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LETTER FROM THE EDITORS

Dear valued readers,

Following our exploration of future-proof leadership in January, we delve deeper this month into the critical building blocks of success: **talent and competency development.**

Building a strong, adaptable workforce is paramount for navigating the ever-evolving business landscape. In this edition, we equip you with the tools to identify the critical competencies needed to propel your organization forward. We'll delve into the art of Training Need Analysis (TNA), highlighting effective methods for pinpointing the specific skill gaps that hold your team back.

Additionally, we leverage insights from Sunnie Giles' article (published in Harvard Business Review) to explore the most important leadership competencies identified by leaders worldwide. By understanding the traits and capabilities most valued by successful leaders, organizations may equip their teams to climb to new heights.

As always, we encourage you to share your thoughts and experiences on building a thriving talent pipeline. Let's embark on this journey of shaping a powerful workforce together!

Wishing you a month of productive learning and development!

Warm regards,

ITD World Vietnam Team

01

TRAINING NEED ANALYSIS: IDENTIFYING CRITICAL COMPETENCIES



Source: <https://itdworld.com/blog/human-resources/training-needs-analysis/>

TRAINING NEED ANALYSIS: IDENTIFYING CRITICAL COMPETENCIES

What is Training Needs Analysis?

Training Needs Analysis (TNA) is a strategic and systematic examination process typically employed by organizations to unveil disparities existing between the current proficiency levels of their employees and the skills/ knowledge required to meet organizational benchmarks. The purpose is to facilitate the identification and prioritization of training requirements that align with overall business goals/ objectives.

Essentially, TNA is like taking a close look at your workforce's skills and knowledge, and then figuring out what they need to learn to perform better. It serves as a pivotal foundation for crafting targeted and efficacious employee training initiatives, ensuring that they are finely tuned to the specific needs of the workforce.

Importance of Training Needs Analysis in the Workplace

"TNA is the single most important step in training design."

William Rothwell – Chapter 79, The Encyclopedia of Human Resource Management

• **Align training initiatives with overarching business goals**

TNA ensures that training programs are not just a routine exercise – but a strategic investment, precisely tailored to address the specific needs of employees while concurrently advancing organizational objectives. This alignment is not a mere formality; research from the Society for Human Resource Management (SHRM) has underscored how a needs analysis serves as a clarifying lens, elucidating the crucial link between required skills and organizational success.

• **Spotlight skills and performance gaps**

This early detection mechanism allows organizations to intervene promptly, providing targeted

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training before gaps widen and become detrimental. The insightful exploration of causes and consequences amplifies the effectiveness of these interventions, ensuring a nuanced approach to skill enhancement.

- **Target the right skills**

By ranking training needs based on factors such as importance, urgency, feasibility, and cost-effectiveness, TNA facilitates efficient resource allocation. This strategic prioritization, on the one hand, helps optimize the utilization of training resources. On the other hand, it ensures clear communication of training needs and recommendations to relevant stakeholders, fostering a collaborative and informed approach.

- **Boost learning efficiency**

Research from the Harvard Business Review underscores the importance of starting training programs with a needs analysis – particularly, such an approach is proven to significantly enhance learners' ability to retain and apply acquired knowledge.

Thus, TNA is not merely a prerequisite; it is a catalyst for creating training programs that resonate with learners, ensuring lasting impact and application in the workplace.

- **Elevate the effectiveness of Human Resource Management (HRM) and Learning & Development (L&D)**

Armed with TNA insights, HR professionals may be equipped to strategically focus on specific areas of L&D, tailoring programs to enhance the skills, knowledge, and abilities of employees. This data-driven approach lays a robust foundation for developing training programs that are responsive to evolving skill requirements.

- **Measure training Return on Investment (ROI)**

The data gleaned during TNA becomes a compass for tracking the impact of training programs, facilitating a tangible assessment of their effectiveness and contribution to organizational development.

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• **Improve employees' performance and satisfaction**

By delivering training that is not just necessary but also desired, TNA becomes a catalyst for improved performance, heightened productivity, and enhanced job satisfaction. The outcomes ripple across organizational processes, leading to higher quality, reduced errors, expedited delivery, and amplified customer satisfaction. Moreover, the investment in employee development pays dividends in motivation, engagement, and retention, building up a workforce that feels valued, supported, and empowered.

"If learning isn't connected to the why, it won't stick."

Mark Marsen - HR Director

Training Needs Analysis Levels & Components

Organizational level – Strategic analysis

At this level, the focus is on aligning training needs with broader performance metrics and the strategic vision of the organization. This involves a

comprehensive examination of the overall organizational vision, mission, objectives, and challenges. Activities include assessing how training can optimize company-wide performance and productivity to achieve organizational goals – by utilizing data sources such as organizational data, market research, industry reports, strategic plans, and insights from leadership.

Resources such as budget, time, technology, and personnel are scrutinized to determine their adequacy for training implementation. The expected outputs are strategic insights into training needs that resonate with the overarching goals of the organization.

Group/Job Role Level – Operational analysis

Here, the focus shifts to identifying specific training needs at the team, department, or business unit level. Here, the analysis hones in on the tasks or jobs relevant to the training goal, as well as the requisite Knowledge, Skills, and Abilities (KSAs) for effective performance.

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The work environment, including tools, equipment, policies, procedures, and regulations, is also scrutinized. Data sources at this level include task analysis, performance data, job descriptions, observation of workflows, and interviews with managers and employees.

Individual level

At the Individual Level, the analysis zooms in on assessing the current KSAs of learners or employees and the gap between their existing proficiency and the desired level. The focus extends to personal needs and preferences, exploring how training impacts individual performance. Factors such as motivation, attitude, aptitude, and preferences need to be thoroughly assessed.

Data sources include individual performance reviews, skills assessments, self-assessments, career development plans, and feedback from managers and peers. The expected outputs are personalized training recommendations, tailored learning journeys, and opportunities for

skill development aligned with individual career goals.

Stages of the Training Needs Analysis Process

Stage 1: Set the objectives

This stage serves as the foundational pillar, establishing the strategic direction for subsequent analyses. Here, the focus is on identifying both short and long-term goals for the organization, aligning them with the requisite performance levels needed for accomplishment.

High-level questions are posed to senior management, line managers, supervisors, and employees – e.g:

- *What are the organization's goals?*
- *What skills will it take to achieve those goals?*
- *Who in our organization will be working toward achieving those goals?*

Stage 2: Map out the outcomes

The objective of this step is to delineate the ideal performance of employees in executing their core job functions.

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This requires a meticulous analysis of employees' duties and the skills and competencies imperative for meeting the organization's business objectives.

The primary questions in this phase are:

- *What are the required skills, knowledge, and abilities that employees need to perform their jobs or tasks effectively?*
- *Will the skills and knowledge change based on the business needs?*

Stage 3: Assess performance gaps

This phase involves a comprehensive examination of the delta between existing performance levels and the desired ones. The process combines a review of existing performance data with targeted data collection methods, such as interviews with leaders and line employees, and analysis of company metrics.

Questions typically asked during this phase include:

- *What key events or critical decisions led to this point, and how can we improve them?*

- *What have we done well, and what can be done differently?*

Stage 4: Settle on a solution

This stage encapsulates the transition from diagnostic insights to strategic decisions, paving the way for the implementation of targeted training interventions. Here, the focus is on listing down optimal courses of action to address identified gaps.

Key questions include:

- *Where would improved skills and knowledge have the biggest impact?*
- *What are the operational parameters for any training solution?*
- *What modalities will be most effective based on the content and context?*

How to Conduct a Training Needs Analysis

Conducting a successful Training Needs Analysis (TNA) requires a step-by-step approach to ensure you gather the most relevant and actionable insights to inform effective training programs:

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DEFINE THE PURPOSE AND SCOPE

- Examine organizational goals, including the overall vision, mission, objectives, and challenges.
- Identify the reason for conducting the TNA – whether to address performance issues, implement new technologies, prepare for organizational changes, or cater to individual development needs.
- Specify the target audience, determining if the analysis will focus on individual employees, specific teams, departments, or the entire organization.
- Set clear and measurable objectives, outlining the skills and knowledge to be assessed.

CHOOSE THE DATA COLLECTION METHODS

- Consider factors such as the target audience, desired level of detail, and available resources.
- Utilize formal methods like performance analysis, task analysis, needs assessment, compliance analysis, gap analysis, benchmarking, and cost-benefit analysis.
- Employ informal techniques such as observation, performance appraisals, one-on-one meetings, exit interviews, employee feedback surveys, and focus groups.

GATHER AND ANALYZE DATA

- Implement the chosen methods effectively, ensuring active participation from relevant stakeholders.
- Organize and categorize collected data, identifying patterns, trends, and themes to pinpoint skill gaps and training needs.
- Prioritize needs based on impact and urgency, considering both individual and organizational benefits.

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DEVELOP RECOMMEN DATIONS AND ACTION PLANS

- Establish training needs, and determine solutions like training, coaching, mentoring, feedback, or job redesign.
- Design targeted training programs, tailoring content, format, and delivery methods to address specific needs at each level (individual, team, organizational).
- Create implementation plans, outlining logistics, resources, timelines, and responsibilities.
- Communicate findings and recommendations, sharing TNA results with stakeholders and leadership to secure buy-in and support.

EVALUATE AND IMPROVE

- Measure the effectiveness of training programs by tracking performance changes, knowledge acquisition, and skill development.
- Gather feedback from participants and stakeholders.
- Adapt and refine training programs based on evaluation results.
- Integrate TNA into a continuous cycle, regularly revisiting and updating the analysis to ensure alignment with evolving needs and goals.

Training Needs Analysis Best Practices

• **Focus on business results:** Studies by McKinsey have revealed the necessity of aligning training programs with key business performance metrics (KPIs) – so as to ensure relevance and value.

Make sure to integrate new training methods within broader organizational processes to maximize impact.

• **Take a bottom-up approach:** Decentralize the TNA process by involving employees, fostering buy-in, and encouraging ownership of their learning and development.

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- **Make use of frameworks:** Leverage established frameworks like the ADDIE model for a systematic approach to analysis, design, development, implementation, and evaluation. Additionally, consider employing qualitative and quantitative techniques such as gap analysis, SWOT analysis, or statistical analysis to help identify and prioritize training needs.

- **Combine different techniques:** Utilize a mix of qualitative and quantitative methods to gain a comprehensive understanding of training needs.

- **Use multiple methods & sources:** Collect data from various sources such as surveys, interviews, focus groups, observations, tests, and performance reviews. On top of that, involve a variety of stakeholders – including managers, supervisors, peers, customers, and stakeholders – to ensure diverse perspectives.

- **Maintain data quality & integrity:** Implement ethical practices for data collection,

storage, and analysis to ensure privacy and confidentiality.

- **Shift the role of L&D:** Given the rise of self-learning and advancements in artificial intelligence, it is time for Learning and Development people to transform their role from that of an executor to a facilitator.

- **Involve Subject Matter Experts (SMEs):** Leverage the expertise of relevant individuals to validate findings and guide program development.

- **Deploy collaborative, flexible learning platforms:** Explore platforms that offer a variety of learning formats, including webinars, articles, virtual classes, and practice environments. The purpose is to provide opportunities for employees to learn anytime, anywhere, and in ways that suit their preferences.

- **Prioritize actionability:** Align training with job responsibilities to enhance effectiveness. Encourage learning-by-doing in risk-free environments where employees can practice new skills and receive immediate feedback.

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- **Go broad:** Organizations should strive to facilitate skill expansion to retain employees amid high attrition rates. Open up learning offerings – so that team members are equipped to explore new career paths within the company.

- **Don't neglect the interpersonal aspect:** As revealed in [a study by the Harvard Business Review](#), businesses are advised to offer interpersonal skills training to

enhance team members' communication, negotiation, empathy, coaching, and cross-cultural communication skills.

- **Regularly revisit & update:** Treat TNA as an ongoing process rather than a one-time event. Periodically revisit the analysis to adapt to evolving needs, ensuring that training remains relevant and impactful over time.



02

THE MOST IMPORTANT LEADERSHIP COMPETENCIES, ACCORDING TO LEADERS AROUND THE WORLD

Source: <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

What makes an effective leader? This question is a focus of my research as an organizational scientist, executive coach, and leadership development consultant. Looking for answers, I recently completed the first round of a study of 195 leaders in 15 countries over 30 global organizations. Participants were asked to choose the 15 most important leadership

competencies from a list of 74. I've grouped the top ones into five major themes that suggest a set of priorities for leaders and leadership development programs. While some may not surprise you, they're all difficult to master, in part because improving them requires acting against our nature.

The Top 10 Leadership Competencies, Grouped Into Five Themes

When 195 global leaders were asked to rate 74 qualities, these rose to the top.



SOURCE SUNNIE GILES

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Demonstrates strong ethics and provides a sense of safety

This theme combines two of the three most highly rated

attributes: “high ethical and moral standards” (67% selected it as one of the most important) and “communicating clear expectations” (56%).

Taken together, these attributes are all about creating a safe and trusting environment. A leader with high ethical standards conveys a commitment to fairness, instilling confidence that both they and their employees will honor the rules of the game. Similarly, when leaders clearly communicate their expectations, they avoid blindsiding people and ensure that everyone is on the same page. In a safe environment employees can relax, invoking the brain's higher capacity for social engagement, innovation, creativity, and ambition.

Neuroscience corroborates this point. When the amygdala registers a threat to our safety, arteries harden and thicken to handle an increased blood flow to our limbs in preparation for a fight-or-flight response. In this state, we lose access to the social engagement system of the limbic brain and the executive function of the prefrontal cortex, inhibiting creativity and the drive for excellence. From a neuroscience perspective, making sure that people feel safe on a deep level should be job #1 for leaders.

But how? This competency is all about behaving in a way that is consistent with your values. If you find yourself making decisions

that feel at odds with your principles or justifying actions in spite of a nagging sense of discomfort, you probably need to reconnect with your core values. I facilitate a simple exercise with my clients called "Deep Fast Forwarding" to help with this. Envision your funeral and what people say about you in a eulogy. Is it what you want to hear? This exercise will give you a clearer sense of what's important to you, which will then help guide daily decision making.

To increase feelings of safety, work on communicating with the specific intent of making people feel safe. One way to accomplish this is to acknowledge and neutralize feared results or consequences from the outset. I call this "clearing the air." For example, you might approach a conversation about a project gone wrong by saying, "I'm not trying to blame you. I just want to understand what happened."

Empowers others to self-organize

Providing clear direction while allowing employees to organize their own time and work was identified as the next most important leadership competency.

No leader can do everything themselves. Therefore, it's critical to distribute power throughout the organization and to rely on decision making from those who are closest to the action.

Research has repeatedly shown that empowered teams are more productive and proactive, provide better customer service, and show higher levels of job satisfaction and commitment to their team and organization. And yet many leaders struggle to let people self-organize. They resist because they believe that power is a zero-sum game, they are reluctant to allow others to make mistakes, and they fear facing negative consequences from subordinates' decisions.

To overcome the fear of relinquishing power, start by increasing awareness of physical tension that arises when you feel your position is being challenged. As discussed above, perceived threats activate a fight, flight, or freeze response in the amygdala. The good news is that we can train our bodies to experience relaxation instead of defensiveness when stress runs high. Try to separate the current situation from the past, share the outcome you fear most with

others instead of trying to hold on to control, and remember that giving power up is a great way to increase influence — which builds power over time.

Fosters a sense of connection and belonging

Leaders who “communicate often and openly” (competency #6) and “create a feeling of succeeding and failing together as a pack” (#8) build a strong foundation for connection.

We are a social species — we want to connect and feel a sense of belonging. From an evolutionary perspective, attachment is important because it improves our chances of survival in a world full of predators. Research suggests that a sense of connection could also impact productivity and emotional well-being. For example, scientists have found that emotions are contagious in the workplace: Employees feel emotionally depleted just by watching unpleasant interactions between coworkers.

From a neuroscience perspective, creating connection is a leader's second most important job.

Once we feel safe (a sensation that is registered in the reptilian brain), we also have to feel cared for (which activates the limbic brain) in order to unleash the full potential of our higher functioning prefrontal cortex.

There are some simple ways to promote belonging among employees: Smile at people, call them by name, and remember their interests and family members' names. Pay focused attention when speaking to them, and clearly set the tone of the members of your team having each other's backs. Using a song, motto, symbol, chant, or ritual that uniquely identifies your team can also strengthen this sense of connection.

Shows openness to new ideas and fosters organizational learning

What do “flexibility to change opinions” (competency #4), “being open to new ideas and approaches” (#7), and “provides safety for trial and error” (#10) have in common? If a leader has these strengths, they encourage learning; if they don't, they risk stifling it.

Admitting we're wrong isn't easy. Once again, the negative effects

of stress on brain function are partly to blame — in this case they impede learning.

Researchers have found that reduced blood flow to our brains under threat reduces peripheral vision, ostensibly so we can deal with the immediate danger. For instance, they have observed a significant reduction in athletes' peripheral vision before competition. While tunnel vision helps athletes focus, it closes the rest of us off to new ideas and approaches. Our opinions are more inflexible even when we're presented with contradicting evidence, which makes learning almost impossible.

To encourage learning among employees, leaders must first ensure that they are open to learning (and changing course) themselves. Try to approach problem-solving discussions without a specific agenda or outcome. Withhold judgment until everyone has spoken, and let people know that all ideas will be considered. A greater diversity of ideas will emerge.

Failure is required for learning, but our relentless pursuit of results can also discourage employees from taking chances.

To resolve this conflict, leaders must create a culture that supports risk-taking. One way of doing this is to use controlled experiments — think A/B testing — that allow for small failures and require rapid feedback and correction. This provides a platform for building collective intelligence so that employees learn from each other's mistakes, too.

Nurtures growth

“Being committed to my ongoing training” (competency #5) and “helping me grow into a next-generation leader” (#9) make up the final category.

All living organisms have an innate need to leave copies of their genes. They maximize their offspring's chances of success by nurturing and teaching them. In turn, those on the receiving end feel a sense of gratitude and loyalty. Think of the people to whom you're most grateful — parents, teachers, friends, mentors. Chances are, they've cared for you or taught you something important.

When leaders show a commitment to our growth, the same primal emotions are

tapped. Employees are motivated to reciprocate, expressing their gratitude or loyalty by going the extra mile. While managing through fear generates stress, which impairs higher brain function, the quality of work is vastly different when we are compelled by appreciation. If you want to inspire the best from your team, advocate for them, support their training and promotion, and go to bat to sponsor their important projects.

These five areas present significant challenges to leaders due to the natural responses that are hardwired into us. But with deep self-reflection and a shift in perspective (perhaps aided by a coach), there are also enormous opportunities for improving everyone's performance by focusing on our own.



MỪNG XUÂN ẤT TỴ.

As the vibrant energy of Lunar New Year 2025 unfolds, ITD World Vietnam extends our warmest wishes to you, your loved ones, and your organization. The Year of the Wood Snake symbolizes wisdom, resilience, and transformation — qualities that inspire us to navigate challenges with grace and embrace new opportunities with confidence.

- **Reflecting on the Past, Embracing the Future**

Lunar New Year is not just a celebration — it is a time of reflection, renewal, and setting intentions for a brighter future. It reminds us of the values of perseverance, adaptability, and continuous learning, which are essential for both personal and professional success.

- **A Year of Growth & Achievement**

Just as the Snake moves with precision and strategy, may this year bring you clarity in your vision, strength in your endeavors, and success in every pursuit. May you find wisdom in challenges, growth in experiences, and fulfillment in your aspirations.

- **Wishing You Abundance & Happiness**

May the Year of the Wood Snake bring you prosperity, good health, and boundless opportunities. May your path be illuminated with wisdom and inspiration, your connections be enriched with trust and collaboration, and your dreams turn into reality with determination and purpose.

With warmest regards,
ITD World Vietnam

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