



Institute for
Transfer Effectiveness

12 Levers of Transfer Effectiveness ®

Card set for L&D-Professionals

12 Levers of Transfer Effectiveness

TRAINEES

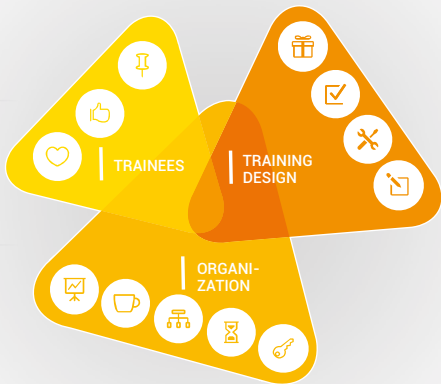
- 01 Transfer Motivation
- 02 Self-Efficacy
- 03 Transfer Volition

TRAINING DESIGN

- 04 Clarity of Expectations
- 05 Content Relevance
- 06 Active Practice
- 07 Transfer Planning

ORGANIZATION

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Without transfer tools



about **15 %**

apply what they have
learned and get
positive results



about **70 %**

try to apply to some
extent but give up



about **15 %**

do not try to
apply it at all

Source: Brinkerhoff, R. 2006

With transfer tools



85 % apply what they have learned and get positive results

Source: Brinkerhoff, R. 2006

The Levers for Trainees



The Levers for Trainees

01 Transfer Motivation

02 Self-Efficacy

03 Transfer Volition





01 Transfer Motivation

Do trainees have a strong desire
to put into practice what they have learned?

"Yes, I want this!"



02 Self-Efficacy

After the training, do trainees believe in their ability to apply and master the skills they have acquired ?

"Yes, I can!"



03 Transfer Volition

Are the trainees ready and able to work consistently on implementing their transfer plans?

"Yes, I'll stay on the ball and follow through"

The Levers for Training Design



The Levers for Training Design

04 Clarity of Expectations

05 Content Relevance

06 Active Practice

07 Transfer Planning





04 Clarity of Expectations

Do trainees already know before the training what is in store for them and what the intended outcome of the training is?

"I know what I'm supposed to learn and achieve, and I want to do it!"



05 Content Relevance

Will the training content be seen as close to real-life business and relevant for trainees' day-to-day work?

"The contents are practical and relevant to me"



06 Active Practice

During training, do trainees already experience, try out, and practice the desired action as realistically as possible in a safe learning environment?

"I have already experienced, practiced, and tried it during training!"



07 Transfer Planning

During the training, are the trainees already making action plans that involve specific, concrete activities?

"I know what I am going to do, step by step, after training!"

The Levers for the Organization



The Levers for the Organization

08 Opportunities for Application

09 Personal Transfer Capacity

10 Support from Supervisors

11 Support from Peers

12 Transfer Expectations in the Organization





08 Opportunities for Application

Do our trainees have the opportunity to implement what they have learned in their day-to-day work?

"It's possible for me to apply what I've learned to situations in my day-to-day work."

A close-up photograph of a desk. A black folder is open, showing a yellow sticky note with the word 'Seminar!' written in blue cursive. Another green sticky note with 'Wichtig!' is visible. A pen, glasses, and other desk items are partially visible in the background.

Seminar!

Wichtig!

09 Personal Transfer Capacity

Do our trainees have enough time and capacity in their day-to-day work to implement what they have learned?

„I'm able to set the time aside because it's important and urgent!“



10 Support from Supervisors

Do trainees' supervisors support, encourage and monitor the application of what they've learned?

„My manager encourages and expects implementation!“



11 Support from Peers

Do the trainees' colleagues welcome and support the transfer of what they've learned?

"My colleagues are backing me on implementing what I have learned."



12 Transfer Expectations in the Organization

Is it noticeable that the content learned is being implemented in day-to-day work—and, if so, is it having desirable results?

"People in the organization notice when I (don't) apply what I have learned."









before

during

after



Transfer Designer Certification

Do you want effectiveness to be your USP?

Develop scientifically-based Transfer Designs for every Training program and become an expert of transfer success.

 www.transfereffectiveness.com/transfer-designer-certification



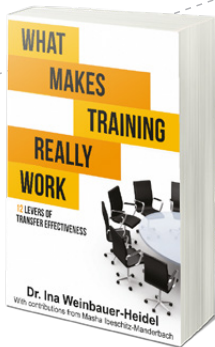
Transfer Insider Box

Insights, videos, tools, and more

The 12 Levers of Transfer Effectiveness in a practical toolbox. Transfer-Know-How & Tools delivered directly to you!



www.transfereffectiveness.com/transfer-insider-box



What Makes Training Really Work

Your guide to solving the transfer issue

With more than 50 tools and interventions that L&D managers, training providers and trainers can use to maximize the effectiveness of any training program.



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