ATD COMPETENCY MODEL

Talent Development Redefined™

TD Areas of Expertise

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

Foundational Competencies

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AREAS OF EXPERTISE

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.

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.

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AREAS OF EXPERTISE

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.

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.

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.

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.

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.

AREAS OF EXPERTISE

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.

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

AREAS OF EXPERTISE

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.

FOUNDATIONAL COMPETENCIES

Business Skills
Be able to:
- Analyze needs and propose solutions.
- Apply business skills.
- Drive results.
- Plan and implement assignments.
- Think strategically.
- Innovate

Personal Skills
Be able to:
- Demonstrate adaptability.
- Model personal development.

Interpersonal Skills
Be able to:
- Build trust.
- Communicate effectively.
- Influence stakeholders.
- Network and partner.
- Demonstrate emotional intelligence.

Industry Knowledge
Be able to:
- Maintain own professional knowledge.
- Keep abreast of industry changes and trends.
- Build industry sector knowledge

Global Mindset
Be able to:
- Accommodate cultural differences.
- Convey respect for different perspectives.
- Expand own awareness.
- Adapt behavior to accommodate others.
- Champion diversity.
- Leverage diverse contributions

Technology Literacy
Be able to:
- Demonstrate awareness of technologies.
- Use technology effectively