



Needs Assessment Basics

By Deborah Tobey

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The premise of *Needs Assessment Basics* is simple and powerful: organizational and individual training needs cannot be separated from the business needs of an organization. Without a focused needs assessment process, trainers end up developing and delivering training that does not solve the right problem and, worse, delivering training that the target audience finds irrelevant and the organization dismisses as a poor investment. *Needs Assessment Basics* is written specifically to show you how to accomplish the important training goal of delivering relevant training as a business partner of your organization. To deliver on this individual and organizational value promise, the book offers a seven-phase needs assessment model that begins with an external and internal organizational scan and ends with the presentation of key data collected to the client. In all phases, the author reminds the reader to keep an eye on the real business and performance gap.

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Needs Assessment Basics By Deborah Tobey Bibliography

- Sales Rank: #998270 in Books
- Brand: Brand: ASTD
- Published on: 2006-01-06
- Released on: 2005-05-01
- Original language: English
- Number of items: 1
- Dimensions: 9.48" h x .40" w x 7.44" l, .70 pounds
- Binding: Paperback
- 176 pages

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Editorial Review

Review

Key concepts, useful case studies, tips, techniques, and job aids in an easy-to-read format that skillfully lead you through the assessment process: *Needs Assessment Basics* has it all. Even better, Deborah Tobey helps us negotiate the process within the context of today's time- and resource-deprived business environment that often forces needs analysis to the bottom of our-to-do lists. A must-read for training professionals. --Toby Cannon, Director, Training & Development, Broadcast Music

This book will be an integral part of your reference library. It is well designed and easy to read; Deborah Tobey has created the perfect guide to needs assessment. --M. Sharon Bartee, Human Resource Manager, General Mills-Pillbury

All of Deborah Tobey's years of corporate, consulting, and academic experience shine through in this book. *Needs Assessment Basics* is a practical guide for anyone wishing to generate results through training including those new to the training field, seasoned HRD practitioners, or any business leader involved in training. If you are searching for proven strategies and practical tools to help ensure training delivers real impact, this book delivers them. --Mark K. Marshall, Vice President, Lee Hecht Harrison

About the Author

Deborah Davis Tobey has 20 years of experience in the HRD field and is principal of solo consulting practice in human and organization performance improvement, DEB TOBEY LLC. She works with client organizations in consulting skills development and consulting systems; training needs assessment, design, facilitation, and evaluation; strategic planning; team building; group process consultation; competency modeling; and leadership development.

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