



# Transfer Of Training: Action-packed Strategies To Ensure High Payoff From Training Investment

*Mary Broad*

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*Transfer of Training* n 1: the ability of persons to effectively apply to the job the knowledge and skills they gain in off-the-job education 2: learning in one situation that facilitates learning (and therefore performance) in subsequent similar situations 3: a development effort that induces significant new behavior on the job 4: the use of learning in the work situation 5: the maintenance of behavior; anything that maintains an acquired skill or knowledge to a performance standard Experts question the ultimate on-the-job effectiveness of employee development programs. By some estimates, corporations, nonprofit organizations, and governments spend about \$50 billion each year for human resource development (HRD) for their employees; yet studies show that only 10% of classroom learning is applied in the workplace. Today, with demands on corporate wallets coming from all sides, is any wonder that training budgets are often the first to be reduced—or even eliminated? Obviously the need to increase return on investment is of increasing concern to executives, making the transfer of training a crucial issue for today's trainers. In *Transfer of Training*, Mary Broad and John Newstrom show why the full transfer of learned skills to the workplace is critical for the organization's growth and survival, and they present a systematic process for bringing managers and trainees into the transfer process so that the diverse workforce can benefit. They offer ways to manage the powerful role of "manager of the transfer process," and they provide the tools to get this important job done:

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