Minnesota Dual-Training Pipeline
Speaker Series XV
"How to Build Effective Teams: Three Things Leaders Need to Know" with Dawn Beck
March 15, 2022

DEPARTMENT OF LABOR AND INDUSTRY

DUAL-TRAINING PIPELINE

What is Minnesota Dual-Training Pipeline?

DUAL-TRAINING PIPELINE

- Source of support to employers to develop their own employment-based, dual-training programs

- An innovative approach to address current and future workforce needs in the key industries of **advanced manufacturing, agriculture, health care services and information technology**

- Private Investment, Public Education, Labor and Industry Experience

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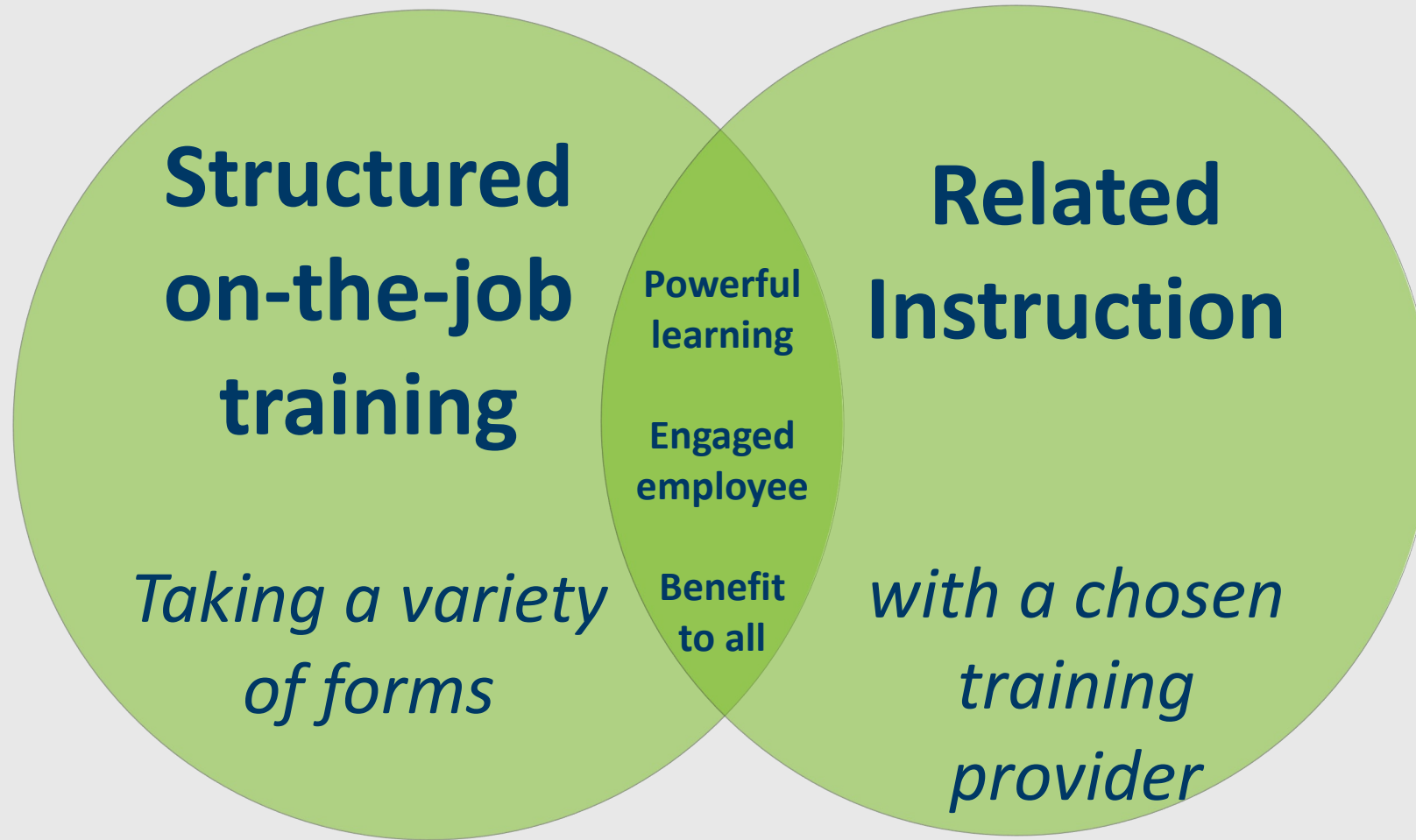
Minnesota Dual-Training Pipeline Strategies

- **Industry Forums:** *Inform* and *direct* Minnesota Dual-Training Pipeline on industry trends and needs through discussion and strategic planning aimed to expand dual training.

- **Competency Councils:** *Define* and *identify* specific occupational competencies for the four key industries.

- **Dual-Training Consulting:** *Create* and *disseminate* dual training resources for employers, employees and dual trainees: toolbox, grants, and expanding mentorship networks to set up dual training.

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Advanced Manufacturing Occupations

- Computer Numerical Control (CNC) Programmer

- Coordinate Measuring Machine (CMM) Programmer

- Extrusion Molding Technician

- Flexo Technician

- Injection Molding Technician

- Logistics and Supply Chain Manager

- Machinist/ Tool and Die Maker

- Machinist / CNC Operator

- Manufacturing Engineer

- Maintenance and Repair Worker

- Manufacturing Production Supervisor

- Mechatronics Technician

- Print Press Operator

- Quality Assurance/ Food Safety Supervisor

- Quality Assurance Technician

- Robotics Operator

- Safety Technician

- Solderer

- Welder

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- Agriculture Equipment Mechanic

- Agronomist

- Agriculture Finance/ Lender

- Application Technician

- Crop Farm Manager

- Farm Animal Manager

- Grain Merchandiser

- Horticulture Farm Manager

- Meat Cutter/Meat Processor

- Quality Assurance/Food Safety Supervisor

- Swine Technician (grow finish)

- Swine Technician (sow farm)

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Health Care Services Occupations

- Addiction Specialist
- Certified Nursing Assistant
- Critical Care Nurse
- Community Health Worker
- Community Paramedic
- Dental Assistant
- Dental Hygienist
- Dental Therapist
- Electronic Health Records Specialist
- EMT to Paramedic
- Emergency Room Nurse
- Health Support Specialist

- Licensed Practical Nurse
- Medical Assistant
- Medical Laboratory Assistant
- Medical Laboratory Scientist
- Medical Laboratory Technician
- Ophthalmic Technician
- Pharmacy Technician
- Phlebotomist
- Positive Support Analyst
- Positive Support Specialist
- Psychiatric/Mental Health Technician in-patient

- Psychiatric/Mental Health Technician out-patient
- Physical Therapy Assistant
- Radiologic Technician
- Registered Nurse
- Respiratory Therapist
- Pharmacy Technician
- Senior Living Culinary Manager
- Surgical Technologist
- Wound, Ostomy, Continence (WOC) Nurse

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Information Technology Occupations

- Application Developer

- Business Intelligence Developer/Architect

- Cloud Architect

- Computer User Support Specialist

- Data Science/AI Machine Learning Specialist

- Database Administrator

- Information Security Analyst/Specialist

- IT Project Planner/Manager

- Network Engineer

- Software Engineer/Developer

- Testing and Quality Assurance Analyst

- Web Developer – Back End

- Web Developer – Front End

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How to Build Effective Teams~

The three things leaders need to know

**MINNESOTA
DUAL-TRAINING PIPELINE
SPEAKER SERIES**
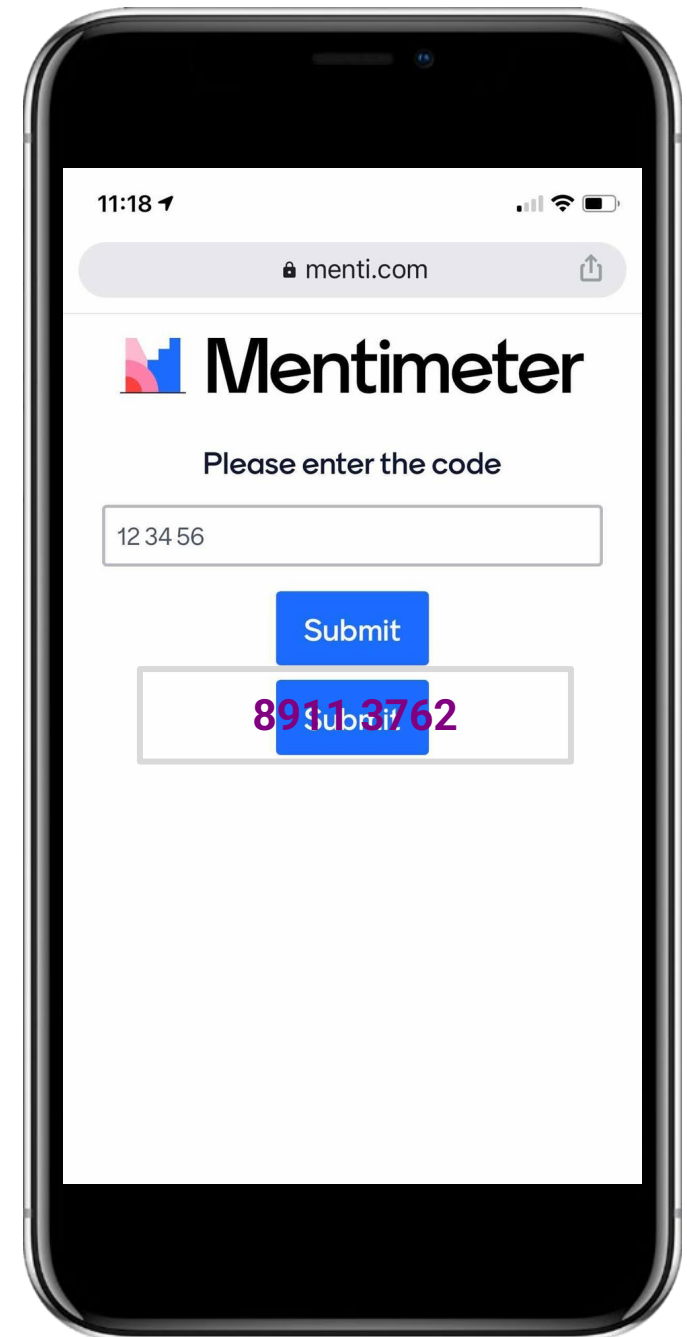
MARCH 15, 2022

Dawn Beck
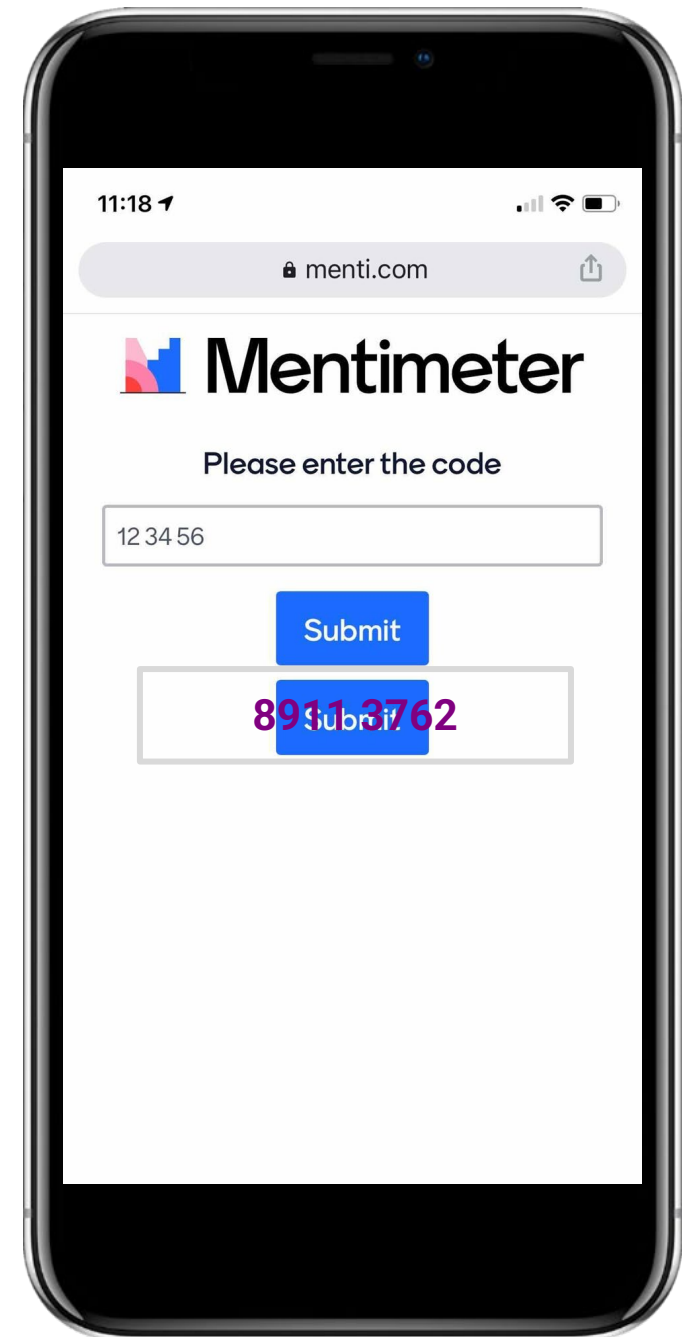
New Dawn Consulting LLC

One goal. One passion. Shine.

List one thing you're hoping to learn from this presentation

Minnesota Dual Training Pipeline - Mentimeter

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Agenda

- **What's happening?**

- **The three things leaders need to know**
  - ✓ **Who am I as a leader?**
  - ✓ **Who is on my team?**
  - ✓ **What does my team need to do?**

- **Getting your answers**

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What's Happening?

> "Leadership is not about
>   being in charge.
> Leadership is about
>   taking care of those
>   in your charge."
>
>   – Simon
>
> a live online class
> **Leaders Eat Last**
> - - - - - - -

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THE EVOLUTION OF THE EMPLOYEE

PAST		FUTURE
Work 9-5		Work anytime
Work in a corporate office		Work anywhere
Use company equipment		Use any device
Focused on inputs		Focused on outputs
Climb the corporate ladder		Create your own ladder
Pre-defined work		Customized work
Hoards information		Shares information
No voice		Can become a leader
Relies on email		Relies on collaboration technologies
Focused on knowledge		Focused on adaptive learning
Corporate learning and teaching		Democratized learning and teaching

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What's Missing?

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10 Takeaways from the Great Resignation

1. Workers are quitting at record rates

2. There is more opportunity than ever out there

3. Workers are taking the time to reflect on what they want

4. Flexible work is the new norm

5. Compensation is being re-evaluated across the board

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10 Takeaways from the Great Resignation

6. Workers are in the driver's seat

7. Employees want jobs with purpose

8. To retain employees, managers will need to change

9. Hospitality, food service industries most poised for change

10. Employers are more focused than ever on employee satisfaction

Takeaways From The Great Resignation | Job Sage (stacker.com)

What is the research showing?

• "Pay is important, and it must be fair, but two-thirds of the reasons people actually left their jobs in 2021 were due to issues related to their engagement and overall well-being"

  • Jim Harter, Chief Research Scientist
  • Gallup

Gallup's Resignation Research

42% tied to how people feel about their bosses and organizational culture

21% tied to work-life balance; schedules; ability to work remotely some of the time

What's still driving the Great Resignation (fastcompany.com)

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A Quick Question

[Minnesota Dual Training Pipeline - Mentimeter](#)

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5 HR Strategies for 2022

1. Diversity Your Staff
2. Prepare Remote Workplaces
3. Retain Your Staff
4. Strengthen Your Brand as an Employer
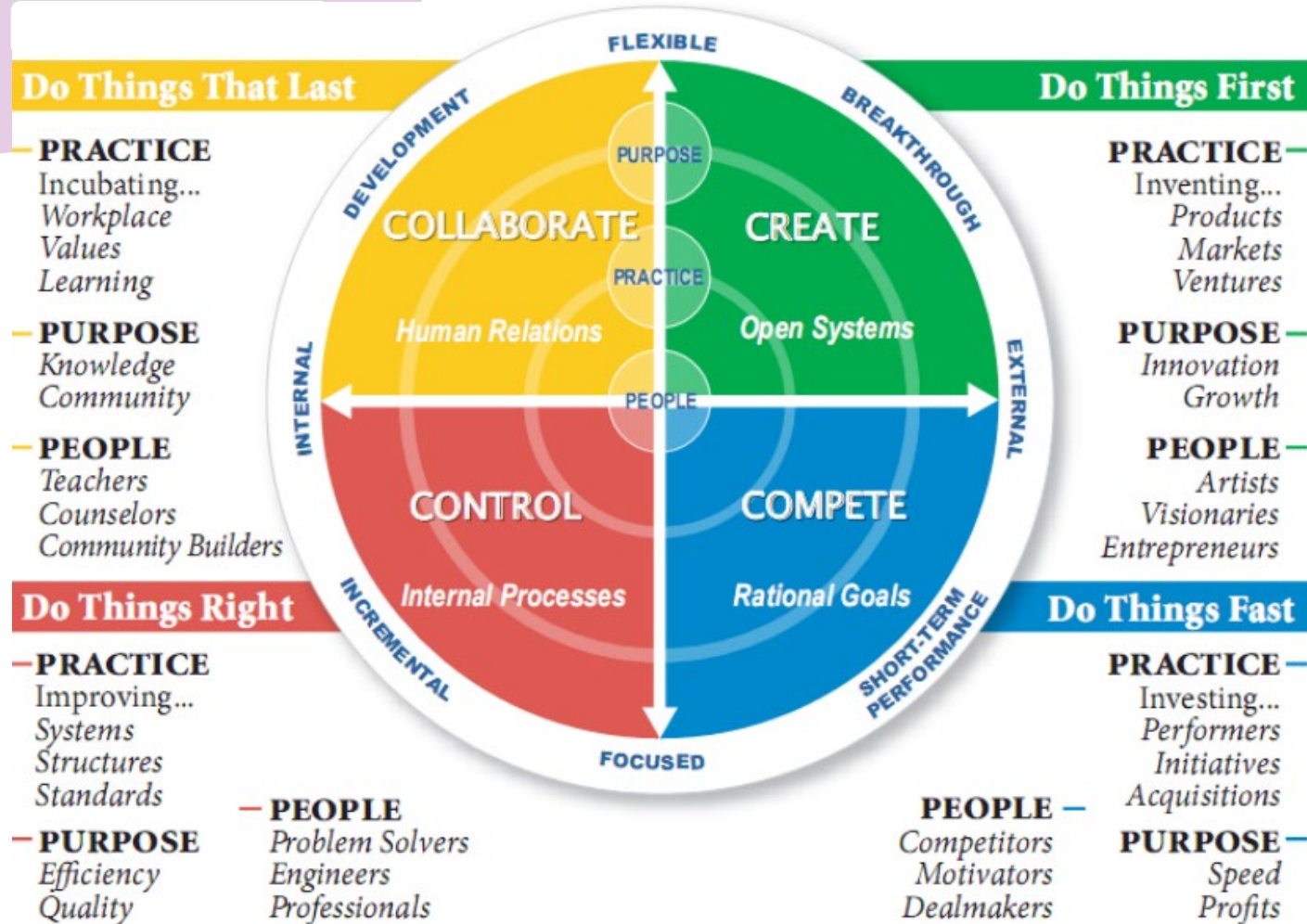5. Be Agile

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Great Leaders

- empower others, rather than flexing their own power

- lead by example.

- utilize their communication skills to share their vision, expectations, and directions

- have core competencies that relate directly to the business strategy

- are well-rounded people who truly motivate and inspire others around them

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Team Leadership Starts with a Great Team | Predictive Index

The Science of Teams & Strategy

Do Things That Last

PRACTICE
Incubating...
Workplace
Values
Learning

PURPOSE
Knowledge
Community

PEOPLE
Teachers
Counselors
Community Builders

Do Things Right

PRACTICE
Improving...
Systems
Structures
Standards

PURPOSE
Efficiency
Quality

PEOPLE
Problem Solvers
Engineers
Professionals

Do Things First

PRACTICE
Inventing...
Products
Markets
Ventures

PURPOSE
Innovation
Growth

PEOPLE
Artists
Visionaries
Entrepreneurs

Do Things Fast

PRACTICE
Investing...
Performers
Initiatives
Acquisitions

PEOPLE
Competitors
Motivators
Dealmakers

PURPOSE
Speed
Profits

Diagram labels: FLEXIBLE, DEVELOPMENT, BREAKTHROUGH, COLLABORATE, CREATE, PURPOSE, PRACTICE, PEOPLE, Human Relations, Open Systems, INTERNAL, EXTERNAL, CONTROL, COMPETE, Internal Processes, Rational Goals, INCREMENTAL, SHORT-TERM PERFORMANCE, FOCUSED

Competing Values Framework

- Miles, Snow, Meyer, and Coleman
- Quinn and Rohrbaugh

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The 3 Things Leaders Need to Know

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O.NE: Who am I as a leader?

1. How do I lead?

2. What are my strengths?

3. What are my blind spots?

4. How do I navigate me?

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O.NE: Who am I as a leader?
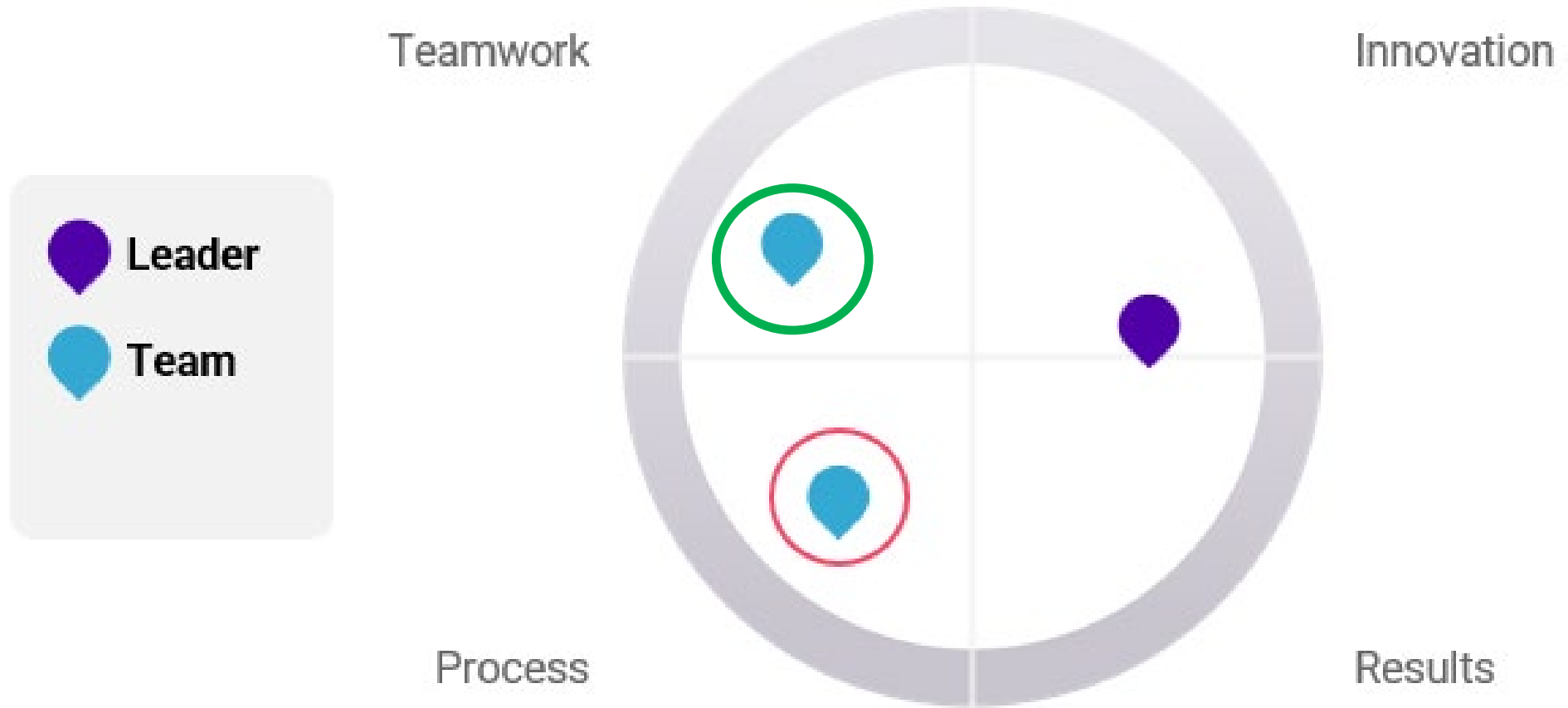
Teamwork

Innovation

Leader

Process

Results
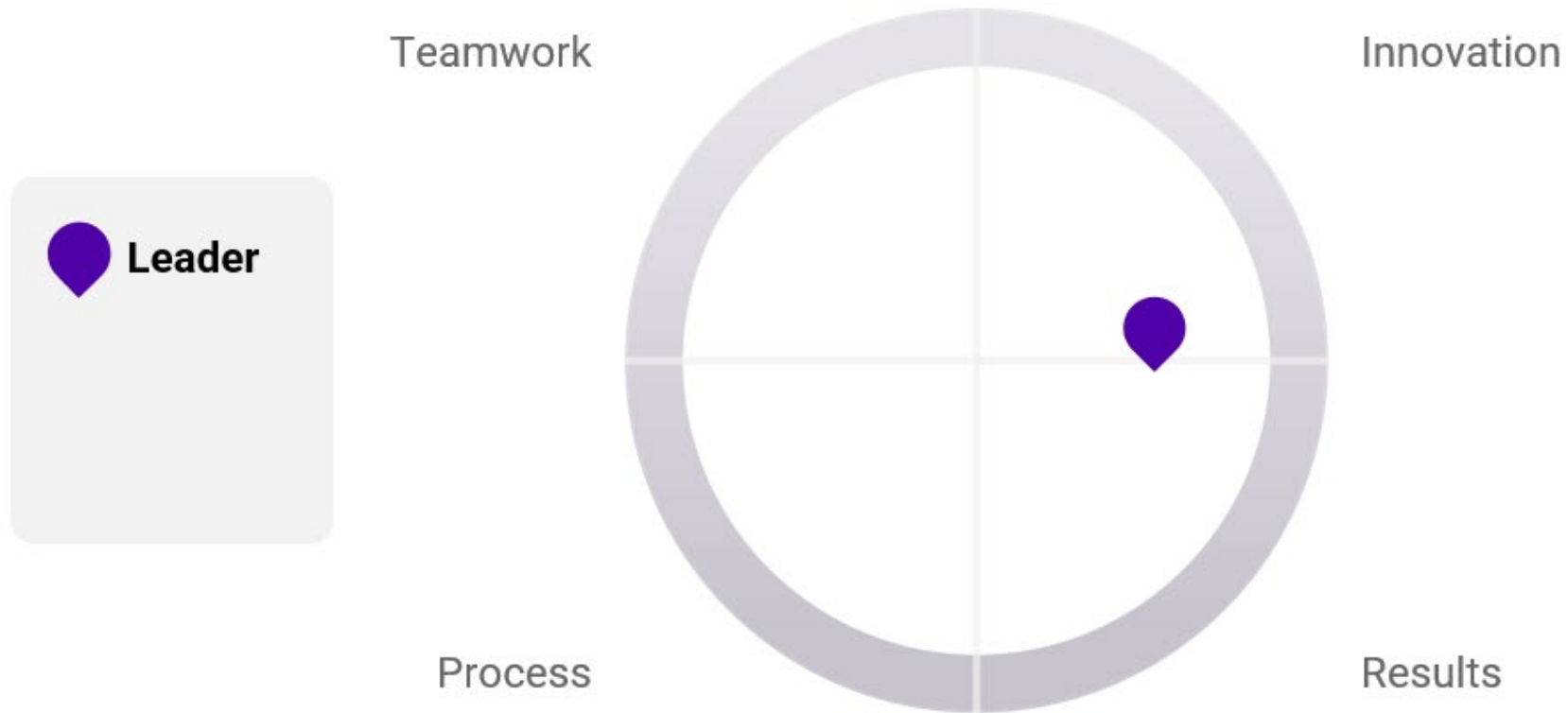
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TWO: Who's on my team?

1. How does the team go about its work?
2. How do they communicate?
3. How do they take action?
4. What are their strengths
5. What are their blind spots?
6. How do they interact together?

TWO: Who's on my team?

Teamwork

Innovation

Process

Results

Leader

Team

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THREE: What does my team need to do?

Is the work related to:

1. Teamwork- engagement, morale?
2. Innovation- breaking new ground?
3. Process- systems, operations?
4. Producing- results, accountability?
5. Or, some combination of the above?

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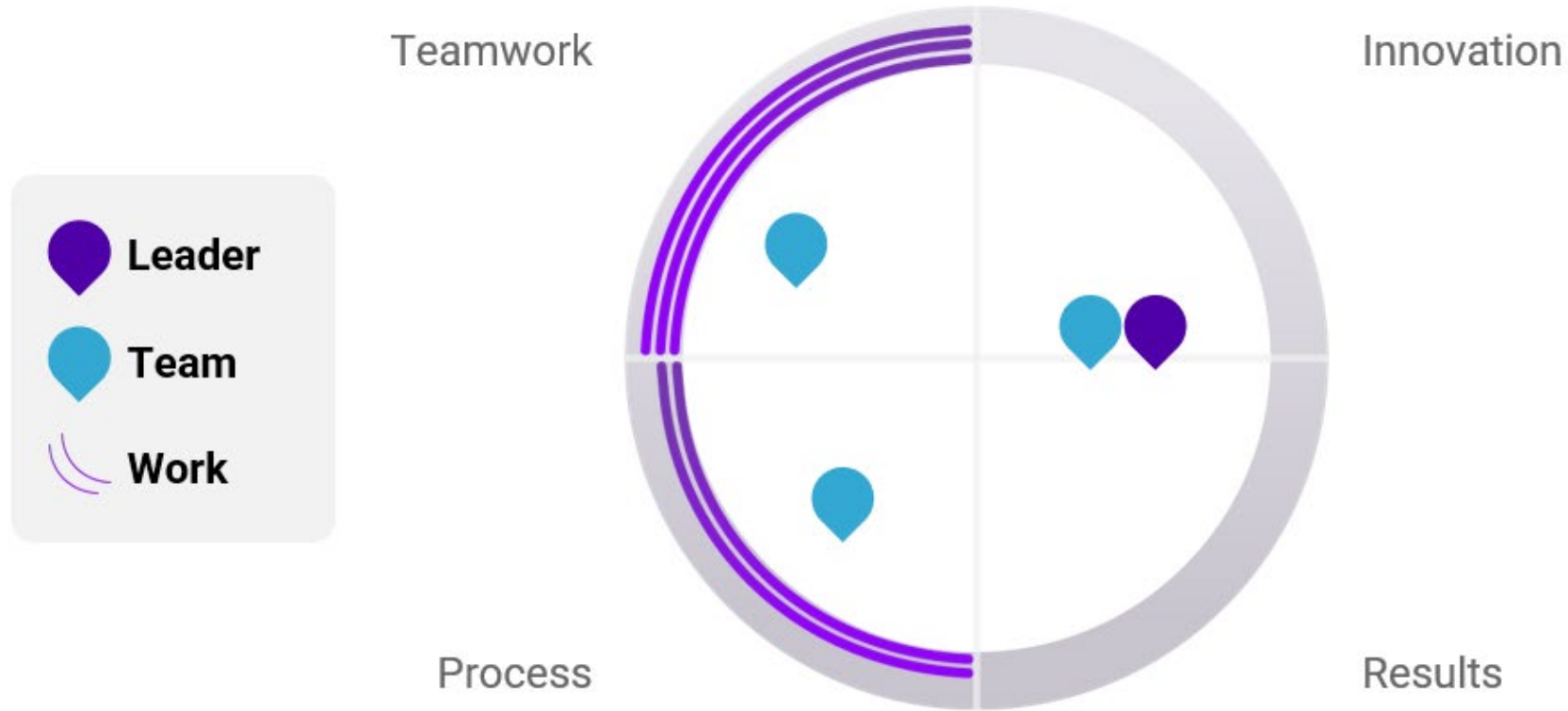
THREE: What does my team need to do?

Teamwork

Innovation

Leader
Team
Work

Process

Results

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Talent Optimization

A strategic process that maximizes business results by optimizing performance and experience of individuals, teams and organizations

~Predictive Index

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The Secret Sauce

TALENT OPTIMIZATION
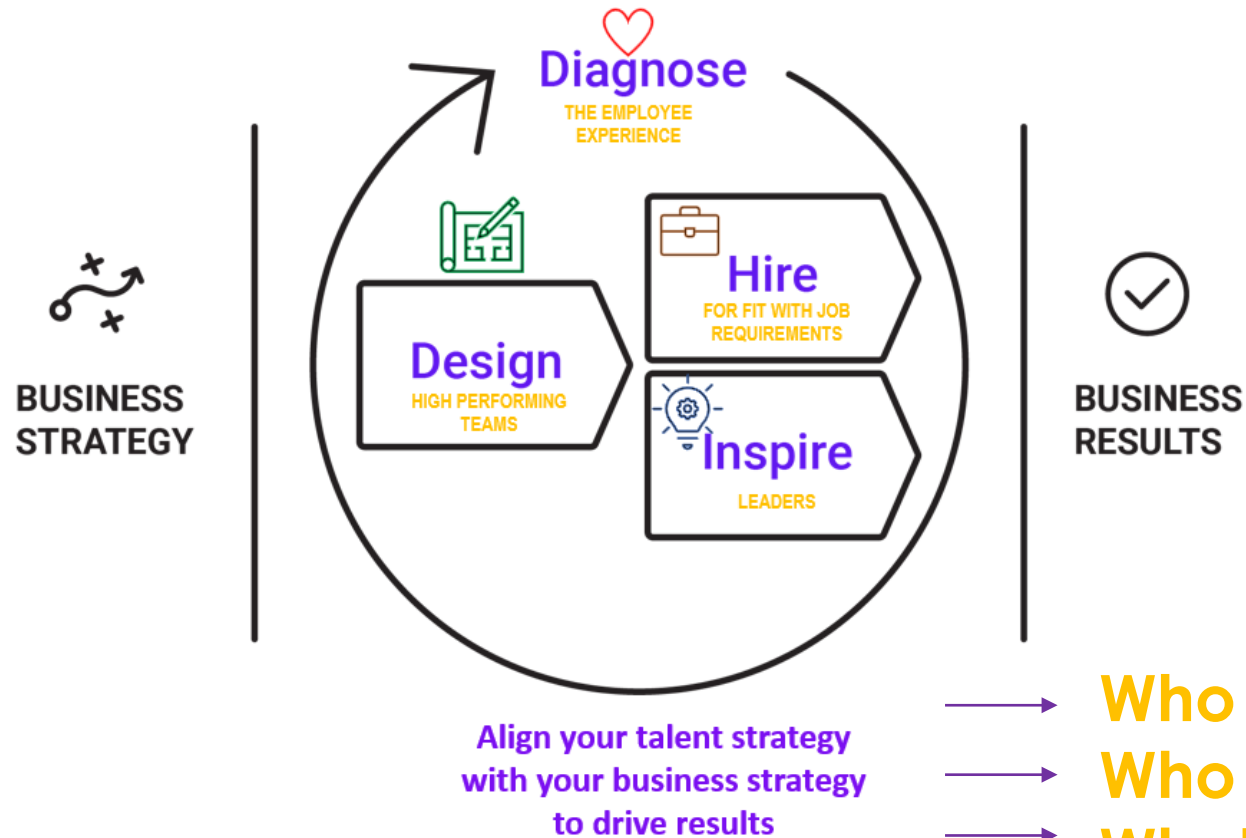
Diagnose
THE EMPLOYEE EXPERIENCE

Design
HIGH PERFORMING TEAMS

Hire
FOR FIT WITH JOB REQUIREMENTS

Inspire
LEADERS

BUSINESS STRATEGY

BUSINESS RESULTS

Align your talent strategy with your business strategy to drive results

→ Who am I as a leader?

→ Who is on my team?

→ What does my team need to do?

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Implications for Recruitment

- Recruitment

    ✓Focus on diversity and inclusion efforts

    ✓Proactively engage candidates early

    ✓Reach out to candidates early and often

    ✓Begin building a relationship

    ✓Use advanced screening tools (data-driven decision-making)
    - Shorter, more effective, less subjective

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Implications for Onboarding

Create an engaging Experience

✓ Continue building the relationship

✓ Daily experience with organizational culture and values
  - Prepare managers to take the handoff and be excellent coaches
  - Help new team members feel welcome

✓ Provide appropriate orientation and training
  - Set clear expectations
  - Check in regularly
  - the best worker, may not be the best trainer
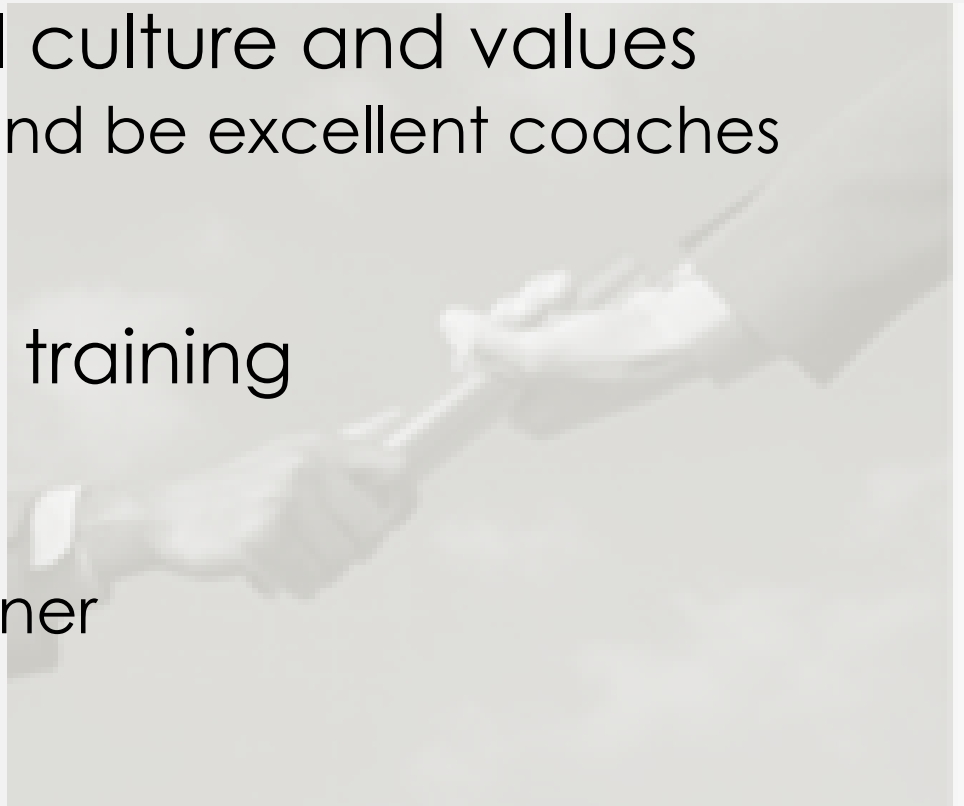
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Effective On-the-Job Training

✓ Training covers the required job competencies

- What does the training teach the employees?

✓ Training methods are defined

- How will the training be conducted? (job shadowing, mentorship, discussion-based trainings, etc.)?

✓ Training progress is tracked

- How will the trainee and employer know when training is complete; competencies have been met?

✓ Training roles are clear

- Who is doing what? Who does the trainer/trainee contact to ask questions or get help?

One goal. One passion. Shine.   Guidance for effective on-the-job-training | Minnesota Department of Labor and Industry (mn.gov)

The Antidotes to Disengagement

Management

Team Dynamics

Job Fit

Culture

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Attracting, Retaining and Evolving a Quality Workforce

- Is your organization doing as well as it could in optimizing talent and employee's bringing their whole/true selves to work?

- How do you know?

- What and how should your organization improve or change?
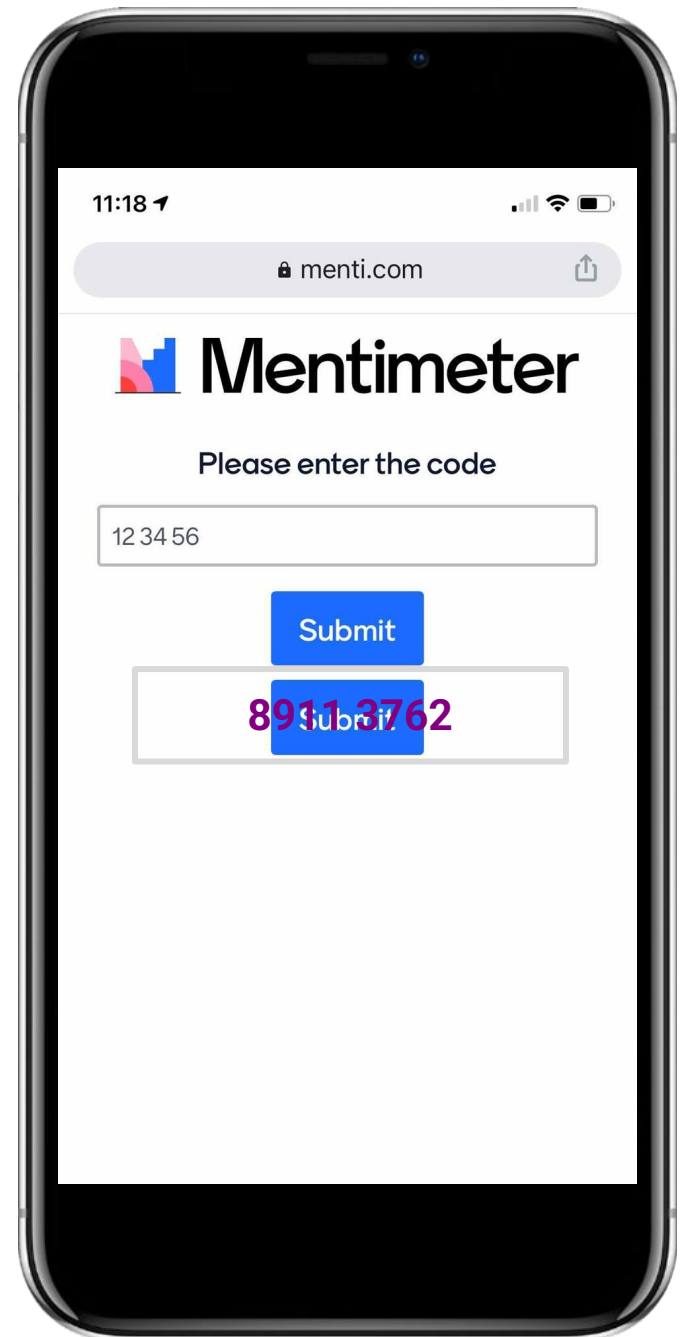
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One thing I will take back to my workplace is

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🔒 menti.com

Mentimeter

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Thank you

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References & Resources

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The High Performance Series

https://www.predictiveindex.com/services/high-performance-series/?plaId=Pm1Vk7Ya4&utm_source=PLA&utm_medium=link&utm_campaign=Pm1Vk7Ya4

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Integrate Teamwork Skills in your Dual Training

Good Trainers are leaders who succeed with on-the-job training by mastering skills in:

- **Communication**

- **Conflict Management**

- **Listening**

- **Reliability**

- **Respectfulness**

- **Accountability**

- **Positive Attitude**

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Teamwork Leads to Success in Dual Training

- **Creates a Support System**

- **Builds Confidence**

- **Leads to Innovation**

- **Promotes Positivity**

- **Reinforces Structure**

- **Establishes a Collaborative Culture**

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Upcoming Minnesota Dual-Training Pipeline Events

- **Dual Training Grant Writing Workshop**

  Wednesday, March 23rd from 10 a.m. to Noon

- **Pipeline 101 Introductory Webinar**

  Monday, April 4th from 1 to 2 p.m.

- **Next Pipeline All-Industry Forum**

  Wednesday, June 22, 2022

DUAL-TRAINING PIPELINE

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Thank You!

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