

ENTERPRISE PULSE



Training Needs Survey needstest Gender report

Total Number of respondents: 50

Friday, April 23, 2004



Introduction

This summary report presents the organization's aggregated results from the Enterprise Pulse™ - Training Needs survey. Your organization's results are presented graphically in a number of ways, which reveal whether training or development was seen to be 'Needed' or 'Not Needed' on an overall basis. In this case 'Not needed' means that employees felt that there would be little or no benefit to them in participating in training or development effort in a given category (or may even mean that they believe that too much effort has already been invested in this area). 'Needed' means that employees felt that participation in some or potentially a considerable amount of training or development effort would be beneficial in a given category.

This summary report also details the aggregated feedback results for each of the twelve categories measured in the Enterprise Pulse™ - Training Needs survey, and each of the individual questions that comprise the survey instrument (72 in total).

When looking at your organization's results, it is important to understand that people may have a wide range of opinions or views, which reflect their personal perspective at the time. All of this input needs to be judged in accordance with the particular needs and prevailing goals of the enterprise and by using the data input offered by individuals as part of the future planning process.

In broad terms, this Summary Report contains the following:

- An introduction to the importance of rigorously and systematically gathering people's opinions on their personal training needs and acting on the results (whatever they may be).
- Your organization's graphic profiles plus supporting statistical summary
- A report that summarizes results at individual question level
- Brief action intervention suggestions to provide ideas on what you may like to consider in general training or development terms for each of the four key training clusters. These ideas are intended to help in the process of evolving the most appropriate training or development plan given the collective input from individuals via the Enterprise Pulse™ survey and the overall development goals/strategies of the organization as whole. Hence, we advocate that a "top down" or management led Training Needs analysis exercise is just as important and should ideally be carried out at the same time so as to be able to review the entire picture at once.

We hope that this report will be a powerful tool in your training action-planning process. Thank you for participating in the Enterprise Pulse™- Training Needs survey.

The importance of gathering and acting upon Employee Opinions and Feedback

Every organization, however large or small it may be, will have a range of underlying opinions or attitudes held by the members of the enterprise as they relate to their individual training and development needs in order to perform their existing role more effectively in the future.

Some training needs are obvious or simple to determine without the widespread input of individuals (and may, in fact, be prescribed by a management led needs analysis exercise). However, many training or development needs are not so visible and in fact may only be discoverable by asking the individual to determine his or her own needs.

Whether individual training requirements are open or not, the more people's views on their own potential development needs can be understood, the more the organization can take account of its employee feedback in its future planning. In this way, the majority of people are likely to feel more positive about the training programs that are offered and generally feel more involved in the process. The Enterprise Pulse™-Training Needs Survey offers a quick and simple to use 'bottom up' process for diagnosing the common development needs of entire groups of people (and small teams through demographic analysis).

The importance of careful and incisive diagnosis cannot be emphasized enough. Doctors routinely make diagnostic judgements prior to prescribing a course of treatment. As the situation changes, they also recognize that the treatment may need to change also. In order to carry out their diagnosis task accurately, doctors have to use a systematic, ordered, rational and fully repeatable process (taking the temperature, feeling the pulse, listening to the heart etc). In exactly the same way, an organization needs a systematic, ordered, rational and fully repeatable process to take the organizational 'temperature', feel the organizational 'pulse', and listen to the organizational 'heart'. Then, and only then, can we prescribe the course of treatment to deal with any ailments and optimize future performance.

The Enterprise Pulse™ -Training Needs Survey is a highly systematic diagnostic process, based on over two years of research in over 30 organizations in Australia, the United Kingdom and the United States. It uses 72 questions to focus on four clusters that are seen to be critical to effective organizational performance and development success. The survey measures each of these four key training and development clusters in three sub categories per cluster (making twelve sub categories in total). These four clusters and the twelve sub categories are detailed overleaf.

The Enterprise Pulse™

-Training Needs survey sub category definitions

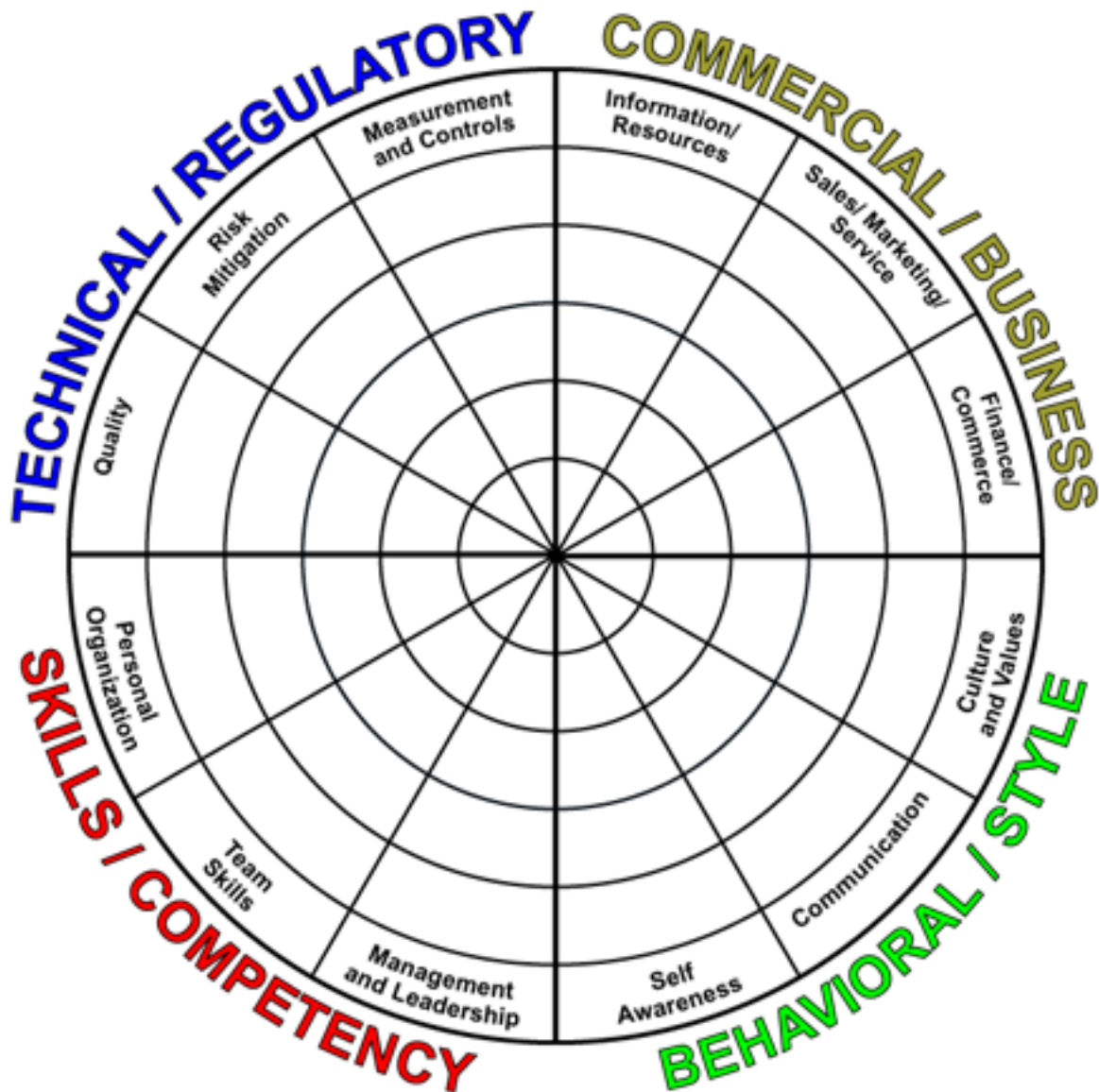
Many years of progressive research have indicated that high organizational performance and success in terms of Training and development strategy are significantly based on four major developmental clusters. These are as follows:

The organization needs to provide training and development in:

- Technical and Regulatory areas in order to ensure that individuals and teams understand the major processes by which work gets done, how they are best controlled, and how risk is determined and managed.
- Commercial/Business areas in order to ensure that individuals and teams have a sound appreciation of how and why customers buy from the enterprise (including the levels of service they require) and learn how the whole organization can operate in an intelligent and commercially sound/profitable manner.
- Behavioral/Style areas in order to ensure that individuals and teams have high levels of awareness about themselves (in temperament, preferences and values terms) and the organization as a whole (in cultural terms) and to then use this knowledge to communicate clearly and concisely at all levels as needs demand.
- Skills/Competency areas in order to ensure that individuals and teams are personally and collectively well organized and that those appointed to leadership or management positions have the skills they need to provide sound direction for others.

The Enterprise Pulse™ -Training Needs survey sub category definitions

The four clusters are shown in the circular diagram below, together with the three individual sub-categories that comprise each cluster. The Enterprise Pulse™ -Training Needs survey asks questions about people's needs in each of these twelve sub-categories to create a rich and meaningful analysis and output report.



The Enterprise Pulse™ -Training Needs survey assumes that a developmentally committed organizational culture should be looking to create high levels of efficiency and effectiveness in all four training clusters (and therefore all twelve sub-categories). This means ensuring that people assess their own needs by rating personal training requirements as near to the outer layers of the above wheel as possible. We therefore need to understand these twelve sub categories in greater detail.

Technical/Regulatory Training

How individuals and teams understand the major processes, by which work gets done, the ways in which they are best controlled, and how risk is determined and managed.

The three sub categories of Technical/Regulatory Training Needs are:

Quality

Investing employees with an understanding of major processes and how those processes can be managed and controlled to ensure that a high-level quality performance is constantly achieved.

Risk Mitigation

Investing employees with an understanding of the major risks that needs to be assessed and ways in which they can be successfully managed or controlled.

Measurement and Controls

Advising employees of operational frameworks, controls and measurement systems and of their role in ensuring the overall quality of on-going performance.

Commercial/Business Training

The extent to which individuals and teams develop a sound appreciation of how and why customers buy from the enterprise (including the levels of service they require) and learn how the whole organization can operate in an intelligent and commercially sound/profitable manner.

The three sub categories of Commercial/Business Training are:

Information/Resources

Investing employees with an understanding of the major information sources and systems that exist, how those systems work and how information is created and shared, as well as how to access information, as it is needed.

Sales/Marketing/Service

Investing employees with an understanding of the customers of the enterprise (and their different needs) and how to provide sales and services to them in a consistently high quality manner.

Finance/Commerce

Equipping employees with awareness and understanding of major strategic, financial and commercial goals as well as the need for organizational assets and projects to make an appropriate return.

Behavioral/Style Training

How individuals and teams develop awareness about themselves (in temperament, preferences and values terms) and the organization as a whole (in cultural terms) and to then use this knowledge to communicate clearly and concisely at all levels as needs demand.

The three sub categories of Behavioral/Style Training are:

Self awareness

Helping employees to achieve a better understanding of their own internal temperament, values and style, in order to more effectively address personal development needs and leverage strengths, given the organizational culture.

Communication

Equipping employees with an awareness and understanding of the variety of effective and ineffective communication behaviors in a wide array of situations and circumstances.

Culture and Values

Clarifying the overall culture and values that are considered to be important and helping employees to assess whether their personal values and goals are aligned to those of the organization and identified areas requiring change.

Skills/Competency Training

How well people are personally and collectively organized and the extent to which those that are appointed to leadership or management positions have the skills they need to provide sound direction for others.

The three sub categories of Skills/Competency Training are:

Personal organisation

Helping employees to achieve a greater appreciation of how to become better organized and more effective in carrying out work more efficiently.

Team skills

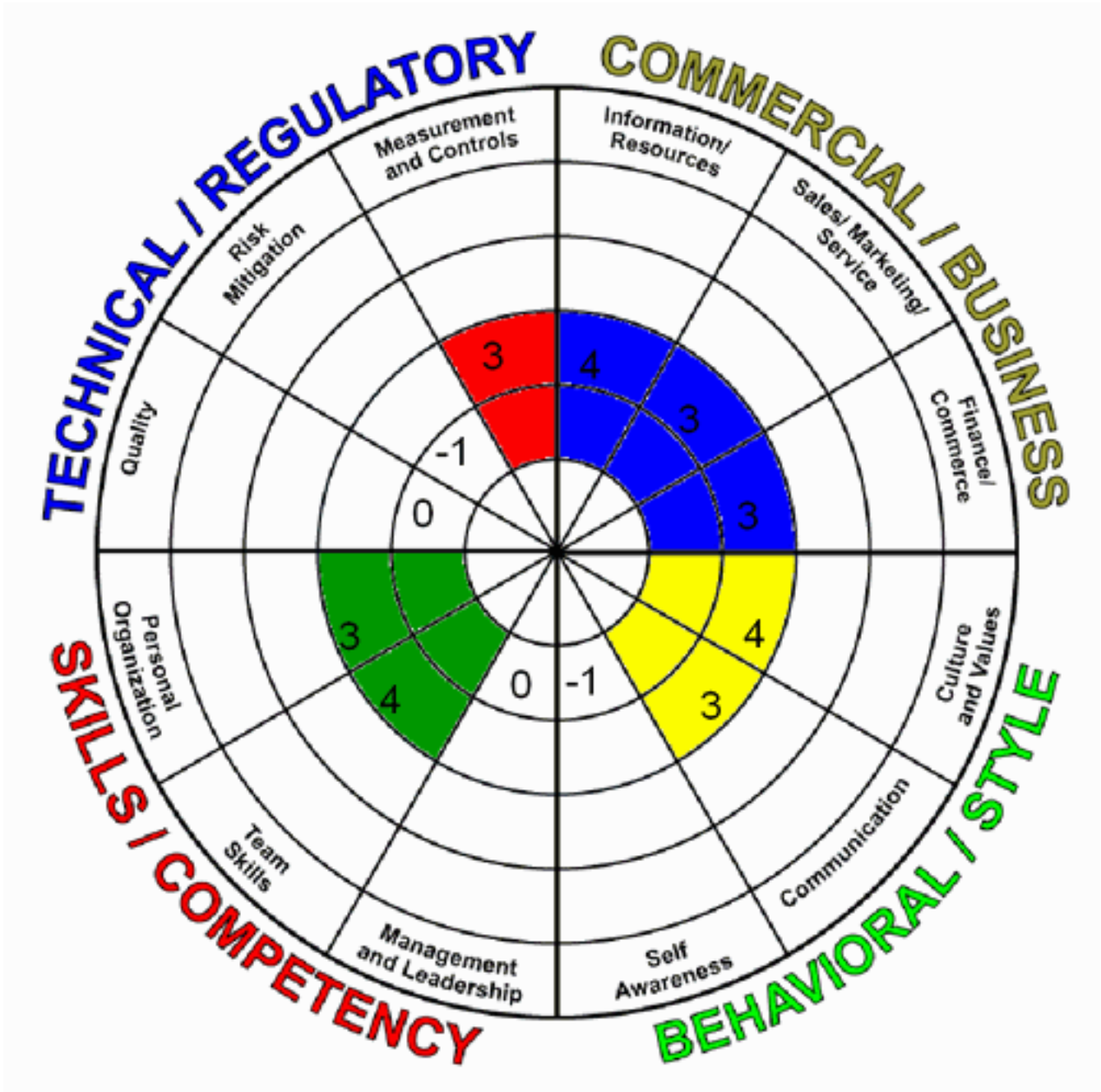
Equipping employees with an awareness and understanding of the variety of skills necessary to achieve high levels of teamwork and collaboration.

Management and Leadership

Helping employees to build their management and/or leadership skills, including the ability to appraise, coach and mentor others.

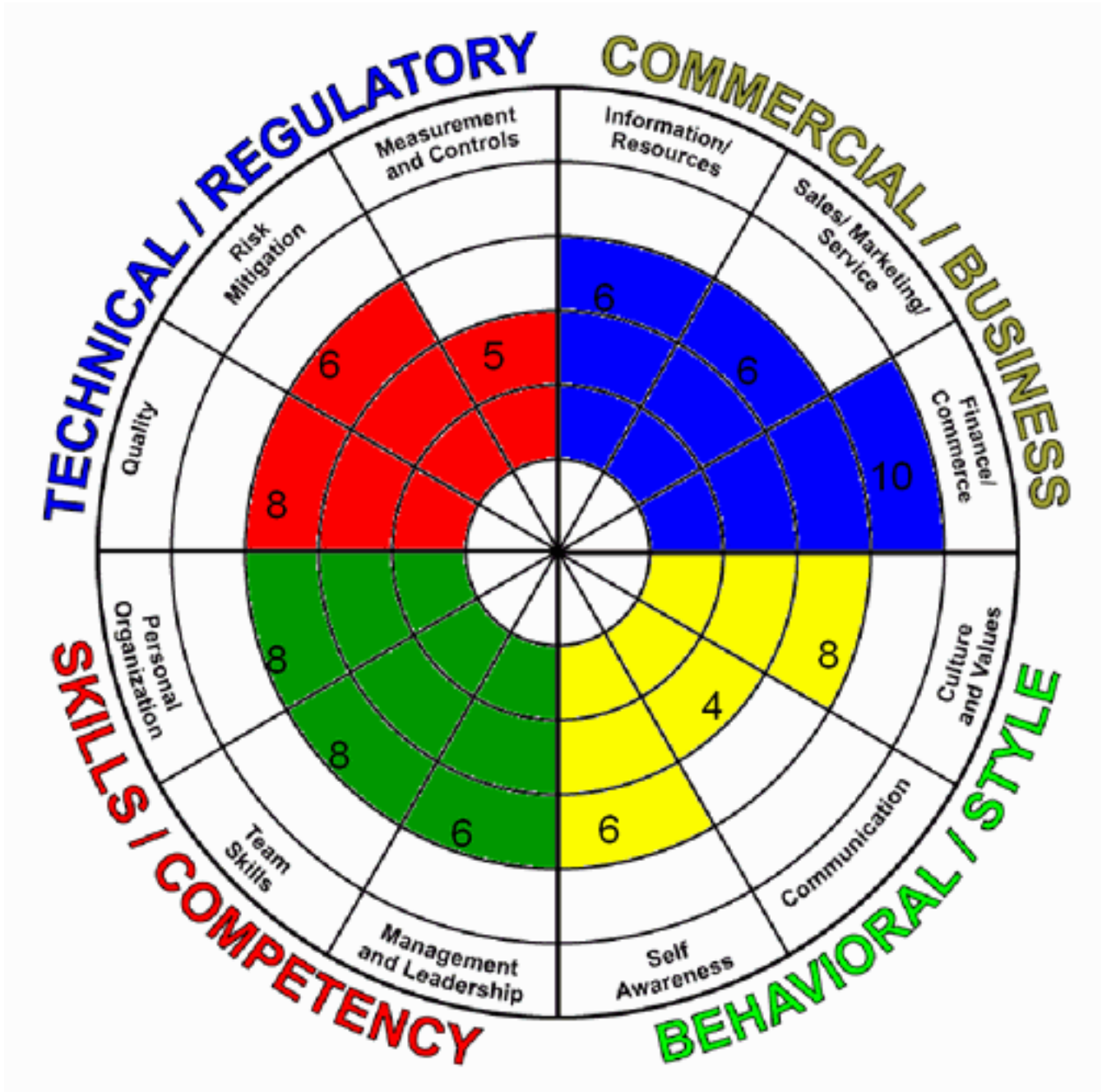
It should always be remembered that no one key factor or one sub-category is more important than any of the others. In a high performance organization, the enterprise will seek to work on any and every appropriate area. The next section of this summary report details the specific survey results of your organization in graphical form. Following this, the report ends with some suggested interventions that you may like to consider as part of your future action planning in relation to training or development.

Training Needs Survey Megacorporation Graph for Males



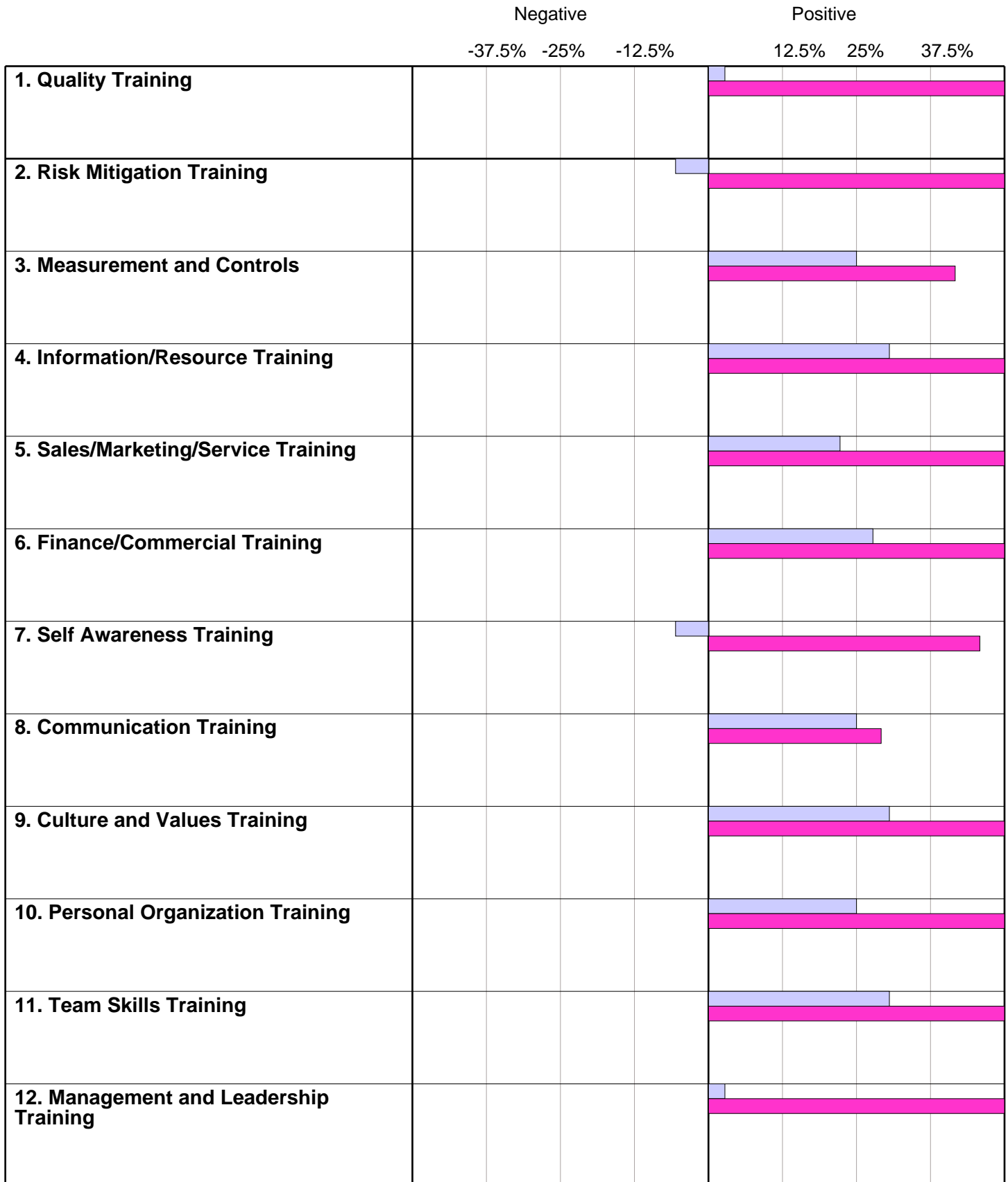
April 2004
Survey Population= 30

Training Needs Survey Megacorporation Graph for Females



April 2004
Survey Population= 20

OVERALL SUMMARY



males
 females

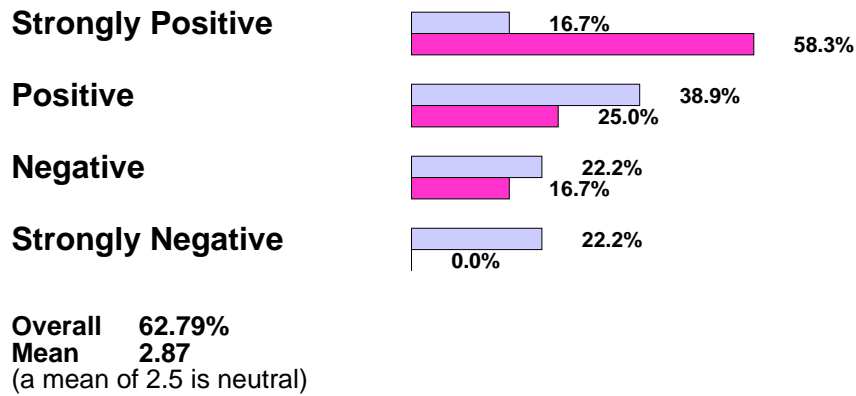
Quality Training

Investing employees with an understanding of major processes and how those processes can be managed and controlled to ensure that a high-level quality performance is constantly achieved.

The questions that make up this category:

1. Total Quality Management
2. Process improvement
3. Benchmarking
4. Root cause analysis
5. Auditing skills
6. Continuous improvement

Average score:



Interpretive notes

Net Positive

The organization's quality training efforts are likely to be too infrequent, limited or have insufficient depth to give employees the knowledge or tools they need to assess/measure existing processes and/or to identify specific opportunities for improvement.

Net Negative

The organization's training efforts in the area of general quality management are likely to be adequate, thereby meeting individual's overall needs to understand and assess/measure major processes and seek to identify small and 'step-change' improvements to them.

■ males ■ females

Individual question analysis

Quality Training

Investing employees with an understanding of major processes and how those processes can be managed and controlled to ensure that a high-level quality performance is constantly achieved.

Overall score for this category= 62.79%



■ males ■ females

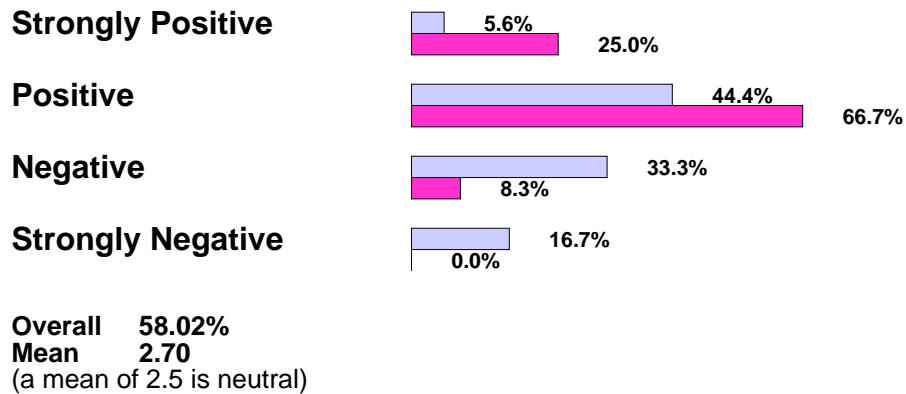
Risk Mitigation Training

Investing employees with an understanding of the major risks that needs to be assessed and ways in which they can be successfully managed or controlled.

The questions that make up this category:

1. Risk assessment
2. Occupational Health and safety awareness
3. Incident reporting/investigation
4. Emergency planning/awareness
5. First aid awareness
6. Workplace Ergonomics

Average score:



Interpretive notes

Net Positive

The organization is likely to be providing little or no guidance (either formally or informally) on the significant risks which exist within the enterprise, or on the specific strategies and tactics which can help to mitigate or eliminate them.

Net Negative

The organization is likely to be providing a reasonably wide range of programs and individual development opportunities, which help people to appreciate specific risks and how to manage and control these identified risks most effectively (or eliminate them altogether).

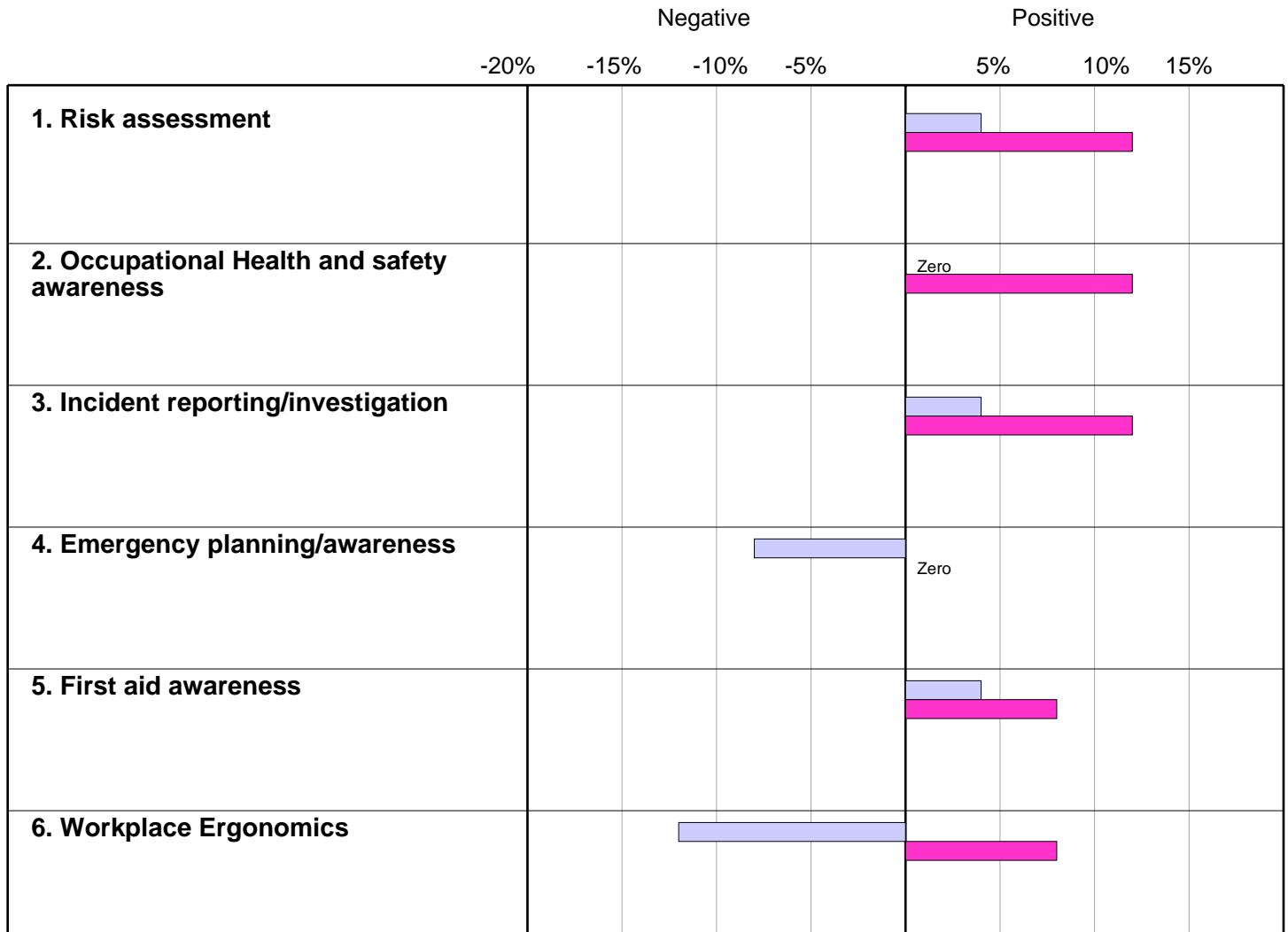
■ males ■ females

Individual question analysis

Risk Mitigation Training

Investing employees with an understanding of the major risks that needs to be assessed and ways in which they can be successfully managed or controlled.

Overall score for this category= 58.02%



■ males ■ females

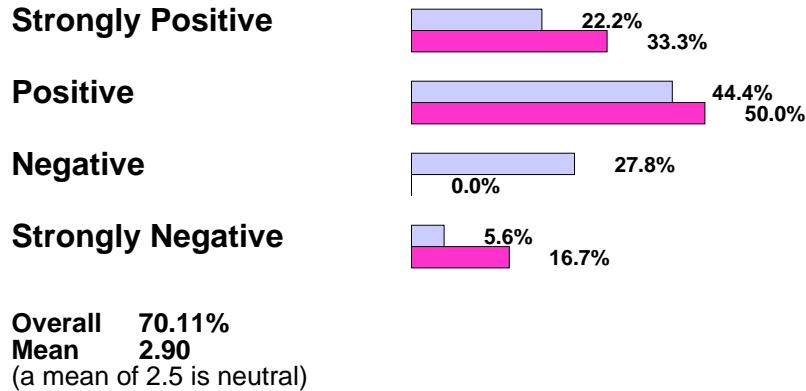
Measurement and Controls

Advising employees of operational frameworks, controls and measurement systems and of their role in ensuring the overall quality of on-going performance.

The questions that make up this category:

1. Performance measurement
2. Management controls
3. Corporate Ethics
4. Managing poor performance
5. Diversity and cultural awareness
6. Sexual harassment awareness

Average score:



Interpretive notes

Net Positive

The organization is likely to leave employees too much to their own devices in terms of interpreting overall enterprise policy and procedures, and provide insufficient training in measures and controls that are seen to be important to overall operation success.

Net Negative

The organization is likely to offer a number of well-designed training and development opportunities for individuals, which appropriately describe important measures and controls that are expected to be well understood (and serve as a basis for good organizational decision-making).

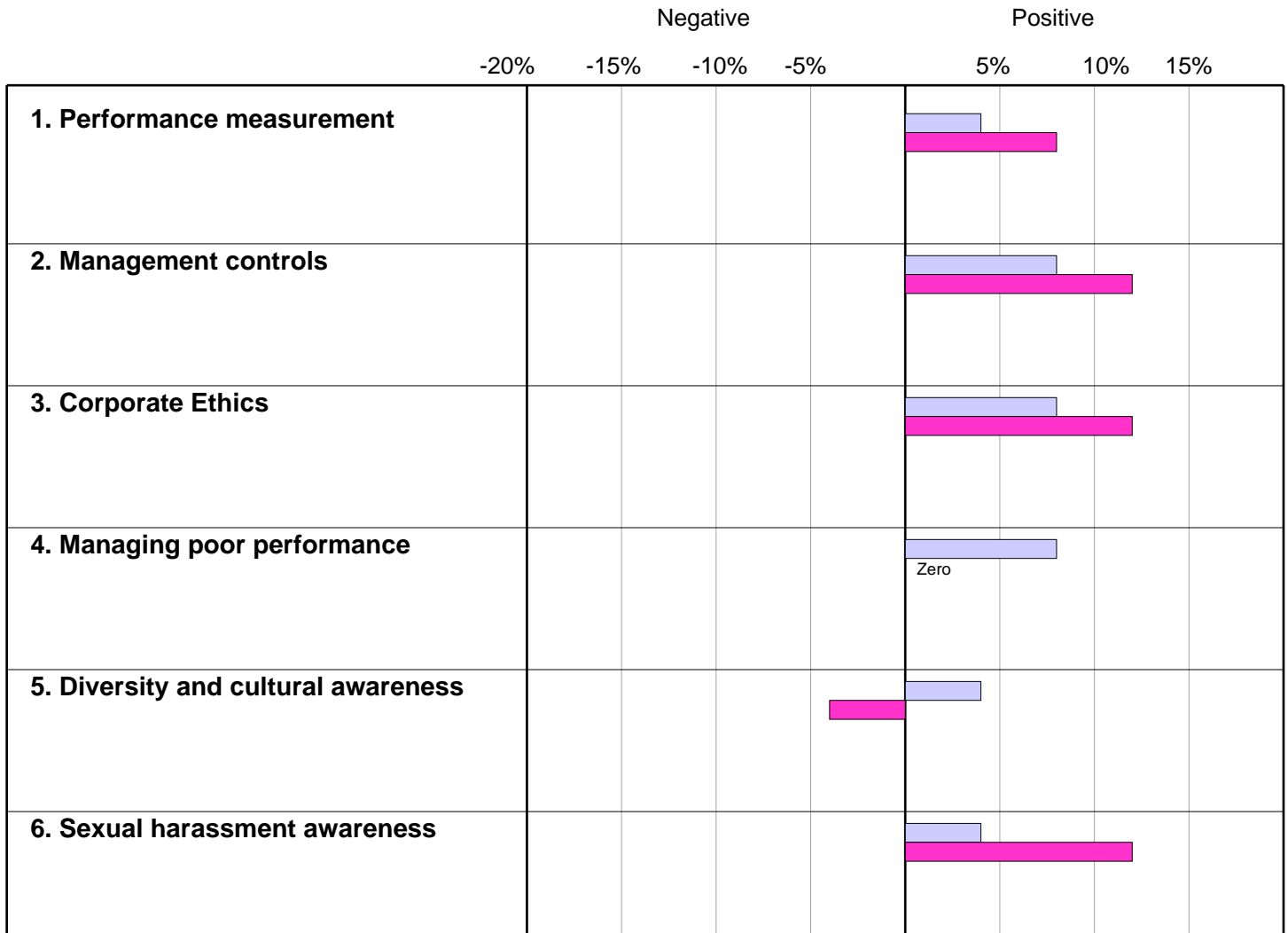
■ males ■ females

Individual question analysis

Measurement and Controls

Advising employees of operational frameworks, controls and measurement systems and of their role in ensuring the overall quality of on-going performance.

Overall score for this category= 70.11%



■ males
 ■ females

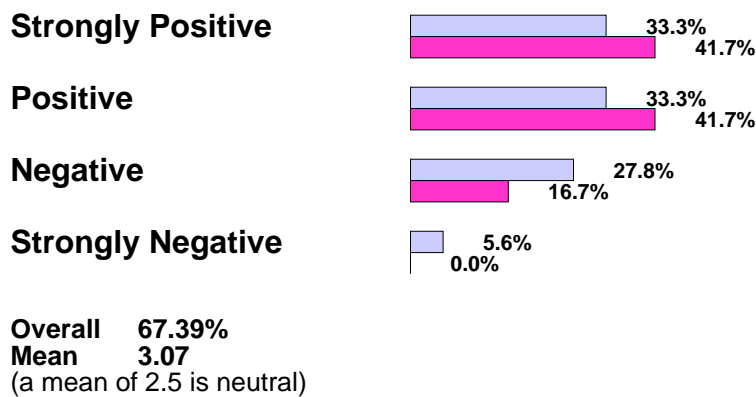
Information/Resource Training

Investing employees with an understanding of the major information sources and systems that exist, how those systems work and how information is created and shared, as well as how to access information, as it is needed.

The questions that make up this category:

1. I.T. Skills
2. Word processing skills
3. Electronic Presentation building skills
4. Spreadsheet skills
5. E-Mail management skills
6. Database building skills

Average score:



Interpretive notes

Net Positive

The organization is likely to have provided too little overall awareness training on the overall information technology system within the enterprise and/or little or no formal training in the use of specific software packages (when individuals need this).

Net Negative

The organization is likely to ensure that most employees have a sound understanding of the information technology that exists within the enterprise and makes available a range of specific software use skill building modules, as they are needed.

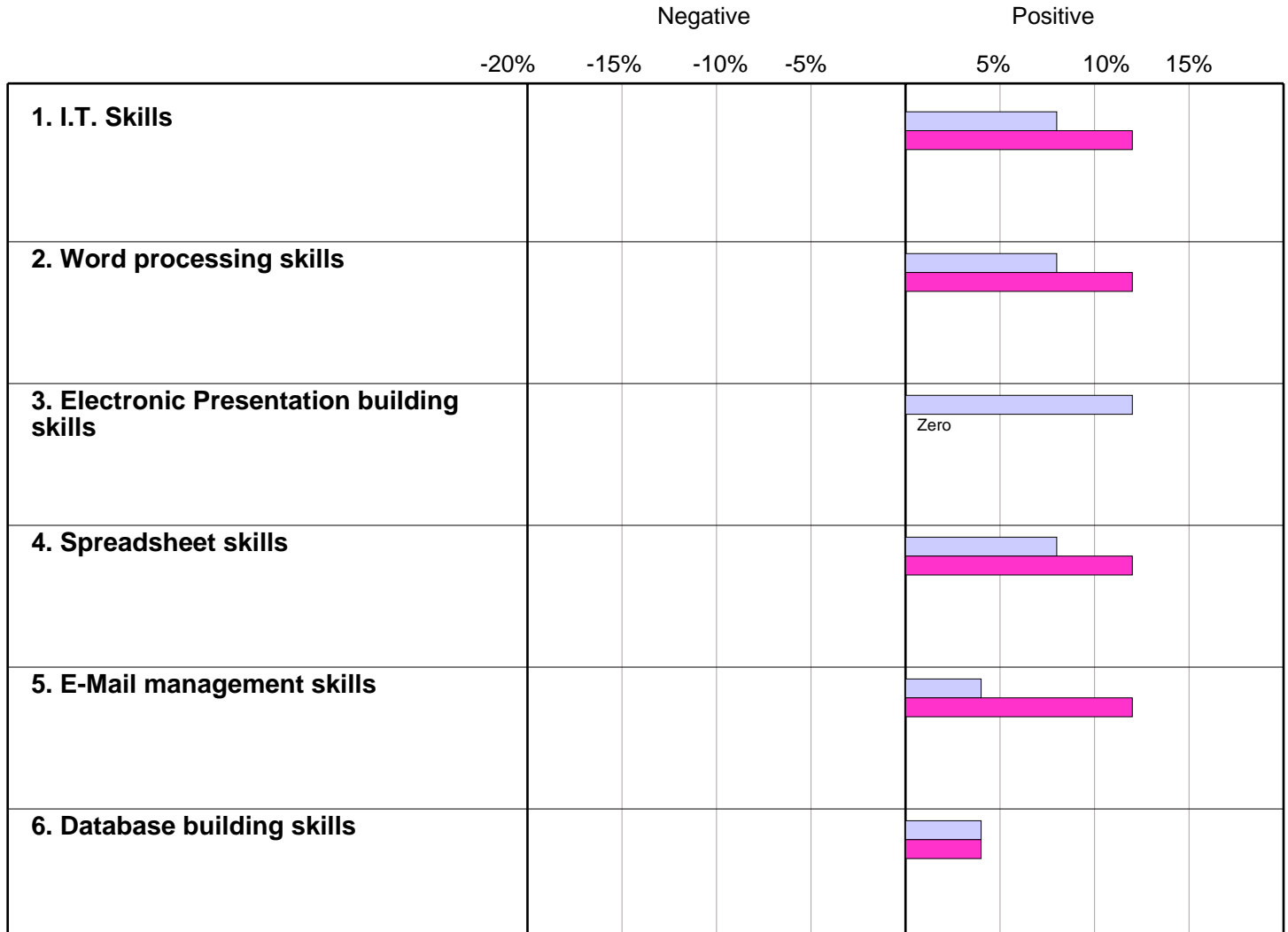
■ males ■ females

Individual question analysis

Information/Resource Training

Investing employees with an understanding of the major information sources and systems that exist, how those systems work and how information is created and shared, as well as how to access information, as it is needed.

Overall score for this category= 67.39%



■ males
 ■ females

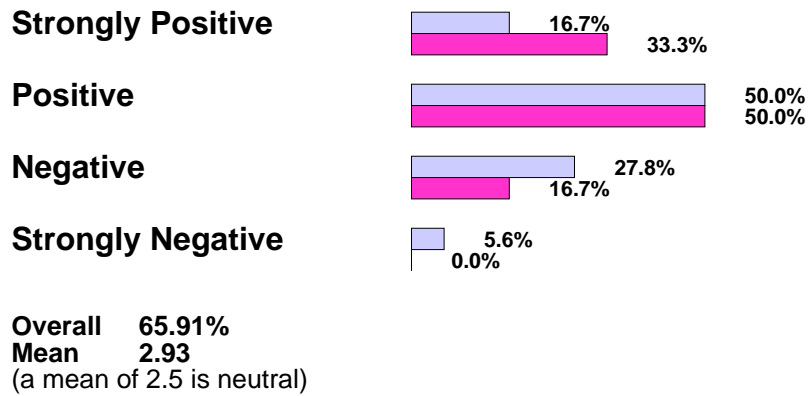
Sales/Marketing/Service Training

Investing employees with an understanding of the customers of the enterprise (and their different needs) and how to provide sales and services to them in a consistently high quality manner.

The questions that make up this category:

1. Selling skills
2. Marketing skills
3. Customer service
4. Telephone skills
5. Complaint handling skills
6. Networking and relationship building

Average score:



Interpretive notes

Net Positive

The organization is likely to have offered insufficient training and/or development opportunities to individuals that need direct sales or marketing skills or sufficient awareness about what is required by customers in the way of on-going service excellence.

Net Negative

The organization is likely to have provided a range of training opportunities for appropriate individuals to develop their sales and marketing skills and/or improve their skills in terms of offering good customer service.

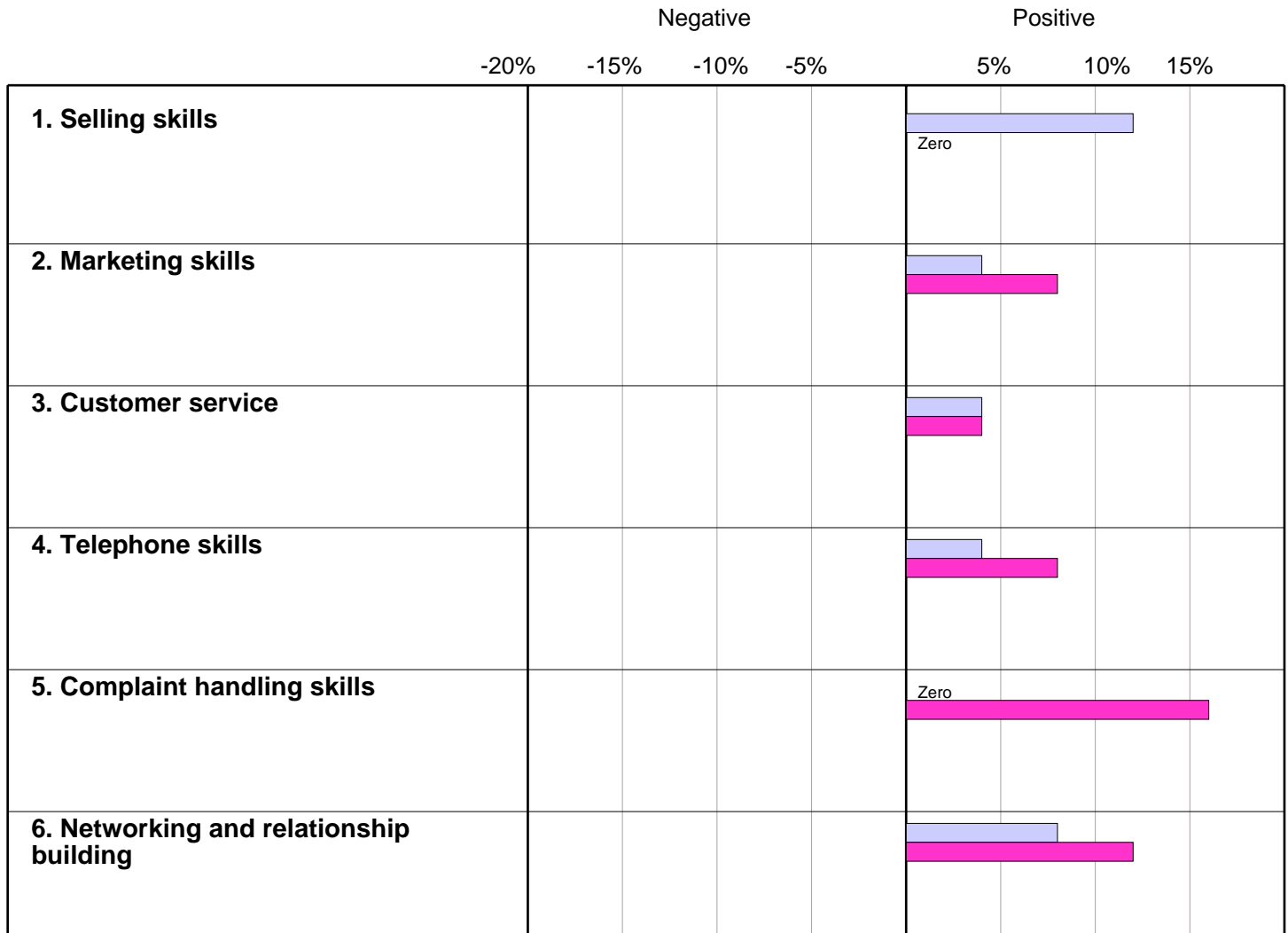
■ males ■ females

Individual question analysis

Sales/Marketing/Service Training

Investing employees with an understanding of the customers of the enterprise (and their different needs) and how to provide sales and services to them in a consistently high quality manner.

Overall score for this category= 65.91%



■ males ■ females

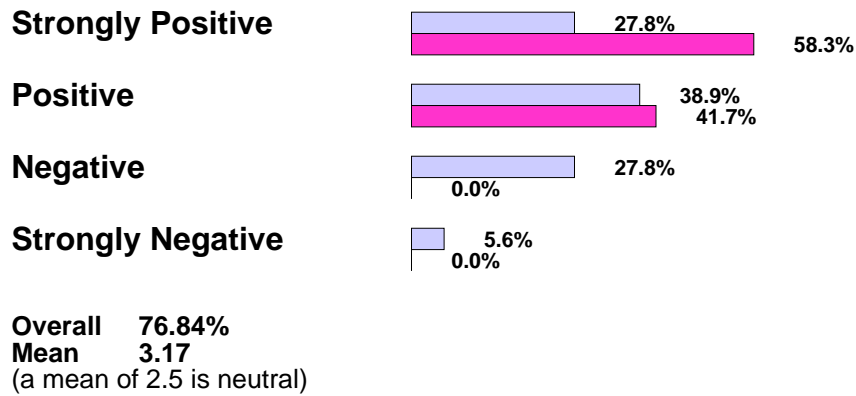
Finance/Commercial Training

Equipping employees with awareness and understanding of major strategic, financial and commercial goals as well as the need for organizational assets and projects to make an appropriate return.

The questions that make up this category:

1. Strategic Planning
2. Commercial awareness/acumen
3. Project Management skills
4. Finance for non-financial managers
5. Budgeting/expense control
6. Supplier partnering

Average score:



Interpretive notes

Net Positive

The organization is likely to have provided too little attention to giving employees the overall awareness or specific skills that they need in areas such as general strategy or commercial management. In addition, more could be done in giving people development in financial management (in day to day or project management terms).

Net Negative

The organization is likely to have developed a number of training and development opportunities for individuals to increase their awareness about important strategic and commercial matters, and to have ensured that employees are knowledgeable in controlling and managing the organization's finances (in day to day or project management terms).

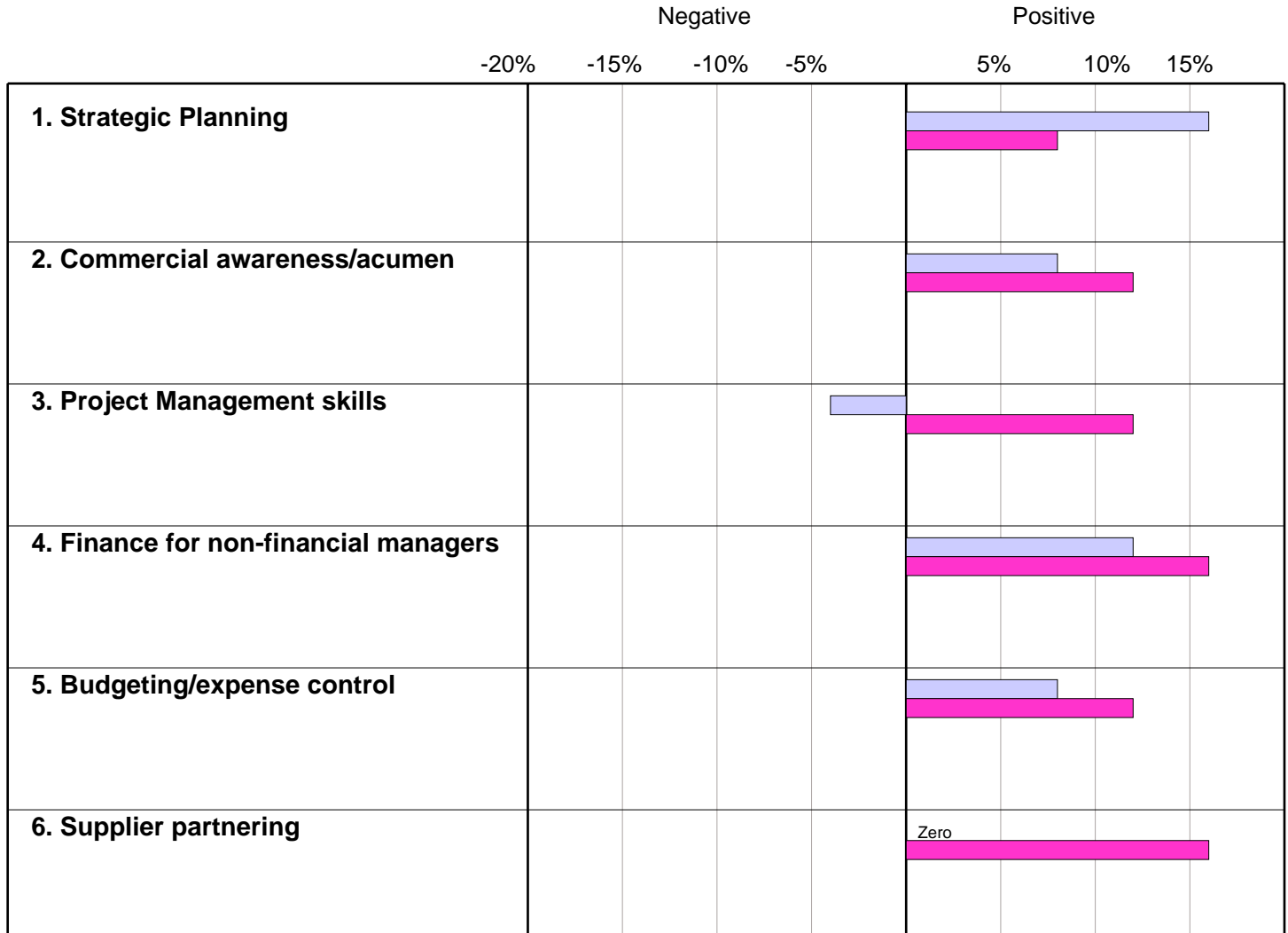
■ males ■ females

Individual question analysis

Finance/Commercial Training

Equipping employees with awareness and understanding of major strategic, financial and commercial goals as well as the need for organizational assets and projects to make an appropriate return.

Overall score for this category= 76.84%



■ males ■ females

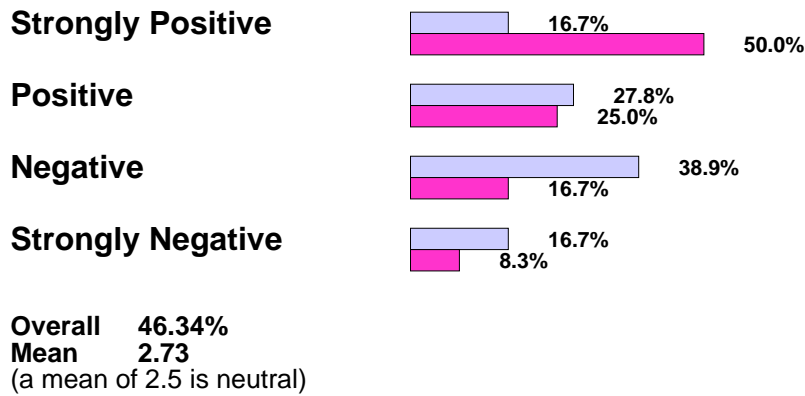
Self Awareness Training

Helping employees to achieve a better understanding of their own internal temperament, values and style, in order to more effectively address personal development needs and leverage strengths, given the organizational culture.

The questions that make up this category:

1. Emotional intelligence
2. Understanding Learning styles
3. Assertiveness
4. Giving/receiving feedback
5. Motivation/empowerment
6. Stress/Pressure management

Average score:



Interpretive notes

Net Positive

The organization is likely to have paid too little attention to the whole area of style/behavioral training and left employees too much to their own devices in developing and understanding of their own temperament or style (and the temperament or style of others).

Net Negative

The organization is likely to take self-awareness and training seriously and to therefore offer a wide range of opportunities for employees to engage in training and/or development programs (formal or informal) to become more aware of style/behavioral issues (their own and those of others).

■ males ■ females

Individual question analysis

Self Awareness Training

Helping employees to achieve a better understanding of their own internal temperament, values and style, in order to more effectively address personal development needs and leverage strengths, given the organizational culture.

Overall score for this category= 46.34%



■ males
 ■ females

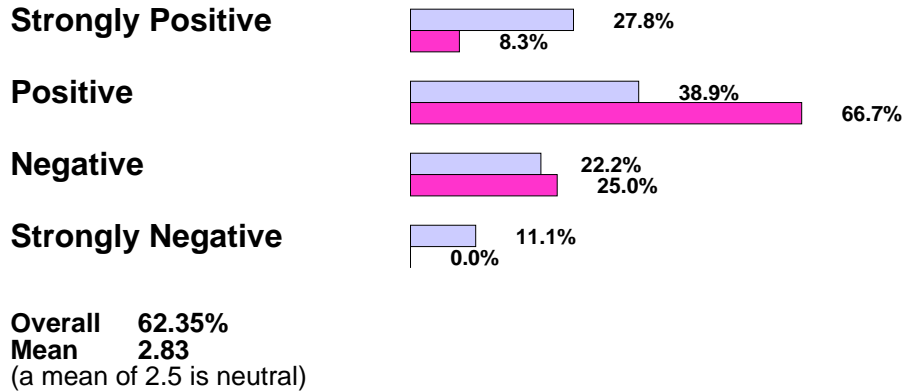
Communication Training

Equipping employees with an awareness and understanding of the variety of effective and ineffective communication behaviors in a wide array of situations and circumstances.

The questions that make up this category:

1. Communication skills
2. Listening skills
3. Influencing others
4. Negotiating style
5. Conflict handling style
6. Group Facilitation skills

Average score:



Interpretive notes

Net Positive

The organization is likely to have paid insufficient attention to the need to continually help employees to develop their communication skills and behaviors in a variety of ways (and in different situations). This means that employees are too much left to use their own inherent skills in looking to communicate with others.

Net Negative

The organization is likely to appreciate that communication is often the 'oil in the machine' and therefore makes available a range of programs to help employees to communicate more effectively in a variety of situations (including highly formal communication climates such as meetings or selling or negotiating forums).

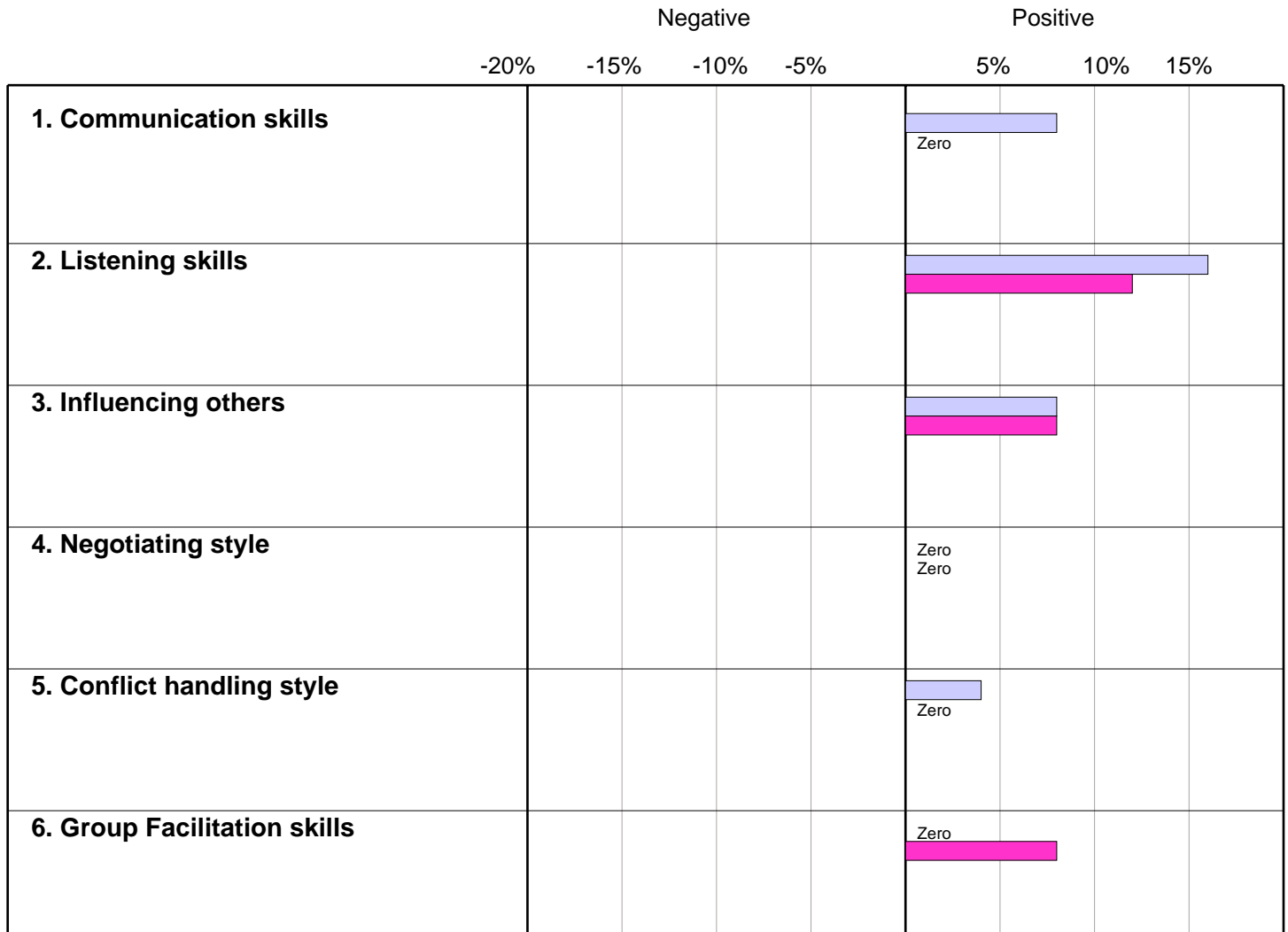
■ males ■ females

Individual question analysis

Communication Training

Equipping employees with an awareness and understanding of the variety of effective and ineffective communication behaviors in a wide array of situations and circumstances.

Overall score for this category= 62.35%



■ males ■ females

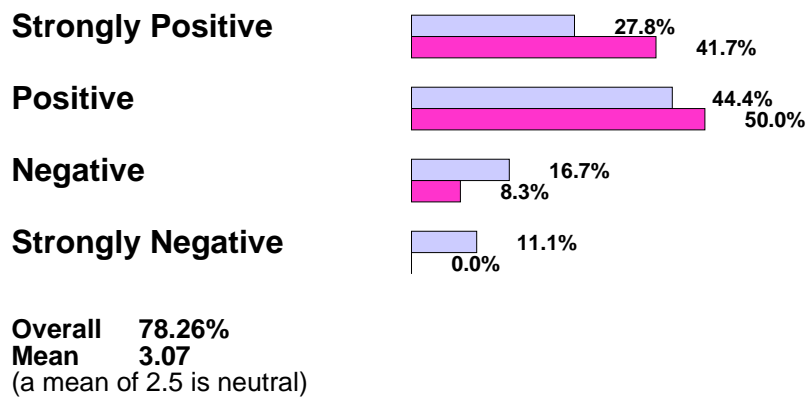
Culture and Values Training

Clarifying the overall culture and values that are considered to be important and helping employees to assess whether their personal values and goals are aligned to those of the organization and identified areas requiring change.

The questions that make up this category:

1. Understanding personal and organizational values
2. Understanding organizational culture
3. Managing Change
4. Creativity and innovation
5. Personal/Career Management
6. Managing different age groups /generations

Average score:



Interpretive notes

Net Positive

The organization is likely to have spent little or no time in helping individuals to understand the prevailing culture of the enterprise and how they can therefore best contribute, given a deeper appreciation of their own values and needs (and the requirement for creativity/innovation and/or change wherever necessary).

Net Negative

The organization is likely to explicitly help employees to understand the overall prevailing culture of the enterprise and in assisting them to assess how personal values and needs (in career, creativity, change and other terms) can be better managed (for themselves and the organization) where this is necessary.

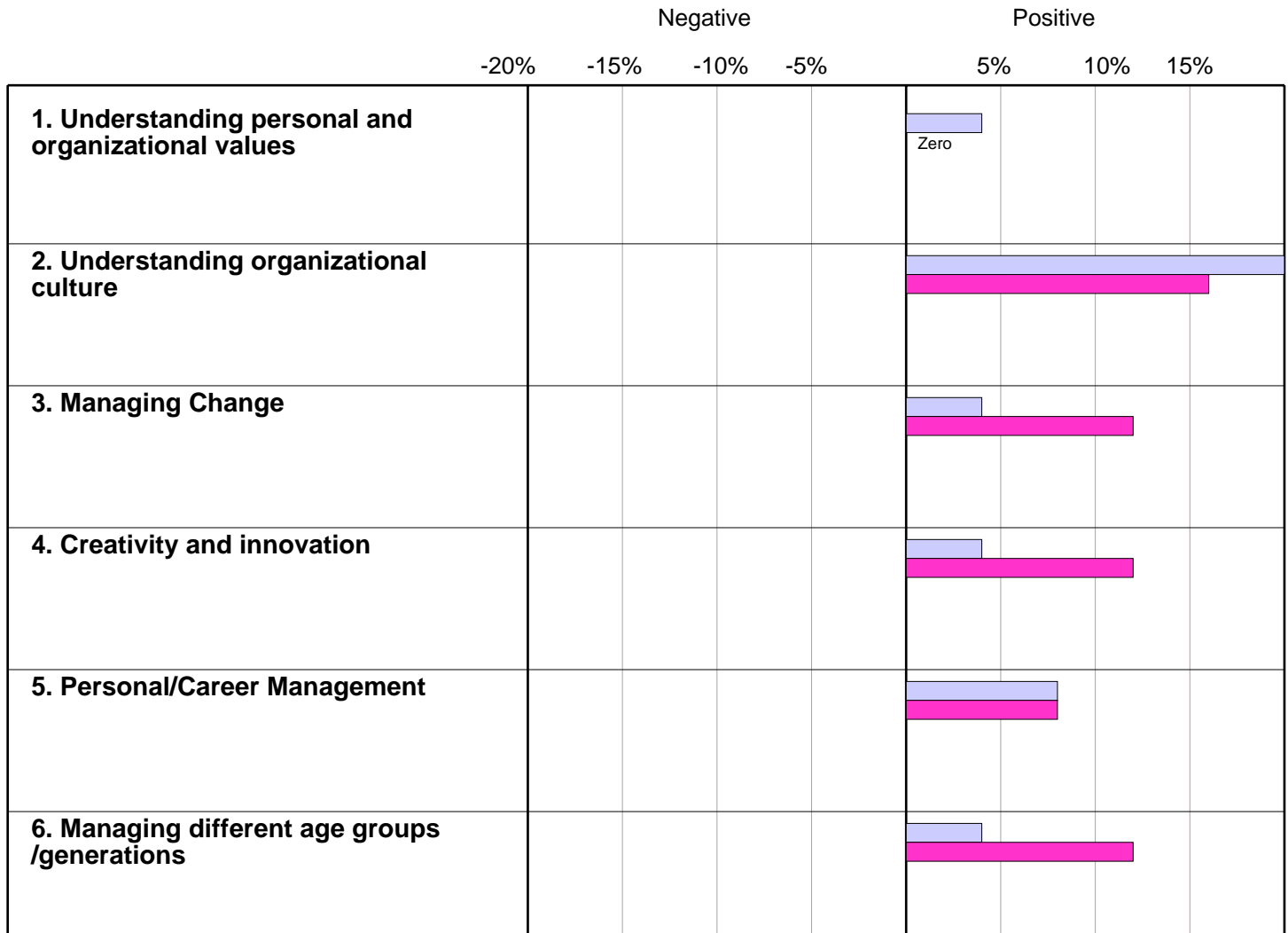
■ males ■ females

Individual question analysis

Culture and Values Training

Clarifying the overall culture and values that are considered to be important and helping employees to assess whether their personal values and goals are aligned to those of the organization and identified areas requiring change.

Overall score for this category= 78.26%



■ males ■ females

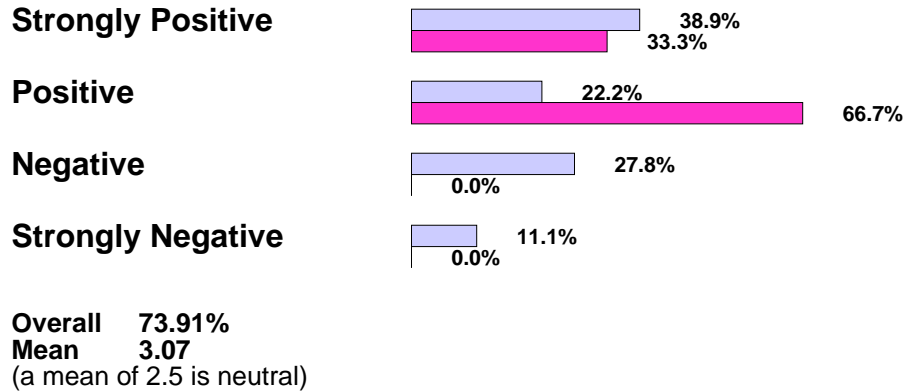
Personal Organization Training

Helping employees to achieve a greater appreciation of how to become better organized and more effective in carrying out work more efficiently.

The questions that make up this category:

1. Time Management/prioritization
2. Goal setting skills
3. Delegation skills
4. Problem solving skills
5. Presentation skills
6. Effective writing skills

Average score:



Interpretive notes

Net Positive

The organization is likely to leave individuals largely to their own devices in terms of whether or not they are sufficiently organized to perform a variety of job related tasks. This may mean that some people have insufficient organization skills in general or may even adopt a wide array of personal approaches (which may or may not be successful).

Net Negative

The organization is likely to see it to be important to ensure that all individuals are offered the opportunity to become better organized or more efficient in terms of managing personal time in performing a variety of job related tasks.

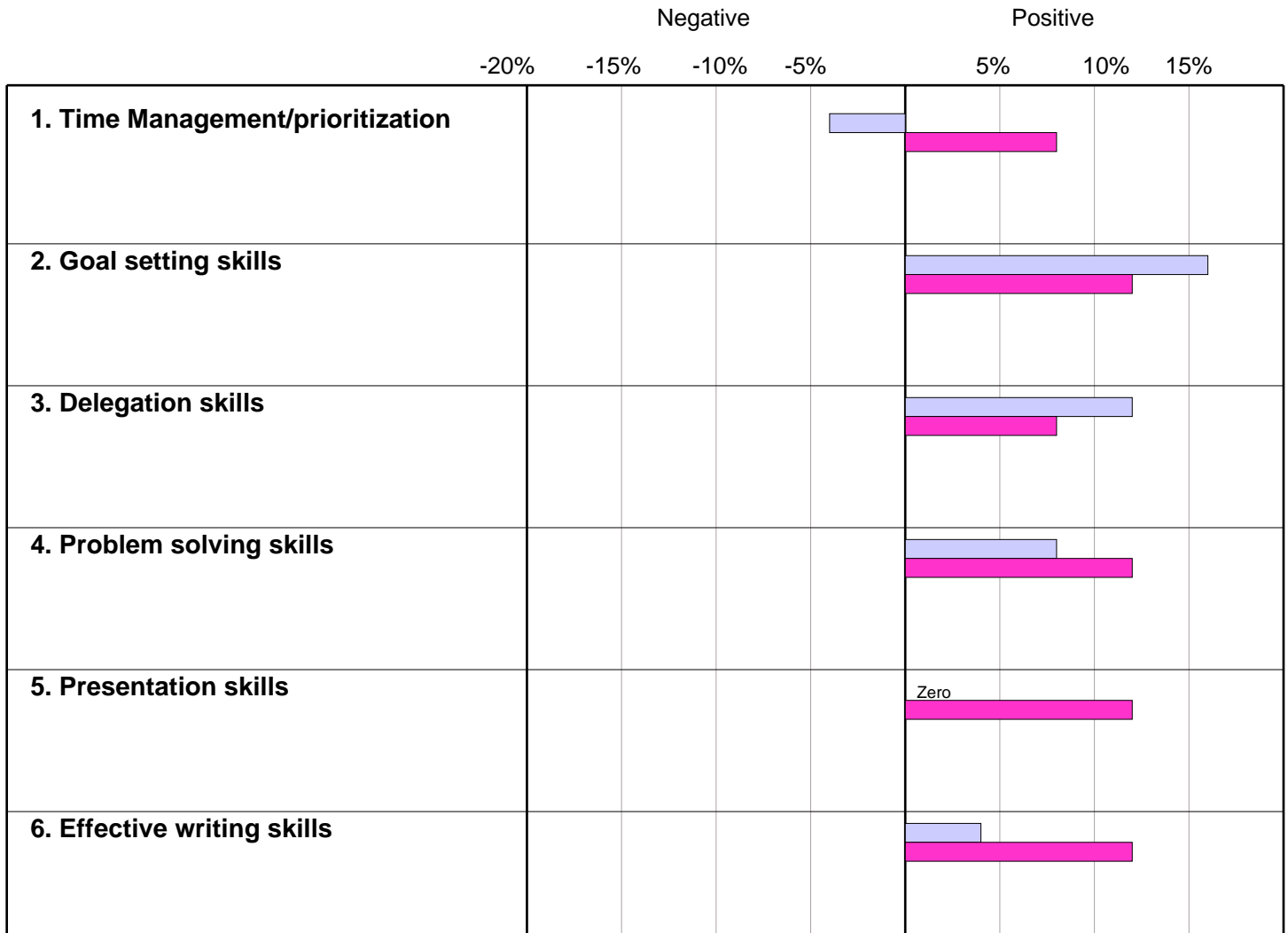
■ males ■ females

Individual question analysis

Personal Organization Training

Helping employees to achieve a greater appreciation of how to become better organized and more effective in carrying out work more efficiently.

Overall score for this category= 73.91%



■ males ■ females

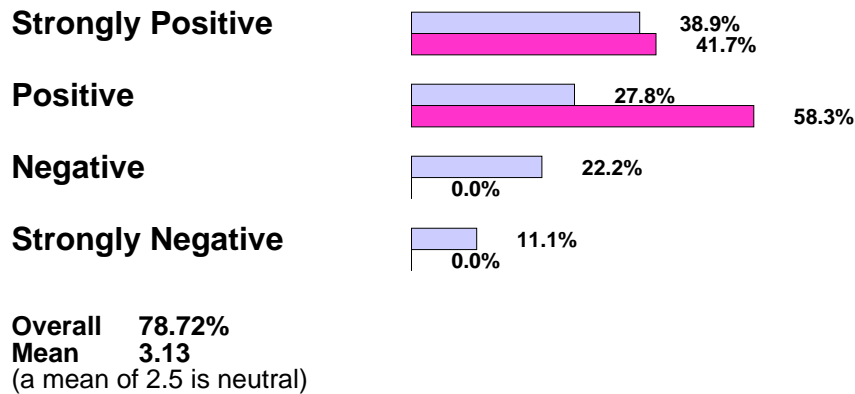
Team Skills Training

Equipping employees with an awareness and understanding of the variety of skills necessary to achieve high levels of teamwork and collaboration.

The questions that make up this category:

1. Teambuilding
2. Meeting management skills
3. Decision-making skills
4. Fostering cooperation, collaboration and trust
5. Interviewing skills
6. Performance management

Average score:



Interpretive notes

Net Positive

The organization is likely to have invested insufficient time in designing and delivering team skills training and in helping individuals to appreciate that work in teams or working collaboratively presents many new and different challenges that need to be learned.

Net Negative

The organization is likely to create a variety of training opportunities (formal and informal) for individuals to develop their skills in terms of teamwork and overall collaboration (including how problems are analyzed, collective decisions are made, actions are agreed and group performance is tracked).

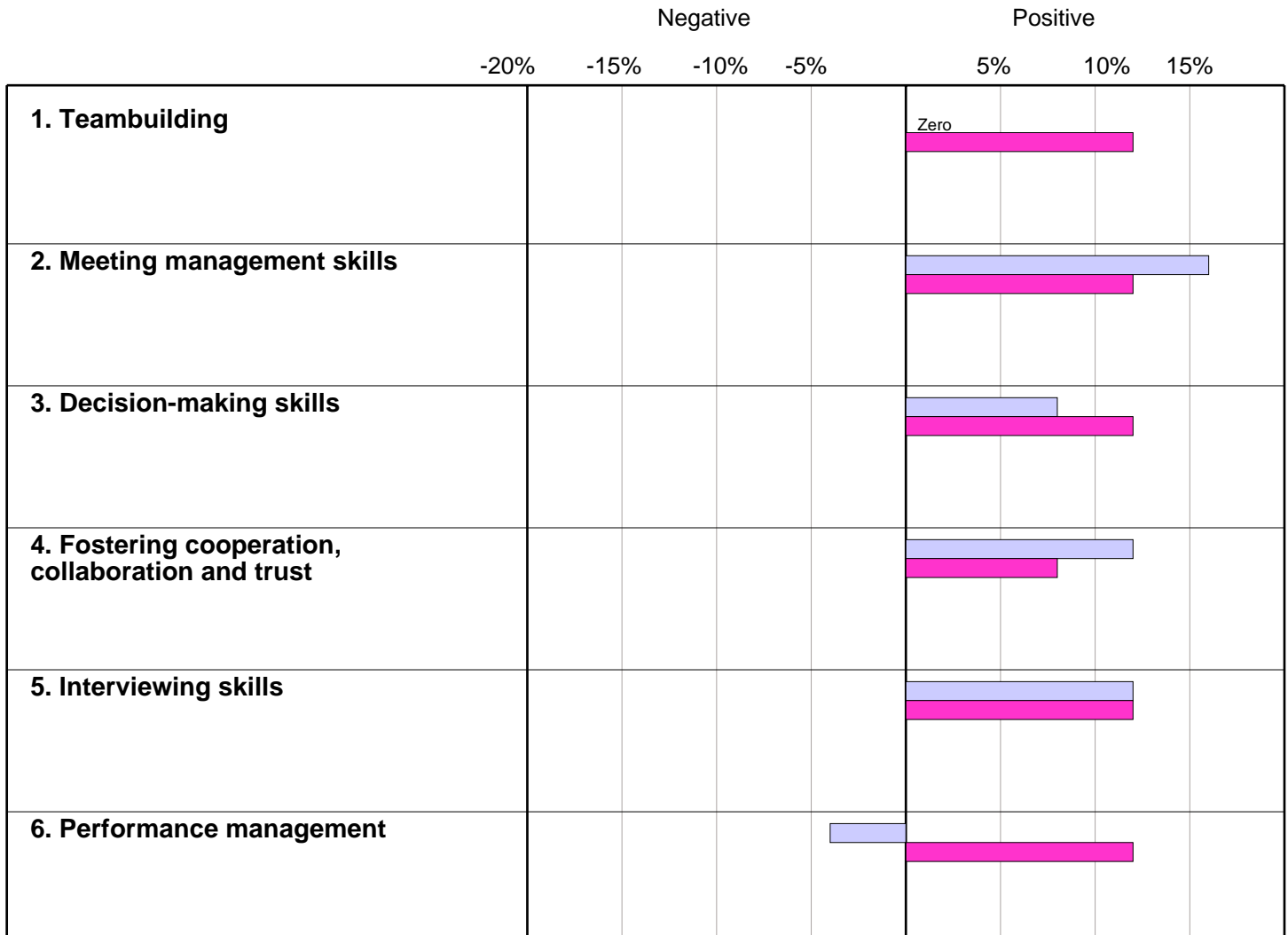
■ males ■ females

Individual question analysis

Team Skills Training

Equipping employees with an awareness and understanding of the variety of skills necessary to achieve high levels of teamwork and collaboration.

Overall score for this category= 78.72%



■ males ■ females

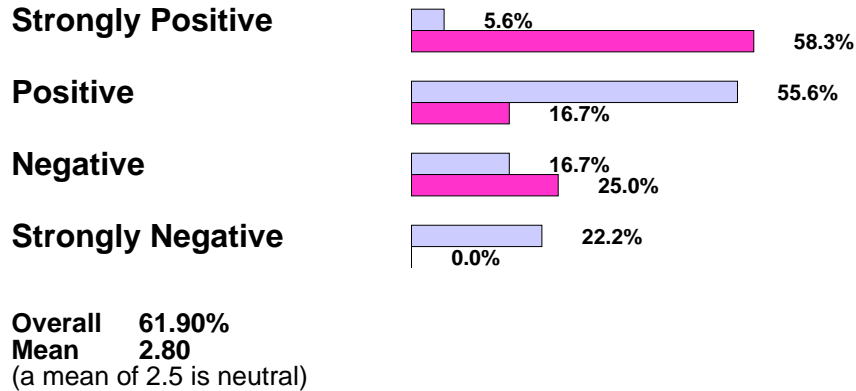
Management and Leadership Training

Helping employees to build their management and/or leadership skills, including the ability to appraise, coach and mentor others.

The questions that make up this category:

1. Leadership skills
2. Management skills
3. Coaching skills
4. Mentoring others
5. Appraising performance
6. Developing Others

Average score:



Interpretive notes

Net Positive

The organization is likely to have spent insufficient time in designing and delivering a full and comprehensive management and leadership program and/or provides too little of such training (or does not do so proactively) leaving individuals to evolve their own approaches.

Net Negative

The organization is likely to have established a well thought through and relatively comprehensive program for management and leadership development, which offers individuals a variety of different training experiences to help build and improve their skills in a wide variety of relevant areas.

■ males ■ females



Intervention suggestions

As we indicated at the outset, the first step in a process designed to take serious account of employee opinions and attitudes as they relate to Training Needs in particular, is accurately diagnosing the prevailing training or development culture. This includes looking for any perceived strengths, problems, gaps or shortfalls, and then translating the feedback we gather into firm action. To assist in this process, a set of very general intervention suggestions has been created for each of the four key factors (Technical/Regulatory, Commercial/Business, Skills/Competency and Behavioral/Style).

Because it is impossible to apply a broad set of ideas or suggestions across every enterprise, careful analysis of individual results needs to be carried out. In addition, a 'bottom up' training needs identification exercise such as this needs to be accompanied by a "top-down' or management led initiative to identify training needs (and included subject areas that are important to the achievement of overall strategies and goals of the organization, whether or not they may be perceived to be needed by individuals).

The following pages of suggested interventions (one for each factor and based only upon this 'bottom-up' analysis) are offered as possible training and development strategies that may be drawn upon (in their entirety or in part) where they are deemed to be appropriate or useful.

Technical/Regulatory Training

How individuals and teams understand the major processes by which work gets done, the ways in which they are best controlled, and how risk is determined and managed.

Overall Training Shortfalls

If training and development is seen to be in high demand in Technical or Regulatory areas (that is individuals have collectively indicated that they would benefit from training in this cluster in order to perform their work roles more effectively) the following general shortfalls are likely to have been identified:

- *Overall quality standards and expectations may not be well understood or sufficiently developed at all levels.*
- *Organizational processes may not be well understood or individuals feel that they have insufficient skills to change or control them properly.*
- *Risks are not necessarily fully appreciated or individuals feel that they could benefit from greater development in identification and/or mitigation skills.*
- *Methods and approaches to manage and control occupational health and safety risks and issues are not widely known or understood.*
- *Awareness and understanding concerning the need for a sound system of management control at all levels is low.*
- *Specific policies, procedures and standards relating to systems, activities and expected behaviors are not well understood.*

Suggested training/development intervention strategies:

Consider training initiatives in:

1. Total Quality Management or continuous improvement tools and techniques.
2. Quality assurance tools and techniques.
3. Process analysis, mapping and improvement/re-engineering methods.
4. Statistical process control or six sigma methods.
5. External and internal benchmarking techniques.
6. Root cause analysis awareness and tools.
7. Risk assessment systems and control tools and methods.
8. System and general auditing or inspection skills.
9. Occupational health and safety risk identification and control techniques.
10. Incident reporting investigation methods/techniques.
11. Occupational health and safety awareness or skill building programs (emergency planning, manual handling, first aid, ergonomics etc).
12. Establishing and maintaining systems of control programs.
13. Effective policy and procedure writing.
14. Applying performance measures/developing key performance indicators.
15. Behavior based awareness or skill building programs (Corporate ethics, diversity and cultural awareness, sexual harassment prevention etc).

Commercial/Business Training

The extent to which individuals and teams develop a sound appreciation of how and why customers buy from the enterprise (including the levels of service they require) and learn how the whole organization can operate in an intelligent and commercially sound/profitable manner.

Overall Training Shortfalls

If training and development is seen to be in high demand in Commercial/Business areas (that is individuals have collectively indicated that they would benefit from training in this cluster in order to perform their work roles more effectively) the following general shortfalls are likely to have been identified:

- *Knowledge about how to use in-house information technology is generally low and/or confusing and significant shortfalls in how to obtain information appear to exist at many levels.*
- *Skill gaps exist in the use of particular software packages that are important to achieve overall work objectives.*
- *The broad needs of customers of the enterprise are not well known or understood by many individuals, or what is required of them to offer excellent service.*
- *Sales and marketing skills are in need of improvement for those involved with front line customer interface work.*
- *Overall awareness of the commercial skills necessary to run the enterprise successfully (such as strategic planning, project management or financial management) are low.*
- *Competence in budgeting or cost control could be improved at many levels.*

Suggested training/development intervention strategies:

1. Understanding information technology.
2. Information technology program or software awareness or skill building modules (word processing, spreadsheet development, databases etc).
3. Managing e-mail successfully tools and techniques.
4. Building electronic presentations using software.
5. Sales and marketing skills, methods and techniques.
6. Understanding and delivering excellence in customer service programs.
7. Methods and techniques for using the telephone successfully (for selling, service etc).
8. Complaints handling tools and methods.
9. Customer awareness and skill building programs (developing empathy, networking, relationship building etc.).
10. Strategic planning tools and techniques.
11. Developing commercial acumen methods and approaches.
12. Managing projects successfully tools and methods.
13. Finance for non-financial managers awareness and practice programs.
14. Budgeting and expense control strategies and methods.
15. Partnering with suppliers awareness programs.

Behavioral/Style Training

How individuals and teams develop awareness about themselves (in temperament, preferences and values terms) and the organization as a whole (in cultural terms) and to then use this knowledge to communicate clearly and concisely at all levels as needs demand.

Overall Training Shortfalls

If training and development is seen to be in high demand in Behavioral/Style areas (that is individuals have collectively indicated that they would benefit from training in this cluster in order to perform their work roles more effectively) the following general shortfalls are likely to have been identified:

- *Individuals are not formally encouraged to engage in reflective time to think about personal strengths and development needs in seeking to improve their job performance.*
- *Awareness and understanding of particular self-management techniques (in terms of style and behavior) is low.*
- *Clear and concise communication occurs infrequently (in one-to-one situations, in meetings, or at a mass communication level).*
- *Individuals have insufficient skills in utilizing specific listening and communication styles and techniques when needed (e.g. negotiating, handling conflict or group facilitation circumstances).*
- *The organizational culture is not well understood or managed positively by individuals.*
- *Individual values are not openly discussed or sought to be aligned with organizational culture (in order to smooth the path of on-going change).*

Suggested training/development intervention strategies:

1. Awareness programs on better appreciating inner style or temperament (emotional intelligence, type/trait determination, personal preferences).
2. Determining and taking advantage of differences in learning styles.
3. Assertiveness methods, tools and techniques.
4. Tools and techniques for giving and receiving personal feedback.
5. Personal motivation and empowerment skills and methods.
6. Tools and techniques for managing pressure and stress.
7. Communicating effectively methods and approaches.
8. Listening tools, techniques and skills.
9. Influencing others strategies and methods.
10. Tools and techniques for negotiating more effectively and understanding the negotiating style of others.
11. Strategies for handling conflict effectively.
12. Methods and approaches for determining personal values.
13. Strategies for determining organisation culture.
14. Change management tools and techniques.
15. Developing more creative/innovative approaches tools and techniques.

Skills/Competency Training

How well people are personally and collectively organized and the extent to which those that are appointed to leadership or management positions have the skills they need to provide sound direction for others.

Overall Training Shortfalls

If training and development is seen to be in high demand in Skills/Competency areas (that is individuals have collectively indicated that they would benefit from training in this cluster in order to perform their work roles more effectively) the following general shortfalls are likely to have been identified:

- *Individuals and teams are visibly less coordinated and organized than they could be.*
- *Awareness and knowledge about better personal organizational techniques (including methods for goal setting, managing time or for delegating) could be improved at many levels.*
- *Teams are not well aligned in many areas across the enterprise.*
- *Individuals lack sufficient skills to operate efficiently and effectively in team or other collaborative situations.*
- *Leaders utilize a variety of different and often conflicting management techniques and approaches (often causing confusion to employees).*
- *Leaders/Managers lack a range of specific skills to inspire and motivate others successfully (including skills such as appraising, coaching and mentoring others).*

Suggested training/development intervention strategies:

1. Tools and techniques for better managing personal time.
2. Goal setting methods and approaches.
3. Strategies and methods for delegating to others.
4. Problem solving tools and techniques.
5. Personal competence/skill building awareness programs (presentation skills, decision-making, effective writing etc).
6. Teambuilding tools and techniques.
7. Meeting management methods and approaches.
8. Methods for fostering trust and collaboration.
9. Interviewing tools, methods and techniques.
10. Strategies for managing team performance.
11. Leadership methods and approaches.
12. Management skills tools and techniques.
13. Coaching strategies and methods.
14. Strategies for mentoring others.
15. Methods and approaches for measuring/appraising others' performance.