

Shifting Skill Priorities for Talent Development Professionals:

The Talent Development Capability Model Pulse Survey

April 14, 2022



Talent Development Capability Model™



[Access the Model](#)

- **Explore** Capabilities, knowledge and skill statements
- **Complete** the self-assessment
- **Create** a personalized Learning Plan of ATD resources

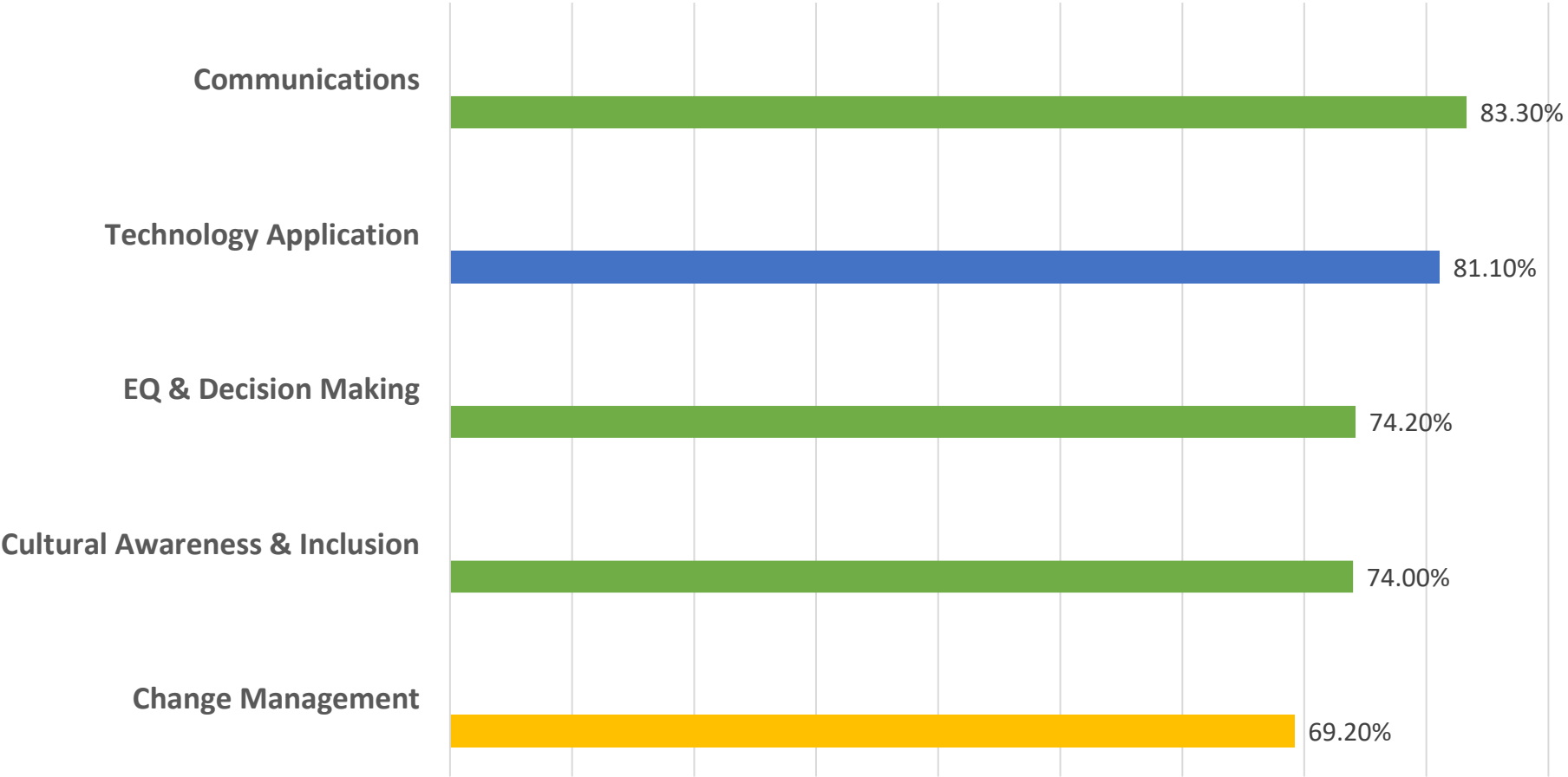
© 2019 by Association for Talent Development. All rights reserved. For use by permission only.

Pulse Survey Goals and Details

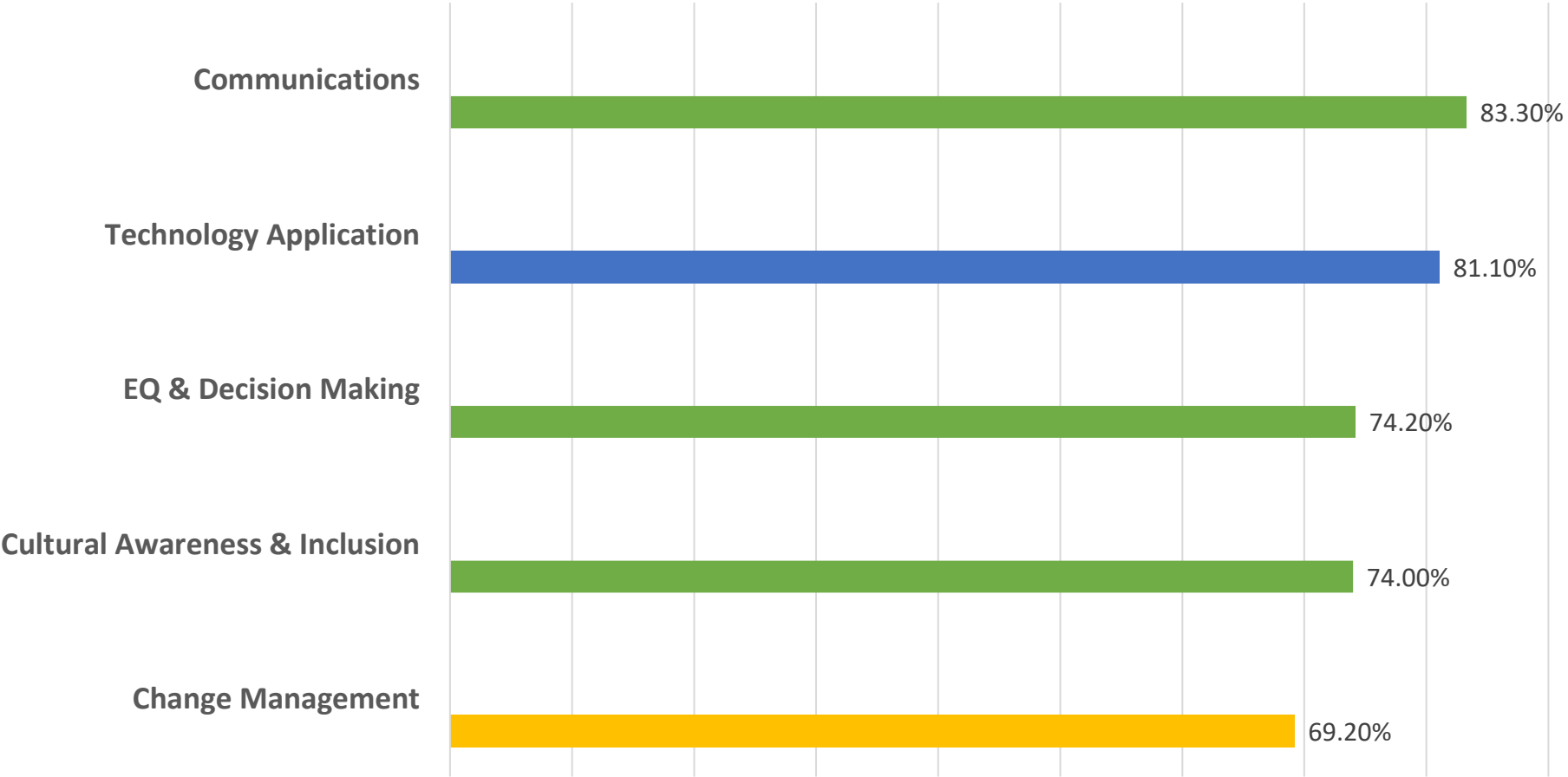
- Determine continued applicability
- Identify missing or emerging concepts
- Asked if each capability and its KSAs has:
 - Increased in importance
 - Importance stayed the same
 - Decreased in importance
 - Open-ended comments box

1,234 useable responses

Percent of Respondents Indicating an INCREASE in Importance of the Capability



Percent of Respondents Indicating an INCREASE in Importance of the Capability



No capability received more than 9.2% of respondents indicating a DECREASE in Importance

Most Important Capabilities

2019 Study

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

Most Important Capabilities

2019 Study

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

2021 Pulse Survey

1. Communication
2. Technology Application
3. Emotional Intelligence & Decision Making
4. Cultural Awareness & Inclusion
5. Change Management

Least Important Capabilities

2019 Study

19. Coaching
20. Technology Application
21. Evaluating Impact
22. Data & Analytics
23. Career & Leadership
Development

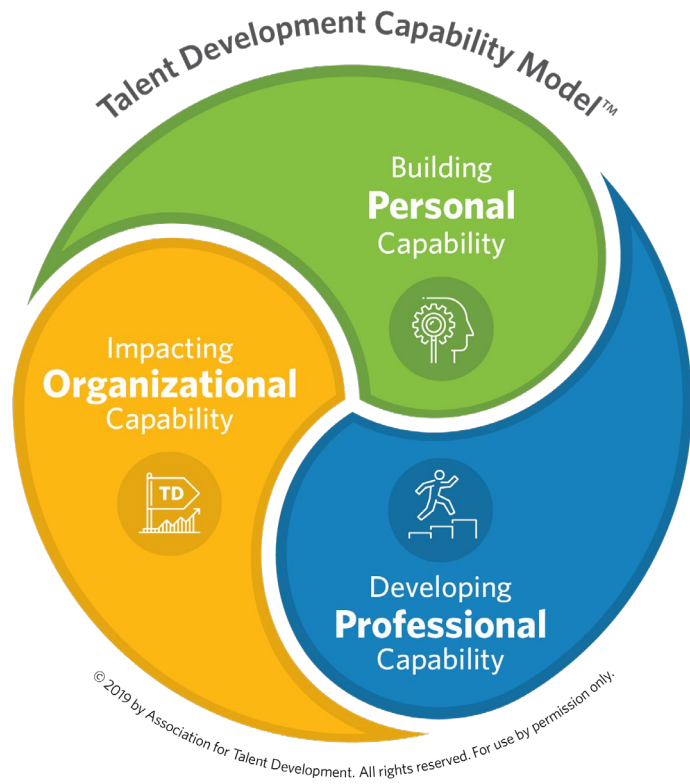
Least Important Capabilities

2019 Study

19. Coaching
20. Technology Application
21. Evaluating Impact
22. Data & Analytics
23. Career & Leadership Development

2021 Pulse Survey

19. Knowledge Management
20. Performance Improvement
21. Project Management
22. Learning Sciences
23. Compliance & Ethical Behavior



Additional Themes

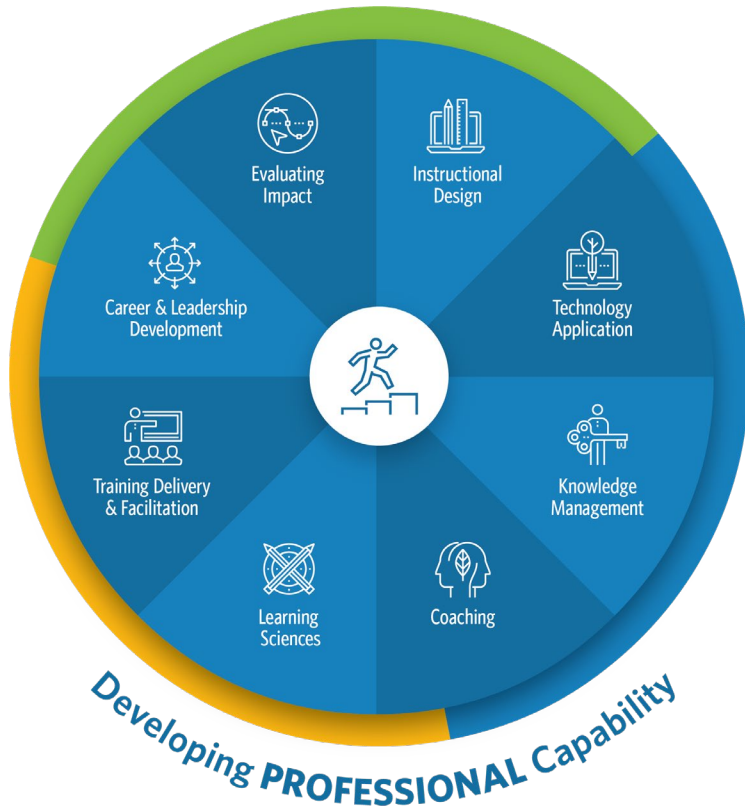
Key Takeaways – Building Personal Capabilities



Seeking to understand how to:

- execute these skills in a virtual environment
- exhibit these traits and implement programs that champion these ideals in a virtual environment
- implement these skills as TD professionals & how to help others learn them
- identify specific actions to commit to DEI in an organization
- have a growth mindset for yourself and to train others to have one, too

Key Takeaways – Developing Professional Capabilities



Many opposing views:

- Emphasizing that the learning science works and will result in impact if you follow it

VERSUS

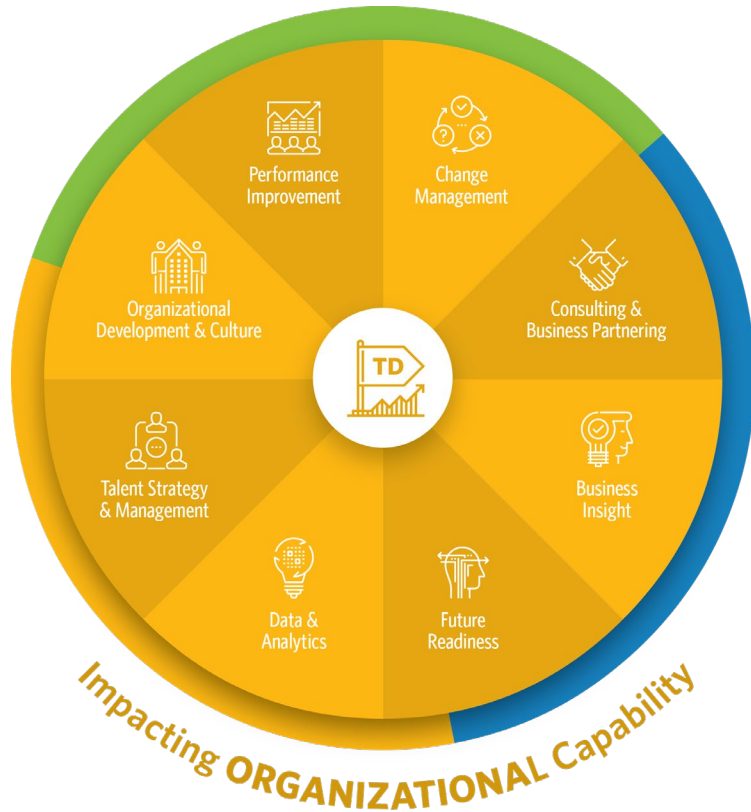
- Theories don't matter and leadership is going to tell you what training they think is important so evaluating impact is a waste of time

- Career pathing is obsolete

VERSUS

- Developing others along a path is essential for engaging and retaining talent

Key Takeaways – Impacting Organizational Capabilities



Seeking to understand how to:

- create relationships with organizational leadership to gain insight and get a seat at the table
- create or nurture culture in a dispersed workforce
- #resilience #agility #growthmindset
- Sole skill identified as “missing” – *data storytelling*

What Do We Do With the Data?



Top 5 Capabilities – Globally

(n=17,296)

Lifelong Learning
69.0%



Emotional Intelligence & Decision-Making
59.5%



Training Delivery & Facilitation
64.4%



Project Management
57.4%



Communication
62.3%



Bottom 5 Capabilities – Globally

(n=17,296)

**Career & Leadership
Development**

38%



Change Management

35.7%



**Talent Strategy &
Management**

36.4%



Data & Analytics

33.9%



Technology Application

37.1%



Capabilities with Largest Gaps

Self-Assessment Results

Bottom 5

Capability	% Proficient
Data & Analytics	33.2%
Change Management	34.5%
Talent Strategy & Management	36.3%
Technology Application	37.5%
Career & Leadership Development	38.2%

Pulse Survey Results

Top 5

Capability	% Indicating INCREASE of Importance
Communications	83.30%
Technology Application	81.10%
Emotional Intelligence & Decision Making	75.20%
Cultural Awareness & Inclusion	74.00%
Change Management	69.20%

Create a Learning Plan of ATD Resources

- Choose a Learning Path
 - Tool will compare your self-assessment ratings to the recommended proficiency levels of those KSAs most needed for that role/path
- Get ATD resource recommendations based on your proficiency level
- Select them to add to your Learning Plan to help keep you on track to develop yourself

Questions?

