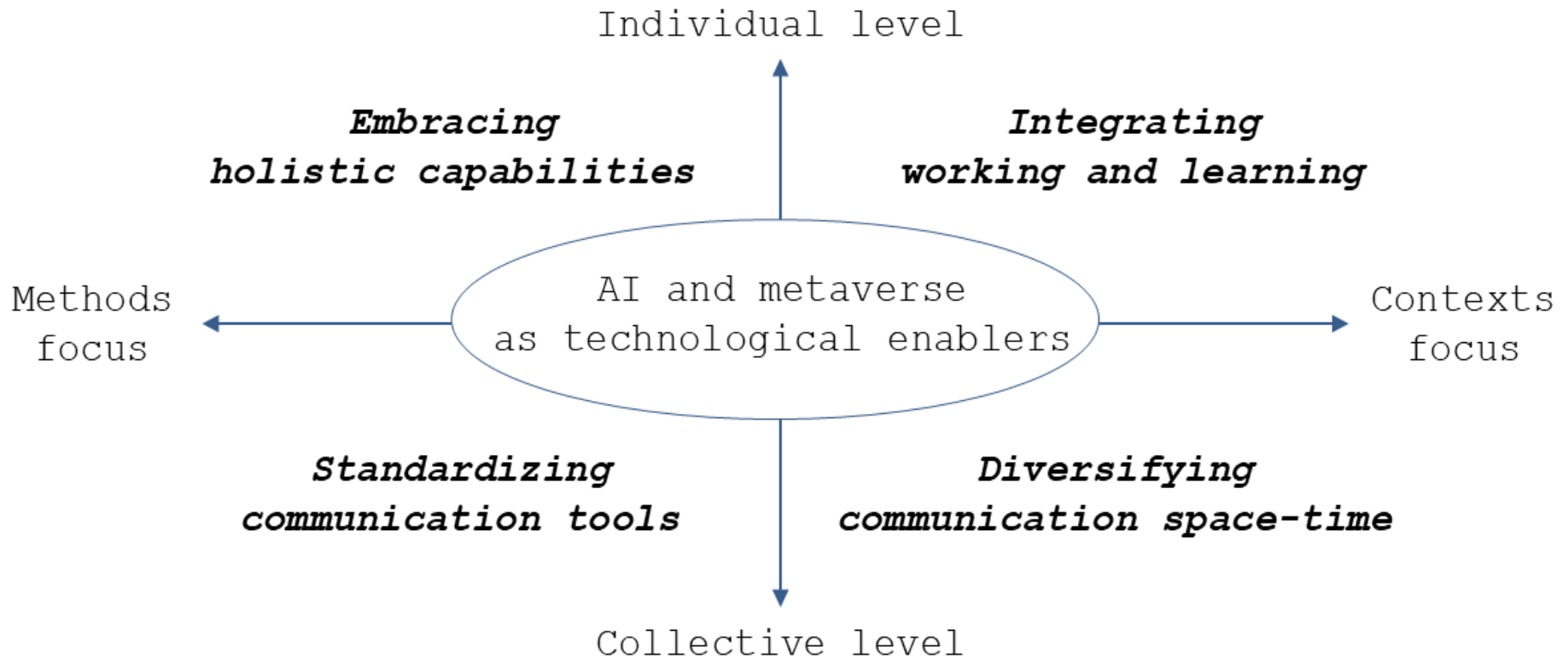# **The era of Omni-learning**:

Frameworks and practices of

the expanded human resource development

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Main streams of HRD innovation

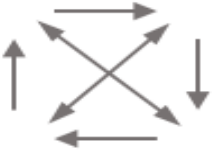Source: Lee, Junesoo. (2022). The Era of Omni-learning: Frameworks and Practices of the Expanded Human Resource Development. *Organizational Dynamics*. In press. https://doi.org/10.1016/j.orgdyn.2022.100916.

1. Embracing holistic capabilities

Objective	Temporal focus	
	Retrospective & inductive knowledge	Prospective & deductive wisdom
Answering "Why so?" Description Understanding problem Science-oriented	**Modeling** As-Was → As-Is • Making implicit knowledge (know-how) explicit • Finding generalizable concepts, values, categories, dimensions, patterns, causalities, mechanisms, or theories	**Forecasting** As-Is → To-Be • Predicting the future based on the (formal or mental) models and insights • Utilizing scenarios or simulations
Answering "So what?" Prescription Solving problem Engineering-oriented	**Benchmarking** As-Was ← As-Is • Revisiting good practices to draw critical success factors (CSFs) • Revisiting bad practices to draw critical failure factors (CFFs)	**Backcasting** To-Do ← Ought-To-Be • Planning based on the anticipated and desired future • Designing and managing reactive or proactive (policy) leverages

2. Integrating working and learning

Place for education		Content of education	
		Learning (knowledge creation)	Training (knowledge application)
On the job		**On-the-job learning (OJL)**	On-the-job training (OJT)
Off the job	Educational institutions	On-the-class learning (OCL)	On-the-class training (OCT)
	Personal daily life	**On-the-life learning (OLL)**	**On-the-life training (OLT)**

3. Standardizing communication tools

War room

Elements	Functions	Functions	Meanings
LMF	Individual reflection	Common tools for modeling	• **L**ogic tree with MECE principle • **M**ulti-dimensional **M**atrix (table) or **M**ap • **F**lowchart for temporal, logical or causal sequence
EEOSP		Common model	**E**verything **O**n the **S**ame **P**age • Sharing all information on both description and prescription
	Collective deliberation	A common understanding of model	**E**veryone **O**n the **S**ame **P**age • Every participant seeing/sharing the same information • Visualizing verbal message • Sharing communication/decision rules

4. Diversifying communication space and time

Space	Time	
	Synchronized	A-synchronized
Close	Close & synchronized (e.g., conventional offline meeting)	Close & a-synchronized (e.g., offline bulletin board)
Remote	Remote & synchronized (e.g., real-time online communication platform)	Remote & a-synchronized (e.g., online/cloud computing platform)

5. AI and Metaverse as technological enablers

Focus	Basis	
	Augmentation of reality	Simulation of virtuality
External	Augmented reality (e.g., head-up display, smart glasses, internet of things, QR code)	Mirror worlds (e.g., geographic information system, digital twin, computer simulation)
Internal; intimate	Lifelogging (e.g., personal recording platform, social media, car black box)	Virtual worlds (e.g., cloud computing-based community)