

This is an example and working file training needs analysis tool - revise element descriptions (competencies) accordingly and insert scores from individual skill-set assessments. Note that the totals and averages cells contain formulae for calculating totals. Lowest scores are obviously the training priorities, although some consideration needs to be overlaid 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.

	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
<b>Selling and business skills</b>																				
1 Use of product knowledge within my personal responsibility area.	7	7	7	6	8	7	6	7	6	4	8	6	6	7	6	5	3	8	114	6.3
2 Researching and getting information about prospective and existing customers.	5	5	3	6	4	5	1	6	2	5	5	8	8	8	7	5	6	6	95	5.3
3 Business writing (letters, quotations, proposals, confirmations, contracts, etc.)	8	7	8	5	8	6	8	5	7	3	7	6	8	9	4	3	4	8	114	6.3
4 Telephone appointment-making with senior people (executives and directors).	7	6	3	8	7	5	0	4	2	7	6	8	6	6	4	3	6	8	96	5.3
5 Questioning skills, ascertaining and developing customer needs and key issues.	7	7	6	5	6	6	7	6	7	7	7	7	9	8	5	4	6	8	118	6.6
6 Developing solutions with and for customers. Understanding and using USP's.	8	6	5	4	7	6	2	4	3	5	6	6	9	6	6	3	3	8	97	5.4
7 Creating and giving senior-level presentations to groups.	4	3	4	3	4	3	0	2	1	3	5	6	8	9		3	3	7	68	4.0
8 Negotiating strategy, techniques and skills.	7	4	5	2	5	5	0	4	2	7	6	6	7	8	6	4	5	7	90	5.0
9 Financial understanding (P&L, cashflow, variable/fixed costs, depreciation, etc).	5	5	3	2	3	3	2	4	1	3	7	5	7	7	3	4	4	3	71	3.9
10 Managing relationships with customers and colleagues, internal selling.	7	8	6	7	8	7	7	6	7	8	7	7	7	7	7	6	7	1	120	6.7
11 Closing and completing deals.	8	7	5	6	7	7	0	6	5	8	7	6	7	8	5	6	6	8	112	6.2
12 Competitor research and awareness.	6	3	3	4	4	4	0	6	4	3	7	7	3	1	6	3	6	5	75	4.2
13 Project management and running meetings.	7	4	5	2	5	5	0	4	2	7	6	6	7	8	6	4	5	7	90	5.0
14 Administration, planning, reporting and monitoring.	8	7	5	6	7	7	0	6	5	8	7	6	7	8	5	6	6	8	112	6.2
15 Time management and being effective and productive.	6	6	5	3	6	7	4	5	4	6	6	6	5	7	5	6	5	9	101	5.6
16 Appreciation/application of social responsibility, sustainability, humanity, and ethics.	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		
<b>Personal attribute strengths</b>																				
1 Striving for new skills, knowledge, experience and 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, beyond what they seem to be saying.	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, co-operation with, and supporting my colleagues.	8	8	5	7	8	6	6	5	7	8	6	8	8	9	3	7	8	5	122	6.8
5 Being a self-starter, self-motivated, keeping focused and productive.	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 business 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 Handling stress, conflict and pressure in a positive way.	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 Coming up with recommendations and suggestions, more than asking for answers.	7	5	6	6	6	5	5	6	6	3	7	7	8	9	7	6	4	8	111	6.2
12 Prioritising, planning and organising the balance between work and home life.	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
																			0	###
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. For organisational analysis you can use this tool to consolidate and show departmental totals instead of individual names. Use this analysis with the skill and behaviour set individual assessment tool (commercial role - 2nd view scores). Use graphs like those in this example (working file only) to show the analysis at a glance. 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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