



Your Allyship Team

Author

Phillip Masuwa

Pronouns: (He, Him, His)

Senior Primary Care Programme Lead Midlands Leadership
and Lifelong Learning

NHS England/NHS Improvement

T: 07900715341

E: phillip.masuwa@nhs.net

Co-Author

Monica Sharma

Pronouns: (She/Her)

NHS England/NHS Improvement
Inclusion Innovator

T: 07713796042

E: monicasharma@nhs.net

Acknowledgements:

Midlands Leadership & Lifelong Learning
Team

Leslie Cove

Clare Price-Dowd

Zoanne Garner

Contents Page



1. Your Allyship Team
2. Contents Page
3. Why being diverse and inclusive is good?
3. Glossary
4. Glossary cont....
5. Simple guide to ALLYSHIP
6. What is an ally?
7. What is an ally?
8. Essential Videos About Allyship and Why Allyship is Important
9. Role of Allyship
10. Advocacy in Action - BAME
11. Advocacy in Action - Disability
12. Advocacy in Action – LGBTQ+
13. Advocacy in Action - European
14. Advocacy in Action – Christianity
15. Generic religion
16. Advocacy in Action – Judaism
17. Advocacy in Action – Islam
18. Understanding Privilege
19. Understanding your privileges
20. The Cycle Of Oppression
21. Questions to ask yourself
22. Different type of ALLYSHIP
23. Champions
24. How to Act as a Champion
25. Micro-aggressions
26. How to Act as a Micro- support
27. The intervener or advocate
28. How to Act as a intervener or advocate
29. Academics and researcher
30. How to Act as a Academics and researcher
31. Sponsorship
32. How to Act as a sponsor
33. Freedom to speak up guardian
34. How to Act as a freedom speak up guardian
35. Mentoring and coaching
36. How to Act as mentor and coach
37. To explore allyship further
38. Books to further explore some BAME issues
39. Reference
40. Reference cont....

Why being diverse and inclusive is good?



Variety of different perspectives

Increased creativity

Higher innovation

Faster problem-solving

Better decision making

Increased profits

Higher employee engagement

Reduced employee turnover

Better company reputation

Improved hiring results

Making people feel equal to their colleagues

A good feeling of Equality' in the workplace

Ally an action, not an identity. Members of the advantaged group who recognise their privilege and work in solidarity with oppressed groups to dismantle the systems of oppressions from which they derive power, privilege and acceptance. Allied behaviour means taking intentional, overt and consistent responsibility for the changes we know are needed in our society, and does so in a way that facilitates the empowerment of persons targeted by oppression. Allies understand that it is in their own interest to end all forms of oppression, even those from which they may benefit in concrete ways. The ally framework also implies that one does not feel directly implicated by the oppression.

Culture a social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviours and styles of communication.

Discrimination the unequal treatment of various groups and individuals based on race, gender, social class, sexual orientation, physical ability, religion and other categories

Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognises everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term "diversity" is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values

Gender denotes a social, cultural, or psychological condition, as opposed to that of biological sex. Some people do not have a gender identity that corresponds to their biological sex. Sometimes these individuals will identify as transgender, transsexual, intersexed and or genderqueer

Implicit Bias also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behaviour that diverges from the explicit attitudes that many people profess.

Inclusion authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Indigenous populations are composed of the existing descendants of the peoples who inhabited the present territory of a country wholly or partially at the time when persons of a different culture or ethnic origin arrived there from other parts of the world, overcame them, by conquest, settlement or other means and reduced them to a non-dominant or colonial condition; who today live more in conformity with their particular social, economic and cultural customs and traditions than with the institutions of the country of which they now form part, under a state structure which incorporates mainly national, social and cultural characteristics of other segments of the population which are predominant.

Individual or internalised racism lies within individuals. These are private manifestations of racism that reside inside the individual. Examples include prejudice, xenophobia, internalised oppression and privilege, and beliefs about race influenced by the dominant culture

Intersectionality the concept and reality that it is not enough to take on one kind of oppression without acknowledging other kinds of oppression (and privilege) that interlock and fuel one another. Originated by Patricia Hill Collins and Kimberlé Crenshaw to explain the experience of women of colour in an anti-discrimination case in which references to women were assumed to be white, and references to was gendered as male. Anoushka Shankar - Ravi Shankar's daughter is an amazing case study of intersectionality and unusual privilege given she's the only sitar player in London who is female and her name vs being female /of colour she also campaigns for female musicians

Micro-aggressions brief, everyday (and often unconscious) slights, insults, indignities and denigrating messages sent to oppressed identities by well-intentioned privileged identities who are unaware of the hidden messages being communicated.

Oppression systematic, institutional, individual (and often unconscious and/or internalised) domination, devaluing, disadvantaging, targeting or marginalising of one social identity in contrast to a more powerful social identity for the social, economic and political benefit of the more powerful group. Prejudice plus power.

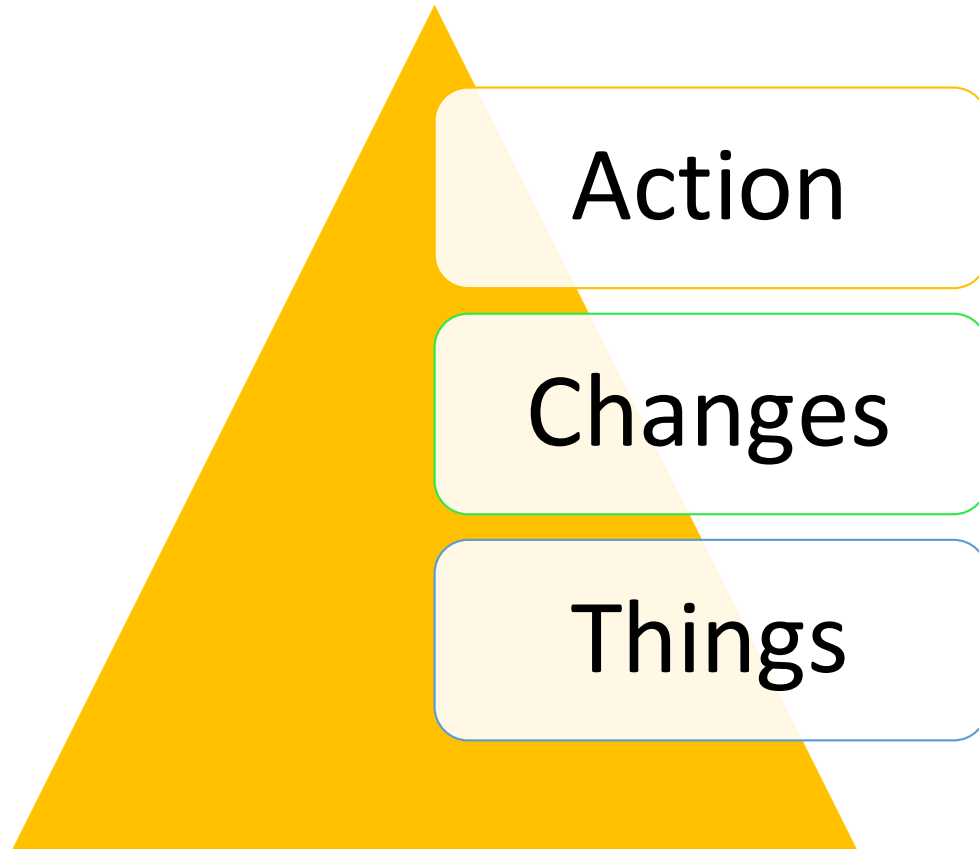
Privilege systematic favouring, valuing, validating and advantaging of certain social identities at the expense of others. Often in the form of basic human rights denied to some based on identity. This can range from visible (professional opportunities) to subtle (setting the "norm" against which others are judged). In the US, privileged identities include US Citizen, male, white (i.e. European ancestry, settler), affluent/financially secure, heterosexual, cis-gendered, thin, able-bodied and Christian).

Racial Justice is the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all

Structural Racism in the is the normalisation and legitimisation of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage whites while producing cumulative and chronic adverse outcomes for people of BAME. It is a system of hierarchy and inequity, primarily characterised by white supremacy – the preferential treatment, privilege and power for white people at the expense of Black, Latino, Asian, Pacific Islander, Native American, Arab and other racially oppressed people

White Privilege: refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.

Simple guide to ALLYSHIP



Being an ally is important and hard work, it requires dedication, mindfulness, and courage

What is an Ally?



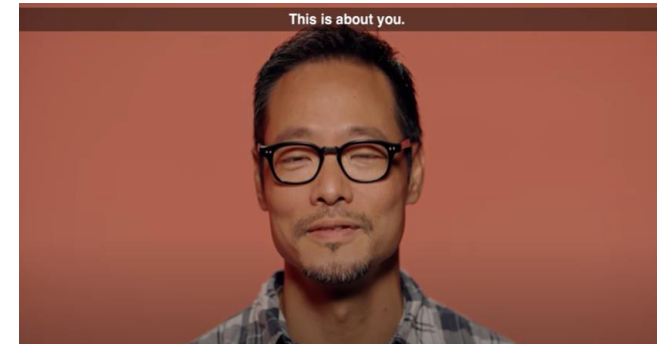
- **An ally is any person that actively promotes and aspires to advance the culture of inclusion through intentional, positive and conscious efforts that benefit people as a whole**
- **Everyone has the ability to be an ally as privilege is intersectional - white women can be actionable allies to people of colour, men can be allies to women, cis people can be allies to members of the LGBTQ+ community, able-bodied people can be allies to those with different abilities, economically privileged people can be allies to those who are not and so on.**
- **Being an ally doesn't necessarily mean you fully understand what it feels like to be oppressed. It means you're taking on the struggle for justice and equality as your own.**
- **As an ally, you want to understand how you can help dismantle inequalities alongside those that face unjust systems.**

Essential Videos About Allyship and Why Allyship is Important

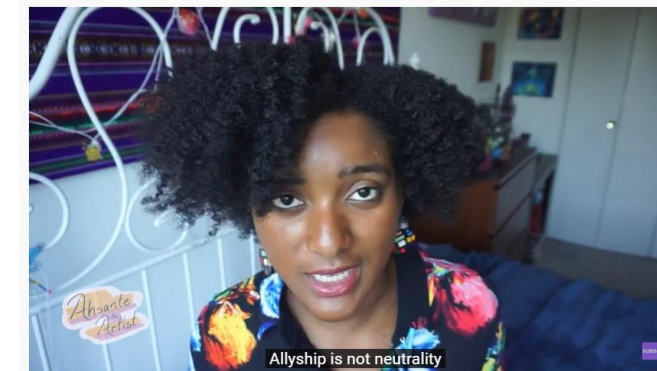
<https://www.youtube.com/watch?v=0hJknn4NVBY>
Netflix Culture: Allyship

https://www.youtube.com/watch?v=hmN1_Bsb0FE
What is Allyship and Why is Allyship Important?

<https://www.youtube.com/watch?v=q7EIX4GFQpl&t=14s>
How to Be a Good Ally - Identity, Privilege, Resistance | Ahsante the Artist



What is Allyship and Why is Allyship Important?



How to Be a Good Ally - Identity, Privilege, Resistance | Ahsante the Artist

Role of Allyship

Being able to listen, self-reflect and change. Shining a spotlight on those whose voices are often unheard.

Directing questions about specific or technical topics to staff with expertise instead of answering themselves

Recognising your own privilege and power and using that privilege to lift others up.

Being aware of implicit biases you might have.

Supporting the group, you're allying by letting them speak for themselves whenever possible.

Not expecting special recognition for being an ally, and not taking credit for the ideas of the marginalised group.

Refusing to be silent when there is injustice. Talking about the uncomfortable and calling out racism and microaggressions.

An ally supports and amplifies the voice of those who are underrepresented and uses their comparative privilege to do so.

An ally will help to lift others up by being their advocate.

An ally will share opportunities for the growth and development of others.

An ally understands and calls out inappropriate actions and language.

An ally recognises systematic inequalities and seeks to address them with both actions and words

An ally researches to learn more about the history of the struggle in which you are participating

An ally talks to their inner Circles of friends, relatives, immediate family and colleagues about knowledge they have learnt.

A lifelong process of building relationships based on trust, consistency and accountability

An ally is strategic in their activism, using institutional power to change structures and systems.

Advocacy in Action - BAME



Acts as a champion – be a champion and advocate for someone from an BAME background to support their career growth

Actively **listen** and **advocate**- seek out a variety of diverse voices and listen to understand. I ensure that events organised by NHSE/I are inclusive of all team members. I promote a workplace where people feel valued, feel safe to be their authentic selves at work, and have a sense of belonging of their teams. I speak up when I notice an racism comments or assumption being made about colleagues needs , work, interest competencies or appearance.

Use **inclusive language**- be aware of gendered terms and use of language that embraces all people

Workforce and culture- **build and promote** an inclusive environment that fosters collaboration., teamwork and innovation

Business integration - ensure that diversity and inclusion is embedded into the way we do business



Metric and accountability establish effective policies, systems, process and measures to drive accountability and tack progress

Learn – I engage in dialogue to understand different perceptive and experience from my BAME colleagues. I acknowledge when I make mis take , apologies and strive to do better next time. I take advantage of NHSEI resources provided to me and I use my own observational/facts-finding skills to seek out resources to educate myself.

Work to **change the system** wide problems that may be root causes of equality and oppression

Lead and hold **people accountable** – leaders drive the culture so decide what metrics model to use. Commit at the top to create an inclusive workplace that holds managers accountable.

Train managers – research shows that front-line managers have a significant impact.

Advocacy in Action - Disability



For example, instead of saying 'my friend is disabled and confined to a wheelchair, Phillip, is coming to the party' say 'my friend Monica is coming to the party and she uses a wheelchair' that fact could be relevant with regards to the venue being accessible. Small changes in wording and phrasing can make a big difference when it comes to inclusivity. Saying someone 'suffers with disability' or is 'confined to a wheelchair' implies that disability is a burden that prevents them from living a whole and fulfilling life. A disability is a part of someone's identity but it's not a bad thing and it doesn't define them, and negative language can paint disabled people as victims.



- Be aware of your privilege
- Don't define people by their disabilities
- Don't label people with a disability as 'inspiring' just for living with their disability
- Don't police people based on the facilities they do or don't use or whether they use them consistently
- Practice accountability
- Listen, support, self-reflect & change.
- Share our content, lift our voices but don't speak

Advocacy in Action – LGBTQ+



For the lesbian, gay, bisexual transgender and queer (LGBTQ+) groups, an ally is any person who supports and stands up for the rights of the LGBTQ+ community. Allies have been involved in almost all movements for social change, and allies can make a significant contribution to the LGBTQ+ rights movement. It is important for allies to demonstrate that the LGBTQ+ community are not alone as they work to improve work climate, and to take a stand in places where it might not be safe for LGBTQ+ people to be out or visible. Any staff, BAME or non-LGBTQ+, can be an ally to LGBTQ+.



Check Yourself: Understanding Your Own Beliefs

- If someone were to come out to you as LGBTQ+, what would your first thought be?
- How would you feel if your child came out to you as LGBTQ+? How would you feel if your mother, father or sibling came out to you as LGBTQ+?
- Would you go to a physician whom you thought was LGBTQ+ if they were of a different gender than you? What if they were the same gender as you?
- Have you ever been to an LGBTQ+ social event, march or worship service? Why or why not?
- Can you think of three historical figures that were lesbian, gay or bisexual?
- Can you think of three historical figures who were transgender?
- Have you ever laughed at or made a joke at the expense of LGBTQ+ people?
- Have you ever stood up for an LGBTQ+ person being harassed? Why or why not?
- If you do not identify as LGBTQ+, how would you feel if people thought you were LGBTQ+?



Ask yourself

Have you seen examples of anti-LGBTQ+ name-calling, bullying or harassment in your team?

How are staff affected by anti-LGBTQ+ bias at your work?

Did you see anti-LGBTQ+ bias in work when you were an employee? How did it affect you?

Be a listener.

Be open-minded.

Be willing to talk.

Be inclusive and invite LGBT friends to hang out with your friends and family.

Don't assume that all your friends and co-workers are straight. Someone close to you could be looking for support in their coming-out process. Not making assumptions will give them the space they need.

Anti-LGBT comments and jokes are harmful. Let your friends, family and co-workers know that you find them offensive.

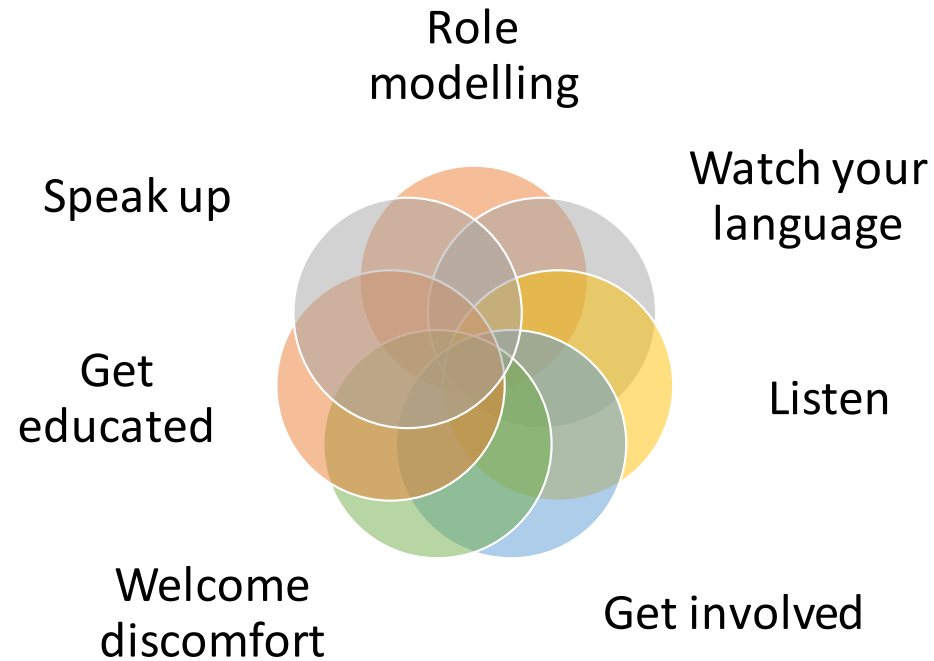
Confront your own prejudices and bias, even if it is uncomfortable to do so.

Defend your LGBT friends against discrimination.

Believe that all people, regardless of gender identity and sexual orientation, should be treated with dignity and respect.

If you see LGBT people being misrepresented in the media

Advocacy in Action - European



Europe is diverse but the people in power are not.

Approximately 10% of Europeans are from an ethnic minority background, which equates to around 50 million people. There are only 28 MEPs representing those with the same backgrounds - out of 705 overall. Brexit has made matters even worse, further reducing the diversity of the EU Parliament

We need to talk about racism. And we need to act. It is always possible to change direction if there is a will to do so. I am glad to live in a society that condemns racism. But we should not stop there. The motto of our European Union is: 'United in diversity'. Our task is to live up to these words, and to fulfil their meaning.

Advocacy in Action - Christianity



A good ally uses their influence, their time, and their means to help assist more marginalised members of their community. This may **entail unpacking racism** in the ally's own community. A good ally responds to the needs of more marginalised members of their community.

A good ally recognises power **inequalities and privileges** in his/her interactions and seeks to mitigate their effects. Privilege and power inequalities distorts our ability to empathise with those we see as less powerful, and this is especially the case when there is a clash of interests in a situation. Anti-racism work requires **constant self evaluation**. In our efforts to help others who are more marginalized, we have to guard ourselves against arrogance and self-righteousness. Good allies are careful to not put into place the same power dynamics of the institutions we criticise.

A good **ally recognises his/her advantages** in life. Asserting that you are not privileged is one sure way to inflict emotional harm to others who are more marginalised. A protecting friend will avoid erasing the experiences of those who have been disenfranchised by levelling socio-economic differences, or denying advantages of access to cultural capital (language including Arabic) or support from social and ethnic networks.

A good ally will not put an undue **burden upon more marginalised members** of their community. This means that they do not expect more marginalised groups to do the heavy lifting in tackling anti-racism. Being a good ally requires paying attention to whether marginalised groups are bending over backwards to accommodate fears of offending an influential ally.

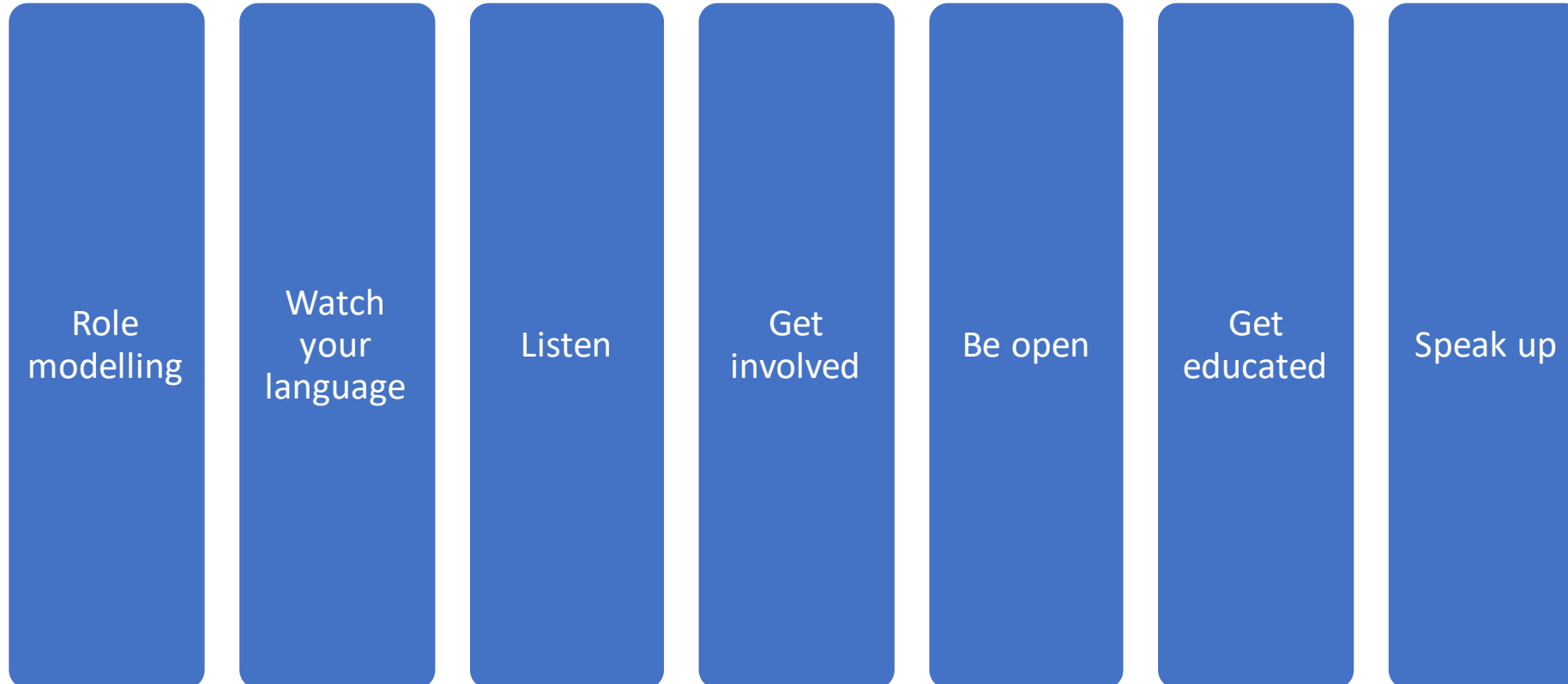
Use Inclusive Language

Be willing to say "I'm Sorry" and learn

Remember who should be at the centre of the conversation

Speak up

Generic religion



Advocacy in Action – Judaism



Ideas for Taking Action

Ask: What can we do to help? What actions might make a difference?

- Consider how you can be an ally if you see someone who is Hebrew being targeted either in your school, community or online.
- Educate others about what is happening around the recent increase of anti-Hebrew bigotry and scapegoating by talking to others, sharing information on social media or helping to organise an education forum in your school.
- Learn more about the bias faced by people who are Hebrew and write an article in your school or local newspaper with your thoughts and possible solutions.

Questions to Dig Deeper

- Where do you think the myths and stereotypes about Hebrew people come from?
- What is one thing you can do to be an ally to a Hebrew person who is being targeted?
- How can we prevent stereotypes from taking hold?

Video – Forging interfaith solutions

<https://youtu.be/pQ4ONYnD6OE>

Advocacy in Action - Islam



A good ally listens and changes his/her behaviour in order to not inflict harm. When a less privileged member of your community makes an observation about your behaviour you may respond emotionally or intellectually.

Challenges facing the Muslim community:

- Stereotyping: terrorist /groomers - under constant media pressure and scrutiny “us and them” and “the enemy within”
 - Facing high unemployment and lack of Muslims at a senior decision/policy making level
 - Living in the most deprived areas
 - Facing poor health conditions and hate crimes (racism including Islamophobia)
 - Young population but feeling isolated, lack of belonging and identity: British, Pakistanis, Bangladeshis, Kashmiris, Indian, Arabs?
 - Criminal Justice – stop and search and harsher penalties - prison population
- Stop talking and listen
 - Use your voice to prevent hate
 - Support the work of Islam



Ways to Be an Ally to Muslim Women

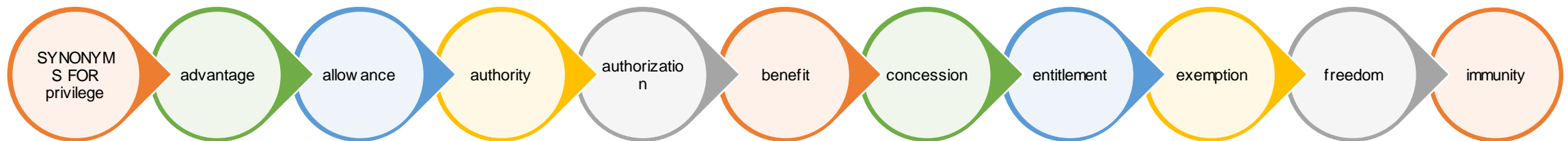
https://www.youtube.com/watch?v=zNW3w3_74hA

Understanding Privilege



What does it mean to have privilege?

- It is defined as “unearned access to resources (social power) only readily available to some people as a result of their **advantaged social group** membership”.
- Determining who has privilege or disadvantage is complex because cultural, social, and historical changes affect which groups are privileged and which groups are not.
- Some may pass as members of an advantaged group: - For example, some people may change their names to protect themselves from discrimination.
- Some may be given privileged because they are assumed to be members of an advantaged group. - For example: a bisexual person in a heterosexual relationship may be assumed to be heterosexual and thus treated differently.



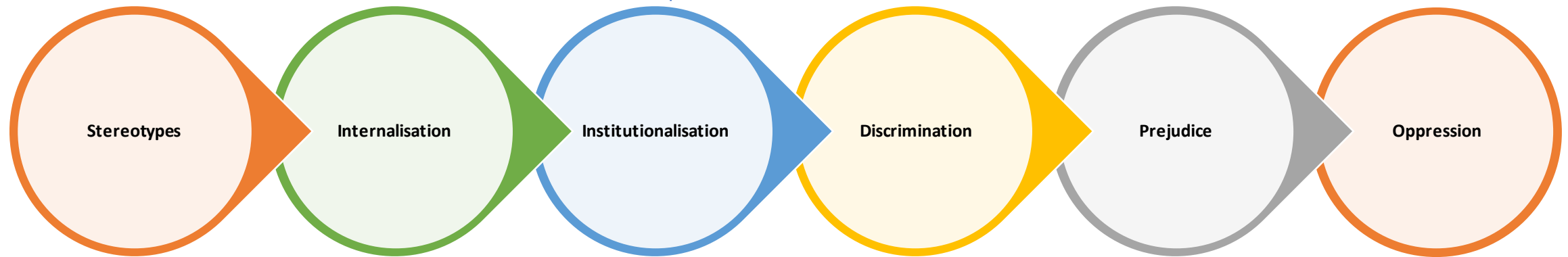
Understand your privileges



- Typically, allies come from groups that already enjoy many advantages that under-represented groups do not automatically receive. Parts, if not all, of their identity are reinforced and supported by **the processes, norms and cultures** that surround them – this if positive, could be privilege. To be an effective ally means to understand the privileges you have and what those in oppressed groups do not. Understanding what that oppression is – and its impact – is vital in order to challenge it.
- As an ally, you should reflect on all the unearned benefits your privilege has given you and understand how each has affected the various aspects of your lives. Doing this work will highlight what others have missing from their own lived experiences – and what they have to overcome to reach the same level. Active allies find ways to make their privilege work for others – wielding it to advance those individuals and champion their cause.

The Cycle Of Oppression

What is the core that keeps us in this cycle?



•Beliefs about attributes that are thought to characteristic of all members of a particular group Where do we get these stereotypes?

•To take in and make an integral part if one's attitudes or beliefs

•To make part of a structured and usually well-established system

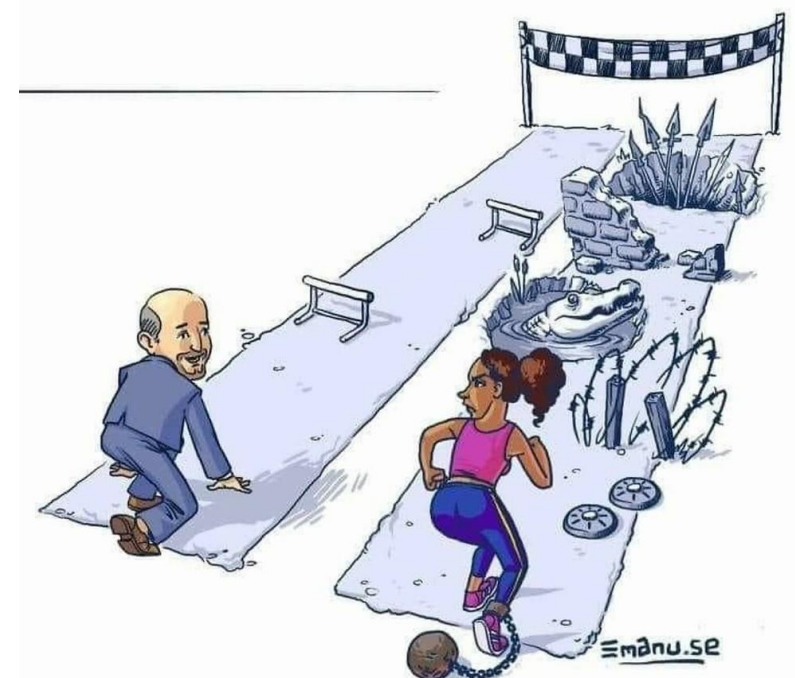
•Actual negative or positive actions or treatment towards members of a particular group based on their membership of that group

•A negative or positive (usually negative) attitude or affective response toward a certain group and its individual members What is the core that keeps us in this cycle? How do we break this cycle?

•describes policies, practices, norms, and traditions that systemically exploit one social group (the target group) by another (the dominant group) for the dominant groups' benefit. Who is benefitting?


How do we break this cycle?

Privilege is when you think something is not a problem because it is not a problem for you personally



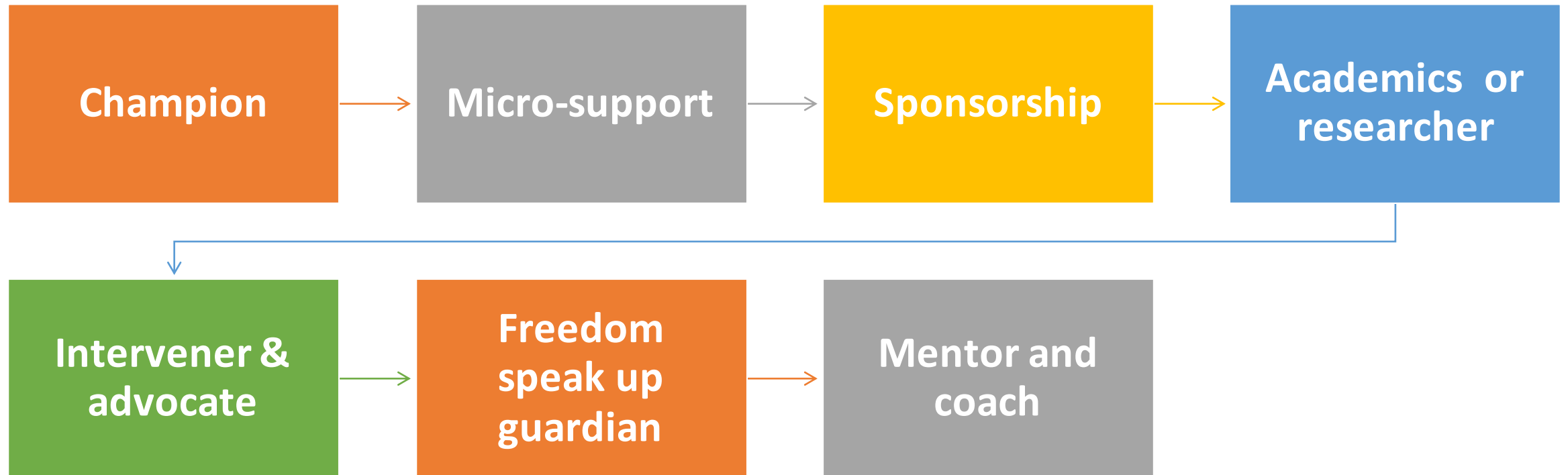
“What’s the matter?
It’s the same distance!”

Questions to ask yourself



In meetings, who is sitting next to you?
Who is missing?
Who could be sitting next to you?
Do you understand the experience of others, especially those who don't look or sound like you?
What are you doing to help people succeed?
Do you use inclusive language?
Do you call out inappropriate behaviour?

Different type of ALLYSHIP



Champions



Champions ensure that under-represented voices are heard, valued and respected. This can be in many ways, such as recommending women and people of colour for speaking opportunities, or sitting in on a meeting or projects that they wouldn't have been involved in, and referring to them when you are asked help answer a question or find a solution to a problem.

They highlight the contributions of others and use platforms to communicate the needs of others – in this instance, they really are the ones who shout the loudest.



How to Act as a Champion



Do not let a good idea go unnoticed – they repeat it, credit the source and share it to those in positions of influence or power. e.g. “I think Iman’s approach to entering into this new marketplace is excellent.”

Direct questions about specific or technical topics to employees with subject-matter expertise instead of answering them yourself.

Advocate for more women, people of BAME, and members of other underrepresented groups as keynote speakers and panellists.

Set ground rules for various communication channels and platforms to ensure everyone’s voices are equally heard

Think of members of an under-represented group to contribute to high-profile events and interactions – they get their voice into meetings, calls, newsletters, panels, soundbites and other points of visibility

Defer to the subject matter expert when relevant questions are fielded, instead of answering themselves

Have an inclusion rider for any conference, panel event or speaking opportunity that advocates for and advances the representation of non-dominant groups

Sit out of a high-profile event in favour of an equally capable but often overlooked member of an under-represented group

Micro-aggressions



Microaggressions are small behaviours which happen every day, but have a cumulative impact on the individual experiencing them. They create a toxic workplace culture and undermine an organisation's commitments to fairness and opportunity. It's often not about an individual who fails—it's the culture around them which fails them.



These behaviours have an impact on underrepresented people, the workplace culture, and the creativity and innovation of the company. Speak up and call things out. Passive silence can often turn out to be active complicity. Supporters are trusted confidants for members of a non-dominant group to share their perspectives, fears, joys and concerns. They create a security blanket of trust and support where individuals feel heard, respected and safe.



How to Act as a Micro- support



Never question the lived experience of others and instead assume reality and truth in what they are told

Show interest through open questions and stop themselves from self-disclosing – their experience may be valid but it's not the same

Simply listen, acknowledge and thank the other person for sharing

When someone proposes a good idea, repeat it and give them credit. For example: "I agree with Phillip's recommendation for improving our net promoter score."

Create a code of conduct for meetings and any shared communication medium including email, chat, Slack, and so forth.

Invite members of underrepresented groups within your company to speak at staff meetings, write for company-wide newsletters, or take on other highly visible roles.

The intervener or advocate

An advocate or intervener works to get others to support the agenda and helps raise awareness across the company. When an ally takes on the role of advocate, they use their power and influence to bring peers from under-represented groups into circles where those individuals may not normally be.

The advocate recognises and addresses unjust omissions and makes the case for change. Intervener and advocate take action and dive straight in appropriately. They call out offensive or problematic behaviour, taking opportunities to defend and educate whenever there is a need to do so.



How to Act as a intervener or advocate



Speak up whenever they witness degrading or oppressive speech or behaviour. They take time to explain their concern, ensuring there is understanding from the majority

Challenge unnecessary comments or derailing actions that are intended to put off certain individuals

Notice and follow up on any cases of bullying or overt discrimination in the workplace. They diffuse difficult situations and check in with the recipient of the behaviour, just in case

Look closely at the invite list for events, strategic planning meetings, dinners with key partners, and other career-building opportunities. If you see someone from a marginalized group missing, advocate for them to be invited.

Offer to introduce colleagues from underrepresented groups to influential people in your network.

Ask someone from an underrepresented group to be a co-author or collaborator on a proposal or conference submission

Academics and researcher



A knowledge seeker is someone who actively seeks to learn, unlearn, and relearn what they know. In the workplace they seek to understand the experiences and challenges of others.

Academics and researchers are hungry for knowledge about the lived experience of those in a non-dominant group. Their interest is authentic and well-intentioned – they are looking to listen and learn about the challenges and setbacks faced by certain colleagues. Academic and researcher will:



How to Act as a Academics and researcher



Do their own research! They read publications, listen to podcasts, scour social media and follow notable commentators from the under-represented group(s) in their industry. They don't wait for members of that group to signpost content for them

Talk to the horse's mouth. They ask colleagues from 'othered' groups about their experiences of life in and out of the workplace

Ask before inviting themselves along to specific groups – their presence may prompt some individuals to manage themselves

Always speak up if you witness behaviour or speech that is degrading or offensive. Explain your stance so everyone is clear about why you're raising the issue.

In meetings, shut down off-topic questions that are asked only to test the presenter.

Take action if you see anyone in your company being bullied or harassed. Simply insert yourself into a conversation with a comment such as, "Hi! What are you folks discussing?" and then check in with the victim privately. Ask if they're okay and if they want you to say something.

Sponsorship



Sponsorships usually only include the sponsor and the individual who is on the receiving end of his or her support. A sponsorship is similar to mentoring, but it is almost a higher level of mentoring. Unlike with mentoring, the sponsor should be a person with a high status in an organization who can advocate for an individual's future successes.

This upper-level status means that the sponsor is someone who holds power and influence in the company and can therefore successfully endorse and advocate for an employee's advancement by communicating with other people in the company.



How to Act as a sponsor



Talk about the expertise you see in others, especially during performance calibrations and promotion discussions.

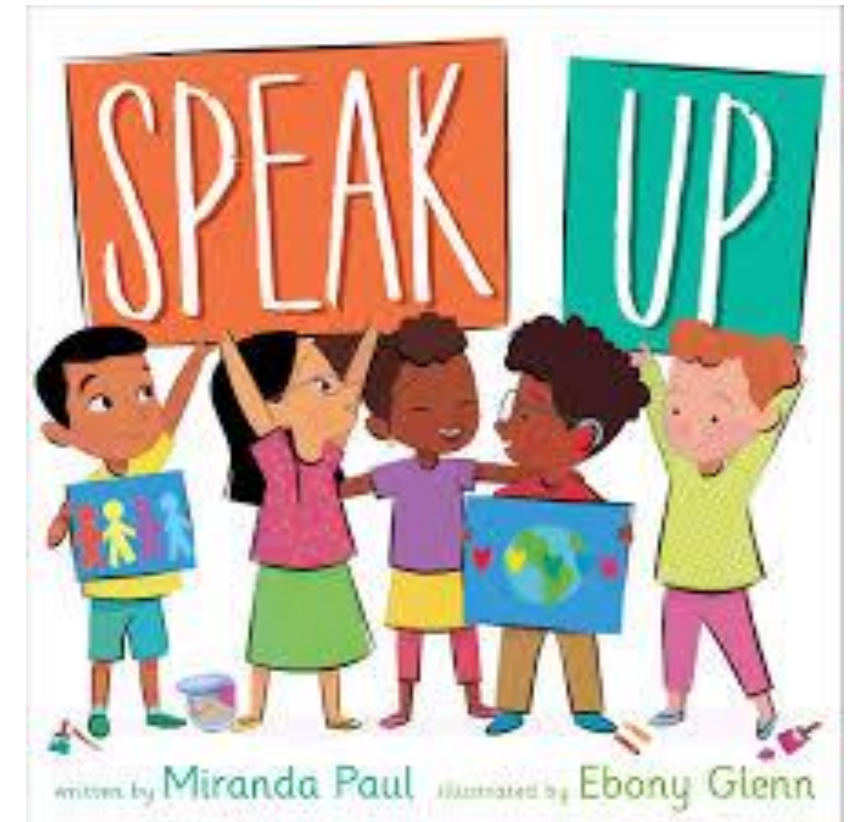
Recommend people for stretch assignments and learning opportunities.

Share colleagues' career goals with influencers.

Freedom to speak up guardian



Creates a safe space for members of underrepresented groups to express their fears, frustrations, and needs. Simply listening to their stories and trusting that they're being truthful creates a protective layer of support.



How to Act as a freedom speak up guardian



Believe others' experiences.
Don't assume something
couldn't happen just because
you haven't personally
experienced it.

Listen and ask questions
when someone describes an
experience you haven't had.
Don't jump in with your own
personal stories.

If you're a manager, hold
regular "office hours"
encouraging all of your team
members to speak with you
about issues that are
troubling them.

Take action if you see anyone
in your company being bullied
or harassed. Simply insert
yourself into a conversation
with a comment such as, "Hi!
What are you folks
discussing?" and then check
in with the victim privately.
Ask if they're okay and if they
want you to say something.

What is coaching?

- Coaching aims to produce optimal performance and improvement at work. It focuses on specific skills and goals, although it may also have an impact on an individual's personal attributes such as social interaction or confidence. The process typically lasts for a defined period of time or forms the basis of an on-going management style.
- Although there's a lack of agreement among coaching professionals about precise definitions, there are some generally agreed characteristics of coaching in organisations:
 - It's essentially a non-directive form of development.
 - It focuses on improving performance and developing an individual.
 - Personal factors may be included but the emphasis is on performance at work.
 - Coaching activities have both organisational and individual goals.
 - It provides people with the opportunity to better assess their strengths as well as their development areas.
 - It's a skilled activity, which should be delivered by people who are trained to do so. This can be line managers and others trained in coaching skills.
- Coaching is more performance driven, designed to improve the professional's on-the-job performance.

What is mentoring?

- Mentoring in the workplace tends to describe a relationship in which a more experienced colleague shares their greater knowledge to support the development of an inexperienced member of staff. It calls on the skills of questioning, listening, clarifying and reframing that are also associated with coaching.
- One key distinction is that mentoring relationships tend to be longer term than coaching arrangements. In a succession planning scenario, for example, a regional finance director might be mentored by a group level counterpart over a lengthy period to develop a sound approach to dealing with the board, presenting to analysts and challenging departmental budgets.
- Mentoring relationships work best when they move beyond the directive approach of a senior colleague 'telling it how it is', to one where they both learn from each other. An effective mentoring relationship is a learning opportunity for both parties, encouraging sharing and learning across generations and/or between roles.
- Mentoring is more development driven, looking not just at the professional's current job function but beyond, taking a more holistic approach to career development.

How to Act as mentor and coach



Coach will	Mentor will
<ul style="list-style-type: none">• Develop raw talent with a specific new skill• Enhance the experienced professional with a new or refreshed skill• Help individuals who are not meeting expectations or goals• Assist leaders in coping with large-scale change through a merger or acquisition, like managing new “blended” work teams and adapting to the merging of company cultures• Prepare a professional for advancement in the organisation• Improve behaviour in a short period of time, like coaching an executive to address the media on a specific topic• Work one-on-one with leaders who prefer working with a coach rather than attending “public” training programs	<ul style="list-style-type: none">• Motivate talented professionals to focus on their career/life development• Inspire individuals to see what is possible in their career/life• Enhance the professional’s leadership development• Transfer knowledge from senior to junior professionals• Broaden intercultural or cross-cultural ties within the organization• Use the mentoring process as an entrée to succession planning• Ask co-workers from marginalized groups about their experience• Listen and ask questions when someone describes an experience you haven’t had. Don’t jump in with your own personal stories• Direct questions about specific or technical topics to employees with subject-matter expertise instead of answering them yourself.

7 A's of Authentic Allyship



To explore allyship further



Ally and Allyship video

- Want to be an Ally? Steps to True Allyship
- https://www.youtube.com/watch?v=59ydGd_E98o
- Allyship is the Key to Social Justice | Whitney Parnell | TEDxHerndon
- <https://www.youtube.com/watch?v=xJm7hIAZ3BY>
- What if white people led the charge to end racism? | Nita Mosby Tyler | TEDxMileHigh
- <https://www.youtube.com/watch?v=VQSW5SFBsOg>
- Implicit Bias -- how it effects us and how we push through | Melanie Funchess | TEDxFlourCity
- <https://www.youtube.com/watch?v=Fr8G7MtRNlk>

Further reading on allyship

- [Guide to Allyship](#)
- [Partha Kar: Let's not make excuses for prejudice](#)
- [Advice for being an ally](#), Dr Muna Abdi (BAMEed)
- [Ethnic minority deaths and Covid-19: What are we to do?](#), Suzie Bailey, Michael West (The King's Fund)
- <https://www.england.nhs.uk/about/equality/allyship/>
- <https://www.kingsfund.org.uk/publications/workforce-race-inequalities-inclusion-nhs>
- [Being an Ally to BAME People](#)
- [Doing-White-Allyship](#)
- [How to be a white ally](#)

Books to further explore some BAME issues



Akala - Natives: Race and Class in the Ruins of Empire

Reni Eddo-Lodge - Why I'm No Longer Talking to White People About Race

Nikesh Shukla - The Good Immigrant

David Olusoga - Black and British: A Forgotten History

Michael Fuller - "Kill The Black One First"

Robin DiAngelo - White Fragility: Why It's So Hard for White People to Talk About Racism

Ibram X. Kendi - How To Be an Antiracist

Ijeoma Oluo - So You Want to Talk About Race

Jeffrey Boakye - Black, Listed

Chelsea Kwakye and Ore Ogunbiyi - Taking Up Space: The Black Girl's Manifesto for Change

Slay In Your Lane: The Black Girl Bible

Emma Dabiri - Don't Touch My Hair

Johny Pitts - Afropean: Notes from Black Europe

Reference



Salter, Nicholas & Migliaccio, Leslie. (2019). Allyship as a Diversity and Inclusion Tool in the Workplace

<https://positiveorgs.bus.umich.edu/videos/creating-more-inclusive-workplaces-in-an-era-of-discord/>

Broido, Ellen M. "The Development of Social Justice Allies During College: A Phenomenological Investigation." *Journal of College Student Development* 41, no. 1, (2000): 3-18.

Cureton, Adam. "Offensive Beneficence." *Journal of the American Philosophical Association* 2, no.1 (2016): 74-90.

Cureton, Adam. "The Limiting Role of Respect for People with Disabilities" in *The Oxford Handbook of Philosophy and Disability*, Eds. Adam Cureton and David Wasserman. (Oxford, Oxford University Press, forthcoming).

Edwards, Keith E. "Aspiring Social Justice Ally Identity Development: A Conceptual Model." *NASPA Journal* 43, no. 4, (2006): 39-60.

Fabiano, P. M., H. W. Perkins, A. D. Berkowits, J. Linkenbach, and C. Stark, "Engaging Men as

Social Justice Allies in Ending Violence Against Women: Evidence for a Social Norms Approach." *Journal of American College Health* 52 (2003): 105-112.

Frankfurt, Harry G. "Autonomy, Necessity, and Love." in *Necessity, Volition, and Love*. (Cambridge: Cambridge University Press, 1999). 129-141.

Frankfurt, Harry G. "On Love, and Its Reasons." in *The Reason of Love*. (Princeton: Princeton University Press, 2004), 35-68.

Fanon, Frantz. "The Negro and Recognition." in *Black Skin, White mask*. (New York: Grove Press, 1967), 216-222.

Grzanka, Patrick, Jake Adler, and Jennifer Blazer. "Making Up Allies: The Identity Choreography of Straight LGBT Activism." *Sexuality Research and Social Policy* 12(2015): 165-181.

Goodman, Diane J. "Motivating People from Privileged Groups to Support Social Justice." *Teachers College Record* 102, no. 6 (2000): 1061-1085.

Hill, Thomas E. "Basic Respect and Cultural Diversity." In *Respect, Pluralism, and Justice: Kantian Perspectives*. (Oxford, Oxford University Press, 2000). 59-86.

Hill, Thomas E. "Humanity as an End in Itself." *Ethics* 91, no. 1 (1980): 84-99.

Hill, Thomas E. "Servility and self-respect." in *Autonomy and Self-Respect*. (Cambridge: Cambridge University Press, 1991). 4-18.

Hill, Thomas E. "The Importance of Autonomy." in *Autonomy and Self-Respect*. (Cambridge: Cambridge University Press, 1991). 43-51.

Reference cont....



Paula Giddings, *When and Where I Enter: The Impact of Black Women on Race and Sex in America*. New York: Bantam Books, 1984.

Donald A. Grinde, Jr. *The Iroquois and the Founding of the American Nation*. Indian Historical Press, 1977.

Jacquelyn Dowd Hall, "The Mind that Burns in Each Body," in *Race, Class and Gender: An Anthology*. Edited by Margaret L.

Anderson and Patricia Hill Collins. Belmont, Ca: Wadsworth Publishing Co., 1992.

Laura Head, lectures on "African Americans and Western Racism," Black Studies Department, San Francisco State University, Fall, 1990.

A. Leon Higginbotham, Jr., *In the Matter of Colour: Race & the American Legal Process: The Colonial Period*. New York: Oxford University Press, 1960.

Noel Ignatiev, *How the Irish Became White*. New York: Routledge, 1995.

M. Annette Jaimes, editor, *The State of Native America: Genocide, Colonization, and Resistance*. Boston: South End Press, 1992.

Francis Jennings, *The Invasion of America: Indians, Colonialism, and the Cant of Conquest*. NY: Norton & Company, 1975.

Sheree Atcheson, *Allyship – The Key To Unlocking The Power of Diversity*, Forbes, November 30, 2018

European Commission – EU anti-racism plan 2020-2025, 18 September 2020