



Training Needs Analysis Questionnaire For Managers

Team Leading

- 1) Is viewed as a “leader” rather than “one of the team”
- 2) Provides clear direction to others
- 3) Delegates well
- 4) Ensures that work is fairly allocated across the team
- 5) Supports others to achieve their objectives
- 6) Motivates people to do the best they can
- 7) Develops productive working relationship with others
- 8) Monitors the progress of work
- 9) Effectively deals with performance issues
- 10) Motivates people to do the best they can
- 11) Provide regular constructive performance feedback to others

Personal Effectiveness

- 1) Demonstrates the knowledge and understanding needed to do the job
- 2) Regularly reviews own performance against their objectives
- 3) Takes personal responsibility for making things happen
- 4) Makes the best use of available resources
- 5) Manages their time well

Communication

- 1) Tailors communication in terms of both message and delivery to the audience
- 2) Has open lines of communication throughout their team
- 3) Has processes in place to identify their staff’s needs
- 4) Actually provides their staff with the information that they need
- 5) Makes complex things simple for the benefit of others
- 6) Keeps people up to date with information
- 7) Show sensitivity to their team’s needs and interests and manages them effectively
- 8) Presents information clearly, concisely, accurately and in ways that promote understanding
- 9) Show empathy with others’ needs, feelings and motivations and takes an active interest in their concerns

People Development

- 1) Believes in developing their people
- 2) Seeks ways in which to develop their people
- 3) Creates a working environment that encourages continuous learning
- 4) Works with others to identify their development needs
- 5) Supports the development of others
- 6) Supports others to take responsibility for their own development





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Effective Meetings

- 1) Prepares well for meetings
- 2) Leads effective meetings
- 3) Ensures time in meetings is well spent
- 4) Makes a valuable contribution to meetings
- 5) Builds on the contributions of others

Decision Making

- 1) Is not scared to make a decision
- 2) Is someone to go to when a decision needs to be made
- 3) Takes tough decisions in absence of complete data
- 4) Makes unpopular decisions when necessary
- 5) Makes sound decisions
- 6) Communicates the reasons why behind decisions
- 7) Weighs up the pros and cons before making a decision

Customer Focus

- 1) Understands the needs and expectations of their customers
- 2) Puts the customer at the forefront of their teams goals and activities
- 3) Looks for ways to improve customer service
- 4) Takes action to improve customer service before complaints arise
- 5) Treats complaints as opportunities to improve service
- 6) Attempts to resolve customer complaints and problems immediately whenever possible

Continuous Improvement

- 1) Ensures others produce high quality work
- 2) Promotes a drive for quality within their area
- 3) Is supportive of organisational change in relation to customer service improvements
- 4) Creates a team environment that encourages innovative thinking
- 5) Looks for better ways of doing things (improving processes, systems, products etc)
- 6) Supports others to implement improvement ideas

