

## TRAINING NEEDS ANALYSIS

### Features

This report starts with a brief description of the person's most pronounced strengths and limitations. It goes on to identify likely training needs and details competencies and challenges in relation to those needs.

### Uses

Provides suggestions as to what training could be given to develop greater ability to flex behaviors to increase success and enhance the individual's primary strengths.

## **TRAINING NEEDS ANALYSIS**

PRIVATE & CONFIDENTIAL - MR. TOM SAMPLE

Tom Sample is a natural communicator who is friendly, persuasive, verbally assertive and somewhat outgoing. Underlying characteristics also indicate that he is logical, systematic and cautious.

Fearing rejection and conflict he works best through people in a non-antagonistic environment. If Tom Sample is expected to work on a project where there is likely to be antagonism, then the ground rules will need to be clearly negotiated before it is embarked upon. Although Tom Sample has a natural confidence in his competence, he is likely to delay decision-making due to a low assertiveness factor, being particularly hesitant if he perceives that rejection or conflict may ensue.

If training has not already been given, we would recommend the following in order to strengthen Tom Sample's resolve.

### **ASSERTIVENESS**

Tom Sample needs to acquire the ability to:

- express views, opinions and feelings openly
- give views objectively even in antagonistic situations
- resist yielding to the demands of others
- negotiate person-to-person
- achieve targets and results in an acceptable time scale

People who are assertive are usually positive and confident, yet organized and objective. They are willing to urge others to achieve better results and do not back down to antagonistic individuals. Non-assertive people tend to yield their positions in situations which could lead to conflict or rejection. They rarely put pressure on others to achieve optimum performance and generally find it difficult to negotiate with, or place demands on, more aggressive individuals. When setting targets and time scales they are likely to rely on rules, policy and procedures. By not negotiating tough targets, such people bring about a loss of direction and reduce levels of performance, which causes stress and frustration.

Training for Tom Sample could be of one to three days duration and comprise of modules taken from the following:

- Personal Rights - An individual has the right to express a view or opinion, share feelings, change his mind and not be patronized..
- Facing Assertion or Aggression - How to deal with these behavioral traits in others.
- Insecurity and Conflict - How to deal with basic fears.
- Handling Conflict - Managing and disciplining others.
- Goal Setting - Setting tough objectives. Monitoring and controlling them in demanding time frames.

Once training is completed, it is important that Tom Sample is given projects which require him to assert himself in the everyday situation. This will reinforce the training given and should be monitored over twelve months to be most effective.

## **HANDLING CONFLICT**

In handling conflict Tom Sample needs to:

- recognize the point at which a situation is becoming stressful or confrontational
- adopt a positive and constructive attitude
- use concern and tact, but also be direct and objective until conflict is resolved
- satisfy all parties - but, ideally, in the best interest of the organization

Competent handlers of conflict recognize that empathy is important in resolving issues and that aggression, leniency or evasiveness rarely pay. They realize that handling conflict is about facing-up to a situation, which is often antagonistic, and negotiating a solution.

Poor handlers of conflict tend to be too accommodating and easy-going, particularly when dealing with antagonistic individuals who often thrive on such situations. They are usually non-assertive and the thought of handling conflict can make them feel insecure; they will tend to make verbal promises, written proposals, throw-the-rules at others, evade the issues or give-way. These people fear rejection, trouble and hassle and attempt to ignore conflict situations in the hope that they will all-go-away.

For Tom Sample, training should be given in how to handle conflict and should include the following:

- Self awareness - Looking at behavior. How to overcome basic fears of rejection and conflict.
- Modifying Behavior - In order to negotiate win-win situations.
- Personal Rights - Recognizing that a person has a right to disagree, to be right or wrong, to express an opinion, and to expect tolerance in seeking solutions.
- Effective communication - In conflict situations.

When the training is completed Tom Sample's manager should be prepared to provide day to day reinforcement until Tom Sample gains competence in his new skills.

## **OTHER POTENTIAL TRAINING NEEDS**

The recommended training needs listed above are the key priorities for Tom Sample. Other training and development programs which would enhance performance include:

- Directing Others
- Stress Management

It should be noted that the training needs which have been recommended relate to soft competencies. Vocational, specialist and/or technical job-related training is not included within this report.

## Graphs & Scores

Mr. Tom Sample

	I	II	III
D	4	11	-7
I	7	5	2
S	7	10	-3
C	3	4	-1

I  
Work Mask

II  
Behavior under pressure

III  
Self Image

**D I S C**

**D I S C**

**D I S C**

