

## Minnesota Dual-Training Pipeline Speaker Series

“Breaking the Leadership Myths: Unlearning the Lies and Leading with Confidence” with Sarah Ciavarri

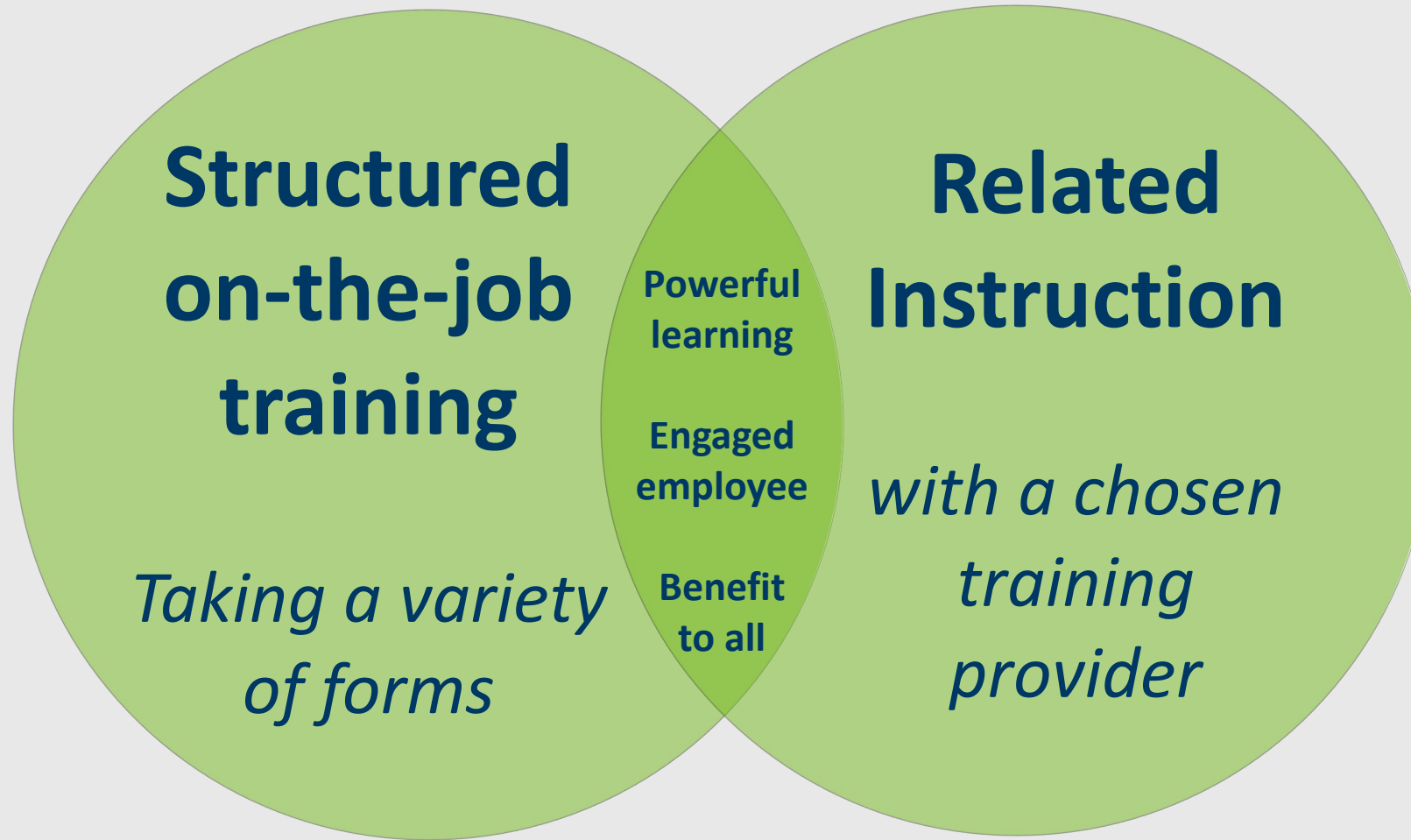
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# What is Minnesota Dual-Training Pipeline?



- 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, child care, health care services, information technology, legal cannabis industry and transportation**
- Private Investment, Public Education, Labor and Industry Experience

# Employment-Based Training



# 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 seven 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.



# Breaking the Leadership Myths: Unlearning the Lies and Leading with Confidence

Presented by Sarah Ciavarri



# What have you experienced?

Think of a boss or supervisor that you thought did a good job, what were they doing well?

Think of a boss or supervisor that you thought wasn't doing a good job, what were they doing poorly?

Do you think of yourself as a leader? Why or why not?



# What leadership used to be:

- Command and Control
- Top Down
- Happened in a more predictable environment
- Business cycles were longer
- Got ahead by being loyal to the company



# Leadership Now:

- Employees have more diverse views and behaviors; 5 generations in the workforce
- Trust isn't automatically given, it needs to be earned
- Collaboration is more highly valued
- Uncertainty, instability, volatility have increased





# Leadership Now:

According to Accenture's Global Disruption Index, disruption grew by 4% from 2011-2016.



# Leadership Now:

Increased uncertainty according to Accenture global disruption index has increased by \_\_\_\_\_ % from 2017-2022.



Leadership Now:

200%  
more disrupted



# Leadership Myths

1. I must have all the answers.
2. I am responsible for it all.
3. I can't show 'weakness.'
4. I can never take a break or vacation.
5. I can be nice *or* I can get the job done.
6. Leadership is based on job title.

What myths would you add?



# Impact of these myths

Mistakes happen

Innovation decreases

Others lose confidence in you (both up and down the org chart)

Increased personal and systemwide stress can lead to burnout

Little mentoring of those 'coming up through the ranks'



# According to the World Health Organization:

Stress is the health epidemic of the 21<sup>st</sup> century. Stress costs businesses **\$300 billion dollars.**

## Every year



# Leadership Myth #1 Solution (I must have all the answers.)

I will:

Ask thoughtful questions.

Constantly be learning.

Ask for help. Even when I don't want to.

Talk with a mentor/coach.



# Leadership Myth #2 Solution (I am responsible for it all.)

I will:

Ask yourself REALLY?!?!?

Invest in hiring the best talent you can.

Get clarity regularly about projects you are leading.

Block time in your schedule to address unexpected.





# Leadership Myth #3 Solution (I can't show 'weakness'.)

I will:

Give yourself permission to be real.

Practice a bit of vulnerability with  
people you **trust**.

Not hoard information but be  
transparent with nonconfidential  
knowledge.



# Leadership Myth #4 Solution (I can never take a break or vacation.)

**I will:**

Ask yourself “Is this really true?”  
Challenge false assumptions.

Acknowledge there are stretches when you can’t  
take time off, have a plan for when you can.

Reframe vacation as refueling for the long-term.



# Leadership Myth #5 Solution (I can be nice *or* I can get the job done.)

I will:

Understand the difference between nice and kind.

“Clear is kind.” – Dr. Brené Brown

Be strong without being mean.

Stop being overly aggressive.

Read *Radical Candor* by Kim Scott.



# Leadership Myth #6 Solution (Leadership is based on job title.)

I will:

Help others take on opportunities.

Create a positive culture where I can.



We desperately need more leaders who are committed to courageous, wholehearted leadership and who are self-aware enough to lead from their hearts, rather than unevolved leaders who lead from hurt and fear.

Brené Brown

Leadership is about empowering other people as a result of your presence – and making sure that impact continues into your absence.

- Dr. Frances Frei and Anne Morriss,  
Authors of *Unleashed*

Great leaders. . . Are able to inspire people to act. Those who are able to inspire give people a sense of purpose, or belonging. . . Are able to create a following of people who act not because they were swayed, but because they were inspired.

- Simon Sinek, Author of *Start with Why*

Leaders are encouraged to remember seven generations in the past and consider seven generations in the future when making decisions that will affect the people.

- Chief Wilma Mankiller

Leadership is a matter of how to be, not how to do.

- Frances Hesselbein,  
Former CEO of the Girl  
Scouts

Based on your learning today,  
write your definition of a leader in  
the chat.

A leader . . . or

Leadership is . . .

# Works Referenced

*Dare to Lead*, Dr. Brené Brown

*Emotional Intelligence Habits*, Dr. Travis Bradberry

*Trust & Inspire*, Stephen M. R. Covey

*Leadership and Self-Deception: Getting Out of the Box*, Arbinger Institute





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# Upcoming Virtual Events

## **Pipeline 101 – Learn even more about the basics and ins and outs of how to set up dual training**

Dec. 17, 2024, from 9 to 10 a.m. [Register for the webinar here.](#)

## **Save-the-Date - Winter Industry Forums**

- Transportation – 2/4/2025 @ 9 a.m.
- Child care – 2/4/2025 @ 1 p.m.
- Agriculture – 2/5/2025 @ 9 a.m.
- Health Care Services – 2/5/2025 @ 1 p.m.
- Legal Cannabis – 2/6/2025 @ 9 a.m.
- Advanced Manufacturing – 2/6/2025 @ 1 p.m.
- Information Technology – 2/7/2025 @ 9 a.m.

[Find all the links for industry forum registrations here.](#)

# Thank You!



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