



HR Strategy and Training

Strategic Training Needs Analysis

Course Introduction

Strategic Training Needs Analysis

With the ever-evolving business environment, more and more organizations are implementing competency-based training as it helps in the prioritization of training budget and ultimately achieves results. It is used to develop valuable characteristics and skillsets in individuals, leading to greater employability and life-long learning. As the demands of our working environment are constantly changing, our training and assessment approaches or methods should also keep up.

This training program will provide the concepts, methods and strategies of Training Needs Analysis (TNA) and will explore new approaches such as the Competency-Based Training Needs Analysis in developing learning programs for employees.

This training program will highlight topics such as the importance of conducting TNA, TNA Framework, process in conducting TNA, measuring training ROI, relation of competencies and training, and linking L&D with the organizational goals and strategies.

Target Audience

Who is this course for, and can benefit the most

- HR Professionals & Training Managers
- L&D Specialists & Organizational Development Experts
- Workforce Planning & Talent Development Professionals
- Training Coordinators & HR Business Partners

Learning Objectives

At the end of the training course, participants will be able to

- Learn and explain the meaning and importance of Training Needs Analysis.
- Define the factors essential for conducting successful TNA for effectiveness.
- Investigate and explain the symptoms and observations that lead to the need for a TNA.
- Collaborate with multiple stakeholders (internal and external) for gaining insights on the performance gap.
- Build a template, questionnaire for formal and objective TNA.
- Conduct TNA to consistently build programs that help achieve business objectives.
- Identify and be able to use the 4-level model for doing Training Needs Analysis and be able to manage the portfolio of needs.
- Master competency frameworks to maximize their usage and value to the delegate's own organization.
- Measure the Return on Investment (ROI) on a training course.
- Understand how to embed evaluation into the training cycle so that the ROI can be measured.
- Assess which training is suitable for ROI measurement.
- Practice measuring ROI on a range of training situations.
- Contribute in the organizational development of the training system and link it to competencies and career paths.
- Develop the skills in preparing modern training and annual training plans.
- Reconcile the organization's training and strategy.
- Learn about the concept of Training Needs Analysis "TNA" and how to conduct it based on competencies.
- Be empowered with the methodology of how to determine the recommended budget to implement the training plan.
- Understand how to evaluate the training proposal. Create a marketing plan for the training program.
- Develop the ability to select the right training topic and trainees.
- Keep pace with the modern and technological methods of Training.
- Understand the scientific trends in learning and training.

Course Outline

• 01 Day One

What is Training Needs Analysis?

- Defining the process: Its' importance and scope.
- TNA Formula.
- Why Training needs analysis?!
- Firefighting Vs. Time-consuming
- Cost Vs. Investment
- The performance gap is not always a training issue
- Types of Training Needs Analysis.
- Proactive TNA
- Reactive TNA

Framework of Training Needs Analysis

- Trigger Point of Performance ($AP < EP$)
- Input of Training Needs Analysis
- Organizational Analysis
- Operational Analysis
- Person Analysis
- Process-Performance Discrepancy (Performance Gap)
- TNA Outcomes
- Training Need
- Non-Training Need

• 02 Day Two

Consequences of not performing appropriate TNA:

- Wrong Content
- Reluctant participants
- Loss of time
- Loss of money
- Failure as a result

The Modern Approach to Training Needs Analysis

- What does an organization want from training?
- How is HR responding?

- Linking Training more overtly to the Organizational Strategy and Business Plan
- Analysing your Customer Base – The Four Quadrant Model

• 03 Day Three

Quadrant One: Organizational needs

- How much of the process is governed by TNA?
- Using Competency Frameworks
- Making Competency Frameworks more Line Manager Friendly
- When is an employee competent – When is enough

Quadrant Two: Departments

- The Specific Requirement Departments Have
- The Need for Data in Assessing Departmental TNA
- Understanding the Technical Ladder and Its Implications for Training and Development
- How the leadership pipeline differs?

• 04 Day Four

Quadrant Three: TNA for teams:

- Tools for Analyzing Team Training Needs

Quadrant Four: Individual Needs

- The 70 / 20 / 10 Model of Training and Development
- Ways to Train other than Attending a Training Course
- The Role of Training in Curating Material to Support Knowledge Transfer and Developing Organizational Knowledge
- Embedding the Wider Notion of Development – The need for personal development plans
- Understanding Unit Costs – The start point for evaluating training

• 05 Day Five

Conducting TNA:

- Establishing the Objectives
- Reviewing past and current Training Programs
- Analyzing the Job Functions
- Categorizing the types of Training needed
- Design and Implementation of Training Needs Survey
- Communicating the results of Higher Management

Factors to consider while conducting a TNA:

- Opportunity for the practice of learning
- Active participation – participants inclination
- Relevance in the actual job

Confirmed Sessions

FROM	TO	DURATION	FEES	LOCATION
May 11, 2025	May 15, 2025	5 days	4250.00 \$	KSA - Riyadh
Sept. 22, 2025	Sept. 26, 2025	5 days	4950.00 \$	England - London
Sept. 22, 2025	Sept. 26, 2025	5 days	4250.00 \$	UAE - Dubai
Dec. 29, 2025	Jan. 2, 2026	5 days	4250.00 \$	UAE - Dubai