

TRUST in Workplace

*From Command & Control to
Trust & Inspire*

For:

VA STATE SHRM 2024 CONFERENCE

By

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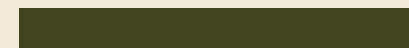
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DIVERSITY



TRAINING



GROUP 

Every. One. Included.

DIVERSITY



TRAINING



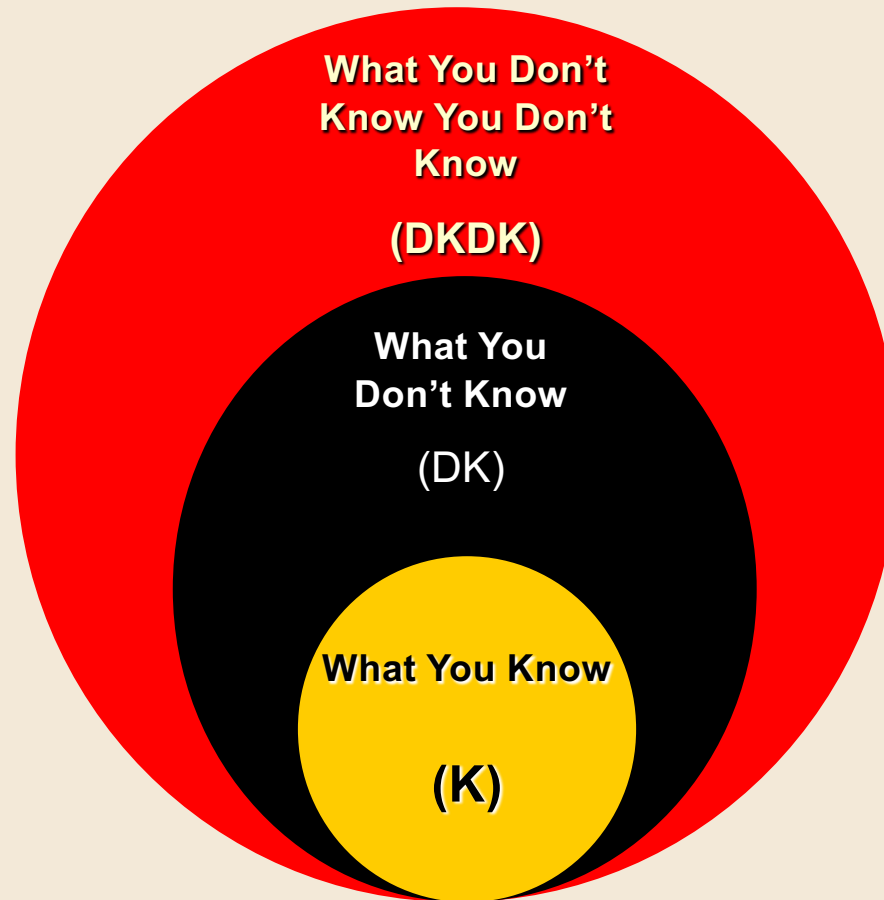
GROUP 

DiversityDTG.com

About Mauricio

- Earned a BA (Econ, Psych dbl major) from UVA, MBA from GWU (HRM), worked w/ W. Edwards Deming (90s)
- DEI Trainer, Strategist, Consultant
- Sexual and General Harassment Prevention Trainer
- Toxic Employee, Engagement, Workplace Civility trainer
- Executive Coach, Expert Witness
- Our clientele are diverse – Major League Soccer, Washington Metro Airports Authority, Cities of Fairfax, Herndon, National Policing Institute, MBP, Kaufman & Canoles, Leaseweb, Supreme Court (AOC), Dominion Energy
- Trained in every state but ND, been to over 70 countries, lived abroad
- Married to Kelly with three children (Ethan - 23, Elise – 21, and Maya - 18)
- Published E-book (on website) on “Improving DEI” with accompanying guide
- Coming out later this year with a traditionally published book on “Tackling Toxicity”

Opening Remark



Intent vs. Impact

Intent

(what you meant)

vs.

Impact

(how comment was received)

Stephen Covey says

"You can't talk yourself out of a problem that you behaved yourself into. The only way out is to behave your way out."

Stephen Covey's son – SMR Covey is the author of the "Speed of Trust" and "Trust & Inspire"

My Mission Today

- ✪ **Provoke Thought**
- ✪ **Facilitate Discussion & Learning**
- ✪ **Surprise You**
- ✪ **Entertain You**
- ✪ **Add Value**
- ✪ **Provide Subject Matter Expertise**

From “Trust & Inspire” – SMR Covey’s latest

FIVE EMERGING FORCES

- 1) **The Nature of the WORLD Has Changed** – amount of change and pace of change, including disruptive technologies, up until 1900, experts estimated that human knowledge doubled every century, 1982 estimated knowledge doubled every 13 months, today – every 12 hours
- 2) **The Nature of WORK Has Changed** – increasingly knowledge and service-based with access to instant and simultaneous information, drowning in information, starving for knowledge – increasingly collaborative, in flexible interdependent teams
- 3) **The Nature of the WORKPLACE Has Changed** – not only change in what kind of work we do, but also where we do the work (think Covid)
- 4) **The Nature of the WORKFORCE Has Changed** – far more diverse (he talks about races, genders, and generations, ethnicities, sexual orientations, cultures, experiences, and perspectives)
- 5) **That Nature of CHOICE Has Changed** – with advanced technology we went from multiple choice to infinite choice

TWO EPIC IMPERATIVES – First, ability to create a high-trust culture that can attract, retain, engage and inspire the best people (**win war for talent**).
Second, ability to collaborate and innovate successfully enough to stay highly relevant in changing, disruptive world (**win in the marketplace**).

This is at Center of all my work

CRITICAL SUCCESS FACTOR

Everything starts and ends with this....

What is Trust?

- What does it look like?
- What do you see that creates and support trust?
- What do you see that undermines trust?
- Diversity issues (bias, prejudice, favoritism, nepotism) undermine trust.

A Word on “Micro-management”

What is the impact on the employee, the direct report, when their boss is micromanaging her/him? (*level of effort, commitment, engagement*)

What is the Manager basically saying to the employee by micromanaging this person?

Add generational factors.....

Then the employee leaves.....

Trust

What is Trust?

- You know when you have it with someone
- You know when you have lost it with someone
- You know it is hard to “regain”

“Trust is the currency, the capital of high performance” - MV

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.”

Trust – Consideration & Suspicion

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

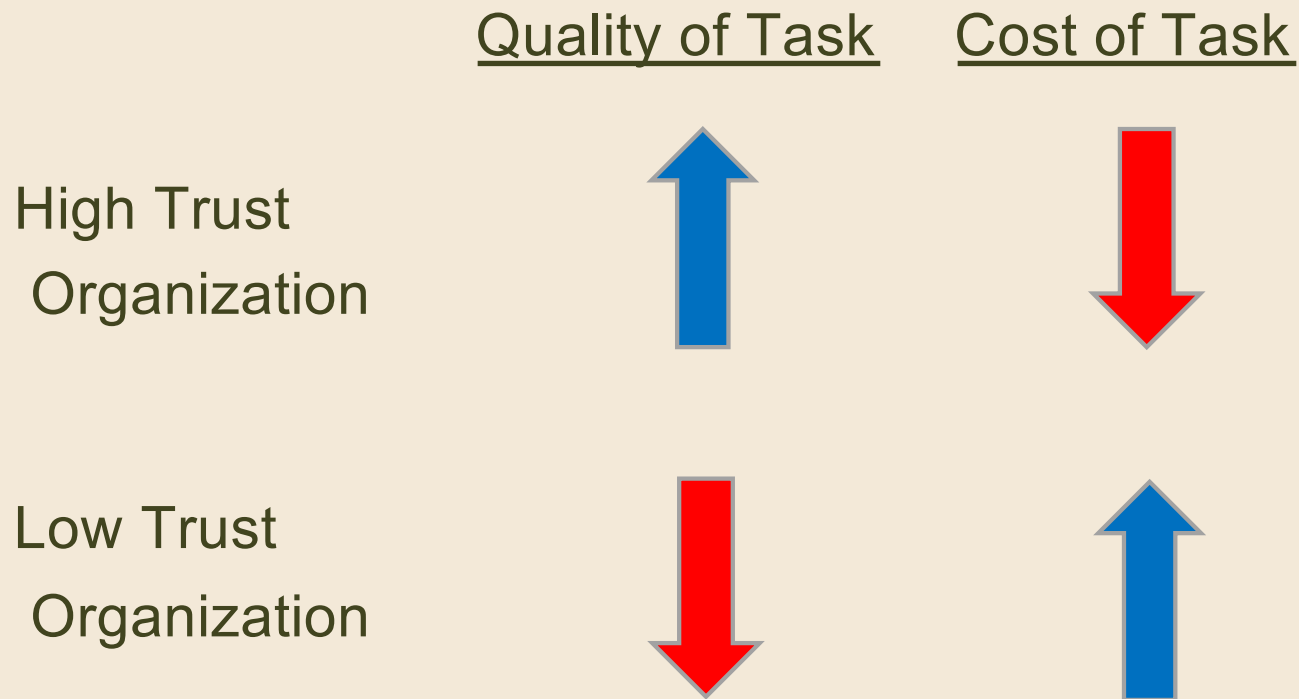
When there is high trust – there is an actual dividend for this trust – tasks, work, progress, cooperation, collaboration - success is easier

When there is low or nonexistent trust – there is an actual tax – 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



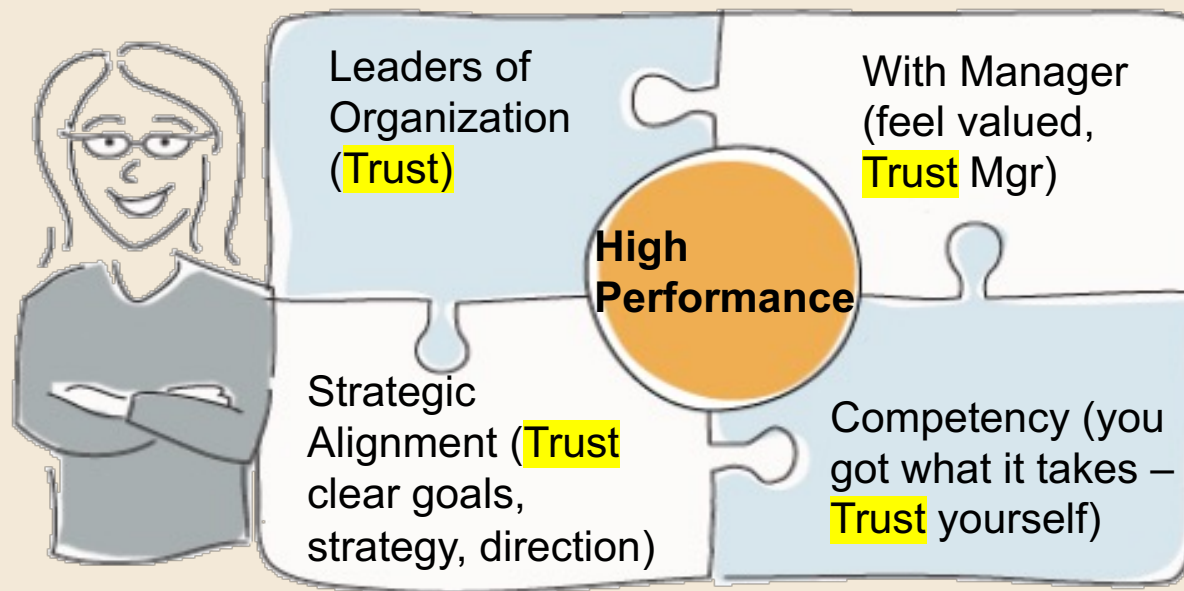
13 Behaviors of High Trust Leaders

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

Emotionally Intelligent Leaders Do This!!!!

*Which are the hardest for your leaders?
Hardest for you?*

Trust – Critical Success Factor



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?

S.M.R. Covey says....

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



What are you/we doing that BUILDS or SUPPORTS TRUST and what UNDERMINES TRUST?

What do we do everyday...

BUILDS TRUST? (Being World Class)

UNDERMINES TRUST? (Not so World Class)



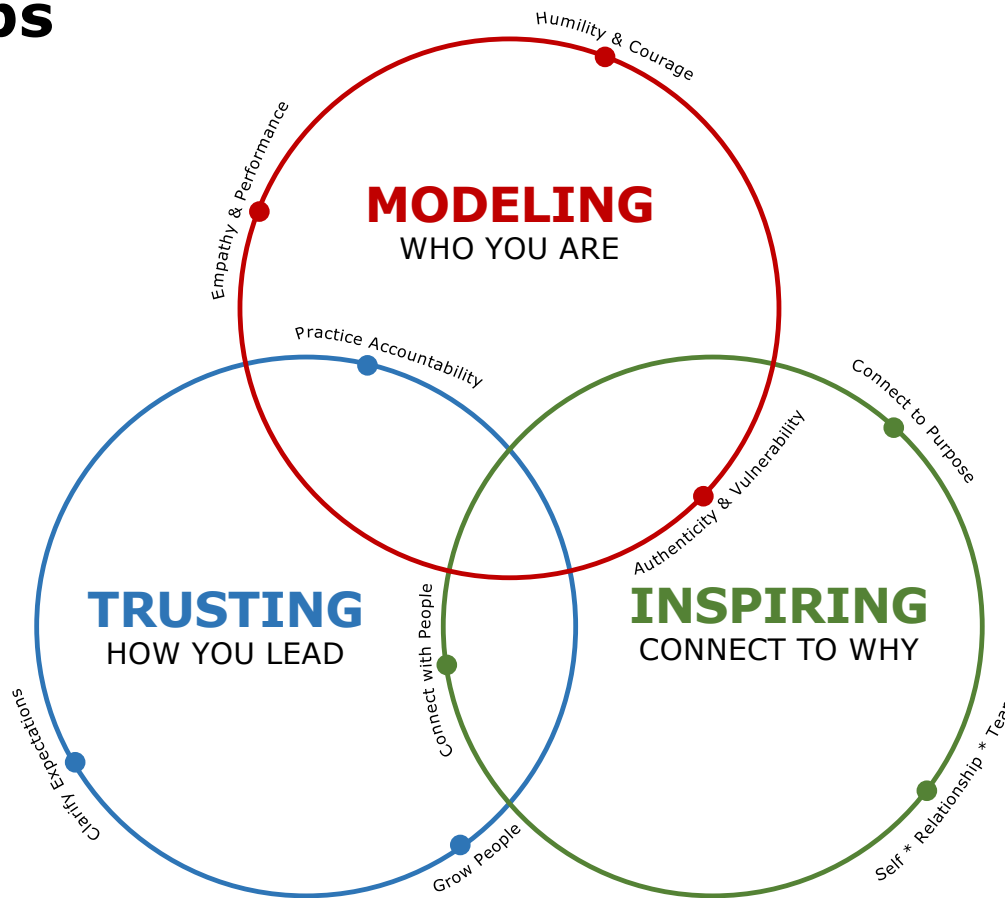
What is behind being World Class

- **Trust is high (among all parties, stakeholders)**
- **Mission focused**
- **Core Values are lived and breathed everyday (and not ignored) – we are developing them**
- **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 biases, prejudices and tackle Diversity & Inclusion (D&I) issues**

Building a Trust & Inspire Culture will require change and getting comfortable with being uncomfortable

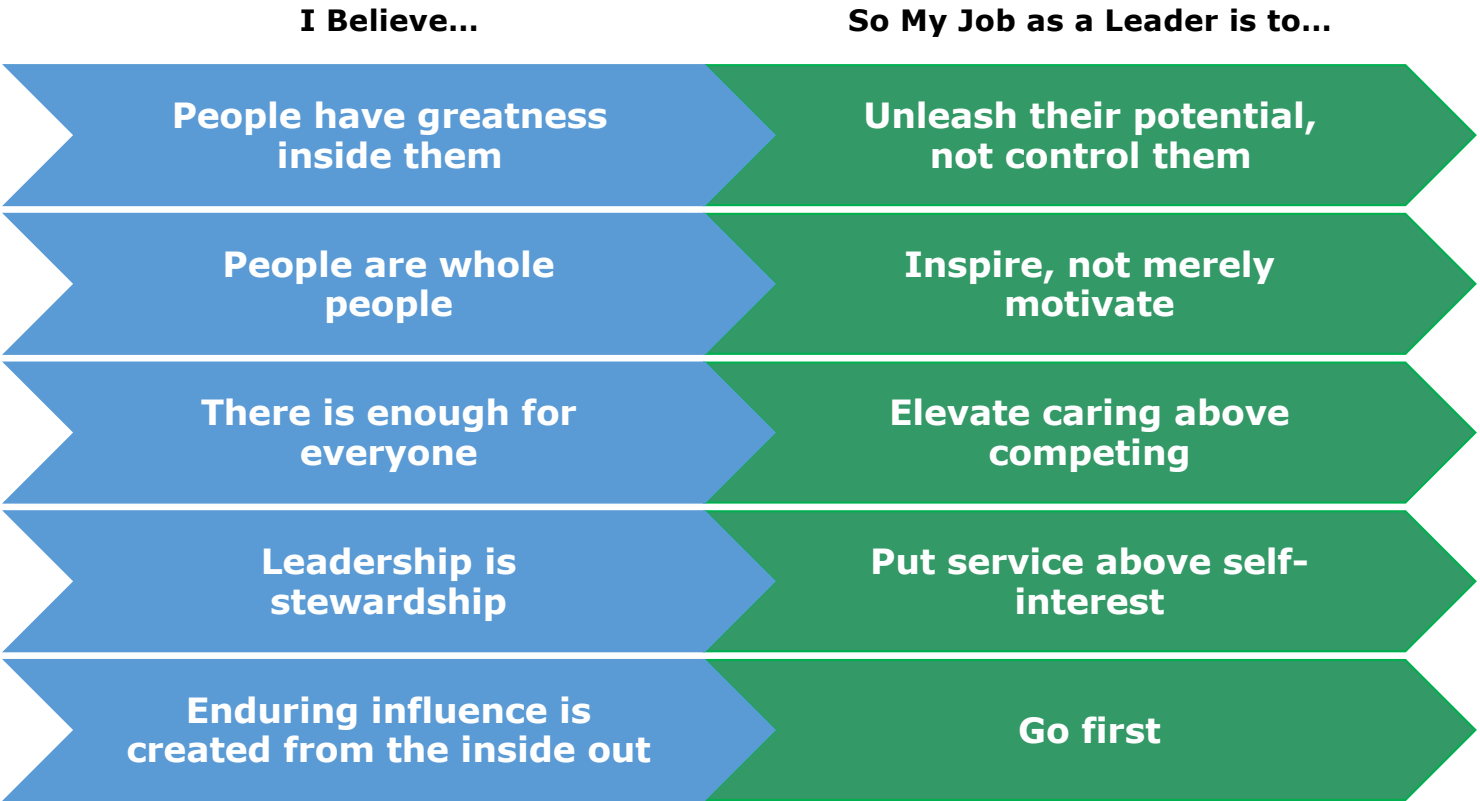
- 1. Work to become Trust & Inspire leaders**
- 2. Define/Redefine our vision, purpose, and values**
- 3. Take actions to build trust with employees and live the new vision, purpose, and values (walk the talk)**
- 4. Bust the silos within the company**

Becoming a Trust & Inspire Leader starts with the 3 Stewardships



Concepts taken from the book *Trust & Inspire* by Stephen M. R. Covey

Trust & Inspire Leaders have 5 Fundamental Beliefs



Concepts taken from the book *Trust & Inspire* by Stephen M. R. Covey

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

Engaging Your Employees – Building Trust

- 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

Trust Commitment Contract (Anti-toxic)

- 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.

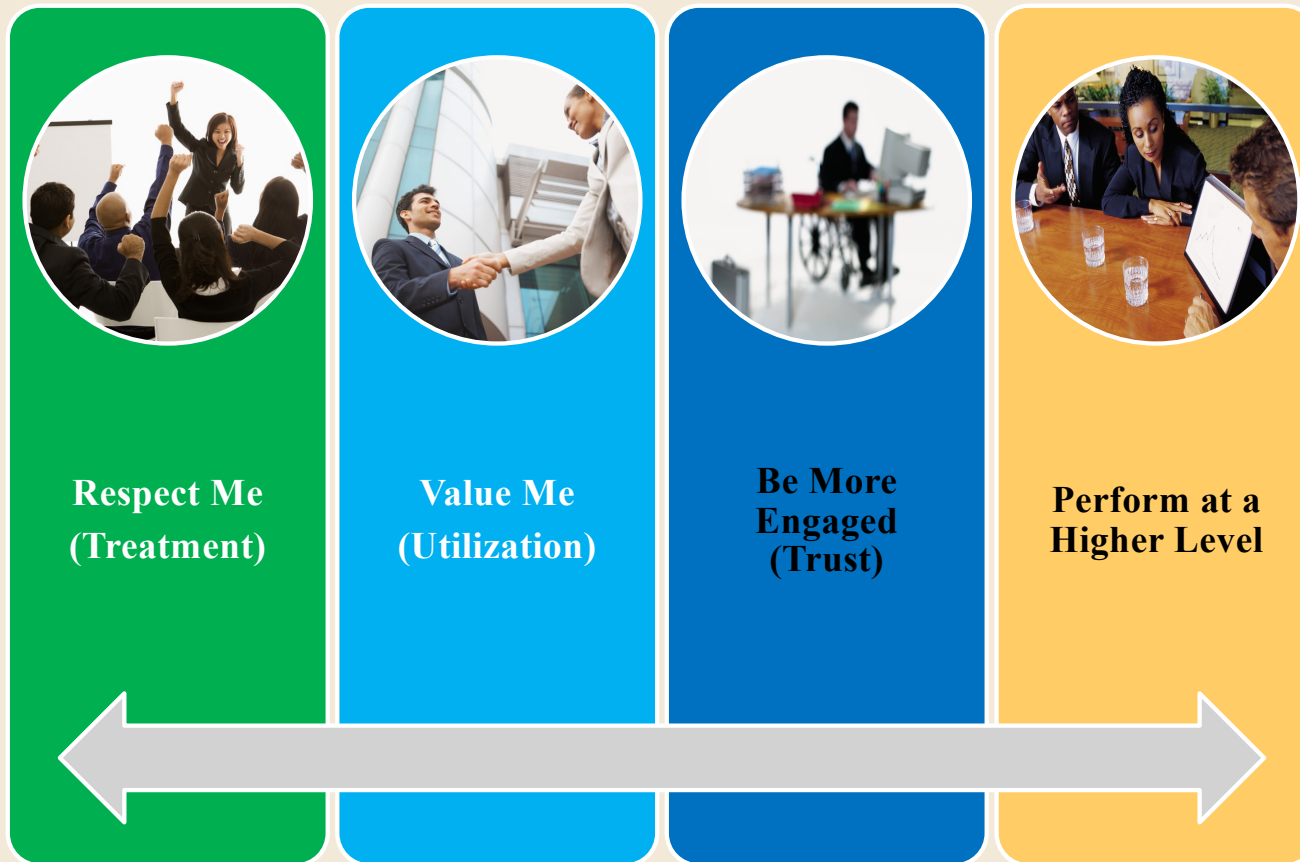
SIGN _____ (share)

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)

Ultimately – comes down to this



Start With Your Own Actions

	<p>What behaviors must <u>YOU STOP</u> in order to maintain an inclusive/respectful workplace.</p>
	<p>What behaviors must <u>YOU START</u> In order to maintain an inclusive/respectful workplace.</p>
	<p>What behaviors must <u>YOU CONTINUE</u> In order to maintain an inclusive/respectful workplace.</p>

In Closing...

**What you permit
– you promote**

**What you allow
– you encourage**

What you condone – you own



Don't Forget to Action Plan

- What are you going to do with what you learned today?
 - What specific actions will you take?
 - Write it down or you will forget!
- How will you hold yourself and others accountable?

I am interested in your Commitment, not Wishes or Promises – we often do not get to those.

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A group of people are seated around a long conference table in a modern meeting room. They are using laptops and some are looking at their phones. The room has large windows on the left side, and the overall lighting is warm and slightly dim. The text 'THANK YOU' is overlaid in large white letters, with 'THANKS FOR YOUR ATTENTION' in smaller white letters in between.

THANK
THANKS FOR YOUR ATTENTION
YOU