



Annual Trainers Retreat

APRIL 2004

H u m a n R e s o u r c e D e v e l o p m e n t N e t w o r k





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Executive Summary

E x e c u t i v e S u m m a r y

Following the decision made in the 4th All Members Meeting (AMM) of HRDN, the 6th Annual Trainers Retreat was held in the multi-cultural city of Dubai-UAE in April 2004.

The event was unprecedented in many ways. It was the first ever event organized by HRDN outside Pakistan. The participation was extraordinary in quantity and quality; more than 65 members attended this Retreat and demonstrated very high level of professional interest and penchant for learning by their enthusiastic participation in all the sessions. Chosen experts in variety of fields related to human resource development from Pakistan and Dubai conducted the learning sessions on a purely voluntary basis without charging any fees to HRDN. Two days of learning sessions followed by two days of free time, which the participants enjoyed to the fullest for unwinding, sightseeing and shopping made this event truly memorable. And last but not the least, the fact that the participants picked up about 50% of the costs of the event, was a great source of encouragement for the organizers and beginning of a new tradition of self-help in HRDN.

The 6th ATR was held from 4th to 9th April 2004 on the theme **Performance Improvement through Innovations**. The learning sessions were designed with contents of great relevance to the theme and the work of the participants. Important topics discussed in the Retreat included **Its all about Trust**, **Multi-cultural Challenges for Trainers**, **Miracles of Memorizing Techniques**, **All about Success**, **Human in Human Resource Development** and **The Question of Learning**. The evaluation of ATR revealed that almost all the participants were extremely satisfied with the quality of sessions as well as the overall arrangements of the event. In nutshell, the event proved its worth by enriching the participants both professionally and personally and providing them an opportunity to learn and relax in a fun filled environment.

HRDN gratefully acknowledges the financial support of Aga Khan Foundation Pakistan, without which, organizing this event would not have been possible. We would also like to express our profound thanks to all the speakers and volunteers who helped the Secretariat in organizing the event and in writing some parts of this report, and particularly to retreat participants who participated enthusiastically and maintained a thoroughly professional conduct during the entire event.

Background

B a c k g r o u n d

The Annual Trainers Retreat is one of HRDN's regular activities conducted once a year. The credit of starting this activity goes to NGO Resource Center Karachi, which organized the first Annual Trainers Retreat a few years ago. Later on, realizing the fact that this event had a better fit with HRDN's mandate, the NGORC handed over the ATR to HRDN in 2002 and since then HRDN has been organizing this event very successfully.

The overall objective of holding Annual Trainers Retreat is to provide an opportunity to the Trainers to come together once a year to learn new developments and emerging concepts in the field of human resource development, enhance their skills and knowledge through experience sharing and cross fertilization of ideas and refresh themselves in a fun filled environment.

The event is purposely designed as a Retreat. Given that the Trainers are always at the delivering-end in Seminars, Conferences, Trainings and Workshops round the year; they usually work under pressure and stress. Being always at the center stage, they rarely get a chance to interact with professionals in a less demanding setting. Retreat provides them a relaxed environment where they don't have to provide the final answers and they don't have to be always right. Instead, the Retreat is an occasion where they can ask questions and can even afford to be wrong! Thus this gathering of HR professionals from diversified backgrounds in the Retreat in such large number serves as a unique platform to develop and enrich the HR fraternity in the country. The specific objectives of holding Annual Trainers' Retreat are to;

- Provide an opportunity to HRD professionals from across Pakistan to come together for mutual learning through experience sharing and cross fertilization of ideas;
- Sharing and distilling best practices in HRD
- Help build the HRD fraternity in a fun filled and relaxed environment



6th Annual Trainers Retreat

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Proceedings of Day-1

P r o c e e d i n g s o f D a y - 1

Inaugural Session

April 5, 2004

The 6th ATR was opened with the recitation from the Holy Quran by Mr. Shiraz Aslam Mian. After this, Mr. Roomi S. Hayat, Chairperson HRDN, welcomed the participants to the 6th Annual Trainers Retreat and congratulated them for being the part of first-ever overseas event organized by HRDN. He highlighted the significance of ATR for Trainers and requested all participants to ensure their full attendance in all sessions. Mr. Hayat also appreciated the efforts of HRDN and all those who volunteered their services to make this event a success. This was followed by a few words by Mr. Azhar Saeed, Coordinator HRDN, who warmly welcomed the delegates and said that the occasion had a special significance for him since this was the first opportunity for him to meet personally with such a large number of HRDN members. He expressed his commitment to strengthen HRDN institutionally and to ensure that its entire programme is developed and implemented in a manner that reflects the aspirations and priorities of its members. He expressed his strong desire to benefit from the candid feedback, support and guidance of HRDN members in the days to come. Mr. Saeed also briefly explained the objectives of the 6th ATR and requested the participants for their active participation in the forthcoming sessions.

Introduction of Participants

Facilitated by: Mr. Syed Saad Hussain Gilani, Programme Officer

All the participants were requested to introduce themselves in the following manner:

- Full name, designation and organization
- Brief expectations from the 6th Annual Trainers Retreat and feelings at the start of the event.

It was an interesting session, which helped the participants get to know a little more about each other. The introductions revealed a rare balance of diversity and homogeneity in the group as those present had come from very different organisations from the public and private sectors, yet having HRD as the common denominator. Most of the participants shared that they were very happy and excited to be a part of the 6th ATR and were really looking forward to the learning as well as have fun in the next few days.



6th Annual Trainers Retreat

It's All About Trust

Mr. Ramiz Allawala

LEARNING SESSION-1

Mr. Ramiz Allawala conducted a detailed session on the role and significance of TRUST in professional and personal lives and how to enhance the level of trust. He started the session with the observation that everyone has some needs, like for instance the need to protect his or her family from poverty, sickness, illiteracy, violence, deprivation, or societal ridicule. To meet these needs we all work to earn money. Each society chooses different methods for the satisfaction of the same fundamental needs. The choice of satisfiers is one of the factors that define the culture. The question of quality of life is sometimes overshadowed by the obsession to increase productivity. This is perhaps why a great sense of disappointment and alienation is felt by so many who have worked hard and succeeded in achieving their financial dreams.

From here, he moved on to narrow down the discussion towards trust. He said Trust is one of the major components behind the failure or success of nations, business or any enterprise where one has to interact with others. Human beings can't live in isolation and for the fulfillment of most of our needs we are dependent on one another and this is the point where trust comes in. Borrowing from the Italian Leader, Count Camillo Cavour, Ramiz shared that **the man who trusts men does fewer mistakes than he who distrusts them.**

The word Trust has various connotations; its central meaning is "belief", "faith" or "confidence." As such, the object of trust can be a person or even an inanimate object or state of affairs or a proposition (or a body of propositions, such as a religious credo). In religious context, "trust" means faith or belief in God (or gods) of one's religion. It also refers to the belief that one's religious tenets are true.

Most Jews, Christians and Muslims admit that whatever particular evidence or reason they may possess that God exists and is deserving of trust, is not ultimately the basis for their believing. Thus, in this sense trust refers to belief beyond evidence or logical arguments, sometimes called "implicit faith". This is not to say that religious believers hold that their faith is baseless; many typically hold that there is some evidence and some logic, which leads them to believe in God. However, they do not maintain that the evidence and logic themselves are sufficient to constitute proof or to justify the strength of their belief.



Trust and knowledge

Knowledge is an essential element in trust or faith, and is sometimes spoken of as an equivalent to trust or faith. Yet the two are distinguished as faith includes assent, which is an act of will in addition to the act of understanding. Assent to the truth is the essence of faith, and the ultimate ground on which our assent to any revealed truth rests is the veracity of God.

Trust is a supernatural act performed by Divine grace. It is "the act of the intellect assenting to a Divine truth owing to the movement of the will, which is itself moved by the grace of God" (St. Thomas, II-II, Q. iv, a. 2). And just as the light of trust is a gift supernaturally bestowed upon the understanding, so also this Divine grace moving the will is, as its name implies, equally supernatural and an absolutely gratuitous gift. Neither gift is due to previous study neither of them can be acquired by human efforts, but "Ask and ye shall receive."

In short Ramiz underscored that as individuals we are responsible for creating an environment in which everyone has opportunity to thrive and where everyone's needs are fulfilled without deceiving and hurting others. And developing such society was not possible without working towards enhancing the level of trust in all our relationships and minimizing distrust.



Multi-cultural Challenges for Trainers

Ms. Zaufyshan Haseeb

LEARNING SESSION-2

Ms. Zaufyshan Haseeb gave a succinct definition of culture as "Culture is the acquired knowledge people use to interpret experience and generate behavior. There is not a single aspect of human life that is not touched and altered by culture. This includes the aspects of how people express themselves (including show of emotion), the way they think, how they move and learn, how problems are solved, how their cities are planned and laid out, how transportation systems function and are organized, as well as how economic and government systems are put together and function.

Trainers have to impart learning to their trainees while the basic process of learning proceeds as shown in the following table:

Stage-1	Unconscious Incompetence
Stage-2	Conscious Incompetence
Stage-3	Conscious Competence
Stage-4	Unconscious Competence

A person is primitively incompetent to do anything and is also unconscious and ignorant of this incompetence. When somebody indicates this incompetence and the person realizes this incompetence, the second stage starts where person knows about the incompetence. Here s/he starts looking for a source to learn and overcome the incompetence and finally finds one. After acquiring the necessary skills and knowledge, the person overcomes incompetence and enters the third stage where s/he is now competent and knows his/her competence. After frequently practicing the skills/knowledge a stage arrives where s/he becomes so used to applying this skill/knowledge that s/he forgets the origin of this knowledge/skill and keeps on practicing it without any difficulty. This is final stage referred to as unconscious competence.

As mentioned earlier, since culture has to do with everything and has its effects on all facets of life, the learning process is no exception. Thus it becomes important for Trainers to understand the basics of learning so that they can optimally utilize the opportunities that the culture offers them in the learning process

Culturally, the globe can be divided into two types; **High Context Culture** and **Low Context Culture**. The theory of High and Low Context Cultures refers to the way persons of different cultures interact with each other in their daily lives.



Low Context Culture

Low context countries include North America and much of Western Europe. If you needed to characterize low context cultures in one word, individualism would reside as your champion. Other attributes designated to describing fundamental values existing in a low context society would be:

- Logical and linear
- Personal control over the environment
- Present and future oriented
- Reliance on the verbal over the nonverbal message
- Competitive
- Change over tradition

Solving problems in this type of society consists of stating all known factual details and then evaluating them one by one. When drawing conclusions, facts rather than intuitive speculation, play the major role. Once the conclusion has been

reached, the message must be openly and directly articulated.

Another important aspect of low context communities is their freedom to openly question and challenge authority. People are encouraged to verbalize their desires for answers and change if necessary.

High Context Cultures

Asia, Africa, South America, and much of the Middle East are classified as high context cultures. Their cultural values can be defined as collective. This means the key cultural emphasis is placed upon group and interpersonal relationships over individual desires. Developing trust between individuals plays the most crucial cultural function within any high context society. Some defining high context values include:

- Relational and intuitive
- Love and harmony with nature
- Past oriented
- Reliance on non-verbal codes over verbal messages
- Cooperation
- Traditions over change

These cultures prefer group harmony to individual achievements. Emotions and behaviors are less openly expressed but more highly valued than pure reason or words. The content of a situation, such as a speaker's tone of voice, gestures, postures, and sometimes even the person's historical family background, hold greater significance than the situation itself. Here, flowery language, humility, and elaborate apologies are expected.

She concluded by saying that a Trainer must know what type of people s/he is interacting with and what is their cultural background. This not only helps in reducing communication barriers but also increases the probability of smooth transformation of knowledge, attitude and skills of the trainees in the way Trainer desires.

Memorizing Techniques

LEARNING SESSION-3

Dr. Tahir Hijazi

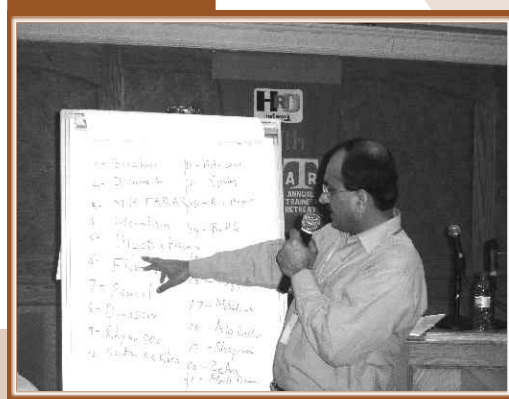
Dr. Tahir Hijazi started the session by highlighting the importance of enabling trainees to remember things in a training setting. He said usually it is thought that people who are better at remembering things are born with good memory. However there is no such thing as a good or bad memory; there is only trained or untrained memory! There is an area in the brain, which never forgets. It is called the “knowledge bank”. The information in the “knowledge bank” is stored on a permanent basis or for quite a longer period. It is possible to:

- Remember hundreds of names and recalling them months after learning them.
- Remembering things to do or buy without writing lists.
- Recalling complex directions step-by-step.
- Cutting study time by 50% or more.
- Remembering the facts from everything you read or hear.
- Keeping a mental phone book of important names and numbers.
- Remembering conversations as well as where and when they were held.

No matter what business you are in, better memory means more effectiveness. Whether it's a matter of quickly learning new skills, remembering appointments and things to do, or remembering names and faces. Memory training is fundamentally important to everything you do, but isn't taught at school or work. It's up to you to improve it by yourself. Dr. Hajazi conducted a few exercises whereby he proved that the human brain could absorb as much information as you like and it can also reproduce the same magnitude of information without any problem. These were interesting exercises and brief of two of the exercises is given below.



Exercise 1 (list of names or anything)



In this exercise, Dr. Hijazi asked the participants to give him names of anything, which he wrote on a chart against a serial number. By this way, he took 20 names and then turned his back to the chart. He surprised all the participants when he enumerated all the names with their corresponding serial numbers very accurately. Not only this, but he also went in reverse order and itemized all the names with serial numbers. He further went on and asked the participants to give him any number and he told the name of corresponding thing very accurately. Similarly, he then asked them to give him any name and he told its serial number without fail.

Exercise 2 (Chart on floor with pictures)

Dr. Hijazi spread a chart on the floor. The chart had different pictures on it. He asked all the participants to come and place any item on any picture. Afterwards, he asked all the participants to tell him about the picture and he picked up the item.

Speed Learning gives you the ability to quickly absorb a body of facts and see through these, a common thread, which will later help you recall this information. One of the common everyday memory problems is that people find annoying in forgetting the keys. Most people who have misplaced keys retrace their steps and movements or try to recall where they usually put the keys. But sometimes we can search for hours, before we find them.

The main reason people misplace keys is actually not a failure of memory. Factors such as fatigue and stress also often play a part. If you go without sufficient sleep, neglect good eating habits, worry excessively, suffer an emotional upset, your mind will lose its focus. The first solution is then preventative. If you take steps to reduce stress and take better care of yourself, this would help you to return to the state of 'best self'.

Another solution to the case of the misplaced keys is to stop and sit down, take a deep breath, engage in some activity divorced from the problem - read a magazine- slow down your thought processes, then retrace your steps and imagine your customary spots for putting your keys, you may discover that you will find your keys more quickly.

Everyone forgets from time to time, and sometimes one feels that he or she is slow in learning a new skill, and remembering the sequence of a particular activity. To count as a recall failure, either a person does not answer or produces the wrong answer, or does the wrong thing in a sequence of skill activity. Like recall failures, recognition failures occur in different ways. A failure to recognize a familiar object or person is sometimes called a 'miss' because the person has 'missed' something. For example, if a person could not find his or her coat in the cupboard in which it was hung the person has 'missed' the coat. An incorrect recognition of a new object or of an unfamiliar person is called a false alarm. As an example, a person who accidentally puts on a coat that is similar to his or her own had made this kind of error. When memory fails us, it does so in three ways. We can fail to register something initially in memory, or we can fail to store over time what was successfully registered, or we can fail to retrieve something, despite successful registration and storage. We know this because although we cannot remember something at the time we are asked, we manage to remember it later.

Dr. Tahir concluded the session by saying that the art of storing information in the memory is distinguished by the fact that it is either mechanical or deliberate. It is through practice and imitation, through the mechanical repetition of traditional gestures and speech of his or her social group, and relating things with one another that the individual without actually realizing it memorizes most of the information necessary for successful social conduct.

Proceedings of Day-2

P r o c e e d i n g s o f D a y - 2

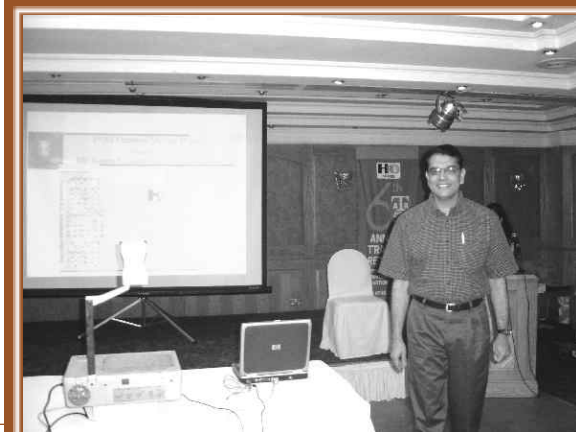
April 6, 2004

Launching of Quarterly Illume and Report of 4th All Members Meeting

The day began with the recitation of few verses from the Holy Quran.

4th All Members Meeting (AMM) had taken place on September 20-21, 2003 at Islamabad and the report thereof was compiled by the Secretariat and was published in the form of an attractive document. In addition, one of the regular features of HRDN's programme is to publish and circulate a quarterly newsletter titled *Illume*. The fourth edition of *Illume* was also published a day before the Annual Trainers Retreat.

Taking advantage of the presence of a huge number of members in the ATR, both these publications were launched at the start of the Day-2. Mr. Roomi S. Hayat, Chairperson-HRDN, formally launched these publications through a computer-based plaque. Copies of these publications were distributed among all members present at the occasion.



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Mr. Irfan is leading a multinational chain of Restaurants and other businesses in UAE, North Africa and Pakistan. In this session, he revealed some of the factors that helped him in building his career from scratch to the level of Vice President-ship. Salient points he made during his speech are presented in the following lines.

Positive thinking.....

He started by appreciating the cause for which HRDN and its members are working and said that every one of us should strive to realize our personal goals and dreams in a best possible manner. He said that we should also aim high and should emerge as enlightened, progressive, moderate and smart working people. In fact, these characteristics that help build a positive image among the international community where people from different cultural and professional backgrounds tend to analyze the personality of every individual working with them. The rate of one's success depends upon the positive image s/he develops.

Attitude vs Aptitude.....

As it goes that “It is not the aptitude but the attitude that determines the altitude, one should have a firm belief in his/her destiny in the career and for this purpose s/he should develop an attitude that is acceptable to the people in that community. Following tips can help in developing the right attitude:

- **Forget the Fear** as fear is the biggest enemy of any individual. It stops you from doing what you are supposed to do.
- **Focus, Focus, Focus** as most of us do not have a concentration on what we are supposed to do. This not only distracts our focus but also disarrays our energies.
- **Take ownership of mistakes; don't blame others** as it would lessen your credibility among your co-workers and deprive you from their trust, confidence and cooperation.
- **Don't Look Back** once you have determined your aim and goal, do your best to achieve these. Don't look back until you achieve your target. However, if you lag behind due to a good reason, then there is no harm in looking into your past performance and correcting the course for future action.
- **Think Positive** as it helps you to do positive deeds. One cannot succeed in his/her career without creating a positive image of his/her personal as well as professional conduct and that is possible only when you take things positively.

Lessons Learnt in Life

After achieving a prestigious position in his career, Mr. Irfan narrated the following lessons that he had learned. He said that these are all his personal experiences and audience is at full liberty to differ with him. However, this prescription carries a lot of weight because the same has been said by a number of eminent scholars, philosophers and other learned people in their prescriptions for life. These lessons are:

- Humility pays - keep the ego in the locker
- You are tested along the way - what goes up, must come down
- For long term success, establish base camps
- Have passion - leave a legacy
- Remember the God, Thank Him, Show gratitude



The "Human" in Human Resource Development

LEARNING SESSION-5

Mr. Anibal L. Oprandi

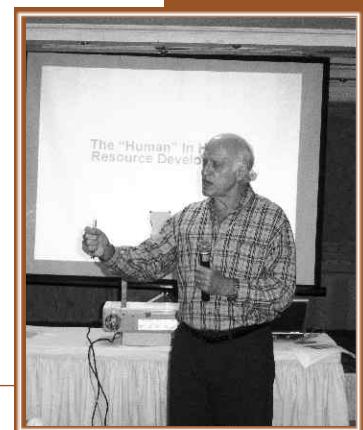
Mr. Anibal said that attracting the most qualified employees and matching them to the jobs for which they are best suited is important for the success of any organization. However, many enterprises are too large to permit close contact between top management and employees. Human resources, training, and labor relations managers and specialists provide this link.

In an effort to improve morale and productivity and to limit job turnover, they also help their firms effectively use employee skills, provide training opportunities to enhance those skills, and boost employees' satisfaction with their jobs and working conditions.

Organizational priorities have changed in recent years. The focus has moved from piecemeal training activities to more systematic human resource development. Many businesses have reoriented themselves away from training individual employees towards becoming 'learning organizations', with the emphasis on continuous learning. Competitive advantage comes from the development of an organization's human capital through ensuring a learning environment for employees and the organization as a whole.

A Learning Organization

A learning organization is one, which lives and breathes knowledge acquisition and skill development - the ultimate extension of 'learning on the job'.



Characteristics of a learning organization.....

1. Organizational policy and strategy and their implementation, evaluation and improvement, are consciously structured as a learning process.
2. Participative policymaking. Participation and identification are encouraged in debating policy and strategy. Differences are accepted, disagreements aired, conflicts tolerated and worked with in order to reach decisions.
3. Systems allow staff to question operating assumptions and seek information in order to learn about the organization's goals, norms and processes.
4. Management systems for accounting, budgeting and reporting are organized in such a way that they assist learning from the consequences of decisions.
5. Internal exchange. All departments and internal units view themselves as customers and suppliers, constantly in dialogue with each other.
6. Reward flexibility. Assumptions, which underlie reward systems, should be made public and alternatives investigated.
7. Boundary workers as environmental scanners. Employees with external contacts - for example, sales representatives and delivery agents - function as environmental scanners, collecting negative and positive to pass on to other staff.
8. Learning climate. Organizational culture and management style encourages experimentation, in order to learn from successes and failures.
9. Self-development for all. Resources and facilities are accessible to everyone in order to encourage self-development.
10. Development is the responsibility of the individual as well as the organization. Career success requires self-control, self-knowledge, systematic career evaluation and frequent role change

The Question of Learning

LEARNING SESSION-6

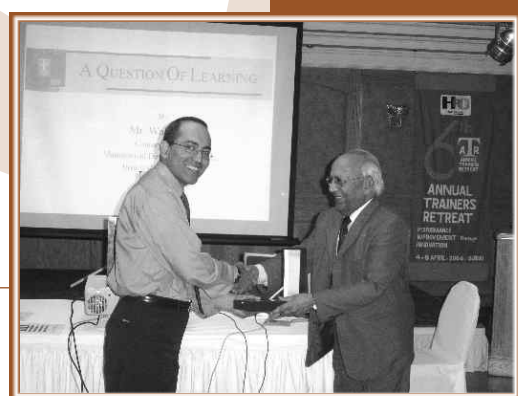
Mr. Abdul Wali Zahid

Mr. Wali Zahid, in his session, focused on the role of Trainers in ensuring effective learning, and how learning process could be improved through various methods. He also explained how Trainers could encourage effective learning through asking right questions and introducing various techniques for improving learning. It is also helpful for trainer to know what learner knows and what he wants to know. Questions are thus key for maximizing learning!!!

The process of learning is certainly active; much of what is learnt comes from the peers and trainers depending upon the type of learning. This can only happen if we ask questions, share our ideas, enter into discussion and debate. He explained that learning is a constructive process in which the learner is building an internal representation of knowledge and a personal interpretation of the experience. It is an active process in which the meaning is developed on the basis of the experience.

Learning methods need to reflect the fact that people learn in different ways. We should remind the trainers that people attending learning programmes are hard working individuals and therefore will demand learning methods, learning styles and learning objectives that meet their specific needs. While delivering training, the Trainer should try to **utilize learning methods that actively involve participants**. Always try to endeavor to create challenging situations that are entertaining yet relevant. In the learning process include a variety of learning methods for example video, participative exercises, situation analysis, role & organization diagnostics, case studies, and role plays.

Wali Zahid concluded his session by saying that Trainers need to ask the right question to encourage effective learning. When you ask question or tell anything, learner needs to wrestle with the new material to fit it into their manual structure. But by asking appropriate question you can help this happen.



Concluding Ceremony

Wrap-up

Mr. Roomi S. Hayat, in his wrap-up speech, highly appreciated the quality of learning sessions and also the spirit of volunteerism that was shown by the Speakers. He emphasized on the participants to keep learning and to bring innovations in Training Sector. He said that the major evidence of the success of ATR is the full time presence of all the participants in all learning sessions. The Chairperson-HRDN also acknowledged the efforts of HRDN Secretariat in making best arrangements for the 6th Annual Trainers Retreat.

Vote of Thanks

Mr. Azhar Saeed, HRDN Coordinator, expressed deep gratitude to all the participants for their active and disciplined participation in all the activities and for their continued support to the HRD Network. He also thanked the team of organizers for their hard work. Mr. Azhar also expressed his great appreciation for all the Speakers who spared time from their busy schedules to come and conduct their session.

Refreshing Moments

Refreshing Moments

One of the objectives of holding Annual Trainers Retreat is to provide an opportunity to the Trainers to have fun and relax. Following events were built-in this ATR for this purpose;

- Dinner organized at Al-Mumzar Beach Park
- Desert Safari
- Sightseeing and shopping sprees

On the night of April 5, a delightful dinner was organized at the calm and serene seaside of the Al-Mumzar Beach Park. The delegates were served with the local as well as Pakistani dishes. The event provided an opportunity to all members to know each other both professionally as well as personally.

For the evening of April 6, the participants opted to go for a jeep ride into the vast desert surrounding Dubai, the activity popularly known as Desert Safari. This was an action-packed trip made up of breath taking drive up and down the huge sand dunes. Driving in sand was an adventure in itself, combining the excitement of a roller coaster ride with the challenge of remaining mobile on the shifting surface. Camel ride was also part of the desert safari. Those with a taste for speed and enthusiasm for an unusual sport enjoyed sand-skiing down the dunes of Dubai deserts. Particularly popular element of the safari was a spectacular desert sunset view followed by a traditional Arabian barbecue under the stars.

Dubai is both a dynamic international business center and a well laid-back tourist escape; a city where the sophistication of the 21st century walks hand in hand with the simplicity of a bygone era. Modern day Dubai is a happening place. There are a host of things that one can do while in Dubai. So the HRDN members were left on their own to explore the city on their own in the last two days of Retreat.



Final Conclusion

F i n a l C o n c l u s i o n

April 8, 2004

On the last day of ATR (April 8), a brief yet graceful ceremony was organized for distributing Attendance Certificates among participants, conduct an evaluation of ATR and official closing of the event.

Certificate Distribution

Since everyone in the group had participated very well in all the sessions of the ATR, every participant was granted a certificate of attendance as a memento of the event. HRDN's Board Members, Local Chapters and one representative from each Province was invited to distribute certificates among the participants.

Evaluation of the Retreat

A one-page evaluation format was designed to get the feedback from all the participants on the quality of sessions, services and other arrangements through both qualitative as well as quantitative parameters (copy of evaluation format can be seen at Annex-IV). Participants gave their free and frank feedback on each component of the Retreat. It is heartening to note that participants rated everything well up to the mark and gave very positive suggestions for making things even better in future. A summary of participants' feedback is available at Annex-I

Closing of Retreat

Mr. Roomi S. Hayat, Chairperson HRDN BoD, was invited to announce the official closing of the 6th Annual Trainers Retreat. In his brief speech at this occasion, Mr. Roomi expressed his appreciation for all those who participated in this Retreat with devotion and commitment and made this event a real success. He also expressed his hope for HRDN to take further steps ahead in meeting the professional needs of its Members in line with the mission of this Network. He, then, announced the official closing of the 6th Annual Trainers Retreat.



6th Annual Trainers Retreat

Quantitative Evaluation of ATR 2004 (Overall)

A total of 5 marks were allocated for each evaluating parameter. The response of participants was accumulated and a mean was calculated. In below analysis, 5 should be read as the Best and 1 as the Worst.

Sessions Evaluation

Session Title	Resource Person	Objectivity	Relevance	Overall Session Rating
It's all about Trust	Mr. Ramiz Allawala	4.00	4.08	4.00
Multicultural Challenges for Trainers	Ms. Zaufyshan Haseeb	2.88	3.65	2.86
Miracles of Memorizing Techniques	Dr. Tahir Hijazi	3.92	4.47	4.02
Heart to Heart: I did it, why can't you?	Mr. Irfan Mustafa	3.16	3.52	3.20
"Human" in Human Resource Development	Mr. Anibal Oprandi	3.68	3.94	3.86
A Question of Learning	Mr. Wali Zahid	3.80	4.04	3.86

Rating for Overall ATR	Retreat on the whole	4.52
	Objectivity	4.08
	Venue Arrangements	4.37
	Travel / Food / Stay	4.20

What delegates said about the 6th ATR



- Lectures in the ATR were really informative
And will help us in improving the performance
(Rep. 17)
- Desert Safari (Rep 13)
- Retreat on the whole (Rep 7)
- Exposure visit to the other country (Rep 5)
- Quality of Resource Persons (Rep 5)
- Group Spirit, Captivating Sessions (Rep 4)
- Theme (Rep 3)
- Session especially of Ramiz Sahib (Rep 3)
- Logistic arrangements (Rep 3)
- Positive attitude of participants (Rep 3)
- Shopping, Sightseeing (Rep 3)
- Nice attitude of the Hotel staff (Rep 2)
- Personal assistance of HRDN Team (Rep 2)
- Dinner at Park (Rep 2)
- Session of Dr. Hijazi (Rep 2)
- Session of Mr. Anibal
- Timely review / evaluation by contents
- Flexibility of the organizers and timely schedule
Team work
- Thanks to HRDN
- It was excellent. Continue it
- Buck up to ATR Team
- It was a very nice experience
- The next venue should be India or Singapore
- Keep it up with the same spirit
- Very well done
- It was really wonderful
- Please add the addresses and e-mails of participants with their names.

- It was a lifetime experience
- Should be arranged repeatedly
- Well done
- It was wonderful
- Well done HRDN team - keep it up
- Wonderful experience with wonderful intellectual people
- Overall it was a wonderful retreat
- Next Retreat to be held either in Singapore or India. Moreover, there is a
need that some joint / collaborative projects should out of the HRDN.
- Overall Retreat was excellent. An opportunity to meet with other Trainers
and sharing of experiences
- During the Retreat, HRDN must ask its members about constraints,
achievements and change that has occurred since last retreat till date.
- An excellent performance and arrangements from HRDN
Team well done



Recommendations

- The sessions were not so much relevant to the theme. Some Resource Persons just wasted the time. They were not able to continue the session in sequence. (Rep 5)
- Dinner in Park (Rep 3)
- Worst travel arrangements (flight to Dubai and back to Pakistan) (Rep 2)
- Some of the Speakers were not given enough time for lectures (Rep 2)
- The boring lecture of Irfan Mustafa (Rep 2)
- Short duration of ATR (Rep 2)
- No group activity was carried out as mentioned in the schedule (Rep 2)
- High rate of Dirham
- Staying alone sometimes
- HRDN is my home and I can't throw stones sitting inside it. Its mine and I don't have anything to enlist about my very own organization

- Speakers should be more useful and relevant (Rep 6)
- More group activities like Desert Safari. Better hotel arrangements. Give participants options of different things like done with other international conferences (Rep 4)
- Next time, more focus is needed towards selection of Topics as this time the topics were not very relevant to the theme of the workshop (Rep 3)
- Communication improvement (Rep 3)
- There should be exposure visits within the retreat to study different cultural norms, taboos and customs instead of sitting and attending the workshop (Rep 2)
- It should be of 10 days (Rep 2)
- For future such Retreats, try to have a hotel with a large lobby for unofficial social interaction among participants.
- Have a separate website for the retreats where updates and session details could be placed.
- Sessions may be improved by discussing the profile of the participants with the trainers so that the session may be made more meaningful
- The workshop concepts should be more concrete and should be developed keeping in mind the participants
- The speaker should address the need of Human Resource Development
- All the speakers must be already informed about the timings and there should be some control that HRDN must facilitate in finishing the session well in time

Day 1

Monday, April 5, 2004

Day 1

Schedule

Human Resource Development Network
Annual Trainer's Retreat 2004

0900	0910	Recitation from the Holy Quran	
0910	0920	Welcome	Roomi S. Hayat, Chairperson HRDN
0920	0940	Introduction	Saad Gilani, PO - HRDN
0940	1000	Why we are here: Overview of Retreat Objectives and Purpose	Azhar Saeed, Coordinator HRDN
1000	1030	Tea Break	

Session I:

1030	1230	Its all about Trust	Ramiz Allahwala
1230	1300	Group activity	Saad Gilani, PO HRDN
1300	1400	Lunch & Prayer Break	

Session II:

1400	1530	Multicultural Challenges for Trainers	Ms. Zaufyshan Haseeb, INTEK Solutions, Dubai
1400	1430	Group activity	Saad Gilani, PO-HRDN
1430	1530	Lunch & Prayer Break	

Session III:

1530	1630	Miracles of Memorizing Techniques	Dr. Tahir Hijazi, Dean Faculty of Management Sciences, Muhammad Ali Jinnah University, Islamabad
	1630	Conclusion of the day and Tea	
2000	2200	Social Evening + Dinner	

Day 2

D a y 2

Tuesday, April 6, 2004

Schedule

Human Resource Development Network Annual Trainer's Retreat 2004

Session IV

0900 1100	Heart-to-Heart: I did it, why can't you	Irfan Mustafa, Vice President & Managing Director, Yum! Restaurants int'l Dubai
1100 1130	Tea Break	

Session V

1130 1230	Human in Human Resource Development	Anibal Oprandi, Operations Support Advisor, PLAN Pakistan
1230 1315	Group activity (for 2 session)	Saad Gilani, PO-HRDN
1315 1415	Lunch and Prayers Break	

Session IV:

1415 1530	A Question of Learning	Wali Zahid, Country Director, ICI Pakistan-British Council Management Development Services
1530 1600	Group activity	Saad Gilani, PO-HRDN i
1600 1610	Way Forward: Planning the next	Azhar Saeed, Network Coordinator
1610 1620	Concluding the ATR	Roomi S. Hayat

Last Day at Dubai

Tuesday, April 8, 2004

L a s t D a y a t D u b a i

Schedule

Human Resource Development Network Annual Trainer's Retreat 2004

Certificate Distribution, Evaluation and Closing of ATR

0900	Arrival of Participants	
0900 0920	Distribution of Certificates among participants	Roomi S. Hayat, Chairperson HRDN
0920 0940	Evaluation of ATR	Participants
0940 0950	Official closing of ATR-Vote of Thanks	Roomi S. Hayat, Chairperson HRDN

List of Participants

L i s t o f P a r t i c i p a n t s

S. No.	Name	Designation	Organization
1.	Aaliya Zenab Kazmi	Regional HRDM	PSL
2.	Aasiya Zenab Kazmi	AVP	SME Bank
3.	Abdul Aziz	Member	VSO
4.	Abdul Waheed	HR Manger	Mobilink PK
5.	Adnana Rao		
6.	Afshan Tehseen	Programme Officer	Actionaid PK
7.	Akbar Lashari	President	VSO
8.	Amir Fida	Health Officer	PLAN Pakistan
9.	Amjad Rasheed	Chief Executive	Traqee Foundation
10.	Anwar Hussain Khan	Director General	ESMA
11.	Asmat Ullah	Training Associate	SDPI
12.	Azam Farooq	Registrar	IMS
13.	Azhar Qureshi	Executive Director	ECI
14.	Farukh Javed Kazi	Deputy Secretary	GoP
15.	Ghias M. Khan	Coordinator	SASMON
16.	Hafiz Muhammad Baksh	Social Organizer	NRSP
17.	Humaira Hussain	Programme Coordinator	SAHIL
19.	Kamal -ud-din	Field Officer	PAK-CDP
20.	Khadija Beghum	Training Officer	SRSP
21.	Mahmood Akhtar Cheema	Director	IUCN
22.	Manzoor Khaliq	National Project Director	ILO
23.	Mohammad Amjad Saqib	RGM	PRSP
24.	Mohammad Sajjad Ashraf	Senior Credit Officer	NRSP
25.	Mohammad Shahid Iqbal	Principal	CPS
26.	Muhammad Mujeeb	Administration Officer	SRSP
27.	Muhammad Yaqub	Chief Executive	Takhleeq Foundation
28.	Munizeh Bano	CEO	SAHIL
29.	Naeem Afzal	HRD Officer	Islamic Relief
30.	Nargis Bano	Manger Training	SRSP
31.	Noor Fatima	Assistant Director	NEPRA - GoP
32.	Pervaiz Iqbal	Chief Executive	WESS
33.	Qazi Zeeshan Saleem	Programme Officer	ROZAN
34.	Riaz Ahmed Riaz	Regional General Manger	PRSP - Gujranwala
35.	Rizwana Akhtar	CDS	PLAN Pakistan
36.	Saeed Ismail		BHANBAILI
37.	Saima Bilal	Programme Officer - HRD	NRSP
38.	Shazia Taimoor	Gender Advisor	RWSSP - GoNWFP
39.	Sheeraz Aslam Mian	Chairman	The AIMS

S. No.	Name	Designation	Organization
40	Syed Abid Rizvi	Chairman	Taraqee Foundation
41	Syed Faisal Sajjad Hashmi	Social Organizer	NRSP
42	Syed Tahir Hijazi	Dean, FMS	MAJU
43	Tamsila Shah	Training Officer	PAK-CDP
44	Tanya Khan	Social Sector Specialist	RSPN
45	Tariq Nazir Chaudry	Senior Credit Officer	NRSP
47	Yasmin Mazhar	President	DOST Foundation
48	Zaib un Nisa		HANDS
49	Zia ur Rehman	Chief Executive	AWAZ -CDS
50	Zulfiqar Rao	Programme Officer	TVO

HRDN Team

51	Roomi S. Hayat	Chairman	HRDN
52	Azhar Saeed	Coordinator	HRDN
53	Syed Saad Hussain Gilani	Programme Officer	HRDN
54	Adnan Shaikh	Programme Assistant - F&A	HRDN
55	Farhan Nawazish	Programme Assistant - IT	HRDN

Volunteer / Organizers

56	Afshan Amir	Research Officer	PKUS-Embassy
57	Ali Akbar Qureshi	Programme Officer	RSPN
58	Hameed Ullah	Programme Officer	ROZAN
59	Mudassar Ali Shah	Executive Director	SHARP
60	Mudassara Anwar	Deputy Director	Pakistan Baitul Maal
61	Sadia Malik	Programme Officer	ROZAN
62	Sara Mehmood	CDO	NCHD
63	Shahbaz Ullah	Assistant Director	Ministry of Education GoP
64	Shahida Kazmi	Grants Officer	PLAN Pakistan
65	Tamana Banori	Executive Director	SHARP

Human Resource Development Network (HRDN) is a membership based nonprofit organization registered under the Societies Act 1860, operating from its secretariat in Islamabad. We have about 300 individual and 60 Organizational members brought together by a common interest in elevating the quality of HRD interventions in the country. The organization is governed by a democratically elected Board of Directors from amongst its members.

HRDN's mission is to build and strengthen the profession of human resource development with a particular focus on civil society through creating and promoting best HRD practices and enhancing our members' access to national and international resources in HR management.



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