

management training needs analysis

Change competencies descriptions to suit your situation. Replace the sample scores with those from your Note that the totals and averages cells contain formulae for calculating totals so don't over-write these. Lowest although consideration needs to be given to the relative importance of the skills. If helpful show the most example (but change to suit your own situation). The spreadsheet can be extended right by copying the departments, and then to create organisational totals and averages.

N.B. The shaded areas are just examples of most important skills - change shading for your own situation. The lowest scores in the most important skills are the development priorities.

Most important skills are normally those which deliver best performance improvement, but importance could also be for legislation or policy reasons.

individual name							
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Skills (add new ones as appropriate)	
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1	Planning, prioritising and organising tasks and activities, time management, self and team.
2	Motivation and leadership of team and individual team members.
3	Communication skills, questioning and active listening, building trust, empathy and mutual understanding.
4	Performance appraisals planning, conducting, and follow-up, for team, and self.
5	One-to-one counselling, handling grievances, discipline, helping and enabling others with their challenges.
6	Training and developing others, coaching and mentoring, assessing training needs.
7	Delegation, identifying and agreeing tasks, measuring, follow-up, management by objectives (MBO's).
8	Effective use of IT and equipment, esp. communication, planning and reporting systems.
9	Financial and commercial understanding (eg, budgets, profit & loss, cashflow, etc)
10	Managing relationships, inter-department, peers, upwards, obtaining approval for projects, changes etc.
11	Planning and running meetings, effective follow-up.

4	3	7	3	6	3	4	3
3	5	3	4	4	5	1	6
8	7	8	5	8	6	8	5
7	6	3	8	7	5	0	4
8	5	7	3	7	6	8	9
0	4	2	7	6	8	6	6
3	5	4	2	6	4	3	1
6	4	8	6	8	5	7	3
5	8	7	5	0	4	2	7
8	7	7	6	8	9	4	5
3	7	6	8	7	6	7	6