

# How Mature Is Your Skills-Based Talent Development Strategy?

July 24, 2024  
1 p.m. EST

# Why Skills-Based Talent Development?

- 45% of CEOs believe their company will not be viable in ten years if it stays on its current path
- Over 50% of CEOs say skills shortages and tech disruption will impact profitability over the next decade
- Roughly 75% of companies are focused on investing in automation, upskilling and deploying advanced technology

PwC's 27<sup>th</sup> Annual Global CEO Survey

[www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html](http://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey.html)

**“Developing a skills-based talent strategy — one that provides opportunities for upskilling, meaningful work and adaptive ecosystems — can help accomplish these goals.”**

“For organizations facing rapid technological changes, economic uncertainties, and talent retention challenges, skills-based talent development is crucial in enabling talent development leaders to build a versatile, adaptable workforce that can quickly pivot to meet new demands, thus improving organizational agility, accelerating performance, and maintaining a competitive edge in an ever-evolving business landscape.”

— Michelle Braden, Vice President of Global Talent Development and Chief Learning Officer at WEX, Inc.

**CTDO Next** was developed to help shape what's next in the TD field, with a focus on transformations in the profession.

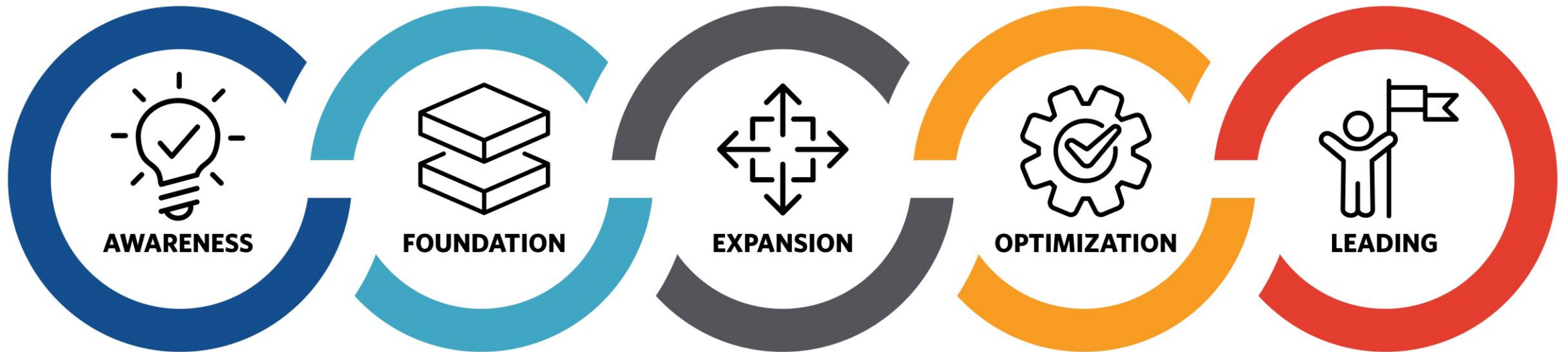
Leaders explore emerging topics and determine what new changes and capabilities may be needed.

<https://ctdonext.td.org/>



# CTDO Next Skills-Based Talent Development Maturity Model

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Provides a **structured approach to assessing, planning, and improving** an organization's **skills-based talent development efforts**.  
Aligns training departments with the business's strategic goals, fosters continuous improvement, and enhances accountability.

# 5 Components for 5 Phases

- **Description:** A summary of the phase
- **Indicator:** A broad statement that organizations can use to determine whether they are in the phase
- **Key Actions:** The most important things that get accomplished in this phase of the skills-based journey
- **Technology:** An overview of the technology needed to support skills-based talent development in this phase
- **Critical Focus:** The most important element for talent development to focus on in its skills-based strategy while in this phase



## PHASE 1: AWARENESS

**Description:** During the Awareness stage, organizations begin to realize the importance of transitioning to a skills-based approach to talent development. This recognition often stems from a growing awareness of the limitations of traditional HR practices that focus primarily on factors like education, experience, or job titles. Companies understand that a dynamic business environment requires a more agile and adaptable workforce, which can only be achieved by focusing on the specific skills and competencies needed for success. In this stage, the organization may initiate discussions and research on the benefits of skills-based development, such as increased employee productivity, reduced skills gaps, and improved talent retention.

**Indicator:** The organization recognizes skills-based talent development is important to the business, but it has not yet embarked on the implementation journey.

**Key Actions:** In this stage, the organization:

- Studies skills-based talent development best practices
- Communicates the value of skills
- Identifies critical positions
- Identifies the current and desired states for the skills-based talent development journey

**Technology:** The organization determines the purpose and scope of the supporting database that will track skills and project elements and sets definitions and parameters for skills-based talent development.

**Critical Focus:** The organization's leadership acknowledges that skills-based talent development must be pursued.

# Use the Model To ...

- Assess the current state of your company and your TD function
- Continuously monitor the progress of your learning and development programs
- Keep stakeholders informed about the impact of your skills-based development initiatives

**Download the model and take the assessment here:**

<https://ctdonext.td.org/ctdo-next-talent-development-skills-based-maturity-model>

**Bonus:**

**Key Components of a Skills-Based TD Model**

**Why a Skills-Based TD Maturity Model?**

How effective is your organization at each of the following?



Organizations are invited to participate in the online assessment.





Association for  
Talent Development

### Overall Skills-Based Talent Development Maturity Assessment

Your overall Skills-Based Talent Development Maturity Assessment score is: **2.4**

The average organization has an overall score of: **3.03**



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## Overall Skills-Based Talent Development Maturity Assessment

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### **How to Interpret Your Score**

When looking at the Skills-Based Talent Development Maturity Model, your organization is in the Foundation Phase.

The Foundation stage involves laying the groundwork for a skills-based talent development framework. Companies start by creating a comprehensive skills inventory, which includes identifying the skills their employees possess and the skills required for different roles and functions. Basic training programs and upskilling initiatives are introduced to address the identified skill gaps. These programs often focus on core competencies needed to perform job functions effectively. Policies and procedures for skill assessment, development, and tracking are established to ensure consistency and fairness in the process.

Key actions that your organization should consider taking:

- Your organization should come to an agreement on skills taxonomy.
- Start some small scale pilot programs of trainings that address known skills gaps for high potential and high impact roles.
- Provide employees with opportunities for skill acquisition and growth.
- Put systems and processes in place to support skill development, including polling methods for self-identification of skills.

## How to Interpret Your Score

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## Skills-Based Talent Development Maturity Model



Learn more about your score and recommended key actions from the [CTDO Next Skills-Based Talent Development Maturity Model](#). This model provides a structured approach to assessing, planning, and improving an organization's skills-based talent development efforts. It aligns training departments with the business's strategic goals, fosters continuous improvement, and enhances accountability, ultimately driving long-term success.

ATD has some resources that may help you. For more information, click here:

#### **TD at Work Guide**

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Would you like ATD to send you a copy of your Skills Based Talent Development Maturity Assessment scores and resources?

Yes

No

What is your email address?

Please give us up to 30 minutes to send your results. If you don't receive the results, please check your spam or junk folder.



## Skills-Based Talent Development Maturity Assessment Scores



Skills-Based Talent Development Maturity Assessment <noreply@qemailserver.com>  
To Rocki Basel

If there are problems with how this message is displayed, click here to view it in a web browser.

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Thank you for taking the CTDO Next Skills-Based Talent Development Maturity Assessment.

Here is a summary of your answers.

Statement	Score
We have a clear understanding of the specific skills (both technical and soft skills) needed for different roles in our organization.	Extremely effective
We promote a culture of continuous learning and development, encouraging and supporting employees in acquiring new skills relevant to their roles.	Moderately effective
Our leadership is supportive of a skills-based approach and understands its benefits.	Although we do this, we are not effective at all
Our employees are actively involved in identifying and developing their skills.	Our organization does not do this
We value performance and results over traditional qualifications, degrees, or certifications.	Very effective
Our job descriptions focus on outcomes and responsibilities rather than rigid qualifications.	Moderately effective
We value agility and adaptability in our workforce and our practices reflect this.	Slightly effective
We made data-driven talent management decisions that rely on performance metrics, feedback, and other relevant data.	Very effective
We have the necessary technology infrastructure to assess and track employee skills, including skills mapping, training management, and performance tracking.	Slightly effective
We've run pilot programs to test the effectiveness of a skills-based approach in specific departments or roles.	Our organization does not do this

Your overall Skills-Based Talent Development Maturity Assessment score is: **2.4**

The average organization has an overall score of: **3.03**

Your organization is in the Foundation Phase of the Skills-Based Talent Development Maturity Model.

For more information about how to interpret your results, click here: <https://ctdonext.td.org/ctdo-next-talent-development-skills-based-maturity-model>

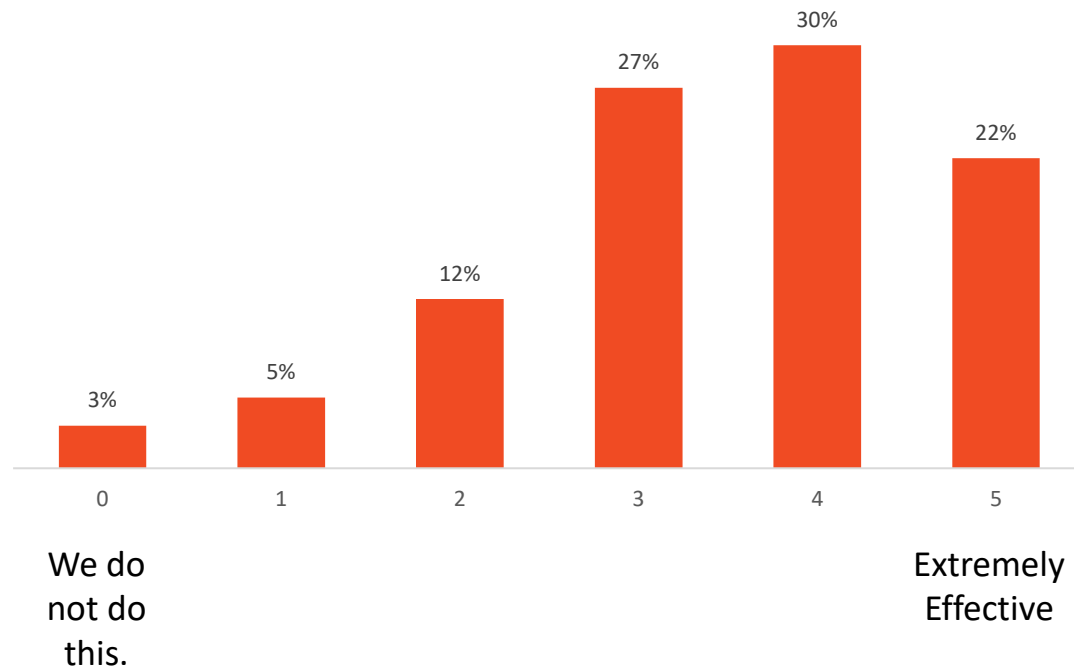
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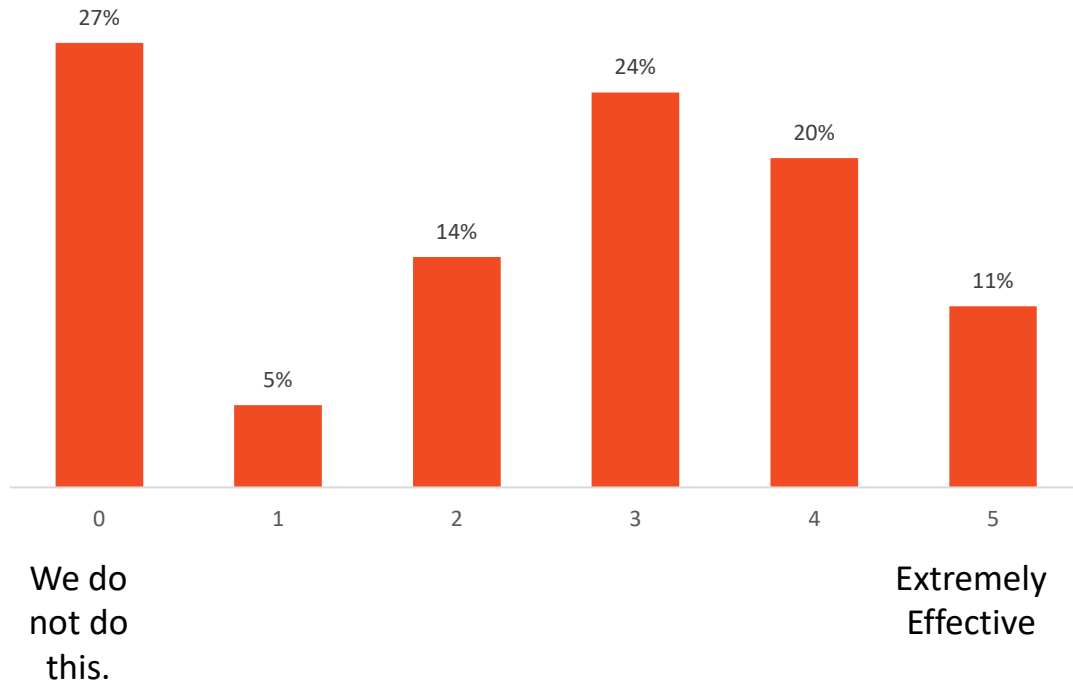
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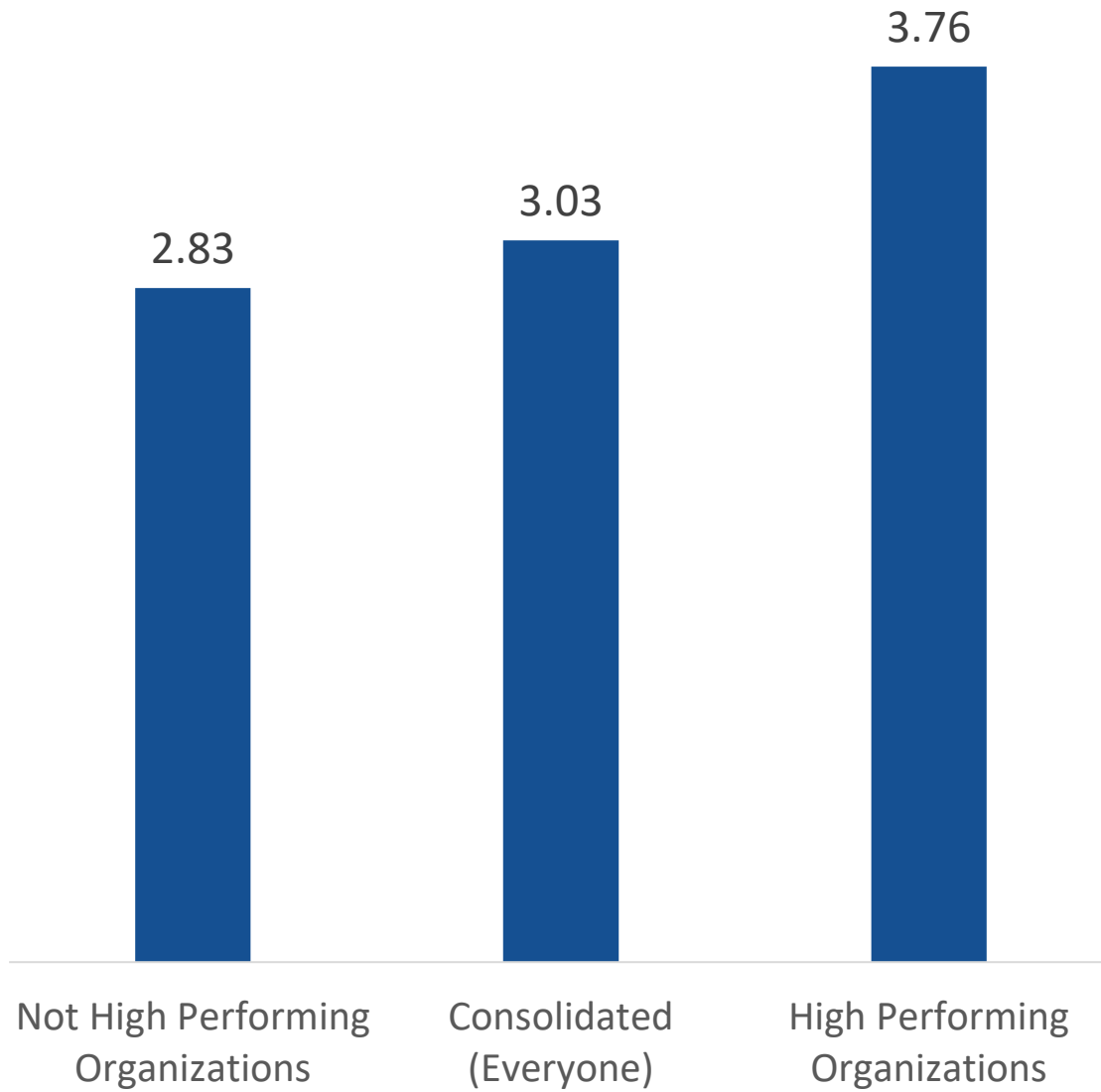


**Highest Rated Statement**

We've run pilot programs to test the effectiveness of a skills-based approach in specific departments or roles.



**Lowest Rated Statement**



## High Performing Organizations

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Here is a summary of your answers.

Statement	Score
We have a clear understanding of the specific skills (both technical and soft skills) needed for different roles in our organization.	Extremely effective
We promote a culture of continuous learning and development, encouraging and supporting employees in acquiring new skills relevant to their roles.	Extremely effective
Our leadership is supportive of a skills-based approach and understands its benefits.	Extremely effective
Our employees are actively involved in identifying and developing their skills.	Very effective
We value performance and results over traditional qualifications, degrees, or certifications.	Extremely effective
Our job descriptions focus on outcomes and responsibilities rather than rigid qualifications.	Very effective
We value agility and adaptability in our workforce and our practices reflect this.	Extremely effective
We made data-driven talent management decisions that rely on performance metrics, feedback, and other relevant data.	Extremely effective
We have the necessary technology infrastructure to assess and track employee skills, including skills mapping, training management, and performance tracking.	Very effective
We've run pilot programs to test the effectiveness of a skills-based approach in specific departments or roles.	Extremely effective

Your overall Skills-Based Talent Development Maturity Assessment score is: **4.7**

The average organization has an overall score of: **3.03**

**Your organization is in the Leading Phase of the Skills-Based Talent Development Maturity Model.**