ATD's New Capability Model

December 17, 2019

Agenda

- Overview of Competency Model Research Study

- Discussion of Trends from the Research

- Impact of the Model

- Review of Interactive Capability Model

- What is Coming in 2020

Goals for Updating the ATD Competency Model

- **Defining the Field of Talent Development** (Now and ~5 years in the future)

- **Career Pathing for TD Professionals** with Roles and Levels

- **Align with current best practices** in Competency Modeling

Competency Model Advisory Group

Britt Andreatta - *Andreatta Consulting/ LinkedIn Learning*

Elaine Biech - *ebb associates, inc.*

Nicole Carter - *Signature Health*

John Coné - *i4cp/The Eleventh Hour Group*

Wendy Gates Corbett CPLP - *Refresher Training, LLC*

David Forman – *Sage Learning Systems/ Pepperdine University*

Jonathan Halls - *Trainer Mojo, LLC/ George Washington University*

Karl Kapp – *Bloomsburg University / 2K Learning*

Dana Alan Koch – *Accenture*

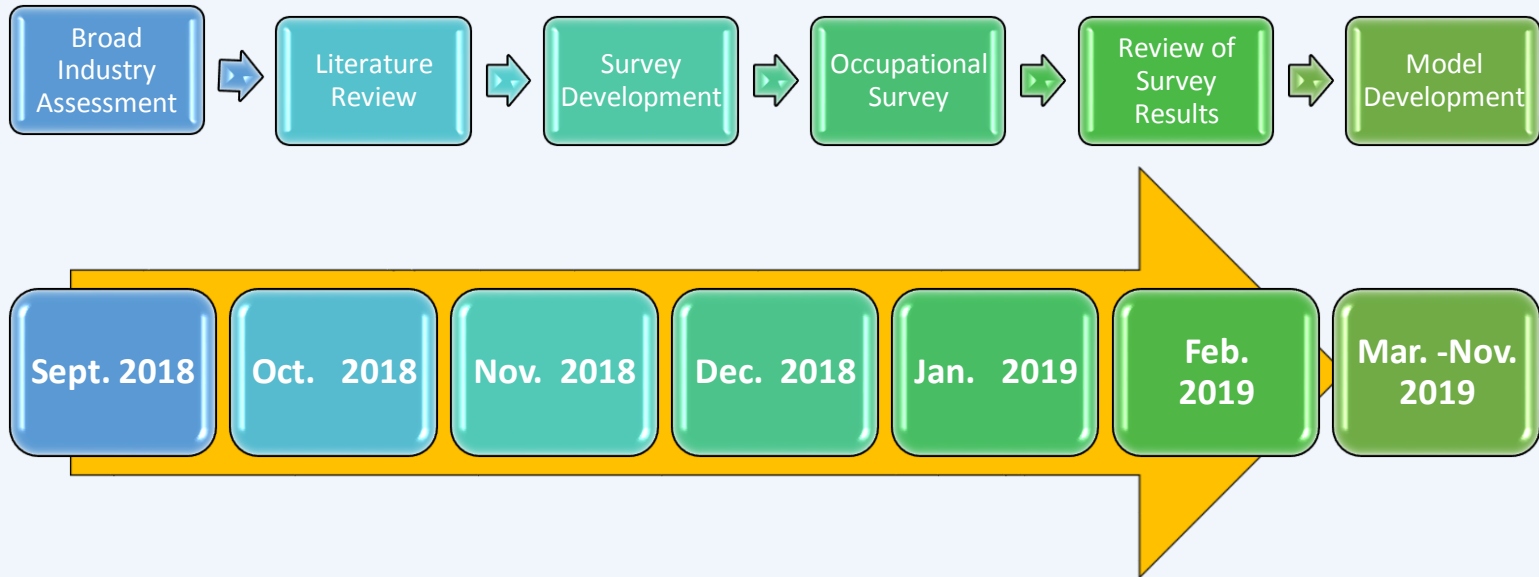**Jennifer Martineau** - *Center for Creative Leadership*

William Rothwell - *Rothwell & Associates, Inc./Pennsylvania State University*

Competency Model Task Force

- **Grace Amos** - *Cisco Meraki*
- **Jennifer Brink** - *Comcast University*
- **Brian Davis, MBA, CPLP** - *Washington Suburban Sanitary Commission*
- **Jessica Gil** - *European Wax Center*
- **Jennifer Halsall** - *TD Bank*
- **Stephanie Hubka, CPLP** - *Protos Learning*
- **Bahaa Hussein, CPLP** - *Abudawood Group*
- **John Kostek** - *Hitachi Vantara*
- **Lance Legree** - *Hilti Corp*
- **Jay Maxwell, CPLP** - *Call Center Optimization Group*
- **Kent Nuttall, CPLP** - *Torch Solutions Group*
- **Joseph Reamer** - *HSBC*
- **Wei Wang, CPLP** - *ATD Global*

The Research Process

Broad Industry Assessment	Literature Review	Survey Development	Occupational Survey	Review of Survey Results	Model Development

Sept. 2018	Oct. 2018	Nov. 2018	Dec. 2018	Jan. 2019	Feb. 2019	Mar. -Nov. 2019

Occupational Survey

- 197 knowledge and skill statements
- 15 demographic questions

How important IS this knowledge or skill for YOU to perform your job successfully **today**?

1 - Not important

2 - Minimally important

3 - Moderately Important

4 - Very important

How important IS this knowledge or skill for YOU to perform your job successfully in **3 – 5 years**?

1 - Not important

2 - Minimally important

3 - Moderately Important

4 - Very important
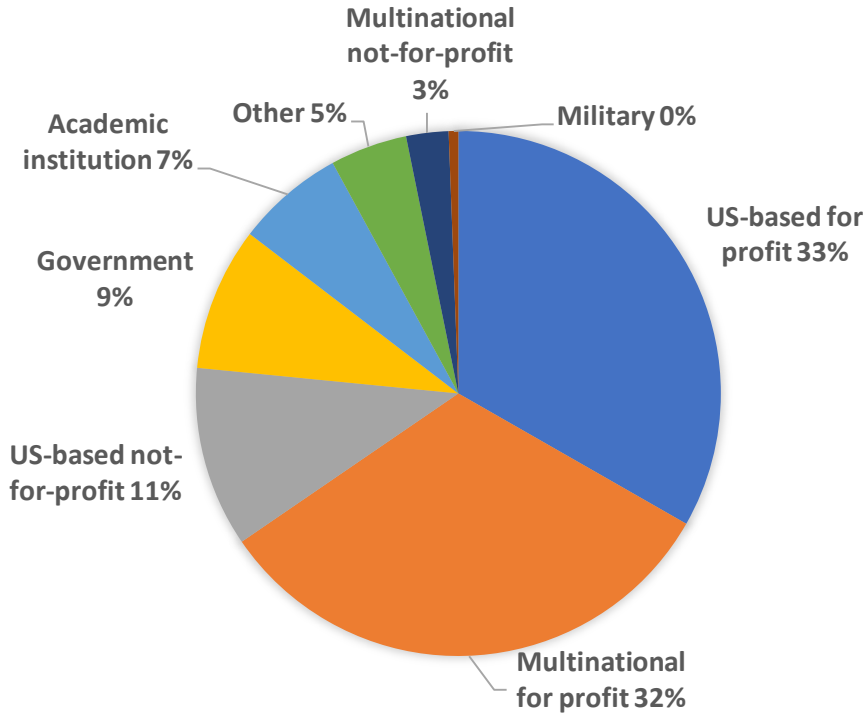
Who Contributed to the Study?

3,000+ survey responses

Highest response rate ever to a competency survey

Chapter leaders, NAC, and many SMEs

Survey Demographics

Pie chart labels:
- US-based for profit 33%
- Multinational for profit 32%
- US-based not-for-profit 11%
- Government 9%
- Academic institution 7%
- Other 5%
- Multinational not-for-profit 3%
- Military 0%

Size of Employer Organization

Category	Response %
Micro (1-10)	11.7
Small (11-50)	4.6
Medium (51-500)	17.5
Large (501-50K)	54.2
Macro (50K+)	11.2
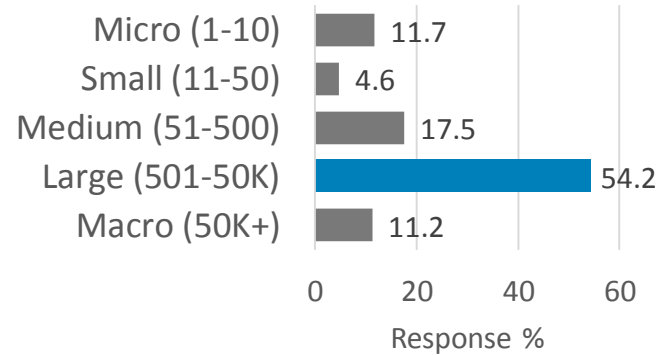
Response %

Survey Demographics

Survey respondents

- 77% based in the U.S.
  - *Largest-ever response from outside the US*
- 61% female
- 90% advanced degree+
- 94% employed full-time
- 59% >10 years experience
  - *15% <4 years experience*

Career Level

C-Suite 12%

Management 28%

Specialist 35%

Entry-Level 25%

What the New Model Should Include

- Strategic, specialized/technical, and foundational competencies

- Define the scope of talent development and talent development competencies

- Enable customizability through interactive elements to expand areas and access more detailed information

- Guide career development through inclusion of proficiency levels and/or career paths

- Simple structure easy to interpret and remember with relevant labels that conveys how structural elements are connected/integrated

- Common language to support role of talent development in both organizational and individual performance

2013 Competency Model

Change Management

Performance Improvement

Knowledge Management

Instructional Design

Coaching

Training Delivery

Integrated Talent Management

Learning Technologies

Managing Learning Programs

Evaluating Learning Impact

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Association for Talent Development

TD Areas of Expertise

Business Skills	Global Mindset	Industry Knowledge
Interpersonal Skills	Personal Skills	Technology Literacy

Foundational Competencies

Talent Development Capability Model

Three ***domains of practice***

188 knowledge and skill statements organized into ***twenty-three Capabilities***

Research showed talent development professionals need to blend knowledge and skills from these three domains to be most effective

Old vs. New Model

Area of Expertise (AOE) / Foundational – 2013 Model		Capability Area – 2019 Model + New Capability Areas
Instructional Design	→	Instructional Design
Training Delivery		Training Delivery **& Facilitation**
Learning Technologies		**Technology Application**
Evaluating Learning Impact		**Evaluating Impact**
Managing Learning Programs		*spread across a wide range of new capabilities*
Integrated Talent Management	→	Talent **Strategy &** Management
Coaching		Coaching
Knowledge Management		Knowledge Management
Change Management		Change Management
Performance Improvement	→	Performance Improvement
Business Skills		**Business Insight**
Global Mindset		**Cultural Awareness & Inclusion**
Interpersonal and Personal Skills		*spread across a wide range of new capabilities*
Technology Skills		**Technology Application**

New Capability Areas

- Building Professional Capability
  - Learning Sciences
  - Career & Leadership Development
- Impacting Organizational Capability
  - Consulting & Business Partnering
  - Organization Development & Culture
  - Data & Analytics
  - Future Readiness
- Developing Personal Capability
  - Communication
  - Emotional Intelligence & Decision Making
  - Collaboration & Leadership
  - Project Management
  - Compliance & Ethical Behavior
  - Lifelong Learning

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

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Top Industry Trends Identified in the Study

Digital Transformation- advances occurring rapidly, driving how people interact. New technologies offer new paradigms for learning

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Data analytics – need to capture, organize and leverage analytics to actionable talent strategies

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Information availability – learners are driving their own learning agenda; cognitive science changing our understanding of learning; need to guide and critically analyze information

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Business Partnership – need to collaborate with business leaders in organization to convey value of learning and how it supports organizational strategy and competitive advantage

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Learner-centric Strategy – need to create processes and systems to support formal and informal lifelong learning for competitive advantage

- -

Rise of foundational skills – importance of interpersonal skills which are needed for partnering across the organization, communicating business advantages, and advocating for how talent development practices can help achieve organizational goals

What is the value of the Talent Development Capability Model for talent development professionals?

How can the Talent Development Capability Model positively impact teams?

How can organizations use the Talent Development Capability Model to advance their talent development practices?

Interactive Talent Development Capability Model

What's Coming in 2020

- **January 8**: Public launch of new Model

- **January 30**: Announcement of Certification Updates

- **February TD Magazine** features the Capability Model

- **Spring**: Updated Education courses begin rollout

- **Spring**: Building Personalized Learning Plan and Tracking Learning Plan progress features launch in interactive Model

- **Mid-May**: ATD 2020 Public presentations and promotions

- **Summer**: New certification exams launch

- **Summer**: Team assessment feature and Learning Paths by role features launch in interactive Model

- **Late Fall**: First review of current Model and environmental scan for emerging trends

Questions?

Visit **www.td.org/capabilitymodel** for details

capabilitymodel@td.org for any questions