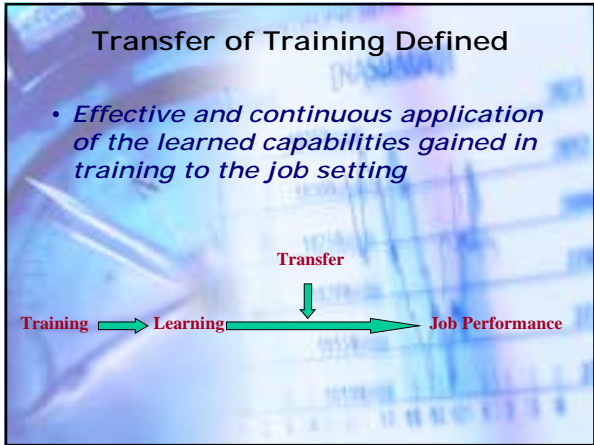


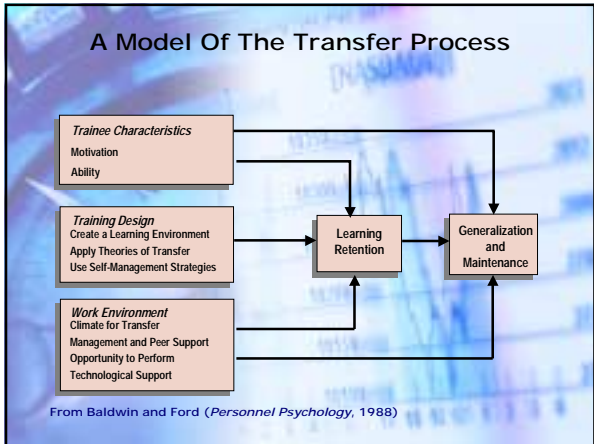
Human Resources Training and Individual Development

Training Transfer
February 9, 2004

- ## Objectives
- Define "Transfer of Training"
 - Discuss implications of theories of transfer
 - Discuss characteristics of work environment that influence transfer
 - Describe the characteristics of "good practice" and disadvantages of practice



- ## What Influences Transfer?
- **Learning & Retention**
 - Trainee characteristics & learning environment (ability, motivation, self efficacy, feedback, etc.)
 - Factors in the Work Environment (focus of the chapter)
 - Practice
 - **Generalization and Maintenance**
 - Trainee characteristics
 - Work environment
 - Performance/practice



- ## Trainee Characteristics
- Ability
 - Motivation
 - Learning/Goal Orientation

Learning Orientation

- The concept of goal orientation is defined as the broad goal held by an individual facing a [learning] task and it is thought to have an effect on how individuals learn (Dweck, 1986; Dweck & Leggett, 1988)
 - Mastery/learning orientation
 - Performance orientation
- Beliefs about intelligence and effort
- Effort allocation
- Reactions to performance feedback

Training Design: Applying Theories of Transfer

Theories of Transfer

- *Identical Elements Theory*
- *Stimulus Generalization*
- *Cognitive Theory*

Training Design: Self-Management

Self-Management Strategies

- **Self-management** refers to a person's attempt to control certain aspects of decision making and behavior.
- Training programs should prepare employees to self-manage their use of new skills and behaviors on the job.
- What should a self-management strategy focus on?

Work Environment Characteristics Influencing Transfer of Training

- **Climate for transfer**
- **Manager support**
- **Peer support**
- **Opportunity to perform**
- **Technological support**

Positive Climate for Transfer

- Supervisors and co-workers encourage and set goals for trainees to use new skills and behaviors acquired in training.
- Task cues:
 - Characteristics of a trainee's job prompt or remind him to use new skills and behaviors acquired in training.
- Feedback consequences:
 - Supervisors support the application of new skills and behaviors acquired in training.

Positive Climate for Transfer

- Lack of punishment:
 - Trainees are not openly discouraged from using new skills and behaviors acquired in training.
- Extrinsic reinforcement consequences:
 - Trainees receive extrinsic rewards for using new skills and behaviors acquired in training.
- Intrinsic reinforcement consequences:
 - Trainees receive intrinsic rewards for using new skills and behaviors acquired in training.

Exercise

As a team, develop a questionnaire to measure the degree to which a specific work environment, of our own choice, supports transfer of training. Be specific with respect to what training you are studying.

Learning Organizations and Knowledge Management

- A learning organization is a company that has an enhanced capacity to learn, adapt, and change.
- Training processes are carefully scrutinized and aligned with company goals.
- Training is seen as one part of a system designed to create intellectual capital.
- Focus on knowledge creation and management

Climate for Transfer: Summary

- Factors present in the environment that either facilitate or inhibit transfer.
 - Manager support (plans, sessions, include managers)
 - Peer support (set up support networks for trainees)
 - Punishment
 - Feedback
 - Opportunity to use new capabilities
 - Technological support (have source materials available)
 - Learning Organization (systems that encourage learning).

Practice

- How does practice lead to learning?
- Is all practice the same?
- If not, what makes for good practice?

Suggestions for Practice

- Set goals & make a schedule
- Concentrate and always do the best you can
- Relax and practice slowly
- Learn from mistakes, don't worry about performance
- Be optimistic
- Look for connections to other things

Police Case

- During firearms training, students would fire several thousand rounds at targets. Safety at the range was stressed because of an accidental shooting the year before. Each time the trainees finished firing the 6 bullets in their revolver, they would empty out the chamber, putting the spent cases into their pockets. They did this instead of letting the cases hit the floor to make sure no one tripped at the range. Then they would reload and fire 6 more shots.
- What do you think happened on the job when one of the trainees found himself in a shootout?

Disadvantages of Practice

- If you practice the wrong way, you will reinforce the wrong behaviors
- Also, if you automatize the way you do things, it may make you inflexible.

Maintaining Motivation During Practice

- Do not punish for failing
- Promote a "learning" orientation during practice
 - do not set the focus on high performance
 - do not create performance-reward links
 - reward mastery
 - patience
 - other ideas?

Remember

- Think about the job & type of transfer
 - Identical elements & stimulus generalization
- Consider Obstacles that Inhibit Transfer
 - Trainee
 - Work
 - Peers
 - Managers

Next Time

- Training Evaluation
- Read Noe, Chapter 6