

Virtual Mobility Program 2023



고려대학교 HRD정책연구소



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**FAKULTI
PENGAJIAN PENDIDIKAN**
FACULTY OF EDUCATIONAL STUDIES

فاكولتي فغايجين فنديديقن

THE HUMAN TOUCH OF VIRTUAL LEADERS



ASS.PROF.DR.NOR WAHIZA ABDUL WAHAT

HEAD

*DEPARTMENT OF PROFESSIONAL
DEVELOPMENT & CONTINUING
EDUCATION*



VIRTUAL LEADERS

manage and lead teams remotely through various digital platforms and communication channels

use technology to lead teams located in different locations, time zones, and cultures.

video conferencing, virtual meetings, instant messaging, email, and other digital communication tools to connect

CHARACTERISTICS OF VIRTUAL LEADERS

Strong communication and collaboration skill

Tech-savviness

Empathy, adaptability, and the ability to manage teams remotely

Proficient in using various project management and collaboration software tools to ensure team members are working towards common goals.

IN THE CONTEXT OF HUMAN RESOURCE AND PEOPLE DEVELOPMENT

Setting clear expectations

Regular check-ins and feedback

Encouraging collaboration

Providing training and development opportunities

VIRTUAL TRAINING OPPORTUNITIES IS FOR EVERYONE

(Abdul Wahat, N. W., & Hamid, T. R. A., 2018)

Interactive and inclusive psychological empowerment tool for people with disabilities

The right to access information, communication and technology on equal basis with persons without disabilities

Virtual training for the career success of people with disabilities - an effort to provide an alternative way of psychologically empowering this particular group



VIRTUAL TRAINING OPPORTUNITIES IS FOR EVERYONE

(Abdul Wahat, N. W., & Hamid, T. R. A., 2018)

Accessibility to virtual training is equally important as it provides skill development and knowledge enhancement opportunities to people with disabilities (Sitzmann, 2012)



Hence, Virtual Leaders are Inclusive Leaders

Embracing Diversity

Building Trust

Fostering a positive, diverse, and collaborative team dynamic even in a remote work environment

Effective Virtual Leaders Knows How to Create Fun and Enjoyable Workplace

Peña, J., Barake, M. A., & Falin, J. M. (2023)

Avatars or virtual personas that blended individuals' physical self with the traits of specific leadership styles influenced altruistic behaviors

An avatar that merged their physical self with traits of democratic business leaders showed increased altruistic behavior by assigning a larger bonus to their subordinates

Video games and metaverses allow people to take on the role of business leaders and affect how generously individuals later behave toward others.

Effective Virtual Leaders Knows How to Create Fun and Enjoyable Workplace

Ghosh, K., Sinha, S., & Sharma, D. (2023).

Should introduce semi-organized virtual fun during scheduled breaks within work hours to aid in virtual socialization, which further aids in the formation and strengthening of “professional ties” in the virtual workplace.

References

Abdul Wahat, N. W., & Hamid, T. R. A. (2018). Motivational Virtual Training for People with Disabilities in Rural Areas of Malaysia. *Pertanika Journal of Social Sciences &*

Peña, J., Barake, M. A., & Falin, J. M. (2023). Virtual leaders: Can customizing authoritarian and democratic business leader avatars influence altruistic behavior and leadership empowerment perceptions?. *Computers in Human Behavior*, 141, 107616.

Sitzmann, T. (2012). A theoretical model and analysis of the effect of self-regulation on attrition from voluntary online training. *Learning and Individual Differences*, 22(1), 46–54

Ghosh, K., Sinha, S., & Sharma, D. (2023). Virtual fun in a virtual workplace: employee socialization for “work from home”. *Benchmarking: An International Journal*



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HUMANIZING DIGITALIZED HRD

What to Expect and How to Rehumanize



Doo Hun Lim University of Oklahoma

1



Chat GPT Experience

- Used it for schoolwork (e.g., paper writing)
- For other purposes

2



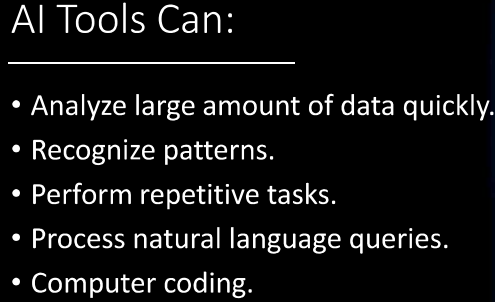
AI Tools

What it can do

What it cannot do


The slide features a central logo consisting of a white, interlocking knot-like shape on a black square background. Below the logo, the text "AI Tools" is written in a white, sans-serif font. To the right of the logo, there are two rectangular boxes: an orange one at the top containing the text "What it can do" and a grey one at the bottom containing the text "What it cannot do".

3



AI Tools Can:

- Analyze large amount of data quickly.
- Recognize patterns.
- Perform repetitive tasks.
- Process natural language queries.
- Computer coding.



The slide is split into two main sections. On the left, the text "AI Tools Can:" is followed by a list of five capabilities. On the right, there is a large, stylized graphic of a human head in profile, composed of blue digital particles and circuitry, set against a dark background with glowing blue lines.

4

Limitations of AI-based Tools

- Lack of personalization
- Lack of diversity
- Limited context
- Technical limitations
- Ethical concerns



5

What to expect

- More computing power (175 billion to 100 trillion parameters), 500X
- Replacing human jobs
- Digital divide
- 3 big brothers (AI, Metaverse, NFT)



6

How to rehumanize HRD

- Dependent or not
- Past vs futuristic
- Humanistic vs mechanistic
- Ethical standards
- DEI



7

The Benefits of Rehumanizing HRD



IMPROVED EMPLOYEE ENGAGEMENT,
MOTIVATION, AND JOB SATISFACTION



REDUCED TURNOVER AND INCREASED
RETENTION OF TOP TALENT



POSITIVE IMPACT ON OVERALL
ORGANIZATIONAL PERFORMANCE AND
CULTURE

8

Best practices for rehumanizing HRD in the digital age:

Building

Building a culture of empathy and connection throughout the organization

Leveraging

Leveraging technology to support, rather than replace, human connection

Fostering

Fostering diversity and inclusion to create a sense of belonging for all employees

9

Concluding remarks

Can it dream?




10



Building a **Diverse** and **Inclusive** Workplace in the **Digital Age**: **The Role of HRD Professionals**

Ahmad Aizuddin Md Rami Ph.D
Senior Lecturer,
Professional Development & Continuing Education's Department





Diversity and inclusion refer to the practices and policies that promote a work environment that values and respects differences in race, ethnicity, gender, sexual orientation, age, religion, disability, and other factors.

Diversity is the representation of different backgrounds and characteristics in the workplace, while inclusion involves creating a culture of belonging where all employees feel valued and respected regardless of their differences.

A diverse and inclusive workplace can help organizations to tap into a wider range of perspectives, ideas, and experiences, which can lead to increased creativity, innovation, and productivity. It can also lead to a more engaged workforce and improved employee retention rates.

Research has shown that there are many benefits to having a diverse and inclusive workplace. Here are a few statistics and case studies that highlight some of these benefits:

Improved Performance: According to a study by McKinsey & Company, companies with greater gender and ethnic diversity in their workforce are more likely to outperform their peers. Specifically, companies in the top quartile for gender diversity are 21% more likely to have above-average profitability, while companies in the top quartile for ethnic diversity are 33% more likely to have above-average profitability.

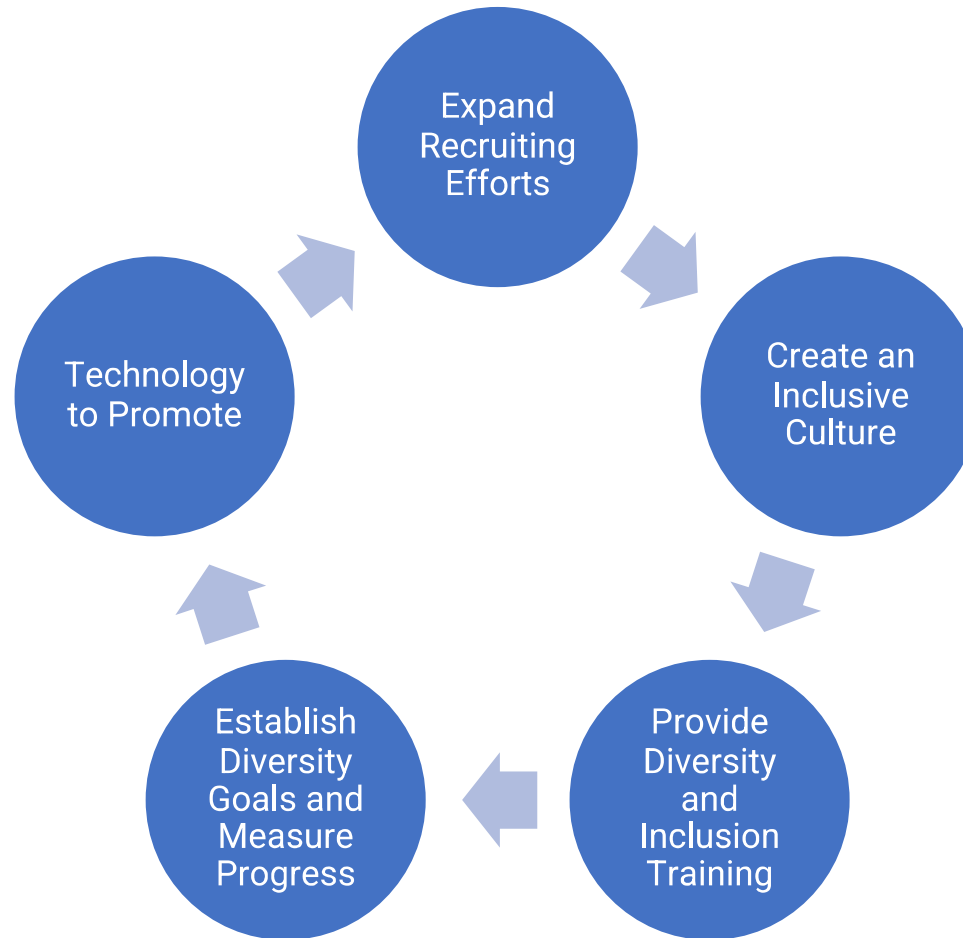
Increased Innovation: A study by Harvard Business Review found that diverse teams are more innovative than homogenous teams. Specifically, teams with members from diverse backgrounds were better able to identify novel solutions to problems and generate more creative ideas.

Better Customer Understanding: According to a study by Deloitte, diverse teams are better able to understand and meet the needs of diverse customer bases. Specifically, companies with more diverse teams were more likely to have a better understanding of the needs and preferences of diverse customer segments.

Improved Employee Engagement and Retention: A study by the Society for Human Resource Management found that companies with more diverse and inclusive cultures had higher levels of employee engagement and lower turnover rates. Specifically, employees in diverse and inclusive workplaces reported feeling more valued and supported and were less likely to leave their jobs.

Benefits of a Diverse and Inclusive Workplace

Strategies for Building a Diverse and Inclusive Workplace in the Digital Age



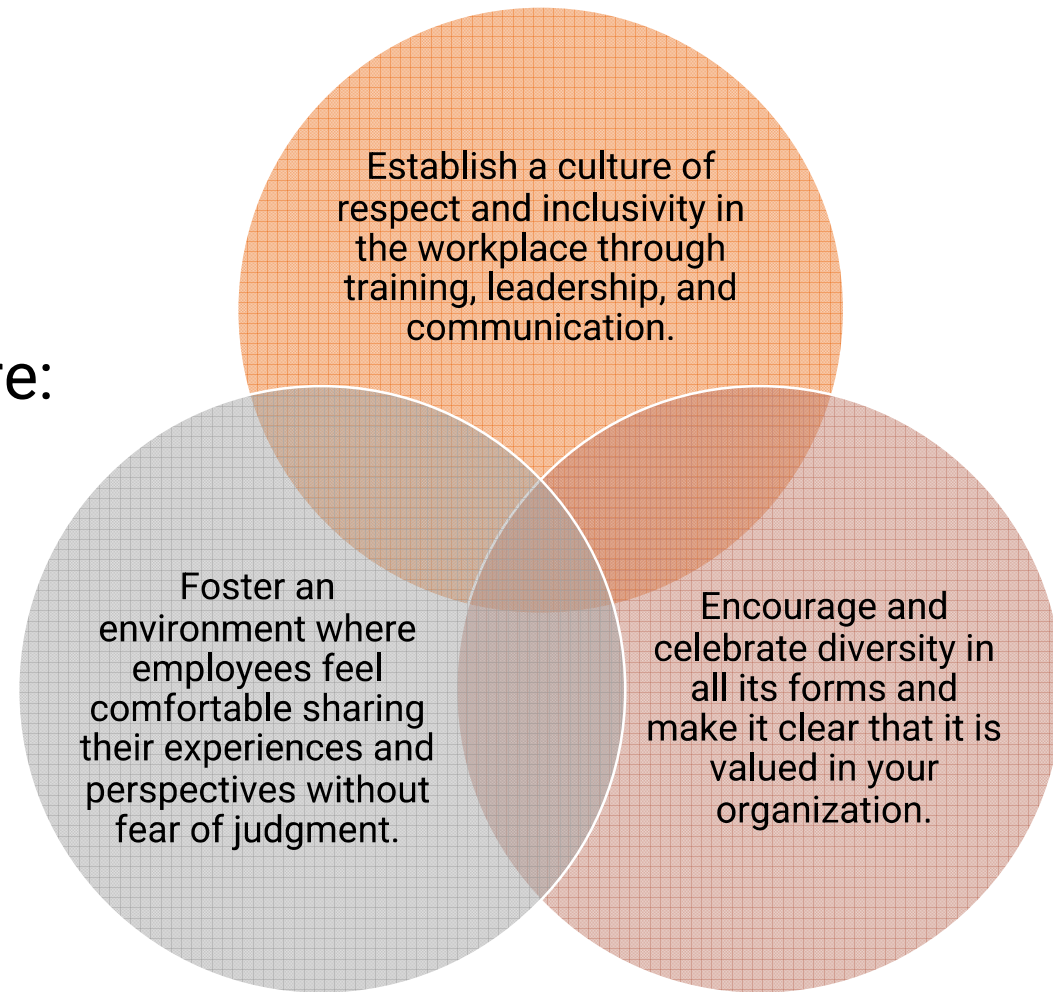
Strategies for building a diverse and inclusive workplace in the digital age:

Expand Your Recruiting Efforts:

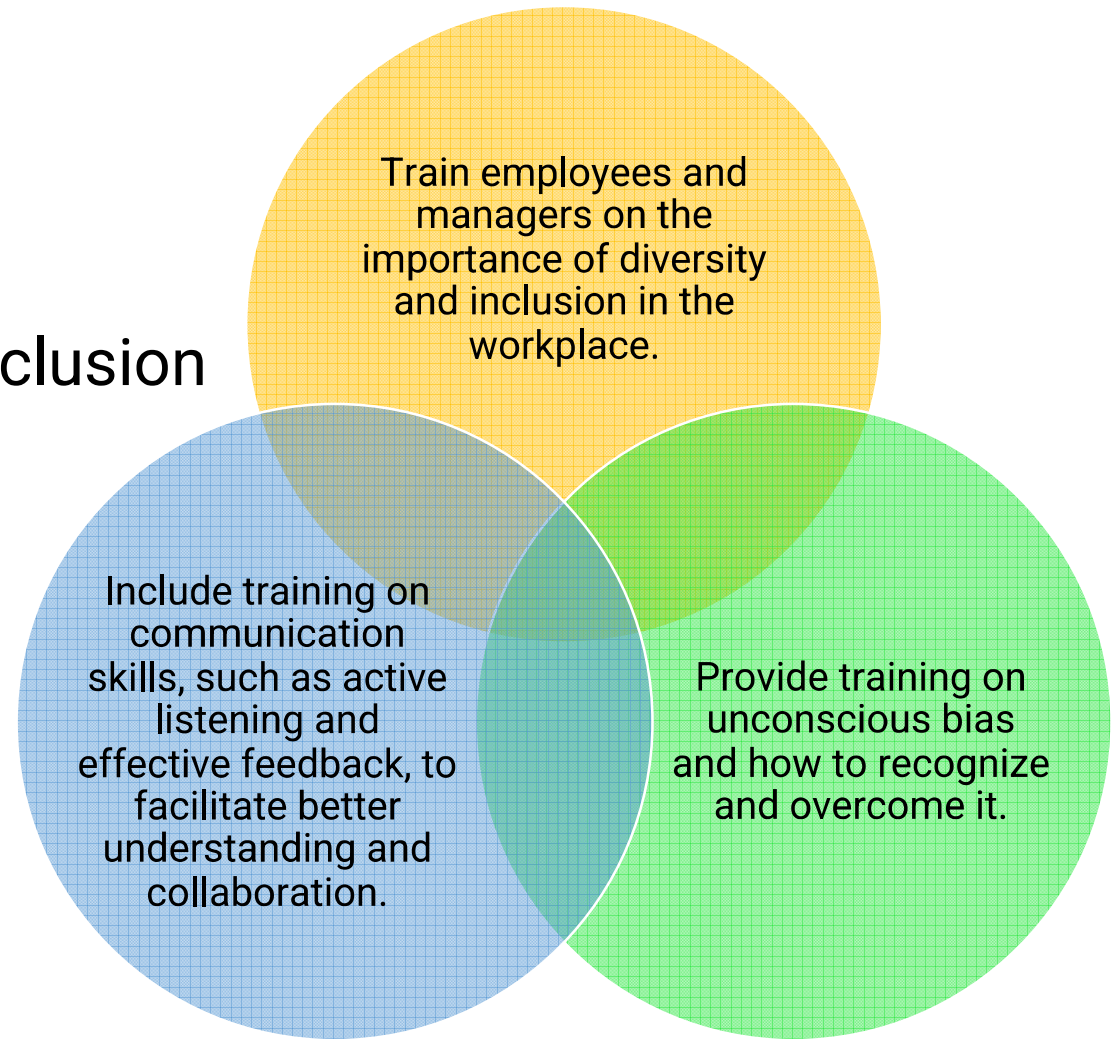


Strategies for building a diverse and inclusive workplace in the digital age

Create an Inclusive Culture:

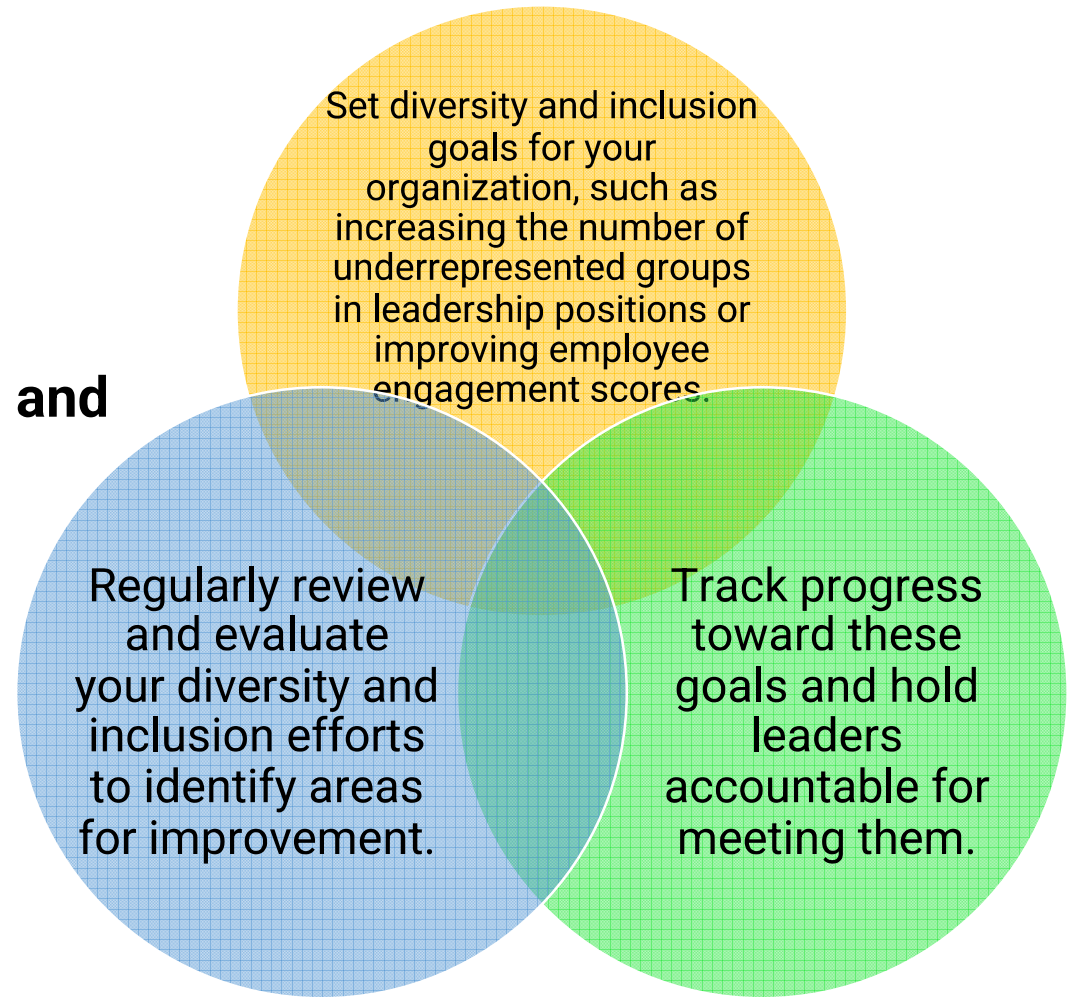


Provide Diversity and Inclusion Training:



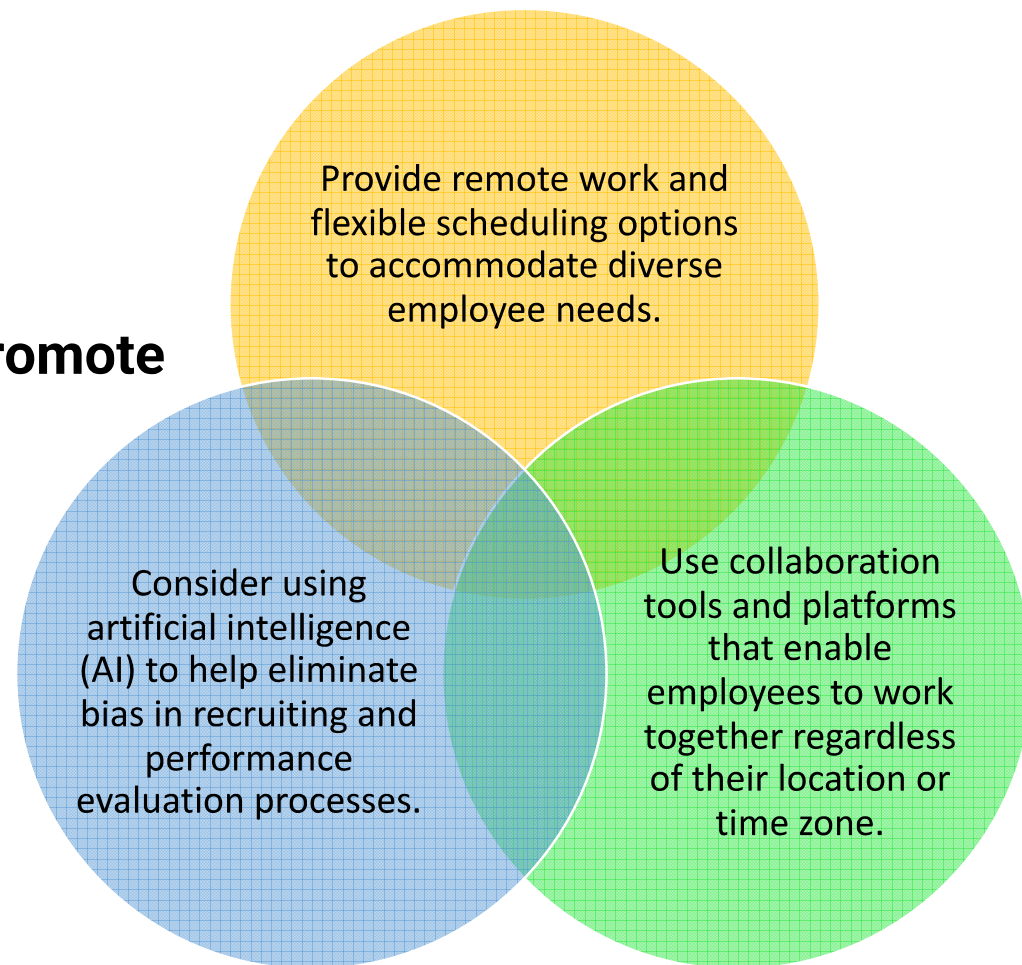


Establish Diversity Goals and Measure Progress:





Use Technology to Promote Inclusion:



Examples of organization that have successfully built diverse and inclusive workplaces:

Microsoft: Microsoft has implemented a variety of programs to promote diversity and inclusion, including unconscious bias training, mentorship programs for underrepresented groups, and employee resource groups. The company has also set diversity and inclusion goals and regularly reports on its progress toward meeting them. In addition, Microsoft has made efforts to improve accessibility for people with disabilities, including creating assistive technologies and offering inclusive hiring practices.

Intel: Intel has made significant progress in increasing diversity and inclusion in its workplace. The company has implemented a variety of programs to promote diversity, including recruiting and retention initiatives, unconscious bias training, and employee resource groups. Intel has also set ambitious diversity and inclusion goals, including increasing the representation of women and underrepresented minorities in its workforce.

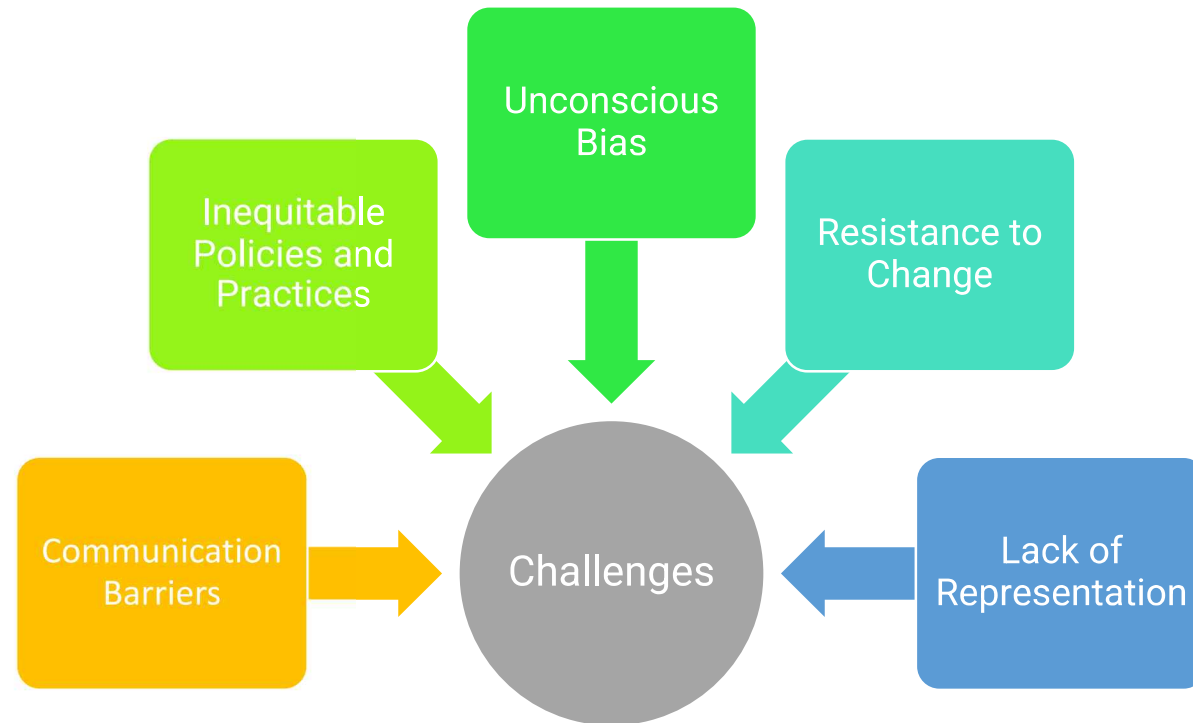


PETRONAS MALAYSIA ; PETRONAS is committed to building a diverse and inclusive workplace and has made significant strides in recent years. The company has implemented unconscious bias training for all employees, established a diversity and inclusion council, and set a goal of achieving equal pay for equal work. PETRONAS has also launched initiatives to increase diversity in leadership, including a program to develop and promote diverse talent.

UNIVERSITI PUTRA MALAYSIA: UPM has made diversity and inclusion a top priority and has implemented a variety of programs to promote these values. UPM has established a diversity and belonging team, launched initiatives to increase diversity in hiring, and created an employee resource group and currently in the implementation of flexible working place for academicians and blended learning.



Challenges of Building a Diverse and Inclusive Workplace



Overcoming these challenges requires a commitment from organizational leaders and ongoing effort. Organizations may need to provide training and communication skills, review and revise policies and practices to ensure they are inclusive and promote awareness and understanding of the importance of diversity and inclusion.

Key roles **HR professionals** can play:

- **Recruiting and Hiring:** HR professionals can take steps to ensure that the recruitment and hiring processes are inclusive and free from bias.
- **Training and Development:** HR professionals can provide training to all employees, including managers, on the importance of diversity and inclusion in the workplace. This may include training on topics such as positive attitudes, communication skills, and cultural competency.
- **Policy Development:** HR professionals can develop and revise policies and practices to ensure they are inclusive and support diversity and inclusion. This may include policies related to recruitment, promotion, and retention, as well as policies that support employees with diverse needs.
- **Employee Resource Groups:** HR professionals can support the development and growth of employee resource groups (ERGs) that represent underrepresented groups in the workplace. ERGs can provide support, resources, and a sense of community for employees who may feel marginalized or excluded.
- **Leadership and mentoring:** HR professionals can track and report on diversity metrics to help identify areas for improvement and measure progress toward diversity and inclusion goals.



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Digital Literacy & Online Classes

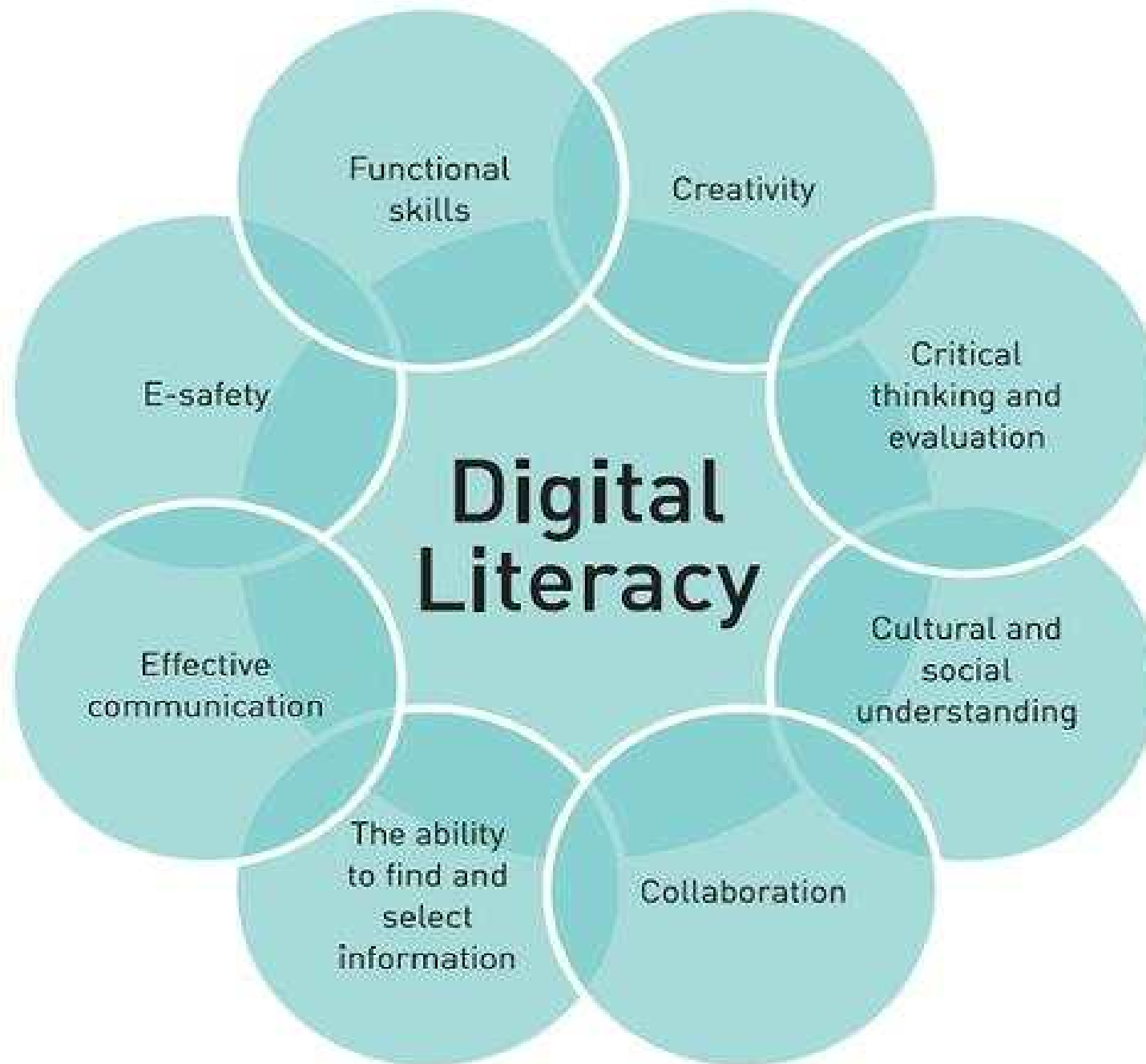
Jhong Yun Kim

What is digital literacy?

The ability to use information and communication technology appropriately to

- access, manage and evaluate information,
- develop new understandings, and
- communicate with others

In order to participate effectively in society



Digital Literacy Skills for Online Classes

- Ability to access, analyze, create, reflect, and act on information using a variety of digital tools, modes of expression, and communication strategies
- The process of moving toward media access, analyze, create, reflect, and act rather than a completed ability



Digital Literacy Skills for Online Classes

THE AACRA MODEL

Access: You gather resources that are relevant to the task at hand. This will require a strategic process of search, exploration & discovery

Analyze: You are invested in the process of meaning-making, not just by understanding the content but by examining the motives, assumptions & worldviews of the authors you encounter

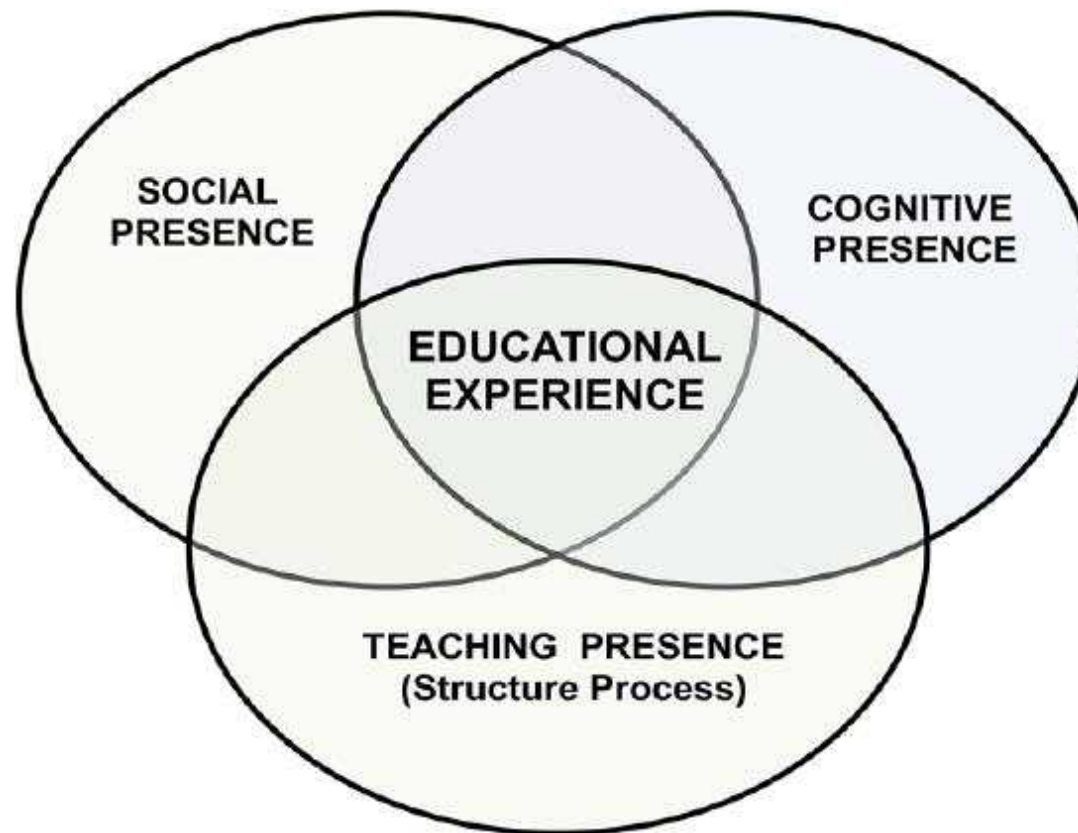
Create: You compose content using creativity and self-expression, selecting a format and deciding on what messages to emphasize

Reflect: You use external evaluation to test the validity and quality of your work through critique and use internal evaluation to consider the potential implications of your work

Act: As you share your work, you consider its impact and value by noticing audience response and documenting the impact of a message

Community of Inquiry

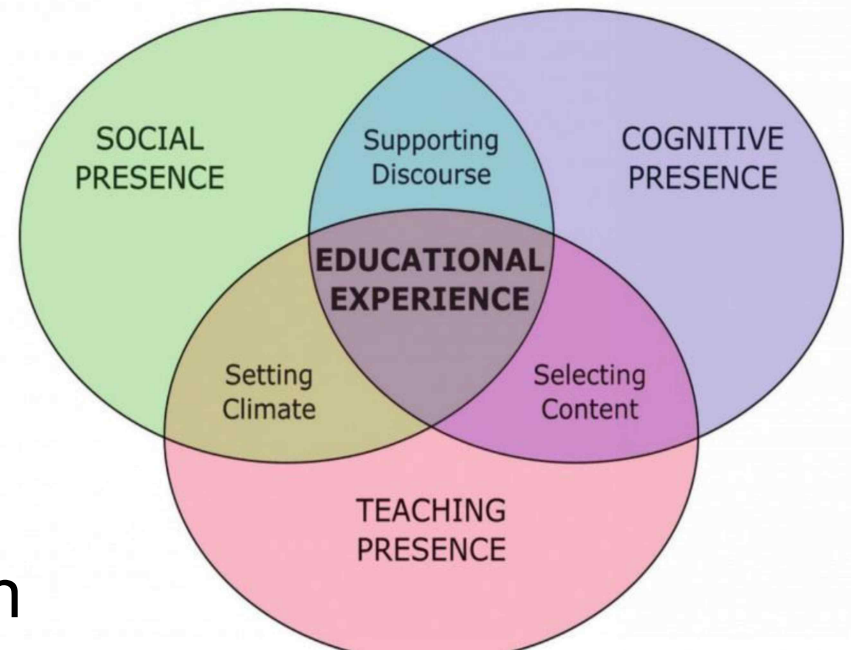
The Community of Inquiry theoretical framework represents a process of creating a deep and meaningful learning experience through the development of three interdependent elements



Garrison, Anderson & Archer (1999) Critical inquiry in a text-based environment: Computer conferencing in higher education. *The Internet and Higher Education*, 2(2), 87-105.

Community of Inquiry

- **Social Presence**
The feeling of being together with other students and colleagues
- **Teaching Presence**
Feeling that there is a teacher in the lecture
- **Cognitive Presence**
The feeling that learning occurs in lectures



Community of Inquiry

Social presence is “the ability of participants to identify with the community (e.g., course of study), communicate purposefully in a trusting environment, and develop inter-personal relationships by way of projecting their individual personalities.” (Garrison, 2009)

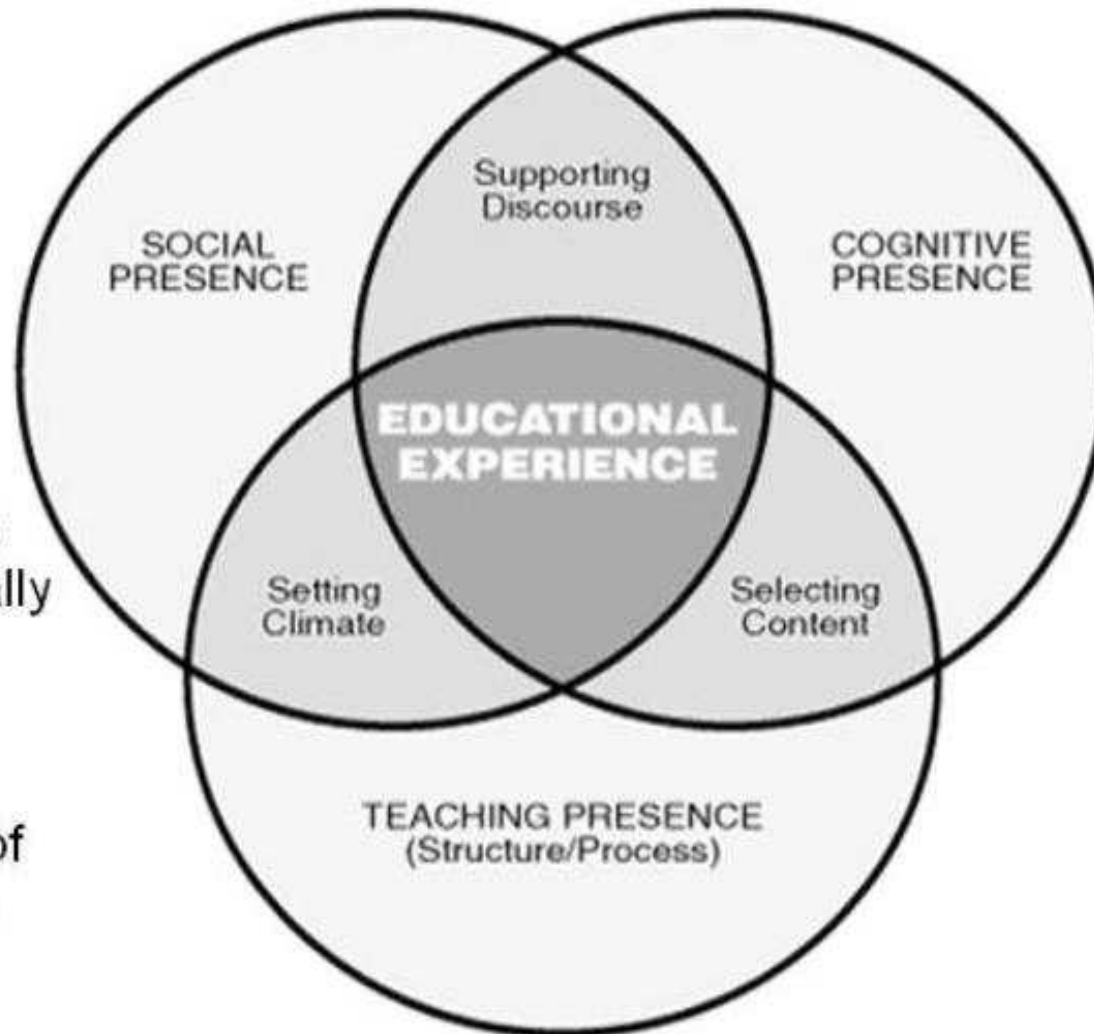
Teaching Presence is the design, facilitation, and direction of cognitive and social processes for the purpose of realizing personally meaningful and educationally worthwhile learning outcomes (Anderson, Rourke, Garrison, & Archer, 2001).

Cognitive Presence is the extent to which learners are able to construct and confirm meaning through sustained reflection and discourse (Garrison, Anderson, & Archer, 2001).

Community of Inquiry

Social Presence

The ability of participants in a community of inquiry to project themselves socially and emotionally as 'real' people (i.e., their full personality), through the medium of communication being used.



Cognitive Presence

The extent to which learners are able to construct and confirm meaning through sustained reflection and discourse in a critical community of inquiry.

Communication Medium

Teaching Presence

The design, facilitation and direction of cognitive and social processes for the purpose of realizing personally meaningful and educationally worthwhile learning outcome

Teaching Presence

- A sense of presence revealed in the interaction between instructor and learner.
- 3 elements of teaching presence
 - Instructional Design
 - Facilitation
 - Direct instruction



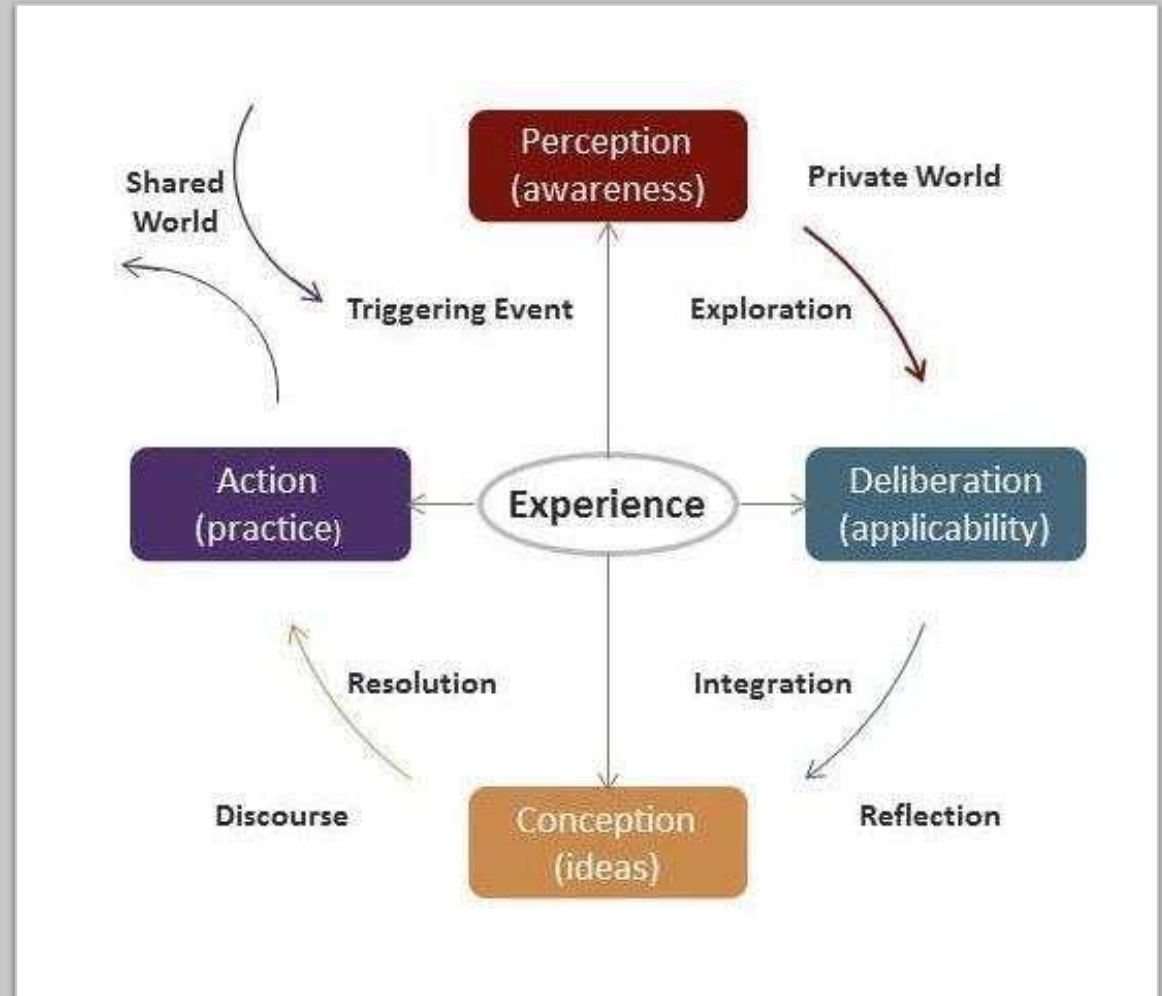
Social Presence

- Awareness of the presence of other learners
- A sense of presence revealed in the interaction between learners and learners
- Connectedness to the Community
- Interactions that enhance social presence in online classes
 - Small Talk (대화)
 - Discussion (토론)
 - Collaboration (협업)
 - Feedback (피드백)



Cognitive Presence

- A status feeling that I am learning.
- Triggering Event: Offer good questions
- Exploration: Explore answers to questions on your own or together.
- Integration: Provides an opportunity for reflection to integrate newly learned content with previously known content.
- Resolution: Help to finally solve or answer a problem.



Interaction in online classes

- A balance between lecture and interaction
 - Make Participation EASY!
 - Turn on the camera!?
- Probability of not multitasking when the camera is on – 82%
(Data from Lifesize)



Use of 5 minutes before class

- Small Talk with learners before class
- Stimulate students' curiosity by installing handwritten texts, dolls, ornaments, and class-related items in front of the camera



First class

- Engaging students on the first day sets their expectations for the class.
- Use chat or voting features
- It is recommended to use two devices during lectures because the instructor (host) and learners (participants) see different things on the screen.
- Simultaneous access through two computers or a computer and mobile phone, one as a host and one as a participant (make sure to turn off the video and audio)



Simple Interaction in Online Class

Quizzes by writing answers on A4 paper, using a notebook or notepad on a tablet

Small group activity- If you do it at the beginning of class, you can start class with the camera turned on.

Attendance Check: Answer what you like during attendance check (Favorite food, favorite celebrity, travel destination you want to visit, book you want to recommend, most recently watched drama)



Discussion during the class

- All participants turn cameras on and microphones off
- Guide to setting Gallery View so that all participants can be seen on the full screen
- Keep discussion topics on screen(Not screen sharing, Instructor put 'topic' in front of the camera)



Summary of Discussion

- Can Use Canva, Padlet, PowerPoint, Google Sheets, Google Slides
- If possible, instructor provides templates to learners in advance.

This screenshot shows a Google Slides presentation titled "Breakout Room Note Taker". The interface includes a top menu bar with options like File, Edit, View, Insert, Format, Slide, Arrange, Tools, Add-ons, and Help. Below the menu is a toolbar with various editing tools. The main content area displays a grid of eight slides, each designed as a breakout room note-taking template. The first slide, "Breakout Room Note Taker", contains instructions for students: "Take a breakout room number your group has been assigned. Make sure to only type in your group's assigned date." and "Type your group members' names in the box provided." The subsequent slides, "Breakout Room 1" through "Breakout Room 8", are blank templates with a header for the room number and a large text area for notes.

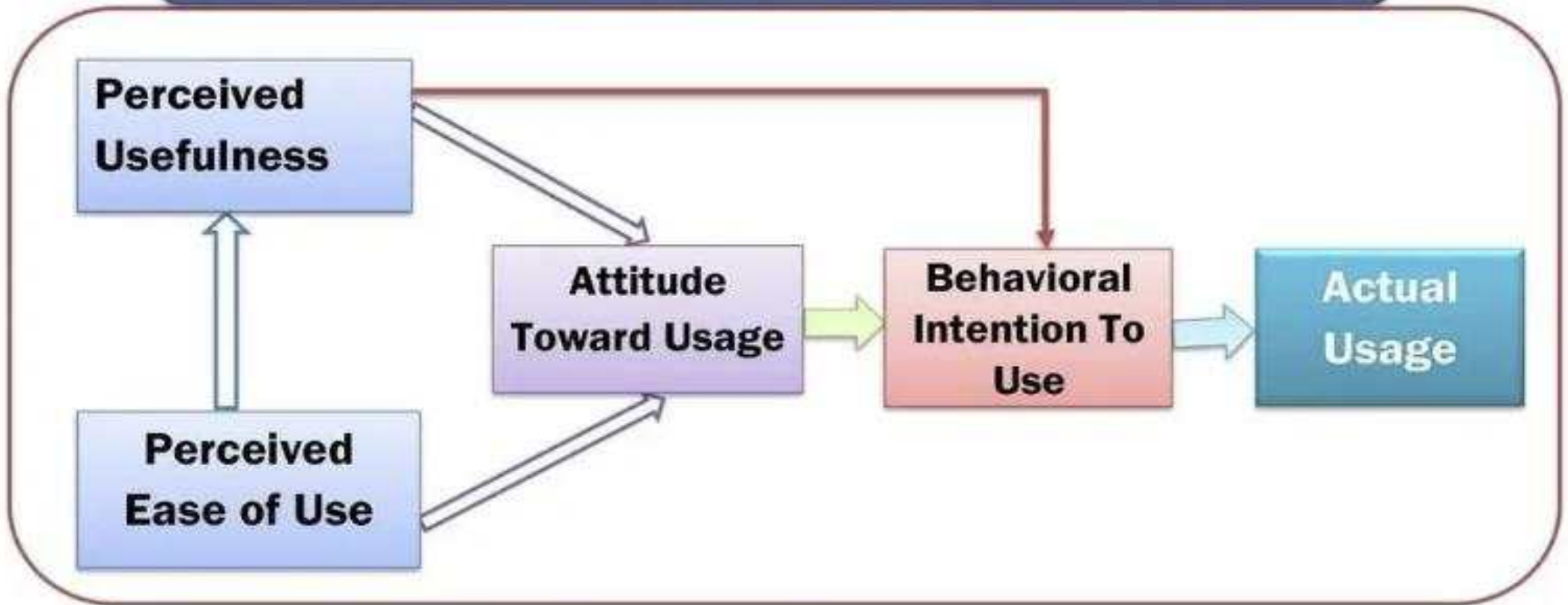
This screenshot shows a Google Slides presentation titled "Breakout Room Note Taking". The interface is similar to the first screenshot, with a top menu bar and a toolbar. The main content area displays a grid of six slides. The first slide, "Breakout Room Note Taking", contains instructions: "Take a breakout room number your group has been assigned. Make sure to only type in your group's assigned date." and "Type your group members' names in the box provided." The second slide, "Breakout Room", is a blank template with a header for the room number and a large text area for notes. The remaining slides are also blank templates with a header for the room number and a large text area for notes.

Personal work time

- Provide learners with content and time to think, organize, and explore on their own
- Offer students questions related to what they are reading
- Learners can organize their learning individually or use Google Docs to have all learners organize in one document.

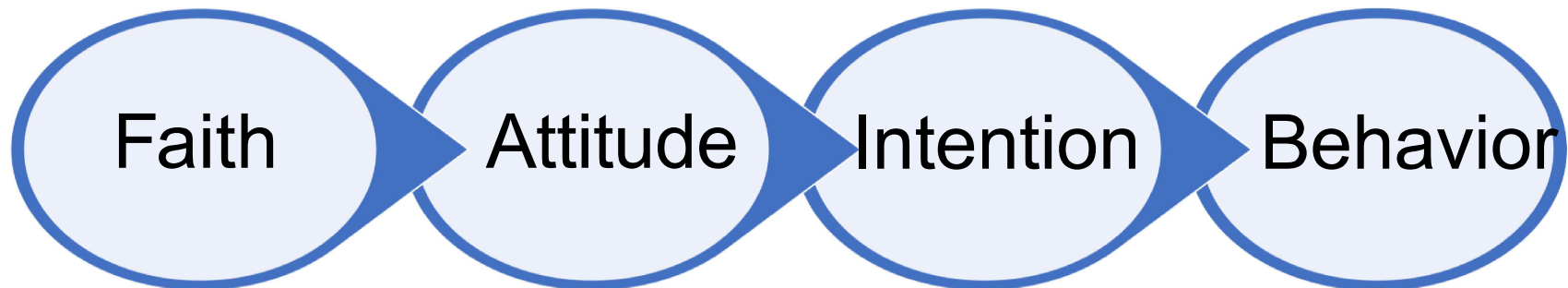


Technology Acceptance Model



Technology Acceptance Model (TAM) By Davis (1989)

Title: Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology



THANK YOU.





Future-Ready Talent: Balancing Digitalization and Humanization in HRD

Dr. Nurul Afiqah Zulkifly



HRD in Digital Age

- Increasing use of digital technologies
- Artificial intelligence (AI), data analytics, and virtual reality
- AI-powered chatbots - instant access to training and support
- Data analytics - help organizations identify skill gaps and design targeted training programs



Challenge?

How do we balance digitalization and humanization in talent development?



Challenge?

- Technology can enhance HRD practices, it can also create a sense of disconnection and dehumanization for employees.
- Soft skills development often requires a more personal, human touch.
- Prioritize a human-centered approach to HRD.



What does future-ready talent mean?

- ✓ Individuals who possess the skills, knowledge, and capabilities necessary to thrive in the rapidly evolving and uncertain future of work.
- ✓ Includes a combination of hard and soft skills, as well as a mindset of continuous learning and adaptability



Challenge?

How do we balance digitalization and humanization in talent development?

Key Characteristics of a Future-Ready Talent

- Adaptability
- Critical Thinking
- Digital Literacy
- Collaboration and Communication
- Emotional Intelligence
- Resilience and Agility
- Lifelong Learning





Reality Check?

Changing talent landscape focusing too much on digitalization alone.

WORLD ECONOMIC FORUM

MALAYSIA

**The manual, repetitive jobs
are becoming redundant...**

EMERGING

1. Data Analysts and Scientists
2. Strategic Advisors
3. Internet of Things Specialists
4. Digital Transformation Specialists
5. Digital Marketing and Strategy Specialists
6. Big Data Specialists
7. AI and Machine Learning Specialists
8. Cyber Security Specialists
9. Software and Applications Developers
10. Renewable Energy Engineers

REDUNDANT

1. Data Entry Clerks
2. Administrative and Executive Secretaries
3. Accounting, Bookkeeping and Payroll Clerks
4. Human Resources Specialists
5. Mining and Petroleum Extraction Workers
6. Mechanics and Machinery Repairers
7. Environmental and Occupational Health and Hygiene Professio...
8. Assembly and Factory Workers
9. Accountants and Auditors
10. Business Services and Administration Managers



Source: Digital Way Academy Sdn. Bhd.



Soft Skills?

- Human interaction
- Human relation
- Human touch

Can machines replace humans?

Humans vs Machines

brain
body
collaboration
emotions
metacognition

data
mechanical parts
fast
precise
bias free

Source: Digital Way Academy Sdn. Bhd.



Top 10 Skills of 2025

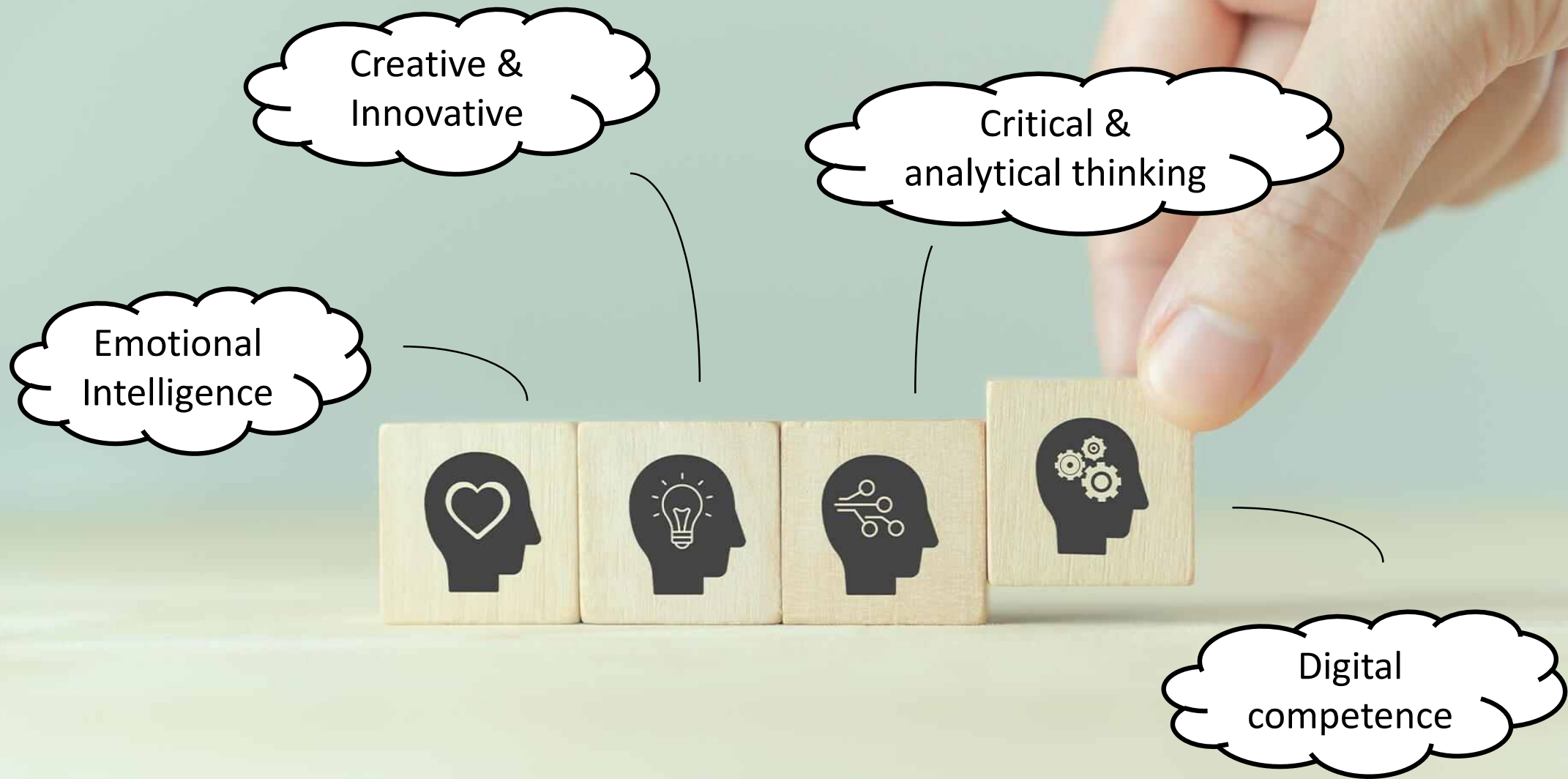
- ✓ Analytical thinking and innovation
- ✓ Active learning and learning strategies
 - ✓ Complex problem-solving
 - ✓ Critical thinking analysis
- ✓ Creativity, originality and initiative
 - ✓ Leadership and social influence
- ✓ Technology use, monitoring and control
- ✓ Technology design and programming

Talent-Related Problems

- Brain Drain
- Skill mismatch
- Lack of soft skills
- Lack of innovation
- Lack of real-world experience
- Low productivity and proactivity
- Talent retention
- Inadequate preparation in education

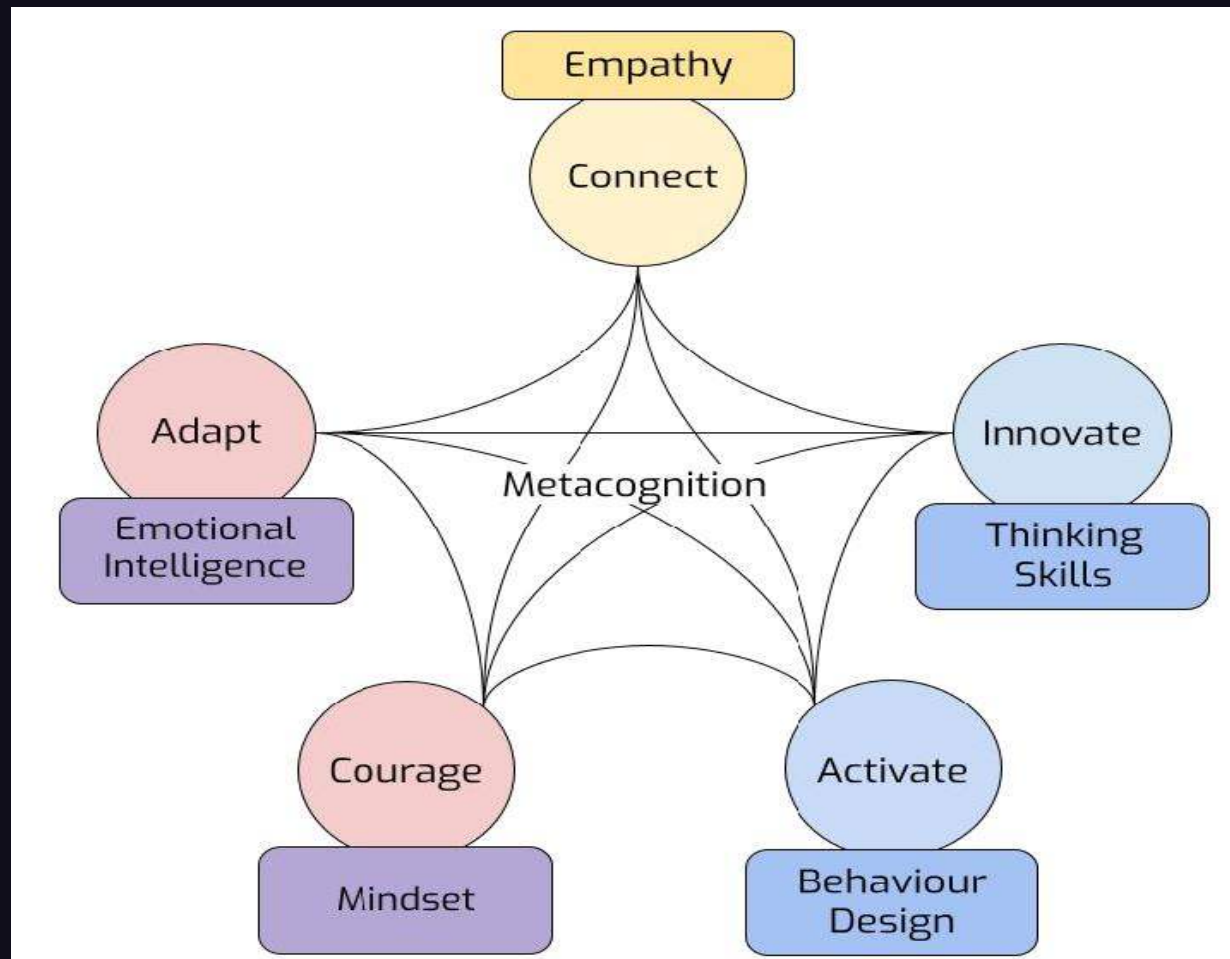
Source: Digital Way Academy Sdn. Bhd.





Picture: <https://www.corporatevision-news.com/five-ways-to-promote-a-greener-skills-economy-in-2023/>

Human Competencies Framework



Source: Digital Way Academy Sdn. Bhd.





Thank you!

Advancing Open & Distance Learning via New Technologies

The KNOU case of ICT Innovation Planning

K. P. Joo

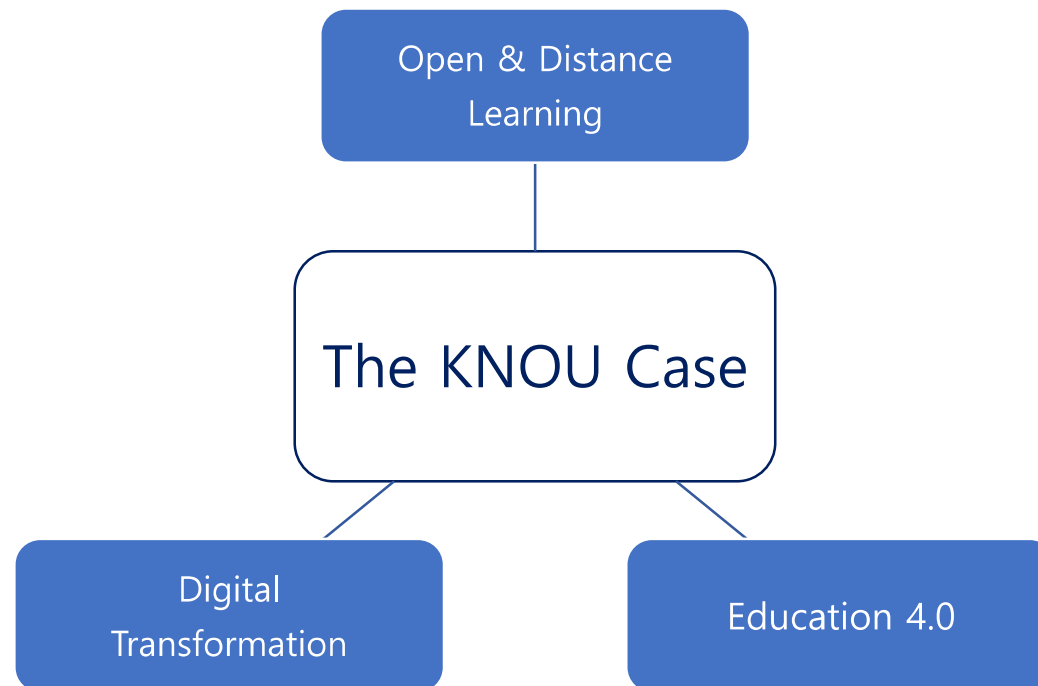
Associate Professor, Korea National Open University

Intro to Korea National Open University



Source: <https://www.youtube.com/watch?v=YC2cOhY8xXs>

Three Key Background Concepts



Open & Distance Learning (ODL)

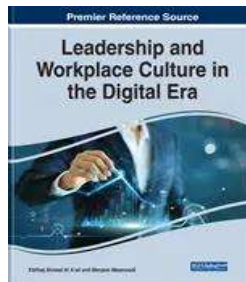


Open and Distance Learning (ODL) is the provision of distance education opportunities in ways that seek to mitigate or remove barriers to access, such as finances, prior learning, age, social, work or family commitments, disability, incarceration or other such barriers.

“Open” refers to a commitment that removes any unnecessary barriers to access learning.

Distance education refers to teaching and learning that temporarily separates teacher and learner in time and/or place; uses multiple media for delivery of instruction; involves two-way communication and possibly occasional face-to-face meeting for tutorials and learner-learner interaction.

Education 4.0



Education 4.0 can be defined as the period in which the education settings integrate ICTs to develop instructional, pedagogical, and technological processes. It also improves operational processes through new learning and teaching methods, innovative solutions to current and future challenges in society. In addition, it aims to reveal management tools, and smart infrastructure.

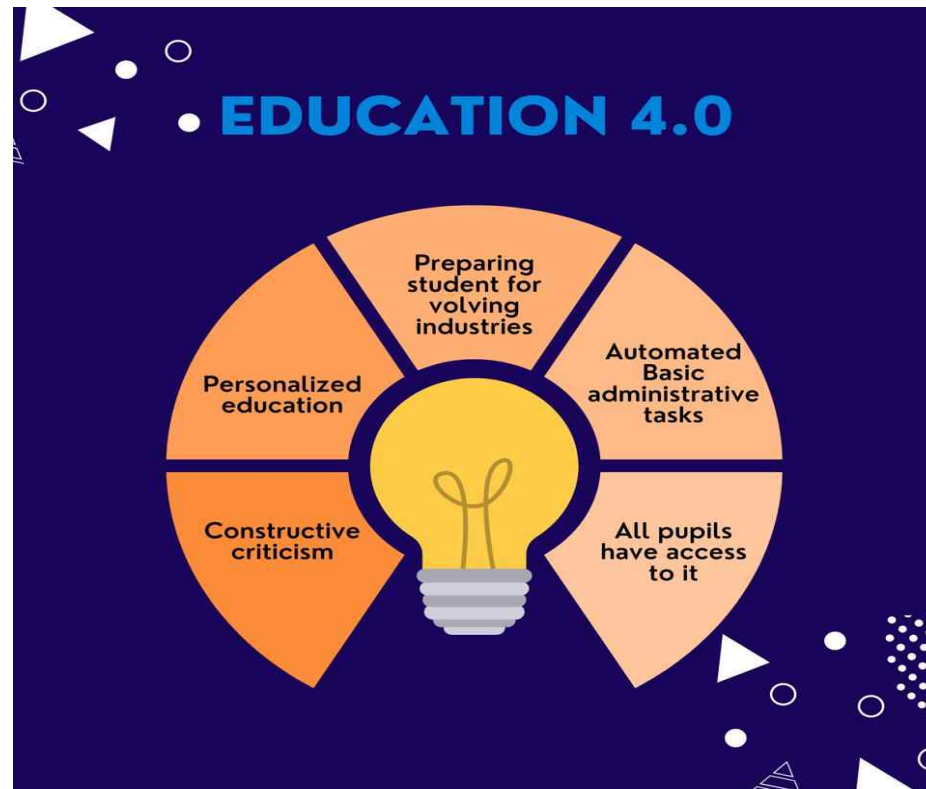
Source: <https://www.igi-global.com/dictionary/sustainability-of-the-school-leadership-in-the-digital-era-under-the-shadow-of-crisis/41755>



Education 3.0 emerged as technology advanced, especially the widespread adoption of a more user-generated internet. This enabled students to access their own information sources, the ability to learn electronically and platforms to communicate with teachers and other students... Education 4.0 is a technique of learning that is connected with the fourth industrial revolution and focuses on transforming the future of education through advanced technology and automation. Smart technology, artificial intelligence and robotics are part of this industrial revolution.

Source: <https://www.forbes.com/sites/naveenjoshi/2022/03/31/understanding-education-40-the-machine-learning-driven-future-of-learning/?sh=2d5f2f515bc2>

Education 4.0



Source: <https://www.forbes.com/sites/naveenjoshi/2022/03/31/understanding-education-40-the-machine-learning-driven-future-of-learning/?sh=2d5f2f515bc2>

Digital Transformation



Digital transformation is the adoption of digital technology by an organization to digitize non-digital products, services or operations. The goal for its implementation is to increase value through innovation, invention, customer experience or efficiency.

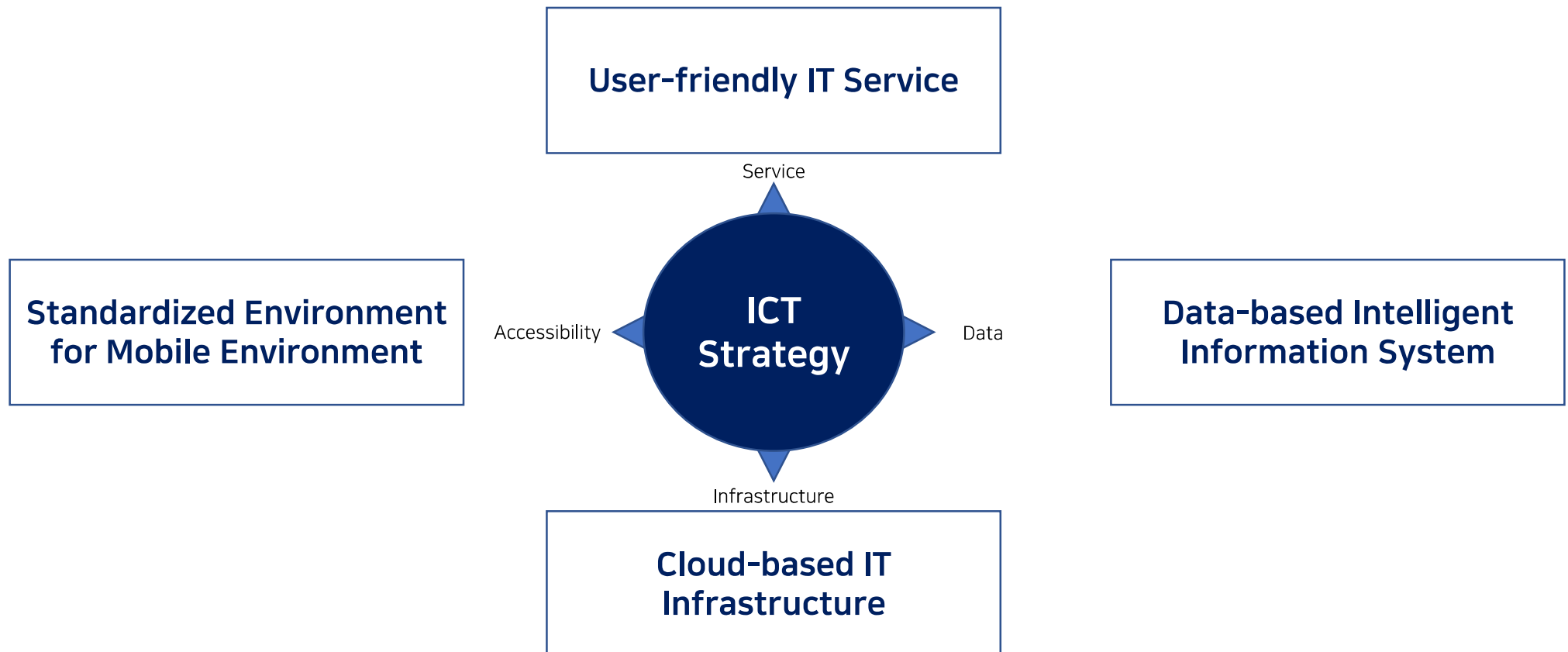
Source: https://en.wikipedia.org/wiki/Digital_transformation



Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers. It's also a cultural change that requires organizations to continually challenge the status quo, experiment, and get comfortable with failure.

Source: <https://enterpriseproject.com/what-is-digital-transformation>

The KNOU Case



The KNOU Case

User-friendly IT Service

- Renovating Information Service Oriented toward Human-Centricity: Provision of the Internet of Behaviors and Holistic Experience
- Facilitating Collaboration between IT and Service Department via New Communication Tools and Systems
- Adapting Up-to-date Technologies to a New Environment for Open and Distance Higher Education (e.g., Online Test Centers, Zoom Classes, HyFlex Classroom, etc.)

The KNOU Case

Data-based Intelligent Information System

- Utilizing Various Datasets Based on Learners' Behaviors to Implement AI-Embedded Educational Practice: Structuring a Data Hub and Designing a Standardized Processing
- Extending the Use of Intelligent Information Systems Drawing on Deep Learning / Machine Learning / Learning Analytics / Artificial Intelligent
- Standardizing Every Activity Data in ICT Systems

The KNOU Case

Cloud-based IT Infrastructure

- Regulating the Institutional Policy for Architecture Standardization of KNOU Infrastructure
- Enhancing Efficiency in Managing Cloud Resources by Updating Relevant Hardware, Network, and Security Systems
- Expanding Private Clouding Systems and Integrating Private and Public Clouding Systems along with Consideration of Sustainability

The KNOU Case

Standardized Environment for Mobile Environment

- Providing the Internet Environment Available for Any Devices and Any Browsers by Using Standardized Technologies
- Offering Responsive Web Design that Makes One-Source-Multi-Use Possible
- Establishing a New Portal System that is Improved in Terms of Mobility and Accessibility

Implications

- New technologies increase the possibility of overcoming the limitations that the existing education environment accompanies.
- Not the new technology itself, but how to apply the technology to the existing educational system requires active, close cooperation of experts from diverse areas.
- Completely new mechanisms for knowledge creation, such as ChatGPT, demand transformation in both the content and methods of education and training in various fields.
- The KNOU case can be understood as a good example for coping with limitations of the current ICT system for open and distance education and creating a new educational environment through cooperation of HRs in various organizations in an educational institution

THANK YOU

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The Role of Emotional Intelligence in Effective HRD Practices in the Digital Age

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mohdfaiq@upm.edu.my

Impact of Covid-19

- AirAsia Bhd and AirAsia X Bhd, have confirmed the retrenchment of 10 per cent of their 24,000 employees last week. This confirmed a Bernama report on Sept 28 that AirAsia might be planning a new round of layoffs.
- Exxon was laying off 1,600 employees in Europe. The cuts represent 2% of its global workforce.
- Oil giant Shell is cutting up to 9,000 jobs, or roughly 10% of its workforce, as of September 30, 2020. The layoffs are meant to cut costs amid the pandemic, as well as position the company to move away from fossil fuels.
- Oilfield services company Schlumberger said it is cutting roughly 21,000 jobs on July 24. It also reported second-quarter losses of \$3.4 billion.
- Disney announced on September 29, 2020 that it was cutting 28,000 jobs from its theme parks division as the coronavirus pandemic continues to heavily impact that side of its business. The layoffs will most heavily affect part-time employees.
- Dell told employees on September 14 that it will start eliminating an unspecified number of jobs in an effort to cut costs, according to Bloomberg.
- Citigroup will continue laying off roughly 1% of its global workforce. The cuts end a previous commitment to pause layoffs amid the pandemic.
- PVH Corp, the company that owns Calvin Klein and Tommy Hilfiger among other brands, announced that it is shuttering 162 stores and cutting 450 jobs, or 12% of its workforce, on July 14, 2020.
- HSBC, Europe's biggest bank, announced plans to cut 35,000 jobs — or 15% of its global workforce — across the US and Europe

Organization can be defined as the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives.

- 1) Organization as Framework of Relationships
- 2) Organization as a process
- 3) Organization as a System
- 4) Organization as a Group of Persons



Emotional intelligence (EQ) is the ability to recognize and regulate emotions effectively. In 1990, psychology professors Peter Salovey and John D. Mayer established the theory of EQ.

- 1) **Awareness** of emotions and noticing them as they occur
- 2) **Handling emotions** with poise and demonstrating the ability to self-soothe and overcome obstacles
- 3) **Self-motivation** and harnessing emotions to achieve high performance
- 4) **Empathy** towards others and the capacity to relate to their feelings
- 5) **Social competence** in social interactions and leadership positions— necessary for healthy interpersonal relationships



Why Need EI in HRD

- Hire prospective candidates with high EQ
- Meaningful conversations for Performance Management
- Promote EI through Training & Development
- Act as retention through Employee Engagement
- Care about Mental Health of employees

Ways To Boost Emotional Intelligence in The Workplace

1. Lead by example.
2. Train workplace leaders to hone their EQ.
3. Focus on mental health
4. Nurture employee's innate characteristics

Conclusion

- We are witnessing a big revolution in HR through Tech trends but when dealing with employees who are humans and possess emotions, Emotional Intelligence is indispensable.
- EI practiced by the organization as a whole can act as a retention lever for people's sustainability and a competitive advantage to stay ahead in the industry.
- Post-Covid, the importance of EI driven organization has been talked about like never before. This in-demand soft skill has emerged as one of the prerequisites for leaders to collaborate effectively with their teams, build relationships, and create an effective workplace.



THANK YOU



TEAM MINDSET LAB

Shared Leadership in Virtual Teams at Work: Practical Strategies and Research Suggestions for HRD

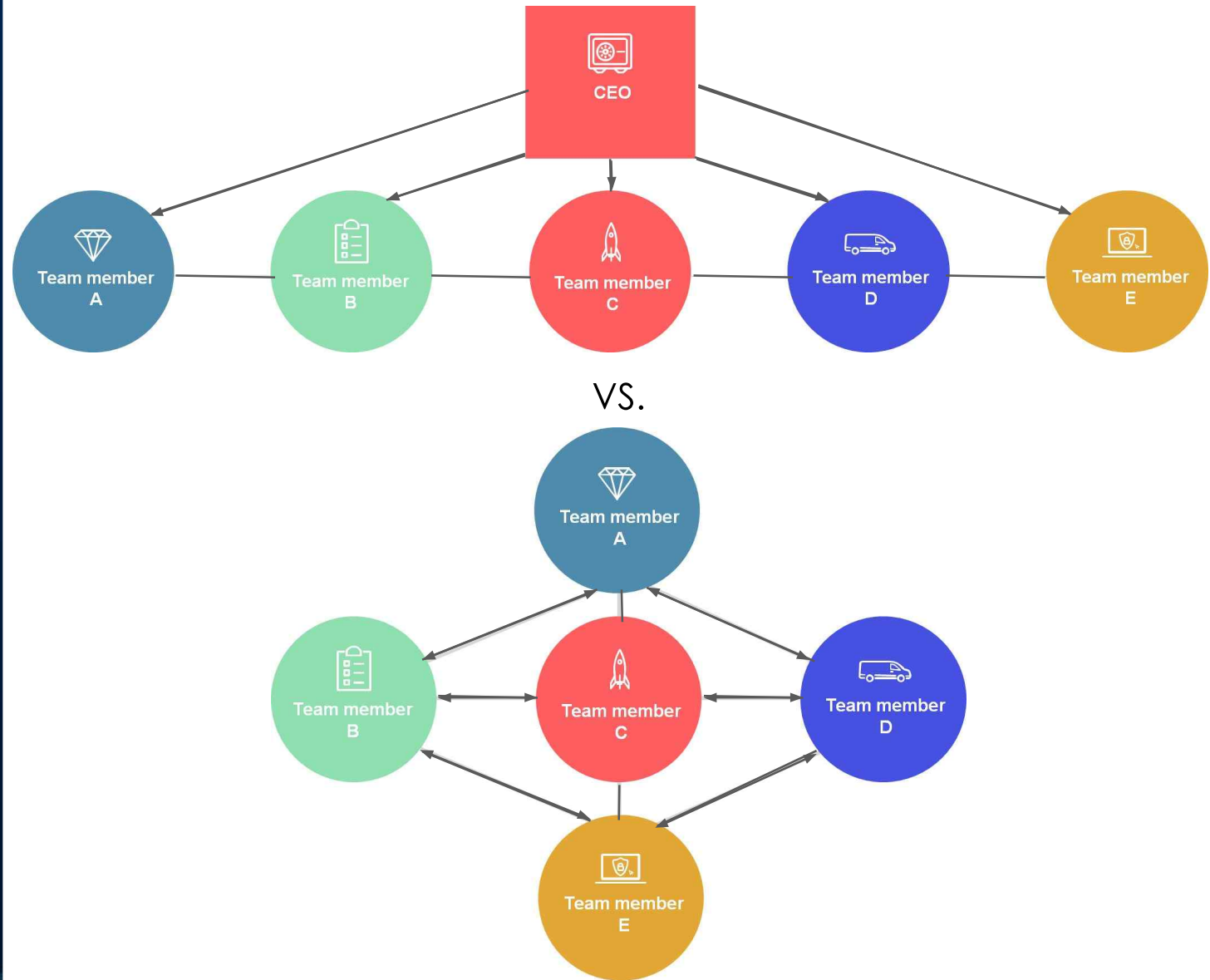
Prof. Soo Jeoung Han (Yonsei University)



Objectives

- ❖ Introduce studies related to humanizing HRD in the era of digitalized world
- ❖ Explain the role of shared leadership in virtual teams
- ❖ Suggest practical strategies and research suggestions for HRD

Need for New Leadership



- Virtual teams: collaborative work units where team members are geographically dispersed, have limited in person-contact, and work interdependently through electronic communication to meet goals (Dulebohn & Hoch, 2017).
- Shared leadership: dynamic, unfolding, interactive influence process among individuals, where the objective is to lead one another toward the achievement of collective goals (Pearce et al., 2009)

Han, S. J., & Hazard, N. (2022). Shared leadership in virtual teams at work: Practical strategies and research suggestions for human resource development. *Human Resource Development Review*, 21(3), 300-323. <https://doi.org/10.1177/15344843221093376>

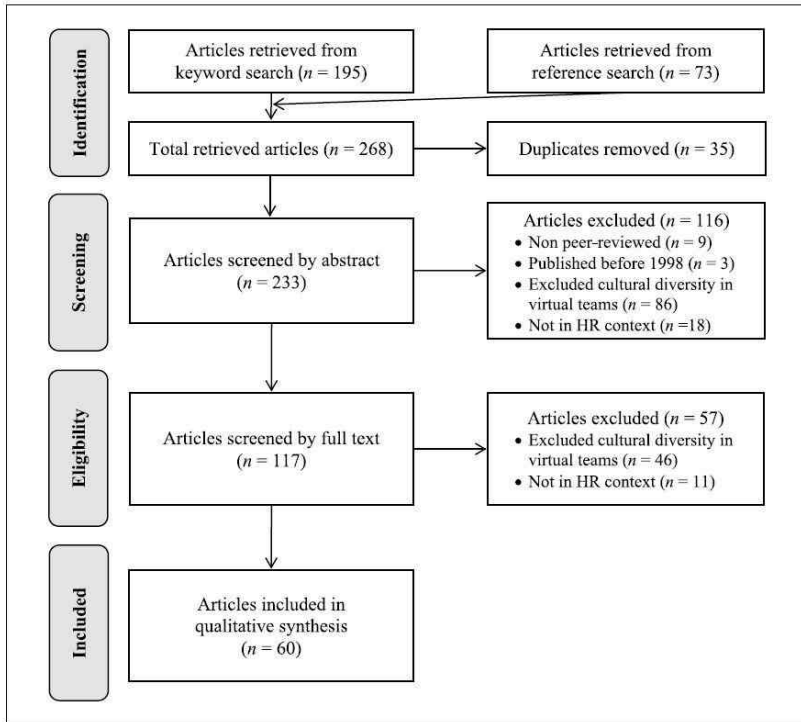


Figure 1. Flow diagram of literature selection process.

Successful Virtual Team Processes

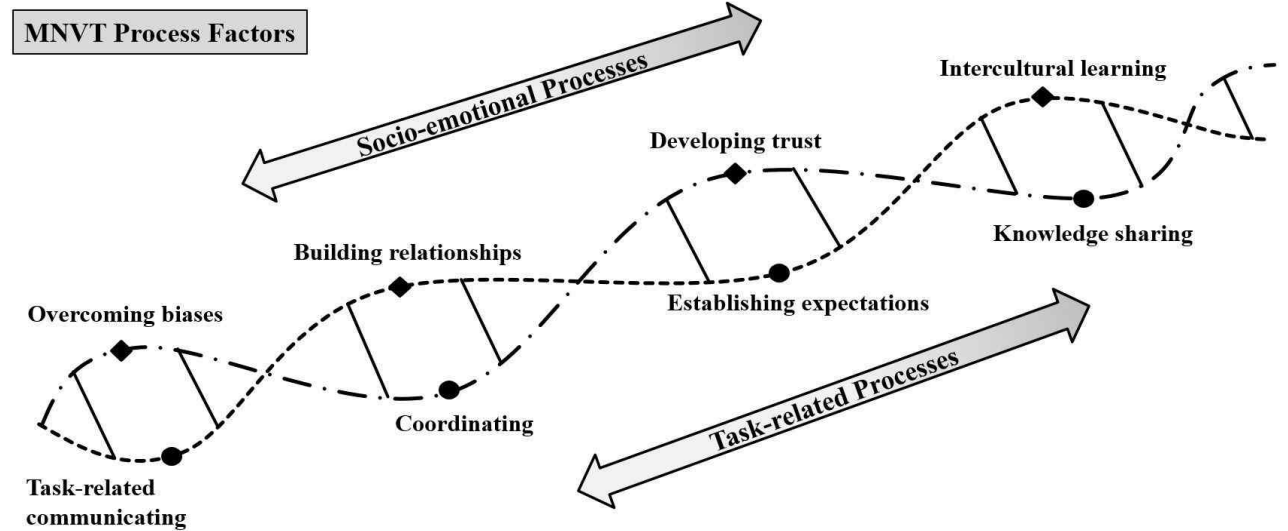


Figure 4. A MNVT framework for challenges within the task and socioemotional team processes.

Note. MNVT = multinational virtual team.

Han, S. J., & Beyerlein, M. (2016). Framing the effects of multinational cultural diversity on virtual team processes. *Small Group Research*, 47(4), 351-383. <https://doi.org/10.1177/1046496416653480>

Virtual Team Leadership Roles

Quadrant	Leadership roles	Emphasis
Task Leadership	<ul style="list-style-type: none">• Controlling attitude• External focus	Setting and attaining goals
Stability Leadership	<ul style="list-style-type: none">• Controlling attitude• Focus on team's internal function	Monitoring and coordinating teamwork
People Leadership	<ul style="list-style-type: none">• Flexible attitude• Internal focus	Mentoring subordinates and facilitating group process
Adaptive Leadership	<ul style="list-style-type: none">• Flexible orientation• Focus on external environment	Developing innovation and obtaining resources for the team

Han, S. J., Kim, M., Beyerlein, M., & DeRosa, D. (2020). Leadership Role Effectiveness as a Mediator of Team Performance in New Product Development Virtual Teams. *Journal of Leadership Studies*, 13(4), 20-36.

Quadrant
Task Leadership
Stability Leadership
People Leadership
Adaptive Leadership

Leadership Role Effectiveness in Virtual Teams

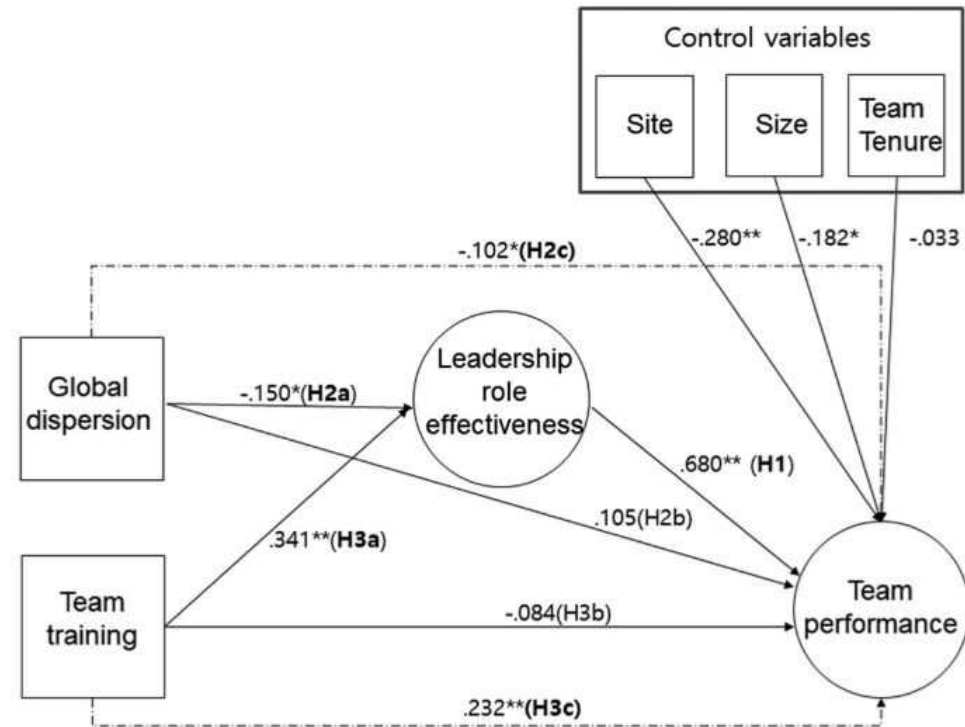


Figure 2 Illustrative Path Diagram of the Model with Standardized Coefficients

Note. Straight lines indicate a direct path, and dotted lines indicate an indirect path. $*p < .05$, $**p < .01$.

Han et al. (2020). Leadership Role Effectiveness as a Mediator of Team Performance in New Product Development Virtual Teams. *Journal of Leadership Studies*, 13(4), 20-36.

Interdisciplinary Team Creativity

1. Build trust
2. Set guidelines and expectations
3. Communicate regularly
4. Understand your team
5. Assign roles and responsibility
6. Build relationships
7. Use technology to communicate

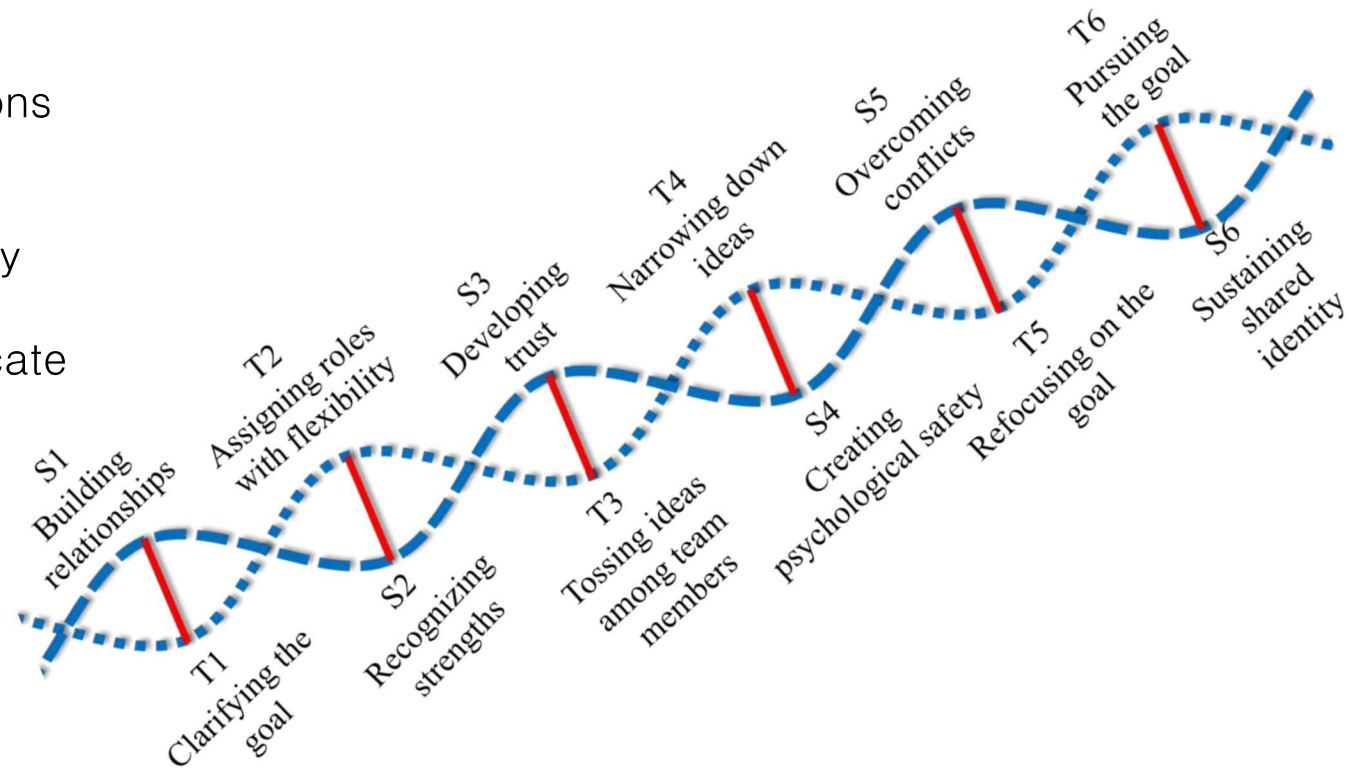


Figure 1. Critical processes for interdisciplinary teams

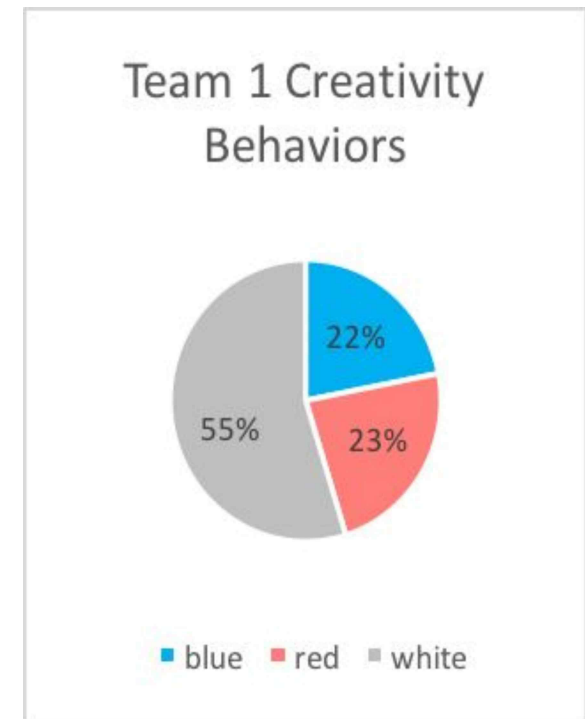
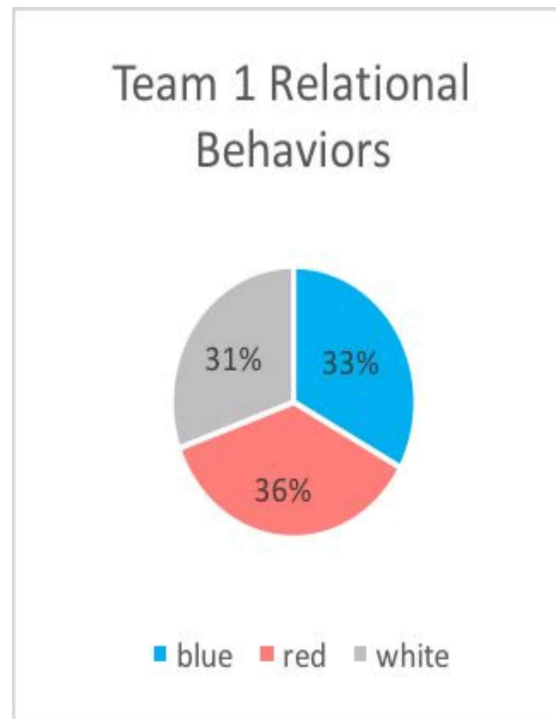
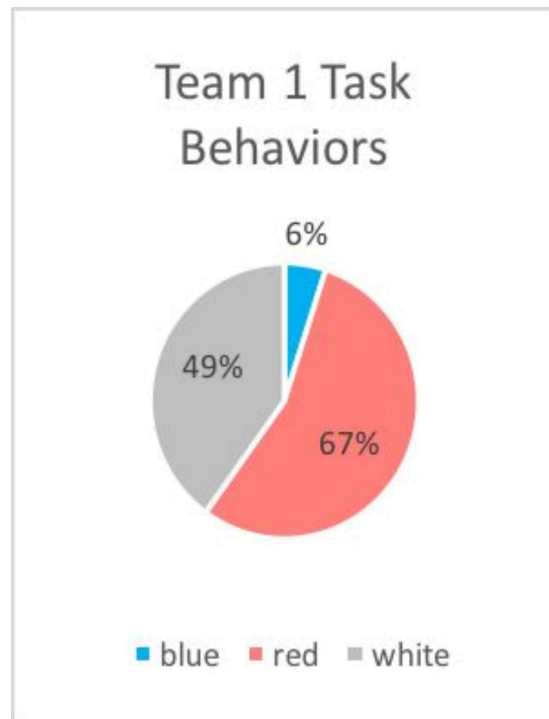
Han et al. (2017). How virtual team leaders cope with creativity challenges. *European Journal of Training and Development*, 41(3), 261-276.

Han et al. (2020). Cultivating interdisciplinary team creativity through an intensive design competition. *Higher Education, Skills and Work-Based Learning*. <https://doi.org/10.1108/HESWBL-06-2020-0141>

Shared Leadership



Shared Leadership Behaviors



Xie, L., Beyerlein, M., & Han, S. J. (2021). Revealing deep interaction patterns of team learning processes through video-based interactive analysis. *International Journal of Human Resources Development and Management*. 21(4), 267-287.

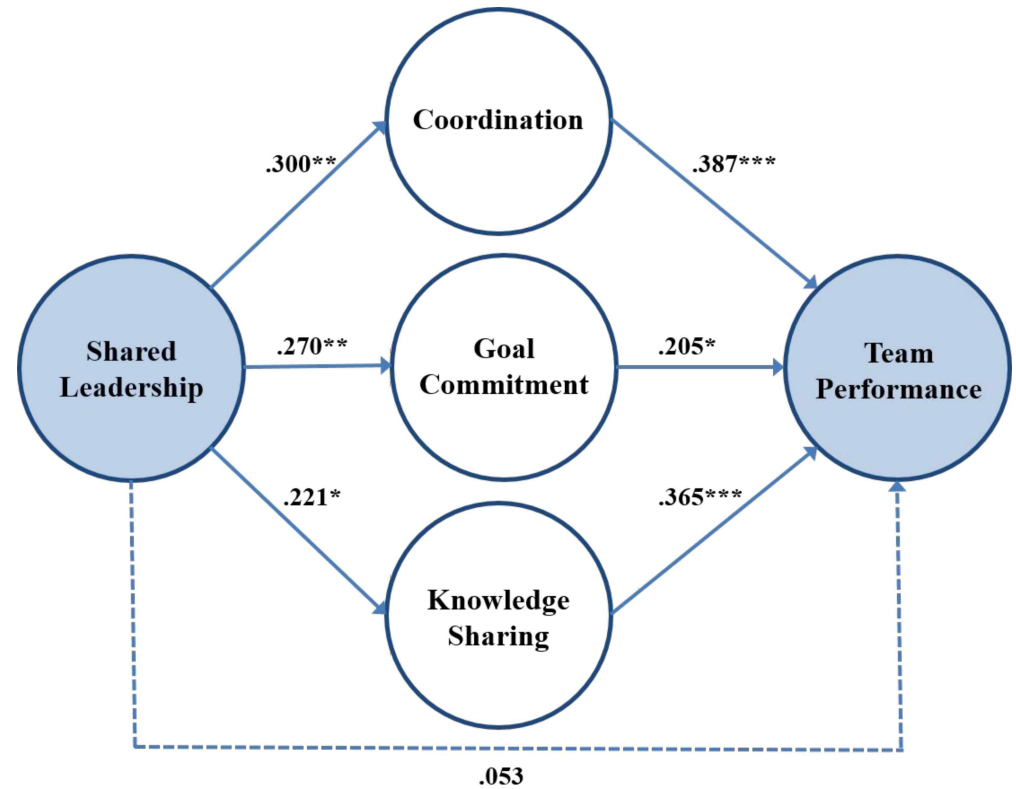
Shared Leadership and Team Performance

Variable	1	2	3	4	5
1. Shared leadership Time 1	1				
2. Goal commitment Time 2	0.264**	1			
3. Knowledge sharing Time 2	0.206**	0.632**	1		
4. Coordination Time 2	0.275**	0.555**	0.615**	1	
5. Team performance Time 2	0.304**	0.680**	0.713**	0.720**	1
Range	1.0-5.0	1.0-5.0	1.0-5.0	1.0-5.0	1.0-5.0
M	3.89	4.48	4.07	3.98	4.08
SD	0.58	0.68	0.78	0.71	0.78
Skewness	-0.060	-1.188	-0.733	-0.352	-0.677
Kurtosis	0.238	0.727	0.477	-0.129	0.306
Cronbach's alpha	0.907	0.863	0.840	0.797	0.921

Note: ** $p < 0.01$

Model	χ^2	df	CFI	TLI	RMSEA (90% CI)	SRMR
Criteria			>0.90	>0.90	<0.10	<0.08
Research model	207.278***	109	0.949	0.936	0.076 (0.060-0.091)	0.0475

Note: *** $p < 0.001$

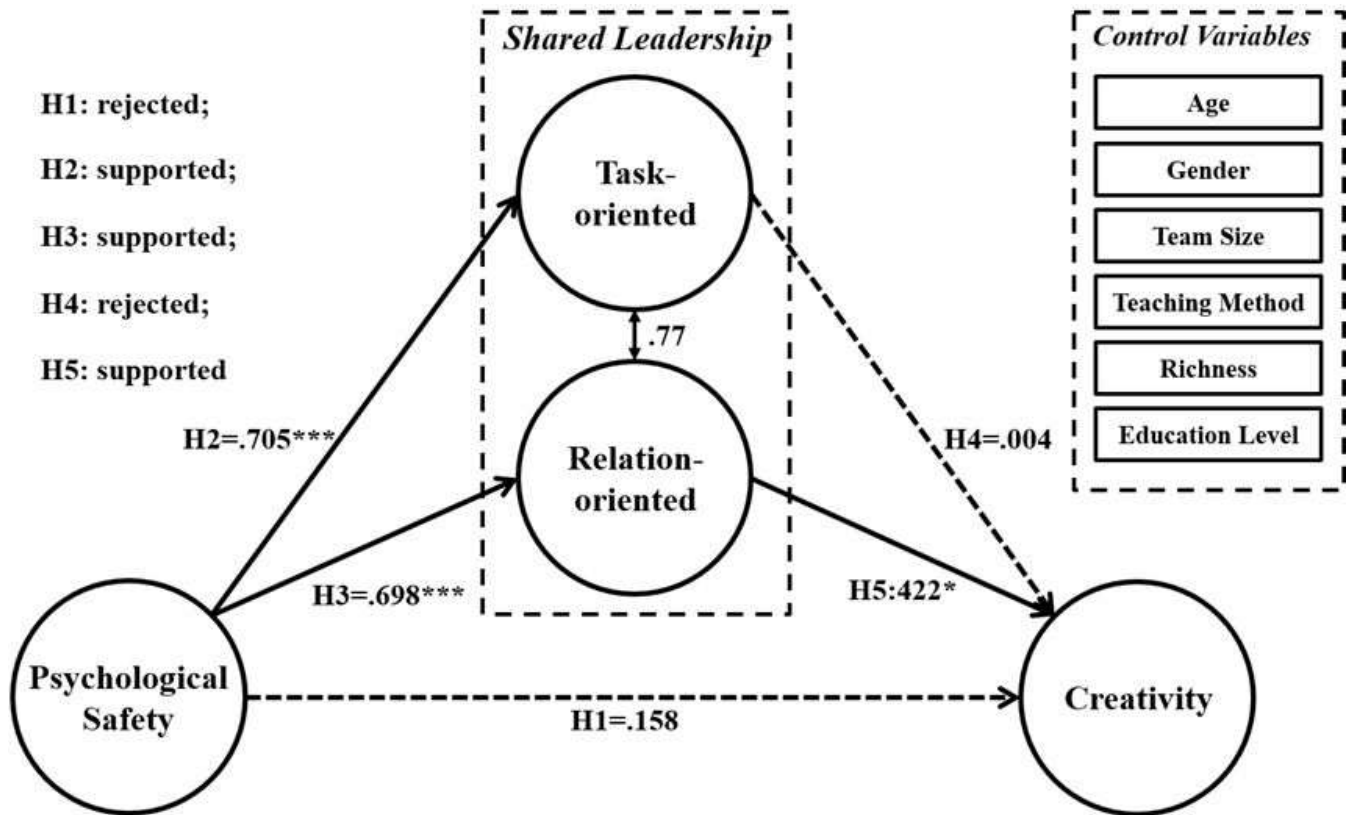


Han et al. (2018). Shared leadership in teams: The role of coordination, goal commitment, and knowledge sharing on perceived team performance. *Team Performance Management: An International Journal*, 24(3/4), 150-168.

<https://doi.org/10.1108/TPM-11-2016-0050>

Psychological Safety

Relation-oriented Shared Leadership



Han, S. J., Lee, Y., & Beyerlein, M. (2019). Developing Team Creativity: The Influence of Psychological Safety and Relation-Oriented Shared Leadership. *Performance Improvement Quarterly*, 32(2), 159-182.

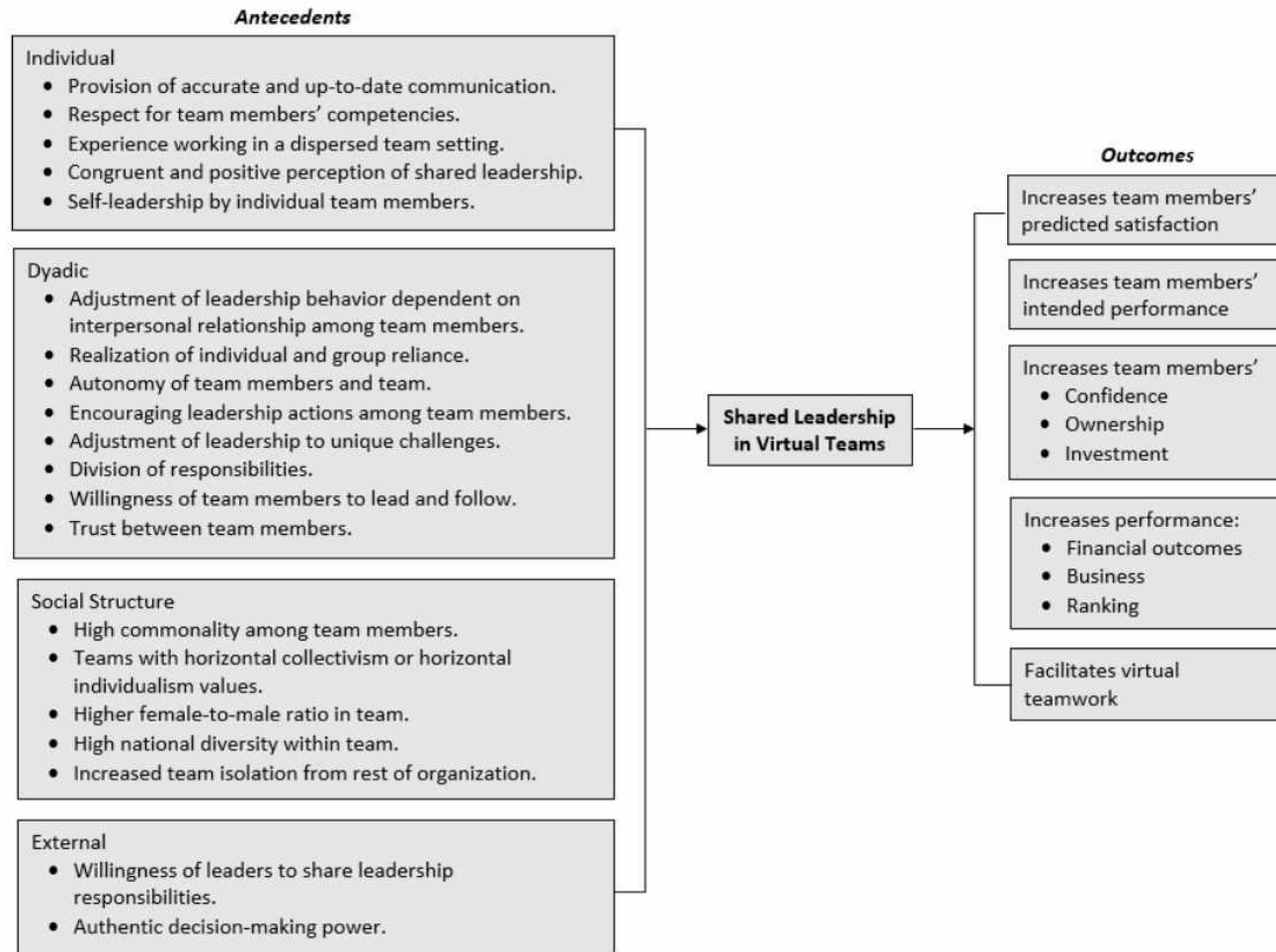
Shared leadership in Korea Cooperation



FIGURE 1 Force-field analysis of shared leadership

Han, S. J., Yim, J., Oh, J., Kwon, K., & Lee, J. (2023). Why do employees welcome or refuse shared leadership?: A qualitative exploration through force-field analysis. *Human Resource Development Quarterly*. <https://onlinelibrary.wiley.com/doi/10.1002/hrdq.21495>

Shared Leadership



Antecedents and Outcomes of Shared Leadership

Han, S. J., & Hazard, N. (2022). Shared leadership in virtual teams at work: Practical strategies and research suggestions for human resource development. *Human Resource Development Review*, 21(3), 300-323. <https://doi.org/10.1177/15344843221093376>

Practical Suggestion

- Individual interventions - reskilling and upskilling training, coaching, and modeling
- Group interventions - group expectations (clear project scope, task assignment, etc.), provide autonomy, open dialogue, virtual mentoring and coaching, informal learning, on-the-job online training sessions, and virtual scenario planning
- Organizational intervention - 4-R Crisis-Normalcy Model of HRD to make systematic change and be more prepared and agile for future crises. The model includes phases of redefining, relooking, redesigning, and reincorporating HRD in the new context so that people can be prepared for change during a crisis.

Han, S. J., & Hazard, N. (2022). Shared leadership in virtual teams at work: Practical strategies and research suggestions for human resource development. *Human Resource Development Review*, 21(3), 300-323. <https://doi.org/10.1177/15344843221093376>

Future Research

- What are the ways to implement shared leadership? How can we design and utilize technology in order for team members to share leadership more effectively?
- Does shared leadership in virtual teams lead to any dysfunction? If so, how and when? Using qualitative research methods might be helpful.
- Does a virtual environment facilitate shared leadership more or less than a grounded environment?
- What is the effect of organizational adoption and dissemination of communication technologies to increase the efficiency of virtual teams?
- Does shared leadership work better than other types of leadership in certain contexts or industries?
- How can HRD practitioners intervene in cases where shared leadership fails?

Han, S. J., & Hazard, N. (2022). Shared leadership in virtual teams at work: Practical strategies and research suggestions for human resource development. *Human Resource Development Review*, 21(3), 300-323. <https://doi.org/10.1177/15344843221093376>

Questions?

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TEAM MINDSET LAB



Team Mindset YouTube Channel

DPDHL HR SERVICES APAC

DIGITALIZATION IN DPDHL GROUP

Asyraf Hamdi
Senior Associate – Human Resource Services
HR Services APAC

**Deutsche Post DHL
Group**

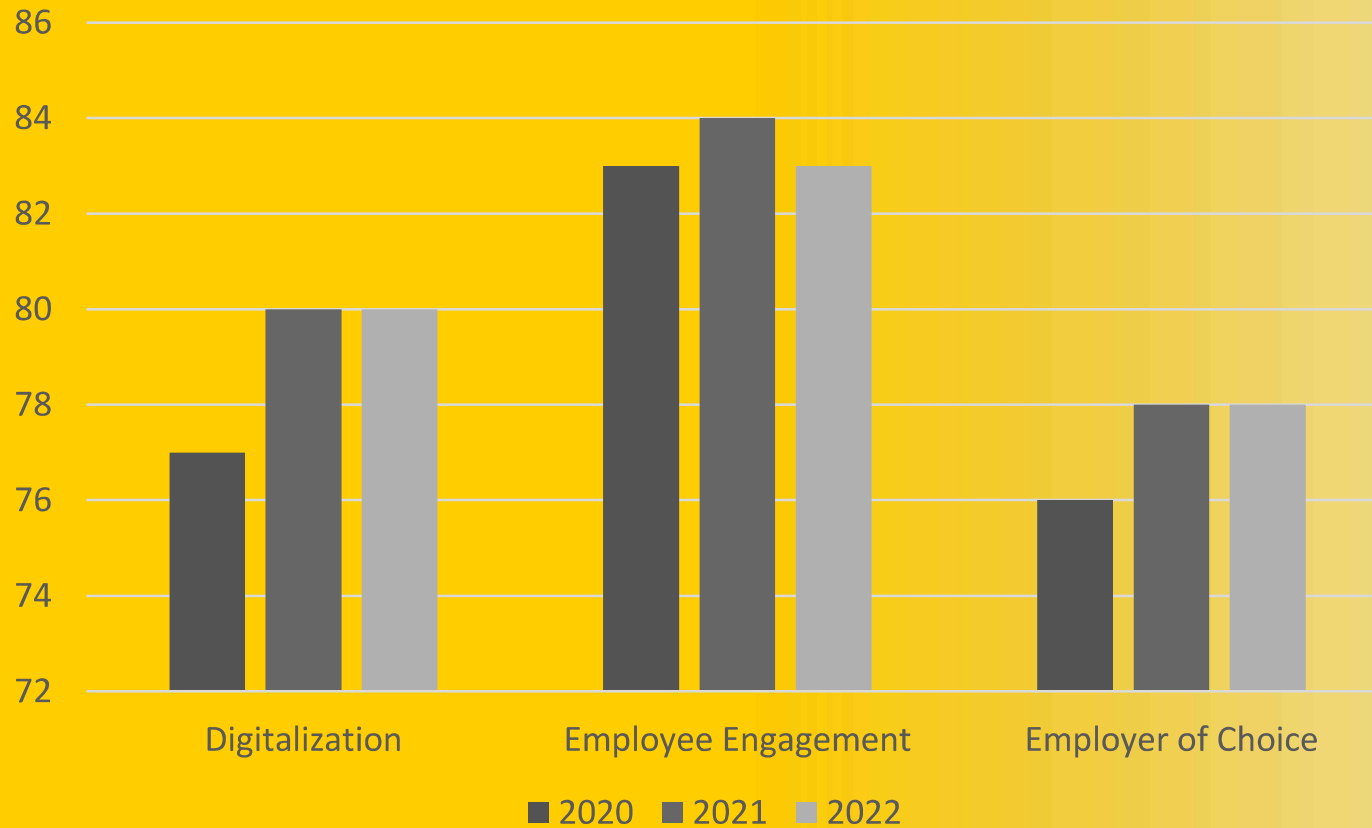
HR DIGITALIZATION ROADMAP

- CAREER MARKETPLACE - ENABLING PERSONALIZED, SKILLS-DRIVEN CAREER DEVELOPMENT
- EMPLOYEE ONBOARD EXPERIENCE – FROM RECRUITMENT AND DAY 1
- FOR EMPLOYEES: ENHANCE TRANSPARENCY ABOUT LEARNING AND GROWTH
- FOR MANAGERS: PROVIDE TRANSPARENCY AND ACCESS TO AVAILABLE TALENT AND SKILLS WITHIN DPDHL

DIGITALIZATION – VIEW AS A HR & EMPLOYEE

- CONVENIENT TO WORK IN PAPERLESS SETUP
- ABLE TO CONNECT FROM COLLEAGUES WORLDWIDE
- ABLE TO WORK FROM ANYWHERE
- GOOD LEARNING CURVE

EMPLOYEE OPINION SURVEY RESULTS




Selamat tengah hari :)



Selamat berkenalan:)



at Kota Kinabalu

An aerial photograph of a large, powerful ocean wave breaking. The water is a deep, dark blue-green color, and the wave's crest is white with foam. A small surfer is visible riding the wave. The background shows a sandy beach and the ocean extending to the horizon.

A Case Study of HanaTour Education

- Focusing on overseas guide training

Table of Contents

1. Regarding HanaTour
2. Role of HanaTour HRD Team
3. Impact of Covid-19
4. The main focus of current overseas guide training

1. Regarding HanaTour

1993
~ 1999

1993. 11.
Hanatour was founded as
"Gookjin Travel Agency, Inc."

1996. 03.
It was renamed as "Hanatour Inc."

2000
~ 2010

2000. 11.
Hanatour became the first in the industry to
be listed on KOSDAQ.

2002. 02.
Hanatour established a subsidiary called
"Hanatourist."

2003. 07.
Hanatour established a subsidiary called
"Hanatour International"
(presently known as Hanatour ITC).

2004. 06.
Hanatour launched the online wholesale
system called "Hanatour.com."

2006. 11.
Hanatour became the first KOSDAQ-listed
company to be listed on the
London Stock Exchange.

2011
~ 2014

2011. 11.
Hanatour's listing was transferred to KOSPI.

2013. 09
CEO PARK Sang-hwan received the
Gold Pagoda Industrial Medal for
his contribution to tourism promotion at the
"40th Tourism Day Commemoration."

2015
~ 2017

2015. 04.
Hanatour opened "T-Mark City Sapporo"
in Japan.

2015. 11.
Hanatour acquired the "Leisure-Friendly
Company Certification" from the Ministry of
Culture, Sports, and Tourism.

2015. 12.
Hanatour received the achievement award at the
"14th K-ICT Information Security Awards."

2016. 09.
Hanatour was awarded the Presidential
Citation for its achievement in job creation.

2017. 12.
Hanatour Japan was listed on the
Tokyo Stock Exchange (Mothers).

2018
~ 2021

2018. 09.
Senior Vice-President Kwon Hee-seok
received the Bronze Tower Order of
Industrial Service Merit for Tourism
Promotion at the 45th Tourism Day.

2018. 11.
Hanatour was accredited as an excellent
organization for the support of
cultural arts at the "Night of the Arts 2018"
and was also awarded the bronze medal
in integrated media at the "2018 Korea
Advertising Award."

2019. 03.
Hanatour was awarded the Great
Advertisement Award at the
"27th Advertisement Awards Chosen by
the Public."

2020. 11.
Hanatour launched "SAFETY & JOY,"
a checklist for safe travel.

2022
~ 2023

2021. 07.
Hanatour launched "HanaPack 2.0," a travel
package brand with a sole focus on traveling.

2021. 08.
Hanatour launched "ESG Management" for
sustainable corporate activities.

2021. 10.
Hanatour introduces new
Corporate Identity(CI)

2022. 03.
Hanatour is ranked 1st in the travel sector of
Korean Industry Brand Power 2022 listed by
"KMAC" for 18 consecutive years

2022. 06.
Acquired Consumer Centered
Management(CCM) certification from Fair
Trade Commission for 6 consecutive years

2022. 12.
Hanatour is ranked 32nd in "Brandstock"
Korea's Top 100 Brands and was awarded
the Grand Prize (Prime Minister Citation) for
Consumer Centered Management (CCM) of
the Year.

2023. 01.
SONG Mi-sun begins her role as the
sole CEO

2023. 03.
Hanatour is ranked 1st in the travel
sector for Brand Star of 2023 selected by
"BrandStock" for 19 consecutive years

1. Regarding HanaTour

Financial Performance

Based on headquarter's 2022 records

Operating Revenue

	66,269 million KRW	2021	10,782	2020	73,947
		2019	462,940	2018	542,073

Number of Customers

Based on headquarter's 2022 records

Korea's outbound travelers in total

	6,486,446	2021	803,201	2020	3,688,606
		2019	26,920,415	2018	26,928,389

Our customers in total

	533,957	2021	42,441	2020	646,444
		2019	5,143,867	2018	5,878,013

Cumulative Customers

As of February 2023

Our cumulative customers
 **20,543,734**

Hanatour Members in total
 **6,390,802**

Sales Network

As of February 2023

Our cumulative customers
20,543,734

Sales Network

			
Franchisee	Affiliated Travel Agency	Agency	Affiliates
900	111	5,723	240

Global Network

As of March 2023



Overseas Subsidiaries



8

Beijing, Tokyo, Hong Kong, Kota Kinabalu, Manila, Ho Chi Minh, Bangkok, London

Global Partners



DMC Network
261

South Pacific - 11, South-East Asia - 94, Americas - 23, Europe - 51, Japan - 27, Greater China - 55

Visa Application Centers



Korea's visa application centers
9 regions

6 locations in China, 2 locations in Vietnam, 1 location in Philippines

1. Regarding HanaTour

B2B Wholesale

Hanatour is a leader in the outbound travel market, leveraging economies of scale to work collaboratively with franchisees, partner travel agencies, and affiliates nationwide for mutual prosperity and exceptional customer experiences.

Our B2B Wholesale business operation enables us to secure competitive pricing through bulk purchases of airline tickets and hotel rooms, ensuring profitability for sellers and offering travel packages that meet our customers' needs. As the largest wholesaler in the country operating through travel agencies, we are committed to providing high-quality services that exceed expectations.

B2C Online/Mobile Business

Hanatour has integrated innovative IT technology into our travel business, enabling the development of a fast and convenient reservation and management system.

With our B2C online/mobile service and global IT network, we are expanding our business operations worldwide.

Outbound Tours

As a dominant player in the domestic travel industry, Hanatour offers a range of unique travel products that cater to the evolving market environment and changing consumer trends, while also accommodating the diverse preferences of our customers.

Inbound Tours For Foreigners

Hanatour is at the forefront of promoting Korea's beauty to foreign visitors, bringing new perspectives to the travel industry.

As Hanatour's subsidiary specializing in inbound operations, Hanatour ITC offers a range of domestic tour operations suited to different themes and purposes, including K-culture, city tours, and medical tourism. We source content from various regions across Korea to develop travel packages that energize domestic tourism for foreign visitors.

Domestic Tours

Hanatour offers a comprehensive range of travel products, including domestic package tours, flights, accommodations, and admission tickets for independent travel, which can be purchased through our franchisees or on Hanatour.com. We continually develop various themed products to adapt to the changing travel trends, and we operate domestic businesses to stimulate regional tourism and achieve mutual prosperity through collaboration with different regions.

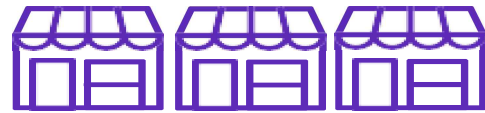
In particular, through our subsidiary "Hanatour Jeju," we provide specialized travel services for Jeju Island, one of the top tourist destinations for domestic travel.

Overseas Visa Centers

Hanatour was appointed by the Ministry of Justice as the operating agency for visa application centers. Starting with centers in Guangzhou and Qingdao in September 2015, we have since expanded to open six locations in China, two in Vietnam (Hanoi and Ho Chi Minh), and one in the Philippines, as of February 2023. Currently, we operate Korea's visa application centers in nine different overseas cities.

As the first and largest operating agency for visa application centers in Korea, we work closely with diplomatic establishments abroad to promote a positive image of Korea to visa applicants who plan to visit our country.

2. Role of HanaTour HRD Team



Franchisee Agency
900 + 5,761

 HanaTour | HRD Team



DMC Network
261

Destination
Management
Company



Employee
1,200

2. Role of HanaTour HRD Team



Franchisee Agency
900 + 5,761



Hanatour | HRD Team



Employee
1,200

2. Role of HanaTour HRD Team



South Pacific - 11
South-East Asia - 94
Americas - 23
Europe - 51
Japan - 27
Greater China - 55
TOTAL 261

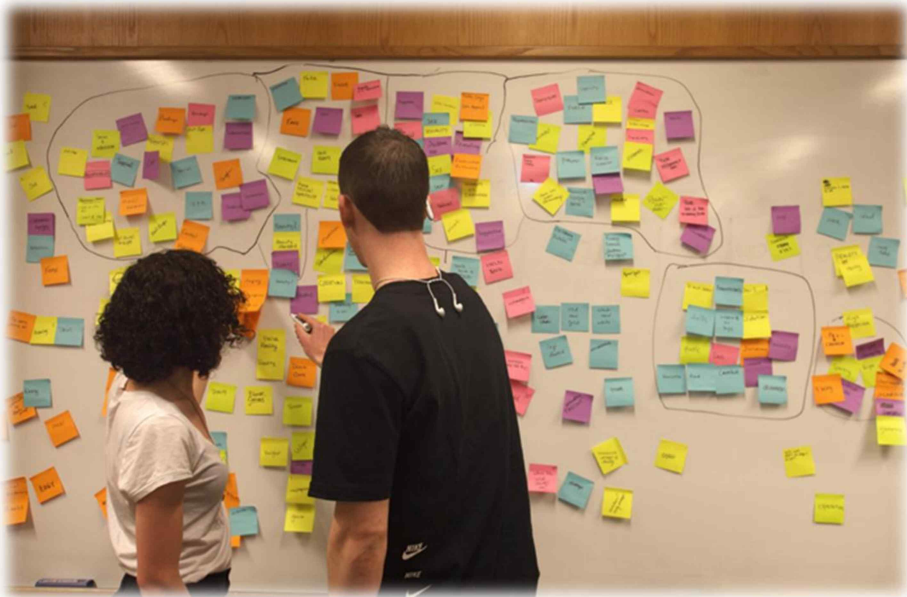


South Pacific - 00
South-East Asia - 0,000
Americas - 00
Europe - 000
Japan - 00
Greater China - 0,000
TOTAL 0,000

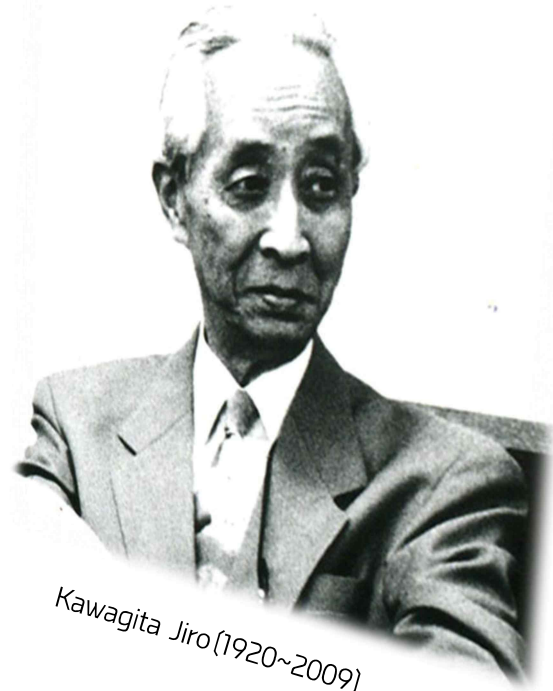
2. Role of HanaTour HRD Team

How to derive training needs : **KJ** method

- Created by **Kawagita Jiro**
(Professor, Tokyo University of Technology, Japan)
- Used to organize data and ideas
- A quick and efficient way to get to group consensus



One Paper, One Theme



Kawagita Jiro (1920~2009)

2. Role of HanaTour HRD Team

No	Training content list	Reaction					Fianl score
		A	B	C	D	E	
1		V	V	V	V	V	5
2			V	⓪		V	12
3	Ex) Customer Response Manual	⓪		V		⓪	21
4		⓪	V	⓪		⓪	31
:		V	⓪	V		V	13
29		⓪	V	⓪	V	⓪	32
30		⓪				V	11

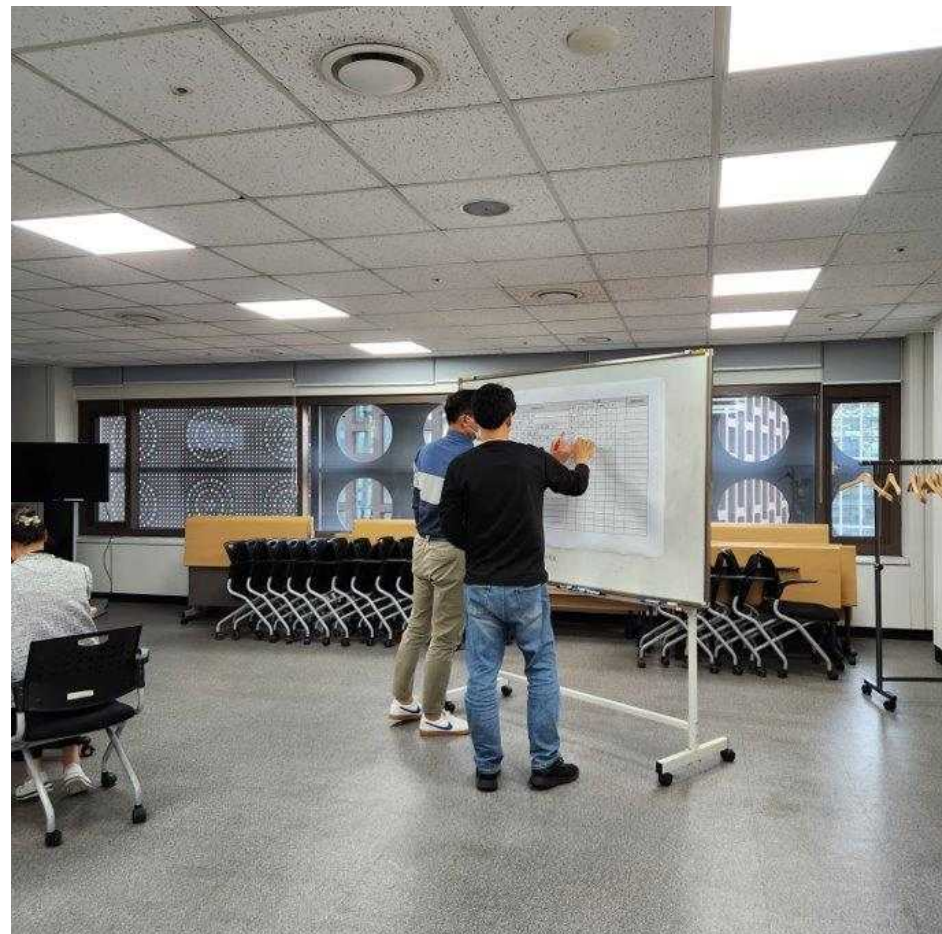
C.H.N.A?

- **C**opping & **H**uchinson **N**eeds **A**nalysis
- Analysis of Educational Needs by Two Scholars who Copping and Huchinson
- Needs assessment survey technique

2. Role of HanaTour HRD Team



2. Role of HanaTour HRD Team



번호	교육내용 리스트	1차 방문					최종집계 점수	
		✓	✓	✓	✓	✓		
1		✓	✓				11	8
2		✓	✓	✓			20	6
3		✓	✓	✓	✓	✓	41	1
4		✓	✓			✓	20	6
5		✓	✓	✓	✓	✓	23	3
6		✓	✓	✓		✓	30	2
7		✓	✓	✓	✓	✓	21	4
8		✓	✓	✓		✓	11	8
9		✓	✓	✓			21	4
10								
11								
12								
13								
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20								

Handwritten notes and sticky notes on the whiteboard:

- 1차 방문 (1차 방문)
- 2차 방문 (2차 방문)
- 3차 방문 (3차 방문)
- 4차 방문 (4차 방문)
- 5차 방문 (5차 방문)
- 6차 방문 (6차 방문)
- 7차 방문 (7차 방문)
- 8차 방문 (8차 방문)
- 9차 방문 (9차 방문)
- 10차 방문 (10차 방문)
- 11차 방문 (11차 방문)
- 12차 방문 (12차 방문)
- 13차 방문 (13차 방문)
- 14차 방문 (14차 방문)
- 15차 방문 (15차 방문)
- 16차 방문 (16차 방문)
- 17차 방문 (17차 방문)
- 18차 방문 (18차 방문)
- 19차 방문 (19차 방문)
- 20차 방문 (20차 방문)

2. Role of HanaTour HRD Team



번호	교육내용 리스트	1차 방문					최종 집계 점수
		1	2	3	4	5	
1		✓	✓				11
2		⊗	✓	⊗			20
3		✓	✓	✓	✓	✓	41
4		⊗	✓			⊗	20
5		✓	✓	✓	✓	✓	23
6		⊗	✓	⊗			30
7		✓	✓	⊗	⊗		21
8		✓	✓	⊗		⊗	11
9		⊗	✓	✓			21
10							
11							
12							
13							
14							
15							
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17							
18							
19							
20							

Handwritten scores in the right margin (circled in red): 8, 6, 1, 6, 3, 2, 4, 8, 4.

Sticky notes on the whiteboard include:

- 1차 방문 (1st Visit)
- 2차 방문 (2nd Visit)
- 3차 방문 (3rd Visit)
- 4차 방문 (4th Visit)
- 5차 방문 (5th Visit)
- 6차 방문 (6th Visit)
- 7차 방문 (7th Visit)
- 8차 방문 (8th Visit)
- 9차 방문 (9th Visit)
- 10차 방문 (10th Visit)
- 11차 방문 (11th Visit)
- 12차 방문 (12th Visit)
- 13차 방문 (13th Visit)
- 14차 방문 (14th Visit)
- 15차 방문 (15th Visit)
- 16차 방문 (16th Visit)
- 17차 방문 (17th Visit)
- 18차 방문 (18th Visit)
- 19차 방문 (19th Visit)
- 20차 방문 (20th Visit)

2. Role of HanaTour HRD Team

The image illustrates the role of the HanaTour HRD Team through a series of digital content screens displayed on various devices (laptop, tablet, smartphone) against a world map background. The screens show:

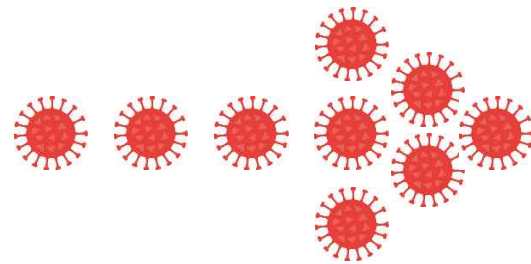
- A laptop screen displaying a video with a man in a pink shirt, featuring text like "나올라라~", "Don't", and "대체일정은~".
- A tablet screen showing a presentation slide with a map and text: "1. 목적: ...", "2. ...", "3. ...", "4. ...", "5. ...", "6. ...", "7. ...", "8. ...", "9. ...", "10. ...".
- A laptop screen displaying a presentation slide titled "성희롱의 개념" (Concept of Sexual Harassment) with bullet points: "■ 성적 굴욕감 및 혐오감", "■ 성적 언동 및 요구", and a photo of a woman labeled "조미영 강사".
- A smartphone screen displaying a "DO!" section with various images of people and locations.

Completely overcoming space-time constraints through LMS

3. Impact of Covid-19



Near-perfect **face-to-face** education



Near-perfect **non-face-to-face** education

3. Impact of Covid-19



<Gather.town>

<ZEP>



4. The main focus of current overseas guide training

Hanatour **Service Identity(SI)**

At Hanatour, we take great pride in upholding the values and principles that define our service identity. It's what sets us apart from our competitors and allows us to deliver exceptional travel experiences to our customers. By maintaining a strong and consistent service identity, we have built a reputation for excellence, and we are committed to continuing to exceed our customers' expectations.

Service Essence Heart to Heart

Service Core Identity

Love : our heart & attitude towards customers

Empathy : service focusing on each customer

Value : providing more value than desired by customers

Slogan 

Service Promise

We strive to satisfy our customers' needs with personalized services that focus on each individual customer.

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Slogan 내맘愛심

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We strive to satisfy our customers' needs with personalized services that focus on each individual customer.



An aerial photograph of a surfer riding a large, powerful wave. The water is a deep, vibrant blue-green, and the wave's crest is breaking into white foam. The surfer is positioned near the base of the wave, appearing small against the massive scale of the ocean. The overall scene is dynamic and captures the raw power of the sea.

Terima kasih 😊

HYBRID AND VIRTUAL WORKFORCE IN THE VIRTUAL WORKPLACE.

CASE STUDY IN HIGHER LEARNING INSTITUTIONS IN MALAYSIA



DR MAGESWARI KUNASEGARAN

OUTLINE

- **1. CURRENT CHANGES IN WORKFORCE**
- **2. TREND ANALYSIS IN MALAYSIA**
- **3. THE DEMAND & GROWTH OF EDUCATION TECHNOLOGY DEVELOPMENT**
- **4. FOSTERING A VIRTUAL WORKPLACE**

CHANGES IN WORKFORCE (2020 AND BEYOND)

- 1. **Prevalence of remote work prior to the pandemic COVID19.**
 - Remote or virtual workplace is not as common in Malaysia.
 - However, there was a gradual increase in remote work arrangements.
 - It was aligned with new amended policy - Flexible Working Arrangement (FWA) policy in the Employment Act 1955 (amendments 2022).
- 2. **Impact of COVID-19:** The COVID-19 pandemic significantly accelerated the adoption of remote work in Malaysia.
 - During periods of lockdown and movement restrictions, many organizations shifted to remote work arrangements to ensure **business continuity and employee safety.**
 - **Similar to Higher Education Institutions**

CHANGES IN WORKFORCE (2020 AND BEYOND)

- **3. Advancement in technology development in education sector**
 - Forbes (2022)- predict education technology will grow to USD 680 million by 2027 due to mobile technology, cloud service, and virtual reality
 - High growth rate in e-learning platform & hybrid learning by 15% from 2020 to 2025
 - Education institutions are showing a positive readiness towards sustainable initiative & online assessment
 - Management start to pay attention on data security, data privacy, WIFI security, and cyber crime
 - Continued adoption and normalization of hybrid and remote workforce
 - Continued switching career path & migration of leaders in education sector
 - Training hub is moving to remote learning initiative like IBM, Microsoft and Google

CHANGES IN WORKFORCE (2020 AND BEYOND)

- The OECD's (2023) "*Future of Work and Skills*" report highlights the effects of technological progress, globalization, and demographic shifts on employment and skill demands.
- The report reveals that by 2030, approximately 14% of current jobs may disappear due to automation, while an additional 32% could undergo substantial transformations.
- The influence of responsible leadership, green behavior & community (SDGs responsible)

CURRENT TRENDS ANALYSIS IN MALAYSIAN WORKFORCE



- Two thirds Malaysian prefer remote work to be stay
- 77% employees prefer to work on flexible mode
- 46% leaders prefer to communicate virtually
- Government support
- Digital innovation & networks platform
- Global talent in virtual workforce

Resource: Microsoft Malaysia
(10.5.2022)

TOP TEN TREND IN EDUCATION SECTOR 2023

Rank	Trend
1	Increasing need for data security and protection against threats to personal privacy
2	Continued adoption and normalization of hybrid and remote work arrangements
3 (tie)	Continued resignation and migration of leaders and staff from higher education institutions
3 (tie)	More calls for data informed decision making and reporting
5	Continuation and normalization of hybrid and online learning
6	Expansion of the digital transformation of higher education
7	Rising costs of higher education as public perceptions of its value are declining
8	Focus on increasing institutional resilience
9	Widespread efforts to understand and address discrimination and inequity
10	Need for improved data literacy and skills to keep up with growth in big data and analytics

UPM READINESS TOWARDS HYBRID & REMOTE WORKING PATTERN



NEXT MOVE IN HIGH EDUCATION INSTITUTIONS

- Enhancing employee well-being and mental health.
- Encouraging meaningful connections and collaboration.
- Promoting empathy, understanding, and supportive communication.
- Developing strategies and initiatives to cultivate a positive and inclusive work culture.

FOSTERING A SUSTAINABLE VIRTUAL WORKPLACE IN HIGHER EDUCATION INSTITUTIONS

- **1. Cultural Sensitivity**
- **2. Localized Training and Development**
- **3. Customized virtual team building**
- **4. Cross cultural communication**
- **5. Localized of well-being support**

Post Covid 19

Blended Learning in Asiana Airlines

Minha Lee

Assistant Purser, Cabin Training Team



Blended Learning in Asiana Airlines

Contents

Part 1 Training History

Part 2 Training Program & Result

Part 3 Analysis

Part 4 New Strategy of Blended Learning

Part 5 Q&A

Training History

Since Covid-19

2020.10.30	2020.11.19	2021.07	2022.05	2023
Stop Face to Face Training Based on the order from Ministry of Land, Infrastructure and transportation	Start Online Training	Upgrade to Blended Learning	Return to Face-to-face Training	Brand-new utilization of Blended Learning

Online Learning

Cabin Recruitment Training



Role Play

- Showing Video of Service/Preparation
- Check Service Language
- On-line Test(Written/Role-play Test)

Blended Learning

Business Class Training



Service Overview
Mind
Foreign Language



Role-play
Cocktail
Wine


Interpretation of Online Training




Self Learning Material



1 Material from PT

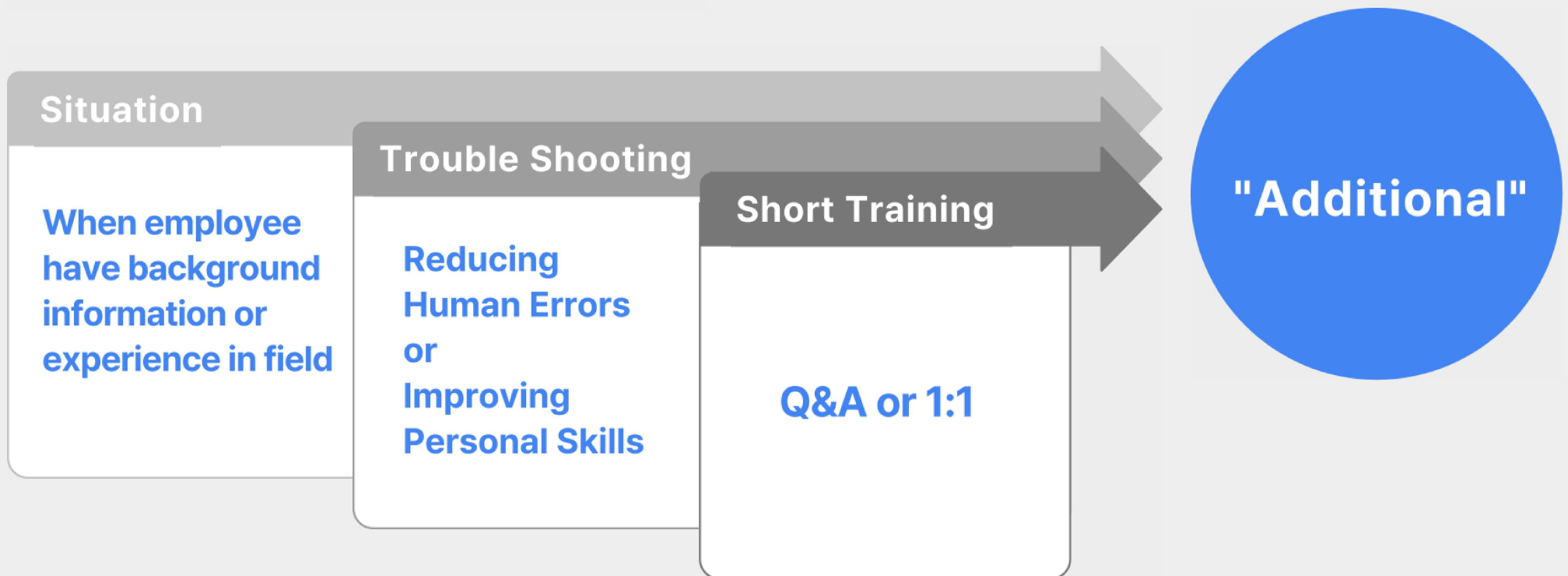


2 Regular Video Material



3 Material for Tablet

New Strategy of Blended Learning



Blended Learning as "Additional"

01 Duty Free Sales Open Class

02 In-FLT Announcement

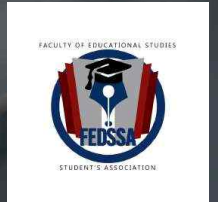
03 Business Class Q&A

**Thank you for
listening!**

Any Question?

Competencies and Skills of Future HR Personnel in the Digital Era

PREPARED BY MOHD ALFIAN BIN ALAM



Content

- Definition of competencies, skills, and Digital era.
- Current issues related to HR
- Skills and competencies for future HR
- Preparation as a future HR from a student's perspective.



What is competencies ?

- Competencies are observable, measurable, and critical components of individual performance
- They encompass the knowledge, abilities, and attributes individuals possess and utilize in specific contexts to attain desired outcomes (National Research Council, 2012).



What is skills ?

- Skills are task-oriented and focused. They represent the practical application of knowledge and competencies in specific situations
- Skills can include technical abilities like computer programming or laboratory techniques, as well as interpersonal skills like effective communication or teamwork (National Research Council, 2012).



What is Digital Era ?

- The digital era is a transformative phase in human history characterized by the widespread use of digital devices, connectivity, and the digitization of information and processes.
- In this era, technologies like computers, smartphones, the internet, and other digital tools have become essential in daily life, impacting how people interact, work, learn, and access information (Smith & Anderson, 2018)..

Current issues related to HR



Emerging Tech Skills That Should Be on HR's Radar

Technological advances create changes in companies—and jobs—of all kinds. HR leaders should stay abreast of these changes to ensure they're...



Why 'digital literacy' is now a workplace non-negotiable

Digital skills once meant having a basic grasp of computers. Now, it means being able to work adaptably and strategically across tools,...

27 Sept 2022



Industry 4.0: How are firms addressing the skills shortage?

Despite the hype surrounding the next Industrial Revolution, there's one big problem: a global skills shortage is hampering the progress of Industry 4.0.

8 Dec 2022



How to bridge skill gaps in the changing technology landscape?

The rise of digital transformation is met with a glaring gap in the relevant skillsets needed for the future of work.

1 month ago





1. Digital Transformation and Technological Skills

2. Adaptability and Change Management

3. Diversity, Equity, and Inclusion



Skills and Competencies for future HR

1. Data Analytics

- HR personnel must possess effective data analysis skills to make informed decisions.
- They should be capable of recognizing trends and patterns in data and providing recommendations that will benefit the organization.

2. Digital Literacy

- HR personnel need to be digitally literate, i.e., they need to be comfortable using digital tools and technology.

3. Strategic Thinking

- Able to think strategically and understand the organization's overall business goals.

4. Change Management

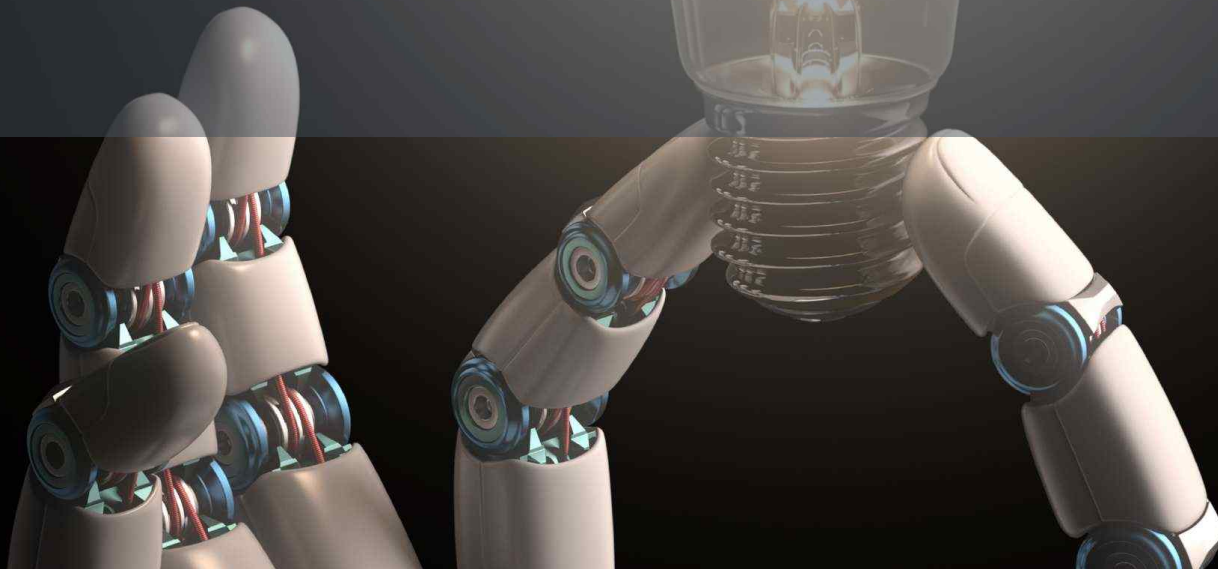
- The digital era has transformed the workplace, requiring HR personnel to be skilled in change management

5. Communication Skills

- Effective communication is vital, particularly with the rise of remote work and virtual meetings.
- HR personnel should be proficient in communicating with employees, managers, and stakeholders through various channels.



Preparation as a future HR from a student's perspective



The background of the slide features a close-up of hands holding a smartphone. Overlaid on this is a network diagram consisting of several circular nodes connected by thin lines. Each node contains a stylized human figure icon, representing a network of people or digital connections. The overall color scheme is dark blue and grey, with white text for readability.

1. Develop Digital Skills

Use online resources to learn about emerging technologies and digital trends.

2. Gain Practical Experience

Volunteer for HR-related activities on campus like organizing events, assisting with recruitment processes, or working with HR professionals in your university.

3. Develop Soft Skills

Participating in extracurricular activities that require teamwork, leadership, and communication



Thank you

Competencies and Skills of HR Personnel in Digital era

Roles of the HR professional in Hybrid Work Environments

Jin Woo Hwang

**Human Resource Development and Adult Continuing Education
in Master course at Korea University**

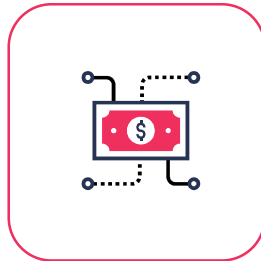


**Research Institute for HRD Policy at
Korea University**



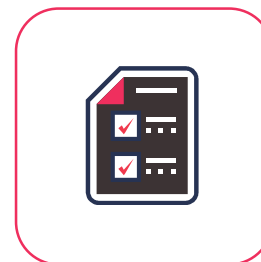
Contents

1. Hybrid work



2. HR issues for changing work environments

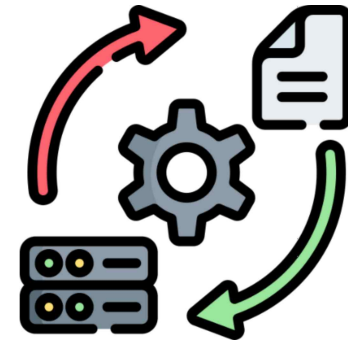
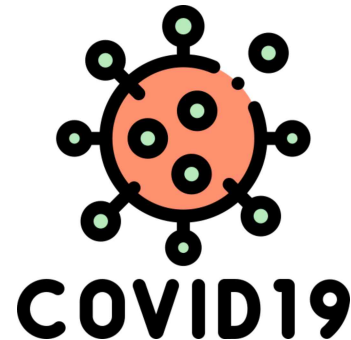
3. Roles of HR professional



4. Research suggestions for HRD



1. Hybrid Work



- With the rapid change and development of technology, our society is entering the era of the 4th Industrial Revolution and digital transformation, such as virtual reality, robotics, blockchain, big data, the Internet of Things, AI(artificial intelligence), and augmented reality.
- Along with the 4th Industrial Revolution and digital transformation, the recent outbreak caused by COVID-19 has also had a significant impact on the changing nature of work and jobs around the world. According to Gallup, a global research firm, in April 2020, 70% of U.S. workers reported doing remote work on a regular or occasional basis (Brenan, 2020).



1. Hybrid Work

- According to a survey of remote workers in the US conducted by PwC at the end of 2020, the majority of respondents want to continue remote work after COVID-19, but 71% want to work in the office more than once a week.
- In line with this global trend, more and more companies are preparing for “**Hybrid work**”, which allows for offline work while still relying on remote work post-pandemic (Choi, 2021).
- In the case of global companies, hybrid work, which includes both in-office work and telecommuting, has quickly become a major concern for organizations.
- **Hybrid work generally refers to working from home two to three days a week and working in the office the rest of the day (Bloom et al., 2022).**



1. Hybrid Work



- On home days, employees avoid having to commute and prepare for work, which for the average employee saves about 70 minutes a day.
- Hybrid work can also reduce space costs if firms rotate the days in which teams work from home.
- Totally, the preferred benefits of working from home are: lower commuting cost, not wasting time in traffic, personal space, and flexibility (Sokolic, 2022).



2. HR issues for changing work environments

1. Change in the way people are managed
2. How to maintain organization's knowledge
3. Difficult to manage new employee onboarding
4. Continuous innovation and reduced growth opportunities

What roles are needed to address these issues?



3. Roles of HR professional

When do you think "Roles of HR professional", what word comes to mind?

Please check in and enter QR





3. Roles of HR professional

3-1. Efforts should be made to increase the digital literacy of employees



zoom

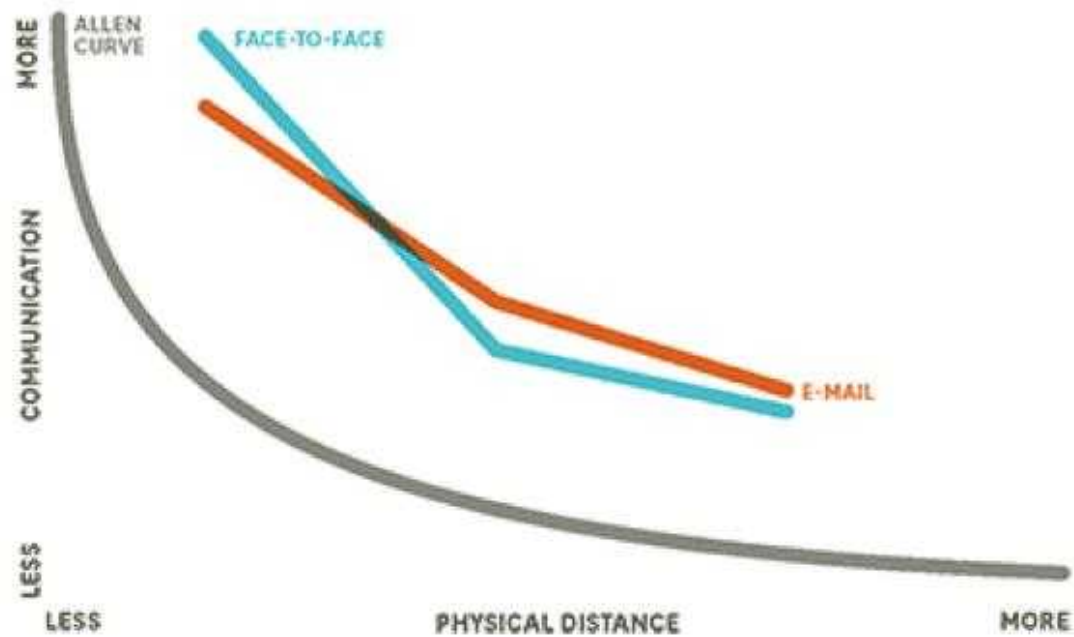


- The organization also runs an online team building program, the response was that the proportion of collective education was greatly reduced due to the convenience and effectiveness of non-face-to-face education.
- As a result, the time and cost of preparing and setting up training venues were reduced, and post-training evaluation and result statistics were further simplified by using digital tools.
- Therefore, digital literacy is necessary to improve work efficiency and effectiveness.



3. Roles of HR professional

3-2. Improving communication skills of members via using online tools



Allen, T. J. (1984). *Managing the flow of technology: Technology transfer and the dissemination of technological information within the R&D organization*. Cambridge: MIT Press.



3. Roles of HR professional

3-3. Providing effective non-face-to-face learning design

- **Currently, we can create a variety of digital learning content such as videos, online learning, blogs, podcasts, e-books, and more. In addition, real-time digital education can be conducted using platforms that can run virtual classes, such as Zoom.**
- **To maintain and advance organizational knowledge in hybrid work environments, employees must provide new learning experiences that digitize learning and implement technology-based digital learning.**



3. Roles of HR professional

3-4. HR professional provide remote leadership education

- Leadership that makes physically remote employees engaged in their work or learning.
- To demonstrate remote leadership, leaders must first share our team's mission and vision with their employees. Employees can understand and buy into the role our team plays and what our team's goals are, especially when they share not only financial goals with employees, but also non-financial goals.





4. Research suggestions for HRD

- Needs analysis for HR professionals' competence in the era of digital transformation
- A study on the related to remote leadership or digital literacy
 - ex) The Effects of Remote Leadership on Performance(e.g. work engagement, job satisfaction) in Hybrid Work Environments
- A study to validate the effectiveness of the learning journey



Reference

Allen, T. J. (1984). *Managing the flow of technology: Technology transfer and the dissemination of technological information within the R&D organization*. Cambridge: MIT Press.

Bloom, N., Han, R., & Liang, J. (2022). *How hybrid working from home works out* (No. w30292). National Bureau of Economic Research.

Brenan, M. (2020, October 13). COVID-19 and remote work: An update. *Gallup*.

Choi, D. O. (2021). Hybrid work and future of work. *HR Insight* (9). 16-20.

Sokolic, D. (2022). Remote work and hybrid work organizations. *Economic and social development: Book of proceedings*, 202-213.

Thank you for listening!

Contact me at: jinwoo1002@korea.ac.kr



**Research Institute for HRD Policy at
Korea University**