



WorldLink

Linking people management professionals around the globe

Time Is of the Essence for **Africa's Development Goals**

By Areff Salauroo



The United Nations Development Program launched a Human Development Report in 2016 titled *Human Development for Everyone*. The report showed that positive change is taking place. Though sub-Saharan Africa is still in the lower zone in the classification, the continent is showing constant upward progress, reflected in growing income advancement and progress in health and human development. There is still much more to do, and the commitment of African leaders to achieve even more positive results is quite laudable.

The African countries are attempting to achieve the sustainable development goals set by the United Nations. It is today quite visible that efforts are being made to eliminate poverty and hunger. The investment in the education and health sectors is realistic. And the continent is pursuing its agenda for gender equality. In this area there are many regional, national and international initiatives to encourage and support capacity-building for gender equality and empowerment of women.

The report argues that "time is of the essence." This is very true as we consider that this continent has been lagging behind for a while. What if human resource professionals have the right tools to support the human development initiatives? These professionals have been using effective tools for achieving reasonable results in these areas. The training needs analysis is a great tool to help leaders know where to invest so that their people acquire skills and competencies that are actually in demand by the labor market. Training is an important part of education. Human resource professionals should come forward and participate in all discussions about curriculum development.

Human resource planning is another important tool for businesses. It is imperative that political leaders inspire themselves to use this key HR



tool for enhancing human development. This is because resources at our disposal are scarce and we need to make efficient use of these scarce resources. We should no longer have problems of mismatch. We should no longer have problems of lack of skilled workers or issues with leadership development. These types of problem will impede the initiatives for human development in Africa.

The African Human Resources Confederation (AHRC) invites all its national associations to encourage their members to participate actively in all activities and initiatives aimed at advancing the levels of human development in Africa. We should also ensure that we all develop and maintain a gender equality policy at our workplaces. Let us show that human resource professionals in Africa can play an important role in helping the continent improve its human development index. Let us show we can contribute in designing and implementing strategies for promoting better quality and a better standard of life. Yes, we also can!

Areff Salauroo is president of the AHRC and president of the Association of Human Resource Professionals of Mauritius.

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The Future of Work in Africa: A Journey into the Future

By Areff Salauroo

Major developments are taking place in the world in genetics, automation, robotics, nanotechnology, biotechnology, artificial intelligence and more. Some are even talking about a fourth Industrial Revolution. There are jobs today that did not exist a few years back. The jobs that will exist 10 years from now may not exist today. We have heard the observation that 65 percent of children entering primary school today will be doing completely new jobs—jobs that do not exist yet—when they join the world of work.

The International Labour Organization has estimated that more than 60 million jobs have been lost since the global economic crisis that started in 2008. Other observers have claimed that 500 million new jobs will need to be created by the year 2020 to provide employment opportunities to those currently unemployed and to the young people who will be joining the labor market in the years ahead.

We may be able to easily understand the importance of job creation, but it becomes more blurred when we try to understand job elimination. However, as we think about the future, we must identify and analyze the causes creating this situation. The obvious changes throughout the world and in Africa are:

- Demographic: aging population and urbanization.
- Climatic: effects on ecosystem, food supply, displacement and conflict.
- Mainly technological: automation, robotics, artificial intelligence and more.

There is currently some fear of technology that is subtly spreading. The truth is that technology is changing employment, work and industries at a rapid pace and is having a great impact on the labor market. Machines are considered more reliable and more productive than humans, and machines are replacing humans in many jobs, especially in repetitive work. Consequently, automation has had tremendous success with enterprises that are constantly looking for increased efficiencies, productivity and profitability.

The types of skills that employers require are changing all the time. Do we not hear frequently that employees have to continually learn and adapt to new technologies, new methods and new systems? This pressure will be felt more and more. As we journey into the future, we realize that we need to improve forecasting and planning so we can identify where the skills shortages will be. The problem of mismatch between training and real skills required will no longer be admissible. We need to prepare our young people for a more flexible and more collaborative world of work. We do not really have a choice: We have to be prepared for the future. And we have to take seriously the discussions about the future of work in Africa.



Areff Salauroo is president of the AHRC and president of the Association of Human Resource Professionals of Mauritius.

6 Keys to Developing Top Talent

To find and develop talent at your company or organization, there are six key insights you can implement, according to a new study by Bersin. The report, *Six Key Insights to Put Talent Acquisition at the Center of Business Strategy and Execution*, outlines how HR professionals can discover and retain high-impact employees.

Companies that have high-maturity talent acquisition functions have 18 percent higher revenue and 30 percent greater profitability compared to companies with low-maturity talent acquisition performance, according to the report.

There are six common traits in high-performing organizations in which talent acquisition has developed into a central strategic importance, the report says. They are:

1. Teams with high-impact talent acquisition build the workforce through integration with the business. Senior executives view talent acquisition teams as essential players in executing strategy and promoting the company's culture. Integration also allows talent acquisition teams to better anticipate broader business needs and better partner with hiring managers.
2. Existing employees are recognized as a strategic resource, and internal mobility is a part of company culture. Hiring managers and recruiters know their internal talent's capabilities, and hiring managers work with recruiters to cultivate talent from within.
3. Candidates are evaluated for work ethic, values and potential as much as skills and past experiences. Bersin's report found that 9 out of 10 high-performing talent acquisition functions use workplace values as a basis for hiring, resulting in a stronger corporate culture that is reinforced by each new hire.
4. Talent acquisition teams construct a personalized candidate journey. Rather than using a one-size-fits-all approach, these teams market positions to specific candidates, which leads to a stronger employment brand and promotion of the organization's culture.
5. Mature teams continuously regenerate because of dedication to upskilling, informal learning and professional growth. Talent acquisition professionals are encouraged to engage in a mix of traditional education, mentor relationships and networking opportunities.
6. High-maturity teams use artificial intelligence and predictive data analytics. The practice sharpens the talent acquisition function by using data-driven analytics and digital, cognitive tools to better source and assess candidates and prevent possible misjudgments caused by bias or false logic.

Leadership During Revolutionary Times: A Tunisian Story

By Zeyneb Attya, Sami Ben Mansour and Amel Mallek Tarifa

From Queen Dido to President Habib Bourguiba, Tunisia has been filled with men and women who have had the capacity to see much further than their written destiny. They have successfully cleared away the ups and downs of history and defied the odds and resistance to change.

If Queen Dido left her fertile land of Tyre to go toward her destiny, carrying with her the builders of the new city of Carthage, the birthplace of Tunisia, President Bourguiba, the eternal leader of the country, was the one who led Tunisia toward modernity.



Tunisians were offered democratic hope with the recent Tunisian Revolution, which started on Dec. 17, 2010, and led to the ousting of President Zine El Abidine Ben Ali, who officially resigned on Jan. 14, 2011. That day on Habib Bourguiba Avenue in Tunis, an outraged and rebellious crowd shouted its anger and managed to voice its desire for dignity and freedom by shouting the now-famous “Go away!” The cry symbolized the rejection of all forms of dictatorship and authoritarianism.

“Go away! Go away!” chanted the Tunisians, young and old, men and women, addressing Ali. And the dictator left. He lacked leadership, and the revolution got the better of him. He did not help his people to grow and was not able to command the respect of those who were there. He was unwanted by everybody. In fact, he had not been able to give a new meaning to leadership.

REVOLUTION LEADS TO NEW TYPE OF HR MANAGER

The effect of the Arab Spring, or the revolution for dignity and freedom as we may call it, brought up new expectations and needs for leadership among the Tunisian population. This was in dire contrast to the abuse of power of a single man who stifled all forms of dissent and imposed a vertical hierarchy of power, which automatically excluded sharing and participation.

Consider the definition given by Harvard University to the term “leadership”: “the capacity to influence and to be able to attract the continued and widespread support of a group of individuals towards the accomplishment of common goals.” Let’s also refer to the theory of situational leadership of Paul Hersey and Ken Blanchard, in which we can say that no “good” or “best” style of leadership may exist. A leader should be able to make his style best adapted to any given situation.

As voiced by the outrage in Tunisia, a new style of leadership here is a must. The shock wave has swept across the entire country, affecting businesses as well. In fact, this new social order, characterized by loss of benchmarks, total chaos and a thorough questioning of norms and values that were gospel truths till the revolution has demanded a new style of leadership.

There is now a complete distrust in hierarchy, a rejection of centralized and imposed management, and a desire for horizontal management and participative governance that allow the voices of all those who were previously gagged to be heard. Teamwork is encouraged, and role models are sought after, as they inspire trust and hard work among the population. Accountability and transparency are highly desired, as are loyalty, integrity and honesty.

A new style of human resource managers was born during the revolution. The first quality this new type of HR manager possessed was social intelligence and sensitivity toward human relationships. Those enlightened ones who understood that a new leadership posture was expected in the workplace were going to make it. Unfortunately, those who did not understand this quickly found themselves in a moral as well as physical storm, swept away by the tidal waves of change.

During those revolutionary times, each HR manager had to readjust his competencies and learn to unlearn to be able to move within a newly crafted and more solid leadership. HR managers have had to be coherent and to work in symbiosis with their teams, getting them involved at each level and helping them to inspire others—all in a passionate and positive environment.

Here, it is appropriate to mention the five leadership competencies of French managers identified by the study of Valérie Petit and Marieke Delanghe:

1. Give due consideration and support to their teams.
2. Identify motivating goals in win-win situations.
3. Be charismatic in communicating with their teams.
4. Know the limits of everyone and act upon those in trusted ways.
5. Have high moral integrity.

HOW ONE COMPANY ADAPTED SUCCESSFULLY

In this context, the story of the clothing company “ALPHA,” which managed to move ahead without problems thanks to the foresight of its technical director—something unheard of in those violent post-revolution periods—is worth looking at. (We have masked the name of the company and its people.) This is a success story based upon an exemplary style of leadership. In 2011, when Mr. S. was the manager of ALPHA, situated in the north of Tunisia, it was generally well-known that the workplace atmosphere was serene despite the troubles and anarchy that prevailed everywhere else.

There is now a complete distrust in hierarchy, a rejection of centralized and imposed management, and a desire for horizontal management and participative governance.

Mr. S., who was an engineer from Bizerte, commanded the total respect of his employees. The workers knew he was highly capable professionally but, above all, they liked the way he showed equity and integrity when dealing with them and that he did not shy away from helping out with the work when needed. He was also always ready to intervene at any stage of production. In short, the workers felt they were given due respect and consideration by Mr. S. His style of leadership was the best one for the situation. It worked because it met the expectations of his employees while helping the company meet its production and quality responsibilities.

Leadership During Revolutionary Times continued on next page

It is worthwhile at this stage to state that the aims of exemplary leadership are to reinforce cohesion, develop solidarity and enhance the strength of the group. This style also makes people grow, gives them a sense of belonging to a given community, develops selflessness and charity in them, and encourages equity and integrity.

After Mr. S. retired, the atmosphere at the company gradually deteriorated. In 2016, the workers succeeded in making the director of the firm, Mr. A., "go away." They went on strike for several days, just after one of them attempted suicide after learning he was not given a new employment contract.

This situation was the unfortunate result of a decrease in productivity and profitability, which forced management to lay off workers by not renewing their contracts. All the frustration and anger of the workers were focused on one person: Mr. A. He was seen as the sole guilty party in the layoffs even though the orders came from management.

These ill feelings were also substantiated by what the workers perceived as a "bad" style of leadership from Mr. A. He was seen to be distant, haughty, too strict, and only interested in results and productivity.

Mr. A. chose a style of leadership bent on setting and meeting objectives. It encompassed optimization of the workforce, maintaining excellence, solving problems, creating win-win situations, establishing well-defined tasks and controlling how tasks are carried out, among other things. However, this type of leadership was not appropriate for the given situation as it was not efficient and was not accepted by the workers. They made it clear that they would not resume work until Mr. A. came up with a new style of leadership.

It took several weeks of negotiations among the workers, trade unions and the local district representative for work to resume under the

leadership of Mr. A. He finally came to understand that he had to adapt his style of management to the prevailing situation, which demanded an exemplary type of leadership, as previously practiced by Mr. S.

This outcome illustrates the point from Petit and Delanghe's study that today's style of leadership is more of an exemplary kind, oriented toward teamwork, rather than one based upon transformation and reaching of goals. Therefore, it can be said that the most efficient types of behavior in the present context are to:

- Nurture a sense of belonging and team spirit among workers.
- Show integrity.
- Work toward a common goal.
- Be consistent with the values defended by all.
- Show empathy toward workers and colleagues.
- Support them.
- Show personal charisma.
- Be able to negotiate win-win situations.

As for Tunisia as a whole, our country is still trying to find itself. It staggers a bit once in a while. But it quickly picks itself up soon after. The country is on a quest. The revolution has cut us away from the old times. The people are still trying to find answers to their questions and ways to share their common goals.

Mr. S. showed us the way to our common destiny. His caring nature, his tenacity and, above all, his love and faith in humanity helped him lead his troops through the storm and stay the course. We must learn from his example.

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Africa Prepares for **Most Advanced Workforce**: HR 4.0

By Areff Salauroo

Managing the most advanced workforce for Industry 4.0 and setting the scene for HR 4.0 are the challenges of the human resource professionals of Africa over the next few years. As we move into the digital age, we have to prepare for new business models. It is an undisputed fact that all repetitive work will be automated, resulting in loss of jobs and the death of traditional careers.

The World Economic Forum has already warned about job losses. The University of Oxford's Martin School predicts that 50 percent of U.S. jobs will be automated, while a 2015 Parliamentary report estimated that 35 percent of U.K. jobs will be replaced by automation. We do not have an estimate for Africa yet, but we can already foresee the elimination of many jobs by observing what is happening elsewhere and by reading research in areas focused on the driverless car, unmanned aircrafts, unmanned cargo ships and more.

The advent of the fourth Industrial Revolution is changing the meaning and relevance of so many important features of life: work, community, society, education, family, enterprise, identity and human resource management, among others. Human resource professionals have an immense responsibility to identify the opportunities and challenges so as to contribute in future-proofing our workforce. If we were to start by considering what Microsoft's Work 4.0 study has to share, we find that the most advanced workforce is expecting to have better access to information, to participate in decision-making, and to have feedback and flexibility.

HR 4.0, or future HR management, will transform the HR departments of Africa and the world from simple administrations to strategic partners for employees and employers. In reality, this would mean digitized

administrative processes, dashboards in real time and predictive HR. With so many software platforms available, or with in-house developments, we are seeing more and more digitized administrative processes. This is paving the way for real-time dashboards and predictive HR. Africa has to initiate the transition now. We need to invest in creating and embracing digital values in a digital culture of technology, innovation and adoption so as to create richer human experiences and contribute in helping our businesses prosper in the digital economy. Let us start the transition now.

Areff Salauroo is president of the AHRC and president of the Association of Human Resource Professionals of Mauritius.





Ghana **Excise tax stamp**

In February, some business owners in Ghana threatened to shut down their plants because of new excise tax stamp requirements. On March 1, all manufacturers and importers of excisable products were expected to place hologram stamps on their consumer products, including cigarettes and alcoholic and non-alcoholic products, whether produced locally or imported. The new regulation is part of Ghana's Excise Tax Stamp Act 2003, which aims to improve tax compliance and revenue collection. While the government is providing the stamps, the companies must purchase the machines to affix the stamps, which some have decried as too costly.



Ivory Coast **Economic growth**

The government of the Republic of Côte d'Ivoire signed an agreement with the U.S. government's Millennium Challenge Corporation in an effort to spur economic growth and reduce poverty in its country. The Millennium Challenge Corporation is an independent U.S. government agency working to reduce global poverty through economic growth. The Ivory Coast signed a five-year, \$524.7 million deal to support growth and private investment by building workforce capacity, reducing transportation costs and opening new markets. The Ivory Coast government is expected to contribute an additional \$22 million to support the program.



Mauritius **Female Entrepreneurs**

Mauritius is encouraging women to become entrepreneurs and launch their own startups. At an entrepreneur workshop in February, Minister of Gender Equality, Child Development and Family Welfare Roubina Jadoo-Jaunbocus said women are the pillars of society and should tap their potential to become entrepreneurs. Such efforts allow women to develop a sense of autonomy and become economically independent. Jadoo-Jaunbocus said her ministry is committed to promoting the economic empowerment of women and growth of female entrepreneurs. She emphasized that the National Women Entrepreneur Council in Mauritius is helping to provide entrepreneurship training for women.



Morocco **Uber leaves country**

The ride-hailing company Uber has suspended its service in Morocco. After three years in the country, the company said the regulatory environment is to blame. This leaves 300 Uber drivers and 19,000 customers in the lurch. Uber launched in Africa first in South Africa, followed by Cairo, Egypt; Lagos and Abuja, Nigeria; Accra, Ghana; Nairobi, Kenya; and Kampala, Uganda.



Nigeria **Job creation**

Nigerian President Muhammadu Buhari signed an executive order in February that aims to create jobs in science, technology and engineering and increase the production of domestic goods. Procuring companies must give preference to Nigerian companies, and the Ministry of Interior cannot provide visas to foreign workers if those skills are readily available in Nigeria, which has Africa's biggest economy and population.



Rwanda **Soft skills education**

Rwanda has implemented a work-readiness program in all secondary schools across the country. The program teaches soft skills necessary for students to successfully transition to the workforce. The students learn skills such as communications, teamwork and problem-solving. They visit local businesses to learn what it takes to get hired, and they hold mock interviews with other students. The program is an effort to reduce the 13.2 percent unemployment rate.



Senegal **No commercial night driving**

Senegal announced in February that it is banning commercial vehicles from driving at night. Effective immediately, commercial drivers will not be able to drive from 10 p.m. to 6 a.m. each day in an effort to reduce vehicle crashes.



South Africa **Unemployment rate**

South Africa's unemployment rate stands at 26.6 percent, decreasing by 1 percentage point in the final quarter of 2017. Employment declined in the finance, trade and mining sectors. However, employment increased in community, social and personal services; manufacturing; agriculture; construction; and transport services. A decline in the unemployment rate was seen across all age groups, but unemployment was highest among young people regardless of education level. Approximately 3.1 million people ages 15 to 24—or 29.7 percent—were not employed, nor in school or a training program.

Sources:

AFKInsider, AllAfrica, GhanaWeb, Statistics South Africa, USA.gov, *U.S. News & World Report*, Voice of America.

WFPMA World Congress 2018

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The WFPMA World Congress 2018 will be held in conjunction with the Society for Human Resource Management (SHRM) Annual Conference & Exposition in Chicago, June 17–20, 2018.

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HR associations and their members will receive a special rate when registering for the WFPMA World Congress 2018 and will also have access to the entire SHRM Annual Conference & Exposition. Learn more at <http://annual.shrm.org/wfpma-world-congress-2018>.

If you require a visa, please visit the U.S. Department of State website at www.state.gov for the most current information and instructions.

An invitation letter can be provided upon request, but only to individuals who are registered and attending the WFPMA World Congress 2018. We strongly recommend applying early.

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April 16–18, 2018

2018 SHRM Talent Conference & Exposition

Caesars Palace

Las Vegas, Nevada

www.shrm.org/mlp/Pages/2018Talent.aspx

April 26–27, 2018

SHRM India HR Technology Conference 2018

Hyderabad, India

www.shrmtech.org

June 6–7, 2018

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www.ipmlk.org

June 17–20, 2018

WFPMA World Congress

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<http://annual.shrm.org/wfpma-world-congress-2018#register>

September 28–29, 2018

37th Annual National HR Conference (NATCON 2018)

The Westin Hotel, Pune, Maharashtra, India

<http://natcon2018.com>

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WORLDLINK

welcomes news stories, announcements of events and ideas for articles. These should be accompanied by a telephone number and e-mail address.

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NEXT ISSUE

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