

Needs analysis; the foundation of change

A robust, systematic, and comprehensive needs analysis is the cornerstone of a successful digital learning programme.

Central to the process of needs analysis or assessment, are the skills and competencies you have identified as critical to your business' success, but further than that, it's essential to gain a full understanding of your organisational needs on a deeper level.

- Guided by subject matter experts
- Aligned to business priorities and goals
- Tailored to specific roles and business unit functions, and the local market

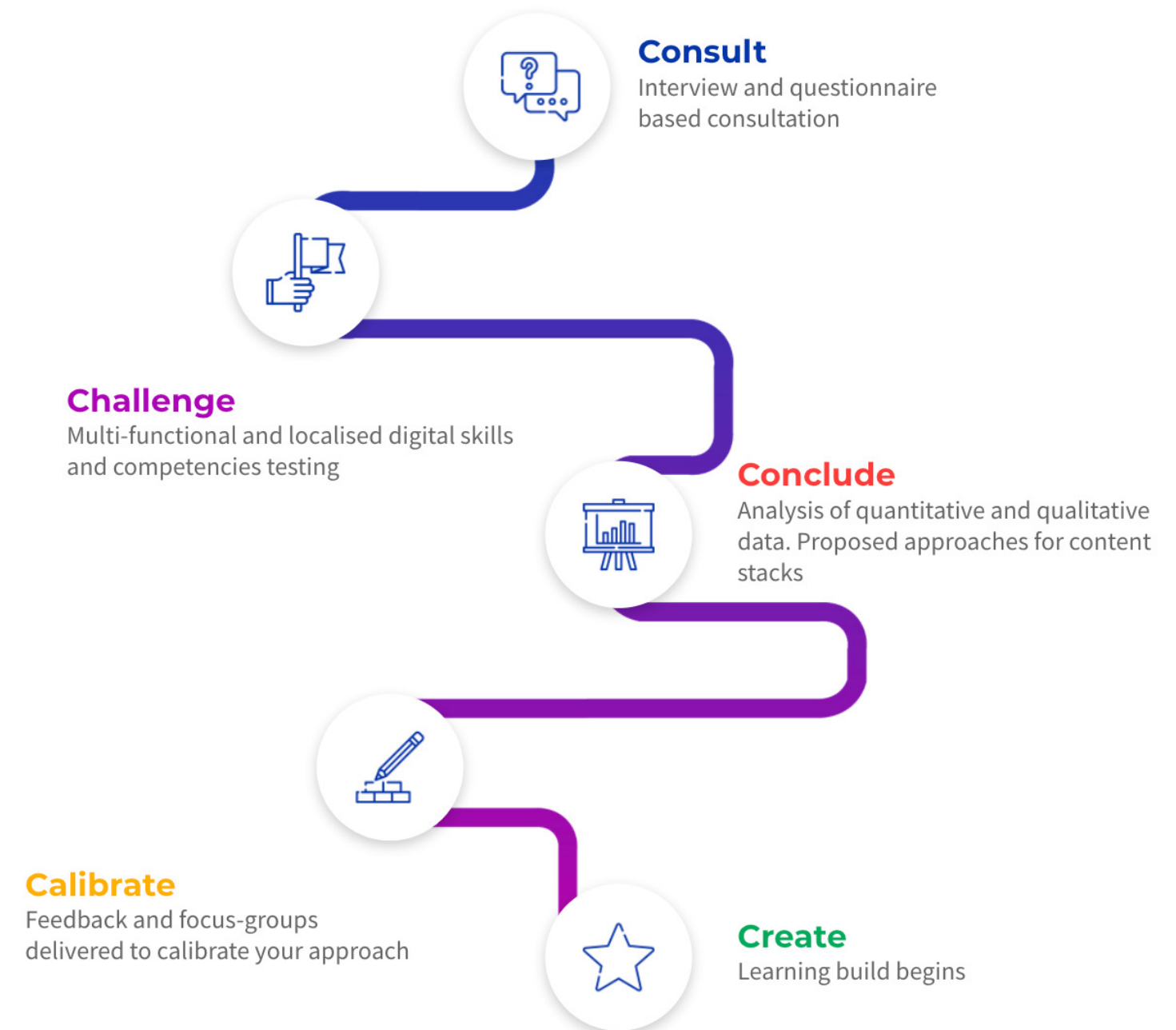


Not only will a well-executed, needs assessment provide critical information to help guide the learning design process, it will also:

- Enhance impact measure
- Provide data to support ROI calculations
- Act as a critical tool in gaining stakeholder buy-in at both an executive and managerial level

Create a tailored approach that works for your business

There is no one-size-fits-all approach to needs assessment - indeed, your approach should be as unique as your business is - however, you can use the information on the next few pages as a framework.



Adapt how you **engage**
at an entry level

	C Level/ executive team/ leadership team	Senior management/ middle management	All staff
Consult	Conduct in-person interviews with members of local leadership teams	Conduct quantitative and qualitative questionnaire with Heads of Department, Upper and Middle Management teams	Conduct quantitative questionnaire with wider teams
Challenge	Conduct digital skill and digital mindset competency assessment <ul style="list-style-type: none">- Role specific- Country specific	Conduct digital skill and digital mindset competency assessment <ul style="list-style-type: none">- Role specific- Country specific	Conduct digital skill and digital mindset competency assessment <ul style="list-style-type: none">- Role specific- Country specific
Conclude	Analyse and present findings to key stakeholders <ul style="list-style-type: none">- Propose top level learner outcomes and objectives for each content stack- Collect feedback on proposals	Analyse and present findings to key stakeholders <ul style="list-style-type: none">- Propose top level learner outcomes and objectives for each content stack- Collect feedback on proposals	Conduct focus-groups with sample elements on content stacks and proposed LOs
Calibrate	Incorporate feedback from 'Conclude' stage and present confirmed top level learner outcomes and objectives for each content stack	Incorporate feedback from 'Conclude' stage and present confirmed top level learner outcomes and objectives for each content stack	
Create	Build phase of learning design begins	Build phase of learning design begins	Build phase of learning design begins

The Middle Management Conundrum; engagement is essential of change

“Regardless of what high-potential initiative the CEO chooses for the company, the middle management team’s performance will determine whether it is a success or a failure”

Jonathan Byrnes, Middle Management Excellence¹

1. Jonathan Byrnes, “Middle Management Excellence,” Harvard Business School Working Knowledge Series, 5th December 2005 <https://hbswk.hbs.edu/archive/middle-management-excellence>

We often see change management initiatives that start at the top, then go for a bottom-up approach, leaving Middle Management in a state of inertia.

Whereas leadership teams are often given the time and space to understand, reflect and respond, Middle Management often finds itself the enactors of directives they’ve had little to no input in, and which overlook, what would have been, critical insight.

Our approach places the Middle Managers at the heart of the consultation process, in order to overcome this potentially problematic gap.

Go further by looking beyond the skills gap

A common pitfall for organisations is focussing solely on their skills gaps - particularly when it comes to digital.

Assessing skill sets against specific digital competencies is helpful but it might not go far enough. In order to truly cultivate a culture of learning and bring about significant change, consider looking at other areas too. By adopting a more holistic approach to needs analysis, you can transform how your people view and take ownership of their own digital education.

You could consider landscape, culture and mindset. Let’s take a look at how:

A foundational, collective and individual approach

Landscape

- Look at your business from a **foundational** perspective
- Consider the market, your sector and your competitors
- Audit the technology, systems and structures deployed on an organisational level; identify who is not being included on a strategic level



Culture

- Look at your business from a **collective** perspective
- Consider group behaviours and barriers, identify high-performing teams
- Audit the gap between strategy and implementation; identify who is not included on a managerial level

Mindset

- Look at your business from an **individual** perspective
- Consider individual behaviours and barriers, motivation, impressions and perceptions, and, access
- Audit the gap between strategy and implementation on an individual level; identify who is not included on an personal level

How UpSkill Digital can help you

At UpSkill Digital we empower businesses and their people to succeed by ensuring they have the knowledge, skills and confidence to thrive.

We offer a range of training solutions from virtual instructor-led training sessions, to online courses, in-person classroom workshops and 1:1 mentoring.

Our training is active and experiential, enabling your team to fail fast and develop skills at pace. We offer training across a variety of topics from digital marketing strategy, to eCommerce design, employee wellbeing, diversity and inclusion and much more.

To find out more:



hello@upskilldigital.com



+44 207 846 6190



upskilldigital.com

Companies we have supported



#UPSKILLYOURSELF

