



Consulting and Training | Reach New Heights

Course Name

Identifying Training Needs and Evaluating Training

Sector Name

HR Strategy and Training

Document Type

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Identifying Training Needs and Evaluating Training

Course Introduction

Effective training begins with an accurate understanding of what employees truly need and ends with robust evaluation to ensure the training created a measurable impact.

Many organizations fall into the trap of delivering programs without aligning them to business priorities or measuring return on investment.

This program equips participants with advanced skills to systematically identify training needs, align them with organizational goals, and design evaluation systems that prove the value of training interventions.

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Identifying Training Needs and Evaluating Training

Target Audience

- ✓ HR and Learning & Development Managers
- ✓ Training & Development Specialists
- ✓ Organizational Development professionals
- ✓ Talent Management and Workforce Planning Professionals
- ✓ Training Consultants and Instructional Designers

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Identifying Training Needs and Evaluating Training

Learning Objectives

- ✓ Understand the strategic role of Training Needs Analysis (TNA) and evaluation in organizational performance.
- ✓ Apply different methods and tools to identify individual, team, and organizational training needs.
- ✓ Translate competency gaps into measurable learning objectives.
- ✓ Align training plans with corporate strategy and workforce development goals.
- ✓ Develop comprehensive evaluation frameworks using global best practices (e.g., Kirkpatrick, Phillips ROI model).
- ✓ Use data collection tools such as surveys, interviews, assessments, and performance analytics.
- ✓ Design Key Performance Indicators (KPIs) for training initiatives.
- ✓ Link evaluation results to performance improvement and organizational ROI.
- ✓ Create actionable reports and recommendations to support management decisions

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Identifying Training Needs and Evaluating Training

Course Outline

✓ DAY 01

Foundations of Training Needs Analysis (TNA)

- ✓ Strategic role of training in organizational success.
- ✓ Differentiating between learning wants vs. actual needs.
- ✓ Levels of needs analysis: organizational, task, and individual.
- ✓ Common pitfalls in identifying training needs.
- ✓ Linking training needs to performance gaps.
- ✓ Competency frameworks and job analysis.
- ✓ Sources of data for TNA (HR records, appraisals, KPIs).
- ✓ The relationship between business strategy and training.

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Course Outline

✓ Day 02

Tools & Techniques for Identifying Training Needs

- ✓ Designing and using surveys/questionnaires effectively.
- ✓ Conducting structured interviews and focus groups.
- ✓ Observation methods in the workplace.
- ✓ Using assessments, tests, and psychometrics.
- ✓ Performance appraisal data as a TNA tool.
- ✓ Benchmarking against industry standards.
- ✓ Gap analysis techniques: desired vs. actual performance.
- ✓ Prioritizing needs: urgent vs. long-term.

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Course Outline

✓ Day 03

Translating Needs into Training Plans

- ✓ Turning data into actionable training objectives.
- ✓ SMART learning objectives linked to competencies.
- ✓ Structuring training programs to close identified gaps.
- ✓ Balancing technical, behavioral, and leadership needs.
- ✓ Designing training roadmaps for different job levels.
- ✓ Aligning training with succession planning and talent strategy.
- ✓ Budgeting and resource allocation for training priorities.
- ✓ Gaining leadership buy-in for proposed training.

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Course Outline

✓ Day 04

Evaluating Training Effectiveness

- ✓ Importance of evaluation in the training cycle.
- ✓ Kirkpatrick's four levels of evaluation.
- ✓ Phillips ROI model and cost-benefit analysis.
- ✓ Data collection methods for evaluation (tests, observation, surveys, KPIs).
- ✓ Isolating the effects of training vs. other factors.
- ✓ Designing evaluation forms and feedback tools.
- ✓ Pre- and post-training assessment techniques.
- ✓ Measuring behavioral change and skill application on the job.

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Course Outline

✓ Day 05

Linking Evaluation to Impact & ROI

- ✓ Using evaluation results to improve future training.
- ✓ Presenting evaluation findings to management.
- ✓ Building dashboards and KPI scorecards for training.
- ✓ Storytelling with data: turning numbers into insights.
- ✓ Using analytics to track long-term learning impact.
- ✓ Reporting ROI and value of training investment.
- ✓ Best practices in continuous improvement of training.
- ✓ Developing an organizational learning culture.

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Confirmed Sessions

FROM	TO	DURATION	FEES	LOCATION
Nov. 23, 2026	Nov. 27, 2026	5 days	4250.00 \$	UAE , Dubai
May 11, 2026	May 15, 2026	5 days	4950.00 \$	Spain , Madrid
Aug. 24, 2026	Aug. 28, 2026	5 days	4250.00 \$	UAE , Abu Dhabi
March 15, 2027	March 19, 2027	5 days	4250.00 \$	UAE , Dubai

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