

atd 24

NEW ORLEANS
MAY 19-22

Insights Into the Capabilities of Talent Development Professionals





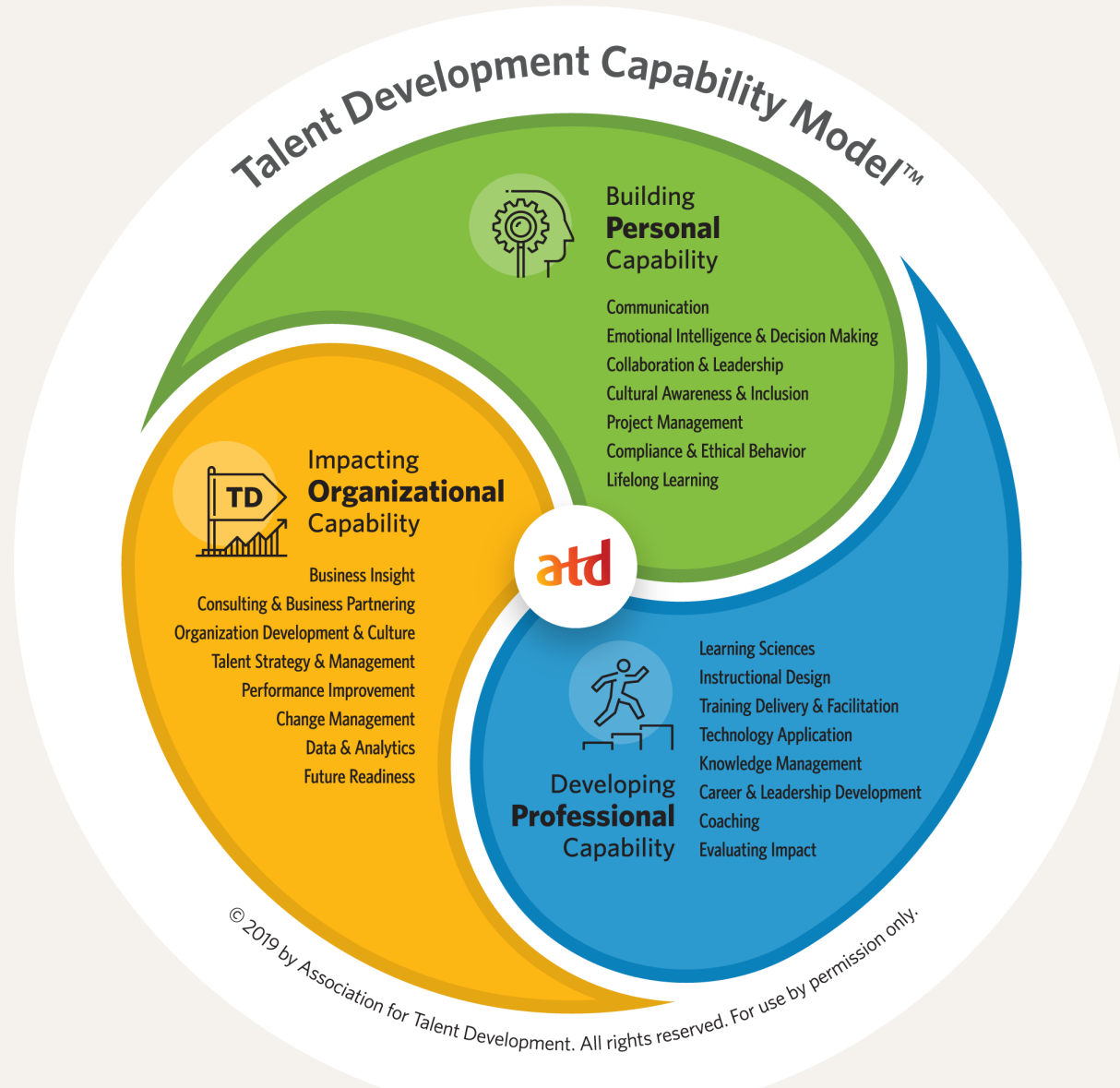
SPEAKER: **Morgean Hirt, ICE-CCP**
Director of Credentialing, ATD

CONTACT: mhirt@td.org

capabilitymodel@td.org

td.org/capability-model

What Is the Talent Development Capability Model?



2019 Study Results – Importance of Skills

1. **Communication**
2. **Lifelong Learning**
3. **Training Delivery and Facilitation**
4. **Emotional Intelligence & Decision Making**
5. **Instructional Design**



2019 Study Results – Least Important Skills

19. Coaching

20. Technology Application

21. Evaluating Impact

22. Data & Analytics

23. Career and Leadership Development



2019 Study - Least Likely to Increase in Importance

- Learning Sciences
- Training Delivery & Facilitation
- Communication
- Lifelong Learning
- Emotional Intelligence & Decision Making

2021 Pulse Survey -TOP 5 in Increased Importance

Capability	% Indicating Increase in Importance
Communication	83%
Technology Application ↑	81%
Emotional Intelligence & Decision Making	75%
Cultural Awareness & Inclusion	74%
Change Management	69%

Data & Analytics = 58% ↑

Career & Leadership Development = 50% ↑



Talent Development Capability Model™



Building Personal Capability

- Communication
- Emotional Intelligence & Decision Making
- Collaboration & Leadership
- Cultural Awareness & Inclusion
- Project Management
- Compliance & Ethical Behavior
- Lifelong Learning



Impacting Organizational Capability

- Business Insight
- Consulting & Business Partnering
- Organization Development & Culture
- Talent Strategy & Management
- Performance Improvement
- Change Management
- Data & Analytics
- Future Readiness



Developing Professional Capability

- Learning Sciences
- Instructional Design
- Training Delivery & Facilitation
- Technology Application
- Knowledge Management
- Career & Leadership Development
- Coaching
- Evaluating Impact

© 2019 by Association for Talent Development. All rights reserved. For use by permission only.

Current Self-Assessment Data Overview

5-point proficiency scale

- Exploring - 0%
- Informed – 25%
- Capable – 50%
- Advanced – 75%
- Expert – 100%

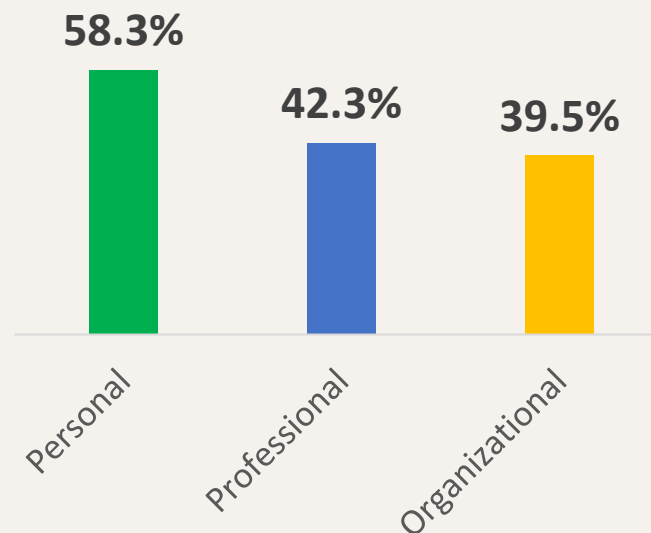


32,600 users

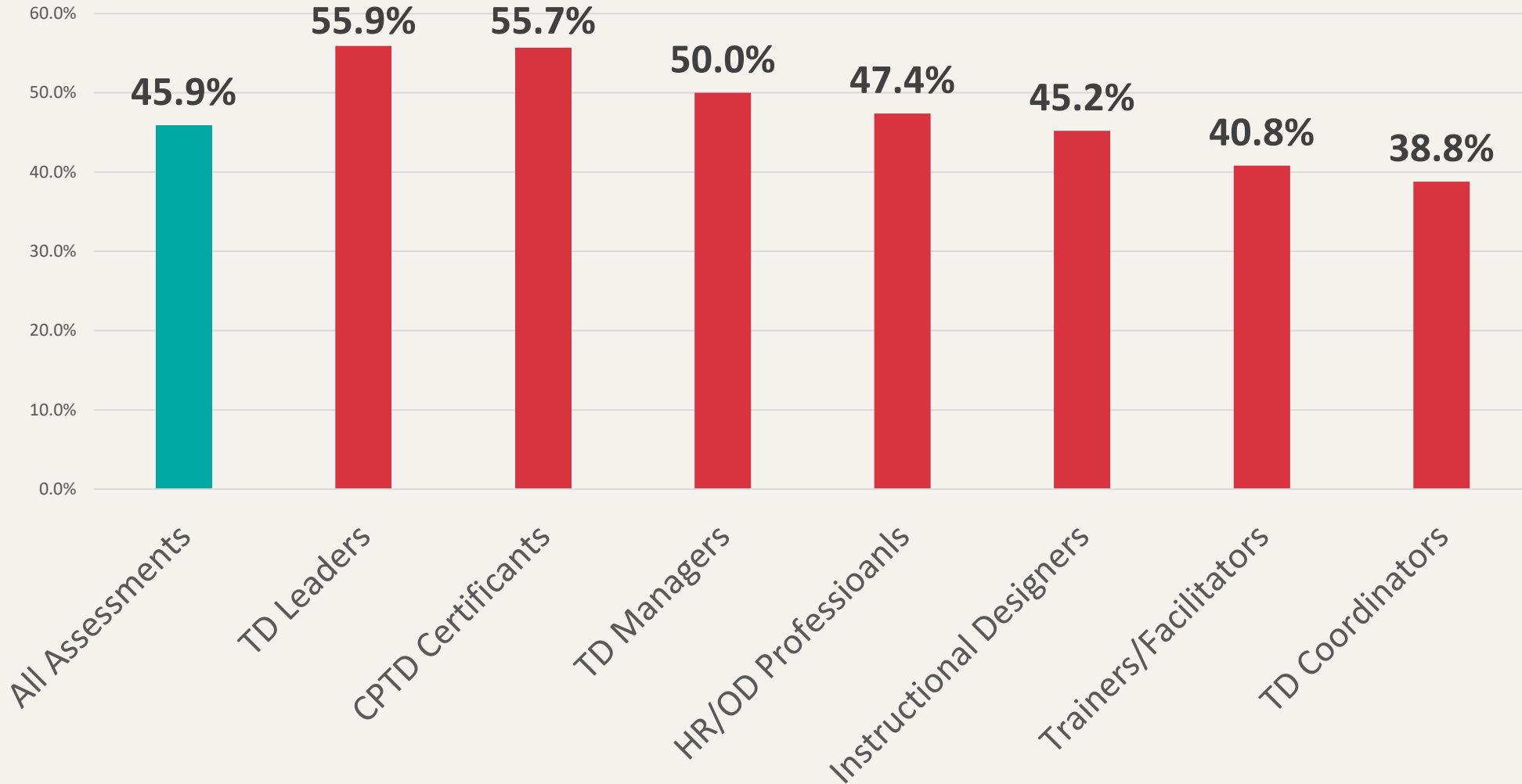
45.9% average
overall proficiency
score

Proficiency Highlights

156 countries

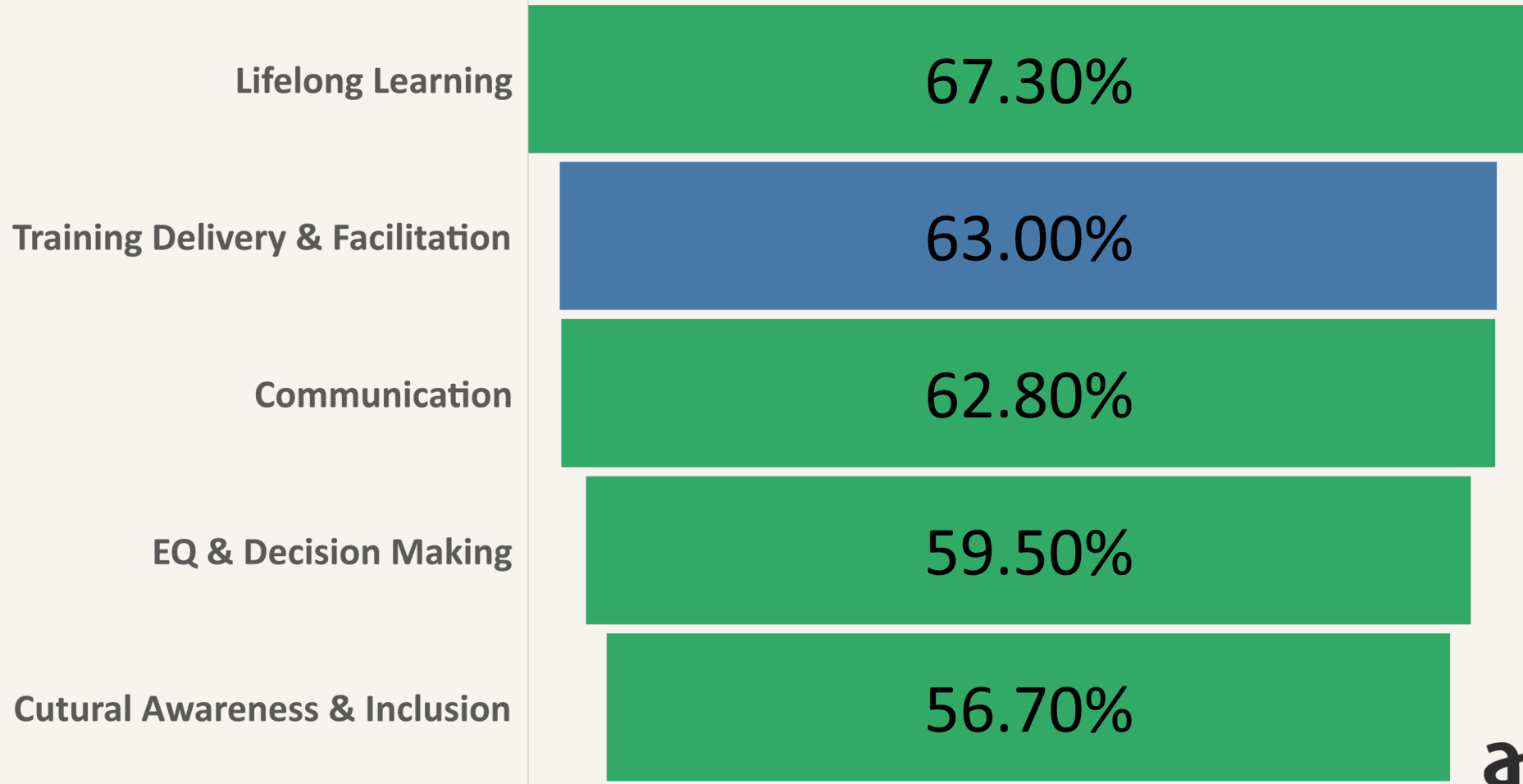


Average Overall Proficiency Score of Various Role Groups



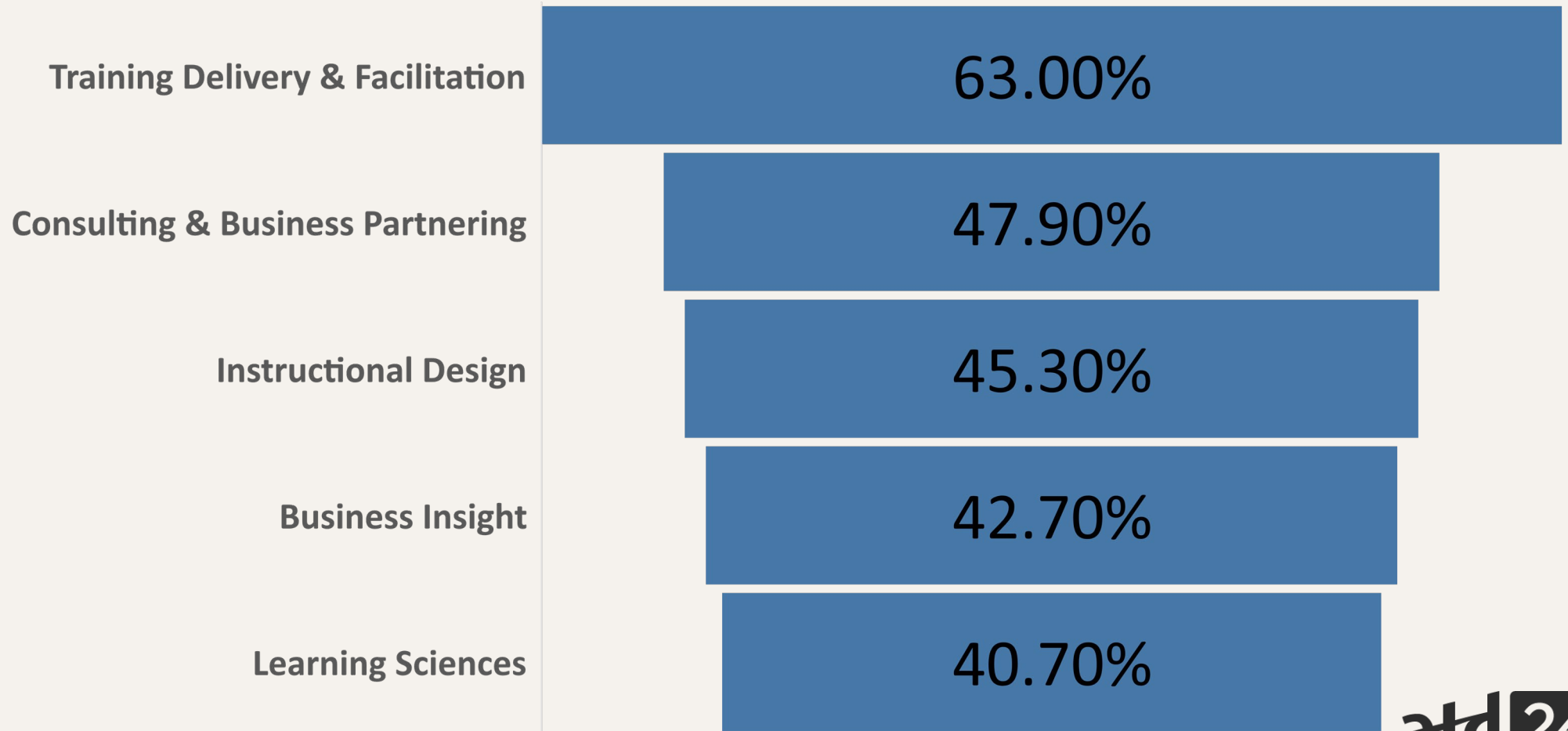


Areas of Highest Proficiency





Areas of Highest Proficiency – No Personal Capabilities



Areas of Lowest Proficiency

Career & Leadership Dev

37.40%

Technology Application

36.30%

Talent Strategy & Mgmt

36.20%

Change Management

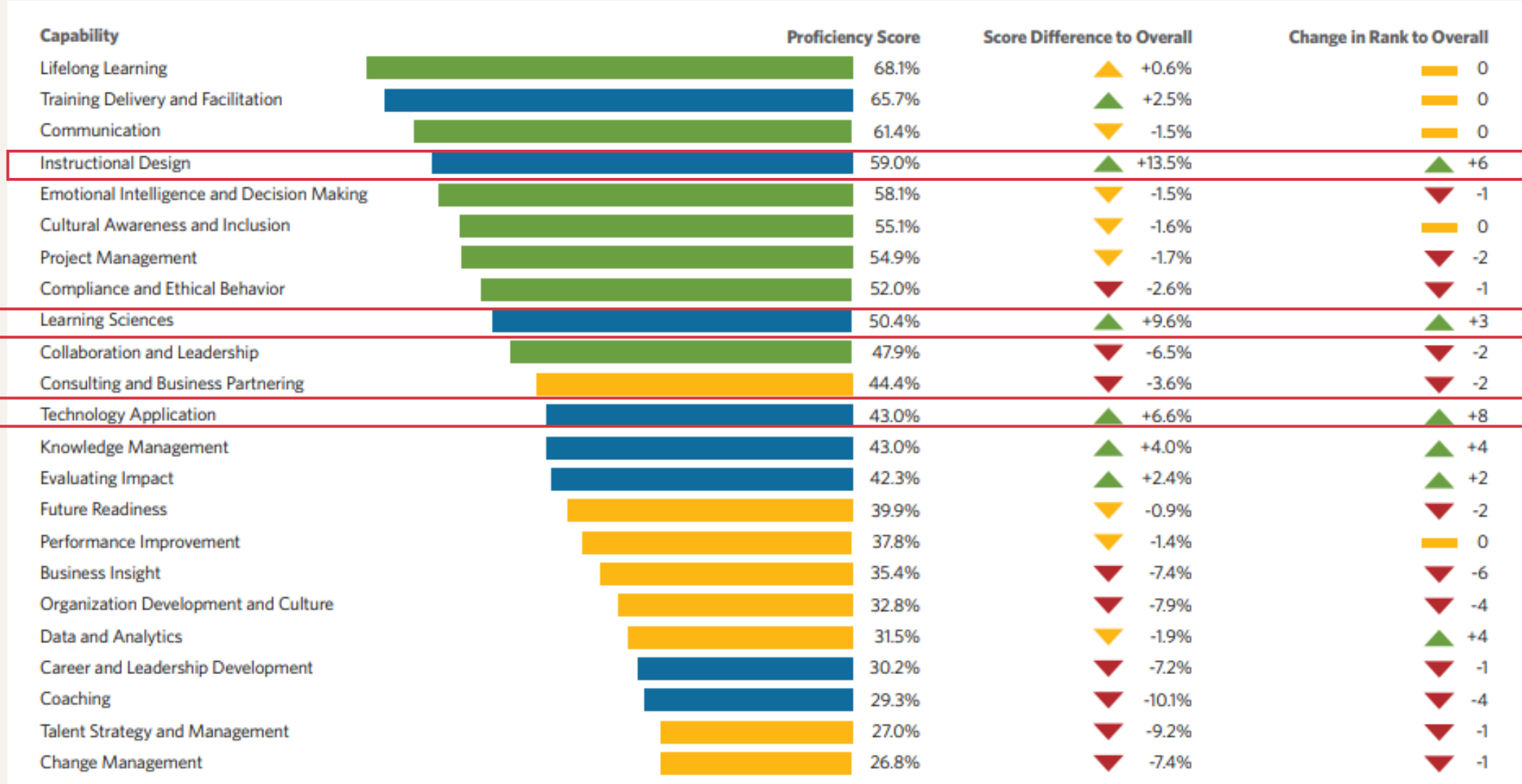
34.10%

Data & Analytics

33.40%



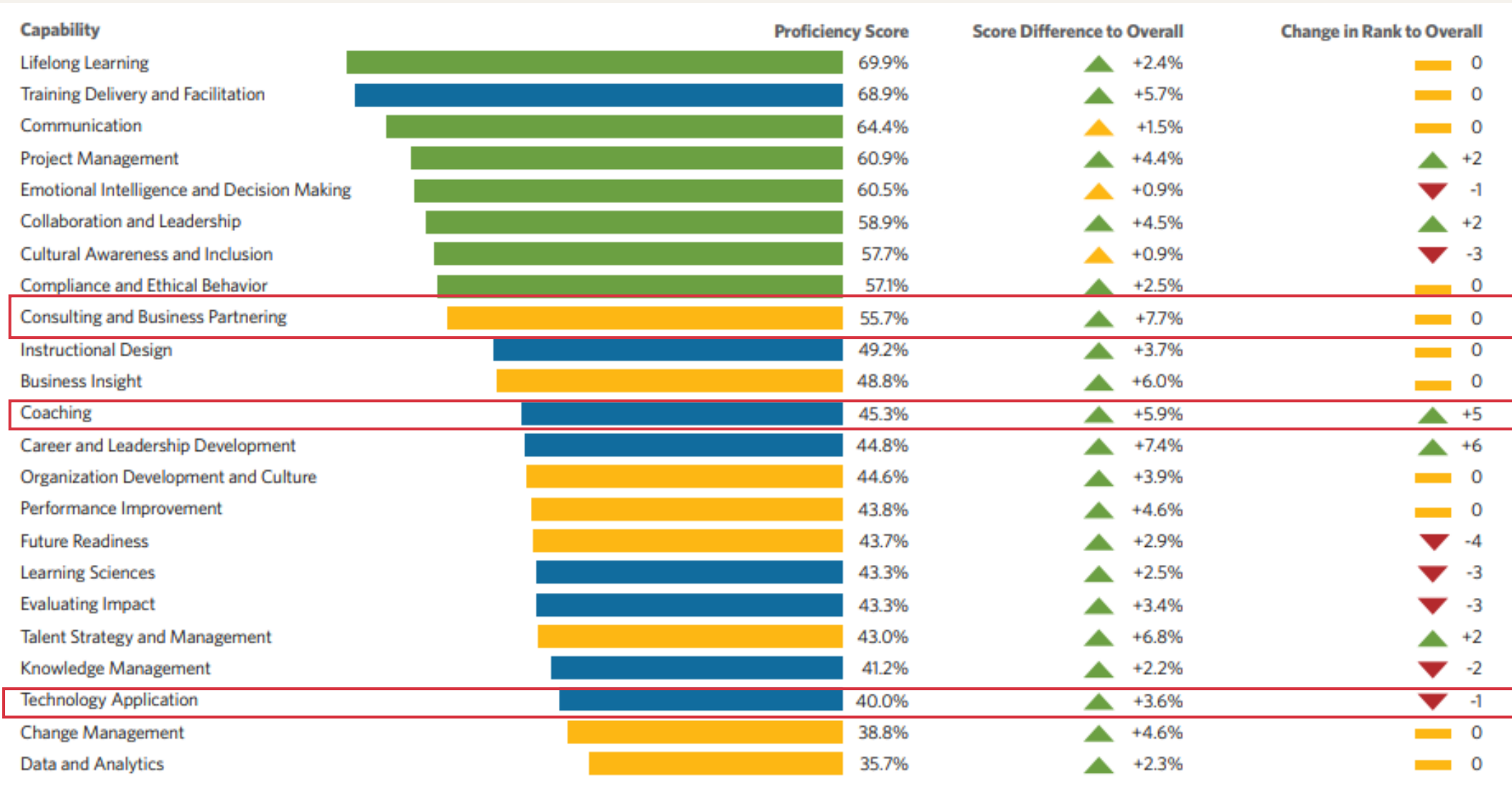
Instructional Designers



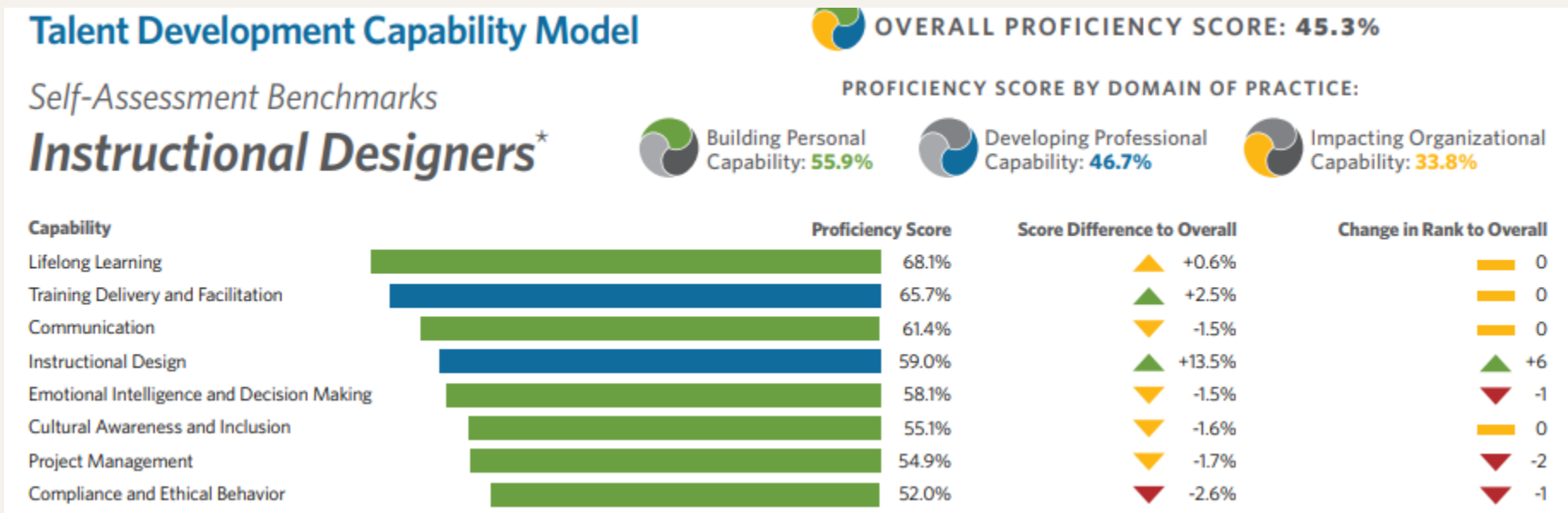
Trainers/Facilitators

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	63.1%	▼ -4.4%	0
Training Delivery and Facilitation	61.3%	▼ -1.9%	0
Communication	61.0%	▼ -1.9%	0
Emotional Intelligence and Decision Making	56.7%	▼ -2.9%	0
Cultural Awareness and Inclusion	54.4%	▼ -2.4%	0
Compliance and Ethical Behavior	51.5%	▼ -3.1%	▲ +1
Collaboration and Leadership	50.6%	▼ -3.8%	▲ +1
Project Management	50.1%	▼ -6.4%	▼ -2
Consulting and Business Partnering	40.9%	▼ -7.1%	0
Business Insight	38.1%	▼ -4.7%	0
Instructional Design	38.0%	▼ -7.5%	0
Coaching	36.8%	▼ -2.6%	▲ +5
Organization Development and Culture	36.1%	▼ -4.6%	▲ +1
Future Readiness	34.9%	▼ -5.9%	▼ -2
Learning Sciences	34.8%	▼ -6.0%	▼ -2
Knowledge Management	34.6%	▼ -4.4%	▲ +2
Evaluating Impact	33.6%	▼ -6.3%	▼ -3
Performance Improvement	33.5%	▼ -5.7%	▼ -1
Career and Leadership Development	31.7%	▼ -5.7%	0
Talent Strategy and Management	30.4%	▼ -5.8%	▲ +1
Technology Application	30.3%	▼ -6.1%	▼ -1
Change Management	28.7%	▼ -5.5%	0
Data and Analytics	28.5%	▼ -4.9%	0

Talent Development Managers



Quarterly Benchmarks



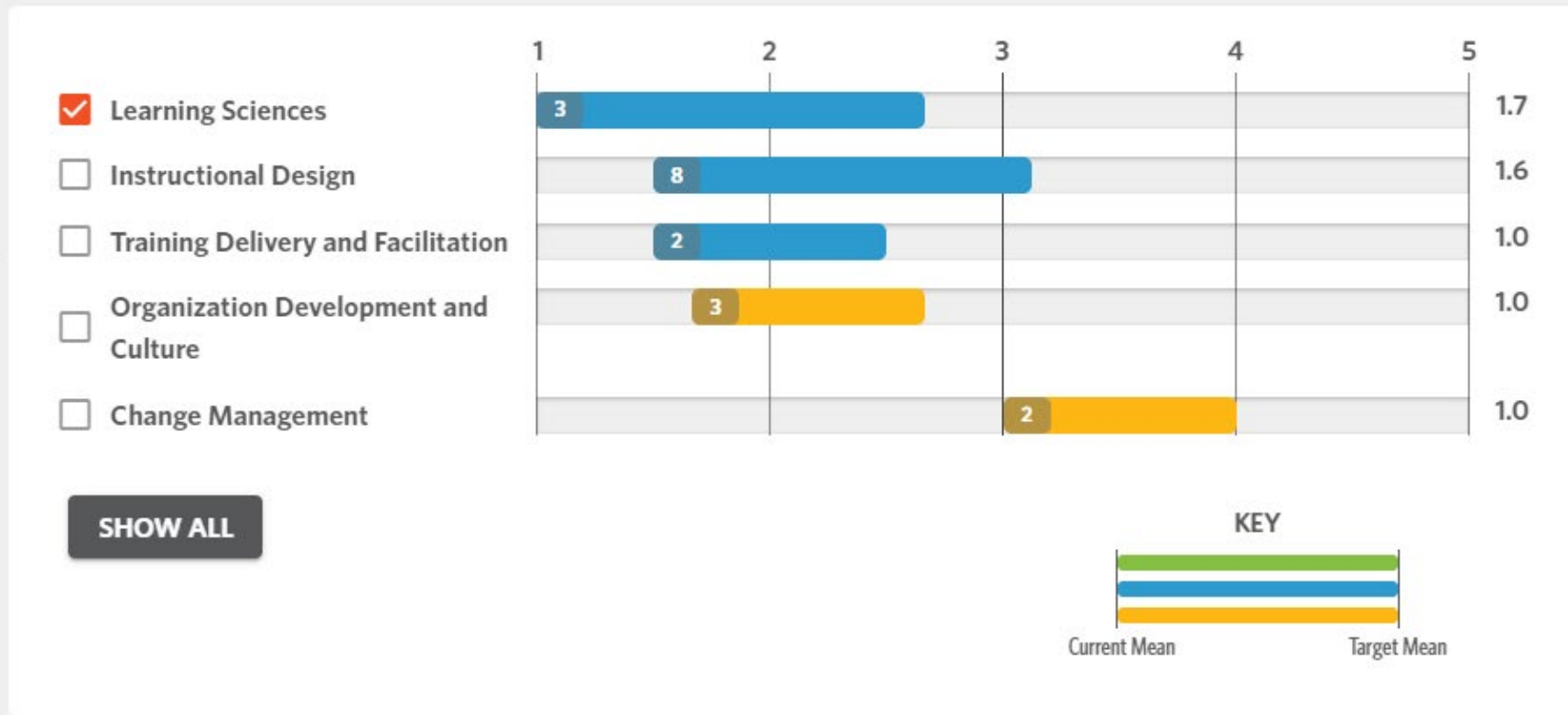
td.org/capability-model/benchmarks



Team Skills Gap Report



Identifying and Assigning Resources to Top Gaps



All Resources for: Learning Sciences



Course: Adult Learning: Theory To Practice
[See Details](#)

SHOW ASSIGNMENTS



Course: Cognitive Science In Learning
[See Details](#)

SHOW ASSIGNMENTS

2019 Study Results – Most Important Skills

1. Communication ✓
2. Lifelong Learning ✓
3. Training Delivery and Facilitation ✓
4. Emotional Intelligence & Decision Making ✓
5. Instructional Design ✓

2021 Pulse Survey & 2024 Pulse Survey – Will Increase in Importance

Capability

% Indicating Increase in Importance

Communication	83%
Technology Application	81%
Emotional Intelligence & Decision Making	75%
Cultural Awareness & Inclusion	74%
Change Management	69%

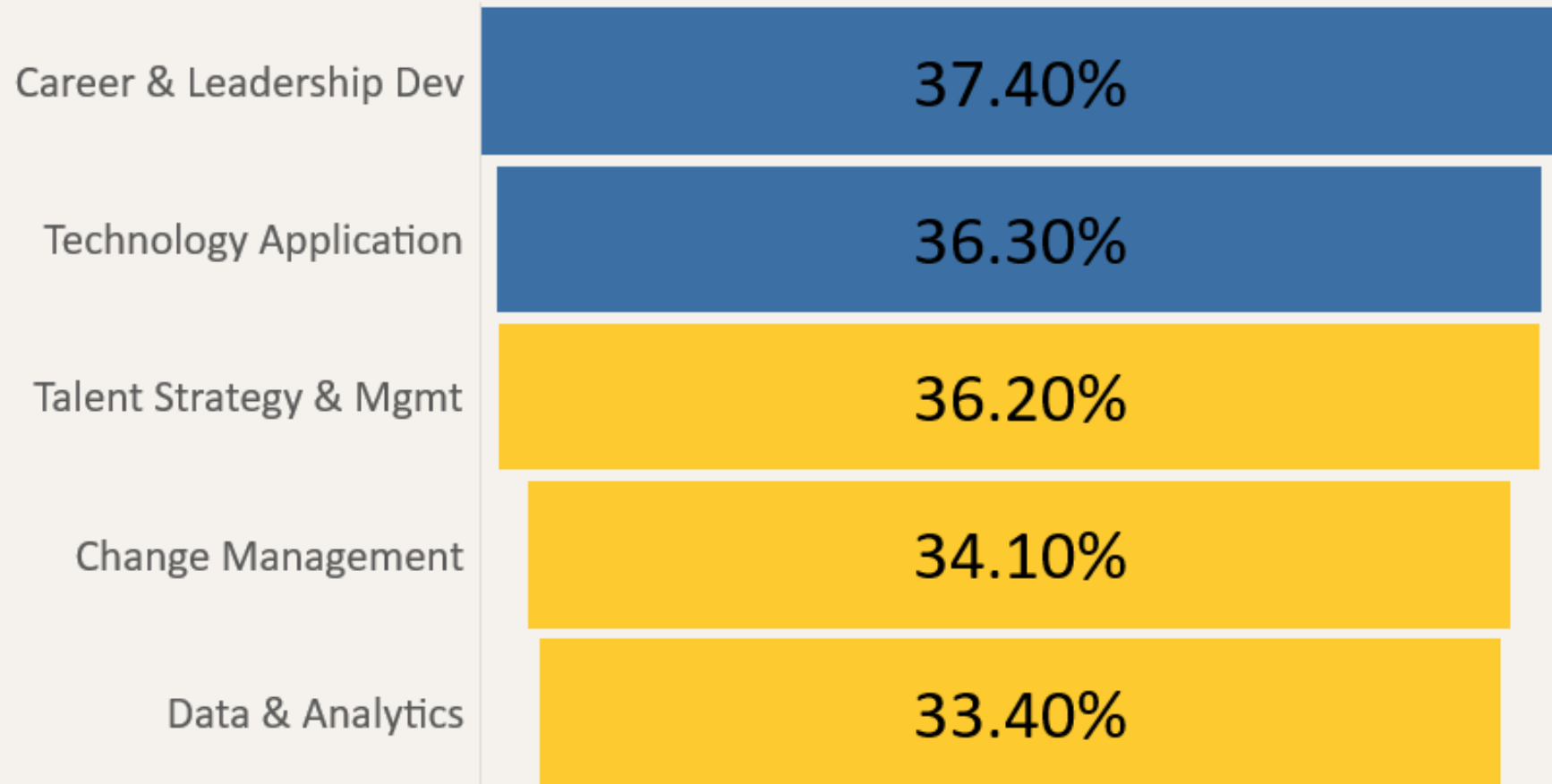
Capability

% Indicating Increase in Importance

Communication	83%
Technology Application	77%
Emotional Intelligence & Decision Making	71%
Collaboration & Leadership	71%
Future Readiness	65%



Areas of Least Proficiency





Career and Leadership Development



Career & Leadership Development

Skill in sourcing, designing, building, and evaluating leadership development experiences.

Knowledge of career models and paths such as vertical, horizontal, project-based, and matrix.

Technology Application



- Skills used in hiring/promotion for TD roles
- Most organizations report learning technology is extremely important to their overall strategy
- High performing organizations use a wider variety of formats and more likely to use technology to track impact



Technology Application

- AI-related knowledge and skills two lowest rated statements
- User interface design and testing usability are in bottom 10% of skills
- *Knowledge of functions, features, and limitations, and practical applications of technology that supports learning & TD*

Recommendations

- Complete your self-assessment
- Identify two capabilities as top priorities
- Encourage your team to complete the self-assessment
 - Use benchmarks to see how well your teams' skill sets stack up
- Consider how deepening your skills in one area can impact your entire TD practice

Thank you!

**For further questions:
Morgean Hirt – mhirt@td.org or reach out to
your Account Executive**