# 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

## 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

## 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

## 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
### 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

### 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

### 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

### 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