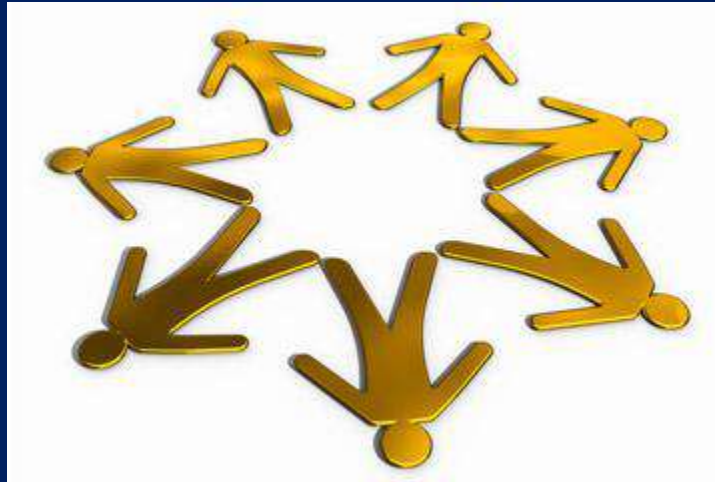


[Developing, Leading and Engaging People]



Lecture Title:

5. [Developing People – Training Cycle]

Lecturer: Paul Gauci

Date: 27th May 2026

9.00hrs-13.00hrs



Masters in

Human Resources Management

Learning Objectives

Following this session students will be able to:

- *Understand the function of the Training Cycle in developing people – training needs analysis; training design; training delivery and training evaluation.*
- *Appreciate that by following the Training Cycle, organizations can ensure that their efforts in employee development are targeted, effective, and impactful.*



Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.
- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.



Understand the function of the Training Cycle in developing people –

training needs analysis;
training design;
training delivery
and training evaluation.



Who Trains Wins



Training defined



*“ A planned process to modify **attitude, knowledge or skill** through learning experience, to achieve effective performance in an activity.”*

Dept of Employment Group - UK

“Employees are widely regarded as the organization's most important asset due to their crucial role in ensuring heightened customer satisfaction and the delivery of high-quality products and services.

In the absence of adequate training and development opportunities, individuals may not be able to fully realize their potential in accomplishing their tasks.

Employees who possess the necessary skills and abilities to effectively carry out their job-related responsibilities are more likely to retain their positions for an extended period of time, primarily as a result of experiencing greater levels of job satisfaction.”

Employee Training and Development

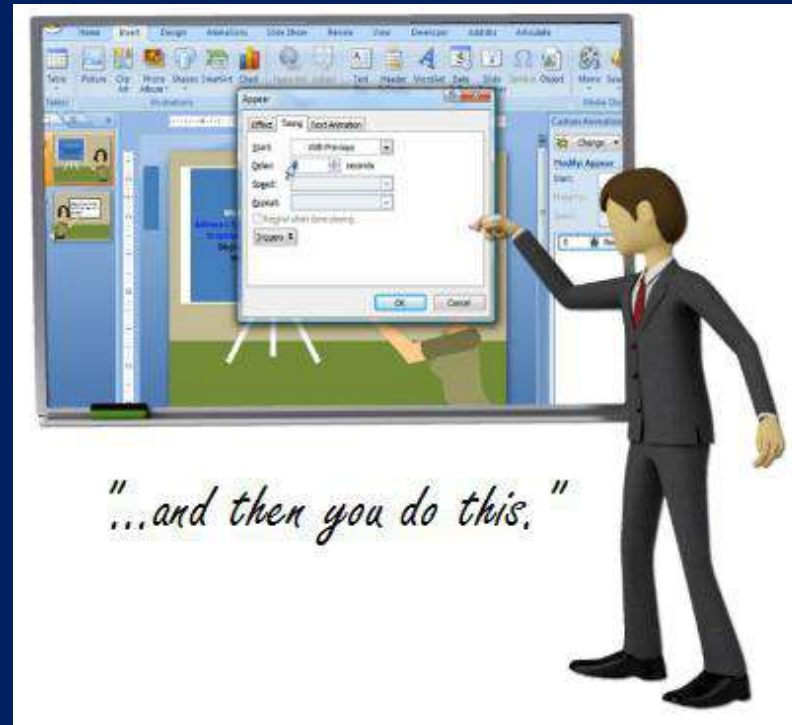
Enhancing Employee Performance – A Study

Dr. A. S. Arulsamy, Dr. Indira Singh, Senthil Kumar, Dr. Jetal J. Panchal

Research Gate



Individual Exercise: Benefits of Training?



Benefits (1)

- Better utilisation of staff
- Individuals develop and grow
- Individuals and teams become more versatile and flexible
- Greater customer satisfaction
- Better utilisation of systems



Benefits (2)

- Identification of employee potential
- More cost efficiency – less wastage of resources like time, money, materials and personnel
- Better motivation and improved morale
- More empowerment
- Better management of change
- More staff retention



Benefits (3)

- Improved performance leading to increased output, higher levels of production, sales and more emphasis on quality



Top 7 Benefits of Training Employees For An Organization | Agilemania

- <https://www.youtube.com/watch?v=-7p1l05FvGI>





What are the types of training?

Technical training is a type of training meant to teach employees the technological aspects of the job.

Quality training refers to familiarizing employees with the means of preventing, detecting, and eliminating non-quality items, usually in an organisation that produces a product.

Skills training, the third type of training, includes proficiency needed to actually perform the job.

Soft skills training. Soft skills refer to personality traits, communication, and personal development habits that are used to characterize relationships with other people.

Professional training is a type of training required to be up to date in one's own professional field.





“If you think training is expensive, try incompetence.”

Anon

The Training Cycle



Identify Learning Needs

Who needs training and why?

Training needs arise from a variety of reasons...

- Improvement on performance
- Natural wastage i.e. retirement, resignation
- Technological innovation...Digitalisation
- Re-skilling and re-deployment
- Company transformation and growth
- Government legislation and regulation



Methods of Identifying Training Needs

- Job analysis
- Direct observation
- Examination of metrics *e.g.* appraisals, turnover, HR dashboard, results
- Customer feedback
- Conducting interviews and questionnaires with staff and line management



Skills Matrix

- A ***skills matrix*** is a framework used to map employees' skills and their levels. It's a grid that contains information about available skill and their evaluation.
- It is used to manage, plan, and monitor existing and desired skills for a role, team, department, project, or an entire company.
- Sometimes a skills matrix is also called a competency matrix.
- A simple table with employees' names and their skills might be called a skill matrix.



Example of a skills matrix

A table with employees names and their skills or competencies with their evaluation.

Team member	Communication	Campaign Mgmt	Content marketing	Webinar Mgmt	Social media marketing	Design skills
John	8/10	7/10	9/10	7/10	3/10	2/10
Elizabeth	4/10	5/10	7/10	6/10	8/10	3/10
Robert	6/10	9/10	5/10	8/10	5/10	7/10
Victoria	8/10	9/10	7/10	9/10	7/10	6/10
Edward	7/10	4/10	4/10	3/10	4/10	8/10
Anne	7/10	4/10	6/10	7/10	9/10	3/10

Why is a skills matrix important?

- Skills matrices are essential tools for any company that is driven by data, particularly for the HR department and project management team leaders.
- Matrices are ideal for keeping track of your staff's skills, qualifications, certifications, and competencies throughout the whole organization. They work really well in practice and improve efficiencies and the bottom line.
- Even a simple matrix can allow you to discover any missing skills that are needed or determine who needs some training.



- A skill matrix is important because when it is set up well it can help you organize your teams easily, identifying any skill sets that you need based on the project requirements.
- With a good skill matrix, your project is completed efficiently and by the most qualified and skilled team members.



- It is also helpful to the HR department, in that if they need to hire extra staff, they will know what skills to advertise for.
- At the same time, it can be used to schedule vacation periods for employees, making sure to have enough people with needed skills on site.



- What is the difference between a skills matrix and a competency matrix?
- The concept behind them is totally the same. The only difference in usage and level.
- A skills matrix, as we mentioned, mostly contains employees' skills evaluation, but this is a small part of the knowledge that they have.



- A competency matrix includes knowledge, skills, and attitudes, so it should even encompass a skill matrix within.
- A competency matrix is mainly created and used by management to understand available knowledge in the company, identify gaps, and plan accordingly.



KSA - Knowledge, Skill, Attitude

1. Knowledge – "What you know"

- Definition: The information, facts, concepts, and theories an employee has learned through education, training, or experience.
- Examples:
 - A software developer knowing programming languages like Python or Java.
 - A nurse understanding human anatomy and medication protocols.
 - An accountant knowing tax laws and financial regulations

***Knowledge is theoretical –
it's the foundation on which skills are built.***



2. Skills – "What you can do"

Definition: The ability to perform tasks or activities competently, often developed through practice and experience.

Types:

Hard skills: Technical abilities (e.g., operating machinery, using Excel).

Soft skills: Interpersonal abilities (e.g., communication, teamwork).

Examples: Writing code (developer).
 Handling customer complaints (customer service).
 Analyzing financial data (finance analyst).

Skills are practical – they turn knowledge into action.



3. Attitude – "How you behave or feel"

Definition: A person's mindset, beliefs, and approach toward work, tasks, people, and challenges.

Examples:

Being proactive and taking initiative.

Staying positive under pressure.

Showing commitment and willingness to learn.

Attitude is behavioral – it shapes how knowledge and skills are applied



Learning Activity

Identify Knowledge; Skills and Attitude required for effective performance for any given role of your choice.



- Competencies matrices give the L&D department information that they can use to determine what training is needed for employees. By using the skills matrix, they can identify training opportunities.
- It also helps employees to understand what their gaps are, so they can take action to gain the skill set they need to excel in their position.



- Also, the matrix can be used as a template in an employee's career planning and development.
- Knowing what competencies you need for the next level or promotion helps to create a learning path.



Design the Training (1)

How is it to be taught and what format ?

- Draw up a programme to meet objectives
- Plan when the training is to be carried out
- Decide on length, frequency and timing
- Set learning objectives: *to improve knowledge, skills, attitude or behaviour*



Design the Training (2)

- Find out what type of research is needed
- Decide on visual and learning aids
- Decide on who is going to instruct and facilitate learning
- Decide on the training venue



Implement the Training

Deliver the programme

- Train
- Lead
- Administer



Evaluate the Training

Have the objectives been achieved?

Validation – concerned with whether the training programme has imparted the knowledge and skills it was designed to.

Evaluation – has the programme been successful in reducing or eliminating the identified training needs.



Performance Gap

Remember:

Not every gap requires a training solution.

Measurement costs money and time and it may be difficult to link cause and effect due to variables e.g. people and circumstances.





Masters in Human Resources Management

Exercise: Identify Trainer Competencies



Trainer Competencies (1)

- Good knowledge of the subject matter
- Clarity of thought and capacity to communicate and present information in a meaningful way
- Ability to motivate learners
- Ability to relate the training to the practical world of the trainees, using appropriate exercises



Trainer Competencies (2)

- Being able to manage the group and training situations
- Exercising appropriate social and leadership skills
- Being sensitive to the needs of the learners
- Projecting confidence, enthusiasm, energy and commitment
- Being seen to be credible



Key Points

- Training is a management **reaction** to change...dictated by new products, services, systems and markets
- Training's role is also **proactive**... as a trained workforce will bring about new initiatives, improvements and new business



Key points

- Training interventions are often used to solve organisational problems...

However, training will not succeed unless it meets the learning and development needs of the individual

- Development is about enabling people to fulfill their potential



Appreciate that by following the Training Cycle, organizations can ensure that their efforts in employee development are targeted, effective, and impactful.



Today's Focus is on...



Modern Approaches

Comprehensive Training Needs Analysis:

- Conduct a thorough assessment of the skills and knowledge gaps across departments.
- Identify specific training needs for different roles and levels within the organisation.



- Standardised Onboarding Programme:
 - Develop a standardised onboarding process for new employees that includes orientation, job training, and introductions to company culture and values.
 - Provide a detailed onboarding checklist and schedule to ensure consistency across departments.



- Learning Management System (LMS):
 - Implement a robust Learning Management System to centralise and streamline training resources.
 - Use the LMS to deliver online courses, track employee progress, and provide a repository for learning materials.



- Mentorship Programs:
- Establish mentorship programs to facilitate knowledge transfer between experienced employees and newcomers.
- Encourage regular interactions between mentors and mentees to enhance on-the-job learning.



- Continuous Learning Culture:
 - Foster a culture that values continuous learning and skill development.
 - Recognize and reward employees who actively engage in professional development activities.



- Resource Library:

- Create a centralised resource library that employees can access for self-directed learning.

- Include e-books, articles, videos, and other materials that support ongoing learning.



- Feedback Mechanism:
 - Establish a feedback mechanism for training programs to continuously improve content and delivery.
 - Encourage employees to provide feedback on the effectiveness of training sessions.

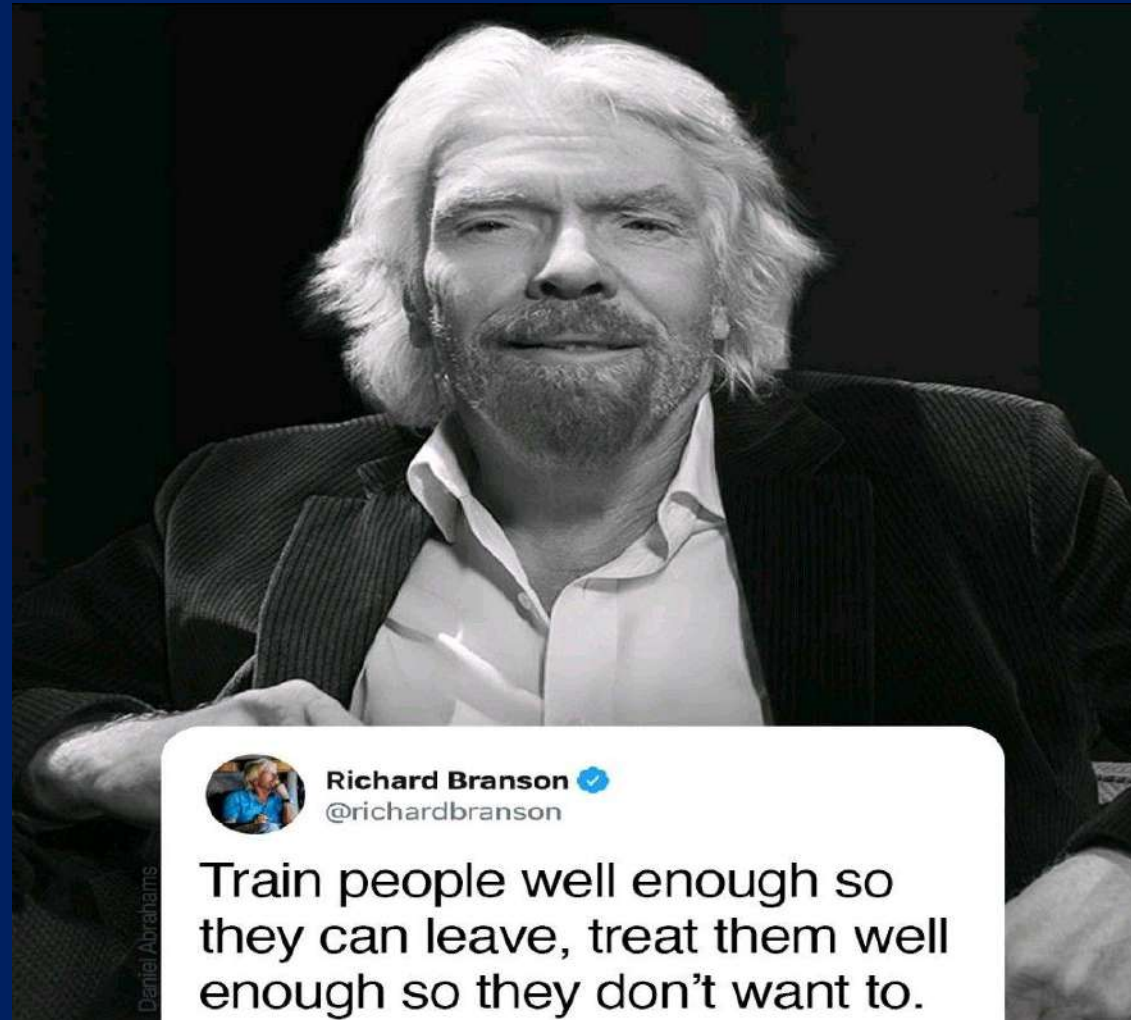


- Skill Development Workshops:
 - Organise regular workshops and seminars focused on developing specific skills relevant to job roles within the organisation.
 - Bring in external trainers or utilise internal experts to lead these sessions.



- Gamification of Learning:
 - Introduce gamified elements into training programs to make learning more engaging and enjoyable.
 - Use rewards and recognition to motivate employees to actively participate in learning activities.





“Training keeps me in touch with my pet topics. By facilitating learning for others I am constantly keeping myself up to speed, so I don’t have to worry about losing my knowledge and skills over time.”

Paul Gauci



Application in Practice

CASE STUDY:

- Crystal Bay Hotels
- Background:
 - Crystal Bay Hotels is a 4-star hotel chain with properties in major tourist cities. Recently, the company received several negative reviews related to poor customer service at the front desk. Guests mentioned delays during check-in, lack of knowledge from staff about services, and unfriendly communication.
 - The HR Manager recommends a structured training program using the Training Cycle to address these issues and improve guest satisfaction.

Questions

1. Training Needs Analysis (TNA)

- Q1: What is Training Needs Analysis and why is it important for Crystal Bay Hotels?

Q2: How could Crystal Bay Hotels carry out a Training Needs Analysis?

2. Training Design

- Q3: What considerations should Crystal Bay Hotels make during the training design phase?



3. Training Delivery

- Q4: How should the training be delivered to maximize effectiveness?

4. Training Evaluation

- Q5: What methods can be used to evaluate if the training was successful?

5. Final Assessment Question

- Q6: Why is it important to use the full Training Cycle rather than just delivering a one-off training session?



1. Training Needs Analysis (TNA)

Q1: What is Training Needs Analysis and why is it important for Crystal Bay Hotels?

✓ Model Answer:

Training Needs Analysis is the process of identifying gaps between current employee skills and the skills required to meet organizational goals.

For Crystal Bay Hotels, TNA is essential to determine why front desk staff are underperforming and what specific knowledge or behavior changes are needed to improve customer service.



Q2: How could Crystal Bay Hotels carry out a Training Needs Analysis?

-  Model Answer:
- Guest feedback analysis to identify common complaints
- Observation of staff during check-in/check-out
- Employee surveys and self-assessments to understand confidence levels
- Performance reviews from supervisors
- These methods help pinpoint skill gaps, such as lack of system knowledge, poor communication, and slow service processes.

2. Training Design

- Q3: What considerations should Crystal Bay Hotels make during the training design phase?
-  Model Answer:
- The hotel should:
- Align training objectives with the issues found in TNA
- Include modules on hospitality etiquette, reservation system use, and stress management
- Choose a mix of methods (e.g. face-to-face role-play, e-learning, and case studies) Design interactive content to maintain engagement
- The goal is to create a training plan that's relevant, practical, and flexible for staff schedules



3. Training Delivery

- Q4: How should the training be delivered to maximize effectiveness?
-  Model Answer:
- Crystal Bay Hotels can deliver the training using:
- In-person workshops with role-playing to simulate guest interactions
- On-the-job coaching by experienced supervisors
- Micro-learning videos for system tutorials
- Mentoring programs to support new or struggling employees
- This blended approach caters to different learning styles and ensures immediate application.



4. Training Evaluation

- Q5: What methods can be used to evaluate if the training was successful?
 -  Model Answer:
 - Feedback forms from trainees immediately after training
 - Pre- and post-training tests to assess knowledge gain
 - Mystery guest audits to evaluate service improvement
 - KPI tracking, such as guest satisfaction scores and reduced check-in time
 - Follow-up interviews with managers on behavioral changes
-
- These evaluations will help determine whether the training led to noticeable improvements in customer service.

- Q6: Why is it important to use the full Training Cycle rather than just delivering a one-off training session?
-  Model Answer:
- Using the full Training Cycle ensures that training is purposeful, targeted, and impactful.
- It helps the organization:
- Understand actual performance issues
- Develop relevant and effective training
- Deliver it in an engaging way
- Measure the outcomes for continuous improvement
- For Crystal Bay Hotels, this approach ensures long-term improvements in staff capability and guest satisfaction.

-  Conclusion
- By applying the full Training Cycle
 - TNA, Design, Delivery, and Evaluation
 - Crystal Bay Hotels can systematically address service issues, enhance employee skills, and provide a superior guest experience.

<https://www.youtube.com/watch?v=fBDIAA0GEes>

- The future of skills in the age of AI | David Timis | TEDxLuxembourgCity



Arulsamy A, Isingh S, Kumar S, Panchal J
Employee Training and Development
Enhancing Employee Performance – A Study Research Gate

Armstrong M. (2009) Handbook of Human Resource
Management Practice - Kogan Page 11th Edition

Hayden D and Beevers K (2025) Learning and Development
Practice in the Workplace - The Complete Guide Kogan Page

Noe, R. A. (2020). Employee Training and Development (8th
ed.). McGraw-Hill.





**Masters in
Human Resources Management**