

ASEM Forum on Lifelong Learning 2012

Best Practices of Korean Lifelong Learning

at Room D165, 15:30~17:00 on 29 May 2012, Copenhagen, Denmark

SeoulNational University
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Speaker



Prof. Chan Lee

Certificates

- ASTD (Trainer Certificate Program, ASTD ICE)
- SCID (Systematic Curriculum and Instructional Development)
- DACUM (Developing A CurriculUM)

Interests

Performance Management Systems, Job Analysis, Competency Modeling, Competency-based Curriculum Development, Organizational Communication, Workplace Learning, Structured On-the-Job Training, Strategic HRD, E-learning, Smart Learning, Social Learning, etc.

Career

2006–present	Professor	Seoul National University	Vocational Education & Workforce Development, Korea
2009–2011	Advisor	ASTD*	ASTD ICE Program Advisory Committee, USA
2004–2006	Team Leader	LG Electronics USA, Inc.	Human Resources Development Team, USA
2002–2004	GRA**	Ohio State University	Center on Education and Training for Employment, USA
2000–2002	GRA	Ohio State University	Technology Helping Educators, Consortium, USA
1997–1999	Staff	LEGO Korea	Human Resources Team, Korea

Contents

- I. Strategic Human Resource Development
- II. Case 1: Samsung SDS
- III. Case 2: Hyundai Motor Group
- IV. Implications



Strategic Human Resource Development

1. HRD for Lifelong Learning



Lifelong Learning

For Employees

Developing individuals' potential and **competency** for their career

For the Organization

Motivating employees to learn continuously in order to use their knowledge and information for organizational performance improvement

 → **Emphasis on Human Resource Development**

※ Source: Lee, C., & Shin, J. G. (2011). Measuring E-learning using the four levels and the success case method. Presented at 2011 ASTD ICE.

N-HRD in Korea



2. Paradigm Shift toward S-HRD (1/2)

Traditional HRD

LEARNING

To improve employees' K.S.A

Person in charge of HRD

Cost

Classroom



Goal

Main Agent

View

Site

Strategic HRD

PERFORMANCE

To improve an organization's effectiveness as a business partner

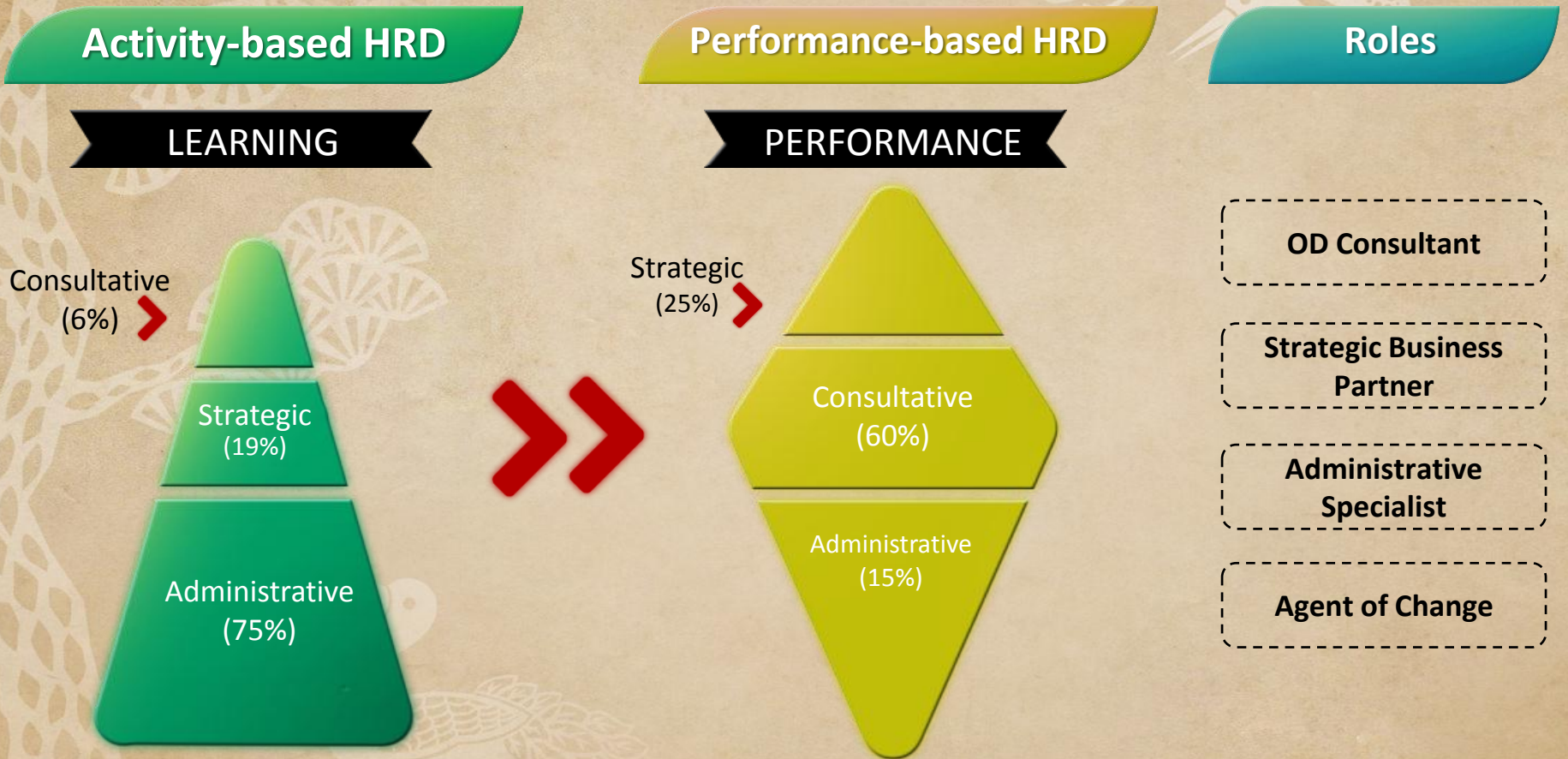
Cooperation from management

Investment

Workplace

2. Paradigm Shift toward S-HRD (2/2)

HRD practitioners' roles currently emphasize an organization's strategic business partners.



3. S-HRD in Korean Organizations

HRD should be a key force in organizational strategy

It is essential to make HRD more strategic to implement organizational vision and strategies

Best Practices
of S-HRD
in Korea



Samsung Diagnosis System (SDS)
for Strategic Human Resource Development

SAMSUNG SDS

SAMSUNG



Internalizing Core Values:
An Appreciative Inquiry Approach



HYUNDAI

NEW THINKING.
NEW POSSIBILITIES.



Case 1: Samsung SDS

The Diagnosis System for Strategic Human Resource Development

1. Introduction to Samsung SDS

SAMSUNG SDS

SAMSUNG

Intelligent Convergence Solution Provider



Capabilities

- Innovation (Technology, Process)
- Highly Qualified HR and Experts (11,678 employees)
- Proven Core Competencies (Government, Smart Infrastructure, Manufacturing, Financial Services, etc.)
- One-Stop Service, from Consulting to Outsourcing
- Global Partnership (SAP, HP, IBM, Cisco, MS, Siemens, Oracle, etc.)

Values

- Vision:
World Premier ICT Service Provider
- Core Values: ICSP
 - Innovative
 - Creative
 - Sustainable
 - Passionate

Service Offerings

- Smart Infrastructure Engineering
- Enterprise Application Services
- E-Government
- ICT Infrastructure
- Mobile Communication Services
- Business Process Outsourcing (BPO)

- No. 1 Korean IT-service provider with the largest domestic market share (14.7%)
- 3rd largest IT-service provider in the Asia-Pacific region

2. Project Background

HRD as a Strategic Business Partner

Providing solutions and interventions
in *“Performance-based HRD”*

Goal

Strategic HRD
Maturity Diagnosis System

Strategy

SAMSUNG SDS

SAMSUNG

Research & Development

Practical HR and IT Experiences



Seoul National Univ.

Needs

Consultants

- ▶ Need for accurate and detailed analysis for HR solutions
- ▶ Need for efficient consultation delivery

Clients

- ▶ Most Korean companies: “Vendor-driven HRD”
- ▶ Need for strategic decision-making based on accurate HR analysis

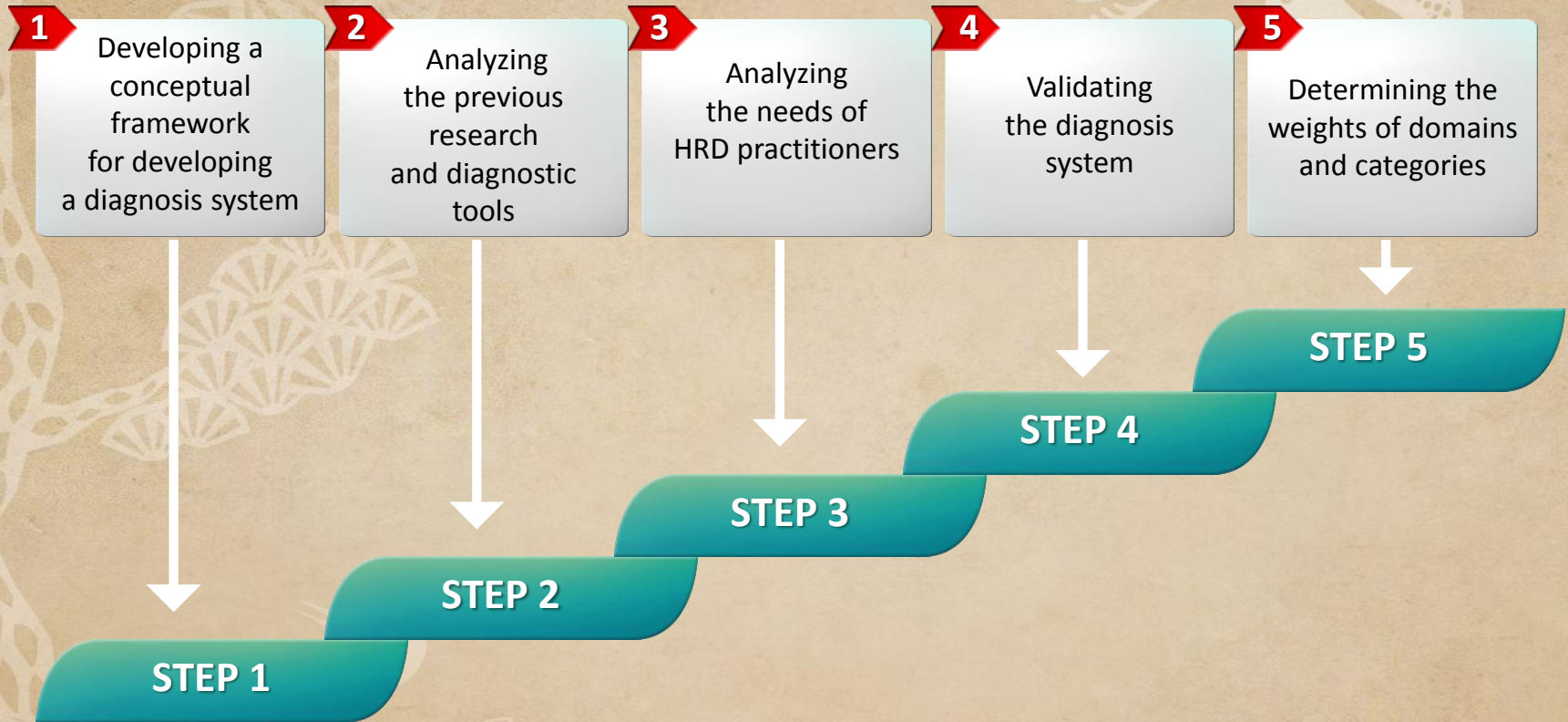
HR Trends

- ▶ HRD paradigm shift from traditional to strategic HRD
- ▶ Use of analytical tools and technologies to improve performance

3. Development Process



The process to develop a diagnosis system for HRD maturity consists of 5 steps:

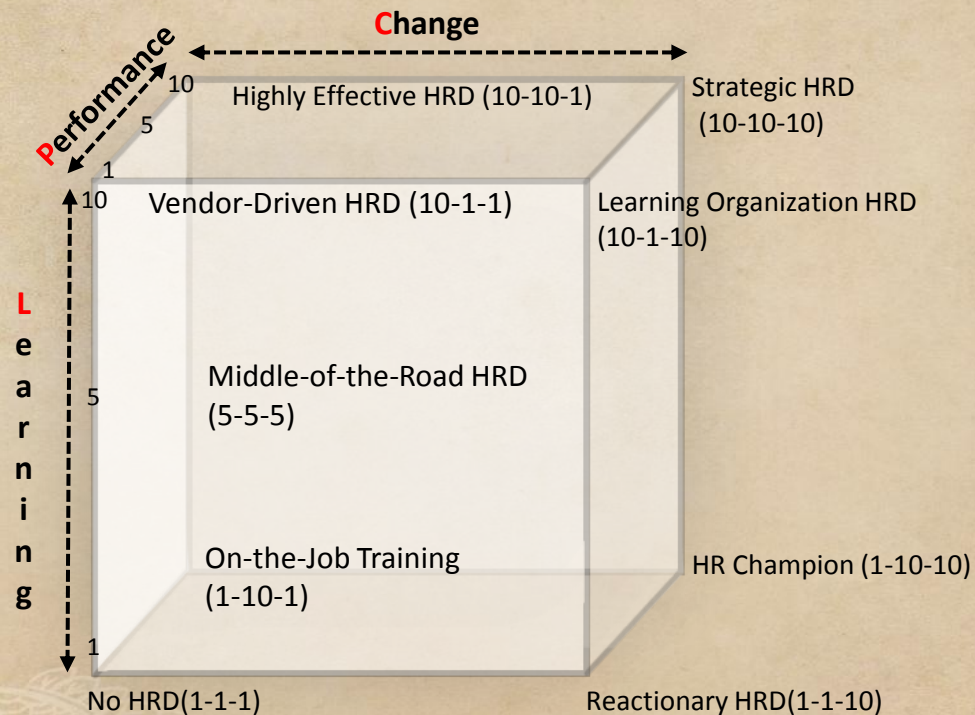


4. LPC Model for the Diagnosis System



Background of the LPC Approach Model

The fundamental model of the diagnosis system is based on Gilley & Maycunich's (2000) S-HRD approach, which consists of: **Learning, Performance, and Change**.



[S-HRD Approaches]

✂ Source: Gilley, J. W., & Maycunich, M. (2000). *Organizational learning, performance, change: An introduction to strategic human resource development*. NY: Basic Books.

4. LPC Model for the Diagnosis System



Composition of the LPC Approach Model

The LPC model is divided into 8 types of S-HRD maturity according to their level of Learning, Performance and Change. Capital letters stand for a high level of learning, performance or change, whereas small letters stand for a low level of learning, performance or change.

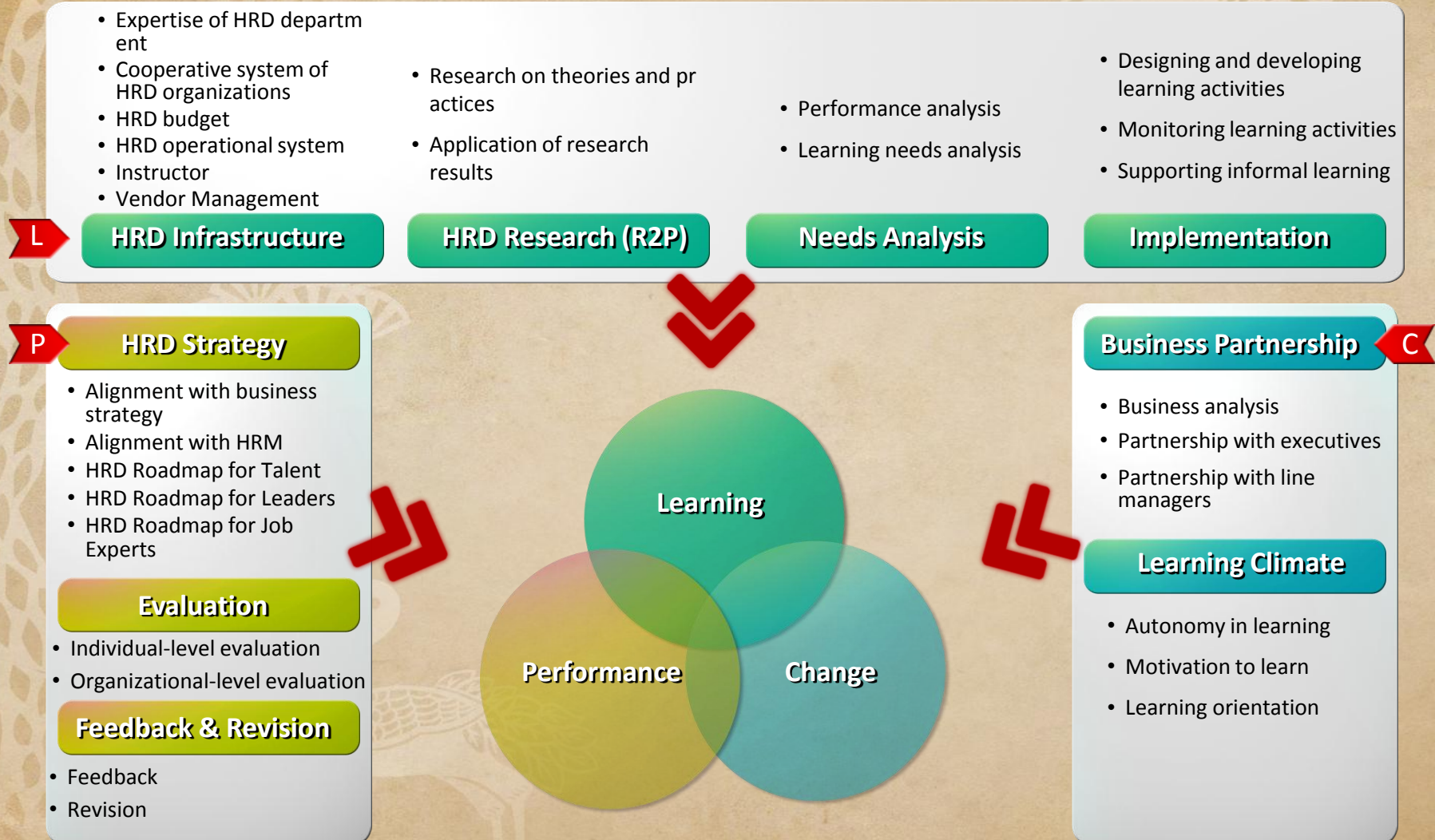
Level	Type	Contents
Level 4	LPC Strategic HRD	HRD function is a strategic partner of an organization, taking an important role in organizational change, performance improvement and HRD activities.
Level 3	LpC Learning-oriented HRD	Learning activities are designed, developed and implemented systematically. A learning culture to facilitate learning activities is built within an organization.
	LPc Performance-oriented HRD	HRD activities are closely connected to both individual and organizational performance. Learning activities to support it are designed, developed and implemented systematically.
	IPC Management-oriented HRD	HRD activities are well implemented in aspects of performance management (Connecting HRD to organizational performance) and creating partnerships with various stakeholders and the learning climate.
Level 2	IpC Trend-oriented HRD	HRD activities reflect key stakeholders' needs and HRD trends while building a positive learning culture within an organization.
	IPc Goal-oriented HRD	HRD strategies are well developed. Evaluation and revision of HRD performance are well implemented so that HRD activities can help to achieve short-term organizational goals.
	Lpc Operation-oriented HRD	Learning activities are designed, developed and implemented systematically.
Level 1	lpc No HRD	Learning activities aren't implemented within an organization. Even HRD activities aren't connected to individual and organizational performance or organizational change.

4. LPC Model for the Diagnosis System



Composition of the LPC Approach Model: Domains and Categories

A total of 9 domains and 28 categories are divided into Learning, Performance and Change approaches.



5. The Methods of the Diagnosis System (1/2)



Diagnostic Scale

In order to develop a diagnostic scale, the existing scales from other diagnostic tools were classified into 6 groups. From among these, “fulfillment, process and program” were utilized for the diagnosis system.

Tools	Perspectives	Scale
Best-HRD	Approach/ Deployment	<ul style="list-style-type: none"> • Systematic approach • Process for improvement • Error(categories/partialdomain/ entire domains)
	Performance	<ul style="list-style-type: none"> • Sustained performance • High performance • With/Without performance
	Management	<ul style="list-style-type: none"> • The whole section-The core section • Preventive level-early level
MB	Implementation	<ul style="list-style-type: none"> • Excellent-good-normal-early-non
	Learning	<ul style="list-style-type: none"> • Improvement
	Integration	<ul style="list-style-type: none"> • Excellent-good-normal-early-non
LCMM	Certification	<ul style="list-style-type: none"> • Program: Official, Unofficial • Process: Standard, Non-standard

Type of Diagnostic Scale

Fulfillment	<ul style="list-style-type: none"> ▪ Continuous improvement ▪ Systematic ▪ Goal achievement
Process	<ul style="list-style-type: none"> ▪ Continuous improvement ▪ Standard ▪ Non-standard
Program	<ul style="list-style-type: none"> ▪ Continuous improvement ▪ Official ▪ Unofficial
Domain	<ul style="list-style-type: none"> ▪ The whole ▪ Partial
Error	<ul style="list-style-type: none"> ▪ Overall ▪ Partial ▪ Categories
Performance	<ul style="list-style-type: none"> ▪ Sustained performance ▪ High performance ▪ With/Without performance

5. The Methods of the Diagnosis System (2/2)



Selecting Targets and Methods

The most appropriate **targets** (HRD department, executives, line managers and employees) and methods (surveys, interviews and documents) are selected by each indicator.

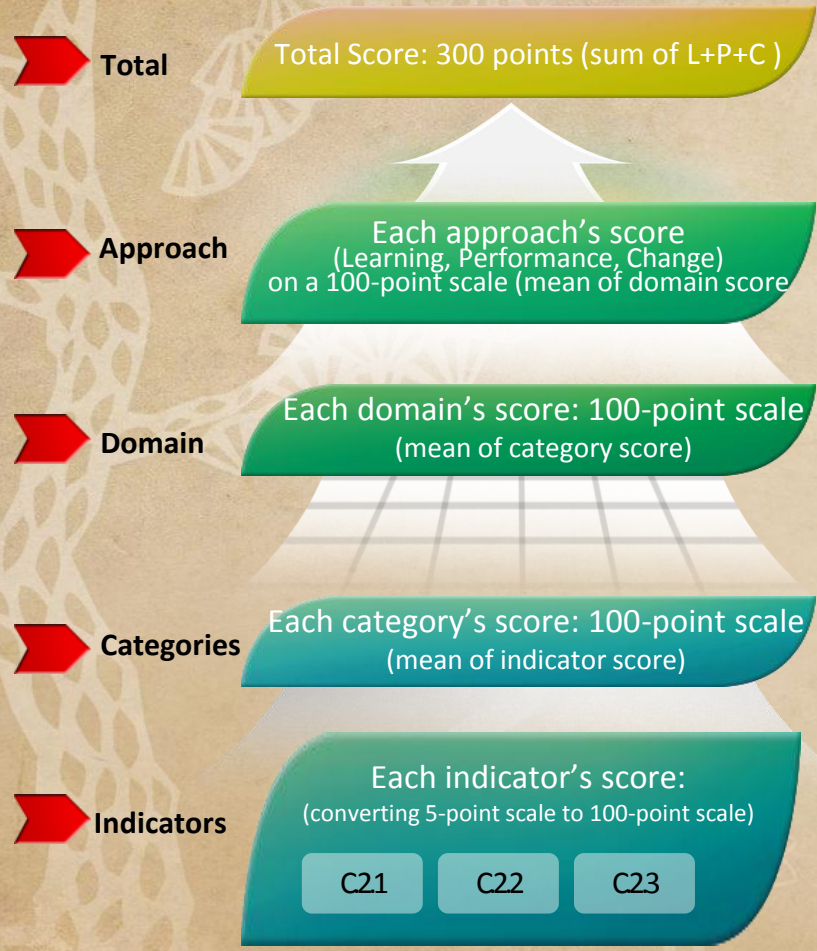
Tools	Perspectives	Scale	Perspectives				Method		
			Executives	HRD Department	Line Managers	Employees	Survey	Interview	Document
H. Business Partnership	1. Business Analysis	H.1.1. Does the HRD department figure out the organizational mission, vision and both short-term and long-term changes in the business environment		o				o	o
		H.1.2. Does the HRD department analyze organizational characteristics aligned with business characteristics such as organizational structure, job characteristics, etc.?		o				o	o
		H.1.3. Does the HRD department identify HRD issues related to business?						o	o
	2. Partnership with Executives	H.2.1. Are executives willing to use HRD to implement business strategies?	o					o	
		H.2.2. Are the roles of the HRD department defined clearly in managerial strategies?		o				o	o
		H.2.3. Does the HRD department have an official method to report to the CEO?	o	o				o	
		H.2.4. Does the HRD department deploy executives' key managerial principles with in a organization?	o	o				o	
	3. Partnership with Line Managers	H.3.1. Do line managers trust HRD activities in an organization?			o		o		
		H.3.2. Does the HRD department reflect line managers' opinions when developing HRD strategies?			o		o		
H.3.3. Does the HRD department provide information regarding learning programs in advance?				o		o			

Example

6. Reporting the Results of the Diagnosis System (1/3)



Calculating the Diagnostic Score



SAMPLE

Total	240/300pt	
Learning	70/100pt	10 yellow squares, 2 black squares
Performance	90/100pt	10 yellow squares, 1 black square
Change	80/100pt	10 yellow squares, 2 black squares
Learning	70/100pt	7 green squares, 3 black squares
A. HRD infrastructure	70/100pt	7 green squares, 3 black squares
B. HRD research	90/100pt	9 green squares, 1 black square
C. Needs analysis	70/100pt	7 green squares, 3 black squares
D. Implementation	50/100pt	5 green squares, 5 black squares
C.1. Performance analysis	60/100pt	6 blue squares, 4 black squares
C.2. learning needs analysis	80/100pt	8 blue squares, 2 black squares
C.2.1.	50/100pt	5 blue squares, 5 black squares
C.2.2.	100/100pt	10 blue squares
C.2.3.	90/100pt	9 blue squares, 1 black square

Mean arrows point to the mean score for each level: Learning (70), C.2 (80), C.2.2 (100), and C.2.3 (90).

6. Reporting the Results of the Diagnosis System (2/3)



Deciding a Type of HRD Maturity



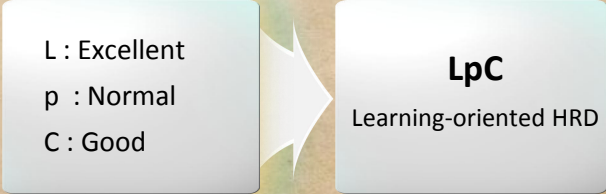
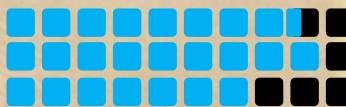
Level	0~20pt	21~40pt	41~60pt	61~80pt	81~100pt
Level	Very Poor	Poor	Normal	Good	Excellent
Marking	Small letters l p c			Capital letters L P C	



Write	Type	Write	Type
lpc	No HRD	IPC	Management-oriented HRD
Lpc	Operation-oriented HRD	LPc	Performance-oriented HRD
lPc	Goal-oriented HRD	LpC	Learning-oriented HRD
lPc	Trend-oriented HRD	LPC	Strategic HRD



Total	207/300
Change	82
Performance	55
Learning	70



6. Reporting the Results of the Diagnosis System (3/3)

Authoring a Diagnostic Report

▶ 페이지 설정

HRD 성숙도 진단

6

1 진단대상기업 일반 현황

2 HRD 성숙도 진단 종합 결 Example

3 "학습(Learning)" 부분 진

3-1 학습부분 진단 개요

3-2 학습부분 진단 종합 결과

3-3 학습부분 항목별 진단 결과

3-4 학습부분 우수영역 및 개선

4 "성과(Performance)" 부

4-1 성과부분 진단 개요

4-2 성과부분 진단 종합 결과

4-3 성과부분 우수영역 및 개선

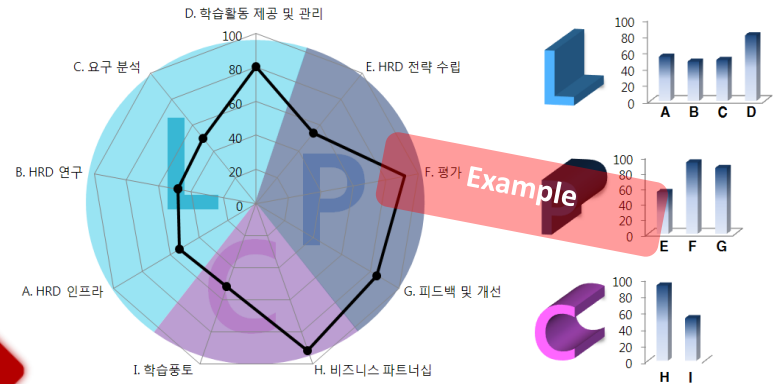
5 "변화(Change)" 부분 진!

5-1 변화부분 진단 개요

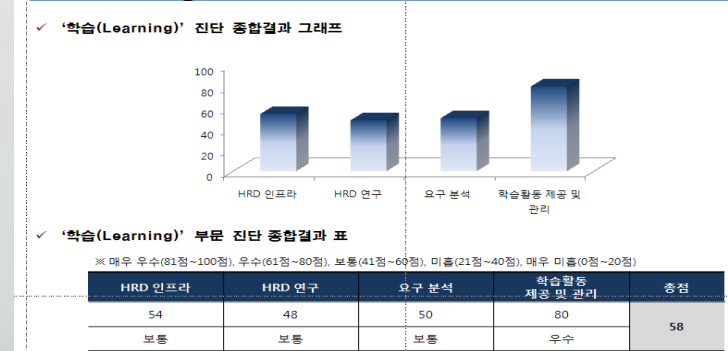
5-2 변화부분 진단 종합 결과

Authoring a Diagnostic Report

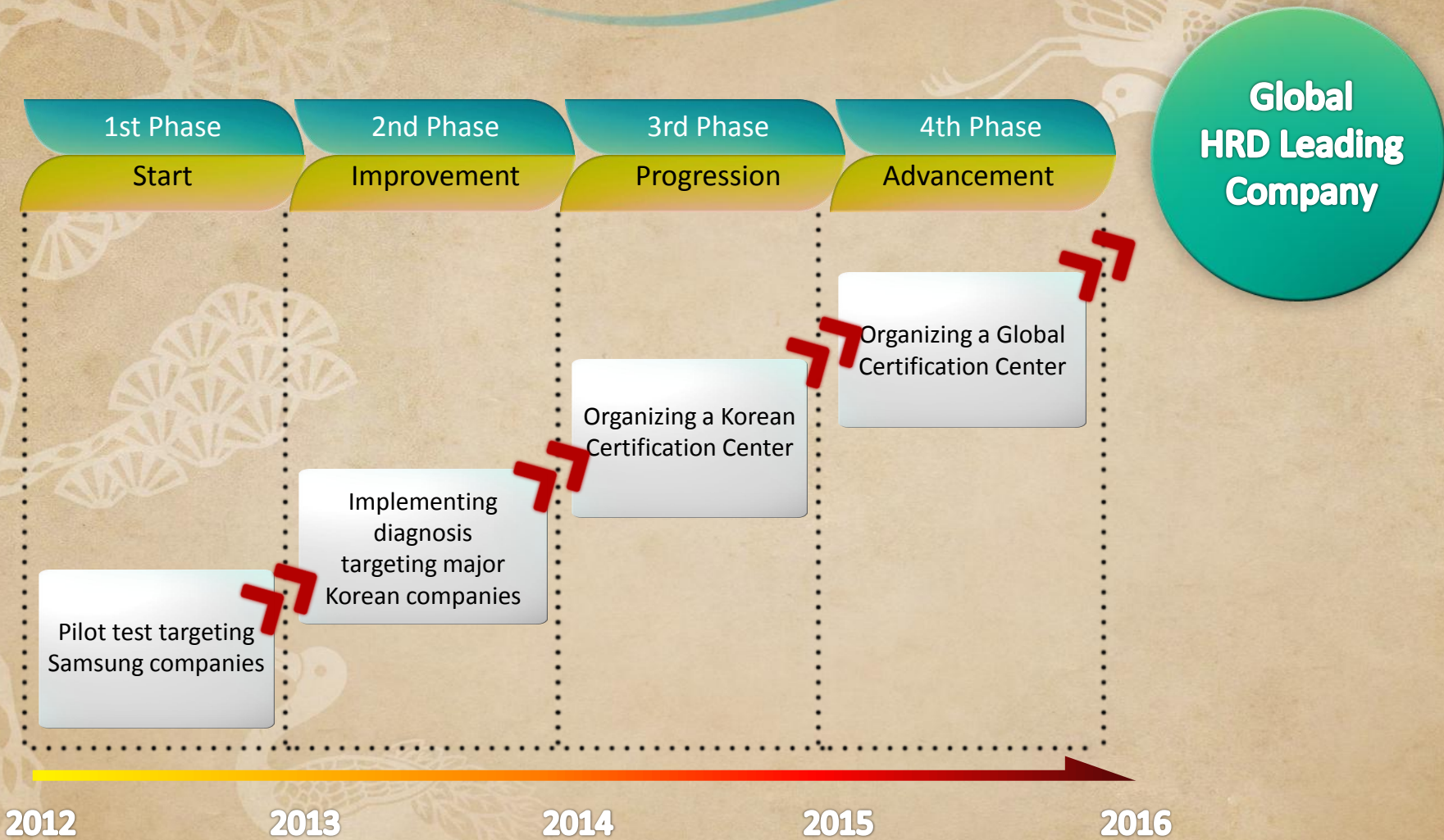
1. Diagnosis Overview



3. Learning



7. Action Plan





Case 2: Hyundai Motor Group

Internalizing Core Values: An Appreciative Inquiry Approach

1. Hyundai Motor Group (HMG)



Established in 1967



Total of 63 Affiliates

Automobile (2), Parts (12), Steel (3), Construction (22), Other (24)



Employees: Approximately 180,000

Automobile (Hyundai-Kia Motors): Approximately 120,000



Global Network: 34 subsidiaries in 13 countries

28 manufacturing plants in 8 countries, R&D centers in 5 countries



Revenue: \$114.5 billion



CUSTOMER



CHALLENGE



COLLABORATION



PEOPLE



GLOBALITY

2. Targets and Contents (1/2)



To develop a Core Value Course for subsidiaries that are distinguished by position/role for a systematic diffusion and internalization of HMG core values.

Value Build-up Courses

2011
Understand
(Online)

2012
Practice
(Offline)

2013
Internalize
(W/S)

Global HRD
Team

Understanding
HMG Values
*In operation

Leader Course
(Head of Subdivision)

Manager Course
(Head of Section &
Department)

Associate Course
(Section Member)

Internal
Seminar or W/S

Corporate
Culture
Management
Team

Briefing Session on
Corporate Values

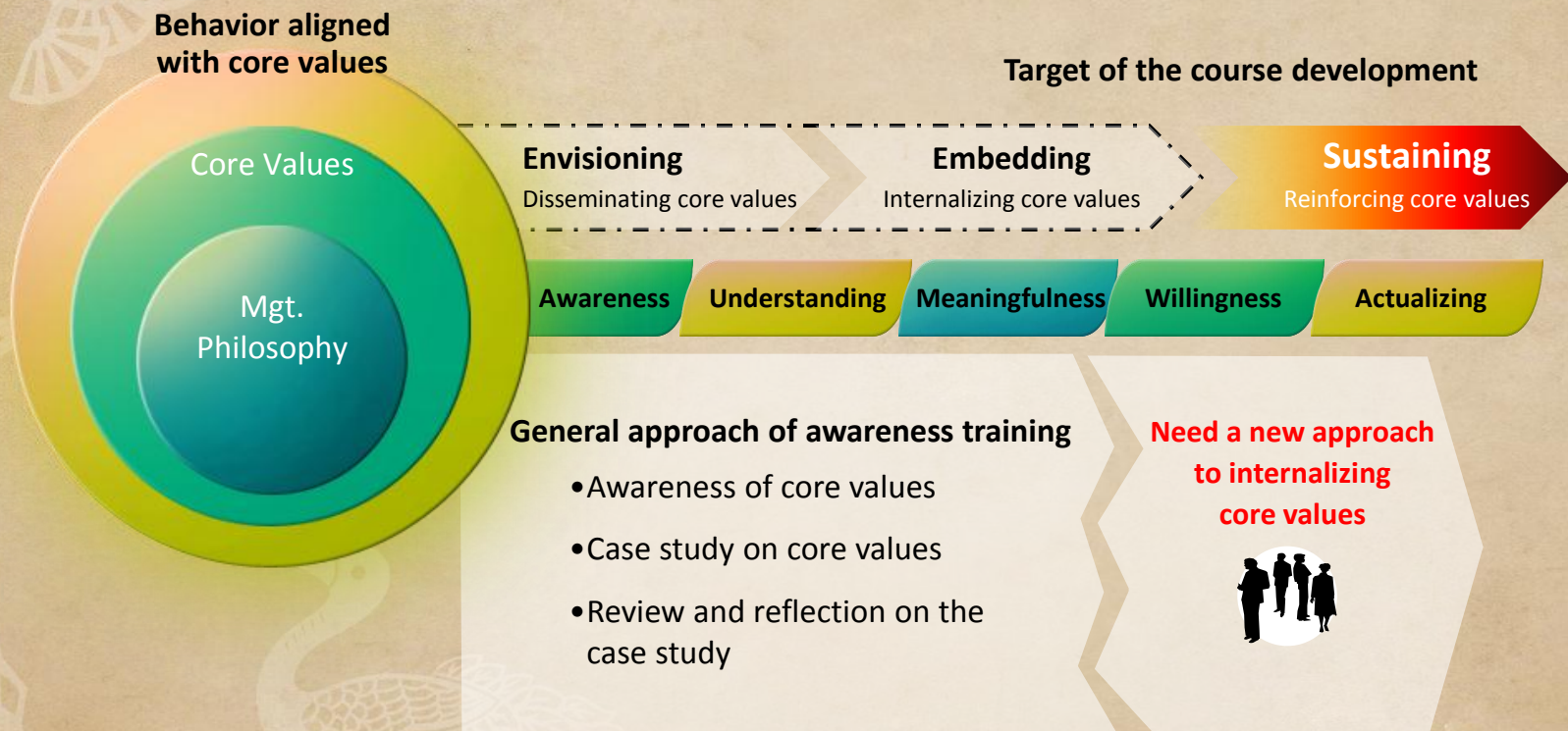
Change Management
(Action Plan: TBD)

2. Targets and Contents (2/2)



An in-depth training distinguished by position/role is required to successfully internalize core values, in addition to the online-awareness training focused on understanding values.

Value Build-up Course Goals & Approaches

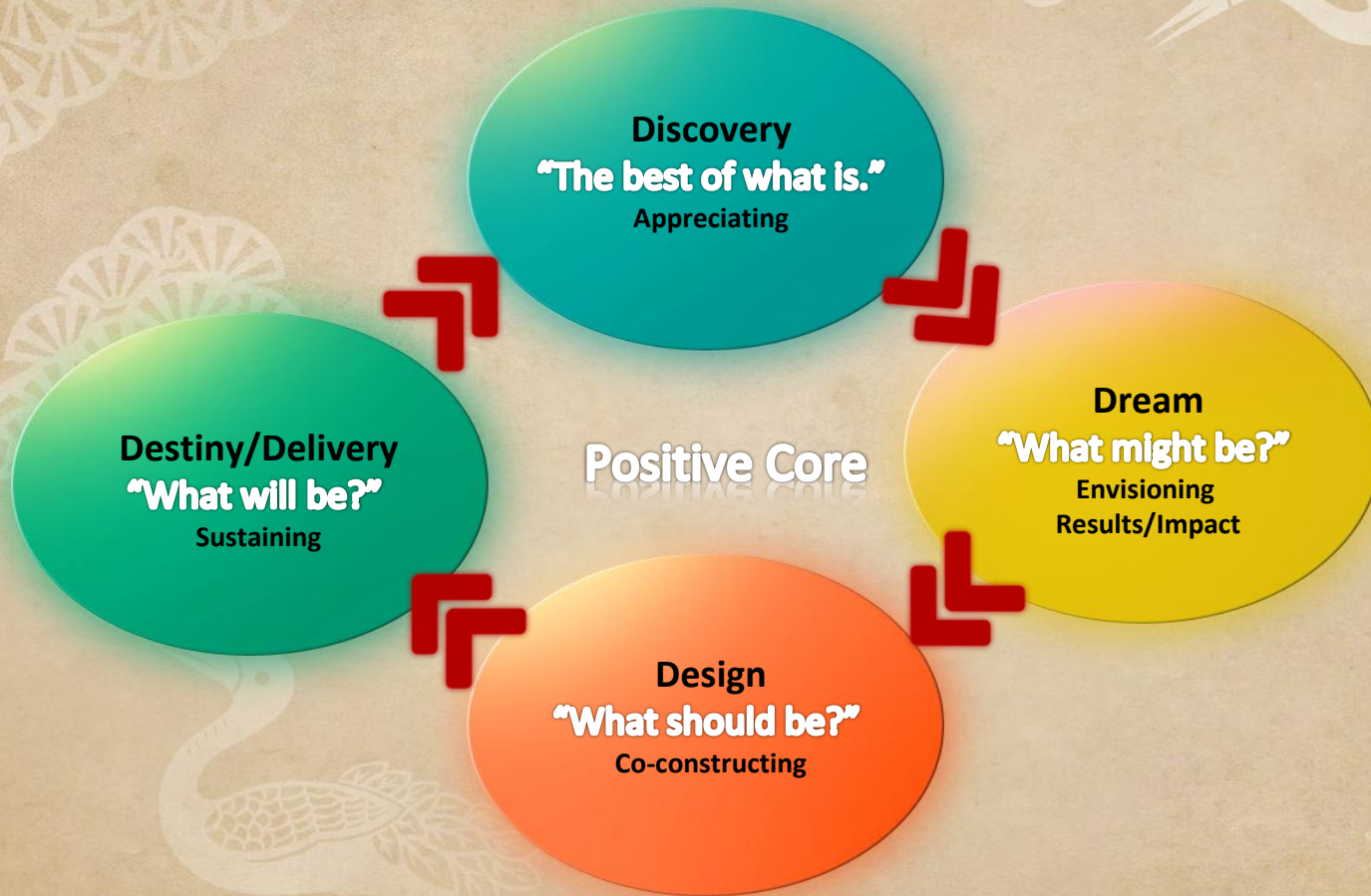


3. Appreciative Inquiry (1/2)

- 🌸 Strength-based & Positive Approach
- 🌸 AI is an approach that facilitates a positive change based on strengths rather than weaknesses
- 🌸 By using a strength-based approach, a team or organization moves in a positive direction accepting change that is guided by their initial input
- 🌸 Two guiding concepts: the Positive Core & the 4-D Cycle

3. Appreciative Inquiry (2/2)

The Positive Core & 4-D Cycle



4. Training Development Process

	Module 1	Module 2	Module 3	Module 4
	Departure	Discovery	Dream	Design
Objective	To understand the meaning of "Together for a Better Future"	To identify core values of HMG that already reside in us	To visualize a shared dream with HMG core values realized	To design an action plan to actualize core values in the ideal HMG
Main Contents	<ul style="list-style-type: none"> •The importance of core values •HMG management philosophy, core values and vision •The critical role of managers in value diffusion 	<ul style="list-style-type: none"> •Rediscovering values in HMG's history of achievement •HMG core values puzzle game •Sharing individual critical moments in HMG 	<ul style="list-style-type: none"> •The importance of dreaming •Visualizing the ideal HMG in the future (Making a collage) 	<ul style="list-style-type: none"> •The importance of a design mind •Value talk (action planning) •Play -dough art •Establishing individual action plans
Time required	1 hr 30 mins	2 hrs	2 hrs	2 hrs 30 mins

5. Process: Departure

ORIENTATION

HOW

Focusing on Strengths

6

Illustrative

Team Building

TEAM BUILDING

Portrait Painting

10

Illustrative

IMPORTANCE OF CORE VALUES

Why Core Values ?

13

Illustrative

Importance of Core Values

IMPORTANCE OF CORE VALUES

“Great Companies”

Clear & Enduring Value and Belief

Corporate Values Sponsored by Leaders

Management Practice based on Corporate Values

Illustrative

HMG Core Value 'Customer' Interview



5. Process: Discovery

SHARING INDIVIDUAL MOMENT IN HMG

Recalling Interview Sharing Presentation



Recalling

Reflection on individual **Core Value** Practice in HMG



10 Mins.

47

Illustrative

SHARING INDIVIDUAL MOMENT IN HMG

Recalling Interview Sharing Presentation



1:1 Interview



10 Mins.
(Each Partner)


48

Illustrative


Sharing a Critical Moment

SHARING INDIVIDUAL MOMENT IN HMG

Recalling Interview Sharing Presentation



Team Sharing



15 Mins.

49

Illustrative

SHARING INDIVIDUAL MOMENT IN HMG

Recalling Interview Sharing Presentation



Team Best Practice Selection & Presentation



5 Mins.
(Each team)

50

Illustrative

5. Process: Dream

IMPORTANCE OF DREAMING

What to do

- 1 Imagine and talk about what the **future of HMG** would look like with your team members based on assigned core value
- 2 Make the collage work with magazines for shared image of **future of HMG**
- 3 Exhibit each work on the wall and perform "Gallery Walk" followed by dotting vote

Let's Dream together!

Illustrative

VISUALIZING THE IDEAL HMG IN THE FUTURE



Team Discussion

Imagine and talk about what the **future of HMG** would look like based on assigned core value



20 Mins.

Illustrative

Envisioning the Ideal HMG

VISUALIZING THE IDEAL HMG IN THE FUTURE



Making the collage together

Make the collage work with magazines for shared image of **future of HMG**



50 Mins.

Illustrative

VISUALIZING THE IDEAL HMG IN THE FUTURE



"Gallery Walk"

Exhibit each collage on the wall and vote for the best art work which expresses the **future of HMG**



15 Mins.

Illustrative

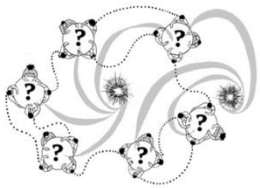
Dream Module
'Sand Drawing'



5. Process: Design


VALUE TALK

Discussion | **Rotation & Discussion** | Mind Mapping



Rotation & Discussion

Discuss with the next table



10 Mins.
(Each table)


79

Illustrative




VALUE TALK

Discussion | Rotation & Discussion | **Mind Mapping**



Core Value Actualizing Mind Mapping




10 Mins.

80

Illustrative

PLAY DOUGH ART


Peace? Love?



Symbolizing

and
We symbolize managers' identity through...

Value Catalyst



Play Dough


83

Illustrative




PLAY DOUGH ART

Play Dough



Making Play Dough

Define managers' identity as a value catalyst with your assigned core value



20 Mins.

84

Illustrative



Implications

Implications

Strategic Human Resource Development

Organizational Learning

Organizational Performance

Organizational Change

S-HRD for the workplace

Diagnosis of S-HRD

- Way of figuring the level of HRD maturity
- Providing solutions for HRD to be a strategic business partner with an organization

Appreciative Inquiry

- Strategy for delivery organizational value
- Process for engaging people in an organization
- Way of seeing the best



Q&A

Thank You!!

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