



**Karolinska
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Transfer of training: the iLEAD study

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Transfer of training:

The series of choices that trainees make up to discard, apply or modify trained knowledge and skills in their work context (Baldwin et al., 2009)



Factors associated with transfer of training

(Grossman and Salas, 2011; Lacerenza et al., 2017)



Trainee characteristics

High in:
Cognitive ability
Conscientiousness
Self-efficacy
Perceived utility of training



Training Design:

Beneficial:
Needs analysis
Spacing between sessions
Voluntary attendance
Mixed delivery methods
Realistic training environment



Work environment:

High in:
Transfer climate
Support from superior
Support from colleagues
Opportunity to perform
Follow-up

*“We propose the need to examine **how** to optimize transfer, rather than simply describing the ‘what’ of relationships between the predictor and the transfer construct.”*
(Baldwin et al., 2017)

Factors that were manipulated in the iLEAD intervention



VS



Group 1:

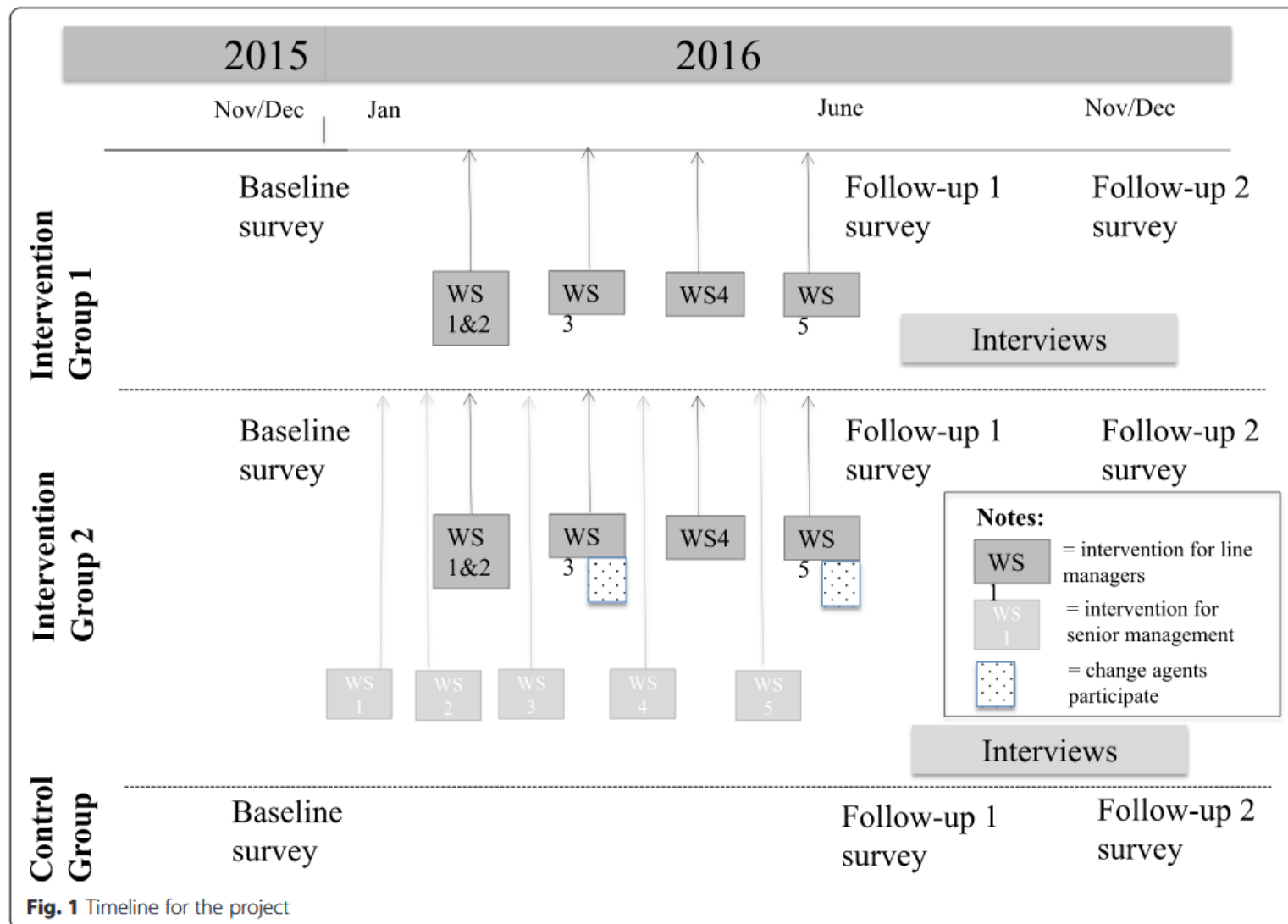
21 managers

- Healthcare units from different divisions
- Various implementation objects
- Voluntary attendance

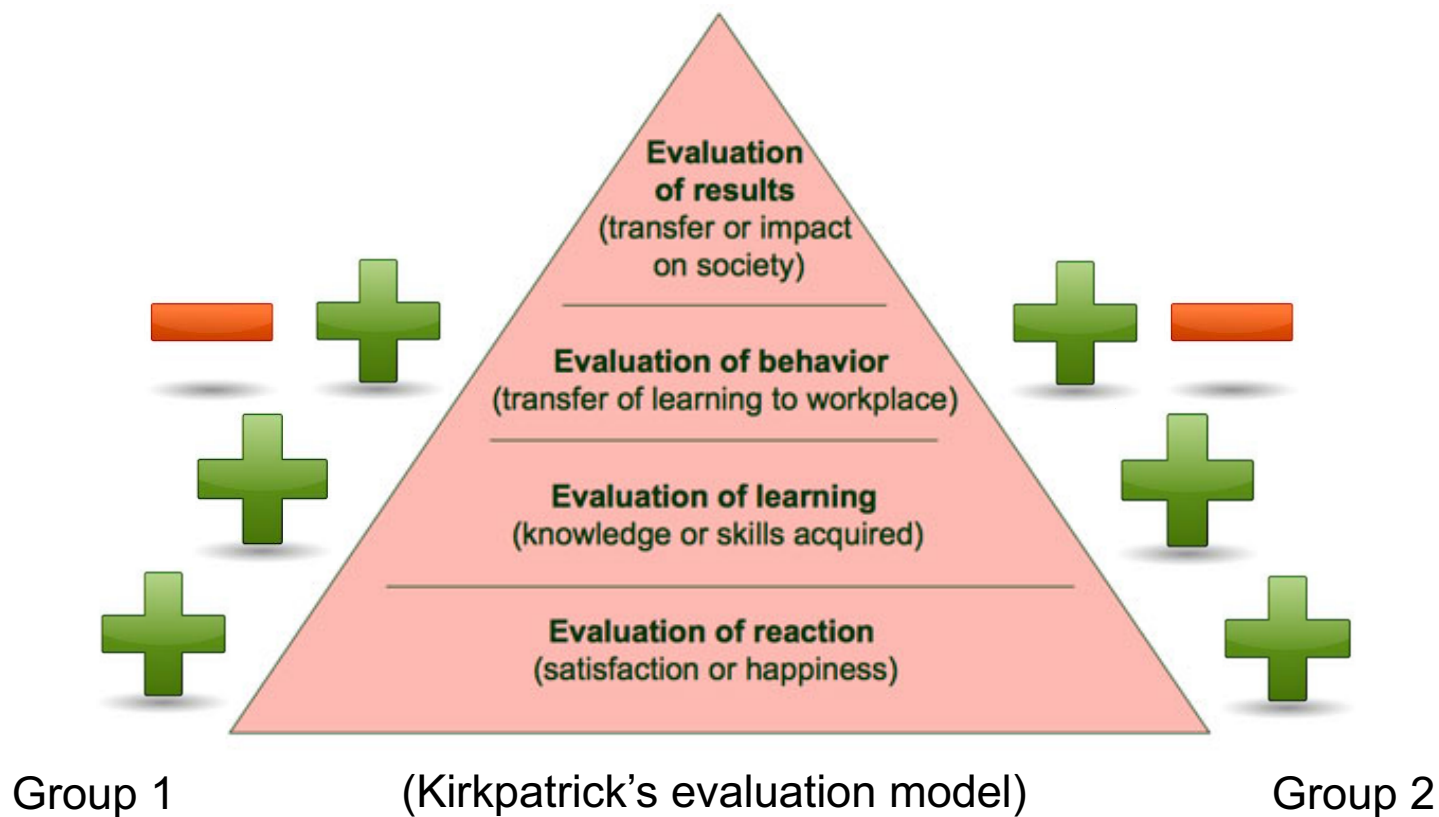
Group 2:

31 managers

- Healthcare units from one division
- The same implementation object
- Mandatory attendance
- **Support to senior management to support the managers**



iLEAD: Hypothesis and results



Factors associated with transfer of training

(Grossman and Salas, 2011; Lacerenza et al., 2017)



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I: Mm. Så att det tänker jag. För nu...flera av mina chefer har tänkt som så, att jamen vi går det här nu också, för det är ju ett bra material och det är

(skrattar till). Och jag har berättat mycket, för vi i ledningsgruppen har ju gått först och började också innan. Så jag berättade innan dom skulle ha sitt första seminarium, om hur det var och hur vi hade upplevt det och att jag tyckte att det var bra och positivt och så. Sen har vi följt upp det på varje ledningsgrupp när dom har haft sitt seminarium och även när vi har haft det i ledningsgruppen. Så att ja...

Conclusions

- Challenging to design an intervention that optimize transfer factors in the work place
- The intended antecedents and consequences provided by the contextualization did not work satisfactorily
- Probably the following factors were barriers:
 - The direction was not clear enough to managers and staff (or even to senior management)
 - The attitude towards the common implementation was ambivalent
 - Concurrent major reorganisation
- A more thorough analysis of the context beforehand may identify such factors

- Thank you!