management training needs analysis

team/dept/group

Change competencies descriptions to suit your situation. Replace the sample scores with those from your own group's management skill set assessments. Note that the totals and averages cells contain formulae for calculating totals so don't over-write these. Lowest scores are obviously the training priorities, although consideration needs to be given to the relative importance of the skills. If helpful show the most important skills by highlighting the rows as in the example (but change to suit your own situation). The spreadsheet can be extended right by copying the section to create new sections for other 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.

	Skills (add new ones as appropriate)	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	team/group/dept totals	team/group/dept averages
1	Planning, prioritising and organising tasks and activities, time management, self and team.	4	3	7	3	6	3	4	3	5	4	2	4	5	3	1	2	3	4	66	3.7
2	Motivation and leadership of team and individual team members.	3	5	3	4	4	5	1	6	2	5	5	5	6	4	7	5	6	6	82	4.6
3	Communication skills, questioning and active listening, building trust, empathy and mutual understanding.	8	7	8	5	8	6	8	5	7	3	7	6	8	7	4	3	4	8	112	6.2
4	Performance appraisals planning, conducting, and follow-up, for team, and self.	7	6	3	8	7	5	0	4	2	7	6	8	6	6	4	3	6	8	96	5.3
5	One-to-one counselling, handling grievances, discipline, helping and enabling others with their challenges.	8	5	7	3	7	6	8	9	4	5	8	6	8	5	7	3	7	6	112	6.2
6	Training and developing others, coaching and mentoring, assessing training needs.	0	4	2	7	6	8	6	6	4	8	7	5	0	4	2	7	6	8	90	5.0
7	Delegation, identifying and agreeing tasks, measuring, follow-up, management by objectives (MBO's).	3	5	4	2	6	4	3	1	3	2	5	5	6	3	4	6	2	3	67	3.7
8	Effective use of IT and equipment, esp. communication, planning and reporting systems.	6	4	8	6	8	5	7	3	7	6	8	9	4	3	4	8	6	4	106	5.9
9	Financial and commercial understanding (eg, budgets, profit & loss, cashflow, etc)	5	8	7	5	0	4	2	7	6	8	6	6	4	3	6	8	5	8	98	5.4
10	Managing relationships, inter-department, peers, upwards, obtaining approval for projects, changes etc.	8	7	7	6	8	9	4	5	8	6	8	5	7	3	7	6	8	7	119	6.6
11	Planning and running meetings, effective follow-up.	3	7	6	8	7	6	7	6	4	8	6	6	7	6	5	3	8	7	110	6.1
12	Business writing, eg, letters, reports, plans, project plans.	7	6	7	6	5	1	6	2	5	5	8	8	8	7	5	6	6	6	104	5.8
13	Recruitment interviewing and selection, and effective induction of new people.	5	1	6	2	6	8	5	7	3	7	6	8	9	4	3	4	8	5	97	5.4
14	Administration, reporting performance and financials, monitoring, maintaining and developing reporting systems.	1	1	2	3	5	2	2	2	3	3	1	5	3	4	2	3	4	3	49	2.7
15	Creating and giving effective presentations to groups.	5	0	4	2	6	8	9	4	5	8	6	8	5	7	3	7	6	7	100	5.6
16	Innovation, vision, creativity, taking initiative, problem-solving and decision-making.	6	8	9	4	8	6	6	4	8	7	5	0	4	2	7	6	8	5	103	5.7
17	Quality awareness and managing, according to quality standards and procedures.	8	6	6	4	6	2	5	5	8	8	8	7	5	6	6	6	8	8	112	6.2
18	Employment and HR policy awareness and managing, according to policies (equality, disability, harassment, etc)	6	2	5	5	5	7	3	7	6	8	9	4	3	4	8	6	4	8	100	5.6
19	Environmental and duty of care awareness and managing according to standards and procedures.	5	7	3	7	4	2	7	6	8	6	6	4	3	6	8	5	8	7	102	5.7
20	Customer care and customer service management - external and internal.	4	2	7	6	9	4	5	8	6	8	5	7	3	7	6	8	7	7	109	6.1
21	Self-development, self-control, compassion and humanity, seeking responsibility and personal growth.	9	4	5	8	6	4	8	7	5	0	4	2	7	6	8	3	7	3	96	5.3
22	Appreciation/application of social responsibility, sustainability, humanity and ethical considerations.	6	4	8	7	5	0	4	2	7	6	8	3	7	7	7	6	7	1	95	5.3
23	additional skill 1	8	7	5	6	7	7	0	6	5	8	7	6	7	8	5	6	6	8	112	6.2
24	additional skill 2	4	2	7	6	8	3	7	7	0	6	4	3	7	7	3	1	6	5	86	4.8
25	additional skill 3	6	3	3	4	4	4	0	6	4	3	7	7	3	1	6	3	6	5	75	4.2
26	additional skill 4	6	6	5	3	6	7	4	5	4	6	6	6	5	7	5	6	5	9	101	5.6
27	additional skill 5	4	7	6	5	7	7	9	7	9	7	6	7	4	5	4	7	4	5	110	6.1
	totals	145	127	150	135	164	133	130	140	138	158	164	150	144	135	137	137	161	161		
	averages	5.4	4.7	5.6	5.0	6.1	4.9	4.8	5.2	5.1	5.9	6.1	5.6	5.3	5.0	5.1	5.1	6.0	6.0		

This analysis is designed to show collective training needs and priorities and also the relative training needs of individuals. For organisational analysis you can use this tool to consolidate and show departmental totals instead of individual names. Use this analysis with the skill assessments (2nd view scores). Use graphs from this analysis to show the results at a glance. More information at www.businessballs.com.

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