Global Change and Its Influence on HRD Practices

Keynote Speech by Prof. Dae Bong KWON
with Research Prof. Jung Joo KIM
Korea University, Seoul, Korea
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I. Introduction
I. Introduction

By HRD interventions

- Organizational performances
- Success through employees’ commitment to organization

In case HRD practitioners are willing to challenge with courage with strategic mindset.
II. Three domains of change

- Making changes (易),
  however, might not come so easy (易).

- To change or to be changed, that is your choice.
II. Three domains of change

3 main changes affecting HRD practices:

- Technical change
- HR change
- Market change
II. Three domains of change

1) Technical change:

- accelerate globalization, complexity and convergence.
- bring about expansion of time, space, knowledge and relations
- So that organizations better meet the needs of development for their potential and current employees.
II. Three domains of change

2) HR change:

- To adapt and lead technical and social changes, organizations recruit and develop the talented human resources who are creative, open-minded through networking and digitalized ways.
II. Three domains of change

3) Market change:

- Unprecedented turbulence with uncertainty
- Economic crisis
- FTA
- Bloc economy
- World constantly changing without any pre-notice or forewarning

impact on HRD in many different ways
III. Influence on HRD practices

*OGI-Change framework for HRD practices

- based on these 3 domains of change (technology change, HR change, market change)
- and 3 levels of change in organization (organization; group; individual)
### OGI-Change framework for HRD practices

<table>
<thead>
<tr>
<th>Level</th>
<th>Change</th>
<th>Tech. change</th>
<th>HR change</th>
<th>Market change</th>
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<td>Organizational level</td>
<td>(1) VHRD</td>
<td>(2) Diversity</td>
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<td>(8) Work-Life Balance</td>
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[Figure 1]. OGI-Change framework for HRD practices
III. Influence on HRD practices

A. Organizational level

(1) Virtual Human Resource Development (VHRD)

- Provides an online learning space where employees are connected electronically. And it plays as an intranet system through which knowledge management is run and work collaboration is made.

- **S Company** which operates IDP (Individual Development Plan) system. Under the system, the company supports the development of employees’ competencies and growth based on yearly learning plan made between team members and leaders.
III. Influence on HRD practices

A. Organizational level

(2) Diversity

- attributes, values, belief, backgrounds, physical conditions and life experiences → affect work performance, job satisfaction and their acceptance

- H Company operates talent development programs to recruit talents with potential through scholarship, research finances, collaborative training and competency development between the company and academics.
III. Influence on HRD practices

A. Organizational level

(2) Diversity

- Diversity can be either a chance or an obstacle.

- One IT company, with 15 year of history in Korea, tried to expand its business to other neighboring countries to become truly globalized.

- Experienced difficulties in developing training programs for not understanding the culture and language of those countries and people.

- To provide global support, one of important things is HRD personnel should get equipped with global perception and competency to meet people with diverse characteristics and background.
III. Influence on HRD practices

A. Organizational level

(3) Global Leadership

- As with market changes successful style of leadership is very contingent depending on the organizational context.

- Leadership has been moving from a skill set toward mindset.

- As the world is changing with uncertainty and complexity, mindset is also changing according to situation, people and context.

- Leadership is toward global leadership with geocentricism. (oriented toward ‘world’)

- Global leaders create global organization culture by sharing global vision, spreading global mindset among employees, seeding global values for what they do, which results into geocentric culture.
III. Influence on HRD practices

B. Group level

(4) Virtual teams

- Definition: teams organized in cyber space for accomplishing their goal

- To improve build up efficiency of virtual teams, some barriers should be removed and success factors should be promoted.

- Barriers include employees’ being afraid of personal disclosure, lack of virtual leadership, intolerance to cultural and social diversity

- Success factors: sharing their fidelity to keep the community connected and efficiently working through irregular meeting in webbed environment; the feeling of secured within the community
III. Influence on HRD practices

(5) Employee engagement (EE)

- EE: determined, motivated and fulfilling state of individual mindset toward his/her work, which results in vigor, absorption and positive outcome of individual as well as organization.

- An example is from an IT company in Korea which publicly announced the start of ‘free work hours’ in early this year, 2015. This is recognized for especially women as good enough to improve the employee engagement as women take almost 40% of total number of employees.
III. Influence on HRD practices

(6) Coaching

- Coaching or mentoring has been recognized as a powerful HRD intervention and so many organizations try to implement it for their employees.

- Fundamentally coaching is conceptualized as informal type of learning. But as organizations pursue the intended and productive goal of success, it is being practiced in more formal way.
III. Influence on HRD practices

C. Individual level

(7) SNS

- Facebook, twitter, LinkedIn, Pinterest, google +, Instagram, flicker

- In HRD, more receptive attempts have been tried in connection with SNS and employee’s involvement.

- Employees collect useful information, share ideas and build up collaborative thinking based on connected group trust in cyber space.
III. Influence on HRD practices

(8) *Work life balance* is how employees choose to prioritize and balance their work, family and community role and responsibilities.

- There is much evidence that work-life balance reduces the stress and absenteeism rate in work that ends up to improve performance.

- It takes more time and efforts to make all the individual employees feel safe in enjoying the work-life balance, for which organizational cultural and structural change should be accompanied.
(9) Creativity

- Individual’s creativity is very important competency to face against insecurity in market and survive in organization which seeks the talent with diverse and distinct ideas.

- Samsung, Hyundai, LG find nowhere to benchmark and encourage employees’ creativity to create new market with new ideas and products

- Samsung uses collective creativity which creates new ideas. Individuals or teams in the company are given incubating period of 1~2 months.
IV. Implications for the future HRD scholars and practitioners

- As technological development has ripple effects on overall dimensions, it prompts to bring about changes of market and human resource, and vice versa.

- As the workplace is digitalized with individuals’ use of social media increasing, employees become more diversified and market itself gets more competitive and changes swiftly.

- Market change needs someone with talents and competencies to face and adapt to it and technical development inevitably follows.
IV. Implications for the future HRD scholars and practitioners

- HRDers should understand the very nature of those changes and their interplay on each other so that they can approach their job with a big picture to pursue the vision of organization.

- HRDers should know the merits and demerits of virtual training and how to maximize its effectiveness by taking out dehumanizing effect and putting more offline wisdom.

- Cross-sectoral HRD practices are needed. While this study mainly deals with examples of private corporate, they can be also applied to public corporate.

- HRDers should try to take examples of HRD practices in other business to offset their own and extend collaboration.
V. Conclusion

For successful HRD practice in tune with the concurrent changes, a paradigm shift is required.

- Compared to linear approach (seeing employees as mere workers), new non-linear approach has distinctive differences. It regards employees as high performers, setting active objectives and having reactive and proactive needs.

- Expected roles of global knowledge worker are global player; high performer; organizational and social contributor; knowledge creator. Compared to the paradigm of general HR, that of global HR puts more value on talent, and regards learning as lifelong investment.

- HRD interventions such as local and global job rotation, OJT, self-directed learning, and mentoring, to name a few, which brings global HR into reality.
Thank You!