

Key terms

Below are some key terms used in this book and their definitions:

Client	The client is the primary contact in the company or organization requesting the learning or training solution.
Coach	A coach is an advisor who helps someone improve skills and performance related to a specific set of tasks by providing guidance and feedback. A coach usually develops a short-term and highly structured action/task-oriented relationship that focuses on specific development areas or issues that contribute to improving specific performance goals. A coach tends to ask questions that prompt the person to find the most appropriate answers.
Competencies	<p>Competencies refer to interrelated knowledge, skills, attitudes, and values for performing effectively in a particular area. For a performance and learning professional, there are seven key and inter-related competencies: <i>Partnering with Clients</i>, <i>Assessing Performance Needs</i>, <i>Designing Curricula</i>, <i>Designing Learning Experiences</i>, <i>Facilitating Learning</i>, <i>Supporting the Transfer of Learning</i>, and <i>Evaluating Learning</i>.</p> <p>These competencies are also referred to as project lifecycle phases. This is because they align with the tasks a professional undertakes to develop, deliver, and manage a performance improvement product or service.</p>
Curricula	Curricula can be used interchangeably with “program.” Curricula refers to the framework for a set of interrelated learning experiences and accompanying materials designed to build capacity over the medium to long term, among a variety of participants.
Fragile and conflict-affected situations (FCS)	Fragile and conflict-affected situations suffer from ongoing conflict or the legacy of past violence, and face serious economic challenges, including damaged infrastructure, small private sectors, and weak regulatory environments and institutions. Entrepreneurs in fragile and conflict-affected situations often struggle to access capital and training.
Gender-inclusive program	<p>The term “gender-inclusive” refers to programs that are open to both men and women, but are designed to overcome any barriers to women’s full participation. Implementing gender-inclusive skills building programs is a powerful way to promote gender equality and eradicate gender bias.</p> <p>Gender equality is not only a social and moral imperative, but also an economic necessity. A World Bank study found that countries across the world are losing \$160 trillion in wealth because of differences in lifetime earnings between women and men. Companies, however, are realizing that closing gaps between women’s and men’s economic participation drives the growth of businesses and economies and improves the lives of families and communities.</p>
Learning experiences	Learning experiences are self-contained lessons that are intended to help a well-defined audience achieve a particular learning objective over a brief period of time (for example, minutes, hours, or days). These may use: e-learning, m-learning, instructor-led training, videos, games, simulations, audio podcasts, social media, discussion forums, chat rooms, infographics, job aids, checklists, blog posts, readings, quizzes and flashcards.

Mentor	A mentor is an advisor with deep experience or organizational knowledge. The mentor offers professional and personal support and guidance to help individuals improve their overall performance and prepare for future roles. A mentor usually develops longer-term, less-structured relationships and generally takes a broader focus than a coach. A mentor tends to share wisdom, professional experiences, or professional contacts.
MSMEs	Micro, small, and medium enterprises range from solo entrepreneurs (male and female) through companies of about 100 employees. MSMEs are particularly important in emerging markets, where they generate much-needed income and create between 70 percent and 95 percent of new employment opportunities. The term may also encompass farmers and is sometimes interpreted more broadly to include potential entrepreneurs for example, unemployed youth and refugees. In the context of performance improvement initiatives, micro, small, and medium enterprises may also represent learners, recipients, or beneficiaries.
Performance	Performance refers to behaviors that produce measurable results and that indicate progress towards—or achievement of—an outcome.
Performance and learning professional (training professional)	In this document, a performance and learning professional is referred to as a training professional who provides performance improvement services to clients. Professionals in this field may serve in a variety of roles: administrators who oversee learning and development teams, trainers, coaches, instructional designers who design and develop learning experiences in a variety of media, project managers who oversee large training efforts, managers, relationship managers or learning consultants who assess a situation and suggest whether or not learning can address it and serve as a bridge between business leaders and the learning function within an organization, and evaluators who assess the effectiveness of learning experiences.
Performance improvement	A strategic process that produces business results by maximizing the performance/ behavior of people and organizations. This process usually includes training in requisite skills and knowledge and may also include other factors that influence performance. They include coaching and reinforcement, creating incentives, streamlining work systems and processes, giving access to information, and enhancing workplace culture.
Performance improvement solutions	At their core, performance improvement solutions help individuals to develop the skills, knowledge, and attitudes needed to accomplish certain goals. These solutions ensure participants have the resources required to perform these skills. When many individuals strengthen their individual performance, the organization that sponsored the learning or other performance solution realizes a broader goal of its own and achieving that ideal has an impact on its overall results.
Sponsor	A sponsor refers to the person paying for the work: that is, the one who can authorize or stop payment for a project. This is usually a senior executive with whom the performance and learning team has limited interaction.
Stakeholder	A more general term that refers to anyone who impacts, is impacted by, or believes themselves impacted by a project or system for developing skills of micro, small, and medium enterprises in emerging markets, for example, international organizations such as IFC and International Labour Organization, development agencies, aggregators, including corporations and banks, performance improvement professionals themselves, and recipients of professional services, such as micro, small, and medium enterprises.
Subject matter experts	Subject matter experts are those who contribute content and review drafts of materials because of their knowledge, skills, and experience related to the desired performance outcomes. These people are sometimes also called industry specialists.