VIDA ICT SOLUTIONS

Training Needs Analysis Toolkit

Find the capability gap before you spend a naira on training

Why most corporate training disappoints

Training is usually commissioned to fix a symptom ? "the team is slow on Excel" ? without checking whether the real constraint is the tool, the process, or the skill. This toolkit separates those three in about a week, so the money goes where it will change something.

Step 1 • Name the business outcome

Write what must change in operational terms: cycle time, error rate, rework, compliance failures, customer complaints. "Improve digital skills" is not an outcome; "cut month-end close from nine days to four" is.

Step 2 • Map roles to tasks

- List the roles involved, then the tasks each role performs that touch the outcome.
- For each task, note the tool used and the current failure mode: never done, done slowly, done wrongly, or done by only one person.

Step 3 • Diagnose: tool, process or skill

- Tool: the person can do it but the system fights them. Training will not help; fix the tool.
- Process: two people doing the same task get different results. Training alone will not help; standardise first, then train to the standard.
- Skill: given a good process and tool, the person still cannot complete the task. This is where training earns its cost.

Step 4 • Assess current capability honestly

Use a short practical test on real work, not a self-rating. People rate themselves generously on tools they use daily and harshly on tools they avoid; observed tasks remove both biases.

Record three levels per task: cannot do, can do with help, can do independently and can teach.

Step 5 • Write the learning specification

- Who: the named roles, not "all staff".
- What: the specific tasks that must move from one level to the next.
- How: format per level ? instructor-led for new concepts, coached practice for tools, peer teaching for consolidation.
- When: scheduled in work time with cover arranged. Unfunded time is the top reason training does