

## **Checklist: Improvement of the transfer of learning** referring to Kauffeld, 2016

### **Planning**

When planning a transfer of learning, it is important to consider organizational and organization policy aspects. It is crucial to specify which group of employees is questioned when, how and where. Furthermore, it is important to ensure the well-being and support of the employees. Regarding this, the subjects of confidentiality and anonymity should be discussed. Because employees often also rate behavior of their supervisors while evaluating influencing factors on training transfer, it is of importance to form alliances on the management level.

### **Diagnosis**

It is the aim of a diagnosis to identify the major barriers of the transfer system. For that purpose, data is collected about the learning transfer system. The evaluation and interpretation of these provides insight to at which point further analysis may be necessary.

### **Feedback for the participants**

To inform participants of an examination about the results, and to obtain a clear image of the barriers, feedback-workshops can be conducted. Accusations or negative feedback should be avoided at all costs.

### **Planning change**

Change measures should be planned in cooperation with the affected employees because they can add valuable suggestions concerning the change. In addition, the support of the management department is crucial during this stage. Realistic decisions can be made when involving a "Transfer-Agent".

### **Implementation of improvements**

Improvements are more sustainable if they are supported by the affected employees. To achieve sustainability, resistances regarding the measures must be overcome. Employees should feel responsible for the process of change. It is important to observe the lengthy process of change and to control it.