Creating a Professional Development Action Plan Using the ATD Competency Model™

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ATD
Association for Talent Development

The world's largest association dedicated to those who develop talent in organizations.

- 41,000 members from more than 120 countries

- **Provides resources** for learning professionals and educators.

- **Brings professionals together** online, in conferences and workshops.

- **Offers professional development opportunities** for training practitioners.

- **Serves as the voice of the profession** to the media and to public policy.

- **Recognizes excellence and sets the standard** for best practices in training and performance.

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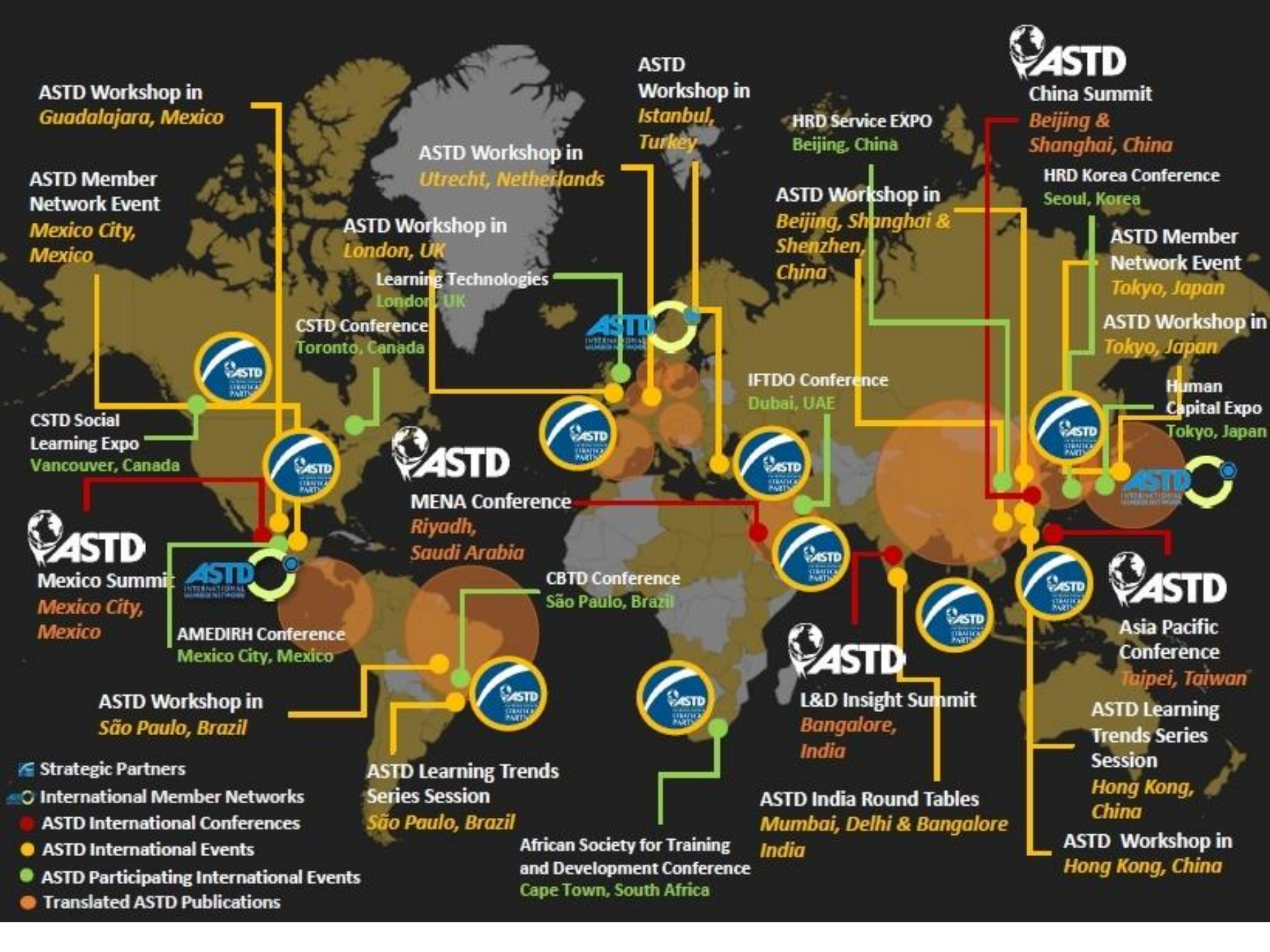
ASTD Workshop in *Guadalajara, Mexico*

ASTD Member Network Event *Mexico City, Mexico*

ASTD Workshop in *Utrecht, Netherlands*

ASTD Workshop in *London, UK*

Learning Technologies London, UK

CSTD Conference Toronto, Canada

CSTD Social Learning Expo Vancouver, Canada

ASTD Workshop in *Istanbul, Turkey*

HRD Service EXPO Beijing, China

ASTD China Summit *Beijing & Shanghai, China*

HRD Korea Conference Seoul, Korea

ASTD Workshop in *Beijing, Shanghai & Shenzhen, China*

ASTD Member Network Event *Tokyo, Japan*

ASTD Workshop in *Tokyo, Japan*

Human Capital Expo Tokyo, Japan

IFTDO Conference Dubai, UAE

MENA Conference *Riyadh, Saudi Arabia*

Mexico Summit *Mexico City, Mexico*

AMEDIRH Conference Mexico City, Mexico

CBTD Conference São Paulo, Brazil

Asia Pacific Conference *Taipei, Taiwan*

ASTD Workshop in *São Paulo, Brazil*

L&D Insight Summit *Bangalore, India*

ASTD Learning Trends Series Session *Hong Kong, China*

ASTD Learning Trends Series Session *São Paulo, Brazil*

ASTD India Round Tables *Mumbai, Delhi & Bangalore India*

ASTD Workshop in *Hong Kong, China*

African Society for Training and Development Conference Cape Town, South Africa

Strategic Partners
International Member Networks
ASTD International Conferences
ASTD International Events
ASTD Participating International Events
Translated ASTD Publications

STADA

ATD International Strategic Partner

Session Objectives

- List the 10 areas of expertise that talent development professionals need to know and do

- Identify a few key resources aligned to the model to help you close key skills gaps

- Access tools to help you create a detailed professional development action plan aligned to the model

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The ATD Competency Model

Areas of Expertise

Foundational Competencies

www.td.org/model

TD Industry-Wide Survey Results* Importance Ratings By AOE

Area of Expertise	Current Importance (2013) Mean rating; 5 point scale	Future Importance (2016) Mean rating; 5 point scale	Change Compared to 2013 (Top 3)
Instructional Design	4.34	4.44	+.10
Training Delivery	4.32	4.31	-.01
Performance Improvement	3.84	4.29	+.45
Evaluating Learning Impact	3.53	4.15	+.62 (3)
Change Management	3.51	3.96	+.45
Managing Learning Programs	3.49	3.92	+.47
Coaching	3.26	3.81	+.61
Knowledge Management	3.09	3.76	+.67 (1)
Integrated Talent Management	2.77	3.42	+.65 (2)
Learning Technologies	NA	NA	NA

*Based on ATD research conducted in 2013. Based on a survey sample size of 1400+ TD industry professionals.

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Call to Action

- Playing a role in **integrated talent management** so that learning informs all the processes and systems that create organizational capability and understanding the role and contributions of the learning function.

- Demonstrating the value and impact of learning by using metrics that are meaningful to business and using data analysis to **measure the effectiveness and efficiency** of talent development.

Call to Action

- Anticipating and meeting the training and development needs of an **increasingly global workforce** and contributing to talent development where the organization most needs it.

- Continuing to be **business partners** who align their activities to the organization's business strategies and goals and can demonstrate their return on mission, especially during challenging times.

- Being a **change agent** and a **coach**

TD Areas of Expertise

TD Areas of Expertise

| Business Skills | Global Mindset | Industry Knowledge |
| Interpersonal Skills | Personal Skills | Technology Literacy |

Foundational Competencies

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Performance Improvement

Apply a systematic process for analyzing human performance gaps and for closing them.
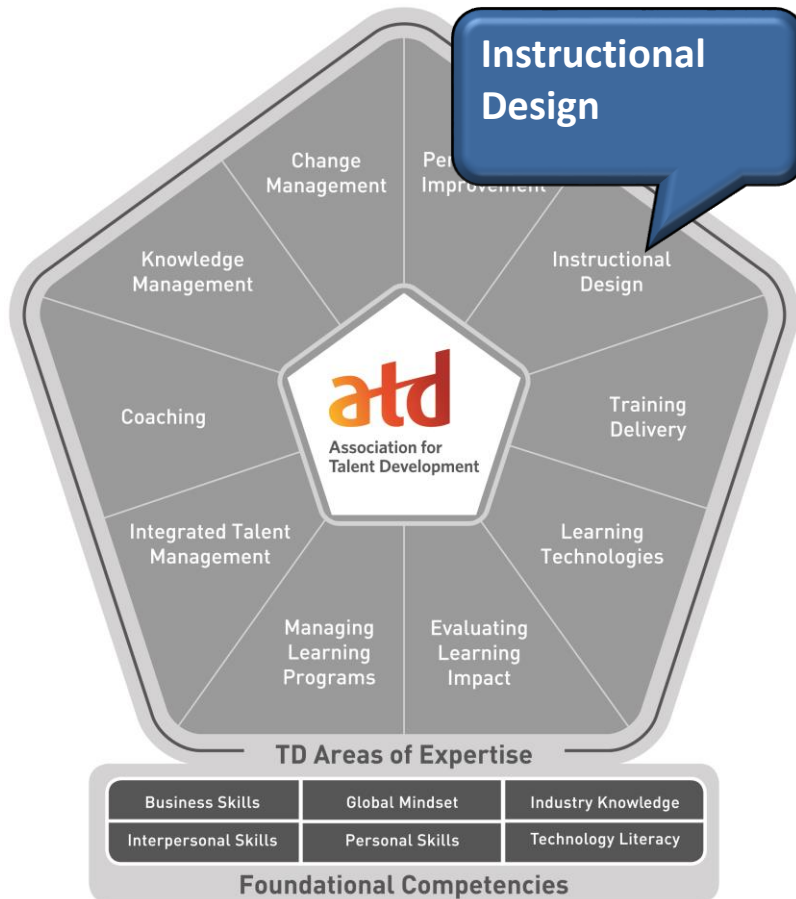
Be able to:
- Identify the customer
- Conduct performance analysis
- Conduct cause analysis
- Analyze systems
- Gather data
- Incorporate customer and stakeholder needs
- Select solutions
- Manage and implement projects
- Build and sustain relationships
- Evaluate results against organizational goals
- Monitor change

TD Areas of Expertise

Instructional Design

Instructional Design

Design and develop informal and formal learning solutions using a variety of methods.

Be able to:
- Conduct a needs assessment
- Identify appropriate learning approach
- Apply learning theory
- Collaborate with others
- Design a curriculum, program, or learning solution
- Design instructional material
- Analyze and select technologies
- Integrate technology options
- Develop instructional materials
- Evaluate learning design

TD Areas of Expertise

TD Areas of Expertise

Change Management · Performance Improvement · Knowledge Management · Instructional Design · Coaching · Training Delivery · Integrated Talent Management · Learning Technologies · Managing Learning Programs · Evaluating Learning Impact

Foundational Competencies

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Training Delivery

Training Delivery

Deliver informal and formal learning solutions in a manner that is both engaging and effective.

Be able to:
- Manage the learning environment
- Prepare for training delivery
- Convey objectives
- Align learning solutions with course objectives and learner needs
- Establish credibility as an instructor
- Create a positive learning climate
- Deliver various learning methodologies
- Facilitate learning
- Encourage participation and build learner motivation
- Deliver constructive feedback
- Ensure learning outcomes
- Evaluate solutions

TD Areas of Expertise

"Staying abreast of new and emerging technologies and matching the appropriate technology to a specific learning opportunity or challenge."
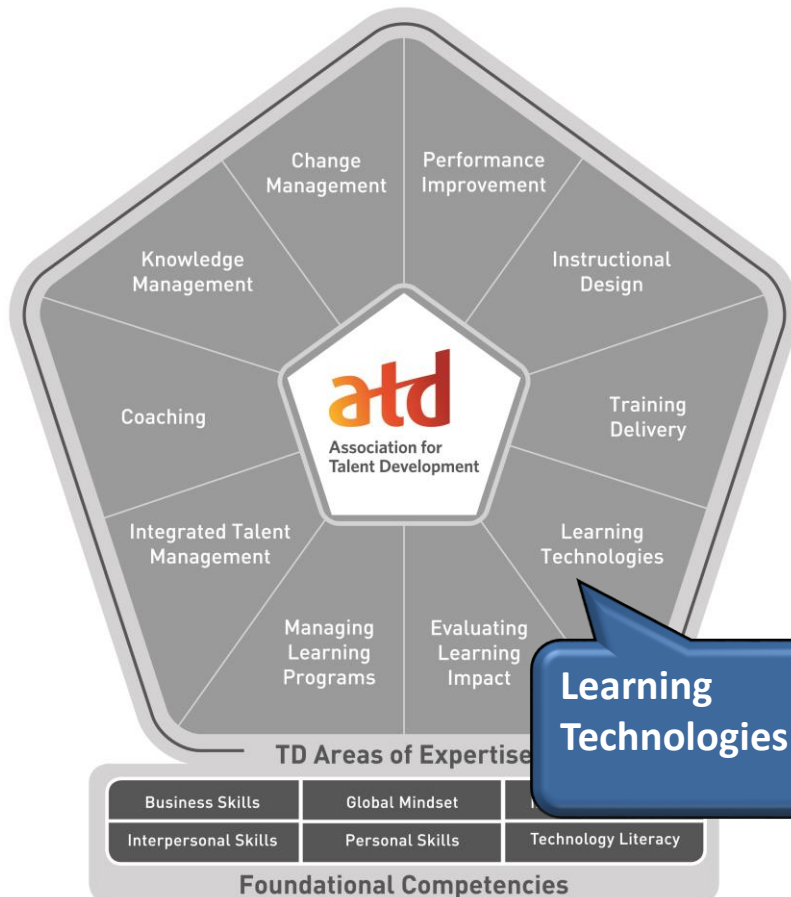
Learning Technologies

Apply a variety of learning technologies to address specific learning needs.

Be able to:
- Use technology effectively across the different areas of expertise
- Identify when and how to use technology as a training and development solution

TD Areas of Expertise

Evaluating Learning Impact

Use learning metrics and analytics to measure the impact of learning solutions

Be able to:
- Identify customer expectations
- Select appropriate strategies, research design, and measures
- Communicate and gain support for the evaluation plan
- Manage data collections
- Analyze and interpret data
- Apply learning analytics
- Make recommendations to aid decision-making

TD Areas of Expertise

Managing Learning Programs

Provide leadership to execute the organization's people strategy; implements training projects and activities.

Be able to:
- Establish a vision
- Establish strategies
- Implement action plans
- Develop and monitor the budget
- Manage staff
- Model leadership in developing people
- Manage others
- Manage and implement projects
- Manage external resources
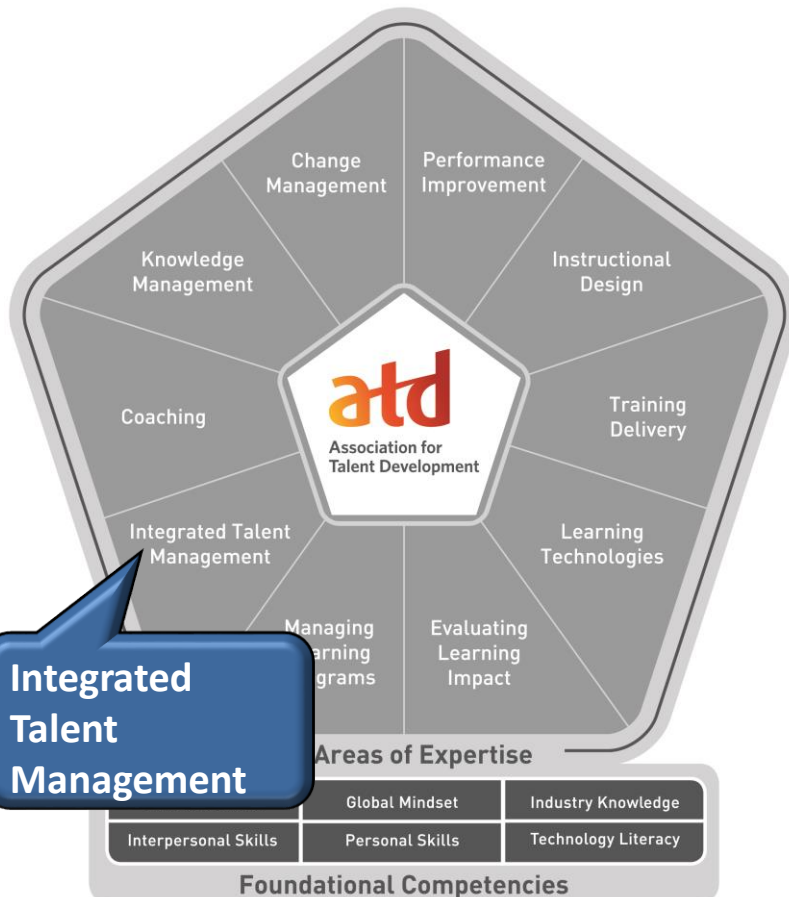- Ensure compliance with legal, ethical, and regulatory requirements

TD Areas of Expertise

Integrated Talent Management

Build an organization's culture, capability, capacity, and engagement through people development strategies.

Be able to:
- Align talent management to organizational objectives
- Use talent management systems
- Equip managers to develop their people
- Organize delivery of developmental resources
- Promote high-performance workplaces
- Coordinate workforce and succession planning
- Facilitate the career development planning process
- Facilitate career transitions
- Support engagement and retention efforts
- Implement individual and organizational assessments
- Use talent management analytics to show results and impact

TD Areas of Expertise

TD Areas of Expertise

Foundational Competencies

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Coaching

Apply a systematic process to improve others' ability to set goals, take action, and maximize strengths.

Be able to:
- Establish coaching agreement
- Establish trust and intimacy with the client
- Display coaching presence
- Demonstrate active listening
- Ask powerful questions
- Use direct communication
- Create awareness
- Design learning opportunities
- Develop goals and plans
- Manage progress and accountability
- Meet ethical guidelines and professional standards

TD Areas of Expertise

Knowledge Management

Change Management
Performance Improvement
Knowledge Management
Instructional Design
Coaching
Training Delivery
Integrated Talent Management
Learning Technologies
Managing Learning Programs
Evaluating Learning Impact

TD Areas of Expertise

| Business Skills | Global Mindset | Industry Knowledge |
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Foundational Competencies

Knowledge Management

Capture, distribute, and archive intellectual capital to encourage knowledge sharing and collaboration.

Be able to:
- Advocate knowledge management
- Benchmark knowledge management best practices and lessons learned
- Encourage collaboration
- Facilitate social learning
- Establish a knowledge culture
- Support the development of a knowledge management infrastructure
- Leverage technology
- Manage information life cycle
- Design and implement knowledge management solutions
- Transform knowledge into learning
- Evaluate knowledge management success

TD Areas of Expertise

TD Areas of Expertise

Business Skills | Global Mindset | Industry Knowledge
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Foundational Competencies
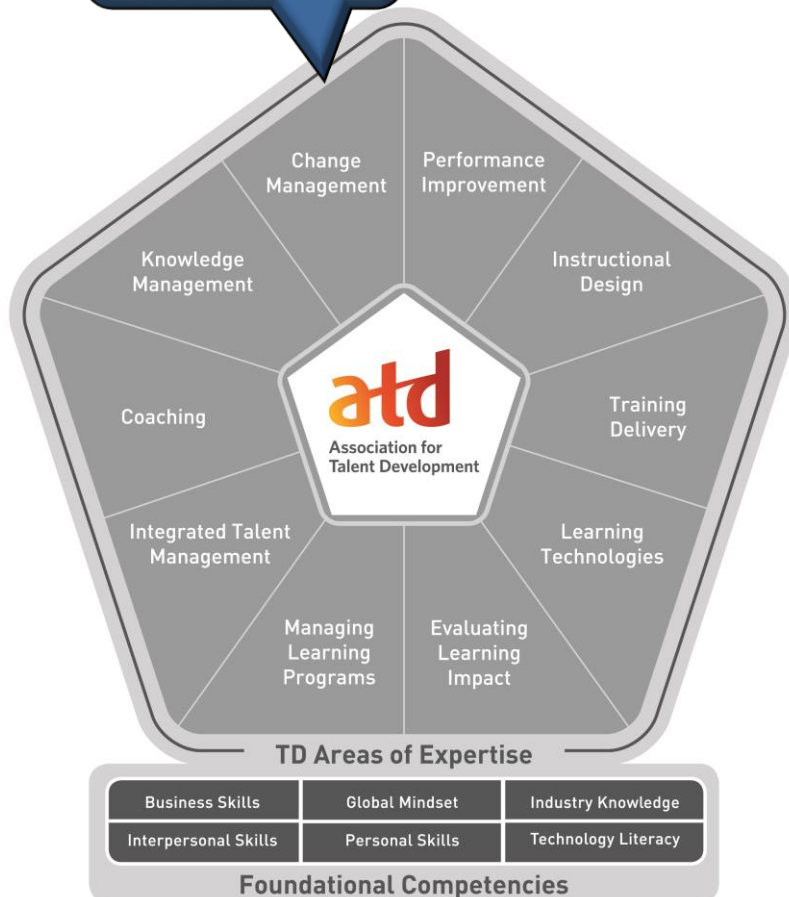
Change Management

Apply a systematic process to shift individuals, teams, and organizations from current state to desired state.

Be able to:
- Establish sponsorship and ownership for change
- Build involvement
- Create a contract for change
- Conduct diagnostic assessments
- Provide feedback
- Facilitate strategic planning for change
- Support the change intervention
- Encourage integration of change into organizational culture
- Manage consequences
- Evaluate change results

ATD Competency Model™

TD Areas of Expertise:
Change Management, Performance Improvement, Knowledge Management, Instructional Design, Coaching, Training Delivery, Integrated Talent Management, Learning Technologies, Managing Learning Programs, Evaluating Learning Impact

Foundational Competencies:
Business Skills, Global Mindset, Industry Knowledge, Interpersonal Skills, Personal Skills, Technology Literacy

Model Driven ATD Content…

ATD CAREER NAVIGATOR

ATD EDUCATION

CPLP® CERTIFIED PROFESSIONAL IN LEARNING & PERFORMANCE
atd CERTIFICATION INSTITUTE

atd CPLP® PREPARATION

TD Areas of Expertise

Change Management	Performance Improvement
Knowledge Management	Instructional Design
Coaching	Training Delivery
Integrated Talent Management	Learning Technologies
Managing Learning Programs	Evaluating Learning Impact

TD Areas of Expertise

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Foundational Competencies

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www.td.org/careernavigator

ATD Career Navigator:
How To Find It

https://www.td.org/
Communities-of-Practice/Career-
Development/Career-Navigator

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CAREER
NAVIGATOR

Career Navigator

Self-Assessment   Career Planning   SDLE Resources

Self-Assessment

Click here to assess your skills for your current job, so you can identify skill gaps and automatically generate a plan for closing them.

★
★★

My Development Plan

Click here to view your personalized short term development plan, and to add unique items to it.

Welcome to the Career Navigator based on the ATD Competency Model.

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Status

Self-assessment performed; development plan exists.
Click here to view assessment results.
Click here to view development plan.

Click here for support

Career Planning

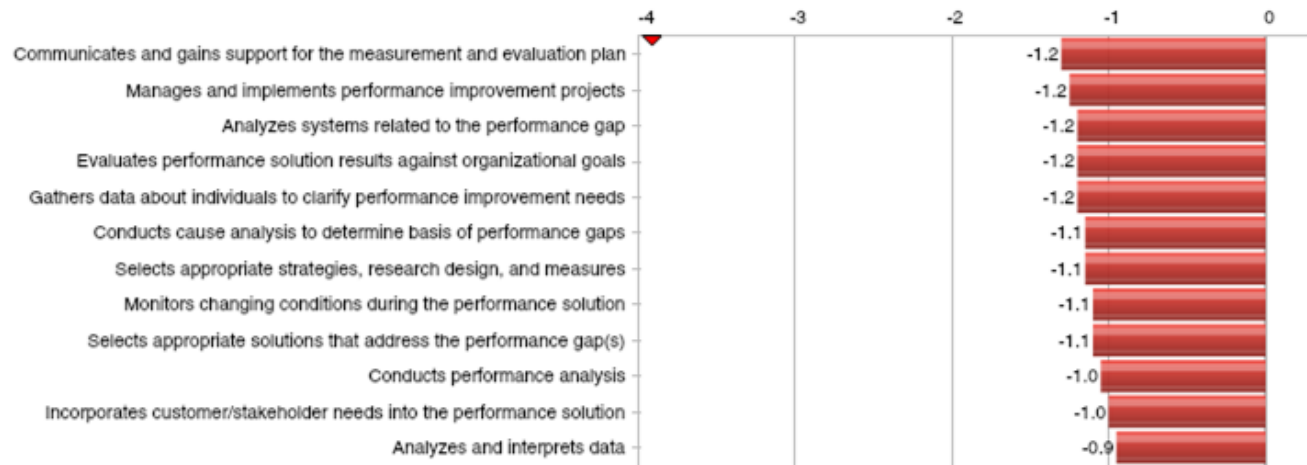Click here to assess your skills against other job roles, and identify an action plan for the job you want next.

Self-Directed
Learning Engine™
Skill development made to order.

For Talent Development

Activity Forecasted

	0	5	10	15	20
ASTD Handbook For Workplace Learning Professionals					
ASTD Handbook of Measuring & Evaluating Training					
Evaluating Learning Impact Certificate					
10 Steps to Successful Project Management					
Project Management for Learning Professionals					
Project Management for Trainers					
Quick! Show Me Your Value					

Average Gap Size

	-4	-3	-2	-1	0
Communicates and gains support for the measurement and evaluation plan				-1.2	
Manages and implements performance improvement projects				-1.2	
Analyzes systems related to the performance gap				-1.2	
Evaluates performance solution results against organizational goals				-1.2	
Gathers data about individuals to clarify performance improvement needs				-1.2	
Conducts cause analysis to determine basis of performance gaps				-1.1	
Selects appropriate strategies, research design, and measures				-1.1	
Monitors changing conditions during the performance solution				-1.1	
Selects appropriate solutions that address the performance gap(s)				-1.1	
Conducts performance analysis				-1.0	
Incorporates customer/stakeholder needs into the performance solution				-1.0	
Analyzes and interprets data				-0.9	

CPLP® Certification …

Learn More ...

1. Visit **www.td.org/model** for job aids and articles (Free)

2. Take the online Career Navigator at **www.td.org/careernavigator** (ATD Member Benefit)

3. Purchase the published study at the ASTD store at **http://tinyurl.com/k9ejjrk**

4. Questions? Contact Jennifer Naughton at **competencystudy@td.org**
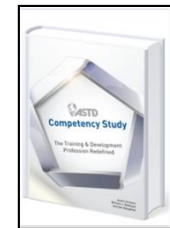
Hope to see you at the ATD Conference in May 2015!

Thank you!

Contact Us

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