



# How to Talk About Race, Class, and Injustice for

**AZ PRIMA September Web Seminar**

Presented by:

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# About Mauricio

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- **Earned a BA (Econ, Psych dbl major) from UVA, MBA from GWU (HRM)**
- **DEI Trainer, Strategist, Consultant**
- **Sexual and General Harassment Prevention Trainer**
- **Toxic Employee, Engagement, Civility trainer**
- **Executive Coach, Expert Witness**
- **State, city, town governments, National Police Foundation, CareSource, Major League Soccer, Vetsource, Kaiser Permanente, Williams & Connolly, NIST – in all sectors**
- **Trained in every state but ND, been to over 70 countries, lived abroad, over 1 million trained**
- **Married to Kelly with three children (Ethan, Elise and Maya) and Max our dog**



# Today's Session is about

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- **Being self-aware – what do you know about yourself**
- **Sizing up relationships with others – might have to improve**
- **Ensuring relationship can handle the most challenging conversations**
- **Trust – key ingredient, critical success factor**
- **Active Listening – are you a good listener, if you are going to ask the tough questions**
- **Being comfortable being uncomfortable – establishing ground rules**
- **Standing up for equity, fairness and standing against racism, injustice – calling people out, holding people accountable**



# My Mission Today

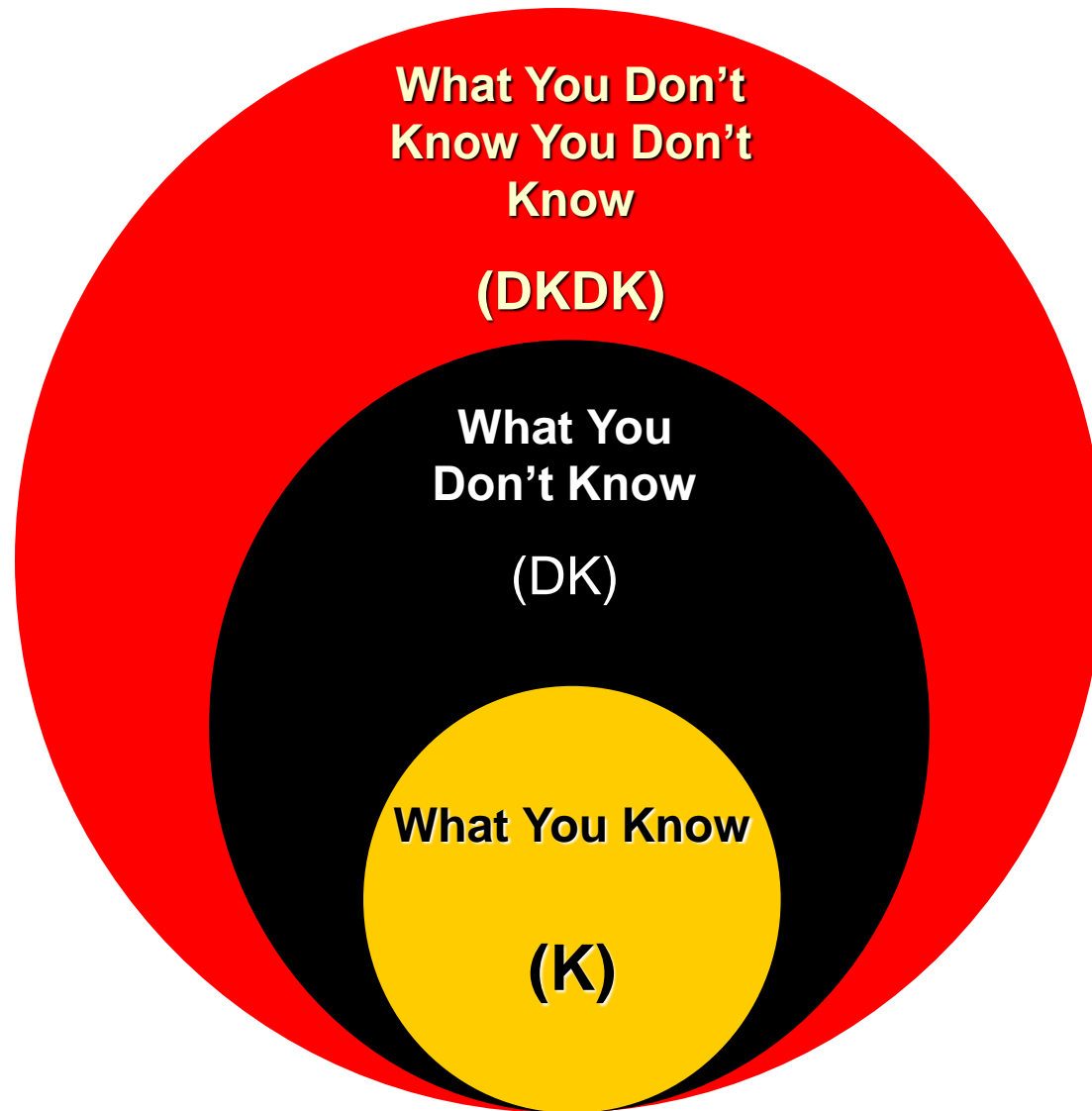
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- ✿ **Provoke Thought**
- ✿ **Facilitate Discussion and Learning**
- ✿ **Surprise You**
- ✿ **Entertain You**
- ✿ **Add Value**
- ✿ **Provide Subject Matter Expertise**
- ✿ **Present pertinent skills, tools, and tips**



# What You Know About Yourself, Other Person

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# Intent vs. Impact

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## **Intent**

(What you meant to say)

*vs.*

## **Impact**

(What you actually said/did)



# New Clients....

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**CEO/Leader Says in a Virtual Town Hall – “I don’t care about BLM – just do your job, focus on your work”**

**Another CEO/Leader – “My job is to bring shareholder return, not focus on BLM”**

**Another CEO/Leader – “I don’t want to talk about BLM – I don’t get involved in Politics”**



# Conversations around ...

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**.... Race, Class, Injustice, Discrimination and related conversations are very personal, very profound conversations steeped in history, long term emotions (sometimes anger, rage, sadness) so be sure you understand the relationship you have with this person.**

**“Before you “dive head first into the deep end check to see that the relationship water isn’t really shallow instead.”**

**“You also have to embrace the notion of being comfortable with being very uncomfortable. You will have to leave your comfort/safety zone. Difference between caring and probing intrusively.”** - MV





# What kind of relationship do you have?

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- No idea
- Stranger
- Acquaintance
- Colleague
- Friend
- Close friend, confidant
- One of my best friends
- You can't just ask out of the blue (first four) – “Hey what is it like to be \_\_\_\_\_?”
- Have you ever experienced \_\_\_\_\_?
- Do you think you have privilege?
- ❖ What is the defining characteristic of said relationship?

# What is Trust?

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# 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**





# How do we build trust?

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**I think you have to be authentic, genuine, vulnerable, sincere, and share of yourself first to build the relationship. I talk about family, life defining moments, real stuff.**

**What actions BUILD trust**

**Actions UNDERMINE trust**



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

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

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

*My favorite definition of Leadership - MV*



# Building Relationships – takes action

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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?”*





# Have relationship before difficult conversations

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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”



# How Do We Build Bridges?

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As professionals, when working with peers or clients, we need to convey we care about diversity issues, that we acknowledge they exist, and that we want to embrace them and understand them. Perception is power and we need to understand how others perceive us. What some call “optics” – how we look, how we come across.

**Express genuine sympathy and empathy.**

**Don't try to fake it!**

- ★ **“Tell me about yourself.”**
- ★ **“What don't I know about you?”**
- ★ **“What are your personal and professional goals?”**
- ★ **“How can we make this a better place for us both to work (creating and promoting an inclusive environment, one that is more productive and motivating for everyone)?”**
- ★ **“Help me understand how we can work together more effectively.”**
- ★ **“How can I help you to help me and this organization?”**



# How Do We Build Bridges? (cont.)

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## SHOW YOUR COMMITMENT.

- ★ **“I want to understand all of the issues, those above and below the surface.”**
  - ★ **“I want to understand everything that is going on here before I make a decision.”**
  - ★ **“Help me to understand, to help you.”**
- **Actively listen – Are you a good listener?**



# Checklist for Active Listeners

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- ★ **Do you paraphrase or rephrase what has been said before you respond? (“This is what I heard you say, is that correct?”)**
- ★ **Do you seek clarification? (“I’m sorry, I missed something. I’m not quite sure what you mean.”)**
- ★ **Do you open all meetings by setting ground rules? (Including one person speaks at a time and confidentiality.)**
- ★ **If you have meeting ground rules or a code of conduct, do you ever violate those rules? (Violating these rules will result in a breakdown of trust.)**
- ★ **Do you encourage everyone to participate? (“Has everyone spoken their mind?”)**
- ★ **Do you look at and make eye contact with your colleagues when they are talking to you?**
- ★ **Do you make every effort to understand the question from the questioner’s point of view? (Seek first to understand, then worry about being understood.)**



# Checklist for Active Listeners

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- ★ **Do you get caught up in thinking about your answer and then forget to listen to the question?**
- ★ **Do you seek an immediate response to run quick meetings? (Some people need time to process new information.)**
- ★ **Are you cognitive of the numerical imbalance in meetings? (# of men vs. # of women.)**
- ★ **Do you go around the table and address each person by name and give them an opportunity to speak? (“We haven’t heard from you yet, Jane.”)**
- ★ **Do you watch for body language and indicators that certain individuals want to participate but look frustrated because peers keep cutting them off?**
- ★ **Do you interrupt people or watch others interrupt people and not let them finish their communication? (“Oh yeah, I know what you mean and ...”)**
- ★ **Do you have meetings where few voices dominate the meeting? (Must seek balance.)**
- ★ **Do you remain neutral until all points of view have been presented? (“Before I make a decision, have I heard everyone’s point of view?”)**
- ★ **Do you balance participation between different styles?**



# If you trust each other

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- **Than you assume good intent**
- **This person has a good heart**
- **They mean well, they are trying**
- **I can “be myself and open up”**
- **“They will listen to me”**
- **With trust comes safety and a brave space**



# I also think we need some Ground Rules

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## GROUND RULES

- ❖ **This is uncomfortable for me and I hope you will let me make mistakes, I might be clumsy at times**
- ❖ **Please give me the benefit of the doubt**
- ❖ **My intent is to have an open mind and heart – not only hear you but truly listen, actively**
- ❖ **I want to learn from you, understand**
- ❖ **I hope this is a safe place, a brave place for you to be open and speak your mind – do we have that kind of relationship?**

*(convey sincere & genuine concern, empathy & compassion)*



# Having the conversation

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- **You are ready to have the conversation**
- **You have sized up your relationship with the person (safe or not)**
- **You have set some ground rules – rules of engagement or code of conduct**
- **Make sure you have time, protected – can't rush these kinds of conversations “hey I have another call in 5 minutes”.... “So can we wrap this up?” Ouch!**





# Ask and Then Affirm

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- **What is up? How are you? Really.**
- **What do you think about all that is going on?**
- **Are you ok? Curious what you are thinking?**
- **Anything I can do to help?**
  
- **What are some affirming behaviors that convey you care, you are listening? (Behaviors that prove your worthy intent is being acknowledged) – besides eye contact, nodding affirmatively.....**
- **What are some comments you might not want to say – turn off or even offend the person? Besides not judging... (telling other people how to feel)**



# 2 Kinds of Behaviors

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## **PREFERS**

- **Promote respect**
- **Diversity friendly**
- **Support Mission & Values**
- **Inclusive of difference**
- **We want to see (+)**
- **INCLUSIVE – Include**
- **Safe, encouraging**

## **NEVERS**

- **Disrespect**
- **Bias/prejudice**
- **Undermine Mission & Values**
- **Exclusive of difference**
- **We don't want to see (-)**
- **EXCLUSIVE – Exclude**
- **Unsafe, discouraging**



# 2 Kinds of Behaviors

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## PREFERS

- Paraphrase what they say (they know you are listening)
- Yes
- Tell me more
- Help me understand
- Black Lives Matter
- Eye contact, Nod
- Don't look at your phone, computer
- At end "Thanks for sharing"

## NEVERS

- Aren't you being a little dramatic
- Are you blowing this out of proportion
- No way, they did not happen (are you lying?)
- No All Lives Matter
- Break eye contact
- Look at your phone, watch, computer and you look "bothered"
- Yea whatever



# More comments

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**“You must be a \_\_\_\_\_ (insert political party)!”**

**“All Animals” “Get out the fire hoses!”**

**“I don’t see what you are talking about”**

**Just a lot of cursing, rage – anger is high**



**I believe....**

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**“Before You Can Understand  
‘Others’ – You Must  
Understand Yourself First”**

**- M. V.**



# The Winning Balance

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**So where do I stand? Where am I with respect to this topic? Respond to the questions below based on your behaviors.**

	<b>How often do I...</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Usually</b>	<b>Mostly</b>
1.	Challenge others privately when they make racially, ethnically, or sexually offensive comments?	1	2	3	4
2.	Challenge others publicly when they are making fun of others because of their race, gender, ethnic background, religion, appearance, disability, or sexual orientation?	1	2	3	4
3.	Think about the impact of my comments and actions before I speak?	1	2	3	4
4.	Refuse to tell jokes that are derogatory to any group, culture, or sex?	1	2	3	4
5.	Refrain from repeating statements or rumors that reinforce prejudice or bias?	1	2	3	4
6.	Avoid generalizing the behaviors or attitudes of one individual to an entire group (e.g.: “All blacks are...,” “All disabled people are...,” “All men are...,”)?	1	2	3	4



# The Winning Balance (cont.)

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	How often do I...	Rarely	Sometimes	Usually	Mostly
7.	Accept that I am a biased person and understand that there will be times when my biases will come out in my actions or words?	1	2	3	4
8.	Avoid using language that reinforces negative stereotypes (e.g.: “You’re acting like a pack of wild Indians,” “Jew them down,” “White of you,” “I’ll get my girl to do it”)?	1	2	3	4
9.	Learn about people of different races and groups (through reading, attending voluntary seminars, watching television specials, listening to speakers)?	1	2	3	4
10.	Get to know people of different races and groups and individuals (make the first effort to talk to them, invite them to socialize)?	1	2	3	4
11.	Support and take responsibility for helping my organization meet EEO/AA guidelines?	1	2	3	4
12.	Value people who are different from me as resources because of their unique skills, abilities, perspectives, and approaches?	1	2	3	4



# The Winning Balance (cont.)

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How often do I...	Rarely	Sometimes	Usually	Mostly
13. Work to change policies that disregard different cultural beliefs or religious holidays?	1	2	3	4
14. Challenge the notion that individuals need to act or look a certain way to be successful or valuable to the organization?	1	2	3	4
15. Forgive people who make biased statements about me or others and allow them to regain my trust and respect?	1	2	3	4
16. Include and invite people different from myself into the decision-making process?	1	2	3	4
17. Provide timely and honest feedback to others, including those different from myself, even if it feels risky?	1	2	3	4





# The Winning Balance (cont.)

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How often do I...	Rarely	Sometimes	Usually	Mostly
18. Share the formal and informal rules of my group with those different from myself?	1	2	3	4
19. Disregard physical characteristics (disability, attractiveness, height, weight, dress, etc.) when interacting with others and making decisions about their ability?	1	2	3	4
20. Support organizational policies regarding equal treatment by confronting people who violate those policies and reporting them if necessary?	1	2	3	4

Used with permission of Bureau of National Affairs, *The Winning Balance*.



# What Your Scores Tell You

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## **0 - 20 Naive**

Acts with no knowledge or awareness of biases and prejudice and their impact on others. What they don't know they don't know. This person has no clue as to the impact of their actions on others.

## **21 - 40 Perpetuator**

Aware of biases and prejudices, but continues behaviors and actions that reinforce and support stereotypes and intolerance. This person is aware of the impact of their actions on others, but continues with such behaviors nevertheless, "You can't teach an old dog new tricks."

## **41 - 59 Avoider**

Aware of biases and prejudices, but makes a conscious choice to ignore inappropriate behavior or withdraw from it. This person would rather turn and walk away than understand and address inappropriate behaviors or that bias that can appear or be misinterpreted as support. "If you are not part of the solution, you are part of the problem."



# What Your Scores Tell You

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## **60 - 75 IWE Change Agent**

Acts as a role model. Takes action when appropriate and addresses behaviors when important. IWE Change Agent will take risks and use the many tools available to him/her. IWE Change Agent will take peers aside and provide feedback and coaching with the intent to improve work relationships and personal productivity.

## **76 - 80 Fighter**

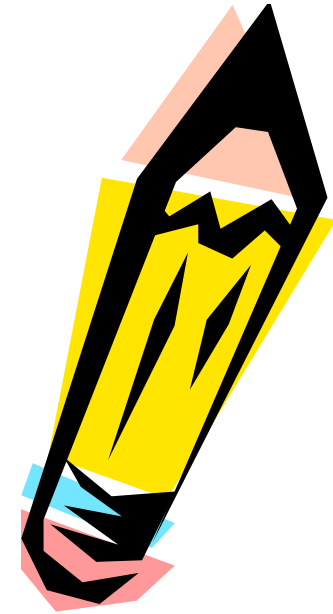
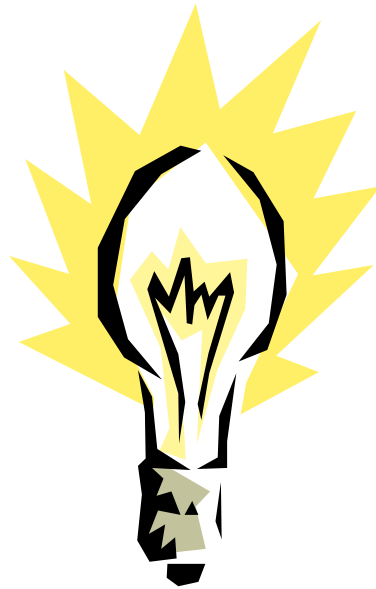
Attacks all actions and confronts all behaviors. Always on the lookout for injustice but is often too confrontational, sometimes in public settings. Although a very important role, too often these individuals are labeled as “troublemakers.” If you have this energy, this fervor, please consider the change agent approach to problem-solving and inclusivity.



# CHANGE AGENTS...

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Have these profound conversations all of the time.





# Now for skills and tools

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# Part of Building Relationships...

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✿ **“Ouch!”**

✿ **“Really?”**

✿ **“Come on now!”**

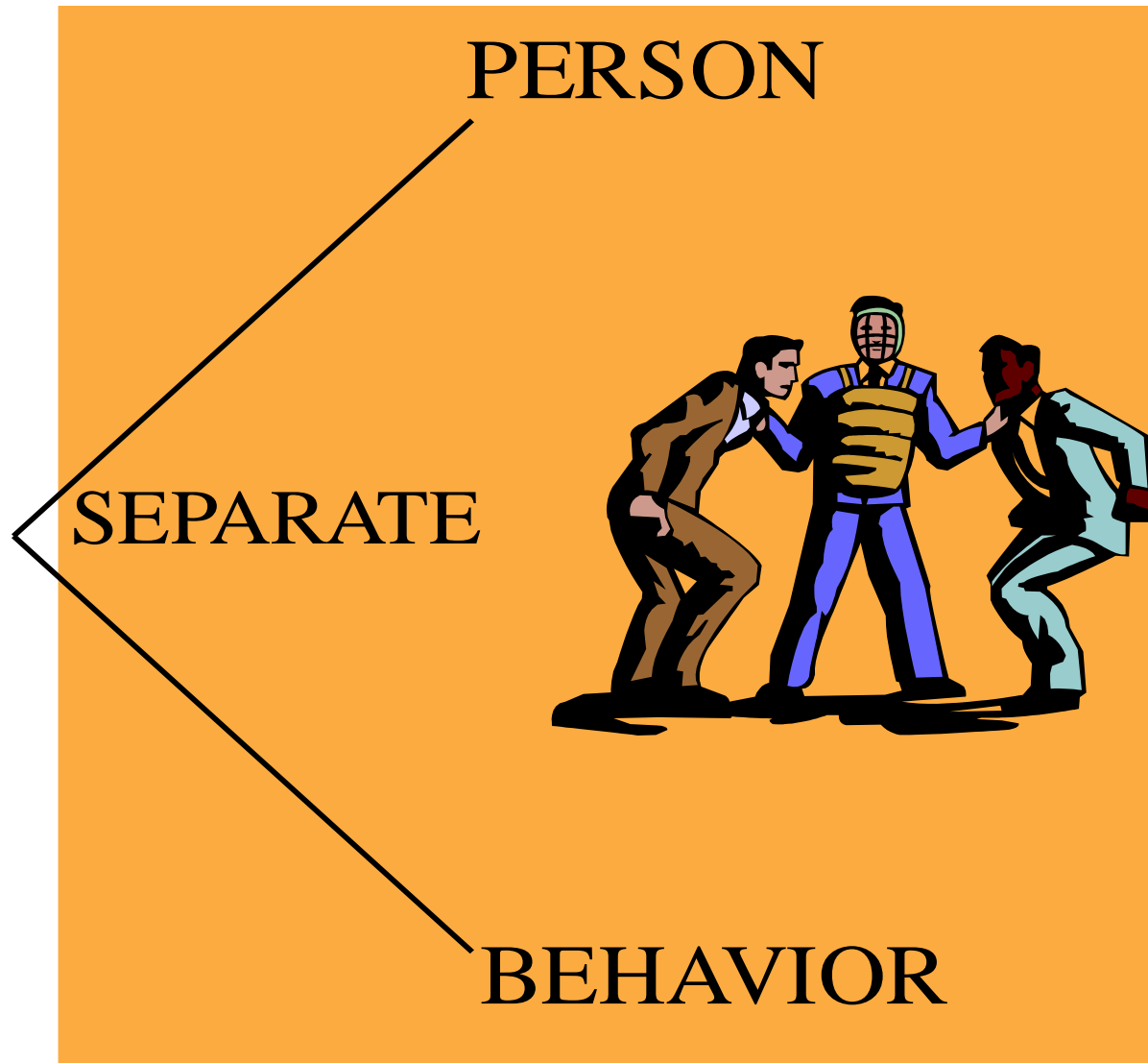
✿ **“Just repeat what they said.....”**

✿ **“How does that add value to what we are doing?”**

✿ **“How does that help us honor our mission?”**

**... Is standing up against negativity, injustice, and standing up for equity, fairness, and what others believe. In other words if I saw you not challenge racism of others while I was present, why should I talk to you about it? Trust not there.**

# Positive Behavior Intervention Approach





# Stop Start Message Tool

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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*



# Start w/ your own actions, those near you

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

# In a nutshell...



**In a civil,  
mutually  
respectful  
workplace**



**You feel  
included,  
welcome – trust  
is high**



**You are more  
engaged, more  
committed  
(same pay)**



**You perform at  
a higher level –  
you win,  
organization  
wins**





# Don't forget to Action Plan

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- ★ **What are you going to do with what you learned today?**
- ★ **What specific actions will you take?**
- ★ **Write it down or you will forget!**
- ★ **I am interested in your Commitment, Not Wishes or Promises – we often do not get to those**



# For more information...

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