Talent development is crucial to being future-ready.
Dear Members of the ATD Community,

“Talent is developed when employees gain skills and knowledge and grow their capabilities.” This sentence appeared in the 2014 version of this report. Much has changed for the world and ATD during the last five years, but the importance of developing capabilities is a constant. 2019 was the year we introduced the new Talent Development Capability Model.

Being future-ready in a dynamic global business environment means equipping talent development professionals with what they need to know and do to be successful. Talent development is crucial to ensuring organizations are agile and able to identify and bridge the skills gaps of their employees. This was a key focus for ATD last year.

2019 was a year of significant achievements. Among the highlights, we:

• Spent much of the year researching and vetting the new Talent Development Capability Model and the accompanying Talent Development Body of Knowledge.

• Hosted more than 13,500 people from 87 countries in Washington, DC, for the ATD 2019 International Conference & Exposition with keynote speakers Oprah Winfrey, Seth Godin, and Eric Whitacre.

• Equipped 16,000 people with actionable skills and insights through ATD education programs and facilitated several thousand people at our global workshops, summits, and conferences.

• Saw more candidates than ever before pursue certification through the APTD and CPLP credentials.

• Empowered our members with trusted, vetted content and research.

• Facilitated the building of deep relationships within our chapters and international partners at the local level.

In The Infinite Game, Simon Sinek states that success looks like, “[building] organizations that are strong enough and healthy enough to stay in the game for many generations to come.” ATD has built a nearly 80-year track record of serving our profession. Our commitment to adding value to our global community now and well into the future is as strong as ever.

We are focused on empowering people and connections; building capabilities and expanding influence; staying informed and sharing insights; and exploring and creating best practices all to support the work of the talent development community.

Thank you for all you do to create a world that works better, for playing the infinite game, and for being future-ready.
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being future ready is about...

reaching for what’s next
Membership
Investing in people—their skills and capabilities—is good business. No matter the technology, the human element of the workplace is vital and present.
ATD helps our members position their organizations for the future by ensuring members have the best tools and resources to support their work. We are privileged to partner with more than 33,000 members from more than 130 countries—a worldwide community of talent development professionals.
In 2019, we launched new member benefits that include a library of online adaptive courses to help members deepen their skills and a collection of more than 80 actionable resources, such as templates, tools, and job aids. Members downloaded more than 28,000 books, periodicals, and research reports as a part of their ATD member benefits.
We redesigned our new member onboarding experience to help people understand the value and benefits of membership and hosted our first member lounge at ATD 2019 to create a member-only space for networking and relaxing.

ATD Chapters
We partner with and support more than 100 local chapters in the United States. Our chapters offer opportunities for professionals to deepen skills and expand their networks in their communities.
In 2019, programs like Chapter Leader Day at ATD 2019 and the ATD Chapter Leaders Conference (ALC) were offered to provide our all-volunteer chapter leaders with relevant tools and information they can use to guide their chapters’ growth. Between the two events, more than 400 leaders engaged, collaborated, and learned together. It was exciting see many first-time participants.
Fifty-one chapters were recognized for their Power Membership efforts—having more than 45 percent of members hold joint ATD-chapter membership. The multiyear effort to make chapter membership conveniently available on the online ATD Store continued, with 64 chapters taking advantage of the program.
Additionally, the National Advisors for Chapters (NAC), chapter leader stakeholders, and our chapter services team reviewed and proposed updates to the Chapter Affiliation Requirements (CARE). The updates provided best practices and strategies to help chapter leaders identify gaps and strengthen chapter operations, plan for growth, and earn recognition for outstanding efforts. These changes will take effect in 2020.
people and connections

ATD partners with 33,000 members from more than 130 countries.

Members downloaded 28,000 books, periodicals, and research reports.

Over 2,200 international delegates from 87 countries attended ATD 2019.
Global Expansion
Supporting the important work of talent development around the world is a priority. In an age of global connection and digital disruption, we are helping our international community connect with professional development resources that support their work and their growth. From hosting delegations for our international conference, to translating courses and ATD content, to bringing ATD programs to new markets around the world, we provided our global community access to thought leaders and world-class resources.

More than 2,200 international attendees from 87 countries participated in ATD 2019 in Washington, DC. Nearly 3,000 people attended nine international events ATD organized in eight countries. Those events were the:

- Asia Pacific Conference
- ATD 2019 Post Conference Sharing Event in China
- Brazil Summit
- China Summit
- European Summit
- Japan Summit
- Middle East Conference
- Peru Summit
- Saudi Conference

Our education presence continued to expand internationally. Through local partnerships we offered programs in China, Japan, and the United Arab Emirates as well as delivered 19 ATD Education programs at six global events. We translated APTD certification prep courses into Chinese and added four online follow-up sessions to help candidates in China prepare for certification. We also offered customized learning solutions to 37 companies throughout China.

Higher Education
ATD’s higher education team serves students studying in an HRD-related field, faculty, and those who work in talent development in college and university settings. The team manages the L&D Degree Directory, which lists schools offering human resource development (HRD), organizational development, and talent development-related degree programs. The team also manages a program where faculty can request copies of ATD Press titles for their courses.
**New Talent Development Capability Model and Body of Knowledge**

In 2019, we launched the new Talent Development Capability Model. Backed by ATD's ninth competency study of the profession, the new model defines what talent development professionals need to know and do to be successful. The model outlines three domains of practice and 23 capability areas. The domains of practice are Building Personal Capability, Developing Professional Capability, and Impacting Organizational Capability. All domains are equally weighted in importance. Accompanying the model is an interactive self-assessment tool that allows users to determine their level of expertise in each of the capabilities. The tool makes recommendations for resources to enhance talent development.

The research that supported the creation of the new model also informed the new Talent Development Body of Knowledge (TDBoK), a first-of-its-kind comprehensive resource that details the concepts, models, and terminology within the Talent Development Capability Model. This digital-first resource provides information on every knowledge and skill statement in the model, giving practitioners insight to the full breadth of talent development best practice.

The new model, interactive self-assessment tool, and TDBoK provide a blueprint and framework that all TD professionals can use to guide their careers and skill development.

**Education and Certification**

In 2019, more than 16,000 people took an ATD Education program to grow their knowledge and skills. We delivered 900 programs in 23 countries and 135 cities. ATD increased our international deliveries by 16 percent and delivered several large-scale customized onsite training programs for our clients. The team launched the ATD Certificate in Management Development to align with ATD’s ACCEL management development framework.

Adult learners need flexibility and anytime, anywhere access to content. To meet this need, the education team developed and began to implement a new digital strategy anchored by an enhanced platform and redesigned course experience.

With the new learning platform implementation, the team developed a suite of new adaptive, on-demand certification preparation products that align with evolutions in our profession, changes to ATD’s certification programs, and the TDBoK. We laid the groundwork for aligning our education strategy with the Talent Development Capability Model through course updates that will launch throughout 2020.

The ATD Certification Institute spent much of 2019 steeped in competency research and worked with teams of subject matter experts to define the Talent Development Capability Model. Additionally, candidate goals for the APTD and CPLP programs were surpassed by 79.4 and 9.2 percent respectively. These professionals are on their paths to join more than 3,100 professionals who have earned their talent development certifications.

The certification team also launched digital badges for APTD and CPLP credential holders and outperformed industry averages for badge adoptions. Now APTD and CPLP certificants can proudly display their certifications on LinkedIn and other online platforms. In April 2020, the CPLP became the CPTD, Certified Professional in Talent Development.
The new Talent Development Capability Model defines what TD professionals need to do know and do to be successful.

ATD delivered 900 programs in 23 countries and 135 cities.

APTD and CPLP programs increased by 79.4 and 9.2 percent respectively.
ATD is a trusted source for vetted content, resources, and events that set industry standards.

In 2019, the ATD content team produced more than 150 webcasts; sent monthly personalized newsletters focused on key areas of interest and industries; and developed daily content for the website in the form of blogs, articles, and videos that drove more than 3.1 million page views.

**Events**

Our conferences and events convened thousands of like-minded peers in cities around the world to learn and collaborate. Notably, the ATD 2019 International Conference & Exposition achieved record-breaking attendance of 13,500 people with keynote speakers Oprah Winfrey, Seth Godin, and Eric Whitacre. Professionals from 87 countries joined us in Washington, DC, for the conference.

Inspired by keynote speaker Ben Nemtin of The Buried Life Movement, during our TechKnowledge conference we partnered with Make-A-Wish to fulfill a child’s wish to learn how to bobsled with the U.S. Olympic team. This foray into a community service activity extended to ATD 2019, where attendees created art projects for hospitals in a relax and recharge zone on the EXPO floor.

Other events like our global summits and U.S. conferences—including OrgDev, SELL, Government Workforce, Core 4, and the ATD-Yale Management Excellence program—are evidence of our commitment to create meaningful experiences that meet the specialized needs of practitioners who are looking for focused learning opportunities. Customer satisfaction rates for our events were higher than 90 percent.

**Publications**

In 2019, we published 20 books, 12 issues of TD magazine; three issues of CTDO magazine; and 12 regular issues of TD at Work plus two bonus issues and two collections. We expanded awareness of our publications and research by hosting storefronts at TechKnowledge, ATD 2019, Core 4 conferences, ALC, and CloserStill’s (formerly Masie’s) Learning 2019 conference.

Several of our publications were recognized by Association Media & Publishing EXCEL Awards. Millennials, Goldfish, and Other Training Misconceptions won bronze in the Technical Book category. CTDO magazine won silver and TD magazine won bronze in the Digital Media/Magazine Mobile App category.

The publications and creative teams worked to move to a new, more user-friendly and mobile responsive app platform for our digital magazines.
staying informed and sharing insights

ATD’s content drove 3.1 million page views.

Nearly 16,000 people attended ATD conferences and events.

ATD published 20 books, 12 issues of TD magazine, and several other publications.
Research

Industry-leading research has been a hallmark of ATD’s professional offerings for decades. In 2019 ATD Research published these reports about key topics in talent development:

• Is the LMS Dead?
• The Future of Work
• Developing New Managers
• Effective Evaluation
• Global Trends in Talent Development
• Talent Development Executive Confidence Index
• Talent Development Salary and Benefits
• The State of Sales Training
• The State of Healthcare Training
• The State of Finance Training
• The State of the Industry

The team published two full-length case studies, profiling TD programs at Ingersoll Rand and Choice Hotels.

ATD Research was cited in several industry publications and premier news outlets, including the Wall Street Journal, Scientific American, Forbes, Knowledge@Wharton, the Chicago Tribune, and Modern Healthcare.

#ATD2019
Talent development efforts that are aligned to an organization’s strategies and goals yield the best results. And research shows that organizations that foster learning cultures and value talent development as a partner outperform in the marketplace. ATD is devoted to helping organizations and their talent development leaders achieve even more relevance. We do that through programs and initiatives that help teams learn and leaders grow.

Enterprise

ATD’s Enterprise Solutions team partners with organizations to help them upskill their talent development teams by aligning ATD offerings with the organization’s business goals.

In 2019, the team supported several hundred companies through the ATD education, membership, and conference teams. In addition, U.S. federal, state, and local governments worked closely with ATD to help them achieve their agency’s missions by training their learning professionals. ATD is on the GSA Schedule, which made it easier for public sector employees to access our programs.

ATD Forum

The ATD Forum is a consortium of senior talent development and learning practitioners and their organizations to connect and collaborate in a confidential, vendor-free environment. Member organizations share evidence-based, proven ideas to rapidly improve organizational capability in an experiential environment. There is an approval process to join and members include many Fortune 500 companies. ATD Forum ended the year with 62 member companies, including nine new members.

ATD Forum hosted five sessions at ATD 2019; a Spring Lab held at American Airlines in Fort Worth, Texas; and a Fall Lab at Consumers Energy in Grand Rapids, Michigan. ATD Forum also developed a book on leading the learning function. Forum members wrote chapters, were interviewed, and helped review the content. Thirty-four Forum companies and 53 Forum individuals contributed to the effort, and the book will be published in 2020.

CTDO Next

CTDO Next is an exclusive individual membership for C-level learning leaders who are interested in shaping the future of the profession. These top talent development executives explore what’s next in the talent development field with a focus on future of work technologies and transformations. Leaders explore these topics and their implications and determine necessary changes through a collaborative approach. CTDO Next members were also key contributors to the creation of the new Talent Development Capability Model.

CTDO Next hosted its annual retreat in Santa Monica, California, with featured keynote speaker Grant Imahara, an electrical engineer and roboticist, where they discussed the state of robotics and implications for the workplace. They also met during ATD 2019 in Washington, DC, with celebrity chef José Andrés who spoke about how to better empower your people.
The Enterprise Solutions team supported several hundred global organizations.

ATD Forum ended the year with 62 member companies.

CTDO Next members were key to the creation of the new Talent Development Capability Model.
Awards
ATD honors individuals and organizations for excellence in and contribution to the talent development field. These winners were recognized in 2019.

Advancing Talent Development Awards
- **Champion of Talent Development:** Dan Pink
- **Distinguished Contribution to Talent Development:** Karl Kapp
- **Dissertation Award:** Shinhee Jeong
- **One to Watch:** Keith Lillico, Stacey Young Rivers
- **Innovation in Talent Development:** Tyson Foods, Inc.
- **ATD Certification Institute Champion Award:** AutoNation

BEST Awards
The ATD BEST Awards recognize organizations with a talent development culture supported at the highest levels of the organization. These are companies that leverage talent development to drive organizational results. ATD’s Best of the BEST Award is given to organizations that have won BEST awards 10 or more times.

2019 Rankings:
1. Rosendin
2. BMO Financial Group
3. Consumers Energy
4. Valvoline Instant Oil Change
5. Tan Tock Seng Hospital
6. Samsung Electronics
7. Optum Global Solutions India
8. Persistent Systems
9. Florida Blue
10. Black Knight
11. Verizon
12. Aditya Birla Capital
13. DISH Network
14. Tata Consultancy Services
15. Haier Group
16. AARP
17. First Hawaiian Bank
18. NTPC Limited
19. Hilton
20. Paycor
21. Asurion
22. NTT (formerly Dimension Data)
23. Busey
24. Danone Academy Turkey
25. Gilbane Building Company
26. Ryan
27. Memorial Health System
28. Procore
29. C&A Industries
30. Sberbank
31. UST Global
32. Infosys BPM
33. Cochlear
34. Deltek
35. Fisher Investments
36. Jindal Power
37. Papa Murphy’s International
38. Signature Consultants
39. Navy Federal Credit Union
40. iCIMS
41. Colonial Life & Accident Insurance Company
42. Rapid7
43. UL
44. IBM
45. Lupin Limited
46. Booz Allen Hamilton
47. ICICI Lombard General Insurance Company
48. Hitachi Vantara
49. North Highland
50. Aimco
51. Medidata Solutions
52. Krystal
53. Western & Southern Financial Group
54. Walmart
55. Plante Moran
56. University Health System
57. Gap

2019 BEST Award Winners
Best of the BEST:
- **14-Year Winner:** TELUS
- **13-Year Winner:** Wipro Limited
- **10-Year Winner:** IBM
- **10-Year Winner:** Tata Consultancy Services
Excellence in Practice Awards

These awards recognize organizations that achieve strategic business results through talent development programs and solutions in one of 13 different categories. These winners were recognized in 2019:

- Abbott Primary Care
- Akamai Technologies
- Alamo Colleges
- Arizona Department of Administration
- Avista Utilities
- Bayer US
- Booz Allen Hamilton
- Brugmann University Hospital
- China Fortune Land Development Co., Ltd.
- China Post Group
- China Telecommunications Corporation
- Cisco
- Cognizant Technology Solutions
- Cordis, Hong Kong
- Decent Gold Group Co., Ltd.
- Defense Intelligence Agency
- Dubai Police
- Emirates Islamic
- Express Employment Professionals
- Farm Bureau Financial Services
- Gilead Sciences, Inc.
- Hang Lung Properties Limited
- Hewlett Packard Enterprise
- Hewlett Packard Enterprise Financial Services
- Hongkong Post
- Infosys Limited
- Inner Mongolia Yili Industrial Group Co., Ltd.
- JetBlue
- Kotak Mahindra Life Insurance Limited
- Lake Trust Credit Union
- Lee Kum Kee
- Lincoln Motor Company
- MetLife
- Midea Group
- Novartis Healthcare Pvt., Ltd.
- Osram
- Paysafe
- Persistent Systems Ltd.
- Ricoh USA, Inc.
- SAP
- Seldin Company
- Shopify
- Siam City Cement Public Company Limited
- Sutter Health
- UnitedHealthcare
- Walmart

Chapter Excellence Awards

These ATD chapters were recognized for outstanding efforts in 2019.

- Advancing the Profession Through CPLP: Rocky Mountain Chapter
- Excellence in Strategic Partnership: Greater Richmond Chapter and Central New York Chapter
- Net Joint Membership Growth: Greater Richmond Chapter, Austin Chapter, and Houston Chapter
ATD spent 2019 enhancing our infrastructure to better support talent development professionals. We implemented various tools, systems, and platforms that continue to help improve our workflow and deliver a better customer experience, which is critical to our success because millions of people access the ATD website to learn information about the field and best practices in developing employees and teams. TD.org received 4 million website visitors and 14.3 million page views.

Our technology team helped support the business by implementing:
- an adaptive learning library where members can access new online courses
- a new mobile application to better serve our magazine article content to subscribers
- a new education platform that modernizes the learning experience
- an interactive assessment that supplements the new Talent Development Capability Model.

Our customer care team employees are frontline ambassadors who help members and customers find the right content, resources, courses, and events to meet their needs. To improve their abilities to meet customer needs, the team implemented new call center technology and helped our members and customers through:
- 24,688 calls
- 5,260 online chats
- 18,667 service tickets.

ATD hosted summer interns to grow the next generation of talent across five ATD departments. We also updated our organizational values, which continue to help us better achieve our mission—Empower Professionals to Develop Talent in the Workplace.

Volunteers
We are exceptionally grateful to the professionals who served in volunteer roles on these teams in 2019:
- ATD Board of Directors
- ATD Certification Institute Board of Directors
- ATD Certification Institute Teams
  - CPLP Volunteers
  - APTD and CPLP Item Writing and Review Teams
- ATD Competency Model Advisory Panel and Task Force
- ATD Forum Advisory Group
- ATD TechKnowledge Program Advisory Committee
- Awards Strategy Committee
- BEST Awards Reviewers
- Chapter-Focused Committees
  - ATD Leaders Conference Program Advisory Committee
  - Chapter Recognition Committee
- Excellence in Practice Awards Reviewers
- Healthcare Community Advisory Group
- International Conference Program Advisory Committee
- National Advisors for Chapters
- Public Policy Advisory Group
- Sales Enablement Advisory Committee
TD.org received 4M website visitors and 14.3M page views in 2019.

ATD’s customer care team fielded 24,688 calls, 5,260 online chats, and 18,667 service tickets.

ATD updated its organizational values.
Financial Report

ATD’s focus in 2019 was on creating content and relevant offerings to deliver value to our members, engage professionals in our community, and extend ATD’s reach and influence throughout the world. In 2019, ATD achieved $56 million in gross revenue with $5 million in net income.

ATD’s 2019 revenue came from conferences and expositions (38 percent), education (26 percent), membership (17 percent), publishing (7 percent), the ATD Certification Institute (6 percent), and the ATD Job Bank (1 percent). The remaining 5 percent came from research and investments. ATD’s revenue grew by 14 percent over 2018, which was driven by growth in education, membership, and conferences and expositions. ATD’s investment portfolio increased by 14 percent over 2018.

Conferences and Expositions
Providing professional development in a variety of learning environments, ATD’s conferences and expositions represent the association’s largest business line.

ATD’s events included the International Conference & Exposition (ATD 2019), ATD TechKnowledge, Core 4, OrgDev, ATD-Yale Foundations of Management Excellence, Chief Talent Development Officers (CTDO) Next offering, Government Workforce, LearnNow, and SELL.

ATD 2019 achieved 4 percent revenue growth and attendance rose by 3 percent over 2018; the rebranded OrgDev conference improved revenue by 69 percent. Government Workforce and SELL also overachieved their goals through increased attendance and sponsorship.

Education
The ATD education and credentialing teams launched the new Talent Development Capability Model, which includes an interactive platform that allows TD professionals to assess their knowledge and skills across the 23 capabilities. Research was also completed for the Talent Development Body of Knowledge and new courses for professionals studying for certification exams.

ATD Education saw an increase in demand for certificate programs, certification preparation courses, and on-site workshops (especially for team training). Certificate program revenue grew by 30 percent and credentialing preparation program revenue was up 88 percent.

Membership
Membership dues revenue in 2019 was 3 percent ahead of the prior year. In addition, Professional Plus members were given more options to choose from for their free on-demand education course. The ATD Forum grew to 61 member organizations and had 18 percent revenue growth, and CTDO Next membership increased by 50 percent.

ATD continued to support local chapters by increasing access to chapter membership on the ATD Store and supporting chapter leaders by providing professional development tools and resources. ATD’s Excellence in Practice and BEST Awards programs honored more than 100 organizations worldwide for their best practices in talent development.

ATD Global
ATD’s global results grew by 5 percent, with outperformance in the China Summit, education workshops, and sponsorship. Revenue driven by ATD’s three offices in China grew by 16 percent. In addition, education revenue grew by 25 percent from public workshops and on-site workshops delivered in China.

ATD offered eight global events in Brazil, China, Japan, Saudi Arabia, and Singapore, as well as regional summits in Asia-Pacific, Europe, and the Middle East. These events collectively outperformed prior year revenue by 9 percent.

Publishing
Publishing revenue was flat to 2018, with gains in ATD’s digital content areas offsetting declines in TD magazine and book sales.

ATD Certification Institute (ATD CI)
The Associate Professional in Talent Development (APTD) program grew revenue by 83 percent, while the Certified Professional in Learning and Performance (CPLP) grew by 16 percent, both the result of high demand from new applicants.

ATD CI offers five Masters series programs: Master Trainer, Master Instructional Designer, Master Performance Consultant, Master Coach, and Master E-Learning Instructional Designer. Master series revenue declined by 15 percent due to lower attendance in public deliveries and fewer on-site offerings.

ATD Job Bank/My Career
ATD offers career development webcasts, expertise from career coaches, and access to new opportunities through the ATD Job Bank. My Career revenue declined by 7 percent due to soft advertising revenue but continues to positively contribute to ATD’s overall results.

ATD Research
ATD publishes case studies and research reports to highlight key trends and benchmark best practices in talent development. ATD’s research revenue declined by 3 percent from the prior year due to slightly lower licensing sales.
ATD’s auditors, RSM US LLP, issued the association a clean and unmodified audit opinion for the calendar year 2019, which is the highest level of assurance they can provide that the financial statements are fairly stated.

With the ATD team and our wide volunteer network, the board of directors is committed to enhancing the value of your membership. Thank you for being part of our global community as we collaborate to create world that works better.

Sincerely,

Rose Velez-Smith
2020 Treasurer, ATD Board of Directors
## ATD Chapters
**As of December 31, 2019**

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</table>

### 2019 Strategic Partners and Member Networks

- 51Job, China
- Brazilian Association for Training and Development (ABTD), Brazil
- Korea Management Association (KMA), Korea
- Korean Standards Association (KSA), Korea
- Japan Management Association (JMA), Japan
- The Public Authority for Applied Education and Training (PAAET), Kuwait
- Devel Hub, the Netherlands
- Informa Middle East, UAE
- Singapore Training and Development Association (STADA), Singapore
- Japan Member Network
- MENA L&D Member Network
- UK Member Network
- Mexico Member Network
Thank you for your commitment to ensuring the workforce is ready for an exciting future ahead.