ASTD Competencies for the Training and Development Profession

The Model redefines the skills and knowledge required for trainers to be successful now and in the future. It captures changes driven by digital, mobile, and social technology; demographic shifts; globalization; and economic forces.

Training and Development Areas of Expertise

Functional competencies that are specific to the training and development profession.

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

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

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

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

**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
- Foundational Competencies
- Knowledge, skills, abilities, and behaviors that are required for job success in most professional occupations.

**Foundational Competencies**
Knowledge, skills, abilities, and behaviors that are required for job success in most professional occupations.

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

**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

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

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

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

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

For more information from ASTD, or to purchase and use the Model, [click here](#).