



# Being A Change Agent or Agent of Change

By:

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For:

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# About Mauricio

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**Mauricio Velásquez is the President and CEO of The Diversity Training Group (DTG) in Herndon, VA. Mauricio serves as a diversity strategy consultant, diversity trainer, sexual harassment prevention trainer, executive coach, mentoring trainer, and expert witness. Mauricio holds a BA (Economics, Psychology double major) from UVA and an MBA from GWU.**

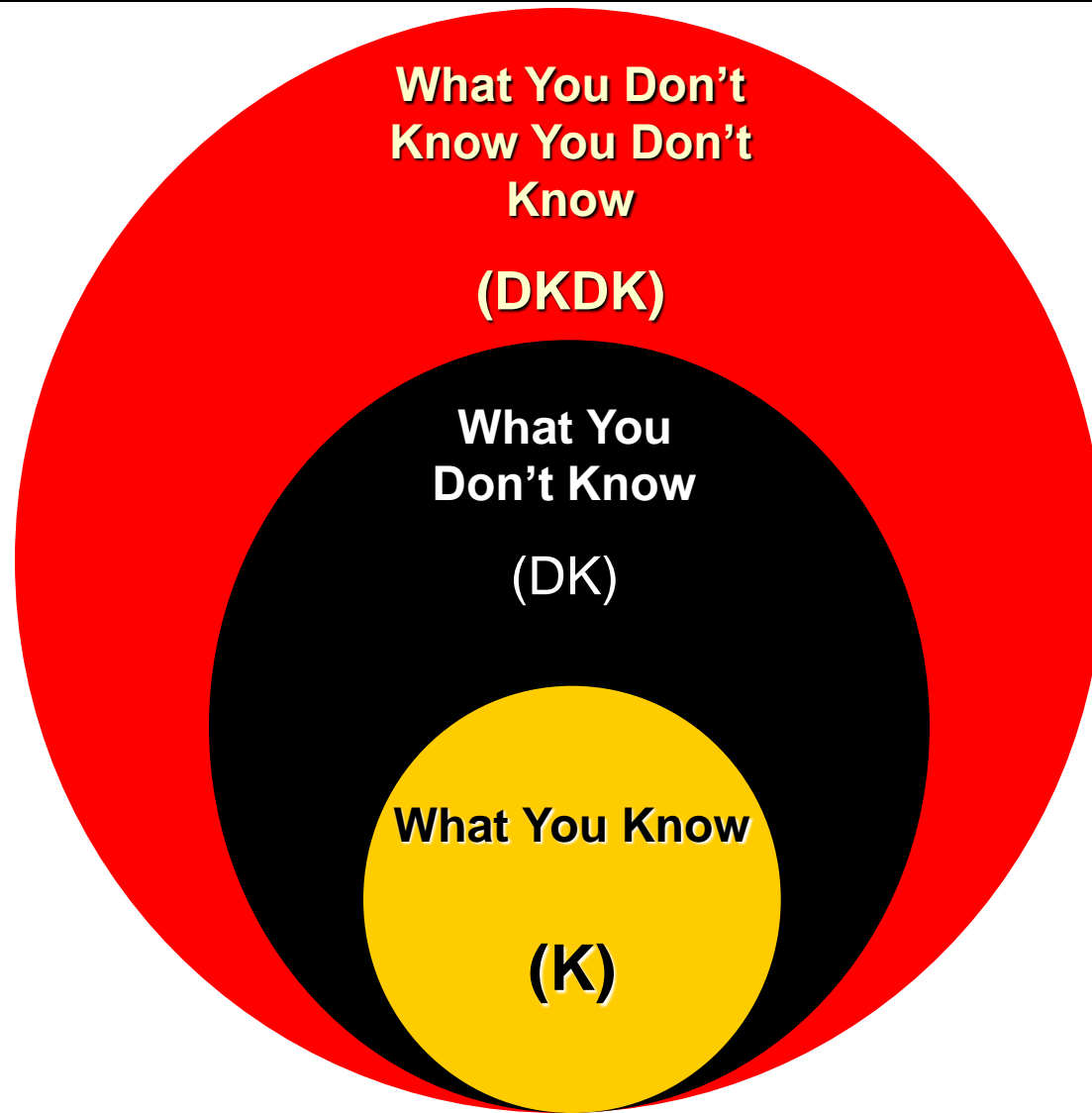
**DTG's client include particular schools, school systems, charter schools, public and private schools, colleges and universities. Mauricio and his firm have partnered with the NEA and NPTA for years. Mauricio will be conducted two national webinars for NPTA and recently conducted Leadership Training in select cities and is also working with NPTA Board. Mauricio is working with many schools and school systems in Pennsylvania.**

**Mauricio has trained more than a half million participants in every state but North Dakota. With recent work in Cuba, Italy, Spain, Guam (United States Navy) work and life has taken Mauricio to over 75 countries.**

**Mauricio has three kids – Ethan (15), Elise (13), and Maya (10) and he is active in their school parent teacher organization.**

# Opening Remark

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# Intent vs. Impact

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**Intent**

(what you meant)

*vs.*

**Impact**

(how comment was received)



# 1<sup>st</sup> - A Change Agent knows..

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- ✱ **Change is upon us**
- ✱ **Everything is changing**
- ✱ **Status Quo – “Doing the same things we have always done and expecting better results is ludicrous, given everything is changing!”**
- ✱ **Status Quo is not an option – doing nothing differently is not an option**
- ✱ **What are we going to do differently given the change happening all around us?**
- ✱ **The only constant in our lives is change**



# Change Agent understands...

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Difference between ...

*Advocacy* – “is all about stating your case or making your point”

&

*Inquiry* – “rarer and more important than advocacy.” It happens when people ask questions to seek clarity about another person’s statement of advocacy.”

From – “The Advantage” by Patrick Lencioni



# A Change Agent

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**What does this mean?**



# A Change Agent

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- ❖ **Values, respects change, understands that change is inevitable**
- ❖ **Leads by Example – Role Model**
- ❖ **Is Inclusive – Transparent**
- ❖ **Mindful of biases, prejudices, SFPs – self aware**
- ❖ **Solves Problems**
- ❖ **Encourages collaboration, cooperation**
- ❖ **Facilitates change – a catalyst for change**





# To Affect Change

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- ★ **You first have to define your destination – “Future State”**
  - ◆ A Vision for your organization – a Diversity and Inclusion 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**
  - ◆ What is stopping this firm from becoming more diverse, inclusive, and a better firm (all go together)
- ★ **Devise a Strategy and Plan to get from Current to Future State**
  - ◆ Have metrics – measure progress & & execute!!

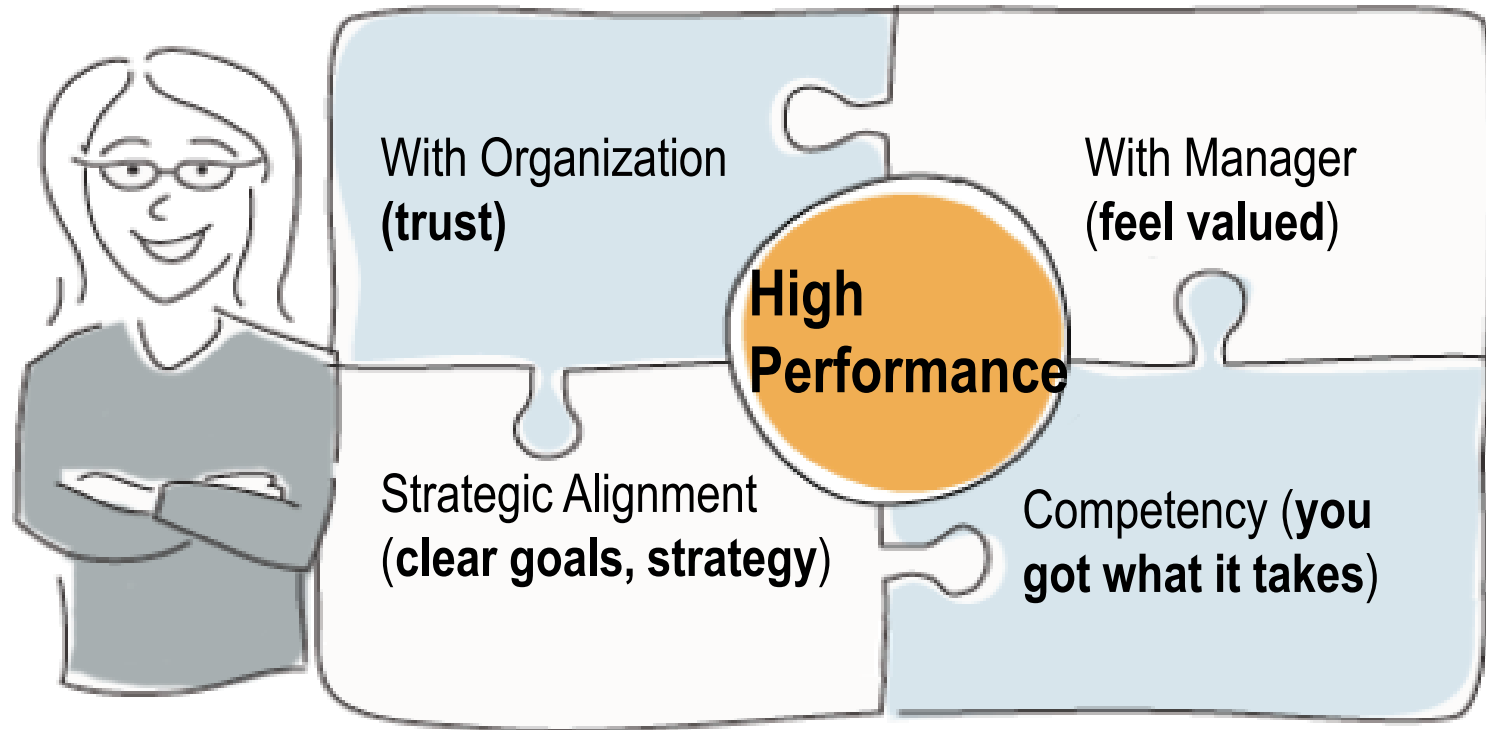


# What is the greatest ....

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- ★ **Obstacle we must overcome (to change)?**
- ★ **Barrier we must “break thru” to succeed?**

# A Change Agent Understands



custom  insight



# **A Critical Success Factor -Trust**

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**Without Trust Change is More Difficult**

**A Critical Success Factor – Trust**

**Trust facilitates change...**

**What is Trust?**



# Trust Defined

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**“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**



# Speed of Trust – Executive Overview

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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 community, for your kids, for your families and jobs, of course...

# Economics of Trust

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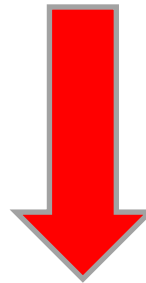
Quality of Task

Cost of Task

**High Trust  
Organization**



**Low Trust  
Organization**





# As Change Agents..

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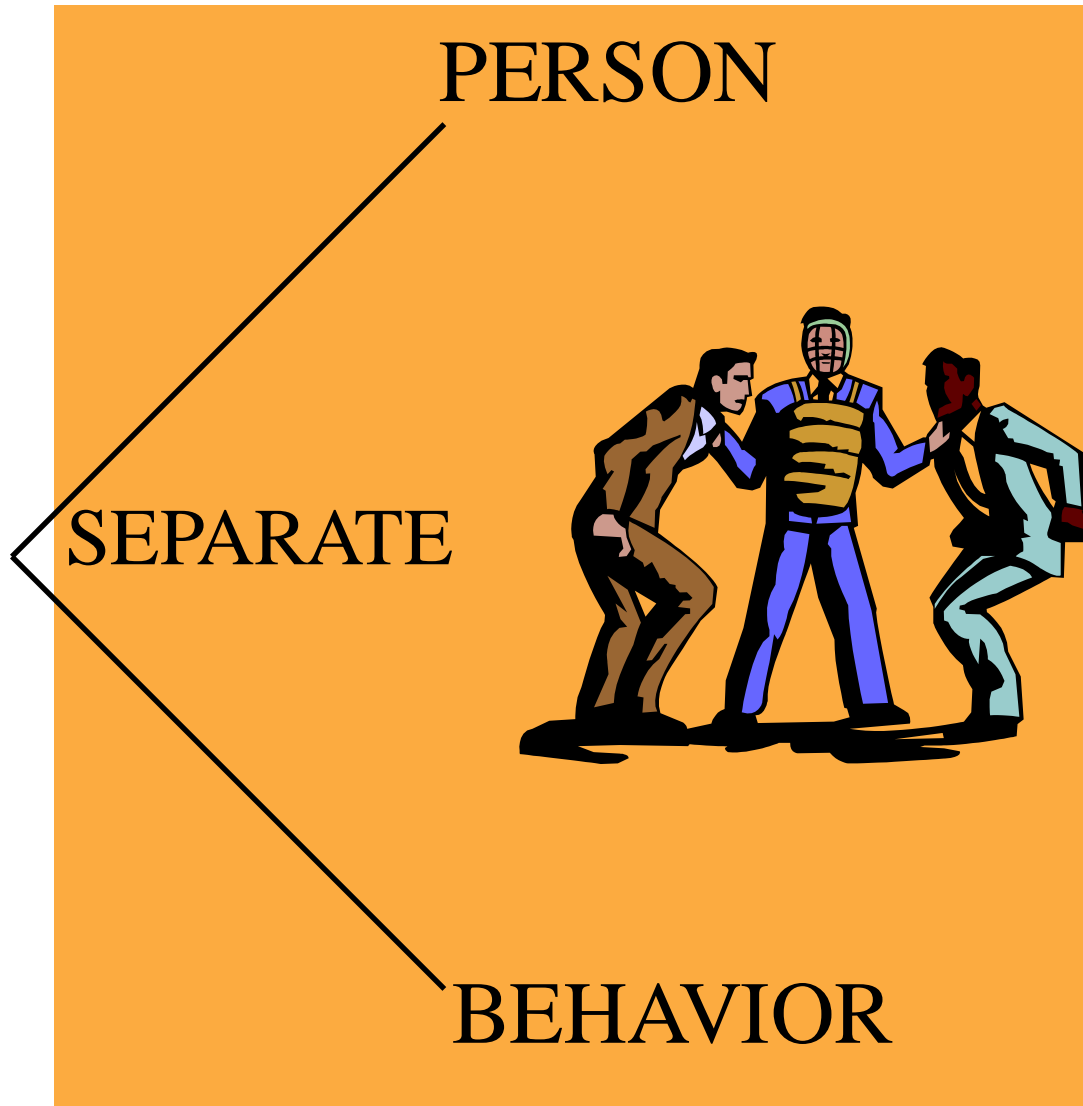
## 6 Questions We Ask... (Inquiring)

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?

*From “The Advantage” by Patrick Lencioni*



# Some Tools





# Start Message

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## *Start with a Positive*

**Please stop** \_\_\_\_\_  
(describe negative/unproductive behavior)

**Start** \_\_\_\_\_  
(describe new, more appropriate/positive behavior)

**Continue** \_\_\_\_\_  
(describe ongoing positive behavior)

## *End with a Positive*



# I-Statement

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*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)



# 2 Kinds of Behaviors

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## **PREFERS**

- **Promote respect**
- **Diversity friendly**
- **Inclusive**
- **Promotes trust**

## **NEVERS**

- **Disrespect**
- **Bias/prejudice**
- **Exclusive**
- **Undermine trust**



# A Short Course in Human Relations

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The **Seven** Most Important Words:

*“HOW CAN WE WORK TOGETHER MORE EFFECTIVELY?”*

The **Six** Most Important Words:

*“I ADMIT I MADE A MISTAKE”*

The **Five** Most Important Words:

*“YOU DID A GOOD JOB”*

The **Four** Most Important Words:

*“WHAT IS YOUR OPINION?”*



# A Short Course in Human Relations (cont.)

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The Three Most Important Words:  
“IF YOU PLEASE”

The Two Most Important Words:  
“THANK YOU”  
Or  
“I’M SORRY”

The One Most Important Word:  
“WE”

The Least Important Word:  
“I”

# 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...”



# Using Communication to Solve Problems

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## 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.”**



# Change Agent Understands



**Diversity –**  
*Value your differences*



**Inclusion –**  
*Include you*  
*Respect you*



**Engagement –**  
*How much you are into your job*



**Performance –**  
*You can perform at higher level*





# Action Plan

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- ✦ **How can I become, a role model for change?**
- ✦ **How can I use what I have learned in this class in my agency, my department, my family, and beyond?**



# Brought to you by...

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