

Hr training and
development #4
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**ASSIGN
BUSTER**

'Transfer of Training' is one of the hottest topics in the training literature, as it is the key area of training. Abbott Laboratories, have excellent training programs for all the employees starting from internship to on the job training and leadership empowerment at the top level. The task of training 68, 000 employees is quite enormous and difficult. Abbott commands great respect in the market and the credit certainly goes to the effort that it has put in translating its mission and values into tangible results.

According to Baldwin & Ford," transfer is defined as the effective and continuing application in the job environment of the skills and knowledge gained in a training context" (Baldwin & Ford, 1988). Many of the experts are unable to say with any degree of certainty what percentage of training actually gets transferred.

There are certain factors that inhibit transfer of training. The unsupportive organizational climate with its everyday demands and pressures could inhibit the application of what the employees learnt in the training. Though Abbott has done its best to provide all the resources and technology necessary for application of training, it is still debatable that training has been translated into performance. The low motivation levels of the employees could be the other factors that inhibit positive transfer of training. The theoretical nature of training in some areas also makes it more challenging to implement.

Self management strategies such as goal-setting, living the values, keeping up the promises, help learners think about how they will use their knowledge and skills in the work setting. The personal SWOT analysis will also help employees to clearly know about themselves and to effectively implement what they have learnt during the training.

There is strong point in knowing whether the training programs are actually

delivering what they have been promising. To get the maximum benefit out of the Professional Development Programs at Abbott, the upper management is recommended to keep its focus on the training activities. Once the trainees are aware that their performance is evaluated by the upper management, naturally it will create more involvement and seriousness in them. It will create the necessary motivation for them to perform better. Internal training programs under the mentorship of senior managers will not be cost effective, but also promote a strong sense of belongingness in the employees. As the success of the organization depends much on the attitude of its senior staff and other employees, there is a good business point for the upper management to keep its focus on the evaluation of training programs. The desired outcome of any training program is the achievement of a skill or gaining knowledge in a particular area or a change of attitude or all the three put together. Among the learning outcomes greater importance should be given to intellectual skills as they impart the employees the knowledge of how to do a particular task at their job. Learning how to perform at the work place is a basic skill which requires inputs in the form of training. The very functioning of the company is based on proper execution of the duties by the employees.

According to Formative evaluation is a method of judging the worth of a program while the program activities are forming or happening. Formative evaluation focuses on the process. On the other hand, summative evaluation is a method of judging the worth of a program at the end of the program activities. The focus is on the outcome (Bhola. 1990)

The objective of formative evaluation is to assess the training program as it is going on to find out how much of it can be implemented in the actual work

place and to determine the necessary changes to be made to reach the predefined goals. Informal talks with the trainees and small tests during the training sessions, and observation of their behavior can result in effective formative training evaluation at Abbott. This method of evaluation is especially useful for those who have already got some work experience. The summative evaluation measures the worth of a program by analyzing the effective results at the work place. Collection of data on the impact of the program in implementation for a certain period of time helps Abbott to determine the value and utility of the training programs.

Hence, evaluation of training programs by the upper management both during and after the training programs will not only boost up the morale of the employees but also brighten the prospects of the company.

References

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