

ABSTRACT

An Inquiry Into Certain Training, Organizational, and Learner Variables and Their Impact on the Transfer of Training Process Among Trainee Educational Managers in Barbados

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This dissertation was designed to investigate the impact of selected organizational, training and learner variables in the transfer of training process among trainee educational managers in Barbados. A multifaceted approach to transfer of training was therefore adopted. Four transfer of training variables were researched. These were

a coaching and instructional programme
focusing mainly on problem-based cases

metacognitive processing

organizational support and feedback and

relapse prevention

The investigation was phenomenological in nature. It explored the role performed by the various transfer variables by describing and analyzing, through the case study approach, the functioning of nine trainees managers as they sought to transfer skills and principles acquired in the context of a management training experience. Team leadership skills were the specific skills which were targeted for transfer. Emphasis was placed on the meaning which the trainees, team members and supervisors gave to the experiences encountered and behaviours exhibited, but greatest emphasis was given to the trainees' perceptions of their own transfer effectiveness.

The research has indicated that three variables – the coaching and instructional programme, organizational support and feedback and relapse prevention were effective in promoting transfer. However, there is also an indication, based on the performance of the two trainees who were most successful in transferring, that an individual motivational or learning style variables may also have been operative.

This research is important to educational planners, and persons responsible for educational management preparation programmes since it contributes to an enhanced understanding of the strategies which ought to be adopted in order to increase the return on the investment in educational management preparation. By extension, it is also of relevance to teacher education and more generally to continuing professional education in fields other than education.

Keywords: Maureen Lucas; educational management preparation; transfer of training; problem-based cases; team leadership