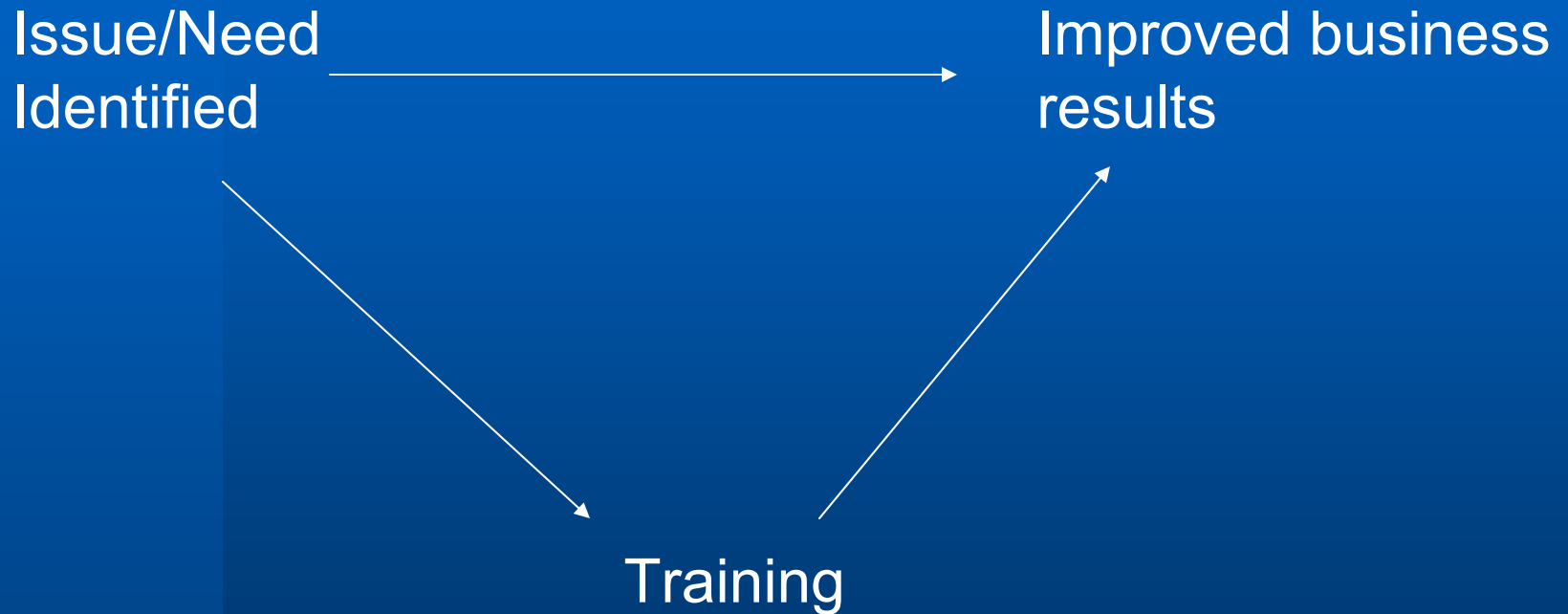


Project Management Training, Contextualized Learning and 21st Century Apprenticeship

Alice Rowland

Traditional Approach



Instructor-led

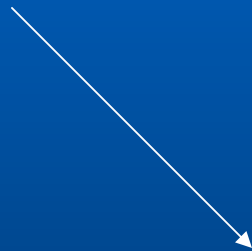
E-learning/self-paced

Limitations to Traditional Approach

- **Applicability of training content**
- **Retention of content**
- **Transfer of learning**
- **Lack of learner Interest**
- **Accountability**
- **Process improvement**
- **Tools/Templates**
- **Improved skills and results in the context of current work challenges**

New Approach

Need/Issue Identified → Better project results



On-the-Job Learning

ILT and Workshops

Highly contextualized

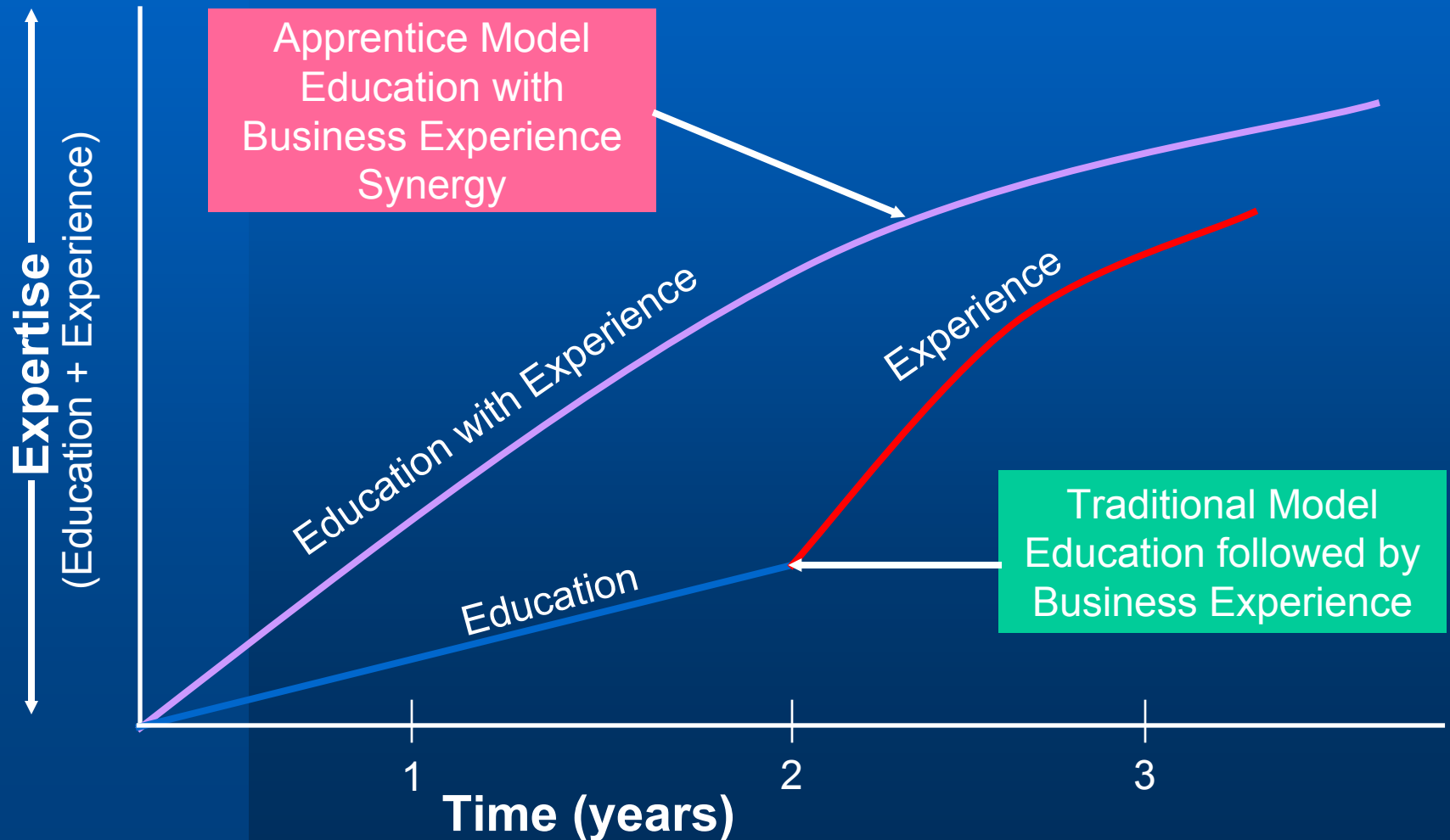
Accountability for results

Why Contextualized Learning Is So Important in Project Management

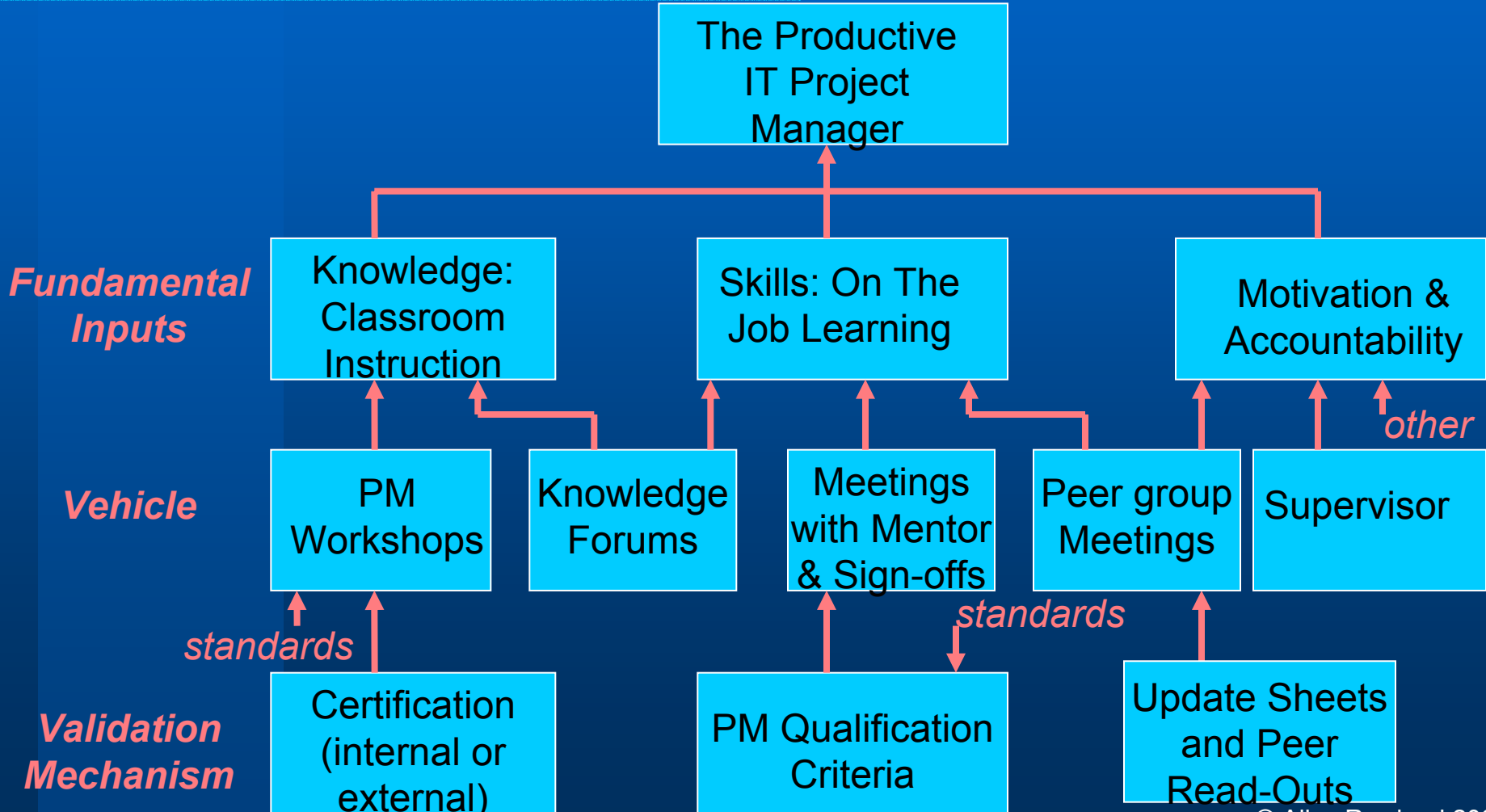
- **Examples: General vs. specific**
- **Context: Simple vs. complex**
- **Extrapolation: Application of generalized principles**

Conceptual Model for Expertise Development

Apprentice vs. Traditional



Findings From McDonald's IT Project Management Apprenticeship

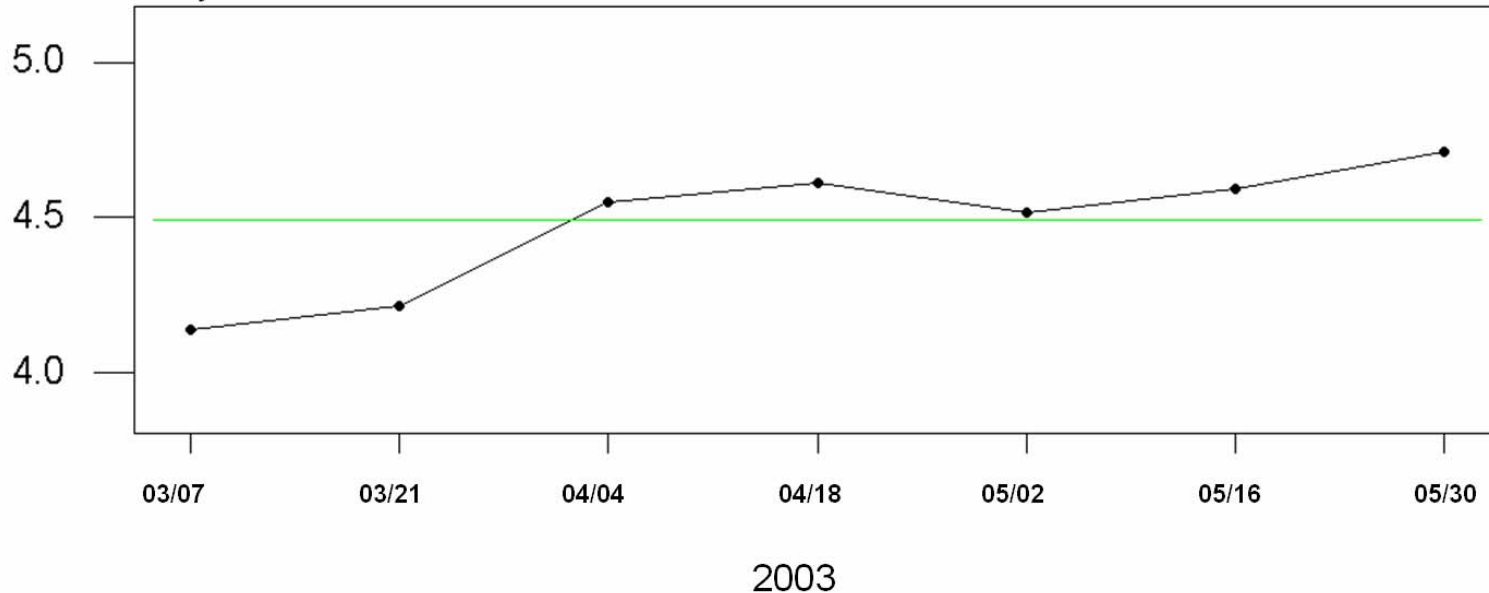


Principles of Apprenticeship

- **ILT as foundation and entry point**
- **Workshops to augment**
- **Self-directed learning**
- **Sharing of experience - apprentice/mentor relationship**
- **Address current work challenges**
- **Peer support and knowledge sharing**
- **Supports career development**
- **Creates learning and coaching opportunities**

13 Week Productivity of McDonald's Project Managers Under Apprenticeship

Average Number of Business Objectives Reported Being Met Per Project



In 13 weeks total productivity and job satisfaction improved significantly among 10 IT Project Manager apprentices

Some Important Metrics

Apprentice	Mentor meetings Minutes per week	Number of Qual Card Items Applied on the Job	Number of Problems Solved Using Mentor's Advice	Avg Minutes Per Week Attending Knowledge Forum	Avg Minutes Per Week Attending Peer Group Meetings	Number of Problems Solved Using Peer Group Advice
	Per Week	Per Week	Per Week	Per Week	Per Week	Per Week
1	17.31	0.08	0.23	9.23	34.62	0.00
2	23.08	1.62	1.00	0.00	27.69	0.15
3	16.15	2.00	0.08	18.46	34.62	0.15
4	16.15	0.69	0.00	9.23	27.69	0.00
5	13.85	0.85	0.08	4.62	41.54	0.00
6	9.23	0.00	0.00	0.00	34.62	0.31
7	16.15	0.08	0.08	18.46	41.54	0.15
8	11.54	0.46	0.08	9.23	20.77	0.08
9	43.85	0.62	0.46	18.46	48.46	0.15
Mean	18.59	0.71	0.22	9.74	34.62	0.11

Avg OJT Per Person Per Week = 18.59 min +9.74 min +34.62 min

Avg OJT Per Person Per Week = 63 min

Avg OJL = highly contextualized and work specific

Only one hr per person per week—dispells myth

Different People Operate Under Different Modalities

Apprentice	Mentor meetings Minutes per week	Number of Qual Card Items Applied on the Job	Number of Problems Solved Using Mentor's Advice	Avg Minutes Per Week Attending Knowledge Forum	Avg Minutes Per Week Attending Peer Group Meetings	Number of Problems Solved Using Peer Group Advice
	Per Week	Per Week	Per Week	Per Week	Per Week	Per Week
1	17.31	0.08	0.23	9.23	34.62	0.00
2	23.08	1.62	1.00	0.00	27.69	0.15
3	16.15	2.00	0.08	18.46	34.62	0.15
4	16.15	0.69	0.00	9.23	27.69	0.00
5	13.85	0.85	0.08	4.62	41.54	0.00
6	9.23	0.00	0.00	0.00	34.62	0.31
7	16.15	0.08	0.08	18.46	41.54	0.15
8	11.54	0.46	0.08	9.23	20.77	0.08
9	43.85	0.62	0.46	18.46	48.46	0.15
Mean	18.59	0.71	0.22	9.74	34.62	0.11

Implications

- **Call to industry**
- **Change modality**
- **Contextualized learning**
- **Maximize investment and results**

Lessons Learned

- **Program Owner and Driver**
- **Balance internal and external view**
- **Link to accountability**
- **Link to key business processes**
- **Grass roots combined with top down**
- **Measure**
- **Web Enabled system will help when it comes on line**