

ATD 2024 Debriefing

Recharge
Your Soul.

2024. 6. 4.

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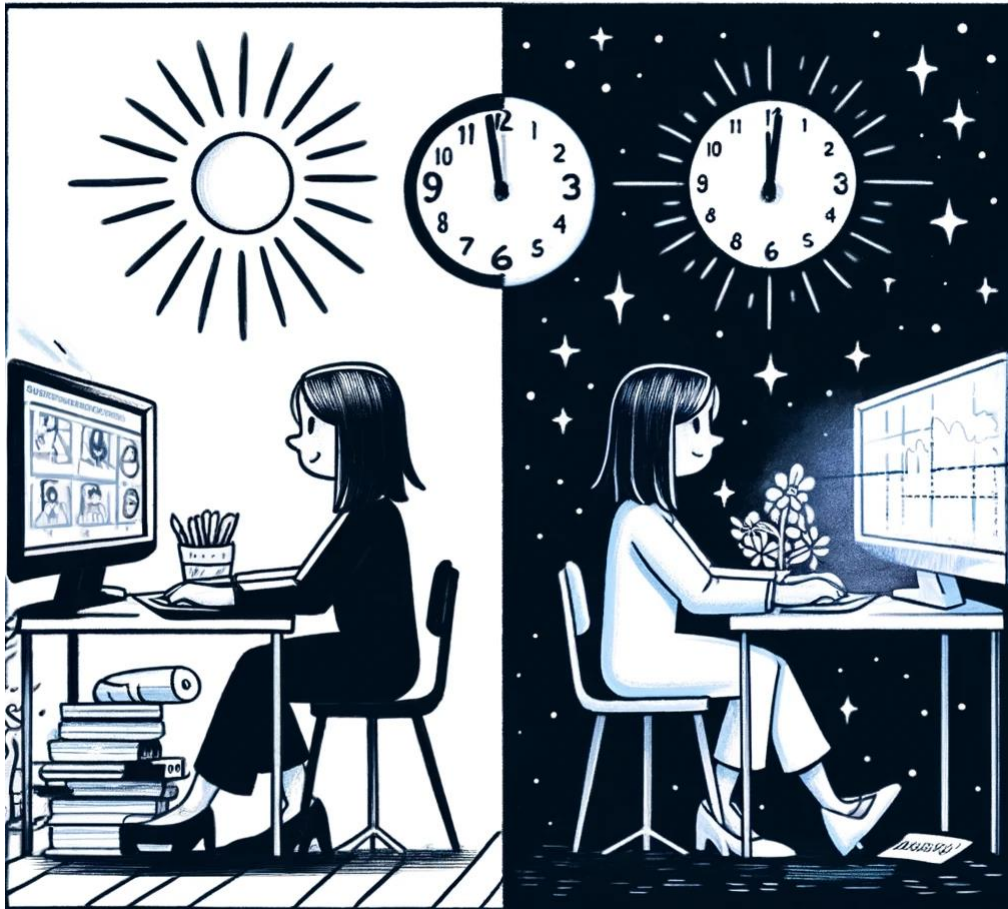
Agenda

1. ATD 2024 개요
2. General Sessions
3. 트랙별 핵심 키워드
4. 2024 ATD Key Insights

My Virtual **atd24** Experience

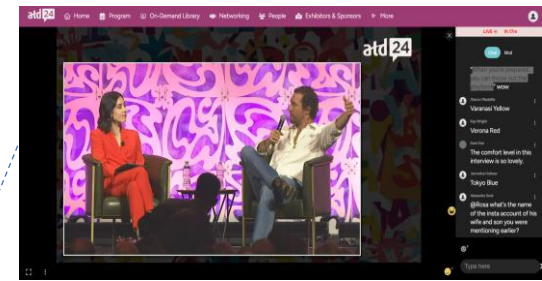
Seoul

New Orleans

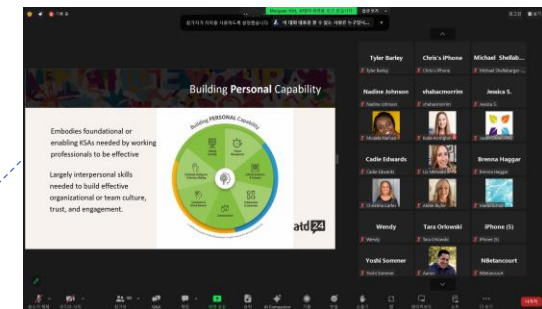


Created by DALL-E

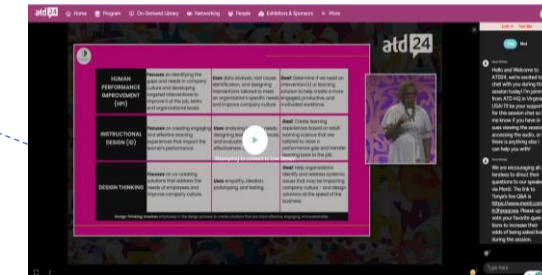
General Session (Live-streamed) **kpc** 한국생산성본부



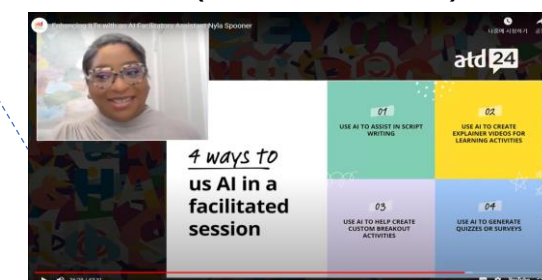
Track Session (ZOOM-based)






Track Session (Live-streamed)



On Demand(Recorded Session)



HRD분야 주요 조직

	ATD	ISPI	AHRD
조직명			
설립연도	1944년	1962년	1993년
회원수	3만5천명 (120개국)	1만명 (50개국)	500명
내용	Practical HRD	HPT	Research-oriented HRD
기타	ASTD → ATD (2014)	National Society for Programmed Instruction	ATD에서 분리 Professors' network
Journal	T+D & CLO	Performance Improvement Quarterly Performance Improvement	Advances in Developing Human Resources Human Resource Development Quarterly Human Resource Development Review Human Resource Development International

ATD 24 개요

atd 24
NEW ORLEANS
MAY 19-22



**Recharge
Your Soul.**

대회개요

ATD 24는 ATD가 주최하는 연례 컨퍼런스로 전 세계 80개국 10,000여명의 HRD 담당자들이 한자리에 모여 지식과 정보를 공유하는 HRD 분야 글로벌 지식 축제

주요내용

- 기간 : 2024 5. 19 ~ 5. 22 (4일간)
- 장소 : 미국 뉴올리언스
- 개최횟수 : 81회
- 개최방법 : 하이브리드
현장 + 버추얼(실시간 라이브 전송+온디멘드 콘텐츠)

세션내용

- 3 General sessions
- 13 Tracks (340여개 Session과 On-demand 30여개 session)
- EXPO (349개 기업 참가)



2024 General Sessions

매튜 맥커너히



Matthew McConaughey

Academy Award-Winning Actor,
#1 *New York Times* Bestselling Author

다니엘 핑크



Daniel Pink

#1 *New York Times*
Bestselling Author

비너스 윌리엄스



Venus Williams

World-Class Tennis Legend,
Entrepreneur, Philanthropist

Opening General Session
with Matthew
McConaughey

Beyond Resilience:
A New Path
to a Strong Culture

A Conversation with
Venus Williams

Opening General Session with Matthew McConaughey

기존의 강의식 방법이 아닌 인터뷰 형식으로 진행

1. 긍정적인 자세를 가져야 한다.

반대 개념은 냉소주의로 이는 죽어 있는 것과 같다.

2. 철저하게 준비해야 한다.

3. 동력을 얻는 질문 세 가지

우리러볼 무언가가 있는가?

Do I have something to look up to

기대할 만한 무언가가 있는가?

Do I have something to look forward to

계속 추구할 만한 무언가가 있는가?

Do I have something to continue to chase



Matthew McConaughey

Academy Award-Winning Actor,
#1 *New York Times* Bestselling Author

5 Ways Navigate What's Next



Daniel Pink

#1 New York Times
Bestselling Author

1. 올해 남은 기간 동안 하지 말아야 할 리스트 작성하기

효과적으로 살기 위해서는 더하기 보다 빼기가 중요

2. 매일 하루가 끝날 때, 진행 상황을 세 가지씩 기록하기

무엇을 완료했는지, 어떻게 발전했는지를 반성하고 목록에 기록
직장에서의 가장 큰 동기 부여 요인은 의미 있는 일에서의 진전

3. “어떻게”에 대한 대화를 줄이고 “왜”에 대한 대화를 더 나누기

목적 의식은 가장 비용 효율적인 성과 향상 도구

4. 올해 남은 기간 동안 매일 오후 15분간 휴대폰 없이 산책하기

좋아하는 사람과 함께 일에 대해 이야기하지 않아야 함

휴식은 성과의 일탈이 아니라 성과의 일부

5. 대담하게 행동하기 위해 세 가지 의사 결정 도구 활용하기

내일 내가 교체 된다면, 나의 후임자는 무엇을 할 것인가?

친한 친구가 이 문제에 대해 조언을 구하면 무엇을 하라고 할 것인가?

2034년의 나는 지금의 나에게 무엇을 하라고 할 것인가?

A Conversation with Venus Williams

성공에 대한 총체적인 접근 방식(사고방식, 관계, 회복, 영향력) 중요성 역설

- **역경을 극복하는 능력은 스포츠와 인생에서 지속적인 성공을 위해 필수**
자기 자신에 대한 강한 믿음을 바탕으로 역경에 직면했을 때도 계속해서 나아가는 의지가 중요
- **코치와 멘토의 역할은 아무리 강조해도 지나치지 않음**
- **회복과 일과 삶의 균형은 고성과자에게 필수**
윌리엄스는 신체적, 정신적 회복에 대해 전략적이고 규율적인 접근 방식을 통해 자신의 오랜 성공적인 경력을 유지한다고 밝힘
- **진정성 있는 리더십, 강한 가치관, 그리고 다른 사람들과의 연결 능력은 효과적인 팀을 구축하고 이끄는 데 중요**
윌리엄스는 '따를 만한 가치가 있는 사람'이 되는 것이 중요하다고 강조
- **다양성, 형평성, 포용성 가치에 대한 실천**
백인이 주류인 스포츠에서 유색인종 여성으로서의 경험에 대한 그녀의 솔직한 이야기는 영감을 제공



Venus Williams

World-Class Tennis Legend,
Entrepreneur, Philanthropist

ATD Track 변화

HRD 분야에서 리더십 개발(Leadership & Mgt), 인재개발(Talent Strategy & Mgt), 퍼실리테이션(Training Delivery & Facilitation), 최신동향(Future Readiness)에 대한 높은 관심 확인

2022

- Career Development (23)
- Future Readiness (21)
- Managing the learning Function (14)
- Talent Strategy & Management (43)
- Instructional Design (25)
- **Leadership Development (52)**
- Learning Technologies (49)
- Evaluating Impact (16)
- **Management (11)**
- Training Delivery & Facilitation (35)
- Learning Science (17)

<Industry Tracks>

- Government (3)
- Sales Enablement (7)
- Healthcare (3)
- Higher Education (1)

2023

- Career Development (20)
- Future Readiness (31)
- Managing the learning Function (18)
- Talent Strategy & Management (39)
- Instructional Design (34)
- **Leadership & Management Development (62)**
- Learning Technologies (48)
- Measurement & Evaluation (22)
- Training Delivery & Facilitation (28)
- Learning Science (17)

<Industry Tracks>

- Government (7)
- Sales Enablement (9)
- Healthcare (5)
- Higher Education (1)

2024

- Career Development (16)
- **Future Readiness (30)**
- Managing the learning Function (20)
- **Talent Strategy & Management (33)**
- Instructional Design (26)
- **Leadership & Management Development (54)**
- **Learning Technologies (29)**
- Measurement & Evaluation (17)
- **Training Delivery & Facilitation (32)**
- Learning Science (18)

<Industry Tracks>

- Government (8)
- Sales Enablement (8)
- Healthcare (8)
- Higher Education (1)

13 Session Tracks



Career Development

Influence a community of learning professionals interested in advancing their own careers and helping others develop their skills and expertise.



Future Readiness

Learn to stay curious on topics that help professionals prepare their organization to meet future needs.



Instructional Design

Focus on trends and topics related to the process of analyzing learning and performance



Leadership & Management Development

Influence a community of leaders driving strategy, developing talent, and building a strong global workforce.



Learning Science

A collective of professionals interested in understanding and applying the evidence-based methods behind how individuals take in and retain information, form connections and ideas, and apply new behaviors, skills and knowledge on the job to improve performance.



Learning Technologies

Leverage synchronous and asynchronous learning using technology tools and platforms to develop the future workforce.



Managing The Learning Function

Managing the learning function has become more complex in recent years as training is moving away from a simple order-taker approach. Responsibilities for those who manage such functions involve understanding more strategically how to approach areas such as business partnering, staffing, managing programs, and more.



Measurement & Evaluation

Implement learning analysis process models and systems in order to measure talent development intervention, program effectiveness and organizational outcomes.



Talent Strategy & Management

Discover trends and topics influencing a community that manages organizational talent and the employee lifecycle.



Training Delivery & Facilitation

Cover the transfer of knowledge and skills via selecting or developing the appropriate delivery options to make learning engaging, effective, relevant, and applicable.



Sales Enablement

Trends and topics influencing a community for those who develop sales talent.



Government

Find topics for government learning professionals from federal, state, and local agencies. Focuses on modernizing talent development in government, innovation, and preparing for the future of work.



Healthcare

Influence a community of healthcare executives, providers, managers, and trainers working to create next-generation healthcare environments through learning, talent development and cultural change.

2024 트랙별 핵심 키워드

Career Development	Personal brand, Consulting success, Capability, Career path	Learning Technology	Generative AI, Micro Learning, LMS, VR
Future Readiness	Human-AI collaboration, Digital credentials , Skill, Learning Ecosystem, People analytics, AI	Managing the Learning Function	Learning Ecosystem, Learning Engineering, Strategic Alignment, HPT, DEI , Data Analysis
Instructional Design	Micro Learning , Gamification Generative AI , Learning Journey, Experiential Learning, Digital Credentials	Measurement & Evaluation	ROI, Crowdsourcing, Measurement
Leadership & Management Development	Inclusive Leadership, DEI , Psychological Safety , Belonging, Assessment	Talent Strategy & Management	DEIA(Diversity, Equity, Inclusion, Accessibility) , Change Management, Micro-mentoring, Mental Health, Psychological Safety
Learning Science	Neuroscience, Engagement, Emotional Intelligence, Humor	Training Delivery & Facilitation	Psychological Safety, DEI , Virtual Facilitation

2024 ATD Key Insight

No. 1

AI in HRD: AI를 활용한 업무의 효율성, 효과성 증진

Generative AI, Human-AI Collaboration, Learning ecosystem

→ Technology

No. 2

Skill-based HRD: 스킬 기반 조직 지원

Digital Credentials, Skill, Micro Learning

→ Skill

No. 3

DEI and HRD: 조직 내 DEI 가치 확산

DEI, Inclusive Leadership, Belonging, Psychological Safety, DEIA, Accessibility

→ DEI

Future Readiness: Harness AI to Transform Your Learning Ecosystem

We're in the middle of the next **digital paradigm shift.**



pc



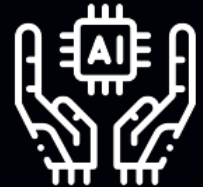
internet



social



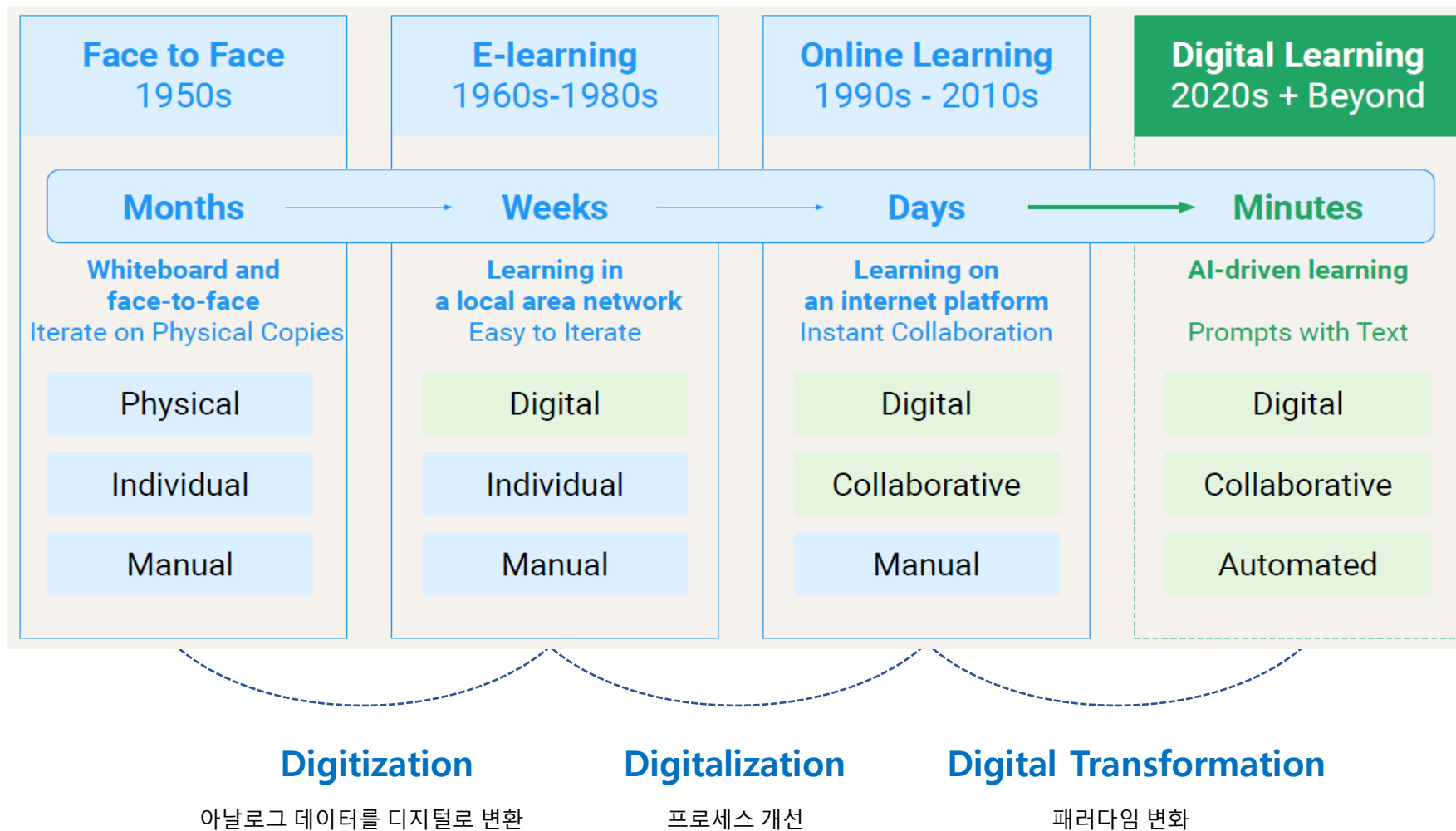
mobile



ai

패러다임(paradigm)이 사고방식, 신념체계를 의미한다면
패러다임의 전환은 과학 이론의 증거가 축적될 때 신념 체계에 변화가 일어나는 것 의미

Learning Technologies: Emerging Corporate Learning Trends With the Development of Generative AI



Learning Technologies: Emerging Corporate Learning Trends With the Development of Generative AI

사용자에게 텍스트, 이미지, 오디오 및 비디오를 포함한 다양한 형태의 콘텐츠를 생성 (예 Chat-GPT)

개인차원의 활용

조직차원의 의사결정 필요

Generative AI 생성형 AI

Midjourney	Image Generation
ChatGPT	Chatbot
GPT-4	Chatbot

UMU AI Video	Video Course Generation
UMU uASK	Knowledge Management and Performance Support
Nvidia AutoDMP	Semiconductor Design

일반 AI General AI

Vertical AI 수직적 AI

검색 추천 및 대규모 텍스트, 이미지, 비디오 생성과 같은 범용적 용도로 사용되는 생성형/분석형 AI

Google Search	Search Engine
Facebook Feeds	Recommendation
Grammarly	Writing Improvement

UMU uShow AI	Sales Enablement
UMU Chatbot	Coaching/Sales Pitch
UMU AI Gesture Exercise	Sales Enablement

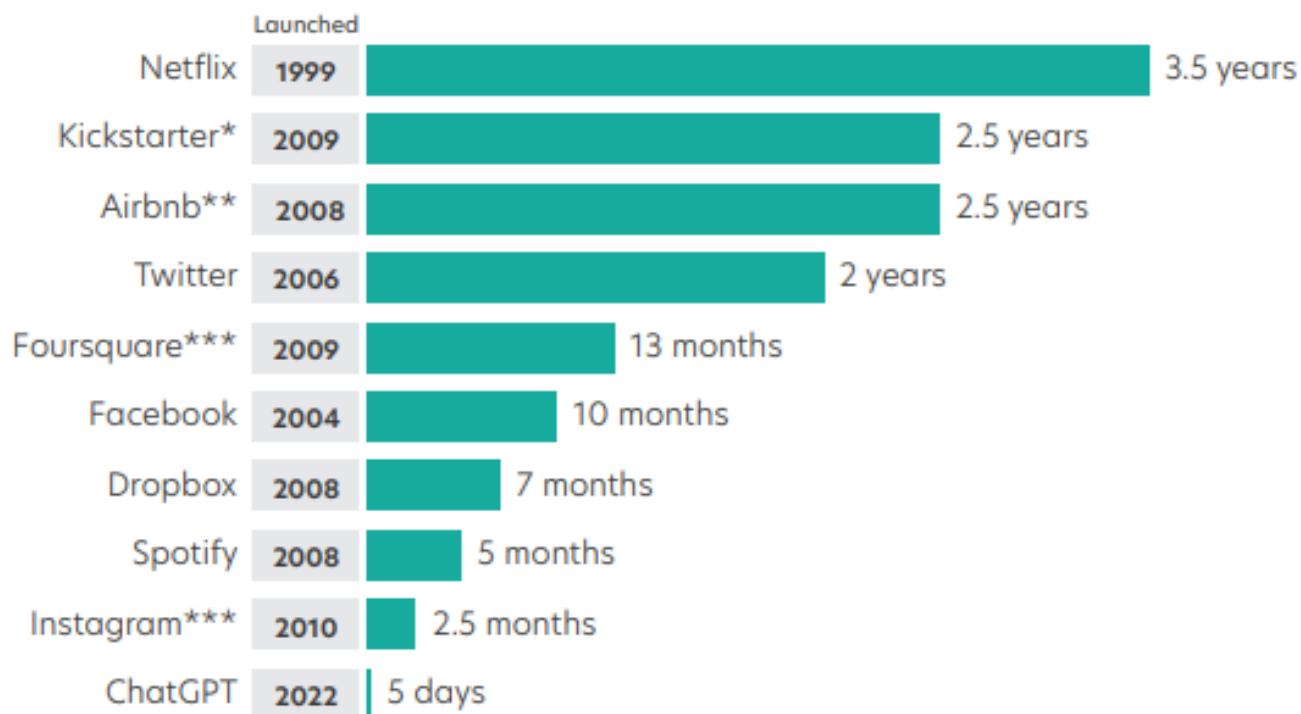
특정 산업이나 분야에 적용되는 AI 기술로, 모델이 특화된 지식과 시나리오에 대해 훈련

Analytical AI 분석형 AI

사용자 행동을 인식하고 분석하여 피드백 제공 (ex. Youtube "추천 동영상" 피드)

ChatGPT Sprints to One Million Users

Time it took for selected online services to reach one million users



*one million backers **one million nights booked ***one million downloads

Source: Company announcements via Business Insider/LinkedIn

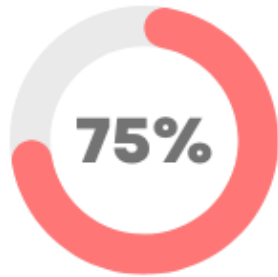
<https://www.digitalinformationworld.com/2023/01/chat-gpt-achieved-one-million-users-in.html>

근무 국가, 산업, 나이, 성별에 관계없이 근로자 대부분은 업무에 AI를 활용한 경험이 있음

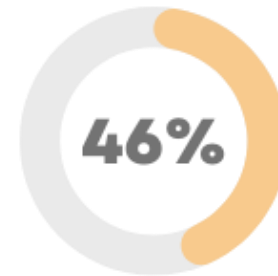
1

Employees want AI at work—and they won't wait for companies to catch up.

근로자의 75%는 업무에 AI를 활용

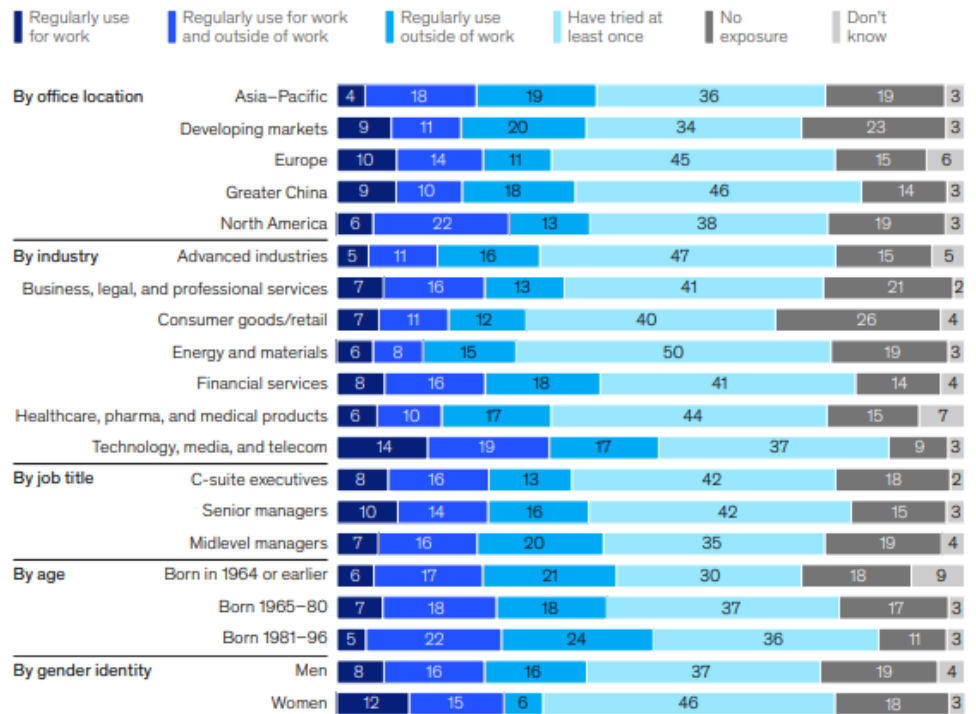


이들 중 46%는 최근 6개월 이내 AI를 활용하기 시작했다



Respondents across regions, industries, and seniority levels say they are already using generative AI tools.

Reported exposure to generative AI tools, % of respondents



Note: Figures may not sum to 100%, because of rounding. In Asia-Pacific, n = 164; in Europe, n = 515; in North America, n = 392; in Greater China (includes Hong Kong and Taiwan), n = 337; and in developing markets (includes India, Latin America, and Middle East and North Africa), n = 276. For advanced industries (includes automotive and assembly, aerospace and defense, advanced electronics), n = 96; for business, legal, and professional services, n = 215; for consumer goods and retail, n = 128; for energy and materials, n = 96; for financial services, n = 248; for healthcare, pharma, and medical products, n = 130; and for technology, media, and telecom, n = 244. For C-suite respondents, n = 541; for senior managers, n = 437; and for middle managers, n = 339. For respondents born in 1964 or earlier, n = 143; for respondents born between 1965 and 1980, n = 268; and for respondents born between 1981 and 1996, n = 80. Age details were not available for all respondents. For respondents identifying as men, n = 1,025; for respondents identifying as women, n = 156. The survey sample also included respondents who identified as "nonbinary" or "other" but not a large enough number to be statistically meaningful. Source: McKinsey Global Survey on AI, 1,684 participants at all levels of the organization, April 11-21, 2023

“AI 리터러시”가 조직과 개인에게 중요한 역량으로 부상하였음

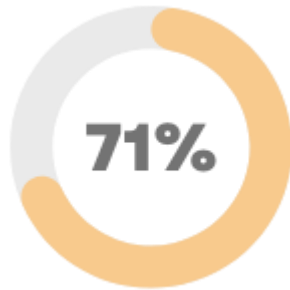
2

For employees, AI raises the bar and breaks the career ceiling.

리더들은 AI 스킬이 없는 지원자를 채용하지 않을 것으로 응답



리더들은 AI 스킬을 보유하지 않은 숙련자보다 AI 스킬을 보유한 비숙련자를 채용하겠다고 응답



<https://www.microsoft.com/en-us/worklab/work-trend-index/ai-at-work-is-here-now-comes-the-hard-part>

What is “AI Literacy” ?

“AI Literacy” is the ability of an individual to understand and apply AI to solve key issues in the workplace. Increasing the “AI Literacy” level of talent allows them to perform better at work, and increase organizational productivity by leveraging AI.

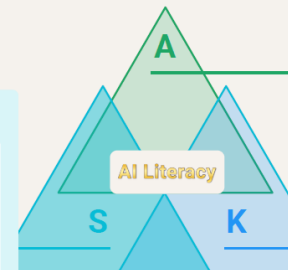
AI에 대한 이해와 적용 능력을 의미
AI에 대한 기본 개념, 작동원리, 한계점, 윤리적 문제 등을 이해하고 AI 도구와 기술을 효과적으로 사용할 수 있는 능력

Skills

Prompt Optimization: Enhance AI interaction with high-quality prompts.

Critical Evaluation: Evaluate the information and advice provided by AI, identifying possible biases, errors or inaccurate outputs.

Information Synthesis: Combine AI insights with other sources for comprehensive decision-making.



Attitude

Open Mindset: Embrace AI, learn and explore new tech.

Self-Iteration: Adapt to evolving AI, embrace change.

Innovation Awareness: Apply AI to solve problems, explore new methods.

Knowledge

AI Fundamentals: Understand the basic concepts, history, future trends, and applications of AI.

Prompt Engineering: Optimize LLM's performance with prompt optimization.

LLM Based Tools: Understand and apply various LLM tools effectively.

Real-world Use Cases: Learn how AI is solving real-world problems in various industries.

Learning Technologies: Emerging Corporate Learning Trends With the Development of Generative AI

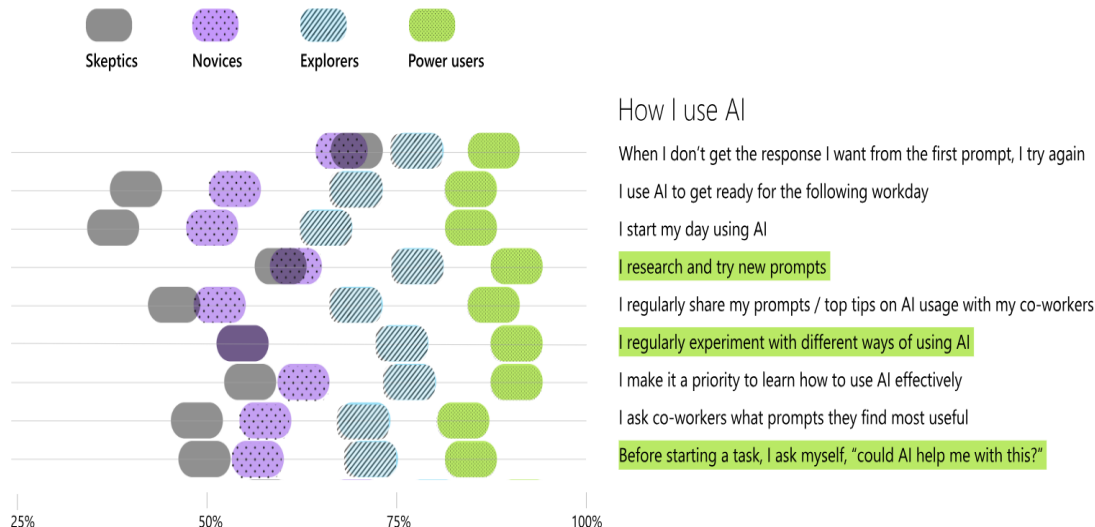
3

The rise of the AI power user—and what they reveal about the future.

- AI 파워유저는 업무를 수행할 때 AI를 적어도 매주 3-4회 활용하며 이로 인해 하루 30분 이상 시간 절약이 가능하다고 응답
- AI 파워유저는 AI가 쏟아지는 업무를 관리하기 쉽게 만들어주며(92%), 창의력을 증진시키고(92%), 중요한 일에 집중할 수 있도록 도와주며(93%), 동기부여가 되며(91%), 일을 더 즐기게 해준다고 응답(91%).

The Power User Payoff of AI at Work

Power users are reshaping the workday and reaping the benefits.



[AI 파워유저의 활용법]

- 새로운 프롬프트를 연구하고 시도함
- AI의 다양한 사용방법을 정기적으로 실험
- 작업을 시작하기 전에
"AI가 이 일을 도와줄 수 있을까?"라고 질문

Learning Technologies: Emerging Corporate Learning Trends With the Development of Generative AI

MIT research demonstration: AI application on writing tasks



Whitney Zhang
PhD

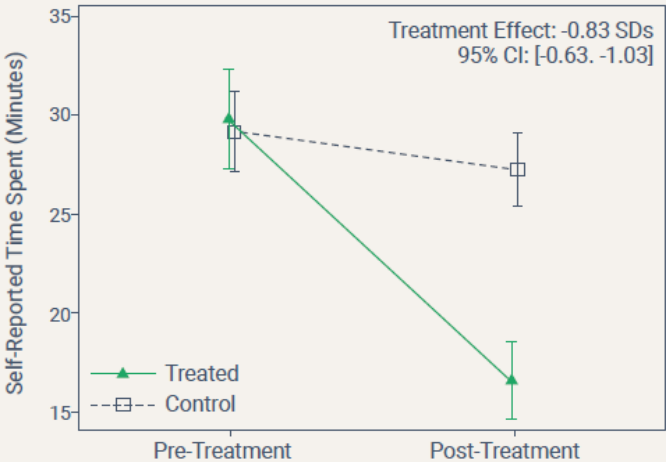


Shakked Noy
PhD

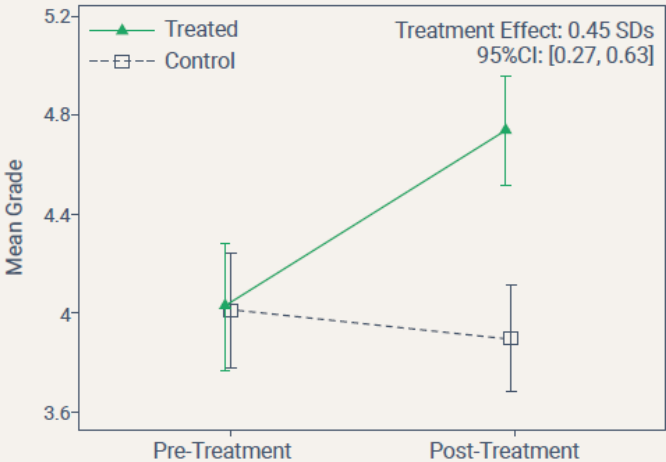
After using ChatGPT, the time taken on task drops by 10 mins (37%), and the average grades increase by 0.45 standard deviations.
GPT has narrowed the differences between individuals.



(a) Time Taken Decreases



(b) Average Grades Increase



AI의 진정한 힘은 확산되는 분야의 도메인 전문가들이 얼마나 깨어있고 준비되어 있느냐에 달림
 → 조직 내 기술 및 전략 분야는 생성형 AI에 대한 준비도가 높은 반면 HR 분야는 준비도가 낮음

Now: Key findings

Preparedness for generative AI

Respondents claimed the highest levels of **preparation in technology and strategy**, while feeling far less prepared in risk and talent.

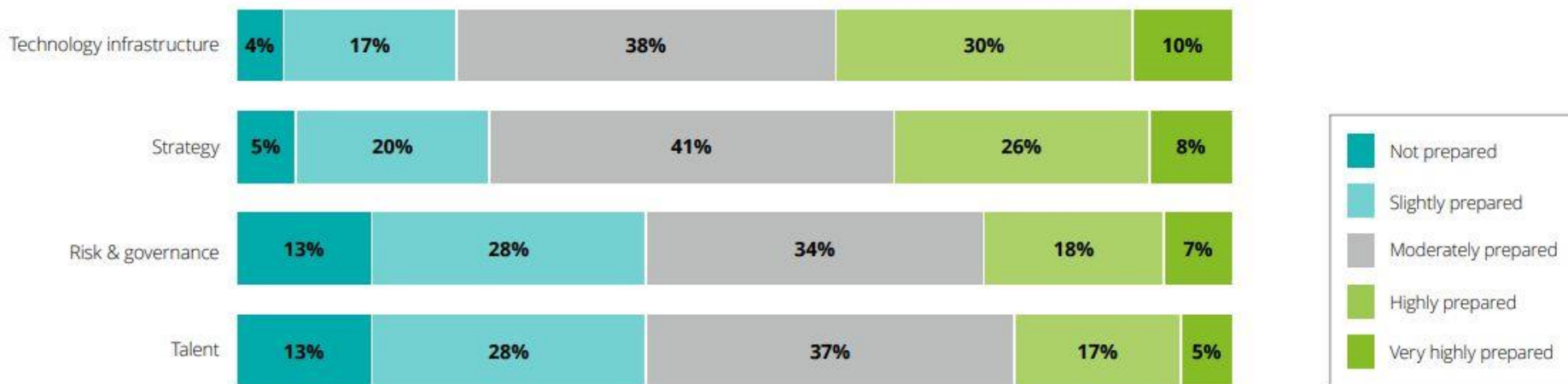


Figure 7

Q: Consider the following areas. For each, rate your organization's level of preparedness with respect to broadly adopting generative AI tools / applications?

(Oct./Dec. 2023) N (Total) = 2,835

Future Readiness: Harness AI to Transform Your Learning Ecosystem

This is a popular refrain on how AI will impact the workplace experience.

AI will not take your job. **Someone using AI will.** → AI will not take your job. ~~Someone using AI will.~~

It's **wrong**.

Your organization is going to apply...

... to change how work gets done.

AI는 당신의 일을 빼앗지 않습니다.

AI를 활용하는 누군가가 당신의 일을 가져갈 것입니다.

AI는 당신의 일을 빼앗지 않습니다.

조직이 AI를 활용하여 업무 방식을 변화시킬 것입니다.

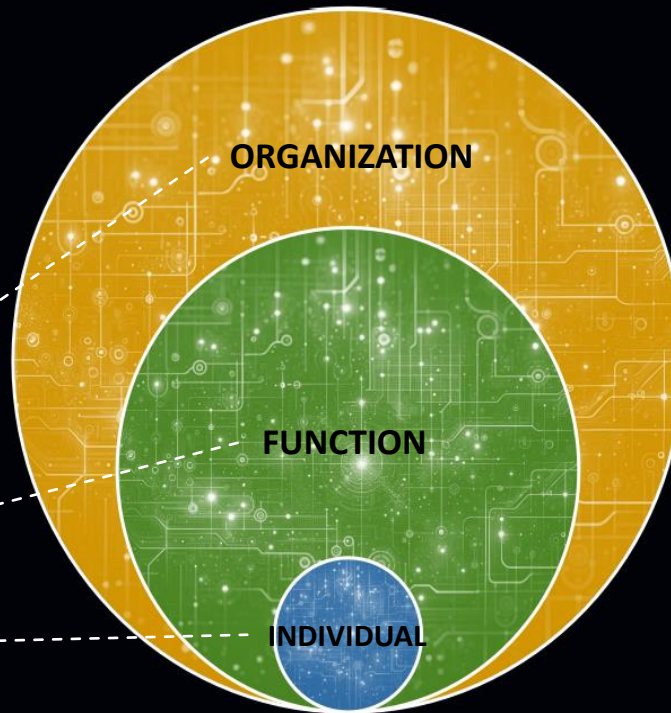
Future Readiness: Harness AI to Transform Your Learning Ecosystem

How can we prepare for the impact of digital transformation in the workplace?

조직은 목표달성을 위해 어떤 일을 할지 결정
AI는 사람이 일하는 방식 뿐만 아니라 일 자체도 변화시킴
Unlock new business model

기능은 작업을 수행하는 가장 좋은 방법을 결정

개인은 작업 수행을 위해 자신의 지식과 스킬을 적용



L&D must understand how the **WORK** is changing so we can determine how to best support it.

L&D must adapt our **TOOLS, SYSTEMS and PROCESSES** to fit this new version of work.

L&D pros must develop the **MINDSET and SKILLS** needed to enable this learning ecosystem.

HRD 전문가들은...

- 조직의 **일**이 어떻게 변화하는지 이해하고 이를 지원해야 함
- 이러한 새로운 일에 적합하도록 **도구, 시스템, 프로세스**를 조정해야 함
- 이러한 학습 생태계가 가능하도록 **마인드와 스킬**을 개발해야 함

Future Readiness: Harness AI to Transform Your Learning Ecosystem

How fast will this transformation happen?

TODAY

- ✓ **Templated digital content**
템플릿화된 디지털 콘텐츠
- ✓ **Voice-over audio**
보이스 오버(녹음 뒤로 오리지널 오디오 재생)
- ✓ **Informal language translation**
비공식적 언어 번역
- ✓ **Assessment questions**
평가질문
- ✓ **Text-based messages**
텍스트 기반 메세지
- ✓ **General illustrations**
일반 삽화
- ✓ **Captions**
캡션(번역x, 오디오 트랜스크립션)
- ✓ **Content Summaries**
콘텐츠 요약
- ✓ **Automated nudges**
자동화된 넛지

NEXT YEAR

- **AI becomes table stakes**
AI가 기본요건이 됨
- **SMEs become creators**
내용전문가들이 크리에이터가 됨
- **Translation gets formal**
번역이 공식화 됨
- **Multimodal goes mainstream**
멀티모달이 주류가 됨
- **More admin gets automated**
더 많은 관리 업무가 자동화 됨
- **DAs become more common**
챗봇(Digital Assistant)이 더 일반화 됨
- **Search returns answers**
검색하면 서술형 답안을 제공
- **Text-to-insights start to replace ad hoc reporting**
임기응변식 답변을 탈피

WITHIN 5 YEARS

- **Learning tech is integrated with Operations**
학습 테크놀로지가 운영과 통합 됨
- **Digital creation is transformed**
디지털 창작물의 대전환
- **Personalization is the norm**
개인화가 표준이 됨
- **Nudges become the standard training tactic**
넛지가 표준 훈련 전술이 됨
- **Learning impact is clear and measurable**
학습 효과가 명확하고 측정가능해짐

Future Readiness: Innovate or Die: Harnessing Generative AI for Maximum Impact

Benefits of AI in ID

AI를 활용하여 교수설계자들은 더욱 효과적이고 매력적이고 개인화된 학습 경험을 만들어낼 수 있음



Efficiency

AI can automate mundane tasks like content tagging and metadata generation, allowing instructional designers to focus on higher value work.



Personalization

AI can tailor learning experiences to individual learners' needs and preferences through adaptive learning pathways.



Data-driven insights

AI can analyze learning data to provide insights into learner behavior and performance to optimize course design.

Challenges of AI in ID

AI가 화려한 미래를 약속하지만 비용에 대한 부담이 존재하며 정확성과 윤리적인 측면 등이 고려되어야 한다



Upfront costs

Purchasing and integrating AI into the design process requires significant upfront investment of time and budget.



Need for human oversight

AI tools still require supervision from instructional designers to ensure quality.

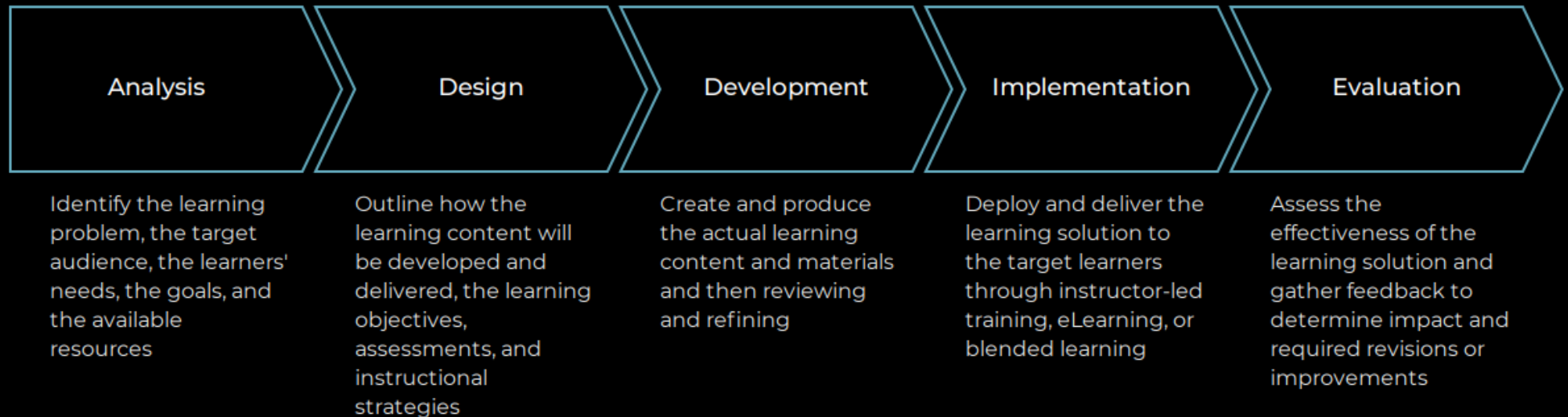


Data privacy concerns

Using AI may raise questions around how user data is collected, stored and used.

Future Readiness: Innovate or Die: Harnessing Generative AI for Maximum Impact

ADDIE Model



학습자의 요구를
파악하기 위해 데이터
수집과 분석을 자동화

데이터를 분석하고
콘텐츠를 생성하는
능력을 갖춘 AI는 목표
제안, 과정 구조 개요
작성, 평가 제안 등 학습
설계의 중요한 측면을
지원

AI는 대규모로 고품질의
강의 콘텐츠를 자동으로
생성할 수 있는 잠재력을
지니고 있어,
교수설계자가 설계에 보다
집중 가능

AI는 개인 맞춤형 및
반응형 학습 경험 가능

AI는 성과 데이터
분석하여 학습자의 성과를
향상시키기 위한 통찰
제공

Training Delivery & Facilitation: Enhancing ILTs with an AI Facilitator's Assistant

How are people using AI in learning design?

Dr. Philippa Hardman ran 150 interviews with junior, senior and mid-career instructional designers from the around the world. The primary use case of AI in instructional design continues to be content creation

Source: Dr Phil's Newsletter, Powered by DOMS™ AI

01

VIDEO CREATION

Generate images or videos from text descriptions

02

CONTENT DRAFTING

Generate ideas, help draft content, and even summarize lengthy discussions

03

ASSESSMENT AND EVALUATION

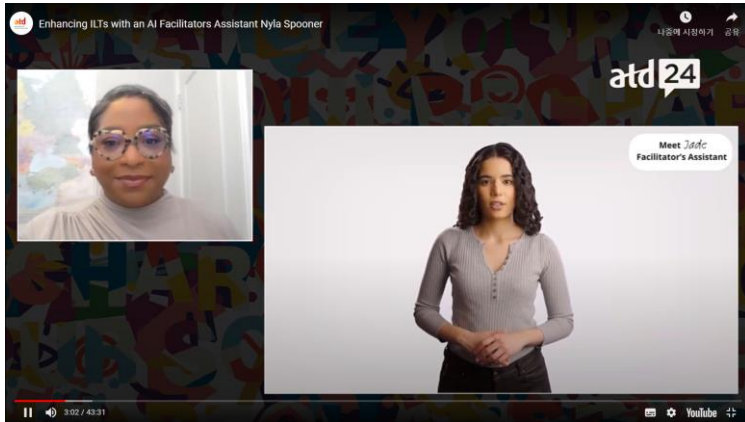
Evaluate meeting effectiveness, identifying areas for improvement. Create quizzes and knowledge checks

04

OPERATIONAL SUPPORT

Streamline preparation by generating agendas, email drafts, and meeting outlines. Brainstorm activity ideas, challenge statements

Training Delivery & Facilitation: Enhancing ILTs with an AI Facilitator's Assistant

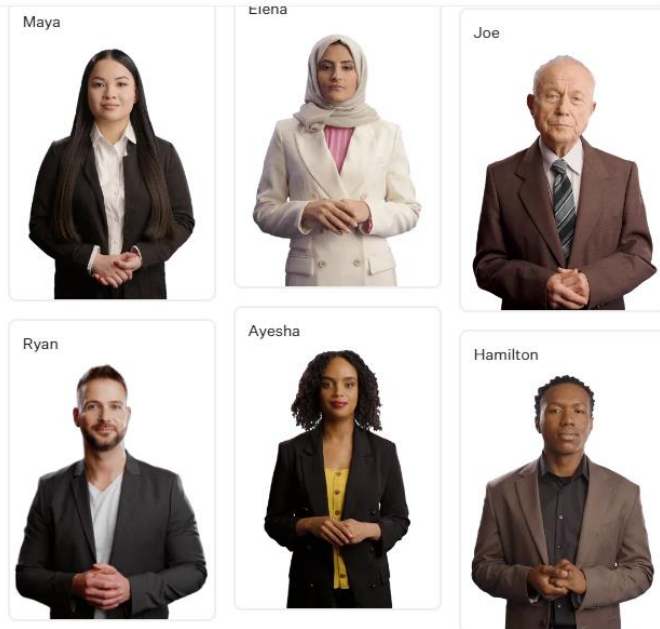
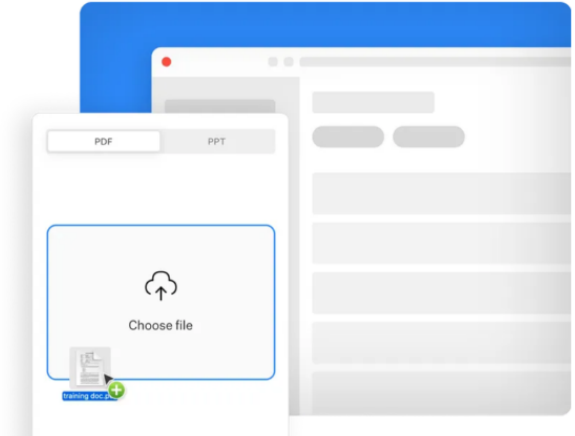


TEXT TO VIDEO

Create learning videos from text

- Turn your PDFs and PPTs into videos
- Get going quickly with templates optimized for learner experience
- Designed for Scenario-Based Learning

Get started



Pick your perfect AI presenter

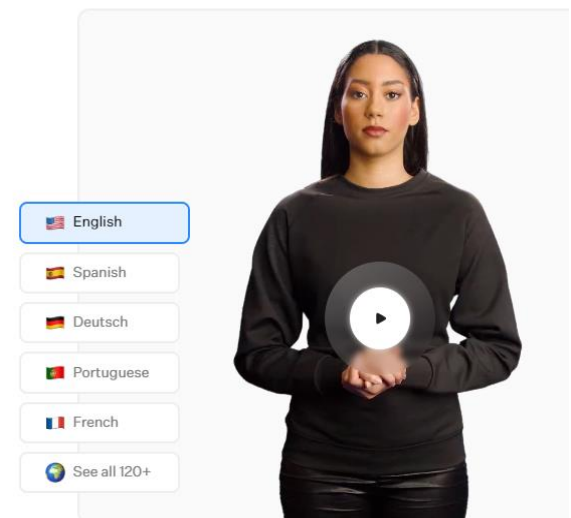
LOCALIZATION

Localize In Four Clicks

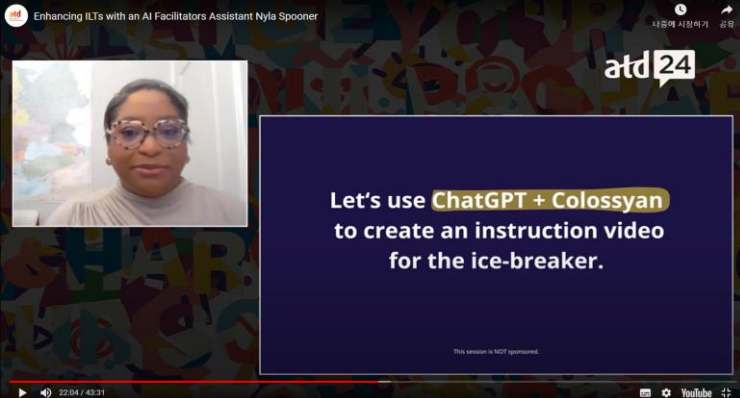
- Auto-translate your whole video with the touch of a button
- Change accents and clothing
- Embedded videos always up-to-date

Get started

"Colossyan's automated translation changes the game"



Training Delivery & Facilitation: Enhancing ILTs with an AI Facilitator's Assistant



Enhancing ILTs with an AI Facilitators Assistant Nyla Spooner

atd 24

Let's use **ChatGPT + Colossyan** to create an instruction video for the ice-breaker.

22:04 / 43:31

You
create an icebreaker activity for a group of 50 participants in a sustainability training that takes 20 minutes or less.

ChatGPT
Title: Sustainability Scavenger Hunt

Objective:
To engage participants in a fun and interactive icebreaker activity that introduces them to the concept of sustainability and encourages teamwork and creativity.

Materials Needed:

- Printed list of sustainability-related items or tasks
- Pens or pencils for each participant
- Timer or stopwatch

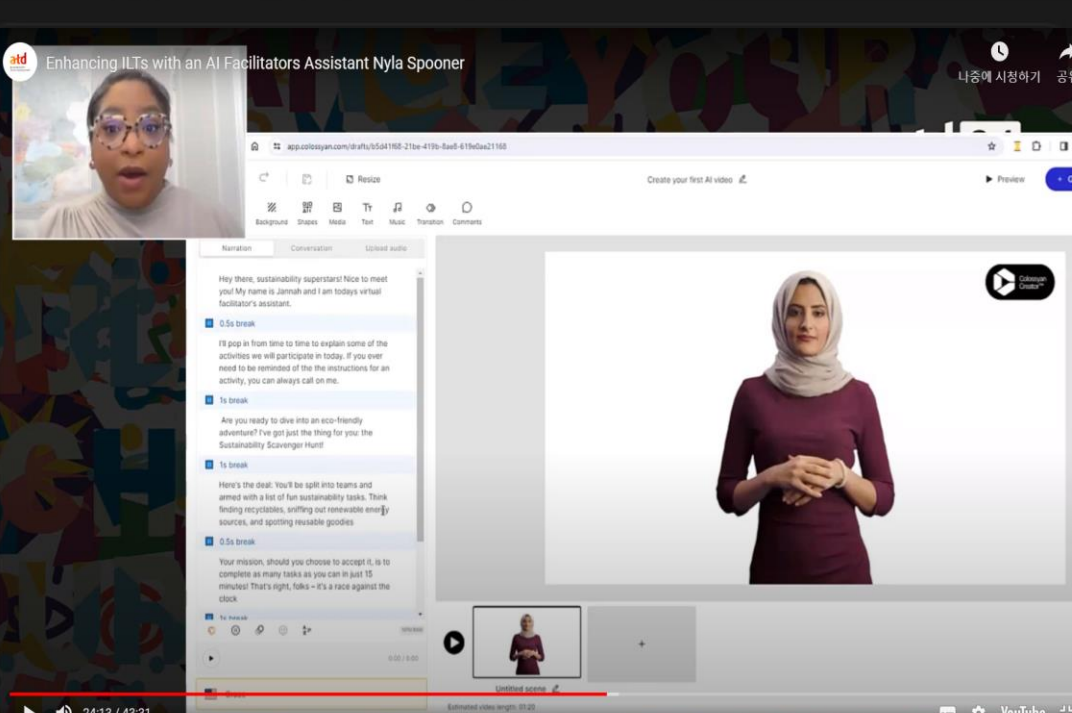
Instructions:

- Divide the participants into smaller groups of 5-7 people each. Aim for an equal distribution of participants with diverse backgrounds and experiences.
- Provide each group with a printed list of sustainability-related items or tasks. These could include things like:
 - Find something recyclable.
 - Identify a renewable energy source in the vicinity.
 - Locate a reusable item.
 - Take a photo of something that represents sustainable transportation.
 - Discover a way to reduce water usage.
 - Find a plant or tree and describe its role in the ecosystem.
 - Locate a composting bin or area.

You
now based on this output, create a short video script explaining the instructions for the activity. the video will feature a female AI avatar. the video should be 1 minutes or less. use a cheeky, curious, playful tone of voice.

ChatGPT
[Video opens with a female AI avatar appearing on the screen, smiling cheerfully.]

Avatar: Hey there, sustainability superstars! Are you ready to dive into an eco-friendly adventure? I've got just the thing for you: the Sustainability Scavenger Hunt!



Enhancing ILTs with an AI Facilitators Assistant Nyla Spooner

app.colossyan.com/@afu/5d41158-21be-417b-baed-6115dca21168

Create your first AI video

Background Shapes Media Text Music Transition Comments

Narration Conversation Upload audio

Hey there, sustainability superstars! Nice to meet you! My name is Jamnah and I am today's virtual facilitator's assistant.

0.5s break

I'll pop in from time to time to explain some of the activities we will participate in today. If you ever need to be reminded of the instructions for an activity, you can always call on me.

1s break

Are you ready to dive into an eco-friendly adventure? I've got just the thing for you: the Sustainability Scavenger Hunt!

1s break

Here's the deal: You'll be split into teams and armed with a list of fun sustainability tasks. Think finding recyclables, spotting renewable energy sources, and spotting reusable goodies.

0.5s break

Your mission, should you choose to accept it, is to complete as many tasks as you can in just 15 minutes! That's right, folks - it's a race against the clock.

1s break

0:00 / 0:00

Estimated video length: 01:20

Learning Technologies: Be an Superhero with these tools

Artificial Intelligence Tool Landscape



Chatbot

- ChatGPT
- CoPilot
- Gemini
- Claude
- Perplexity



Image

- MidJourney
- RunwayML
- Canva
- Skybox
- Firefly
- Dall-E



Video

- Synthesia
- Vyond
- Runwayml
- Pika
- HeyGen



Audio

- Wellsaidlabs
- 11labs
- Play.ht
- Soundraw



Presentation

- Copilot
- Tome
- Canva
- ChatGPT



More

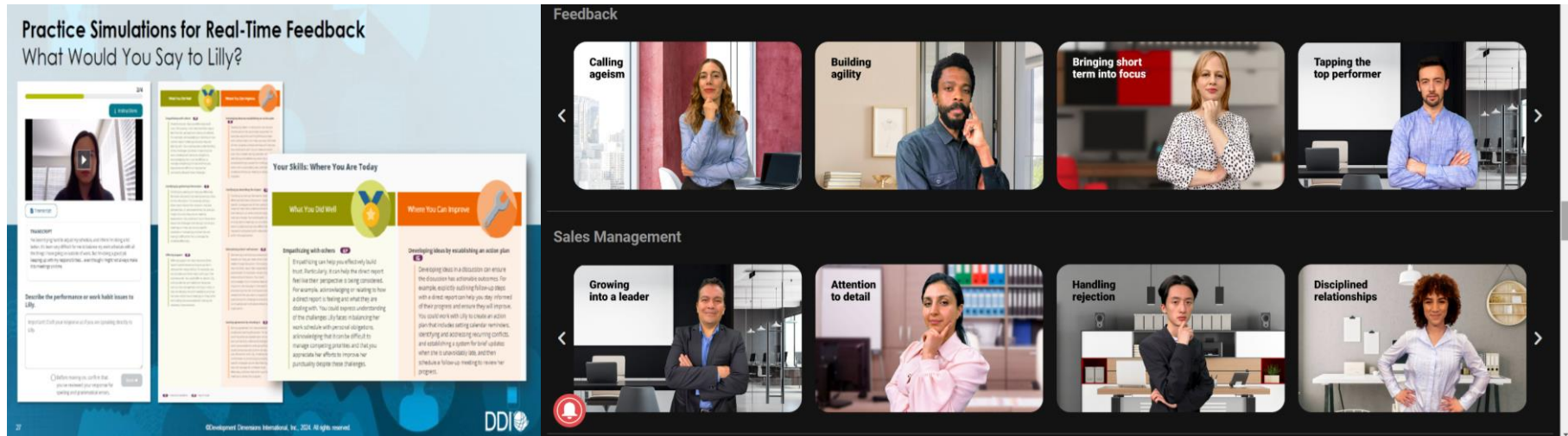
- AIReady for eLearning
- Your current tools

AI 활용 사례

AI can simulate **real conversational scenarios** for human-machine interactions, providing **real-time feedback** based on employee performance.

Instant and personalized feedback
Unbiased feedback enhance the reliability and validity of feedback

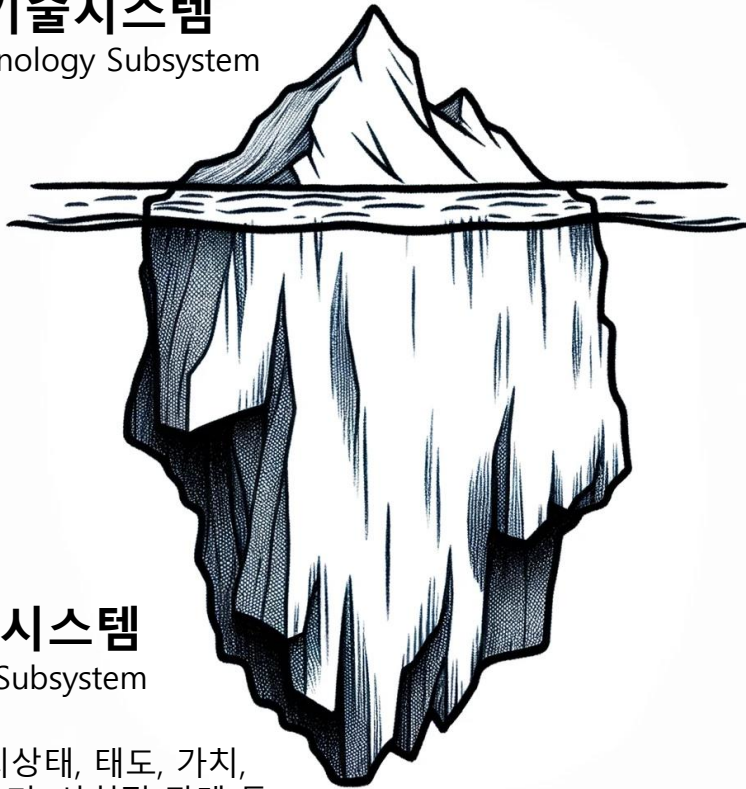
AI-based skill training makes targeted improvement



사회기술 시스템 이론 (Sociotechnical System Theory)

기술시스템

Technology Subsystem



사회시스템

Social Subsystem

구성원 심리상태, 태도, 가치,
조직문화, 동기, 사회적 관계 등

- 조직은 기술 시스템과 사회 시스템이 공존하면서 상호작용하는 시스템
- 조직의 성과가 극대화 되기 위해서는 이 두 시스템이 교차하는 지점에서 최적화(joint optimization)가 이루어져야 함

2024 ATD Key Insight

No. 1

AI in HRD: AI를 활용한 업무의 효율성, 효과성 증진

Generative AI, Human-AI Collaboration, Learning ecosystem

→ Technology

No. 2

Skill-based HRD: 스킬 기반 조직 지원

Digital Credentials, Skill, Micro Learning

→ Skill

No. 3

DEI and HRD: 조직 내 DEI 가치 확산

DEI, Inclusive Leadership, Belonging, Psychological Safety, DEIA, Accessibility

→ DEI

McKinsey에서 근로자 1,216명을 대상으로 설문조사를 실시한 결과,
근로자 **43%**는 이미 skill gap을 경험하고 있으며,
44%는 5년 이내 skill gap이 예측된다고 응답

Respondents expect to see skill gaps as market and technology trends alter organizations' talent needs.

When skill gaps are expected to occur within organizations, % of respondents¹

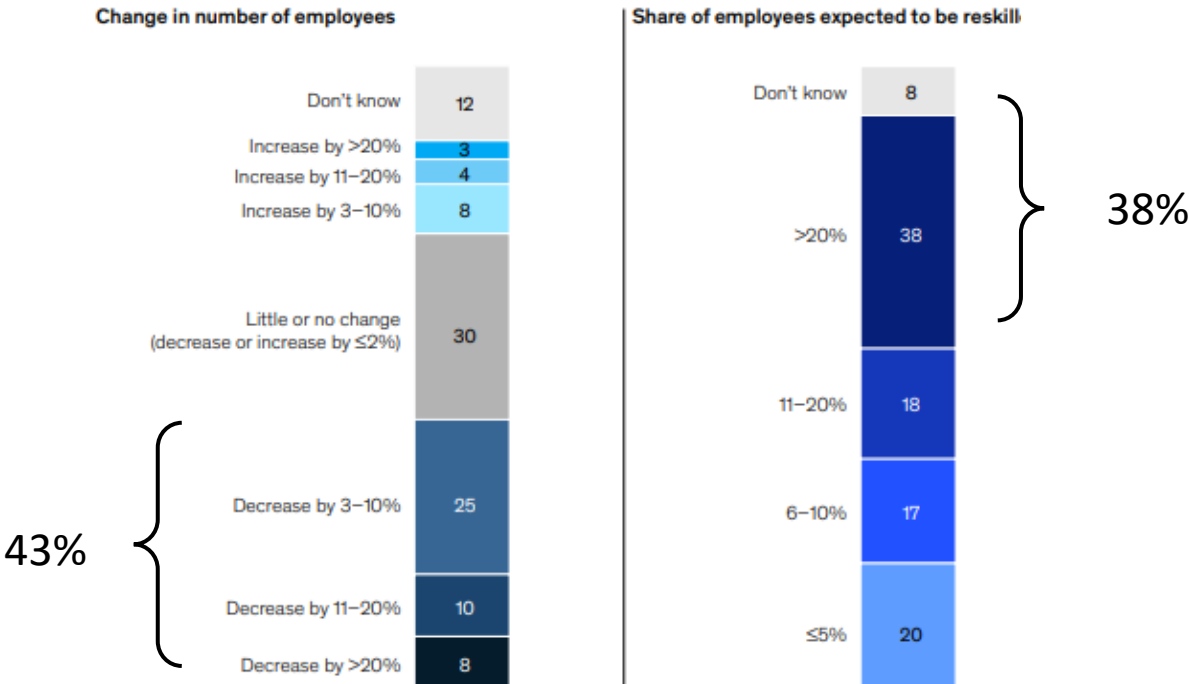


McKinsey 2020년 2월 N = 1,216

근로자들은 향후 3년간 AI로 인하여 구성원 수가 축소될 것으로 예상(43%)하였으며, 리스킬(reskill)이 필요한 직원의 비율이 20% 이상이라고 응답한 직원이 38%

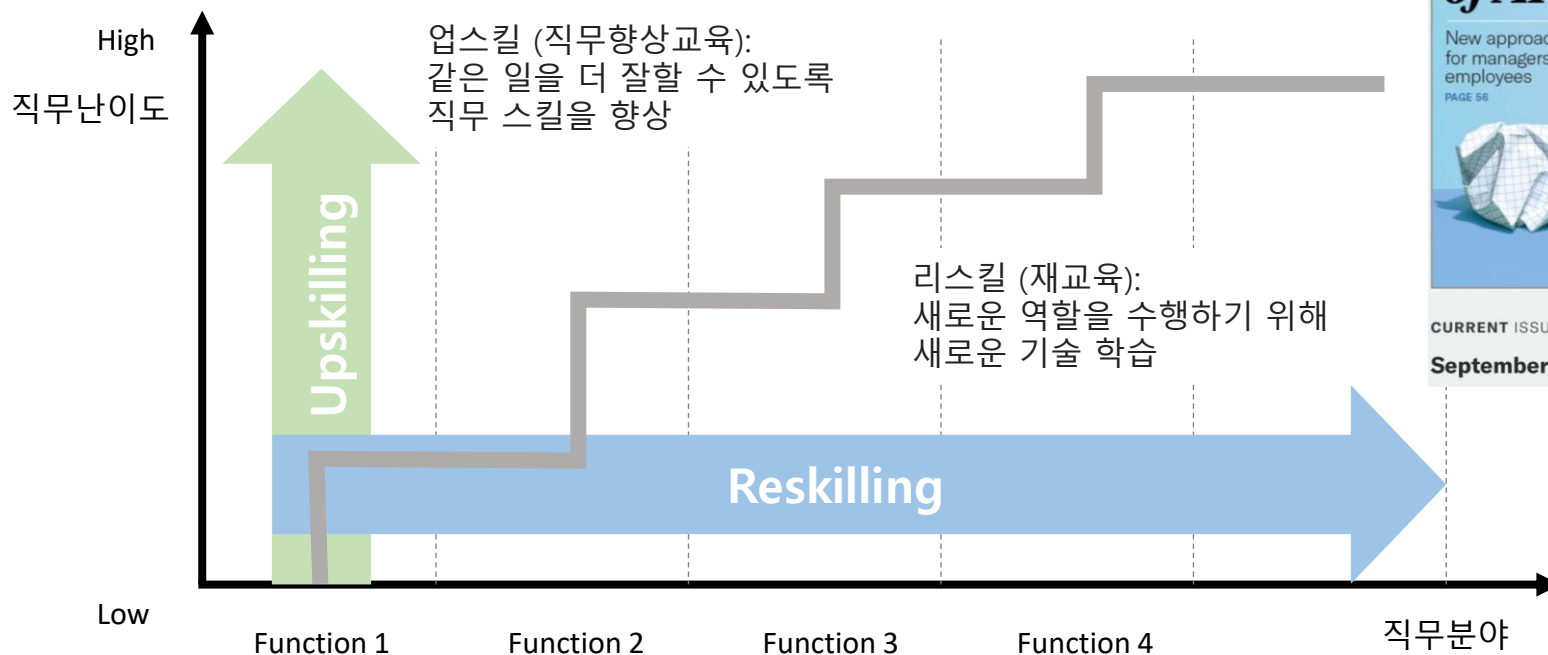
Survey respondents expect AI to meaningfully change their organizations' workforces.

Expectations about the impact of AI adoption on organizations' workforces, next 3 years,
% of respondents¹



Note: Figures may not sum to 100%, because of rounding.
¹Asked only of respondents whose organizations have adopted AI in at least 1 function; n = 913.
 Source: McKinsey Global Survey on AI, 1,684 participants at all levels of the organization, April 11-21, 2023

조직은 구성원들의 업스킬링과 리스킬링을 위한 자원 제공 및 지원 필요



Future Readiness: Delivering Value through Skill-focused Learning

SKILLS vs. COMPETENCIES



Skills and competencies are just two ways of talking about ability, right? Not exactly. Competencies tend to be limited to individual behaviors in particular roles. Skills are better for transformation and agility; they're quantifiable, standardized, and create a structure for internal mobility.

Skills

- Based on expertise
- Universal meaning
- Transferable across roles
- Tracking inputs that lead to specific business outcomes

- 전문성에 기반함
- 보편적 의미를 가짐
- 역할 간 전이 가능
- 특정 비즈니스 결과를 내는 input 추적

Competencies

- Based on behavior
- Contextual meaning
- Aspirational within a given role
- Mixing together knowledge, skills, actions, and attitudes

- 행동에 기반
- 맥락적 의미를 가짐
- 주어진 역할 내 목표 지향적
- 지식, 스킬, 행동, 태도의 종합

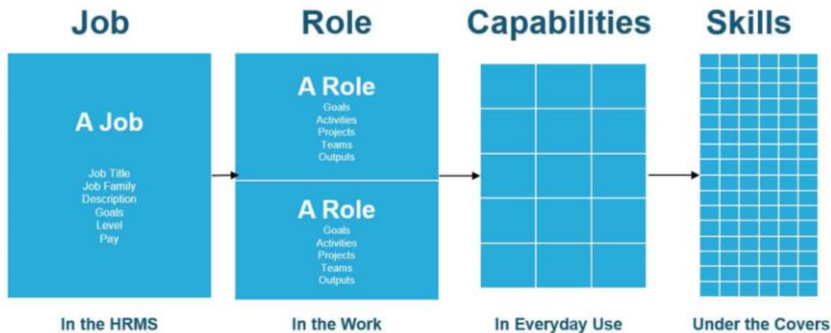
개인의 여러 특징이 모여
하나의 역량 만들어냄

BUILDING A BETTER SKILL PYRAMID

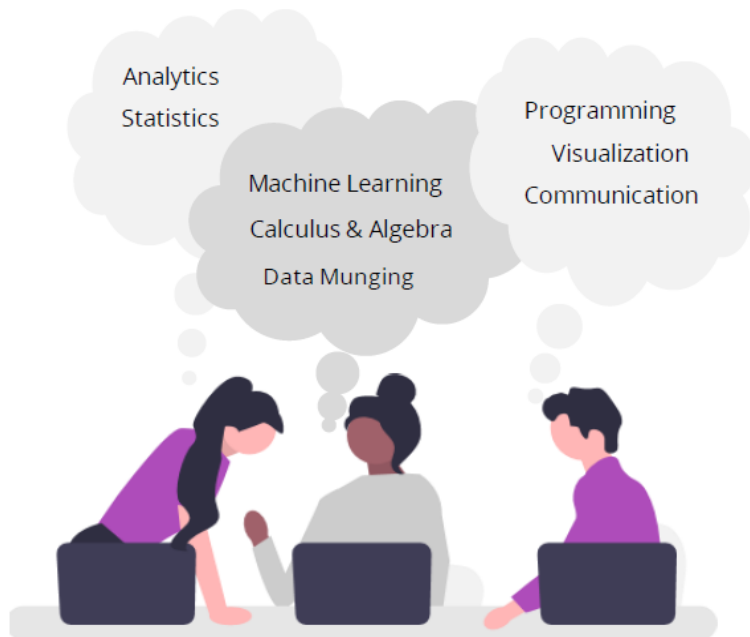


사업감각

예산관리, 고객 마케팅,
분석, 전략, 마케팅 전략,
시장조사 등



- 과거 직무 중심 HR에서는 기능이나 업무 프로세스에 따라 직무를 구분하였지만 애자일 조직으로 전환했거나 프로젝트 중심으로 조직을 운영하는 기업은 일하는 방식 변화에 맞춰 **일을 스킬 단위로 해체 및 재구성**
- 이제는 한 사람이 하나의 직무를 오랜 기간 꾸준히 담당하는 기존 방식에서 벗어나, 필요에 따라 다양한 직무 영역을 넘나들며 업무를 수행하려면 포괄적인 스킬 클러스터가 중요



Data Science Team (collaboration across the globe)

Nontech workers who enter the field broaden their technical skills with every move.

Illustrated example of number and types of skills developed for selected career path

○ Scale indicates illustrated amount of specialization for role

First job:
Customer service rep



10 current skills

- Data storage
- IT and office technology
- Customer experience
- Data communication standards
- Soft skills
- CRM tools
- Sales skills
- Communication
- Time management
- Documentation

Second job:
Tech support specialist



4 new skills

- Technical data analysis
- Data management
- Technical support
- IT framework

2 latent skills

- Data storage
- Sales skills

47% skill distance¹ vs first job

43% increase in salary

Third job:
Information security analyst



3 new skills

- Network security
- Risk management framework
- Regulations

5 additional latent skills

- Customer experience
- Data communication standards
- Soft skills
- CRM tools
- Time management

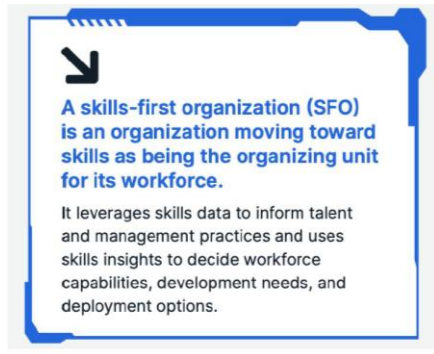
53% skill distance¹ vs second job

51% increase in salary

¹Weighted share of nonoverlapping skills required in each new role.

Source: McKinsey's proprietary Organizational Data Platform, which draws on licensed, de-identified, public professional-profile data, as well as 2018–19 job posting records; McKinsey Global Institute analysis

Future Readiness: Delivering Value through Skill-focused Learning



“스킬 기반 조직(Skill-First Organization or Skill-Based Organization)은 조직 인력 구성 기본 단위를 스킬로 정의하고 운영하는 조직. 스킬을 인력관리, 육성, 배치 등에 활용”

HRD부서는 지식 기반 학습에서 **스킬 기반 학습으로 진화**해야 하며
스킬 기반 조직으로 나아가는데 기여해야 함

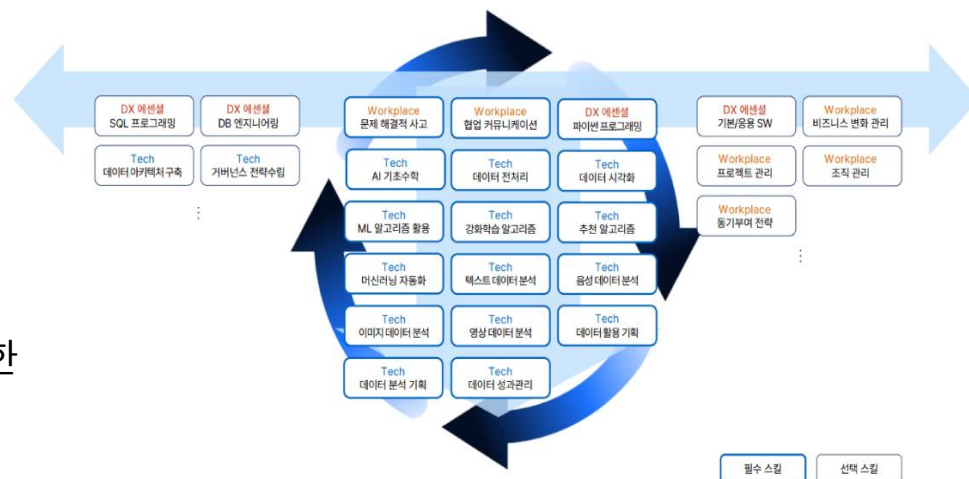
Defined by Deloitte

- **기술적 스킬**(Hard skills/Technical skills, ex. 코딩, 데이터 분석, 회계); **인간적 스킬**(Human capabilities, Human skills, ex. 비판적 사고, 감성 지능); **잠재적 스킬**(Potential skills, ex. 미래의 성공으로 이어질 수 있는 잠재적 자질, 능력 또는 인접 기술 포함)로 구분
- 스킬은 각각의 근로자가 보유한 다양한 기술, 관심사, 열정, 동기, 업무 스타일, 선호도, 요구 등을 통해 타인과 차별화된 개인을 종합적으로 표현

https://www2.deloitte.com/content/dam/insights/articles/us175310_consulting-the-skills-based-org-report/DI_The-skills-based-organization-report.pdf

Defined by Fast Campus

- **Technical Skill**: 특정 직무를 수행하는 데 필요한 전문 지식과 기술을 의미하며 흔히 말하는 Hard Skill과 유사한 개념
- **Workplace Skill**: 의사소통 스킬, 시간 관리 스킬, 협업 스킬 등 직장에서 필요한 기본적인 역량과 태도를 의미하며 Soft Skill과 유사
- **DX Essential Skill**: 디지털 전환 시대에 필요한 핵심 공통역량 의미



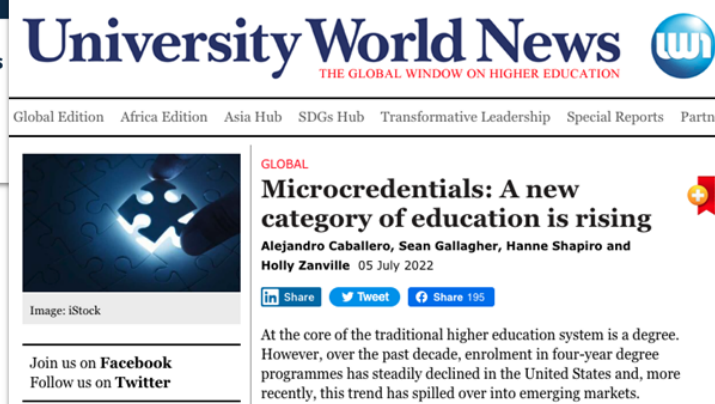
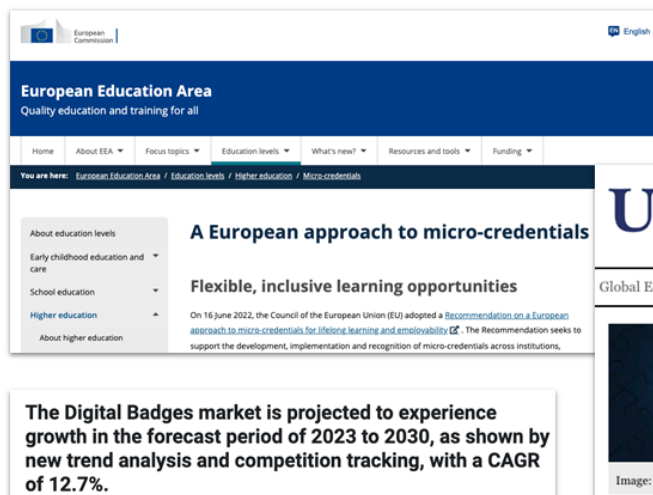
https://b2b.fastcampus.co.kr/resource_insight_skillsbasedorg1

Future Readiness: Digital Credentials: The New Currency in Skills-based Hiring and Development

마이크로 자격증(Micro-credential)

- 디지털 자격증(Digital credential), 디지털 뱃지(Digital badge), 온라인 수료증(Online certificate), 나노 디그리(Nano-degree)
- 단기간의 학습경험으로 단일 과정 보다 많지만 학위 보다는 적은 과정으로 이루어진 자격증 제도
- 업계와 시장이 요구하는 특정한 기술을 단기간에 배울 수 있도록 소수의 강좌를 묶은 프로그램으로 현재 미국 대학 트렌드 (학사 학위 120 학점 vs. MC 20학점)

Global trends in education are shifting toward microcredentials & badges



Future Readiness: Digital Credentials: The New Currency in Skills-based Hiring and Development

Open Badge: 디지털배지 국제표준 기관인 1EDTECH에서 정한 표준

개인이 보유한 스킬을 배지로 가시화

The Open Badge Standard

Digital emblem which provides timely symbol of skills and achievements

Contains **metadata** with skills tags and accomplishments

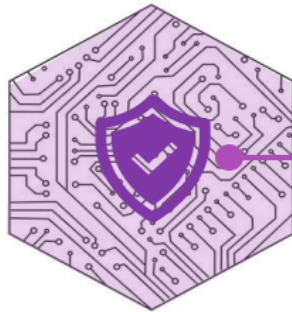
Provides a **progression path** to advance commitment

Analytics provide **insight** into how a program is performing

Easy to share in social media: LinkedIn, Twitter, FB, blogs

Tethered to badge issuer to **validate and verify**

Data and Information Inside



- Earner Profile
- Issuer Info
- Date Issued
- Outcomes
- Skills Insights
- Earning Criteria
- Evidence
- Verification
- Endorsement
- Expiration
- Next steps



K-MOOC x COURSERA

디지털 배지 획득 강좌 이

마신러닝 AI 딥러닝 로봇

인공지능

인공지능의 핵심 요소인 AI 알고리즘, 마신러닝, 딥러닝 및 인공지능에 대한 기본 개념 학습

다양한 응용, 실무 경험

3개 과정

로봇 공학

로봇공학 분야의 기초 수학부터 실전까지 모두 학습

연구원이 실제로 사용하는 프로그래밍 방법 학습

2개 과정

Timely | Verifiable | Portable | Discoverable | Differentiating

Confidential

@Learningimpact Myl
© 2022 1EdTech Consortium, Inc. All right

Instructional Design: 20 Ways to Use Microlearning—and Design Tips for Success

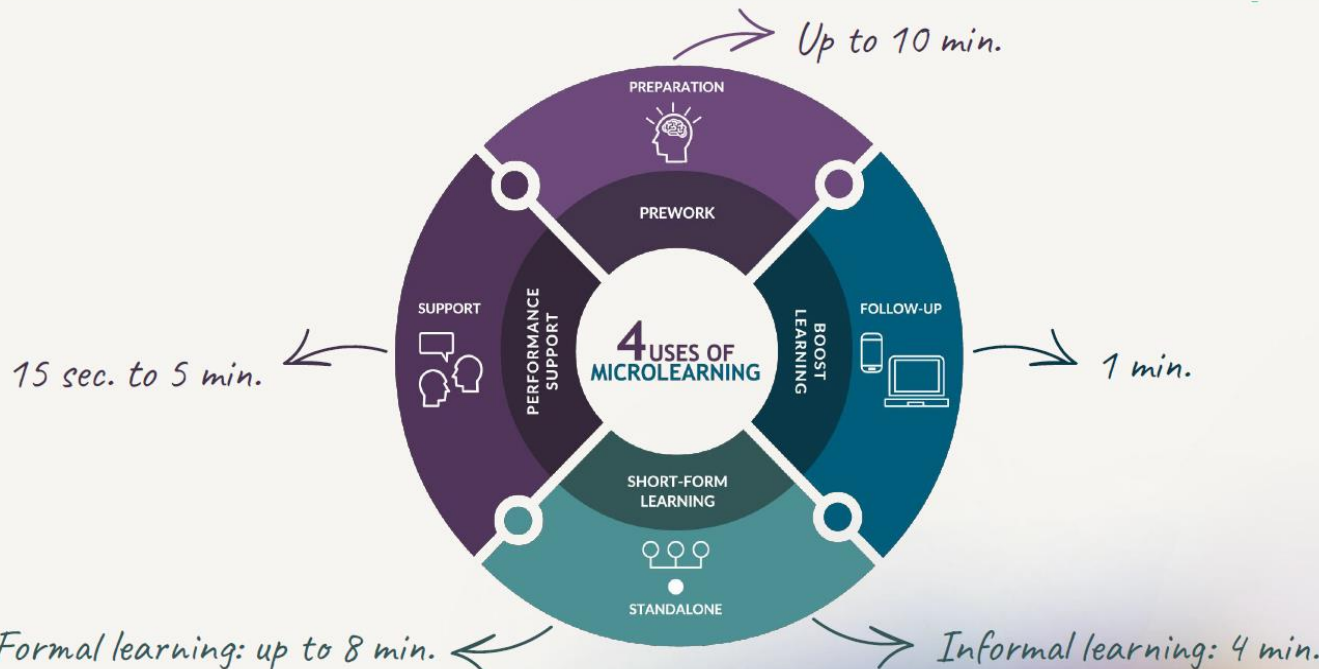
Microlearning is...

- Generally digital
- Any delivery technology
- Short in duration
- May stand alone, or support macro instruction

My Definition

Microlearning is content that is **purposely shortened** to enable the learner to **fit learning** within their work and personal lives.

마이크로 러닝은 개인의 일과 삶 속에서 학습할 수 있도록 의도적으로 짧게 만든 콘텐츠

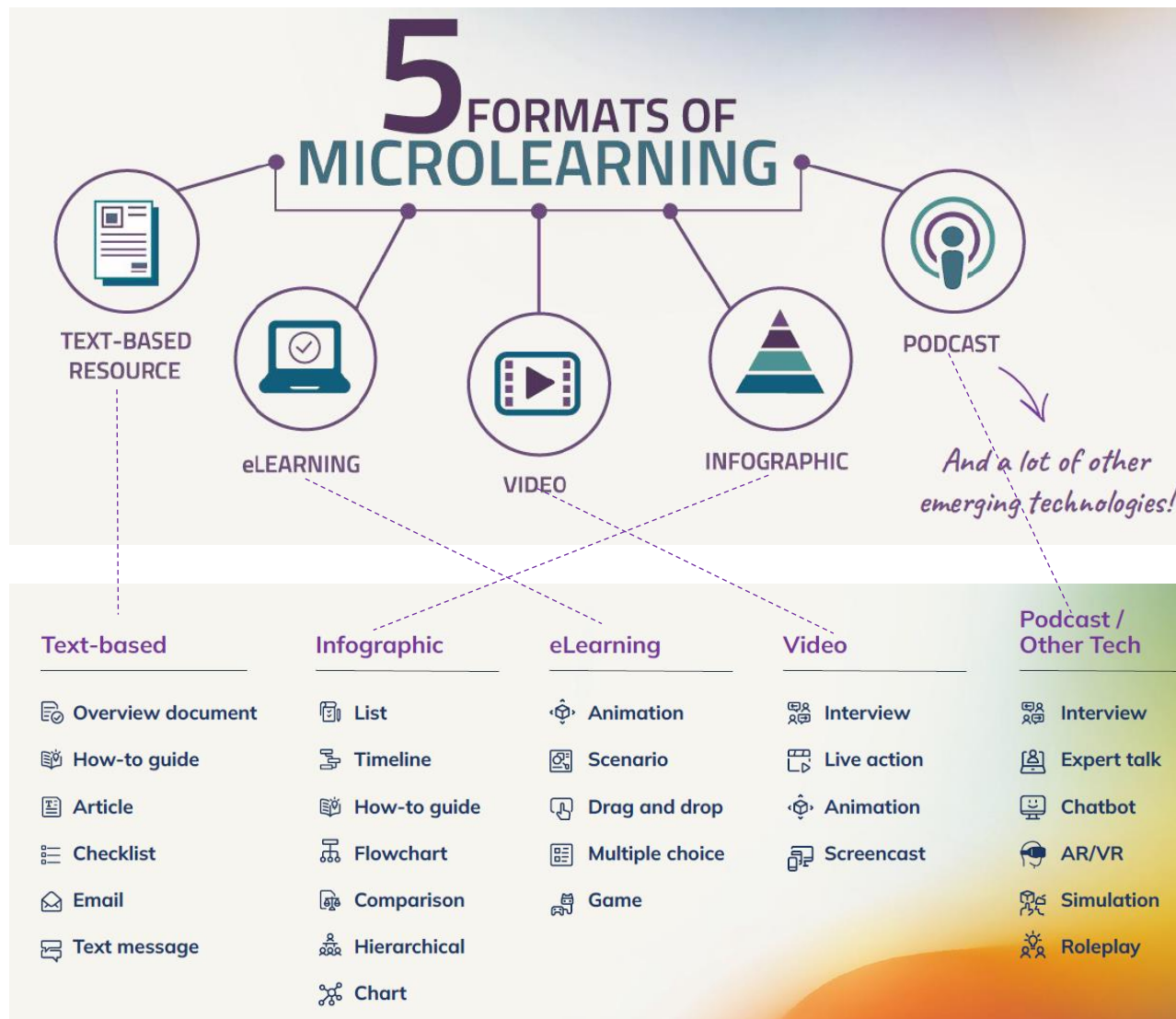


Torgerson, C. & Iannone, S. (2020). What Works in Talent Development: Designing Microlearning. Alexandria, VA: ATD Press.

[마이크로 러닝의 활용실제]

- 수업 준비(10분)
- 학습내용 보조 및 강화 목적(1분)
- 짧은 형태 학습
(형식 교육 8분, 비형식 교육 4분)
- 성과 지원(15초~5분)

Instructional Design: 20 Ways to Use Microlearning—and Design Tips for Success

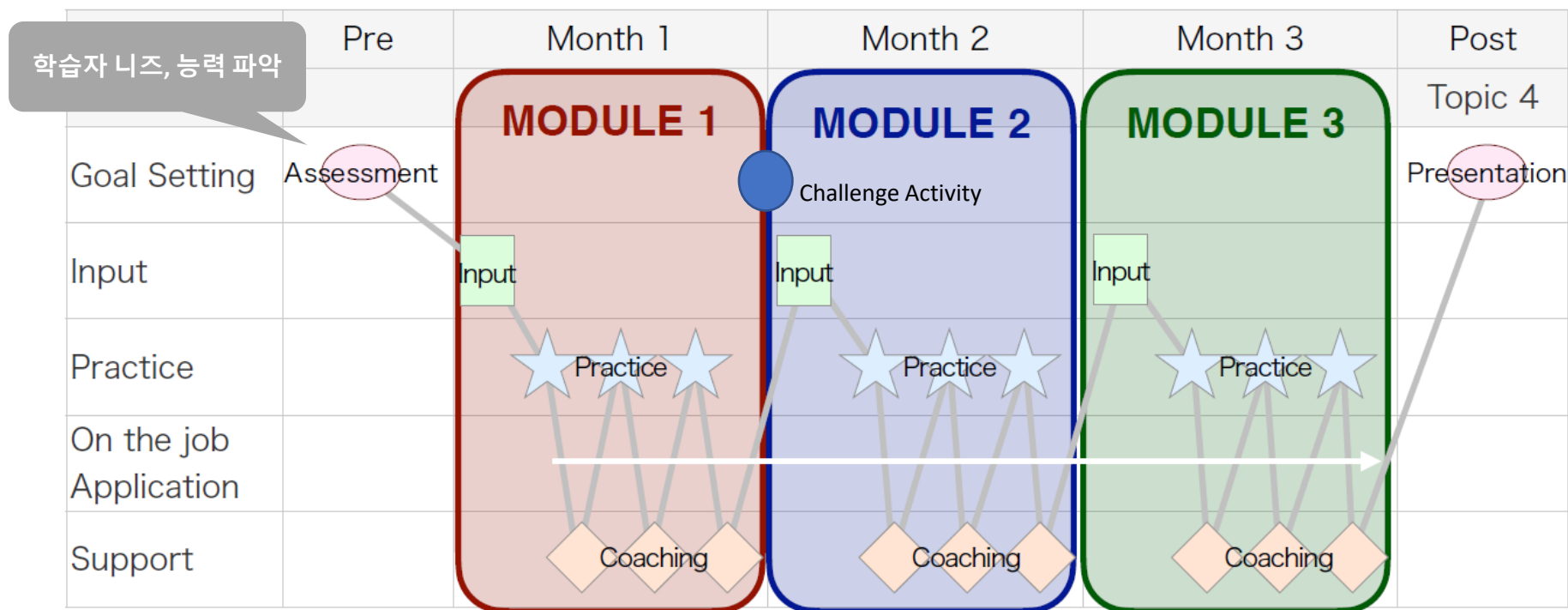


Instructional Design: Design Personal Learning Journeys at Scale for Incredible Results

학습여정(Learning Journey)

- 일회성 교육 운영에서 탈피하여 학습자의 성장과 변화를 지원하기 위한 일련의 학습경험
- 학습은 formal learning(온라인/오프라인)과 informal learning을 통합하여 학습자에게 최적화 된 맞춤형 솔루션 제공

- Practice x Application x Follow up cycle



Instructional Design: Design Personal Learning Journeys at Scale for Incredible Results

Learning Journey Platform 운영 사례 (글로벌리더 육성)

6. Case Study Program

Yoshihara : 超上級Global 리더-育成

Monthly modules

2

MODULE 1: Communication Techniques & Logical Communication

Communication Techniques 1

Logical Communication 1

7

3월 7

Session 1A: CommTech & Logic

Session 1A Details 1

14

3월 14

Session 1B: CommTech & Logic

Session 1B Details 1

18

3월 18

Session 1C: CommTech & Logic

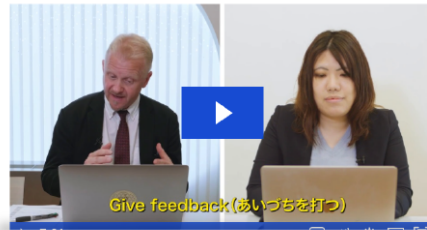
Session 1C Details 1

Communication Techniques

Communication Techniques are simple set of rules that are particular to speaking English. They enable you to participate quickly and to grasp the conversation topics well so that you can stay involved and put your point across. The video below explains how to use the techniques.



In the video below, we see two people talking. The topic of the conversation isn't important but the process is. To make sure there is a good conclusion to the meeting, the Japanese participant is using all the Communication Techniques she has learned to make sure she can understand well. Let's see how she does it.



Task

Watched Videos
Due: 9 Nov 2023 Button

← Input

Output ↓

Communication Techniques reflections and actions
Yoshihara Kazutaka
2023.11.07 1 month ago

I learned that there are five communication skills that I have to build: 1) give feedback, 2) interrupt, 3) ask to repeat, 4) ask to explain, and 5) confirm. I thought that being able to interrupt a conversation smoothly is the most important part of that and also the most difficult part for me. I often gave feedback during communications, but I rarely interrupted a conversation till the end because I felt interruption is rude. I have experienced situations where I needed to ask to repeat, explain or wanted to confirm, especially when native English expressions were used. In such cases, I should have interrupted conversations and ask to rephrase it without hesitation.

David Buettner
2023.11.07 1 month ago

Yes, many Japanese find interrupting to be difficult. But it's one of the most important skills to help you understand and participate in conversations and discussions. One thing to help you is that it's perfectly fine to interrupt to ask to repeat or to explain. A quick, "Sorry, can you say that more slowly?" or "Excuse me, what does that mean?" is good and helps you and the other person have a better conversation. This is very different than interrupting because you just want to talk or think you have a better idea.

We'll discuss this more and practice in tomorrow's coaching session.

Instructor's feedback

Content Library	Existing Materials	Expert Colleagues
Books	Summaries	Training Materials

AI-based feedback

Summary

Good job rehearsing! Keep up the hard work.

1:42

6

total time spent

slides rehearsed

Pace

139

words/min

Your pace is just right! Keep it up!

How was your experience?

☆☆☆☆

Fillers

Participle? You don't say too many filler words in your speech!

Learn More

Repetitive Language

Try using synonyms to avoid repetition. Below are the repeated words from your rehearsal.

Learn More

Relative Comparison

Use the graph to see how your progress in rehearsal compares to other participants. Some words should be used more frequently than others. Try to use the words that are highlighted in green.

Learn More

Originality

You avoided reading slide text aloud. That's good for keeping the audience engaged with your message.

Learn More

Performance Summary

Watched Videos

Due: 9 Nov 2023 Button

2024 ATD Key Insight

No. 1

AI in HRD: AI를 활용한 업무의 효율성, 효과성 증진

Generative AI, Human-AI Collaboration, Learning ecosystem

→ Technology

No. 2

Skill-based HRD: 스킬 기반 조직 지원

Digital Credentials, Skill, Micro Learning

→ Skill

No. 3

DEI and HRD: 조직 내 DEI 가치 확산

DEI, Inclusive Leadership, Belonging, Psychological Safety, DEIA, Accessibility

→ DEI

다양성, 형평성, 포용성의 정의(Shinners, 2021)

다양성(Diversity)	<p>다양성은 한 개인이나 집단을 다른 개인이나 집단과 다르게 만드는 특성을 포함</p> <p>다양성은 인종, 민족, 성별에 국한하지 않고 나이, 국적, 종교, 장애, 성적 취향, 사회경제적 지위, 교육수준, 결혼여부, 언어 및 외모를 포함하며 더 넓게는 아이디어, 관점, 가치와 같은 사고의 다양성까지도 포함</p>
형평성(Equity)	<p>모든 사람들에게 공정한 대우, 접근, 기회 및 발전을 제공하는 동시에 일부 집단의 완전한 참여를 방해하는 장벽을 발견하고 제거하는 노력</p>
포용성(Inclusion)	<p>모든 개인이나 집단이 환영받고 존중받고 지지받고 인정받는다고 느끼도록 환경을 조성하는 것</p> <p>포용적이고 환영하는 분위기는 차이를 수용하고 모든 사람을 위한 말과 행동에 존중을 표현하는 것</p>



Equality is everyone getting a pair of shoes.

평등(Equality)

모든 사람이 신발 한 켤레를 신는 것



Diversity is everyone getting a different type of shoe.

다양성(Diversity)

모든 사람이 다른 종류의 신발을 신는 것



Equity is everyone getting a pair of shoes that fits.

형평성(Equity)

모든 사람이 자신에게 맞는 신발을 신는 것



Acceptance is everyone understanding we all wear different kinds of shoes.

수용성(Acceptance)

모든 사람이 다른 신발을 신는 것을 이해하는 것



Belonging is wearing the shoes you want without fear of judgement.

소속감(Belonging)

비판을 두려워하지 않고 원하는 신발을 신는 것

Instructional Design: Move Beyond Accessibility with Universal Design for Learning

DEIA (Diversity, Equity, Inclusion, Accessibility)

Possible Learning Challenges

Sensory



Mobility



Non-Apparent



Low Literacy



Digital Literacy



Language/Culture



Sales Enablement: The Secret Sauce Most Sales Training Omits: Creating Prospect Belonging

**Who Buyers Are
Has
Fundamentally
Changed**

Aging Globally

Hispanic/Latinx 19%, 25% in 25 years

20%+ disabled (underreported)

22% Gen Z LGBTQ+, 29% Gen Z women LGBTQ+

76% of nonbinary adults between 19-30 years old

13% immigrants

15-20% neurodivergent

Multiracial: 33.8M 2022 (+276%)

23% mental health issues, led by anxiety & depression

Inclusion & belonging
=
Better prospect experience
=
More SALES!

Sales Enablement: The Secret Sauce Most Sales Training Omits: Creating Prospect Belonging

Before the Meeting

- Is there anything I should know, or that I can do in advance of our meeting to make it accessible and inclusive for you?

When

회의에 참여할 수 있도록 조치

- Time of day accommodates the schedule of caregivers – avoid early mornings and late afternoons whenever possible

Where

개인 사정을 고려

- Facilities and tech are accessible for people with a range of disabilities, both visible and invisible

How

장애를 고려하여 필요 시설 지원

- Pay attention to ‘banter’ and language used. Keep it inclusive.

Inclusive Behaviors

농담 등 언어 사용에 유의

- Don’t make assumptions about who your prospect is. You don’t know anything about who they are until they tell you

상대에 대해 넘겨짚지 말 것

Meetings



Question:

When will you introduce the concept of creating an inclusive sales meeting environment into your training?

Leadership & Management Development: 5 Key Principles of Leadership to Change Your Life

Key Principles

인간적인 일터 환경조성을 위한 주요 원칙

Creating a More Human Workplace



존중
Esteem

Respect



공감
Empathy

Understanding



참여
Involvement

Commitment



공유
Share

Trust



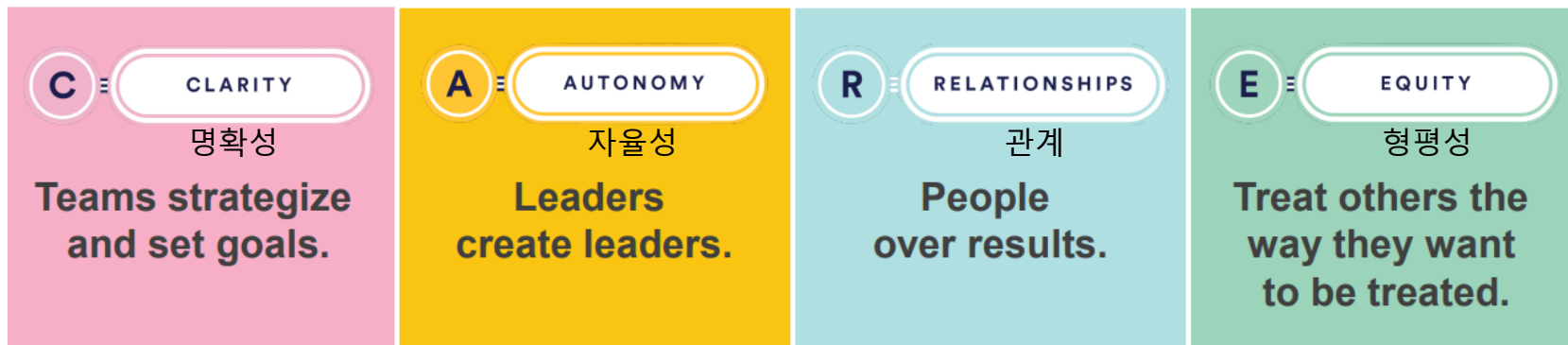
지원
Support

Ownership

Great Leadership Is Inclusive Leadership

Leadership & Management Development: 4 Simple Tips to Build a Culture of Psychological Safety

Modern Leadership



기대수준을 명확하게
커뮤니케이션하고
성공에 대한 공통된
이해를 바탕으로 한
방향으로 정렬

적절한 권한 위임과
자기주도성을 발휘할
수 있는 환경 조성

구성원간
신뢰와 협력을 촉진

개인의 고유한
필요에 따라 지원을
조정하기

심리전 안전감이란 구성원이 아이디어를 내거나 질문을 했을 때, 혹은 걱정거리를 공유하거나 실수를 했을 때 이로 인하여 처벌을 받거나 조롱 당하지 않을 것이라는 믿음, 그리고 인간관계 위험으로부터 안전하다는 믿음을 의미

Psychological safety is a belief that one will not be punished or humiliated with ideas, questions, concerns, or mistakes and that the team is safe for interpersonal risk-taking.

Amy Edmondson
Professor of Leadership at Harvard Business School



심리적 안전감 측정문항(Edmonson, 1999)

1. 팀에서 실수를 하면 종종 나에게 불이익으로 작용한다.
2. 팀의 구성원들은 문제나 이슈를 제기할 수 있다.
3. 구성원들은 다르다는 이유로 타인을 배척하지 않는다.(- 번역)
4. 이 팀은 위험을 감수하는 것에 대해 안전하다고 인식한다.
5. 팀 내 다른 구성원들에게 도움을 요청하는 것은 어렵지 않다.(- 번역)
6. 팀에서 의도적으로 개인의 노력을 깎아내리지 않는다.
7. 팀과 함께 일할 때, 자신의 고유한 기술과 재능이 평가되고 활용된다.

1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team
5. It is difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized

The current issue and full text archive of this journal is available on Emerald Insight at: <https://www.emerald.com/insight/1093-4537.htm>

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98

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How does psychological safety foster employee performance? A serial multiple mediation of job crafting and thriving

Jae Young Lee
Kookmin University, Seoul, Republic of Korea

Abstract

Purpose – The purpose of this paper was to explore the underlying mechanism of the relationship between psychological safety and performance.

Design/methodology/approach – A serial multiple mediation model that explains the impact of psychological safety on performance via job crafting and thriving at work was proposed and tested using PROCESS macro (Model 6). Data were collected from 330 employees at three different large Korean organizations.

Findings – The results of this study found that job crafting and thriving at work sequentially mediate the relationship between psychological safety and performance. However, the direct effect of psychological safety on performance was found to be nonsignificant. Put differently, psychological safety is unrelated to performance independent of the effects of job crafting and thriving at work.

Originality/value – The present study theoretically contributes to psychological safety research by proposing and testing a serial mediation model that explores the underlying mechanism of the relationship between psychological safety and performance in detail. Practically, this study informs managers about the importance of ensuring a psychologically safe workplace environment and encouraging employees' proactive behaviors to enhance their performance and ability to thrive at work.

Keywords Psychological safety, Performance, Job crafting, Thriving at work, Serial multiple mediation

Paper type Research paper

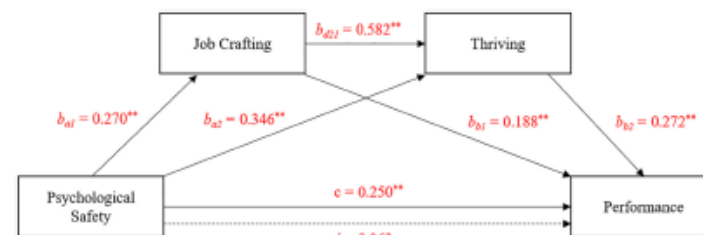
In 2012, Google launched a project, code-named Project Aristotle, to discover the key elements of high-performing teams. After scrutinizing data with the company's best statisticians, organizational psychologists, engineers, and researchers, the project team found that psychological safety was the most critical factor in shaping the company's high-performing teams (Duhigg, 2016).

Psychological safety refers to a shared belief or sense that one is safe, which enables teams and individuals to take interpersonal risks without fear of negative consequences, such as punishment or rejection (Edmondson, 1999; Kahn, 1990). Psychological safety in the workplace is significant to promote individual-level, team-level, or organizational-level performance, not only at Google but also in many other contemporary organizations. This is because when employees feel psychologically safe, they share their opinions, give each other constructive feedback, take risks to put new ideas into practice, and take responsibility for their errors (Edmondson, 1999; Edmondson and Lei, 2014).

Many researchers have found that psychological safety promotes positive outcomes, such as performance (Andersson *et al.*, 2020; Baer and Frese, 2003; Singh *et al.*, 2013), learning behavior (Edmondson, 1999; Kostopoulos and Bozionelos, 2011), creativity (Chen *et al.*, 2020; Hu *et al.*, 2018), innovative work behavior (Javed *et al.*, 2019), and voice behavior (Lee and Dahinten, 2021; Walumbwa and Schaubroeck, 2009; Zhang *et al.*, 2020). However, there has been little explanation of how psychological safety improves performance (e.g. Schaubroeck *et al.*, 2011).

The author would like to thank two anonymous reviewers and the editor for their helpful and valuable comments.

Figure 2.
Serial multiple mediation of job crafting and thriving in the relationship between psychological safety and performance with non-standardized values



Note(s): ** $p < 0.01$

	Job crafting			Thriving			Performance		
	<i>b</i>	SE	<i>p</i>	<i>b</i>	SE	<i>p</i>	<i>b</i>	SE	<i>p</i>
Constant	1.933	0.294	0.000	0.019	0.227	0.932	1.996	0.199	0.000
Gender	-0.084	0.087	0.339	0.084	0.063	0.188	-0.009	0.056	0.872
Age	0.017	0.005	0.001	0.004	0.006	0.195	0.006	0.003	0.013
Psychological Safety	0.270	0.061	0.000	0.346	0.046	0.000	0.063	0.044	0.151
Job Crafting				0.582	0.041	0.000	0.188	0.046	0.000
Thriving							0.272	0.049	0.000
<i>F</i>	10.272***			88.619***			36.779***		
<i>df</i> 1	3			4			5		
<i>df</i> 2	315			314			313		
<i>R</i> ²	0.089			0.530			0.370		

Note(s): * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Path	<i>b</i>	SE	<i>p</i>	95% CI	
				LL	UL
Psychological Safety – Job Crafting – Performance	0.05	0.02	0.06	0.02	0.09
Psychological Safety – Thriving – Performance	0.09	0.02	0.11	0.05	0.14
Psychological Safety – Job Crafting – Thriving – Performance	0.04	0.01	0.05	0.02	0.07

Note(s): CI = confidence interval; LL = lower limit, UL = upper limit

Psychological safety and performance

105

Table 3.
Regression results for the mediation model

Table 4.
Indirect effects based on 10,000 bias-corrected bootstrapped samples



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ORGANIZATION DEVELOPMENT AND CULTURE



Are Learning Equity Issues Affecting Your Company?

Rather than prioritizing skills gaps, first address opportunity gaps.



고려대학교 HRD정책연구소

HRD Issue Paper

The Research Institute for HRD Policy at Korea University Issue Paper

Vol.34

발행일 | 2024년 3월

DEI(다양성, 형평성, 포용성)와 HRD

이재영 (이화여자대학교 교육공학과 조교수)

I. 서론

DEI는 다양성(Diversity), 형평성(Equity), 포용성(Inclusion)의 약자로 ESG 경영에서 “S”를 의미하는 사회(Society) 영역 핵심 가치에 해당한다. 2022년 레들리 엘더(Radley Yeldar) 컨설팅사의 조사에 따르면 FTSE(Financial Times Stock Exchange) 100대 기업 중 ‘ESG 보고서’와는 별개로 ‘DEI 보고서’를 발행한 회사의 수는 2021년 대비 두 배로 증가한 것으로 나타났으며(Human, 2022), 실제 많은 글로벌 기업들이 Diversity Report(Google), Global Diversity & Inclusion Report(Microsoft), Belonging, Diversity, Equity, & Inclusion Report(Walmart), DEI Transparency Report(Deloitte) 등의 보고서를 매년 발간하고 있다. 그러나 국내에서는 아직 DEI 보고서를 별도로 발행하는 기업은 없으며 대부분 ESG 보고서의 일부로 여성 임원의 수, 장애인 고용과 같은 인력의 다양성(Diversity) 이슈를 다루고 있다.

그러나 최근 한국 사회는 다양성의 범위와 복잡성이 점차 증가하면서 단순히 여성과 장애인의 비율만으로 다양성과 관련한 이슈를 모두 설명할 수 없게 되었다. 한국은 급속한 고령화와 저출산으로 인구 절벽을 목전에 두고 있으며 노동 인력의 부족은 외국인 노동자의 유입을 촉진하고 있다. 정부는 2024년 비전문 취업 비자(E-9)로 16만5000명의 외국인 근로자 입국을 허가하였는데 이는 전년보다 4만5000명이 늘어난 수이며 향후 외국인 근로자 수는 지속적으로 높아질 전망이다(곽재건, 2023). 뿐만 아니라 교육현장에서는 다문화 가정 학생 수가 18만1178명으로 전년 대비 7.4% 증가하였으며, 교육부는 2027년까지 외국인 유학생을 30만 명까지 확대하고 이들의 졸업 후 국내 기업 취업과 정착을 적극적으로 유도할 계획이라고 발표하였다(교육부, 2023a, 2023b). 따라서 가까운 미래에 기업이 마주하게 될 조

개인개발	<ul style="list-style-type: none"> 구성원 모두에게 리스킬(reskilling) 및 업스킬(upskilling) 학습 기회 제공 교육자원(교육시간 및 예산) 투자의 형평성 검토 및 개선 전직원 대상 DEI 감수성 교육 실시 이문화 이해 교육을 통한 다양성, 포용성 문화 구축 채용 과정에서 편견 및 차별 방지를 위한 평가자 교육
경력개발	<ul style="list-style-type: none"> 장애인, 외국인 근로자, 비정규직 근로자 등 조직 내 소수 집단에게 동등하고 공정한 경력개발 기회 제공 여성의 경력개발을 위한 리더십 교육 및 멘토링 프로그램 제공 Cross-cultural 멘토링 제공 경력단절 여성을 위한 프로그램 운영 중장년층 재취업 지원 및 경력전환 프로그램 제공
조직개발	<ul style="list-style-type: none"> 다양하고 포용적인 조직문화 조성을 위한 팀빌딩 등 조직개발 프로그램 기획 및 운영 관리자 리더십 개발(코칭, 피드백 등) 교육 DEI 관련 지표설정 및 모니터링 전사 DEI 워크숍 운영 간단하고 짧은 설문(pulse survey) 실시 조직진단 및 결과 공개 및 피드백

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