BLACKBIRD FOR TRAINING

Training Management and Learning Strategy

21 – 25 December 2026
Vienna (Austria)



Training Management and Learning Strategy

Ref: 98_363588 **Date:** 21 – 25 December 2026 **Location:** Vienna (Austria) **Fees:** 5200 GBP

Introduction:

Over 1 week, this Training Management & Learning Strategy course shows you how to run the training function as one cycle, from business goals and skills gaps to the training plan, budget, providers and evaluation. You build and take back an annual training plan with its budget, an evaluation scorecard and a 90-day action plan for your own organisation. You need some experience of coordinating or running training activities; no finance background is required. You practise through case studies built on realistic organisational data, then defend your decisions to peers in short presentations.

Course Objectives:

- Map business goals and KPIs to training priorities using a goal-to-capability alignment matrix for your organisation
- Run a training needs analysis at organisation, role and individual level with a skills-gap scoring template
- Build an annual training plan and budget using a cost-per-learner model and a prioritisation scoring grid
- Draft a provider selection scorecard and service-level terms to manage external trainers and internal subject experts
- Score training outcomes with a four-level evaluation scorecard and an ROI calculation on one of your own courses
- Present your training plan and 90-day action plan to decision makers using a one-page business case

Target Audience:

- You lead or manage the training function and own the annual training plan and its budget
- You work as an L&D professional who designs, sources or evaluates learning for several departments
- You coordinate training activities, schedules, providers and logistics and are moving into planning work
- You belong to an HR team that links performance, competencies and career paths to development
- You head a team or business unit and approve development requests and training spend



Course Outline:

Day 1: Aligning Training Priorities with Business Goals

- Translating Business Goals into Capability Requirements with a Strategy Map
- Mapping Stakeholders and Sponsors with an Influence-Interest Grid
- Assessing Current Training Function Maturity with a Diagnostic Checklist
- Ranking Training Priorities with a Business Impact Scoring Grid
- Build: Goal-to-Capability Alignment Matrix for Your Organisation

Day 2: Analysing Training Needs and Identifying Skills Gaps

- Running Organisation, Role and Individual Needs Analysis Layers
- Designing Needs Surveys, Interview Guides and Focus Group Prompts
- Building Role Competency Profiles with Proficiency Level Descriptors
- Separating Training from Non-Training Causes with Performance Gap Analysis
- Build: Skills-Gap Heat Map and Prioritised Needs Register

Day 3: Building the Training Plan and Budget

- Selecting Delivery Methods with a Blended Learning Decision Matrix
- Sequencing Activities into an Annual Training Calendar Template
- Costing Training with Cost-per-Learner and Cost-per-Hour Models
- Defending Budget Requests with Scenario and Trade-off Analysis
- Build: Annual Training Plan with Line-Item Budget

Day 4: Managing Providers and Delivering Training

- Writing Training Requests for Proposal and Provider Briefs
- Scoring Providers with a Weighted Selection Scorecard
- Setting Service-Level Terms and Quality Checks for Delivery
- Handling Delivery Risks with a Logistics and Contingency Checklist
- Build: Provider Management Pack and Delivery Risk Log

Day 5: Evaluating Training Outcomes and Presenting an Action Plan

- Scoring Case Study Outcomes with a Four-Level Evaluation Scorecard
- Calculating Training ROI and Cost-Benefit on Case Study Data
- Linking Evaluation Results Back to Your Alignment Matrix
- Presenting Your Training Plan with a One-Page Business Case
- Build: Final Training Plan and 90-Day Action Plan



Skills You Will Gain:

- Stakeholder Influence Mapping
- Performance Gap Diagnosis
- Competency Profiling
- Blended Learning Design Choices
- Training Calendar Planning
- Service-Level Agreement Drafting
- Delivery Risk Management
- Cost-Benefit Analysis

Why Attend This Course:

- Turn your organisation's goals into a ranked list of training priorities you can defend in budget meetings
- Use the skills-gap heat map template to run your next needs analysis cycle
- Apply the provider scorecard and service-level terms the next time you buy external training
- Take back your annual training plan, budget and 90-day action plan ready to present

Conclusion:

In your first week back, you check your annual training plan against any business goals that have shifted. Then you walk your manager through the one-page business case and agree the first three actions of your 90-day plan. Next, you share the provider scorecard with procurement so it shapes the next purchase. After the first course runs under the plan, you review its evaluation scorecard and adjust the budget lines. On completing the course, you receive a BlackBird Certificate of Completion.

Frequently Asked Questions FAQ:

What will you be able to do after a training management and learning strategy course?

You will be able to link training priorities to business goals, run a needs analysis, build a costed training plan, manage providers and evaluate results in terms decision makers understand.

What do you need to know before starting training management and learning strategy?

You need some experience of coordinating, organising or requesting training. A basic grasp of how your organisation sets goals helps. No finance or statistics background is needed; the costing and ROI models are worked through step by step.



What do you build during this training management and learning strategy course?

You build an alignment matrix, a skills-gap heat map, an annual training plan with a line-item budget, a provider management pack, an evaluation scorecard and a 90-day action plan you present to peers.

How does training management and learning strategy differ from a train-the-trainer course?

This course is about running the training function: priorities, needs, plans, budgets, providers and evaluation. A train-the-trainer course focuses on delivering sessions in the room, such as presentation and facilitation skills.

