

## The Seven Factors in the Transfer of Learning Process

1. The Planning Process
2. Learner Characteristics and Motivation
3. Design and Delivery Method
4. Learning Context
5. Immediate Application
  - Ensuring Learning Transfer at Your Organization
6. Workplace Environment
7. Eliminating Barriers



## Ensuring Learning Transfer at Your Organization

*How a Supervisor can support a positive learning transfer*

### How can an organization ensure that what is learned is actually applied?

Although learning happens during training, that is only the beginning. The Learner's Supervisor plays a key role in the transfer of learning process, as well as reinforcing what was learned, both informally and formally. Below are strategies that Supervisors can use to support Learners to successfully put into practice what was learned via the training session.

Strategy	Follow up ideas	Why this is important
<p><b>Encourage and allow for cooperative learning.</b></p> <p><i>Allowing employees to learn with others increases the likelihood that they will better understand what they learned.</i></p>	<p>Choose meaningful learning opportunities that include networking/peer-based learning, either during the training or as a follow-up or supplemental activity, and meet a variety of learning preferences and communication styles.</p> <p>Provide opportunities for Learners to demonstrate and practice their knowledge/skills together.</p>	<p>Whether online, in-person, or blended learning, allow Learners to learn together to provide knowledge and encouragement to one another.</p> <p>Peer-based support is beneficial to learning as it allows two or more people to learn together and motivate each other.</p> <p>Allows Learners to evaluate each other and provide the opportunity to learn from one another.</p>
<p><b>Meet with the Learner immediately before and after the training session.</b></p> <p><i>Discuss what is expected as a result of the training.</i></p>	<p>Describe how the training fits into the mission, vision, and goals of the organization.</p> <p>Review learning objectives or priorities of the training and how they complement the Learner's role.</p> <p>Have Learners assess their skills before and after the training.</p>	<p>Motivates Learners to see the connection between the goals of the organization and the training.</p> <p>Learners can see how this training can enhance their role.</p> <p>If Learners assess themselves, they can see how their knowledge/skill has improved as a result of the training.</p>

Strategy	Follow up ideas	Why this is important
<b>Encourage and motivate Learners.</b>	<p>Set the expectation for Learners to put newly acquired knowledge into action right after training.</p> <p>Develop a coaching relationship with Learners. For example, ask Learners how they would like to see things change and what resources may be needed.</p> <p>Encourage Learners to demonstrate, apply, and share their new skills and knowledge with everyone.</p>	<p>Let them know that you see ongoing training as an important part of the job.</p> <p>Having a coaching relationship with Learners will help build their skills and knowledge and develop the talent pool within your organization.</p> <p>To ensure that Learners are demonstrating that they understand the information learned and ensures compliance with the organization's policies and procedures (recertification, etc.).</p>
<b>Inspire Learners to Lead by Example.</b>	<p>Support employees to be role models – expect them to lead by example and model the knowledge/skills learned and the traits that the organization expects all employees to demonstrate (i.e. person-centredness, accountability, professionalism, etc.).</p>	<p>Modeling behaviour expresses what the organization's expectations are and influences others to meet that standard – if you expect excellence and enthusiasm, model excellence and enthusiasm.</p> <p>If you're willing to perform tasks that you're asking others to do, this will help you earn their respect.</p>
<b>Follow up and continuously reinforce learning.</b>	<p>Schedule times and places for Learners to practice and continue to build on what they have learned.</p> <p>Observe and coach as necessary.</p> <p>Establish a recognition or rewards system for when Learners apply their learning.</p>	<p>Allowing time for supervised practice gives Learners the opportunity to demonstrate what they have learned and the chance to ask questions.</p> <p>It's important to observe and coach to ensure training is being implemented as learned, ensuring quality and safety (i.e. proper process is used when assisting with medication).</p> <p>Recognizing Learners for wanting to learn and applying their knowledge demonstrates that the organization values learning, its employees, and encourages Learners to continue learning.</p>

**Sources:**

1. Martin, Harry J. "Improving Training Impact Through Effective Follow-Up: Techniques and Their Application" Journal of Management Development Vol. 29 Issue 6. 2010.
2. Parsons, David, "Management's Role in Evaluating and Reinforcing Training" CPHR Alberta 6 Sep 2018.  
<<https://www.cphrab.ca/managements-role-evaluating-and-reinforcing-training>>