

Transfer of Learning



MAQ Exchange



Objectives/Major Concepts

- ◆ Describe transfer of learning and why it is important
- ◆ Discuss factors that affect transfer and learner performance
- ◆ Describe key strategies that can be used before, during and after training
- ◆ Discuss issues related to monitoring and evaluating learning transfer



Why do we do training?

- ◆ To ensure workers have the knowledge and skills to do the job.



What is Transfer of Learning?

...ensuring that the knowledge and skills acquired during a learning intervention are applied on the job...



Why focus on transfer?

- ◆ Improves quality of client services
- ◆ Protects training investments
- ◆ Encourages and empowers learners
- ◆ Improves accountability for implementation
- ◆ Enhances likelihood that interventions will target specific needs
- ◆ Helps supervisors keep current



What are the barriers to transferring learning?

- ◆ Lack of reinforcement on the job
- ◆ Difficulties in the work environment
- ◆ Non-supportive organizational culture
- ◆ Learners' perception that new skills are impractical
- ◆ Learners' discomfort with change
- ◆ Separation from the instructional source
- ◆ Poor instructional design and delivery
- ◆ Negative peer pressure

Source: Newstrom 1983.



What is my greatest performance block?

I would perform better if:

1. I knew exactly what was expected of me.
2. I received regular feedback about how I was doing, compared to what was expected.
3. I had the right tools to do my job and a work environment that suited my job.
4. I had some incentives to excel (e.g., recognition).
5. I had better skills and knowledge about how to do my job.
6. I had a supportive supervisor or manager.



Performance Factors Matrix

1. Expectations	2. Feedback	3. Tools
4. Incentives	5. Skills & Knowledge	6. Organizational Support



What performance factors affect transfer of learning?

- ◆ Job expectations
- ◆ Performance feedback
- ◆ Physical environment and tools
- ◆ Motivation
- ◆ Skills and knowledge
- ◆ Organizational support



What is the TOL process?

...an interrelated series of tasks performed by supervisors, trainers, learners and co-workers before, during and after a learning intervention in order to maximize transfer of knowledge and skills and to improve job performance...



The Transfer of Learning Matrix

	Before Learning	During Learning	After Learning
Supervisors			
Trainers			
Learners			
Co-workers			

43 suggested strategies



Action Plan

- ◆ Describes steps to maximize transfer of learning
- ◆ Used by learner, supervisor, trainer and co-workers
- ◆ Helps track expectations, commitments and resources
- ◆ Initiated before training, refined during training and implemented after training



Action Plan Key Elements

Action Plan

Specific Areas to Improve:

Problems to Overcome:

Detailed Steps	Responsible Persons	Resources	Date/Time	Changes Expected

Commitment of Support Team:



Key Strategies

Before Learning

- ◆ Ensure problem can be “fixed” with training
- ◆ Select the “right” trainees
- ◆ Establish agreements about intervention goals



Key Strategies *(continued)*

Before Learning *(continued)*

- ◆ Design the “learner support system”
 - learning materials
 - interactive activities
 - facilitators/peers
 - administrative support



Key Strategies *(continued)*

During learning

- ◆ Match training activities to intervention goals
- ◆ Give learners the time to learn



Key Strategies *(continued)*

After learning

- ◆ Provide ongoing support and resources
- ◆ Monitor learner progress
- ◆ Make adjustments as needed



Measuring the Effectiveness of Learning Interventions

- ◆ Performance on the job
- ◆ Success of approach
- ◆ Appropriateness of the materials and resources



Summary

- ◆ Transfer of learning is important in maximizing the effect of training
- ◆ There are a number of factors that affect transfer and learner performance
- ◆ There are key strategies that you can use before, during and after training
- ◆ Monitor and evaluate learning transfer to document that transfer has occurred