Exploring the New ATD Talent Development Capability Model™

What Talent Development Professionals should KNOW and DO to be successful

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WHAT IS THE ATD TALENT DEVELOPMENT CAPABILITY MODEL?

The Talent Development Capability Model defines the capabilities (knowledge, skills, abilities, and behaviors) for the talent development field. It answers the question, “What do talent development professionals need to know and do to be successful?” It is the foundation for the Certified Professional in Talent Development (CPTD) certification – previously known as the Certified Professional in Learning & Performance (CPLP) certification. It replaces the ATD Competency Model which included Areas of Expertise and Foundational Competencies. For more detailed information about this model, go to www.td.org/capability-model.

This future-oriented model can be personalized. It sets a new standard for the field, responding to those trends affecting talent development, such as digital transformation, data analytics, information availability, and partnerships between talent development and business.

Who Is This Model For?
- current talent development professionals
- those seeking entry into the field
- managers of the talent development function
- organizational leaders seeking to leverage talent development for organizational effectiveness.

How the Model Can Be Used?
The Talent Development Capability Model can be applied in a variety of ways by a diverse set of stakeholders.

- Individuals can use it to explore job or career expansion, identify knowledge or skill gaps, or to prepare for certification.
- Academic institutions, professional groups, and others involved in education can benchmark and align their curricula.
- TD managers and leaders can use it to establish what roles to fill and which sets of skills are required of their staff.
DOMAINS OF PRACTICE
Talent development knowledge and skills have been organized into three domains of practice that are applicable to all roles: Building Personal Capabilities, Developing Professional Capabilities, and Impacting Organizational Capabilities.

CAPABILITIES
Knowledge and skill statements across 23 capabilities outline the specific content required for the successful and effective practice of talent development. Individuals can even self-assess against these statements to identify their personal knowledge and skill gaps.

Building Personal Capability

Communication: As TD professionals become critical business partners, they will need to articulate the appropriate messages for a particular audience.

Emotional Intelligence and Decision Making: Emotional intelligence and the ability to make good decisions are paramount to professional success. Regulating emotions and correctly interpreting the verbal and nonverbal behaviors of others is a key strength in building rapport and trust with others.

Collaboration and Leadership: Leadership is about influence and vision, which also helps to facilitate collaboration. Being good at collaboration requires the ability to foster environments that encourage teamwork and respectful relationships, especially cross-functionally. Effective leaders inspire trust and engagement with their employees and teams.

Cultural Awareness and Inclusion: Being effective at cultural awareness and fostering an inclusive work environment means conveying respect for different perspectives, backgrounds, customs, abilities, and behavior norms, as well as ensuring all employees are respected and involved by using their capabilities, insights, and ideas.

Project Management: Effective project management requires being able to plan, organize, direct, and control resources for a finite period to complete specific goals and objectives.

Compliance and Ethical Behavior: TD professionals must act with integrity and operate within the laws that govern where they work and live.

Lifelong Learning: This is marked by traits such as self-motivation, insatiable curiosity, and intelligent risk-taking. TD professionals should model its value by pursuing knowledge for personal and professional reasons.
Learning Sciences: Organizations with highly effective learning programs incorporate key principles from the learning sciences—the interdisciplinary research-based field that works to further the understanding of learning, learning innovation, and instructional methodologies.

Instructional Design: The creation of learning experiences and materials is what results in the acquisition and application of knowledge and skills.

Training Delivery and Facilitation: These are the means by which TD professionals help individuals improve performance at work by learning new skills and knowledge.

Technology Application: TD professionals must have the ability to identify, select, and implement the right learning and talent technologies that serve the best interests of the organization and its people.

Knowledge Management: Knowledge management is the explicit and systematic management of intellectual capital and organizational knowledge. In a knowledge economy, lost institutional knowledge can cost organizations real money in the form of turnover, recruitment, and training costs.

Career and Leadership Development: Being effective at career and leadership development requires the ability to create planned processes of interaction between the company and the individual.

Coaching: This discipline and practice is an essential capability for any TD professional, and it has the power to catalyze breakthroughs to enhance individual, team, and organizational performance.

Evaluating Impact: TD professionals should be able to implement a multilevel, systematic method assessing the effectiveness and effort of learning programs.

Business Insight: Business insight is the understanding of key factors affecting a business, such as its current situation, influences from its industry or market, and matters influencing growth. Having business insight is essential to strategic involvement with top management and ensuring TD strategies align with overall business strategy.

Consulting and Business Partnering: These use expertise, influence, and personal skill to build a two-way relationship that facilitates change or improvement in the business.

Organization Development and Culture: Organization development is an effort that focuses on improving a company's capability through alignment of strategy, structure, management processes, people, rewards, and metrics.

Talent Strategy and Management: These are the practices used to build an organization's culture, engagement, capability, and capacity through the implementation and integration of talent acquisition, employee development, retention, and deployment processes—ensuring these processes are aligned to organizational goals.

Performance improvement: Organizational competitiveness is fueled by improvement in human performance. Performance improvement is a holistic and systematic approach to meeting organizational goals by identifying and closing human performance gaps.
**Change management:** This is the capability for enabling change within a company by using structured approaches to shift individuals, teams, and organizations from a current state to a future state.

**Data and analytics:** This entails the ability to collect, analyze, and use large data sets in real time to influence learning, performance, and business.

**Future readiness:** The pace of change requires constant upskilling and reskilling of the workforce. Future readiness requires intellectual curiosity and constant scanning of the environment to stay abreast of forces shaping the business world, employees and their expectations, and the TD profession.

**THE GOAL: BUSINESS PARTNERSHIPS**
The future of work will require talent development professionals to leverage interpersonal skills and professional expertise to work as business partners to help achieve organizational goals. ATD’s research shows that successful talent development professionals need to blend knowledge and skills from all three domains of practice to be most effective.

Learn more about the Talent Development Capability Model at [www.td.org/capability-model](http://www.td.org/capability-model).

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