3350 Three Apprenticeships

People Fieldbook · https://kb.jeffreysummers.com/docs/3350-three-apprenticeships-2/

The Demand

This week, you check whether your Shift Leads are learning from all three Discipline Leads or only from the one manager above their old geography. If a Shift Lead only ever hears from the Front Lead or the Back Lead, they are stuck in the old wall model, and they will pick a path based on what zone happened to open up instead of what they are actually good at.

The Work

1. List your current Shift Leads. For each one, write down which Discipline Leads they actually interact with regularly — Product, People, Performance — and which ones they never touch.
2. For any Shift Lead missing exposure to a discipline, schedule one direct working session this week with the Discipline Lead they have not yet worked under. Product Lead teaches the system end-to-end. People Lead teaches reading, coaching, and developing cast across every role. Performance Lead teaches reading the shift as one organism.
3. After each session, ask the Shift Lead directly which discipline is pulling them. Write down the answer. This is data for their path, not small talk.
4. Build a rotation calendar this week so every Shift Lead cycles through all three Discipline Leads within a defined window, rather than staying attached to whichever Lead happened to hire them.

This week, every Shift Lead has a scheduled session with at least one Discipline Lead they have not been working with, and you have a rotation calendar in place by Friday.