Elaine's Glossary[1] for New Trainers

A

Accelerated Learning (AL) is the practice of using a multimodal, multisensory approach to instruction to make learning more efficient. It's accomplished by honoring the different learning preferences of each learner and using experiential learning exercises (such as role plays, mnemonics, props, and music).

Active Learning is an approach that ensures that participants are actively involved in the learning process. It is based on cooperative learning, in which participants learn from each other in pairs or small groups. Some examples of active training include group discussions, games, simulations, and role plays.

ADDIE is an instructional systems development model composed of five phases: analysis, design, development, implementation, and evaluation.
- **Analysis** is the process of gathering data to identify specific needs—the who, what, where, when, and why of the design process.
- **Design** is the planning stage.
- **Development** is the phase in which training materials and content are selected and developed based on learning objectives.
- **Implementation** occurs when the course is delivered, whether in person or electronically.
- **Evaluation** is the ongoing process of developing and improving instructional materials based on feedback received during and following implementation.

Adult Learning Theory encompasses the collective theories and principles of how adults learn and acquire knowledge. Popularized by Malcolm Knowles, adult learning theory provides the foundation that learning and development professionals need to meet learning needs in the workplace.

Affective Learning is the acquisition of knowledge based on Benjamin Bloom's taxonomy in which he identified three learning domains: cognitive, affective, and psychomotor. Affective refers to the learners outlook, attitude, or mindset.

After Action Review (AAR) was first developed by the U.S. Army to allow individuals to learn for themselves after an action what happened, why, and how to improve performance.

Andragogy (from the Greek meaning "adult learning") is the adult learning theory developed by Malcolm Knowles based on five key principles that influence how adults learn: self-concept, prior experience, readiness to learn, orientation to learning, and motivation to learn.

Appreciative Inquiry (AI) is an approach that involves the analysis of positive and successful (rather than negative or failing) operations using a 4-D cycle (discovery, dream, design, destiny) to identify areas for improvement, analyze previous successes, search for solutions, and develop an action plan.

Areas of Expertise (AOEs) are specialized, functional knowledge and skill sets needed for a particular job or industry. In this case, 10 AOEs were identified for the T&D profession.

ASTD Competency Model is an occupation-wide model that identifies the knowledge, skills, and behaviors necessary to be a successful performer in the T&D field.

Asynchronous Training or Learning is learning in which the trainer and the learner do not participate simultaneously; for example, asynchronous e-learning.

Augmented Reality uses digital technology to add information to a real-world environment whose elements are supplemented by computer-generated input such as sound, video, graphics or GPS data.

B

Behaviorism is an approach to psychology focused on observable and measurable behavior. It is usually associated with psychologist and author B.F. Skinner.

Benchmarking is an evaluation of one's own practices and comparison with other companies' practices.

Best Practices are techniques that constitute a paradigm of excellence in a particular field.

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[1] Some definitions adapted from ***ASTD Handbook the Definitive Reference for Training and Development***, E. Biech, ed. 2014.

Blended Learning is the practice of using several media in one curriculum. It typically refers to the combination of classroom instruction and any type of training that includes use of online resources.

Bloom's Taxonomy, developed by Benjamin Bloom, consists of the three learning outcomes based on three domains: cognitive (knowledge), psychomotor (skills), and affective (attitude), referred to as KSAs.

Brainstorming is a group process for generating ideas in an uninhibited manner.

Business Case is the justification of value added for any organization, program, project, or initiative.

Buzz Groups are small groups of learners assembled to discuss specific issues, problems or situations within a short stated timeframe.

C

Case Study is a learning method in which a real or fictitious situation is presented for analysis and problem-solving.

Coaching is a process, in which a more experienced person, or coach, provides an employee with constructive advice and feedback with the goal of improving performance.

Cognition is a group of mental processes that includes attention, memory, producing and understanding language, learning, reasoning, problem solving, and decision making.

Cognitive Load refers to mental work imposed on working memory which may help or impede learning.

Cognitivism is a theory which attempts to answer how and why people learn by attributing the process to cognitive activity. It is the "tell" approach to learning, based on the theory that learning occurs through exposure to logically presented information, usually involving lecture. It can also include diagrams, videos, films, panels, class presentations, interviews with SMEs, readings, debates, and case studies.

Community of Practice (CoP) is a group of people who share a common interest in an area of competence and who share the experiences of their practice.

Competencies include the knowledge, skills, and behaviors necessary to successfully perform key work functions in a job, industry, or occupation.

CPLP (Certified Professional in Learning and Performance) is a professional credential offered by the ASTD Certification Institute to training and development professionals.

D

Double-Loop Learning is to change underlying values and assumptions as decision making progresses. People often refer to this act as reframing or changing the context.

E

eLearning is a term covering a wide set of applications and processes, such as web-based learning, computer-based learning, virtual classrooms, and digital collaboration. Delivery of content may take place via the Internet, intranet or extranet (local area network [LAN] or wide area network [WAN]), audio- and videotape, satellite broadcast, interactive television, CD-ROM, and more.

Emotional Intelligence is an "eighth intelligence" based on Gardner's multiple intelligence theory, which suggests an ability to accurately identify and understand one's own emotional reactions and those of others. The theory was popularized by Daniel Goleman in the 1990s in his book, *Emotional Intelligence*.

Evaluation of training is a multilevel, systematic method for gathering information about the effectiveness and effect of training programs. Results of the measurements can be used to improve the offering, determine whether the learning objectives have been achieved, and assess the value of the training to the organization. Evaluation is often conducted on four levels.

- **Level 1: Reaction** is the first level of Kirkpatrick's Four-Level Evaluation Model. It measures participants' reaction to and satisfaction with a training program.

- **Level 2: Learning** is the second level of Kirkpatrick's Four-Level Evaluation Model. It determines whether participants learned what was intended for them to learn as a result of a training session. It measures the participant's acquisition of cognitive knowledge or behavioral skills.

- **Level 3: Behavior** is the third level of Kirkpatrick's Four-Level Evaluation Mode. It measures the degree to which training participants are able to transfer their learning to the workplace.
- **Level 4: Results** is the fourth level of Kirkpatrick's Four-Level Evaluation Model. It measures the effect of the learning on organizational performance.

Evidence-Based Training is a process of making decisions regarding the design, development, and delivery of training on data rather than opinion or tradition.

Experiential Learning Activities (ELAs) are a way of learning that emphasizes experience and reflection and uses an inductive learning process that takes the learner through five stages: experiencing, publishing, processing, generalizing, and applying.

F

Facilitation in the training field refers to the work of the person or trainer who guides or makes learning easier, both in content and in application of the content to the job.

Flipped Classroom is a form of blended learning in which new content is learned independently online, by watching video lectures, or reading, followed by more personalized guidance and interaction with the trainer instead of lecturing.

Force Field Analysis is a diagnostic tool developed by Kurt Lewin to assess two types of forces related to introducing change in organizations: driving and restraining. Driving forces are those that help implement the change, whereas restraining forces are those that will get in the way of the change.

Formal Learning is planned learning that derives from activities within a structured learning setting.

G

Gagne's Nine Events of Instruction were developed by Robert Gagne, a pioneer in the field of instructional design. His nine events of instruction are meant to help ensure that learning occurs.

Gardner, Howard developed the Multiple Intelligence Theory which states there's no single way in which everyone thinks and learns. Gardner devised a list of intelligences: linguistic/verbal, logical/mathematical, spatial/visual, bodily/kinesthetic, musical, interpersonal, intrapersonal, naturalistic, existential, and emotional. These intelligences in different combinations make up a person's learning style.

H

Horizontal Development refers to adding more knowledge, skills, and competencies. It is about what you know and is measured through 360 degree feedback.

Human Performance Improvement (HPI) is a results-based, systematic process used to identify performance problems, analyze root causes, select and design actions, manage solutions in the workplace, measure results, and continually improve performance in an organization. It is based on open systems theory, or the view that any organization is a system that absorbs environmental inputs, uses them in transformational processes, and produces outputs.

Human Resource Development (HRD) is the term coined by Leonard Nadler to describe the organized learning experiences of training, education, and development to improve employee performance or personal growth; another name for the profession called training or training and development.

I

Icebreakers are activities conducted at the beginning of training programs that introduce participants to one another, may introduce content, and in general help participants ease into the program.

Individual Development Plans (IDPs) are plans for improvement in a current job or for job advancement. These plans may or may not be tied to a performance appraisal system; however, a good plan usually is integrated with a performance appraisal.

Informal Learning describes learning that occurs outside a structured program or class. It happens in everyday life and on the job through observing others, trial-and-error, and talking and collaborating with others. The broad category of informal learning can include social learning, but some instances of informal learning are not social—for example, studying and reading.

Instructional Systems Design (ISD), sometimes referred to as instructional systems development, is a systems approach to analyzing, designing, developing, implementing, and evaluating any instructional experience based on the belief that training is most effective when it gives learners a clear statement of what they must be able to do as a result of training and how their performance will be evaluated.

J

Job Aids provide guidance about when and how to carry out tasks and steps. Job aids, also known as Performance support, reduce the amount of recall needed and minimize error. Tasks performed infrequently, or tasks that are highly complex or likely to change, or involve a high probability of error are good candidates for job aids. Job aids often take the form of checklists, video demonstrations, or audio instruction.

K

Kirkpatrick, Donald, a pioneer of training evaluation, first postulated his evaluation model in the 1950s. The model has four levels of evaluation: reaction, learning, behavior, and results. (See also *Evaluation.*)

Knowledge relates to the cognitive abilities a person needs to be able to carry out a job. Knowledge involves the development of intellectual skills.

Knowledge Management (KM) is the explicit, systematic organization of intellectual capital and organizational knowledge as well as the processes of creating, gathering, organizing, disseminating, leveraging, and using intellectual capital for improving the organization and the individuals in it.

Knowles, Malcolm is considered the father of adult learning theory. He defined six assumptions about adult learning and published *The Adult Learner: A Neglected Species* in 1973.

KSA is an abbreviation standing for two different things, depending on who is using it: (1.) Knowledge (cognitive), skills (psychomotor), and *attitude* (affective) are the three objective domains of learning defined by Benjamin Bloom's taxonomy in the 1950s. Bloom's classification of learning objectives is used in education and training to determine the goals of the educational process. (2.) Knowledge, skills, and *ability* are the KSAs used by the U.S. Federal Government and some private hiring agencies to distinguish qualified from unqualified candidates.

L

Learner-centric occurs when trainers ensure that the learner is the center of the training; focused on the participants.

Learning Management System (LMS) is software technology for delivering online courses or training to learners while performing learning management functions such as creating course catalogs, keeping track of learners' progress and performance across all types of training, and generating reports. An LMS is not used to create course content. That work is performed using an LCMS.

Likert Scale is a linear scale used in data collection to rate statements and attitudes; for example, respondents receive a definition of the scale from 1 to 10.

M

Mager, Robert developed behavioral learning objectives with three elements: what the worker must do (performance), the conditions under which the work must be done, and the standard or criterion that is considered acceptable performance.

Maslow's Hierarchy of Needs was introduced by Abraham Maslow in 1954 in his book *Motivation and Personality*. Maslow contended that people have complex needs, which they strive to fulfill and which change and evolve over time. He categorized these needs as physiological, safety/security, social/belongingness, esteem, and self-actualization. Maslow contends that basic needs have to be satisfied before a person can focus on growth.

Mentoring is the career development practice of using an experienced person or group to share wisdom and expertise with a protégé over a specific period of time. There are three common types of mentoring: one-on-one, group, and virtual.

Micro Learning is a way of delivering content to learners in small, very specific bursts. The learners are

in control of what and when they're learning.

mLearning or Mobile Learning takes place via such wireless devices as smartphones, tablets, or laptop computers.

MOOC is the acronym for Massive Open Online Class, offered by academia or private industry online.

Multi-Rater Feedback is another name for **360-Degree Feedback Evaluation** which is feedback from superiors, direct reports, peers, and internal and external customers on how a person performs in any number of behavioral areas.

N

Neuroscience is any of the sciences, such as neurochemistry and experimental psychology, which deal with the structure or function of the nervous system and brain. It is often confused with cognitive science.

O

Onboarding, or *new employee orientation*, refers to the process by which new employees acquire the necessary knowledge, skills, and behaviors to become effective members in their organizations.

Organizational Culture is the unspoken pattern of values that guide the behavior, attitudes, and practices of the people in an organization.

Outsourcing Training refers to using resources or products external to an organization to meet its learning requirements.

P

Pedagogy is the art or practice of teaching and often refers to teaching children. Pedagogy focuses on the skills teachers use to impart knowledge and emphasizes the role of the teacher. It is contrasted with andragogy, the teaching of adults. In andragogy the focus is on the learner who is assumed to be self-directed and motivated to learn in order to perform a task. (See also *Andragogy*.)

Performance describes the execution and accomplishment of some activity; it is not an adjective that describes the action itself.

Performance Support is a storage place for task-specific information, other than memory, that is available just in time at the point of need and may also be called a job aid.

Personal Learning Network (PLN) is an informal network of people seeking knowledge or willing to share knowledge in a particular subject area. Members of a PLN enjoy a mutually beneficial relationship. They may be inside or outside each other's work group or company.

Phillips, Jack and Phillips, Patricia developed a model for measuring the return on investment or ROI of training programs.

Project Management is the planning, organizing, directing, and controlling of resources for a finite period to complete specific goals and objectives.

R

Rapid Instructional Design (RID) is a collection of strategies for quickly producing instructional packages to enable a group of learners to achieve a set of specific instructional objectives.

Role Play is an activity in which participants act out roles, attitudes, or behaviors that are not their own to practice skills or apply what they have learned. An observer may provide feedback to those in character.

S

SAM is a**n acronym that stands for**

Single-Loop Learning refers to a type of learning in which people learn and use new skills for necessary but incremental change.

Skills refer to proficiency or dexterity that is acquired or developed through training or experience.

SMART is the acronym used as a reminder to the requirements of a well-written objective: specific, measurable, achievable, relevant, and time-bound.

Smile Sheet is a nickname for the form used in Level 1 evaluation of instructors and training classes.

Social Learning refers to learning that occurs through interacting with and observing others. It is often informal and unconscious, and often happens as an organic result of living and moving in the world.

Stakeholder is an individual or group who has an interest in the outcome of a project or program.

Strategic Planning is the process that allows an organization to identify its aspirations and future challenges, clarify and gain consensus around a business strategy, communicate the strategy throughout the organization, align departments and personal goals with the overarching organizational strategy, and identify and align strategic initiatives. This process is often combined with long-term (five- to 10-year) planning initiatives.

SWOT stands for strengths, weaknesses, opportunities, and threats and represents a technique used by organizations, departments, and even individuals to assess themselves prior to planning for the future.

Subject Matter Expert (SME) is a person who has extensive knowledge and skills in a specific topic.

Succession Planning is the process of identifying key positions, candidates, and employees to meet the challenges that an organization faces in the short and long term.

Synchronous Learning occurs when the trainer and the learner participate in the training at the same time. It is most often used when discussing web-based training, which can be synchronous or asynchronous.

T

T&D refers to training and development.

Tacit Knowledge (opposed to explicit knowledge) is the kind that is difficult to transfer to another person by means of writing it down or verbalizing it. It is personal knowledge gained through experience.

Training is the process that occurs when trainers or facilitators help individuals improve performance by teaching, instructing, or facilitating learning.

Training Needs Assessment is the process of collecting and synthesizing data to identify how training can help an organization reach its goals.

Triple-Loop Learning refers to a type of learning in which people make fundamental shifts about how they view themselves and willingly alter their beliefs about themselves and the world (transformational).

TTT is often used as a shortcut for "train the trainer."

V

Vertical Development refers to advancement in a person's thinking capability or how one thinks. The outcome of vertical stage development is the ability to *think* in more complex, systemic, strategic, and interdependent ways.

Virtual Classroom is an online learning space where learners and instructors interact.

Virtual Reality (VR) is computer-based technology that gives learners a realistic, three-dimensional, interactive experience. This powerful tool enhances learning by allowing students to perform skills in a realistic, engaging simulation of a real-life environment.

W

WIIFM is Internet slang for "What's in it for me?" Used by trainers at the start of a program to promote learners' interest in its content.

Workplace Learning and Performance (WLP) is a term for the professions of training, performance improvement, employee development, and workplace education. Collectively, this profession is more commonly known as training and development (T&D).