

# Troops to Trainers

Own Your Transition

atd



Pathfinder®  
USO TRANSITIONS





## Agenda

- Welcome
- Introduce ATD
- Define Talent Development
- Describe transferrable skills
- Highlight different roles in the field
- First-hand transition stories
- Next steps in this career path
- How to stay connected



# Welcome to ATD's Troops to Trainers Workshop



**Pathfinder**<sup>SM</sup>  
USO TRANSITIONS





Association for  
Talent Development

- Formerly ASTD
  - American Society for Training and Development
- 36,000 members | 120 countries
- Vision: Create a World that Works Better
- Mission: Empower Professionals to Develop Talent in the Workplace
- Offer Education courses, certifications, certificates and LOTS of free content.
- COOL (credential opportunities online),
  - APTD, CPLP/CPTD, recognized by all branches.



ATD

What is Talent  
Development  
Anyway?









## What is Talent Development

### Talent Development is People Development

“Talent development refers to the efforts that foster learning and employee development to drive organizational performance, productivity and operational results.”

-- Tony Bingham, ATD CEO.





# Roles

Trainer

Instructional Designer

E-Learning Professional

Executive/Leadership Coach

Talent Development Manager

Chief Talent/People Officer

Chief Learning Officer

L&D

Consultant/manager/director

Organization Development:  
Consultant/manager/director

Training Manager

Training and Development  
Director/Manager

Training Coordinator

Virtual Instructor/Trainer





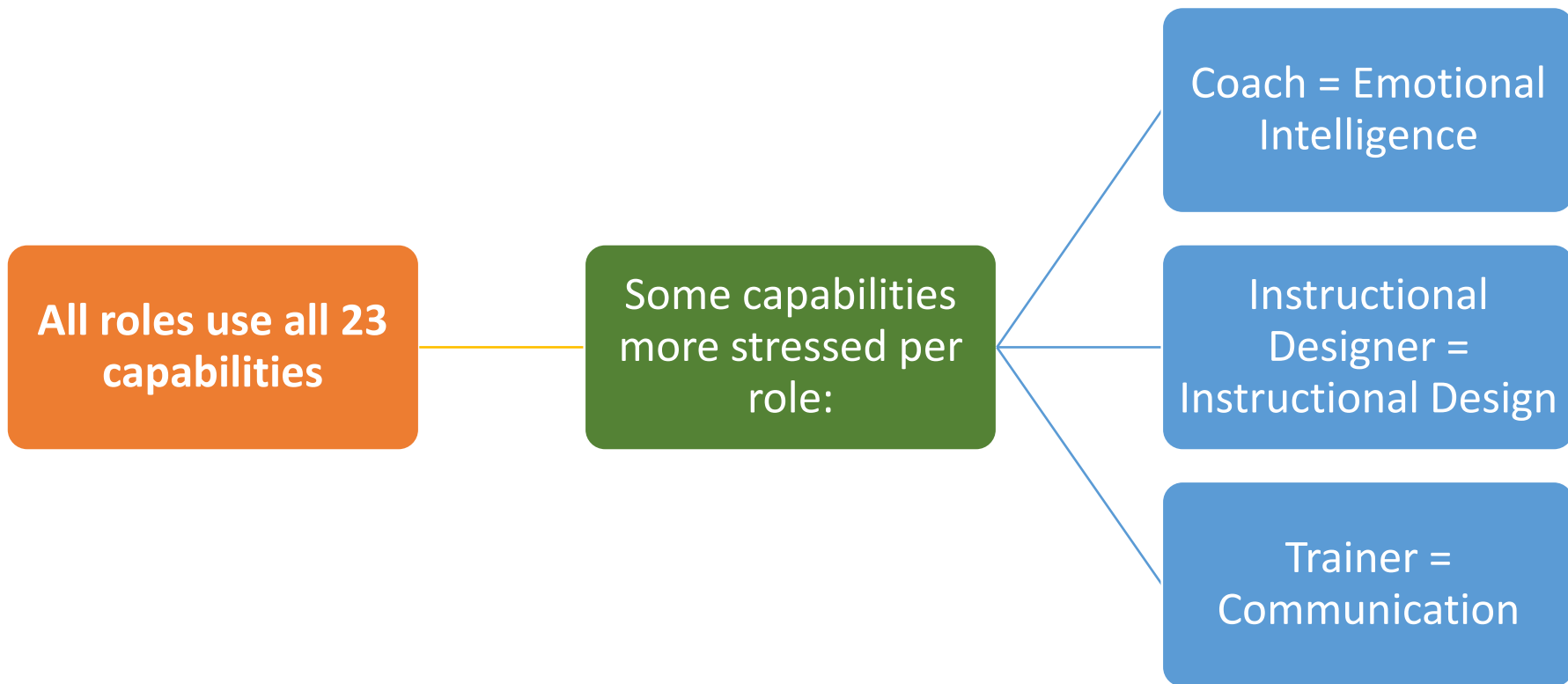
# ATD Capability Model

## Talent Development Capability Model™



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<https://www.td.org/capability-model/access>





# Transferrable Skills





# MOS/AFSC/ Rankings (Samples)

## **Army**

No specific MOS, additional skill identifier of “8”, for example: 31B38

## **Navy**

- 8RDC - Recruit Division Commander
- 812A - Professional Development Instructor
- A00A - Recruiting Tactics Instructor Personnel Supervisor

## **USAF**

- 8A100 – Career Assistance Advisor
- 3F2X1 -- Education and Training
- 3S2X1 – Education specialist

All Branches– NCOs

## **Marines**

- 0918 Water Safety/Survival Instructor
- 0147 Equal Opportunity Advisor
- 0170- Personnel Officer

## **Coast Guard**

No specialty codes, but a PERJC competency code added.





## How to Get Started

- LinkedIn Profile
- Attend (virtual for now!) conferences, workshops, seminars
- Join Associations like ATD, HCI, HRCI, SHRM, TMI
- Network like Crazy
- Informational Interviews
- Continuing Education
- Certifications – potentially
- Translate your resume
- Side Hustles
- Stay connected

# How ATD Can Help



**POWER  
MEMBER**  
**atd+chapter**  
Association for  
Talent Development

[www.td.org/powermember](http://www.td.org/powermember)

- Social Media– LinkedIn groups
- Free and member-only content
- Events and Networking
- Informational Interviews
- Education Dept.
- Professional Development Specialist
- Membership – national and local



**atd 2019**

International Conference  
& Exposition

*The World's Largest Talent  
Development Conference*

May 19-22 | Washington, D.C.

#ATD2019



# ATD Education

TD.org/Education

## Courses

- 39 Certificates and 5 Master programs for
  - Trainer
  - Coaching
  - Instructional Design (ISD)
  - E-Learning ISD
  - Performance Consultant
- 
- 16 self-paced courses
  - 32 live-online workshops
  - 95+ adaptive learning modules (Elements)

## Certifications

### APTD

- 3 years of experience
- 28 hours of prof dev in last 3 years
- Take an exam

### CPLP/CPTD

- 5 years of experience
- 60 hours of prof. dev in the last 5 years
- Take an exam



# Other Associations



Human Capital Institute

Human Resource Certification Institute

Society for Human Resources

Association of Change Management

International Society for Performance  
Improvement

International Coach Federation

Project Management Institute

Talent Management Institute

Training Magazine

E-Learning Guild



## Contact



**Lisa Spinelli**

Troops to Trainers Manager

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## Nelson Santiago



Nelson R. Santiago is a talent and leadership development leader with more than 20 years of experience, working with all organizational levels creating, promoting, and delivering training solutions designed to enhance organizations' business and strategic plans.

Nelson is passionate about creating an interactive and authentic learning environment that supports development and employee engagement. Currently, Nelson is a Regional Business Development Manager at ATD. Prior to this role, Nelson was an internal Master ATD Facilitator. Nelson has worked with multiple organizations in over 35 countries; designing and delivering talent development programs.

Nelson served at several government agencies, including North Carolina Municipalities, the U.S. Coast Guard, the State of North Carolina Human Resources, and the Abu Dhabi government. He currently holds certifications as ATD Master Trainer, DDI Certified Facilitator, and Gallup's Certified Strengths Coach.



# L&D Career

What to do before, during and after  
military transition



Training  
Director



L&D  
Strategist



Head of  
Regional  
Development



INSIGHTS

## 5 Tips for a Transition From Military to L&D Pro



By [Nelson Santiago](#)  
Tuesday, August 20, 2019

1. Understand the Culture
2. Find a mentor
3. Customize your approach
4. Get certified
5. Know your role



# Before your transition



## Research

- Qualifications
- Job descriptions
- Job requirements
- Certifications

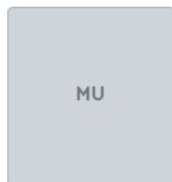
## Plan

- Choose certification
- Degree
- Meet minimum reqs

## Action

- Apply for jobs
- Tailor resume
- Contact organizations





## Training and Development Specialist

Spotlight Preferred

Midwestern University | Downers Grove, Illinois, United States

26 days ago



APPLY NOW

### Description

#### Essential Duties and Responsibilities

- Conduct needs assessment to identify learning needs and skill development opportunities. Then recommend training curriculum that meets business needs and aligns with strategic goals.
- Determine training program priorities, training plan roll-outs and ROI analytics.
- Research, creatively design, and implement effective training programs that educate and enhance employee performance.
- Create leadership development program to build and develop management leadership skills.
- Create mentorship program for all new employees.
- Obtain and/or develop effective training materials utilizing a variety of media such as job aids, guides, and tutorials for employees and departments.
- Deliver training programs for all levels of employees, including faculty and staff, in areas such as human resources, supervisory skills, administrative support, recruitment and onboarding best practices, sexual misconduct training (Title IX), ADA compliance and cultural awareness.
- Coordinate monthly HR In-Service faculty and staff training program.
- Measure and analyze effectiveness of the education programs and track participation.
- Conduct annual compliance training to meet federal and state requirements.
- Maintain and administer EVERFI training database which includes annual anti-harassment, new hire compliance, HIPAA, FERPA, and diversity training.
- Facilitate annual drug awareness program.
- Maintain a training knowledge database of all current and proposed training and development programs.
- Coach and support managers in employee training and development efforts.
- Participate in faculty development committee, staff development committee and diversity committee.

#### Supervisory Responsibilities

This job has no supervisory responsibilities.

### Job Information

Job ID: 53460715

#### Location:

Downers Grove, Illinois, United States

**Position Title:** Training and Development Specialist

**Company Name:** Midwestern University

**Industry:** Education

**Job Function:** E-Learning/Learning Technologies, Instructional Design, Training Delivery

**Job Type:** Full-Time

**Min Education:** BA/BS/Undergraduate

**Min Experience:** 2-3 Years

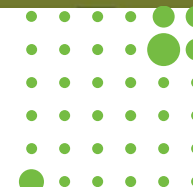


# ATD New Capability Model™

ATD Talent Development Capability Model™



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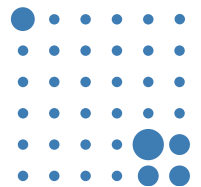
## Building Personal Capability

This domain of practice embodies the foundational or enabling abilities all working professionals should possess to be effective in the business world.

These largely interpersonal skills, often called soft skills, are needed to build effective organizational or team culture, trust, and engagement.

# Developing Professional Capability

This domain of practice embodies the knowledge and skills talent development professionals should possess to be effective in their roles of creating the processes, systems, and frameworks that foster learning, maximize individual performance, and develop the capacity and potential of employees





## Impacting **Organizational Capability**

This domain of practice embodies the knowledge, skills, and abilities needed by professionals to ensure talent development is a primary mechanism driving organizational performance, productivity, and operational results.



# During your transition



# Eligibility Requirements



ASSOCIATE  
PROFESSIONAL  
IN TALENT  
DEVELOPMENT  
ATD CERTIFICATION  
INSTITUTE

**NEW** — *effective April 1, 2020*

**36 months (3 years) professional experience**

**28 hours of professional development** in capabilities found in the Developing Professional Capability and Impacting Organizational Capability areas

**ANY** ATD Master Series program fully satisfies the professional development requirement

**Upload** of a current **resume**

**The Why-** to help certificants go into the certification process with a strong foundation needed for a professional credential and to build the knowledge base covered on the exam.

# Eligibility Requirements



**NEW** — effective April 1, 2020

**60 months (5 years) professional experience**

**60 hours of professional development** in capabilities found in the Developing Professional Capability and Impacting Organizational Capability areas

**ANY** ATD Master Series program fully satisfies the professional development requirement

**APTD** = 4 years of experience

**Upload of a current resume**



**The Why-** to help certificants go into the certification process with a strong foundation needed for a professional credential and to build the knowledge base covered on the exam.

# After your transition



## Growth

- Join ATD
- Conferences
- Chapter membership

## Mentor

- Continue mentor relationship
- Mentor others

## Maintain

- Certifications
- Additional courses

# Thank You



**nelsonrsantiago**



**nsantiagoatd**

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## Mike Bentley



Michael transitioned from the U.S. Army in 2016 after 25 years of service. He is a Senior Management Consultant at Whitney, Bradley and Brown (WBB) with a focus in leadership development, employee development, conflict resolution and change management.

Michael is passionate about leadership development and developing high performing teams across organizations. He has over 25 years of experience in designing, implementing, delivering, and leading a broad range of award-winning leadership development programs for all levels of leaders that address human capital capabilities and competencies that support current and future organizational business strategies. He has designed and facilitated over 400 leadership. Most recently, Michael was the Director for Strategic Workforce Planning and Leadership Development at one of the largest Healthcare Systems in Northern Virginia.

Michael takes great pride in continuing his support for the military by volunteering as veteran mentor at Veterati.



# Training and Development-What does that mean?



- The terms "training" and "development" are used together in print and conversation:
  - Describes the overall improvement and education of an organization's employees.
  - While they may be related there is a difference in the terms.
- Training- Designed to make you better in your ***CURRENT*** position. Same goes for the civilian world->**Training is designed to help employees improve in their current role.**
- Development- Designed with your growth for ***FUTURE*** service in mind. There is no difference in the civilian world-> **Development is focused on *FUTURE* growth of the employee and the organization and includes succession management plans (next roles), civilian education, certifications and leadership development training.**

# Training and Development: Knowledge, Skills and Abilities



Knowledge	Skills	Abilities
Human Resources	Communication	Motivator
Industry	Critical Thinking	Adaptable
Instruction principles	Decision Making	Work under pressure
Field	Interpersonal	Problem Solving
	Leadership	Active Listener
		Creative



# Transferrable Skills





- Have you seen a post on social media with the following phrase, "you have skills learned in the military that civilian organizations need" and wondered to yourself →
  - 1. What are they?
  - 2. How do they help me get a job?

*"Adaptability, problem-solving, creativity, influence, drive, empathy and collaboration. What I've observed is that those things...aren't being practiced by college graduates."*

**Jim Link**  
**CHRO, Randstand N. America**



## HARD skills

- The way you **DO** your job
- MOS or service equivalent specialties
- Teachable, Visible and MEASURABLE
- Easy for potential employers, recruiters and hiring managers to see if you possess
- Used in the applicant screening and interview process to compare job candidates
- How are they assessed?

- Excellent facilitation, program/activity management, and written and oral communication skills.
- Demonstrated knowledge of principles of training design and techniques for needs assessments and training delivery.
- Demonstrated expertise in conducting in-person and virtual training programs and meetings.

### Education

- Bachelor's degree in HR or related field required; Master's degree preferred.
- Human Resources professional certification preferred (SHRM, ATD, ICF, etc.).

### Required Experience

- Minimum 10 years' experience within the Human Resources function and 5 years of experience in assessing training needs, designing, coordinating and implementing training programs.
- Experience as a stand-up trainer required. Deep expertise in organizational development, organizational effectiveness, managerial coaching and team building.



## SOFT skills

- The way you **ACCOMPLISH** your job
- People related
- Require communication and collaboration
- Top 5 strategic concerns for C-suite leaders
- Not learned or practiced in school
- Adaptability, Communication, Team building, Creativity, Flexibility,
  - Excellent management and interpersonal skills.
  - Excellent facilitation, program/activity management, and written and oral communication skills.
  - Ability to independently lead projects and tasks to successful completion in an environment with competing projects, shifting priorities, and deadline pressure/constraints.
  - Ability to perform advanced research that involves interpretation and analysis from a variety of sources and/or data that needs to be developed.
  - Proven ability to work with individuals, managers, and executives with varying levels of experience
  - Excellent organization skills
  - Ability to interpret client needs and produce instructional materials
  - Ability to manage and meet deadline
  - Excellent interpersonal skills, especially written and oral communication skills and commitment to customer service

*“Hard is soft. Soft is hard.”*

Tom Peters, *The Excellence Dividend*



*\*Training in these soft skills is the top priority for talent development teams across the country:*

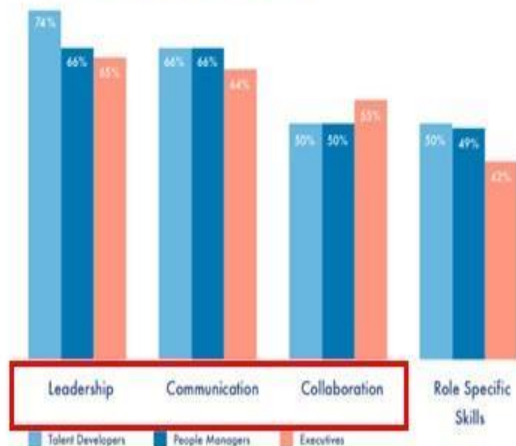
- Leadership
- Communication
- Collaboration



*"Each group in our survey—from executives to managers to talent developers—identified 'training for soft skills' as the #1 priority for talent development in 2018...the pace of change is fueling demand for adaptable, critical thinkers, communicators, and leaders. As technology accelerates, soft skills are in high demand to fuel people and business growth."*

*2018 LinkedIn Workforce Learning Report*

WHAT ARE THE MOST IMPORTANT SKILLS FOR EMPLOYEES TO LEARN FROM L&D PROGRAMS?



*I possess them now how do I sell them:*

- STAR formats
- Elevator/30 second pitch
- LinkedIn profile
- Resume
- Networking

BUSINESS | MANAGEMENT | MANAGEMENT & CAREERS

## Employers Find 'Soft Skills' Like Critical Thinking in Short Supply

Companies put more time and money into teasing out job applicants' personality traits



*"Companies across the U.S. say it is becoming increasingly difficult to find applicants who can communicate clearly, take initiative, problem-solve and get along with coworkers. Those traits can make the difference between a standout employee and one who just gets by."*

*Wall Street Journal, Kate Davidson*

# Activity: Demystify the Job Description



## Company Background

At [EVRAZ NA](#) we invest in our people through training, leadership development opportunities and engagement. We are looking for a **Director of Training and Development** with experience accelerating talent building. The **ideal candidate** will succeed by **collaborating** closely with all levels of our organization to **define immediate and long term strategies** that will shape our leaders and enhance organizational performance. This newly created role will be responsible for **analyzing the training needs and gaps at all levels across the organization**. As a strategic business partner, this role will **design, deliver, coordinate and evaluate education programs/curriculum**s aimed at enhancing and reinforcing our culture of learning and development. This position **reports to the Chief Human Resources Officer (CHRO) and is based in Chicago, Illinois**.

# Activity:

# Demystify the Job Description



## Responsibilities

- **Lead** the training and development center of excellence (COE)
- Provide **guidance and support** to Human Resource Business Partners (HRBP), business leaders and managers in areas such as training plans, career development, succession planning, etc.
- **Create a learning and development roadmap** that addresses short and long term business needs and includes front-line supervisor training and employee engagement initiatives
- **Design and deliver training** in various mediums including classroom, action training, individual coaching, webcast and other technology mediums, **develop training materials and job aids** to support and reinforce learning objectives and organize regular train the trainer sessions
- **Research** new training programs to keep up with effective ways to teach
- Ensure overall training quality through implementation and monitoring, feedback, testing, competency evaluation and ongoing analysis of key metrics; **communicate** the impact of offerings on key metrics
- **Partner** with leaders to accomplish strategic priorities, **develop content material** and support the organization's culture transformation and improved effectiveness
- **Integrate diversity and inclusion strategies** throughout learning and development activities
- **Generate formalized high potential development opportunities** and **explore new ways to engage and grow** high potential talent

Soft

Hard

# Activity:

# Demystify the Job Description



## Job Requirements

- Bachelor's or equivalent degree and/or HR related certifications; advanced degree specializing in leadership, organizational change, business, or strategy, preferred
- 10+ years in a HR/people leadership role, preferably in industrial manufacturing
- Senior Professional Human Resources (SPHR) and/or Society for Human Resource Management-Senior Certified Professional (SHRM-SCP), preferred
- Demonstrated experience advancing the long-term learning and development agenda, while executing on short-term initiatives with extensive experience developing and executing a learning development curriculum in a manufacturing environment
- Experience working with Learning Management Systems and E-learning tools
- Knowledge of traditional and modern training methods, tools and techniques
- Knowledge of adult learning and instructional design principles, behavioral effectiveness skills, organizational development strategic curriculum building and learning technologies.
- Proven record of strong relationship building, organizational skills and the ability to be work independently
- Proven ability to support multiple cross-functional teams across the North America
- Creative problem-solving skills with a passion for performance strategy development
- High degree of emotional intelligence and flexibility in a dynamic culture
- Excellent verbal and written communication skills, including formal presentation skills

Soft

Hard

"Heads up"

# Activity:

## STAR Format for T&D (Example)



**Situation:** 3 fully qualified aircrews out of 30 prepared for support operations. 168 trainable days before deployment.

**Task:** Provide 30 fully qualified aircrews for support operations

**Action:** Conducted a needs analysis and identified 8 critical gaps and 3 acceptable gaps. Restructured the organization to begin immediate training for the critical gaps. Developed a junior aircrew mentor program. Developed a pilot-in-command development program. Etc...

**Result:** 30 fully mission qualified aircrews 47 days prior to deployment saving \$750K and ensured all personnel attended key family events prior to departure.





## Contact



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Management Consultant

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## Patrick Malone



Professor Malone is the director of Key Executive Leadership Programs in the School of Public Affairs, Department of Public Administration and Policy, at American University. He is a frequent guest lecturer on leadership and organizational dynamics in state and federal agencies, professional associations, and universities, including the Fulbright Scholars Program and the Visiting Scholars program at Yale.

Dr. Malone is a retired Navy Captain, with 22 years in the Medical Service Corps. While in the Navy, he served in a number of senior leadership and policy roles. His most recent publications include “Thinking Up,” “Selfies in the Workplace: Narcissists and the Public Manager,” “Go Ahead, Laugh—Why Humor Makes for a Better Workplace,” and “VulnerABILITY—Can Managers Benefit from Extreme Exposure?”

His TED Talk, “Thinking About Time,” is available at <http://tedxtalks.ted.com> and his co-edited book, *The Handbook of Federal Leadership and Administration*, was published in November 2016.

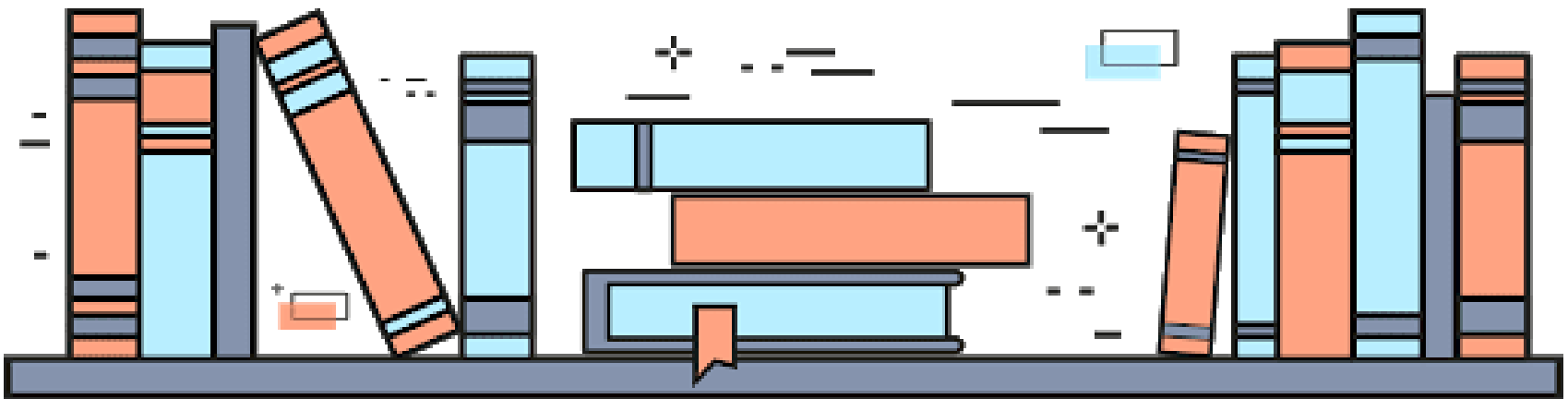
# Feeling Lost?



# Options?



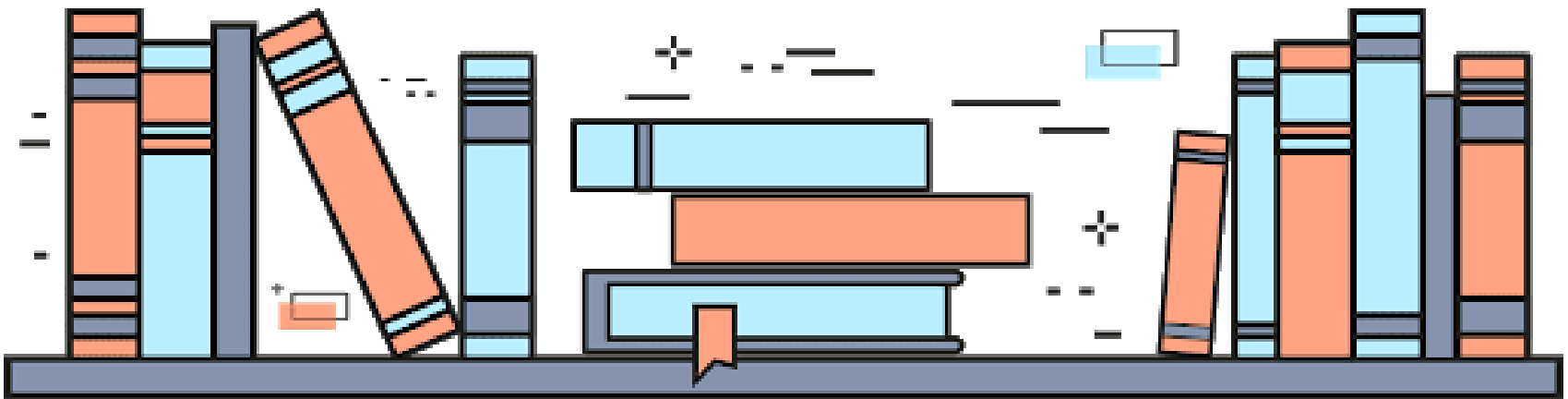
**Trade schools / Community Colleges / Colleges / Universities**



# Why would I?



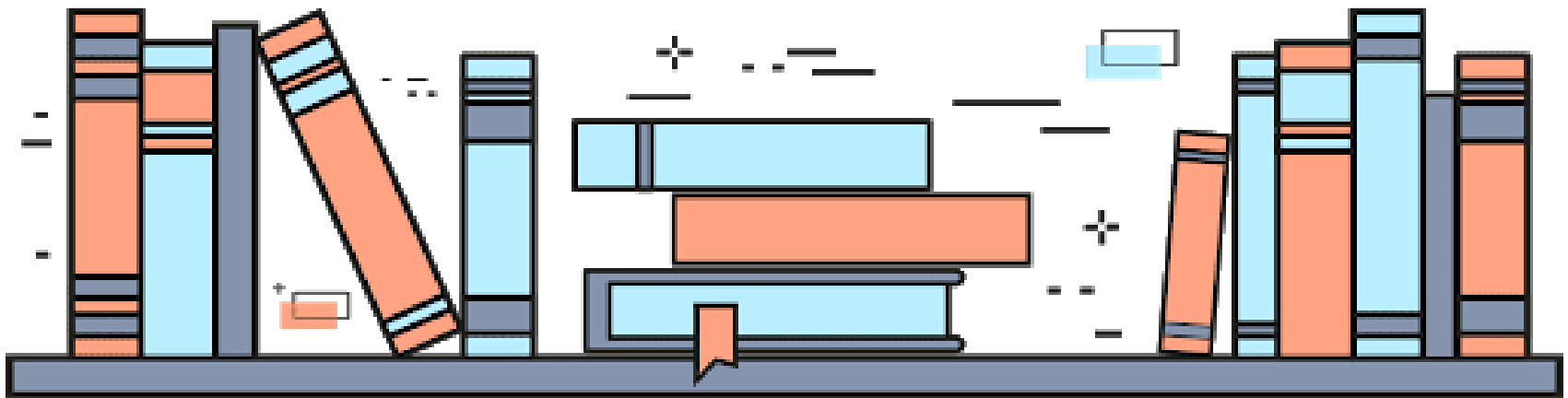
**The Positives: Environment / Freedom / Challenge / Job benefits**



# Why wouldn't I?



**The Negatives: Environment / Hours / Challenge / Accreditation**



# The Path



**Bachelor's  
Master's  
PhD (a matter of debate)**

**Writing  
Speaking**

**Service**







## Contact



### **Patrick Malone**

Director of Key Executive Leadership Programs  
American University

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**Thank You**

**For Your Service**

