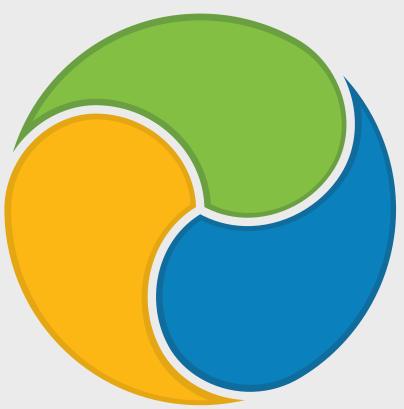
Talent Development Defined

Thousands of talent development professionals have used the self-assessment feature of ATD's Talent Development Capability Model to identify their knowledge and skill gaps against new standards for TD professionals' knowledge and success.

This gap analysis can help individuals and teams build personalized learning plans designed to deepen knowledge and expand skills. To provide a benchmark of current reported proficiencies, ATD is providing this quarterly snapshot of aggregate data.

This includes all individuals—global ATD members and nonmembers—who have conducted the selfassessment embedded in the interactive Talent Development Capability Model.



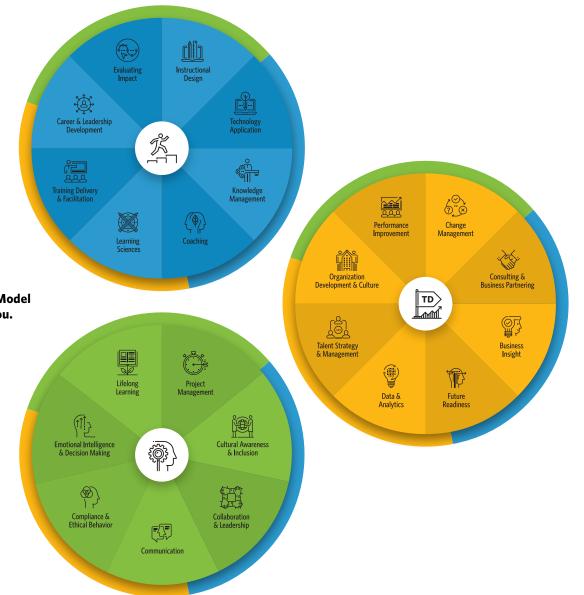
Ways You Can Use This Data:

- Review how your current proficiency stacks up against all others in the field to see how your strengths and opportunities for development compare. Identify areas where your proficiency falls below the global average. Target these topics for your professional development.
- Identify the role that represents the next step in your career. Compare your proficiency levels with all the professionals in that role. Select capabilities you most need to improve to focus on in choosing your continued training. Seek work assignments that can help you develop in these areas.
- Set proficiency targets for your team using role-based benchmarks. Use the <u>Enterprise Skills Gap Assessment</u> to view your entire team's current levels and assign ATD resources to help them close identified gaps.

Haven't completed your Talent Development Capability Model self-assessment? You can refer to this job aid to assist you.



- Be sure to complete the entire self-assessment. We suggest doing one domain of practice at a time (approximately 20–30 minutes per domain).
- Choose a Learning Path. This is an important part of creating your gap assessment. Choose from one of eight role-based paths or choose to pursue one of ATD's premier certifications, APTD or CPTD.
- Select the **Learning Resources** tab to see your gap assessment. The tool compares your proficiency level to the ideal proficiency level of someone in that role based on ATD research. Choose ATD resources to help you close these gaps.
- Find your selected resources on your Learning Plan tab.



Self-Assessment Renchmarks



This includes all self-assessment data from users around the globe. It includes ATD members and nonmembers from more than 150 countries who are from a diverse range of organizations and are at virtually every stage of a talent development career.

On the next several pages, you will find sub-sets of data representing various job roles that were self-declared by users.

Last updated: 12/31/2023 N=29,473

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:



Capability

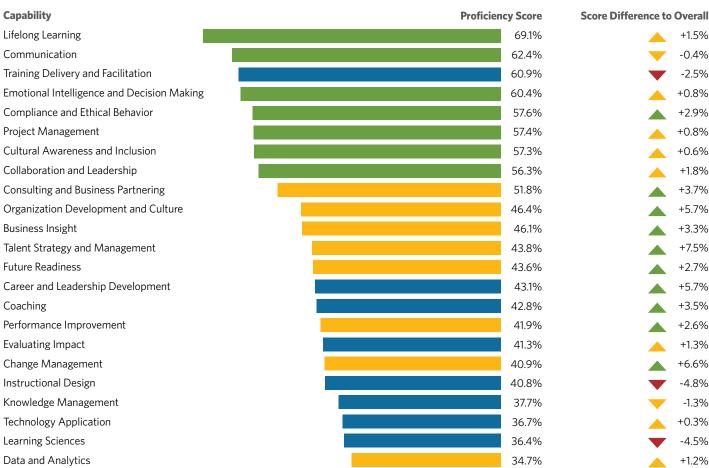
Coaching

Developing Professional Capability: 42.4%

Impacting Organizational Capability: 39.6%

Proficiency Score Lifelong Learning 67.6% Training Delivery and Facilitation 63.4% Communication 62.8% Emotional Intelligence and Decision Making 59.6% Cultural Awareness and Inclusion 56.7% 56.6% Project Management Compliance and Ethical Behavior 54.7% Collaboration and Leadership 54.5% Consulting and Business Partnering 48.1% Instructional Design 45.6% **Business Insight** 42.8% Learning Sciences 40.9% **Future Readiness** 40.9% 40.7% Organization Development and Culture 40.0% Evaluating Impact Performance Improvement 39.3% 39.3% Knowledge Management 39.0% Career and Leadership Development 37.4% **Technology Application** 36.4% Talent Strategy and Management 36.3% Change Management 34.3% Data and Analytics 33.5%

Self-Assessment Benchmarks **HR/OD Professionals^{*}**



OVERALL PROFICIENCY SCORE: 47.6%

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: 59.6%

Impacting Organizational Capability: 44.3%

Developing Professional Capability: 41.7%

0

Change in Rank to Overall	Score Difference to Overall
0	+1.5%
+ 1	-0.4%
— -1	-2.5%
0	+0.8%
+ 1	+2.9%
+1	+0.8%
-2	+0.6%
0	+1.8%
0	+3.7%
+4	+5.7%
0	+3.3%
+8	+7.5%
+ 1	+2.7%
★ +5	+5.7%
+2	+3.5%
0	+2.6%
-3	+1.3%
★ +5	+6.6%
-9	-4.8%
-2	-1.3%
-2	+0.3%
-9	-4.5%
2	1.00/

Last updated: 12/31/2023 N=2,856

*These segmented benchmarks include individuals who have self-identified as HR/OD professionals in their td.org profiles.

Self-Assessment Benchmarks

Independent Consultants*

Building Personal Capability: 64.5%



Developing Professional Capability: 48.5%

Impacting Organizational Capability: 48.4%

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	75.9%	+8.3%	0
Training Delivery and Facilitation	70.4%	+7.0%	— -1
Communication	68.3%	+5.5%	+1
Emotional Intelligence and Decision Making	65.0%	+5.4%	0
Project Management	64.6%	+8.0%	+ 1
Collaboration and Leadership	61.9%	+7.4%	0
Cultural Awareness and Inclusion	61.0%	+4.3%	-2
Consulting and Business Partnering	60.1%	+12.0%	0
Compliance and Ethical Behavior	58.6%	+3.9%	+ 1
Instructional Design	52.9%	+7.3%	-9
Business Insight	52.2%	+9.4%	0
Organization Development and Culture	49.1%	+8.4%	+4
Performance Improvement	49.1%	+9.8%	0
Coaching	48.6%	+9.3%	+2
Learning Sciences	48.2%	+7.3%	-9
Future Readiness	48.0%	+7.1%	+ 1
Evaluating Impact	47.8%	+7.8%	-3
Change Management	46.1%	+11.8%	+5
Career and Leadership Development	45.5%	+8.1%	+5
Talent Strategy and Management	44.4%	+8.1%	+8
Knowledge Management	43.8%	+4.8%	-2
Data and Analytics	38.9%	+5.4%	0
Technology Application	37.6%	+1.2%	-2

Last updated: 12/31/2023 N=1,215

*These segmented benchmarks include individuals who have self-identified as independent consultants in their td.org profiles.

OVERALL PROFICIENCY SCORE: 53.3%

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:



Self-Assessment Benchmarks Instructional Designers*



Developing Professional Capability: 46.6%

Impacting Organizational Capability: 33.9%

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	68.3%	+0.7%	0
Training Delivery and Facilitation	65.7%	+2.3%	0
Communication	61.3%	-1.5%	0
Instructional Design	59.0%	+13.4%	+6
Emotional Intelligence and Decision Making	58.1%	-1.5%	— -1
Project Management	55.2%	-1.4%	0
Cultural Awareness and Inclusion	55.0%	-1.7%	-2
Compliance and Ethical Behavior	52.1%	-2.6%	— -1
Learning Sciences	50.4%	+9.5%	+3
Collaboration and Leadership	48.0%	-6.5%	-2
Consulting and Business Partnering	44.4%	-3.7%	-2
Technology Application	42.9%	+6.5%	+8
Knowledge Management	42.9%	+3.9%	+4
Evaluating Impact	42.4%	+2.4%	+2
Future Readiness	39.9%	-1.0%	-2
Performance Improvement	37.8%	-1.5%	0
Business Insight	35.5%	-7.3%	-6
Organization Development and Culture	33.1%	-7.6%	-4
Data and Analytics	31.6%	-1.9%	+4
Career and Leadership Development	30.3%	-7.1%	— -1
Coaching	29.2%	-10.1%	-4
Talent Strategy and Management	27.1%	-9.2%	— -1
Change Management	26.8%	-7.5%	-1

Last updated: 12/31/2023 N=3,474

*These segmented benchmarks include individuals who have self-identified as instructional designers in their td.org profiles.



PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

OVERALL PROFICIENCY SCORE: 56.3%

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Self-Assessment Benchmarks

Talent Development Leaders* **W** Building Personal Capability: 66.6%

Developing Professional Capability: **53%**



Impacting Organizational Capability: 51.1%

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	76.6%	+9.0%	0
Training Delivery and Facilitation	72.9%	+9.5%	0
Communication	69.8%	+7.0%	0
Project Management	66.8%	+10.2%	+ 2
Collaboration and Leadership	66.1%	+11.6%	+2
Emotional Intelligence and Decision Making	65.3%	+5.7%	-1
Consulting and Business Partnering	64.3%	+16.2%	0
Compliance and Ethical Behavior	62.7%	+8.0%	0
Cultural Awareness and Inclusion	62.0%	+5.3%	-3
Business Insight	58.2%	+15.4%	0
Organization Development and Culture	53.9%	+13.2%	0
Coaching	53.1%	+13.8%	+ 5
Instructional Design	53.1%	+7.5%	0
Career and Leadership Development	52.3%	+14.9%	+6
Future Readiness	51.3%	+10.4%	-4
Performance Improvement	51.1%	+11.8%	0
Talent Strategy and Management	51.0%	+14.7%	+2
Change Management	48.3%	+14.0%	0
Learning Sciences	47.7%	+6.8%	-3
Evaluating Impact	47.3%	+7.3%	-3
Knowledge Management	45.4%	+6.4%	-2
Technology Application	42.8%	+6.4%	-1
Data and Analytics	41.8%	+8.3%	0

Last updated: 12/31/2023 N=2,256

*These segmented benchmarks include individuals who have self-identified as talent development directors/executives or CTDO/CLO in their td.org profiles.

OVERALL PROFICIENCY SCORE: 50%

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Self-Assessment Benchmarks **Talent Development Mgrs^{*}**

Building Personal Capability: 60.8%

Developing Professional Capability: 46.3%

Impacting Organizational Capability: 44.4%

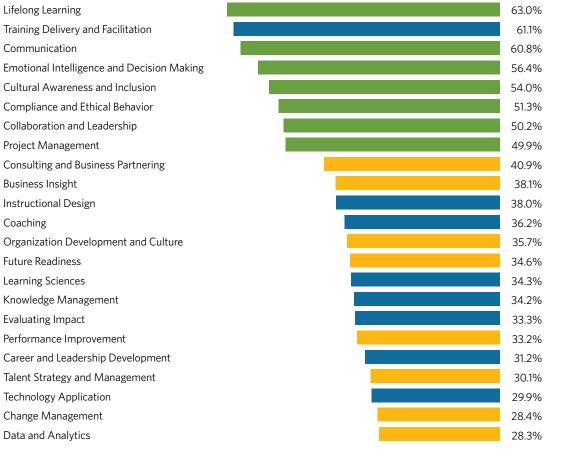
Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	69.8%	+2.2%	0
Training Delivery and Facilitation	68.7%	+5.3%	0
Communication	64.4%	+1.6%	0
Project Management	60.7%	+4.1%	+2
Emotional Intelligence and Decision Making	60.3%	+0.7%	— -1
Collaboration and Leadership	58.7%	+4.2%	+2
Cultural Awareness and Inclusion	57.4%	+0.7%	-3
Compliance and Ethical Behavior	57.0%	+2.3%	0
Consulting and Business Partnering	55.4%	+7.3%	0
Instructional Design	48.9%	+3.3%	0
Business Insight	48.4%	+5.6%	0
Coaching	45.2%	+5.9%	+5
Career and Leadership Development	44.6%	+7.2%	+6
Organization Development and Culture	44.5%	+3.8%	0
Performance Improvement	43.5%	+4.2%	0
Future Readiness	43.4%	+2.5%	-4
Learning Sciences	43.1%	+2.2%	-3
Evaluating Impact	42.8%	+2.8%	-3
Talent Strategy and Management	42.7%	+6.4%	+ 2
Knowledge Management	40.8%	+1.8%	-2
Technology Application	39.7%	+3.3%	-1
Change Management	38.7%	+4.4%	0
Data and Analytics	35.1%	+1.6%	0

Last updated: 12/31/2023 N=3,479

*These segmented benchmarks include individuals who have self-identified as talent development managers in their td.org profiles.

Self-Assessment Benchmarks **Trainers/Facilitators***

Capability



Score Difference to Overall	Change in Rank to Overall
-4.6%	0
-2.3%	0
-2.0%	0
-3.2%	0
-2.7%	0
-3.4%	+1
-4.3%	▲ +1
-6.7%	-2
-7.2%	0
-4.7%	0
-7.6%	0
-3.1%	+5
-5.0%	▲ +1
-6.3%	-2
-6.6%	-2
-4.8%	+2
-6.7%	-3
-6.1%	-1
-6.2%	0
-6.2%	▲ +1
-6.5%	▼ -1
-5.9%	0

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Developing Professional

Capability: 36.7%

Building Personal

Capability: 54.7%

Proficiency Score

OVERALL PROFICIENCY SCORE: 40.7%

Impacting Organizational Capability: 33.8%

0

Last updated: 12/31/2023 N=4,880

*These segmented benchmarks include individuals who have self-identified as trainers/facilitators in their td.org profiles.

-5.2%

Self-Assessment Benchmarks **Training Coordinators***





Developing Professional Capability: **34.6%**

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

OVERALL PROFICIENCY SCORE: 38.7%

Impac Capal

Impacting Organizational Capability: 33.3%

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	59.8%	-7.8%	0
Communication	57.7%	-5.1%	0
Training Delivery and Facilitation	55.6%	-7.8%	0
Emotional Intelligence and Decision Making	55.0%	-4.6%	0
Cultural Awareness and Inclusion	51.9%	-4.8%	0
Project Management	50.5%	-6.1%	-2
Compliance and Ethical Behavior	48.8%	-5.9%	+1
Collaboration and Leadership	46.9%	-7.6%	+1
Consulting and Business Partnering	40.2%	-7.9%	0
Business Insight	36.9%	-5.9%	0
Instructional Design	36.0%	-9.6%	0
Organization Development and Culture	35.0%	-5.7%	+1
Future Readiness	34.5%	-6.4%	-2
Evaluating Impact	32.7%	-7.3%	-3
Knowledge Management	32.4%	-6.6%	+2
Learning Sciences	31.8%	-9.1%	-2
Performance Improvement	31.0%	-8.3%	-1
Talent Strategy and Management	30.7%	-5.6%	+1
Coaching	30.6%	-8.7%	-5
Career and Leadership Development	30.4%	-7.0%	0
Technology Application	30.1%	-6.3%	-1
Data and Analytics	28.3%	-5.2%	0
Change Management	26.5%	-7.8%	0

Last updated: 12/31/2023 N=1,767

*These segmented benchmarks include individuals who have self-identified as training/talent development coordinators in their td.org profiles.