Get your TNA (Training Needs Analysis) done – Why?

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If your organization follows learning strategies with a random approach, you will never get the desired ROI.

This article deals with a systematic and structured approach to save time, energy and investment in the L&D space to produce deterministic growth for your business.

A mid-cap or an MSME organization generally looks at their learning curve connected with crisis scenarios (Re-active) rather than a planned (Pro-active) approach due to various practical reasons.

To cite an example,
- When the overall performance is down,
- When your Client acquisition is poor and sales figures drop,
- When you see manpower attrition is increasingly alarming,

You might come to an immediate conclusion that let us seek support from soft skill trainers to motivate people, send people for Outbound training programs, hire a consultant to address the crisis situation.

They don't carry a magic wand to turn around your crisis situation instantly. Even an Instant coffee like BRU brand requires months of preparation at the factory before it reaches out to the outlet to serve the customers.

Do you think that this strategy of instant approach to train employees ever worked except for some momentary satisfaction both for HR and management?

Does it really impacts your business positively and addressed the need for which this decision is taken?

Do you believe that randomized training programs ever created the desired outcome?

CFO's and teams know it better!

Though it can create a visible surge that happens in the minds of people and in the organization, essentially, it is related to Feel-Good-Factor (FGF) for employees. It actually does not get transpired to expected business ROI as a long term strategy. *Hence the trainers in the training industry have their own challenges to convince the client to avail their repeated programs which is a different subject altogether.*

Let's look at Why?

Industry leaders in the business world both in domestic and international brands operate with models, theories and principles and just not DATA (you may be surprised but a completely new dimension can be provided on request as this is another huge topic to be explored!) alone before they implement any newly defined process.

There is a valid reason for every decision they take to construct their businesses. Every decision is taken with proven tools and techniques and best of the brains work round the clock to launch it prudently. If they don't adhere the policy and the wrong corporate governance can even destroy the brand loyalty and the whole business will come to a grinding halt at some point in time.

Never assume that just because the business is growing it cannot stop performing, it is growing may be due to external conditions and environment too with due respect to the success principles that the organization follows.

However, the **Predictability and Deterministic** approach can help the entrepreneur and C-Suite leaders to be assured of their decision with data and models to prove than regret later that we should have done it. The business should have or could have or must have done are the analysis of our mistakes in the past after the event has happened.

Enterprises and brands like ICICI Bank or HDFC Bank or take Domino Pizza or McDonald's for an example. Look at the way, how they on-board their employees and customers and take them through the voyage of organization experience until they exit from the particular transaction or relationship.

The robust systems and processes are well defined and millions of employees and customers around the world are experiencing a day in and day out with high standards and uniformity in experiencing the highest quality at work and business. When the process gets involved, training becomes part of the process and not an ad hoc anymore. Here the role of PMS plays a vital aspect. (PMS denotes here **Performance Management System).**


The higher-level engagement or brainstorming sessions always been to look at the Problem statement strategically instead of gate crashing to address the operational issues superficially and create some visibility of having accomplished something which has no rationale behind.

Short circuit leaders do often this and they hop one organization to another organization and several organizations have failed by looking at their articulation and management jargon superficially and place them at higher positions in the organization with FAT CTC.

Unfortunately, the Promoter (a technopreneur) run organization succumbs to bad experience of wrong hire and pay huge price for their decision later. This is also one of the reasons why they are unable to sign up with even a well-oiled Consulting Companies who put forth their strategies candidly to bring the transformation in the business. But once bitten; twice shy approach (not many can bounce back with corrective actions) defers the management decision but by the time business takes a whole new shape either way. This is a hard fact reality in the industry.

Here the key aspect to employee and customer experience is based on how well the employees are first trained to handle the well-defined process established by the organization.

Here the truth of TNA – Training Need Analysis plays a pivotal role which is the core topic of this article. However, to connect dots are paramount important to logically conclude the importance of TNA.
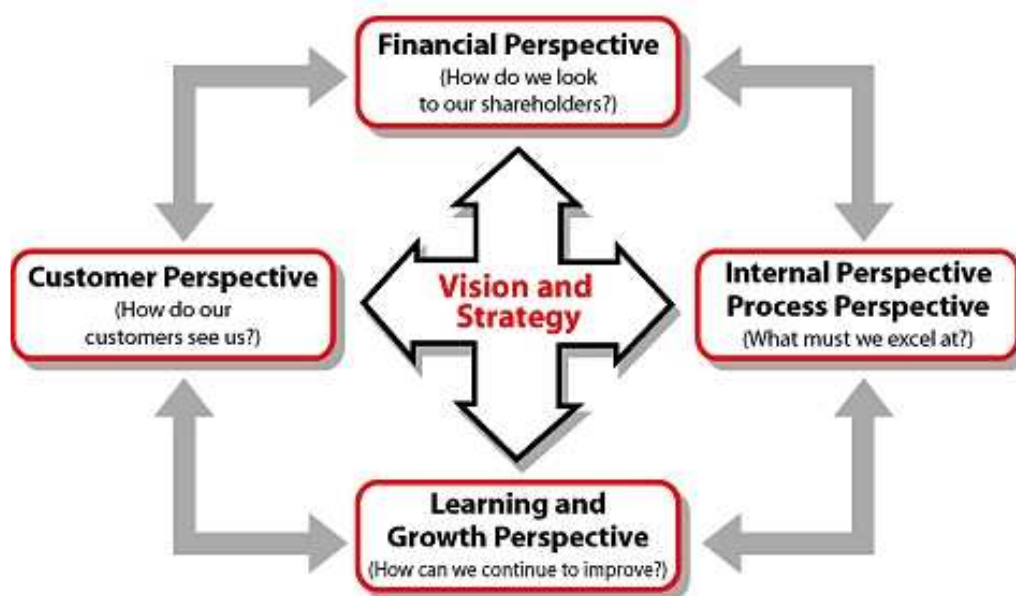
What is the way forward?

After viewing the above image of the PMS cycle, keep these questions in mind and read on.

1. What is your business vision and strategy which connects dots like Learning and Growth Perspective, Process Robustness both internal and external, Customer satisfaction/perspective and ROI i.e. Financial Perspective?

2. Are your employees empowered with the Business Process and Life Cycle of your Business and Client on boarding?

3. Do you have standard SOPs for each function and Roles and Responsibilities for employees?

4. Do you have a scientific way to measure why certain processes or departments and people fail to achieve their targets?

5. What is your typical approach to fixing the issue?

If your business objective is not clearly articulated to employees, each one will work as they perceive and feel right rather than how should they perceive it and align with the objective of the organization and promoters. **TNA here is, Training on Induction.**

Jobs and position-wise metrics are the vital parameters to identify the TNA prudently.

If your teams are unaware of the business life cycle to be followed, **TNA here is Training on Functional Training Program**

If your team members work out of scope and random reporting and lot of confusion in the system which affects your productivity and customer dissatisfaction, **TNA here is, Training on Process like dept. SOPs and individual R&R.**

If your team does not adhere to the Customer Perspective life cycle and process to be followed, **TNA here is Training on Market expectations from our Employees who are on the field both sales and service.**

Training Need Analysis (TNA) comprises just not behavioural or soft skills, technical skills or functional skills but it is 360 Degree approach to cover the depth of the need aligning with the vision of the organization. The time to time validations, course corrections to the yearly and quarterly performance of the teams involved. This requires a seasoned and matured set of professionals to help HR and carve out the Learning and Development. Establishing L&D is the hallmark of this exercise.

Special Note: Competency mapping is one of the major criteria to be well structured. This is connected to the entry point of getting Mr.Right at the recruitment level.

I am confident that entrepreneurs and c-suite leaders, HR heads and start-up ventures can seriously look into the "Strategic Intent" of this article and explore for a Pro-active TNA model with best practices to grow your entity more predictable and deterministic in nature.

Best Wishes for all your endeavours in the coming years. Stay connected.

Images Source: Google Search

About the author

M.K.Anand is a Co-founder and Strategic Business Advisor from See Change Consulting, Chennai. 360 Degree Training, Coaching and Turnaround Consulting are the prime services of See Change Consulting Since 2002. More can be found in www.seechangeworld.com

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His Social objective is to ignite Youngsters/Professionals and make them understand their true inner potential to develop strong belief in "Self Dependence" and "Willingness" to achieve their aspirations.

Active member (Abhyasi – Heartfulness Trainer) of Heartfulness Institute (Sahaj Marg) under the guidance of the guide Shri Kamlesh D Patel fondly known as Daaji worldwide. Heartfulness is a non-profit international spiritual organization whose sole purpose is to offer spiritual services to interested seekers in the form of Sahaj Marg system of Raja Yoga Meditation to attain the goal of human life in this life time.