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Managers can also facilitate transfer through reinforcement (use of action plans). An **action plan** is a written document that includes the steps that the trainee and manager will take to ensure that training transfers to the job (see the sample action plan shown in Figure 5.6). The action plan includes (1) a goal identifying what training content will be

**FIGURE 5.6**  
A Sample Action Plan

<p><b>Training Topic</b> _____</p> <p><b>Goal</b> <i>Include training content (knowledge, skill, behavior, competency, etc.) and application (project, problem, etc.)</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><b>Strategies for Reaching Goal</b></p> <p><i>Modifying behavior (What will I do differently?)</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><i>Resources needed (Equipment, financial)</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><i>Support from peers and manager (Be as specific as possible.)</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><b>Strategies for Receiving Feedback about My Progress</b> <i>(Include meetings with peers and managers, self-monitoring of progress, customer reactions, etc.)</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><b>Expected Results</b></p> <p><i>What will be different?</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><i>Who will notice?</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><i>What will they notice?</i></p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><b>Progress Date Checks</b> _____</p>



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