

To: Leadership

From:

Subject: Training Needs Analysis

We are in the process of identifying and developing specific learning processes for you, your supervisors and your employees.

Please complete the attached forms to help us prioritize your needs. Not all of the topics inside the series boxes are required. We customize to your needs. What is presented here is the entire development curriculum for entry level supervisor to senior leaders. This curriculum is based on the fact that change may need to occur at multiple levels in the organization to truly build a strong culture of high performance.

Feel free to call me if you have questions at 320-XXX-XXXX. Optional: We will be making an appointment with you to collect the information and discuss it with you in the next two weeks.

MIDDLE AND SENIOR MGT

Individual Leadership Development Program	
Skills Assessment: - This is a two part process of PXT Profile and 360 Degree Feedback process to have the individual, the boss, peers and subordinates to identify skill strengths and opportunities.	
E-Learning Modules targetted to areas of need and/or strength.	
Leadership coaching: Based on the above assessments, this is a 1 on 1 process with a coach to achieve specific goals outlined.	
Group Leadership - High Performance Leadership Program (4-5 hrs each module)	
Principles of Leadership: Explain the difference between management and leadership, identifying effective leaders and describing the ways in which the company can contribute to employees' well-being and productivity.	
Practices of Empowering Leaders: Learn about different leadership practices used to build and sustain trust with followers.	
The Five Leadership Roles: Finding an appropriate balance between the five major leadership roles (technician, manager, trailblazer, architect, and coach). Learn to lead from the "Balcony".	
Leadership Practices: A self-assessment: Understanding your strengths and weaknesses as a leader, assessing yourself in the five leadership roles, and knowing how you are viewed by others in the organization.	
Personal Productivity: A systematic approach to managing your daily events, time management and the barriers that keep your from managing your time more effectively.	
Fundamentals of High Performance Teams: The definition of a high performance team and how it differs from traditional work groups along with the three elements of high performance teams.	
Performance Expectations: Learning to confront behavior that fails to meet your expectations. Understand the importance of discipline and conformity in building high performance.	
Empowering Others for Success: Learn how to create commitment versus compliance motivation, identifying what people need in order to be empowered.	
Other: Please Describe Below	
Management Reinforcement of Employee Lifecycle Learning Series- 1 day	

Required with Employee Lifecycle Learning program implementation below

SUPERVISION AND MIDDLE MANAGEMENT

Employee Lifecycle Learning Series (4-5 hrs each)	
The Role of the Leader: Understand your organizational guideposts to model appropriate management behavior required to protect the organization from risk.	
Communication Skills: Know six basic Communication Skills, used in every interaction with employees, being able to determine when, why, and how to use them.	
Selection and Interviewing: Understand the legal requirements and limitations of selection and interviewing, the process of conducting effective interview and how conduct interviews to hire a high quality candidate.	
Communicating Performance Expectations: Identify and communicate both responsibilities and standards clearly to ensure effective performance.	
Teaching a Job Skill: Effectively train another individual in specific job responsibilities.	
Coaching Performance: Learn how to coach another person to higher levels of performance.	
Conducting a Performance Appraisal: Learn your organizational requirements regarding Performance Appraisals; Effectively conduct that appraisal interview with employees, creating a positive discussion environment to discuss strengths, areas of improvement and plan future skill development.	
Handling Unacceptable Behavior: Identify situations where it is appropriate to counsel an employee on his/her performance, determine the appropriate level of action, including formal corrective action, and conduct the discipline interview, resulting in commitment to improve..	
Additional Supervisory/Management skills based on needs (4-5 hrs each)	
Effective Delegation: The meaning and purpose of delegation along with how to effectively delegate to strengthen relationships and develop trust with employees.	
Commitment to Team Goals: Identifying your team's key goals and how to communicate with employees to commit actions toward their achievement.	
Reducing Resistance to Change: Discovering how to communicate with individuals who are current experiencing or will experience change and ask for commitment in the achievement of those change goals.	
Conducting your Team Meeting: Learn the key components of effective meetings and ways to improve the efficiency and effectiveness of your meetings.	
Making Work Fun: Discover multiple ways to make professional relationships more personal and celebrate the successes both as a department and as a company.	
Handling Conflict: Understand your own conflict style and how to resolve disagreements fir a win-win conflict resolution.	
Leading Others Through Change: Understand key components of making change happen. Help others accept the changes being made in your organization.	
Other: Please Describe Below	

TEAM BASED ORGANIZATIONS

Developing a High Performance Team Program (4 hrs each)

Fundamentals of HP Teams: The definition of a high performance team and how it differs from a traditional work group. The stages of team development and the three elements of high performance teams.	
The Team Charter: Identifying your team's key customers and determining the performance results expected of your team. Identify the ideal characteristics of your team and a set of operating norms.	
Effective Meetings: Evaluate your meetings against the characteristics of effective meeting guidelines. Identify how to establish and run a meeting, along with discussions on roles and improving the quality of the meetings.	
Customer Focus: Developing a system for identifying key customer requirements and making improvement plans to respond to customer feedback.	
Managing the Process: Learn basic process mapping definitions and skills and develop action plans to improve and control the team's core processes.	
Team Member Roles and Responsibilities: Learn how to be a self-sufficient and self-directing team through assigned designated roles. Understand the aspects of empowerment and how the role of leader changes in a high performance organization.	
Setting Goals and Keeping Score: Understand the importance of setting goals and tracking your performance. Identify your teams key result areas and set goals in each of those areas.	

Skills for High Performance Teamwork program (4 hrs each)

Basic Communication: To understand the skill of 2-way communication and active listening skills.	
Giving and Receiving Feedback: Learn what feedback is and discover how open or closed you are to giving and receiving feedback. Learn how to give and receive effective feedback from others.	
Group Dynamic: Learn what group dynamics is and determine what you can do to improve group process skills.	
Team Decision Making: Discuss and practice group decision making using a group decision making model. Identify how your team can improve group decision making and review who is responsible for current team decisions.	
Team Problem Solving: The definition and challenges of group problem solving through the use of models and cause and effect diagrams. How to do creative brainstorming and areas of group problem solving in which your team can improve on.	
Conflict Resolution: Learn about five different conflict management styles and assess which conflict styles you most often use. Learn a definition of unhealthy conflict and use a model to help you choose how to respond to potential conflict situations.	
Time Management: How you are currently using your time and those barriers that keep you from managing your time more efficiently. Learn to set professional goals to guide your use of time.	

ALL EMPLOYEES

Personal Skills (4 hrs each unless identified otherwise)

Managing your Time: Get help in organizing your work space, prioritizing your work, along with managing meetings and conversations.	
Customer Service: Learning how to listen to what the customer really needs and being able to handle tough customers with sensitivity and skill.	
Creative Thinking and You: Learn the importance of working in an inspiring atmosphere and how to overcome creativity challenges with six powerful mental techniques.	
Give and Receive Feedback with Skill: Learn what feedback is and discover how open or closed you are to giving and receiving feedback.	
Valuing Diversity: Discovering the foundation for understanding diversity and developing skills for working in environments and groups composed of diverse individuals.	
Selling an Idea: Learning how to positively and objectively present your ideas and determining understanding and handling reactions to those ideas. Learning the appropriate time and place to present your ideas.	
Stress Management w/style assessments (1 day): Finding solutions to problems caused by stress and to become empowered by stress instead of overpowered by it.	
Interpersonal Communication w/style assessments (1 day): Recognizing effective communication as a strategic advantage to gain a competitive edge in your company. Learning essential knowledge and skills necessary to be successful in interpersonal communication.	
Winning the Battle Against Negativity: Learn how to spot signals to prevent negativity and keep your composure when dealing with negative people. Skillfully confront people who habitually discourage or oppose others and address your own needs in order to stay positive.	
Making Meetings Work: Learn the characteristics of effective meetings, along with different types of meetings. Identify how to improve the effectiveness of your meetings.	

Career Builder: Personal/Business Leadership from any level (4 hrs ea.)

Building Trust: Experience the consequences of win-lose and win-win strategies. Learn and identify organizational trust issues and set personal goals for improving trust.	
Creating Teams: Define a high performance team and how it differs from a traditional work group. Understand the essential ingredients of teams and how to create them.	
Face-to-Face Communication: Explore the role of communication in interpersonal relationships and learn about alternative ways of communicating with others.	
Effective Meetings: Evaluate how effective and efficient your meetings are currently. Learn how to create effective and efficient meetings that result in action and accountability.	
Emotional Excellence: Learn how to respond to challenging or upsetting events. Learn the process for exploring the consequences of your behavior and a method for changing weakening beliefs to empowering beliefs.	
Taking Responsibility: Assess your willingness to accept personal responsibility and claim ownership for the results of your life.	
Conflict Resolution: Learn about healthy and unhealthy ways of dealing with interpersonal conflict. Assess your own style and practice a powerful skill for resolving conflicts in a way that everyone wins.	
Empowering Employees: Define the difference between commitment and compliance motivation. Learn the elements of empowerment and specific tools for transferring responsibilities to others.	
Setting Performance Expectations: Learn to confront behavior that fails to meet expectations. Understand the importance of discipline and conformity in building trust.	
Time Management: Understand the difference between urgent and important and develop habits of self-management that allow you to be proactive and not reactive in the use of time.	
Team Decisions: Learn about methods of group decision making and barriers to the process. Practice using a group decision making model and identify how your team can make improvements to the process.	
Winning Relationships: Understand the critical features of a vibrant and strong relationship and develop skills to interact with others in ways that strengthen their ability to clarify their vision and handle life's problems.	

Positive Impact-Be the person Successful Companies want to keep. (4 hrs each-targeted individuals and hourly workers)

Attitude: Discover how your attitude, behavior, and job performance are related. Prevent negative feelings from affecting your performance and actions at work.	
Personal Accountability: Learn how your specific job is directly related to the financial stability, success, and growth of your organization.	
Balance: Discover how the quality of your personal life has a direct impact on the quality and success of your professional life. Showing that having a stable personal life allows more attention and focus towards your work, customers, and teammates.	
Change: Discovering how to accept and adapt to organizational and life changes. Accepting your role in initiating change when appropriate.	
Productivity: Reinforcing the concept of time management and showing that maintaining balance between work and personal life will make a more productive employee.	
Communication: Use of effective communication techniques. Learn how to be open, honest, and assertive with customers, coworkers, and management about needs, feelings, preferences, and ideas.	
Leadership Opportunities: How to assume a leadership role in your organization and how to be a problem solver and take charge when necessary and appropriate.	
Others: Please Describe Below	