▶ Learning platforms through digital media
- ▶ Innovation and leadership workshops and mentorship

These flexible work arrangements enable work-life balance and employee wellness

By empowering people, businesses not only increase workers and employees satisfaction and productivity but also increase their competitiveness and responsiveness in a dynamic marketplace.

Inclusive Empowerment: Closing the Opportunity Divide

While technology can bond and empower people, it also has the possibility of magnifying current inequalities. Not everybody has an equal level of access to digital technologies, broadband connections, or high-quality education.

Such a gap may hold back marginalized groups, particularly people who reside in rural areas, new economies, and under represented groups.

Empowering the future workforce must be inclusive. Priorities must be to provide access to digital tools, mentoring for historically excluded groups, and targeted attention to women, refugees, people with disabilities,

and youth in transition. Public sector and private sector partnerships can facilitate bringing training to marginalized communities and democratizing access to digital empowerment.

A Culture of Innovation and Lifelong Learning

The greatest experts in the internet age will not be those with all the answers—but those who are constantly willing to engage in a process of continued learning. Creating a culture of lifelong learning is how to remain relevant and resilient.

This is about cultivating curiosity, accepting failure as a path to innovation, and respecting constant improvement. It is also about empowering individuals to take control of their learning journeys, be it through formal education, micro-credentials, online courses, or autonomous exploration.

Looking Ahead: A Future Built on Empowerment

In conclusion, the personnel of tomorrow will be diverse, digitally understanding, and deeply interconnected. But reaching that future requires action today. Educational institutions must modernize their approaches. Corporate organizations in all sectors must invest in people, not just technologies. Governments must support policies that promote digital inclusion and lifelong learning.

Powering up the digital age workforce of tomorrow is all our responsibility and a smart imperative. By providing individuals with the right skills, mindset of growth, and consistent support, we don't only ready them for the work. We equip them to drive, invent, and shape a greater, more equal digital tomorrow for all.





Marco Calabrese
CEO Senis AI

How AI is Changing the Game for Associations: From Data to Decisions

Associations are **mission-driven organizations** that unite individuals or institutions around a shared

purpose—whether it's advancing a profession, supporting an industry, or fostering a community. They typically offer **events, training, certifications, research, networking, and advocacy**, serving as a vital resource for their members. They succeed when their members thrive, making engagement, retention, and value delivery their top priorities.

However, **understanding what members truly need—and how to serve them best—isn't always straightforward.**

Associations sit on a goldmine of data—member sign-ups, event attendance, revenue distribution. Leaders appreciate that their data holds valuable answers about the health of their organisation, yet quickly extracting meaningful insights from it remains a common frustration.

At a recent International Federation of Training and Development Organizations (IFTDO) webinar, Marco Calabrese and Hugh Halford-Thompson from Senis AI addressed this challenge. They shared how, for the first time, associations can turn their data into instant, actionable insights—without technical expertise. AI has now reached association data analytics, unveiling solutions to engagement struggles, retention risks, and new revenue opportunities. For the first time, data is the fastest path to solving these challenges.

Are We Growing or Shrinking? The Hidden Cost of Not Understanding Your Members

Most associations are built on a mission to serve and support their members. But how well do you really know them? What they need? What they value? What keeps them engaged—or worse, makes them leave?

However, for most, answering these questions feels out of reach. **Data analysis is accepted as more of an expensive luxury than the norm.** Without dedicated data teams, understanding members requires time that staff simply don't have. The result? Decisions are based on intuition rather than insight.

The Cost of Not Knowing



When associations don't have a clear picture of their members, **they struggle to prove value**—because they're not sure what value means to their audience. Without visibility into which benefits are used and which are ignored, resources get funneled into programs no one cares about, while the offerings that could make a real difference go underdeveloped.

Many associations **spend months planning initiatives only to see them fail**—not because the ideas were bad, but because they weren't backed by data. Staff and volunteers pour energy into projects that don't resonate, creating frustration and disillusionment. This is particularly dangerous in organizations that rely heavily on volunteers, where maintaining morale is crucial.

Rising Expectations: Why AI is No Longer Optional

Member expectations are shifting fast. They've seen how AI personalizes their experience in other areas of their lives. Platforms like **Netflix suggest what to watch next, Amazon predicts what you'll buy, and Spotify curates playlists based on listening habits.** These systems learn from behavior and adapt in real-time. Many associations, by contrast, often lack the tools to track even basic metrics like retention rates, never mind responding to member needs with the same level of intelligence as these household platforms. Instead, they rely on outdated reports, manual analysis, and gut instinct—which lead to missed opportunities that can run well into the millions.

Today's reality is unforgiving: **associations that don't adapt will fall behind.** Younger generations, a notoriously tricky demographic to attract, have questioned their relevance for years. **Without using today's**

technology to understand member needs and deliver smarter engagement strategies, retention will only get harder. Leading organizations are already leveraging AI to personalize experiences and drive growth. Those who wait will find it increasingly difficult to catch up.

Disconnected Systems, Missed Opportunities

Even when data is available, it's often **scattered across siloed systems** and requires technical expertise to get any value from it, creating high costs and key-person bottlenecks. In addition to this, without a fully unified view of the member journey, associations struggle to personalize communication, track participation, or spot red flags before members disengage.

And the consequences are real... engagement declines, and growth slows and resources are wasted. Associations that could be thriving are left in the dark. What if this process didn't have to be so hard? What if understanding your members didn't require weeks of manual analysis or a team of rocket scientists?

That's where AI comes in.

The Data-to-Value Relationship: Connecting Insights to Action

Associations don't suffer from a lack of data—they suffer from not being able to use it to surface insights and build strategies quickly. Member engagement scores, event attendance, benefit usage, and revenue streams all contain valuable signals. But without a way to analyze and connect these data points, they're just numbers on a screen.

The real challenge isn't collecting data—it's transforming it into insight and action.

1. Data Point #1: Engagement Score

Take Engagement Score as an example, which tracks how active members are across all touchpoints—like attending events, using benefits, consuming resources or completing professional development courses.

It offers a big-picture view of member involvement and, when segmented by group, can reveal where engagement is thriving and where it's at risk.

AI can quickly help build a narrative around this metric, such as:

- newer members have significantly lower engagement scores than previous cohorts, suggesting that onboarding isn't working effectively.
- or, long-term members are engaging less over time, indicating shifting needs over the member's lifespan that aren't being met.

2. Data Point #2: Benefit Utilization

Another key data point is **Benefit Utilization**, which helps associations understand what members actually use.

Every organization offers a variety of programs, but without proper analysis, it's difficult to tell which benefits are truly valued and which may be overlooked.

AI might surface insights such as

- **only 3% of members take the accreditation course**, despite it being a key offering, raising questions about whether its value is well-communicated.
- On the other hand, **78% of members regularly attending events**, suggesting that live engagement is a top priority.

With this understanding, associations can develop a communication strategy around their accreditation course to strengthen adoption.

3. Data Point #3: Revenue Distribution

Revenue Distribution provides another layer of insight, helping associations see where their income is coming from and whether certain streams are overly relied upon.

Example insights might include:

- 70% of revenue comes from publications, potentially signalling the need for a diversification strategy to protect against industry shifts.
- If webinars contribute just 3% of total revenue, associations may want to explore whether charging a premium is still a valid model.

This shift from **data** → **insight** → **action** is what separates associations that **stay reactive from those that lead with confidence**. AI makes it possible to spot these patterns instantly without requiring technical expertise, allowing associations to make informed, data-backed decisions rather than relying on intuition.

Final Thoughts: The Future of Associations is Data-Driven

AI is reshaping how membership organizations operate and how they serve their members. It's the most transformational technology since the internet—and arguably more exciting.

Why? Because for the first time, anyone can harness powerful insights without needing technical expertise. Association leaders no longer have to rely on expensive consultants, manual reporting, or gut instinct to make critical decisions. The answers they need—about engagement, retention risks, and new opportunities—are already in their data, waiting to be uncovered.

The associations that embrace AI now will gain a competitive edge, making smarter, faster decisions that drive long-term growth. Those that wait risk falling behind as member expectations continue to evolve.

AI is no longer a future consideration—it's already transforming how forward-thinking associations operate. The real question is: What could it do for yours?

If you're curious about what's possible, let's start a conversation here.



Cosiamo (Peter) Bavuso
Exutive Director, IFTDO

The Urgency of the New Leadership Covenant: Leading Through Change and Chaos

In times of uncertainty, true leadership isn't a luxury—it's a lifeline. As economic disruptions, political instability, and societal shifts continue to test institutions worldwide, leaders are being confronted with a fundamental question: Will they perpetuate outdated systems built on control, fear, and short-term gains, or will they rise to restore integrity, purpose, and human dignity? The New Leadership Covenant presents an urgent call to action, offering a transformative blueprint for leadership that is desperately needed in these chaotic times.

We can no longer rely on reactive, transactional leaders who merely manage crises or appease shareholders. The demands of today require leaders who can navigate complexity with wisdom, compassion, and courage. This is the promise of the New Leadership Covenant—a promise to lead with humanity, inspire collective growth, and foster resilience by placing people and purpose at the center of leadership decisions.

The Crisis of Modern Leadership

The challenges we face are not just technical or logistical—they are deeply human. Across sectors, we see the symptoms of broken systems:

- Disengaged employees who feel undervalued and disconnected from their work.
- Leaders paralyzed by fear of failure, avoiding bold decisions in favor of maintaining the status quo.
- Communities and organizations fractured by short-term thinking and a lack of shared purpose.

The COVID-19 pandemic exposed many of these vulnerabilities, but it also revealed something more profound: The leaders who succeeded were those who demonstrated empathy, adaptability, and the ability to inspire hope in the midst of crisis. This is not a coincidence—it's a testament to the kind of leadership the New Leadership Covenant seeks to cultivate.

The CORE Promises as Anchors in Chaos

At the heart of the New Leadership Covenant are six CORE

Promises that act as guiding principles, providing stability and direction when the world feels unstable:

1. **Care for the Whole Person:** In chaotic environments, it's easy to treat people like cogs in a machine, pushing them to produce results without considering their well-being. Leaders who care for the whole person—mind, body, and spirit—create environments where individuals feel supported, hopeful, and motivated, even in challenging times.

Example: During the height of the pandemic, companies like Salesforce implemented mental health days and mindfulness programs to support employees dealing with stress and uncertainty.

2. **Empower Individuals for a Greater Purpose:** When fear and uncertainty dominate, people seek meaning. Empowering individuals to connect their strengths to a larger purpose not only drives performance but also fosters resilience and hope. **Example:** At Patagonia, employees are encouraged to channel their personal passions into environmental initiatives, creating a workforce that remains engaged and mission-driven even during global disruptions.

3. **Integrate Faith and Science:** Navigating chaos requires more than just technical solutions—it demands wisdom. By balancing data-driven decision-making with moral conviction and human-centered values, leaders can make decisions that are both effective and ethical.

Example: At Google, mindfulness programs grounded in neuroscience research are combined with leadership training that emphasizes empathy, demonstrating the power of integrating scientific and spiritual approaches.

4. **Encourage Reflection and Discernment:** In times of rapid change, leaders often feel pressured to act quickly without fully considering the long-term implications of their decisions. Reflection and discernment help leaders pause, assess, and make

decisions aligned with their core values and mission.

Example: Boston College's use of the daily Ignatian Examen—a reflective practice—allows leaders and students alike to evaluate their actions and realign with their purpose.

5. **Value Every Act of Service:** In chaos, small acts of service can have a profound impact. Recognizing and celebrating these contributions fosters a culture of collective responsibility and resilience. Example: At Ritz Carlton At The Ritz-Carlton, the motto: "We are Ladies and Gentlemen serving Ladies and Gentlemen" exemplifies the anticipatory service provided by all staff members, reinforcing a culture of service and mutual respect.
6. **Strive for Continuous Growth:** Chaos can either be a catalyst for growth or a cause for stagnation. Leaders who embrace a growth mindset see challenges as opportunities to learn, innovate, and improve. Example: Deloitte's emphasis on lifelong learning and professional development ensures that employees and leaders alike are equipped to adapt and thrive in changing environments.

Why Now? The Cost of Inaction

The urgency of adopting the New Leadership Covenant cannot be overstated. The alternative is clear: continued stagnation, disillusionment, and further erosion of trust in leadership. Without a shift toward people-centered leadership, we risk perpetuating cycles of burnout, disengagement, and societal breakdown.

Consider these alarming trends:

- Gallup estimates that low employee engagement costs the global economy US \$8.9 trillion, or 9% of global GDP.
- Gallup reports that only 30% of managers and 23% of employees are engaged globally
- Employee Retention: 52% of employees are actively seeking or watching for a new job.
- 20% of the world's employees report feeling lonely daily, a figure that spikes to 25% for remote workers. This loneliness, compounded by poor engagement and management practices, is directly linked to decreased productivity, retention, and mental health.

- A McKinsey survey found that 40% of employees are considering leaving their jobs due to a lack of purpose and support.
- Trust in institutions, including government and corporations, is at historic lows.

These statistics aren't just numbers—they represent the very real experiences of people who feel disconnected, undervalued, and unheard. The New Leadership Covenant offers a path forward by addressing these root issues with a holistic and values-driven approach.

Practical Steps for Leaders

1. **Create Courageous Spaces for Dialogue:** Encourage open conversations where employees can share their concerns, ideas, and aspirations. Leaders should listen actively and respond with empathy.
Actionable Tip: Host monthly reflection sessions where teams can discuss what's working, what's not, and how they can better support one another.
2. **Align Organizational Goals with Individual Strengths and Purpose:** Help employees use their strengths every day and see how their work contributes to the organization's mission and to societal impact.
Actionable Tip: In performance reviews, ask employees to reflect on how their tasks connect to their personal values and long-term goals.
3. **Prioritize Well-Being as a Strategic Imperative:** Move beyond surface-level wellness programs to implement holistic initiatives that address physical, mental, and spiritual health.
Actionable Tip: Introduce flexible work options, provide mental health resources, and encourage mindfulness practices within the organization.
4. **Model Courageous and Reflective Leadership:** Leaders must lead by example, showing vulnerability, admitting mistakes, and demonstrating a commitment to growth.
Actionable Tip: Share stories of your own challenges and growth to inspire your team and normalize the process of learning from failure.

The Promise of Transformation

The New Leadership Covenant isn't just about improving organizational outcomes—it's about restoring dignity, purpose, and humanity to leadership. In times of chaos,

leaders have the power to either perpetuate fear and division or to inspire unity and resilience. By embracing the CORE Promises, leaders can be the catalysts for transformation, building organizations and communities that don't just survive change but thrive because of it.

As we navigate this era of disruption, let us remember that the greatest leaders are not those who seek to control but those who seek to empower. The New Leadership Covenant offers us the map—we just need the courage to follow it. Let's rise to the challenge and lead with wisdom, humanity, and a commitment to the greater good.

References

Andrea Alexander, A, De Smet, A., Langstaff, M. and Ravid, D. (2021). What employees are saying about the future of remote work. McKinsey & Company. Retrieved from <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/what-employees-are-saying-about-the-future-of-remote-work>

Baverso, P. (2015) A Human Performance Architecture Framework for Integrating Strengths-based Approaches to Organizational Change in a Geographically Distributed Organization. AI Practitioner Volume 17 Number 4 ISBN 978-1-907549-25-0 [dx.doi.org/10.12781/978-1-907549-25-0-9](https://doi.org/10.12781/978-1-907549-25-0-9) November 2015

Boris Groysberg, B., Lee, J., Price, J. and Yo-Jud Cheng, J. (2018). The leader's guide to corporate culture. Harvard Business Review Retrieved from <https://hbr.org/2018/01/the-leaders-guide-to-corporate-culture>

Deloitte. (2020). The social enterprise at work: Paradox as a path forward. Deloitte Insights. Retrieved from <https://www.deloitte.com/za/en/services/consulting/analysis/paradox-as-a-path-forward.html>

Ferrazzi, K. (2020). Leading without authority: How the new power of co-elevation can break down silos, transform teams, and reinvent collaboration. Currency. Gallup (2024). State of the Global Workplace Report. Retrieved from <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

Niemiec, R. M., & McGrath, R. E. (2019). The Power of Character Strengths: Appreciate and Ignite Your Positive Personality.

Peterson, C., & Seligman, M. E. P. (2004). Character Strengths and Virtues: A Handbook and Classification.

Reitz, M., Waller, L., Chaskalson, M., Olivier, S. and Rupperecht, S. (2020), "Developing leaders through mindfulness practice", Journal of Management Development, Vol. 39 No. 2, pp. 223-239. <https://doi.org/10.1108/JMD-09-2018-0264>

Reynolds, A. & Lewis, D. (March 30, 2017). Teams Solve Problems Faster When They're More Cognitively Diverse. Harvard Business Review

Ritz Carlton Leadership Institute. (2024) Foundations of our brand. Retried from: <https://ritzcarltonleadershipcenter.com/about-us/about-us-foundations-of-our-brand/>

Salesforce. (2019). Creating a mindful workplace to support employee well-being. Retrieved from: <https://www.salesforce.com/blog/how-we-encourage-wellbeing-at-salesforce/>

Williams, W., Browning, G., McKelvey-Brown, D. Brown, D., Taylor, S. (2022). The Emergenetics Profile Technical Report. Emergenetics International. Retrieved from: https://emergenetics.com/wp-content/uploads/2023/09/Technical-Report-2022-FINAL_9.22.23.pdf

Introducing Our New Executive Director: A Strategic Appointment for Global Impact

We are pleased to announce the appointment of Cosiamo Bavuso as the new **Executive Director of the International Federation of Training and Development Organizations (IFTDO)**, effective April 1, 2025.

This strategic leadership role reflects IFTDO's commitment to strengthening its global footprint, deepening member engagement, and elevating the professional development landscape worldwide. As Executive Director, Cosiamo brings extensive expertise in performance improvement, systems leadership, and cognitive diversity, paired with a global perspective grounded in real-world implementation.

About the Role

Serving as a senior-level consultant, the Executive Director will:

- Accelerate global outreach and membership growth through bold initiatives and strategic partnerships.

- Advance of IFTDO's flagship programs including international conferences, certification and accreditation efforts, and professional publications.
- Support the digital evolution of IFTDO's communications, social media presence, and member-facing platforms.
- Provide high-level advisory and operational support to the Board of Directors and Committees to enhance governance, impact, and collaboration.
- Champion innovation and excellence in global human resource development.

We are confident that 'Cosiamos creative energy, proven results, and global network will elevate IFTDO's impact and unlock new value for our members around the world.

Member Benefit

IFTDO has joined forces with **Sidecar** to offer IFTDO association members and their members an opportunity to develop AI skills.

By subscribing to Sidecar's Learning Hub through the **IFTDO-Sidecar portal**, you will have access to a series of specialized lessons focusing on practical solutions for association-specific challenges at a **15% discount**. By subscribing you will receive lessons on:

- Foundations of AI for Associations
- AI Prompting
- AI in Marketing and Member Communications
- AI in Events and Education
- Data & AI
- AI Agents
- Strategy in the Age of AI



Not an association? No problem. The content, while using examples relevant to associations, is suitable for any individual who wants to learn more about AI.

To learn more, visit the IFTDO-Sidecar portal at: <https://learn.sidecar.ai/iftdo-members>

**Atul Shah**

National President-ISTD

Global Head-Yaha6

Chairman-GITS India

SPIRITUAL LEADERSHIP: Leading with Purpose, Values, and Heart

In a world increasingly defined by rapid change, complexity, and uncertainty, a new kind of leadership is emerging—one that transcends titles and strategies. Spiritual leadership is not about

religion; it's about leading from a place of deeper purpose, compassion, and integrity. It's about anchoring leadership in inner values and inspiring others through a shared sense of meaning.

At the core of spiritual leadership is the belief that people are not just resources but whole beings with minds, hearts, and souls. This approach emphasizes connection—connection to self, to others, and to a greater purpose. Leaders who practice spiritual leadership prioritize values such as honesty, humility, service, and empathy. Their decisions are guided not just by profit margins, but by the long-term well-being of people and planet.

Spiritual leaders lead from within. They engage in practices like reflection, mindfulness, or contemplation, which help them stay grounded and emotionally resilient. This inner clarity allows them to navigate challenges with calmness and conviction, earning trust and respect.

Ultimately, spiritual leadership is a call to lead not just with the head, but with the heart. It reminds us that leadership is not only about achieving goals, but also about uplifting others, nurturing meaning, and making a positive difference in the world.

Core Elements of Spiritual Leadership

1. Inner Life / Self-Awareness

Spiritual leadership begins within. Leaders must cultivate self-awareness, reflection, and emotional intelligence. This “inner life” supports wise, values-aligned decisions and steady leadership during times of uncertainty.

Practice: Mindfulness, journaling, prayer, solitude, or meditation

2. Vision with Purpose

Spiritually grounded leaders offer a compelling vision that transcends profit—one that taps into employees' desire for meaning and contribution. This vision becomes a shared purpose that unifies and energizes the organization.

Focus: “Why” we do what we do, not just “what” or “how.”

3. Hope / Faith in the Future

These leaders inspire belief in a better future, even during challenges. They cultivate optimism, resilience, and perseverance, encouraging people to stay committed to the vision.

Message: “We can get through this—and what we're doing matters.”

4. Altruistic Love / Compassion

Genuine care for others is central. Spiritual leadership emphasizes empathy, kindness, forgiveness, and respect. This creates trust and psychological safety in the workplace.

Action: Listening deeply, treating people with dignity, supporting personal and professional growth.

5. Meaning / Calling

Work is seen not just as a job, but as a calling—a way to contribute to something meaningful. Leaders help employees connect their personal values to their roles, increasing engagement and fulfillment.

Culture: “Everyone's work matters here.”

6. Membership / Community

Spiritual leadership builds a sense of belonging and interconnectedness. Teams feel like communities where individuals are valued and included.

Result: Stronger collaboration, lower turnover, higher morale.

7. Service-Oriented Leadership

This is closely related to servant leadership—putting the needs of others first, and empowering people to reach their full potential. It's leadership rooted in humility, not ego.

Leadership stance: “How can I help you succeed?”





Dr. (Mrs.) Janet I.K Jolaoso
Co-Chair Elect Women
& Youth Empowerment
and Entrepreneurship
Committee

LEADERS KNOW THE WAY AND SHOW THE WAY- JOHN C. MAXWELL



While there are several leadership styles, the one leadership style that organizations who want to successfully manage the current level of digital disruption is the transformational leadership style. Transformational leadership was coined by James MacGregor Burns and further developed by Bernard Bass. This concept of leadership focuses on shared vision, intellectual stimulation, individualized consideration, and inspirational motivation instead of transactional exchanges.

In the context of digital disruption, these aforementioned qualities are not merely desirable; they are essential for survival and success. Digital disruption as the name implies, is a disruption in any organization or industry and market such that the disruption causes radical transformation from the old approach or models and changes the impact of value proposition of that market or industry.

We can see such radical disruption in Netflix as it radically transformed entertainment and sent traditional DVD companies, manufacturers, rentals and other people within the DVD market into extinction with stronger rippling effect in electronics manufacturing companies now producing internet engaged or smart televisions. Today, there are several

such disruption of business models that has given rise to e-commerce and online retails, AI-Driven business models, Service based models as well as cyber security models and manufacturing and industry 4.0 through the internet of things

True digital disruption helps the innovators to control the ecosystem, restrict competition in order to maximize profit, hence, transformational leadership is helping an organization to remain competitive and gain market share no matter how competitive that market is.

Transformational leadership has been lauded for its ability to inspire and motivate followers across the board level, management teams, and other stakeholders in the organization to achieve extraordinary outcomes because of its focus on people.

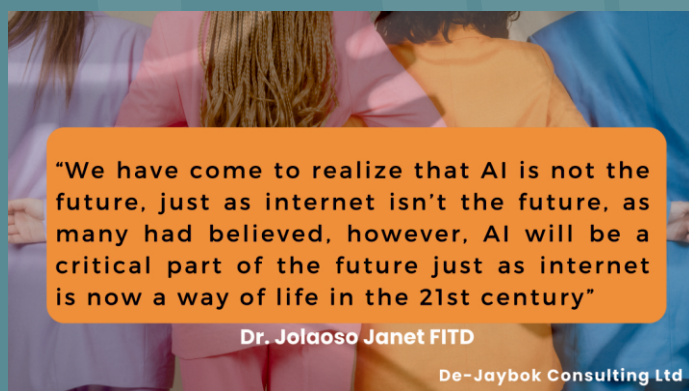
To practically cultivate transformational leadership in the digital age as an organizational strategy, the focus must be on people instead of the mechanics, robots and the tools of digital disruption or transformation; the emphasis of the transformational leaders should be on people.

The transformational leadership approach will help to

inspire and mobilize, foster a culture of innovation and experimentation, champion continuous learning and development to enable team members to become agile and adaptative.

The age of digital disruption has presented us with several innovations and advances. For instance, we are in the era of artificial intelligence, where the perspective is that AI will run everything within the workplace and outside the workplace. Through transformational leadership thinking, we have come to realize that AI is not the future, just as internet isn't the future as many had believed, however, AI will be a critical part of the future just as internet is now a way of life in the 21st century.

How Organizations can implement transformational leadership in their organizations in an age of disruption Every disruption that we will ever experience should be expected and transformational leadership is envisioning that future through people development, such that people within organizations and outside organizations can adapt to remain relevant.



In order to successfully implement transformational leadership across every level of the organization, then transformational leaders must define and develop digital or technological vision and then create the organizational culture that will foster the achievement of the digital/technological vision.

Once the vision is established, the transformational leaders and its leadership team must systematically empower the people, through digital/technological

skill and literacy improvement and institute a continuous learning culture to ensure an agile team. These set of teams are the people that can shape, contribute and even advance the knowledge of disruptive innovation with the organization to make it adaptive.



We must realize and come to a reality that technological and or digital disruption is the new normal, such that if organizations cannot adapt and thrive in these new normal, then they will unwillingly fail without doubt.

Every form of disruption caused by technology impacts business models, such that there is always a need for every organization to rethink their existing business model, customer engagement, redefine their operational efficiency, and other core performance metrics to stay adaptive or go into extinction.

In the words of John C. Maxwell, leaders must know the way and show the way, and while the way is uncertain, leaders just need to demonstrate confidence in people to enter the uncharted paths.

Dr. (Mrs). Janet I.K. Jolaoso
CEO

De-Jaybok Consulting Ltd
Chairman, IFTDO- Committee for Women Empowerment, Africa

**Shen, Chien-Chung Ph.D**

Visiting Scholar, University of Texas at Austin, USA

IFTDO Executive Board of Director

Vice President in the Chinese Society for Training and Development, the Republic of China (Taiwan)

The Use and Advancement of Transformational Leadership for Civil Servants in the Transforming Era of Artificial Intelligence (AI)

After the Industrial Revolution, human history has experienced four major industrial and technological revolutions. The first was steam power, the second was assembly line automation, the third was the computer, and today's fourth revolution is digitalization. In parallel, as we moved from the 20th to the 21st century, the roles and functions of government organizations have become key issues for nations, encompassing digital transformation, government reform, public service, and innovation. In other words, the function of government has gradually shifted in response to the evolution of industrial revolutions, social changes, and technological advancements.

The development following the Industrial Revolution drove significant changes in the government's functions and roles. As the Industrial Revolution disrupted traditional agricultural economies and social structures, new social issues and developmental needs emerged, prompting governments to shift from a limited "night-watchman" role to a proactive "intervener," "service provider," and even a "digital governor." The government's role has expanded beyond maintaining basic order to encompass economic regulation, social security, public health, environmental protection, and the promotion of education. These functions aim to address the challenges brought by industrialization and foster societal well-being and comprehensive development. This transformation has given rise to contemporary digital governance and the concept of the Smart Government.

Correspondingly, civil servants have also evolved throughout this transition in governmental functions and roles. In the "night-watchman government" era (late 18th to early 19th century), civil servants were administrative executors responsible for implementing laws, orders, and systems; upholding administrative neutrality and legality;



and maintaining social order and core government functions such as taxation, public security, and household registration.

In the "interventionist government" era (19th century to early 20th century), civil servants became internal organizational managers, emphasizing procedures and efficiency, and operating within a bureaucratic system to implement public policy, supervise industries, and promote public infrastructure and social legislation related to industrial development, labor, and health.

In the "service-oriented government" era (mid-to-late 20th century), civil servants became service providers to the public, emphasizing responsiveness and approachability, promoting a "civil servant" identity and culture that values citizens' needs, delivering services such as education, healthcare, and social welfare, and facilitating e-government services such as online applications and public convenience initiatives.

In the "digital governance government" era (21st century to present), civil servants act as data analysts, technology users, and cross-sector coordinators. They are

expected to possess problem-solving skills, communication and collaboration abilities, and a capacity for public innovation. Civil servants now lead initiatives in smart cities and digital governance and collaborate with private enterprises and civic organizations (e.g., open government, co-created policy), while also guiding civic participation and integrating public opinion.

As government functions and roles have transformed since the Industrial Revolution, civil servants have likewise evolved from traditional administrative executors into multi-functional role players. They are no longer solely “law enforcers” but also policy creators, public service providers, facilitators of collaboration, and drivers of innovation.

AI is considered one of the key driving forces of the Fourth Industrial Digital Revolution. Advanced nations are continually developing AI technologies in hopes of becoming global leaders in the field. With the efforts of both governments and private enterprises, the adoption and implementation of AI systems are accelerating across public and private sectors (Merhi, 2023). In the digital age, smart digital technologies such as artificial intelligence and machine learning, the Internet of Things (IoT), advanced data analytics, and robotics are rapidly evolving. Artificial Intelligence involves machine learning performed by computers through large databases. Through machine learning, computers can analyze vast amounts of real-world or online big data and extract usable patterns and insights. Machine learning is an interdisciplinary field involving

theories from probability, statistics, and algorithmic complexity. It allows computers to “learn” through computational thinking, identify patterns in data, and make predictions based on those patterns.

With the rapid development of AI technologies, government operations face unprecedented challenges and transformation. Civil servants must not only adapt to new technologies but also possess transformational leadership to lead their institutions efficiently and meet citizens' needs in a digital era. As society accelerates into the age of AI, the public sector faces intense pressure and challenges for transformation. Traditional management models are increasingly inadequate for addressing the demands of change and innovation. Consequently, transformational leadership has become a critical competency for civil servants in leading such transitions.

Transformational leaders inspire organizational change from within by establishing a clear vision, communicating with enthusiasm, encouraging innovative thinking, and showing care for individual members—thus leading toward smart governance.

In the AI era, civil servants must embody transformational leadership traits to guide government institutions through digital transformation, enhance administrative efficiency, and improve the quality of public services. By shaping a compelling vision, empowering and motivating others, offering individualized support, and stimulating intellectual growth, civil servants can effectively leverage AI technologies to promote governmental innovation and societal progress.

AI is reshaping all sectors at an unprecedented pace, and the public service is no exception. Faced with both opportunities and challenges brought by AI, civil servants must embrace transformational leadership—meaning leaders must articulate a clear vision for AI and inspire their teams to work together toward improving efficiency and service quality.





Prof. P K Sharma,
Professor of
Management Jaipur

**IFTDO-CWYEE in
association with
Divatharva Vikas
Foundation organised a**

Two days International
Conference on 24-25
march 2025 entitled **"Women, Youth, Spirituality and
peaceful world: from resolution to accomplishment"** at
Vishva Yuvak Kendra New Delhi.

Inaugural session was chaired by Dr. Janet IKJ and co-chaired by Ms. Anita Chauhan in the presence of Key Note Speaker Dr. Sandeep Marwah (Chancellor AFT University Noida), Guests of Honour Col. Anil Pokhariyal (CEO- MEPSC New Delhi) and Ms. Manju Maan (Executive Director FDDI). The session was also addressed by Dr.(Ms.) Patti P Philips, USA (President IFTDO) and Dr. Ahmed Al Bano Behrain (CEO Origin Bahrain) virtually. The occasion was graced by the presence of Dr. Uddesh Kohli (Secretary General IFTDO) and Dr. Ranjan Mahapatra (Ex- Chairman IFTDO India Chapter).

After the lighting of lamp and Ganesh Vandana Dr. Patti P Philips outlined the importance of women and youth empowerment expressed in 17 SDGs of the United Nations and sought significance of such conferences for awareness. Dr. Ahmed Al Bana spoke on emerging role of AI technology for growth of the world. He also highlighted the role of training professionals for making AI a useful tool. Both of them delivered the message in a virtual mode.

Ms Anita Chauhan highlighted the relevance of the third International Conference in light of empowerment of women and youth through Indian wisdom of spirituality. She explained the concept of The Art of Giving and the Art of Association as enunciated by Divatharav Vikas Foundation –an Indian counterpart and co-partner of the event. It is important to note that one of the objectives of the Foundation is empowerment of women and youth in India. Dr. Janet Chairperson of IFTDO-CWYEE emphasised upon

IFTDO CWYEE Organises a 2 days International Conference in Delhi



Ms. Anita Chauhan
Director,
Devatharva Vikas Foundation

skilling entrepreneurship
of the people for
empowerment so that they
can be self-sustainable for
self-reliance.

Dr. Sandeep Marwah focussed on ATMANIRBHAR concept through entrepreneurship of next generation. He reiterated that thinking and feeling of the people must go hand in hand. Therefore, entertainment and work must go simultaneously. There is huge scope of innovations in every walk of life. Ma. Manju Maan highlighted long term strategies for preservation of environment. Col. Anil Pokhariyal suggested for skilling, upskilling and reskilling of youth for empowerment. A vote of thanks was proposed by Dr. Ainash Joshi, Editor of IFTDO News.

The inaugural session was concluded with cultural activities. A team of amateur Rajasthani folk dancers namely Neetu Ranawat, Harshita Baby Saxena and Angel performed Rajasthani dances. Baby Angel of Udaipur performed Kathak dance depicting Mahabharat Draupadi scene of empowerment of women.

On 25th March 2025 after lightening of lamp first technical session on **Women's Health and Integrated Wellness** was participated by the panellists of empowered women namely. Dr. Surbhi Singh (Gynaecologist turned social worker and founder of Sachi Saheli) shared her innovative PAD Yatra to create awareness for menstruation and menopause as a reality among men and women of the society. Dr. Anubha Walia (Corporate trainer) stressed on dreaming and action plan of its execution for a success. She highlighted the ayurveda concept of Hitbhookh, Mitbhook and Ritubhook for maintaining good health. One must be assertive to accomplish the targets in life. Dr. Meghavi Vyas stressed upon building image of oneself. Dr Sunita Chauhan Scientist of Khadhi and Village Initiative of Govt of India highlighted the significance of daily yoga practices for managing health

and stress in our lives. Dr Anu Malick (ophtholmolgist) focussed upon regular check up of eyes and good food habits for good sights. It was summarised during the panel discussion that we should focus upon educating the public for creating positive behaviour for Aachaar, Vichaar, Vihar and Vyavahaar. Only happy and beautiful people attract others so people must stress upon bringing happiness among all.

Second Technical session entitled **The Transformative Power of Technology and Spirituality in Youth** was a panel discussion participated by experts. Dr. Ranjan Mahapatra (IFTDO President India Chapter) stressed that technology should be used as enabler only and Spirituality be used for personal growth of mind, body and soul. Mr Ayush Gupta (Executive Director GAIL India Ltd.) initiated the discussion and focussed upon some takeaways from technology. Technology uses be assimilated and all abuses like distractions from spirituality, work place eco system and emotional attachment be discarded for better life styles. Dr. Janet stressed upon the attachment for nature as it gives everything for food, shelter and clothing. Money cannot buy everything.

Third technical session on **Drenching Future: Empowering Communities for Climate Resilience through Water Wisdom** was solely addressed by Raman Magasese Awardee Shri Rajendra Singh popularly known as Waterman Of India and founder of Tarun Samaj Sangh. He stressed upon resolution for action to reach the the level of accomplishment in life. Resolution is means for Accomplishment. There must be resolution in mind through love, passion, compassion and trust which becomes imperative. Education leads to selfishness of mind and wisdom leads to become Gandhi. He shared his experiences of restoration and revival strategies of nine tributaries of river Chambal through participation of local people which led to surrender of many decoits of the revines. We should make the accomplishment through eternal way of life, which is not possible through technology alone. A film "Water and Peace" on River Chambal by Burth was also shown to the audience to realise the significance of such endeavours. Local action may lead to global solution which is punchline of Sanatan Dharma.

Fourth Technical session on **Empowering Women and Youth for a Sustainable and Technology Driven Future** was deliberated by panel experts. Ms Sapana Srikanth (Director HPCL) stressed upon looking from inward towards out word for spirituality and from outward to inward for technological advancement. Ms. Monika Bahel (CEO of Beauty and Wellness Council) focussed upon involvement of women in decision making for empowerment. Skilling initiatives of the government will definitely empower the

women. Ms. Sasmita Birabar (Manager IFFCO) focussed that women should focus upon herself to do the things in her own style. We can empower women and youth through vocational and apprenticeship activities in industry.

Fifth session on **Sustainable Development, Inner Peace and Shashtra** was convened jointly by Swami Krishna Kant Dwivediji (Motivational Speaker on Spirituality) and Prof. P K Sharma. Professor (NC ISTD Jaipur). Prof. P K Sharma invoked the discussion by highlighting the Chatuspurushartha concept of Sanatan Dharma and stressed upon leading a life through Dharma, Aartha, Kaam and Moksha philosophy so that aim of life for bliss and happiness can be in the society. Swamiji focussed upon the concept of Raam Rajya by illustrating the example of Raavana who was having health, wealth, power, knowledge and reputation but lost the war with Raam as He was witnessed in prosperity embodied with wisdom, yoga, peace, bliss, and happiness. He also cited the example of Mahabharata leading to Destruction whereas Raam Rajya brought Happiness. It was reiterated that we should worship prosperity not wealth, We should cultivate the philosophy of Sanatan which speaks of patience over truth to bring tranquility in the society.

Sixth technical session devoted to **Sustainability and Future Technology** was a panel discussion of experts represented by Dr. S N Shukla (KVIC New Delhi), Mr. Sayantana Chaudhary, Mr. Anoop Kumar (Dehradun ISTD) and Dr. A. C. Joshi which was moderated by Mr P K Rajpoot. Mr. Sayantana Chaudhary explained the importance of AI for Sustainable development. Dr. A. C. Joshi focussed of renewal energy technology as a future source of development in the next decade. Dr. S.N. Shukla stressed upon the future challenges in production system. New technology will be employing recycle technology. Mr. Anoop Kumar emphasised upon future types of smart technology like waste management, transportation system, AI, Smart City System etc. where working and public awareness must be on priority in future.

Seventh Technical session on **Spirituality and Inner Peace for a peaceful World** was dealt by Mr. Debashish Satpathi and moderated by Ms. Anita Chauhan. Mr. Satpathi outlined the strategies for resolving inner conflicts by understanding the message of Indian Epic Mahabharat. It can also be used for change management, Performance Appraisal, Training and Development modelling.

Eighth session was a presentation by a differently abled person Mr. Apoorva Om who shared his achievements irrespective of physical blockages.

Last session was a valedictory Session where a summary of report on two days conference was presented by Prof. P K Sharma followed by speeches of Ms. Sapna Srikanth, Prof.

Vinaysheel Gautam, Dr. Janet IKJ , Mr. Uday Shankar (CEO-Vishva Yuvak Kendra New Delhi) and Ms Anita Chauhan. Mr. Uttam Lal (Director NHPC) was the chief guest on the occasion. Ms Anita Chauhan proposed a vote of thanks to Dr. Janet IKJ for approval of organising this event in India with a support of D. K. International's Prof. Vinaysheel Gautam. She expressed her gratitude to the sponsoring organisations specially GAIL India Ltd., HPCL, NTPC, NHPC, NBCC, MEPSC, AAFT University NOIDA, International Chamber of Media & Entertainment, ISTD, Deharadoon and Kota,university Naigeria Mahrishi University, Beauti and Wellness Council, FDDI Noida and many individuals who supported wholeheartedly.





Fatema Althahoo

Board Member

Bahrain Society for Human Capital

Value: How Do Organizations Identify Their Rising Stars Before They Shine? In 2007, General Electric (GE) faced a serious challenge in one of its industrial sectors. Revenues were steadily declining despite significant investments in advanced technology. The issue wasn't with the equipment or the market — it was within the teams. The division's executive decided to reexamine the approach to selecting future leaders and brought in a team of behavioral scientists and human development experts. After months of research, they reached a striking conclusion: high performance alone wasn't enough. True potential also required the ability to learn, strong communication skills, and deep internal motivation. This real-life case became one of the early models that scientifically supported what we now know as "High-Potential Employee" (HiPo) programs. Since then, studies have consistently shown that investing in the right people not only boosts productivity — it can multiply an organization's returns. Yet, the reality is often more complex. With budget constraints and market pressure, companies can't afford to develop everyone equally. This makes it crucial to have precise tools to identify who truly deserves that investment. So the



Value: How Do Organizations Identify Their Rising Stars Before They Shine?

question is no longer: "Should we develop our employees?" It's: "Where do we begin?" The answer starts with three core indicators that research repeatedly identifies as the foundation of excellence:

- 1. Capability** – This refers to what a person can achieve, not just what they know today. Do they possess the technical and cognitive skills to perform their role effectively? Can they grow quickly?
- 2. Social Skills** – Can they build effective working relationships? Do they know how to persuade, collaborate, and lead teams? Social competence is more than charm — it's a cornerstone in complex work environments.
- 3. Drive** – A genuine desire to grow, a relentless commitment to self-improvement, and the pursuit of goals. Employees who operate at the bare minimum will never elevate an organization to new heights. Many organizations pour resources into elaborate evaluation systems when they could simply and effectively focus on these three pillars. They're not looking for perfect people — they're looking for people who are ready to grow. Investing in the "vital few" does not mean neglecting the rest. It's a strategic decision. When high-potential individuals are empowered, they become a driving force — inspiring their teams and redefining what's possible in the workplace. In the end, true organizational success isn't powered by tools alone. It's powered by the minds and hearts that drive them forward.

**Hyugo Hayashi**

✉ hyugo@earth2mars.com.au

🌐 www.earth2mars.com.au/

In the rush to digitize, we risk dehumanizing.

While AI and automation promise new efficiencies, many transformations stall not because the technology fails but because people were left behind. The reality is that the workforce of tomorrow won't be built by systems alone but by the leaders who co-create change with their people.

In this new era of digital disruption, transformational leadership isn't a nice-to-have. It's a survival skill.

Across industries, we've seen the same story unfold time and time again with ambitious digital transformations launched with great intent, only to fizzle out due to employees being resistant, disengaged, misaligned, or fatigued from constant change.

This is where we see a great disconnect playing out in businesses.

We've found this is because many leaders have been taught to lead for stability in a world that now demands adaptability.

Technology has outpaced the human systems designed to deliver it. In many organizations, leadership is still rooted in control, not co-creation.

Data is helping leaders understand the value when organizations prioritize empowerment, engagement, and trust, they're not only more adaptive but more profitable and innovative (Gallup's State of the Global Workplace: 2024 Report).



Today, transformational leadership means moving from telling to designing together.

At Earth2Mars, we work with leaders and teams navigating this shift by embedding approaches like human-centered design into their DNA of transformation.

These leaders don't just ask, "How do we roll this out?"

They ask, "How do we bring our people along to shape this together?"

They:

- Co-create safe, inclusive spaces for experimentation
- Encourage curiosity over certainty
- Empower teams with digital tools and design thinking mindsets
- Embrace the messiness of real collaboration

Let's take an example from a recent digital transformation project for one of our clients.

Faced with growing pressure to integrate AI into their operations, the executive team found themselves at a crossroads. With mounting expectations from the board

and a rapidly shifting competitive landscape, the instinct was to act quickly, select a solution, design the process internally, and cascade the changes from the top down. It's a familiar pattern in times of disruption where we see a prioritization of speed and control over inclusion and engagement.

But instead of defaulting to this traditional approach, we worked with them to take a different path. By involving those closest to the work, including their frontline teams, in redesigning the AI-supported workflow. Through facilitated co-creation sessions and design sprints, employees became active contributors to the transformation.

We saw:

- The adoption of the new process occurred 30% faster than previous technology rollouts, with minimal resistance or retraining required.
- Trust in the AI tool grew organically, as staff could see their ideas and feedback reflected in the final design.
- What started as a tech upgrade evolved into a cultural shift, where teams began proactively identifying further improvement opportunities and engaging in regular cross-functional reviews to fine-tune the workflow.
- It laid the groundwork for a more agile, empowered workforce, ready to adapt and co-create again as technology continues to evolve.

To empower the workforce of tomorrow, we need to think differently.

The workforce of tomorrow isn't defined by age, it's defined by mindset.

People of all generations are being asked to adopt new technologies, unlearn old ways of working, and think more creatively than ever before.

Empowering them means:

- **Upskilling beyond technical know-how** by building emotional intelligence, adaptability, and digital confidence
- **Embedding transparency throughout the change process** to build trust by openly sharing

decision-making rationale, surfacing challenges early, and creating space for honest two-way conversations between leaders and teams.

- **Listening (truly listening)** to their concerns, hopes, and ideas through facilitated co-creation workshops

What can you start to do today to lead more effectively?

1. Co-create your strategy

Don't wait until you've built the finished plan before announcing it to your people. Invite them into the process earlier, even if it's a small part. Use workshops, empathy mapping, and journey design to make strategy a shared experience.

2. Build confidence, not just capability

Technical skills are just one part of the puzzle. Build confidence through hands-on, curiosity-led learning that encourages play, not perfection.

3. Measure what matters

It's easy to measure delivery. But when you track engagement, collaboration, and adaptability as key success metrics for transformation, it is a much more powerful metric that is evident in your people's behaviors.

In a world of rising automation, it's easy to forget that the most powerful technology we have is our human skills. This is our advantage.

Transformational leadership isn't about having the right answers, it's about creating the right environments for people to find them together.

When we shift from control to co-creation, we don't just empower the workforce of tomorrow. We invite them to lead it.

Author:

Earth2Mars (Change and Transformation Consultancy)
www.earth2mars.com.au

Ready to empower your people to lead change from within?

Let's start a conversation: space@earth2mars.com.au

Unlocking the Power of Cognitive Agility with Emergenetics^(R)

In today's increasingly complex work environment, teams that are able to navigate diverse thinking styles and work collaboratively have a significant advantage over those that don't. **Emergenetics^(R)** is a powerful tool that taps into cognitive diversity, enabling organizations to unlock the full potential of their teams. The Emergenetics Profile offers a unique and scientifically-backed approach to understanding and leveraging cognitive diversity to drive collaboration, innovation, and productivity.

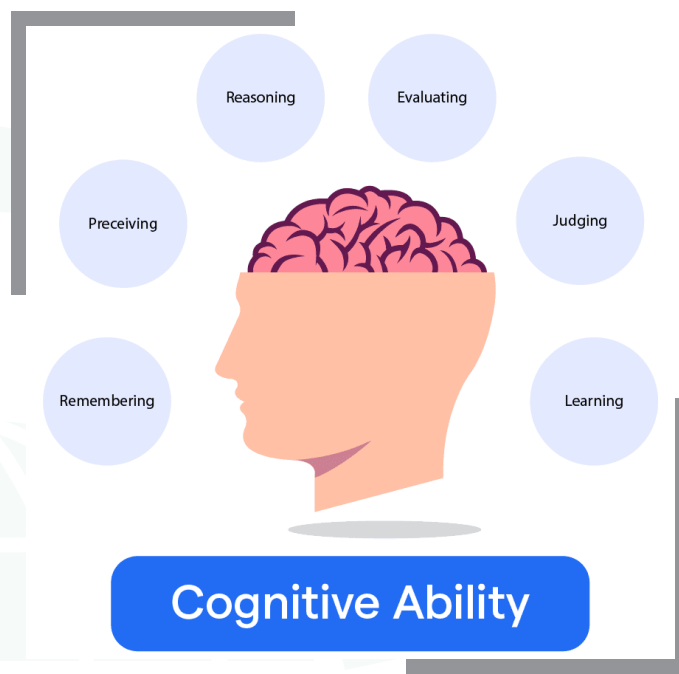
What is Emergenetics^(R)?

Emergenetics^(R) is a comprehensive model that helps individuals understand their thinking and behavioral preferences. It categorizes thinking into **Analytical, Structural, Social, and Conceptual** attributes, while also recognizing behavioral traits like **Expressiveness, Assertiveness, and Flexibility**. By understanding the preferences of team members, organizations can create environments where diverse perspectives are not only accepted but celebrated.

Benefits of Using Emergenetics^(R)

Emergenetics^(R) helps individuals and organizations maximize the potential of their individual and team impact through the following benefits:

- 1. Enhanced Team Collaboration** With a clearer understanding of each other's thinking and behavior styles, team members are able to work together more harmoniously. Emergenetics promotes collaboration by helping team members adapt their approaches to different work styles. This enables teams to solve problems faster and with greater creativity.
- 2. Improved Communication** When teams understand each other's communication preferences, they are better equipped to have meaningful discussions. With Emergenetics, individuals can adjust their style of communication to better align with the recipient's preferences, resulting in clearer, more effective exchanges.



- 3. Increased Innovation** Teams with diverse thinking preferences are more likely to come up with creative solutions to problems. Emergenetics^(R) identifies thinking diversity, allowing teams to integrate different perspectives and approach challenges from new angles. This helps foster an innovative culture where team members feel comfortable sharing their ideas without fear of rejection.
- 4. More Effective Leadership** Managers and leaders can use the Emergenetics Profile to understand the needs of their team, delegate tasks more effectively, and build stronger relationships. Leaders who understand the cognitive strengths and weaknesses of their team can lead more inclusively, ensuring that everyone is heard and valued.
- 5. Stronger Organizational Culture** Emergenetics^(R) can improve organizational culture by emphasizing the value of cognitive diversity and helping teams create a culture of collaboration. When people are aligned with the goals and values of the organization, they are more engaged and motivated.

Executive Board of Directors IFTDO 2025



Dr. (Ms.) Patti P. Phillips
(USA)
Chair



Sheikh Faleigh Bin Sheikh Mansor
(Malaysia)
President



Dr. Helmi Sallam
(Egypt)
Past President



Dr. (Mrs.) Janet I.K Jolaoso
(Nigeria)
Co-Chair Elect



Dr. Raed Khanfar
(Jordan)
Hony. Treasurer



Dr. Vinayshil Gautam
(India)



Dr (Mrs) Tayo O. George
(Nigeria)



Mr. Ayush Gupta
(India)



Ms. Wafaa Haidamous Hallassou
(Lebanon)



Dr. Ghalib Al Hosni
(Oman)



Mr. Roy Lai
(Singapore)



Mr. Naveen Lakshmaia
(Fiji)



Dr. Mohammed Mahmood
(Bahrain)



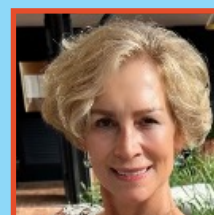
Mr. Atul Bipin Shah
(India)



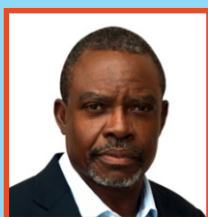
Dr. Shen, Chien Chung
(Taiwan)



Mr. Ravi Ranjan Kumar Guru
(India)



Ms. Teresa Valais
(USA)



Mr. Tayo Rotimi (Nigeria)



Dr. Uddesh Kohli (India)
Honorary Secretary General



Mr. Cosiamo (Peter) Bavuso
(Italy)



Dr. A. C. Joshi (India)
Consultant & Editor



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,
Hon. Secretary General

Email: sg@iftdo.net

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.



IFTDO

51st IFTDO World Conference & Exhibition 2025

17-19 June 2025
Jakarta International Convention Centre
INDONESIA



The Future of People and Adaptive Organisations in the Digital Era



SCAN DOWNLOAD
iftdo2025.com | iftdo.net

Host & Main Organisers



Official Magazine



Official Media Partner

TheJakartaPost

Event Tech Partner



Co-Organisers

FUTURIS
VENTURA
NUSANTARA



BUBU.COM

