

TRANSFERLOGIX CASE STUDIES

PUBLIC SECTOR ORGANIZATIONS INCLUDING EDUCATIONAL AND TRAINING INSTITUTIONS	
Who	National training institute for public sector administrators in Malaysia.
Need	Increasing investment in the training of upper level administrators in the public sector in Malaysia accompanied by pressure for accountability for training expenditures and application of learning on the job.
Purpose	Several high profile professional development programs were examined to more thoroughly understand the factors affecting public sector administrators' 1) motivation to transfer of new skill and knowledge to the workplace and 2) to engage in knowledge sharing behavior following training.
Solution	Transfer system analysis identified several key pre- and post-training factors affecting motivation to transfer and knowledge sharing that led to the development of strategies to enhance motivation and promote administrators' knowledge sharing in the workplace.
Who	Alcohol and drug addiction office in a state department of social services in the U.S.
Need	Substantial expenditures on a frequently conducted 5-day clinical supervision workshop by an external provider prompted interest in understanding more about the program's effectiveness.
Purpose	Gain an enhanced understanding of the strengths and weaknesses of the clinical supervision workshop and the learning transfer system catalysts and barriers faced by trainees when they returned to work after training.
Solution	Results indicated several strong facilitators of transfer (experiential nature of the training and the transfer-related motivation of supervisors) but a number of critical barriers (the absence of consequences for transfer, limited managerial support for transfer efforts, and limited opportunity to use new learning on the job). Recommendations for improving the training program included enhancing front-end analysis to more closely tie training content to trainee job requirements and at the same time reduce training time. Transfer system improvements centered on developing and implementing an informal reward system, developing the capacity of managers to provide ongoing coaching and feedback for learning transfer, and the implementation of post-training mechanisms so trainees can network and collaborate with peers and colleagues about training transfer.

Who	Local government-sponsored organization in the U.S. that plans, funds, develops, and evaluates developmental programs and policies that promote the welfare of children and families.
Need	Substantial and continuing expenditure on training of family counselors by outside provider prompted interest in more fully understanding the program's effectiveness and how changes in counselor practice can be promoted.
Purpose	In-depth training evaluation examining level of learning and transfer from a 5-day training program for family services counselors, barriers to learning and transfer, and strategies for improving learning and transfer.
Result	Results showed significant increases in knowledge and skills as a result of training but only limited transfer of those same skills over a 30 day period following training. Despite highly motivated trainees, substantial barriers to transfer included limited job relevance of training content, a lack of resources and on-the-job opportunities for applying new learning, low levels of trainee personal accountability for transfer, and the absence of formal or informal reward systems linked to learning transfer. Strategies for improving transfer from subsequent programs included advance assessment of needs and modification of training content to better meet job requirements coupled with a trainee selection process to identify individuals most likely to profit from training, implementation of an informal reward system to support transfer efforts, and instituting an employee/supervisor transfer goal setting process.
Who	State department of transportation in the U.S
Need	Increased allocation of training dollars to this department was accompanied with a mandate for increased accountability for training results.
Purpose	Two major goals: 1) Analysis of the catalysts and barriers to on-the-job use of skills and learning acquired in training several groups of employees including engineering technicians, engineering technician supervisors, highway maintenance personnel, highway maintenance foremen and supervisors, and mobile equipment operators; 2) Identify competencies needed by trainers and other key personnel to reduce barriers and support learning transfer.
Result	Results showed trainees across all groups were motivated to transfer learning but faced substantial barriers to transfer. These included the need for enhanced supervisor support (better coaching and feedback for transfer and increased opportunities to use new learning) and better pre-training information and preparation for training. Recommendations centered on the development of training programs to develop transfer support competencies in trainers and supervisors.

Who	A state department of disability services that provides support and resources to assist persons with disabilities.
Need	Increased allocation of training dollars to this department was accompanied with a mandate for increased accountability for training results.
Purpose	To identify catalysts and barriers to on-the-job use of learning acquired in rehabilitation counselor training and identify competencies needed by trainers and other key personnel to reduce barriers and increase learning transfer.
Result	Several substantial barriers to transfer emerged in this organization including lack of time and opportunity to experiment and use new learning on the job, workgroup resistance to the use of new skills and abilities in the workplace, absence of management and supervisory support for transfer, and pre-training information and preparation. Recommendations centered on the development of training programs to develop transfer support competencies in trainers and supervisors.
Who	Governing and oversight board for gaming in Canada.
Need	Substantial investment in large scale supervisory training program prompted need to facilitate program success.
Purpose	To promote success of upcoming implementation of large scale supervisory training program an analysis of the organizational transfer system was done to identify potential barriers prior to training program implementation.
Result	Potential barriers to successful transfer identifies and steps taken to makes necessary changes could be made prior to release of large scale supervisory training program.
Who	Three large public sector organizations in Jordan.
Need	Reform of certain civil service policies led to modification of supervisory jobs and subsequent increased investment in supervisory training.
Purpose	To facilitate diagnosis the training needs and improve the outcomes of supervisory training.
Result	Improved fidelity between training content and job requirements improved training outcomes and strengthened trainees' confidence in using trained skills and expectations about the performance improvement utility of training.

PRIVATE SECTOR FOR-PROFIT ORGANIZATIONS

Who Petro-chemical manufacturing plant in the U.S.

Need Following a multi-million dollar investment in the development of a new computer-based training system to streamline and increase the efficiency of ongoing production operator training and certification there was a need to better understand system effectiveness.

Goal Employees from several production units in the plant were followed through multiple certification training modules to track learning, transfer, and to analyze factors affecting the transfer of computer-based production operator certification training.

Solution Results showed the transfer of highly critical knowledge and skills learned in computer-based certification training modules was significantly influenced by the support and feedback from work group members and normative expectations about group member work behavior. Analysis led to the development of strategies for strengthening work group support.

Who Prominent hotels in China.

Need Increasing expenditures on training coupled with uneven training results across employee groups prompted interest in understanding more about the differences and how to improve overall training effectiveness.

Purpose To examine learning and changes in job performance resulting from the training of both managerial and non-managerial, frontline employees (e.g., front desk, housekeeping, etc.), barriers to transfer, and strategies to improve transfer outcomes.

Result Results showed differences in learning and transfer primarily as a function of transfer motivation, transfer expectations and interpersonal support, particularly from supervisors. Strategies for improving both learning and transfer included engaging employees and their immediate supervisors in the planning stages of the training to encourage a greater sense of ownership in the training process, engaging supervisors to provide more active support, and developing positive expectations through the development of transfer reward systems.

Who	Consulting, manufacturing and distribution, and health insurance companies in Belgium.
Need	Shrinking human resource budgets led to desire to maximize effectiveness of training investments.
Purpose	To examine 40 different training programs to identify transfer system factors associated with high levels of transfer with recommendations for training improvement.
Results	Analysis provided important insights into antecedents of training transfer including the need for high fidelity between training design and job requirements, learner readiness, motivated and confident trainees, and the provision of opportunities to use new learning as soon as possible following training.
Who	A leading global business consulting, technology and strategic IT service provider.
Need	Increased allocation of training dollars to this department was accompanied with a mandate for increased accountability for training results.
Purpose	To analyze barriers and catalysts to learning transfer.
Results	Transfer system analysis data provided starting point for discussions about how to improve the training programs.
Who	Prominent global financial services company in Germany.
Need	Enhance management and leadership skills among mid-level managers.
Purpose	Improve learning transfer through analysis of work environment to determine factors supporting and blocking application of newly acquired management and leadership skills.
Results	Reduction of transfer barriers for mid-level managers associated with improved performance and morale of subordinates.

Who	Global high-tech communications engineering and manufacturing company.
Need	Increasing product complexity has demanded an emphasis and improvement in the capacity of service engineers to troubleshoot and service high-tech products for their customers.
Purpose	To identify barriers associated with the transfer of instructor-led training designed to prepare service engineers to perform services on technical equipment at client sites.
Results	Support for transfer from co-workers and peers, constructive feedback about service performance, and motivation to transfer all associated with increased transfer of trained skills. Data provided basis for strategies and recommendations for further enhancing transfer.
Who	Full-service hospital in the northeastern U.S.
Need	Training critical care nurses to deal effectively with strokes and stroke trauma essential in a full-service hospital requires that learned skills be transferred.
Purpose	To examine the effectiveness of a stroke training program and improve learning transfer through analysis of work environment to determine factors supporting and blocking application of skills learned by nurses in a stroke training program.
Results	Development of strategies for reducing transfer barriers for nurses and improving training effectiveness and patient outcomes.
Who	The “Corporate Education Unit” of a private College in Canada.
Need	Increasing competition for corporate training dollars among colleges and universities providing professional development opportunities spurred need for competitive advantage.
Purpose	To provide “Corporate Education Unit” clients with an analysis of transfer system to identify barriers to transfer and generate strategies to overcome barriers and increase training effectiveness.
Results	Strategies generated from data were successfully used to facilitate the management and improvement of transfer following training.