

# Training Needs Analysis Report

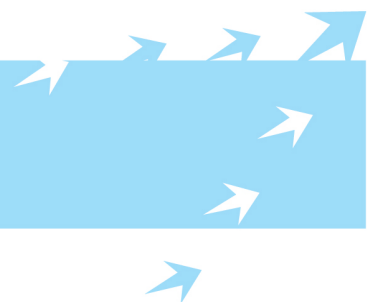
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Prepared for  
**XYZ Company Ltd.**  
**Eric Sample**  
12 February 2008

	Number of Observers
Boss	1
Peers	2
Direct Reports	3



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**[ YOUR TRAINING NEEDS ANALYSIS REPORT ]**

This report is based on your company's competency model. It therefore shows you exactly how you have scored your own effectiveness using those competencies. Because it is a 360 report it also gives you a remarkable insight into how other people observe your effectiveness in the workplace.

**[ PURPOSE ]**

This report is intended to help you reflect on your development needs and create a personal development plan. It will also be combined with reports from other participants to show an overall picture of effectiveness in the company. This will enable your Learning and Development team to create training and development programmes for you and the company.

**[ CONTENT ]**

Your Training Needs Analysis Report is built around your own and your observers' assessment of the following competencies

1. Technical Knowledge
2. Financial Responsibility
3. Client Service
4. Strategy
5. Decision Making
6. Leadership
7. Organisational Ability
8. Teamwork
9. Communication
10. Creativity

**[ EFFECTIVENESS AND IMPORTANCE ]**

When you completed the questionnaire you scored your level of effectiveness for each competency. You also assessed how important that competency is for you – how critical that competency is for success in your position. This will help you prioritise your development needs. The critical areas are the competencies on which you score high in importance and low in effectiveness.

**[ SCORING THE LEVEL OF EFFECTIVENESS ]**

You and your observers have scored the level of effectiveness for each competency on a scale of 1 – 6. The scoring system is the same for every competency:

NE = No evidence

- 1 = Very rarely / poor
- 2 = Rarely / unsatisfactory
- 3 = Occasionally / satisfactory
- 4 = Quite often / good
- 5 = Often / very good
- 6 = Always / excellent

Please note that your observers' scores have been averaged out in each category (peer group and direct report). This is to maintain anonymity for your observers.

**[ SCORING THE LEVEL OF IMPORTANCE ]**

You and your observers have scored the level of importance for each competency on a scale of 1 – 5. The scoring system is the same for every competency:

- NK = No knowledge
- 1 = Not important
- 2 = Fairly important
- 3 = Important
- 4 = Very important
- 5 = Essential

Please note that your observers' scores have been averaged out in each category (peer group and direct report). This is to maintain anonymity for your observers.

[ REPORT FORMAT ]

Your report is laid out in the following sections:

Effectiveness and Importance for Each Competency

Level of Effectiveness - Overall Summary

Level of Effectiveness - Self with Boss

Level of Effectiveness - Self with Peers

Level of Effectiveness - Self with Direct Reports

Level of Importance - Overall Summary

Individual Scattergram

Group Scattergram

Level of Effectiveness - Overall Summary of Individual and Group Scores

Level of Importance - Overall Summary of Individual and Group Scores

[ PERCEPTION ]

Everyone has a different perception of your effectiveness. So it is normal for different categories of observers to score you differently. This is very valuable data. When you realise that certain people do not rate your effectiveness highly, you can take action to improve your effectiveness in their direction. Alternatively you can explore other reasons for their difference in perception. This often creates a valuable dialogue between you and others.

[ DEVELOPMENT PLAN ]

As you read your report start by looking at your "importance" scores. Prioritise the competencies which are important for your position. To get an accurate picture of what is important check your observers' scores. Your boss's scores are particularly significant. High scores in importance indicate the competencies in which he / she expects you to do well.

Then look at your "effectiveness" scores. Celebrate the areas in which you are doing well. Then check the competencies where you score low – or where your observers score you low. You can then design your development plan to build new skills in those competencies.

## Effectiveness and Importance for Each Competency

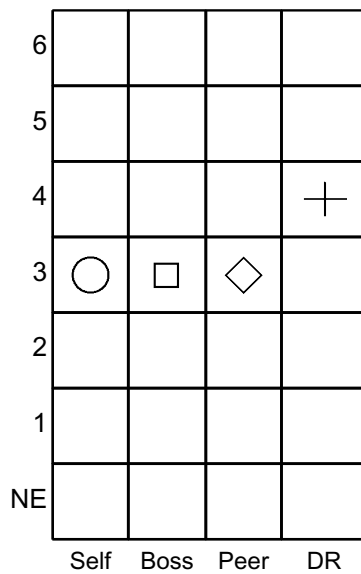
### Level of Effectiveness and Level of Importance - Technical Knowledge

Technical Knowledge -- Demonstrates the levels of technical knowledge and skills which translate into success in the job position.

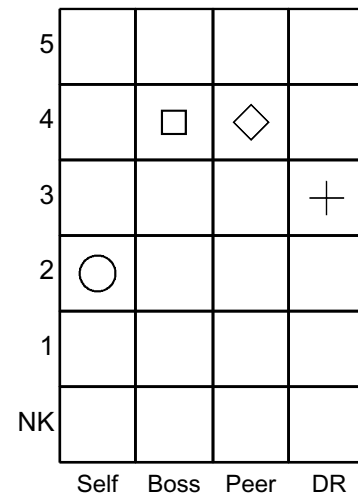
#### *Definition of Competency*

- ~ contribute technical skills which are free from error and add value
- ~ develop technical skills to raise performance
- ~ are sought out by others for technical advice

#### *Effectiveness*



#### *Importance*



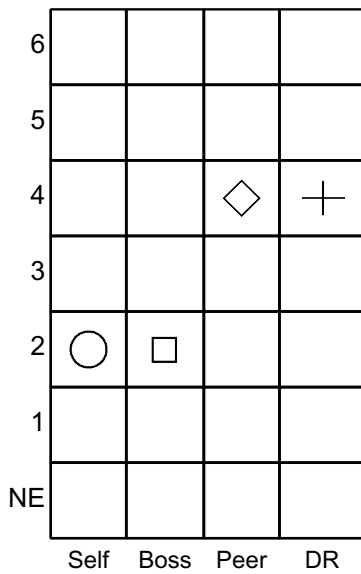
**Level of Effectiveness and Level of Importance - Financial Responsibility**

Financial Responsibility -- Establishes realistic budgets and manages resources with a clear focus on return on investment.

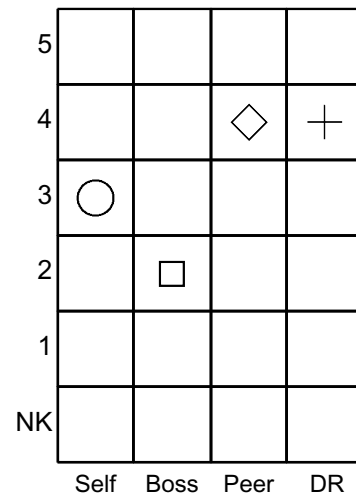
**Definition of Competency**

- ~ assess financial information correctly and base decisions on facts
- ~ take accountability seriously and accept responsibility for your mistakes
- ~ encourage your team and others to add to the company's profitability

**Effectiveness**



**Importance**



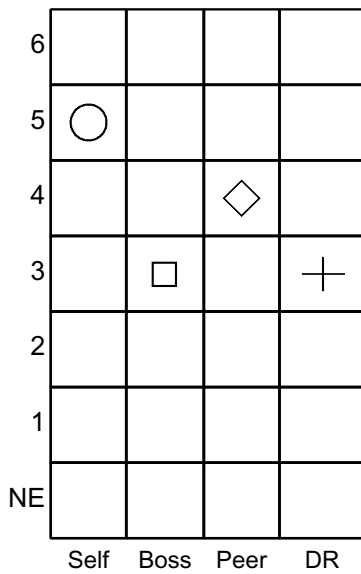
## Level of Effectiveness and Level of Importance - Client Service

Client Service -- Aims for total quality in all areas of service to clients including initial contact, service delivery and follow up.

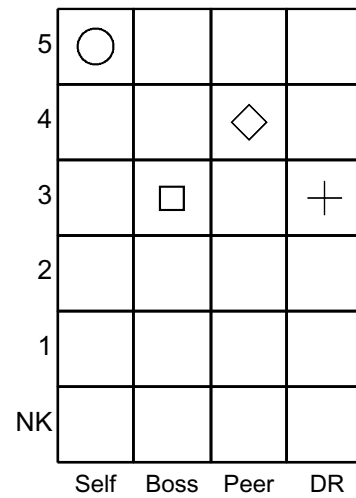
### Definition of Competency

- ~ insist on an attitude of "customer first" from your team members
- ~ receive praise from clients (formally or informally) on a regular basis
- ~ take urgent and practical action to improve service to clients who are unsatisfied

### Effectiveness



### Importance



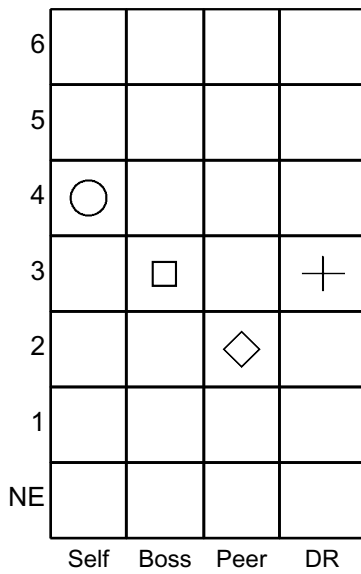
**Level of Effectiveness and Level of Importance - Strategy**

Strategy -- Develops workable business strategies and obtains buy-in from others.

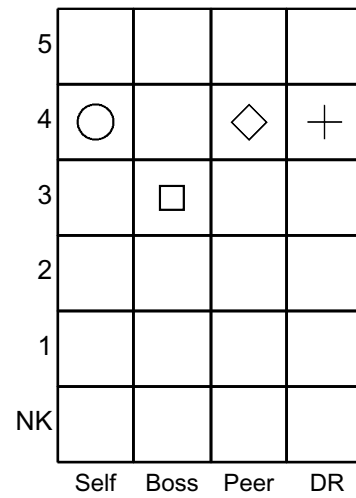
**Definition of Competency**

- ~ consider how the chosen strategy will affect all stakeholders
- ~ create strategies which are both innovative and also make good practical sense
- ~ persuade others using both logical argument and also by building relationships

**Effectiveness**



**Importance**



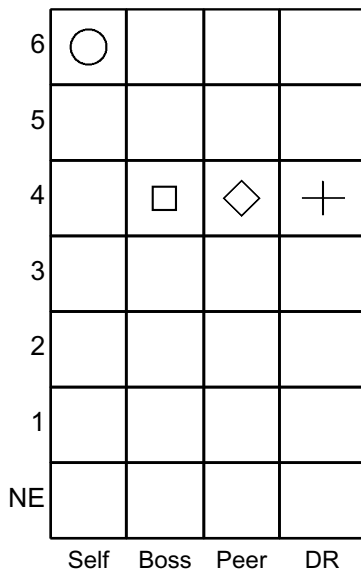
## Level of Effectiveness and Level of Importance - Decision Making

Decision Making -- Makes judgements and decisions with a clear idea of the impact they will have on the business and the organisation.

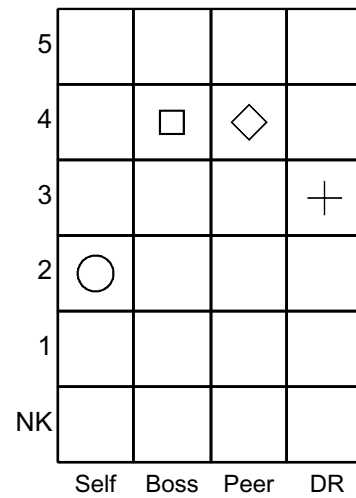
### Definition of Competency

- ~ use a mixture of analysis, wisdom, experience and courage in making decisions
- ~ make decisions which usually turn out to be correct in both the short and the long term
- ~ are sought out by others for advice and solutions

#### Effectiveness



#### Importance



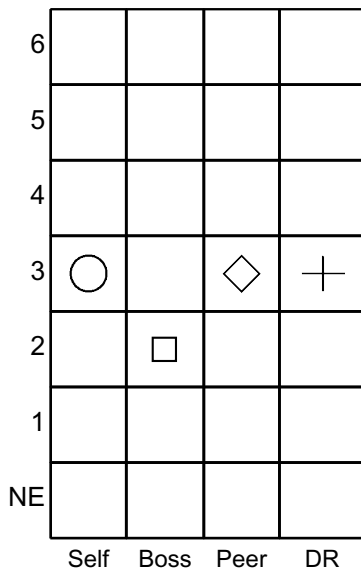
## Level of Effectiveness and Level of Importance - Leadership

Leadership -- Plans and organises then empowers others to execute work effectively.

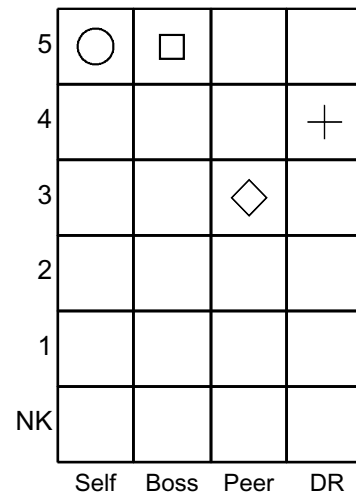
### Definition of Competency

- ~ ensure that people are briefed effectively and given resources to succeed
- ~ track the progress of work and encourage high achievement
- ~ give people feedback to make sure they stay on track

### Effectiveness



### Importance



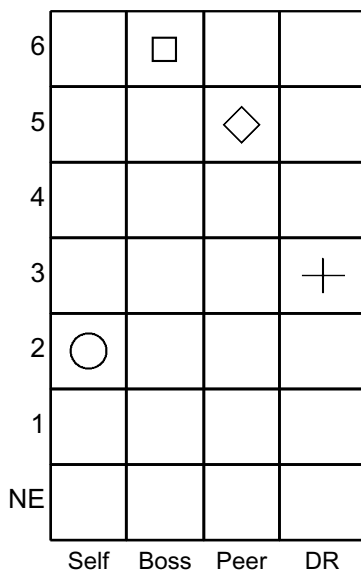
**Level of Effectiveness and Level of Importance - Organisational Ability**

Organisational Ability -- Establishes processes and procedures which help others to achieve business objectives.

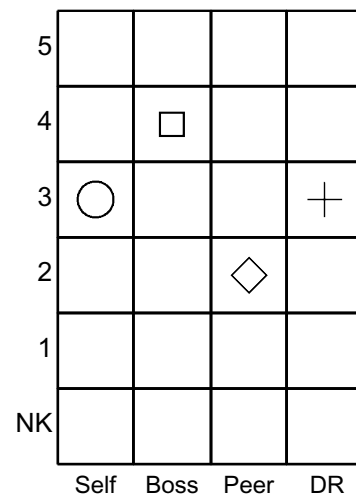
**Definition of Competency**

- ~ structure processes and procedures which are practical and workable
- ~ constantly review and fine tune procedures to achieve increasing performance
- ~ allocate work clearly and match tasks as appropriate to individuals

**Effectiveness**



**Importance**



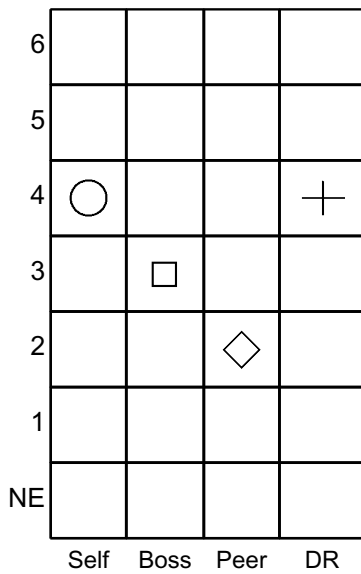
## Level of Effectiveness and Level of Importance - Teamwork

Teamwork -- Fosters an atmosphere of cooperation and common purpose within the team and supports interdependent work practices.

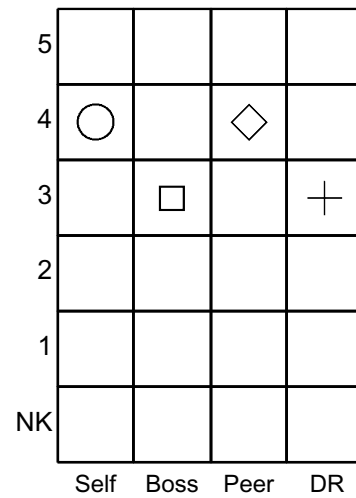
### Definition of Competency

- ~ hold team meetings to communicate team objectives and establish shared goals
- ~ praise and encourage interaction and sharing between team members
- ~ give performance feedback to the team as a whole

### Effectiveness



### Importance



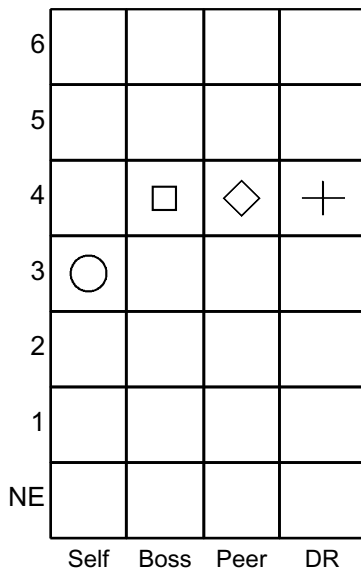
**Level of Effectiveness and Level of Importance - Communication**

Communication -- Communicates ideas and expectations (both verbally and in writing) with clarity and sensitivity.

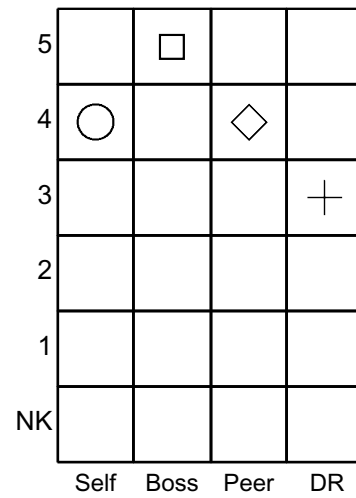
**Definition of Competency**

- ~ answer e-mails and voicemails quickly and succinctly
- ~ lead others in discussions to obtain ideas and share understanding
- ~ give clear instructions which enable others to act or respond easily

**Effectiveness**



**Importance**



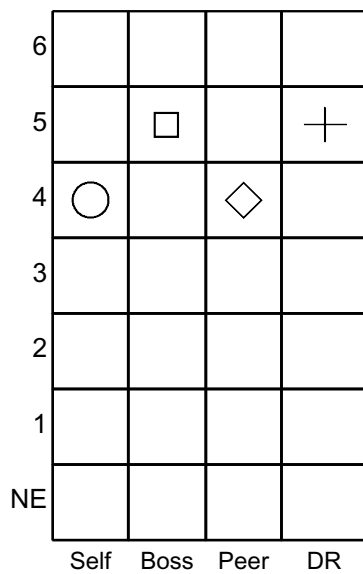
## Level of Effectiveness and Level of Importance - Creativity

Creativity -- Generates new ideas which stimulate others and lead to innovations in the workplace.

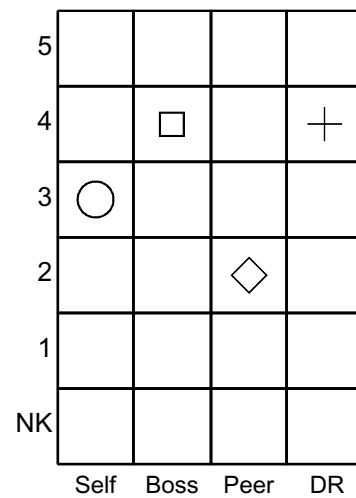
### Definition of Competency

- ~ approach problems in a creative way and find innovative solutions
- ~ are confident to experiment with untried ways of doing things
- ~ encourage your team and others to take a fresh, creative viewpoint

### Effectiveness



### Importance



Level of Effectiveness - Overall Summary

○ =Self   □ = Boss   ◇ = Peers   + = DR

Technical Knowledge		NE	1	2	3	4	5	6
1.	Technical Knowledge -- Demonstrates the ...					○	+	

Financial Responsibility		NE	1	2	3	4	5	6
2.	Financial Responsibility -- Establishes ...			□		◇	+	

Client Service		NE	1	2	3	4	5	6
3.	Client Service -- Aims for total quality...				⊕	◇		○

Strategy		NE	1	2	3	4	5	6
4.	Strategy -- Develops workable business s...				◇	□	○	

Decision Making		NE	1	2	3	4	5	6
5.	Decision Making -- Makes judgements and ...					⊕	◇	○

Leadership		NE	1	2	3	4	5	6
6.	Leadership -- Plans and organises then e...			□	⊕			

Organisational Ability		NE	1	2	3	4	5	6
7.	Organisational Ability -- Establishes pr...			○	+			◇
								□

Teamwork		NE	1	2	3	4	5	6
8.	Teamwork -- Fosters an atmosphere of coo...				◇	□	+	○

Communication		NE	1	2	3	4	5	6
9.	Communication -- Communicates ideas and ...				○	⊕	◇	

Creativity		NE	1	2	3	4	5	6
10.	Creativity -- Generates new ideas which ...					⊕	⊕	

Level of Effectiveness - Self with Boss

○ = Self    □ = Boss

Technical Knowledge		NE	1	2	3	4	5	6
1.	Technical Knowledge -- Demonstrates the ...				<input checked="" type="radio"/>			

Financial Responsibility		NE	1	2	3	4	5	6
2.	Financial Responsibility -- Establishes ...			<input checked="" type="radio"/>				

Client Service		NE	1	2	3	4	5	6
3.	Client Service -- Aims for total quality...				<input type="checkbox"/>		<input checked="" type="radio"/>	

Strategy		NE	1	2	3	4	5	6
4.	Strategy -- Develops workable business s...				<input type="checkbox"/>	<input checked="" type="radio"/>		

Decision Making		NE	1	2	3	4	5	6
5.	Decision Making -- Makes judgements and ...					<input type="checkbox"/>		<input checked="" type="radio"/>

Leadership		NE	1	2	3	4	5	6
6.	Leadership -- Plans and organises then e...			<input type="checkbox"/>	<input checked="" type="radio"/>			

Organisational Ability		NE	1	2	3	4	5	6
7.	Organisational Ability -- Establishes pr...			<input checked="" type="radio"/>				<input type="checkbox"/>

Teamwork		NE	1	2	3	4	5	6
8.	Teamwork -- Fosters an atmosphere of coo...				<input type="checkbox"/>	<input checked="" type="radio"/>		

Communication		NE	1	2	3	4	5	6
9.	Communication -- Communicates ideas and ...				<input checked="" type="radio"/>	<input type="checkbox"/>		

Creativity		NE	1	2	3	4	5	6
10.	Creativity -- Generates new ideas which ...					<input checked="" type="radio"/>	<input type="checkbox"/>	

Level of Effectiveness - Self with Peers

○ = Self    ◇ = Peers

Technical Knowledge		NE	1	2	3	4	5	6
1.	Technical Knowledge -- Demonstrates the ...				○			

Financial Responsibility		NE	1	2	3	4	5	6
2.	Financial Responsibility -- Establishes ...			○		◇		

Client Service		NE	1	2	3	4	5	6
3.	Client Service -- Aims for total quality...					◇		○

Strategy		NE	1	2	3	4	5	6
4.	Strategy -- Develops workable business s...				◇		○	

Decision Making		NE	1	2	3	4	5	6
5.	Decision Making -- Makes judgements and ...						◇	○

Leadership		NE	1	2	3	4	5	6
6.	Leadership -- Plans and organises then e...				○			

Organisational Ability		NE	1	2	3	4	5	6
7.	Organisational Ability -- Establishes pr...			○			◇	

Teamwork		NE	1	2	3	4	5	6
8.	Teamwork -- Fosters an atmosphere of coo...				◇		○	

Communication		NE	1	2	3	4	5	6
9.	Communication -- Communicates ideas and ...				○		◇	

Creativity		NE	1	2	3	4	5	6
10.	Creativity -- Generates new ideas which ...					○		

Level of Effectiveness - Self with Direct Reports

○ = Self    + = DR

Technical Knowledge		NE	1	2	3	4	5	6
1.	Technical Knowledge -- Demonstrates the ...					○	+	

Financial Responsibility		NE	1	2	3	4	5	6
2.	Financial Responsibility -- Establishes ...			○		+		

Client Service		NE	1	2	3	4	5	6
3.	Client Service -- Aims for total quality...				+		○	

Strategy		NE	1	2	3	4	5	6
4.	Strategy -- Develops workable business s...			+		○		

Decision Making		NE	1	2	3	4	5	6
5.	Decision Making -- Makes judgements and ...					+		○

Leadership		NE	1	2	3	4	5	6
6.	Leadership -- Plans and organises then e...				⊕			

Organisational Ability		NE	1	2	3	4	5	6
7.	Organisational Ability -- Establishes pr...			○	+			

Teamwork		NE	1	2	3	4	5	6
8.	Teamwork -- Fosters an atmosphere of coo...					+	○	

Communication		NE	1	2	3	4	5	6
9.	Communication -- Communicates ideas and ...				○	+		

Creativity		NE	1	2	3	4	5	6
10.	Creativity -- Generates new ideas which ...					○	+	

### Level of Importance – Overall Summary

○ = Self   □ = Boss   ◇ = Peers   + = DR

Technical Knowledge		NK	1	2	3	4	5
1.	Technical Knowledge -- Demonstrates the ...			○	+	◇	□

Financial Responsibility		NK	1	2	3	4	5
2.	Financial Responsibility -- Establishes ...			□	○	◇	+

Client Service		NK	1	2	3	4	5
3.	Client Service -- Aims for total quality...				⊕	◇	○

Strategy		NK	1	2	3	4	5
4.	Strategy -- Develops workable business s...				□	◇	⊕

Decision Making		NK	1	2	3	4	5
5.	Decision Making -- Makes judgements and ...			○	+	⊕	

Leadership		NK	1	2	3	4	5
6.	Leadership -- Plans and organises then e...				◇	+	⊕

Organisational Ability		NK	1	2	3	4	5
7.	Organisational Ability -- Establishes pr...				◇	⊕	□

Teamwork		NK	1	2	3	4	5
8.	Teamwork -- Fosters an atmosphere of coo...				⊕	◇	○

Communication		NK	1	2	3	4	5
9.	Communication -- Communicates ideas and ...				+	⊕	□

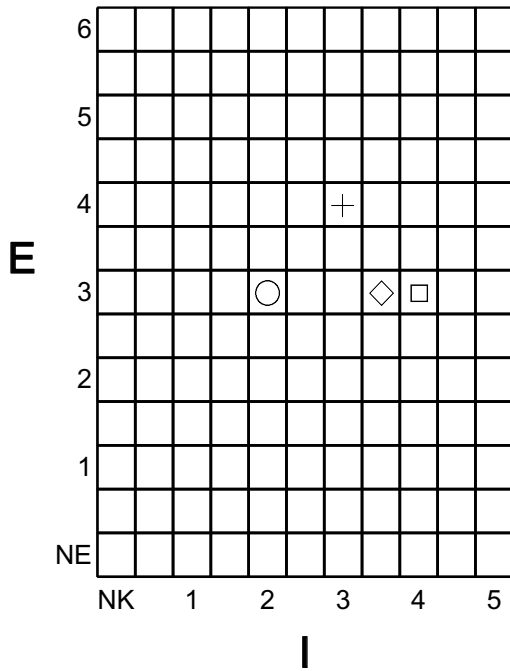
Creativity		NK	1	2	3	4	5
10.	Creativity -- Generates new ideas which ...			◇	○	⊕	

### Individual Scattergram

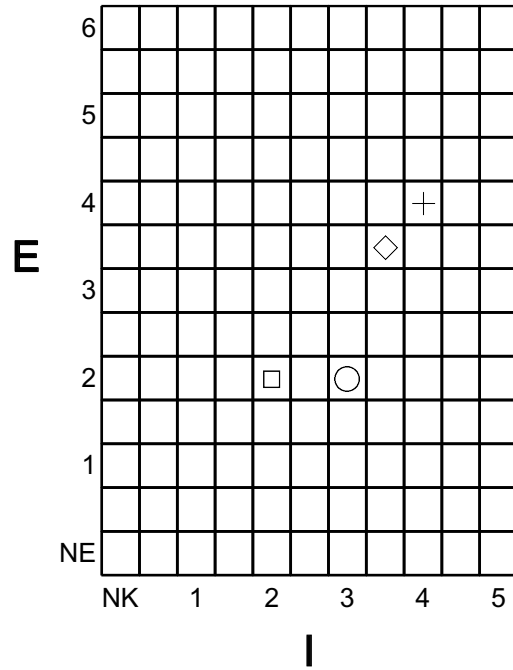
○ = Self    □ = Boss    ◇ = Peers    + = DR

**E = Effectiveness**    **I = Importance**

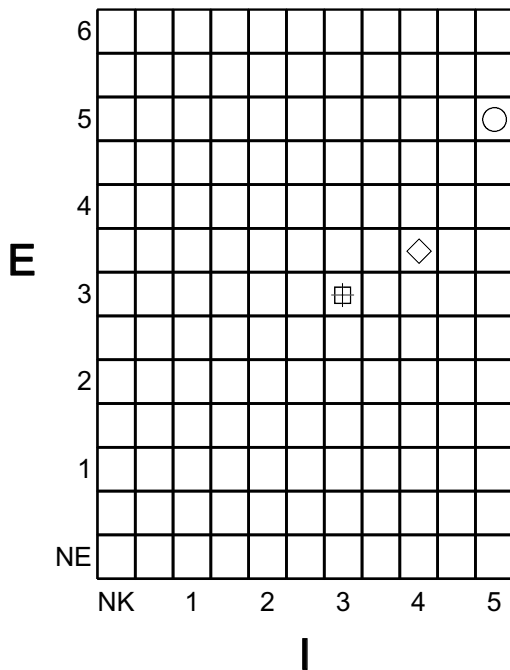
Technical Knowledge -- Demonstrates the ...



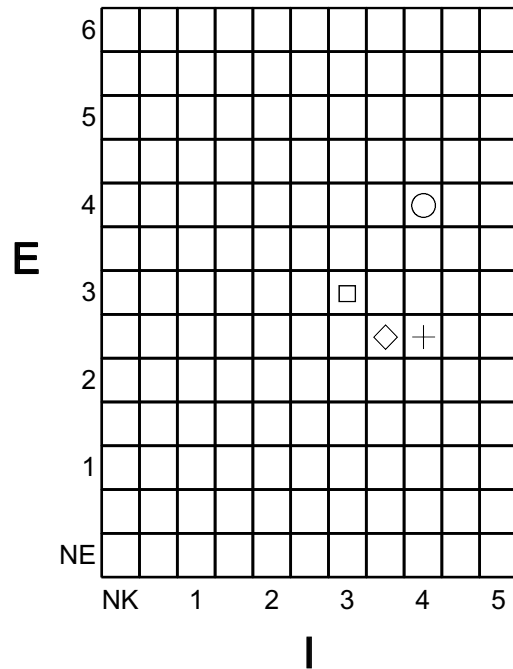
Financial Responsibility -- Establishes ...



Client Service -- Aims for total quality...



Strategy -- Develops workable business s...

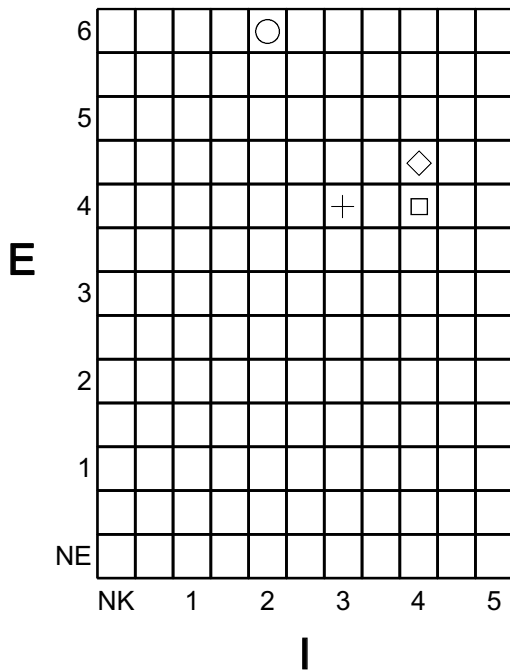


### Individual Scattergram

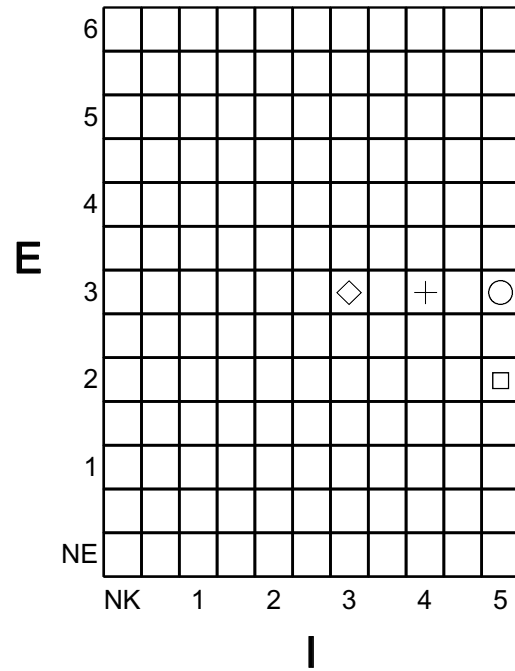
○ = Self   □ = Boss   ◇ = Peers   + = DR

**E = Effectiveness   I = Importance**

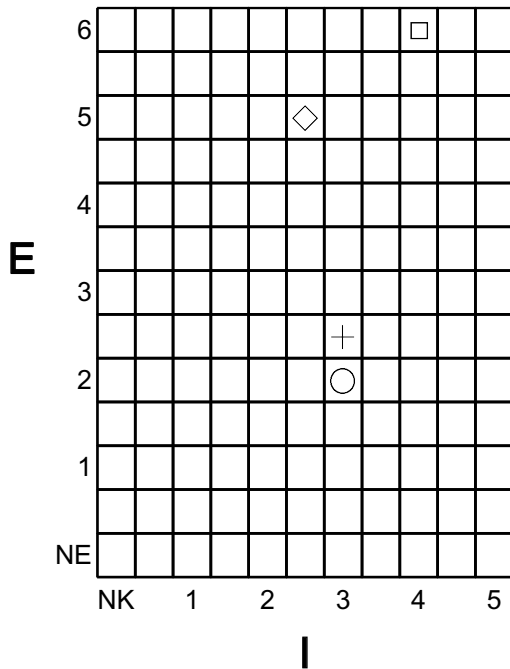
#### Decision Making -- Makes judgements and ...



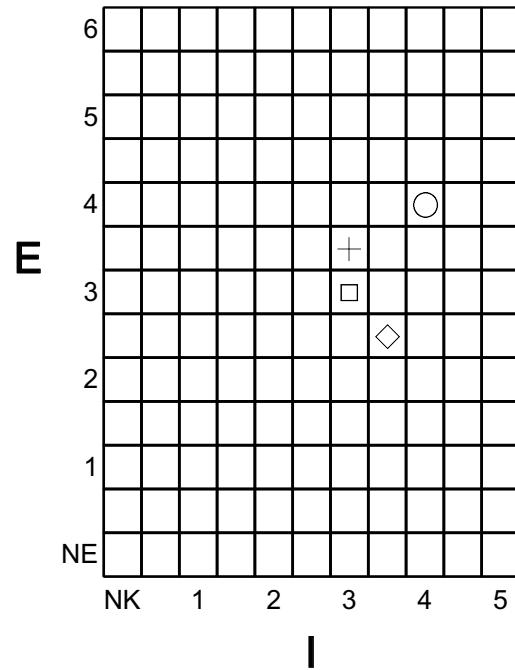
#### Leadership -- Plans and organises then e...



#### Organisational Ability -- Establishes pr...



#### Teamwork -- Fosters an atmosphere of coo...



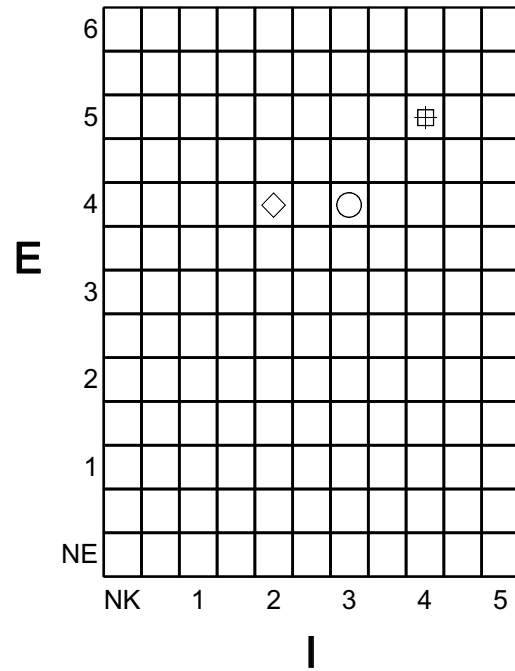
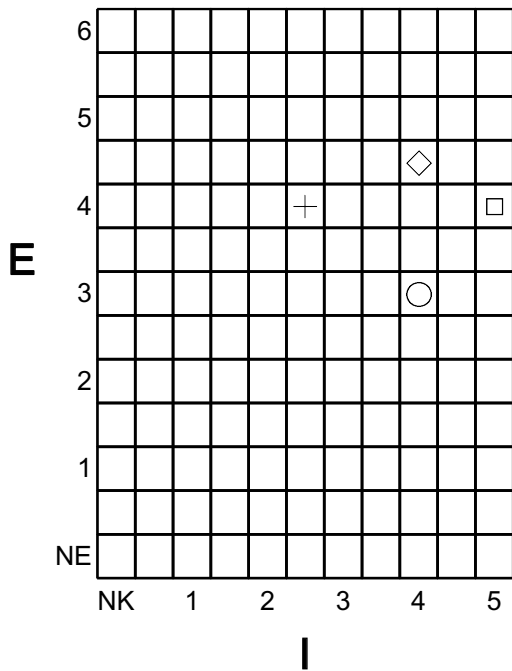
### Individual Scattergram

○ = Self    □ = Boss    ◇ = Peers    + = DR

**E = Effectiveness**    **I = Importance**

Communication -- Communicates ideas and ...

Creativity -- Generates new ideas which ...



## Group Scattergram

### Self vs Boss (All Candidates)

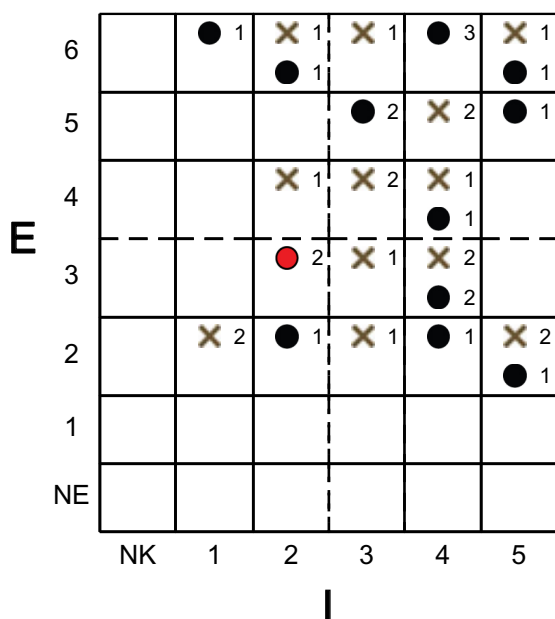
● = Self ● = Others' Self X = Observers

E = Effectiveness I = Importance

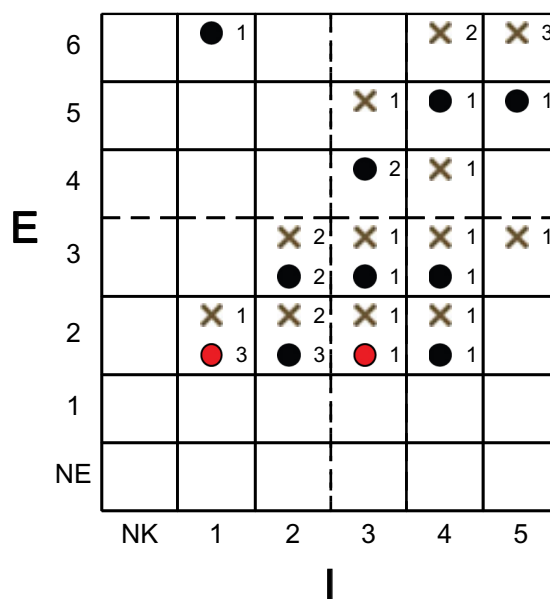
On the tables below your own self score (the red dot) is compared with the self scores from all other participants (the black dots). The number against the black dots indicates how many participants give themselves exactly that score. If there is a red dot inside a black circle with a number 2 it indicates that your own self score and the self scores of 2 other participants are exactly the same.

On the tables below the X shows the Boss scores for all participants. The number against the X indicates how many Bosses give exactly that score.

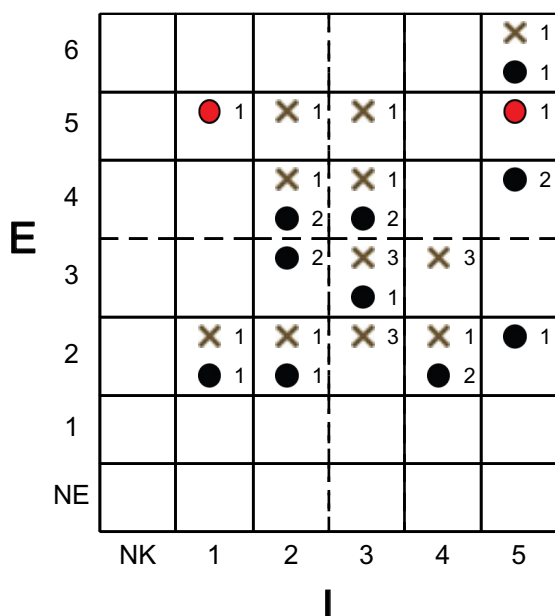
#### Technical Knowledge -- Demonstrates the ...



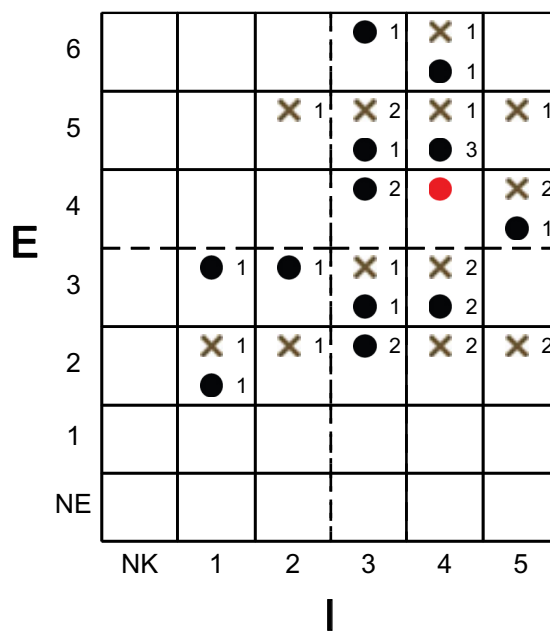
#### Financial Responsibility -- Establishes ...



#### Client Service -- Aims for total quality...



#### Strategy -- Develops workable business s...



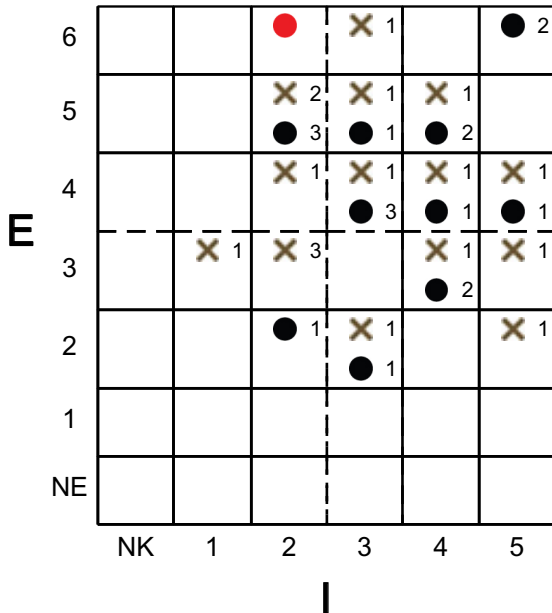
### Group Scattergram

#### Self vs Boss (All Candidates)

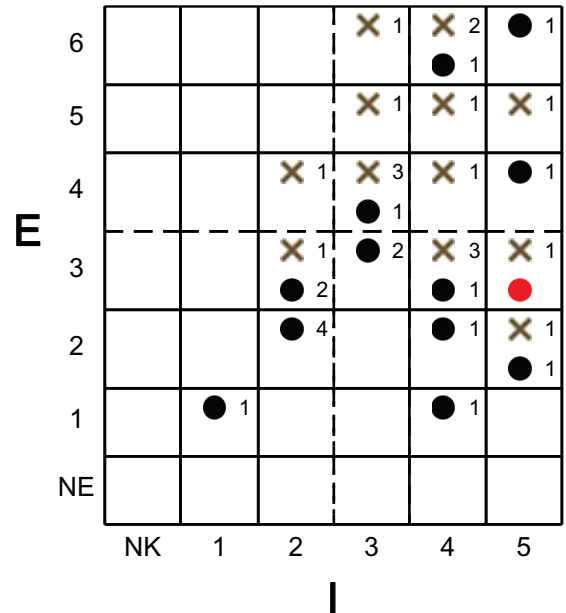
● = Self   ● = Others' Self   X = Observers

E = Effectiveness   I = Importance

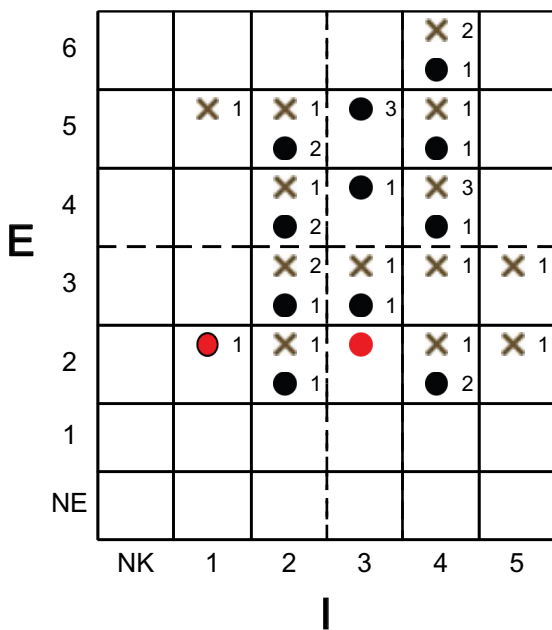
#### Decision Making -- Makes judgements and ...



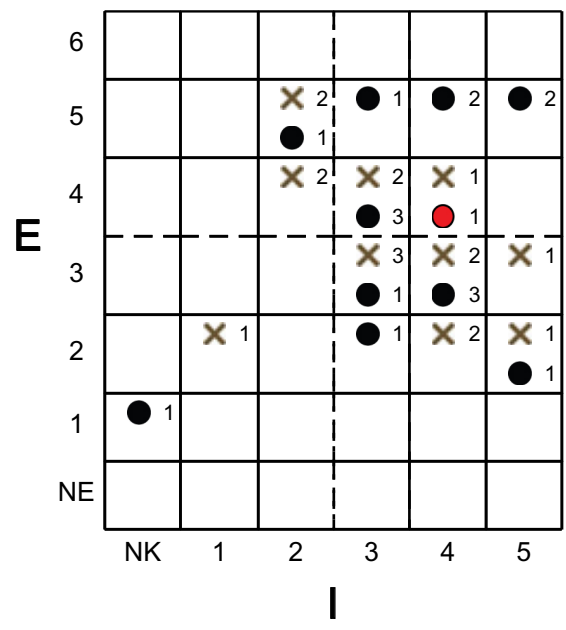
#### Leadership -- Plans and organises then e...



#### Organisational Ability -- Establishes pr...



#### Teamwork -- Fosters an atmosphere of coo...



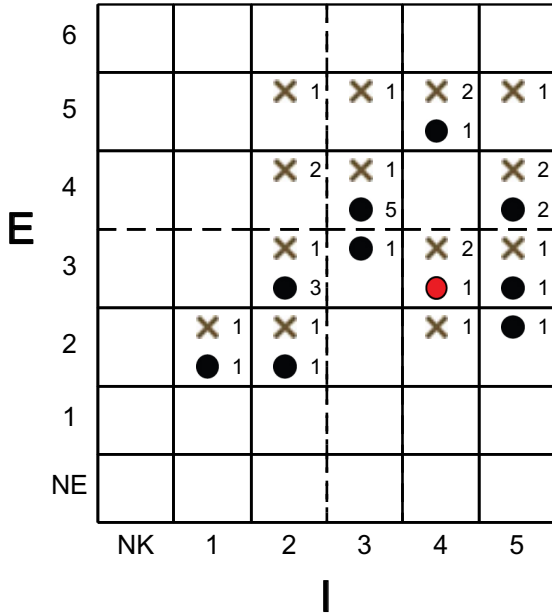
## Group Scattergram

### Self vs Boss (All Candidates)

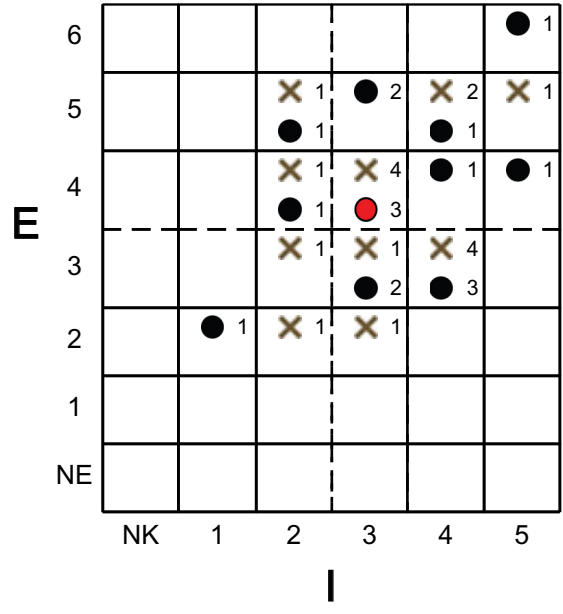
● = Self   ● = Others' Self   ✕ = Observers

E = Effectiveness   I = Importance

#### Communication -- Communicates ideas and ...



#### Creativity -- Generates new ideas which ...



## Group Scattergram

### Self vs Peers (All Candidates)

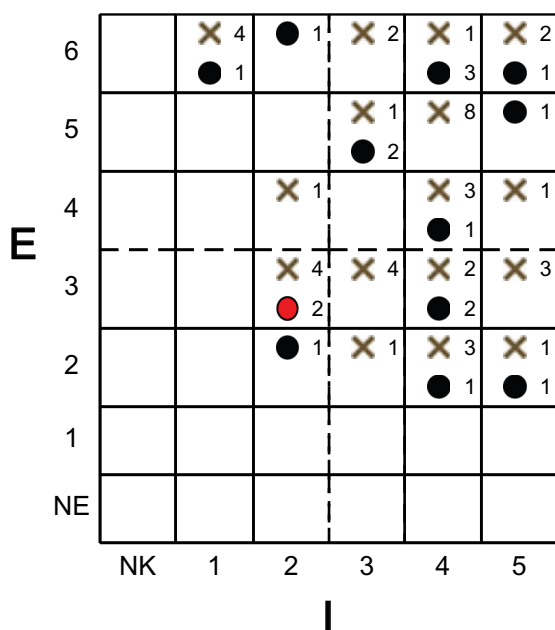
● = Self   ● = Others' Self   X = Observers

E = Effectiveness   I = Importance

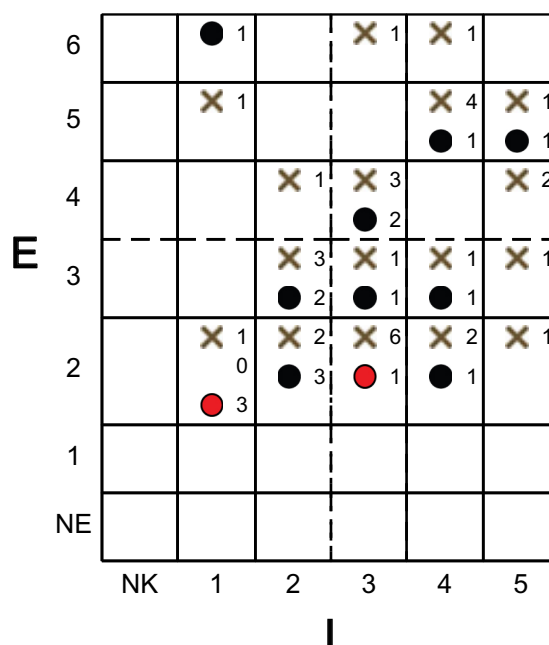
On the tables below your own self score (the red dot) is compared with the self scores from all other participants (the black dots). The number against the black dots indicates how many participants give themselves exactly that score. If there is a red dot inside a black circle with a number 2 it indicates that your own self score and the self scores of 2 other participants are exactly the same.

On the tables below the X shows the Peer scores for all participants. All the Xs are black so your own Peer score is kept anonymous. The number against the X indicates how many Peers give exactly that score.

#### Technical Knowledge -- Demonstrates the ...



#### Financial Responsibility -- Establishes ...



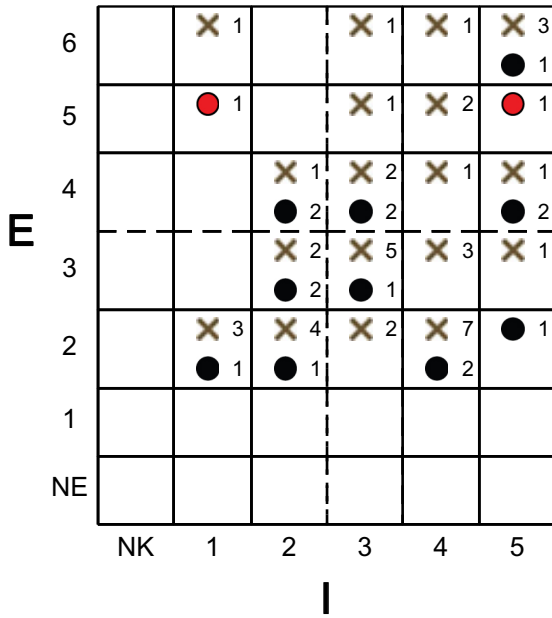
### Group Scattergram

#### Self vs Peers (All Candidates)

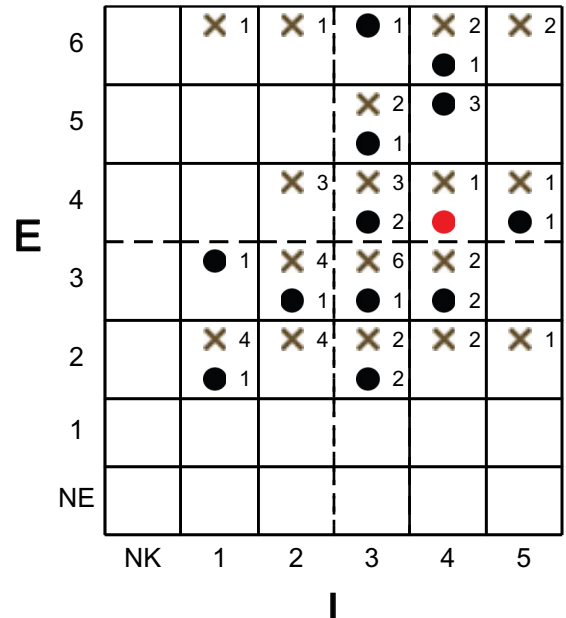
● = Self   ● = Others' Self   ✕ = Observers

E = Effectiveness   I = Importance

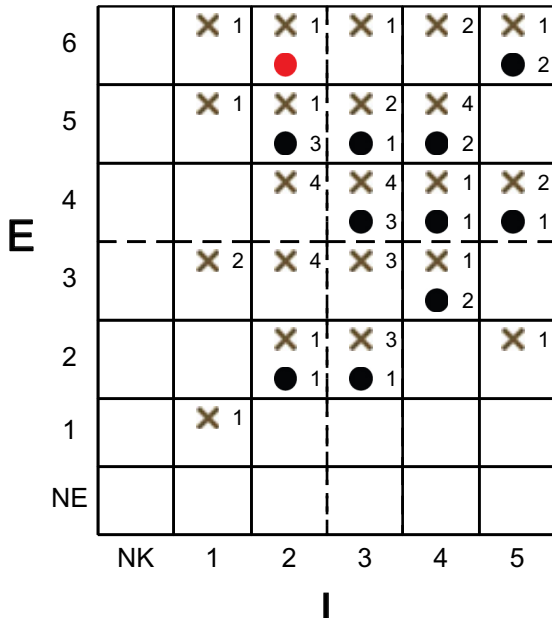
#### Client Service -- Aims for total quality...



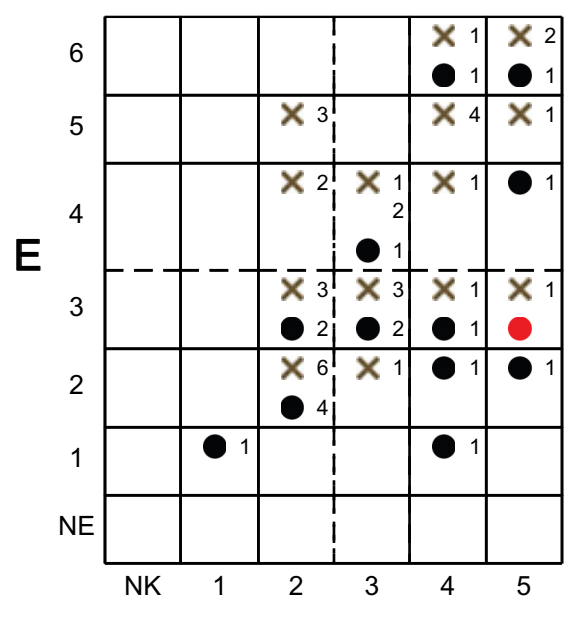
#### Strategy -- Develops workable business s...



#### Decision Making -- Makes judgements and ...



#### Leadership -- Plans and organises then e...



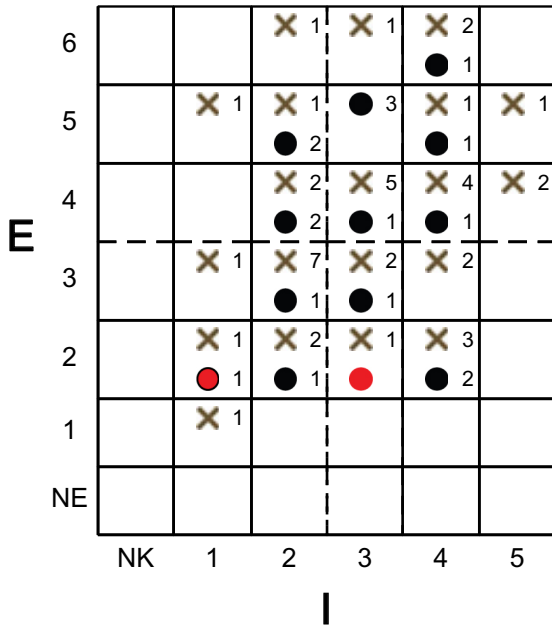
### Group Scattergram

#### Self vs Peers (All Candidates)

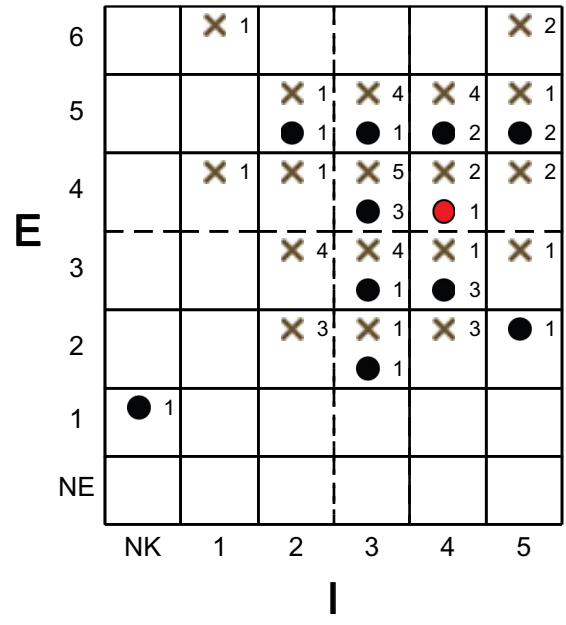
● = Self   ● = Others' Self   X = Observers

E = Effectiveness   I = Importance

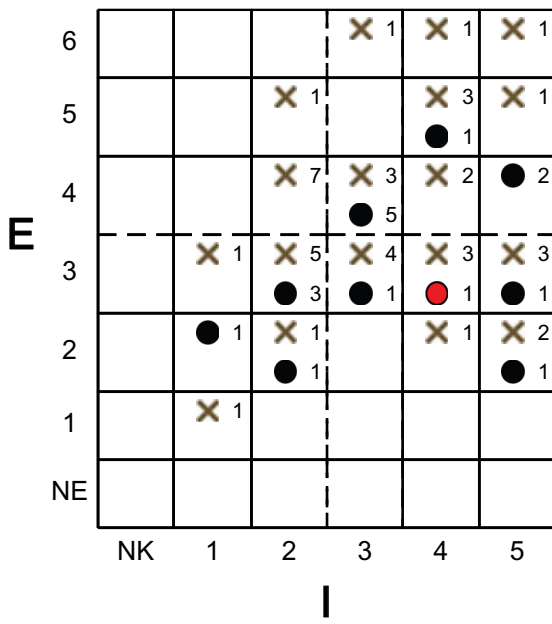
#### Organisational Ability -- Establishes pr...



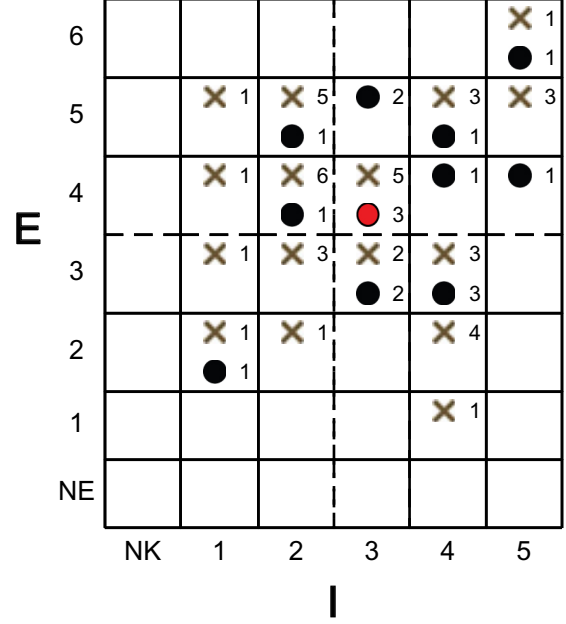
#### Teamwork -- Fosters an atmosphere of coo...



#### Communication -- Communicates ideas and ...



#### Creativity -- Generates new ideas which ...



## Group Scattergram

### Self vs Direct Reports (All Candidates)

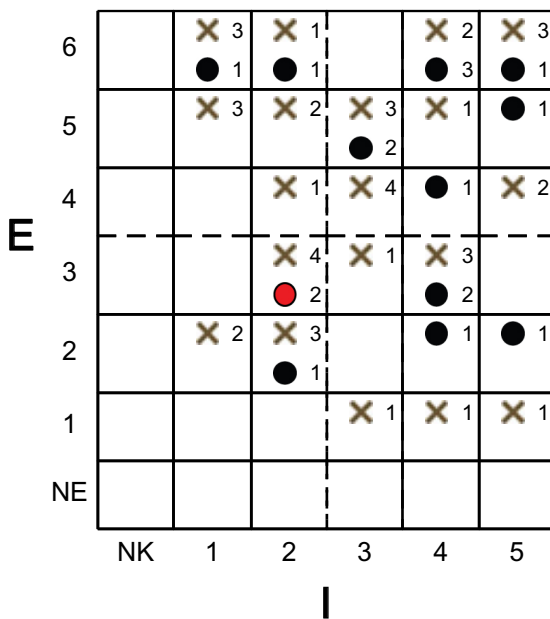
● = Self   ● = Others' Self   X = Observers

E = Effectiveness   I = Importance

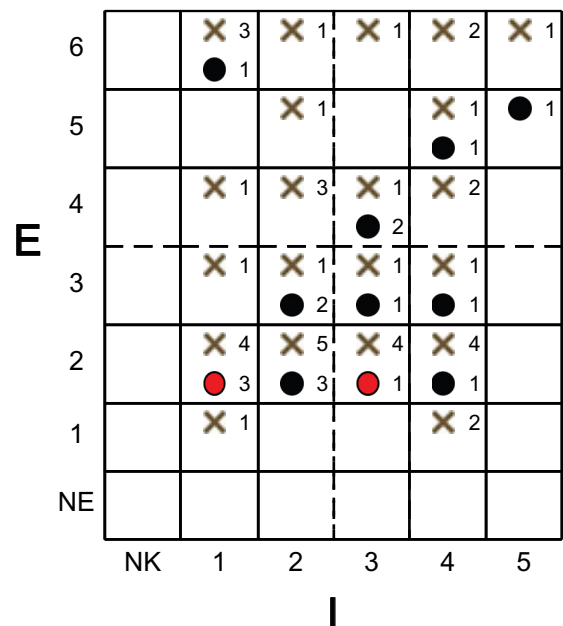
On the tables below your own self score (the red dot) is compared with the self scores from all other participants (the black dots). The number against the black dots indicates how many participants give themselves exactly that score. If there is a red dot inside a black circle with a number 2 it indicates that your own self score and the self scores of 2 other participants are exactly the same.

On the tables below the X shows the Direct Report scores for all participants. All the Xs are black so your own Direct Report score is kept anonymous. The number against the X indicates how many Direct Reports give exactly that score.

#### Technical Knowledge -- Demonstrates the ...



#### Financial Responsibility -- Establishes ...



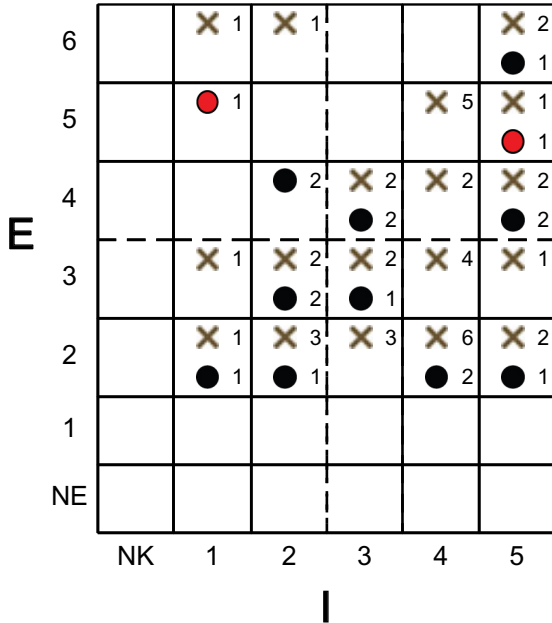
### Group Scattergram

#### Self vs Direct Reports (All Candidates)

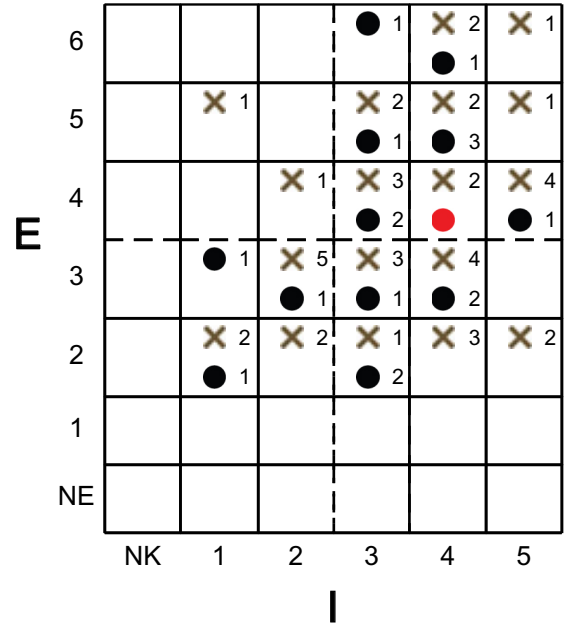
● = Self   ● = Others' Self   X = Observers

E = Effectiveness   I = Importance

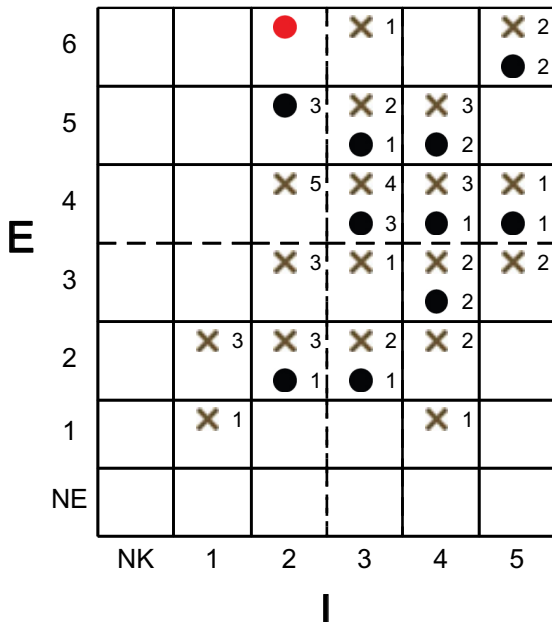
#### Client Service -- Aims for total quality...



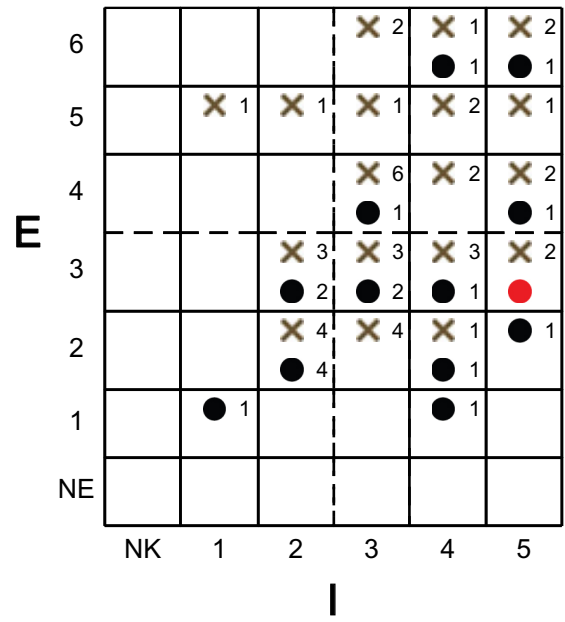
#### Strategy -- Develops workable business s...



#### Decision Making -- Makes judgements and ...



#### Leadership -- Plans and organises then e...



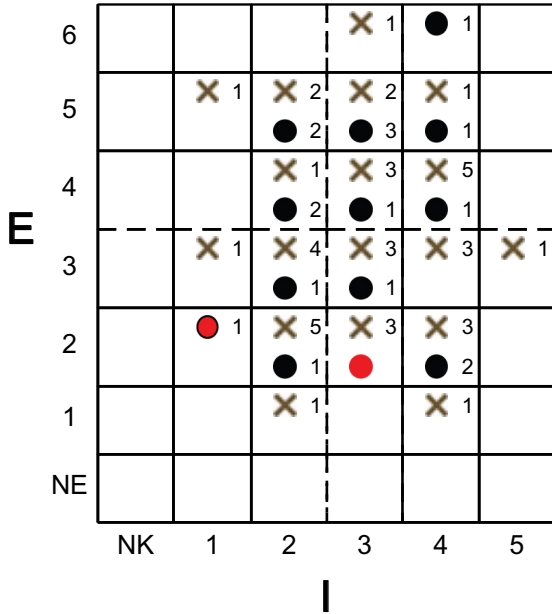
### Group Scattergram

#### Self vs Direct Reports (All Candidates)

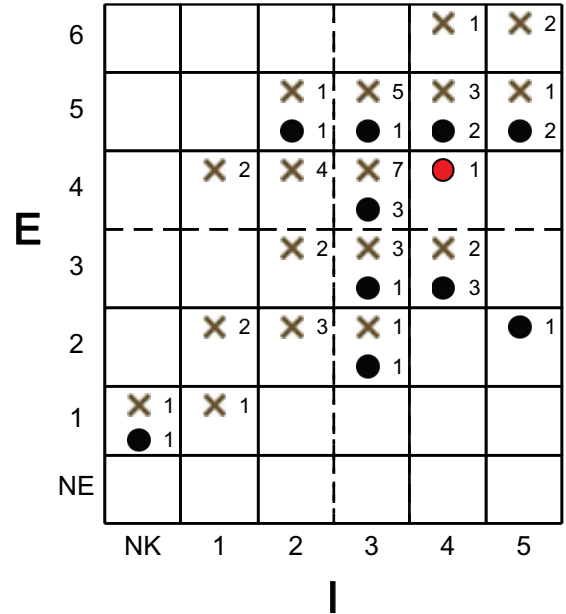
● = Self   ● = Others' Self   X = Observers

E = Effectiveness   I = Importance

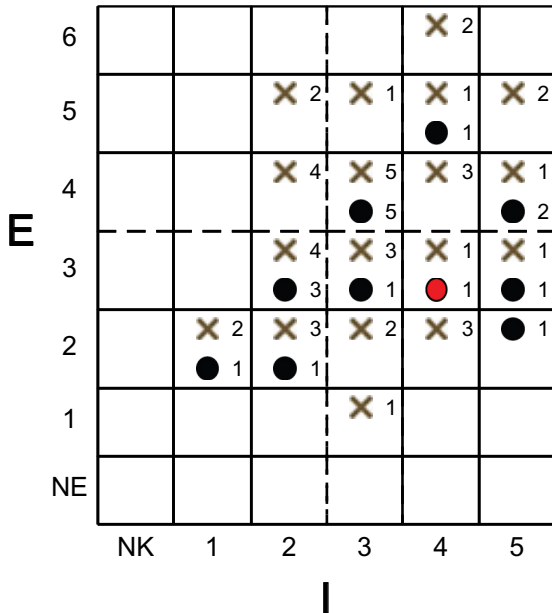
#### Organisational Ability -- Establishes pr...



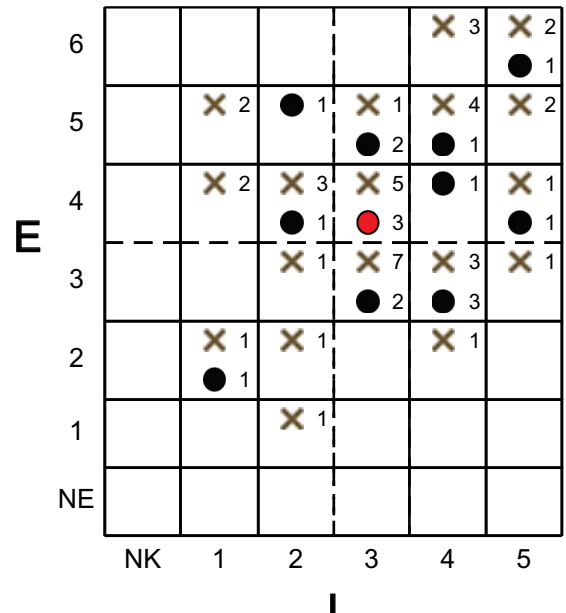
#### Teamwork -- Fosters an atmosphere of coo...



#### Communication -- Communicates ideas and ...



#### Creativity -- Generates new ideas which ...



**Level of Effectiveness - Overall Summary of Individual and Group Scores**

		Self	Boss	Peers	DR	Avg Self	Avg Boss	Avg Peers	Avg DR
1.	Technical Knowledge -- Demonstrates the ...	3	3	3	4	4.2	3.7	4.1	4
2.	Financial Responsibility -- Establishes ...	2	2	3.5	4	3	3.8	3.1	3.3
3.	Client Service -- Aims for total quality...	5	3	3.5	3	3.6	3.2	3.3	3.4
4.	Strategy -- Develops workable business s...	4	3	2.5	2.7	3.8	3.5	3.4	3.5
5.	Decision Making -- Makes judgements and ...	6	4	4.5	4	4.3	3.8	3.9	3.4
6.	Leadership -- Plans and organises then e...	3	2	3	3.3	2.9	4.1	3.8	3.7
7.	Organisational Ability -- Establishes pr...	2	6	5	2.7	3.8	3.8	3.6	3.2
8.	Teamwork -- Fosters an atmosphere of coo...	4	3	2.5	3.7	3.7	3.3	3.8	3.8
9.	Communication -- Communicates ideas and ...	3	4	4.5	4	3.3	3.7	3.6	3.5
10.	Creativity -- Generates new ideas which ...	4	5	4	5	3.9	3.6	3.8	4

**Level of Importance - Overall Summary of Individual and Group Scores**

		Self	Boss	Peers	DR	Avg Self	Avg Boss	Avg Peers	Avg DR
1.	Technical Knowledge -- Demonstrates the ...	2	4	3.5	3	3.3	3.3	3.4	2.8
2.	Financial Responsibility -- Establishes ...	3	2	3.5	4	2.6	3.4	2.8	2.6
3.	Client Service -- Aims for total quality...	5	3	4	3	3.3	3.1	3.2	3.5
4.	Strategy -- Develops workable business s...	4	3	3.5	4	3.2	3.7	2.8	3.4
5.	Decision Making -- Makes judgements and ...	2	4	4	3	3.3	3.1	2.9	3
6.	Leadership -- Plans and organises then e...	5	5	3	4	3.2	3.6	3	3.3
7.	Organisational Ability -- Establishes pr...	3	4	2.5	3.3	2.8	3.3	2.9	3
8.	Teamwork -- Fosters an atmosphere of coo...	4	3	3.5	3	3.7	3.2	3.2	2.8
9.	Communication -- Communicates ideas and ...	4	5	4	2.7	3.3	3.4	3.1	3
10.	Creativity -- Generates new ideas which ...	3	4	2	4	3.3	3.2	2.9	3.2

-- End of Report --