FREE PACK · INSIGHTS

Training needs analysis worksheet and feedback form

Four steps to test a training request, an evaluation plan across Kirkpatrick's four levels, and a workshop feedback form that looks past the happy sheet.

Needs analysis worksheet

Request, in the words it arrived	Requested by	Decision-maker	Date

Step 1 – The current state

The business issue
In results, not "they need training in..."

How long, and how widespread?
Since when? How many people, which teams?

Evidence, not opinion
Data, complaints, feedback, observation

Cost of not solving it
Money, customers, people, risk

What has been tried already, and what happened?

Step 2 – The desired state

Three wishes
If this were solved, what would people be doing differently? What would you see, hear or measure?

The measure we will use, and its value
This becomes your evaluation at levels 3 and 4

Step 3 – The root cause

Possible cause	Test question	What we found, and how we know
Knowledge	Do they know *what* they should be doing, and to what standard?	
Skill	Do they know *how* to do it? Have they ever done it well?	
Attitude or belief	The £1m question: if you offered them £1m to do it tomorrow, could they? If yes, this is not a skill gap.	
Environment	Are expectations clear? Is the right thing rewarded? Do they have the time, tools and priorities to do it?	

Training can fix skill, and sometimes knowledge. It rarely fixes attitude and never fixes environment.

Step 4 – Choose the intervention and how you will evaluate it

Intervention	Timing and resources	Who will reinforce it afterwards?

Level	What we will measure	When	Who
1 Reaction	Feedback form (overleaf)	End of session	
2 Learning			
3 Behaviour			
4 Results			

Decision

Go / go with changes / not training: what instead?

Workshop feedback form

Session	Date

Circle one: 1 = strongly disagree, 5 = strongly agree.

Using it	1	2	3	4	5
I know what I will do differently as a result of today	1	2	3	4	5
I could see how to use this in my own work	1	2	3	4	5
I will get the chance to try it within the next month	1	2	3	4	5
Learning	**1**	**2**	**3**	**4**	**5**
I was stretched, not just told things I already knew	1	2	3	4	5
I feel more confident in this area than when I arrived	1	2	3	4	5
Design	**1**	**2**	**3**	**4**	**5**
The mix of input, discussion and practice suited me	1	2	3	4	5

The one thing I will do differently, and when I will start

What might get in the way?

What would you change about the session?

Follow-up at six to eight weeks, with your manager: what have you done differently since, and what difference has it made?

Does any of this sound familiar?

The organisations we work with rarely come to us asking for a survey. They come with something that is costing them money, time or people. These are the ones we hear most often.

MAKING MONEY

"We hire well on paper and still get it wrong in the role."
Personality, leadership and competency assessment matched to the job, so interviews test what matters and offers go to people who will perform. (FindingPotential)

"Our best people leave and we only find out why afterwards."
Exit intelligence in the leaver's final weeks: what was avoidable, who would come back, and what to change first. (LastOpinion)

"Leaders get feedback once a year and nothing changes."
Forward-looking 360 feedback that lands as development rather than judgement, with the actions built in. (FeedForward)

SAVING MONEY

"Too many new starters are gone inside a year."
New-starter surveys at the points the first-year leak opens, so you act at three months instead of reading about it at exit. (OnBoarder)

"References take weeks and tell us nothing."
Automated referencing with questions that predict, most returned within 48 hours. (ReferenceExpert)

"We run an engagement survey and the results sit in a drawer."
Engagement reporting down to team level in plain English, with the three moves each team's own people chose. (WinningFormula)

SOLVING PROBLEMS

"The board wants evidence on culture, conduct and speaking up."
A confidential always-on channel and a harassment-prevention audit that give you the evidence before a regulator asks for it. (SafeSpace)

"We publish an inclusion statement and cannot show whether it is true."
Inclusion measured at every stage from hire to exit, so you can see where the experience differs and act on it. (ED&I)

"We have the data and cannot turn it into a decision."
Twenty years of UK benchmark data and analysts who turn results into a board paper, not a dashboard. (Workforce intelligence)

Who we are

great{with}talent is a UK workforce-intelligence consultancy, founded in 2003. We help organisations hire better, keep people longer, improve leadership, strengthen inclusion and reduce workplace risk, with a connected set of tools that turn employee data into clear, fast action across the whole employee lifecycle. Independent, GDPR-compliant and Cyber Essentials certified, hosted on Microsoft Azure.

Not on the list? It will not always be. If you are working on something you think we might be able to help with, drop us a note describing what you are trying to do and we will come back to you.

On the list or not, let's talk.

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