



MAY 2023 EDITION

A special issue
from ITD World Vietnam

Table of contents

| | | |
|-----------|---|-----------|
| 01 | Letter from the Editors | 3 |
| 02 | High Engagement & Fulfilment at Work | 5 |
| 03 | The Missing Half of Managing Employee Engagement | 10 |
| 04 | Building Engagement by Asking Daily Questions | 18 |
| 05 | Bonus: How the Role of HR has Changed | 24 |
| 06 | Upcoming Training Workshops & Webinars | 32 |
| 07 | Explore ITD's publications | 35 |
| 08 | About ITD World | 36 |

Letter from the Editors

Welcome to ITD World Vietnam's May 2023 issue, in which we explore the importance of High Engagement & Fulfilment in the current workplace!

In today's fast-paced and ever-changing business environment, it's more critical than ever for organizations to keep their employees engaged, fulfilled, and motivated. High employee engagement not only leads to better productivity and performance but also increased job satisfaction and retention. In this issue, we dive deep into the concept of employee engagement – as well as discuss strategies and best practices for organizations looking to improve engagement among their workforce.

At the end of the issue, we spend some time taking a closer look at the Human Resource Business Partner (HRBP) role, which has been becoming increasingly popular as companies are looking to align HR more closely with business objectives. HRBPs serve as strategic partners to the business, working closely with leaders to develop and implement HR initiatives that support the organization's goals. For people to take on and perform this role optimally, there are certain key competencies and skills that need to be mastered.

We hope the May issue will provide valuable insights and inspiration for HR professionals, business leaders, and anyone interested in creating a more fulfilling, strategic workplace that paves the way for sustainable growth.

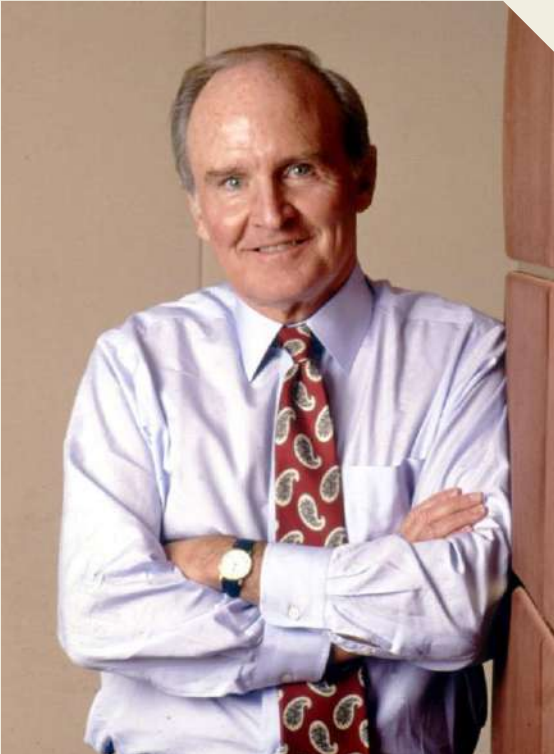
To your boundless success,
ITD World Vietnam team

02

HIGH ENGAGEMENT & FULFILMENT AT WORK

High Engagement & Fulfilment at Work

Explore the concept



"There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow."

Jack Welch

Former CEO of General Electric

Employee engagement has become a hot topic in recent years, as organizations realize the importance of a highly engaged workforce. Engaged employees are more productive, more satisfied with their jobs, and more likely to stay with the company long-term.

At its core, employee engagement is about creating a work environment where people feel valued, respected, and supported. Engaged employees are emotionally invested in their work and feel a sense of ownership over their roles. In addition, they are also more likely to go above and beyond their job duties, contributing to the organization's success in a meaningful way.

High Engagement & Fulfilment at Work

Why care about Employee Engagement?

- **More productive workforce**

A study by Gallup found that highly engaged teams are 21% more productive than their less engaged counterparts. In addition, a report by Towers Watson found that companies with engaged employees have a 6% higher net profit margin than those with disengaged employees.

When employees are engaged, they are more motivated to perform well – as well as more likely to put in extra effort to achieve their goals. This results in higher levels of output, better quality work, and faster turnaround times.

- **Positive workplace culture**

A study by Harvard Business Review found that employees who feel that their work is meaningful – and that they are part of a supportive and positive work environment – are more engaged, which contributes to a more positive workplace culture. As employees feel valued and supported, they tend to develop a positive attitude toward their work and their colleagues – which helps build up a virtuous cycle where engaged team members contribute to fostering a collaborative work environment for everyone.



High Engagement & Fulfilment at Work

Why care about Employee Engagement?

- **Increased profitability**

Research has proven a strong correlation between employee engagement and talent retention. When people achieve fulfilment in their roles, they are less likely to leave the organization for another job – which saves the organization tons of resources on recruitment and training costs.

According to the Corporate Leadership Council, engaged employees are 87% less likely to leave their organization than disengaged employees.

An example of organizations that have successfully adopted this principle is Google. The company has always placed a strong focus on employee engagement – and has consistently been ranked as one of the best places to work in the world. The approach has contributed

to the company's success and growth, with annual revenues of over \$160 billion.

- **Stronger employer brand**

Engaged team members are more likely to speak positively about the organization they are working for to their connections. This, over time, should massively contribute to attracting new talent – as well as positioning the business as an employer of choice in the industry.

A study by Glassdoor found that 69% of job seekers are likely to apply to a job if the employer actively manages its employer brand.



High Engagement & Fulfilment at Work

"If you take care of your employees, they will take care of your customers and your business will take care of itself."

J.W. Marriott

Founder of Marriott International

Strategies & Best practices for fostering workforce engagement

Employee engagement & fulfillment is critical for the long-term success of any organization. Below are some strategies that can help:

Provide opportunities for growth and development

- Employees want to feel like they are growing and developing in their roles. According to a study by LinkedIn, 94% of employees say that they would stay at a company longer if it invested in their career development.
- Organizations should offer training and development programs, mentorship opportunities, and other career advancement options to enable team members to feel invested in their future with the company. For example, Google's Career Guru program provides personalized career coaching to help employees identify their goals and develop skills to achieve them.

Foster a positive work environment

- A positive work environment has the power to go a long way in creating engaged employees. In fact, research by Gallup has revealed that those who feel positive about their workplace are 13% more productive.
- Organizations can promote positive relationships among coworkers, recognize and celebrate achievements, and create a culture of respect and trust.

High Engagement & Fulfilment at Work

Strategies & Best practices for fostering workforce engagement

Recognize and reward employees

- Employees want to feel valued and recognized for their contributions. According to a survey by Globoforce, 89% say that recognition motivates them to work harder.
- For this reason, it is strongly recommended that organizations offer incentives, bonuses, and other rewards for outstanding performance - as well as provide regular feedback and praise for a job well done. For example, American Express has a peer recognition program where employees can give each other points for exceptional work, which can be redeemed for rewards.

Collect feedback

- Everyone desires to have their voices heard - that their opinions matter. Organizations can conduct regular surveys, focus groups, and other feedback mechanisms to gather input from employees and make improvements based on their suggestions.

"The way to engage employees is to create a culture and leadership that truly values and supports them."

Kevin Sheridan

Author of "Building a Magnetic Culture."

03

THE MISSING HALF OF MANAGING EMPLOYEE ENGAGEMENT

The Missing Half of Managing Employee Engagement

Triggers – by Dr. Marshall Goldsmith

What most people are leaving out

In his short blog series with HRD Business Summit, World #1 Executive Coach – Dr. Marshall Goldsmith – was asked questions that are highly pertinent to leaders, especially leaders of HR. The first question he was asked is: “Why engage employees?”

The simple answer:

Employee engagement is critical for business success.

Employee engagement is defined by marginal effort. In other words, what are employees doing that they don't have to do? How hard are they trying?

Compare two employees – one is working very hard, putting in extra marginal effort; the other is not. **It would be a mistake to think that the second will perform as well as the first.**

Even so, this is NOT the biggest mistake made in employee engagement.

After attending various HR conventions around the world – listening to incredibly smart, experienced HR professionals who had done their homework about the topic of engagement and important related factors, Dr. Goldsmith realized one thing:

Everything that these great HR leaders talked about focusing on what the **COMPANY** could do to engage the employees – absolutely NOTHING that they discussed focused on what the employees could do to **ENGAGE THEMSELVES**.

This is the biggest mistake we make in employee engagement!

The Missing Half of Managing Employee Engagement

Triggers – by Dr. Marshall Goldsmith

What most people are leaving out



“Ask not what your country can do for you. Ask what you can do for your country.”

John F. Kennedy

Dr. Goldsmith realized that one hundred percent of what was being said was the reverse of Kennedy’s inaugural speech. **The entire presentation revolved around what can the company can do for employees, while zero percent focused on what employees can do for the company.**

While he respected and appreciated everything shared by the HR leaders at the conference, Dr. Goldsmith believed they were missing the most important factor in employee engagement – **the person who is doing the work.**

It’s true that creating a great environment is a key factor building engagement, and we all have the opportunity to take responsibility for our own lives and to do our best to build our own engagement – regardless of what the company is doing.

The Missing Half of Managing Employee Engagement

Triggers – by Dr. Marshall Goldsmith

“Sometimes, it’s okay to put OURSELVES FIRST, in spite of what others think.”

Dr. Marshall Goldsmith



The secret to employee engagement

In his book "Triggers", Dr. Goldsmith proposed a radical new approach to employee engagement – which he regarded as the "other half of the equation", the missing piece, the thing that we’ve been overlooking that could change the business landscape for good!

What is this radical new concept? It’s that the key variable in employee engagement is **the individual, the employee, NOT the program.**

Although it may sound obvious, this idea is not taught or acted upon. Instead, companies spend billions of dollars every year trying to get employees and leaders to believe that the solution to employee engagement problems is “**out there**” not “**in us**”. For example:

- Historically, almost all of the evaluations of leadership development programs have focused on participants grading the popularity of the speakers. The goal of the program developers is to develop popular programs.

Who learns to take responsibility? Who is really being trained?

The Missing Half of Managing Employee Engagement

Triggers – by Dr. Marshall Goldsmith

The secret to employee engagement

The speaker!

The speaker is reinforced for being a popular presenter.

The speaker almost never has any responsibility for the actual development of the leaders. The leaders may or may not take responsibility for their own development.

Many take no responsibility for implementing what they learn in programs and, not surprisingly, do not become more effective.

- Historically, almost all of the evaluations of executive coaching are on the popularity of the coach. Companies want to hire coaches who are popular with executives.

Who learns to take responsibility? Who is really being trained?

The coach!

The executive coach is reinforced for being popular. The coaching clients may or may not take responsibility for changing their own behavior. Many take no responsibility for implementing suggestions from their coach and, not surprisingly, do not become better leaders.

- Historically, almost all of the evaluation on employee engagement has focused on the company. These are important things like delivering fair pay and benefits, providing tools and resources, creating a safe workplace environment, and so on.

The Missing Half of Managing Employee Engagement

Triggers – by Dr. Marshall Goldsmith

The secret to employee engagement

But who is learning to take responsibility? Who is being trained?

The company learns to roll out popular employee engagement programs; however, the employees may or may not take responsibility for engaging themselves. Many take no responsibility for engaging themselves and, not surprisingly, do not become more engaged though they do have good benefits.



“It’s hard for any of us to look in the mirror – and face the fact that we didn’t even TRY to do what we said was MOST IMPORTANT in our lives.”

Dr. Marshall Goldsmith

The message here is simple: ideas that are not implemented definitely will not work!

While some of our life is going to be impacted by the surrounding environment, by a program, coach, or company – a lot is going to be up to each of us! The fact is that while we can’t make ourselves taller, we can make ourselves more engaged.

Maybe we can’t change the company, boss, or employee, but we can change how we react to them.

The Missing Half of Managing Employee Engagement

Triggers – by Dr. Marshall Goldsmith

The secret to employee engagement

Our success in becoming engaged, being happy, finding meaning, and leading people will largely come from inside us – not from some teacher, coach, or program. It is not just what we learn, but how we (and if we) use it that will make the difference.

What's next?

From Dr. Goldsmith's findings above, we come to the conclusion that the success of employee engagement activities hinges heavily on the inclusion of activities that focus on developing individual responsibility and accountability.

Here are some steps that can be taken:

Encourage self-awareness

- Encourage employees to reflect on their actions and reactions, and help them identify areas for personal growth and development. This can be achieved through coaching, regular self-assessment and feedback from peers and managers.

Foster a growth mindset

- In all situations, employees should be inspired to see challenges and failures as opportunities for growth, rather than setbacks. This starts with fostering a supportive culture that values experimentation and learning.

The Missing Half of Managing Employee Engagement

Triggers – by Dr. Marshall Goldsmith

What's next?

Provide autonomy and ownership

- Give employees the freedom and responsibility to take ownership of their work and make decisions that impact their role. For this purpose, leaders are expected to practice and refine interpersonal skill such as delegation, empowerment, and creating a sense of ownership.

Build strong relationships

- Encourage employees to build strong relationships with their colleagues and managers, and foster a sense of community within the organization. This can be achieved through team-building activities, regular communication, and social events.

Recognize and reward

- Leaders should aim to celebrate successes and recognize team members' contributions in a meaningful way - through regular feedback, rewards and recognition programs, and public acknowledgments.

By focusing on individual responsibility and accountability, organizations are better equipped to build up a culture of engagement that drives business success and fosters personal growth and development.

04

BUILDING ENGAGEMENT BY ASKING DAILY QUESTIONS

Building Engagement by Asking Daily Questions

by Dr. Marshall Goldsmith

Let's start with the foundation

Daily questions are a way to ensure that we not only plan – **but also take action.**

One of the most important parts of creating a fulfilling life, an earned life, is figuring out your path and sticking to it. How do you do that? How do you gain insights into the right next steps?

Here, we explore the notion of the Daily Questions – proposed by Dr. Marshall Goldsmith himself.

Many of us make to-do lists every day to ensure that we're getting things done. But how many of us reflect on how we've spent our day? How many of us review the lists of things to do and determine how we've accomplished them, or if we've managed to spend the day as productively as we liked?

Daily questions are a way to ensure that we not only plan – but that we take action. That we are always on track.

The fact is, we are superior PLANNERS – but inferior DOERS.

The idea when utilizing this technique is to ask questions that begin with “Did I do my best to...” – followed by a specific goal such as, “Set clear goals?” and “Exercise?” and “Not waste energy on what you cannot change?”

After that, we score each question from a low of 1 to a high of 10, based on how well we tried.

The process measures EFFORTS, not RESULTS.

We can't always control the outcome, but all of us can try.

Years ago, Dr. Goldsmith hired a coach to help him stick to his plans. The coach called him each evening for his scores.

As Goldsmith admitted, it was the best enforcement routine he's come across for earning a desired outcome. But it was also painful – specifically, it was extremely disheartening to regularly post 1s and 2s for goals that he claimed really matter to him.

Building Engagement by Asking Daily Questions

by Dr. Marshall Goldsmith

Let's start with the foundation

“The pain eventually leads to giving up. But if you stay with it, it works. For anything.”

Below is an example of how a daily questioning checklist may look like (credit to Benjamin Franklin).

| | | |
|--------------------------------|----|---|
| The morning question | 5 | Rise, wash and address Powerful Goodness |
| What good shall I do today? | 6 | Contrive day's business and take the resolution of the day |
| | 7 | Prosecute the present study. Breakfast. |
| | 8 | |
| | 9 | |
| | 10 | Work |
| | 11 | |
| | 12 | Read, or overlook my accounts, and dine. |

Building Engagement by Asking Daily Questions

by Dr. Marshall Goldsmith

| | | |
|------------------------------|----|--|
| | 1 | |
| | 2 | Work |
| | 3 | |
| | 4 | |
| | 5 | Put things in their places |
| | 6 | Supper, music, or diversions or conversation |
| | 7 | Examination of the day. |
| | 8 | |
| | 9 | |
| Evening questions. | 10 | |
| What good have I done today? | 11 | |
| | 12 | |
| | 1 | Sleep |
| | 2 | |
| | 3 | |
| | 4 | |

Building Engagement by Asking Daily Questions

by Dr. Marshall Goldsmith

Questions that make a difference

According to Dr. Goldsmith, every day he challenges himself by answering 32 questions that represent behavior that is important but is often easy to neglect. (side note: there is nothing magical about '32'. Just use the number that works for you)

Each question is put on an Excel spreadsheet and is answered with a 'yes' (use a 1 on the spreadsheet) and 'no' (use a 0) or a number. This exercise moves very quickly!

Dr. Goldsmith then pays a person to call him every day – just to listen to him reading the questions and answers.

One person asked him, "Why do pay someone to call you every day, just to listen to you read questions that you wrote and provide answers that you wrote? Don't you know the theory about how to change behavior?"

To which he replied, "I wrote the theory. That's why I pay someone to call me. I know how difficult this is to do on my own."

One approach recommended by Dr. Goldsmith is to answer 6 'active questions' that begin with, "Did I do my best to...". For example:

Did I do my best to...:



Building Engagement by Asking Daily Questions

by Dr. Marshall Goldsmith

Questions that make a difference

The good thing about beginning these questions with “Did I do my best to...” is that it is almost impossible to blame someone else for our failure. No one can be responsible for “Did I do my best to...” but us!

Why does this self-reflection process work so well?

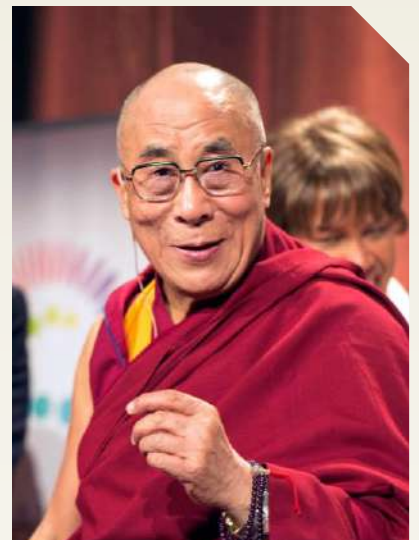
For one, it forces us to confront how we actually live our values every day. We either believe that something matters or we don't. If we believe it, we can put it on the list and do it! If we really don't want to do it, we can face reality and quit kidding ourselves.

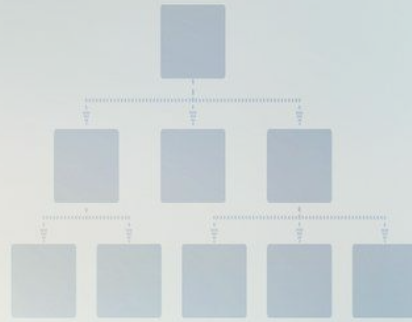
Imagine a person was going to call you every day and listen to you answer questions about your life. What questions would you want to ask yourself, every day?

Try it out. Write the questions that you should ask yourself every day. Even the process of writing questions will help you better understand your own values and how you live or don't live them on a daily basis. If you really have courage, have someone listen to your answers every day – and be ready to be amazed at the end results!

“Happiness is not something ready-made. It comes from your own actions.”

Dalai Lama





HR

05

Bonus:
HOW THE ROLE OF HR
HAS CHANGED

Bonus: How the Role of HR has Changed

From Admins to Strategic Partners & Change Champions

These days, executives are anticipating a heightened level of strategic contribution and value from their Human Resources department – necessitating a significant HR transformation in both their delivery model and mindset. A key aspect of this process is the introduction of the Human Resource Business Partner (HRBP) role.

HR transformation requires a fundamental redefinition of the role and purpose of the HR department, with CEOs seeking a more proactive, strategic approach from their HR team.



"For HR to master a new role, centered on deliverables with new patterns of behaviors, both learning and unlearning needs to occur. Learning means appreciating new alternatives; unlearning means letting go of the past."

Prof Dave Ulrich

co-founder of HR Consulting firm RBL

What does an HRBP do?

The main responsibility of an HRBP is to come up with – and implement – HR initiatives that directly support the goals of the business. What differentiates them from traditional HR officers is that HRBPs do not deal with administration, compliance, training, or employee benefits.

Bonus: How the Role of HR has Changed

From Admins to Strategic Partners & Change Champions

What does an HRBP do?

Instead, they work closely with senior leadership to understand the big picture – and participate in meetings about the future, mission, goals, and overall strategy of the company. Their input is highly valued and used to guide the direction and development of the company.

HRBPs do not oversee job interviews, C&B, or training. Instead, they focus on Organizational Development (OD) – e.g, guiding the recruitment department about the requirements of a position, and the potential candidate sources. During the recruitment process, they collaborate with the Hiring Manager and Recruiter to assess a candidate's suitability for management level and corporate culture.

The inception of the HRBP Model

The concept of the HRBP model was first proposed by Professor Dave Ulrich in the 1990s. According to Ulrich, the HR department plays a crucial role in a business' interests, especially in today's rapidly changing world.

In his work 'HR Champions', Ulrich summarizes the 4 main roles of HR as follow:

- Strategic partnership.
- Change agent.
- Employee role model.
- Administrative expert.

"What is the most important thing an HR or business leader can give an employee? It is a sense of purpose, meaning, belonging, teamwork, rewards, opportunities, vision, and more. These are the great things that Human Resources can bring to employees." – **Prof Dave Ulrich**

Bonus: How the Role of HR has Changed

From Admins to Strategic Partners & Change Champions

How can businesses leverage the role of HRBP?

Businesses can benefit from leveraging the role of HRBP. However, the level of success and understanding of this role varies among organizations.

While the main focus of Human Resources is to reduce scale and cost efficiency, businesses are often more concerned with talent management, leadership development, succession planning, and team building. Unfortunately, many are not fully aware of the role and responsibilities of HRBPs, which can make it challenging for them to succeed in their role.

HRBPs must demonstrate their ability to influence the company's strategic agenda and improve the efficiency of HR performance. In addition, it's important to note that a single HRBP cannot achieve success alone, and they need to utilize the entire HR function, including specialist centers and HR service centers, to be effective.

The secret to becoming an HRBP expert

To become an HRBP expert, HR professionals need to develop specific skills. As a strategic partner for senior management, it's essential to understand that business strategy should not only focus on immediate concerns. Instead of being short-sighted and only looking at the next 12 months, HRBPs must expand their vision to many years into the future. This requires a deep understanding of the business and the industry it operates in, as well as the ability to anticipate and adapt to changes in the market.

Here, we would like to discuss the 11 key skills that make up HRBP's competency framework:

Bonus: How the Role of HR has Changed

From Admins to Strategic Partners & Change Champions

The secret to becoming an HRBP expert

RELATIONSHIP BUILDING

- HRBPs need to be skilled in building and maintaining positive relationships with stakeholders, including employees, managers, and senior leadership. They should be able to establish trust and credibility with these stakeholders, which can help them better understand the business's needs and goals.

INTERCULTURAL COMPETENCE

- HRBPs should be able to work effectively with individuals from diverse backgrounds and cultures. They need to be aware of cultural differences and be able to navigate them to ensure that everyone feels valued and included.

DIGITAL COMPETENCE

- HRBPs need to be proficient in using technology to manage and analyze HR data. They should be able to use HR information systems, analytics tools, and other software to make informed decisions and improve HR processes.

ANALYTICAL SKILLS

- HRBPs need to be able to analyze data to identify trends, patterns, and insights that can inform HR strategy. They should be able to interpret complex data and use it to make strategic decisions

Bonus: How the Role of HR has Changed

From Admins to Strategic Partners & Change Champions

The secret to becoming an HRBP expert

TECHNOLOGY INTEGRATION

- HRBPs should be able to integrate technology into HR processes to improve efficiency and effectiveness. They should be able to identify areas where technology can be used to streamline HR functions and improve the employee experience.

BUSINESS ACUMEN

- HRBPs should have a deep understanding of the business and its operations. They should be able to identify business needs and goals and develop HR strategies that align with them.

STRATEGIC PLANNING

- HRBPs should be able to develop and execute HR strategies that support the business's long-term goals. They should be able to align HR initiatives with business objectives and measure their impact on the organization.

SOFT POWER

- HRBPs need to be skilled in influencing others without relying on formal authority. They should be able to use their interpersonal skills to build relationships and persuade stakeholders to support HR initiatives.

Bonus: How the Role of HR has Changed

From Admins to Strategic Partners & Change Champions

The secret to becoming an HRBP expert

CHANGE EVALUATION & NAVIGATION

- HRBPs should be able to evaluate the impact of change on the organization and navigate through it successfully. They should be able to manage resistance to change and ensure that HR initiatives are implemented smoothly.

COMMUNICATION

- HRBPs need to be skilled communicators who can effectively convey information to stakeholders at all levels of the organization. They should be able to listen actively, ask questions, and provide feedback to ensure that everyone is on the same page.

STAKEHOLDER MANAGEMENT

- HRBPs should be able to manage relationships with a wide range of stakeholders, including employees, managers, senior leaders, and external partners. They should be able to identify stakeholder needs and develop strategies to meet them, while also managing stakeholder expectations and concerns.

Bonus: How the Role of HR has Changed

From Admins to Strategic Partners & Change Champions

The secret to becoming an HRBP expert

ITD World Vietnam's 5-day workshop describes how to reinvent and fundamentally transform HR in an organization, describing various strategic choices for a new HR so as to transform HR into a true business partner. To meet the challenges of the future, HR practitioners must move beyond technical professionals to becoming true HR partners and strategic change agents.

Upon fulfilling all workshop attendance requirements and also the timely submission of all coursework assignments, you will be awarded a Certificate in HRBP.



Course Leader >
KC YAN, *Senior Principal Consultant at ITD World*

There are 2 levels of accreditation when completing the CHRBP program.

Upon fulfilling all workshop attendance requirements and also the timely submission of all coursework assignments, you will be awarded a **Certificate in CHRBP**.

Subsequently when you complete a capstone project that illustrates evidence of successfully applying the CHRBP competencies in your organization, you will be awarded a **professional "Certified CHRBP" certification from ARTDO / ITD World.**



Thrive with ITD World's e-Certification

2023

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& e-Certification



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MAY 16
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Introduction

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**MAY 29 -
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**MAY
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CHRBP
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By **KC Yan**

**JUN 20, 22, 27
JUL 27, 4, 6,
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SERELY ALCARAZ

ITD World #1 Master Trainer & Executive Director

Session Chairperson



PENANG

October 17, 2023

E&O Hotel

HO CHI MINH

October 20, 2023

The Reverie Saigon Hotel

KUALA LUMPUR

October 24, 2023

Dorsett Grand Subang Hotel



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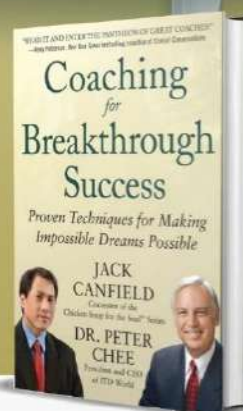
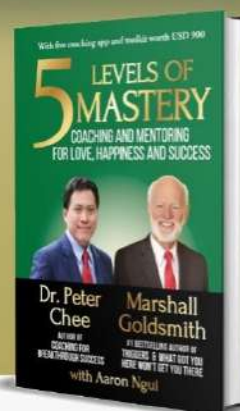
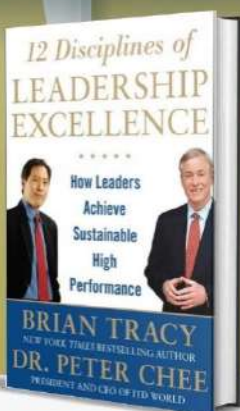
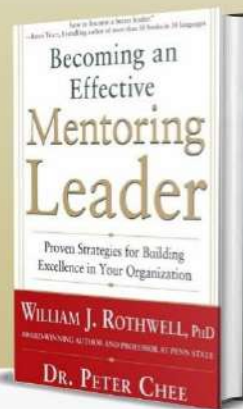
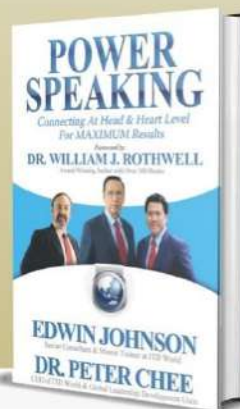
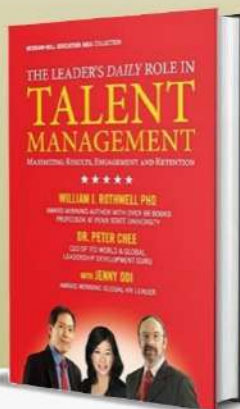
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