

## Create a Learning Transfer Environment in Your Organization


*Improving Learning Transfer in Organizations* translates organizational science into down-to-earth terms. This important book includes guidelines, principles, and lessons learned that can shape and guide the practice of learning transfer in any organization. *Improving Learning Transfer in Organizations* is written by the leading experts in the field of transfer systems.

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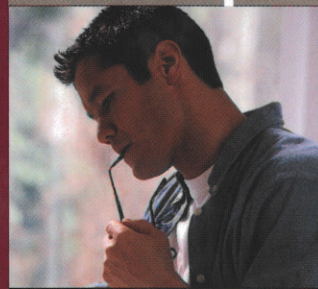
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Improving Learning Transfer in Organizations

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# Improving Learning Transfer in Organizations



  
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## Foreword

In an era of lifelong learning and of increasing competition for skilled employees, organizations can not waste the limited resources they have to develop their workforce. Organizations should ensure that the newly acquired knowledge, skills, and attitudes of their workforce are applied and used to fulfill their goals and objectives. It is (or should be) a business imperative. Thus, organizations need to create, promote, and support a climate where employees can positively transfer the newly acquired skills to the job. Simple? Not so; this is easier said than done. There are many reasons for this. For example, organizations often have a poor understanding or a misconception of what and how training systems can help them. Another problem is that those who design, deliver, evaluate, or manage training have little guidance from the literature to help them create and foster such a transfer climate—at least until this book.

The now classic transfer-of-training piece published in 1988 by Tim Baldwin and Kevin Ford set the stage for this book. In that piece, they provide a framework outlining the key issues involved in the transfer of training. Since then we have seen a plethora of research in the topic, which has generated a body of knowledge that organizations can now use. This is what is compiled in this book. And it's quite remarkable.

Ed Holton and Tim Baldwin have assembled a rich and innovative set of chapters on what should be done to facilitate the transfer of training to the job. They have brought together a number of authors who are well versed in applying learning systems to organizations. These authors in their chapters provide tips, guidelines, and practical recommendations on what to do to promote transfer of training and how to do it. This is, in my opinion, a true contribution not only to the field but more important to the organizations that use it. Holton and Baldwin (and the rest of the authors)