BUILDING A
TALENT DEVELOPMENT
STRUCTURE
WITHOUT BORDERS

CROSS-CULTURAL TRAINING OR ADAPTABILITY

SUCCESSION PLANNING

COMPENSATION AND BENEFITS

KNOWLEDGE MANAGEMENT

ORGANIZATIONAL EFFECTIVENESS

NEEDS ASSESSMENT

FOSTERING INNOVATION

HUMAN CAPITAL

PERFORMANCE MANAGEMENT

CAREER DEVELOPMENT

EXECUTIVE DEVELOPMENT

CHANGE MANAGEMENT

atd Association for Talent Development

PERFORMANCE IMPROVEMENT

TALENT MANAGEMENT

TALENT ACQUISITION

EMPLOYEE ENGAGEMENT

LEADERSHIP DEVELOPMENT

JOB SHADOWING OR JOB ROTATION

TALENT MOBILITY

ONBOARDING

TRAINING DELIVERY

COMPETENCY MODEL DEVELOPMENT

RECOGNITION AND REWARDS

INSTRUCTIONAL DESIGN

COMPLIANCE

MANAGING LEARNING PROGRAMS

COACHING

ORGANIZATIONAL DEVELOPMENT

LEARNING TECHNOLOGIES

PERFORMANCE CONSULTING

DIVERSITY AND INCLUSION

EVALUATING LEARNING IMPACT

RECRUITMENT

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FOREWORD

We are delighted to share the findings of this research with members of ATD and the broader global talent development community. We want to emphasize the key points of the research to answer the always-important questions in all research—"so what?" "then what?" "now what?"—as well as shed new light on the study's findings.

The talent development field has been undergoing a transformation for some time, as the results of this whitepaper illustrate. Today the profession has become more expansive to meet the needs of organizations addressing complex and fast-paced problems. Depicting the components of the field as a puzzle is appropriate because it reflects the industry's ability to meet the needs of people doing many kinds of work in a variety of settings. Gone are the days when workers were herded into classrooms and given one-size-fits-all training. In today's organizations, that is no longer enough because:

▶ Work and organizational needs change too rapidly.

▶ Work may be carried out by many kinds of individuals (temporary workers, vendors, consultants, full-time employees, and even customers, suppliers, or distributors).

▶ Workers are not always long-term.

▶ Work can be performed anywhere in the world.

▶ The value of communicating "old" knowledge must be weighed against the benefits of innovating and providing more practical and actionable knowledge.

This research highlights one of the most significant evolutions in talent development: The focus on effectively developing the individuals who are most important to the strategic success of organizations, both in the United States and globally. Although many academic and practitioner papers have attempted to define talent development, the viewpoints do not coalesce. Our aim in being part of this research is to bridge the scholarly literature from the talent development field with a practitioner's viewpoint and experience. We hope you enjoy the report.

William J. Rothwell   Aileen Zaballero   Angela L.M. Stopper
State College, PA   Atlanta, GA   Davis, CA

EXECUTIVE SUMMARY

Peter Drucker warned us: The shift to a knowledge society, in which brains would be more important than brawn, would transform the workplace. In his 1959 book, *Landmarks of Tomorrow*, the eminent management guru first described the rise of "knowledge work." He became convinced that knowledge was a more crucial economic resource than land, labor, or financial assets. A few years before his death in 2005, he stated that increasing the productivity of knowledge workers was "the most important contribution management needs to make in the 21st century."

As he and others predicted, the Knowledge Era transformed the nature of work, the competencies required to be good at it, and—importantly for our profession—how that skill and knowledge would be developed. It was the Knowledge Era that made talent the engine of business. And it was the Knowledge Era that transformed how that talent would be developed.

In today's knowledge economy, organizations need to build talent development structures that support the unique competency needs of their businesses. Recognizing the challenge this poses, the Association for Talent Development (ATD) and Rothwell & Associates (R&A) partnered to understand how organizations are structuring and aligning talent development. The purpose of this research is to describe the functions of talent development that organizations can use to build their own individualized talent development structures.

Building a Talent Development Structure

All organizations share a common goal of building a talent development structure that supports their unique competency needs. In *Building a Talent Development Structure Without Borders* (hereafter, the Study), ATD asked respondents to rate the centrality of each of 39 functions, based on ATD's Competency Study, to their talent development structures. These data were used to create a graphic that depicted the relationship of the 39 functions in a broad framework.

The ATD talent development framework is intended to be a guide that allows organizations to rearrange, remove, and add functions to fit their needs. The Study identified 15 functions as primary for a talent development structure: change management, coaching, compliance, employee engagement, evaluating learning impact, executive development, instructional design, leadership development, learning technologies, managing learning programs, needs assessment, onboarding, performance improvement, performance management, and training delivery. While the remaining 24 functions are secondary, because of the fluidity of talent development, these may be primary for some organizations, based on their industry or unique needs.

Challenges in Talent Development

As organizations build their talent development structures, they must understand the challenges they face so they can prepare employees with the capability to meet them. The Study found that many talent development structures have similar challenges, including aligning learning and business goals, measuring the impact of learning, and addressing skills gaps and talent shortages.

In addition, organizations operating in more than one geographic region may have additional challenges posed by such factors as time zones, legal issues, and disparate work cultures. The Study found that the strongest concerns at the organizational level were building a corporate strategy that is adaptive enough for a borderless, refocused world; building cultural awareness; eliminating cultural bias; and encouraging a global mindset. Respondents agreed that the top two challenges at the employee level are communication style issues and understanding cultural norms.

Trends in Talent Development

As organizations determine the functions of their talent development structures, trends facing the profession should be considered. Talent development professionals must monitor trends in the industry to assess the relevance and impact they will have on their organizations. The Study identified the top trends that will affect talent development between 2015 and 2020: an innovative workforce, flexible organizations able to adapt to the rapidly changing world, changes in the skills needed to be successful in the workplace of tomorrow, employees demanding more of their employers, and an increase in the strategic roles held by those responsible for talent development.

Industry Insights

The Study interviewed 31 industry thought leaders from global organizations in Asia, Europe, Latin America, the Middle East, and the United States. These leaders provided valuable insight into how some of these industry trends may affect organizations and their talent development structures. Top responses included increasing the use of technology, ensuring organizations have a strong talent pipeline, positioning talent development professionals as more strategic business partners, building a global workforce that can solve problems and innovate, and developing partnerships that drive value.

A Higher Level for Talent Development

Talent development is an evolving discipline influenced by such factors as changes in the world economy, innovation in learning technology, and the competencies needed by future workers. These changes in the world business environment have laid bare the interconnectedness of many practices—not just training—that contribute to an organization's ability to find, develop, keep, and inspire the talent needed to achieve goals and implement strategies quickly.

Practices such as recruiting, onboarding, leadership development, performance management, and succession planning are now part of the mix, as are efforts to change corporate cultures, engage employees, and foster innovation. These factors, in turn, have raised the collective set of talent development practices to a higher functional level in organizations, and to the creation of senior executive positions with the responsibility for leading and integrating it all.

INTRODUCTION

We have to think differently about how we train people. It's not about converging on the right answer; it's about divergent thinking, problem solving, how we teach people to do that, and how we create organizations that foster this.

—Julie Clow, senior vice president, global head of people development, Chanel

Talent development professionals build the knowledge, skills, and abilities of others and help them develop and achieve their potential so that the organizations they work for can succeed. In today's knowledge economy, organizations need talent development functions that can support the unique competency needs of their businesses. To better understand how organizations are structuring and aligning talent development, ATD and R&A partnered to identify the areas organizations most often use to build a talent development structure for meeting current and future competency needs in a world in which talent has become the engine of business.

Methodology

With the help of Rothwell & Associates, ATD collected quantitative and qualitative data from more than 1,500 talent development professionals. Data collection methods included two online surveys, in-depth interviews, and discussions with ATD Forum members and attendees at the 2015 ATD International Conference & Exposition (ATD 2015). Contributing researchers from Rothwell & Associates interviewed 31 industry thought leaders from Asia, Europe, Latin America, the Middle East, and the United States. Data gathered in those interviews led to the creation of the first survey, which received more than 1,000 responses providing insight into what challenges are most relevant to organization leaders, employees, and people working in talent development.

To determine the primary functions of talent development in a broad spectrum of organizations, the Study collected responses from 307 managers, directors, and executives working in the field. The respondents rated 39 functions, which were based on the ATD Competency Study and input from the ATD Forum, on the centrality of each to their talent development structures.

Together, the data in this Study provide insight to industry professionals and senior leaders who are building talent development structures for their organizations.

Key Findings

▶ The 15 functions that the majority of professionals identified as primary for a talent development structure are change management, coaching, compliance, employee engagement, evaluating learning impact, executive development, instructional design, leadership development, learning technologies, managing learning programs, needs assessment, onboarding, performance improvement, performance management, and training delivery.

▶ There are many impacts of a successful talent development structure:

— for the organization—ensures a sound talent pipeline that includes effective succession, placement, and retention of key talent

— for the employee—creates empowered and engaged employees

— for the talent development department—supports strategies for building the knowledge, skills, and abilities of the workforce.

▶ The top trends expected to influence talent development between 2015 and 2020 include:

— an innovative workforce

— flexible organizations able to adapt to a rapidly changing world

— changes in the skills needed to be successful in the workplace of tomorrow

— employees demanding more of their employers

— an increase in the strategic roles held by those responsible for talent development.

Talent Development Functions

> *In organizations, the goal of talent development is to improve the performance of the workforce and to inspire them. Effectively developing talent creates a workforce whose performance is higher than ever before seen.*
>
> —Walter McFarland, founder, Windmill Human Performance

Building a Talent Development Structure

Whether organizations operate locally or globally, they share a common goal of building talent development structures that support their unique competency needs.

Many talent development thought leaders noted that describing talent development is complex. At an ATD 2015 session on how organizations are building their talent development functions, one attendee said, "I need to define talent development in my organization. It is not as clear as I thought it was."

Identifying the Primary Functions of Talent Development

To determine the primary functions of talent development in a broad spectrum of organizations, the Study asked respondents to rate centrality of each of 39 functions, which were based on the ATD Competency Study and input from the ATD Forum, to their talent development structures. Using these data, ATD created a graphic depicting the relationship of the 39 functions in a broad general framework (Figure 1).

The functions are arranged into two categories based on how central they are to a talent development structure, according to the data. The 15 red functions in the center of the image reflect those identified by the majority of respondents to be primary for a talent development structure. They are change management, coaching, compliance, employee engagement, evaluating learning impact, executive development, instructional design, leadership

development, learning technologies, managing learning programs, needs assessment, onboarding, performance improvement, performance management, and training delivery. While the reamining 24 functions are secondary, because of the fluidity of talent development, these may be primary for some organizations, based on their industry or unique needs.

The ATD talent development framework is intended to be a guide that allows organizations to rearrange, remove, and add functions to fit their needs. For example, an organization that does not need to conduct compliance training would not have that function in its structure, while a company whose success depends heavily on sales might place sales enablement in the center of its talent development structure. Some firms also may need to add functions beyond the common 39 to include those unique to their organization or industry.

FIGURE 1: FUNCTIONS OF A TALENT DEVELOPMENT STRUCTURE
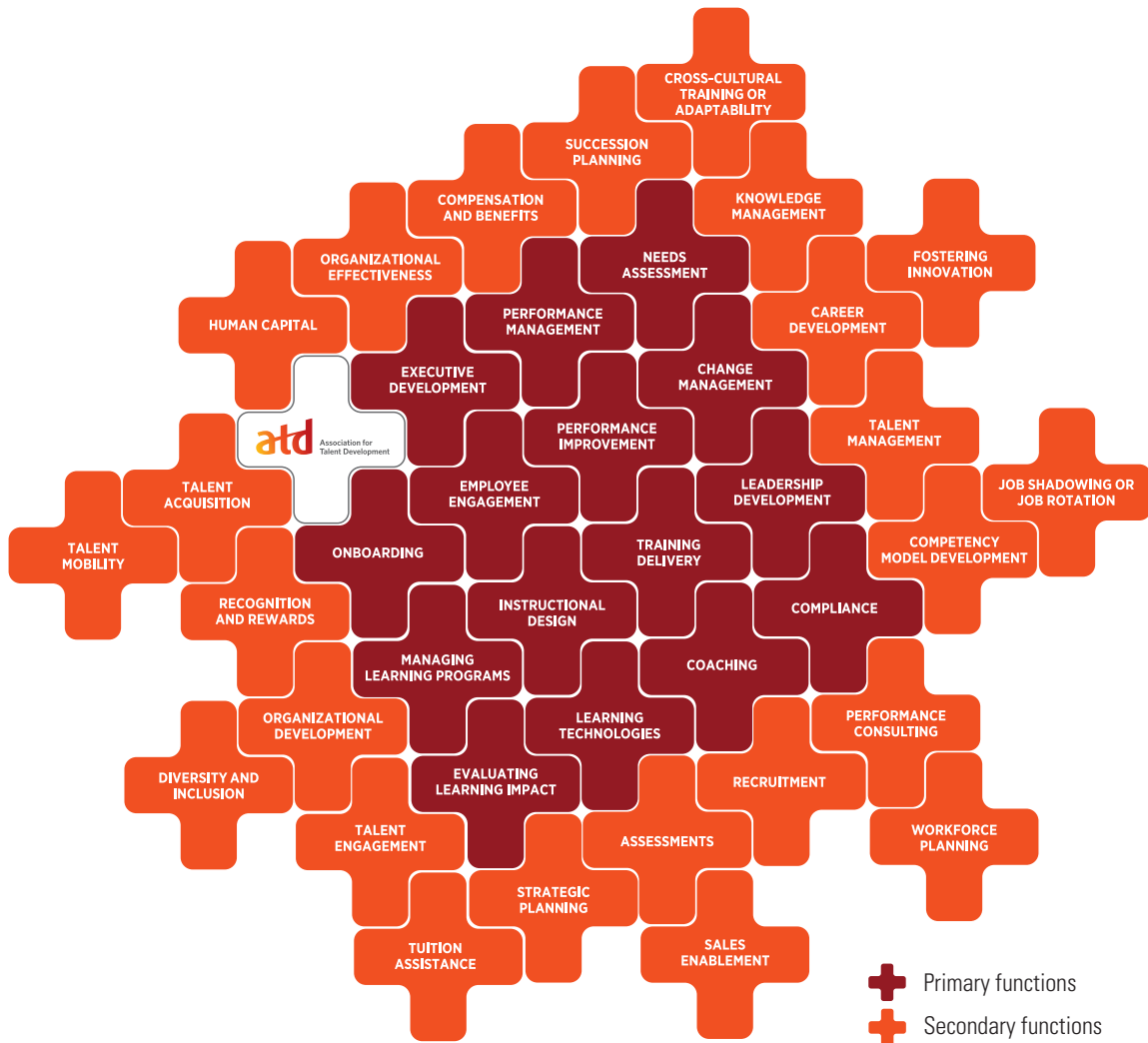
Primary functions
Secondary functions

Context for Talent Development

If we are going to create an agile workforce, the good news for talent development professionals is that it makes what we do more important.

—Executive at a global risk management and insurance provider

Talent development is evolving in sync with factors such as changes in the world economy, technology's influence on learning and communication, and the increasingly rapid pace of change everywhere. As such, it varies from one workplace to the next, one industry to the next, and one culture to the next. To understand the critical practices that make up the profession as it evolves, it is important to review the challenges and trends that affect it. Understanding the context for contemporary talent development can help professionals prepare employees with the knowledge, skills, and abilities they will need to meet particular challenges.

The survey data indicate that many talent development structures face similar challenges, including aligning learning and business goals, measuring the impact of learning, and addressing skills shortages and talent gaps. These three challenges are faced by 90 percent of respondents today (Figure 2).

Additional challenges include the need to be innovative, manage change, and keep pace with learning technologies. These were also challenges executives mentioned in the personal interviews. An executive at a global risk management and insurance provider said of preparing for the future, "I think it is about how we frame development. If we are going to create an agile workforce, the good news for talent development professionals is that it makes what we do more important. And anytime there is change, somebody is going to have to go through the process of that change, and learning something new is almost always part of that."

TALENT DEVELOPMENT CHALLENGES FACING ORGANIZATIONS

Indicate to what degree you believe that the following are a relevant challenge for organizational talent development needs today.

Challenge	Strongly agree	Agree
Aligning learning and business goals	60%	28%
Measuring the impact of learning	53%	35%
Being innovative	47%	34%
Addressing skills shortages and talent gaps	46%	41%
Change management	44%	37%
C-level support for learning	43%	32%
Keeping pace with learning technology	42%	39%
Cost control	38%	34%
Global growth	27%	33%

■ Strongly agree   ■ Agree
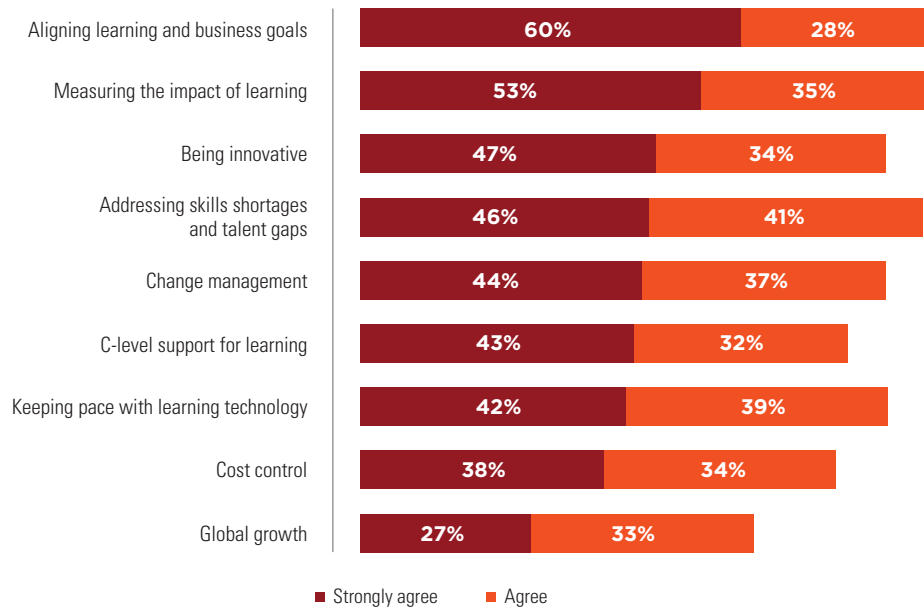
Challenges Facing Global Organizations

Organizations operating in more than one geographic region may face challenges posed by such factors as time zones, legal issues, and disparate work cultures.

The interviews conducted for this Study reveal how widely critical competencies for success vary from culture to culture. Compare, for example, the leadership competencies in an individualistic culture with those in a collectivist culture. Attitudes toward authority, the roles of women, views about customers, and the pace of work are just a few of the factors complicating the picture for global organizations. Language differences—once thought to be a major challenge in a global organization—now seem quite manageable compared with cultural and social factors governing work.

ATD and R&A posed an additional question to professionals working in global or multicultural organizations. The strongest concerns at the organizational level, as noted by 79 percent of respondents, are building a corporate strategy that is adaptive enough for a borderless, refocused world, as well as building cultural awareness, eliminating cultural bias, and encouraging a global mindset (Figure 3).

CHALLENGES FACING GLOBAL ORGANIZATIONS

Indicate to what degree you believe that the following are a relevant challenge for global organizational talent development needs today.

	Strongly agree	Agree
Building corporate strategy that is adaptive enough for a borderless, refocused world	38%	41%
Building cultural awareness, eliminating cultural bias, and encouraging a global mindset	37%	43%
Legal and regulatory issues	35%	34%
Cultural business norms that cause misunderstandings, such as speed of work, workday hours, dependability, role and title alignment, and output expectations	33%	42%
Bridging local and global needs	27%	48%
Cost control	27%	44%
Time zone challenges	16%	32%

■ Strongly agree   ■ Agree

Trends Affecting Talent Development

As organizations continue to evolve and rearrange their talent development structures, business and workforce trends are factors in helping to shape those structures. Talent development professionals are monitoring trends to assess their relevance and the influence they will have on their organizations. They expect to see many of today's trends continue into the future.

While certainly not an exhaustive list of every trend affecting organizations or talent development structures, respondents were asked how likely they believed 15 specific trends would affect talent development between 2015 and 2020 (Figure 4). The top trends were:

▶ an innovative workforce

▶ flexible organizations to adapt to the rapidly changing world

▶ changes in the skills needed to be successful in the workplace of tomorrow

▶ employees demanding more of their employers

▶ an increase in the strategic roles held by those responsible for talent development.

TRENDS MOST LIKELY TO AFFECT TALENT DEVELOPMENT

How much do you agree or disagree that the following are relevant trends that will impact global talent development in the next five years?

Trend	Strongly agree	Agree
Need for an innovative workforce	48%	38%
More flexible organizations to adapt to the rapidly changing world	42%	46%
Changes in the skills needed to be successful in the workplace of tomorrow (such as, social learning skills)	41%	43%
Employees demanding more of their employers, from more on-the-job and social learning opportunities, compensation packages, and just-in-time learning and development opportunities	40%	40%
An increase in the strategic responsibility held by those responsible for talent development	39%	42%
The importance of a corporate brand reputation	32%	42%
The need for more focused, functional training	31%	43%
Big data being used more proactively in global talent development initiatives	25%	44%
High turnover rate	24%	39%
World economic interdependence, in which the social and economic crises, emerging markets, and low-cost areas of production impact global talent development	21%	47%
Increased importance of global corporations having a local focus on their non-native markets (compensation packages, cross-cultural understanding, impact)	21%	45%
Company and education provider partnerships	20%	43%
The democratization of learning because of free or low-cost training solutions	18%	35%
Neuroscience being incorporated into global talent development programs	18%	33%
Local government regulation will play an increasingly impactful role in corporate operations	17%	35%

■ Strongly agree   ■ Agree

Industry Insights

I think the best leaders are going to play the strengths. They are going to look at what strengths each generation brings to the workforce and what strengths exist in the workforce that is retiring, and try to play around those as opposed to trying to fit a round peg in a square hole.

—VP of a community-based voluntary health organization

When asked how these industry trends may affect organizations and their talent development structures, the 31 industry thought leaders from global organizations in Asia, Europe, Latin America, the Middle East, and the United States interviewed for this Study provided some valuable insights. The following section outlines their top responses.

Insight 1: Technology on the Rise

Organizations have been using technology for several decades as an efficient and effective way to deliver learning to the workforce, particularly when individuals or teams are in various locations across multiple time zones. Increasingly, companies are delivering content to learners on mobile devices, through games, or on platforms that help learners consume content in an engaging and memorable way. Blending delivery methods for learning continues to be a focus for many talent development functions.

Insight 2: Building a Strong Talent Pipeline

Skills shortages in the existing workforce combined with the pending retirement of leaders and managers continue to impact organizations' talent pipelines. These realities are compounded by demographic changes, with an increasing number of Millennials coming into the workforce and global organizations managing dispersed talent all over the world. Organizations must continue to build a solid employment brand to attract a strong pipeline of knowledgeable and skilled employees.

Insight 3: Talent Development Professionals as Strategic Business Partners

As shown in Figure 1, talent development professionals are responsible for a portfolio of functions across the breadth of the field. From instructional design to training delivery, change management, coaching, learning technologies, and 34 additional functions, individuals who lead and manage talent development are increasingly becoming trusted and relied upon as strategic business partners who help improve performance and achieve impact for the organizations they serve.

Insight 4: Building a Global Workforce That Can Solve Problems and Innovate

As organizations continue to grow and expand their global footprint, senior leaders require their workforces to be knowledgeable and skilled, and to understand how to address problems with creative solutions. This continues to be top of mind for CEOs: In IBM's 2012 study, *Leading Through Connections*, more than half of the surveyed CEOs and senior leaders in the private and public sectors saw human capital, customer relationships, and innovation as key sources of sustained economic value.

Insight 5: Developing Partnerships That Drive Value

One of the three imperatives that the CEOs and senior leaders noted as essential for creating greater economic value and outperforming their peers was the notion of "amplifying innovation with partnerships." In *Leading Through Connections*, IBM noted: "Confronted with growing complexity and competition, organizations have found it nearly impossible to succeed by executing entirely on their own. In fact, only 4 percent of CEOs plan to do everything in house; two-thirds of the CEOs interviewed intend to partner extensively. But the majority of CEOs want relationships that do more than improve operations. They are looking for ways to anticipate—or create—disruptive innovation. They want partnerships that provide a differentiating strategy, giving them the edge they need to derive revenue from new sources, even upset entire industries."

Building Successful Talent Development in Global Organizations

The purpose of talent development is to help people improve performance and effectiveness in their current roles and also to help them prepare for and transition into future roles.

—Steve King, vice president, talent and leadership effectiveness,
Allstate Insurance Company

Each organization's talent development structure will have its own purposes supported by particular components. One size will never fit all. But the Study has identified beneficial components of talent development specifically for global organizations—those operating in more than one country, region, or industry, and therefore having some unique needs.

More than half of the respondents strongly agreed that an essential element of a sound talent development program for a global organization is a talent pipeline with succession, placement, and retention of key talent (Figure 5). Respondents also agreed that aligning strategic plans with work planning and workforce planning and identifying talent strengths and areas for improvement were important elements of talent development programs.

To benefit employees, according to survey respondents, talent development programs should support employee empowerment and objective measures of performance (Figure 6). More than half of respondents strongly agree that creating empowered and engaged employees and clarifying the competencies and behaviors needed for success are components of talent development programs that benefit employees.

DESIRABLE TALENT DEVELOPMENT COMPONENTS FOR GLOBAL ORGANIZATIONS

What are the desirable components of a global talent development program or effort for organizational needs?

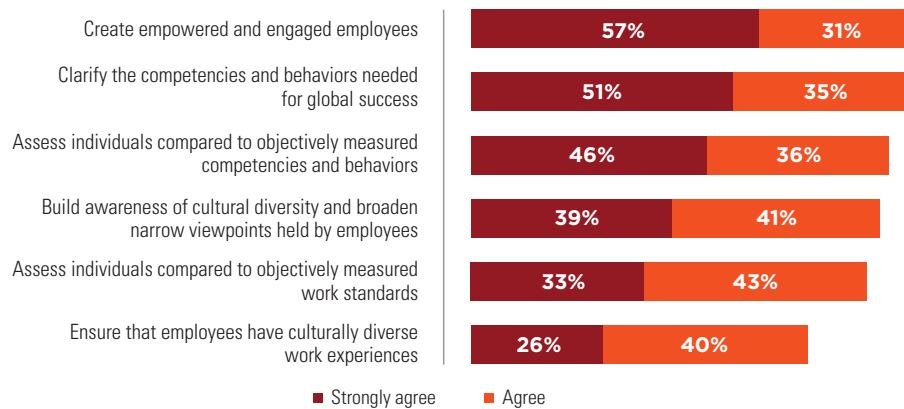|	Strongly agree	Agree
Ensure a sound talent pipeline which includes effective succession, placement, and retention of key talent	56%	31%
Align organizational strategic plans with work planning and workforce planning	47%	36%
Identify talent strengths and improvement areas for the organization globally	45%	39%
Build a common language throughout the organization to allow for global communication	39%	41%
Create global talent who can function globally as well as locally	38%	44%
Build global competency by creating consistency in skills that are global in nature	34%	44%
Create geographically dispersed talent with shared experiences	22%	42%

■ Strongly agree ■ Agree

The top two global challenges at the employee level are communication style issues and understanding cultural norms. As an executive working for the Flame Centre in Singapore said, "We need to develop leaders who are globally able to sense the situation but, at the local level, are able to adapt very quickly to survive and thrive."

FIGURE 6:

TALENT DEVELOPMENT STRUCTURES THAT BENEFIT EMPLOYEES

What are the desirable components of a global talent development program or effort for the employee's needs?

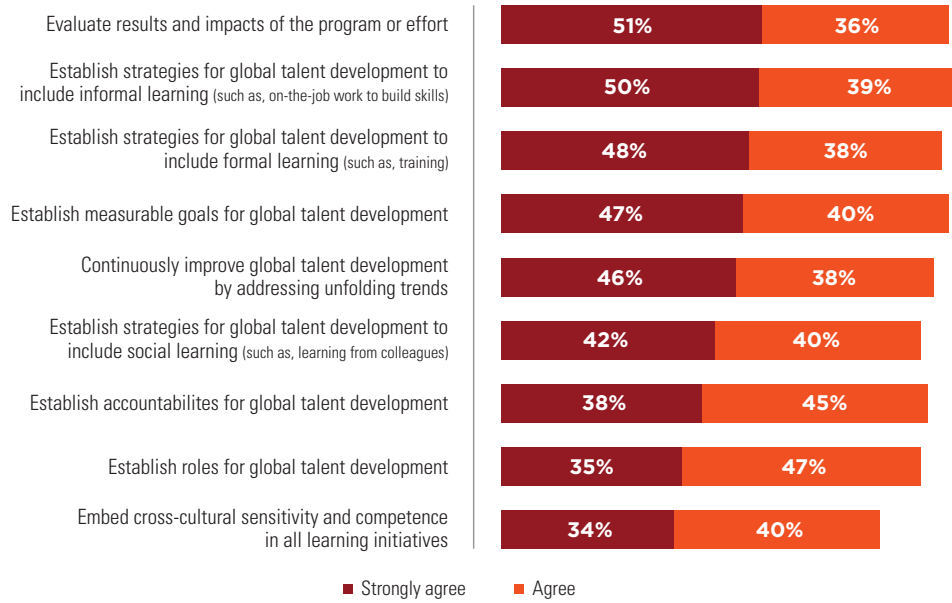|	Strongly agree	Agree
Create empowered and engaged employees	57%	31%
Clarify the competencies and behaviors needed for global success	51%	35%
Assess individuals compared to objectively measured competencies and behaviors	46%	36%
Build awareness of cultural diversity and broaden narrow viewpoints held by employees	39%	41%
Assess individuals compared to objectively measured work standards	33%	43%
Ensure that employees have culturally diverse work experiences	26%	40%

■ Strongly agree ■ Agree

Presented with nine features of a talent development structure, survey respondents rated the degree to which those features would most benefit talent development (Figure 7). The top three concerned goals, delivery methods, and measurable results. Evaluating the results and impact of talent development efforts ranked first among the features needed by a successful talent development structure. Establishing informal learning and formal learning programs were the second and third most desirable components, respectively, reflecting the growing importance that talent development professionals place on informal learning methods.

BENEFITS OF A SUCCESSFUL TALENT DEVELOPMENT STRUCTURE

What are the desirable components of a global talent development program?

	Strongly agree	Agree
Evaluate results and impacts of the program or effort	51%	36%
Establish strategies for global talent development to include informal learning (such as, on-the-job work to build skills)	50%	39%
Establish strategies for global talent development to include formal learning (such as, training)	48%	38%
Establish measurable goals for global talent development	47%	40%
Continuously improve global talent development by addressing unfolding trends	46%	38%
Establish strategies for global talent development to include social learning (such as, learning from colleagues)	42%	40%
Establish accountabilites for global talent development	38%	45%
Establish roles for global talent development	35%	47%
Embed cross-cultural sensitivity and competence in all learning initiatives	34%	40%

■ Strongly agree   ■ Agree

The variety of success factors thought to benefit organizations, employees, and talent development functions supports the conclusion that a one-size talent development strategy does not fit every organization or meet every need.

CONCLUSION AND RECOMMENDATIONS

ATD's talent development framework, comprising 39 functions and the supporting research and expert opinions reported here, is meant to help guide talent development professionals in building structures that best support their organizations' particular needs and strategies.

The following are recommended actions based on the data and expert opinions:

▶ Review and understand the business and workforce challenges facing your organization, industry, or geographic sector.

▶ Determine which trends in talent development may affect your operations over the next five years.

▶ Articulate how a successful talent development structure can benefit the organization, employees, and the talent development department where you work. What results or outcomes would be best for each group?

▶ Using the ATD talent development framework as a guide, build your organization's talent development structure by determining which functions are core to your talent development structure and which are less critical.

Organizations facing rapid change and the need for agile employees who are empowered to innovate are building new or improved talent development structures. This research by ATD and R&A shows a wide variety of approaches to this task among organizations around the globe.

Many talent development leaders are embarking on the journey to build a talent development structure customized to suit their unique strategies and the competencies to realize them. The data provided here will be a mile marker along the path to the next iteration of the Knowledge Era that Peter Drucker so presciently described.

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The ATD Forum is a consortium for senior training and learning practitioners and their organizations to connect and collaborate in a confidential environment. Member organizations share evidence-based and proven ideas to rapidly improve organizational capability in an experiential environment.

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atd Association for Talent Development

The Association for Talent Development (ATD), formerly known as ASTD, is the world's largest association dedicated to those who develop talent in organizations. ATD's members come from more than 120 countries and work in public and private organizations in every industry sector. For more information, visit **www.td.org**.

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ABOUT THE RESEARCH

Rothwell & Associates and ATD collected quantitative and qualitative data from more than 1,500 talent development professionals. Data collection methods included two online surveys, in-depth interviews, and interactions with ATD Forum members and attendees at the 2015 ATD International Conference. Contributing researchers from Rothwell & Associates interviewed 31 industry thought leaders from Asia, Europe, Latin America, the Middle East, and the United States. Data gathered in those interviews led to the creation of the first survey, which received more than 1,000 responses providing insight into what challenges are most relevant to organization leaders, employees, and people working in TD functions.

To determine the core components of talent development in a broad spectrum of organizations, ATD's study collected input from 307 managers, directors, and executives in talent development units. The respondents rated 39 functions, based on the ATD Competency Study, on the centrality of each to their talent development structures.