Growing a Craftsman: An Apprenticeship Program Evolution

Carlos Sirias
Begin with the end in mind!!!

Why?
Lessons Learned
Benefits
How to make it happen
Steps
ROI
Comments
Why?

MASTER and PADAWAN
A Guide to Role-Playing Jedi Apprenticeships
Lessons Learnt
How we started: Pairing (2009)

The best mentors
We provide all our knowledge.
Our next evolution: Gain Experience (2010-2011)
Next Evolution: Curriculum (2012)
Next Evolution: Curriculum / Pairing / Experience & Soft Skills (2013)

KEEP CALM AND Use Your Soft Skills
Benefits
How to make it happen
How to make it happen

Listen, Learn, Adapt *
Build the right culture!!!
Build the right culture!!!
Build the right culture!!!
Build the right culture!!!

<table>
<thead>
<tr>
<th>OUR VALUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Responsibility</td>
</tr>
<tr>
<td>Ownership, Focus, Follow Up</td>
</tr>
<tr>
<td>Communication</td>
</tr>
<tr>
<td>Honesty, Transparency, Workmanship, Professionalism</td>
</tr>
<tr>
<td>Technical Excellence</td>
</tr>
<tr>
<td>Meet Deadlines, Exceed Expectations, Small Deliverable</td>
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<tr>
<td>Leadership</td>
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<tr>
<td>Write, Blog, Mentor, Participate, Network</td>
</tr>
<tr>
<td>Learn</td>
</tr>
<tr>
<td>Apprentice, Self Taught Skills, Innovate, Participate, Share Knowledge</td>
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<tr>
<td>Collaboration</td>
</tr>
<tr>
<td>Teamwork, Customer Involvement, Punctuality, Respect, Lead by Example</td>
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Build the right culture!!!

### Novice-to-Expert scale (2)

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Standard of work</th>
<th>Autonomy</th>
<th>Coping with complexity</th>
<th>Perception of context</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Novice</td>
<td>Minimal, or 'textbook' knowledge without connecting it to practice</td>
<td>Unlikely to be satisfactory unless closely supervised</td>
<td>Needs close supervision or instruction</td>
<td>Little or no conception of dealing with complexity</td>
</tr>
<tr>
<td>2. Beginner</td>
<td>Working knowledge of key aspects of practice</td>
<td>Straightforward tasks likely to be completed to an acceptable standard</td>
<td>Able to achieve some steps using own judgement, but supervision needed for overall task</td>
<td>Appreciates complex situations but only able to achieve partial resolution</td>
</tr>
<tr>
<td>3. Competent</td>
<td>Good working and background knowledge of area of practice</td>
<td>Fit for purpose, though may lack refinement</td>
<td>Able to achieve most tasks using own judgement</td>
<td>Copes with complex situations through deliberate analysis and planning</td>
</tr>
<tr>
<td>4. Proficient</td>
<td>Depth of understanding of discipline and area of practice</td>
<td>Fully acceptable standard achieved routinely</td>
<td>Able to take full responsibility for own work (and that of others where applicable)</td>
<td>Deals with complex situations holistically, decision-making more confident</td>
</tr>
<tr>
<td>5. Expert</td>
<td>Authoritative knowledge of discipline and deep tacit understanding across area of practice</td>
<td>Excellence achieved with relative ease</td>
<td>Able to take responsibility for going beyond existing standards and creating own interpretations</td>
<td>Holistic grasp of complex situations, moves between intuitive and analytical approaches with ease</td>
</tr>
</tbody>
</table>
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STEPS
Mentor - Team - Ownership
2:1 Ratio*
Be in the trenches

Battlefield 101: Five Basic Training Tips
Pet Projects

The Pet Project

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Feedback
Milestones
ROI
ROI

- Competence
- Cost Effectiveness
- Reliability
ROI

PREMIUM

YOUNG TALENTS
Comments???
Feedback

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- Mobile App. Click Session Feedback.
- Scan unique QR Code for this session (front and back of the room)
- Unique URL for this session (front and back of the room)

Thank you for providing your feedback 😊
References

https://s3.amazonaws.com/apprentice.us/Apprenticeship-Programs.pdf

http://www.apprenticeships.org.uk/


http://www.audi-aap.co.uk/apprenticeships.html