



**Maintaining  
The Momentum  
Of Your Diversity Efforts**

Presented by:  
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President, CEO  
The Diversity Training Group



For Workforce Diversity Network  
**The Case for Diversity: It's  
Everybody's Business**



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**Meet Mauricio Velásquez, MBA**

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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 (listed with TASA). DTG just celebrated 10 years in business!**

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**I think it is difficult to know what you want! Hit or miss at best.**

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- ✱ **So I am going to ask you.**
- ✱ **If I am going to exceed your expectations I first need to know what they are!**
- ✱ **I am not comfortable telling – I think it is very important to listen first!**

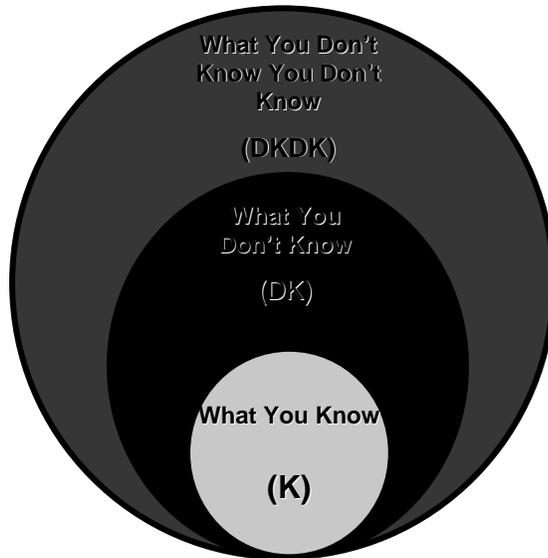


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## **About Momentum**

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## What Are Your Expectations?

- ✱ **What were you expecting from this presentation?**
- ✱ **What were you hoping to gain or get out of this session?**



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## Just a thought

**“I believe that hearing from your peers and colleagues in the room – will help you understand and gauge where you and your organization might be today (present state) and where you and your organization might want to go (vision/destination)”**

**- Mauricio Velásquez**



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Now that I have heard from you, let's get started

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**“You see, I think you need both an understanding of where you are today and where you want to be tomorrow – critical to understanding how to *Maintain The Diversity Momentum Within Your Organization.*”**

**- Mauricio Velásquez**



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**It is about journey and enjoying the ride!**

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**“This presentation is about the journey and making the most of it. It is about the process of trying to make your organization more inclusive by valuing the diversity of your internal and external customers.”**

**“The diversity journey is about getting from today to tomorrow”**

**“I love what you do, what you are trying to accomplish!”**

**“If you are not enjoying the ride, time to change what you are doing!”**

**“How lucky are we to be paid to do what we do?”**



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## What creates momentum?

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- ✿ What are you doing that needs a continued focus, constant attention, never losing your “eye on the prize” so to speak?
- ✿ What have you done to date that needs to be maintained, updated, reinvented?
- ✿ What does momentum imply?



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## When I am first engaged to help a client...

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1. The first question I ask is, “What have you accomplished to date?”
2. What actions have you taken?
3. What initiatives have you rolled out?



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## Diversity-related actions, results!!!!

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- ✱ New diversity-related.....
  - ◆ Accomplishments
  - ◆ Programs
  - ◆ Projects
  - ◆ Processes
  - ◆ All organizations need what I call the 3Ps –  
People, Passion and Purpose
  
- ✱ The next few slides are more specific!



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## Intent vs. Impact

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### **Intent**

(Too many firms mean well)

vs.

### **Impact**

(But they are not doing anything)



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## Momentum Creators

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These practices have been compiled from observing and participating in the successful implementation of hundreds of inclusivity initiatives.

- Do you have a workplace inclusivity strategic plan?
- Do you have formal policies and procedures in place for promoting your inclusive work environment?
- Have you made the business case for all of your diversity initiatives? Have you done your research; internal and external customer data (See article in this issue)?
- Do you have a workplace inclusivity/diversity advisory or steering committee (ad-hoc employee group)?
- Do you conduct structured group interviews for open management positions?
- Do you have a formal, fully-inclusive mentoring program?
- Are you attempting to diversify your recruiting pool while maintaining high standards?



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## Momentum Creators (cont.)

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- Are you conducting diversity training for managers, supervisors, and employees?
- Have you completed sexual harassment prevention training for all of your employees?
- Do you offer more advanced courses in gender communications, problem-solving, and conflict management for diverse employees?
- Have you developed an in-house diversity resource center complete with books, videos, newsletter, and other educational materials (like multicultural calendars) and made all of this available to your employees?
- Are you acknowledging and celebrating the diversity within your employment ranks before attempting to value and manage your diversity (events, activities, etc.)?
- What are you and your organization doing? What is working? Share your successes and what you have learned from your failures. Seek credit for your organization or submit anonymously. I guarantee confidentiality if you desire it.



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## What maintains momentum?

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What keeps your organization focused on your diversity-related efforts?



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## Momentum Maintainers

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- ✱ **Visible, supportive and fully-committed senior leadership**
- ✱ **Diversity strategy/plan developed & aligned with organization's strategic plan**
- ✱ **Internal and external communications improved**
- ✱ **Employee involvement and assessment**
- ✱ **Recruitment and retention activities improved**
- ✱ **Measurement, metrics and follow through emphasized**
- ✱ **Constant benchmarking and continuous improvement of diversity strategy and plan**



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## **More importantly, what kills “mo”?**

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## **Too many organizations.....**

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- 1. Do not celebrate their successes**
- 2. They are doing things but their own employees don't know about their diversity-related activities!**
- 3. Not to mention, your marketplace, your public, your customers don't have a clue what you are doing!**
- 4. Have results! Good or bad. Failures?  
Focus on Lessons Learned.**



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## More on what kills ‘mo’?

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- ✱ None or little internal or external communication
- ✱ No strategy or plan
- ✱ No interest in follow up or measurement
- ✱ Check the box, flavor of the month
- ✱ No link to strategic plan
- ✱ Only awareness based training – no skill or competency based training
- ✱ Diversity initiatives “come out of EEO/AA”
- ✱ No core values – anarchy or worse
- ✱ Core Values that we ignore or don’t apply



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## DTG’s Mission

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*To help organizations excel by managing and achieving their fullest through people and communities.*

### DTG Core Values:

Respect each other as individuals  
Support each other in our professional and personal lives to balance work/life  
Family first  
Have and show passion for the work  
Exceed the expectations of our clients  
Always be creative and innovative



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**Finally, be sure you don't allow the myths of diversity to "swamp the boat"**

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- ✱ **There will always be individuals and "powers" opposed to your diversity endeavors. There are myths that "feed the diversity backlash."**
- ✱ **Do not underestimate the "power of these diversity myths."**
- ✱ **In other words, don't "play into these myths."**
- ✱ **Don't allow these myths "to take hold."**



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**Diversity – What it is Not**

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- ✱ **Myth 1: Diversity is a problem. *No, it is an opportunity.* You can't understand and take advantage of something you don't know you don't know (something you don't understand). There is what you know and what you don't know. Diversity lies for many people beyond what you don't know in an area I will call *what you don't know you don't know* (what some people call the unknown; you may be "clueless").**
- ✱ **Myth 2: Diversity is our Human Resource Department's responsibility. *No, it is my responsibility.* Too many people tell me "that's not my problem; our personnel people have to handle the diversity issues." Wrong. We all (employees, supervisors, managers) play a significant role. As I partner with my clients, we address and define these roles together.**



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## Diversity – What it is Not

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- ✱ Myth 3: Diversity is just about race and gender. *No, it is much broader than that. It used to be called cultural diversity but the conversation has become more inclusive. Please see Myth 4.*
- ✱ Myth 4: Diversity is about minorities and women in the workplace. *No, diversity is about your internal (employees) and external (prospective clients) customers. Understanding the diversity in your employee and customer ranks and anticipating their needs can make or break your company (most likely break if you subscribe to this myth). Multicultural marketing is a very hot field and a relatively recent development.*



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## Diversity – What it is Not

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- ✱ Myth 5: Diversity is about exclusivity. *No, it is about inclusivity. In other words, diversity is about all of us. If you feel diversity is about attacking the white male, you are mistaken, and the class you went through was poorly facilitated. Diversity is not about getting “them” into your corporate culture (assimilation). Diversity is about creating a culture where everyone (each individual) can thrive and contribute to your organization (integration/ multiculturalism) and understand and serve your increasingly diverse customers.*



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## Diversity – What it is Not

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Myth 6: Diversity is just another fad. **If you think it is, good luck. Look at your workforce today and compare it with five and ten years ago and try to consider five and ten years into the future. Do the same analyses for your customer base. Have you seen the demographic projections for the future? It will blow your socks off.**



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## Diversity – What it is Not

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Myth 7: Diversity is another version of Equal Employment Opportunity/Affirmative Action. ***No, it is very different from EEO/AA. Diversity concerns all of your employees and your customers and is all-inclusive. Minorities and women are context for EEO/AA: Major differences between EEO/AA and Diversity are:***

- EEO/AA is government-initiated while Diversity is voluntary and company-driven.
- EEO/AA is also legally-driven while Diversity is productivity-driven. EEO/AA is quantitative and Diversity is qualitative.
- EEO/AA is problem focused whereas Diversity focuses on opportunities.
- EEO/AA assumes assimilation among its participants but Diversity assumes integration.
- EEO/AA has a strictly internal focus where Diversity focuses on internal and external issues.
- EEO/AA is reactive but Diversity is proactive.



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## \* DEFINITION OF A DIVERSITY ISSUE

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### You have a diversity (inclusive workplace) issue...

- ✱ When an issue (i.e. policy or business practice – formal, informal, internal or external) has a **different impact on a particular group**  
(for example, impact on men vs. women, black vs. white, American vs. foreigner, urban vs. rural – mentoring, training, assignments, etc.)
- ✱ When it **happens more frequently** to a particular group  
(for example, different groups have dramatically different “numbers” – turnover, terminations, promotions, few or no role models)
- ✱ When it is **more difficult for one group to overcome** (upward mobility for a particular group within an organization)  
(for example, “glass or concrete ceilings)



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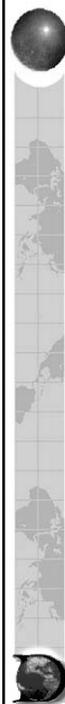
## Questions and Answers?

Anything goes...!

Fire away please !



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## **FOR MORE INFORMATION**

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