



## TRAINING NEEDS ANALYSIS

*“Sixty years ago I knew everything; now I know nothing; education is a progressive discovery of our own ignorance.” — Abraham Maslow*

Spring is a time of renewal, and an excellent opportunity to reflect on training for new skills. In this edition of InfoPays, we elaborate on the topic of training and how it may be approached and analyzed from the perspective of an organization.

Training occurs at every level and requires resources to make it work. Analyzing your company’s training needs is critical, as it will allow you to invest your resources in the most cost-effective manner.

The following tips will guide you through the training needs analysis process:

### 1. Coordinate training requirements.

Training needs that exist in one department are likely to exist in another. It is a good idea for different managers to cooperate so that the company integrates its training and development activities. Alternatively, if your organization is large and complex, you might want to have a person or an entire team in charge of analyzing and implementing training and development.

### 2. Anticipate needs.

Anticipated needs often appear at the organizational or activity level. If for example, a new machine is coming into the company, it will have training implications. It is imperative to anticipate training needs at all times to implement appropriate programs to address them.

### 3. Develop monitoring techniques.

Some problems that fall into the category of training can go unnoticed while they creep up in the organization. Active monitoring systems will help you spot them. Make sure you have standards and indicators that are constantly looked at. You can also use variance analyses, in which case you would investigate any deviation from the standards that were set.

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### 4. Keep an open mind when analyzing training needs.

Remember that problems will not always be solved by simply implementing improved training and development. Sometimes the physical environment, organizational structure or policies may need to be changed to address the problem at hand.

### 5. Identify the organizational level at which you can discuss training.

A training need might be limited to an individual or activity, but it is more likely to impact at least two or three levels. Sometimes training needs to be addressed at the organizational level for the improvement to take proper effect.

### 6. Take appropriate action.

If the training needs are within your control, address them right away. If they affect the organization, make the appropriate recommendations and inform the people who have the authority to deal with company-wide issues.

## DEALING WITH CHANGE POSITIVELY

*“Change is the law of life. And those who look only to the past or present are certain to miss the future.” — John F. Kennedy*

Change, they say, is the only constant in life, and resiliency and adaptability are essential traits because they can help you achieve your goals faster, both in business and life. The following tips give you some pointers on how to move from resistance to change, to making change beneficial.



### 1. Accept change as an integral part of life.

The more you develop an understanding that change will happen, the more mentally prepared you will be when it does.

### 2. Never lose sight of the big picture.

The first thing you should do when change happens is to refocus on your business goals regardless of the scale of the change. Zooming in closely on what's important gives you a chance to sharpen up your focus and adjust your tactics accordingly.

### 3. Embracing change could be an effective strategy to stay ahead of the competition.

Remember that change and innovation are not only excellent for creating business success, but also for differentiating your company from the competition. For example, if the market changed preferences, start catering to that change before your competitors do.

### 4. Become comfortable with risk-taking.

Make it a point to take small, calculated risks often. This way you will exercise your risk-taking muscle and feel less anxious about dealing with change when it happens.

### 5. Look ahead, not behind.

The problem (or change) lies in the past, and the solution you are seeking lies in the future. If you want to roll with the change, you should spend more time looking for a solution and less time dwelling on the problem and resisting the change.

### 6. Keep a positive outlook.

Don't look at change as an obstacle, but rather as an opportunity for growth. Instead giving in to negativity, try to frame change in a positive light and focus your energy on overcoming the challenges that come with it.

### 7. Read relevant literature.

Ideas are contagious. It only takes one idea to take your life or business to a whole new level. Someone, somewhere, at some point, has faced the same challenges that your business is currently facing, and made it through. Commit to constant learning by reading relevant literature and keeping a library of ideas on which you would like to work.

### 8. Be flexible.

Have a plan B because having only one idea is the worst idea. Knowing you have planned contingencies is great relief when the going gets tough.

### 9. Support your employees through change.

If your company is undergoing change, especially if the change is expected to have a growing impact over time, make sure the affected employees have the right information, tools, and support to navigate through this successfully.

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