

## How to Design and Utilise Effective Training Needs Assessments

*Kendall Kerekes  
VP, Human Capital*

*Optimizing the Performance of People*

## KnowledgeAdvisors: Who We Are



- Advisory Board**
  - Donald Kirkpatrick, PhD.
  - Jack Phillips, PhD.
  - Rob Brinkerhoff, PhD.
  - Gary Becker, PhD
  - Josh Bersin
  - Jac Fitz-ens
- Staff Subject Matter Experts**
  - Measurement strategy
  - Statistical Analysis & Validation
  - Project Outsourcing
  - Administrative Services
- Metrics that Matter®**
  - Automated Data Collection
  - On-Demand Reporting
  - Multi-level capability
  - Push Technology
- Benchmarking**
  - Over 500m data points
  - Phillips ROI Methodology
  - Brinkerhoff Success Case Method
  - Becker Human Capital Model
  - Bersin's High Impact Measurement Framework

July 8, 2010 © 2010, KnowledgeAdvisors Page: 2

*Optimizing the Performance of People* Knowledge Advisors

# Organisations Served

July 8, 2010 © 2010, KnowledgeAdvisors Page: 3

*Optimizing the Performance of People*

Knowledge Advisors

# Core Webinar Objectives

- **Webinar Objectives – You Will Learn:**
  - What a Training Needs Assessment is (TNA)
  - The benefits of completing a TNA
  - The different audiences & objectives that a TNA can be deployed to
  - How to determine the best assessment for your organisation
  - How to successfully develop, deploy and utilise a TNA
  - What to watch out for when building a TNA

December 9, 2010 © 2010, KnowledgeAdvisors 4

*Optimizing the Performance of People*

Knowledge Advisors

## What is a “Training Needs Assessment”

### Definition:

A process that collects data around areas that require development to successfully meet current/future organisational, business or individual performance requirements.

Specifically what knowledge, skills or abilities does training need to design content around in order to effectively develop associates to successfully perform current or future job tasks.



December 9, 2010

© 2010, KnowledgeAdvisors

5

Optimizing the Performance of People

Knowledge  
Advisors

## The Benefits of an Assessment

- Facilitates the design of a consistent “Process” to collect the information
- Standardises content collected across the organisation
- Provides leaders with objective data to support strategic decisions
- Provides a baseline of information if nothing currently exists
- Uncovers trends around critical training needs at the organisation, business and individual level
- Builds and cultivates critical “business partner” relationships
- Increases the transparency of business alignment and training investments
- Creates a culture of “Developmental Feedback”

**KEY QUESTION: WHAT IS THE RISK OF DOING NOTHING?**

December 9, 2010

© 2010, KnowledgeAdvisors

6

Optimizing the Performance of People

Knowledge  
Advisors


## Different Audiences & Objectives of Training Needs Assessments

### ▪ Audiences

- Organisation
- Business Unit
- Job Group
- Job Title

### ▪ Objectives

- Awareness
- Satisfaction
- Baseline/Trend
- Curriculum Design:
  - Current Content
  - Future Content
- Leadership
- Operations
- Strategy
- Career Planning



December 9, 2010
© 2010, KnowledgeAdvisors
7

Optimizing the Performance of People
Knowledge Advisors

## Which Assessment is the Best for Your Organisation?

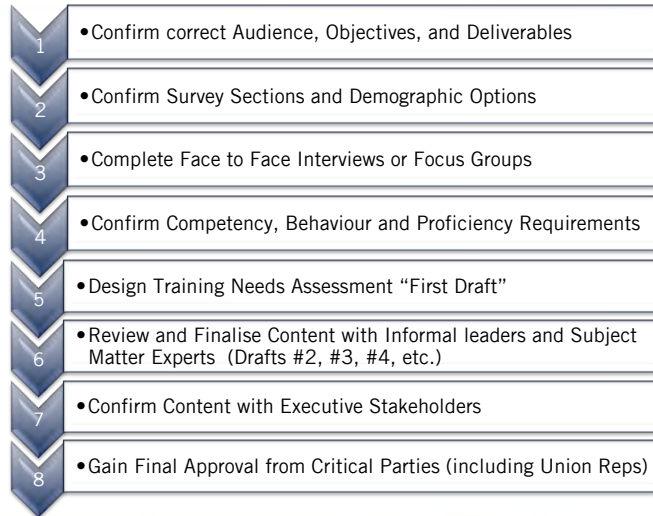
### Discovery Questions to Assist in Getting it “Right”

- What instigated the request?
- Is there a current issue or problem you are trying to “fix”?
- Are you on the “hook” for any specific deliverable?
- Who is asking for the data?
- Is there a current competency model in place for the organisation or group you will be assessing?
- What will they do with the results when received?
- What types of comparisons need to be made after we receive the data?
- Will there need to be a summary report at the organisational level?
- Who will the reports be distributed to?
- Any timeline requirements that you are under?
- How “survey friendly” is your culture?
- What is typically done with results when they are received?
- Have you completed a Training Needs Assessment before? If so, what were the keys to success or lessons learned?

December 9, 2010
© 2010, KnowledgeAdvisors
8

Optimizing the Performance of People
Knowledge Advisors

## How to Develop an Effective Assessment



December 9, 2010

© 2010, KnowledgeAdvisors

9

Optimizing the Performance of People

## Sample of Interview/Focus Group Questions

### Organisational Focus:

#### **Strategic Direction for Training Gap Analysis (Future)**

- Which critical areas of your operation will require a change in the next 12-24 months in order to meet your strategic goals?
  - What are the knowledge, skills and abilities required to successfully change?
  - Specifically, in what areas do you feel that the training group can provide the most critical support?
  - What projects will be critical for the training group to partner with you on over the next 12-24 months?
- Are there currently any knowledge, skills and abilities that were previously required on the job; that will be no longer applicable in the next 12-24 months?

#### **Current Offering Capabilities and Effectiveness (Present)**

- What are the critical (top 5-6) knowledge, skills and abilities your associates must have to be successful in your operation?
- Are there currently a set of general expectations for knowledge, skills and abilities all associates must have to be successful at their job?
- What are the key positions in your business? Which key positions are currently open that you need to fill?
  - Has anything changed in the requirements of these key positions? Build/Buy?

December 9, 2010

© 2010, KnowledgeAdvisors

10

Optimizing the Performance of People

## Sample– Interview/Focus Group Questions

### Specific Job or Position Focus:

#### Pharmaceutical Sales Position Ex.

- Put on your selling hat, what are the clinical skills/knowledge you need to do your job well?
- What are the sales skills you need to do your job well that are unique to your department?
- How is the job changing in the next 12-18 months? What other skills might you need?
- Are there any key challenges in the role right now? What are we not preparing them for right now? What are they struggling with right now?
- Is there anything right now that they have become really good at?
- Are there any certifications that they need to offer that they are not?

December 9, 2010

© 2010, KnowledgeAdvisors

11

## Survey Samples by Audience/Objectives

### Organisational Focus:

#### CURRENT TALENT & PERFORMANCE

• In a typical workweek, which competencies do use the most to successfully perform your job? (Tick your top 5)

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Adaptability         | <input type="checkbox"/> Analytical Thinking      | <input type="checkbox"/> Business Acumen         |
| <input type="checkbox"/> Change Management    | <input type="checkbox"/> Conflict Management      | <input type="checkbox"/> Collaboration           |
| <input type="checkbox"/> Customer Service     | <input type="checkbox"/> Decision Making          | <input type="checkbox"/> Engagement              |
| <input type="checkbox"/> Innovation           | <input type="checkbox"/> Interpersonal Skills     | <input type="checkbox"/> Negotiation             |
| <input type="checkbox"/> Performance          | <input type="checkbox"/> Planning                 | <input type="checkbox"/> Problem Solving         |
| <input type="checkbox"/> Self Development     | <input type="checkbox"/> Subject Matter Expertise | <input type="checkbox"/> Time Management         |
| <input type="checkbox"/> Verbal Communication | <input type="checkbox"/> Written Communication    | <input type="checkbox"/> Other (Please describe) |

• Which competencies do you need the most development in to **maximise** your performance in your current job? (Tick your top 5)

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Adaptability         | <input type="checkbox"/> Analytical Thinking      | <input type="checkbox"/> Business Acumen         |
| <input type="checkbox"/> Change Management    | <input type="checkbox"/> Conflict Management      | <input type="checkbox"/> Collaboration           |
| <input type="checkbox"/> Customer Service     | <input type="checkbox"/> Decision Making          | <input type="checkbox"/> Engagement              |
| <input type="checkbox"/> Innovation           | <input type="checkbox"/> Interpersonal Skills     | <input type="checkbox"/> Negotiation             |
| <input type="checkbox"/> Performance          | <input type="checkbox"/> Planning                 | <input type="checkbox"/> Problem Solving         |
| <input type="checkbox"/> Self Development     | <input type="checkbox"/> Subject Matter Expertise | <input type="checkbox"/> Time Management         |
| <input type="checkbox"/> Verbal Communication | <input type="checkbox"/> Written Communication    | <input type="checkbox"/> Other (Please describe) |

• Which of the following business results would you like to have more impact on in your current position? (Tick all that apply)

- Increasing quality
- Increasing productivity
- Increasing employee engagement
- Decreasing costs
- Increasing sales
- Increasing customer satisfaction
- Decreasing cycle time
- Decreasing risk

• Which of the following courses are **critical** in successfully developing the competencies selected in the previous question? (Tick all that apply)

- Computer Skills – Technical Expertise
- Measurement, Analytics & Reporting
- Core Competencies (e.g. Time Management, Business Acumen, etc.)
- Financial Management
- Project Management
- Sales & Marketing
- Customer Service
- First Time Supervisor/Manager Training
- Leadership/Executive Training
- Certifications Specific to my Job Role
- Other (please describe)

December 9, 2010

© 2010, KnowledgeAdvisors

12

# Leadership Focus

**LEADERSHIP**

- To successfully prepare your leaders for their role over the next 1-2 years, which competencies do they need the **most** training on? (Tick all that apply)
 

<input type="checkbox"/> Coaching and Mentoring	<input type="checkbox"/> Delegation	<input type="checkbox"/> Developing Talent
<input type="checkbox"/> Inspiring Vision	<input type="checkbox"/> Motivating Others	<input type="checkbox"/> Performance Management
<input type="checkbox"/> Rewards and Recognition	<input type="checkbox"/> Strategic Thinking	<input type="checkbox"/> Team Building
<input type="checkbox"/> Workforce Management	<input type="checkbox"/> Change Management	<input type="checkbox"/> Effective Communication
- Please identify any barriers you might encounter when trying to attend training: (Tick all that apply)
  - Lack of confidence in the training provided
  - Lack of appropriate courses to meet my development needs
  - Time off the floor is not feasible based on the job
  - No organised way to express training needs to manager
  - No interest in providing individual development to the staff
  - No barriers, my leader encourages me to attend training
- After you attend a training course, does your manager give you a project that allows you to use what you've learned? (Tick one)
  - Yes, all the time
  - Sometimes if one is available
  - Never
- Would you like your line manager to sit down with you and talk about how the information gathered from this process can help you in your job? (Tick one)
  - Yes
  - Yes, but I know it won't happen
  - No

December 9, 2010 © 2010, KnowledgeAdvisors 13

Optimizing the Performance of People Knowledge Advisors

# Business Unit Focus

December 9, 2010 © 2010, KnowledgeAdvisors 14

Optimizing the Performance of People Knowledge Advisors

## Job Title Focus

Below is a list of tasks, behaviours, and knowledge related to the role of an "Job Role". Please rate each statement on how proficient you are and how critical the statement is to selling "Company X" products/services. This information will be used to identify gaps between the current environment and the desired environment.

**Clinical Knowledge (Additional categories were: Customer, Collaboration, Business Acumen, Planning)**

- 1) Understand the use of "x machine" in diagnosing and treating "x disease".
  - How proficient are you at this?
  - How critical is this to successful selling?
- 2) Articulate the significance of "x machine" in diagnosing and treating "x disease".
  - How proficient are you at this?
  - How critical is this to successful selling?
- 3) Ability to discuss significance in utilising both "x machine" and clinical symptoms as measures and predictors of disease progression.
  - How proficient are you at this?
  - How critical is this to successful selling?
- 4) Communicate progression of "x" disease.
  - How proficient are you at this?
  - How critical is this to successful selling?

December 9, 2010 © 2010, KnowledgeAdvisors 15

Optimizing the Performance of People  Knowledge Advisors

## Job Title – Additional Questions (continued...)

### Operations Questions

Question	Answer option
After you attend a training course, how does your manager reinforce your learning?	Other Provides a specific project for me to use the training Require measurement of a business result Requires a summary debrief to share what was learnt Requires an action plan that outlines how training will be used on the job Requires demonstration of the learning
How long should the typical in-person training session last?	1 hour 1 day 2 days Half day More than 2 days
In which area do you need the most support from your manager in using what you learned?	Business acumen Communication skills Knowledge of clinical studies MS Knowledge Product knowledge Understanding of "x machine"
Of the areas listed below, which are the top three key focus areas of your manager?( Tick all that apply)	Business acumen Communication skills Knowledge of clinical studies MS Knowledge Product knowledge Understanding of "x machine"

December 9, 2010 © 2010, KnowledgeAdvisors 16

Optimizing the Performance of People  Knowledge Advisors

## Tips to Deploy a Successful Assessment

- Obtain Executive Sponsorship and Buy-In
- Have a Change/Communication Plan “approved”
  - Pre Project Launch
  - Project Launch
  - Post Project Launch
  - Post Data Analysis
  - Post Action Plan Implementation

**Note: See Appendix “A” for Change Mgmt**

- Select Technology to expedite the distribution, analytics and reporting
- Identify the proper project resources
- Reward 100% department response rates
- Avoid punishment for poor results
- Define “Who Gets What” with the Data
- Do Something - Action Plan Follow Through
- Start small with a good Business Partner
- Just Start... Don't Overcomplicate it!



December 9, 2010

© 2010, KnowledgeAdvisors

17

Optimizing the Performance of People

Knowledge  
Advisors

## Effective Usages for an Assessment

- Organisational
  - Global Trends for Current and Strategic Investments
  - Global Leadership Development Opportunities
  - Training & Development Operations/Processes
- Business Unit
  - Talent Gap Analysis for Current and Future
  - Career Planning Needs
  - Succession Planning
  - Recruiting Profiles
  - Leadership Development Opportunities
  - Training Request Process Improvement or Reinforcement
  - Budget justification and strategic investment support
- Individual
  - Individual Development Plans
  - Gap Analysis for Career Goal attainment



December 9, 2010

© 2010, KnowledgeAdvisors

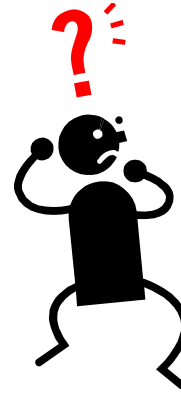
18

Optimizing the Performance of People

Knowledge  
Advisors

## Obstacles to Look Out For

- Understanding the Training Needs Assessment Objective/Audience incorrectly
- Lack of clarity about executive sponsor expectations and outcomes desired
- Using competency models/terms the organisation does not understand
- Not gaining business leader or executive buy in prior to launch
- Ineffective Communication/Project Plan
- Lack of technology or appropriate resources
- Using a survey in a culture that is not “evaluation friendly”
- Building a survey with more than 25-30 questions
- Doing nothing with the data



December 9, 2010

© 2010, KnowledgeAdvisors

19

Optimizing the Performance of People

Knowledge  
Advisors


Knowledge  
Advisors

## Audience Q&A


December 9, 2010, KnowledgeAdvisors

20

Optimizing the Performance of People



---

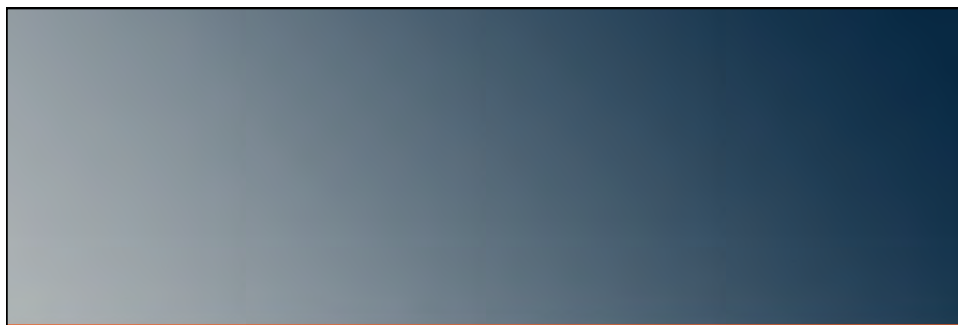
 **Knowledge Advisors**

## Contact Information


For further information on the information contact:

Kendall Kerekes  
VP, Human Capital  
+1 312 676-4413  
[kkerekes@knowledgeadvisors.com](mailto:kkerekes@knowledgeadvisors.com)  
[www.knowledgeadvisors.com](http://www.knowledgeadvisors.com)

*Optimizing the Performance of People*



---

 **Knowledge Advisors**

## Appendix A

*Change Management Issues and Ways to Avoid Them*

December 9, 2010 | KnowledgeAdvisors 22

*Optimizing the Performance of People*

## Change issues and how to avoid them

### Pre-implementation

Potential change issues	Avoiding them
<ul style="list-style-type: none"> <li>▪ Senior Leaders have not communicated the importance of the project</li> <li>▪ The organisation has not created or socialized its implementation strategy</li> <li>▪ Sufficient resources are not assigned to the project</li> <li>▪ Funding is inadequate to successfully implement</li> <li>▪ People with the required skills are not assigned to the project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a clear business case for the training needs assessment and a roadmap for implementation</li> <li>▪ Build a wide base of sponsors and champions for the project (Assemble a cross organisational team)</li> <li>▪ Match the project scope to the resources, funding and skills. Start small and build on successes</li> </ul>

9-Dec-10 Page: 23

Optimizing the Performance of People

 Knowledge Advisors

## Change issues and how to avoid them

### At project kick-off

Potential change issues	Avoiding them
<ul style="list-style-type: none"> <li>▪ Clients' objectives and audiences are not well understood</li> <li>▪ The implementation team hasn't clearly identified the key stakeholders</li> <li>▪ The implementation team has not clarified project scope or success metrics</li> <li>▪ The project team rushes into implementation without sufficient planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Go slow to go fast: spend the time to clarify client needs, reporting requirements, and information usage</li> <li>▪ Identify the critical stakeholders and engage them (create a stakeholder map)</li> <li>▪ Identify how the project will be phased, how success will be measured and the project scope (what's in and what's out)</li> </ul>

9-Dec-10 Page: 24

Optimizing the Performance of People

 © 2009, KnowledgeAdvisors  
 Knowledge Advisors

## Change issues and how to avoid them

### During implementation

Potential change issues	Avoiding them
<ul style="list-style-type: none"> <li>▪ Key project deadlines are missed</li> <li>▪ Project sponsors don't allocate time to review the project</li> <li>▪ Implementation barriers aren't cleared</li> <li>▪ The implementation team doesn't get the right people involved in key aspects of the project</li> <li>▪ The project has too much or too little input</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continually engage the sponsors. Keep them apprised of the project and its progress. Let them know exactly what you need from them</li> <li>▪ Give deadlines for feedback on instruments or reports. Stick to them.</li> <li>▪ Be clear about how input will be used and how decisions will be made</li> <li>▪ Reassign team members if necessary to match skills to the project requirements</li> </ul>

This is where resistance tends to surface

9-Dec-10
Page: 25
© 2009, KnowledgeAdvisors

Optimizing the Performance of People

## Change issues and how to avoid them

### After implementation

Potential change issues	Avoiding them
<ul style="list-style-type: none"> <li>▪ Stakeholders don't see value</li> <li>▪ Users of the data question the validity or credibility of the data</li> <li>▪ Low response rates or participation</li> <li>▪ Only a few learning project champions in the organisation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct a review with key stakeholders. Reassess the WIIFM, and adjust accordingly</li> <li>▪ Educate users on the data and what level of response rate produces credible information</li> <li>▪ Publish success stories</li> <li>▪ Conduct a webinar to educate users about different data uses</li> <li>▪ Identify new champions and engage them in evolving the processes and tools</li> </ul>

9-Dec-10
Page: 26
© 2009, KnowledgeAdvisors

Optimizing the Performance of People