ASTD AREAS OF EXPERTISE

for Certified Professionals in Learning and Development

1. **Designing Learning**

   *Designing, creating, and developing learning interventions to meet needs; analyzing and selecting the most appropriate strategy, methodologies, and technologies to maximize the learning experience and impact*

   Related Knowledge
   - Cognition and Adult Learning Theory
   - Instructional Design Theory and Process
   - Various Instructional Methods
   - Training Delivery Options or Media
   - Job or Task Analysis and Competency Modeling
   - Content Knowledge and Content from SMEs
   - Assessment Methods and Formats
   - Learning Technologies and Support Systems
   - New and Emerging Learning Technologies and Support Systems
   - Business Strategy, Drivers or Needs Associated with Possible Learning Interventions
   - Research Methods
   - Individual, Group, and Organizational Differences that Influence Learning
   - Legal and Ethical Issues Related to Designing Learning
   - Differences between E-Learning and Traditional Courses and Their Implications
   - Design of Information Displays, Access, and Resources

2. **Delivering Training**

   *Delivering learning solutions (for example, courses, guided experience) in a manner that both engages the learner and produces desired outcomes; managing and responding to learner needs; ensuring that the learning solution is made available or delivered in a timely and effective manner*

   Related Knowledge
   - Adult Learning Theories and Techniques
   - Instructional Design Theory and Methods
   - Various Instructional Methods
   - Training Delivery Options or Media
3. Improving Human Performance

Applying a systematic process of discovering and analyzing human performance gaps; planning for future improvements in human performance; designing and developing cost-effective and ethically justifiable solutions to close performance gaps; partnering with the customer when identifying the opportunity and the solution; implementing the solution; monitoring the change; evaluating the results

Related Knowledge
- Human Performance Improvement Discipline
- Business, Performance, and Gap Analysis
- Root Cause Analysis
- Intervention Selection and Implementation
- Measurement and Evaluation
- Change Management
- Human Performance Improvement Models
- Systems Thinking and Theory
- Group Dynamics Process
- Facilitation Methods
- Questioning Techniques
- Project Management Tools and Techniques
- Communication Channel, Informal Network, and Alliances

4. Measuring and Evaluating

Gathering data to answer specific questions regarding the value or impact of learning and performance solutions; focusing on the impact of individual programs and creating overall measures of system effectiveness; leveraging findings to increase effectiveness and provide recommendations for change

Related Knowledge
- Theories and Types of Evaluation
- Statistical Theory and Methods
- Research Design
- Analysis Methods

5. Facilitating Organizational Change

Leading, managing, and facilitating change within organizations

Related Knowledge
- Systems Thinking and Open Systems Theory
• Chaos and Complexity Theory
• Appreciative Inquiry Theory
• Action Research Theory
• Organizational Systems, Culture, and Politics
• Change Theory and Change Models
• Process Thinking and Design
• Engagement Practices to Build Critical Mass
• Communication Theory
• Diversity and Inclusion
• Motivation Theory
• Mindset, Mental Models, and Their Influence on Behavior and Performance

6. Managing the Learning Function

Providing leadership in developing human capital to execute the organization’s strategy; planning, organizing, monitoring, and adjusting activities associated with the administration of workplace learning and performance

Related Knowledge
• Needs Assessment Methodologies and Learning Needs Identification
• Adult Learning Theories
• Learning Design Theory
• Learning Technologies
• Learning Information Systems
• Marketplace Resources
• Basic Understanding of Programs Being Administered
• Budgeting, Accounting, and Financial Management
• Principles of Management
• Project Planning Tools and Processes
• Communications and Influence
• Human Resources Systems
• Business Model, Drivers, and Competitive Position
• External Systems
• Legal, Regulatory, and Ethical Requirements Pertaining to Managing the Learning Function
• Emerging Learning Technologies

7. Coaching

Using an interactive process to help individuals and organizations develop more rapidly and produce more satisfying results; improving others’ ability to set goals, take action, make better decisions, and make full use of their natural strengths

Related Knowledge
• Conduct Standards
• Ethical Guidelines
• Coaching Competencies
8. **Managing Organizational Knowledge**

*Serving as a catalyst and visionary for knowledge sharing; developing and championing a plan for transforming the organization into a knowledge-creating and knowledge-sharing entity; initiating, driving, and integrating the organization’s knowledge management efforts*

Related Knowledge

- Knowledge Management Concepts, Philosophy, and Theory
- Knowledge Management History and Best Practices
- Activities and Initiatives
- Understanding Business Processes
- Business Process Analysis
- Technology and How it Enables the Knowledge-Sharing and Learning Process
- Information Architecture
- Database Management
- Systems Analysis and Design
- Strategies, Approaches to Manage Culture Change
- Adult Learning Theory
- After Action Review (Methodology)

9. **Career Planning and Talent Management**

*Ensuring that employees have the right skills to meet the strategic challenges of the organization; assuring the alignment of individual career planning and organization talent management processes to achieve an optimal match between individual and organizational needs; promoting individual growth and organizational renewal*

Related Knowledge

- Workforce Planning Approaches
- Succession and Replacement-Planning Approaches
- Job Analysis Tools and Procedures
- Career Development Theories and Approaches
- Individual and Organizational Assessment Tools, Including Assessment Center Methodologies
- Ethical Standards and Legal Issues in Career Counseling and Organizational Restructuring
- Career Counseling Approaches
- Coaching and Mentoring Approaches
- Performance Consulting Approaches
- Managerial and Leadership Development Best Practices
- Performance Management Systems and Techniques
- Approaches to Maximize Workplace Diversity
- Resources for Career Exploration and Lifelong Learning