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.
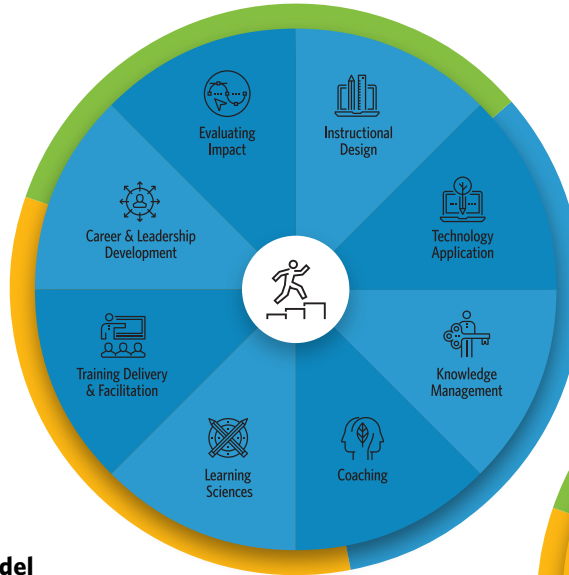
Ways You Can Use This Data:

- 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.

Evaluating Impact · Instructional Design · Technology Application · Knowledge Management · Coaching · Learning Sciences · Training Delivery & Facilitation · Career & Leadership Development

Performance Improvement · Change Management · Consulting & Business Partnering · Business Insight · Future Readiness · Data & Analytics · Talent Strategy & Management · Organization Development & Culture

Lifelong Learning · Project Management · Cultural Awareness & Inclusion · Collaboration & Leadership · Communication · Compliance & Ethical Behavior · Emotional Intelligence & Decision Making

Self-Assessment Benchmarks

OVERALL PROFICIENCY SCORE: 45.9%

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: 6/30/2024   N=33,098

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: **58.4%**

Developing Professional Capability: **42.4%**

Impacting Organizational Capability: **39.5%**

Capability	Proficiency Score
Lifelong Learning	67.3%
Training Delivery and Facilitation	63.1%
Communication	62.8%
Emotional Intelligence and Decision Making	59.6%
Cultural Awareness and Inclusion	56.8%
Project Management	56.4%
Compliance and Ethical Behavior	54.6%
Collaboration and Leadership	54.4%
Consulting and Business Partnering	47.9%
Instructional Design	45.4%
Business Insight	42.8%
Learning Sciences	40.8%
Future Readiness	40.7%
Organization Development and Culture	40.6%
Evaluating Impact	39.9%
Coaching	39.4%
Performance Improvement	39.1%
Knowledge Management	39.1%
Career and Leadership Development	37.5%
Technology Application	36.4%
Talent Strategy and Management	36.3%
Change Management	34.2%
Data and Analytics	33.5%

Talent Development Capability Model

Self-Assessment Benchmarks
HR/OD Professionals*

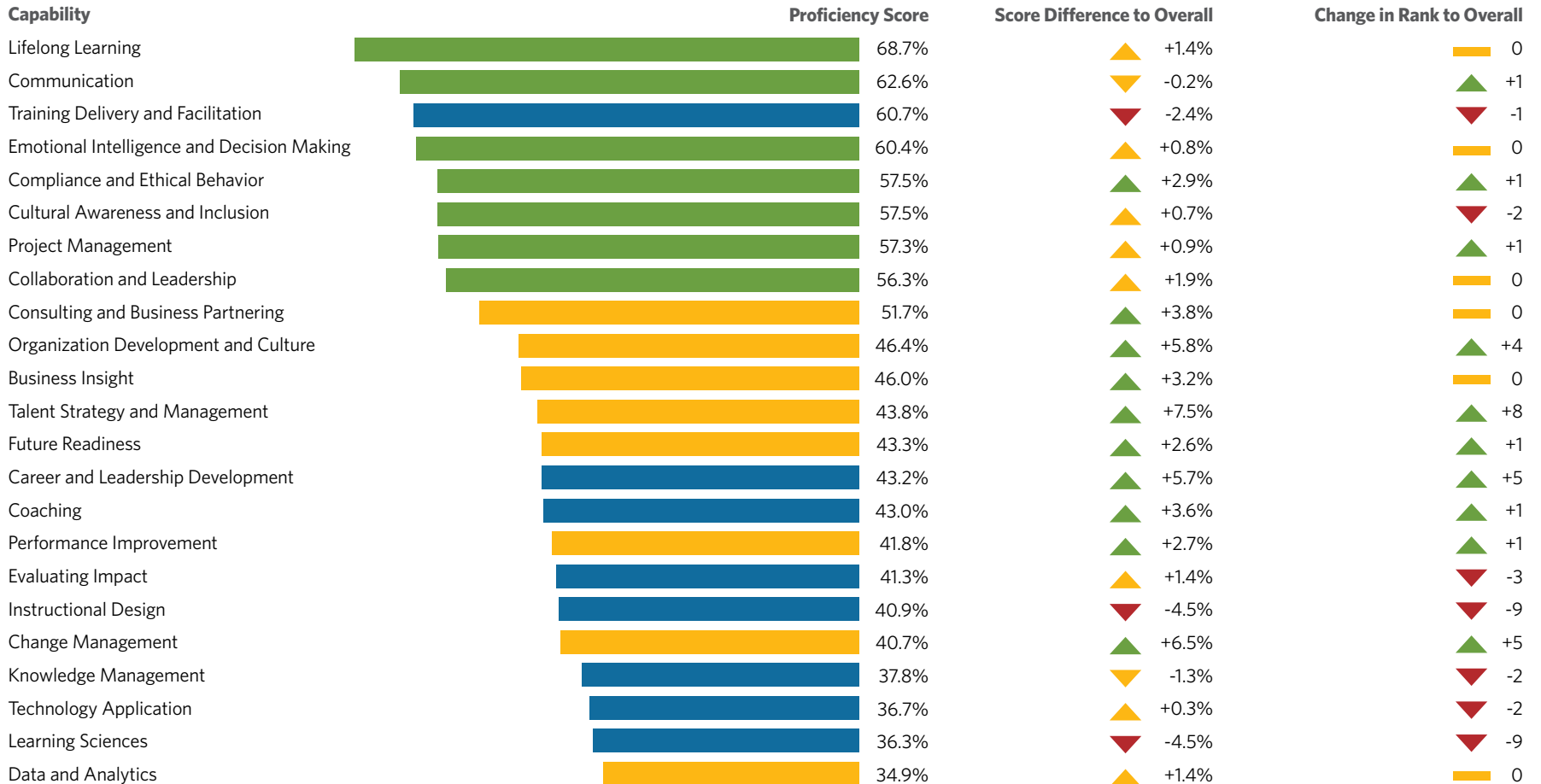**OVERALL PROFICIENCY SCORE: 47.5%**

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: **59.5%**

Developing Professional Capability: **41.8%**

Impacting Organizational Capability: **44.2%**

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	68.7%	▲ +1.4%	▬ 0
Communication	62.6%	▼ -0.2%	▲ +1
Training Delivery and Facilitation	60.7%	▼ -2.4%	▼ -1
Emotional Intelligence and Decision Making	60.4%	▲ +0.8%	▬ 0
Compliance and Ethical Behavior	57.5%	▲ +2.9%	▲ +1
Cultural Awareness and Inclusion	57.5%	▲ +0.7%	▼ -2
Project Management	57.3%	▲ +0.9%	▲ +1
Collaboration and Leadership	56.3%	▲ +1.9%	▬ 0
Consulting and Business Partnering	51.7%	▲ +3.8%	▬ 0
Organization Development and Culture	46.4%	▲ +5.8%	▲ +4
Business Insight	46.0%	▲ +3.2%	▬ 0
Talent Strategy and Management	43.8%	▲ +7.5%	▲ +8
Future Readiness	43.3%	▲ +2.6%	▲ +1
Career and Leadership Development	43.2%	▲ +5.7%	▲ +5
Coaching	43.0%	▲ +3.6%	▲ +1
Performance Improvement	41.8%	▲ +2.7%	▲ +1
Evaluating Impact	41.3%	▲ +1.4%	▼ -3
Instructional Design	40.9%	▼ -4.5%	▼ -9
Change Management	40.7%	▲ +6.5%	▲ +5
Knowledge Management	37.8%	▼ -1.3%	▼ -2
Technology Application	36.7%	▲ +0.3%	▼ -2
Learning Sciences	36.3%	▼ -4.5%	▼ -9
Data and Analytics	34.9%	▲ +1.4%	▬ 0

Last updated: 6/30/2024   N=3,201

*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: **64.1%**

Developing Professional Capability: **48.0%**
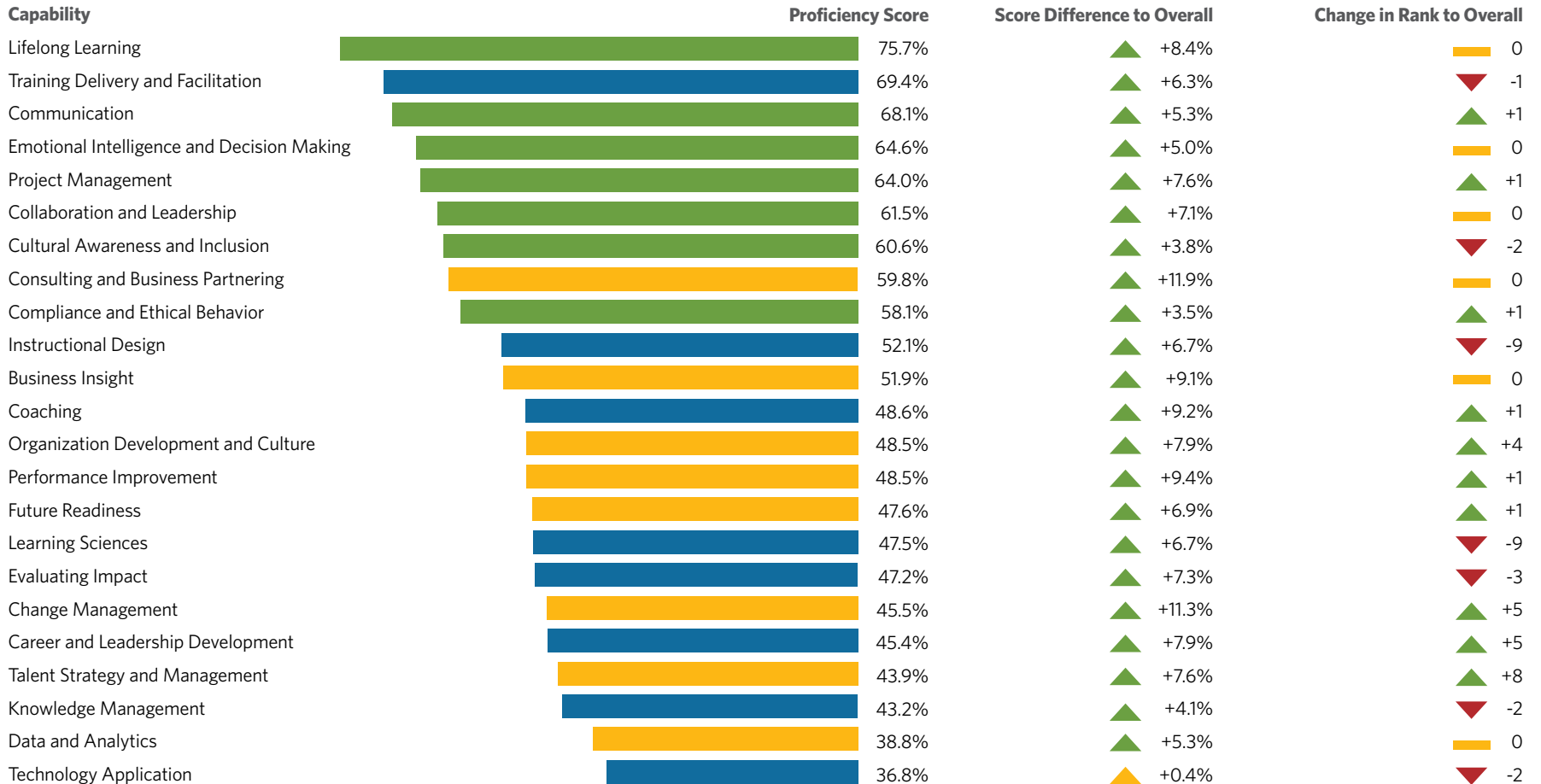
Impacting Organizational Capability: **47.9%**

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	75.7%	▲ +8.4%	▬ 0
Training Delivery and Facilitation	69.4%	▲ +6.3%	▼ -1
Communication	68.1%	▲ +5.3%	▲ +1
Emotional Intelligence and Decision Making	64.6%	▲ +5.0%	▬ 0
Project Management	64.0%	▲ +7.6%	▲ +1
Collaboration and Leadership	61.5%	▲ +7.1%	▬ 0
Cultural Awareness and Inclusion	60.6%	▲ +3.8%	▼ -2
Consulting and Business Partnering	59.8%	▲ +11.9%	▬ 0
Compliance and Ethical Behavior	58.1%	▲ +3.5%	▲ +1
Instructional Design	52.1%	▲ +6.7%	▼ -9
Business Insight	51.9%	▲ +9.1%	▬ 0
Coaching	48.6%	▲ +9.2%	▲ +1
Organization Development and Culture	48.5%	▲ +7.9%	▲ +4
Performance Improvement	48.5%	▲ +9.4%	▲ +1
Future Readiness	47.6%	▲ +6.9%	▲ +1
Learning Sciences	47.5%	▲ +6.7%	▼ -9
Evaluating Impact	47.2%	▲ +7.3%	▼ -3
Change Management	45.5%	▲ +11.3%	▲ +5
Career and Leadership Development	45.4%	▲ +7.9%	▲ +5
Talent Strategy and Management	43.9%	▲ +7.6%	▲ +8
Knowledge Management	43.2%	▲ +4.1%	▼ -2
Data and Analytics	38.8%	▲ +5.3%	▬ 0
Technology Application	36.8%	▲ +0.4%	▼ -2

Last updated: 6/30/2024   N=1,332

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

Talent Development Capability Model

Self-Assessment Benchmarks
*Instructional Designers**

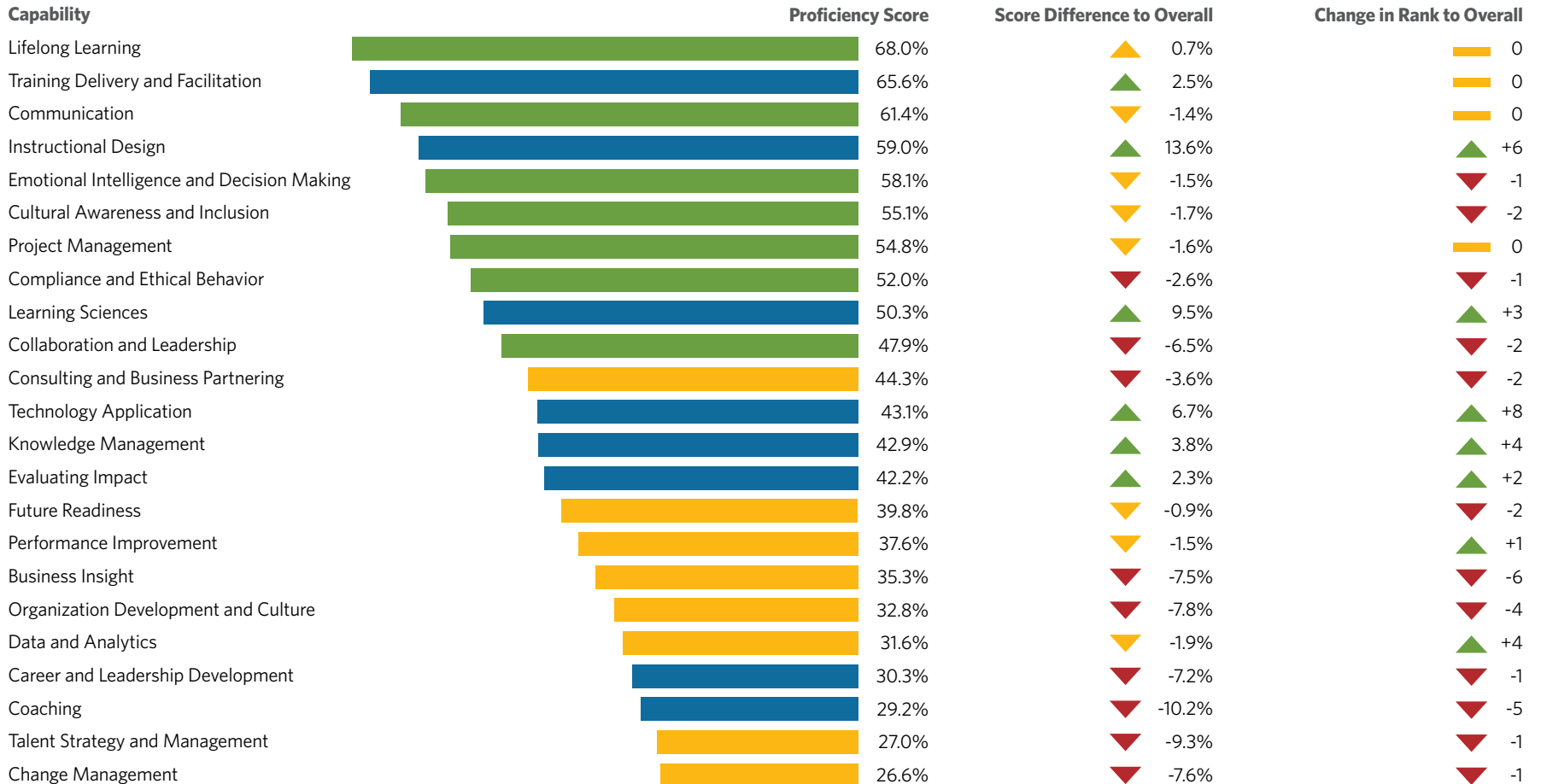**OVERALL PROFICIENCY SCORE: 45.3%**

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: **55.8%**

Developing Professional Capability: **46.6%**

Impacting Organizational Capability: **33.8%**

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	68.0%	▲ 0.7%	▬ 0
Training Delivery and Facilitation	65.6%	▲ 2.5%	▬ 0
Communication	61.4%	▼ -1.4%	▬ 0
Instructional Design	59.0%	▲ 13.6%	▲ +6
Emotional Intelligence and Decision Making	58.1%	▼ -1.5%	▼ -1
Cultural Awareness and Inclusion	55.1%	▼ -1.7%	▼ -2
Project Management	54.8%	▼ -1.6%	▬ 0
Compliance and Ethical Behavior	52.0%	▼ -2.6%	▼ -1
Learning Sciences	50.3%	▲ 9.5%	▲ +3
Collaboration and Leadership	47.9%	▼ -6.5%	▼ -2
Consulting and Business Partnering	44.3%	▼ -3.6%	▼ -2
Technology Application	43.1%	▲ 6.7%	▲ +8
Knowledge Management	42.9%	▲ 3.8%	▲ +4
Evaluating Impact	42.2%	▲ 2.3%	▲ +2
Future Readiness	39.8%	▼ -0.9%	▼ -2
Performance Improvement	37.6%	▼ -1.5%	▲ +1
Business Insight	35.3%	▼ -7.5%	▼ -6
Organization Development and Culture	32.8%	▼ -7.8%	▼ -4
Data and Analytics	31.6%	▼ -1.9%	▲ +4
Career and Leadership Development	30.3%	▼ -7.2%	▼ -1
Coaching	29.2%	▼ -10.2%	▼ -5
Talent Strategy and Management	27.0%	▼ -9.3%	▼ -1
Change Management	26.6%	▼ -7.6%	▼ -1

Last updated: 6/30/2024   N=3,919

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

Talent Development Capability Model

OVERALL PROFICIENCY SCORE: 56.0%

Self-Assessment Benchmarks
Talent Development Leaders*

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: **66.4%**
Developing Professional Capability: **50.9%**
Impacting Organizational Capability: **52.7%**

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	76.4%	▲ +9.1%	▬ 0
Training Delivery and Facilitation	72.7%	▲ +9.6%	▬ 0
Communication	69.8%	▲ +7.0%	▬ 0
Project Management	66.5%	▲ +10.1%	▲ +2
Collaboration and Leadership	65.7%	▲ +11.3%	▲ +2
Emotional Intelligence and Decision Making	65.3%	▲ +5.7%	▼ -1
Consulting and Business Partnering	64.0%	▲ +16.1%	▬ 0
Compliance and Ethical Behavior	62.2%	▲ +7.6%	▬ 0
Cultural Awareness and Inclusion	61.8%	▲ +5.0%	▼ -3
Business Insight	58.1%	▲ +15.3%	▬ 0
Organization Development and Culture	53.7%	▲ +13.1%	▬ 0
Coaching	52.9%	▲ +13.5%	▲ +4
Instructional Design	52.7%	▲ +7.3%	▬ 0
Career and Leadership Development	52.0%	▲ +14.5%	▲ +6
Future Readiness	51.1%	▲ +10.4%	▼ -4
Performance Improvement	50.5%	▲ +11.4%	▲ +1
Talent Strategy and Management	50.8%	▲ +14.5%	▲ +2
Change Management	47.4%	▲ +13.2%	▬ 0
Learning Sciences	47.0%	▲ +6.2%	▼ -3
Evaluating Impact	47.1%	▲ +7.2%	▼ -3
Knowledge Management	45.3%	▲ +6.2%	▼ -2
Technology Application	42.7%	▲ +6.3%	▼ -1
Data and Analytics	41.4%	▲ +7.9%	▬ 0

Last updated: 6/30/2024   N=2,513

*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: 50.0%

Self-Assessment Benchmarks

Talent Development Mgrs*

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: **61.0%**

Developing Professional Capability: **46.5%**

Impacting Organizational Capability: **44.5%**

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	70.0%	▲ +2.7%	▬ 0
Training Delivery and Facilitation	68.7%	▲ +5.6%	▬ 0
Communication	64.5%	▲ +1.7%	▬ 0
Project Management	61.1%	▲ +4.7%	▲ +2
Emotional Intelligence and Decision Making	60.6%	▲ +1.0%	▼ -1
Collaboration and Leadership	58.9%	▲ +4.5%	▲ +2
Cultural Awareness and Inclusion	57.9%	▲ +1.1%	▼ -3
Compliance and Ethical Behavior	57.1%	▲ +2.5%	▬ 0
Consulting and Business Partnering	55.5%	▲ +7.6%	▬ 0
Instructional Design	49.0%	▲ +3.6%	▬ 0
Business Insight	48.7%	▲ +5.9%	▬ 0
Coaching	45.2%	▲ +5.8%	▲ +4
Career and Leadership Development	44.8%	▲ +7.3%	▲ +6
Organization Development and Culture	44.5%	▲ +3.9%	▬ 0
Performance Improvement	43.6%	▲ +4.5%	▲ +1
Future Readiness	43.2%	▲ +2.5%	▼ -4
Learning Sciences	43.2%	▲ +2.4%	▼ -3
Evaluating Impact	43.2%	▲ +3.3%	▼ -3
Talent Strategy and Management	43.0%	▲ +6.7%	▲ +2
Knowledge Management	41.2%	▲ +2.1%	▼ -2
Technology Application	39.9%	▲ +3.5%	▼ -1
Change Management	38.5%	▲ +4.3%	▬ 0
Data and Analytics	35.4%	▲ +1.9%	▬ 0

Last updated: 6/30/2024   N=3,854

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

Talent Development Capability Model

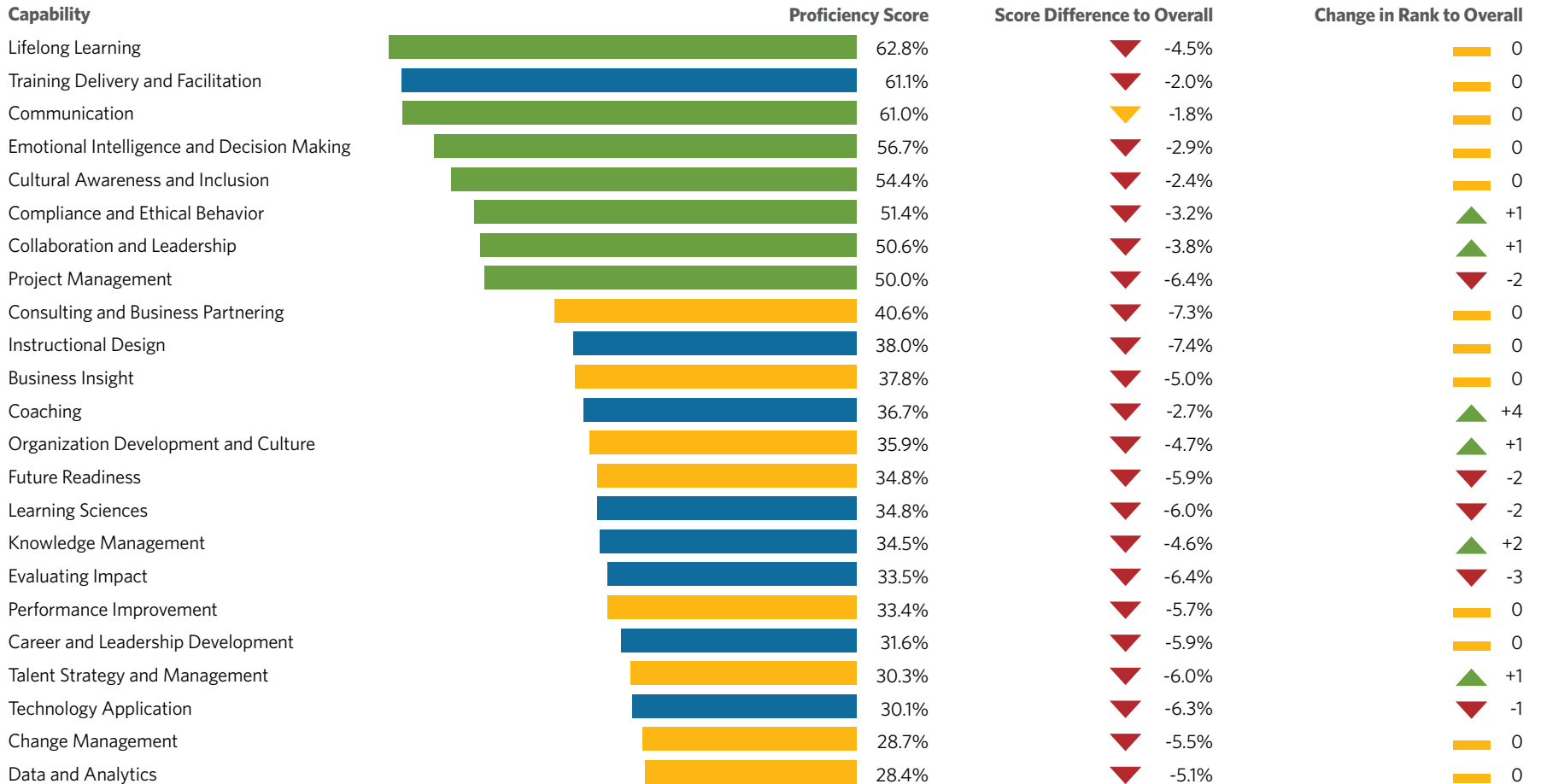**OVERALL PROFICIENCY SCORE: 40.8%**

Self-Assessment Benchmarks
Trainers/Facilitators*

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: 54.9%   **Developing Professional Capability: 36.9%**   **Impacting Organizational Capability: 33.9%**

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	62.8%	▼ -4.5%	▬ 0
Training Delivery and Facilitation	61.1%	▼ -2.0%	▬ 0
Communication	61.0%	▼ -1.8%	▬ 0
Emotional Intelligence and Decision Making	56.7%	▼ -2.9%	▬ 0
Cultural Awareness and Inclusion	54.4%	▼ -2.4%	▬ 0
Compliance and Ethical Behavior	51.4%	▼ -3.2%	▲ +1
Collaboration and Leadership	50.6%	▼ -3.8%	▲ +1
Project Management	50.0%	▼ -6.4%	▼ -2
Consulting and Business Partnering	40.6%	▼ -7.3%	▬ 0
Instructional Design	38.0%	▼ -7.4%	▬ 0
Business Insight	37.8%	▼ -5.0%	▬ 0
Coaching	36.7%	▼ -2.7%	▲ +4
Organization Development and Culture	35.9%	▼ -4.7%	▲ +1
Future Readiness	34.8%	▼ -5.9%	▼ -2
Learning Sciences	34.8%	▼ -6.0%	▼ -2
Knowledge Management	34.5%	▼ -4.6%	▲ +2
Evaluating Impact	33.5%	▼ -6.4%	▼ -3
Performance Improvement	33.4%	▼ -5.7%	▬ 0
Career and Leadership Development	31.6%	▼ -5.9%	▬ 0
Talent Strategy and Management	30.3%	▼ -6.0%	▲ +1
Technology Application	30.1%	▼ -6.3%	▼ -1
Change Management	28.7%	▼ -5.5%	▬ 0
Data and Analytics	28.4%	▼ -5.1%	▬ 0

Last updated: 6/30/2024   N=5,632

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

Talent Development Capability Model

Self-Assessment Benchmarks
Training Coordinators*

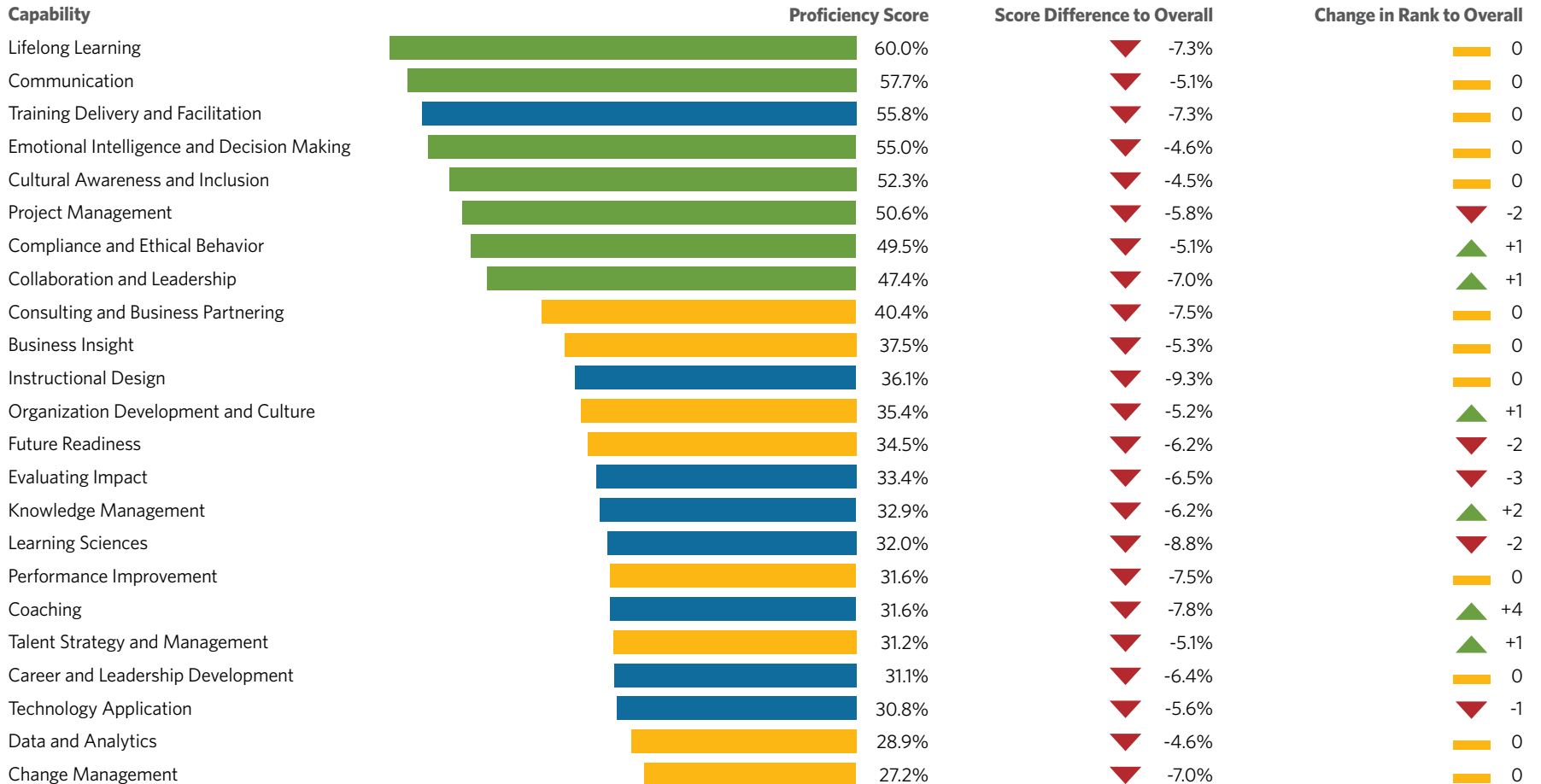**OVERALL PROFICIENCY SCORE: 39.1%**

PROFICIENCY SCORE BY DOMAIN OF PRACTICE:

Building Personal Capability: **52.8%**

Developing Professional Capability: **35.1%**

Impacting Organizational Capability: **33.7%**

Capability	Proficiency Score	Score Difference to Overall	Change in Rank to Overall
Lifelong Learning	60.0%	▼ -7.3%	▬ 0
Communication	57.7%	▼ -5.1%	▬ 0
Training Delivery and Facilitation	55.8%	▼ -7.3%	▬ 0
Emotional Intelligence and Decision Making	55.0%	▼ -4.6%	▬ 0
Cultural Awareness and Inclusion	52.3%	▼ -4.5%	▬ 0
Project Management	50.6%	▼ -5.8%	▼ -2
Compliance and Ethical Behavior	49.5%	▼ -5.1%	▲ +1
Collaboration and Leadership	47.4%	▼ -7.0%	▲ +1
Consulting and Business Partnering	40.4%	▼ -7.5%	▬ 0
Business Insight	37.5%	▼ -5.3%	▬ 0
Instructional Design	36.1%	▼ -9.3%	▬ 0
Organization Development and Culture	35.4%	▼ -5.2%	▲ +1
Future Readiness	34.5%	▼ -6.2%	▼ -2
Evaluating Impact	33.4%	▼ -6.5%	▼ -3
Knowledge Management	32.9%	▼ -6.2%	▲ +2
Learning Sciences	32.0%	▼ -8.8%	▼ -2
Performance Improvement	31.6%	▼ -7.5%	▬ 0
Coaching	31.6%	▼ -7.8%	▲ +4
Talent Strategy and Management	31.2%	▼ -5.1%	▲ +1
Career and Leadership Development	31.1%	▼ -6.4%	▬ 0
Technology Application	30.8%	▼ -5.6%	▼ -1
Data and Analytics	28.9%	▼ -4.6%	▬ 0
Change Management	27.2%	▼ -7.0%	▬ 0

Last updated: 6/30/2024   N=2,093

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