

Learning Needs Assessment

Diagnostic Tool — Enterprise L&D

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SECTION 1: PURPOSE & INSTRUCTIONS

This Needs Assessment Diagnostic Tool is designed to help Learning & Development leaders and business partners identify performance gaps, root causes, and the most effective learning interventions before resources are committed to program design. It is appropriate for use at the individual contributor, team, or organizational level.

When to Use This Tool

- A business leader requests training but the root cause is unclear
- Performance data indicates a gap in a specific skill or behavior
- A new product, process, or system rollout requires readiness planning
- Compliance or quality metrics are trending in the wrong direction
- A new leader or team is onboarding into a high-stakes environment

How to Use This Tool

1. Complete Section 2 (Intake) with the requesting business partner
2. Conduct stakeholder interviews or observations to validate Section 3
3. Administer Section 4 rating scales to managers and/or learners
4. Analyze data to complete Section 5 (Root Cause Summary)
5. Use findings to complete Section 6 (Recommended Intervention)
6. Present findings and recommendation to the requesting leader

SECTION 2: INTAKE & BUSINESS CONTEXT

Date of Request	<i>[Date]</i>
Requesting Leader / Partner	<i>[Name, Title, Department]</i>
Target Audience	<i>[Role(s), Level, Location, Headcount]</i>
Business Unit / LOB	<i>[e.g., Default Servicing, Retail Lending, Operations]</i>
Stated Request	<i>[What did the leader ask for?]</i>
Business Problem / Goal	<i>[What outcome are they trying to achieve?]</i>
Timeline / Urgency	<i>[When is this needed? What is driving the deadline?]</i>
Prior Training Attempted	<i>[Any previous L&D interventions on this topic?]</i>

SECTION 3: DISCOVERY QUESTIONS

Use these questions during stakeholder interviews with managers, team leads, and/or a sample of the target audience. Document responses in the space provided or in a separate interview notes document.

3A — Performance Gap Clarification

Discovery Question	Response / Notes
What does strong performance look like in this role today?	
What does the current performance look like? What's the gap?	
How long has this gap existed? Is it getting better or worse?	
How is this gap being measured? (QA, metrics, observation, escalations)	
Who is performing well and why? What are they doing differently?	
Is the gap isolated to certain individuals, teams, or shifts?	

3B — Root Cause Exploration

Discovery Question	Response / Notes
Do employees know what is expected? Have expectations been clearly communicated?	
Do employees have the skills and knowledge needed to perform?	
Are there process, system, or tool barriers getting in the way?	
Is there a consequence or incentive structure that's influencing behavior?	
Do employees have enough time, resources, or support to perform?	
Is there a motivation or engagement issue at play?	
Has a policy or procedure recently changed without adequate communication?	

3C — Organizational & Environmental Factors

Discovery Question	Response / Notes
Is this gap related to a recent change? (system, product, process, leadership)	

How does the manager/supervisor currently support performance on the floor?	
Are there compliance or regulatory factors that make this especially urgent?	
What is the business impact if this gap is not closed? (cost, risk, SLA breach)	
What does success look like 30 / 60 / 90 days after intervention?	

SECTION 4: COMPETENCY RATING SCALE

Complete this section by rating each competency based on manager observation, QA data, or self-assessment. Use the 1–5 scale: 1 = Not Yet Demonstrated, 2 = Developing, 3 = Proficient, 4 = Advanced, 5 = Expert. Select N/A if the competency is not applicable to this role.

4A — Core Job Skills

Competency / Behavior	1 Not Yet	2 Developing	3 Proficient	4 Advanced	5 Expert	N/A
Understands and correctly applies relevant policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Navigates required systems and tools accurately and efficiently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets or exceeds productivity and quality metrics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handles customer/client interactions within SLA requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages high-volume workload with accuracy and consistency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applies compliance and regulatory guidelines correctly in daily work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4B — Communication & Collaboration

Competency / Behavior	1 Not Yet	2 Developing	3 Proficient	4 Advanced	5 Expert	N/A
Communicates clearly and professionally with internal/external stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Actively listens and asks clarifying questions before responding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Escalates appropriately and within expected timeframes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborates effectively across teams and departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides and receives feedback constructively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4C — Leadership & Development Readiness (Manager Roles)

Competency / Behavior	1 Not Yet	2 Developing	3 Proficient	4 Advanced	5 Expert	N/A
Provides timely, specific, and actionable coaching to direct reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Sets clear expectations and holds team accountable consistently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies and develops high-potential team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leads team through change with transparency and stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitors team performance data and adjusts tactics accordingly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Models company values and behavioral expectations consistently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 5: ROOT CAUSE SUMMARY

Based on discovery interviews and rating data, check all root causes that apply and document supporting evidence.

	Root Cause Category	Supporting Evidence / Notes
<input type="checkbox"/>	Lack of Knowledge — employees don't know what to do	
<input type="checkbox"/>	Lack of Skill — employees know but can't yet perform	
<input type="checkbox"/>	Process / System Barrier — tools or workflow getting in the way	
<input type="checkbox"/>	Unclear Expectations — standards not communicated clearly	
<input type="checkbox"/>	Motivation / Engagement — willingness gap, not ability gap	
<input type="checkbox"/>	Consequence Gap — behavior not reinforced or discouraged	
<input type="checkbox"/>	Resource / Capacity Constraint — not enough time or support	
<input type="checkbox"/>	Recent Change — new policy, system, or process not yet adopted	
<input type="checkbox"/>	Other:	

SECTION 6: RECOMMENDED INTERVENTION

Primary Root Cause	<i>[Summarize the core finding in 1–2 sentences]</i>
Is Training the Right Solution?	<i>[Yes / Partially / No — and why]</i>
Recommended Intervention(s)	<i>[ILT, VILT, On-Demand, Job Aid, Coaching, Process Fix, Manager Calibration, etc.]</i>
Proposed Modality	<i>[Classroom, Virtual, Blended, On-the-Job, Self-Paced]</i>
Estimated Duration	<i>[Hours / Days / Phased rollout]</i>
Audience Size & Priority	<i>[Who goes first? Why?]</i>

Measurement Approach	<i>[How will we know it worked? Metrics, observation, QA delta]</i>
Estimated Timeline to Deploy	<i>[Design start → pilot → full rollout]</i>
Resources Required	<i>[SMEs, content, LMS, facilitation, budget estimate]</i>
L&D Owner / Next Steps	<i>[Who owns this? What happens next?]</i>

APPENDIX: NEEDS ASSESSMENT DECISION FRAMEWORK

Use this framework to determine the appropriate intervention type based on root cause findings.

If Root Cause Is...	Consider This Intervention	NOT Recommended
Lack of knowledge	ILT, VILT, eLearning, job aid, reference guide	Coaching alone
Lack of skill / practice	Simulation, role play, OJT with feedback	Lecture-only training
Process or system barrier	Process improvement, system fix, manager escalation	Any learning intervention
Unclear expectations	Manager calibration session, updated SOP communication	New training program
Motivation or engagement	Manager coaching, recognition review, stay interview	More training
Consequence gap	Performance management conversation, incentive review	Training alone
Resource / capacity issue	Workload review, staffing, workflow redesign	Any learning intervention
Recent change not adopted	Change communication, microlearning, floor reinforcement	Long-form classroom

This document is an original work sample created for portfolio purposes. It represents the author's methodology, framework, and professional approach to learning needs analysis.