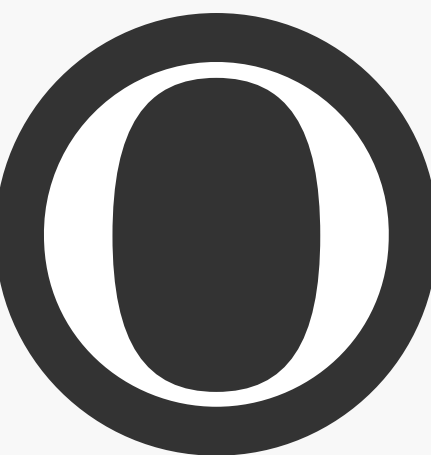




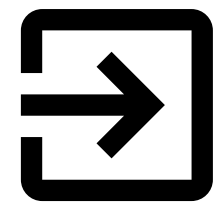
Data Sources Cheat Sheet

This is an extensive, but not exhaustive list of all the data sources you can use during your needs analysis process. Your main focus should be to use as many as the time allows you to. Each source comes with its biases, but using more than one will increase the chances of you capturing the reality of your organizational needs.

We have access to it

We trust the data

We will use it

PEOPLE SOURCES	 Performance Management System Identifies skill gaps and performance trends that can shape future programs.	 Exit Surveys & Interviews Provides insights into potential organizational improvements and needs not met.	 Pulse Surveys Offers real-time feedback on immediate needs and the effectiveness of ongoing L&D initiatives.	 Previous L&D Requests Reflect direct employee input on challenges and desired areas of growth.	 L&D Team Knowledge Leverages the L&D team's collective experience and understanding of what works to refine and target future initiatives effectively.
	 360 Feedback Results Offers a well-rounded view of employee competencies and development areas from multiple perspectives.	 Onboarding Survey Results Highlights the effectiveness and gaps in current onboarding processes, indicating areas for improvement.	 Learning & Development Records Shows trends in employee learning preferences, previous feedback, and the impact of programs on performance.	 Individual Development Plans Signal employee needs directly tied to their career development aspirations.	 Interviews with People Partners Provides qualitative insights into department-specific challenges and needs that can inform the customization of L&D programs.
	 Engagement Survey Results Reveals the relationship between employee engagement levels and potential areas for learning interventions.	 Churn/ Turnover Data Signals the need for retention strategies possibly tied to career development opportunities.	 Succession Planning Data Indicates future competencies required for leadership development and strategic roles.	 Workforce Planning Data Assesses the long-term skills needed to meet strategic business goals, shaping future L&D objectives.	
BUSINESS SOURCES	 All Hands Records Capture company-wide announcements and initiatives that can pinpoint shifts in strategic focus requiring new programs.	 Individual Contributors' Input Gain ground-level insights into the daily challenges and skills gaps directly from those performing the core work.	 C-Level Input Understand the broader business vision and priorities to tailor L&D initiatives that support top-level strategy.	 Industry Insights Keep L&D strategies relevant and forward-thinking by incorporating current industry trends and future skill requirements.	 Sales Performance Data Correlate sales metrics with learning initiatives to focus on developing skills that directly impact sales effectiveness and revenue generation.
	 Strategic Planning Documents Identify long-term company objectives to align learning and development goals with the organization's strategic direction.	 People Managers' Input Obtain detailed knowledge of team dynamics and specific departmental needs from those who manage teams.	 Operational Dashboards Assess real-time data on operational performance to quickly identify areas where learning can improve efficiency and effectiveness.	 Customer Satisfaction Scores Use customer feedback to highlight specific areas where employee-customer interactions can be enhanced through targeted programs.	