BUILDING A TALENT DEVELOPMENT STRUCTURE
Without Borders

Presenters:
Jennifer Homer
Dr. William J. Rothwell
Dr. Angela L.M. Stopper

OVERVIEW

- Introduce TD Framework

- Summarize ATD and R&A Research

- Present trends and industry insights

- Provide recommendations to build
  global talent development programs

PRESENTERS

Jennifer Homer
VP, Communications & Career Development
Association for Talent Development (ATD)

William J. Rothwell
Ph.D., SPHR, CPLP Fellow
Rothwell & Associates
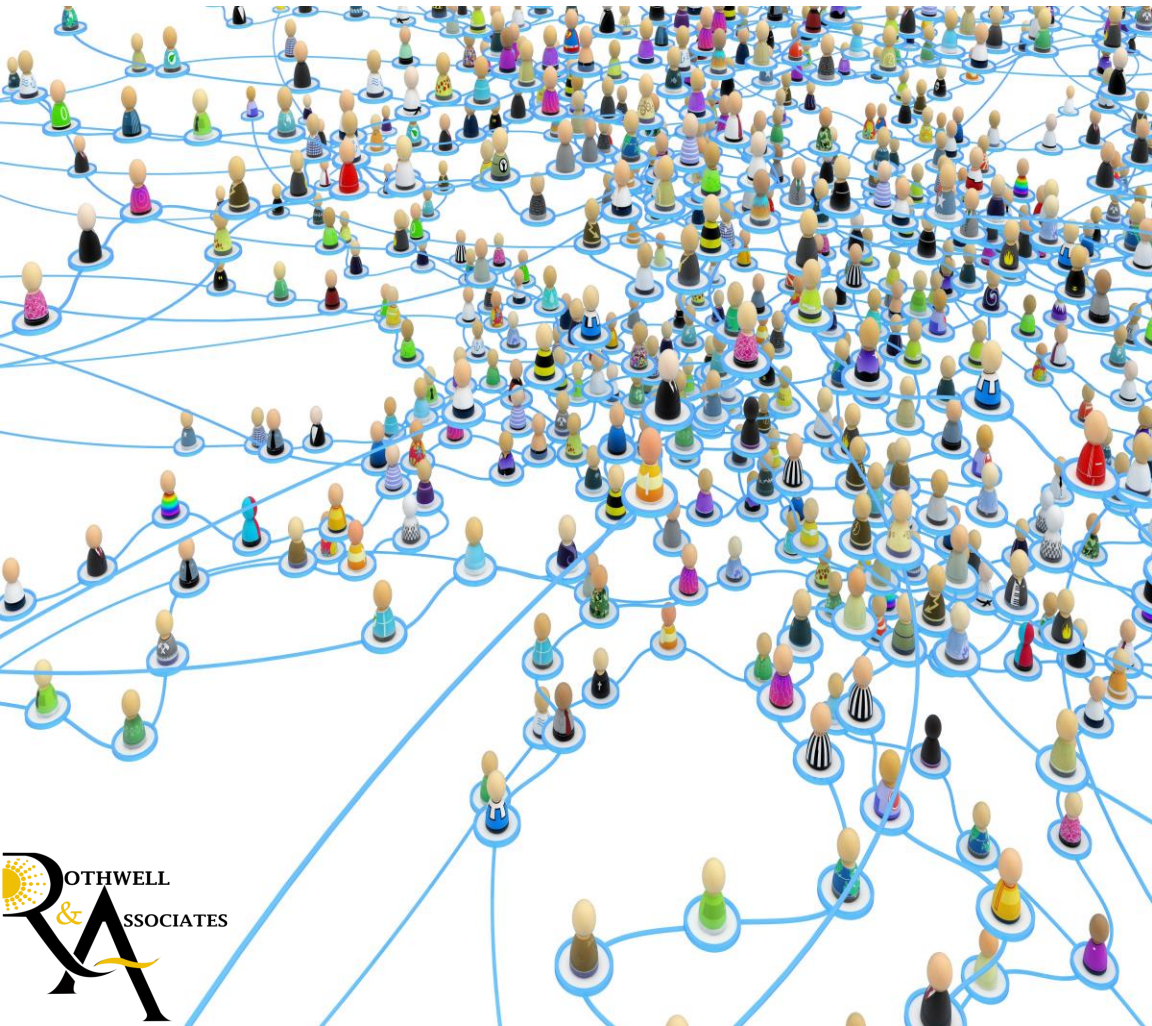The Pennsylvania State University

Angela Stopper Ph.D.
The Pennsylvania State University
Rothwell & Associates
University of California – Davis

TALENT DEVELOPMENT FIELD
Undergoing Transformation

Must address organizational needs in a complex and fast-paced economy

RESEARCH
Methodology

Quantitative and qualitative data collected from 1500 talent development professionals from Asia, Europe, Latin America, Middle East, and the United States

- Two online surveys

- 31 industry thought leader interviews
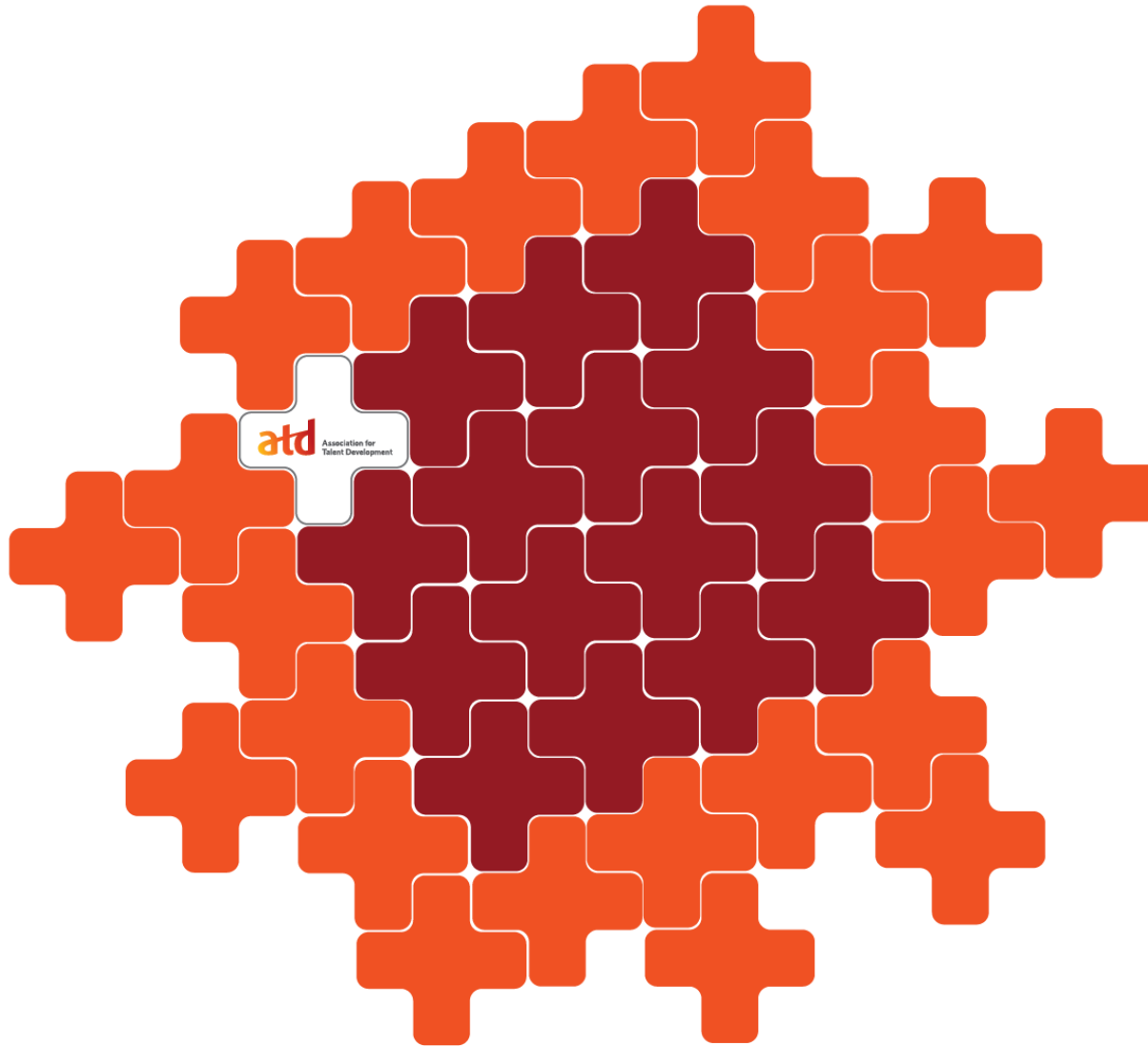
TALENT DEVELOPMENT

- What is talent development?

- How can it be described?

- How can organizations design, develop, or change their td functions?

TALENT DEVELOPMENT FUNCTIONS

Relationship of 39 functions

- Primary function of talent development (Red)

- Secondary function of talent development (Orange)

TD FRAMEWORK

15 AREAS IDENTIFIED AS PRIMARY FUNCTIONS

- 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
- training delivery

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
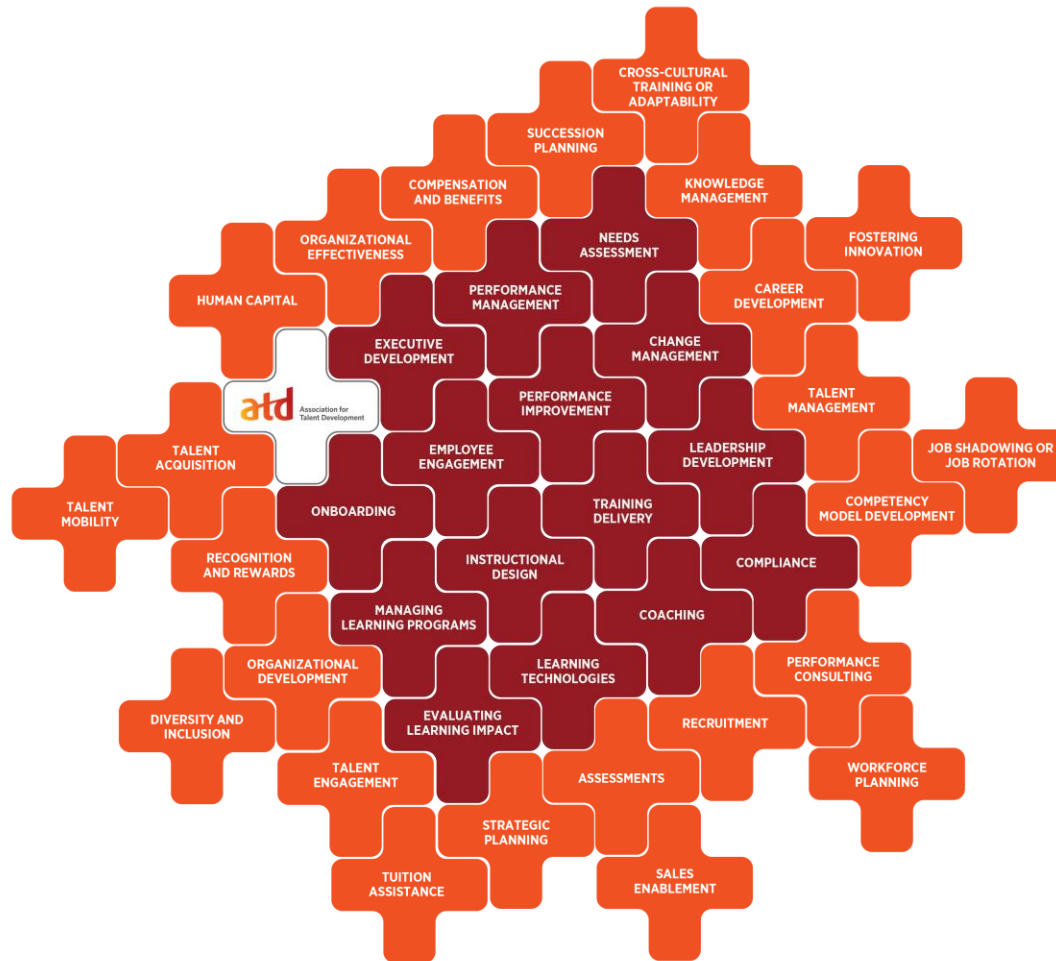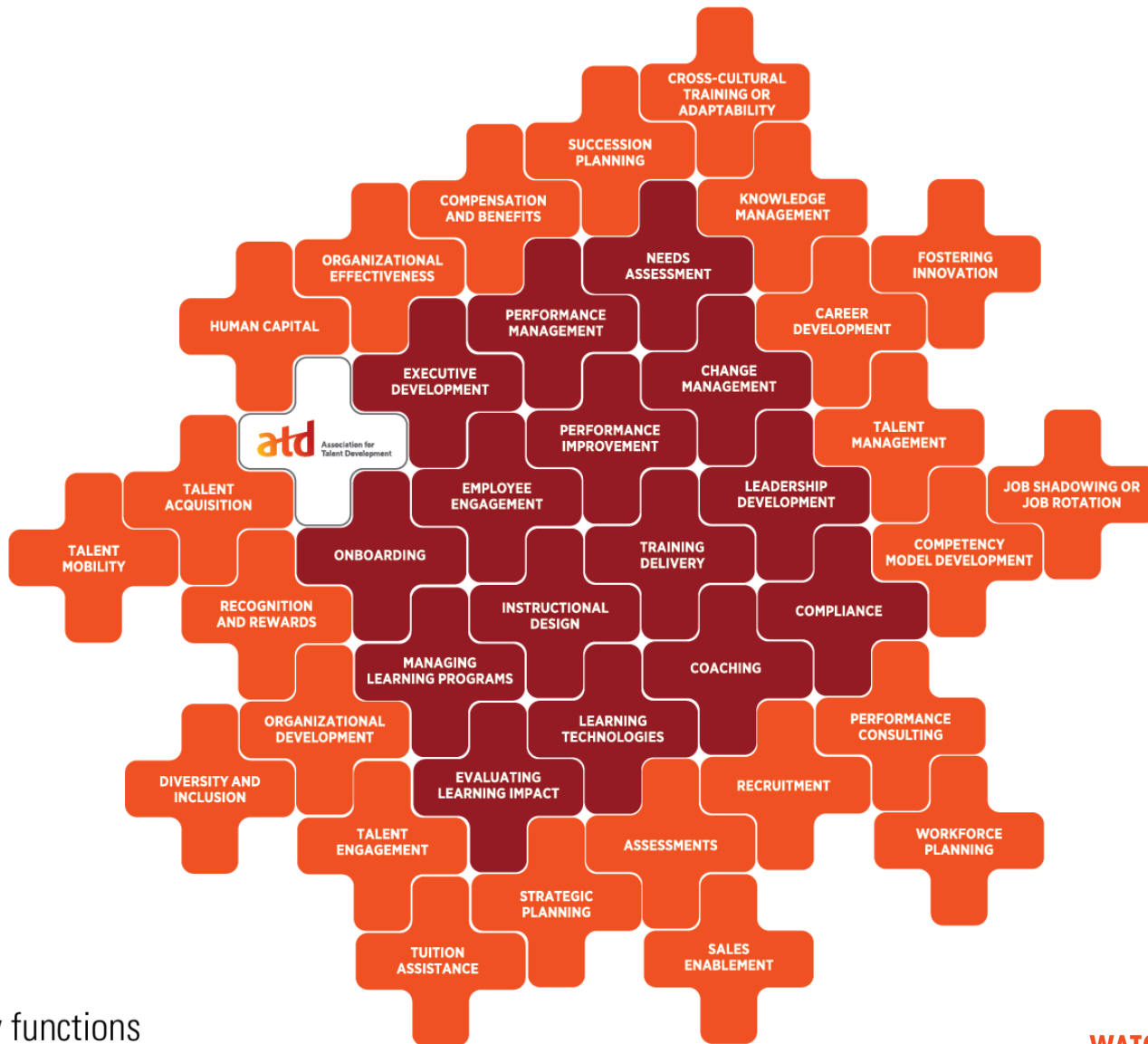
PERFORMANCE IMPROVEMENT

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

TALENT ENGAGEMENT

ASSESSMENTS

WORKFORCE PLANNING

STRATEGIC PLANNING

TUITION ASSISTANCE

SALES ENABLEMENT

Primary functions

Secondary functions

WATCH & LEARN webcasts atd

TALENT DEVELOPMENT

Varies …
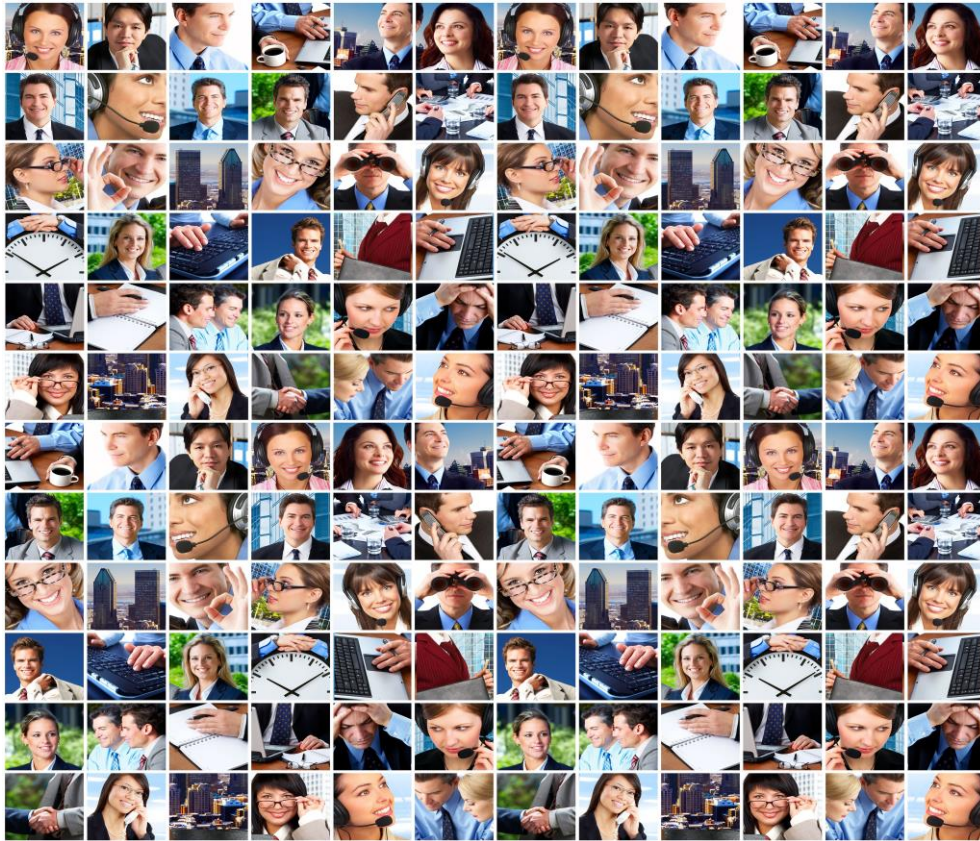
From one workplace to the next, one industry to the next, and one culture to the next

TALENT DEVELOPMENT
Challenges

Challenges 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
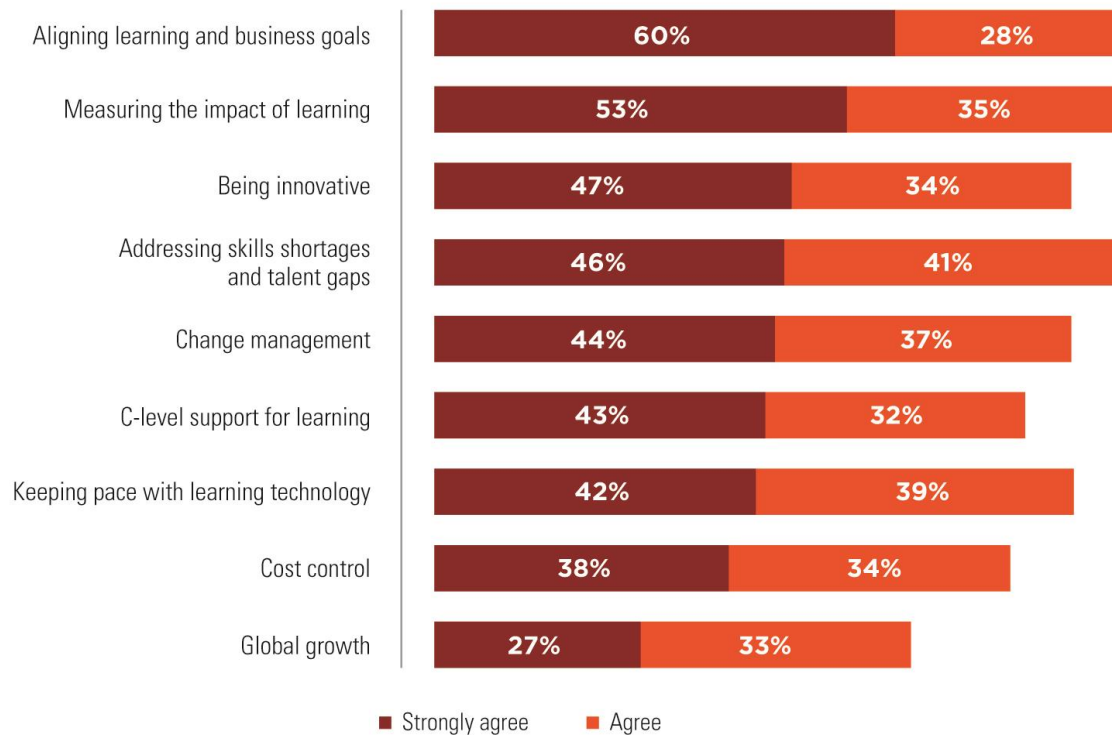
TALENT DEVELOPMENT
Challenges

Critical competencies for success vary from culture

to culture

- Individualistic vs. collectivist

- Attitudes towards authority

- Roles of women

- Views about customers

- Pace of work

GLOBAL OR MULTICULTURAL ORGANIZATIONS
Strongest Concerns

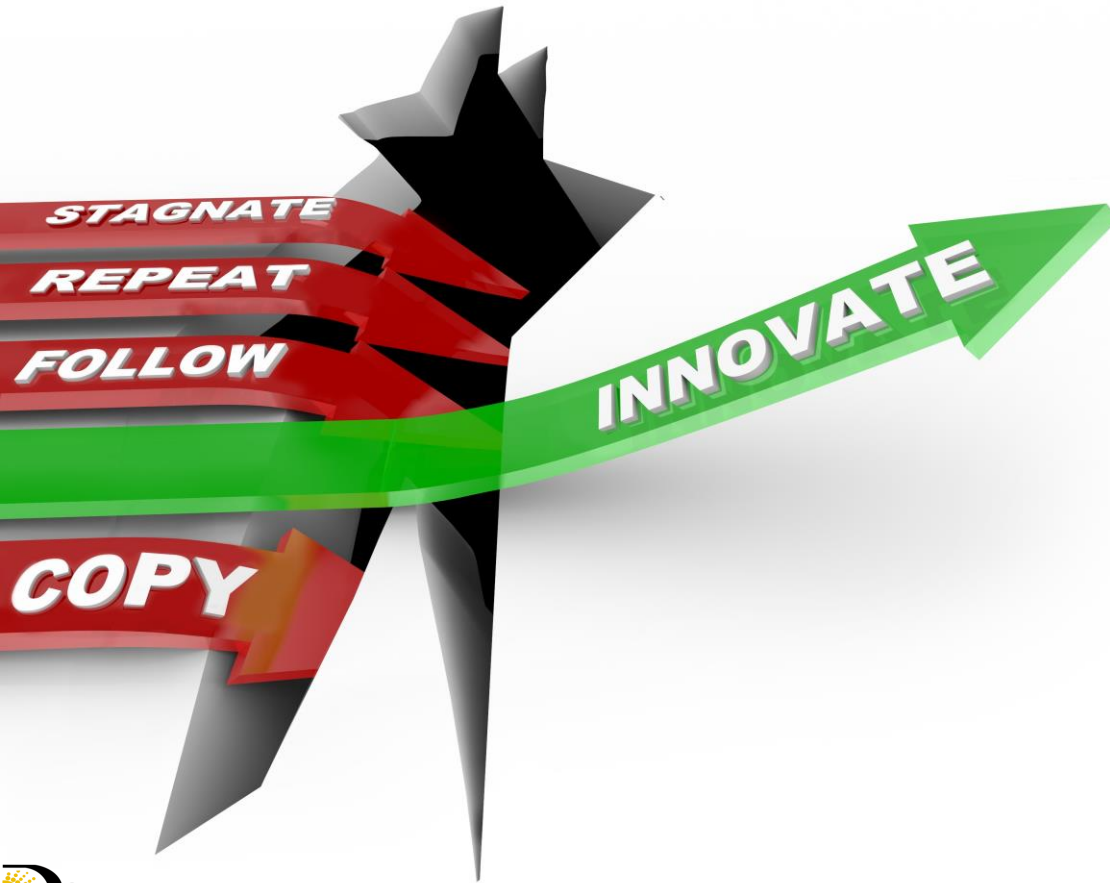- Adaptive enough for a borderless, refocused world

- Build cultural awareness

- Eliminate cultural bias

- Encourage a global mindset

TALENT DEVELOPMENT FIELD

Evolving

In sync with factors such as changes in the world economy, technology's influence on learning and communication, and rapid pace of change

TRENDS AFFECTING 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%

■ Strongly agree ■ Agree

ROTHWELL & ASSOCIATES

WATCH & LEARN webcasts   atd

INDUSTRY THOUGHT LEADERS

Insights

INDUSTRY THOUGHT LEADERS
Insight 1: Technology on the Rise

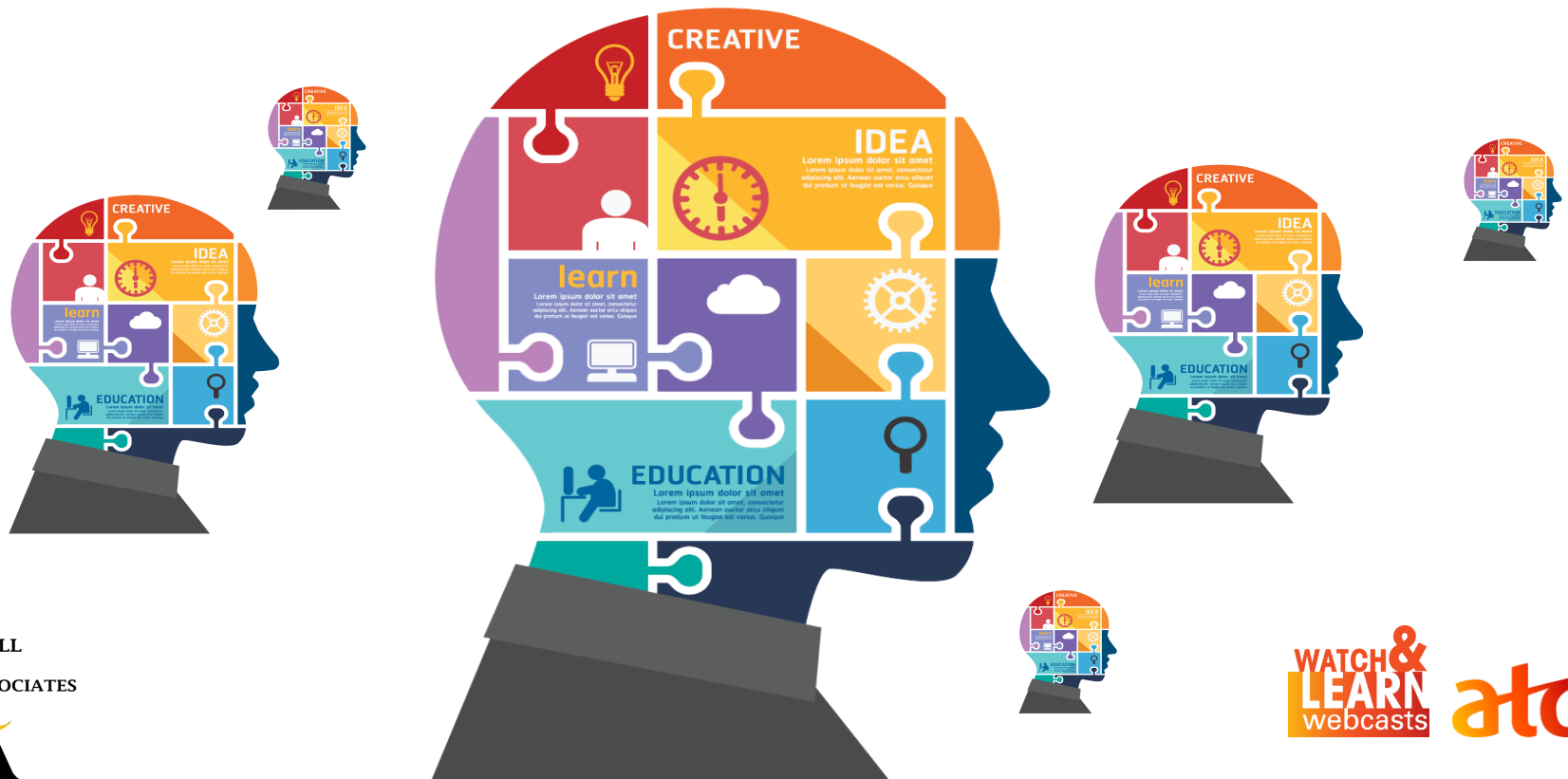# INDUSTRY THOUGHT LEADERS

Insight 2: Build a Strong Talent Pipeline

INDUSTRY THOUGHT LEADERS

Insight 3: TD Professionals as Business Partners

INDUSTRY THOUGHT LEADERS

Insight 5: Developing Partnerships That Drive Value
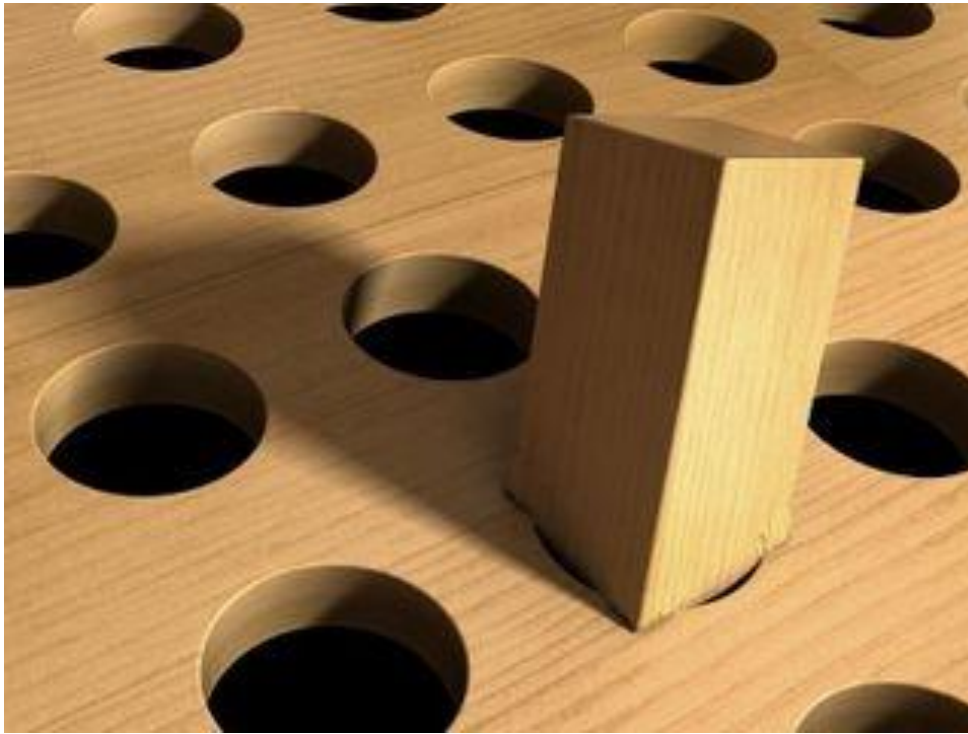
DESIRABLE TALENT DEVELOPMENT COMPONENTS

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

Component	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

DESIRABLE TALENT DEVELOPMENT COMPONENTS

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

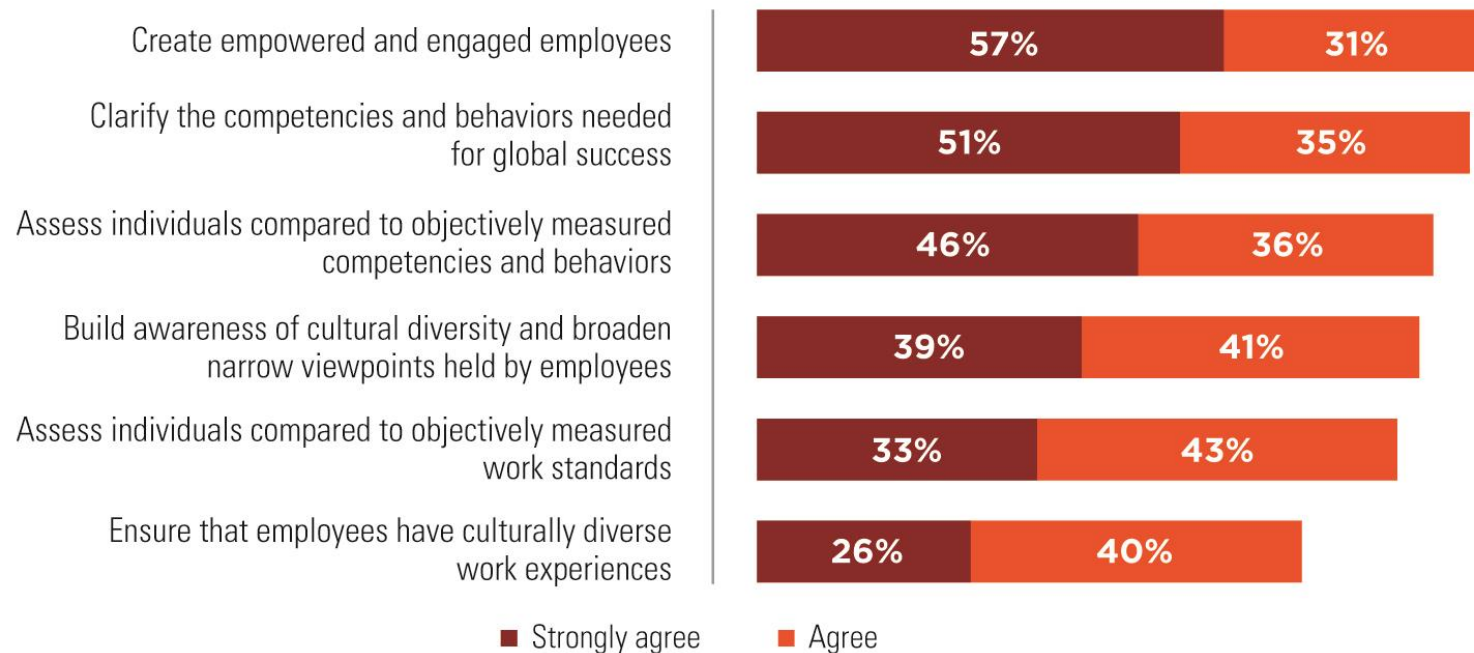| Component	Strongly agree	Agree
Create empowered and engaged employees	57%	31%
Clarify the competencies and behaviors needed for global success	51%	35%
Assess individuals compared to objectively measured competencies and behaviors	46%	36%
Build awareness of cultural diversity and broaden narrow viewpoints 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

DESIRABLE TALENT DEVELOPMENT COMPONENTS

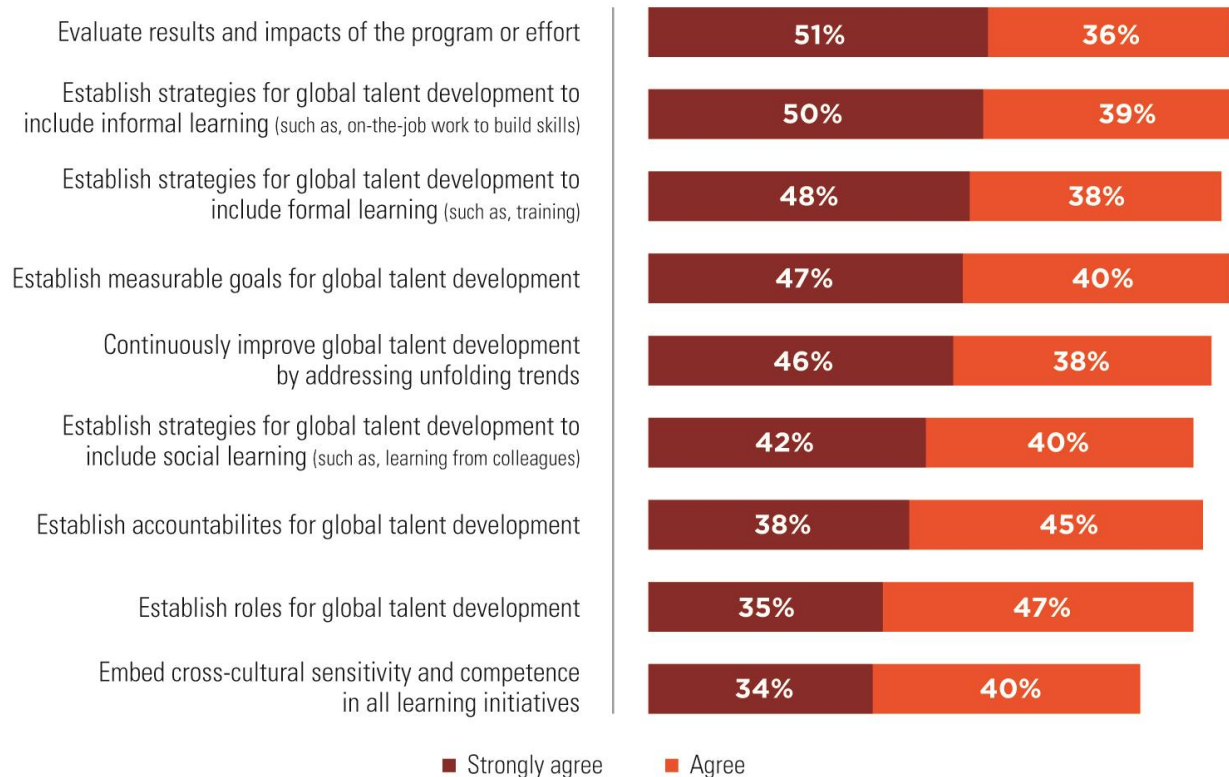*What are the desirable components of a global talent development program or effort for TD function's needs?*

Component	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

CONCLUSION & RECOMMENDATIONS

- Review and understand challenges

- Determine which trends to consider

- Articulate results and outcomes

- Use ATD's talent development framework as a guide

- Build your own talent development framework

Q&A

ACKNOWLEDGEMENTS

R&A and ATD would like to thank all of those individuals who participated in the project