



How to Determine the Trainings Your Company Needs

Lightning Session

November 14, 2023 | 12 PM – 12:30 PM ET

Facilitated by:

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Building better teams through development workshops & coaching.

Workshops

- Delivering Feedback
- Presentation Skills
- Mitigating Unconscious Bias
- Behavioral-Based Interviewing
- A Manager's Perspective

Coaching

- Career Coaching
- Empathy Coaching
- Management Coaching
- Engineering Management Coaching

Consulting

- Career Development Framework
- L&D Programs
- DEI Programs
- Organizational Development

POLL

In the past, how have you determined which trainings to offer to your company?

- A. I conducted a robust learning needs analysis
- B. I talked to a few people
- C. I just guessed
- D. We've never offered trainings to employees
- E. Other (please specify in the chat)

Learning Agenda

Planning the Process



Gathering the Data




Analyzing the Data



Planning the Process



Different Methods of Gathering Data

| Method | Pros | Cons |
|---|---|--|
|  One-on-One Interviews | <ul style="list-style-type: none">- More in-depth information- Ability to probe- Ability to follow-up on people | <ul style="list-style-type: none">- Time consuming- Scheduling issues |
| Group Interviews | <ul style="list-style-type: none">- Ability to see trends quickly- More in-depth information- Ability to probe- Ability to follow-up on people | <ul style="list-style-type: none">- Groupthink mentality concerns- More time consuming- Scheduling issues |
| Surveys | <ul style="list-style-type: none">- Less time-consuming- Reach a wider audience quickly- Cheaper | <ul style="list-style-type: none">- Less in-depth- Unsure of who the participant is and the weight of the responses |

Who's Involved?

Leaders

Diverse group of business leaders who **represent your employee population** and are attuned to their team's performance

- Department heads
- Business Unit leaders

Key Employees

Individuals who will **benefit from the training courses** and can provide their perspective on learning needs

- Hi-potential employees
- Employees in key roles critical to company success

Everyone

For **smaller organizations** (<50 employees) or **consensus-driven** cultures

- All employees
- All managers

Techniques for an Efficient Process

1. **Understand your timeline** and determine the most appropriate methods of gathering data
2. **Provide questions to key stakeholders** ahead of your one-on-one meeting
3. **Buffer in extra time** to accommodate for unforeseen events
4. **Ask the same questions** to every participant

What Should We Do?

Company X has 100 employees across 5 departments (Operations, Sales, Marketing, IT, and Customer Support) and everyone works in the office. Top management consists of the 5 department heads who make all the decisions and sets the culture of the company. The culture is very “top-down.” It is November and you’ve been asked to start a training program in January.

What is the best way to conduct an LNA for Company X?

- A.** *1:1 interview each department head only*
- B.** *Survey every department head and employee*
- C.** *Group interview the department heads for each department; survey top performing employees only*
- D.** *1:1 interview each department head; survey all employees*

Take Away

Best method to gather data

- **Recommended:** 1:1 interviews with leaders
- **Second Best:** Group interviews
- **Minimum:** Surveys

Gathering the Data





1

What are the **top 3 skills** needed to be **successful** in your department? Why?

Examples: Communication skills, Management skills, Excel



What does exhibiting _____ skills **look like** to you?

Example: Communication Skills

- *Being clear & concise in your emails*
- *Listening & understanding the other person before you speak; not making assumptions*
- *Being comfortable with speaking in front of people*



3

On a **scale of 1 to 5**, how does your team currently rank against each of these skills?

Example:

- *Management Skills - 2/5*
- *Communication Skills - 3/5*
- *Analytical Skills - 4/5*



What is **preventing** your team from being at a 5 rating?

Example: Lack of training/skills, they don't know how, outdated systems



5

What are the **negative impacts** on the Company if employees did not have each of these skills?

Example: Low sales, more conflict, slower processes

Quiz

What is the purpose of asking managers for the behaviors of the skill they believe is important for their team to succeed?

- A. Skills may look different to different people
- B. You want to make sure the trainings you provide will directly address the behaviors that need to be changed
- C. It makes the managers really consider what it is they are looking for from their team
- D. All of the above

Analyzing the Data



Organize on a Spreadsheet

| | Operations | Finance | IT | Sales | Logistics |
|----------------------------|------------|---------|----|-------|-----------|
| Communication Skills | X | X | X | X | X |
| Negotiation Skills | X | | | X | X |
| Project Management Skills | | | X | | |
| Excel Skills | | X | | | X |
| Conflict Resolution Skills | X | X | X | X | |

The Results Are In ... Now What?

Focus on offering training programs that help provide a higher **Return on Investment (ROI)**

Which topics will have the biggest ROI?

1. The ones that have the **most “votes”** as an area that needs improvement across groups
2. The ones that had the **largest gaps**, *i.e., the skills/behaviors that require the biggest improvement*
3. The ones that are having the **most negative impact** on the company

Next Steps

1. **Identify the trainings** you will offer the company (which are by L&D budget and which are by functional budget)
2. Determine the exact **behaviors** you want to address in each training
3. Determine **how you will deliver the trainings** considering your budget *i.e., create internally, find external vendor, fireside chat, etc.*
4. **Design** or **choose** the right training programs
5. **Follow-up** with the leaders on training plans

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Please Provide Your Feedback

**Webinar Name: How to Determine
Which Trainings Your Company Needs**

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