TRAINING TRANSFER TECHNOLOGIES

By: Barbara Carnes, Ph.D.

Introduction

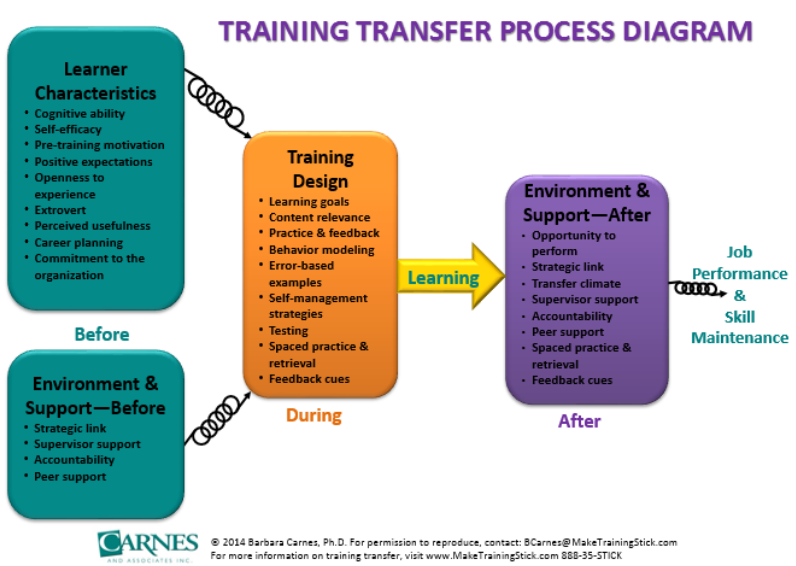
Trainers frequently comment that it is difficult to make training stick because:

- "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.

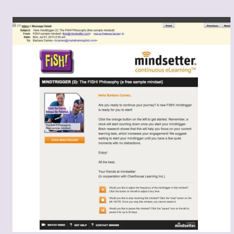
Finding time to build manager buy-in, create reinforcers for the training, and help trainees apply their learning to the job is a big challenge and a key reason that more strategies are not put into place to increase learning transfer. Now technologies are available to help trainers, managers, and participants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

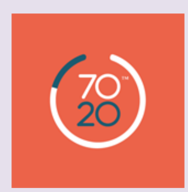
What follows is a description of each of the technologies that have been introduced recently. Some of these tools have a variety of applications including learning transfer. Others were designed specifically for training transfer. Some of these technology tools are quite simple to use while with others, the learning curve is steeper. All of the tools can be used on 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 the evidence-based training transfer process diagram on the training transfer process as you read about these technologies and think about how you might use them.

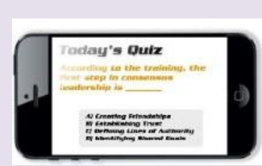


TECHNOLOGY TOOLS FOR TRAINING TRANSFER

Table of Contents





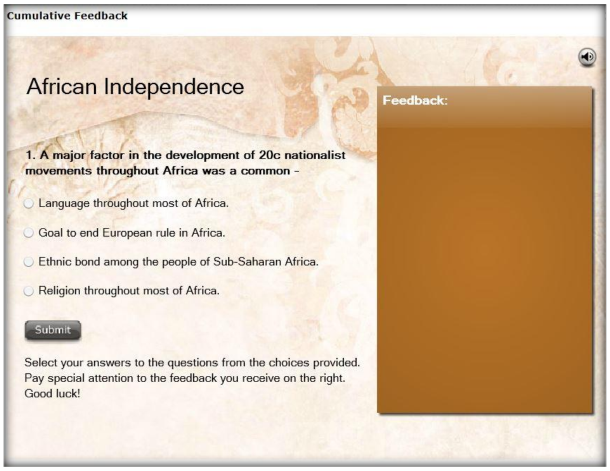


TECHNOLOGY TOOLS FOR TRAINING TRANSFER: Raptivity

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 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: perpetual license and annual subscription. Standard support is free for the first 12 months after purchase. Premium support is also available, and the biggest difference between the two seems to be the availability of phone support with the premium plan. Premium customers also can get new templates as they become available for no additional charge. A perpetual 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

TECHNOLOGY TOOLS FOR TRAINING TRANSFER: Waggl

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.

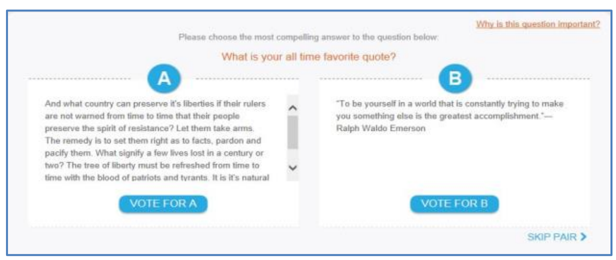
Here's how it works. An administrator – or anyone – can setup and launch a question to an audience in less than a minute. First, you sign up for an account by using the product website. Once you are signed up, the system prompts you through setting up a question, selecting the duration for your question, 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®. 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. Facilitators can benefit from this as well by seeing exactly 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.

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 will 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



Make Training Stick!®

TECHNOLOGY TOOLS FOR TRAINING TRANSFER: QStream®

QStream® www.QStream.com

Primarily post-training question/quiz tools for sales reps and sales managers, QStream® can be used to reinforce any training content. It captures participation activity and quiz results that trainers and managers can use to track retention and application. Specific coaching tips and wording in the form of formatted emails are also available.

Here's how it works. Trainers, managers, or SMEs develop scenarios and different types of questions (T/F, multiple choice, and so on). 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 salesforce.com. 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.

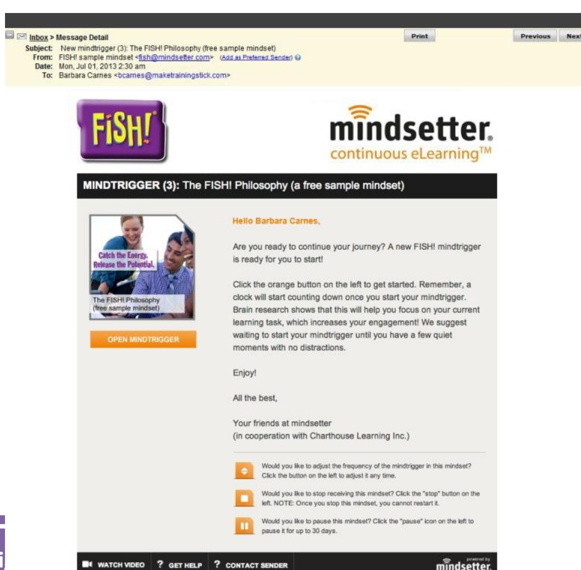
www.Qstream.com

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.Axiomsfd.com
www.veeloinc.com

Mindsetter™. www.Mindsetter.com This tool sends a series of pre-training and post-training reminders, reinforcers, and supplementary material, called Mindsets™. Individual pieces of a Mindset™ are called Mindtriggers. The system might also be used to deliver entire content sets not associated with a training program such as new product information or software updates. The Mindsets™ can be text, pictures, audio, video, PDFs or links to other content such as YouTube videos, and they are delivered via attractively formatted emails that are set up to be delivered at specified intervals before or after training. Each Mindtrigger in a Mindset can include up to six open-ended or multiple choice questions and a specific to-do. Participants have a Personal Learning Diary in the system to review their completed Mindtriggers including the learning material and their answers. The diary is viewable by the trainer/administrator who created the Mindset but not to anyone else, to assure a level of participant comfort in completing it. Trackable metrics on individual participants include Mindtriggers started and completed, and metrics on groups include average time spent on each Mindtrigger and number of Mindtriggers completed.

Here's how it works: The trainer develops a Mindset that consists of many Mindtriggers – text, videos, etc. – and sets up the Mindsetter system to deliver them to participants at specified intervals. Participant lists can be added to the system one-by-one or a spreadsheet can be uploaded. When the participant receives a Mindtrigger, after they view it they are prompted to respond to a few questions, the answers to which are recorded in their Personal Learning Diary. The trainer can monitor and review the learning diaries as well as who has opened and completed each Mindset and Mindtrigger, by the individual and by the group. For use with self-paced elearning, there is a self-start option. At specified intervals such as at the end of each module, the participant clicks on a link that activates the Mindset series of Mindtriggers which are then sent to them via email at specified intervals.



To make training stick®. This system was designed specifically for training reinforcement and transfer. For before training, develop a Mindset with several Mindtriggers that prompt the participant to think about their current level of skill or knowledge, and past, present, or future experiences that might help them understand the need for training, the linkage of the skill/knowledge with their job, and/or what to expect in the training. This is also a good opportunity to prompt participants to plan for coverage of their job to avoid interruptions during training. For after training, a Mindset with Mindtriggers could repeat material from the training, provide additional content and information, add advanced information for those who are ready, give remedial drills for those who need them, and/or supply ideas and prompts for applying and practicing the learning content.

Mindsets can be sold. For example, Mindsets created for a program on conflict management could be sold to another company or individual to use in their conflict management program.

Pricing. Two pricing plans are available: Pay As You Go for as little as 99 cents per Mindset, or a Monthly Subscription starting at $19.99 per month. Support is included. Free trial. www.Mindsetter.com

TECHNOLOGY TOOLS FOR TRAINING TRANSFER: Mindmarker®

Mindmarker®. www.Mindmarker.com Mindmarker is designed for supporting learning transfer with scheduled media and questions, called Mindmarkers, developed by Mindmarker reinforcement specialists or in-house trainers, and delivered at the best possible times for learning reinforcement and behavior change. 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 even be used. 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, training groups, and so on. Because answers to questions can be tracked, the system can be used for level 3 evaluation. Level 4 impact is measured with a self evaluation process. 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, audio files. The reinforcement program, based on the 7 principles of reinforcement, consists of short statements or reminders, video clips, audio files, and multiple choice and open-ended questions that reinforce content.

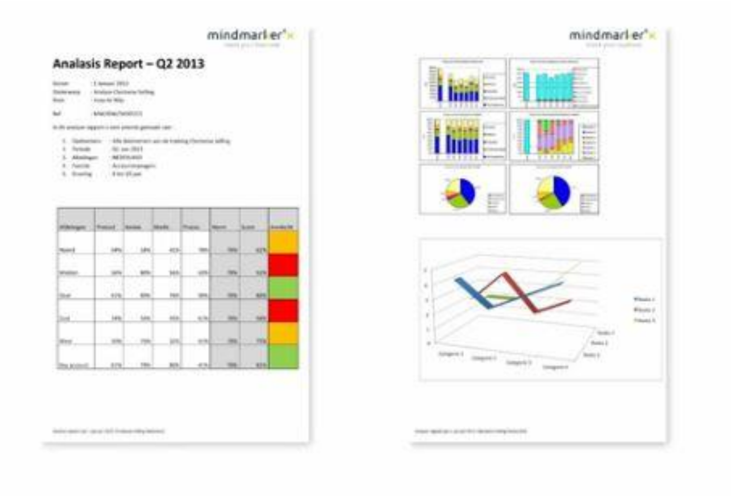
There's easy access to metrics with the intuitive and mobile-friendly Mindmarker analytical tool. It's possible to analyze data and see where each participant is in the reinforcement program. The tool also allows tracking of behavior change over time and to build a case for ROI.

Managers can easily be brought into the process. At selected time periods trainees' managers could 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 support learning 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 need, 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.

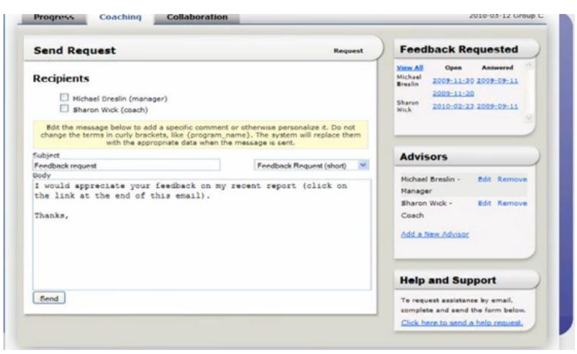
Pricing. The fees are per user per year and vary depending on the volume. Licenses are valid for unlimited use of the platform. Mindmarker will develop



the reinforcement program for an additional fee.
Webinar on reinforcement:
www.Youtube.com/watch?v=DzHSmyu_vPM
www.Mindmarker.com

ResultsEngine. 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.

To make training stick®. Fort Hill now offers a standard version of ResultsEngine called the five-step Achievement Process® in addition to the custom version. This process enables clients to provide post-program support using prescribed goals assigned to all participants. The coaching functionality and Leader View Dashboard is exactly the same as custom ResultsEngine, but there is no customization time or cost involved in implementation.

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

TECHNOLOGY TOOLS FOR TRAINING TRANSFER: 70-20

70-20. 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 ~~are issued~~ 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 s 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. There is no known research to support these percentages, but the 70-20-10 term persists because intuitively, it seems to make sense.

Here's how it works: Cloud-based and accessible by any mobile device or computer, 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.

To make training stick®. Three key roles in training transfer are: the participant, their manager, and the trainer. This system supports interaction of all three and does it in a familiar, easy-to-use mobile format. Tracking learning transfer and application has always been a challenge outside of formal programs. This system seems to provide the best available means for doing it and making informal and social learning visible and measurable. All three roles are ~~or can be~~ involved, and demonstration of learning is uploaded right into the tool in real time on-the-job.

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 in a company at www.70-20.com.

BoosterLearn™ www.BoosterLearnpro.com 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.

Developed by neuroscientist, Dr. Art Kohn, each booster is a "quick hit" that takes no more than 30 seconds to complete. The "quick hit" makes it more likely employees continue to participate and it is supported by research that indicates cognitive reinforcement is fully effective even if it lasts as little as 5 seconds. A coach – instructor, subject matter expert, or manager – can be assigned to monitor responses and interact with students in specific courses.

How it works: The instructor 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. The 2+2+2 Method 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. The booster administrator loads participants into the system either individually or via spreadsheet file. Participants receive the messaging via email at the designated intervals.

Enhanced tracking is available in the new pro version introduced in August 2015: participation and answers can be tracked by participant, by question, or by class. Designated coaches are able to view tracking metrics for specific programs. Boosters are usable for self-paced elearning as well as live training and can be used again and again as classes are repeated.

The new version also features a social element. 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 transfer of training through after-training reminders and enhancers. The coach role is a good feedback mechanism for those involved in delivering or developing the course 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.BoosterLearnPro.com

TECHNOLOGY TOOLS FOR TRAINING TRANSFER:
Axonify™

Axonify™ www.axonify.com Using principles of gamification and brain science, Axonify™ delivers learning in a "fun, bite-sized and personalized way – driving bottom-line results", as they state on their website. 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 short bursts of content, games, and rewards which are based on neuroscience principles of spaced repetition, retrieval practices, 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 system can be used to deliver short pieces of training content or to reinforce live training or elearning. 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.

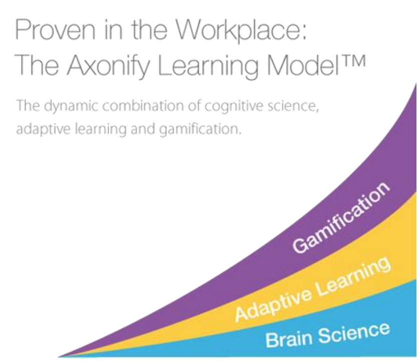
A user dashboard features a virtual coach (image of a "person" who talks to the user) to guide the participant through the process and shows trophies - points earned for games, quizzes, and other activities which can be used to buy gift cards and other prizes. The dashboard also features a personal learning 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.

A multitude of metrics can be tracked to include: participation rates individually and by group, knowledge/learning gain, retention of information over time, and application metrics such as reduced error rates, increased sales, and so on.

The administrator interface features a 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



TECHNOLOGY TOOLS FOR TRAINING TRANSFER:
Summary and Conclusions

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 arbased 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. Some of the companies mentioned here provide consulting to help with alignment of objectives, behaviors, and transfer messaging. This should be an important consideration when choosing a best fit vendor. Training professionals who are adept at developing well-worded instructional objectives 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 or develop the reinforcement system. Learn more about sticky objectives is in this recent blog post.

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.

Developing the content of the pre- and post-training messaging needs to be factored into the instructional design process. Whether or not consulting is provided by the vendor, it is the trainer or instructional designer who will need to develop the text, video, or sound files, quizzes and interactive activities or provide content to a specialist who will develop the reinforcement items.

When choosing a transfer technology, 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 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 of 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.

Barbara Carnes, Ph.D. is an international consultant and author with a passion for training transfer (making it stick). She is the author of the books, Making eLearning Stick, Making Learning Stick and Making Training Stick: A Training Transfer Field Guide, 2nd Edition.

Contact Barbara at:
BCarnes@CarnesandAssociates.com
or 314-862-7733
Visit ***www.maketrainingstick.com***
for free resources for trainers.

CARNES AND ASSOCIATES INC.
We Make Training Stick!