

Training Needs Analysis

Duration: 3 Days

Introduction

Without the right skills and investment in learning opportunities organisations cannot hope to compete successfully and yet so many organisations fail to conduct a thorough training needs analysis. A thorough training and development needs analysis can identify potential future skill shortages and current inefficiencies it ensure your development activity is targeted at the organisations objectives therefore training of little value can be avoided and financial resources can be allocated to training activity that will provide the skills and knowledge require Efficient and effective training enables you to learn faster than your competitors and that is a huge advantage.

Who Should Attend?

You should attend If your role is in training and development perhaps you are a consultant, HR business partner or a training manager and you wish to develop your consultative skills to accurately identify training needs and provide client-centred tailored training solutions or recommendations for alternative action

Learning Objectives

This programme is for you if you wish to:

- ✿ Promote the training function as a driver for the business
- ✿ Institute change and improvement in the training function
- ✿ Ensure that training has a positive impact on the bottom line
- ✿ Ensure good return on your people investment
- ✿ Use evaluation to maximise the ROI on training and development
- ✿ Select and apply a consultancy style that builds rapport
- ✿ Demonstrate commercial competence
- ✿ Explain how organisational culture influences solutions
- ✿ Identify organisational data that is relevant to the development solution
- ✿ Analyse and interpret data effectively
- ✿ Focus on analytical and proactive thinking to enable measurable solutions

Method & Approach

Our training consultant believes in creating optimal learning experiences to reach all of your leaning preferences. Through a variety of accelerated learning methodologies she will engage you, and generate “response-ability” to ensure that the positive effects of the learning result in improved performance and the ability to produce a comprehensive training needs analysis

Course Content

Course Content Day 1: Are We Throwing Money At Training?

- ✿ What is 'training and development'?
- ✿ Is training and development a good thing?
- ✿ True or False..... all training is good!
- ✿ Identifying what is truly needed by the organisation to improve its performance and what is desired by employees as a benefit
- ✿ How bad training actually damage the business?
- ✿ Training a cost or adding value?
- ✿ Providing a statement of purpose for training and development
- ✿ Training Needs Analysis – It certainly does!

Course Content Day 2: Being Clear About Objectives

- ✿ The Consulting Process
- ✿ Let's be clear about our objectives
- ✿ Identifying Soft and hard objectives
- ✿ Establishing added value objectives
- ✿ Situation appraisal: Insight into the People, Politics. Potential aspects of what's going on in each part of the consulting process
- ✿ Critical skills for internal consultants enabling them to identify clearly what the client requirements are - and recognise that the client is often unsure or mistaken about their real needs
- ✿ Preparing for and conducting internal client meetings Asking the right questions
- ✿ Developing a joint proposition - establishing objectives
- ✿ Agreeing processes, resources, responsibilities and deliverables
- ✿ Identifying criteria for success
- ✿ Managing expectations
- ✿ Reporting – what will be measured and how will results be communicated
- ✿ Understanding clients and organisations; profiling; creating a favourable initial impact

Course Content Day 3: Analysis Techniques, Methods, & Specifications

- ✿ The purpose and principles of training and development needs analysis and the process of translating the results into a specification
- ✿ Selecting appropriate methods of collecting and gathering information from individuals and across the organisation
- ✿ Use of appropriate techniques of interviewing and analysis to identify the learning requirements and needs of individuals
- ✿ Techniques your approach to training needs analysis and where needs occur
- ✿ Exploring analysis & diagnosis methods
- ✿ Potential triggers, negative indicators and external influences.
- ✿ Commercial acumen – identifying measures of departmental success
- ✿ Creating a development plan.
- ✿ Differentiate between a range of learning opportunities and match them appropriately to individuals training and development needs
- ✿ The general principles of evaluation
- ✿ Choosing an evaluation model
- ✿ Evaluation models - Brinkerhoff and Kirkpatrick
- ✿ Evaluation as an aid to training design
- ✿ Specifying evaluation criteria to trainers and training designers