

These sample scores show how this training needs analysis works - replace them with your own scores which you should transfer from individual skill-set results. Note that the totals and averages cells contain formulae for calculating totals. Lowest scores are obviously the training priorities, although some consideration needs to be overlayed as to the relative importance of the skills. The spreadsheet can be extended right by copying the section to create new sections for other departments, and then to create organisational totals and averages.

	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	individual name	department averages	department sub-total	
<b>Selling and business skills</b>																					
1	Product knowledge within my personal responsibility area.	7	7	7	6	8	7	6	7	6	4	8	6	6	7	6	5	3	8	114	6.3
2	Researching and getting information about prospective and existing customers.	5	5	3	6	4	5	1	6	2	5	5	8	8	8	7	5	6	6	95	5.3
3	Business writing (letters, quotations, proposals, confirmations, contracts, etc.)	8	7	8	5	8	6	8	5	7	3	7	6	8	9	4	3	4	8	114	6.3
4	Telephone appointment-making with senior people (executives and directors).	7	6	3	8	7	5	0	4	2	7	6	8	6	6	4	3	6	8	96	5.3
5	Questioning skills, ascertaining and developing customer needs and key issues.	7	7	6	5	6	6	7	6	7	7	7	7	9	8	5	4	6	8	118	6.6
6	Developing solutions with and for customers. Understanding and using USP'ss.	8	6	5	4	7	6	2	4	3	5	6	6	9	6	6	3	3	8	97	5.4
7	Creating and giving senior-level presentations to groups.	4	3	4	3	4	3	0	2	1	3	5	6	8	9		3	3	7	68	4.0
8	Negotiating strategy, techniques and skills.	7	4	5	2	5	5	0	4	2	7	6	6	7	8	6	4	5	7	90	5.0
9	Financial understanding (P&L, cashflow, variable/fixed costs, depreciation, etc).	5	5	3	2	3	3	2	4	1	3	7	5	7	7	3	4	4	3	71	3.9
10	Managing relationships with customers and colleagues, internal selling.	7	8	6	7	8	7	7	6	7	8	7	7	7	7	7	6	7	1	120	6.7
11	Closing and completing deals.	8	7	5	6	7	7	0	6	5	8	7	6	7	8	5	6	6	8	112	6.2
12	Competitor research and awareness.	6	3	3	4	4	4	0	6	4	3	7	7	3	1	6	3	6	5	75	4.2
13	Project management and running meetings.	6	6	5	3	6	7	4	5	4	6	6	6	5	7	5	6	5	9	101	5.6
14	Administration, planning, reporting and monitoring.	4	7	6	5	7	7	9	7	9	7	6	7	4	5	4	7	4	5	110	6.1
	<b>totals</b>	89	81	69	66	84	78	46	72	60	76	90	91	94	96	68	62	68	91		
	<b>averages</b>	6.4	5.8	4.9	4.7	6.0	5.6	3.3	5.1	4.3	5.4	6.4	6.5	6.7	6.9	5.2	4.4	4.9	6.5		
<b>Personal attribute strengths</b>																					
1	Striving for new skills, knowledge, experience and personal development.	7	6	5	8	7	6	8	8	7	8	8	7	9	3	8	6	7	7	125	6.9
2	Taking personal responsibility to resolve problems, even those not of my own making.	6	7	6	7	8	8	6	5	7	8	6	8	8	9	8	9	4	8	128	7.1
3	Understanding the way people really feel, beyond what they seem to be saying.	8	7	7	5	7	5	7	5	6	7	6	6	9	10	5	9	6	6	121	6.7
4	Developing positive relationships, co-operation with, and supporting my colleagues.	8	8	5	7	8	6	6	5	7	8	6	8	8	9	3	7	8	5	122	6.8
5	Being a self-starter, self-motivated, keeping focused and productive.	8	6	7	6	7	8	8	7	8	8	6	8	6	7	6	7	7	8	128	7.1
6	Planning how to achieve my business and personal goals.	5	5	5	6	5	5	8	4	7	9	7	7	5	5	5	7	6	6	107	5.9
7	Handling stress, conflict and pressure in a positive way.	4	7	5	5	5	5	7	5	8	4	6	5	3	8	6	7	5	5	100	5.6
8	Managing upwards and sideways (my managerial superiors and my peers).	4	7	6	6	8	5	7	4	6	4	7	5	3	8	6	7	8	7	108	6.0
9	Contributing positively to team/company morale and spirit.	8	8	5	8	6	7	4	6	8	9	6	8	3	8	8	7	8	7	124	6.9
10	Seeking and picking up responsibility that I see waiting to be filled.	6	5	5	6	6	5	8	5	6	8	5	7	7	6	6	9	5	5	110	6.1
11	Coming up with recommendations and suggestions, more than asking for answers.	7	5	6	6	6	5	5	6	6	3	7	7	8	9	7	6	4	8	111	6.2
12	Managing my time and organising my priorities.	5	7	7	7	5	6	8	6	9	5	7	6	4	5	4	8	4	4	107	5.9
13	I always seek to continuously improve upon what I do and how I do it.	8	6	6	7	8	7	8	6	8	9	6	6	7	7	8	9	8	8	132	7.3
14	I always contribute to departmental goals.	6	7	6	8	8	6	3	5	8		7	7	6	8	6	9	8	6	114	6.7
	<b>totals</b>	90	91	81	92	94	84	93	77	101	90	90	95	86	102	86	107	88	90		
	<b>averages</b>	6.4	6.5	5.8	6.6	6.7	6.0	6.6	5.5	7.2	6.9	6.4	6.8	6.1	7.3	6.1	7.6	6.3	6.4		

This analysis is designed to show collective training needs and priorities and also the relative training needs of individuals. For organisational analysis you can use this tool to consolidate and show departmental totals instead of individual names. Use this analysis with the skill and behaviour set individual assessment tool (2nd view scores). This assessment tool was developed by alan chapman consultancy and you may use it for your own organisational purposes or research provided copyright is acknowledged. If you wish to use it to add value to services provided to a third party you must ask for permission from alan chapman at the email address shown. Support and advice on using this system is available from alan chapman via email [advice@alanchapman.com](mailto:advice@alanchapman.com). Free online training and systems are at [www.businessballs.com](http://www.businessballs.com). Use graphs like those in this example to show the analysis at a glance.