

# Talent Development Capability Model

## *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 self-assessment embedded in the interactive Talent Development Capability Model.



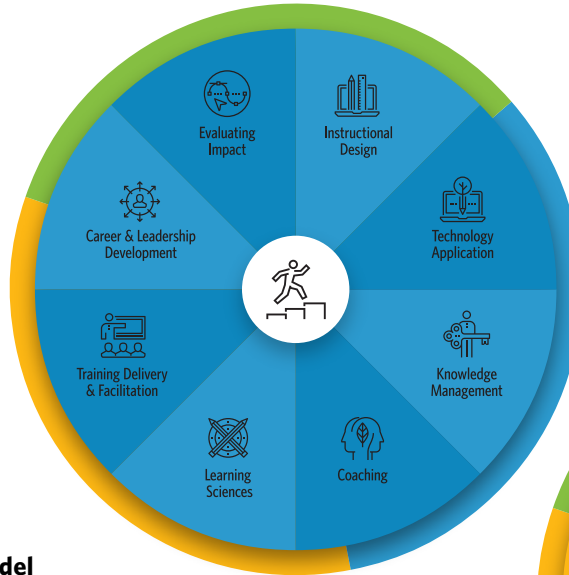
## Ways You Can Use This Data:

- 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. In choosing your continued training, select capabilities you need to improve upon. Seek work assignments that can help you develop in these areas.
- Set proficiency targets for your team using role-based benchmarks. Use the [Enterprise Skills Gap Assessment](#) 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.**

## Tips:

- 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, Associate Professional in Talent Development (APTD) and Certified Professional in Talent Development (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 Benchmarks



**OVERALL  
PROFICIENCY  
SCORE: 46.0%**

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: 3/31/2024 N=31,672

## PROFICIENCY SCORE BY DOMAIN OF PRACTICE:



Building Personal Capability: **58.4%**



Developing Professional Capability: **42.4%**



Impacting Organizational Capability: **39.6%**




# Talent Development Capability Model

 **OVERALL PROFICIENCY SCORE: 47.4%**


Self-Assessment Benchmarks

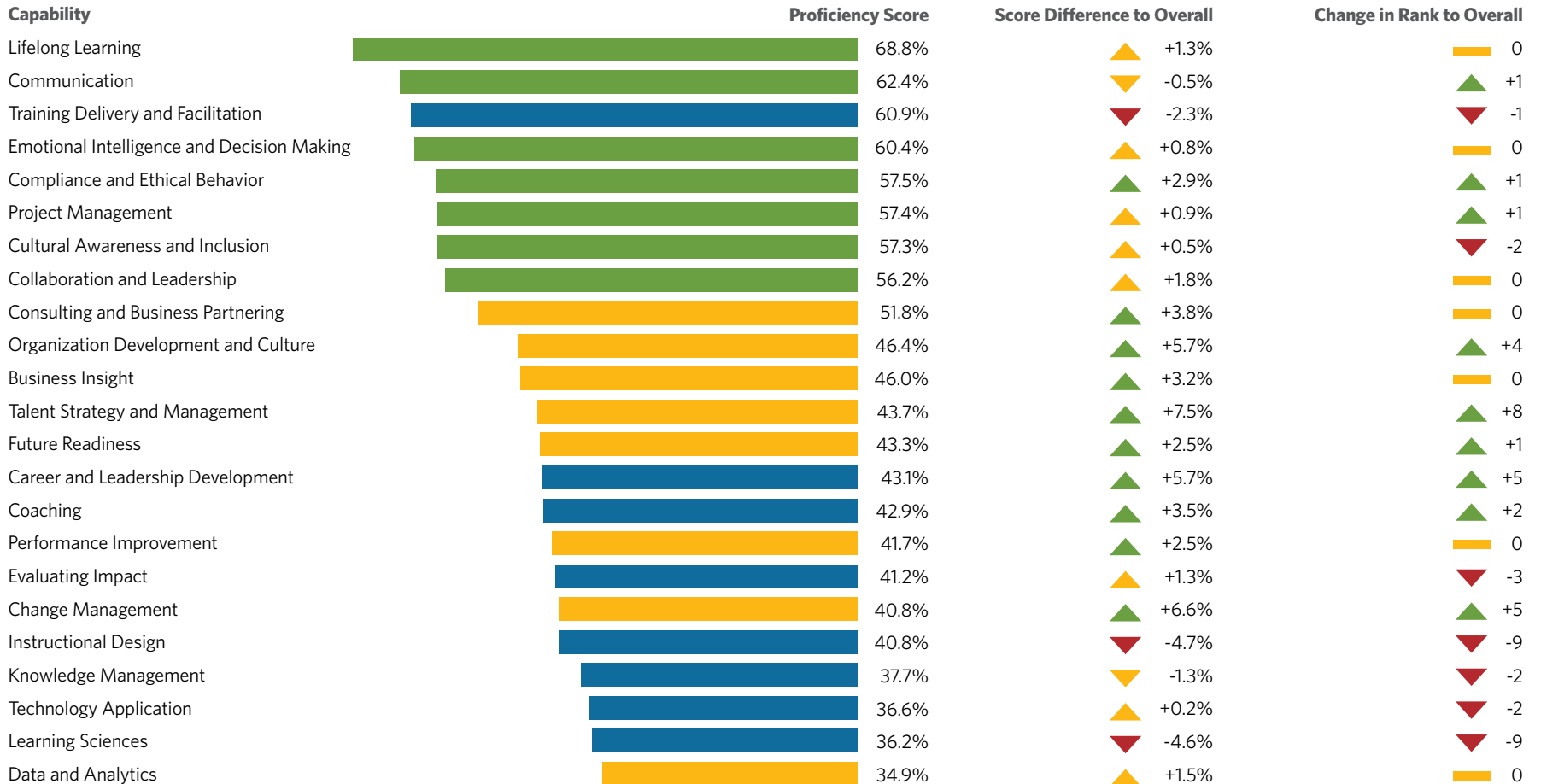
**HR/OD Professionals\***

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

 Building Personal Capability: **59.5%**

 Impacting Organizational Capability: **44.2%**

 Developing Professional Capability: **41.6%**



Last updated: 3/31/2024 N=3,046

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

# Talent Development Capability Model


 **OVERALL PROFICIENCY SCORE: 52.8%**


Self-Assessment Benchmarks

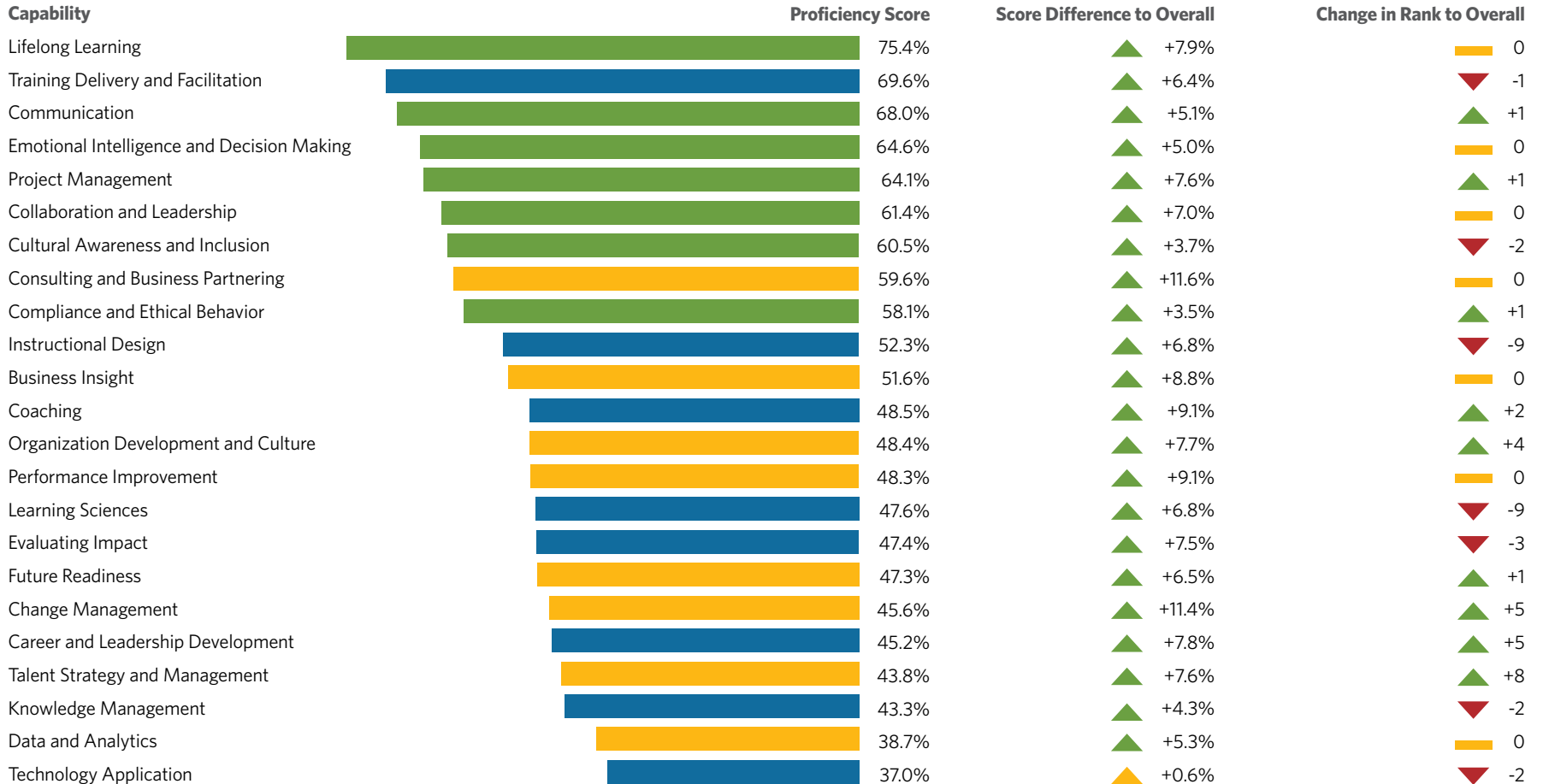
**Independent Consultants\***

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

 Building Personal Capability: **64.0%**

 Developing Professional Capability: **48.0%**

 Impacting Organizational Capability: **47.8%**



Last updated: 3/31/2024 N=1,293

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

# Talent Development Capability Model



OVERALL PROFICIENCY SCORE: **45.3%**

Self-Assessment Benchmarks

## Instructional Designers\*

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:



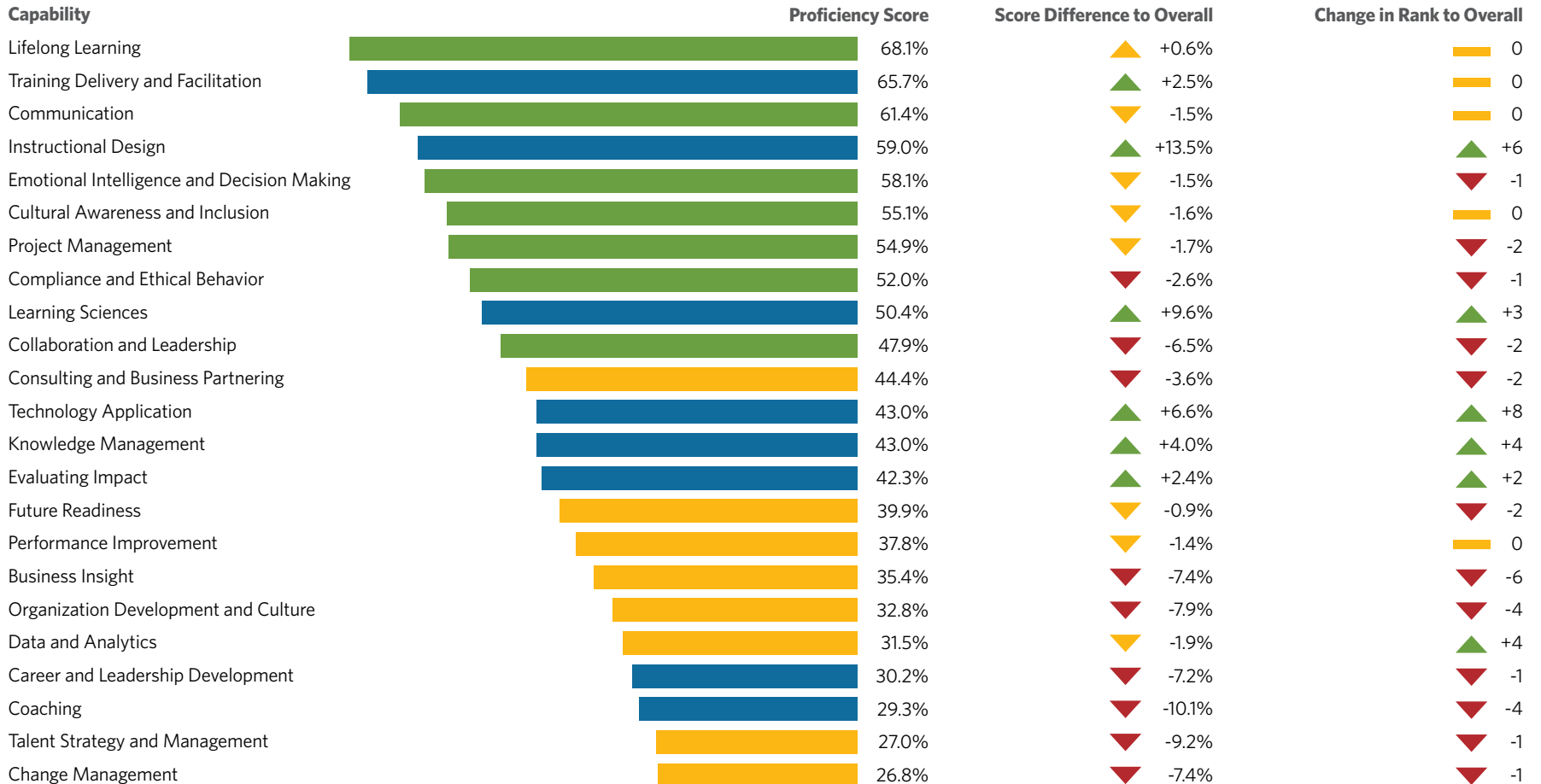
Building Personal Capability: **55.9%**



Developing Professional Capability: **46.7%**



Impacting Organizational Capability: **33.8%**



Last updated: 3/31/20243 N=3,768

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

# Talent Development Capability Model



OVERALL PROFICIENCY SCORE: **56.1%**

## Self-Assessment Benchmarks

### Talent Development Leaders\*



Building Personal Capability: **66.5%**



Developing Professional Capability: **52.8%**



Impacting Organizational Capability: **50.9%**

## PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	76.5%	▲ +9.0%	■ 0
Training Delivery and Facilitation	72.8%	▲ +9.6%	■ 0
Communication	69.9%	▲ +7.0%	■ 0
Project Management	66.5%	▲ +10.0%	▲ +2
Collaboration and Leadership	65.8%	▲ +11.4%	▲ +2
Emotional Intelligence and Decision Making	65.3%	▲ +5.7%	▼ -1
Consulting and Business Partnering	64.1%	▲ +16.1%	■ 0
Compliance and Ethical Behavior	62.3%	▲ +7.7%	■ 0
Cultural Awareness and Inclusion	62.0%	▲ +5.2%	▼ -3
Business Insight	58.1%	▲ +15.3%	■ 0
Organization Development and Culture	53.8%	▲ +13.1%	■ 0
Coaching	53.0%	▲ +13.6%	▲ +5
Instructional Design	52.9%	▲ +7.4%	■ 0
Career and Leadership Development	52.2%	▲ +14.8%	▲ +6
Future Readiness	51.0%	▲ +10.2%	▼ -4
Talent Strategy and Management	50.8%	▲ +11.4%	■ 0
Performance Improvement	50.6%	▲ +14.6%	▲ +2
Change Management	47.7%	▲ +13.5%	■ 0
Learning Sciences	47.3%	▲ +6.5%	▼ -3
Evaluating Impact	47.3%	▲ +7.4%	▼ -3
Knowledge Management	45.3%	▲ +6.3%	▼ -2
Technology Application	42.6%	▲ +6.2%	▼ -1
Data and Analytics	41.5%	▲ +8.1%	■ 0

Last updated: 3/31/2024 N=2,406


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


# Talent Development Capability Model

 **OVERALL PROFICIENCY SCORE: 50.1%**

Self-Assessment Benchmarks

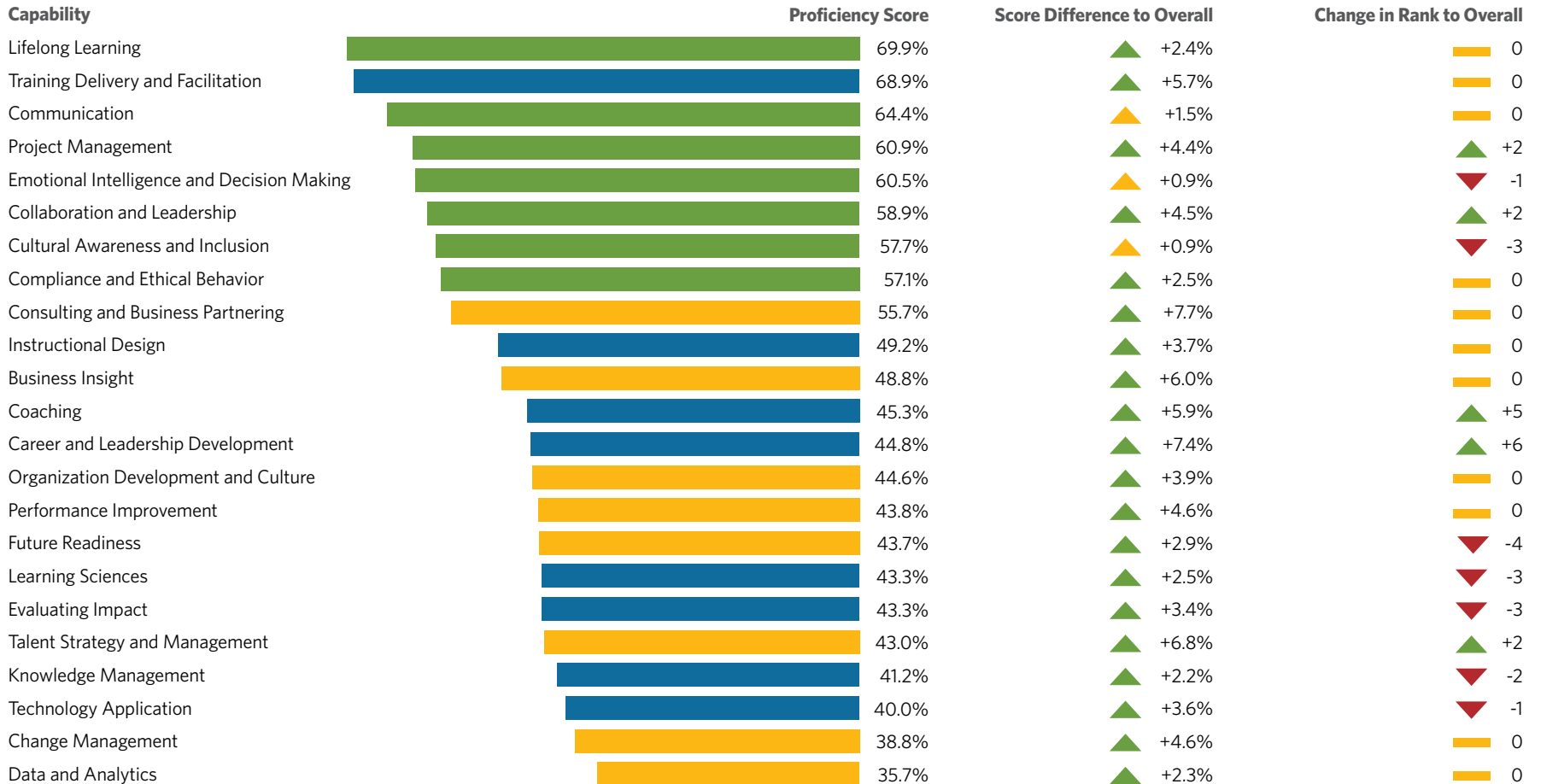
**Talent Development Mgrs\***

 Building Personal Capability: **60.9%**

 Developing Professional Capability: **46.6%**

 Impacting Organizational Capability: **44.7%**

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:



Last updated: 3/31/2024 N=3,717

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




# Talent Development Capability Model


 **OVERALL PROFICIENCY SCORE: 41.0%**


Self-Assessment Benchmarks

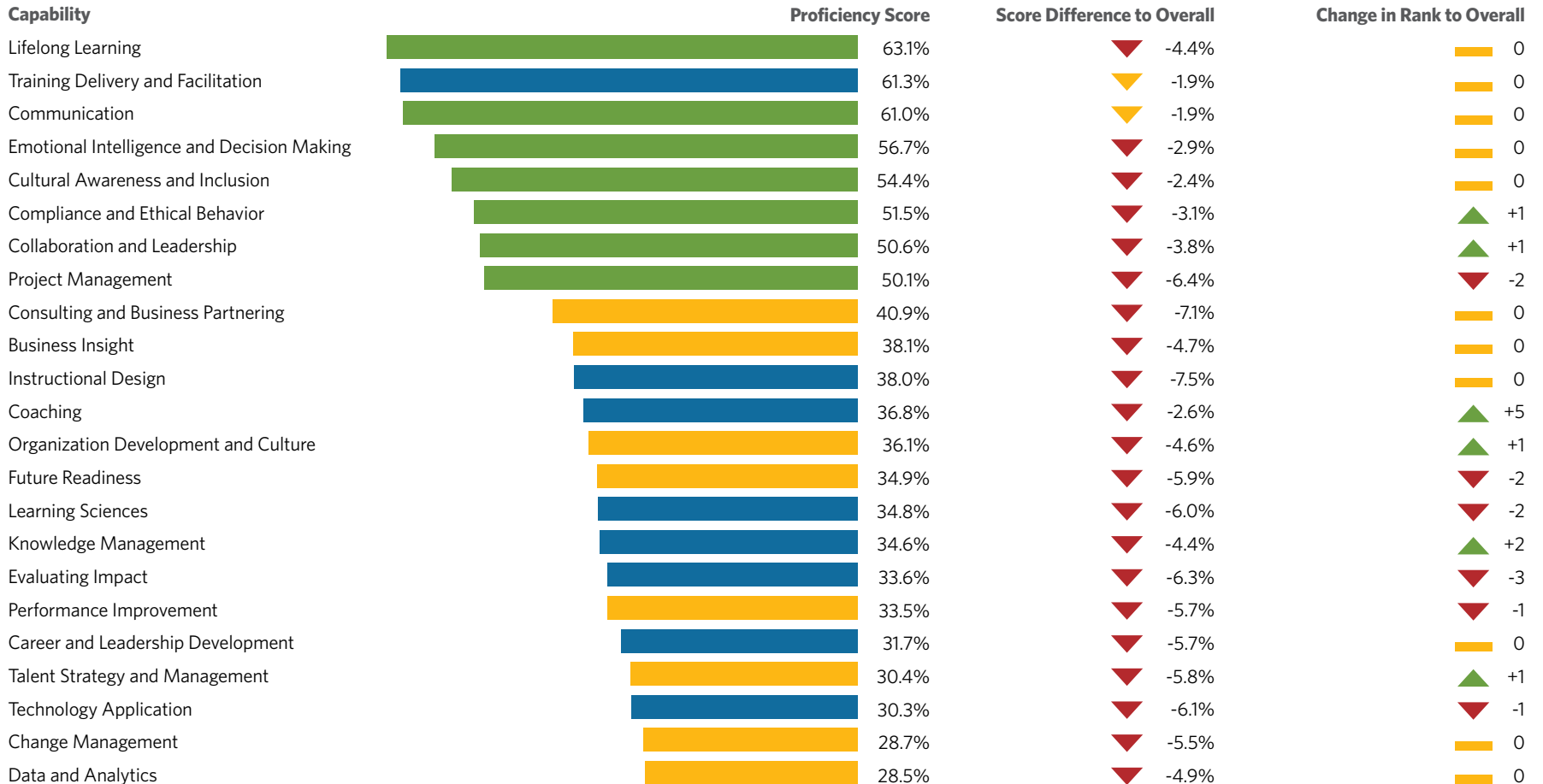
**Trainers/Facilitators\***

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

 **Building Personal Capability: 55.0%**

 **Developing Professional Capability: 37.0%**

 **Impacting Organizational Capability: 34.1%**



Last updated: 3/31/2024 N=5,358

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


# Talent Development Capability Model


 **OVERALL PROFICIENCY SCORE: 38.8%**


## Self-Assessment Benchmarks

### Training Coordinators\*

#### PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

 **Building Personal Capability: 52.6%**

 **Developing Professional Capability: 34.7%**

 **Impacting Organizational Capability: 33.5%**

