

WHY A FUTURE MODEL?

In May, the CTDO Next group asked for an overall framework to encompass our diverse work.

In 2020, ATD will unveil a new “Capability Model” for the profession.

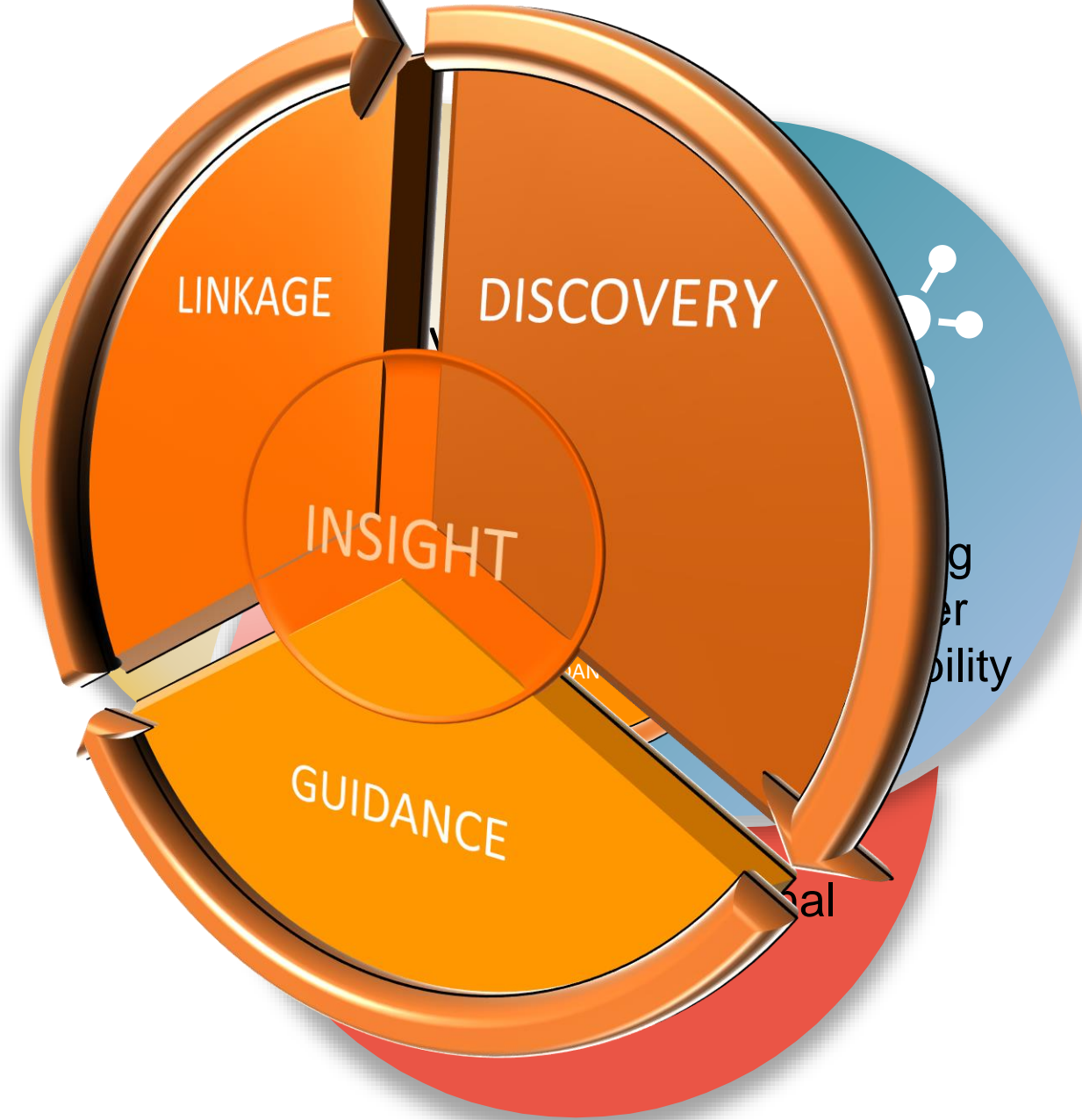


WHY A FUTURE MODEL?

**That capability model
cannot be static. We can
lead its evolution or our
profession risks
overdelivering on an
outdated model.**



The ATD Capability Model



ctdoNEXT

**The CTDO Next
Future Model
Doesn't Replace**

It Is Additive

LEARNER CONTROL

Learner Control is different than “learner centric”

Massive Ubiquitous Availability

Immediate Connectivity

Personalization

Social Communities

Micro Learning

Universal Authorship

New “Abilities” –

Searchable

Editable

Sampleable

Linkable

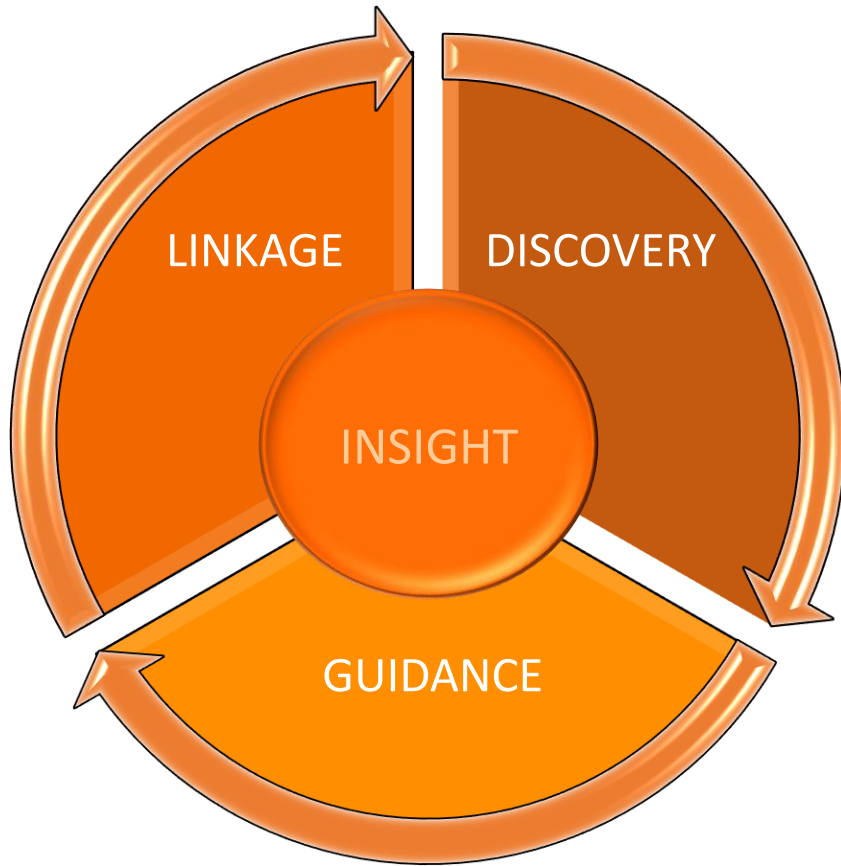
Feedable

Taggable



THE TRANSITION FROM TRAINING TO DEVELOPMENT

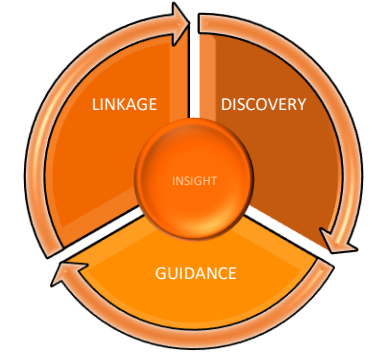
BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Meaning	Training is a learning process in which employees get an opportunity to develop skill, competency and knowledge as per the job requirement.	Development is an educational process which is concerned with the overall growth of the employees.
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge



1. Discovering where and how TD is occurring so that the good can be maximized, the bad mitigated, the missing added and the superfluous reduced.
2. Guiding the organization and the individuals in it to most efficiently and effectively find and use developmental resources.
3. Linking TD to the business and the business to the process of TD.

The TD function of the future requires deep understanding of:

1. The broader context in which the organization operates (industry, competition, and the political, economic, social, and legal environments)



2. The business/organization, it's strategy, priorities, goals, systems, structure and operations

3. The current and needed capabilities of the existing talent (wherever it resides)

4. The discipline of talent development at the individual and organizational levels

DISCOVERY

Org Acumen

Synthesis

Forensics

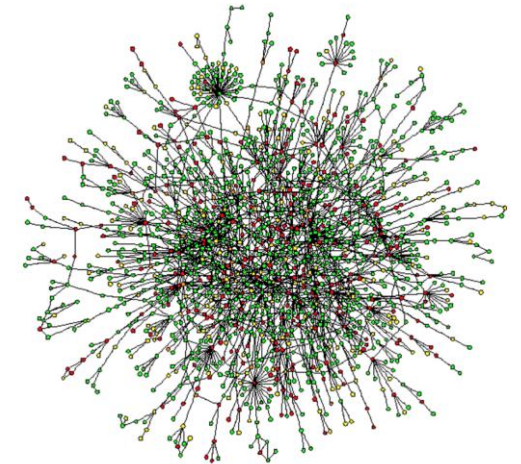
Vision

Business Acumen + Organizational Acumen

Knowledge Management + KM Synthesis

Analysis + Forensics

Strategy + Vision



DISCOVERY

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Business Acumen + Organizational Acumen

Requires Organizational Anthropology – Digging Into:

The values/beliefs the organization holds about development

How decisions about development get made

Understanding of the “deal” TD has with the organization

How the Agenda of the TD function maps to all of this



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Knowledge Management + KM Synthesis

SEEING THE PATTERNS



Development Metacognition

The TD Leader is a business leader who knows more than anyone else in the organization about how learning works and how it should work.

- What the organization knows, what can it do
- How it knows, how it is able
- What it needs to know, be able to do
- How development is happening
- Where it is being fostered
- Where it is happening in new and better ways



Business Acumen + Organizational Acumen

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Verification

Confirming that development has occurred and that the perceived result of it is of sufficient import to warrant investigation. That includes understanding the triggering event that prompted the decision to act (to develop).

Identification and Description

Documenting what happened., where, and who was involved.

Evidence Acquisition, Collection, and (Preservation) AND SUSTAINABILITY OR RE-USE

This means ensuring that you have persuasive proof not just that the development event occurred; but that people actually learned from it and it had the desired impact and produced the intended return.

DISCOVERY

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Strategy + Vision

DISCOVERY

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Synthesis

Forensics

Vision

Who is talking about new things, who is trying them out, and who is resisting them?

Are there connections between two or more of these new things? (Mobile, MOOCs, and Badges)

How do these new things connect to current practices?

Do they extend, replace, fill a gap, or create a totally new set of possibilities? What are the implications of their widespread use?

Will this new thing help people learn more, better, faster, or cheaper than today.

Will it reach people who cannot now be reached? Will it help them to learn what cannot now be learned?

How it will improve our services, our products, and, ultimately, our bottom line?

Can the impact be measured?

GUIDANCE

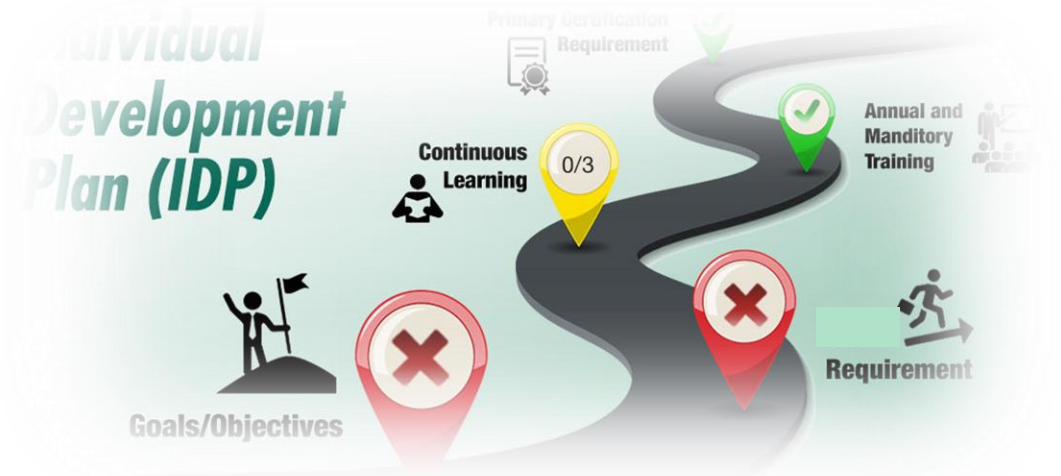
Dev. Planner
Experimenter
Guarantor
Coach

Development Support + Development Planning

Designer + Experimenter

Provider + Guarantor

Consultant + Coach



Development Support + Development Planning

Helping the organization and each person in it to understand where they want to go and how to get there as quickly and safely as possible.



- Focus on outcomes rather than curricula.
- Use assessment to identify areas of development that are most likely to positively impact individual and organizational performance
- Know where key information/tools reside [more important than possessing the information]
- Help individuals and organizations select from among the plethora of available opportunities for development those which will have the greatest leverage and are most likely to be learned and used
- Determine optimum ways to organize development, check progress, test use, and measure results

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Designer + Experimenter

Using our expertise to help the organization maximize the leverage that can be gained from inevitable and pervasive experimentation by.....

Assuming nothing has value until after it has worked

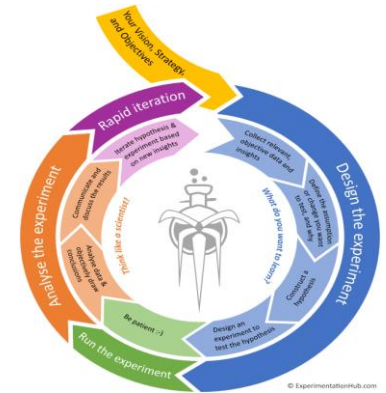
Assuming TD cannot fully control (or even predict) who will use the tools/experiences

Considering and often employing multiple alternatives

Designing experiences differently (You build/buy things differently when you think of them as transient and disposable

Promulgating the results and the methods that lead to successful experiments and helping the organization move past those experiments that have the least leverage...or which have outlived their utility.

Staffing the TD team to maximize the likelihood that each experiment will succeed.





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Provider + Guarantor

Make it easy and natural for people to use the best methods and sources for development.

Set in motion processes that review and codify learning options

Create guides for self-service, even portals that prioritize the sources and solutions we trust

Identify better or safer and more effective options

Teach search for and selection of development resources

Develop criteria such as assessing the credentials and track record of the source they are considering and thinking critically about whether the source is biased by a political, social or commercial agenda and whether it is consistent with organizational values and objectives





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Consultant + Coach

The TD professional will need to be the player coach of a virtual team in constant flux:

- 1) *Know the game.* A deep understanding of the organization, how to succeed in it and the role that development can play
- 2) *Be a great player.* Outstanding TD technical skills & great tactical agility
- 3) *Have great coaching capability.* A flexible and sustainable game plan



Create Triggers

Offer Options

Design Pathways

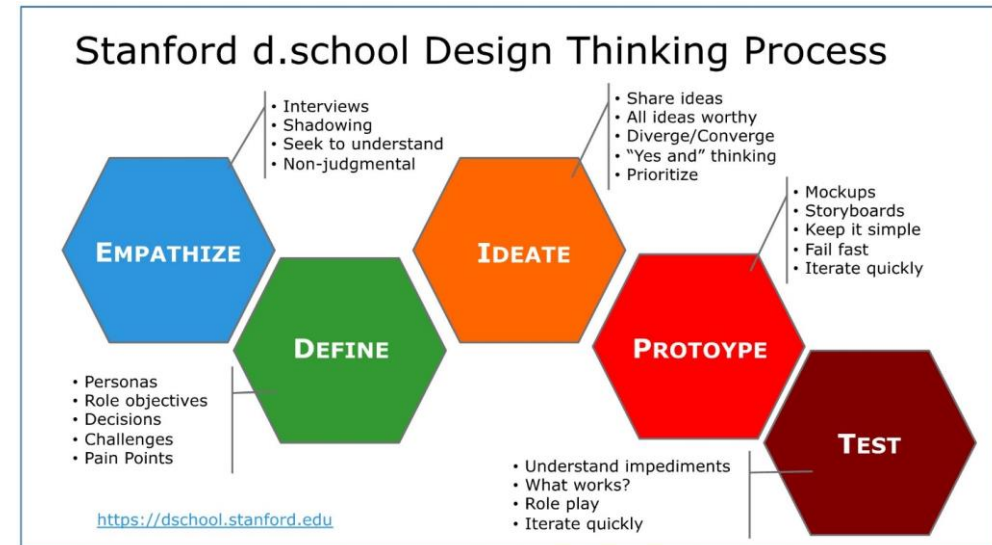
Give Them Tools

Give Them Time

Invent Challenges

Show them Proof

Appreciative Inquiry is the co-evolutionary, co-operative search for the best in people, their organizations, and the relevant world around them ... AI involves the art and practice of asking questions that strengthen a system's capacity to apprehend, anticipate and heighten positive potential ... AI practice focuses on the speed of the imagination and innovation. Instead of negative, critical, and spiraling diagnoses commonly used in our organizations ... there is discovery, dream, design and destiny."





Partner + Strategic Partner

Project Manager + Collaborator

Training Measurement + Development Analytics

Functional Experts + Governance Engineers



Partner + Strategic Partner

LINKAGE

Strategic Partner
Collaborator
TD Analytics
Governor



- 1. Administer the Medicine***
- 2. Deliver Basic Capability***
- 3. Replicate Our Success Model***
- 4. Provide Tactical Support***
- 5. Strategically Partner***

Partner + Strategic Partner

Project Manager + Collaborator



Training Measurement + Development Analytics

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Connecting Individuals To Development

Creating connections and coalitions with-

- teams
- those with special expertise and experience
- gig workers
- external partners
- social networks
- employee resource groups

Connecting with and influencing learners as individuals as well as groups

Sensing where power is accumulating and around what issues and needs

Maintaining a network of advisors

Creating two-way communications channels





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Training Measurement + Development Analytics

Beyond Proving The Value Of The TD Function To Demonstrating The Value Of Development

Measuring New Things:

- Connecting the development we discover to a clear value proposition
- Using the metrics of the organization as the metrics for talent development.
- Using analytics to inform critical business decisions about talent.

Measuring in New Ways:

- Diagnostic analytics
- Predictive analytics
- Prescriptive analytics
- Impact management analytics
- User-centric evaluation





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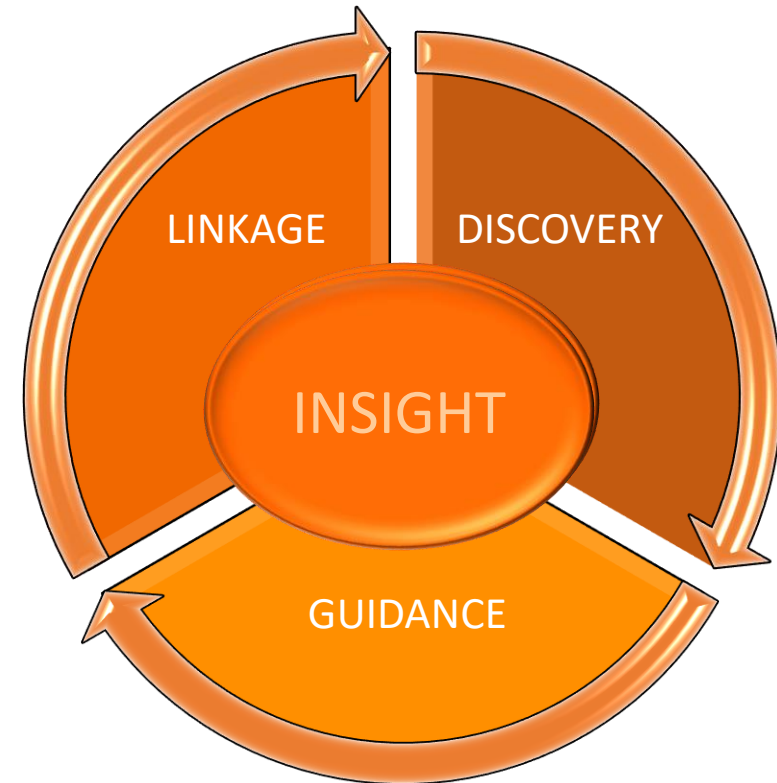
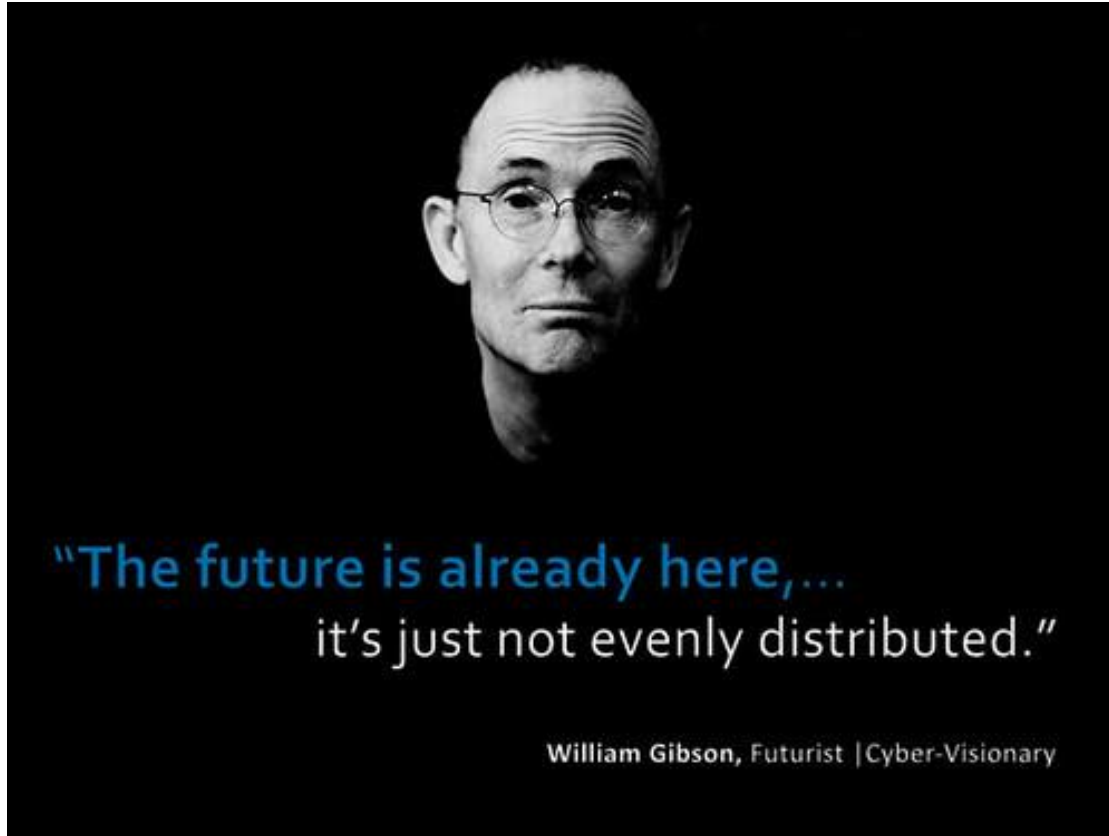


Functional Experts + Governance Engineers **ctdo**NEXT

Creating Values-based Infrastructure That Ratifies, Monitors And Continuously Evolves A Culture Of Development

- Understanding where and how development is occurring in the organization, so that the good can be maximized, the bad mitigated, the missing added and the superfluous reduced.
- Assuring that the policies, systems, and resources are in place to enable the organization and the individuals in it to most efficiently find and use developmental resources.
- Assuring that development is leveraged to meet the needs of the business.







NEXT STEPS

- Consensus from this group on the model
- Creation of a “base document”
- Identification of Next members to be thought leaders
- Use the model as a touchstone for our many discussions
- Work with Ann/ATD on promulgation

READY?

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