

Learning Transfer

The Role of Manager Coaching



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CEO, People Alchemy

Learning Transfer

Brinkerhoff's research
1 out of 6 will implement

Other figures
from 5 – 30%



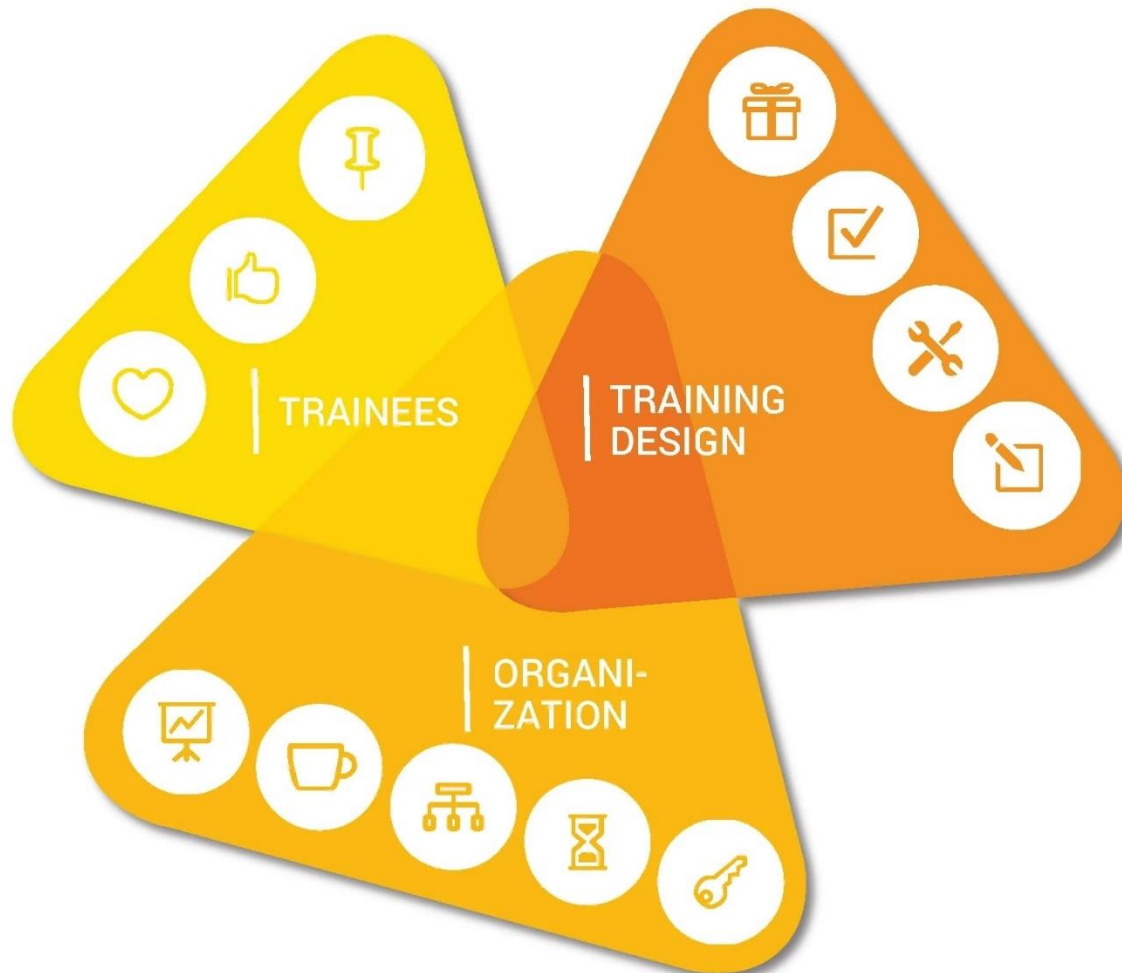


"Can you be a little more specific with step two?"



There are levers!

12 Levers of Transfer Effectiveness



TRAINEES	TRAINING DESIGN	ORGANIZATION
01 Transfer motivation	04 Clarity of expectations	08 Application opportunity
02 Self-efficacy	05 Content relevance	09 Personal transfer capacity
03 Transfer volition	06 Active practice	10 Support from supervisor
	07 Transfer planning	11 Support from peers
		12 Transfer expectation in the organization

TRAINEES

01 Transfer
motivation

02 Self-efficacy

03 Transfer
volition

TRAINING DESIGN

04 Clarity of
expectations

05 Content
relevance

06 Active
practice

07 Transfer
planning

ORGANIZATION

08 Application
opportunity

09 Personal
transfer capacity

10 Support from
supervisor

11 Support
from peers

12 Transfer
expectation
in the organization

Question

What is the one critical thing a line manager must do to make Learning Transfer work and improve performance?

The Performance System

Inputs



Outputs

The Performance System



Performance



Capability



This is Dennis

Capability...

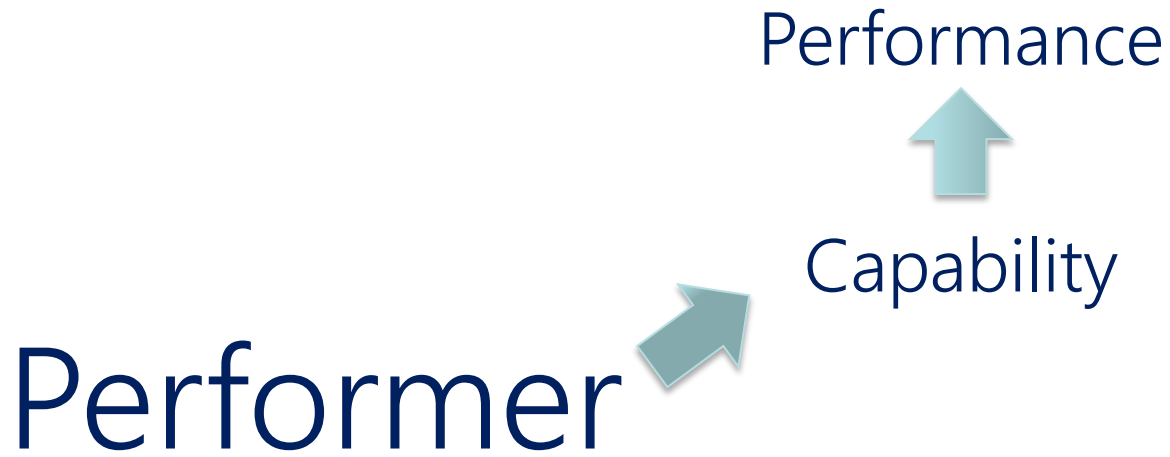
Can the worker do the job
in front of them?



Yes?

No?

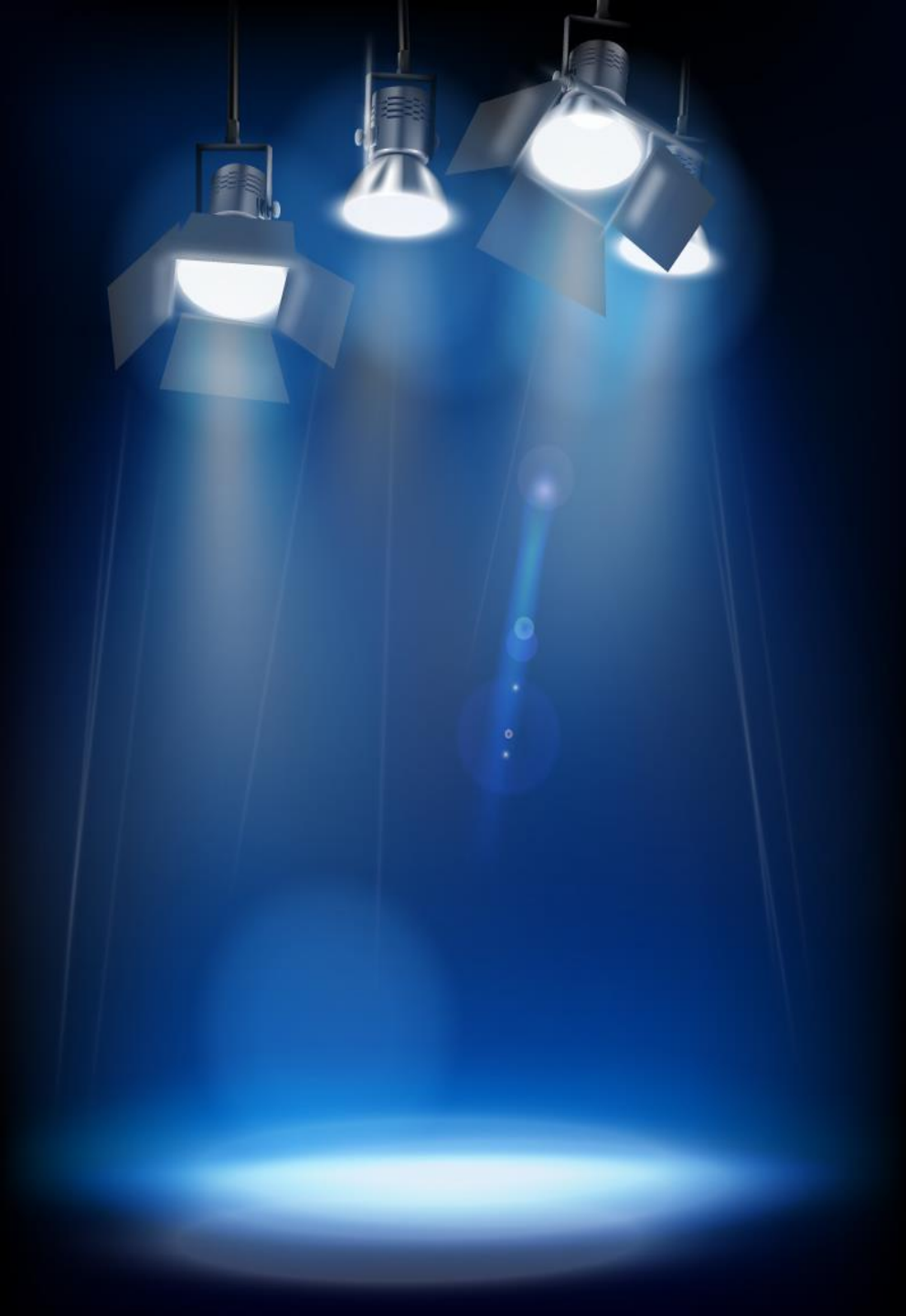




Knowledge and facts
Skills and expertise
Insight and understanding
Mental state
Physical state

Competent?
Ready?





Performance



Capability



Stage (Environment)

Systems, processes

Knowledge banks

IT provision, software

Tools, spare parts

Culture, values

Management

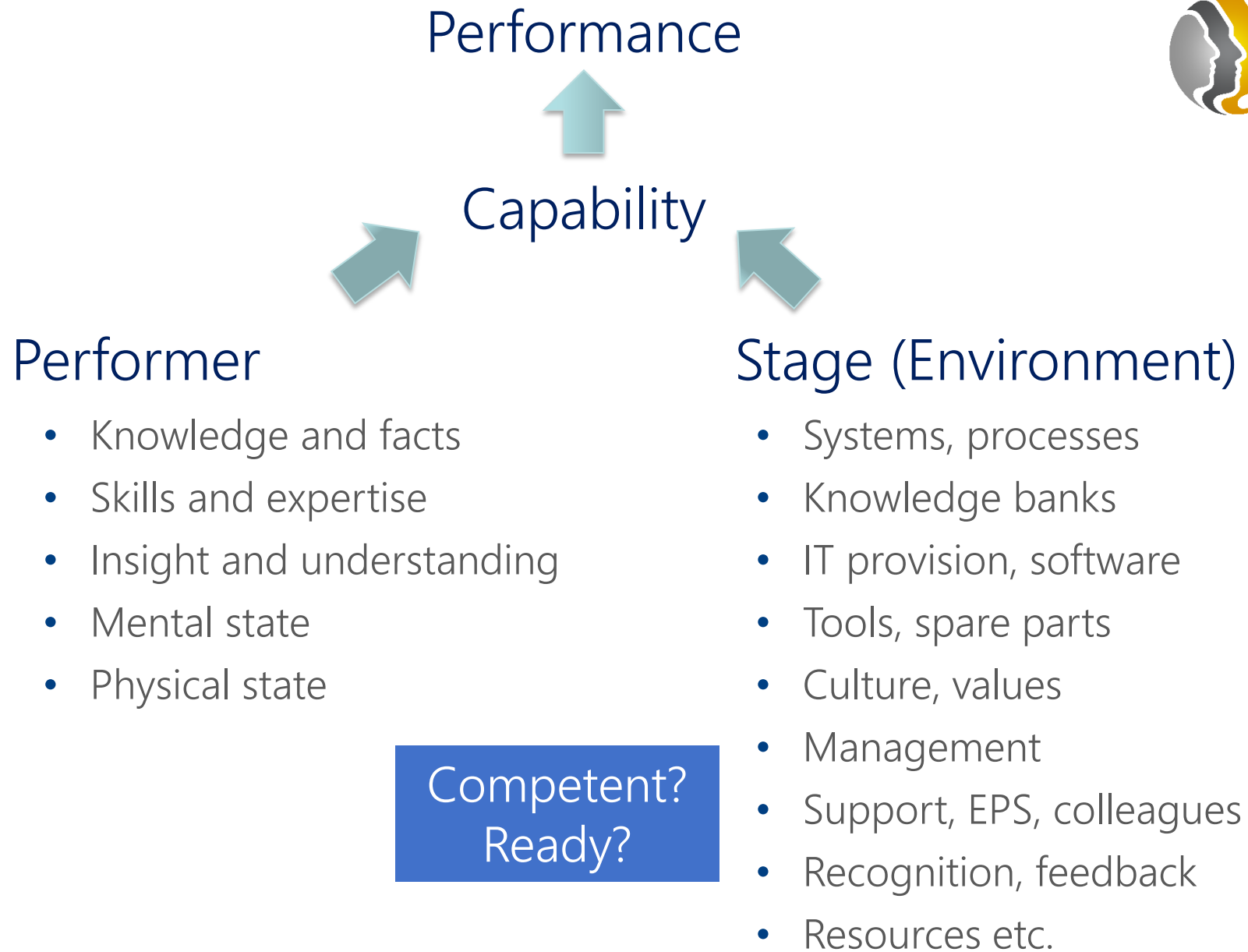
Support, EPS, colleagues

Recognition, feedback

Resources etc.

Competent?

Ready?





For the things we
have to learn before
we can do them, we
learn by doing them.

Aristotle
A long time ago



Interesting!

“Knowledge is understanding based on what has been studied and learned.

Wisdom is understanding based on what has been felt and experienced.”

Simon Sinek



Delegates



Opportunity to
experiment,
practice,
implement.

Learn **by** **Doing**



**Deliver activities,
not content!**



The Learning Stack

The Learning Stack



5. Teach

prepare lesson plan

4. Externalise

awareness of consequences

3. Externalise

journal, buddy, dog

2. Conscious

with questions

1. Unconscious

practice makes perfect

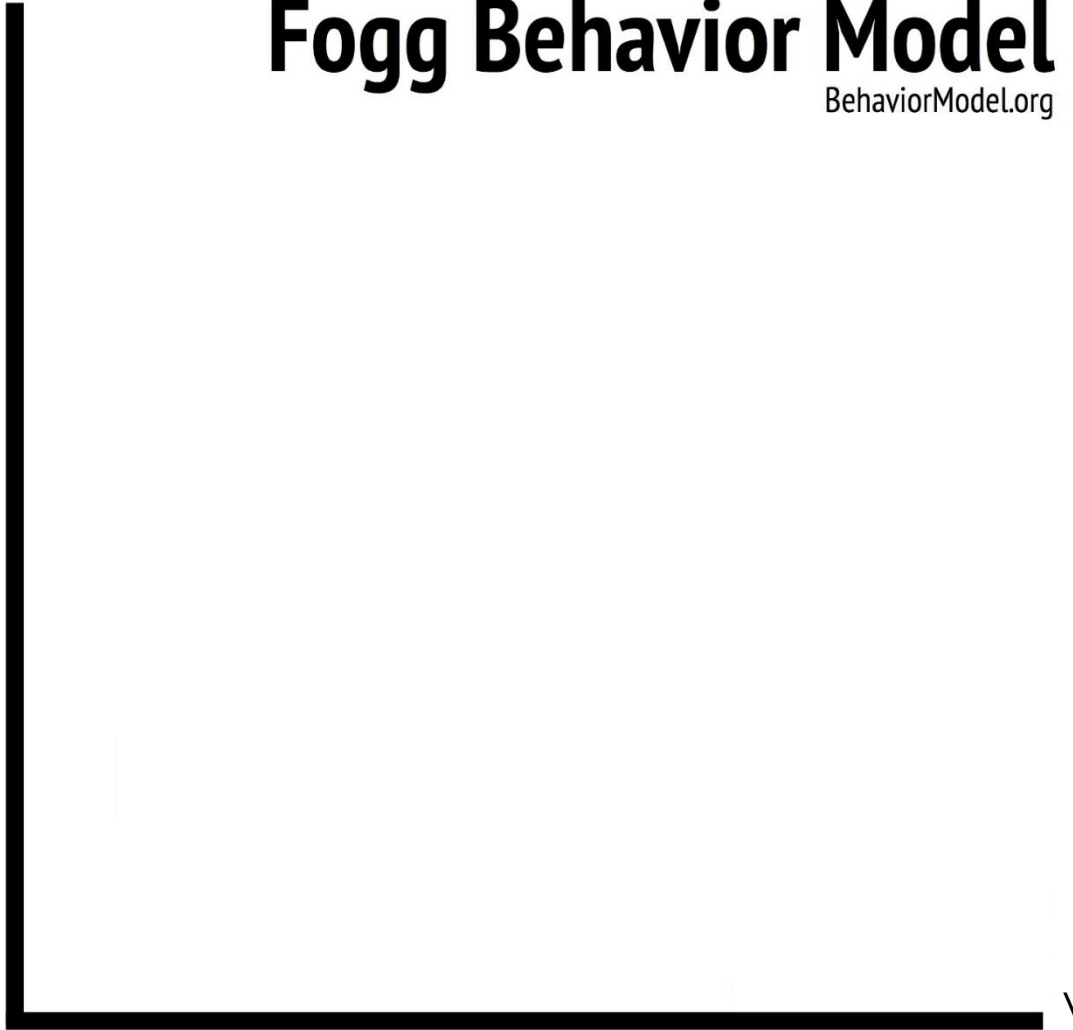
Mindset



Prof Carol Dweck

Fogg Behavior Model

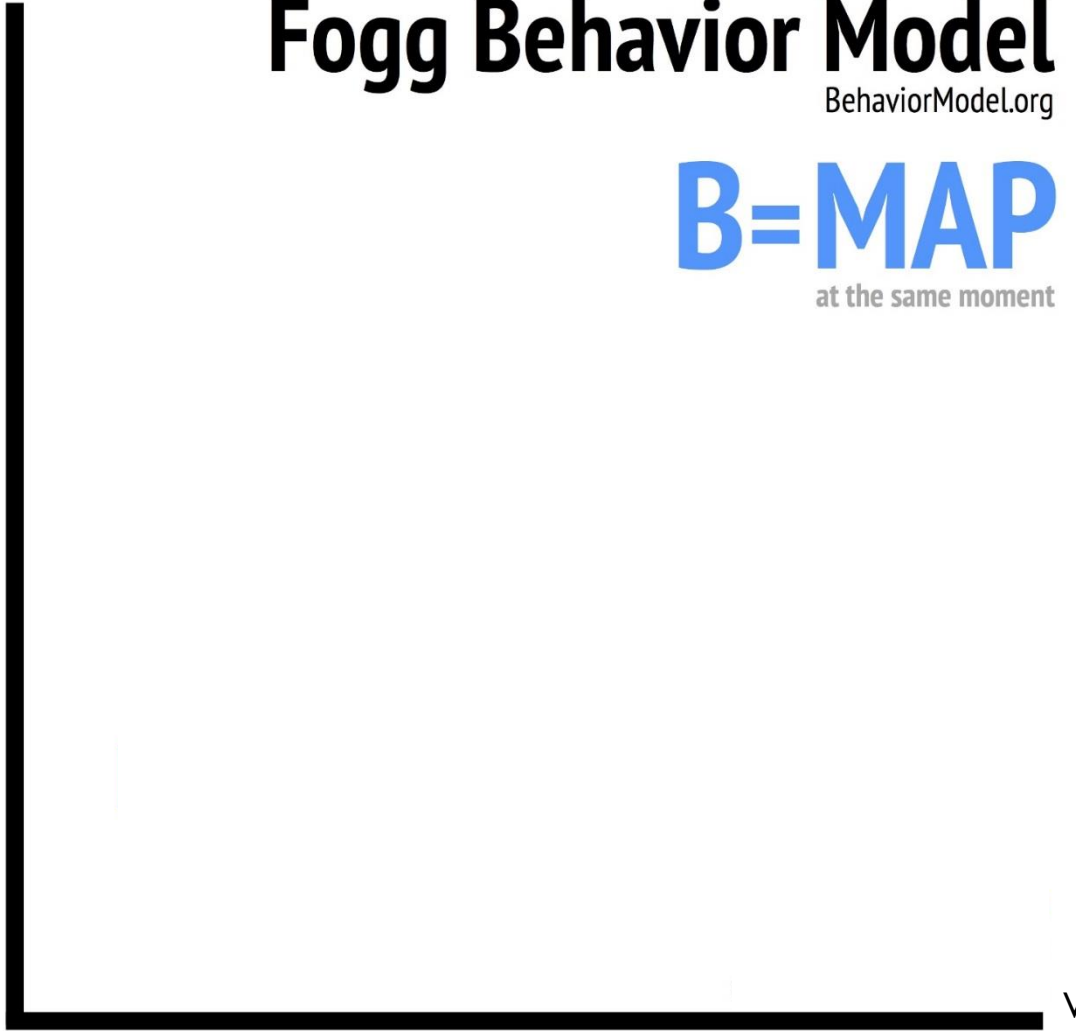
BehaviorModel.org



Fogg Behavior Model

BehaviorModel.org

B=MAP
at the same moment

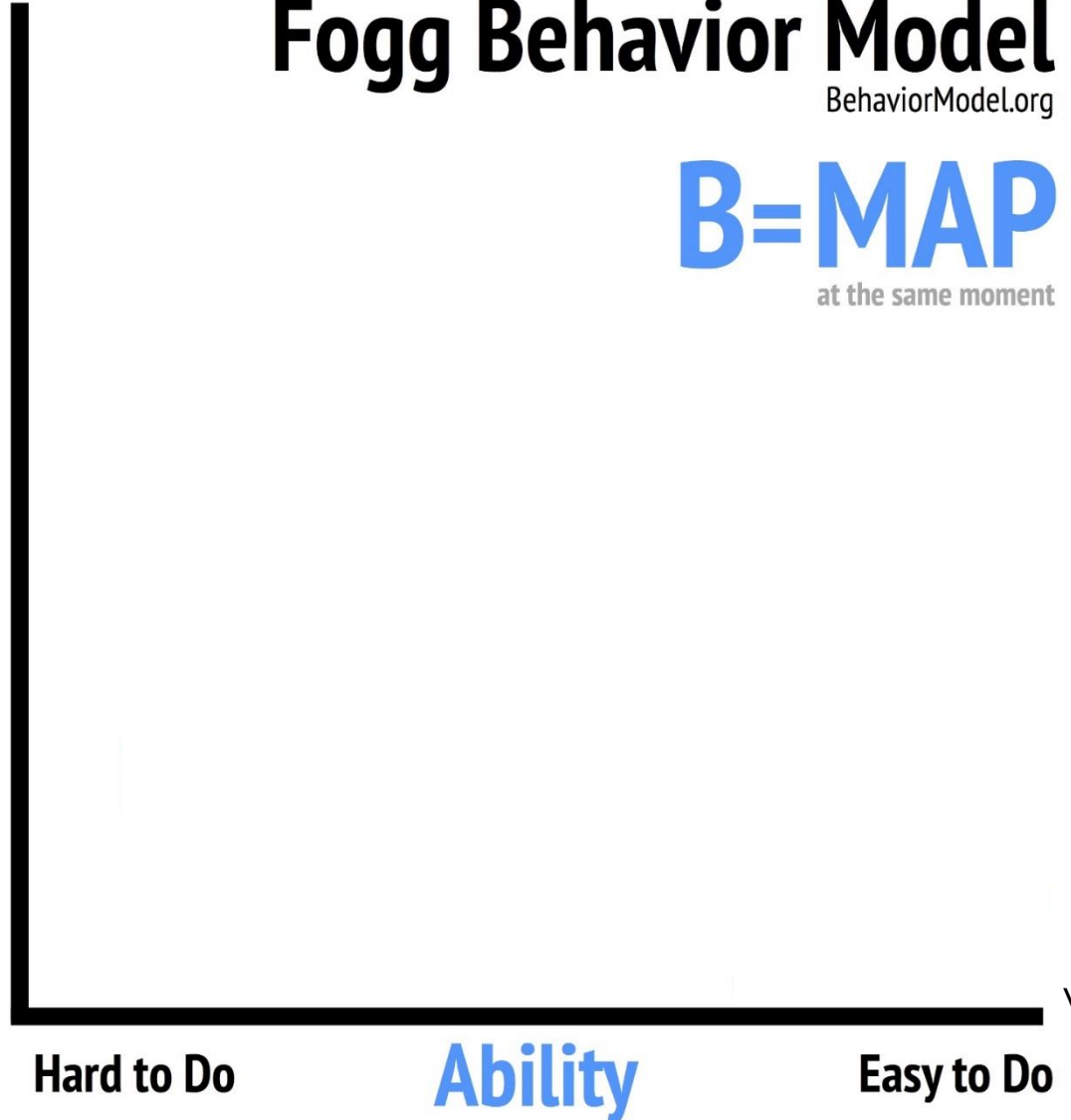


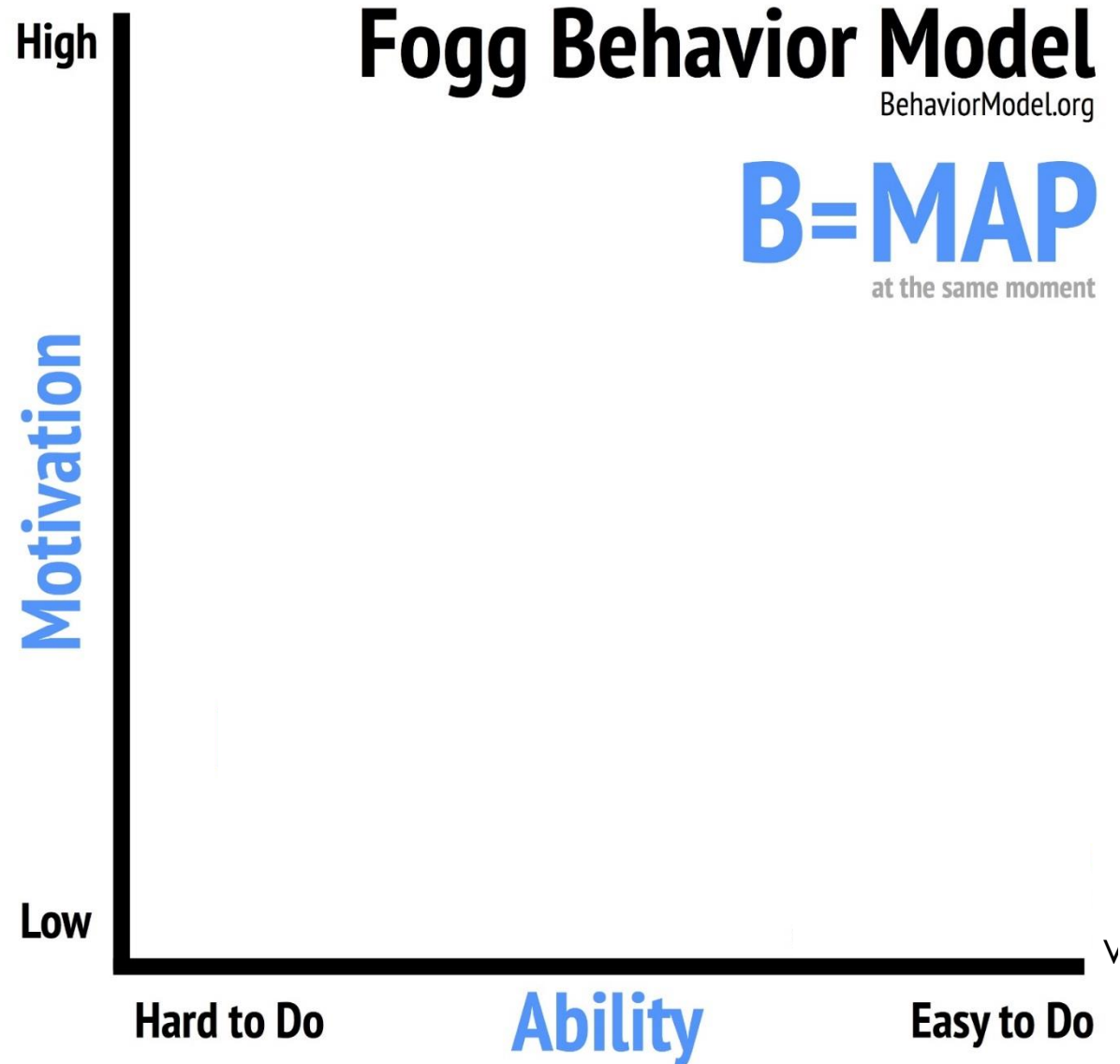
Fogg Behavior Model

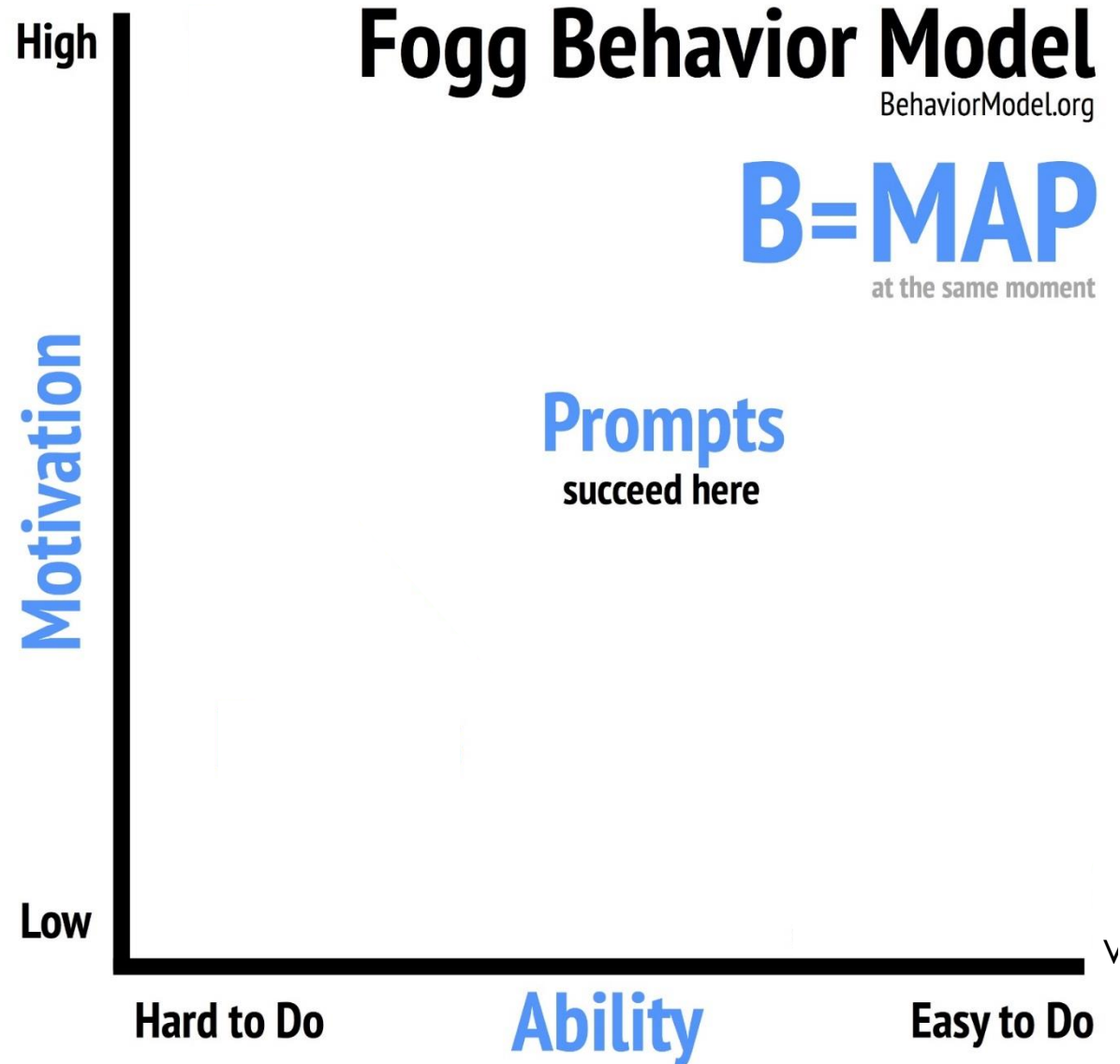
BehaviorModel.org

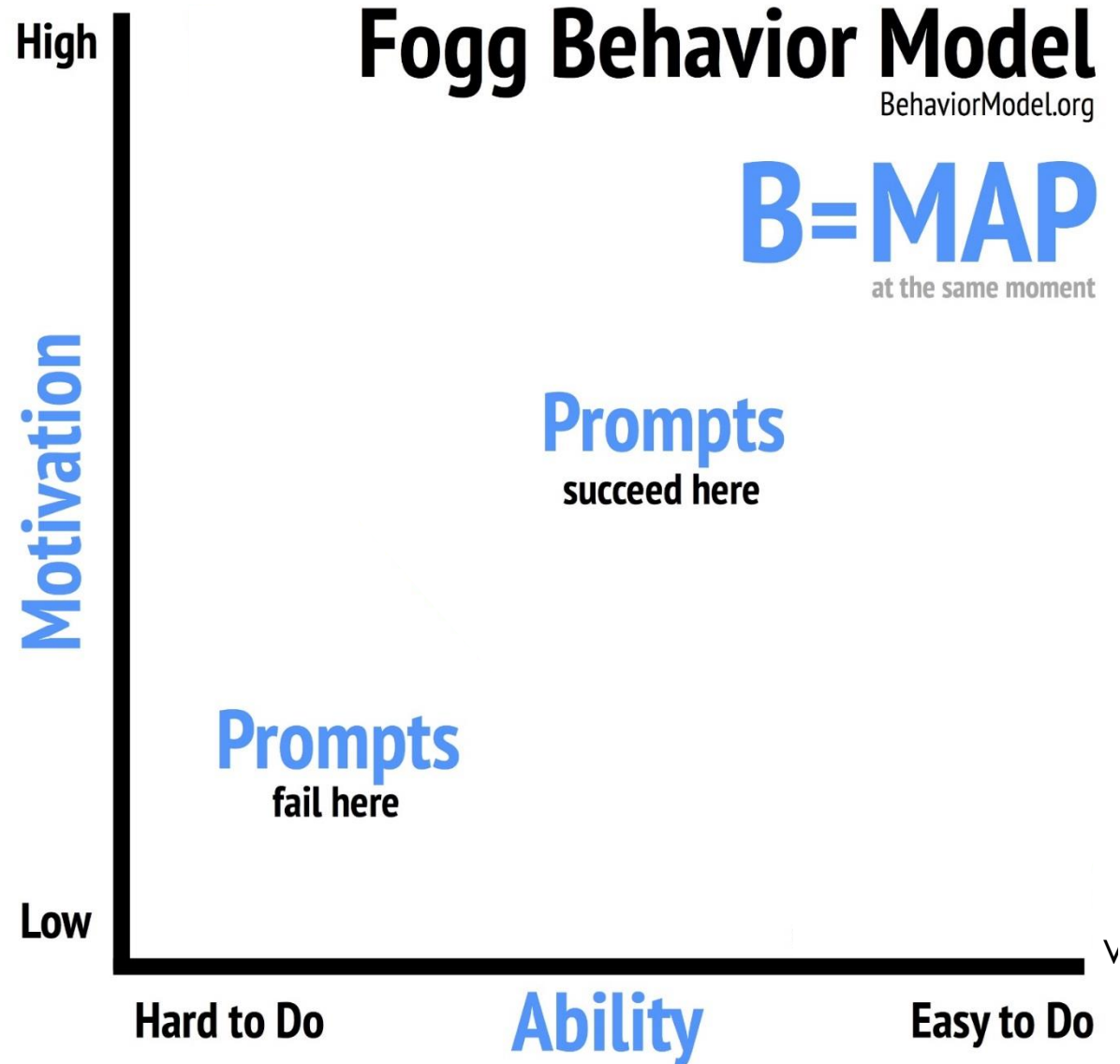
$$B = MAP$$

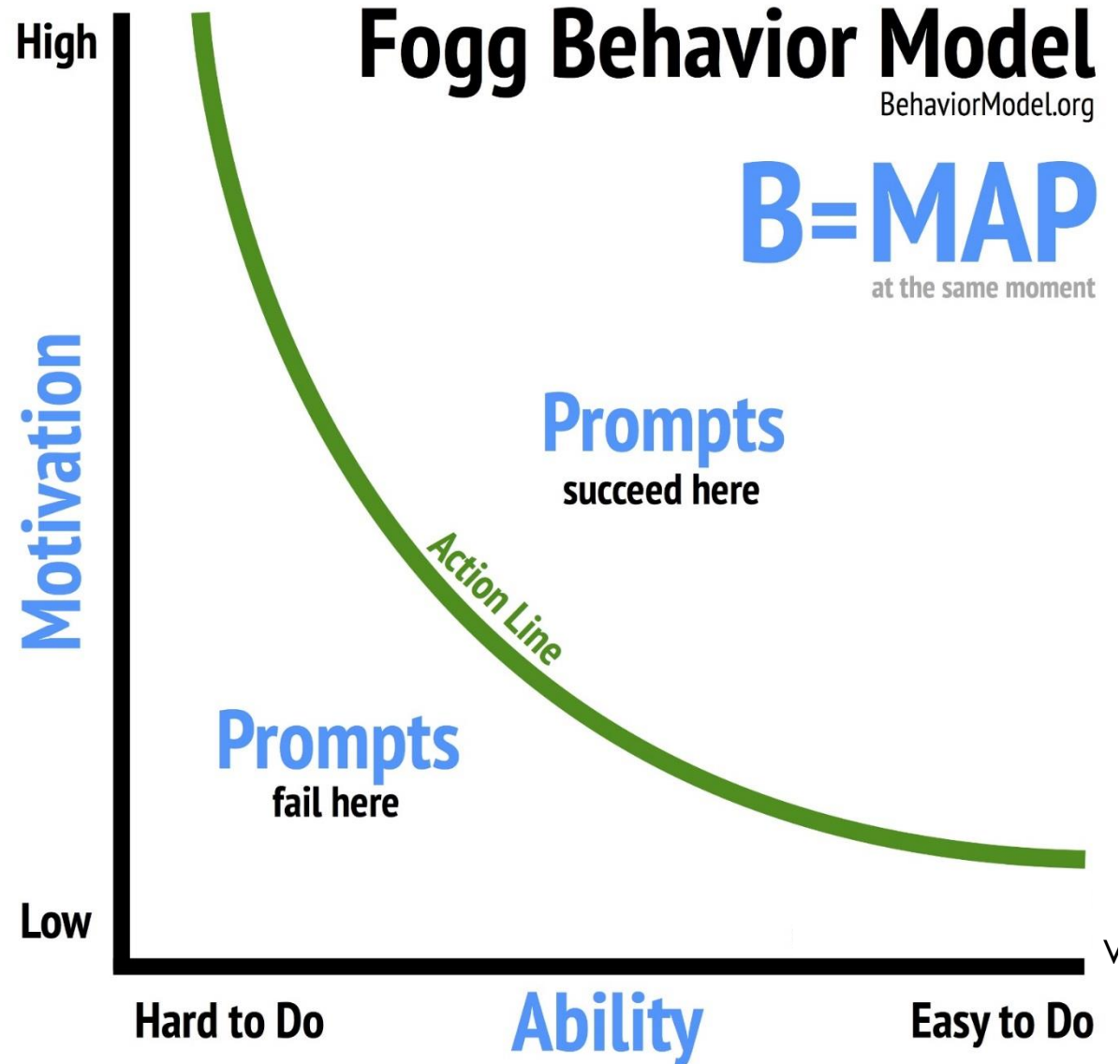
at the same moment

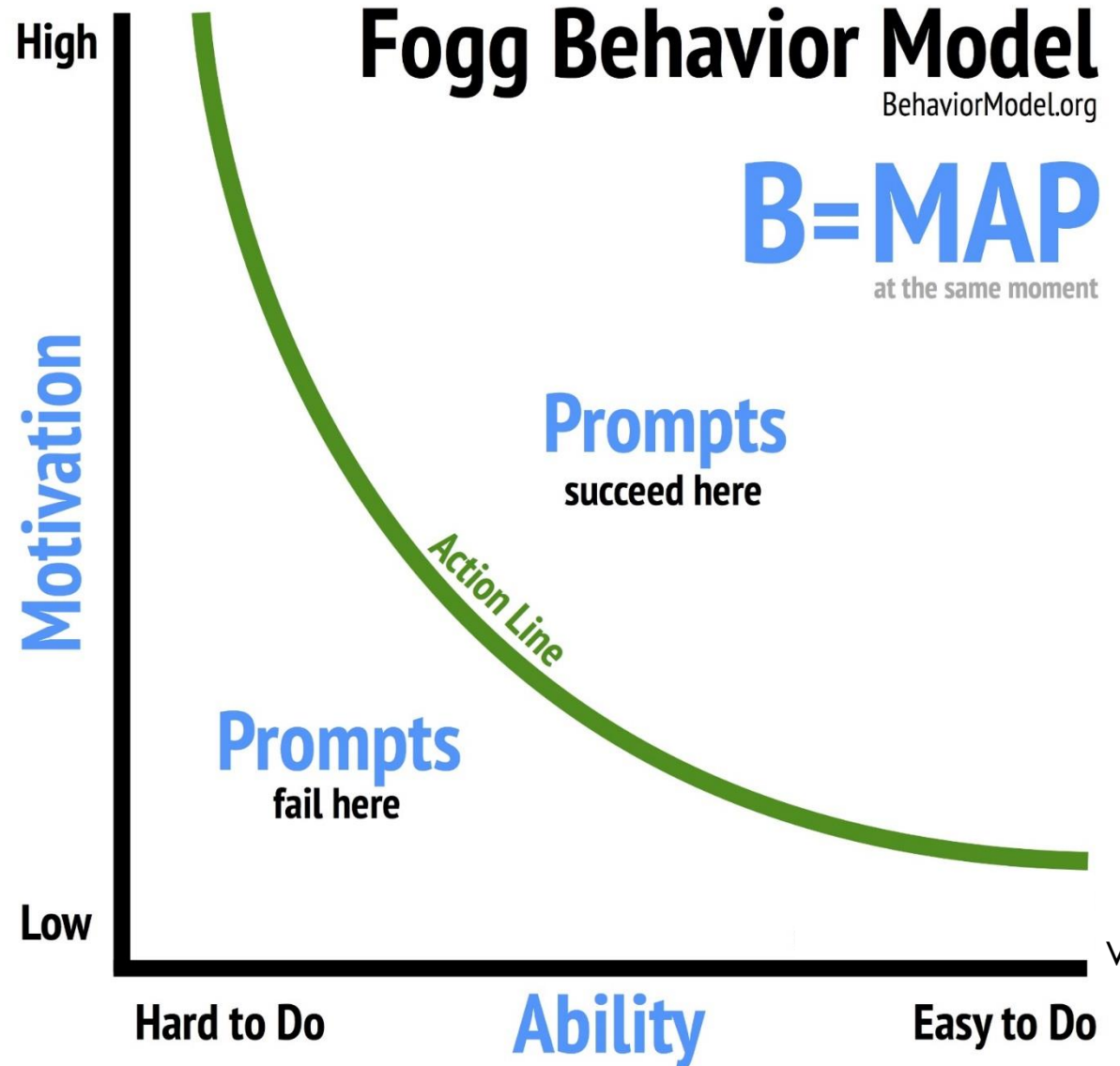




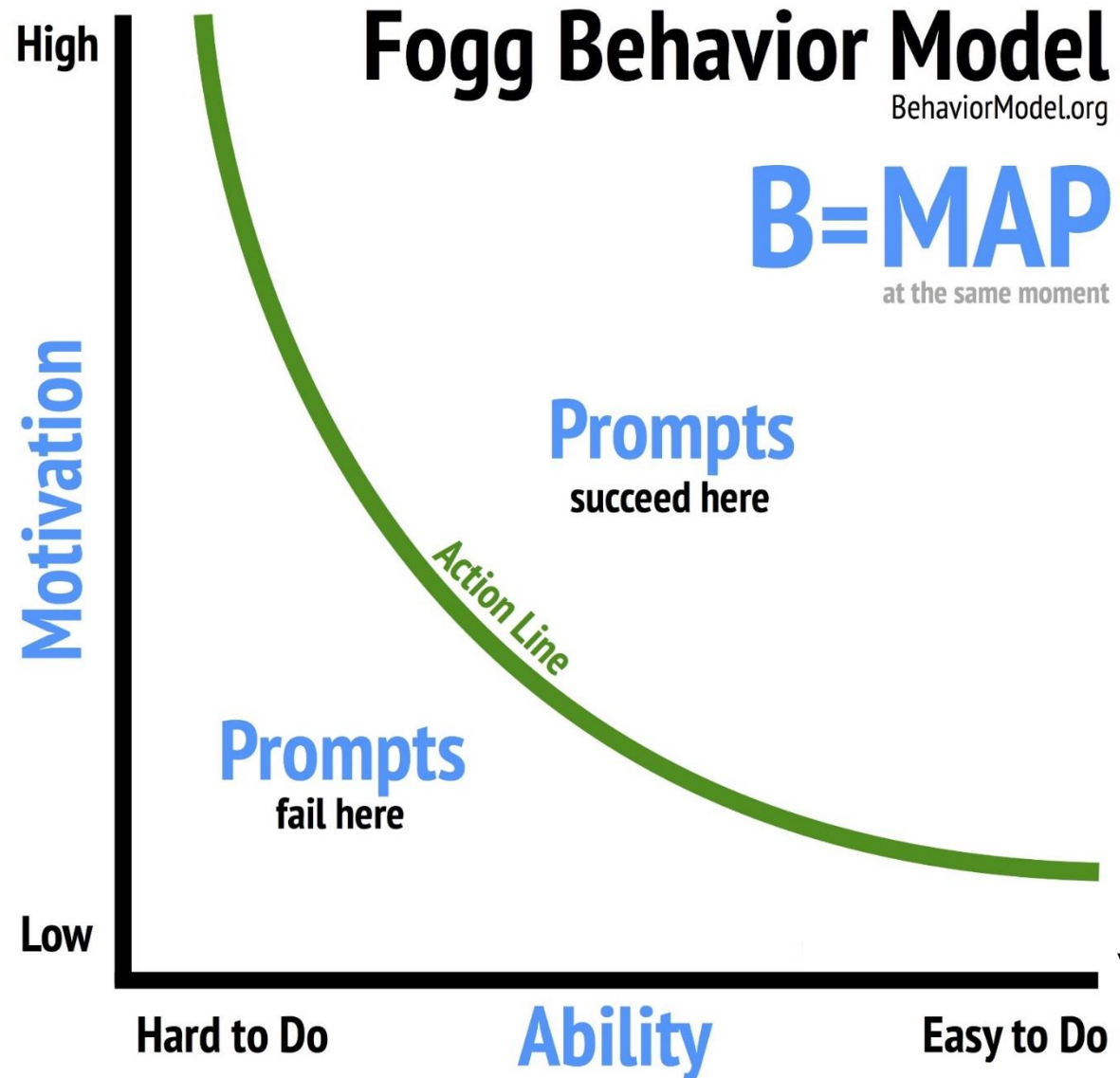








**Deliver activities,
little and often**



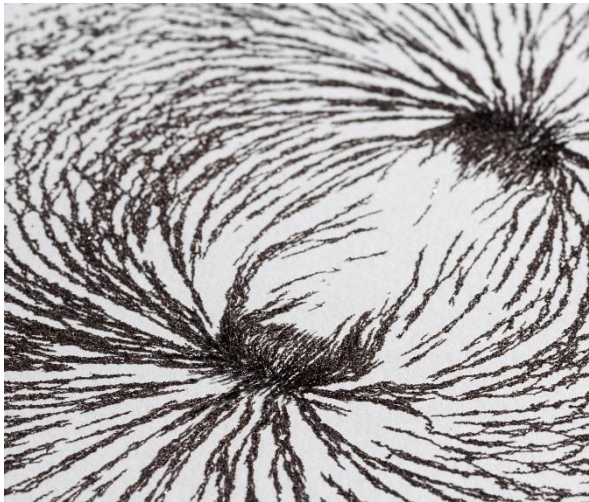
Deliver activities,
little and often

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**Transfer
expectations
depend on culture**

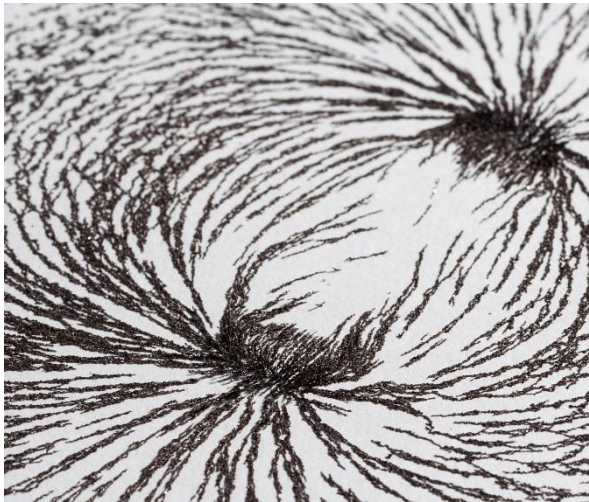
Transfer expectations



What are the **transfer expectations** following this conference?

Will anybody notice what you do or don't do?

Transfer expectations



How are you going to hold yourself
accountable?

What are the **'forces' driving** (or not) your
transfer behaviour after this conference?



PEOPLE ALCHEMY

Online tools for...

Learning Transfer
Apprenticeships

Induction/Onboarding

Management Development

Qualification Pathways

Performance Support

Aspiring Talent

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