

Presents: *Situational* Training Needs Analysis

Throw-away ADDIE and other dated TNA processes. Bring your needs analysis, program design and delivery into the 21st century. Learn how to educate your clients about performance and gain their cooperation to get results.

Date: July 24 One-day workshop. **Early Bird 5% discount**, before June 20.
Price: CNY 4300 • Register this workshop & Measurement = 5% discount on each.
Venue: Le Royal Meridien Shanghai, 789 Nanjing Road East, Shanghai 200001
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Takeaway! Each participant receives: Detail participant workbook with exercises, tools and practical guides • Graphic visual alignment learning map • Miscellaneous handouts and templates • Questionnaires and focus group guides

Training today is needed just-in-time and it must be aligned with the business and meet client needs.

The business and economic landscape has changed permanently. Executives will no longer support funding for training organizations that do not make a visible contribution to the business. They demand a L&D partner that knows how to address performance issues with solutions that make a difference.

Executives demand a versatile and resourceful training partner that shifts priorities on short notice – a partner that can align solutions to the business that sustain results. They demand focused solutions that aim for the end-in-mind and actually achieve it. Discovering learning & performance needs requires *situational* approaches based on the scenario presented by the client. Throw-away ADDIE and other dated TNA processes. The *Situational* approach will lead to an efficient analysis and a solution that fits the need.

This workshop provides proven real-world tools, worksheets, and processes to help identify training and performance needs that align training to the business. Learn how to provide clients with programs and solutions that are performance centered and sustain measured results, including ROI. *Traditional* needs assessment processes are a thing of the past. Walk away from this workshop with tools that get results and gain management cooperation, support and respect.

Capitalize on expert experience to learn international best practices such as:

- ⇒ **LEARNING** a practical, systematic and credible methodology to determine training and performance needs.
- ⇒ **APPLYING** the Performance Centered Framework to sort through the confusion and get the information needed to start off on the right foot.
- ⇒ **LEARNING** who the most credible sources are for different type of data needs and asking the appropriate type of questions.
- ⇒ **APPLYING** the Six Signals™ to understand what clients really want and setting a quick path to get the analysis on track and focus it on client's major concerns.
- ⇒ **LINKNG** training to business strategies and sustaining the alignment of training and performance solutions.
- ⇒ **APPLYING** practical and credible sampling techniques.
- ⇒ **APPLYING** the risk analysis tool to assess the risk of learning transfer and develop effective companion strategies for learning solutions.
- ⇒ **APPLYING** three quick and easy ways to do a performance gap analysis and determine root cause.
- ⇒ **DESIGNING** performance centered solutions that improve the probability of achieving and sustaining business results and ROI.

ABOUT YOUR **WORKSHOP** FACILITATOR



Ron Drew Stone is an author, international consultant, presenter, coach, and one of the world's most recognized and accomplished authorities on improving performance and measuring results. He is President of the Center for Performance and ROI. Ron provides consulting services in human performance, linking training to organization business outcomes, designing training for results and ROI, conducting training needs analysis, and measuring program results.

He has trained and coached clients on five continents. He has worked with clients in APAC such as; Pfizer, Hong Kong Jockey Club, Astrazeneca, Siemens, Baxter, Schaeffler, Zoetis, and Schneider. A sample of North America clients include: *Private Sector*: Pepsi; Wachovia Bank; Bristol-Myers Squibb; Volvo North America; Harley-Davidson; AT&T; Genentech; Time-Warner Telecom; Amazon.com; SaskTel Canada; GlaxcoSmithKline; Safeway. Ron has over 25 years of diverse experience in economic development,

engineering, training, and the human resource function. He received the Pioneer Award from the Alabama Healthcare Council for his leadership of a three-year community change initiative.

Ron served as chair of the Edison Electric Institute's Executive Leadership Program for senior officers in the electric utility industry. He has designed executive programs for The University of Georgia and Auburn University. He has a BBA from Georgia State University. He has authored five books including: "Aligning Training for Results: A Process and Tools that Link Training to Business. Published by Pfeiffer-Wiley." His case studies and articles have been published in professional publications by ATD (formerly ASTD), ISPI, Chief Learning officer magazine and the Institute of Industrial Engineers. He is a certified change consultant and a certified measurement and ROI professional (CMRP).

A FEW TESTIMONIALS

- "The Situational Needs Analysis approach is just what I need. Needs assessment finally makes sense to me." *Learning & Dev Manager, Samsung.*
- "Ron, I love your risk assessment tools. This gives me a total new outlook on talking with clients. Thanks for this fresh approach." *CLO, Borg Warner.*
- "This is systematic, and I can take different situations and apply it differently. Great!" *Training manager, ZTE Corporation.*
- "I wish I had these tools on my last project. It would save me much grief!" *Learning & Development Manager, Bristol-Myers Squibb.*

AGENDA

Morning |

Introduction and overview of Training Needs Analysis Process

- *Two roles of needs assessment and how each are addressed*
- Activity: Using the TNA Visual Alignment Learning Map to view TNA from 30,000 feet
- Why *Situational* Needs Analysis
- Discussion – Assessment and analysis

Beginning and finishing the performance conversation with clients: Applying the Performance Centered Framework

- Identify the four components of the framework and how each contributes to effective assessments and solutions
- Linking training to the business
- Activity: Using the Performance Centered Framework for needs assessment / analysis programs and projects

Talking performance needs with the client using the Six Signals

- Apply various scenarios: Use Situational approach with the Six Signals and the Performance Centered Framework
- Shifting your role with clients: Doer, messenger, consultative performance expert
- Getting your client to say what you want them to say: Making the right assessment decisions
- Obtaining sponsorship for assessment & analysis strategy
- Activity: Table teams Six Signals needs analysis exercise

Situational needs assessment and linking training to the business

- Activity: Teams identify and build the methods of a selected needs assessment component
- Teams brief to class

Strategy for sampling and needs assessment approach

- Determine sample size and select samples
- Examples of sampling methods and decisions
- Identify assessment methods and data collection plan
- Team Activity: Decisions based on personal scenarios
- Teams brief results of sampling decisions to class

Afternoon |

Deciding on sources for needs assessment

- Team Activity: Sources based on personal scenarios
- Teams brief results of sources to class
- Team Activity: Environmental scanning and examples

Decisions on needs assessment data collection tools

- Team Activity: Questionnaire design approaches
- Focus group and interviewing techniques

Analysis: Identifying the gap, the need and the solution

- Activity: Learning map decision Table Teams
- Identifying current and desired performance
 - Line of questioning and process decisions
 - Reasonable targets and baseline measures
- Identifying current performance gap
- Identifying root cause
- Assess Needs: Outcome, execution, readiness, preferences
- Team Activity: Identify performance gap and root cause

Analysis: Assessing the need for a companion strategy

- Team Activity: Actions to influence successful transfer

Situational Risk Analysis application

- Team Activity: Apply risk analysis to a known learning program

Communicating the solution design and educating clients on sustaining performance

Sustaining the alignment of your program or project

- The Hand-off: Identifying potential points of failure
- Team Activity: Quality control – Stopping the runaway train

Celebrate the needs analysis learning experience

- Alignment Learning Map Presentation - Teams present stand-up presentation to class using visual alignment learning map

ADJOURN

If There is No Need
There is No Benefit