

This is an example training needs analysis tool and working file, in which you can revise element descriptions (competencies) according to your situation and insert scores from individual skill-set assessments. Lowest scores are obviously the training priorities, although some consideration needs to be overlayed as to the relative importance of the skills. The spreadsheet can be extended right by copying the section to create new sections for other departments, and then to create organisational totals and averages.

This sample Training Needs Analysis tool shows general competencies and behaviours examples. Free working files versions, including individual assessments, are available at businessballs.com, which you can adapt for your own job roles and situations.

	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	department averages	department sub-total
1 Using and developing my knowledge.	7	7	7	6	8	7	6	7	6	4	8	6	6	7	6	5	3	8	114	6.3
2 Researching, investigating and problem-solving.	5	5	3	6	4	5	1	6	2	5	5	8	8	8	7	5	6	6	95	5.3
3 Communicating outwardly: face-to-face, phone, email, etc.	8	7	8	5	8	6	8	5	7	3	7	6	8	9	4	3	4	8	114	6.3
4 Listening and interpretation, establishing rapport, understanding needs.	7	6	3	8	7	5	0	4	2	7	6	8	6	6	4	3	6	8	96	5.3
5 Developing solutions and agreeing things with people.	7	7	6	5	6	6	7	6	7	7	7	7	9	8	5	4	6	8	118	6.6
6 Financial understanding and commercial ability.	8	6	5	4	7	6	2	4	3	5	6	6	9	6	6	3	3	8	97	5.4
7 Speaking and presenting to groups.	4	3	4	3	4	3	0	2	1	3	5	6	8	9		3	3	7	68	4.0
8 Helping or coaching or teaching or training others.	7	4	5	2	5	5	0	4	2	7	6	6	7	8	6	4	5	7	90	5.0
9 Using information and communications technology (ICT or IT).	5	5	3	2	3	3	2	4	1	3	7	5	7	7	3	4	4	3	71	3.9
10 Technical appreciation and use of equipment/tools/machinery for my area and related areas.	7	8	6	7	8	7	7	6	7	8	7	7	7	7	7	6	7	1	120	6.7
11 Understanding and making the most of my relationships with people and groups.	8	7	5	6	7	7	0	6	5	8	7	6	7	8	5	6	6	8	112	6.2
12 Competitor/industry awareness and consideration of these factors in planning, decision making, etc.	6	3	3	4	4	4	0	6	4	3	7	7	3	1	6	3	6	5	75	4.2
13 Taking initiative and responsibility, e.g., decision-making, project management, running meetings.	7	4	5	2	5	5	0	4	2	7	6	6	7	8	6	4	5	7	90	5.0
14 Visioning, creating, and inspiring others with my ideas.	8	7	5	6	7	7	0	6	5	8	7	6	7	8	5	6	6	8	112	6.2
15 Managing time, planning, being effective, efficient, productive, and reliable.	6	6	5	3	6	7	4	5	4	6	6	6	5	7	5	6	5	9	101	5.6
16 Appreciating/applying social responsibility, sustainability, humanity and ethical considerations.	4	7	6	5	7	7	9	7	9	7	6	7	4	5	4	7	4	5	110	6.1
totals	104	92	79	74	96	90	46	82	67	91	103	103	108	112	79	72	79	106		
averages	6.5	5.8	4.9	4.6	6.0	5.6	2.9	5.1	4.2	5.7	6.4	6.4	6.8	7.0	5.3	4.5	4.9	6.6		

Examples of behaviour and style

1 Striving for personal development.	7	6	5	8	7	6	8	8	7	8	8	7	9	3	8	6	7	7	125	6.9
2 Taking personal responsibility to resolve problems, even those not of my own making.	6	7	6	7	8	8	6	5	7	8	6	8	8	9	8	9	4	8	128	7.1
3 Understanding the way people really feel.	8	7	7	5	7	5	7	5	6	7	6	6	9	10	5	9	6	6	121	6.7
4 Developing positive relationships.	8	8	5	7	8	6	6	5	7	8	6	8	8	9	3	7	8	5	122	6.8
5 Keeping focused and productive, reliable and dependable.	8	6	7	6	7	8	8	7	8	8	6	8	6	7	6	7	7	8	128	7.1
6 Planning how to achieve my work and personal goals.	5	5	5	6	5	5	8	4	7	9	7	7	5	5	5	7	6	6	107	5.9
7 Managing stress and conflict.	4	7	5	5	5	5	7	5	8	4	6	5	3	8	6	7	5	5	100	5.6
8 Managing upwards and sideways (my managerial superiors and my peers).	4	7	6	6	8	5	7	4	6	4	7	5	3	8	6	7	8	7	108	6.0
9 Contributing positively to team/company morale and spirit.	8	8	5	8	6	7	4	6	8	9	6	8	3	8	8	7	8	7	124	6.9
10 Seeking and picking up responsibility that I see waiting to be filled.	6	5	5	6	6	5	8	5	6	8	5	7	7	6	6	9	5	5	110	6.1
11 Team-working.	7	5	6	6	6	5	5	6	6	3	7	7	8	9	7	6	4	8	111	6.2
12 Having compassion and care for others.	5	7	7	7	5	6	8	6	9	5	7	6	4	5	4	8	4	4	107	5.9
13 Using integrity and ethics in my judgement about work and organisational issues.	8	6	6	7	8	7	8	6	8	9	6	6	7	7	8	9	8	8	132	7.3
totals	84	84	75	84	86	78	90	72	93	90	83	88	80	94	80	98	80	84		
averages	6.5	6.5	5.8	6.5	6.6	6.0	6.9	5.5	7.2	6.9	6.4	6.8	6.2	7.2	6.2	7.5	6.2	6.5		

This analysis is designed to show collective training needs and priorities and also the relative training needs of individuals. This assessment tool was developed by alan chapman and you may use it freely provided copyright and www.businessballs.com are acknowledged. Free online information and guidance at www.businessballs.com.

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