

Dreyfus Model

I was exposed to this model earlier this year and it really resonated with me. The more you study it probably the more sense it will make to you.

The model was originally constructed as a result of observations conducted of knowledge transfer in the medical industry in California. In the current state of the economy many folks are no longer doing the jobs/tasks they were and in many cases surrounded around the fundamental knowledge resides the tribal knowledge that sets things apart.

In many cases we see folks assigned to assignments where they have little or no understanding of the guiding principals that propel process. But folks that have followed process may seem qualified to replicate or evolve the process ... but in reality this is seldom the case and the task fails.

The Dreyfus Model for Becoming an Expert in a Dedicated, Focused Field.

Dreyfus, H and Dreyfus, S (2005) Expertise in realworld contexts
Organizational Studies, vol. 26, no 5, pages 779-792

| Level | Main Characteristics (below is how one becomes a Mentoring Expert) |
|-------------------|---|
| Expert | Has at least 10 dedicated years focusing on a field (e.g., developing distinctive mentoring programs that are appropriate for different situations/groups). Experience in field is broad and deep. Aware of important variables in any new situation. Able to use different paradigms and heuristics to solve problems quickly and creatively. Reflective practitioner who self-assesses what works and doesn't. Appropriately plans and implements in each new/different condition. Engages in "forward" reasoning to solve a problem. Typically, this person developed the rules that serve a Guiding Principals to prevent problems and enhance success. |
| Proficient | Has at least 5 years in field, with some varied experience. Still "rule bound" to other people's rules when solving problems. Becoming a reflective practitioner. Can plan and implement several different types of mentoring programs, and is starting to understand Guiding Principals. |
| Competent | Has repeated experience doing the same thing. (e.g., can implement on type of simple Mentoring program). Follows memorized "rules" -- but is unaware of Guiding Principals. |
| Advanced Beginner | Knows "about" mentoring for specific circumstances. Engages in backward reasoning to solve problems. Likely to implement simplistic "do your own thing" mentoring initiative than a more formal program with structured components that produce desired outcomes. Doesn't feel responsible for outcomes. |
| Beginner | Little or no direct experience. May have read books or articles, but has no practical understanding based on actual experience. Unaware of Guiding Principals. |

Or you can view the individual within the Dreyfus model as a member of the team of monkeys sitting in a tree ... depending on your position and whether you are looking up or down will create a different view and perspective.

I also like the analogy Mariela uses frequently "**although I fly hundreds of hours annually in airplanes ... that hardly qualifies me to be a pilot**".

The purpose is to find where you sit on the scale and improve.

Where Lean Thoughts can become Reality

"Unless you try to do something beyond what you have already mastered, you will never grow."

Ronald. E. Osborn

God & Grass

GOD: Frank, you know all about gardens and nature. What in the world is going on down there on the planet? What happened to the dandelions, violets, thistle and stuff I started eons ago? I had a perfect no-maintenance garden plan. Those plants grow in any type of soil, withstand drought and multiply with abandon. The nectar from the long-lasting blossoms attracts butterflies, honey bees and flocks of songbirds. I expected to see a vast garden of colours by now. But, all I see are these green rectangles.

ST. FRANCIS: It's the tribes that settled there, Lord. The Suburbanites. They started calling your flowers "weeds" and went to great lengths to kill them and replace them with grass.

GOD: Grass? But, it's so boring. It's not colourful. It doesn't attract butterflies, birds and bees; only grubs and sod worms. It's sensitive to temperatures. Do these Suburbanites really want all that grass growing there?

ST. FRANCIS: Apparently so, Lord. They go to great pains to grow it and keep it green. They begin each spring by fertilizing grass and poisoning any other plant that crops up in the lawn.

GOD: The spring rains and warm weather probably make grass grow really fast. That must make the Suburbanites happy.

ST. FRANCIS: Apparently not, Lord. As soon as it grows a little, they cut it - sometimes twice a week.

GOD: They cut it? Do they then bale it like hay?

ST. FRANCIS: Not exactly, Lord. Most of them rake it up and put it in bags.

GOD: They bag it? Why? Is it a cash crop? Do they sell it?

ST. FRANCIS: No, Sir, just the opposite. They pay to throw it away.

GOD: Now, let me get this straight. They fertilize grass so it will grow. And, when it does grow, they cut it off and pay to throw it away?

ST. FRANCIS: Yes, Sir.

GOD: These Suburbanites must be relieved in the summer when we cut back on the rain and turn up the heat. That surely slows the growth and saves them a lot of work.

ST. FRANCIS: You aren't going to believe this, Lord. When the grass stops growing so fast, they drag out hoses and pay more money to water it, so they can continue to mow it and pay to get rid of it.

GOD: What nonsense. At least they kept some of the trees. That was a sheer stroke of genius, if I do say so myself. The trees grow leaves in the spring to provide beauty and shade in the summer. In the autumn, they fall to the ground and form a natural blanket to keep moisture in the soil and protect the trees and bushes. It's a natural cycle of life.

ST. FRANCIS: You better sit down, Lord. The Suburbanites have drawn a new circle. As soon as the leaves fall, they rake them into great piles and pay to have them hauled away.

GOD: No! What do they do to protect the shrub and tree roots in the winter to keep the soil moist and loose?

ST. FRANCIS: After throwing away the leaves, they go out and buy something which they call mulch. They haul it home and spread it around in place of the leaves.

GOD: And where do they get this mulch?

ST. FRANCIS: They cut down trees and grind them up to make the mulch.

GOD: Enough! I don't want to think about this anymore.
St. Catherine, you're in charge of the arts. What movie have you scheduled for us tonight?

ST. CATHERINE: "Dumb and Dumber", Lord. It's a story about....

GOD: Never mind, I think I just heard the whole story from St. Francis.