

HUMAN RESOURCES | COURSE BROCHURE

Learning Needs Analysis and Training Design

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Training budgets are wasted when programmes do not address real performance needs. This course shows HR and learning professionals how to conduct learning needs analysis at organisational, team and individual levels, distinguish training from non-training solutions, set learning objectives and design effective training programmes.

The best training starts with a clear performance problem. You will learn to diagnose needs accurately and design solutions that work.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Needs analysis exercises, interview and survey practice, objective writing and programme design workshops.

Course objectives

By the end of this course, participants will be able to:
• Explain the learning needs analysis process
• Gather data at organisational, team and individual levels
• Distinguish training needs from other performance issues
• Prioritise learning needs
• Write measurable learning objectives
• Design effective training programmes

Target audience

This course is suitable for:
• Learning and development professionals
• HR managers
• Training coordinators
• Line managers responsible for development
• Instructional designers



Course content

Target competencies

Participants will develop competencies in:

- Needs analysis
- Data gathering
- Objective writing
- Programme design
- Prioritisation

Course outline

Day 1: Why Needs Analysis

09:00–10:08	Performance gaps
10:08–11:00	Levels of analysis
11:00–11:30	**Coffee break**
11:30–11:45	Levels of analysis (continued)
11:45–12:53	Common mistakes
12:53–14:00	Exercise

Day 2: Gathering Data

09:00–10:08	Interviews and focus groups
10:08–11:00	Surveys
11:00–11:30	**Coffee break**
11:30–11:45	Surveys (continued)
11:45–12:53	Performance data
12:53–14:00	Practice

Day 3: Analysing Needs

09:00–10:08	Training versus non-training solutions
10:08–11:00	Prioritisation
11:00–11:30	**Coffee break**



Course content

11:30–11:45	Prioritisation (continued)
11:45–12:53	Reporting findings
12:53–14:00	Workshop

Day 4: Learning Objectives

09:00–10:08	Writing measurable objectives
10:08–11:00	Levels of learning
11:00–11:30	**Coffee break**
11:30–11:45	Levels of learning (continued)
11:45–12:53	Assessment alignment
12:53–14:00	Exercise

Day 5: Programme Design

09:00–10:08	Blended learning
10:08–11:00	Sequencing
11:00–11:30	**Coffee break**
11:30–11:45	Sequencing (continued)
11:45–12:53	Evaluation planning
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,940.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Cape Town Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,890.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.–**
Dubai Confirmed dates	4 Jan 2027	8 Jan 2027	**€3,150.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Rome Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,450.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Cape Town Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
London Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,450.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,650.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Dubai Confirmed dates	12 Apr 2027	16 Apr 2027	**€3,150.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	3 May 2027	7 May 2027	**€1,890.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	17 May 2027	21 May 2027	**€2,450.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Paris Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,860.-**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Vienna Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,940.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
Barcelona Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,840.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Frankfurt Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,650.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Rome Confirmed dates	13 Sept 2027	17 Sept 2027	**€2,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Barcelona Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,840.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Rome Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,450.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,540.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,450.-**
Online Confirmed dates	29 Nov 2027	3 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online