



Welcome



Modern Approaches to Training Needs Assessments in the Digital Age



“Don't guess, assess! Training Needs Assessment aligns intentions with actions, turning potential into proficiency.”

***Calhoun Wick, Roy V. H. Pollock, and
Andy Jefferson***

INTRODUCTIONS



Margaret Jackson

- Managing Partner of Rainbow Consult
- Convener of L & D Africa Conference
- Fellow of the Learning and Performance Institute
- LPI Advisory Board Member



Margaret Jackson

- Board Chair of HR Network Africa
- Board Chair of Leaders Fort Institute
- LPI Advisory Board Member
- ANDE West Africa Steering Committee Member
- LPI certified Expert Facilitator
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Lloyd Kojo Sarpong

- Support clients by developing measurement strategies and in-depth performance analyses that guide optimizations for digital experiences and campaign efforts.
- Strong technical expertise in data analysis, and data visualization.
- Industries: Healthcare, Finance, Higher Education and Pharmaceuticals



Lloyd Kojo Sarpong

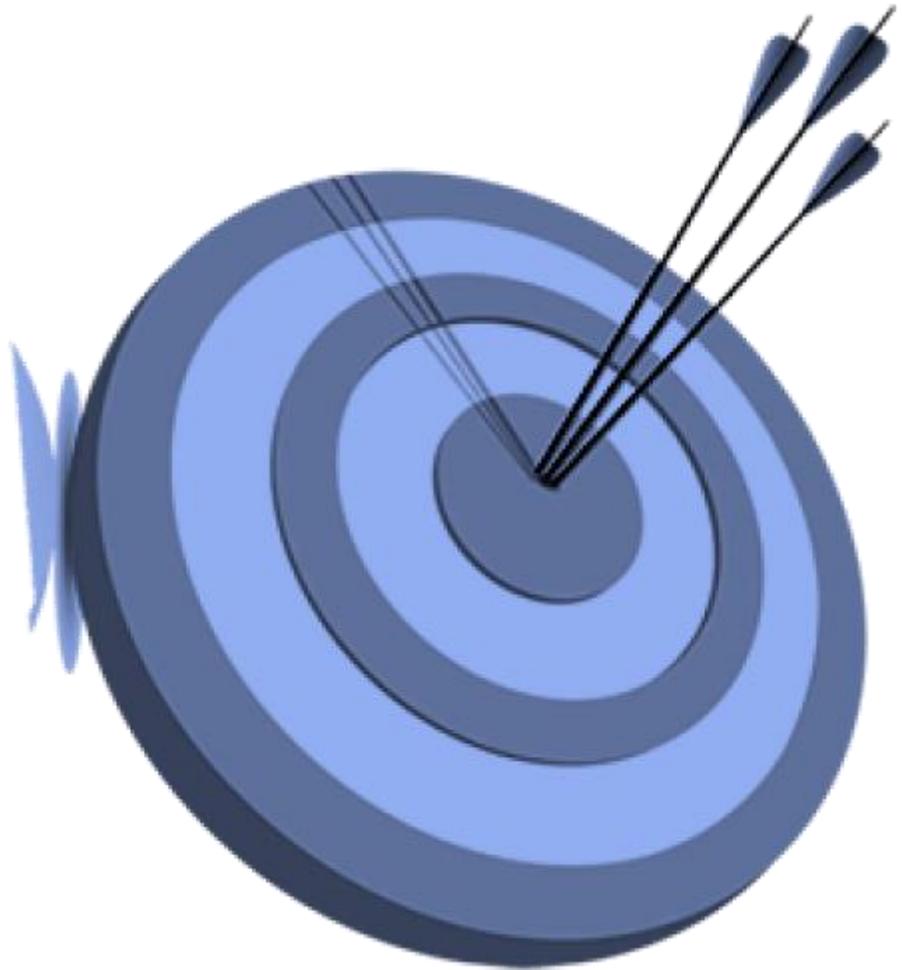
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Course Objectives I

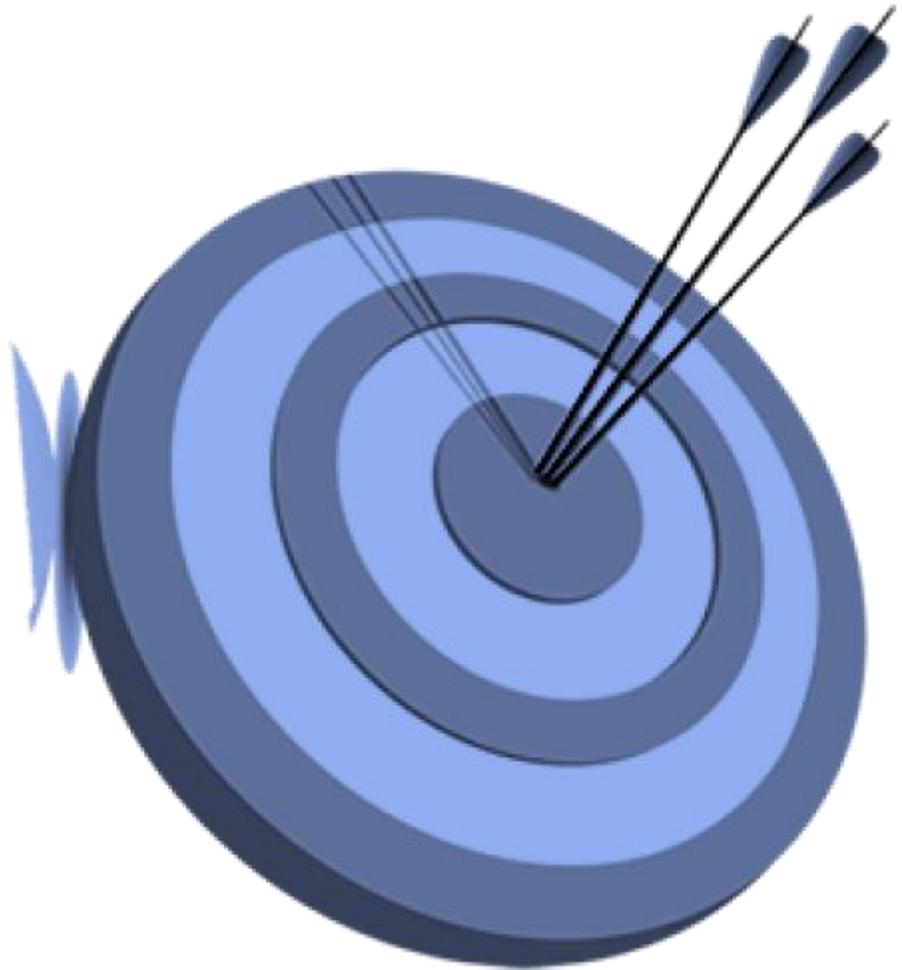


Explain the benefits of conducting training needs assessment

Identify at least three digital tools or technologies to effectively conduct training needs assessments

Apply data analysis techniques to determine skill gaps and training requirements within a client organization

Course Objectives II



Discuss at least one learner-centric approach to personalize training content and delivery based on individual needs

Discuss two common challenges related to implementing digital approaches in training needs assessments

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Centric Approaches



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Overcoming Challenges
and Best Practices

Poll

On a scale of 1-5, rate your knowledge of Modern Approaches to Training Needs Assessment



Question



What is your key expectation for this session?

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What is Training Needs Assessment?



Training Needs Assessment (TNA)



A TNA identifies individuals' current level of competency, skill or knowledge in one or more areas and compares that competency level to the required competency standard established for their positions or other positions within the organization

Benefits of the Session I



Accurate Identification of Skill Gaps

Customized Learning Paths

Enhanced Agility & Flexibility

Data-Driven Decision Making

Upskilling & Reskilling

Benefits of the Session II



Employee Engagement & Retention

Talent Attraction & Recruitment

Alignment with Organizational Strategy

Innovation and Creativity

Remote Work Readiness



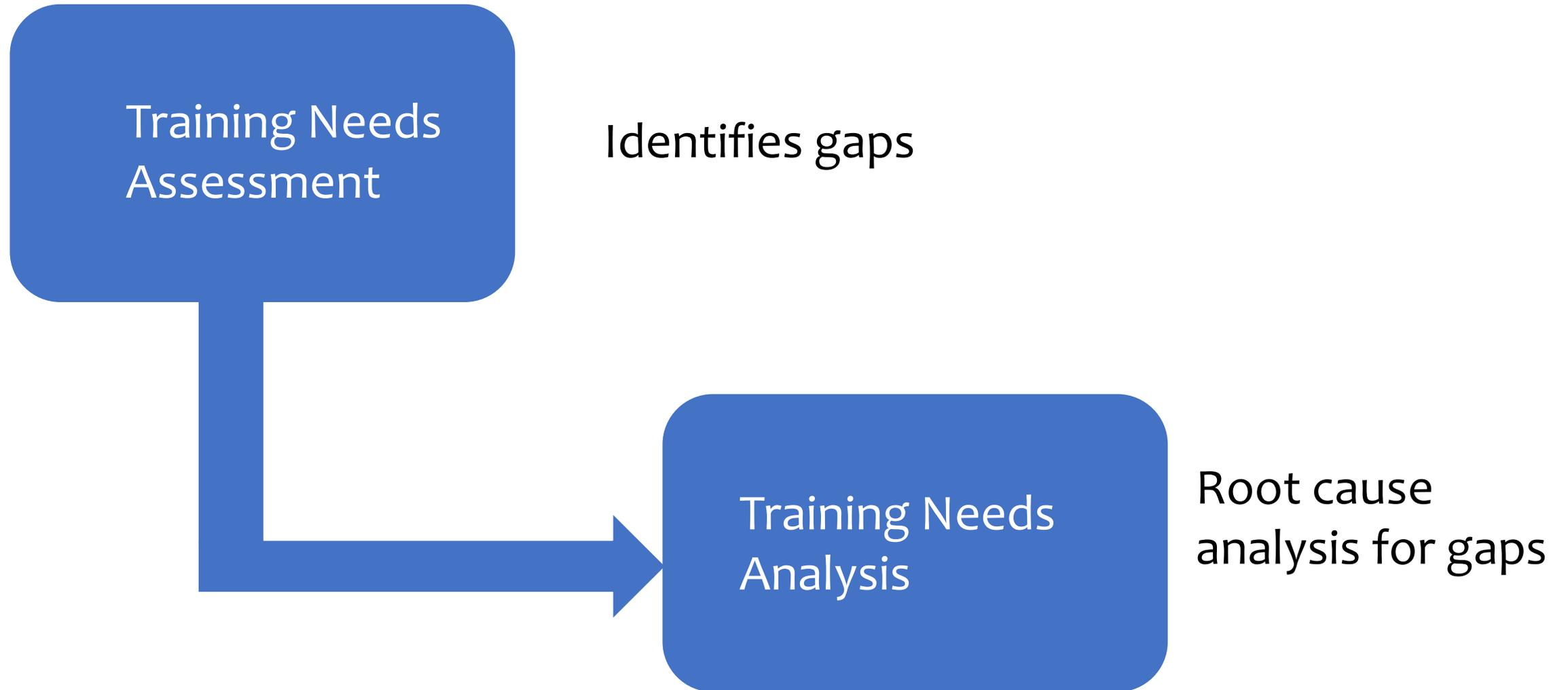
The identification of training needs is the first step in a uniform method of instructional design

Question



Is Training Needs
Assessment = Training
Needs Analysis?

Training Needs Assessment vs Analysis



Steps for Conducting a Training Needs Assessment



Four Steps for Conducting a TNA

**Determine Relevant
Job Behaviors**

**Report Training Needs &
Recommend Training Plans**



**Identify Organizational
Need**

Perform a Gap Analysis

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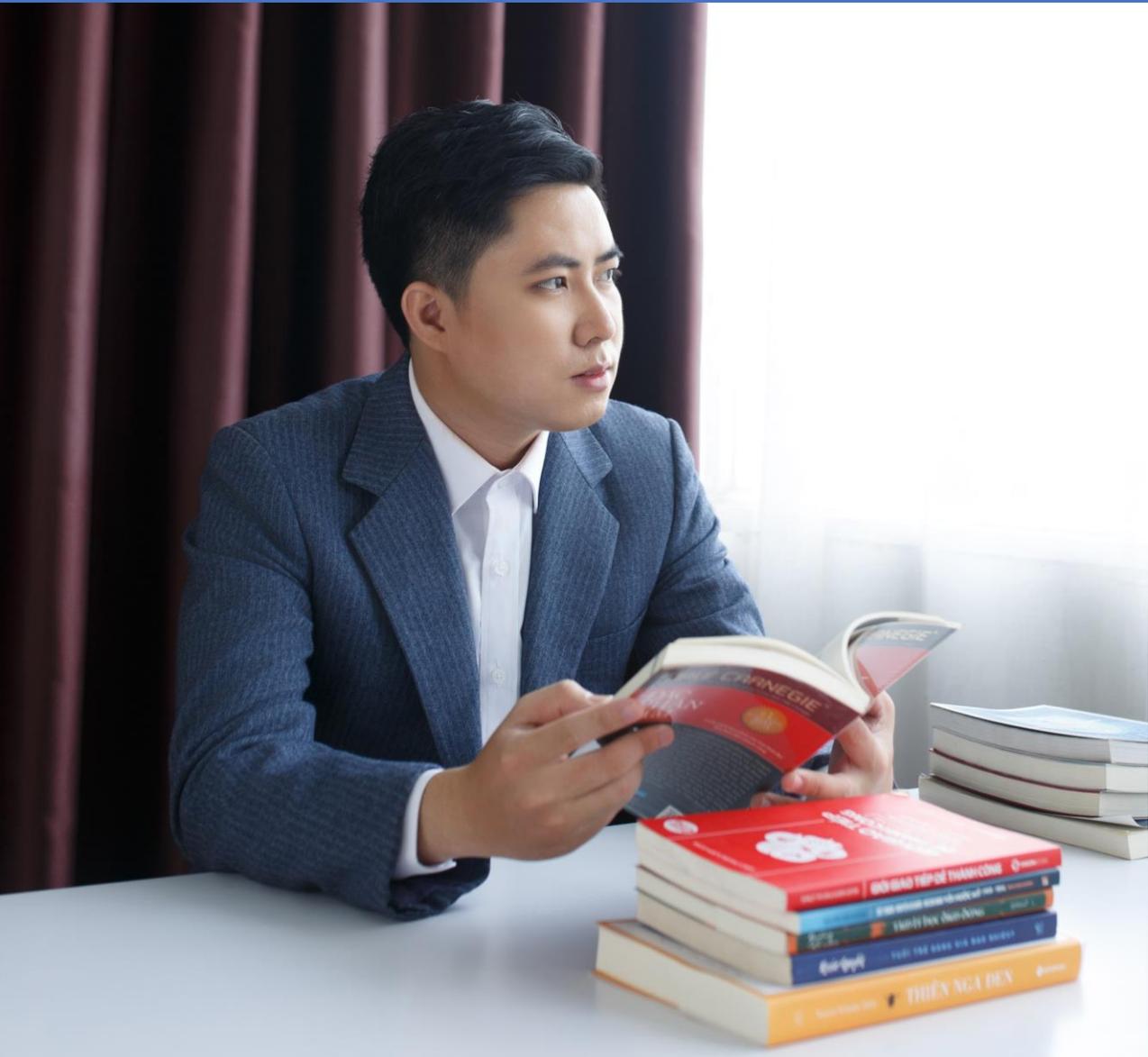


Overcoming Challenges
and Best Practices

Personalization and Learner-Centric Approaches to TNA



Personalization



Personalization refers to the process of tailoring the assessment process to meet the specific requirements, preferences, and characteristics of individual learners or groups

Personalization



List some personalization approaches to conducting a TNA

Personalization & Learner-Centric Approaches to TNA

Learning Path
Customization

Personalized
Learning
Playlists

Flipped
Learning Model

Project-Based
Learning

Peer Learning &
Collaboration

Personal
Learning
Dashboards

Adaptive
Learning
Systems

Personalization & Learner-Centric Approaches to TNA

Gamification

**Mentorship and
Coaching**

**Learning
Journeys**

Microlearning

**Reflective
Learning
Practices**

**Personalized
Assessments**

**Individual
Coaching Plans**

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Overcoming Challenges
and Best Practices

Data-driven decision-making involves applying data analysis techniques to determine skill gaps and training requirements within a client organization

Site Usage

7,649 Visits

25,423 Pageviews

3.32 Pages/Visit

43.64% Bounce Rate

00:04:08 Avg. Time on Site

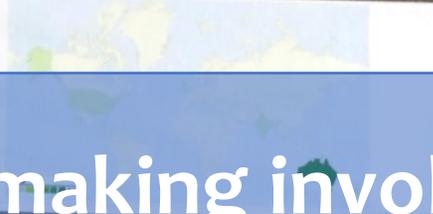
28.30% % New Visits

Traffic Sources Overview



- Direct Traffic
3,097.00 (40.49%)
- Search Engines
2,910.00 (38.04%)
- Referring Sites
1,642.00 (21.47%)

Map Overlay



Content Overview

Pages	Visitors	Pageviews	% Pageviews
/information-resources	1,306	5,142	5.14%
/decisions	992	3,747	3.74%
/information-privacy-policy	1,091	4,147	4.14%
/information-privacy-guidelines	692	2,722	2.72%

Apr 18, 2010 - May 18, 2010
Comparing to Site

Source	% New Visits	Bounce Rate
Source 1	27.27%	43.55%
Source 2	85.19%	74.07%
Source 3	56.52%	39.13%
Source 4	95.45%	40.91%
Source 5	92.31%	38.46%
Source 6	85.71%	28.57%
Source 7	100.00%	16.67%
Source 8	40.00%	0.00%
Source 9	0.00%	80.00%

Google Analytics

Google Analytics

Data Analysis techniques involve collecting relevant data, analyzing it, and deriving insights to identify areas where employees may need additional training

Data Analysis Techniques

**Skills Inventory
Analysis**

**Performance
Data Analysis**

**Survey &
Questionnaire
Analysis**

**Job Analysis &
Competency
Mapping**

**LMS Data
Analysis**

**Feedback &
Performance
Review Analysis**

**Comparative
Analysis**

**Qualitative
Interviews &
Focus Groups**

**Data
Visualization**

Application of Data Analysis Techniques



Data Analysis Techniques – The Traditional way

Sales & Marketing

Symptom/Issue	How Serious?	How Urgent?
1. We receive many complaints from our customers regarding our product or service quality.		
2. We receive many complaints from our suppliers and dealers regarding our products and processes.		
3. We have many inter-departmental disputes over quality of work sent/received.		
4. Customers often escalate their complaints to managerial level because they have received unsatisfactory treatment from their first company contact.		
5. Our competitors are better at ferreting out new marketing opportunities; we are always the followers.		
6. We are unable to compete with our competitors on the selling price of our products/services.		
7. We encounter many problems with our dealers in distribution of our product/service.		
8. Supply deficiencies or shortages are often obstacles to manufacturing our product or providing our service.		
9. Our products/services are under constant threat of political, environmental, social, technical, legislative, or economic changes.		
10. Competitors are always copying our products/services.		
11. Our products/services are often rendered obsolete by changes in technology.		
12. We used to be unique in the market but our uniqueness is no longer valued by our customers.		
13. We are rapidly losing market share.		
14. There is a low level of awareness of our brand in this market.		
15. Our customers are unable to differentiate our products/services from similar ones in the market; they confuse our brand with others.		
16. Our products/services are very complex and difficult to explain.		
17. The characteristics of our target customers are constantly changing.		
18. Higher costs are cutting into our profit margin.		
19. Our longer-term customers have little loyalty for our products/services; they switch easily to competitors' products / services.		
20. Initially high sales of products and services have tapered off significantly over time.		
21. Potential customers display little interest in our products and services.		
22. Potential customers are aware of our products/services but display little inclination to buy.		
23. Our dealers fail to display or promote our products/services properly.		
24. Many of the new products/services we have developed in the past flop in the marketplace.		
25. Our product/service upgrades or expansions fail to achieve desired sales.		
26. Our various product lines confuse our customers.		
27. We have trouble coming up with new ideas for products/services.		
28. Our costs of production restrict our ability to set prices for our products and services.		
29. Competitors' pricing restricts our ability to set prices for our products and services.		
30. State regulations restrict our ability to set prices for our products and services.		
31. Our customers are constantly asking us to discount our prices.		
32. Our customers are constantly hounding us to provide additional services for the same price.		
33. Our salespeople become upset when we change prices on a product or service.		

Data Analysis Techniques- The Traditional Way

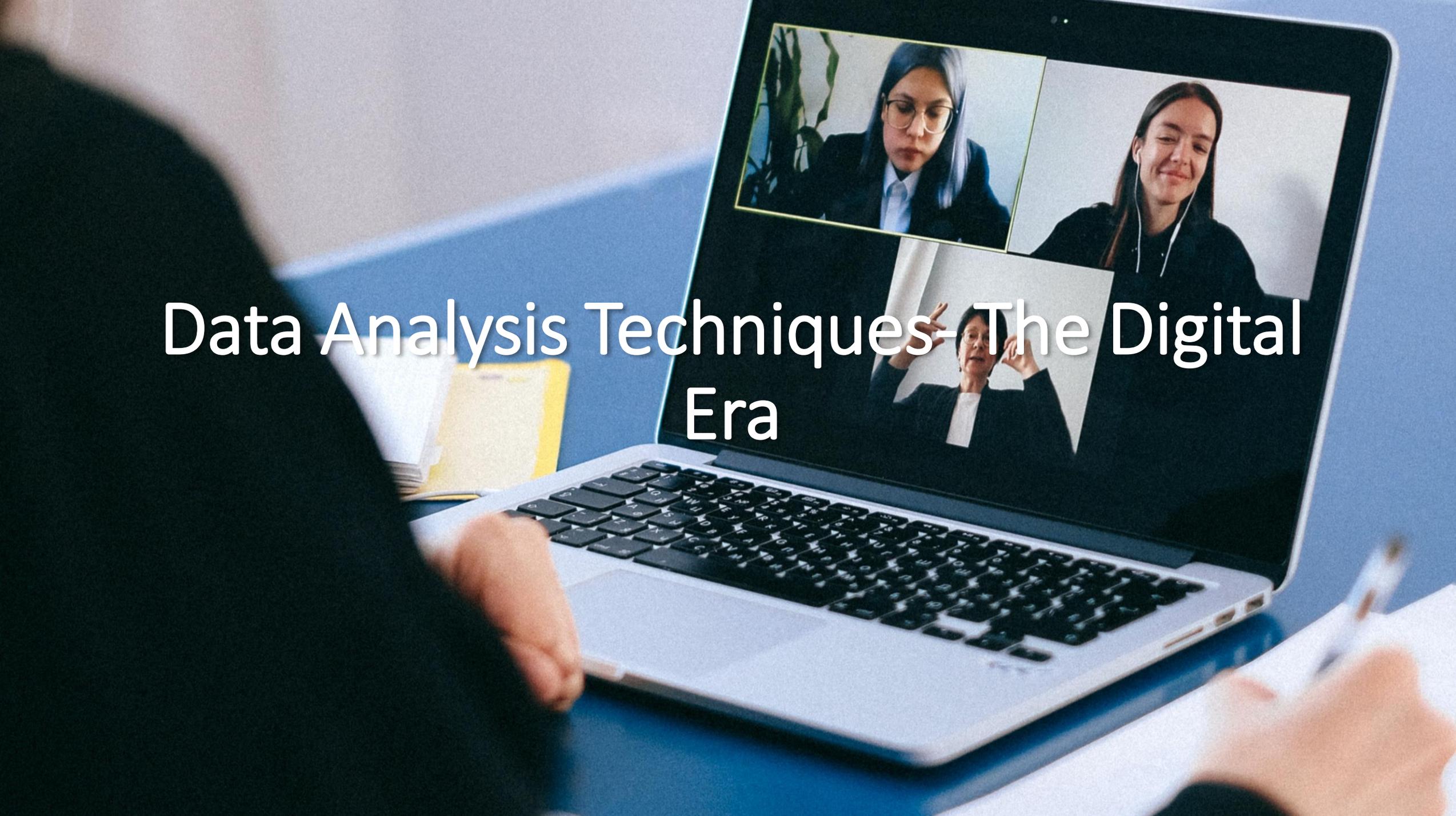
Sales & Marketing

Symptom/Issue	High scores may be related to management skill deficiency in...													
	Care for Cust.	Mkt Opp	Mkt Comp Str.	Mkt Pos'g	Mkt Mix	Mkt Prod	Mkt Price	Mkt Dist.	Mkt Com.	Sell Skills	Fin & Acctg	HR Mgmt	Prod Op Mgmt	Gen. Mgmt (PPS)
1. We receive many complaints from our customers regarding our product or service quality.	X					X		X	X	X			X	X
2. We receive many complaints from our suppliers and dealers regarding our products and processes.	X					X		X	X			X	X	X
3. We have many inter-departmental disputes over quality of work sent/received.	X											X	X	X
4. Customers often escalate their complaints to managerial level because they have received unsatisfactory treatment from their first company contact.	X							X				X	X	X
5. Our competitors are better at ferreting out new marketing opportunities; we are always the followers.		X				X								X
6. We are unable to compete with our competitors on the selling price of our products/services.		X					X			X			X	X
7. We encounter many problems with our dealers in distribution of our product/service.	X	X						X	X	X			X	X
8. Supply deficiencies or shortages are often obstacles to manufacturing our product or providing our service.		X									X		X	
9. Our products/services are under constant threat of political, environmental, social, technical, legislative, or economic changes.		X				X							X	X
10. Competitors are always copying our products/services.			X			X								
11. Our products/services are often rendered obsolete by changes in technology.			X			X								
12. We used to be unique in the market but our uniqueness is no longer valued by our customers.			X	X	X	X			X					
13. We are rapidly losing market share.			X		X				X					
14. There is a low level of awareness of our brand in this market.				X					X					
15. Our customers are unable to differentiate our products/services from similar ones in the market; they confuse our brand with others.				X					X					
16. Our products/services are very complex and difficult to explain.				X		X			X					
17. The characteristics of our target customers are constantly changing.				X		X			X					

Data Analysis Techniques- The Traditional Way



Data Analysis Techniques - The Digital Era



Summary of Key Issues in Company ABC

Business Issues Ranked by Department



Top 10 Issues Across the Business

We receive many complaints from our suppliers and dealers regarding our products and processes.	7 (5%)
We receive many complaints from our customers regarding our product or service quality.	7 (5%)
We encounter many problems with our dealers in distribution of our product/service.	7 (5%)
Our meetings are all talk and no action; agreements are seldom reached.	7 (5%)
We experience many disputes over HR matters in our workplace, sometimes escalating into full scale actions, grievances, or even strikes.	5 (3%)
We experience high employee turnover in our company.	5 (3%)
We do not have enough equipment.	5 (3%)
We are unable to compete with our competitors on the selling price of our products/services.	5 (3%)
There is rarely follow-up on actions agreed during meetings.	5 (3%)
Staff members have difficulty following instructions or feedback given on their performance.	5 (3%)

Key Insights

- Majority of serious issues raised fall under the Sales & Marketing & HR departments
- The Production/Operation management department faces less challenges but the issues cited remain critical
- Majority of issues cited fall under General Management

Issue Types

General Management	25
Prod. Operations Management	10
Control off Physical Resources	10
Communication	10
Control Costs	8
Retain Top Employees	7
Compensation & Benefits	7
Working with Budgets	6
HR Planning	6
HR Management	6
Marketing Product	5
Marketing Opportunities	5
Management with Authorisation	5
Lead Team	5
Care for Customers	5
Recruiting for Key Positions	4
Motivation	4
Market Distribution	4
Sell Skills	3
Market Communication	3
Management Time	3
Marketing & Sales Management	2
Implementing Changes	2
Finance & Accounting	2
Finance & Accounting	2
Delegating	2
Prob-Solve	1
Market Price	1
Market Competition Strategy	1
Making Financial Case	1

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Common Challenges Associated in Conducting TNA in the Digital Age



A man with a grey beard and bald head, wearing a white shirt and a dark tie, is sitting at a desk in a dimly lit office. He is looking at a computer monitor and has his hands on a keyboard. A desk lamp is on the desk, and there are some papers and a mouse. The background is a plain wall with a window. A blue semi-transparent box is overlaid on the image, containing white text.

Implementing digital approaches in training needs assessments can bring many benefits, but it's important to address common challenges that might arise.

Question



What are some challenges
faced in implementing a
TNA?

Common Challenges

Resistance to
Change

Lack of
Digital Skills

Data Security
Concerns

Access and
Equity
Concerns

Data Quality
Concerns

Lack of User
Engagement



Resistance to Change

Strategies

Clear Communication

Training and Education

Early Engagement



Lack of Digital Skills

Strategies

Training and Support

User-Friendly Interfaces

Accessibility Considerations

Offline Options



Data Security Concerns

Strategies

Transparent Communication

Anonymity Options

Compliance with Regulations

Secure Infrastructure

Data Retention Policies

Access and Equity Concerns

Strategies

Accessibility

Offline Options

Equity Consideration





Quality of Data and Response

Strategies

Clear Instructions

Data Validation

Combination with Qualitative Approaches

Lack of User Engagement

Strategies

Clearly communicate the importance of their participation

Design engaging and user-friendly digital assessment

Interactive Multimedia

Gamification





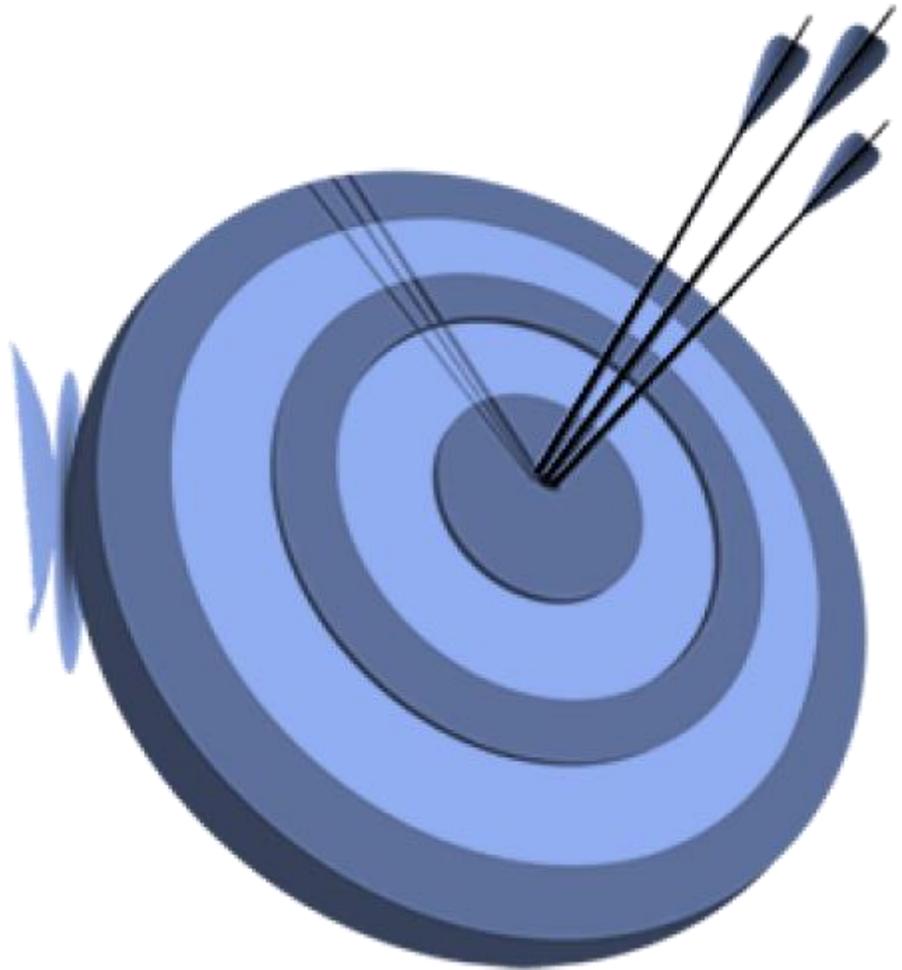
Conclusion

POLL

On a scale of 1-5, rate your knowledge of Modern Approaches to Training Needs Assessment



Course Objectives I

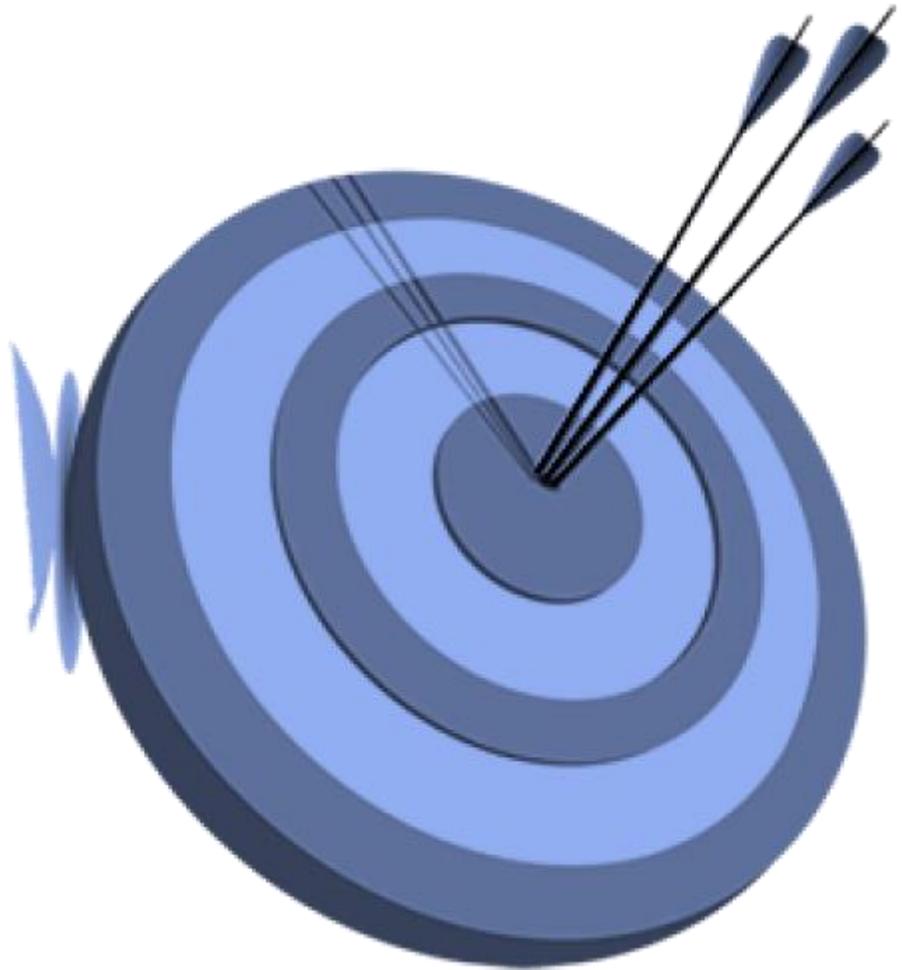


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Discuss two common challenges related to implementing digital approaches in training needs assessments

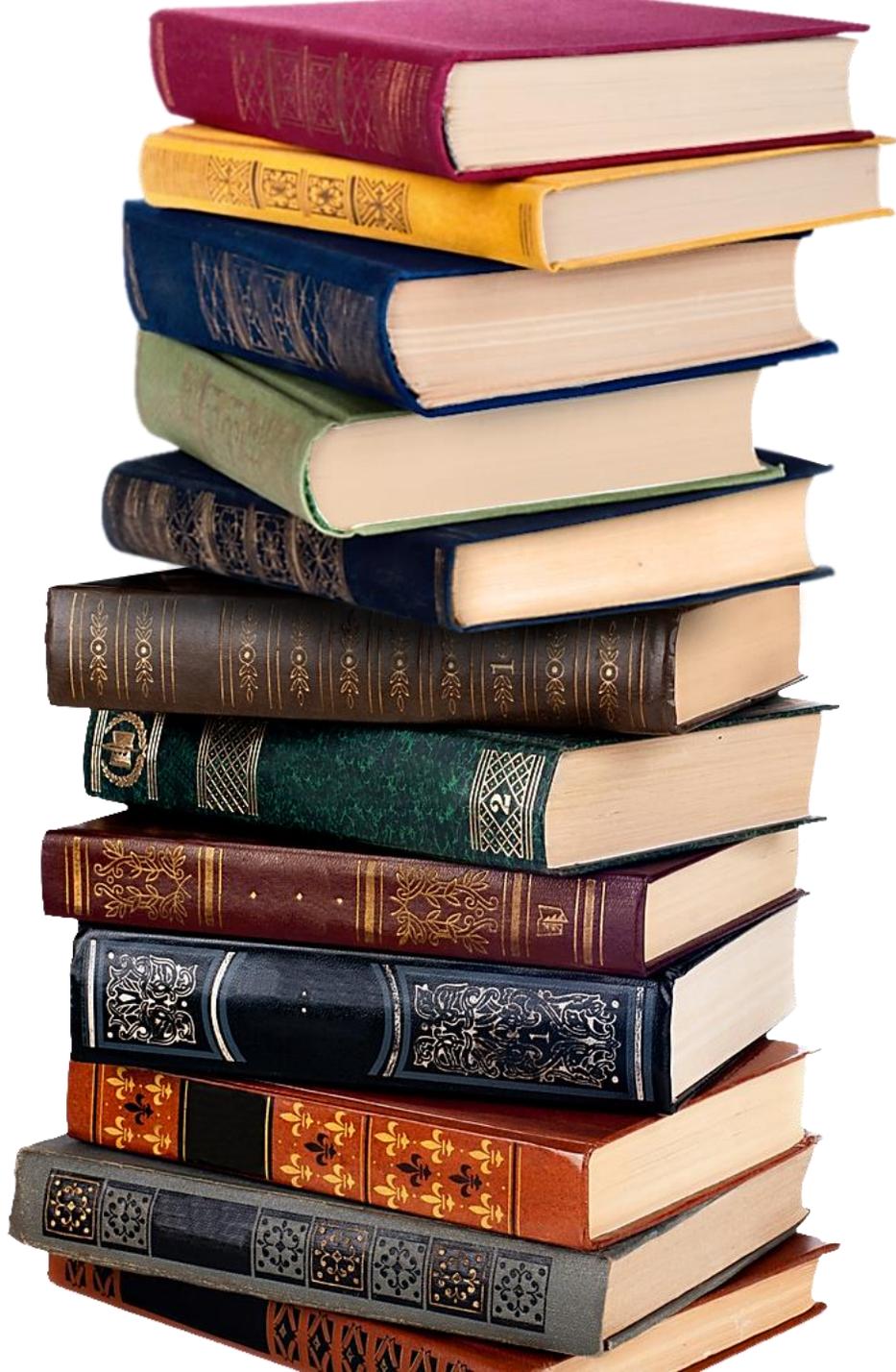
Q & A





GETTING SUPPORT



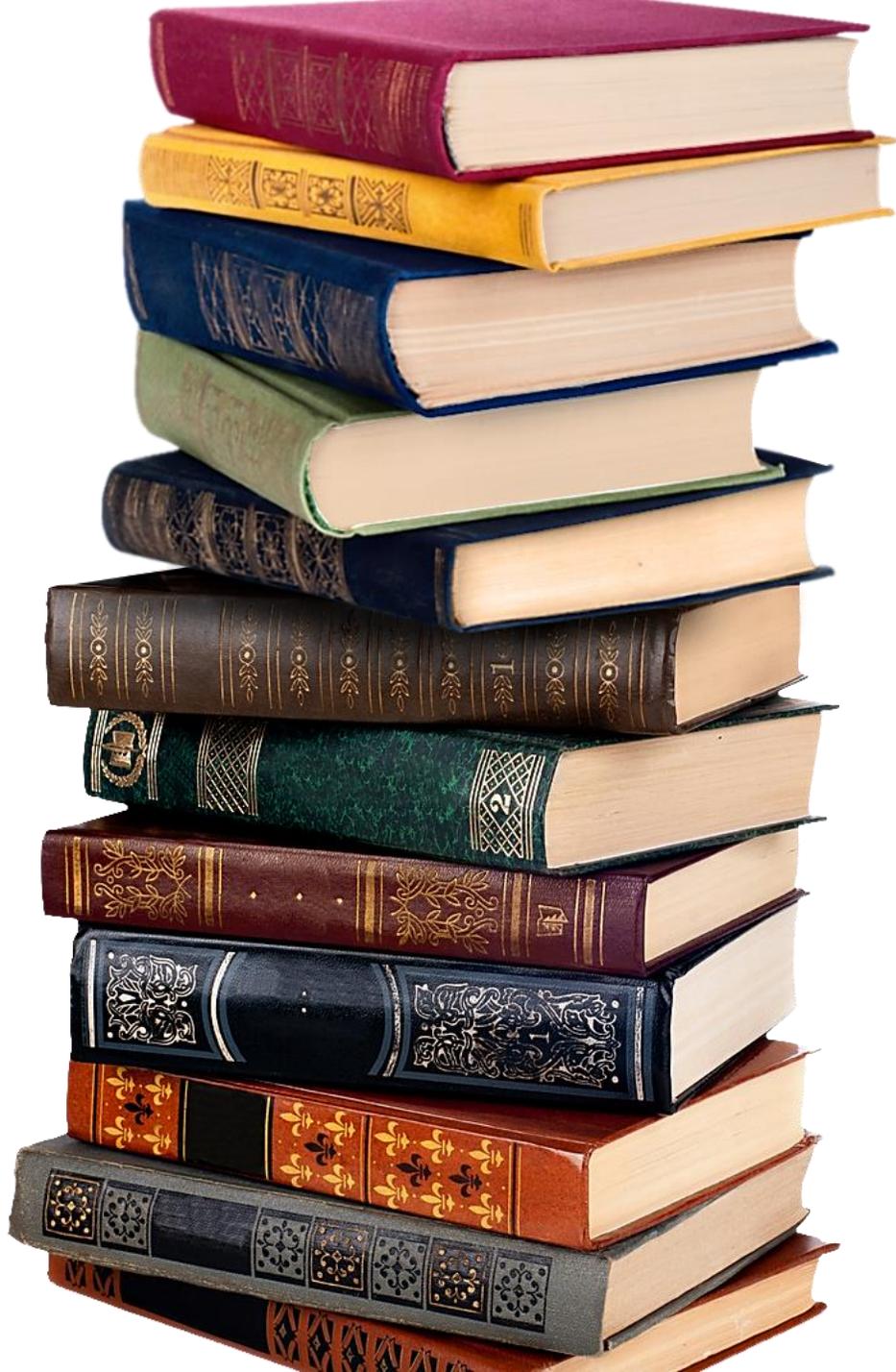


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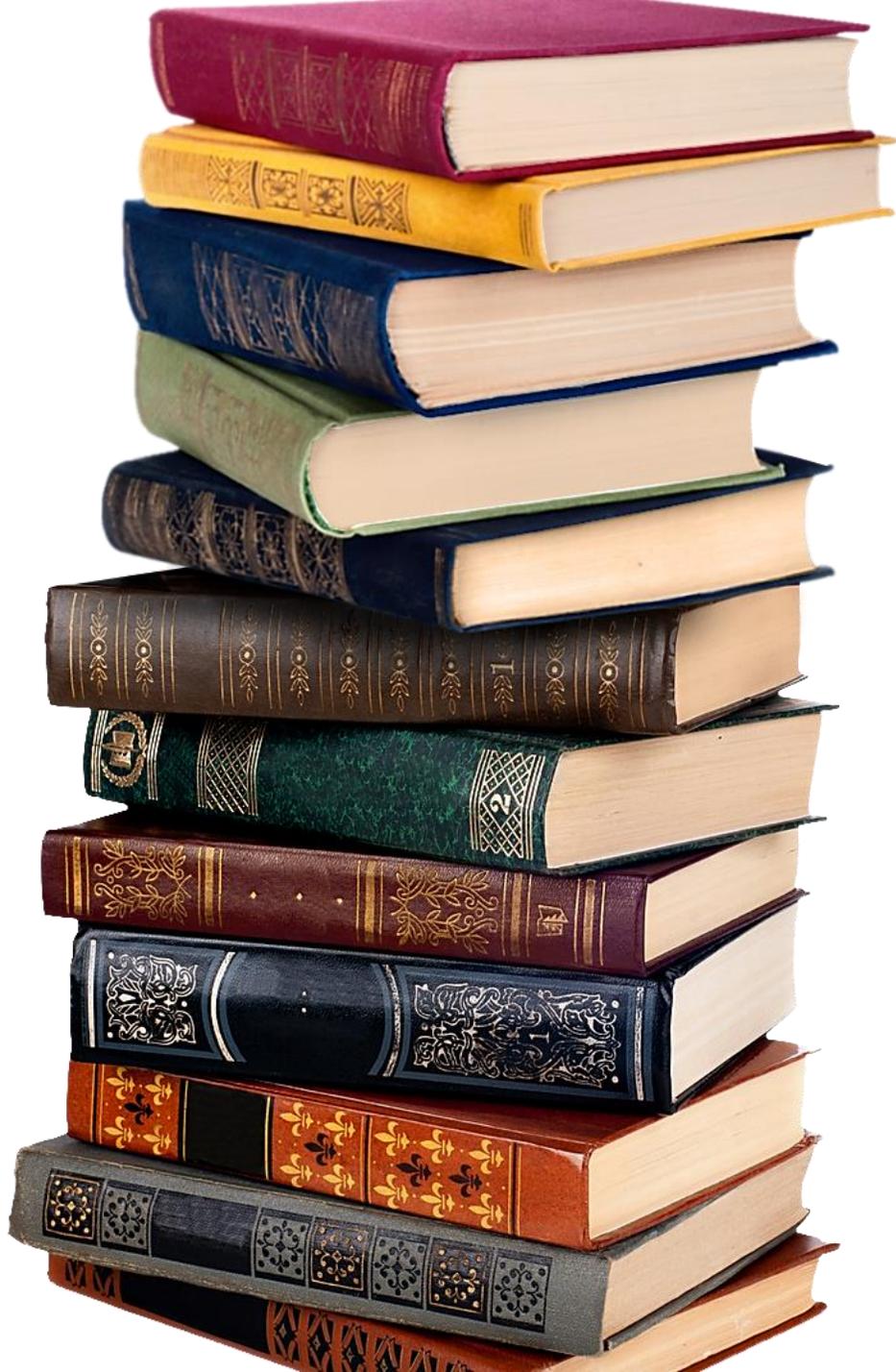
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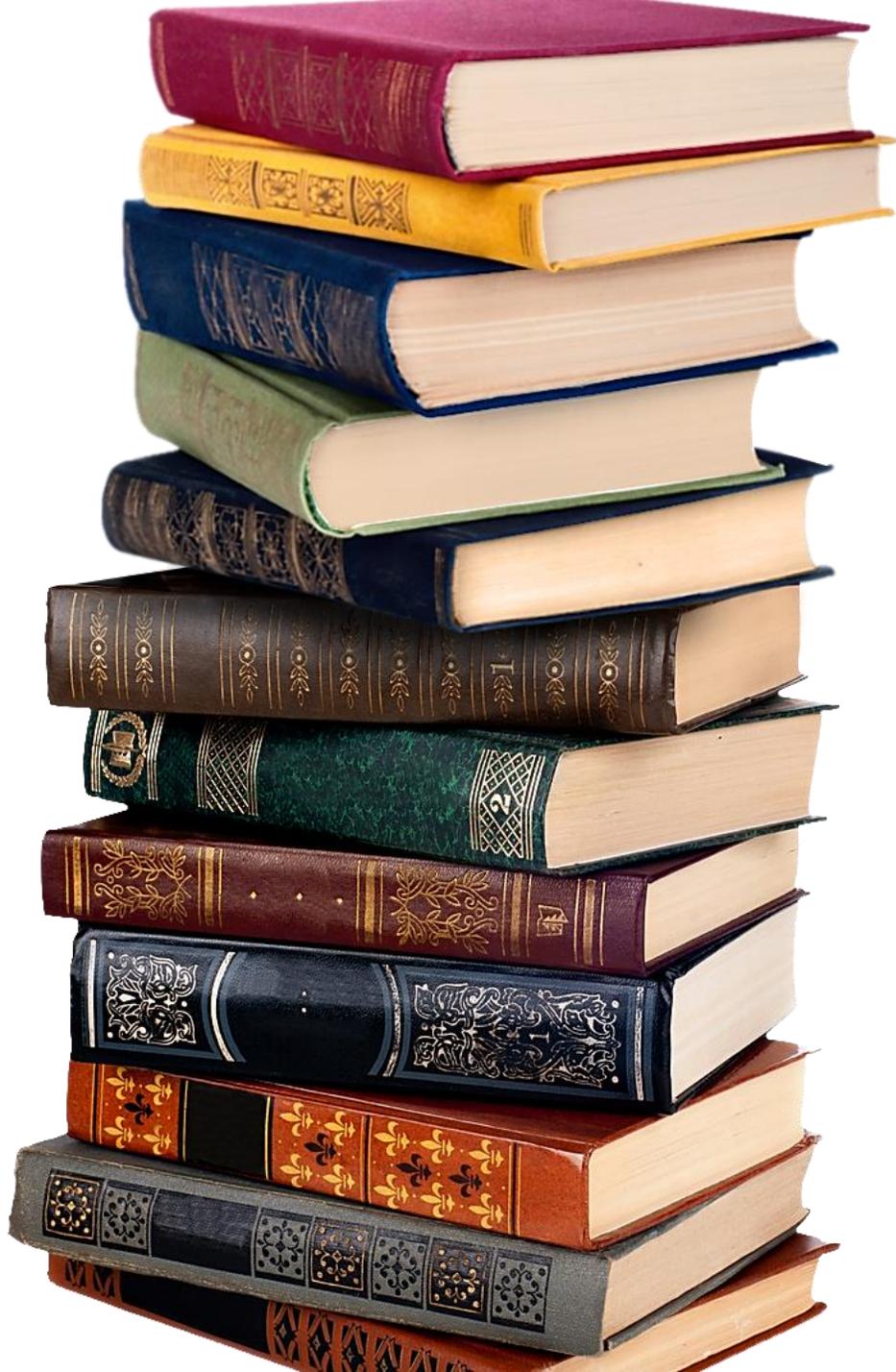
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Thank you