Transformation Pillar:
Talent Architecture & Capability Development

Strategic Needs Analysis (SNA)

For Performance, Training, and Organizational Development

COURSE OVERVIEW

Too many training investments begin with a course request rather than a business problem. This two-day program provides a practical framework for strategic needs analysis that identifies performance gaps, determines which needs genuinely require training, and aligns learning and development with organizational goals.

Participants integrate three levels of analysis: performance needs analysis to diagnose gaps and their root causes; training needs analysis to define the knowledge, skills, and attitudes required; and organizational needs analysis to align learning with strategy, capability, and readiness for change. They then combine the findings into a single, prioritized action plan, and explore how AI can strengthen analysis through faster data insight and predictive skill-gap identification, alongside the ethical and governance questions it raises.

This program is delivered by world-renowned HR transformation expert, consultant, and author, **Mostafa Azzam**, who has extensive experience aligning learning and development with organizational strategy across the region.

COURSE OBJECTIVES

By the end of this program, participants will be able to:

- **Distinguish** strategic needs analysis from traditional training needs assessment.
- **Scope** an SNA, engage stakeholders, and quantify its expected return.
- **Diagnose** performance gaps and root causes using the 5 Whys, fishbone diagrams, and the Human Performance Technology model.
- **Separate** training from non-training solutions, and define measurable learning objectives.
- **Align** L&D initiatives with strategy, capability gaps, and readiness for change.
- **Apply** AI to needs analysis responsibly.
- **Build** an integrated, prioritized action plan for a real organizational challenge.

COURSE METHODOLOGY

This program follows our decision-centered learning design, combining:

- **Opening Challenges:** Practical challenges that surface participants' assumptions before frameworks are introduced.
- **Expert-Led Briefings:** Concise, evidence-based input on concepts, frameworks, and emerging practice.
- **Case Studies and Simulations:** Realistic situations with genuine choices, where participants decide, defend, and reconsider.
- **Hands-on Activities:** Applying tools and frameworks to participants' own work.
- **Ready-to-Use Tools and Templates:** Practical resources delegates can apply immediately in the workplace.
- **Capstone Project:** Produce an integrated needs analysis and prioritized action plan for a real organizational challenge.

WHO SHOULD ATTEND

This program is designed for:

- L&D Managers and Specialists
- HR Business Partners and Talent Management Specialists
- Organizational Development Consultants
- Performance Consultants
- Training Managers and Designers
- Business leaders involved in strategic planning

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