**Make it ready/make it happen: Training needs analysis**

A training needs analysis commonly includes skills, behaviours and knowledge. This is an example training needs analysis regarding change enabling skills. Individuals were asked to use the needs analysis sheet to self-assess. A heatmap was produced with the collated feedback and learning interventions planned accordingly. A similar approach could be used for teams or sub-teams rather than individuals if large groups of staff have to be covered. The list of skills can be exchanged for specific skills identified through understanding the potential change impact (difference between ‘as-is’ and ‘to-be’ skills/proficiency required).

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| **Score 1 – 5****[1 is no skills, 5 is highly proficient]** | **Name** | **Name** | **Name** | **Name**  | **…** | **Learning intervention identified** |
| **Skills** |  |  |  |  |  |  |
| **Analytical skills:** Collecting data in a structured way, data analusis, able to spot trends. Critical thinking – able to identify implications and Creativity: How can we use this in our current and other situations | 2 | 1 | 2 | 2 |  | Introduction to data analysis including excel.Identify opportunities to use metrics as part of ongoing projects to practice new skills |
| **Strategic thinking:** Think beyond the current month, think about the options/directions you can take to achieve the outcome | 4 | 3 | 2 | 1 |  |  |
| **Behaviours** |  |  |  |  |  |  |
| **Assertive** e.g. able to get across the message in a non-aggressive way, adult: adult behaviour |  |  |  |  |  |  |
| **Positive** e.g. even if frustrated, finds way back to look for solutions helps others bounce back |  |  |  |  |  |  |
| **Knowledge** |  |  |  |  |  |  |
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