



A special issue from ITD Vietnam



FEBRUARY 2026 EDITION

TABLE OF CONTENTS

Letter from the Editors

**Stop Hiring for Jobs.
Start Hiring for Potential**

**The Fluid Future of Work:
Rethinking Roles
in the Age of Intelligent Machines**

Happy Lunar New Year

**Senior Leadership Development
Plan (SLDP)**

Let's Lead

**Upcoming Training Workshops &
Webinars**

Explore ITD's Publications

LETTER FROM THE EDITORS

Dear valued readers!

The resume is dead. Long live the skills portfolio.

For decades, we have defined "talent" by looking backward. We hired based on job titles held, degrees earned, and years served. But in 2026, looking backward is a dangerous strategy.

We have entered the "Skills-First" era—a seismic shift where agility trumps experience and potential matters more than provenance. As AI rapidly commoditizes technical tasks, the lifespan of a "hard skill" has shrunk to less than five years.

Therefore, the question leaders must ask today is no longer "What have you done?" but "What are you capable of learning next?"

In this edition, we are tearing down the traditional ladders of career development. We explore why the most successful organizations are abandoning rigid job descriptions in favor of fluid "skill clusters," and why your best future leader might be the person whose resume you just rejected.

Key Takeaways from this Edition:

- **The New Formula:** Why High Performance in a current role is a poor predictor of Future Leadership.
- **The "Growth" Metric:** How to assess Learning Agility—the #1 currency of the 2026 workforce.
- **The Retention War:** Why the best talent will only stay if you offer them a "career playground," not just a career path.

It's time to stop hiring for the job you have and start hiring for the future you are building!

Warm regards,

ITD World Vietnam Team

01

STOP HIRING FOR JOBS. START HIRING FOR POTENTIAL



This article has been adapted based on the core concepts from our articles about [“Leadership Potential”](#) and [“Talent Development”](#), published on ITD World’s blog

STOP HIRING FOR JOBS. START HIRING FOR POTENTIAL

Why the "Skills-First" Organization Requires a New Definition of Talent

In the traditional corporate world, we had a simple equation: *The best performer gets the promotion.*

The top salesperson became the Sales VP. The brilliant engineer became the CTO. But in the "Skills-First" economy of 2026, this old logic is breaking down. We are learning a hard lesson: **High Performance ≠ High Potential.**

Mastery of the present (performance) is about execution. Mastery of the future (potential), on the other hand, is about growth and scale. As AI disrupts industries, the specific tasks your team excels at today may be automated tomorrow. Therefore, the most critical asset an organization possesses is no longer its current "know-how"—it is its **"learn-how."**

The Anatomy of Potential: A New Framework

To survive the "Skills-First" revolution, leaders must stop looking at resumes and start looking at capacity. We can adapt the Silzer and Church model to identify the leaders of tomorrow:

1. The "Raw Material" (Foundational Dimensions)

These are the cognitive traits that AI cannot replicate.

- **Critical Thinking:** Can they make sound judgments with incomplete data?
- **Emotional Stability:** Can they remain the "calm in the storm" during disruption?

The Shift: You can teach a skill, but you cannot easily teach a personality. If a high performer resists collaboration or crumbles under ambiguity, they are a "performance star," not a "potential leader."

STOP HIRING FOR JOBS. START HIRING FOR POTENTIAL

2. The “Engine” (Growth Dimensions)

This is the single most important indicator for 2026.

- **Learning Agility:** The enthusiastic ability to learn from failure and apply those lessons to new situations.
- **Aspiration:** A genuine drive to leave a legacy, not just hit a KPI.

The Red Flag: Beware the “expert” who is defensive to feedback. In a rapidly changing world, a lack of curiosity is a career death sentence.

Moving From “L&D” to “Talent Ecosystems”

Just as our definition of a *leader* is changing, so is the way we grow them. The old model of “Learning & Development” (L&D)—occasional workshops and training days—is too slow for the speed of AI.

We are moving toward **Integrated Talent Development.**

- **Old Way:** “Here is a training course for your current job.”
- **New Way:** “Here is a personalized roadmap for your future value.”

The “Netflix” of Learning

The future of development is **AI-powered personalization**. Instead of a one-size-fits-all catalog, imagine an ecosystem that functions like a recommendation engine. It analyzes an employee’s skills and aspirations, then serves up a unique “playlist”—a mix of microlearning, mentorships, and cross-functional projects.

The “Stretch” Strategy

The fastest way to grow potential isn't a classroom; it's a challenge. Organizations must leverage **Experiential Learning**—assigning high-potential talent to “stretch assignments” outside their comfort zone.

Example: Don't just promote the marketing director; task them with leading a task force on customer support efficiency. This forces them to influence without authority and think systemically—the ultimate test of senior leadership.

STOP HIRING FOR JOBS. START HIRING FOR POTENTIAL

The Retention Reality Check

Why does this shift matter? Because in the war for talent, **growth is the new retention.**

- 94% of employees say they would stay longer at a company that invests in their career.
- High-potential employees are ambitious. If they don't see a credible path forward, they will leave.

The Bottom Line

The "Skills-First" revolution demands that we look beyond the surface. We must train our eyes to spot the *latent* talent in our people—the insatiable curiosity, the resilience, the "talent magnets" who naturally guide others.

When you invest in potential rather than just performance, you aren't just filling a vacancy. You are building an insurance policy against the future.



02

THE FLUID FUTURE OF WORK: RETHINKING ROLES IN THE AGE OF INTELLIGENT MACHINES

Harvard Business Impact
<https://www.harvardbusiness.org/insight/the-fluid-future-of-work-rethinking-roles-in-the-age-of-intelligent-machines/>

As AI advances, human employees' roles are evolving in unpredictable ways. Organizations must now anticipate and prepare for nonlinear role shifts, where job responsibilities fragment, fuse, or disappear altogether. The ability to proactively adapt leadership, learning, and development strategies to this new reality is emerging as an important competitive differentiator.

To meet this challenge, learning and development (L&D) must not only close current skills gaps but also forecast future ones. This means redefining how we think about jobs, how we develop talent, and how we support leaders who are navigating uncharted organizational terrain.

The Need to Prepare for the Nonlinear Evolution of Roles

In an AI-transformed world, job roles are being rapidly reshaped. Traditional workforce planning models aren't enough to get the job done. Organizations are faced with the need to rethink their approach to workforce planning and development.

This imperative, which we call predicting the nonlinear evolution of roles, was identified by global leaders as one of the three most urgent objectives in our [2025 Global Leadership Development Study](#). Alongside the rise of digital labor and the acceleration of AI, it is

changing not just how work gets done but also who does it and what capabilities they need to succeed. For decades, workforce planning has typically followed a relatively linear and role-based approach: define the roles needed to support strategic goals, identify the skills and experiences required for each, and create structured career paths to build proficiency. That model no longer works. Today, leaders must anticipate role changes before they happen and equip teams to adapt in real time.

In our study, 44% of respondents said their organization is placing greater emphasis on upskilling and reskilling within leadership development. And almost half (45%) said expectations are rising for leaders to actively support their own teams' AI upskilling.

These trends highlight the fact that leaders themselves are seeing their roles change, sometimes dramatically. Moves that create entirely new leadership roles, such as merging IT and HR departments, are making headlines.¹ Leaders are increasingly valued as sense makers who can deal with complexity and guide AI-enabled systems rather than as decision makers and subject matter experts. They are navigating new responsibilities that may not have existed a year ago, and that may change again in six months.

AI Is Driving and Redefining Role Evolution

As AI tools grow more sophisticated, they are no longer simply assisting with tasks. Increasingly, they are performing end-to-end processes autonomously. In many companies, AI has already evolved from the role of helpful assistant to agent.

One multinational company we interviewed shared their use of a “4B” framework to determine how work gets done in the future: Will a task be handled by human talent that is bought, built, or borrowed? Or will it be transferred to a bot or button (AI)? This type of thinking, which was once rare, is becoming common across industries and functions.

In some cases, AI orchestrates entire workflows. Take UBS, for example. Since 2024, the financial firm’s AI-driven service approves loans without human intervention. Credit officers didn’t disappear, but their responsibilities changed. Today, they define parameters, conduct scenario testing, and coach AI systems rather than make each decision themselves.

That kind of shift has implications for how we design leadership development. L&D teams must prepare leaders to take on new responsibilities, some of which may not be clearly defined yet. This

requires not only technical upskilling but also a rethinking of leadership identity, agency, and capability.

What’s at Stake: Leadership Pipelines and Capability Gaps

The nonlinear evolution of roles affects more than just current job holders; it upends the traditional leadership pipeline. In industries where AI displaces entry-level roles, organizations may lose the proving grounds where future leaders once developed. Without action, this will create serious capability gaps down the road.

That’s why the most forward-looking companies are redesigning development paths to reflect the new reality. They are investing in tools to model likely role changes, analyze skill adjacency, and forecast future workforce needs. Crucially, they are embedding learning earlier and more broadly to build readiness, not just at the top but across the enterprise.

What L&D Can Do Now

So how should L&D leaders respond? Start by shifting the question from “What does this role require now?” to “What will this role likely become?” Then, work backward. What experiences, knowledge, and capabilities must be built today to support success tomorrow?

Effective teams are:

- Building dynamic role profiles that adapt as new technologies and business models emerge
- Integrating AI into workforce planning tools to simulate different futures and surface new opportunities
- Redesigning development programs to account for lateral moves, hybrid roles, and new leadership expectations
- Supporting leaders through transitions, helping them redefine their contributions as machines take over more routine tasks

This is not about predicting the future perfectly. It is about being prepared for many possible futures and helping people adapt and thrive in any of them.

The Bottom Line

Static job descriptions are a thing of the past. The future requires leaders who recognize that human and digital roles will be frequently reimaged. To lead in this world, people must be trained not just to perform but to pivot.

The role of L&D is no longer to close skills gaps. It is to help organizations anticipate them. And to do that, L&D leaders must be fast, fluid, and relentlessly future-focused.

Now is the time to rethink not just what we teach but why we teach it and whether it's what's needed to prepare people for what lies ahead in the world of work.



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LETs LEAD is your leadership and coaching culture ecosystem by world #1 experts to enable leaders to transform and thrive for a better world.



LETs LEAD is your leadership and coaching culture ecosystem by world #1 experts to enable leaders to transform and thrive for a better world.



This Super App comes with **10** **GAME CHANGING SYSTEMS** to drive talent development in a coaching culture that fosters sustainable growth and competitive advantage.



LETs LEAD! Your Leadership & Coaching Culture Ecosystem by World #1 Experts.

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

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

G 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.**

**FACILITATOR
KC YAN**



Benefits of attending this HRBP Program

why attend this 5-day program?

BY ATTENDING THE **5-DAY HRBP PROGRAM**, YOU WILL BE ENERGIZED AND HAVE A REFORMED HR PROFESSIONAL PERSONA:

- Self-belief in your personal ability to make a strategic difference to the business
- Belief in the strategic value of the HR function
- Confidence to have a strong point of view and express it even if it proves unpopular
- Knowledge and experience of the business and its intricacies and an ability to communicate in business terms
- An ability to build long-term, credible and trusting relationships with business (clients) and with HR colleagues
- A focus on delivering business outcomes through leveraging the whole HR function and acting as a strong role-model for the rest of the HR team



Objectives of the Program

upon completing the 5-day program, participants will be able to:

- Define the term human resource transformation and mega trends impacting that transformation
- Reflect on and identify strategies to address the key megatrends.
- Define the term human resource partnering
- Describe and summarize unique choices in HR transformation and HR partnering
- Examine in depth what Talent Management is and how it can become the focus of HR transformation
- Come up with a blueprint of a Strategic HR transformation and partnering plan and implementation
- Strengthen your personal credibility by building a set of partnering competencies that will make a difference to the business in strategy, change management, and organizational development and performance front
- Establish an effective HR Metrics and Analytics framework that provides critical business insights to the human capital model of the enterprise
- Deliver a differentiated and distinct integrated talent management capability to the enterprise

Who Should Attend

HR Managers, Directors, Vice Presidents, OD Practitioners and Senior Executives responsible for HR functions



Program Outline

Mode	Hybrid Approach a) Self Paced (Asynchronous) Learning – individual and group assignments, case studies, videos, google research b) Trainer Paced (Synchronous) Learning – interaction with class mates and trainer
Language	English
Duration	2 weeks – Week 1: 4 Modules over 2 days, Week 2: 6 Modules over 3 days 3 months to complete cap stone project Anticipate approx. 4 months from start to certification
Curriculum Structure	Transformational. Future Relevant. Practical 6 HRBP Competency Tracks with 10 Learning Modules, each Module 3.5 hours 1 Self Paced (Asynchronous) Learning – individual and group assignments, case studies, videos, google research 1) Decoding Business Partner Competencies, Roles, Expectations (3 modules) 2 Leading Change & Transformation (2 modules) 3 Becoming a Trusted Internal OD Consultant (1 module) 4 Leveraging HR Metrics & Analytics (1 module) 5 Shaping the Future of Talent Management & Leadership Capital (2 modules) 6 Designing & Delivering Agile HR Capabilities (1 module)
Testing & Certification	Assignments, Quizzes, Cap Stone Project, 360 Assessment (Before/ After)

A Detailed Look At the Modules & Curriculum

Track 1 (3 modules) Decoding Business Partnering	<ul style="list-style-type: none"> HR Transformation – the Ulrich Change Champion Model Contracting RACI With Business Leaders – Business RACI, HRBP RACI for People Processes The (HRBP + OD = HR Strategist) Integrated Competency Model RBL's HRCS Round 7 Model (Organization Enablers, Core Competencies, Delivery Enablers)
Track 2 (2 modules) Managing Change	<ul style="list-style-type: none"> 3 Levels of Change Management (Design, Implement, Sustain) Managing Expectations of Stakeholders Overcoming Change Resistance; Change Readiness Diagnostics Review of 3 Change Models (ADKAR, Kotter, GE CAP)

A Detailed Look At the Modules & Curriculum (cont'd)

Track 3 (1 module) OD – Consulting	<ul style="list-style-type: none"> • The 7Cs of Effective Internal Consulting • OD – Sx, Hx, Dx, Tx – Diagnostics & Design Thinking • Tools & Methods for Organization Vitality Check • Organization Capability-Vitality Audit
Track 4 (1 module) HRMA	<ul style="list-style-type: none"> • 3 Aspects of HRMA Value-Add: Reporting, Interpreting, Leveraging • Differentiating Between HRMA and EFMA • Important Roles & Responsibilities for Organizing the HRMA Function • Metrics vs Analytics (Working In the Business, Evaluating the Business, Working On the Business)
Track 5 (2 modules) Talent Management & Leadership	<ul style="list-style-type: none"> • Talent Definition & Talent Segmentation • Future Centricity of Talents = Future of Work • Setting Up an Integrated Talent Management Capability • Managing the Talent Brand • 3 Perspectives on Succession Planning
Track 6 (1 module) Agile HR	<ul style="list-style-type: none"> • Talent Definition & Talent Segmentation • VUCA of Business – Agile Human Resource Capability (Agile Leaders, Agile Employees, Agile HR Systems) • Designing Future Agile – 3 Adaptive Conversations (Agile Workflow, Agile Workplace, Agile Workforce) • Enabling the “AwE” Agile Model • Strategic Career Coaching

Course Leader Profile

KC Yan



- KC is a Human Resource Practitioner with extensive experience in manufacturing and service industry, with a number of leading global MNCs
- Senior Principle Consultant at ITD World, Corporate Director at ITD Asia and Director for ARTDO
- Sr Human Resources Director, Asia-Pacific & Japan of Freescale Semiconductor
- Responsible for business HR in 9 countries (Japan, Korea, China, Taiwan, Hong Kong, Malaysia, Singapore, India, Australia)
- Spin off from Motorola SPS, set up new performance culture, win in business, strategic talent life cycle development, from public to private LBO, build best in class regional HR leadership team
- Human Resources Director, Asia-Pacific & Japan of Motorola Semiconductor Product Sector
- Sr Human Resource Business Partner Reinsurance Asia of Swiss Reinsurance Company
- Head of Human Resources, Asia-Pacific
- Dual reporting to Group Executive Council Member & CEO of Asia Division in Hong Kong and Group Management Board Member & Group Head of Human Resources in Zurich (for Head Asia HR role) and MD Head of HR for Reinsurance
- Certified Coaching & Mentoring Professional
- Speaker at a variety of International and Regional for Creative Leadership, Corporate Executive Board and Conference Board
- Master in Industrial Management from University of East Asia, Macau

Endorsement



KC was my Senior Human Resources business partner for my role as Regional President AsiaPacific for Swiss Re Group.

We built an effective relationship where he operated as a key sounding board and KC led HR related strategic discussions with the Asia Management Team.

Our key focus was resourcing and succession. Matters of talent engagement, retention and motivation were high on our agenda. KC was highly engaged, often at the individual person level in career discussions and made a valuable contribution to our success.



MARTYN PARKER

*Member of Group Management Board Chairman,
Global Partnerships SWISS REINSURANCE GROUP*



I have known KC Yan for over 15 years and he has impressed me as a person of high integrity and wealth of knowledge. KC had worked with me at Motorola Semiconductor as the Director of Human Resources for the Asia-Pacific Region.

We had worked closely in many areas, including compensation plan, performance evaluation, talent retention, competitive benchmarking, leadership training, talent pipeline and much more.

In addition, KC was also a key staff on my Asia Country Management Council, covering China, Hong Kong SAR, Japan, Korea, Malaysia, India, Singapore and Australia on strategic issues. His deep insights in organization development had contributed to the fast business expansion at the time. I believe his knowledge and skill set should benefit many of the companies seeking for performance excellence.



JOE YIU

*Chairman Emeritus Asia Region
FREESCALE SEMICONDUCTOR LTD
Formerly Executive Vice-President & General
Manager
Motorola Semiconductor Products Sector/Freescale*



I was privileged to work with KC Yan at Freescale Semiconductor. KC's strength lies in his keen ability to translate business strategies into granular bites for practical execution on the ground.

With his sharp analytical mind, he can "connect the dots" in the business with ease.

His strategic HR work around talent management and engagement has great impact on workforce retention. Certainly an excellent HR strategist with a well-balanced view of what makes business sense!



DATO' MOHD KHALIS ABDUL RAHIM

*Human Capital Officer
Malaysian Airlines Bhd*

Clients include

VIETNAM – Vietinbank, Vietnamworks, Petro Vietnam Drilling, VinGroup
MALAYSIA – Intel Malaysia, Osram Malaysia, B Braun Asia-Pacific, Motorola Solutions Malaysia, First Solar, Guinness Anchor Bhd., Robert Bosch, LotteChem Titan, University Sains Malaysia Graduate Business School, Shangri-La Hotels
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DATE	EVENT	COUNTRY	TYPE	TRAINER	FEES (USD)
	Leadership Development Program ↗ Leading Strategy ↗ Leading Self & Others ↗ Leading Growth	Vietnam	F2F	Kenzer Tan KC Lee Dion Ooi	1,800- 3,000/pax
23 January Kick-off	e-CCMP Certified in Coaching & Mentoring Professional ↗ ECS ↗ HOC ↗ EMS ↗ CMBS	International	Online	Safura Atan KC Lee Dr Mario Aquino del Castillo Dr Peter Chee	3,000- 3,690/pax
11 – 12 Feb 12 – 13 Mar 7 – 8 Apr 5 – 7 May					
26 – 27 Feb, 2 – 4 Mar	e-CTCS Certification in Talent Competency and Succession Management	International	Online	Dr William Rothwell	1,200/pax
27 Feb, 6, 13, 27 Mar 3, 10 April	e-CTP Certified Training Professional	International	Online	Dr Mario Aquino del Castillo	3,500/pax
19 – 20 March 25 – 27 March	CHRBP Certified Human Resource Business Partner	Vietnam	F2F	KC Yan	1,500/pax



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DATE	EVENT	COUNTRY	TYPE	TRAINER	FEES (USD)
30 – 31 Mar	Hybrid GWLDP Global Women Leadership Development Program – Phase 1	Malaysia	Hybrid	Serely Alcaraz Dr Peter Chee Kenzer Tan	6,500/pax
27 March Kick-off	e-CCMC Certified Chief Master Coach	International	Online	Dr Marshall Goldsmith John Mattone Dr Peter Chee Darelyn DJ Mitsch Brenda Bence Dr Marcia Reynolds Arthur Carmazzi	9,830/pax
20 – 22 April 20 – 22 May 24 – 26 June 22 – 24 July 26 – 28 August					
4, 7, 11, 14, 18, 21, 25, 28 May (Mon & Thur)	e-CIDD Certification in Instructional Design and Development	International	Online	Dr Mario Aquino del Castillo	2,800/pax
11 – 12 May	Hybrid GWLDP Global Women Leadership Development Program – Phase 2	Malaysia	Hybrid	Serely Alcaraz Dr Peter Chee Kenzer Tan	6,500/pax
6 – 7 May 12 – 13 May 18 – 20 May 25 – 26 May (8.30am-10.30am Vietnam time)	e-CTLP Certified Development and Learning Professional	International	Online	Dr William Rothwel Dr Mario Aquino del Castillo	2,800/pax
13 – 14 Jul	Hybrid GWLDP Global Women Leadership Development Program – Phase 3	Malaysia	Hybrid	Serely Alcaraz Dr Peter Chee Kenzer Tan	6,500/pax



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DATE	EVENT	COUNTRY	TYPE	TRAINER	FEES (USD)
2, 9, 16, 23, 30 Jul 7 Aug	e-CTP Certified Training Professional	International	Online	Dr Mario Aquino del Castillo	3,500/pax
8 – 9 June 29 – 30 June 20 – 21 Jul 17 – 19 Aug	e-CCMP Certified Coaching and Mentoring Professional	International	Online	Safura Atan KC Lee Dr Mario Aquino del Castillo Dr Peter Chee	3,000- 3,690/pax
6 – 8 Sept	53rd ARTDO Conference	Kota Kinabalu Malaysia	F2F		
Sept	e-CCMC Certified Chief Master Coach	International	Online	Dr Marshall Goldsmith John Mattone Dr Peter Chee Darelyn DJ Mitsch Brenda Bence Dr Marcia Reynolds Arthur Carmazzi	9,830/pax
14 – 15 Sept 15 – 16 Oct 4 – 5 Nov 1 – 3 Dec	e-CCMP Certified Coaching and Mentoring Professional	International	Online	Safura Atan KC Lee Dr Mario Aquino del Castillo Dr Peter Chee	3,000- 3,690/pax



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DATE	EVENT	COUNTRY	TYPE	TRAINER	FEES (USD)
16, 23, 30 Oct, 6, 13, 20 Nov	e-CTP Certified Training Professional	International	Online	Dr Mario Aquino del Castillo	3,500/pax

Legend

CCMP	Certified Coaching and Mentoring Professional	CTCS	Certification in Talent Competency and Succession Management
ECS	Essential Coaching Skills	CCMC	Certified Chief Master Coach
HOC	Heart of Coaching	CTP	Certified Training Professional
EMS	Essential Mentoring Skills	CHRBP	Certified Human Resource Business Partner
CMBS	Coaching and Mentoring for Breakthrough Success	GWLDP	Global Women Leadership Development Program
CTLP	Certified Talent Development and Learning Professional		
CIDD	Certification in Instructional Design and Development		



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2026



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Topic: *The AI-Human "Power Couple"*



2025



December 2025

Topic: *Talent Sustainability*



November 2025

Topic: *Succession Planning*



October 2025

Topic: *Organizational Transformation*



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Love, Innovation, Synergy, Trust, Excellence and Nurture.

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