

On May 9, 2011 – the Apprentice School teamed up with The College Of William and Mary business school to host a unique leadership course for apprentices in the Advanced Shipbuilding Operations program.

The first ever Advanced Shipbuilding Operations Course was an immersive experience aimed at preparing apprentices for the challenges, trials, and opportunities they will encounter as leaders on the waterfront.

Students were exposed to a variety of perspectives on leadership including the faculty of the prestigious Wren Business School, senior Newport News executives, successful waterfront managers, as well as iconic leaders in Virginia history.

To begin the experience, students were primed for their leadership journey with a campus-wide scavenger hunt.

While getting to know the historic William and Mary campus, apprentices were also introduced to the proving grounds of the first colonial leaders.

They also attended a lecture in the oldest classroom in the country. History professors followed up during trips to Jamestown and Yorktown by analyzing the leadership styles of various colonial figures such as Christopher Newport, Chief Powhatan, and George Washington.

Apprentices learned about the pros and cons of different management styles **in context** - by understanding how historical leaders were effective in different situations. In the evening, the apprentices attended a special dinner with CEO Mike Petters - and other shipbuilding executives.

Students also heard from legendary William and Mary football coach Jimmy Laycock as he shared his unique perspective on leadership and accountability.

Professor Chris Adkins started the conversation on ethics with a lecture on *strategies for a values-driven leadership approach*.

Next - - Ted Stewart and Carol Mick held a panel discussion on how ethical decisions effect everyday life on the waterfront.

At the William and Mary ropes course, the apprentices were challenged mentally and physically as each person had to lead, follow, and evaluate their peers' leadership performance.

The William and Mary faculty presented several sessions ranging from business management and employee relations, to Collis Huntington's strategies when founding the shipyard and its culture of quality.

The course culminated with a small-scale shipbuilding competition that tied in all aspects of the industry including budget, scheduling, leadership, and quality.

Apprentices competed in teams to construct a cargo ship from household items that would carry as much weight as possible, while balancing quality, cost, and schedule. Executive partners from various industries looked on and took notes on the groups' leadership qualities, organization and teamwork from a management perspective.

The boats were tested by loading them with cans until they sank, and the results were added toward the final scores.

After a week of learning and growing as leaders, the apprentices were ready to take their new knowledge and inspiration back the waterfront.

And most importantly, the Company is rewarded by cultivating a reserve of outstanding leadership for the best shipbuilders in the world.