

Capability Management

“Capability management” describes the integrated concepts of talent development, performance-driven learning and operational training.

Career Management

“Career Management” describes a lifelong, self-monitored process of career planning that involves choosing and setting personal goals, and formulating strategies for achieving them.

Career Path Competencies

“Career path competencies” are used within each and every job role and career path. Whereas a functional model can be overarching for an entire function, career path competencies are much more job-or role-specific. Once established, employees can maneuver themselves through their careers by building upon these specific competencies.

Competencies

“Competencies” refers to a set of clearly defined skills, behaviors and knowledge that are used to evaluate, assess and develop people. Competencies are used in performance management to help assess skills gaps, in succession management to identify and prepare leaders, and in training to develop competency-based learning programs. Organizations typically have four types of competencies – core principles or values, leadership competencies, career path and functional competencies. The word “proficiency” is used to measure someone’s attainment of a competency.

Competency Management

“Competency management” is a set of practices that identify and optimize the skills and competencies required to deliver on the business strategy. Competency management provides the foundational data to support strategic human resources processes, including workforce planning; sourcing, recruitment and selection; career planning and development; and, performance management.

Competency/Job Roles Model

A “competency model” consists of a set of competencies, typically arranged by job role. For example, an organization may have a set of competencies for one job (e.g., database engineer), and a similar but somewhat different set of competencies for a related job (e.g., senior database engineer). The more senior roles may have new competencies added. Managerial and leadership roles typically have managerial and leadership competencies that may not be relevant for individual-contributor roles.

Continuous Learning Plan (CLP)

A “Continuous learning plan” is a formal process that promotes learning for an employee based on his/her current position or an expanded position. The CLP is tailored to help the employee keep pace with the work in a changing environment, to augment the competencies for his/her position, or to gain additional mastery of competence in his/her current position. CLP’s are beneficial for professional growth and supports the organization by upgrading talent with the knowledge, skills and capabilities necessary to support strategic direction.

Development

The word “development” refers to the ongoing (or forward looking) process of improving one’s skills, capabilities and knowledge to increase his / her business performance or job responsibilities. It is a broader concept than “training.” The word “training” typically refers to just-in-time learning activities that improve a person’s skills. The word “development” refers to a broader array of training, job assignments, projects, education, information and experiences that result in an individual’s progression in his/her career or role over time.

Development/Individual Plan

A "development plan" is a set of activities, goals and objectives to help the individual improve his / her performance or career mobility. It typically is comprised of a schedule of training and development activities to help the individual achieve his / her business and personal goals.

Executive Development

“Executive development” is the process of building the leadership competencies and general management capabilities of senior leaders, focused on enabling them to lead the organization and drive long-term, sustainable growth.

Human Capital Management

The term "human capital management" represents the practices and processes for managing people in an organization. The phrase is often compared with "financial capital management" to help people understand how capital, physical assets, and labor all work in parallel to make an organization succeed.

High Performer

A “high performer” is an employee who is a key contributor, demonstrates high performance, is capable of a lateral move, may be qualified for a broader role within the same profession and has reached the potential to move “upward’ in a management capacity.

High-Potential Employee

A “high-potential employee” is an employee who has been identified as having the potential, ability and aspiration for successive leadership positions within the company. Often, these employees are provided with focused development as part of a succession plan and are referred to as "HiPos."

Individual Development Plan

An “Individual Development Plan” (IDP) is a formal collaborative effort between an employee and the organization to define career goals and evaluate progress towards an agreed upon targeted position. The IDP sets forth the specific developmental activities designed to impart the competencies of a position in the organization where an individual is likely to be placed. Further IDP’s help the individual and the organization discern which development activities will be most important over a period of time for career advancement (or succession).

Leadership Development/LD

“Leadership development” (or "LD") is an ongoing systematic process that assesses, develops and grows talent at all levels of management, and integrates tightly with performance management and succession management.

Learning

“Learning” puts the emphasis on the learner – it’s what happens when individuals are presented with new information. The responsibility is on the individual to be an *active participant* in the learning process. It focuses on what you have to do, and then apply with the trainer’s help.

Learning Architecture

A “learning architecture” is an organization’s unique map of agreed-upon learning needs, learning strategies and delivery strategies. This gives designers, trainers and managers a clear view of what types of problems the organization will solve, how they will solve them, what tools they need and which approaches the organization will take. It deliberately limits the organization’s options by deciding how and where the organization will focus its efforts – and it builds upon the organization’s culture and history of learning.

Learning Culture

A "learning culture" is an organization-wide belief that the organization’s strategy, mission and operations can continuously be improved through an ongoing process of individual and organizational learning. It includes a set of investments, programs and processes to study areas of weakness, explore causes and exploit opportunities to improve and learn at all times and at all levels.

Learning Program

A learning “program” is a set of carefully crafted content, information and experiences that create knowledge skills and capabilities within a specific audience.

Onboarding

“Onboarding” refers to the process of hiring, orienting and immersing new employees into their roles and into the organization’s culture.

Performance Calibration

“Performance calibration” is the process of ranking employees on a scale in order to differentiate top performers from low performers and to ensure consistency among raters. Calibration meetings bring together managers (who are peers) to finalize ratings of all employees in their groups.

Performance Assessment/Consulting

“Performance consulting” is a needs assessment process that must be completed to identify the root cause of the business problem. Working with the line of business, performance consultants diagnose the business problem and assess the needs, and then work with instructional designers to develop, launch, manage and assess the training solution. Performance consulting does not presume that the solution is training.

Performance Management

“Performance management” refers to all of the processes managers perform to effectively lead, manage, assess and develop employees. This typically includes goal-setting, cascading goals, self-assessment, manager assessments, 360-degree assessments and development planning.

Performance Management 2.0/PM 2.0

“Next-generation performance management” (or “Performance Management 2.0”) is a collaborative process that takes place between managers and their employees – and focuses on goal development, goal alignment, coaching and employee career development. The purpose is to clarify key business objectives, assess employee skills and capabilities to deliver these objectives, assess current performance and potential, and put in place specific programs to help the employee improve his / her performance. It includes discussions of

career plans, appropriateness of the current job, potential future positions, and learning and development programs that will help the employee and the organization succeed.

Success/Job Profiles

“Job profiles” define the required skills, competencies, certifications, work experiences and other attributes required for success in a particular job or role. Job profiles are a fundamental building block for any strategic talent strategy: they establish the ground-rules and criteria for hiring, they establish standards for evaluation of performance, and they are used by managers to make sure teams are organized in an efficient manner. Most companies have job profiles defined in job families (e.g. a database programmer fits into the family of database professionals, which fits into the family of IT professionals).

Succession Management

Different than succession planning, “succession management” is a strategic and systemic process for creating successors at many levels of the organization, including non-managerial roles. Succession management refers to an organization’s processes for identifying, selecting and managing successors, as well as the processes of career planning and talent migration. Succession management must be closely aligned with learning and development. Succession management targets all key positions and is integrated with other talent management processes (such as performance management and development planning), and asks managers at all levels to think about succession in all of their talent development programs.

Succession Management Program/Process

The annual process of assessing talent, talent calibration, talent reviews and development training.

Succession Planning

“Succession planning” is the traditional name for the process that companies use to identify and develop one or more direct successors for management positions. “Successors” are defined as individual people with the skills, capabilities and experience that make them candidates or ready candidates to assume this managerial role.

Talent Management

“Talent management” is a set of integrated organizational processes designed to attract, manage, develop, motivate and retain key people. The goal of a talent management program is to create a highly responsive, high-performance, sustainable organization that meets its business targets.

Training

“Training” is an event or group of events designed to meet specific objectives, and can be viewed as a subset of the development process. In terms of training and development, training refers to the competencies (e.g., skills, knowledge, attitudes, motives and beliefs) required by a person to do his / her job now.