

Learning Transfer Climate Score Card

Climatic Factor	0. Very Weak	1. Weak	2. Fairly Strong	3. Very Strong	? Don't Know
Learner Readiness Learners understand what the training is about and how it relates to their development and job performance. Learners have the necessary background knowledge and skills to benefit from the training.					
Opportunity to Use Employees have opportunities to apply their new knowledge and skills on the job soon after training. Employees have the resources (information, equipment, materials, and supplies) necessary to use the training.					
Personal Capacity Employees have the time and energy to try new methods; their workloads are not too overwhelming. Employees are able to cope with the amount and pace of change in the organization.					

Climatic Factor	0	1	2	3	?
Perceived Relevance and Utility <p>Employees feel that the skills and knowledge taught are relevant and useful to their work.</p> <p>The instructional methods, aids, materials, and equipment used in training are similar to those used on the job.</p>					
Motivation <p>Employees are motivated to use what they learned because they:</p> <ul style="list-style-type: none"> • Are convinced it will help them perform better • Expect better performance to be rewarded in a way that they value 					
Organizational Culture <p>Performance expectations are clear.</p> <p>Individuals are recognized for good performance.</p> <p>People feel good about performing well.</p>					
Managerial Alignment <p>Managers speak positively about the techniques taught.</p> <p>Managers model the same approaches, behaviors, and skills as those taught in training.</p> <p>Managers set clear expectations for the application of training.</p>					

Climatic Factor	0	1	2	3	?
Managerial Encouragement Managers encourage the use of new skills. Managers recognize individuals who make the effort to apply their learning.					
Managerial Feedback and Coaching Employees receive constructive input and assistance from their managers when they try to apply what they learned. Managers assist individuals when they encounter problems as they try to apply new learning.					
Peer Group Impact The employees' co-workers support the use of new techniques; they don't try to force conformity to current practice. Peers help each other identify opportunities and implement new methods.					
Personal Experience Employees experience positive benefits from using what they have learned, such as increased productivity, recognition, additional opportunities, or the like. Employees experience negative consequences for <i>not using</i> what they learned, such as criticism or reprimands. But there are <i>no negative consequences</i> when they try to apply their learning to their work.					

Adapted from the Learning Transfer Systems Inventory, Audit Format, Holton, 2003.