THE PTT QUARTERLY REVIEW

The PTT Quarterly Review is a summary of all our activity over the last three months

We review interesting developments from our industry

We'll also tell you what we're up to this quarter and what to expect from PTT

July, 2019   *Prepared by:*
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What is the PTT Quarterly Review?

Welcome to the first edition of the PTT Quarterly Review. We've set up this publication to highlight our activities and to give our followers a summary of where to find all of our latest content.

There are three parts to the quarterly review. The first is a round up of what we at PTT have been doing for the last three months. You can find that in the **PTT last quarter activities**, and for this edition we'll summarize the launch of PTT, the conference sessions we spoke at, and the articles that were published om major industry websites.

The second part of the review looks at what other people have been doing in our world of learning and performance. We'll tell you what we think of recent publications, courses that we have taken and courses that we are thinking of taking.

So if you want a wider industry view then go to **Interesting things from last quarter**.

Finally, we'll bring you up to speed on what we have planned for PTT activities in the next quarter. We call this **What's coming up for PTT**. So go here if you want to keep on top of interesting events and developments, or to keep an eye open for future articles.

There is one last thing!

We want to **share the best practices of learning transfer** between designers and HR professionals in our industry. To do that we'll ask contributors to tell us what they are doing in the learning transfer space. We'll gather the data, look for the insights and share that with our community. For this edition, we have included a sample report that can be found in the second half of this quarterly review, and is called the **Learning Transfer Benchmark Report**.

PTT last quarter activities

PTT launches

Conference speaking

ATD ICE in Washington
D.C. & Promote Focus
on Performance in
Stockholm

PTT official articles

It's been a busy quarter for us at PTT. Not least because after we launched we were hitting the road to attend conferences in Washington D.C. and Stockholm to spread the PTT word. We've been writing articles, publishing blog posts, and compiling useful data about learning transfer strategies.

So, the first section of our round up is a quick summary of the **PTT launch** and why we decided to set up our company. We really want to contribute to the learning design community, and so we hope our free resources can help there.

We've also been speaking at conferences in the U.S. and Sweden. **ATD** is the organization most people in our industry would have heard of. We spoke at **ICE** this year but if you haven't been there have a look at the ATD's summary video here:

https://atdconference.td.org

We were also in Sweden at the invitation of **Promote International**, a great technology company that enables better learning transfer through their digital tools.

We had a fantastic time in Stockholm and could really feel the cutting edge of design thinking throughout the whole conference.

More about Promote here:

https://promoteint.com

When possible we try to **write articles, blogs, templates, tools, etc.** which we hope will help our fellow designers. We know it's hard to keep track of multiple channels, so we curate all our content in one place. More about that content in the review, but if you want to keep up with latest developments, then why not **sign up for our blog**:

https://practicaltrainingtransfer.com/what-is-practical-training-transfer/sign-up-for-our-blog/

PTT launch
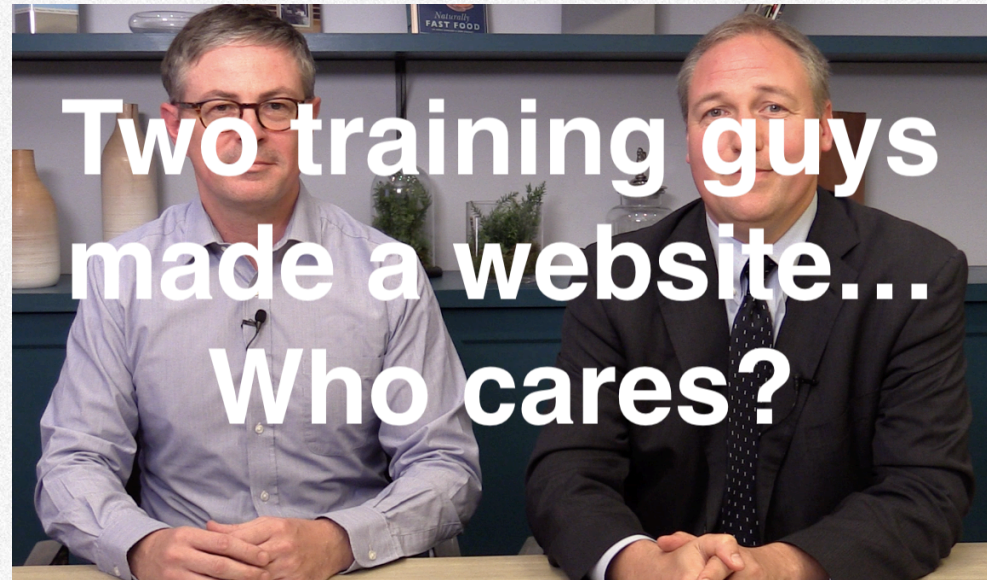
So it happened, after months of planning and sleepless nights, we finally launched PTT. We posted the video **'Two training guys made a website.. Who cares?'** on LinkedIn to some interest, and kept our fingers crossed.

Our mission with PTT has always been to inspire interventions that drive meaningful business results through learning transfer. That's why we focus heavily on thought leadership, learning transfer training and consulting in our field.

Really, PTT has been created for learning designers, HR professionals, and forward-sighted leaders and managers who want to place user-focused design at the heart of their learning and performance strategies.

Join us on our journey to create learning that gets applied in the right way, and leads to the business results that justifies investments, and helps the people who make it and use it achieve their personal goals.

https://practicaltrainingtransfer.com/

Conference speaking

HIGH PERFORMANCE LEARNING

PTT resources
Thanks from the D.C. team

HIGH PERFORMANCE LEARNING

PTT resources
Thanks from Stockholm

ATD ICE in Washington D.C.

Our first speaking event in Q1 was in Washington D.C. with **ATD**, that every year organizes the world's largest L&D conference at a major city in the U.S.

Last year we applied and were accepted to speak about our topic, **Goodbye learning events. Hello high performance learning journeys**. Our only concern what that we were given the late slot on the Sunday night before the headline speaker arrived – Oprah Winfrey.

Well, we shouldn't have been too concerned because over 500 people showed up. So many in fact that we ran out of chairs. The topic of learning journeys went down a storm, and the session itself was lively and engaging. We were surprised to find that other journeys-focused sessions got a similar attendance. It seems that the industry might just be ready to move away from stand alone events and towards performance journeys.

Focus on Performance in Stockholm

Our second speaking event of last quarter was in Stockholm. **Promote International** were holding their annual **Focus on Performance** summit. Last year we hosted a couple of small sessions, so this year they asked us to come back and kick off the summit with the keynote speech.

We introduced the audience to the concept of **Useful patterns for effective training design**, to get people to the starting line of making user-focused designs.

The feedback we had was that everyone was intrigued by our design methodology and excited to start using it immediately.

For video summaries of the sessions we attended at **ICE** and **FOP** look at our May and June blog archives:

https://practicaltrainingtransfer.com/2019/06/

PTT official articles

During this past quarter we were generously asked to write a couple of articles for two popular industry websites. The first was to support our conference session at ATD.

Practical learning transfer techniques to bridge learning to performance

This article talks about the phenomenon that only 30% of all learning gets applied on the job, meaning that 70% of learning is scrap. The reaction to this statistic is usually to try and design better learning events. However, the solution really is to move from a learning-design focus to an application-design focus.

This is a good article to read for those who want to achieve the move to an application-focused design strategy.

https://www.td.org/insights/practical-learning-transfer-techniques-to-bridge-learning-to-performance?

On the back of publishing our ATD article, Training Industry asked us to contribute to their publications section. This time we focused on the role of managers.

How to involve managers in learning programs

Managers can make a big difference to the success of learning programs. In fact most studies claim that managers can make or break learning.

What those studies don't tell you though is how managers perceive their contribution to learning.

This article explains what managers really want to do to help with the success of learning, and what we should and shouldn't ask them to get involved with. It's a good read for those trying to leverage the skills and time of managers.

https://trainingindustry.com/blog/content-development/how-to-involve-managers-in-learning-programs/

Interesting things from last quarter

Books that we couldn't put down

Courses that enhance your skills

Websites worth having a look at

Well, last quarter wasn't all about PTT. There were things other people were doing that we loved and want to share with you. We read one book, completed a course on measurement, and got excited about performance improvement. This is what we saw.
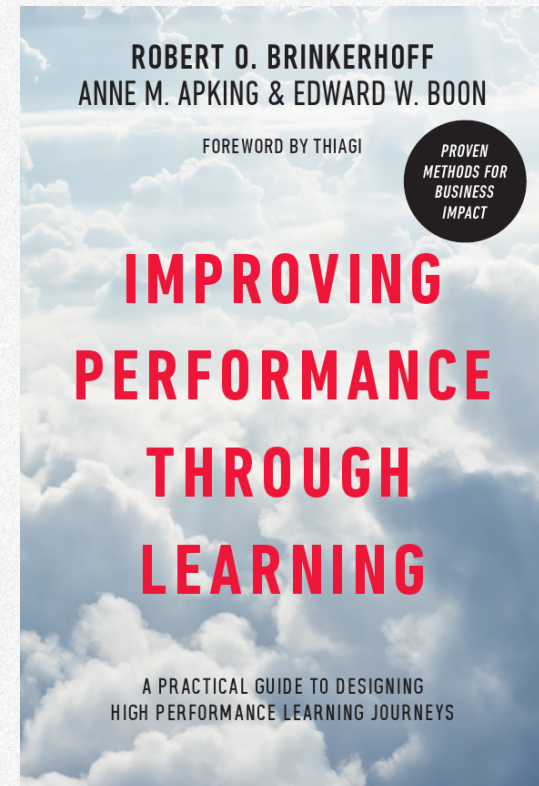
Improving performance through learning

We know Rob Brinkerhoff best for industry leading books such as High impact learning, The success case method, and Telling training's story.

Well, he's back with practical advice about what high performance learning journeys are, how to create performance pathways, what to do to make learning more effective, and of course how to make a whole HPLJ.

This book has concentrated four decades of Brinkerhoff wisdom into 11 chapters. It's the best fundamental guide to design effective training programs around.

Filled with practical cases, and examples of each step of the process, it's a book that we couldn't put down, and would recommend adding to the designer's collection of handbooks.

Improving Performance through learning is available through the Amazon website.

ROBERT O. BRINKERHOFF
ANNE M. APKING & EDWARD W. BOON

FOREWORD BY THIAGI

PROVEN METHODS FOR BUSINESS IMPACT

IMPROVING PERFORMANCE THROUGH LEARNING

A PRACTICAL GUIDE TO DESIGNING HIGH PERFORMANCE LEARNING JOURNEYS

Performance-focused smile sheets

Have you ever been asked to evaluate your 'experience' of something? It most likely would be for a service such as a hotel stay, a restaurant meal, or hiring a car.

We all know the routine. "Please take 5 minutes to answer a few short questions". We score performance on a scale of 1 to 5, close the browser tab and forget about it. That is until we next book a hotel or a meal.

That's all good for hotels, but almost useless for training courses. Why?

What we found out on the **Work-Learning Research** course is that learners are bad at evaluating training, and that Likert scales are too subjective. To learn, as we did, how to make learner feedback valuable take this easy to access, self-paced online learning course and see your evaluations improve overnight.

https://www.worklearning.com/academy/

5 Moments of need designer certificate

When it comes to learning design most people focus on learning something new and expanding on previous knowledge. While this is important it isn't everything.

Bob Mosher and **Conrad Gottfredson** believe that there are three more steps: Apply skills, Adapt to change, and Solve new problems.

It's a real performance support approach that optimizes learning. If you're interested in their certification then details are on their website. We'll certainly be checking it out.

We recommend starting by looking at Bob and Con's opening video to learn more about what the 5 moments are, and why this training is important.

https://www.5momentsofneed.com/

What's coming up for PTT

Fast Company Innovation Festival in Europe

Every so often it's worth looking at something from a different perspective. For us alternative design processes are interesting and important.

Last year, Ian went to **Fast Company's Innovation festival** in New York, and got a real kick out of seeing how design issues are solved in other industries.

Fast Company are in Milan in July, so Ian will be there again to take notes and post his findings on the blog.

https://europeaninnovationfestival.fastcompany.com/

Learning Transfer benchmark survey

We think that innovation and progress are best made when ideas are shared. We want to collect as many experiences as possible to help people in our industry **design learning that gets used** in the workplace.

We've collected data from our clients that in this quarter's report, but we want more. Look out for our call to arms and share the love.

Upcoming articles

ATD asked us to come back and write another article for their website. It's with their sub editor now, and as soon as we know that it's released we'll let you know.

Look out too for more **articles on our website** and through Training Industry this summer.

Learning Transfer Benchmark Report

Learning Transfer Benchmark Report

We believe that sharing information is the quickest way to innovate into new ways to problem solving.

The learning transfer benchmark report does a few simple things. It collects data from practitioners in our industry, analyzes it, and shares that back to the industry.

To do that we've asked for your help to find what common training solutions you provide, what kind of application problems you encounter with your solutions, and what you do to overcome them.

We started out by asking **50 clients based in the greater Tokyo area** to assist us with the sample report, which you can read here.

In future publications we'll expand the net wider to include all our followers. For everyone who responds we'll send a full report of the findings once they have been analyzed.

In this quarter's report you can see insights into design activity:

I.   What were the required outcomes of the training that our clients purchased
II.   What learning transfer problems had prevented the application of learning on previous designs
III. Which solutions were employed to overcome the problems

We'll provide the data and firstly some insights. We hope you get something out of this and contribute to making this a useful resource to our community.

Benchmark Insights One - Company
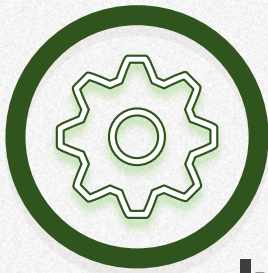
Industry

We sampled a **broad range of industries** that are using learning transfer as a solution to learning application issues. It seems that most industries are open to the concept of adapting learning to make it more applicable.

Not all potential industries are included but in our sample there are three industries that make up **56% of all companies** using learning transfer: **IT and Telecom services, and light industry manufacturing**.

Size

We noticed that learning transfer initiatives are **not restricted by company size**. It could be that more programs include learning transfer in companies that have larger budgets, but in general that doesn't seem to be a barrier.

Overall we saw both **small/medium sized companies**, and **large companies** leading the cause for learning transfer.

People

The initial assumption of most observers would be that high-ticket training items, such as leadership development, would attract more learning transfer activity.

Our data doesn't reflect that assumption. As with company size and budget there is no clear delineator that suggests certain groups are provided with more support. We saw that **all levels of employees in companies are given access to learning transfer solutions**.

Benchmark Insights
Two - Projects

Outcomes

It is generally **perceived that learning transfer is the long tail of training**, and that it doesn't suit fast-paced business.

The outcomes that clients wanted from learning transfer contradict that perception. Most **clients wanted to optimize skills such as agility, innovation, decision-making, and productivity**.

This indicates that training associated with fast changing business needs are well suited to learning transfer.

Problems

Most training contains large chunks of new or novel information. For this reason **most current learning transfer focuses on retaining information**.

However, we saw that **every client indicated that skills implementation was the biggest issue**, followed by perceptions of use of skills in the workplace.

This tells us that learning transfer is currently underutilized as a tool for applying skills, post learning.

Solutions

For some time, companies have focused on single initiatives to solve learning transfer problems. These include things like coaching or reminders.

Our data tells us that **no stand out solution counters most learning transfer problems**. Instead, clients that are most successful in transferring learning into application see that **a blend of solutions is important** depending on which type of learning is being used to solve a business need.

Company Industry

- Automobile manufacturing
- Professional services/Law/Accountancy
- IT services
- Finance/Banking/Insurance
- Telecom services
- Heavy Industry manufacturing
- Factory automation
- Light industry manufacturing
- Pharmaceutical/Health/Medical Services
- Electronics manufacturing
- Printing manufacturing and services
- Food and beverage production
- Other
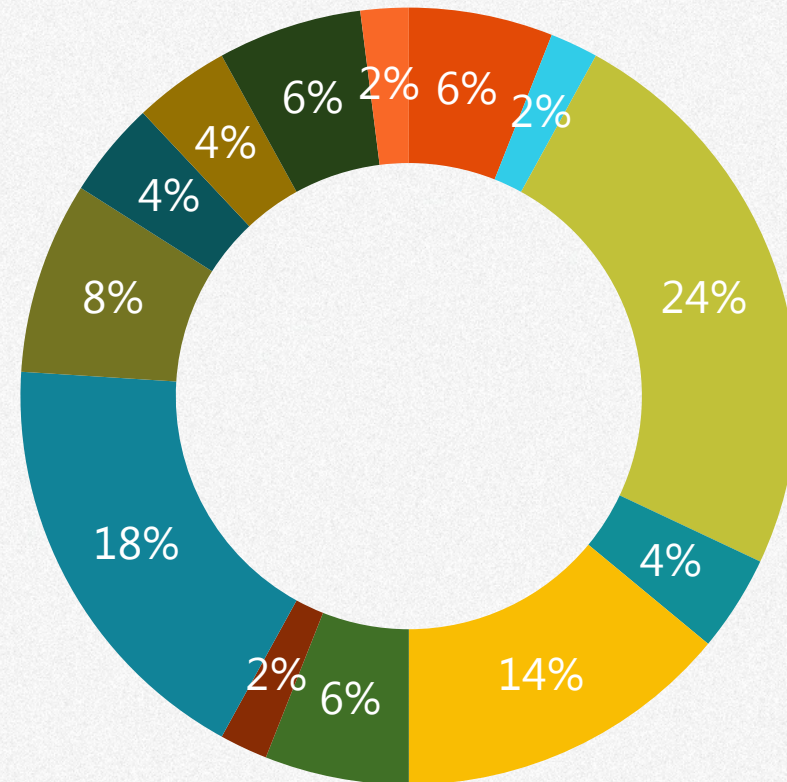
All companies were sampled because they requested guidance and support to transfer learning into results. In other words they had attempted to get application through traditional means using comparative training, with unsatisfying outcomes. We tried to include as many industries as possible, and found that of the whole client base, we were able to reduce it to a sample of 50 respondents. Of the respondents, 56% are in the area of IT, Telecom, and Light industry. Meaning that high-tech industries requested learning transfer and were able to see an improvement in application.

Company Size

Size of company usually indicates budget strength and ability to scale. Meaning reach of learning and access to learning transfer should increase with size.

Although the largest group is of the > 10,000 size, as we expected, smaller companies seem to have the agility to implement learning transfer, and have the speed of decision-making to get learning transfer happening to begin with.

Legend: ■ 100-500 ■ 501-2000 ■ 2001-5000 ■ 5001-10,000 ■ > 10,000
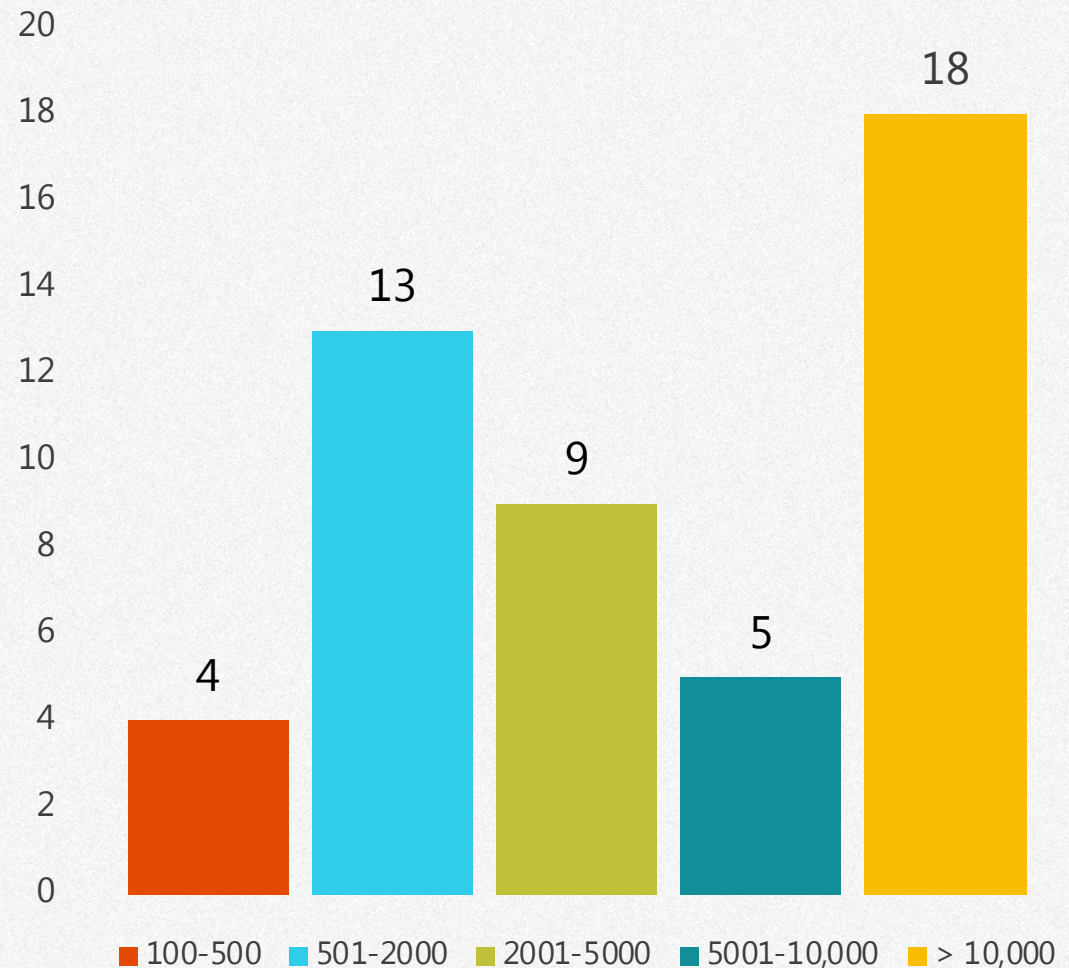
Course Audience & Participant numbers
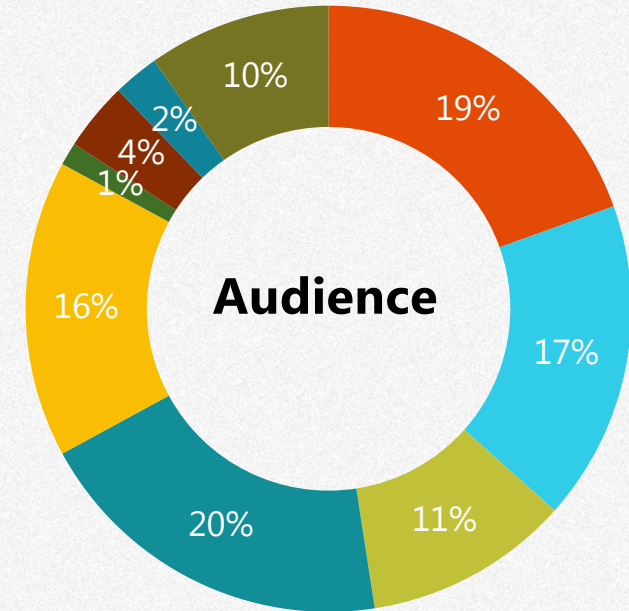
The course audience data clearly shows that there is a broad spread between levels of organizational hierarchy in terms of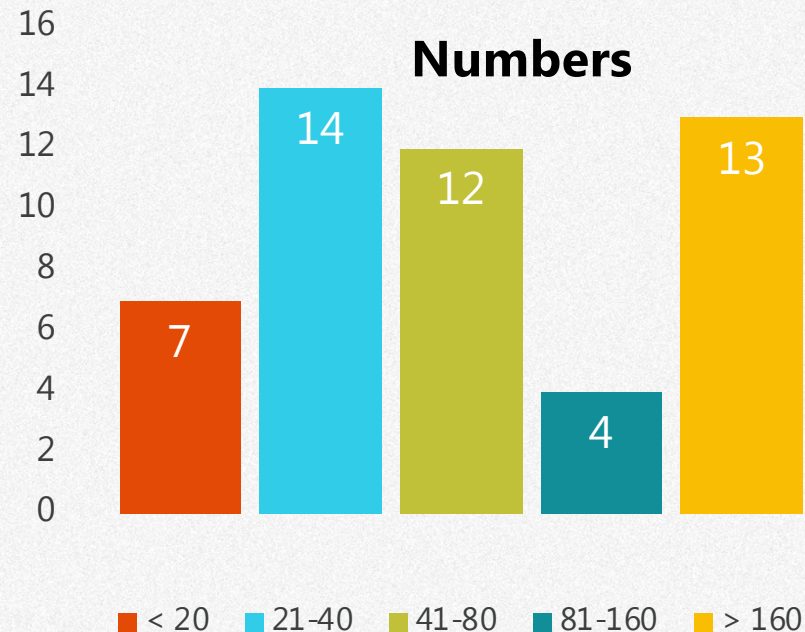 who gets access to learning transfer. Big ticket training for senior management therefore, isn't the sole recipient of learning transfer budget.

Moreover, the amount of participants doesn't impact the need for learning transfer. 14 companies sent 21-40 participants to training, whereas 13 companies sent more than 160 participants to training.

Audience

- New hires — 19%
- Junior/Team members — 17%
- Team supervisors — 11%
- Junior managers — 20%
- Senior managers — 16%
- Sales people — 1%
- Engineers — 4%
- Project managers — 2%
- Open sign up course — 10%

Numbers

< 20	21-40	41-80	81-160	> 160
7	14	12	4	13

Project Outcomes

Generally it is expected that slower to implement learning gets more learning transfer support. You would expect 'working across cultures', 'product knowledge', or 'compliance' to get the most assistance.
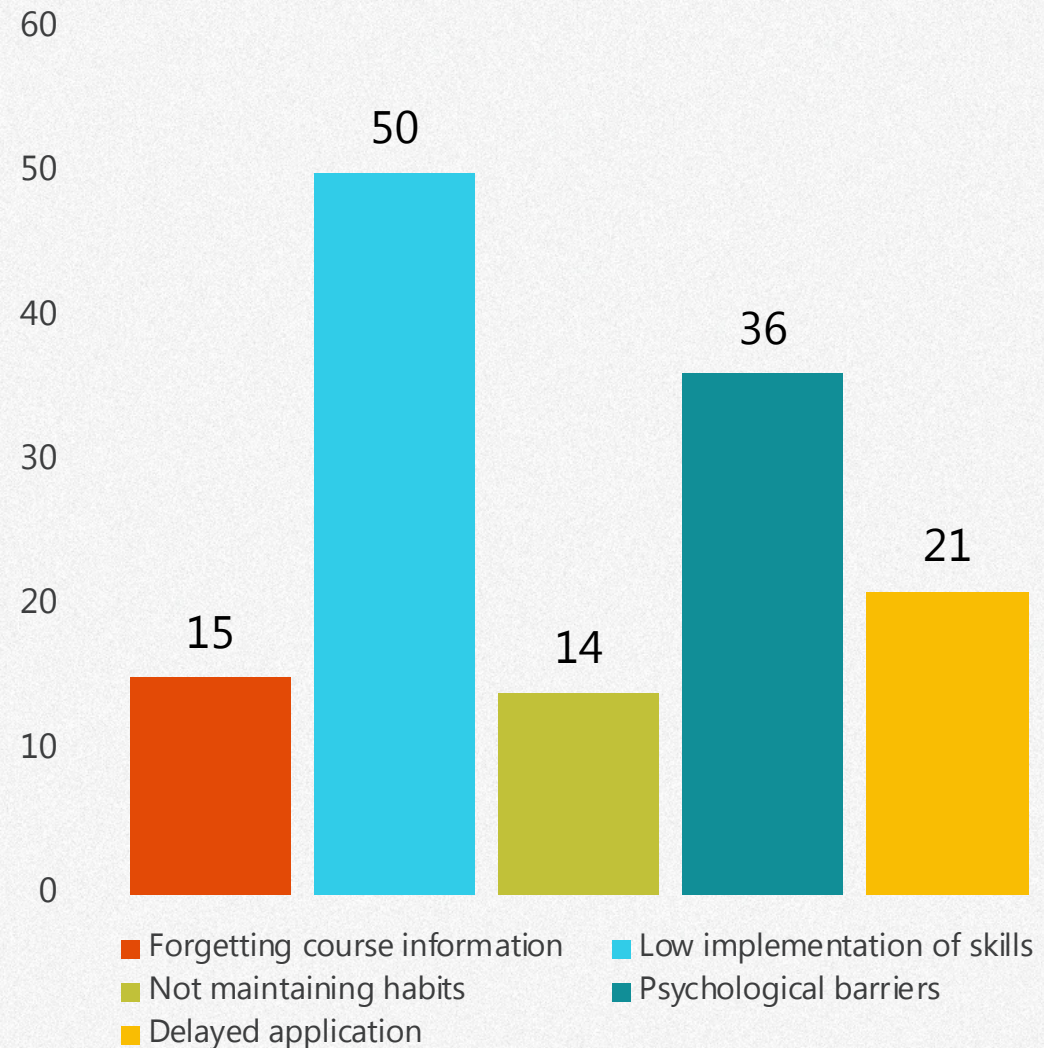
We found that faster to application outcomes such as 'ability to move quickly', 'innovation', 'fast decision-making', and 'productivity' attracted high need for learning transfer. Learning transfer can be optimized for soon to apply training programs.

Improve ability to move quickly with changing business needs

Increase innovation or creative thinking

Speed up decision-making and changes to systems and projects

Improve on the job productivity

Improve customer satisfaction or loyalty

Increase employee retention

Improve communication between team members

Other objectives

Develop ability to work effectively across languages and culture

Increase ability to work across boundaries and influence

Increase knowledge of new product, services information, and processes

Compliance

Learning Transfer Problems

Most of the thinking around learning transfer problems is about the retention and use of knowledge. While this is very important, the data shows us that clients perceive problems not as memory degradation but as application of skills. In this case 100% of clients said that.

This tells us that designing learning transfer solutions starts with understanding the problem. The data also indicated that multiple problems can exists on one training program.

- Forgetting course information
- Low implementation of skills
- Not maintaining habits
- Psychological barriers
- Delayed application

Learning Transfer Solutions

- ■ Identification needs before training
- ■ Modify training content inc. spacing
- ■ Message application in training
- ■ Make specific action plan
- ■ Schedule action plan and create accountability
- ■ Provide manager support tools
- ■ Provide coaching support tools
- ■ Schedule practice of new skills
- ■ Schedule application feedback and reflection
- ■ Send reminders
- ■ Give formal presentation of results

10%
12%
6%
4%
7%
12%
12%
6%
9%
10%
12%
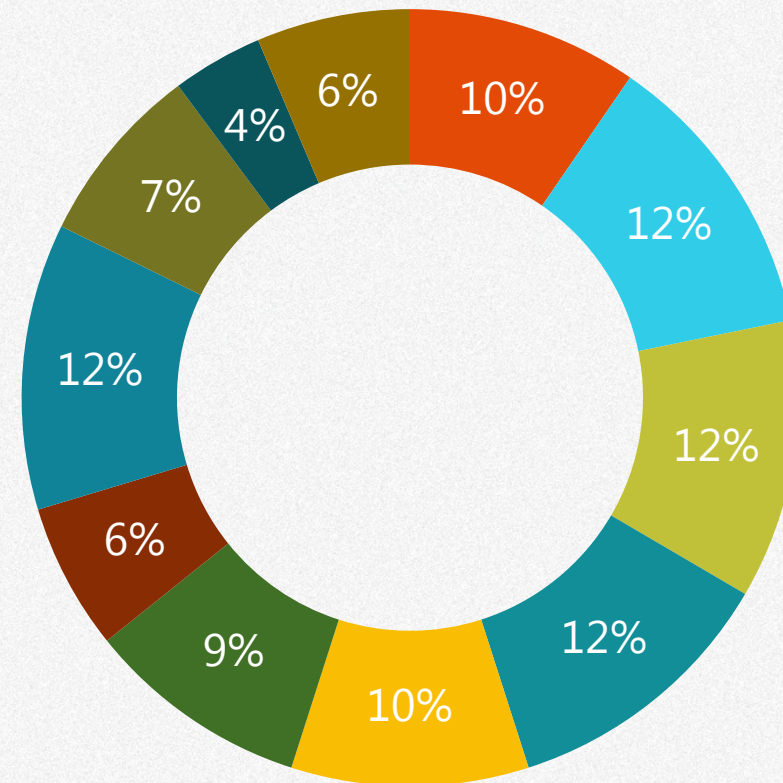
A blend of application problems can exists on any given training program. For example, problems could include low implementation of skills, and low maintenance of habits. It is because of the blended problem phenomenon that a blended learning transfer solution usually presents itself. That is why no single solution on this list stands out. No respondents put their trust in a single strategy to solve most learning application problems. The clients with the best return on their investments invariably see the need for a blended approach.

Quarterly Benchmark Summary

The first analysis of the use of learning transfer uncovered some surprising insights.

When we were putting the data together we assumed that certain truths would bear out. Namely that larger companies with bigger training budgets would include more learning transfer in their solutions. We thought we would find that smaller training courses focusing on managers and above would receive most funding for learning transfer, and that such participants would be employed in economy-driving industries such as pharmaceutical or banking.

It was quite refreshing to see that those assumptions were not true. Smaller, more agile companies have the flexibility and speed to implement learning transfer design decisions. Most companies spread their learning transfer budget across the organization, with high-tech industries most interested in applying learning transfer solutions.

There were some data that we think reinforces the concept that learning transfer is a design initiative. Meaning that some investigation into the problems of learning application, and creative thinking about how to construct a blended approach to overcoming learning transfer problems are the essential new skills for learning designers.

We saw that fast-moving business requires the use of 21st century skills, but that such skills are rarely applied. This is the biggest concern for business leaders who are looking for blended learning transfer solutions to overcome their concerns.

This is the story so far. Our intention is to expand this research to include a wider sent of respondents over a larger geographical area. So look out for further notices and please contribute to the cause.

Thank you to all those who contributed.

About PTT

Ian Townley and Jason Durkee are the co-founders of Practical Training Transfer. Their mission is to inspire interventions that drive meaningful business results through learning transfer. PTT offers thought leadership, training and consulting in the learning strategy, design, and transfer field.

Where to find more about PTT and learning transfer:

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