Corporate Training Library



FREE SAMPLE PREVIEW

Training Needs Analysis

A Practical Guide to Diagnosing Performance Gaps, Designing Evidence-Based Learning and Measuring Readiness

99	20	12	4
pages	chapters	fillable worksheets	parts

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www.corporatetraininglibrary.com

ABOUT THIS GUIDE

From question to action

A complete field guide for HR and L&D professionals, trainers, consultants, managers and organisational leaders.

- HR & L&D; professionals
- Trainers
- Consultants
- Managers
- Organisational leaders

WHAT THIS GUIDE HELPS YOU DO

- Understand the business problem before prescribing training
- Analyse organisational, task and individual needs
- Collect and interpret evidence systematically
- Prioritise interventions by impact, urgency and feasibility
- Turn findings into a defensible learning and performance plan

INSIDE THE FULL EDITION

4 parts, 20 chapters
Foundations to application

Visual frameworks
Diagrams, charts and models

Worked case study
From request to action plan

12 fillable worksheets
Complete them on screen

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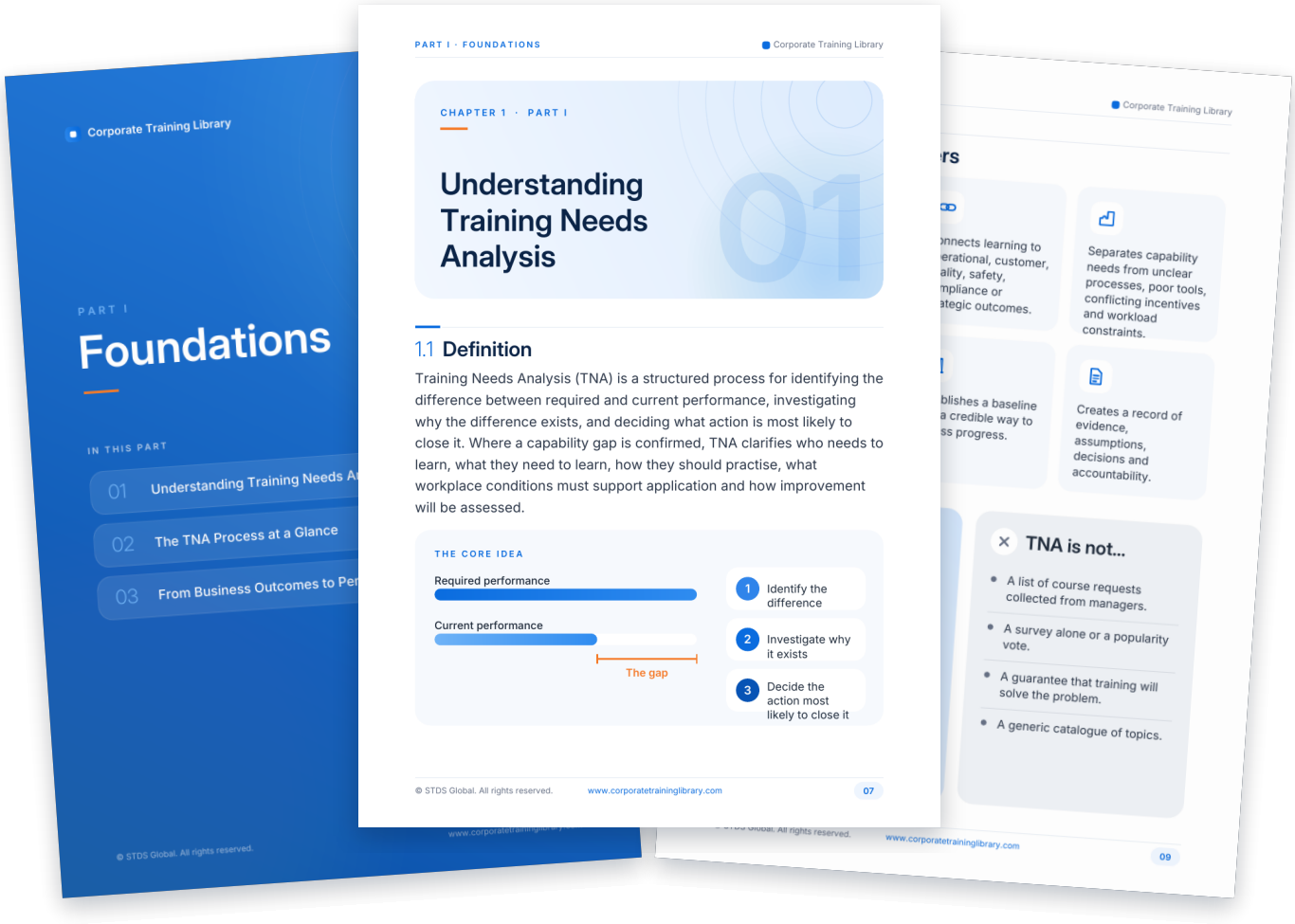
A LOOK INSIDE

Clean, visual and practical

Every chapter pairs clear explanation with a purpose-built visual, so ideas are easy to grasp and apply.



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INTRODUCTION

How to Use This Ebook

This ebook is both a learning resource and a working field guide. Read it in sequence if you are new to Training Needs Analysis (TNA), or use the chapter headings and worksheets during a live diagnosis. Examples and numbers are illustrative; validate them against local evidence before making decisions.

Learn
Read in sequence

Apply
Use worksheets in a live diagr

- Learn the decision logic before completing the templates.
- Use multiple evidence sources; a survey or stakeholder opinion alone is rarely enough.
- Keep the business outcome, observable performance and intervention connected.
- Document assumptions, limitations, decisions and ownership.
- Treat TNA as a diagnostic process, not an automatic route to a course.

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CHAPTER 1 · PART I

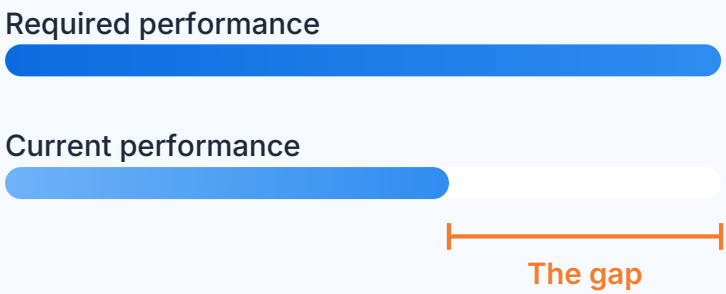
Understanding Training Needs Analysis

01

1.1 Definition

Training Needs Analysis (TNA) is a structured process for identifying the difference between required and current performance, investigating why the difference exists, and deciding what action is most likely to close it. Where a capability gap is confirmed, TNA clarifies who needs to learn, what they need to learn, how they should practise, what workplace conditions must support application and how improvement will be assessed.

THE CORE IDEA



1. Identify the difference
2. Investigate why it exists
3. Decide the action most likely to close it

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1.3 Why TNA matters

Reduces investment in courses that do not address the real problem.

Connects learning to operational, customer, quality, safety, compliance or strategic outcomes.

Separates capability needs from unclear processes, poor tools, conflicting incentives and workload constraints.

Targets the right audience instead of prescribing blanket training.

Establishes a baseline and a credible way to assess progress.

Creates a record of evidence, assumptions, decisions and accountability.

TNA is...

- A structured diagnosis of performance and capability.
- Evidence-informed and open to multiple explanations.
- A decision process that may recommend training, non-training action or both.
- Specific about audiences, behaviours, standards and measures.

TNA is not...

- A list of course requests collected from managers.
- A survey alone or a popularity vote.
- A guarantee that training will solve the problem.
- A generic catalogue of topics.

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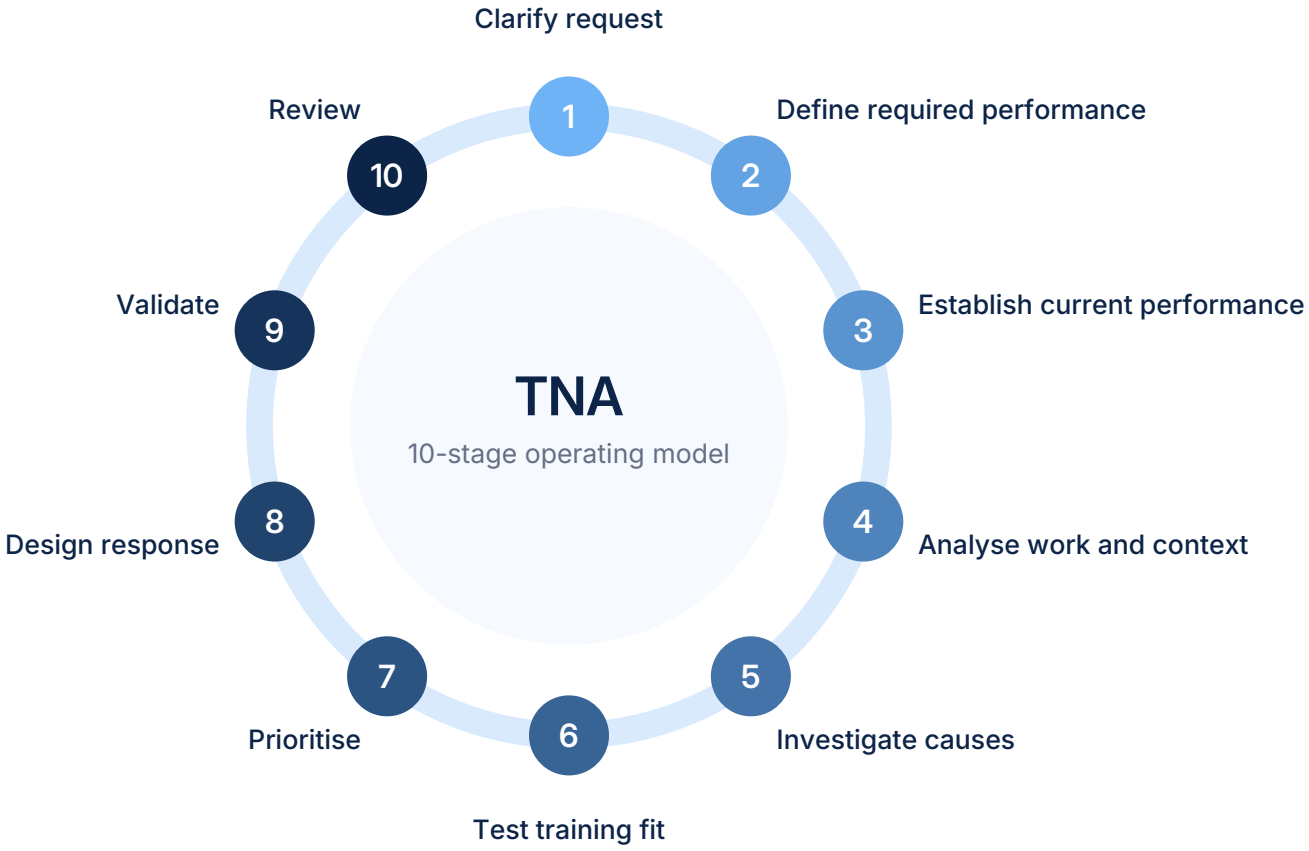
CHAPTER 2 · PART I

The TNA Process at a Glance

A repeatable process improves consistency while allowing adaptation to the context. The sequence below is a practical operating model.



1

Clarify request

What business outcome or performance issue triggered the request?

OUTPUT

Problem statement and scope

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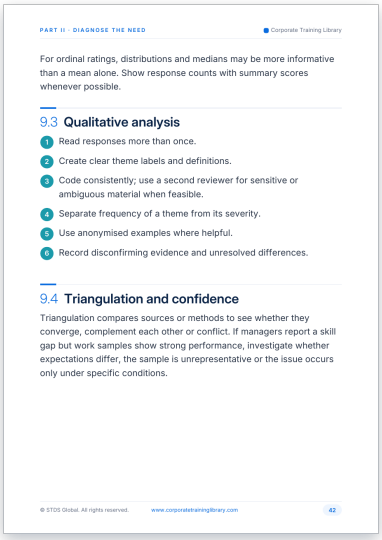
VISUAL FRAMEWORKS

Every idea, visualised

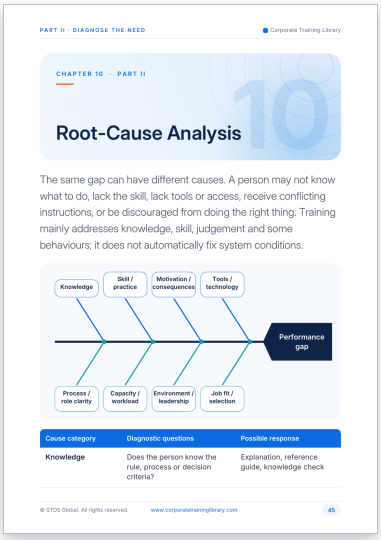
Diagrams, charts and models turn the TNA process into tools you can use with stakeholders.



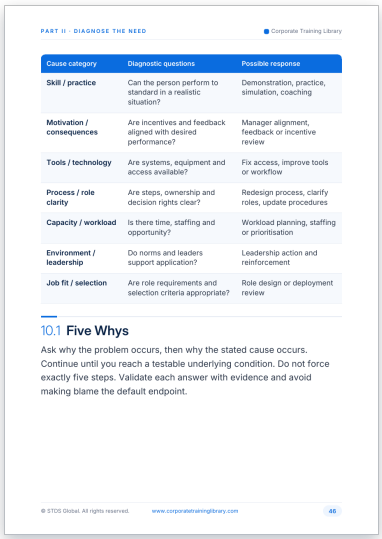
Areas to examine p. 21



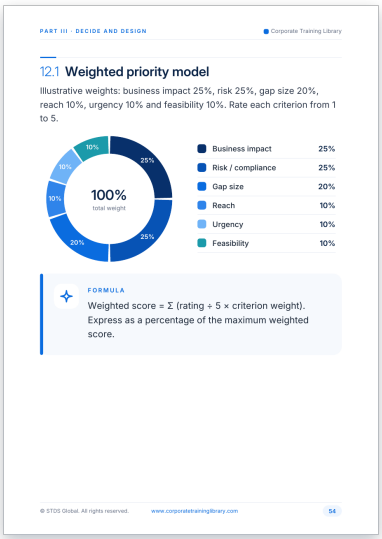
Triangulation p. 42



Fishbone p. 45



Five Whys p. 46



Weighted priority p. 54



Evidence layers p. 61

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4.2 Areas to examine



1. **Strategy:** what capabilities are required to execute current and future plans?
2. **Performance:** where are results below standard or unusually variable?
3. **Risk:** what safety, legal, regulatory, customer or reputational risks matter?
4. **Change:** what systems, products, processes or responsibilities are changing?
5. **Workforce:** what do turnover, onboarding, succession and role changes suggest?
6. **Culture:** what behaviours are rewarded, tolerated or discouraged?

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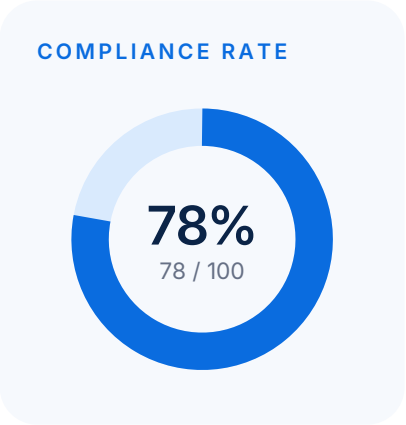
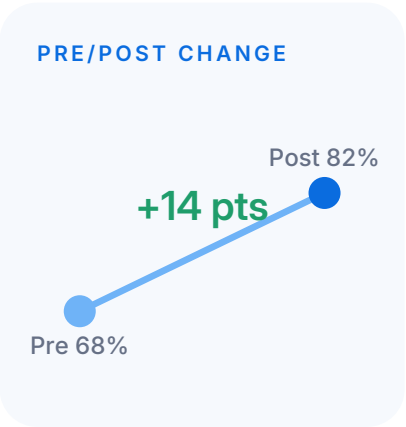
9.2 Quantitative analysis

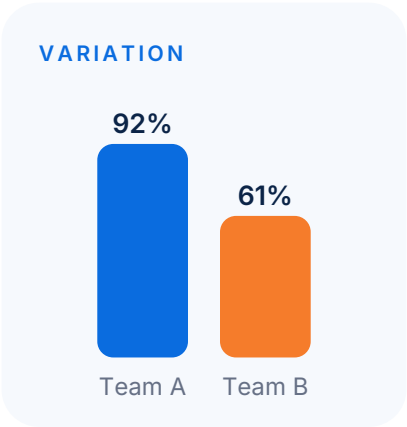
Measure	Example	Interpretation
Compliance rate	78 compliant cases / 100 sampled = 78%.	Compare with standard and sampling method.
Gap to target	Target 90%, current 78% = 12 percentage points.	Distinguish percentage points from relative percent.
Mean rating	Average survey response = 3.6 / 5.	Review distribution and response count.
Pre/post change	82% post minus 68% pre = +14 percentage points.	Check whether tests and participants are comparable.
Variation	Team A 92%, Team B 61%.	Investigate context before attributing cause.











The worked figures from the table above, drawn as charts. Always show the response count beside a summary score.

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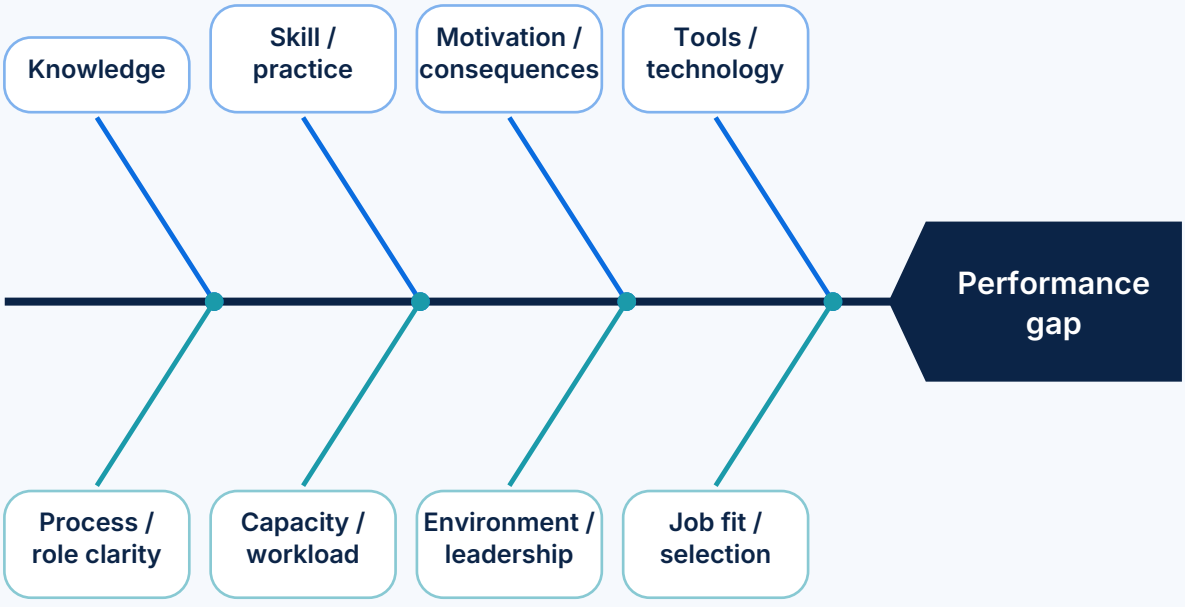
CHAPTER 10 · PART II

Root-Cause Analysis

The same gap can have different causes. A person may not know what to do, lack the skill, lack tools or access, receive conflicting instructions, or be discouraged from doing the right thing. Training mainly addresses knowledge, skill, judgement and some behaviours; it does not automatically fix system conditions.



Cause category	Diagnostic questions	Possible response
Knowledge	Does the person know the rule, process or decision criteria?	Explanation, reference guide, knowledge check

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WORKED CASE STUDY

See a full diagnosis in action

Follow a training request from the first conversation to an evidence-based, owned action plan.



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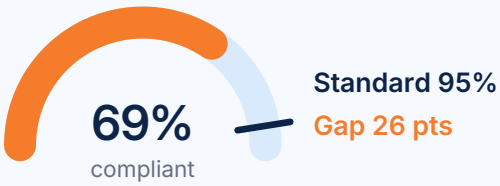
What the indicators show

Repeat contact within seven days



Deterioration exists; cause unknown.

Issue confirmation audit



Specific behaviour below standard.

Policy knowledge check



Possible knowledge gap.

System access incidents

Raised in interviews; no reliable trend

Possible tool barrier; investigate.

15.2 Evidence collected

- Review call recordings using an agreed observation rubric.
- Interview agents, team leaders, quality analysts and system support.
- Review revised policy, job aid and launch communications.
- Compare results by tenure and case type, checking sample sizes.

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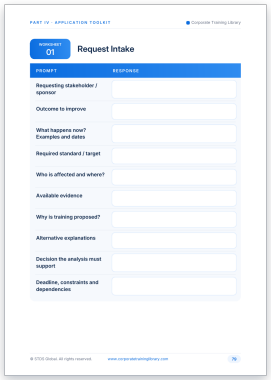
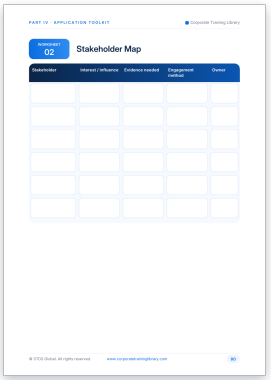
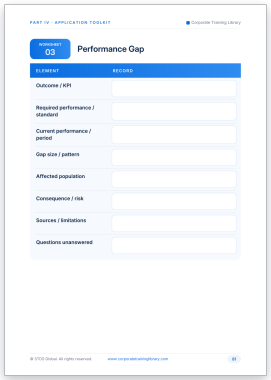
FIELD WORKSHEETS

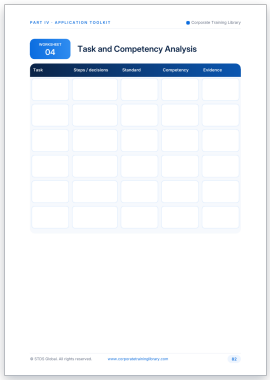
12 fillable worksheets

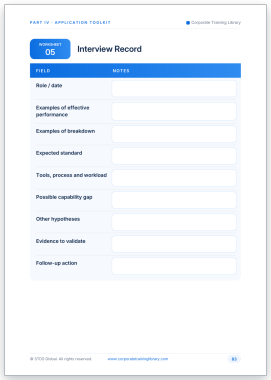
Complete every template on screen during a live diagnosis, from request intake to findings validation.

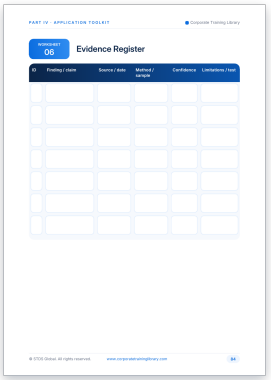


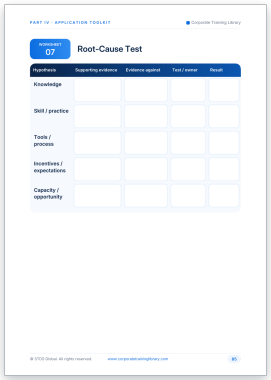


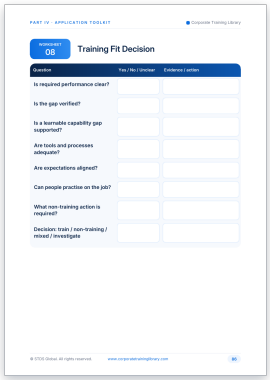


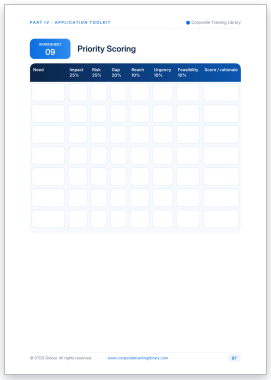


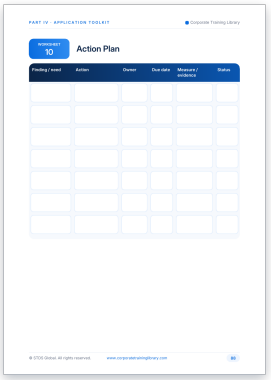




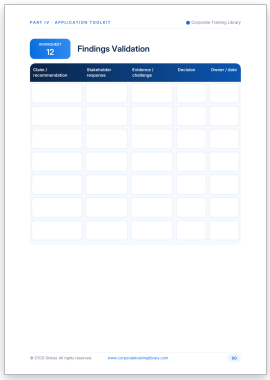












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WORKSHEET 01

Request Intake

PROMPT	RESPONSE
Requesting stakeholder / sponsor	
Outcome to improve	
What happens now? Examples and dates	
Required standard / target	
Who is affected and where?	
Available evidence	
Why is training proposed?	
Alternative explanations	
Decision the analysis must support	
Deadline, constraints and dependencies	

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Define the problem first

Use more than one source

Make standards observable

Skill gap or system barrier?

Document uncertainty

Prioritise transparently

Plan application and measurement

7

essential habits

Not every performance issue requires training. Some require better processes, clearer expectations, usable tools, sufficient capacity or aligned leadership. Where training is appropriate, it should be specific, practice-rich and supported by the workplace. The objective is not to deliver more learning. It is to enable better performance.

FINAL PRACTICE

Before approving a programme, ask:

1. What must people do differently?
2. What evidence shows a gap?
3. Why does it exist?
4. How will learning help?
5. What else must change?
6. How will we know?

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THE FULL EDITION

Everything you need

The complete ebook takes you from the first training request to a validated, measurable plan.

PART I — Foundations

- Understanding Training Needs Analysis
- The TNA Process at a Glance
- From Business Outcomes to Performance Gaps

PART II — Diagnose the Need

- Organisational Analysis
- Task and Competency Analysis
- Individual and Team Analysis
- Data Collection Methods
- Designing Questions and Instruments
- Analysing and Triangulating Evidence
- Root-Cause Analysis

PART III — Decide and Design

- Is Training the Right Solution?
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- Evaluation and Measurement Planning

PART IV — Application Toolkit

- Worked Case Study: Improving First-Time Resolution
- TNA Report and Presentation
- Implementation, Governance and Ethics
- Common Mistakes and Quality Assurance
- TNA Templates and Field Worksheets
- Facilitator / Consultant Field Guide

- Conclusion and final practice questions
- Glossary of key terms
- References and further reading

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