Nurturing the Right Culture
Trust, Engagement, Higher Performance, Change

For

UTAH RISK MANAGEMENT AGENCY

By

Mauricio Velásquez, MBA

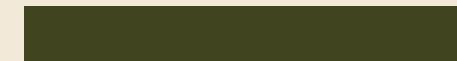**President and CEO**

Diversity Training Group

692 Pine Street

Herndon, VA 20170

Phone: (703) 478-9191

Fax: (703) 709-0591

www.diversitydtg.com

DIVERSITY
TRAINING
GROUP 🌐
Every. One. Included.

DiversityDTG.com

About Mauricio

- Earned a BA (Econ, Psych double major) from UVA, MBA from GWU (HRM)
- Standing up and promoting high performing work cultures
- Trust, Engagement, Toxic Employee, Civility in Workplace Trainer, Executive Coach, Expert Witness
- National PRIMA, Many state PRIMA conferences, many PRIMA members as clients
- City Governments of Fairfax, Vienna, Manassas, Manassas City, Herndon, Major League Soccer, MBP, Kaufman & Canoles, National Police Foundation, Kaiser Permanente, Greenbrier, Habitat for Humanity, City of Fairfax Police – DTG in all sectors
- Trained in every state but ND, been to over 70 countries, lived abroad, married with three kids, son of immigrants
- Trained more than 1 million participants in 28 + year career

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

My family – Elise, Maya, Kelly & Ethan
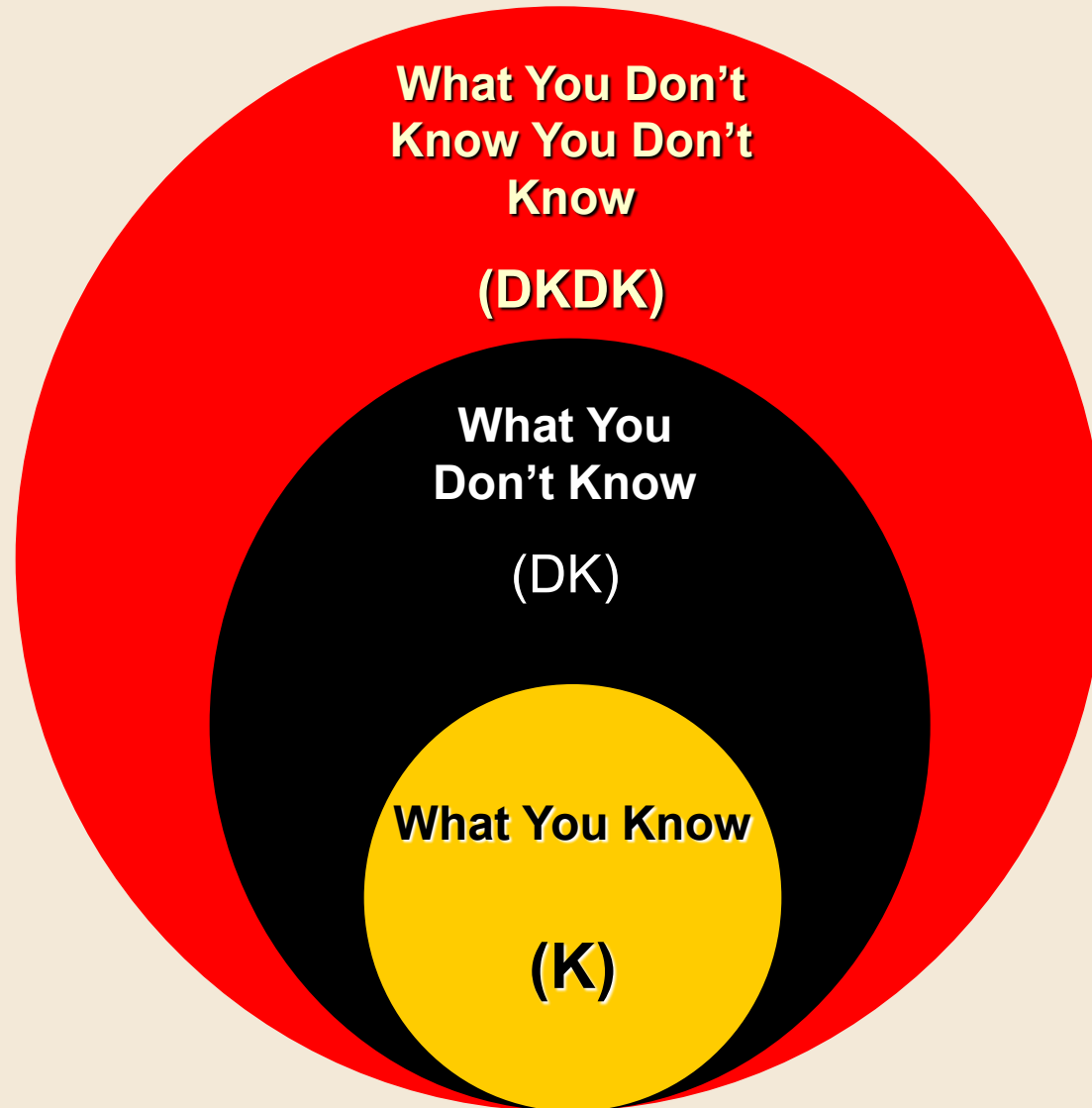
DIVERSITY

TRAINING

GROUP 🌐

Agenda / Objectives

➤ **Opening, Set Up**

➤ **What is an Organization's Culture?**

➤ **Is your organization's culture safe?**

➤ **What does it mean to be – World Class?**

➤ **Continuous Improvement, Change Management**

➤ **Being a World Class Organization/Agency**

➤ **How to ensure employees are engaged, more engaged, truly engaged in their work and the mission of the agency**

➤ **Trust, Respect and Higher Performance**

➤ **Building Your Skill Kit/Tool Kit**

➤ **From Command & Control to Trust & Inspire**

➤ **Action Plan – How do we make this learning stick?**

Mauricio's Mission Today

- **Provoke Thought**

- **Facilitate Discussion & Learning**

- **Surprise You**

- **Entertain You**

- **Add Value**

- **Provide Subject Matter Expertise**

DIVERSITY
TRAINING
GROUP 🌎

Opening Remark

What You Don't Know You Don't Know

(DKDK)

What You Don't Know

(DK)

What You Know

(K)

DIVERSITY
TRAINING
GROUP

DiversityDTG.com

Intent vs. Impact

Intent
(what you meant)

vs.

Impact

(how comment was received)

About learning today

Practice

Motivation and Desire to Learn (DKDK)

Skills & Tools

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

What is an Organization's Culture?

Workplace Culture

Workplace culture is a collection of attitudes, beliefs and behaviors that make up the regular atmosphere in a work environment. A Positive Workplace Culture is one that prioritizes the well-being of employees, offers support at all levels within the organization and has policies and procedures in place that encourage respect, trust, empathy, and support. What OSG is all about – what this training is about.

"Workplace Culture – how people behave and treat each other when management and leadership is not present." - MV

Healthy workplace cultures align employee behaviors and company policies with the overall goals of the company, while also considering the well-being of individuals. Healthy Work Culture – It's one where employees feel valued, safe, comfortable, and flush with opportunity for growth.

What does it mean to be safe, to have a safe workplace culture?

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

What is Psychological Safety?

Is your workplace culture safe?

Safe to share ideas, suggestions, recommendations for improvement?

Or, do you hear - "We don't do it that way here."

Pro-improvement?

Pro-change?

Pro-CI, Continuous Improvement?

DIVERSITY
TRAINING
GROUP 🌐

Psychological Safety Define

❑ Is a shared belief held by members of a team that it's OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes – all without fear of negative consequences.

❑ First, leads to team members feeling more engaged and motivated, because they feel that their contributions matter and that they're able to speak up without fear of retribution.

❑ Second, it can lead to better decision-making, as people feel more comfortable voicing their opinions and concerns, which leads to a more diverse range of perspectives being heard and considered.

❑ Third, it can foster a culture of continuous learning and improvement, as team members feel comfortable sharing their mistakes and learning from them.

Your core values and mission should support this safety.

About "Raising Expectations, Raising the Bar"

DIVERSITY

TRAINING

GROUP 🌍

To be "World Class"

- **What does this mean to you?**
- **What pops into your head?**

❑**Can you give an example of "World Class Service?**

Did you mention CI?

What does this mean to you?

DiversityDTG.com

Continuous Improvement

➢ **Constantly identifying and solving problems (opportunities)**

➢ **Not looking at "who is to blame" but rather "what lesson did we learn here?" So as to avoid a repeat.**

➢ **Embracing conflict – as a mean to seeing opportunities and making improvements**

➢ **Innovating – "what can we try here" versus "we have never done it that way before"**

➢ **Constantly changing, tweaking, improving – status quo is not sustainable**

Constantly solving problems - innovating

Step	Action	Example
Identify and agree on the problem (consensus) Ask the right questions.	✷ Ask for the facts ✷ Verify the information ✷ Decide what else you need to know	✷ "Help me understand exactly" ✷ "Let me make sure this is recorded correctly" ✷ "I will be able to help you better if I know…"
Conduct problem-cause analysis to identify a specific problem and its cause	✷ Restate the problem in simple terms ✷ Get agreement on the problem and its importance/impact	✷ "So, the basic issue is…" ✷ "It seems we agree it is important to fix this because…"
Identify solutions/alternatives	✷ Ask what can be done to solve the problem ✷ Suggest other options for consideration ✷ Tell them what you can do	✷ "What ideas do you have on how this can be fixed?" ✷ "In similar situations we have.." ✷ "I really wish we could do exactly what you suggested. However, according to…, we must…"

Using Communication to Solve Problems

Step	Action	Example
Implement solutions/take action with the help of the customer	✴ Ask for their cooperation ✴ Tell them what you will do ✴ Suggest how they can help, now and the next time	✴ "I'll need your help to…" ✴ "Here is what I can do…" ✴ "To get this resolved quickly, I'll need you to…, and if this should happen again, please…"
End with an agreement and a thank you. Monitor and follow up on the situation	✴ Summarize what will be done, and by whom ✴ Thank the customer for cooperation and help ✴ Promise to follow up to ensure the solution really worked	✴ "Can I assume that we agree on…?" ✴ "Thank you for being so cooperative in helping us to solve this problem." ✴ "I will call you in a week to be sure the situation is resolved."

DIVERSITY
TRAINING
GROUP 🌐

Why do organizations not like change?

Why do some, many (not all) people not like to change?

We hear.. don't like change because

- ❑ **Risky, uncertain**
- ❑ **Uncomfortable**
- ❑ **"Status quo is safe"**
- ❑ **Uncertainty – don't know how**
- ❑ **Avoid conflict – "too messy"**
- ➢ **More risky not to change**
- ➢ **Learn to be comfortable being uncomfortable!**
- ➢ **We know status quo – "will not get us there"**
- ➢ **What is certain – not changing will be our demise**
- ➢ **Embrace conflict**

To Affect Change

✸ **You first have to define your destination – "Future State"**
- ◆ **A Vision for your organization, office – a High Performing Vision**
- ◆ **Define it, so you know when you have arrived**

✸ **Then you have to size up your "Current State"**
- ◆ **Realize Status Quo is not working**
- ◆ **What got us here may not get us to Future State**
- ◆ **Assess, study, diagnose your culture, your firm**

✸ **Identify Current Obstacles, Barriers - Challenges**
- ◆ **What is stopping this organization from becoming higher performing, respectful, and better (all go together)**

✸ **Do things the Your Organization Way and Hold all accountable**
- ◆ **Execute**
- ◆ **Have metrics – measure progress, accountability**
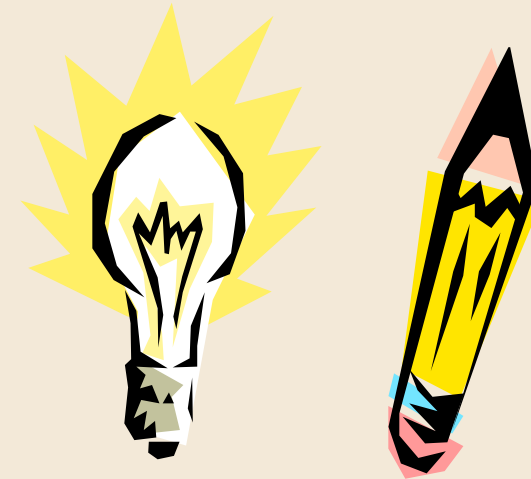
DIVERSITY
TRAINING
GROUP ⊕

Future, Ideal State - Vision

Define destination or you will never know when you have arrived….

When we are successful at being More Inclusive (moved from present state to future state) what do we look like? Trust & Inspire

What does success look like?

What are our metrics for success?

What is the greatest ….

❑ **Obstacle we must overcome (to change, to improve upon)?**

❑ **Barrier we must "break thru" to succeed?**

❑ **What one factor is critical to our success? What one ingredient must we have in place to ensure our success?**

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

Force Field Analysis

Forces contributing | **Forces resisting**

Driving Forces (Pro) | **Restraining Forces (Con)**

Facilitating Change | **Obstacles – maintain Status Quo**

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com
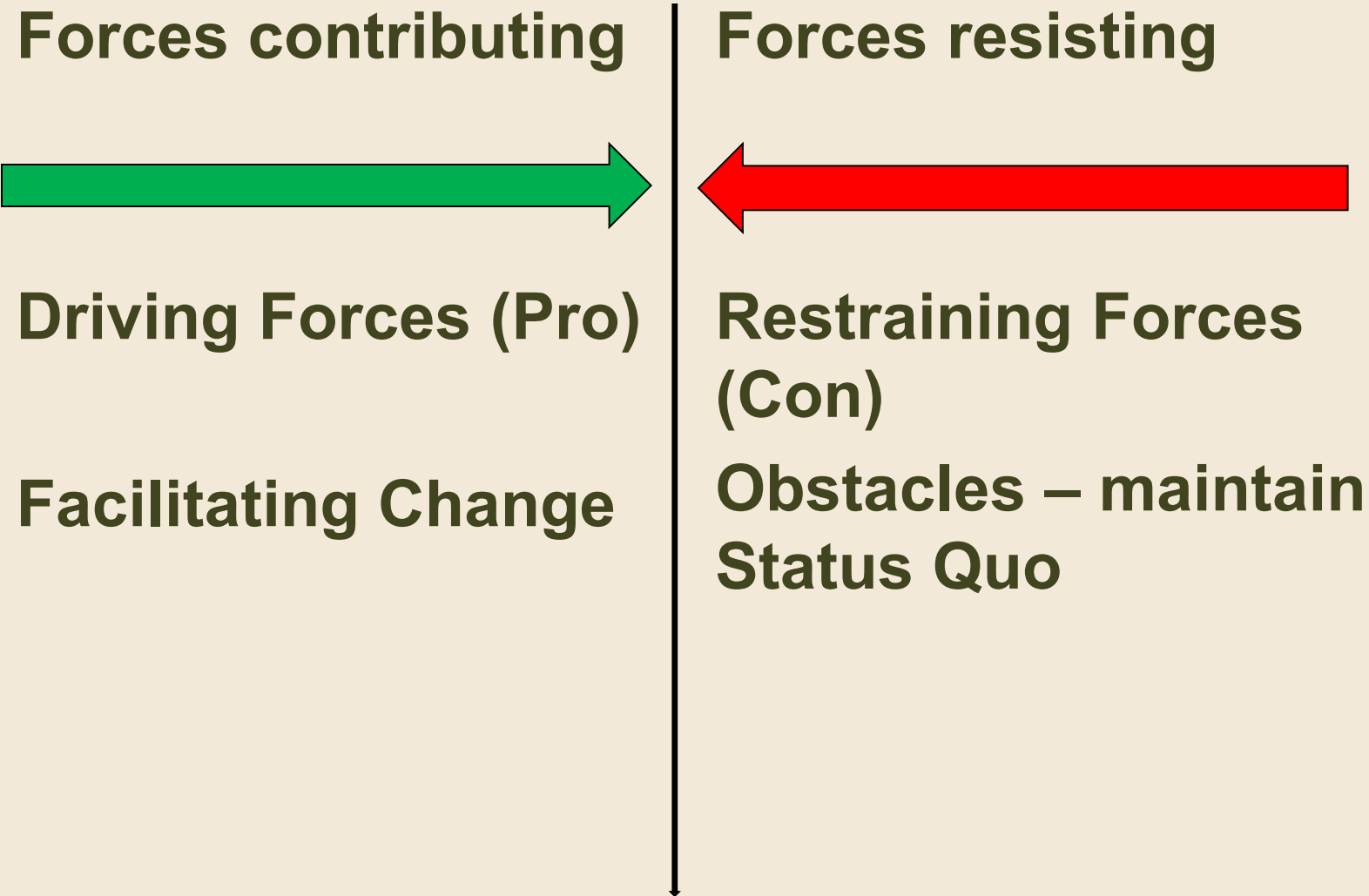
Finding Barriers

1) What internal barriers do I need to remove personally to help facilitate needed changes?

2) What policies are antithetical to the needed changes and how can I remove them?

3) What unnecessary tasks can be eliminated to free people to implement the needed changes?

4) What resources can be freed up to help make the needed changes possible?

5) Who is trying to obstruct needed changes and how can I get those people to change?

From: Good Leaders Ask Great Questions, John Maxell, page 240

DIVERSITY

TRAINING

GROUP 🌐

What we need to have in place

➤ **VISION – desired state/future state**

➤ **A COMPELLING REASON TO CHANGE - why**

➤ **PROCESS OR MEANS TO CHANGE – process**

➤ **CONTINUOUS FEEDBACK, CONTINUOUS IMPROVEMENT or ACCOUNTABILITY**

➤ **WORKPLACE CULTURE SUPPORTING CHANGE, CI**

DIVERSITY

TRAINING

GROUP 🌐

How do we ensure employees are engaged, more engaged, truly engaged in their work and our Mission?

❑**ENGAGED (leading, doing, inspiring others)**

❑**NOT ENGAGED (checked out)**

❑**ACTIVELY DISENGAGED (toxic, negatively influencing others)**

DIVERSITY
TRAINING
GROUP🌐

DiversityDTG.com

Employee Engagement

… is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

EE is not the same as Employee Satisfaction.

ES – only indicates how happy or content your employees are. It does not address their level of motivation, involvement, or emotional commitment. For some employees, being satisfied means collecting a paycheck while doing as little work as possible.

Engagement – one way of looking at it

With Organization (trust)

With Manager (feel valued)

High Performance

Strategic Alignment (clear goals, strategy)

Competency (you got what it takes)

DIVERSITY
TRAINING
GROUP

DiversityDTG.com
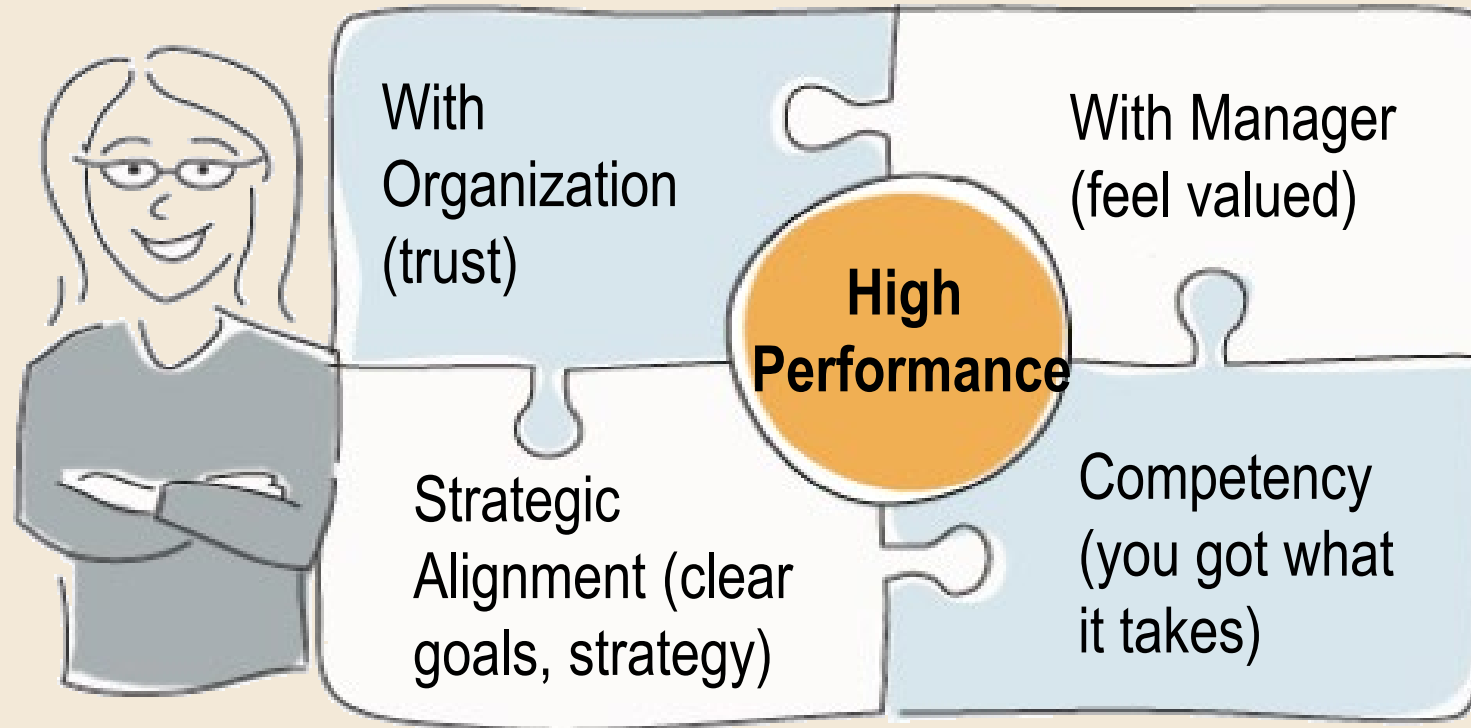
Engagement research and literature tie engagement to being "World Class"

You are a world class organization – think of all other manufacturers in the world like yours….

Which organization even comes close?

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

Gallup's State of the Global WP

"Engaged workers stand apart from their not-engaged and actively disengaged counterparts because of the discretionary effort they **consistently** bring to their company (extra mile, with passion, feel profound connection to employer – drive innovation).

Contrast with actively disengaged employees, who are more or less out to damage your company. Unhappy at work and act out their unhappiness. Will undermine whatever engaged employees do – such as solve problems, innovate, create new customers.

Not-engaged employees are untapped opportunity. Hard to spot. Not overly hostile. Do just enough to fulfill duties.

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

Researchers studied 49,928 work units, including nearly 1.4 million employees

This latest iteration of the meta-analysis further confirmed the well-established connection between employee engagement and key performance outcomes:

- ✸ **customer ratings**
- ✸ **profitability**
- ✸ **productivity**
- ✸ **turnover (for high-turnover and low-turnover organizations)**
- ✸ **safety incidents**
- ✸ **shrinkage (theft)**
- ✸ **absenteeism**
- ✸ **patient safety incidents**
- ✸ **quality (defects**)

Work units in the top quartile in employee engagement outperformed bottom-quartile units by 10% on customer ratings, 22% in profitability, and 21% in productivity (less turnover as well).

DIVERSITY
TRAINING
GROUP 🌐

Staggering Metrics

EMPLOYEE ENGAGEMENT AFFECTS KEY BUSINESS OUTCOMES

Work units in the top quartile in employee engagement outperform bottom-quartile units by 10% on customer ratings, 21% in productivity, and 22% in profitability. Work units in the top quartile also saw significantly lower absenteeism (37%), turnover (25% in high-turnover organizations, 65% in low-turnover organizations), and shrinkage (28%) and fewer safety incidents (48%), patient safety incidents (41%), and quality defects (41%).

Source: GALLUP

DiversityDTG.com
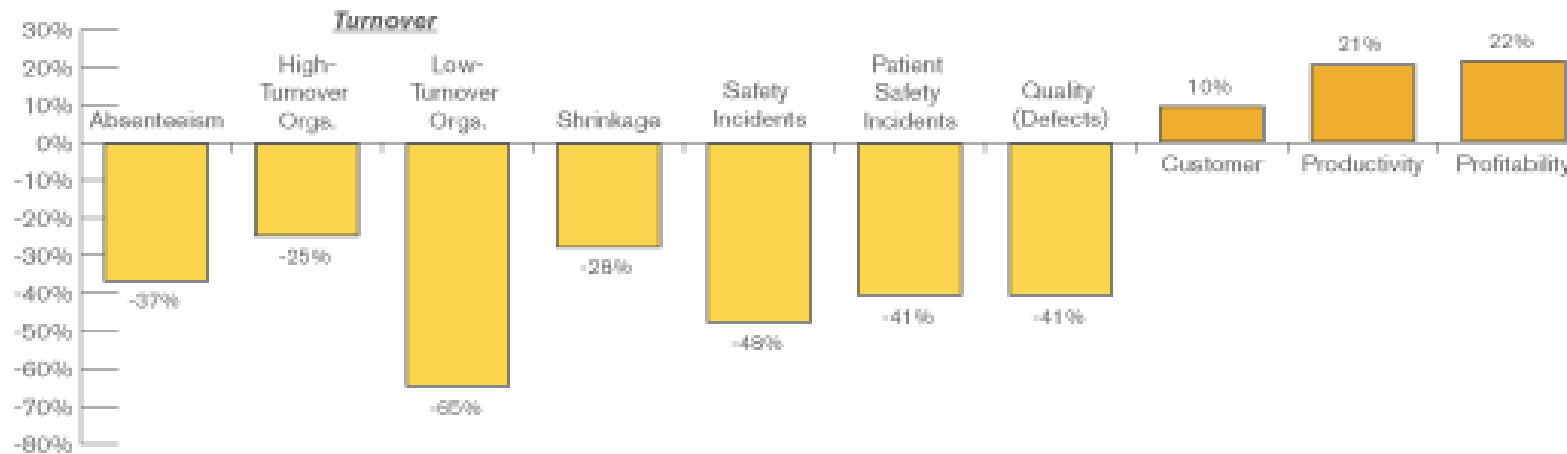
World Class Organizations

Are measured by % of their employee population that are…

	WC	Your Team/Orgzn
Engaged?		
Not engaged? (ROJ/RIP)		
Actively disengaged?		
(Toxic, Saboteurs)		

DiversityDTG.com

Employee Engagement Key to Creating a World Class Organization

Unleashing the Potential for Growth

World-Class | Average

- World-Class: Engaged 63%, Not Engaged 29%, Actively Disengaged 8% — 8:1
- Average: Engaged 30%, Not Engaged 50%, Actively Disengaged 20% — 1.5:1

Legend:
- Engaged
- Not Engaged
- Actively Disengaged
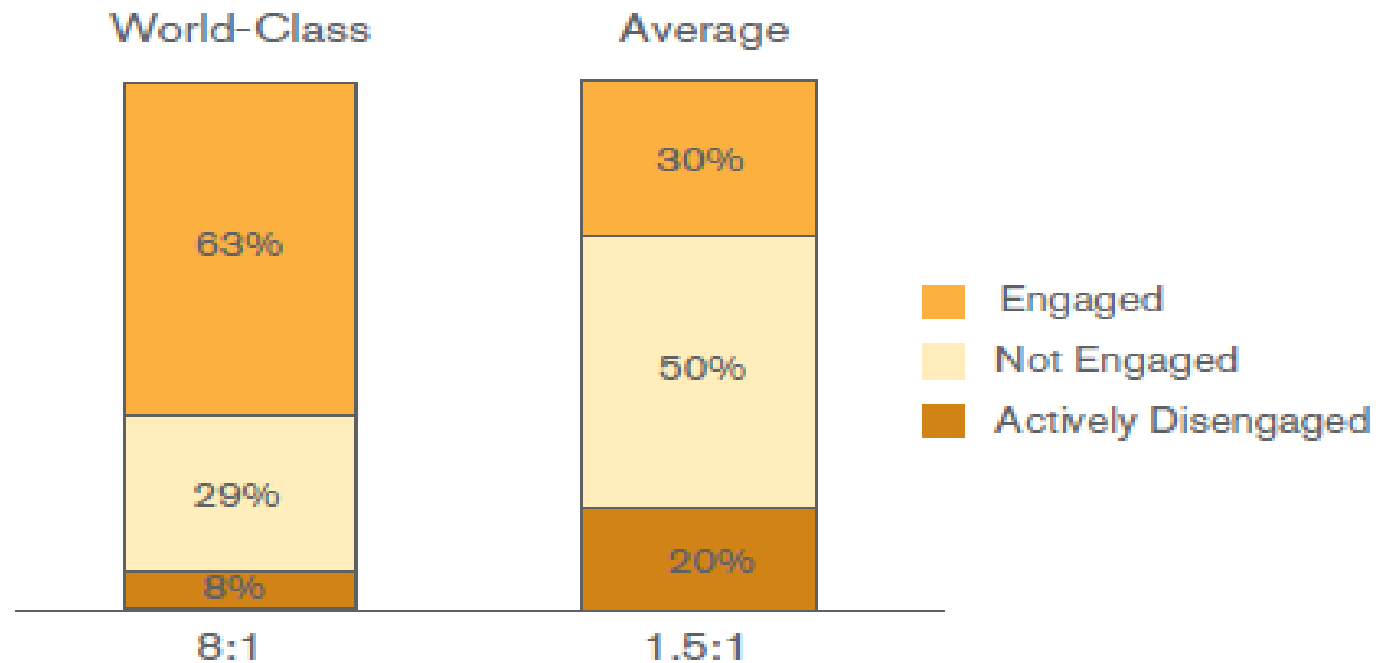
Ratio of Engaged to Actively Disengaged

Source: Gallup Consulting

Do The Survey

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I feel encouraged to come up with new & better ways of doing things	○	○	○	○	○
My work gives me a feeling of personal accomplishment	○	○	○	○	○
I have the tools & resources to do my job well	○	○	○	○	○
In my Job, I have Clearly defined quality goals	○	○	○	○	○
(Company Name) does an excellent job keeping employees informed about matters affecting us	○	○	○	○	○
When a customer is dissatisfied, I can usually correct the problem to their satisfaction	○	○	○	○	○
I understand why it is so important for (Company Name) to value diversity (to recognize & respect the value differences in race, gender, age, etc.)	○	○	○	○	○
My jobs makes good use of my skills & abilities	○	○	○	○	○
My Supervisor's manager visibly demonstrates a commitment to quality	○	○	○	○	○
How satisfy are you with the information you receive from management on what is going on in your division?	○	○	○	○	○

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.

DIVERSITY
TRAINING
GROUP 🌐

Recent EE research…

13% of 180 million people surveyed are engaged in the workforce.

This means 87% ARE NOT!

The majority of our global workforce is "sleep walking" through the day and a few may actually be causing major problems for you and your organization.

DIVERSITY

TRAINING

GROUP 🌐

DiversityDTG.com

Engagement – without this…

… critical component, critical success factor – it is very hard to be engaged in your work if you don't have this in place?

Really at the center of all of our work…

- MV

In the news a lot lately….

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

Did you mention <u>Trust</u>?

✸ **Do you trust your management?**

✸ **Do you trust your leadership?**

✸ **Do you trust your boss?**

✸ **Do you trust your peers?**

✸ **Do your trust your subordinates?**

➢ **Without trust – there is no way you or your organization can be World Class?**

What is Trust?

➢ **What does it look like?**

➢ **What do you see that creates and <u>support trust</u>?**

➢ **What do you see that <u>undermines trust</u>?**

Trust Defined

"Trust means confidence. The opposite of trust is suspicion. When you trust people, you have confidence in them – in their integrity, and in their abilities.

When you distrust people, you are suspicious of them – of their integrity, their agenda, their capabilities or their track record."
        S.M.R. Covey

Trust – Consideration & Suspicion

Stephen M. R. Covey – in his book: *The Speed of Trust* talks about Trust - Taxes and Dividends

When there is <u>high trust</u> – there is an actual <u>dividend</u> for this trust – tasks, work, progress, cooperation, collaboration - success is easier

When there is <u>low or nonexistent trust</u> – there is an actual <u>tax</u> – tasks, work, is harder, indifference, bogged down, sabotage

I highly recommend you read this book for your job, for your kids, for your families, for all those around you!

Economics of Trust

Quality of Task   Cost of Task

High Trust
 Organization

Low Trust
 Organization

DiversityDTG.com

S.M.R. Covey says….

"**Leadership is getting results in a way that inspires trust.**"

In your every action – do you inspire trust, are you leading by example?

With High Trust Change is Easy
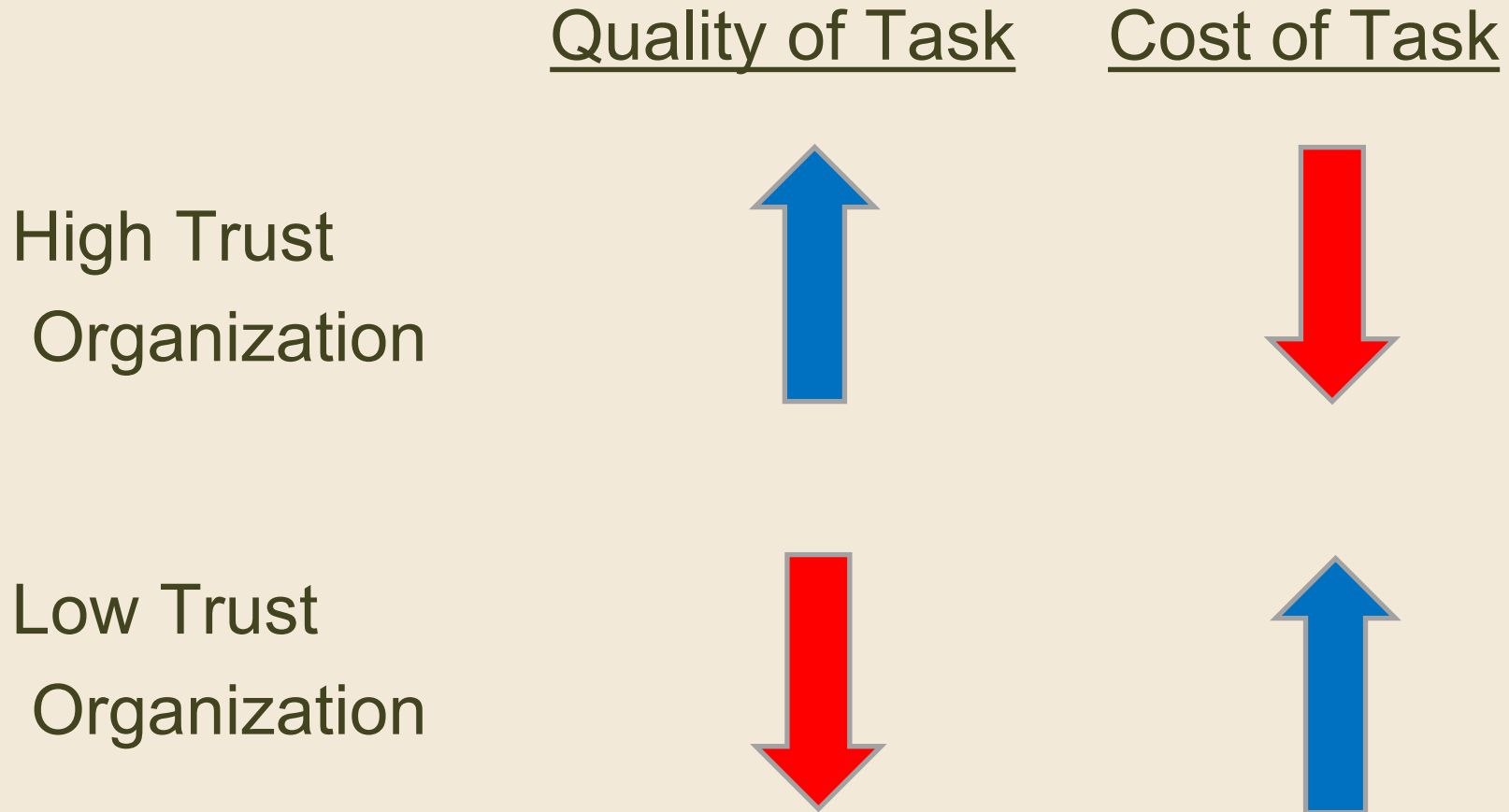
What do we do everyday…

BUILDS TRUST? (Being World Class)

UNDERMINES TRUST? (No so World Class)

13 Behaviors of High Trust Leaders
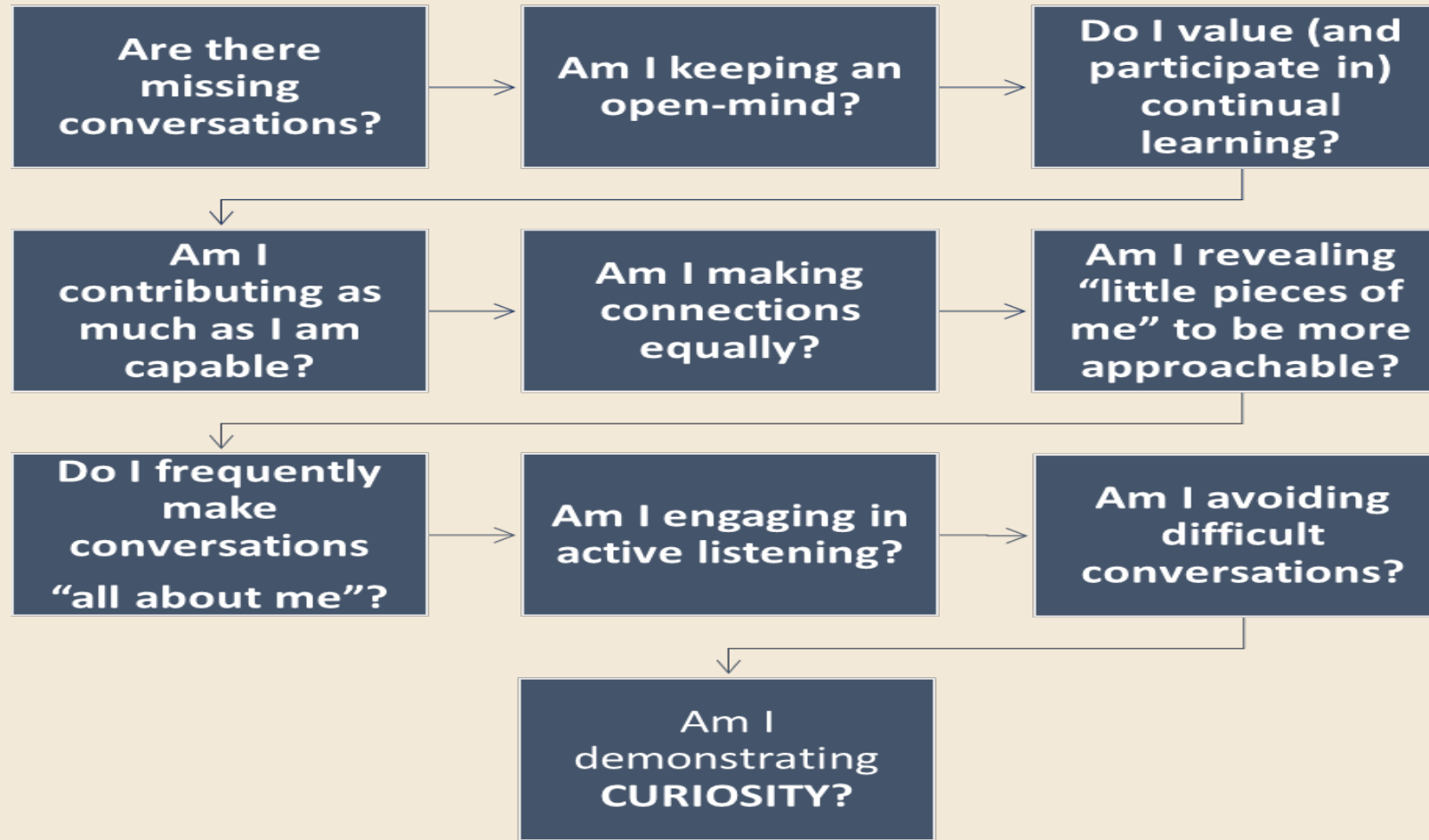
1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better

8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

These behaviors/actions build trust!!!

DIVERSITY TRAINING GROUP

DiversityDTG.com

As leaders… (from research)

1) Find out what motivates your direct reports
2) Hire and keep people who are good at their work
3) Get people working on what's important
4) Explain and train
5) Let people work
6) Be generous with praise and show it
7) Expect excellence
8) Care about people and show it
9) Treat employees with respect
10) Lead by example
11) Build around your mission and core values and hold all accountable

DIVERSITY
TRAINING
GROUP

DiversityDTG.com

Am I Trusted Advisor, Change Agent?

Are there missing conversations? → Am I keeping an open-mind? → Do I value (and participate in) continual learning?

Am I contributing as much as I am capable? → Am I making connections equally? → Am I revealing "little pieces of me" to be more approachable?

Do I frequently make conversations "all about me"? → Am I engaging in active listening? → Am I avoiding difficult conversations?

Am I demonstrating CURIOSITY?

DIVERSITY TRAINING GROUP 🌍

DiversityDTG.com

MODELING:
WHO YOU ARE

TRUSTING:
HOW
YOU LEAD

INSPIRING:
CONNECT
TO WHY

Trust
&
Inspire

DIVERSITY
TRAINING
GROUP

DiversityDTG.com

What is behind being World Class

➢ **Trust is high (among all parties, stakeholders)**

➢ **Mission focused**

➢ **Core Values are lived and breathed everyday (and not ignored) – "our glue" – guard rails**

➢ **Employees are engaged – more effective, more productive (people like their work, what they do)**

➢ **Conflict is skillfully confronted, not allowed to fester - We hold each other accountable (new skills/tools)**

➢ **We identify and remove barriers and tackle issues (removing institutional silos)**

DIVERSITY
TRAINING
GROUP 🌍

DiversityDTG.com

Ultimately – comes down to this

Respect Me (Treatment)

Value Me (Utilization)

Be More Engaged (Trust)

Perform at a Higher Level

DiversityDTG.com

About learning today

Practice

Motivation and Desire to Learn (DKDK)

Skills & Tools

DIVERSITY
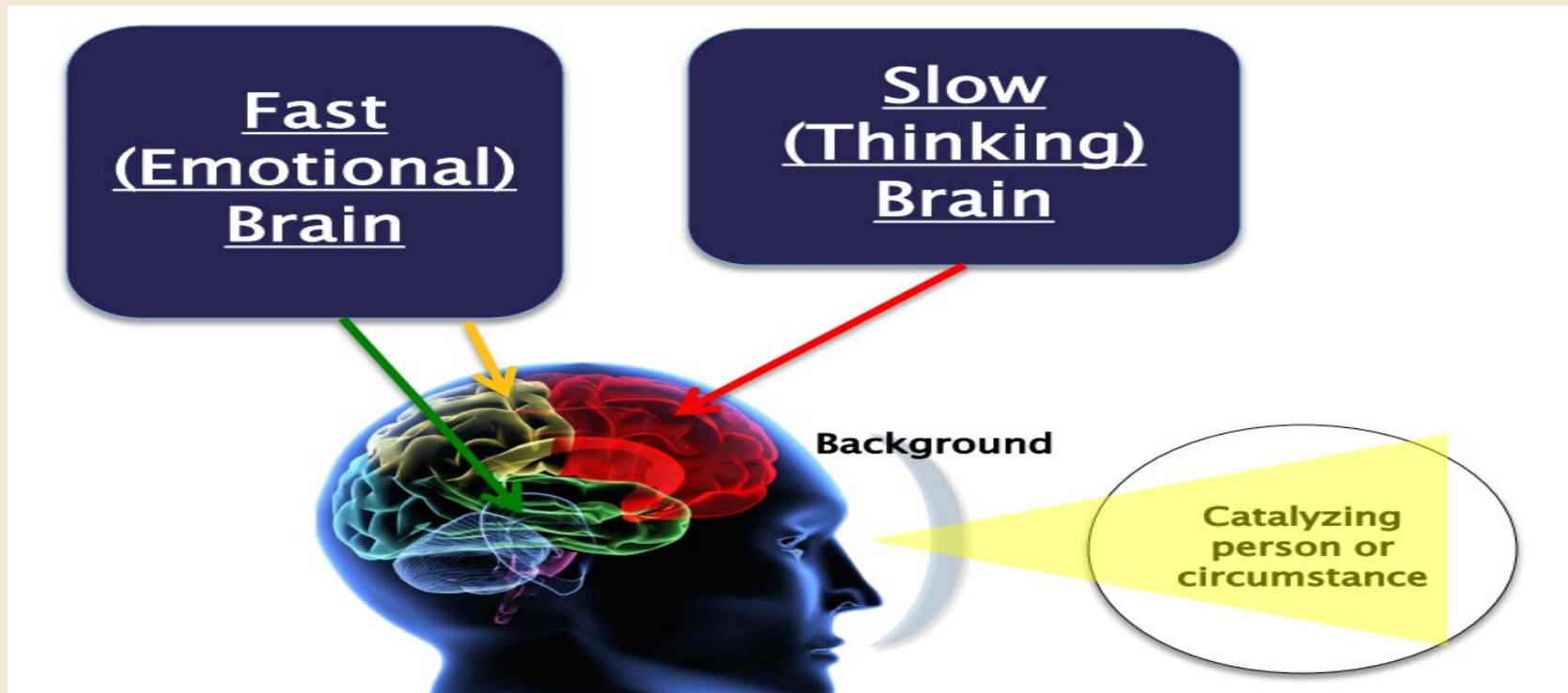TRAINING
GROUP 🌐

DiversityDTG.com

Accountability

Ultimately it comes down to this one point

SHARED RESPONSIBILITY – we all have a shared responsibility, a responsibility to each other, to hold each other accountable and to (your organization) to be the best we can be.

DIVERSITY

TRAINING

GROUP 🌀

DiversityDTG.com

Daniel Kahneman

Fast thinking – System 1 – fast, intuitive, metaphorical, automatic, impressionistic and very hard to switch off, main source of explicit beliefs and deliberate choices of System 2

Slow Thinking – System 2 – slow, deliberate, and effortful. Requires attention and is disrupted when distracted. Conscious, reasonable self.

DiversityDTG.com

Calling out Negativity, Status Quo, Toxicity

- "Ouch"   "Come on man" "Unbelievable"

- "Really" "No, no, no… that is unacceptable?

- "Wow" "Whoops" "Unbelievable"

- "What are you doing, saying? "Excuse me/you"

- "I am sorry, I don't understand, could you explain that to me? (making them explain)

- Repeat what they said…..

- Remind people of our values, basic decency

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

Ultimately 2 Kinds of Behaviors

PREFERS

- Pro-Change, CI
- Promote respect
- Consistent with your values
- Promote mission
- We want to see (+)
- Honor our Values
- Solving problems, focused on solutions
- *I want to see more of…*

NEVERS

- Anti-Change
- Disrespect
- Inconsistent with your values
- Undermine mission
- We don't want to see (-)
- Dishonor our Values
- Pointing out problems – not solving them
- *I want to see less of…*

Approach to Tools

PERSON

SEPARATE

BEHAVIOR

DiversityDTG.com
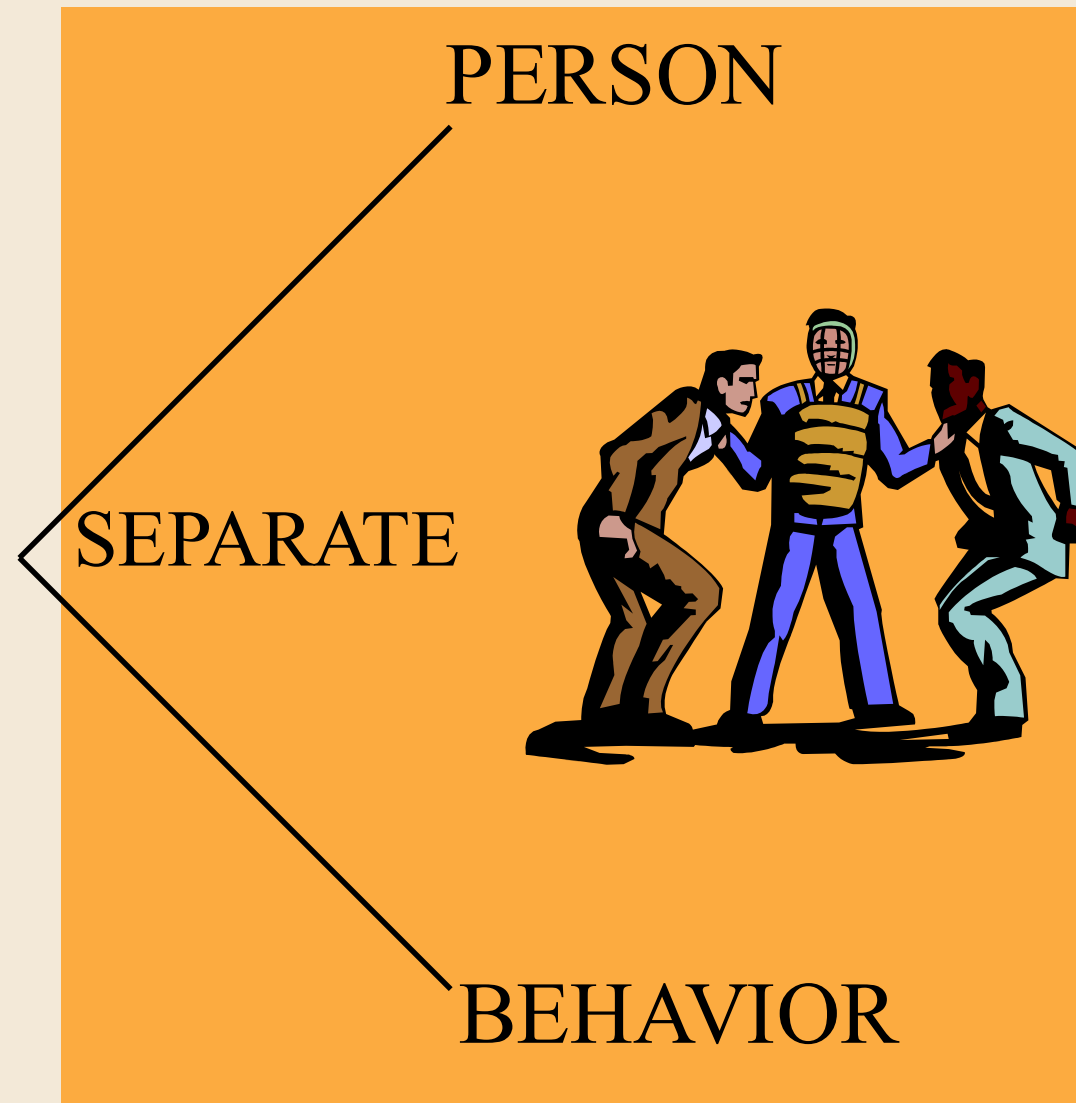
Stop - Start Message

Start with a Positive

Please stop_____
<p style="text-align:center">(describe negative/unproductive behavior)</p>

Start_____
<p style="text-align:center">(describe new, more appropriate/positive behavior)</p>

Continue_____
<p style="text-align:center">(describe ongoing positive behavior)</p>

End with a Positive

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

I-Statement

How do I coach someone when I feel my differences are being held against me?

(Start with a Positive)

When you _____, I feel _____
(describe behavior)　　　　　　　　　　　　(impact of behavior)

I would prefer _____
(new behavior – more appropriate/productive)

OR

I feel _____, when you _____
(impact of behavior)　　　　　　　　　　　　(describe behavior)

I would prefer _____
(new behavior – more appropriate/productive)

OR

When I see _____, it makes me feel _____
(describe behavior)　　　　　　　　　　(impact of behavior on you/group)

I would prefer _____
(new behavior – more appropriate, more productive)

(End with a Positive)

"T" for Toxic, Time Out"

Short Course in Building Relationships

The <u>Seven</u> Most Important Words:
"HOW CAN WE WORK TOGETHER MORE EFFECTIVELY?"

The <u>Six</u> Most Important Words:
"I ADMIT I MADE A MISTAKE"

The <u>Five</u> Most Important Words:
"YOU DID A GOOD JOB"

The <u>Four</u> Most Important Words:
"WHAT IS YOUR OPINION?"

Building Relationships – Part 2

The <u>Three</u> Most Important Words:
"IF YOU PLEASE"

The <u>Two</u> Most Important Words:
"THANK YOU"
Or
"I'M SORRY"

The <u>One</u> Most Important Word:
"WE"

The <u>Least</u> Important Word:
"I"

Toxic Employees can be the greatest obstacle

➢ Very negative, very unhappy – and they share their negativity with everyone

➢ "I told you so"   "Not my job"   "Above my pay grade"

➢ They are miserable but they don't keep it to themselves – misery loves company

➢ Very distrustful of management

➢ ROJ, RIP

➢ Gossipers, love to spread hearsay

➢ Want you to focus on everyone else but them and their performance

➢ Don't like change – prefer status quo

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

Using Communication to Solve Problems

	Step	Action	Example
	Identify and agree on the problem (consensus) Ask the right questions	▪ Ask for the facts ▪ Verify the information ▪ Decide what else you need to know	▪ "Help me understand exactly" ▪ "Let me make sure this is recorded correctly" ▪ "I will be able to help you better if I know…"
	Conduct problem-cause analysis to identify a specific problem and its cause	▪ Restate the problem in simple terms ▪ Get agreement on the problem and its importance/impact	▪ "So, the basic issue is…" ▪ "It seems we agree it is important to fix this because…"
	Identify solutions/ alternatives	▪ Ask what can be done to solve the problem ▪ Suggest other options for consideration ▪ Tell them what you can do	▪ "What ideas do you have on how this can be fixed?" ▪ "In similar situations we have.." ▪ "I really wish we could do exactly what you suggested. However, according to…, we must…"

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

Using Communication to Solve Problems

Step	Action	Example
Implement solutions/take action with the help of the customer	✹ Ask for their cooperation ✹ Tell them what you will do ✹ Suggest how they can help, now and the next time	✹ "I'll need your help to…" ✹ "Here is what I can do…" ✹ "To get this resolved quickly, I'll need you to…, and if this should happen again, please…"
End with an agreement and a thank you. Monitor and follow up on the situation	✹ Summarize what will be done, and by whom ✹ Thank the customer for cooperation and help ✹ Promise to follow up to ensure the solution really worked	✹ "Can I assume that we agree on…?" ✹ "Thank you for being so cooperative in helping us to solve this problem." ✹ "I will call you in a week to be sure the situation is resolved."

USA TODAY

From Don't Quote Me

"One of the most important tasks of a manager is to eliminate his people's excuses for failure."

Businessman **Robert Townsend** talks about management.

DIVERSITY
TRAINING
GROUP

What can I do?

Knowledge – Action = Nothing

Don't act – nothing happens!

There is no such thing as "innocent bystanders."

Managers focus on	Leadership focuses on
• Goals & objectives • Telling how and when • Shorter range • Organization & structure • Autocracy • Restraining • Maintaining • Conforming • Imitating • Administrating • Directing & Controlling • Procedures • Consistency • Risk-avoidance • Bottom line	• Vision • Selling what and why • Longer range • People • Democracy • Enabling • Developing • Challenging • Originating • Innovating • Inspiring trust • Policy • Flexibility • Risk-opportunity • Top line
Good managers do the *things right*	**Good leadership does the *right thing***

DIVERSITY
TRAINING
GROUP

I BELIEVE...

SO MY JOB AS A LEADER IS TO...

People have greatness inside them	Unleash their potential, not control them
People are whole people	Inspire, not merely motivate
There is enough for everyone	Elevate caring above competing
Leadership is stewardship	Put service above self-interest
Enduring influence is created from the inside out	Go first

DIVERSITY TRAINING GROUP

DiversityDTG.com

Trust Commitment Contract (^ EE)

1) I will make an effort to find out what motivates each of my direct reports.

2) I will give employees frequent, positive feedback and appreciate constructive criticism.

3) I will take the time to listen carefully to people's ideas, stories, opinions and concerns.

4) I will show support for our goals and objectives and explain them to my staff.

5) I will show support and enthusiasm for my subordinates.

DIVERSITY

TRAINING

GROUP ⊕

DiversityDTG.com

Trust Commitment Contract continued

6) I will recognize the signs of stress and overload in myself and in the people I manage.

7) I will encourage people to come up with new ideas and ways to approach a project.

8) I will offer everyone on my team opportunities to learn and grow at work.

9) I will promote a diversity of values, opinions, and work styles and believe these are essential to business and work success.

10) I will speak up and hold all accountable.

SIGN_____ (share)

In Closing – Parting Thought

What you permit – you promote
What you allow – you encourage
What you condone – you own

(Change Agents know this)

DIVERSITY
TRAINING
GROUP 🌍

Action Plan

✸ **How can I create a better, more motivated team?**

✸ **How can I make myself better?**

✸ **How can I use what I have learned in this class in my organization and beyond?**

DIVERSITY
TRAINING
GROUP 🌍

DiversityDTG.com

Accountability is critical - Start w/ your own actions, those near you, around you

🔴	What behaviors must **YOU STOP** in order to maintain an inclusive /respectful workplace.
🟢	What behaviors must **YOU START** in order to maintain an inclusive /respectful workplace.
🟡	What behaviors must **YOU CONTINUE** in order to maintain an inclusive / respectful workplace.

DIVERSITY
TRAINING
GROUP 🌐

DiversityDTG.com

To Contact DTG:

Mauricio Velásquez, MBA – President, CEO

Diversity Training Group, Inc.

692 Pine Street

Herndon, VA 20170

Tel. 703.478.9191

Fax 703.709.0591

Email mauriciov@diversitydtg.com

Web diversitydtg.com

Cell 703.850.1145

DIVERSITY
TRAINING
GROUP 🌐

THANK

THANKS FOR YOUR ATTENTION

YOU