

	Definition	Characteristics	Activities and Signals
First time Familiarity	Initial exposure to a tool, technology, or process. Engagement is informal, curiosity-driven, and unstructured .	Exploration through self-study or peer demos No formal use or standards Highly individual or team-specific	Attending webinars Completing tutorials Experimenting in sandboxes
Second time Learning	The organization or team makes a deliberate effort to use the technology in real projects, usually with limited scope.	Prototypes or pilots are developed Toolchain begins to take shape (e.g., source control, builds) Team skill-building begins	Peer collaboration begins First working solutions and minimum viable products emerge
Third time Engaged	The technology is embedded in operational work with a focus on quality, consistency, and standards . Shared practices emerge and are enforced.	Standard operating procedures are defined Code reviews and unit tests are expected Technical debt is recognized and managed	Stable releases with acceptance criteria DevOps practices are formalized Quality metrics are tracked
Fourth time Mastery	The technology is optimized for scale, speed, and strategic value . Teams continuously improve and help set institutional best practices.	High-performing, cross-functional teams Automation across testing, deployment, monitoring Cultural commitment to excellence	Continuous delivery with confidence Contribution to internal frameworks or open source projects

Build it four times

A diagram of questionable value | www.akmolteni.com