

# TRAINING TRANSFER TECHNOLOGIES

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## Introduction

Trainers frequently comment that it is difficult to make training stick because:

- “Management doesn’t support it.”
- “There’s no reinforcement”
- “Trainees don’t see how the training fits with their jobs.”
- “Trainers aren’t expected to or given time to do anything before or afterward.”

And so on.

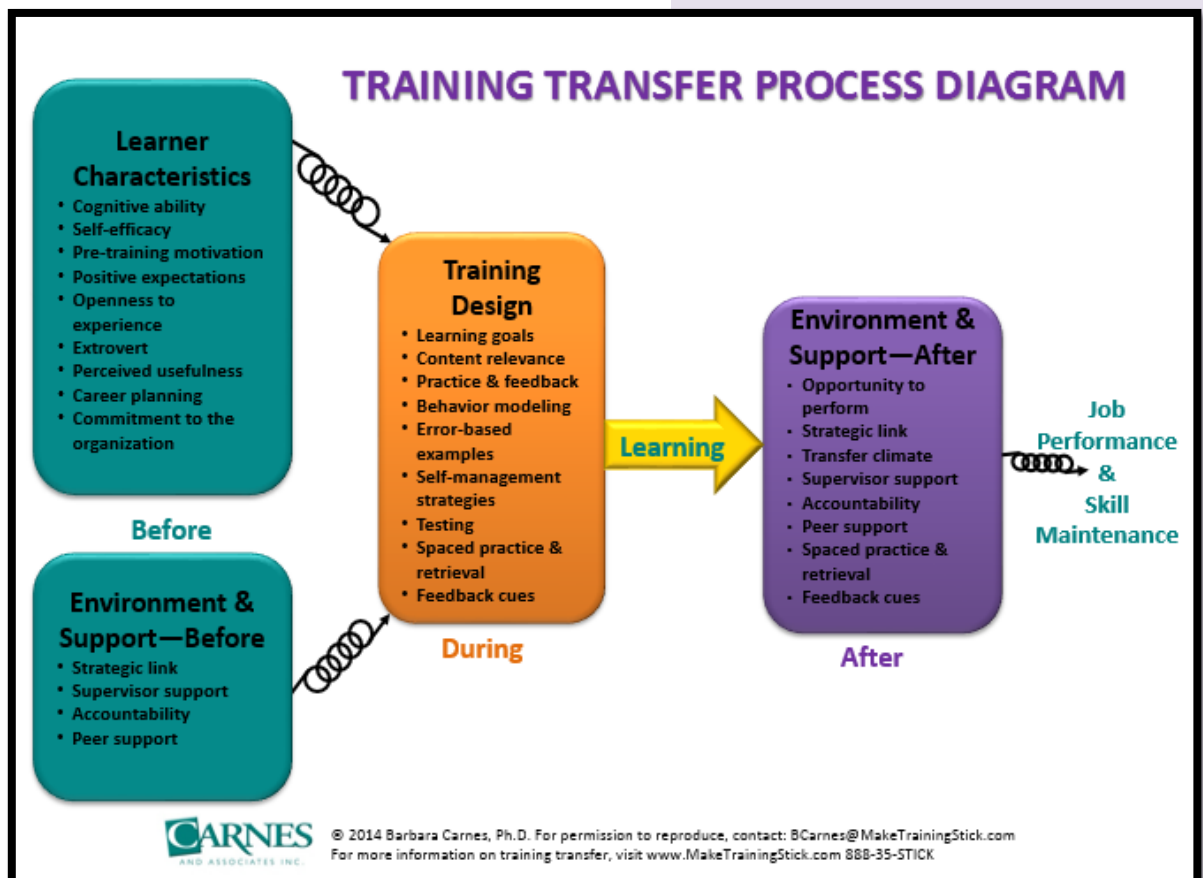
Finding time to build manager buy-in, create reinforcers for the training, and help trainees apply their learning to the job is a big challenge and a key reason that more strategies are not put into place to increase learning transfer. Now technologies are available to help trainers, managers, and participants more easily use strategies to increase learning transfer and strengthen the links between classroom – whether face-to-face or virtual – and the job.

What follows is a description of each of the technologies that have been introduced within the past few years. Some of these tools have a variety of applications including learning transfer. Others were designed specifically for reinforcement and transfer. Some of these technology tools are quite simple to use while with others, the learning curve is steeper. All of the tools can be used on most any device. There are a variety of pricing options to fit every budget. Each of these new technologies can make the job of linking learning to the job faster and easier. It may be helpful to refer to our evidence-based training transfer process diagram (at right) on the training transfer process as you read about these technologies and think about how you might use them.

## TECHNOLOGY TOOLS FOR TRAINING TRANSFER

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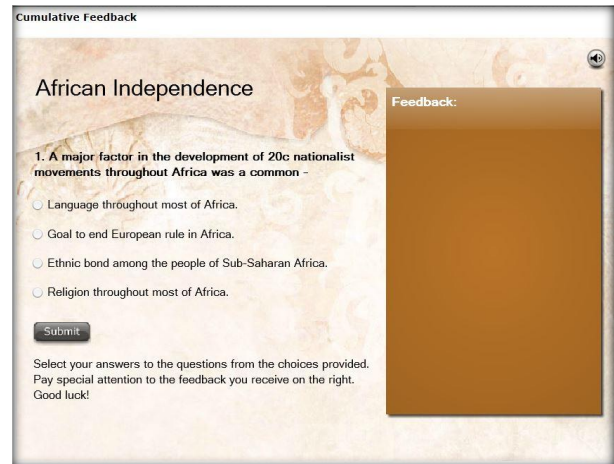
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**Raptivity.** <http://www.Raptivity.com> Sets of templates – or interactions as they call them – can be used in face-to-face training or elearning. They range from higher-tech versions of traditional teaching tools such as matching, flash cards, and flip-the-book templates to more complex games, case studies, and branched simulations. Many are available for HTML5 mobile use. They can be inserted into most software such as PowerPoint, Captivate, and Articulate, and then they run within these applications. Since the templates run within applications, they are compatible with any LMS. In addition, scores and completion metrics can be tracked using JavaScript.

The template interactions are sold in sets or packs, and with a total of over 190 interactivity building templates. They are all attractive and interactive, and can save lots of development time, even if you have the programming skills to do it yourself – and most of us don't.

**Here's how it works:** The trainer chooses the template(s) from available packs. Video files can be inserted into some of the templates as well as custom or stock photos links to YouTube or other sites can also be used. Best bets for learning transfer are those that provide a situation or case – either with photos and text or video – and branching so the learner sees a next screen appropriate for their answer choice.



**To make training stick®.** Before the training, an interaction template sent by email could be used to test knowledge, self-assess skill, or help the learner understand the need for the training. After training, a series of emails can be sent with various scenarios for the participant to apply their learning by selecting best approach(es) for a situation. A newly improved dashboard and analytic software makes tracking completion, engagement, and test results by individuals and groups even easier. While not specifically intended for training reinforcement, the tools lend themselves well for use before and after training, to increase application of learning.

**Is it Effective?** Reinforcement after training has been found to increase application by about 30%. No known studies have been conducted on this particular tool.

**Pricing.** Two pricing plans are available: lifetime license and annual subscription. Standard support is free for the first 12 months after purchase. Priority support is also available, and the biggest difference between the two seems to be the availability of phone support with the premium plan. A lifetime license includes a one-time set-up fee and a basic pack of templates with additional packs sold separately. There is an education discount and a free trial is available. Their website has recorded webinars and other information.

[www.Raptivity.com](http://www.Raptivity.com)





### Waggl. <http://waggl.it>

This crowdsourcing tool involves posing one open-ended question to a group, class, or target population of 15-100,000. Responders then rate the responses and a leader board is established which displays the highest-rated responses for everyone to see. Waggl gets its name from the decision-making dance honeybees use to decide important issues - like where is the best food source - using a waggle dance: a process that lets them debate the various options to reach a consensus.

**Here's how it works.** An administrator – or anyone – can setup and launch a question to an audience in less than a minute. First, you sign up for an account by using the product website. Once you are signed up, the system prompts you through setting up a question, selecting the duration for your question, pasting your audience's emails and then tweaking a short invite to your group. You can do this all from your mobile, ipad, laptop or desktop, schedule it way ahead of when you want to ask it, and even post the question via voice rather than text. The question can be live for as little as 3 hours or as long as 2-3 weeks. The system automatically reminds people to participate. Administrators and respondents can view submissions and ratings throughout the process. The leader board may be downloaded as a PDF or link, or it can be shared on internal and external social media so it can be shared with senior leaders and others outside the group. Responses are anonymous although the administrator is able to view email addresses of individual responders, and inappropriate responses can be removed. This relatively simple tool can be used for a variety of purposes: as a mini climate survey, quick pulse check on a particular issue, for conferences, simple needs assessment, and to support learning transfer before and after a training event.

**To make training stick®.** While Waggl is mainly a polling or crowdsourcing tool, it could also be used to support learning transfer. Before training, waggl can be used to help participants focus on what and/or why they need to learn the skills or knowledge in the training and to prompt positive expectations for the training. Instructors can

benefit from this as well by seeing where their audience is in terms of learning readiness and/or topics they want to cover. Facilitators can use the infographic during the training. For elearning – if there are at least 20-30 participants taking the elearning within 1-2 weeks – participants could respond to a question about a specific aspect of the training, or how they will apply or are applying their learning. After a learning event or in-between multiple sessions/modules, trainees could share their key takeaways from the training, their biggest challenges in using what they have learned, their biggest successes in practicing their new skill, and so on. Program sponsors can leverage the infographic to show the impact of their program and to market programs internally. Alumni could be included as well for reinforcement and community building. Unlike traditional surveys, however, only one question can be used at a time. While this may present a challenge, it also is an opportunity to provide razor focus.

**Is it Effective?** Reinforcement after training has been found to increase application by about 30%. No known studies have been conducted on this particular tool.

**Pricing.** Personal accounts (“managers, facilitators, and teachers – up to 50 people per pulse”, according to their website) are free. For pricing on accounts for consultants (“independent consultants and boutique consulting firms”) and for enterprise-size organizations, contact Waggl.

Sample questions are available from waggl to help get started but most trainers should have no trouble formulating questions. It may be hard to narrow them down to only one question but this is crucial for best use of the tool. Startup support is available to all account owners as well as live chat.

<http://waggl.it>

Please choose the most compelling answer to the question below: [Why is this question important?](#)

What is your all time favorite quote?

**A**

And what country can preserve its liberties if its rulers are not warned from time to time that their people preserve the spirit of resistance? Let them take arms. The remedy is to set them right as to facts, pardon and pacify them. What signify a few lives lost in a century or two? The tree of liberty must be refreshed from time to time with the blood of patriots and tyrants. It is its natural

**B**

"To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment."— Ralph Waldo Emerson

VOTE FOR A VOTE FOR B

SKIP PAIR >



QStream® [www.QStream.com](http://www.QStream.com)

Primarily tools for sales reps and sales managers, QStream® can be used to reinforce any training content, although their website focuses on use for sales reps. Participation activity and quiz results are captured that trainers and managers can use to track retention and application. Specific coaching tips in the form of formatted emails are also available.

**Here's how it works.** Trainers, managers, or SMEs develop text-based or video scenarios with questions about how to handle each scenario. Questions can be T/F, multiple choice, or fill in the blank. A standard bank of sales-related scenarios and questions is also available. Participants receive and respond to these scenarios/questions via email. Questions answered correctly are not repeated; however, participants who respond incorrectly to a specific question continue to receive the same or similar scenarios and questions until they get the correct answer. The algorithm used for this was originally developed at Harvard University. Managers are able to view individual and group activity results (correct/incorrect responses) on a dashboard. Data can also be integrated into CRM triggers that identify who and what to coach. An optional leader board enables friendly competition. If key performance indicators are loaded into the system, they can be tracked and measured using a heat map graph. Analyzing “thousands of data points”, the system sends managers recommended coaching actions and on-screen email templates. Set-up and implementation usually takes 2-8 weeks.

**To make training stick®.** A number of features provide opportunities to make training stick. Each time a question is repeated (because it was previously answered incorrectly), learning is strengthened. Numerous research studies on training transfer have found that manager coaching and performance feedback are powerful ways to strengthen learning transfer. The manager dashboard, coaching tips, and pre-written email templates make it even easier for managers to provide feedback and coaching.

**Is it Effective?** No studies have been conducted on QStream® itself. Neuroscience and training transfer research has shown that QStream® strategies such as random retrieval, feedback, and coaching will improve retention and application approximately 25-30%.

**Pricing.** After a free 90-day pilot, pricing is by annual subscription for any number of participants, based on the size of the company.

[www.Qstream.com](http://www.Qstream.com)



**Note:** Axiom™ and Veelo provide similar tools to QStream, but are exclusively for sales people and sales managers. For more information:

<https://www.youtube.com/watch?v=w0sHk6p6h0o>  
[www.Axiomfsd.com](http://www.Axiomfsd.com)  
[www.veeloinc.com](http://www.veeloinc.com)



**Mindmarker®.** [www.Mindmarker.com](http://www.Mindmarker.com) Mindmarker is designed to support learning transfer with Mindmarkers which are scheduled media and quiz-type questions, developed by Mindmarker reinforcement specialists or your internal trainers, and delivered after training. Messages are sent to participants via email and/or a mobile app, over a several-month period. A video file or sound file of the instructor's voice can be used instead of text. Communication with participants' managers can be set up. A drag-and-drop timeline is used for creating and scheduling content. The dashboard-driven tracking system is designed for review at every level of the organization, and tracks a plethora of data on individual participants, groups by cost center, by class, and so on. Because answers to questions can be tracked, the system can be used for level 2 evaluation. Level 3 behavior change and Level 4 impact is measured through self-evaluation. Mindmarker can be integrated with most LMSs.

**Here's how it works:** Clients send training material to Mindmarker learning reinforcement specialists or develop their own Mindmarkers based on their training materials such as slide presentations, photos or other images, videos, and audio files. The reinforcement program, based on their 7 principles of reinforcement, consists of short statements or reminders, video clips, audio files, and multiple choice and open-ended questions that reinforce content. Note: The 7 principles of reinforcement are covered in one of their short e-books, available on their website.

There's easy access to metrics with the intuitive and mobile-friendly Mindmarker analytical tool. It's possible to analyze data and see where each participant is in the reinforcement program. The tool also allows tracking of behavior change over time and to build a case for ROI.



Managers can easily be brought into the process. At selected time periods the system can be set up so trainees' managers receive a message that provides a short summary of the training and asks them to provide an example of how

particular participants have used it.

**To make training stick®.** Specifically designed to reinforce learning and support transfer, the Mindmarker system could also be used before training to prompt the participant to think about their current level of skill or knowledge, past-present-future needs, linkage of the skill/knowledge with their job, what to expect in the training, and to plan for coverage while they are in training.

After training, Mindmarkers provide reinforcing materials from the training, additional content and information for some or all participants as needed, short quizzes, and ideas and prompts for applying and practicing the learning content. Trainees' managers could receive Mindmarkers that prompt them to provide support, and to observe and report progress.

**Pricing.** The fees are per user per year and vary depending on the volume. Licenses are valid for unlimited use of the platform. Fees to have Mindmarker develop the reinforcement program are priced separately.



**Webinar on reinforcement:**

[www.YouTube.com/watch?v=DzHSmyu\\_vPM](http://www.YouTube.com/watch?v=DzHSmyu_vPM)  
[www.YouTube.com/watch?v=DzHSmyu\\_vPM](http://www.YouTube.com/watch?v=DzHSmyu_vPM)  
[www.Mindmarker.com](http://www.Mindmarker.com)



# TECHNOLOGY TOOLS FOR TRAINING TRANSFER: ResultsEngine

**ResultsEngine.** [www.FortHillCompany.com](http://www.FortHillCompany.com)

ResultsEngine provides a platform for participants and managers to focus on goals and action plans whether created in a training program or from any type of development initiative. Participants report progress on goals at designated intervals, their managers or designated advisors provide input, guidance, and coaching, and trainers and senior leaders monitor progress on individuals and groups. The web-based system is designed to be customized to align with the learning objectives and content of a program. Participants can share progress information and coaching with members of their cohort. Participants can also change goals, advisors, and request coaching at any point in the process. When a goal is achieved, the participant is asked to describe the business benefits of achieving it. Another key feature of this system is the GuideMe library. After a participant has reported goal progress, the GuideMe tool provides goal-specific suggested actions for the participant to take next. During the customization process, GuideMe content is tailored to each program's specific competencies or learning framework.

**Here's how it works:** Participants and their managers receive a link to an introductory video prior to training that explains the ResultsEngine process and what they can expect. Participants conclude training with - or otherwise identify - smart goals which have either been provided to them by the trainer or that they have developed for themselves. Designated update periods are programmed into the system. At each update period, the participant receives an email with link and invitation to review/edit their goal(s) and to record their progress by answering goal-related questions. The last question in the goal update series is "What will you do next?"

Participants can click on a Guide Me link which displays goal-specific action items for possible next steps which they can edit and personalize.

Throughout the process, participants can request coaching from their manager or other designated advisor(s) and these can be modified at any point. The manager/advisor responses to coaching requests are also tracked in the system. When the participant reports that a goal has been achieved, they are asked to respond to a series of questions about the personal and/or business benefits of achievement. Leaders review individual and group progress on a Leader View dashboard. Comments and posts made in the system are also key word searchable.

The customized ResultsEngine system can be used with third party providers to be built into their programs which in turn can be sold to their clients and customers. Fort Hill offers a standard version of ResultsEngine called the 5-Step Achievement Process®. Clients identify a program outcome goal, develop content and specify intervals for content delivery, and set up coaching resources participants can access on demand. A social component encourages participants to connect with each other to learn from progress and achievements of fellow participants. This 5-Step Achievement

Process® seems to closely resemble some of the other systems described in this white paper.



**To make training stick®.** Post-training goal setting and action planning have been found to be moderately successful to help participants apply learning but results can be greatly enhanced with periodic reminders, reinforcement, and accountability when the participant returns to the job, as provided in ResultsEngine. Using the manager support component of the system will strengthen application and transfer. This system could be even more effective if used for pre-training as well as post-training planning and goal setting.

**Pricing.** User licenses are required for each participant and program leader with volume discounts available. There is also a one-time customization fee to configure ResultsEngine for a specific course which varies based on project complexity. [www.FortHill.com](http://www.FortHill.com)



## **70-20.** [www.70-20.com](http://www.70-20.com)

This cloud-based interactive tool created by Fort Hill Company is a web application that encourages and captures informal and social workplace learning. The system focuses

participants on learning challenges. Personal learning challenges are created by users at any time. Formal challenges can be assigned as part of a training class: before, during, or after the class. Development challenges can be defined by the manager or team leader. Inspired by health and fitness tracking tools, learning challenges are tracked by the system and encourage support and collaboration from peers.

The name 70-20 refers to the 70-20-10 notion that suggests approximately 70% of our workplace learning is done on-the-job, 20% is from other people, and 10% is from formal programs.

**How it works:** Cloud-based and accessible by any mobile device, the 70-20 app provides a support platform for user-created personal learning challenges, trainer-created learning challenges, and manager-created development challenges. Users create their personal learning challenges in the system and easily connect with others for coaching and support. Managers and team leaders create development challenges for specific members of their teams to address performance gaps. For a formal program, a course owner can create learning challenges that support course objectives.

The user shares updates of progress in the form of text, pictures, video or web links to get feedback and ideas from others and to document that they have mastered their challenge. As participants provide evidence of progress made on their challenges, leaders can monitor capability and performance improvement on their 70-20 Dashboard. Normative data on learning application and results after formal training can be tracked with the tool. A short video on the website provides an overview.

**To make training stick®.** The three key roles in training transfer - the participant, their manager, and the trainer - are engaged in this easy-to-use mobile format that will be familiar to social media users and especially appealing to Millennials. Managers can not only support the learning goals with this tool, they can initiate them. Participants can initiate their own learning goals and enlist support and coaching, which engages self-efficacy. Demonstrations of learning can be uploaded in the form of video, sound files, or text, appealing to different learning styles. Participants, managers, and trainers can track progress and provide accountability. This system seems less focused on reinforcement than most of the other systems mentioned in this white paper and more focused on application of learning.

**Pricing.** 70-20 licenses provide unlimited system support for 12 months and are priced on a per user basis, with volume discounts available. A free test drive of 70-20 is available for groups of up to 10 participants. [www.70-20.com](http://www.70-20.com).







# TECHNOLOGY TOOLS FOR TRAINING TRANSFER: BoosterLearn

**BoosterLearn** [www.BizLibrary.com/technology](http://www.BizLibrary.com/technology) is designed to help employees overcome the forgetting curve. It delivers learning boosters via email that can be accessed from a desktop or mobile device without needing to install an app. The boosters are authored in an easy-to-use interface and can incorporate video, text, or audio files, quizzes, live-polls, or verbal surveys. The boosters are authored and scheduled by the administrator using intuitive icons.

Originally developed by Dr. Art Kohn, BoosterLearn was acquired by training video vendor BizLibrary in 2015 and is one of their suite of products for trainers.

Each booster is a “quick hit” that takes no more than 30 seconds to complete, making it more likely that employees will continue to participate. The quick hit approach is supported by research that indicates cognitive reinforcement is fully effective even if it lasts as little as 5 seconds. A course-specific coach – instructor, subject matter expert, or manager – can be assigned to monitor responses and interact with students.

**How it works.** The instructor or other subject matter expert authors a series of short boosters by selecting templates for multiple choice, fill-in-the-blank, poll or open-ended “thought questions” from an easy-to-use interface. The boosters are then scheduled to be delivered either before or after the instructor-led or e-learning class. 2+2+2 is a guide for remembering types and timing of the boosters: recognition boosters two days after training, recall boosters two weeks after training, and generative boosters two months after training. Participants receive the messaging via email at the designated intervals. The booster administrator loads participants into the system either individually or via spreadsheet file.

Participation and answers can be tracked by participant, by question, or by class. Designated coaches are able to view tracking metrics for specific programs or participants. Boosters are usable for self-paced elearning as well as live training and can be used again and again as classes are repeated.

A microlearning feature in the form of bursts can be set up to be viewed prior to beginning a booster series.

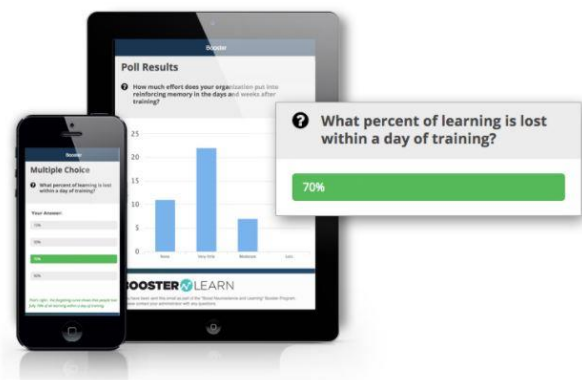
Participants can vote for their favorite responses to open-ended “thought questions” and points are awarded, which increases their booster score.

**To Make Training Stick®:** Like several other technologies reported in this white paper, the BoosterLearn system was designed specifically to support retention and transfer of training through after-training reminders and enhancers. The coach role is a good feedback mechanism for instructors, managers, and course designers to see which concepts are sticking and which may need additional attention either in the classroom or with more or different boosters.

Taking the system one step further, boosters can also be sent before training: to poll participants about previous training or experiences, as a quick test of prior knowledge, to build positive expectations for the class, or to deliver short pieces of content. Because tracking is easily available, the instructor could have this information on hand when the class begins. Given the research mentioned earlier that indicates the length of time participants spend on reinforcers does not impact the effectiveness of the reinforcer, the “quick hit” approach here is noteworthy.

**Pricing.** Corporate plans range from \$8 to \$18 per student per year for any number of boosters. The boosterLearn™ staff will assist with developing boosters. Training is also available for organizations to author their own boosters.

[www.BizLibrary.com/technology](http://www.BizLibrary.com/technology)





### Axonify

[www.axonify.com](http://www.axonify.com) Using principles of gamification and brain science, the Axonify “employee

knowledge platform” provides a platform to create e-learning including microlearning, an LMS-type delivery system, and reinforcement tools. Working with researchers at the Rotman Research Institute of Baycrest, Canada, the Axonify platform uses principles of brain research and applies these to the corporate training environment. The email delivery system delivers content, games, quizzes, and rewards based on neuroscience principles of spaced repetition, retrieval practice, confidence-based assessment, testing and retesting recall, and self-reflection. The quizzes, games, and learning content are created and scheduled by a course administrator or developer using an icon-based, drag-and-drop interface. Used first with sales people for product training and sales motivation, the system is now used for a variety of training topics, with many large and medium-sized organizations.

**How it works.** The platform can be used to create training content and to reinforce training delivered live or e-learning created or delivered through other systems. The instructor or administrator enters content, games, and rewards into the system, then an algorithm in the system personalizes delivery in a spaced repetition format based on the participant’s previous responses. For example, if a participant loses a game or answers quiz question(s) incorrectly, the system will deliver similar questions or games more frequently than if the trainee answers correctly. However even if the trainee answers correctly, the same/similar quiz, game, or other content will be delivered in a spaced repetition format. If a trainee repeatedly answers quizzes or games incorrectly the system notifies their manager that they need coaching. The Discovery Zone is a wiki-type area that allows people to share their knowledge with each other in a social environment.

A user dashboard features a virtual coach (image of a “person” who talks to the user) to guide the participant through the process and shows trophies - points earned for games, quizzes, and other activities which can be



used to buy gift cards and other prizes. The dashboard also features a personal learning plan/map. The “Tell A Friend” feature allows participants to identify others who should be using the system, and they receive points for doing this. When system use is voluntary (a choice in set-up), participation rates are reportedly high, probably due to the reward points, trophies, and gifts.

Managers and administrators can track a multitude of metrics to include: participation rates individually and by group, knowledge/learning gain, retention of information over time, star learners and performers, and application metrics such as reduced error rates, increased sales, and so on.

The administrator interface features user-friendly drag-and-drop icons. The system focuses on delivering small pieces of content, so the administrator/developer will need to organize the training content, quiz questions, and games into bite-sized pieces and create multiple versions of the same content. This is often the hardest part for the trainer.

**To Make Training Stick®.** The Axonify system, like several others described here, is intended specifically to increase transfer and application of learning. The Tell A Friend feature provides peer pressure to participate. The manager notification system keeps the manager informed when coaching or additional attention is needed. The virtual coach guidance helps the trainee navigate through various aspects of the system. The trophies, points, and prizes provide additional motivation to learn and apply. All of these features are evidence-based techniques to increase training transfer. The games and rewards make the experience with the system fun, which usually means trainees will be more likely to use it. Unlike some of the other systems, this system can be used with non-employees such as dealers and customers.

**Pricing** is per user, per month and depends on the number of users. White papers and other information is available on the website. [www.Axonify.com](http://www.Axonify.com)



**Adeption™** (Formerly Jumpshift K to act) [www.Adeption.io](http://www.Adeption.io) (a retired word meaning “to achieve”) offers e-learning modules, reinforcement and application triggers in several different ways. Training is delivered via customizable e-learning modules from the library, or customers can develop their own on this platform using the drag and drop technology. Each module can include open ended questions, quiz questions, polls and up to three “action questions” which prompt the user to apply the learning. All responses are shared and discussed within a small, self-selected peer group. Participants also receive recommendations for microlearning mini-modules, based on their quiz and question performance as well as time on each module. Through the system participants can send themselves reminder text messages and prompt others to text or email them with reminders. The system is web-based and has an app with full user functionality. The app also has a text recognition feature that allows participants to speak their responses which are then recorded as text.

**How it works.** The client chooses e-learning modules from the library or develops their own content. (Note: the firm originated in New Zealand and currently has offices in there and in San Francisco. Video segments in the library currently have New Zealand accents, and US versions are being added.) Instructional designers should plan to co-design the first module with Adeption™ developers to acquaint themselves with the platform. Participants access the

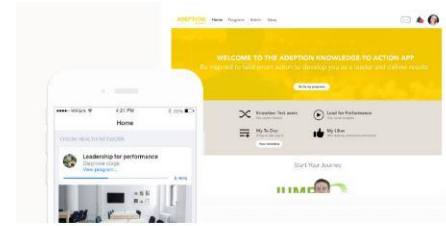


modules via the client’s LMS or the Adeption™ website directly. Each module is designed to inspire and guide the participant to take on-the-job action rather than simply learn concepts. Participants identify actions to go and do immediately, before they finish the module. They then reflect

on how their action went and what they learned. Using the app, the reflection can be done by entering text into the system, responding via video using their webcam, or using the app to speak their responses which are then entered as text into the system. Managers can review responses and confirm them – or not, which should trigger a learning discussion between the two of them. Once the participant has posted their reflections, they

are able to see what others in their selected peer group have said. Polls and quizzes are also available as an option in the system, and participants are able to

“Like” posts which further reinforces good contributions and drives engagement. An algorithm constantly updates quiz/question performance and responses, and recommends other content – modules or microlearning mini-modules – based on participants’ performance. Participants are also able to have the system send them reminder text messages which they create and/or to ask someone else to remind them.



### To Make Training Stick®.

As with several other systems described here, Adeption™ is intended to deliver e-learning training, to reinforce the learning, and also to increase transfer and application of learning. The end-of-module action prompts and reflection questions help participants identify how they plan to use the learning (just as a trainer often does in instructor-led training). Providing options for inputting information (entering text, speaking, or video) allows the participant to choose which medium is not only most convenient but also most conducive to their learning style. The self-texting feature reinforces and strengthens both the learning content and participants’ specific intentions for putting it to use. Creating a peer group in the system and enabling text reminders from them strengthens the peer involvement, found to be crucial in training transfer. Allowing and encouraging manager review and participation further strengthens and reinforces the learning and intention to apply it. This system provides more tools to apply learning than any of the other systems described.



**Pricing.** The fees are per user per month with three month or yearly commitments. The price varies depending on the volume. Adeption™ provides support to configure initial modules on the platform for a one-time fee. [www.Adeption.io](http://www.Adeption.io)

**Notes:** Wilson Learning Worldwide has a learning transfer system incorporated into their training offerings. The system is a fully integrated technology. Learning transfer content and manager coaching process are based on the solutions they offer and not available as a stand-alone service. Therefore they are not profiled in here.

Dr. Ed Holton's Learning Transfer System is a self-report 16-factor inventory that assesses perceptions of catalysts and barriers to training transfer. It is not reviewed here because it does not provide means to increase training transfer beyond awareness of what helps and hinders transfer in an organization.

There are several survey and evaluation systems on the market that claim to "measure transfer" but they do not provide means to increase it, only to measure it by self- or manager-report.

**Considerations when making decisions about training transfer technology.** It's important to keep in mind that these technologies do not work by themselves. It is critical to **begin with well-written objectives** that describe desired end-of-training outcomes and also describe desired on-the-job behaviors and/or use of skills. Objectives that use verbiage such as "understand" and "know" are not going to be effective for setting the stage to use transfer technologies. It's also important to remember that the content of the pre- and post-training messaging, whether text, video, quizzes, interactive activities, etc., will need to be developed and set up in the technology system. Some of the companies mentioned here provide consulting to help with this or will do all of the development and deployment. This should be an important consideration when choosing a best fit vendor. Training professionals skilled at writing courseware and who have time to devote to writing content and setting it up in the technology system will probably be comfortable with technologies that offer little or no consulting. Trainers who are new to developing instructional and sticky objectives will benefit from the working with the companies that provide consulting to develop the reinforcement system.

**Accountability** will also be a big factor in the success of any learning transfer strategy. How will participants be held accountable for completing the pre- and post-training activities they receive? How will managers be involved and how can they be held accountable for monitoring participant progress and participating in

other ways? Can credit for the class be withheld until follow-up is completed? Who will monitor completions and other metrics? Time and attention needs to be given to developing processes for use of the chosen transfer technology.

When choosing a transfer technology, also be sure to keep in mind the **culture of the organization and the media** most participants and managers in the organization seem to prefer. Transfer technologies that are primarily text-based will not be a good fit in a culture where people like and respond well to video. Transfer technologies that focus on simply delivering messaging may not be a good fit for organizations that are heavy users of social media-type tools or where employees and managers require prompting and accountability to get them to perform pre- and post-training activities.

A final consideration may be the **ownership of the transfer technology** vendor. Some of the companies mentioned here are US owned while others are owned and/or based in other countries. This may be a consideration if there are purchasing restrictions.

**Final thought.** A key benefit of all these systems is that pre- and post-training messaging can be **developed** during the instructional design process **when the trainer is focusing on it, and participants can receive the messages** at scheduled intervals while they are learning and applying it — optimal points for retention and application. ■

*Author's Note: I have carefully reviewed demos of each of these technologies. I do not have ownership interest in any of them, nor have I purchased any of them.*

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