Minnesota Dual-Training Pipeline
Speaker Series XV
“How to Build Effective Teams: Three Things Leaders Need to Know” with Dawn Beck
March 15, 2022
What is Minnesota 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
Employment-Based Training

- Structured on-the-job training
  - Taking a variety of forms

- Related Instruction
  - with a chosen training provider
  - Benefit to all
  - Engaged employee
  - Powerful learning
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.
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
Agriculture Occupations

- 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)
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
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
Our Featured Speaker: Dawn Beck

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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
Good Morning!
HOW ARE YOU FEELING TODAY?

Minnesota Dual Training Pipeline - Mentimeter

One goal. One passion. Shine.
List one thing you’re hoping to learn from this presentation

Minnesota Dual Training Pipeline - Mentimeter
One goal. One passion. Shine.
**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
“Leadership is not about being in charge. Leadership is about taking care of those in your charge.”

- Simon

One goal. One passion. Shine.

What’s Happening?
What’s Missing?

Minnesota Dual Training Pipeline - Mentimeter

One goal. One passion. Shine.
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
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
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)
A Quick Question

Minnesota Dual Training Pipeline - Mentimeter
75% of Americans say their boss is the most stressful part of their workday.

What to Do When You Have a Bad Boss

1. Diversity Your Staff
2. Prepare Remote Workplaces
3. Retain Your Staff
4. Strengthen Your Brand as an Employer
5. Be Agile
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
The Science of Teams & Strategy

Competing Values Framework

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

One goal. One passion. Shine.
Behavioral Drivers
Ability to acquire new knowledge quickly

**Stable over time**

The whole person shows up at work!

Resume and Interviews

*Change over time*
The 3 Things Leaders Need to Know
ONE: 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?
ONE: Who am I as a leader?
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?
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?
THREE: What does my team need to do?

One goal. One passion. Shine.
The Most Important Question...

A strategic Plan

How does the talent strategy align with the business strategy?

Results that are valuable to stakeholders
A strategic process that maximizes business results by optimizing performance and experience of individuals, teams and organizations

~Predictive Index
The Secret Sauce

TALENT OPTIMIZATION

Diagnose
THE EMPLOYEE EXPERIENCE

Hire
FOR FIT WITH JOB REQUIREMENTS

Inspire
LEADERS

Design
HIGH PERFORMING TEAMS

Who am I as a leader?
Who is on my team?
What does my team need to do?

Align your talent strategy with your business strategy to drive results

BUSINESS STRATEGY

BUSINESS RESULTS
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
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
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?
The Antidotes to Disengagement

Management

Team Dynamics

Job Fit

Culture

One goal. One passion. Shine.
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?
One thing I will take back to my workplace is
Thank you

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Work on Trial
References & Resources

• Work on Trial Video https://www.predictiveindex.com/work-on-trial-documentary/?plaId=Pm1Vk7Ya4&utm_source=PLA&utm_medium=link&utm_campaign=Pm1Vk7Ya4

• Assessing Organizational Culture Made Simple https://www.forbes.com/sites/kathymillerperkins/2019/10/12/assessing-organizational-culture-made-simple/?sh=6d5e432234cc


• 8 top onboarding practices for new employees in 2022 https://trainingindustry.com/articles/onboarding/8-top-onboarding-practices-for-new-employees-in-2022/

• 2022 State of Talent Optimization https://www.predictiveindex.com/learn/talent-optimization/resources/surveys-reports/the-state-of-talent-optimization/?plaId=Pm1Vk7Ya4&utm_source=PLA&utm_medium=link&utm_campaign=Pm1Vk7Ya4

• It’s not just money. This is what’s still driving the Great Resignation https://www.fastcompany.com/90727646/its-not-just-money-this-is-whats-still-driving-the-great-resignation


• The Evolution of the Employee https://thefutureorganization.com/evolution-employee/

• Great Teams Take Great Leadership https://www.predictiveindex.com/blog/team-leadership/?utm_source=weekly-recharge&utm_medium=email&utm_source=PLA&utm_medium=link&utm_campaign=Pm1Vk7Ya4&utm plaId=Pm1Vk7Ya4&utm_source=PLA&utm_medium=link&utm_campaign=Pm1Vk7Ya4


• Takeaways From the Great Resignation https://stacker.com/stories/24649/10-takeaways-great-resignation


The High Performance Series https://www.predictiveindex.com/services/high-performance-series/?plaId=Pm1Vk7Ya4&utm_source=PLA&utm_medium=link&utm_campaign=Pm1Vk7Ya4
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
Teamwork Leads to Success in Dual Training

- Creates a Support System
- Builds Confidence
- Leads to Innovation
- Promotes Positivity
- Reinforces Structure
- Establishes a Collaborative Culture
Upcoming Minnesota Dual-Training Pipeline Events

- **Dual Training Grant Writing Workshop**
  Wednesday, March 23\(^{rd}\) from 10 a.m. to Noon
- **Pipeline 101 Introductory Webinar**
  Monday, April 4\(^{th}\) from 1 to 2 p.m.
- **Next Pipeline All-Industry Forum**
  Wednesday, June 22, 2022
Thank You!

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