

Closing the Performance Gap – The Relevance of TNAs



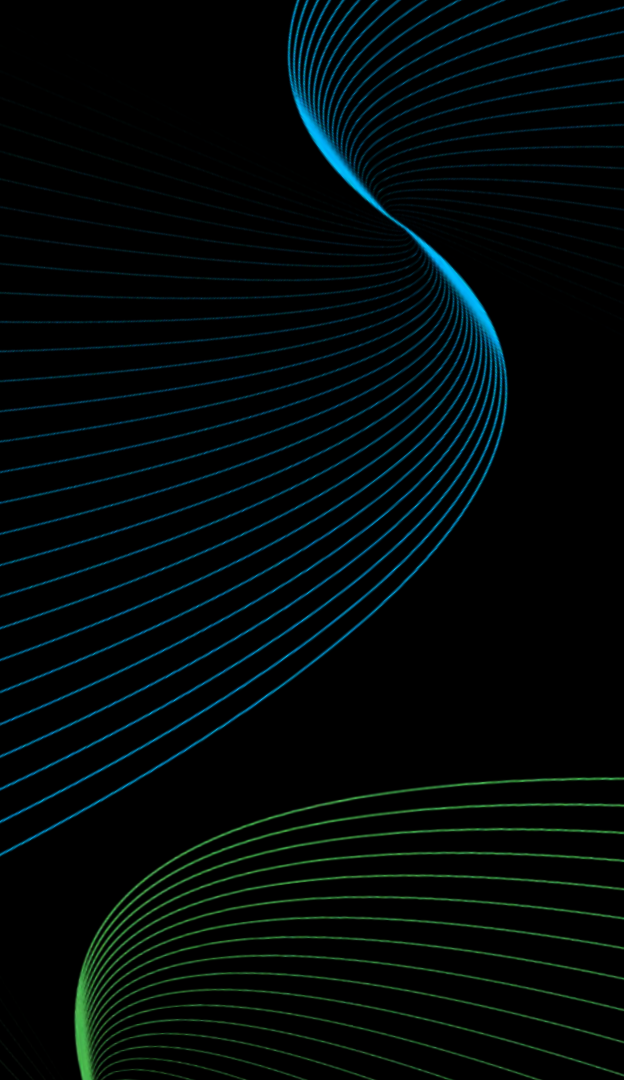
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HR Evolve

Workshop Overview

This workshop will cover the following:

1. Understanding Performance Gaps
2. The Role of Training Needs Analysis (TNA)
3. Practical Applications of TNA



“A performance gap is the difference between current and desired performance levels. The term is used to highlight discrepancies between how an individual is performing in relation to the overall performance objectives of an organization.”

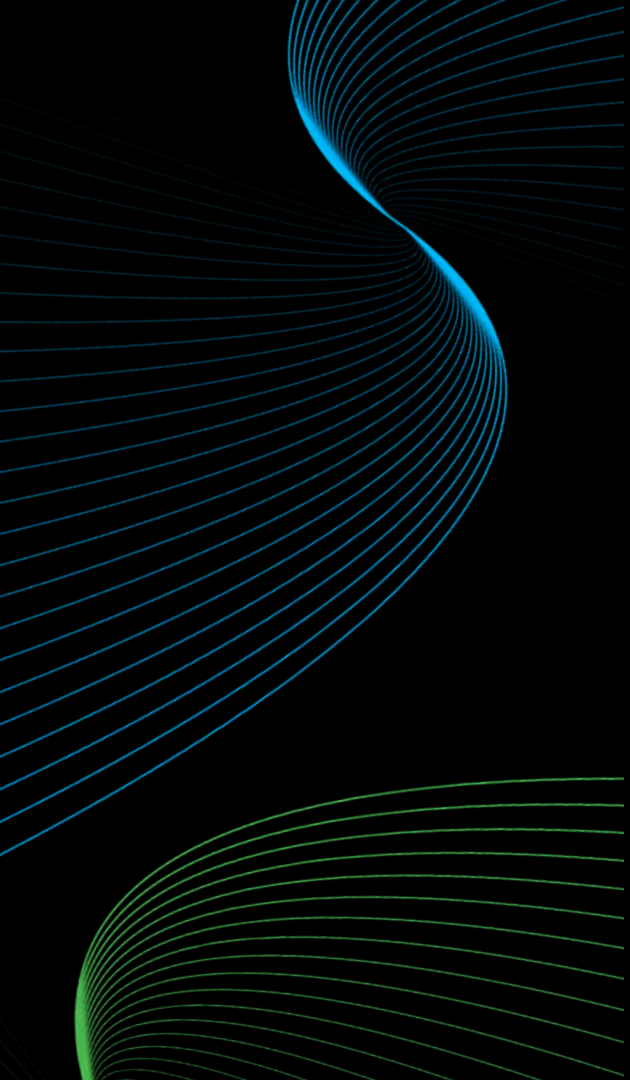
Factorial HR

performance
/pə'fɔ:məns/

Noun:
the action or process of performing a task or function

accountable
/ə'kaʊntəbl/

Adjective:
Responsible for giving an account (as of one's acts)

The background features decorative wavy lines on the left side. The upper portion consists of blue lines that curve and flow downwards. The lower portion consists of green lines that also curve and flow downwards, appearing to continue from the blue lines. The lines are thin and closely spaced, creating a sense of motion and depth.

“What gets measured, gets managed.”

Peter Drucker

Why is it critical for businesses to measure performance gaps?



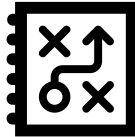
Maximises organisational performance



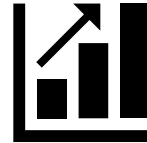
Improves employee engagement and morale



Increases ROI in training



Aligns with business strategy



Fosters a culture of continuous improvement



Prevents longterm issues

Examples of performance gaps



Skills gap



Knowledge gap



Behavioural gap

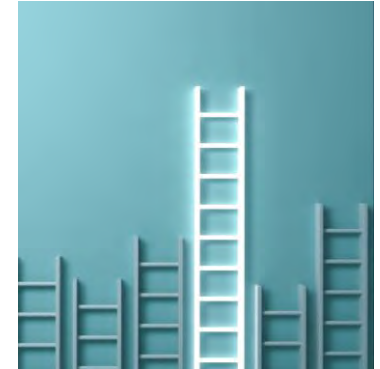
Root causes of performance gaps



Lack of skills or
knowledge



Inadequate
resources or tools

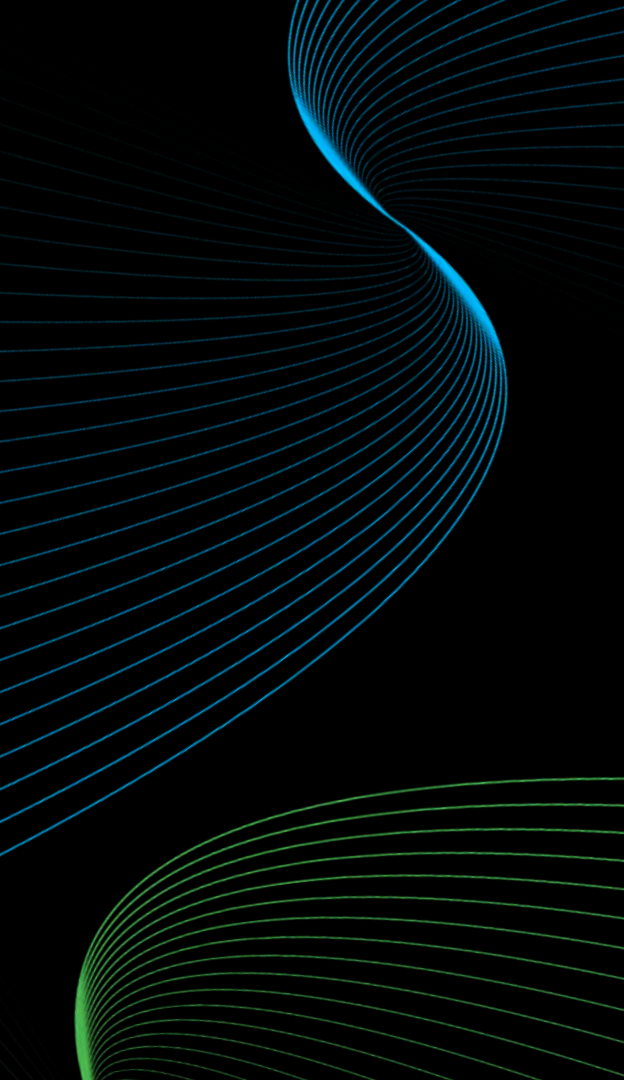


Unclear
expectations or
goals

But it can
also be...

The lack of the use, and implementation, of a
Training Needs Analysis

What is a TNA?



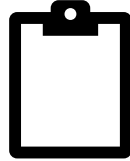
“Training Needs Analysis (TNA) is the process in which the company identifies training and development needs of its employees so that they can do their job effectively. It involves a complete analysis of training needs required at various levels of the organisation.”

The Economic Times

How frequently does your organisation formally conduct skills assessments to identify gaps and training needs?



You can use:



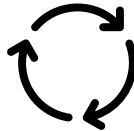
Surveys and
questionnaires



Observations



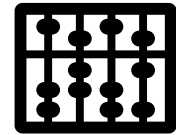
Performance data
analysis



360 feedback



Job task analysis



Competency
frameworks

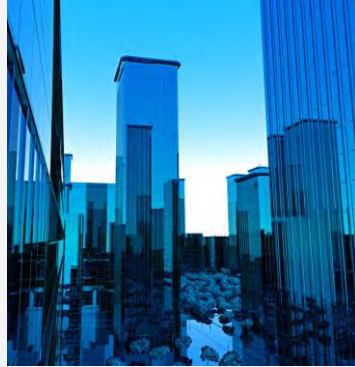
These are just a guide

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Your TNA Framework

- McGhee and Thayer's Three-Level TNA Framework
- Kaufman's Five Levels of Needs
- ADDIE Model
- Competency-Based TNA Framework
- Organisational, Operational, and Person (OOP) Analysis
- RAM Approach (Results, Activities, Measures)
- Six Box Model by Gilbert

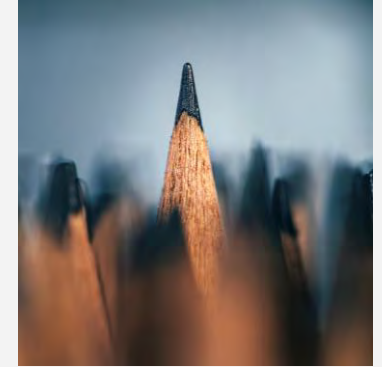
Framework for conducting TNAs - McGhee and Thayer's Three-Level TNA Framework



Organisational Level:
Aligns training needs
with business goals



Task Level: Identifies
the specific tasks
where performance
gaps exist



Individual Level:
Assesses the skills
and knowledge of
individuals

Activity: Conduct a mini TNA

Activity (5 minutes, in twos)

Case Study: A sales team is underperforming despite having the necessary product knowledge.

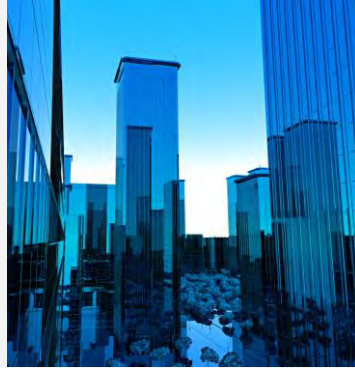
Instructions: Work in pairs to identify potential causes of this performance gap and suggest how a TNA could address the issue.

Actionable steps for applying TNAs

Key steps for applying TNA in your organisation:

1. Define business objectives.
2. Identify performance gaps.
3. Conduct a TNA at organisational, task, and individual levels.
4. Implement training solutions that align with organisational goals.

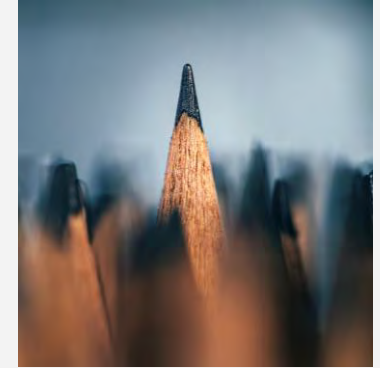
Key Takeaways



TNAs are crucial for identifying whether training is the right solution to a performance gap



Conducting a thorough TNA can improve organisational performance by targeting the right issues



Align TNAs with business goals for the greatest impact

Thank you

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