



ENHANCEMENT OF THE BUSINESS ENVIRONMENT IN THE SOUTHERN MEDITERRANEAN





TRAINING NEEDS ANALYSIS

A practical approach

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Structured approach

A TNA is a balanced view of

- Organization's needs
- People's needs
- Nature of the problems being addressed



Introduction



TNA is all about

- Asking the right **questions**
- Making sense of the **answers**



Objectives

After this seminar, you will be able to:

- Identify who the customer is
- Clarify the expectations
- Design an effective TNA program
- Obtain and analyze all relevant data
- Prepare and write an effective TNA report



Where to start

Problem, crisis, room for improvement

⇒ TNA is focused on a **problem** and how to solve it

⇒ TNA is successful when the situation **improves** after training



Where to finish

Bring out the training solutions where appropriate and highlight other solutions where training won't work



Identify the customer



Can be:

- The board and senior managers
- Line managers and departmental heads
- Stakeholders in the business



Identify the customer



Two main criteria

- **Ownership:** the person who will take your results away and implement them, who has ownership of the problem
- **Payment:** the person who pays for the TNA, or who authorizes the use of resources, or has the authority to give it the go-ahead



Objectives

By the time you have finished this section, you will be able to

- List key questions which you must ask
- Defend your asking of these questions
- Respond appropriately if the answers to your questions are not satisfactory



Clarify the Expectations



Question

Analyst: *About this TNA. What are you seeking to achieve?*

Client: *I don't know. I thought you would be finding out all about that sort of thing . . .*

What do you do in this situation? Think of your own practical course of action



Clarify the Expectations



Clarify the expectations

- Explain your view of a TNA, that is that TNAs are a **response to a problem**
- Explain that TNA's only justification is that it will **help the organization to meet its goals, aim and mission**
- Ask what the problem is, and how will it help the organization to have the problem solved



Clarify the Expectations



TNA = Partnership

- Your part: finding out information and presenting it in a useful and usable format
- Customer's part: telling you exactly what it is which needs to be achieved

So what should you ask?



Clarify the Expectations



1. What is the **perceived** problem?

Check that your customer's problems match the organization mission and aim. If they don't, make sure that you are not about to embark on an unjustifiable series of actions



2. What are your customer's aims and objectives?

- Determine the key **performance indicators** your customer will use to evaluate the outcomes you achieve
- List the questions you would ask to find out the perceived problem, aims, objectives



3. What is the customer expecting from the TNA?

- **Workable** solutions, strategies, tactics, methods
- Issues to be addressed outside the TNA



4. Which group am I expected to work with or have access to?

- Don't accept a vague definition
- Get the customer to clarify in detail exactly **who** will be involved and **who won't**. This list should then be agreed to and signed off



5. What performance is required from the target group?

Get a definition of desired performance which is:

- achievable
- measurable
- unambiguous



Problem: Market Share Falling

Possible causes

1. Increased competitor activity
2. Sales people can't sell
3. Prices too high
4. Poor production quality

Training Input Relevant

Yes No Maybe



Clarify Expectations



6. Timescale, or “How long have I got?”

Consider all parameters:

- Budget
- Staff availability
- Method of data gathering
- Urgency of the problem

Don't commit yourself to a deadline you can't make



7. How much can I spend?

Cost out some options according to:

- Budget
- Staff availability
- Method of data gathering
- Urgency of the problem



8. What kind of hindrance can I expect?

- Mismatch => someone somewhere will be feeling responsible (blame-culture)
- Your customer may be able to give you names of individuals and groups who are feeling vulnerable



9. How would your customer like the information presented?

Practical considerations

- Who is going to do the presentation? Yourself? A team?
- How long will the presentation last? An hour? More?
- Who is going to reproduce the report? In what form?

Political considerations

- Get information about the degree of resistance or compliance to your recommendations



Clarify the Expectations



10. Is anywhere or anything out of bounds?

Don't fail to ask about where you can and can't go



11. Are there any key issues?

- Some of customer's aims and objectives may be paramount
- To give these the same treatment as other aims and objectives will be to disappoint the customer



Clarify the Expectations



12. Are there any special questions I should ask?



Questions to ask - A summary

1. What is the perceived problem?
2. What are your aims and objectives?
3. What are you expecting from the TNA?
4. Which group am I expecting to work with or have access to?
5. What performance is required from the target group?
6. Timescale or “How long have I got?”
7. How much can I spend?
8. What kind of hindrance can I expect?
9. How would you like the information to be presented?
10. Is anywhere or anything out of bounds?
11. Are there any key issues?
12. Are there any special questions I should ask?



Clarify the Expectations



Question

When you have got your answers to all your questions, what is your essential next step?



Clarify the Expectations



Question (cont.)

Get the customer to agree, in writing, to the point which, between you, you have clarified => **Draft agreement**

- Protection against the customer who changes his mind
- Your thoughts and suggestions are incorporated
- Clear description of the objectives and expected outcomes
- Set of agreed points for evaluating the outcomes



Objectives

By the time you have completed this section, you will be able to:

- describe the types of analysis most commonly used
- explain how to list the locations where the data can be found
- explain the features and benefits of successful ways of collecting data
- state the steps you would take to prepare to analyze the data which comes in



Design the TN Program



1. Data Collection

- Hard data
- Soft data



Design the TN Program



Hard data

Facts you can find from:

- reading things
- checking documents
- combing through reports
- business records
- administrative reports

It's there in black and white



Design the TN Program



Soft data

Details of:

- what people think
- what people hope for and fear
- how people perceive things



Question

Of the two types of data (hard and soft), which do you think is most important for a TNA, and why?



Question (cont.)

- The **soft data** are most important
- because it is people's **perception** that guide their behaviour



Design the TN Program



Designing a way to gather soft data

- Interviews
- Questionnaires



Design the TN Program



Interviews preferred when **small number of people**

- Better reaction to fine nuances of meaning
- Easier co-operation
- High rate of returns
- Respondents will remember the experience
- Respondents feel valued

BUT

- Time consuming
- Greater inconsistency



Design the TN Program



Questionnaires preferred when **large number of people**

- Low cost
- High coverage
- Ease of analysis
- Consistency of message
- Permanence of data

BUT

- Needs a lot of design work if they are to be effective
- Lower rate of returns (30-40%) => extrapolations



Flexibility

Check if you have not

- approached the situation with some false assumptions
- overlooked something obvious to the respondent
- raised suspicions or doubts in the respondent's mind

=> *« Are there any questions you feel we should have asked? »*



Flexibility (cont.)

« Are there any questions you feel we should have asked? »

- The respondent will feel involved
- You will identify wide-held perceptions
- that can be incorporated into the questionnaire



Design the TN Program



- **Ensuring co-operation**

Sell the benefits

- **Matching subsequent analytical techniques**

Don't assume you gather the data first and then decide how to analyse them



The final steps in designing the plan

- **TNA questionnaire**
 1. Explanation of why this is being done
 2. Explanation of the benefits of everyone filling it in
 3. The questions
 4. Instructions for returning the completed form
 5. Thanks for co-operation



Design the TN Program



•Submission

Once the TNA program is designed, the next step is to submit your detailed plan to the customer for approval

It endows your data-collection with the ultimate authority



Design the TN Program



Summary

- Job and outcome analysis
- List all needed data, hard and soft data
- People's perception => soft data
- Get your plan agreed and signed



Objective

By the time you've finished this section you will be able to:

- list, in sequence, the steps you should take to ensure you will be able to get hold of the data you need for your TNA



A plan of campaign

Hard data

- Data list => what and where the data are
- Contact the persons who can provide access to data
 - what data you need
 - when you need them by
 - why you need them
 - whether he/she provides the help you need



Arrange Access to Data



Soft data

- **Inform** the interviewees and their managers
 - who you need to interview
 - what it is about
 - what the purpose of the interview will be
 - when you need to have the interviews completed



Objectives

By the time you have finished this chapter, you will be able to:

- explain and defend at least one practical system for data gathering and monitoring
- describe common pitfalls and distractions in the field of data gathering and how to avoid them



Collect the Data



Key elements you should include in managing and monitoring data collection

- Objectives : specific and measurable
- Start date : inform involved people
- End date : leave contingency time between stages
- Resources : don't overstretch yourself

Data collection is non-compressible



Collect the Data



Pitfalls

- **Faulty sequencing**
 - **collecting information before knowing what to look for**
- **Premature analysis**
 - before some key data are available



Objectives

By the end of this section, you'll be able to:

- analyse data in a simple but meaningful way
- group the data so that they relate exactly to the customer's needs



Make Sense of the Findings



Analyzing and grouping the data

- Identify the patterns and trends
- Convert raw finding into numbers
- Categorize the comments made under a number of key headings
- Count the number of times a particular comment appears, then average and graph the results
- Identify the recommendations



Make Sense of the Findings



Question

*None
at all*

*All I
need*

1. How much training have you

had for the job you do now? 1 2 3 4 5

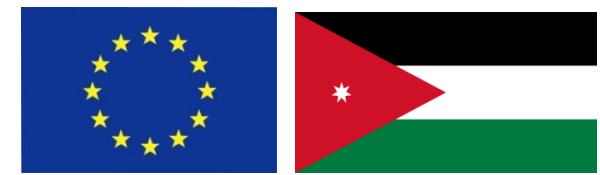
How would you analyze the results of the above question?



Question (cont.)

You would

1. Count the numbers of respondents choosing each category and report the totals
2. Calculate the percentage of people selecting each category
3. Identify the range of selections



Summary

- Analyze the data in a clear and simple but meaningful manner
- Use the results of the analysis to identify the patterns
- Sort out what the patterns mean
- Present the analyses in a graphic and graphical way
- Group the analyses to identify conclusions related to the key issues raised by your customer
- Use the conclusions to identify recommendations



Benefits of implementing the recommendations

- The customer will adopt your recommendations
 - **if the BENEFITS are made CLEAR**



Negotiable vs Non-negotiable

- The only non-negotiable items are the raw data
- Everything else is negotiable
 - the way you have presented your findings
 - the emphasis you have placed on certain items
 - etc.



The final presentation

- The report have to be presented to a group of people, not just delivered in a plain envelope
- Chek list
 - Aims and objectives of presentation identified
 - Best people to do the presentation identified
 - Venue arranged
 - Timing arranged
 - Audience specified and invited
 - Script prepared
 - Visual aids prepared
 - Handouts prepared
 - Rehearsals
 - Preparation for questionning session prepared
 - Budgetary analysis complete



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