

Leadership & Management Development



4.1 Conducting a Robust Training Needs Analysis

The programmes within this Business Development pillar are not “off-the-shelf” courses. They are designed as a menu of development options that can be combined, adapted and shaped to reflect how your organisation actually creates value, wins work and sustains client relationships. What appears to be a requirement for “sales training” often points to something deeper – commercial confidence, consultative thinking, internal collaboration or the ability to articulate value with credibility.

These outlines are therefore best read as catalysts for discussion – prompts to help you reflect on how opportunity is identified, pursued and converted and what kind of development will genuinely shift commercial behaviour. In practice, the most effective solutions often draw on complementary elements from across our other pillars – Communication, Personal Development, Management and Leadership and Senior-Level Leadership and Talent Development. Every intervention we deliver is built in partnership with you, around your culture, your people and the outcomes you need to achieve.

Course Overview

Training Needs Analysis (TNA) is the foundation of effective organisational development. When learning activity is not grounded in a clear understanding of real capability gaps, even the best-designed programmes struggle to deliver meaningful impact.

This practical one-day programme equips participants with a structured and commercially grounded approach to diagnosing development needs at organisational, team and individual level. It moves beyond generic skills audits and surface-level surveys, enabling participants to gather meaningful insight, analyse root causes and prioritise development actions that align directly with business priorities.

Delegates leave with the confidence and capability to specify learning that is evidence-based, strategically aligned and defensible at senior level, ensuring that investment in development delivers measurable performance improvement.

Who Should Attend

HR and Learning & Development professionals, managers and internal consultants who want to:

- Improve the quality and impact of development decisions
- Identify real capability gaps rather than symptoms
- Align learning activity to organisational priorities
- Strengthen credibility when commissioning or justifying training
- Ensure development investment delivers measurable value

Applicable across all sectors where performance, capability and return on investment matter.

Context

Organisations invest significant time and resource in developing their people, yet too often learning activity is driven by assumption, habit or convenience rather than evidence. The result is misaligned development, frustrated stakeholders and persistent performance gaps.

At Expleo we help leaders and L&D teams build development strategies that are grounded in reality and aligned to what the organisation is genuinely trying to achieve. This programme enables participants to diagnose capability with precision, distinguish symptoms from root causes and design learning that strengthens performance where it matters most.

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How Certification is Earned

Upon successful completion of this course, participants will be awarded a certificate of attendance from Expleo Academy.

Course Objectives

By the end of this programme participants will be able to:

- Explain the purpose and value of Training Needs Analysis
- Identify capability gaps at organisational, team and individual level
- Distinguish between skills gaps and wider performance barriers
- Select appropriate tools for gathering meaningful data
- Analyse insight to determine development priorities
- Align learning plans to strategic and operational needs

Course Outline

1. Purpose of Training Needs Analysis

- Why diagnosis underpins effective development
- Linking learning to organisational performance

2. Levels of Analysis

- Organisational, team and individual needs
- Identifying current and future capability requirements

3. Data Gathering Techniques

- Interviews, surveys, observation and performance data
- Choosing methods that produce valid insight

4. From Data to Insight

- Converting information into clear findings
- Identifying root causes rather than symptoms

5. Prioritising Development Needs

- Assessing impact and feasibility
- Focusing investment where it matters most

6. Creating Actionable Development Plans

- Translating insight into learning solutions
- Communicating findings to senior stakeholders

Training Methodology

Interactive and practical learning including:

- Real organisational scenarios and case material
- Small-group analysis and problem-solving
- Hands-on use of diagnostic tools and templates
- Facilitator guidance and application planning

Participants will leave with a clear and repeatable framework for analysing capability needs and specifying development that delivers real organisational value.

Contact

Patricia McGuire

Director Expleo Academy

Expleo Technology Ireland Ltd

M. +353 (0)87 235 5902

W. expleoacademy.com

pat.mcguire@expleogroup.com

academy-uki@expleogroup.com