



*Training Course:
Training and Development Professionals*

*23 - 27 August 2027
Milan (Italy)*

Training Course: Training and Development Professionals

Training Course code: HR234809 From: 23 - 27 August 2027 Venue: Milan (Italy) - Training Course Fees: 5775 € Euro

Introduction

Training and Development T&D professionals today operate in a highly demanding environment where training is expected to deliver **measurable value and strategic impact**, not just learning events. Organizations increasingly require training functions to align closely with business objectives, demonstrate return on investment, and contribute to performance improvement.

This program equips participants with a **comprehensive, end-to-end understanding of training management**, covering the full cycle from **Training Needs Analysis TNA** to evaluation and ROI measurement. It emphasizes how to position training as a strategic function, how to select the right delivery resources internal or external, and how to ensure training effectiveness through structured evaluation frameworks.

Participants will gain practical tools and frameworks to **promote training internally, collaborate with stakeholders, and measure training success using globally recognized models such as the Kirkpatrick Model and ROI methodologies**.

Program Objectives

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

- Understand the **strategic role of training** in organizational success
- Align training initiatives with **business objectives and workforce needs**
- Design and implement effective **Training Needs Analysis TNA** processes
- Select and evaluate **internal trainers and external consultants**
- Apply structured evaluation models such as the Kirkpatrick Model
- Measure training effectiveness across all levels, including ROI
- Develop competencies required for **modern training professionals**
- Promote training as a value-added function within the organization

Target Audience

- Training and Development Professionals
- HR and Learning & Development Specialists
- Training Coordinators and Program Managers
- HR Business Partners involved in training strategy
- Professionals responsible for training evaluation and performance improvement

Training Outline

Day 1: Strategic Framework of Training

- The evolving role of training in organizations
- Training as a strategic partner vs. administrative function
- Aligning training with organizational strategy
- Promoting training internally training marketing
- Designing training announcements and communication plans
- Partnering with managers and supervisors
- Roles, responsibilities, and collaboration models
- Practical activity: Developing a training promotion plan

Day 2: Training Needs Analysis TNA

- Importance of identifying real training needs
- TNA frameworks and methodologies
- Data collection methods:
 - Quantitative surveys, metrics
 - Qualitative interviews, focus groups
- Comparing data collection approaches
- Identifying performance gaps vs. training gaps
- Workshop: Conducting a full Training Needs Analysis

Day 3: Selecting Internal Trainers SMEs

- Role of Subject Matter Experts SMEs in training
- Criteria for selecting internal trainers
- Trainer competency frameworks
- Internal trainer selection process
- Coaching and feedback techniques for trainers
- Introduction to Train-the-Trainer development pathways
- Workshop: Evaluating internal trainer candidates

Day 4: Managing External Training Providers

- When to use external consultants vs. internal trainers
- Criteria for selecting external training providers
- Reviewing and evaluating training proposals
- Designing consultant evaluation frameworks
- Interviewing and selecting training vendors
- Monitoring consultant performance before, during, after training
- Practical exercise: Evaluating a training proposal

Day 5: Training Evaluation and ROI

- Importance of training evaluation
- The Kirkpatrick Model Reaction, Learning, Behavior, Results
- Linking TNA with evaluation outcomes
- Writing Instructional Learning Objectives ILOs
- ROI process model:
 - Identifying costs

- Measuring benefits
 - Calculating ROI
- Introduction to competency frameworks:
 - Iceberg model of competencies
 - Types and components of competencies
- Developing a personal development plan

Registration form on the Training Course: Training and Development Professionals

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