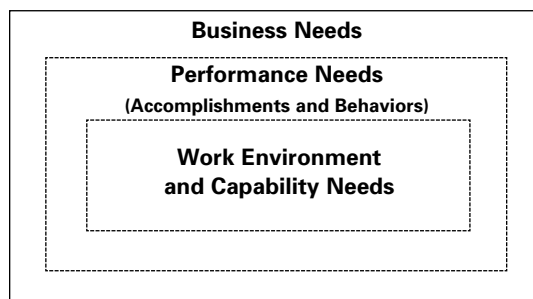


Tool 4-1. Sample Questions to Explore Manager Requests

Need Hierarchy



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The following are examples of questions you can ask when exploring a manager's request for a training program. These questions are formatted in a generic manner; it is important that you edit questions you select to include reference to the specific employee group and situation that the manager is focused upon.

Questions to Ask Regarding Business Needs: Desired State

- What are the business/operational goals for your group?
- What are the measures you use to determine success?
- Is there any business department or function achieving these goals now? If there is, what is this department or function doing differently to contribute to these results?

Question to Ask Regarding Business Needs: Current State

- What are the current results that have been obtained at this time for the business/operational goals for your group?

Questions to Ask Regarding Performance Needs: Desired State

- What must people in the (name the employee group focused upon) do more, better, or differently if your department/function is to achieve the goals you have described?
- Are there any people in the (name the employee group focused upon) who are achieving the results you require? If there are, what are these people doing differently to accomplish the greater results?

Questions to Ask Regarding Performance Needs: Current State

- What do employees in the (name the employee group focused upon) typically do to accomplish the results you need?
- What have you observed people in this workgroup do that leads you to believe they would benefit from a training or learning program?

Questions to Ask Regarding Work Environment Needs

- What are the reasons for the gaps between what employees should be doing to accomplish results and what they are typically doing now?
- If the learning solution we are discussing was implemented, what might still make it difficult for employees in this group to perform as you need them to do?

- For employees to change how they do their jobs, they require (a) skills, (b) clear accountability, and (c) coaching support. We have discussed the types of skills that are needed and actions we can take to address that need. What actions can be taken to ensure employees know what they are accountable to do with these skills and how they will be coached and supported to use them once they return to the job?

Questions to Ask Regarding Capability Needs

- How do the capabilities of employees compare with the requirements of the job?
- What skills and knowledge do employees require if they are to perform successfully?