



Identifying Training Needs & Preparing Effective Training Plans

9 – 13 November 2026
Barcelona (Spain)



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Introduction

This new program provides you with the latest thinking, methods, and tools to complete the two most important areas of training - TNA and Evaluation. In today's difficult financial climate, these are the two areas that will make a difference to any training function. This program will also help raise the professional profile of training through its exact, process-based approach. Using our methodologies, you will be able to conduct TNA in less time and with greater accuracy, know what to evaluate, and use a proven process for predictive evaluation. If required, you will be able to demonstrate that the new training provides measurable value to the organization.

Targeted Groups

- Training Managers
- Training Specialists
- Training Coordinators
- Training Consultants
- HR Staff

Seminar Objectives

At the end of this seminar, the participants will be able to:

- Identify and be able to use models of training needs analysis
- Identify and be able to use models of training needs assessment
- Be familiar with techniques to measure and show training results in the business
- Understand how competencies are constructed and know which area is the best to train to get good results
- Have practiced evaluating a series of training seminars
- Know how unit costs work and how to use them to make evaluation easy

Targeted Competencies

- Problem-solving
- Analysis of data
- Creativity
- Conceptual thinking
- Balanced decision making
- Results orientation

Seminar Content

Unit 1: Organizational learning culture

- Defining business culture and its elements.
- Discussing William Schneider's model for organizational culture.
- The Benefits of A Learning Organization Culture.
- The 4 C's of organizational culture.
- Creating a Learning Culture in the Workplace.
- The organizational learning theory.

Unit 2: High Performance Organization

- The principles of HPO -Discussing factors that contribute to high organizational performance
- The importance of the Performance Management System and the employee appraisal process.
- Understanding the 4 Quadrant of Employee Performance and Learning.
- Understanding the 5 Factors Model of Employee Performance and Learning.
- Understanding the learning curve concept and its importance.

Unit 3: Conducting Training Needs Analysis

- Training Model Process & TNA
- TNA & Individual needs & Identifying Training Objectives -Using Competencies Matrix and performance review as input for TNA.
- TNA & Job needs & Identifying Training Objectives - Using job analysis as input for TNA.
- TNA & Organizational needs & Identifying Training Objectives.
- Developing Training Criteria

Unit 4: Training implementation

- Training Model Process & Training Implementation
- Defining and discussing training types internal - external
- Defining and discussing training types methodologies
- Monitoring training, trainer, and trainee during implementation

Unit 5: Training evaluation

- Setting up training evaluation measures evaluation matrix.
- Understanding the Kirkpatrick model of evaluation.
- Understanding Phillips ROI model of evaluation & the ROI evaluation formulas.
- Understanding Kaufman's model of evaluation
- Understanding the CIRO model of evaluation.
- Understanding the Brinkerhoff model of evaluation.
- Understanding Anderson's model of evaluation.