

ATD's New Capability Model

February 27, 2020



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*

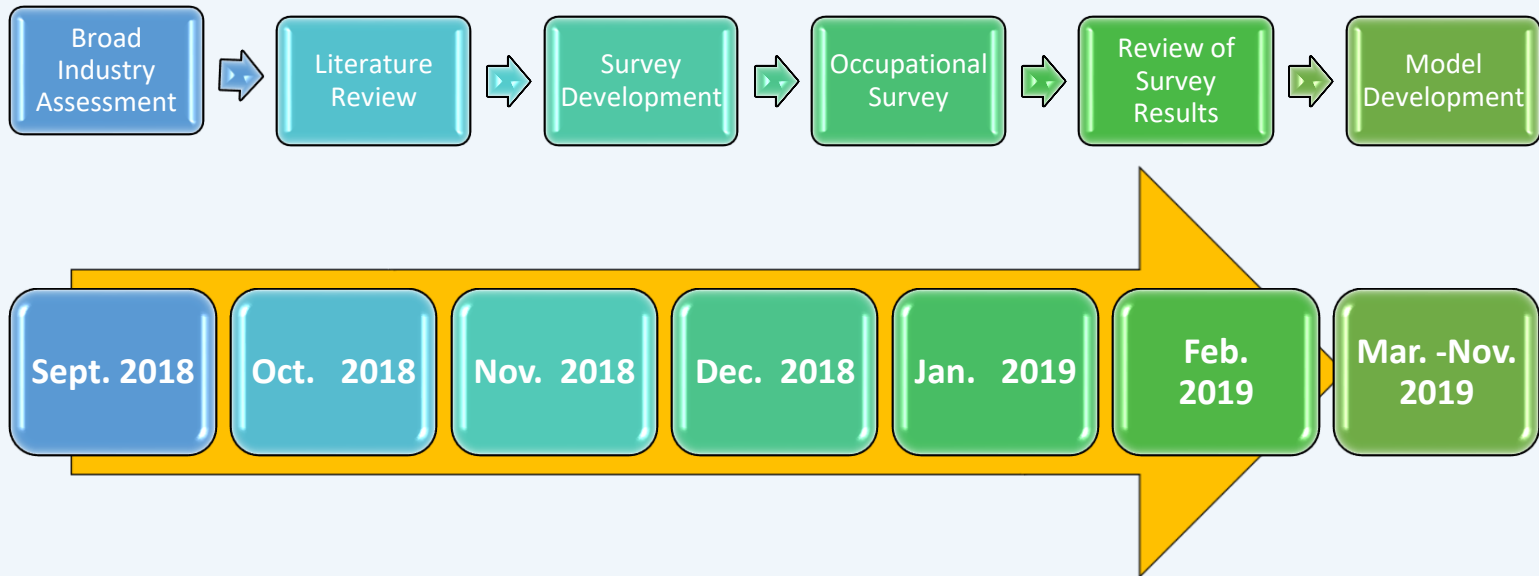
William Rothwell - *Rothwell & Associates, Inc./Pennsylvania State University*



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



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

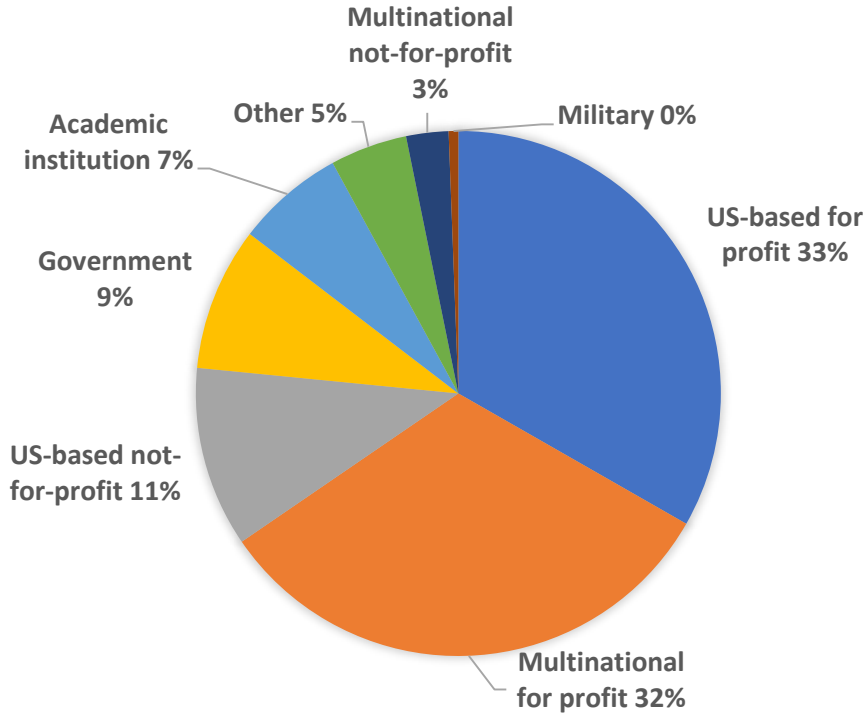


Highest response rate
ever to a competency
survey

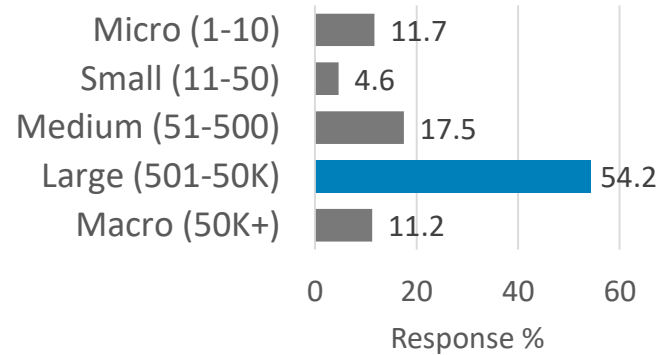


Chapter leaders, NAC,
and many SMEs

Survey Demographics



Size of Employer Organization



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*





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



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Talent Development Capability Model

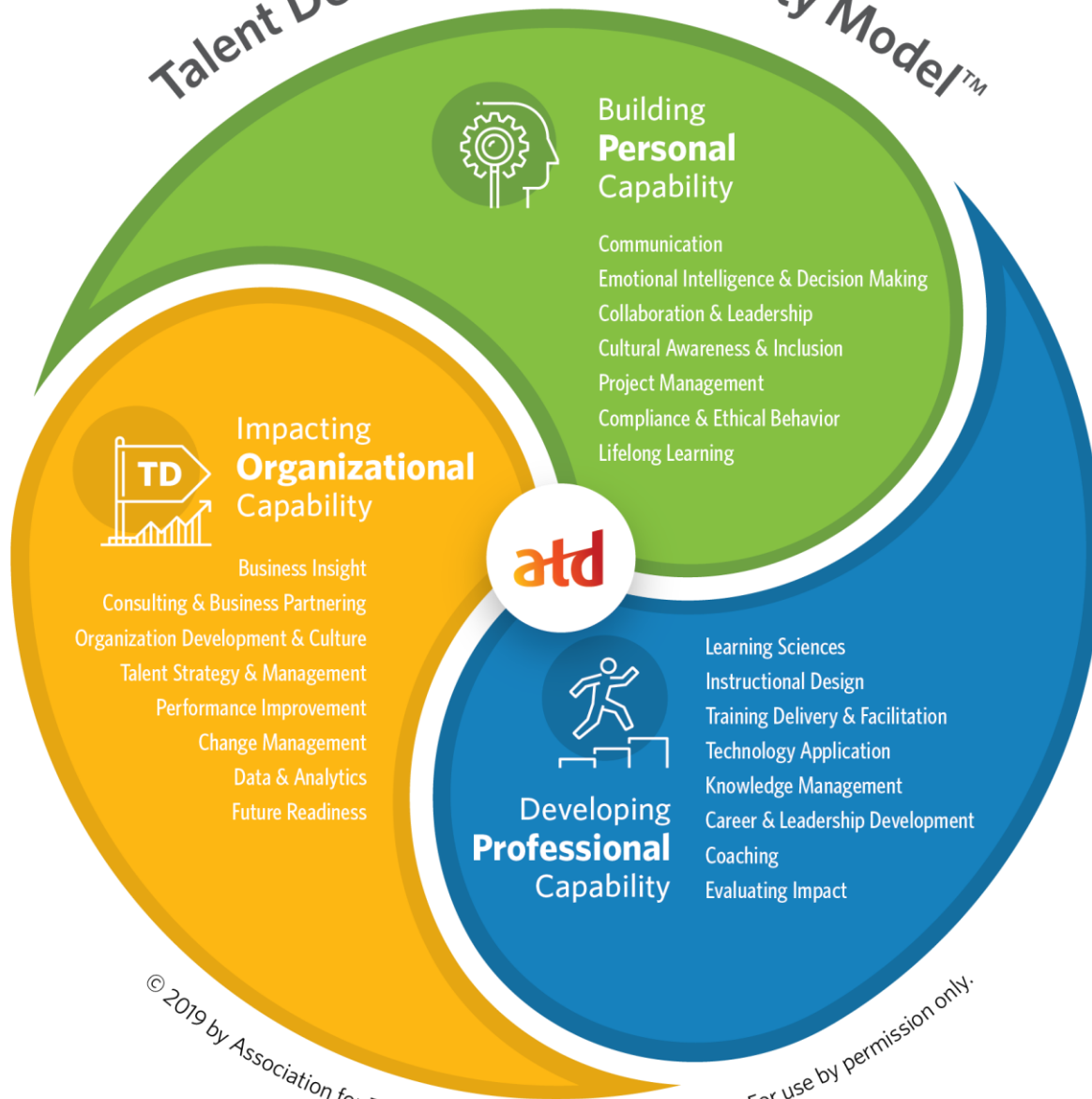


Three ***domains of practice***

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

Talent Development Capability Model™



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		<i>spread across a wide range of new capabilities</i>
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		<i>spread across a wide range of new capabilities</i>
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

Interactive Talent Development Capability Model

(www.tdcapability.org)



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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

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

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

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

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?



What's Coming in 2020

- **February TD Magazine** features the Capability Model
- **February 14:** launch of *Talent Development Body of Knowledge* (replacement for Learning Systems) and APTD On-demand Prep Course
- **March 16:** launch of CPTD On-demand Prep course
- **Spring:** Building Personalized Learning Plan and Tracking Learning Plan progress features launch in interactive Model
- **Mid-May:** ATD 2020 Public presentations and promotions
- **Late Spring:** Updated Education courses begin rollout
- **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