



01/01/0001

## TRAINING NEEDS: Thomas Sample

Private & Confidential

Thomas is by nature determined and assertive, with an ability to persuade and influence others. However, using his strengths, he will see a task through to completion in a thorough and determined manner, providing the objectives have been clearly stated and agreed upon beforehand.

Thomas needs security and prefers the status quo. He may therefore await directions or orders rather than instigate an action.

Thomas's limitations indicate that he is stubbornly independent and will resist new ideas and activities if he does not agree with them: this could affect achievements and relationships. There may also be a tendency for Thomas to do things himself rather than to delegate to others.

We recommend the following training if it has not already been given.

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### ACHIEVING EFFECTIVE RESULTS

Thomas needs to acquire the ability to:

- be disciplined
- set objectives
- organise self and others
- plan a programme of achievement
- create a climate of excellence
- listen to and motivate others
- monitor and measure activities
- take corrective action when necessary
- complete tasks on time and within budget

Competent achievers are usually assertive self-starters who are confident by nature. They possess natural persuasive and influencing skills and are active, mobile, alert and independent. Although they may not be natural organisers, they know the importance of self-discipline and organisation for achieving results and objectives in a set time scale and within an agreed budget.

Poor achievers are not generally self-disciplined, positive or confident. They have a

tendency to accept rather than challenge. Often they blame others for not setting targets, objectives or goals, which may contribute to lack of performance, but they fail to recognise that achievement can be self-generated. Since they are not self-motivated or self-starters, they seldom contribute in terms of new ideas or innovative approaches.

Thomas's achievement levels could be improved through in-situ training from a manager, supervisor or mentor. Project work would be the ideal vehicle for Thomas to be coached in the following:

- Goal Setting - Setting clear goals and time scales for himself.
- Challenging - Questioning the status quo.
- Innovating - Thinking of and implementing new ideas.
- Monitoring and Controlling - Ensuring progress is made.
- Communicating - Keeping in touch with those who have overall control or are part of the project.
- Motivating - Inspiring all those concerned. Giving momentum to the project.

Each project must be seen to be important, to be achievable and to have an end-result where competence can be recognised and confidence gradually built up over the training period. This could be upward of twelve months.

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## SELF-MOTIVATION

Thomas needs to acquire the ability and confidence to:

- get things started
- overcome problems
- keep striving for results, even in the face of adversity.

Self-motivated people are usually positive, assertive, self-confident, determined and disciplined. They are alert, demonstrate urgency and rarely yield their position even when the going gets tough. They usually respond positively to encouragement and challenge, and accept criticism.

People who are not self-motivated tend to be passive by nature and are non-demanding of self and others. They lack self-confidence and determination, and do not respond to encouragement, criticism or challenge. These people dislike antagonistic situations: fear trouble, problems, insecurity and conflict and spend much time defending the status quo. They often have an extensive area of knowledge and expertise, but it is usually confined to a particular field. In order to get started on projects they usually need to be given very specific instructions.

To improve self-motivation, training for Thomas should ideally include:

- Assertiveness Training - Aimed to improve self confidence and develop a positive mental attitude.
- Self-awareness Training - Understanding personal strengths, identifying limitations, modifying behaviour.
- Overcoming Basic Fears - Rejection, conflict, inter-personal aggression.
- Questioning the Status Quo - The importance of becoming highly self-motivated, living with change, developing change-programmes and methods to ensure continuous improvement.

After training, a mentor should be provided in order to reinforce the skills gained and further coach and encourage Thomas.

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## OTHER POTENTIAL TRAINING NEEDS

The recommended training needs listed above are the key priorities for Thomas. Other training and development programmes which would enhance performance include:

- Risk Analysis
- Delegation Skills

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It should be noted that the training needs which have been recommended relate to soft competences. Vocational, specialist and/or technical job-related training is not included within this report.