WHITE PAPER 04 · INTELLIGENT L&D

# A Training Needs Analysis the Board Will Read

Counting tasks, not feelings, and fitting the plan to the hours people actually have

**Industry** Listed technology company **Function** HR and L&D

**Author** Cheryl Lourdes, Founder and CEO

## AT A GLANCE



INDUSTRY

Malaysian listed technology company



PROBLEM

A yearly training plan built on wish lists and pain ratings



FRAMEWORK

Task list, hours budget, three options per need



CHANGE

A 2027 plan of in-house and public programmes inside 40 hours a person

EXECUTIVE SUMMARY

A training needs analysis usually asks people what they want to learn and how painful their work feels, and people answer politely, hence the plan that comes out of it is a wish list that the board cannot connect to the business. This paper shows the TNA approach TLMM used for a listed technology company planning 2027, built on tasks, hours and choices.

**40** training hours per employee a year

**7** focus functions

**3** options per need

**71%** rate their pain as minor or smooth

**Count the tasks, do not ask how they feel.**

INDUSTRY AND PROBLEM OBSERVED

## The problem

The client wanted to identify the ideal in-house and public programmes for its people in 2027, across sales, finance, legal, company secretarial, procurement, the project management office and operations, with every other function sourced to Malaysian public classes.

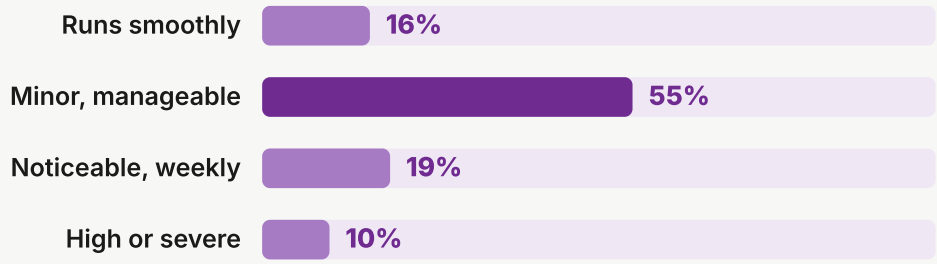
Each employee has 40 training hours a year, so every recommendation had to fit inside that number, and a list of topics people liked would not survive the first budget meeting.

## What we observed

- Pain ratings undersell the work, in one HR cohort 71% rated their tasks minor or smooth and then listed task after task
- Wish lists ignore the hours each person actually has
- One recommendation per need leaves the client nothing to compare

### How staff rate their repetitive work

HR and administration cohort before training, KadoshAI data



THE FRAMEWORK PROCESS

## The Board-Ready TNA

1

### List the tasks

Each person's recurring tasks, how often they happen and the workaround

2

### Budget the hours

Fit every programme inside the 40 hours a person has

3

### Split the route

In-house for focus functions, public classes for the rest

4

### Offer three options

Three matched options per need, so the client chooses

HOW IT WAS SOLVED

## The solution

TLMM ran the TNA function by function, separated the seven focus functions for in-house programmes from the functions better served by public classes, and gave three options per need so the client could choose on fit and cost, hence the plan reads as a set of decisions for the board rather than a list of courses.

**BEFORE**

- Topics people liked
- No hours budget
- One vendor per need

**AFTER**

- Tasks people repeat
- Every programme inside 40 hours
- Three options per need

WHAT L&D LEADERS SHOULD DO

## Your checklist

- Replace pain ratings with a task list and frequency
- Fit the plan to the training hours each person has
- Decide in-house versus public by function
- Give the decision makers three options per need

**A TNA is finished when the board can make a decision from it.**

## ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

**Talk to us:** Cheryl, 017-397 8748 · cheryl@tlmm.com.my · tlmm.com.my

## REFERENCES AND DATA NOTES

- KadoshAI data on file, 2025 to 2026, covering 1,400+ employees across Malaysian GLCs, MNCs and SMEs, reported by sector and function only. Before and after scores are self-rated by the same people on the same questions.