

# HOW TO BE AN ALLY SUMMIT RESOURCE PAGE

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Hi bridge builders!

Welcome to the How to Be an Ally Summit Resource page. Here, you'll find a...

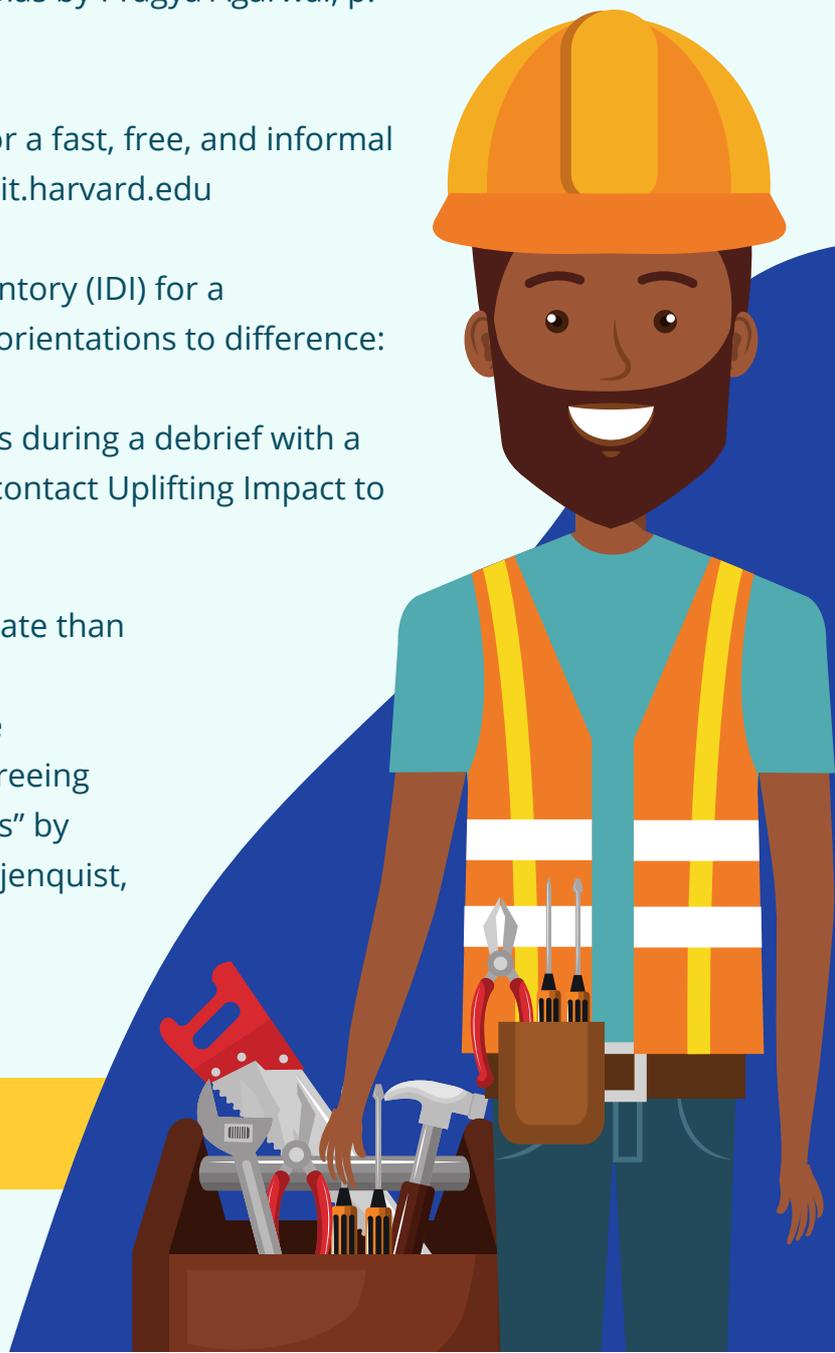
1. Bibliography of sources
2. Glossary of terms
3. Microinclusions list
4. The Uplifting Impact Seven-Day Challenge



# BIBLIOGRAPHY

Here's a list of sources mentioned during the How to Be an Ally Summit.

- Actions Speak Louder: A Step-by-Step Guide to Becoming an Inclusive Workplace by Deanna Singh.
- The brain encounters 11 million pieces of data a second but can only process 40-50.
  - Sway: Unraveling Unconscious Bias by Pragma Agarwal, p. 16.
- The Implicit Association Test (IAT) for a fast, free, and informal way to check possible biases: [implicit.harvard.edu](http://implicit.harvard.edu)
- The Intercultural Development Inventory (IDI) for a psychometric assessment to check orientations to difference: [www.idiassessment.com](http://www.idiassessment.com)
  - Note: people can only get results during a debrief with a qualified administrator. Please contact Uplifting Impact to learn more.
- Diverse groups are 30% more accurate than homogenous ones.
  - "Is the Pain Worth the Gain? The Advantages and Liabilities of Agreeing with Socially Distinct Newcomers" by Katherine W. Phillips, Katie A. Liljenquist, and Margaret A Neale



- 70% organizations rely on their ERGs to build a workforce that reflects demographics of their customer base.
  - “Are Employee Resource Groups Good for Business? Two Experts Debate the Issue” by Shelton Goode and Isaac Dixon. [www.shrm.org](http://www.shrm.org)
- Organizations with mentorship programs saw their managerial positions diversify by as much as 24%.
  - “Why Diversity Programs Fail, And what Works Better” by Frank Dobbin and Alexandra Kalev. [www.hbr.org](http://www.hbr.org)
- Mentees are 5 times more likely to be promoted.
  - “How Becoming a Mentor Can Boost Your Career” by Lisa Quast. [www.forbes.com](http://www.forbes.com)

## Inclusion improves...

- Innovation: 45%.
  - “Diversity, Equity, and Inclusion” by Boston Consulting Group. [www.bcg.com](http://www.bcg.com)
- Engagement with new markets: 70%.
  - “The Importance of Diversity in the Workplace--20 Key Statistics” by Darko Jacimovic. [whattobecome.com](http://whattobecome.com)
- Recruitment: 75%.
  - “The Deloitte Global Millennial Survey 2020” by Deloitte. [www2.deloitte.com](http://www2.deloitte.com)
- Productivity: 77%.
  - “Overcoming Challenges of the Idiosyncratic Rater Effect” by Melissa Phillippi
- Retention: 5.4x.
  - “Why Is Diversity & Inclusion in the Workplace Important?” by Matt Bush

## Here are some other stats!

- Diverse organizations are 25% more likely to invest successfully.
  - *Inclusify: The Power of Uniqueness and Belonging to Build Innovative Teams* by Stefanie K. Johnson
- Before accepting a job, 67% of prospective employees consider a company's DEI strategy.
  - *"What Job Seekers Really Think About Your Diversity and Inclusion Stats"* by the Glassdoor Team. [www.glassdoor.com](http://www.glassdoor.com)
- Organizations with gender diversity at the highest levels are 25% more likely to achieve above average profitability. Those with ethnic diversity are 36% more likely to achieve the same.
  - *"Diversity Wins: How Inclusion Matters"* by S. Dixon-Fyle [www.mckinsey.com](http://www.mckinsey.com)
- Diverse teams are more likely to avoid mistakes and create innovation.
  - *"Why Diverse Teams Are Smarter."* by D. Rock. [hbr.org](http://hbr.org).
- Inclusive teams make better decisions 87% of the time
  - *"The Importance of Inclusion in the Workplace."* Korn Ferry. [www.kornferry.com](http://www.kornferry.com)
- Resumes of "White-named" applicants receive callbacks 9.7%. Resumes of "Black-named" applicants receive callbacks 6.5%.
  - *"Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination."* by Marianne Bertrand & Sendhil Mullainathan



- White interviewees with criminal records receive callbacks 17%. Black interviewees without criminal records receive callbacks 14% .
  - “The Mark of a Criminal Record” by Devah Pager.
- Reviewers note errors by White reviewees 49% of the time but notice errors by Black reviewees 70% of the time.
  - “Written in Black & White: Exploring Confirmation Bias in Racialized Perceptions of Writing Skills” by Arin N. Reeves. [nextions.com](https://nextions.com)
- 
- Inclusive microbehaviors in meetings improve organizational success 59% along the lines of retention, recruiting, productivity, accurate decision making, innovation for 2.5 years
  - “Meetings Matter” by Simone Kaufield
- 28,000 people from underrepresented groups were 10-15% more likely to more likely to quit not because of enduring negative work experiences but because of “missing out on positive work experiences” that their counterparts in majority groups take for granted.
  - “Deprivation at Work: Positive Workplace Experiences and the Racial Gap in Quit Intentions” by Peter Norlander
- Some of the strongest metrics of inclusion are fair treatment, integrating differences, decision-making, psychological safety, trust, belonging, and diversity.
  - “How to Measure Inclusion in the Workplace” by Lauren Romansky. [hbr.org](https://hbr.org)
- Other measurements of inclusion: membership of employee resources groups, participation rates in formal mentoring programs or sponsorship schemes, participation rates in diversity and inclusion training programs, diversity awards, positive press.
  - “Meaningful Metrics for Diversity and Inclusion” by Felicity Menzies [cultureplusconsulting.com](https://cultureplusconsulting.com)



## GLOSSARY

**Diversity**: bringing together multiple social identities to promote different thinking

**Equity**: the procedures that use proportionality to cultivate growth, especially by mitigating bias

**Inclusion**: ensuring underrepresented groups have influence

**Belonging**: the feeling of connection, security, and support in a group

**Social identity**: important aspects of personhood that involve membership in social groups

**Social groups**: collections of humans who share common identities, experiences, and/or histories in a society

**Underrepresented groups**: social demographics that have a smaller percentage in the workplace than in larger society

**Protected groups**: underrepresented social groups who have experienced discrimination to the point that constitutional amendments, high court cases, or laws were passed to protect them

**Examples of protected groups**: oftentimes, protections exist along these identity lines

- Race
- Sex
- Gender
- Sexual orientation
- Religion
- Age
- Nationality
- Disability
- Family care status
- Military status



## GLOSSARY (continued)

**Race**: social classifications of people according to racial, ethnic, ancestral, physical, legal, and/or cultural differences

**Sex**: the identity assigned to one at birth by social institutions like family, law, and medicine (EX: male, female)

**Gender**: one's identity that may or may not match the sex assigned to them at birth. (EX: cisgender means a person whose gender identity matches the sex registered for them at birth; transgender refers to someone whose gender identity does not)

**Sexual orientation**: identity emerging out of enduring patterns related to romantic and/or sexual attraction

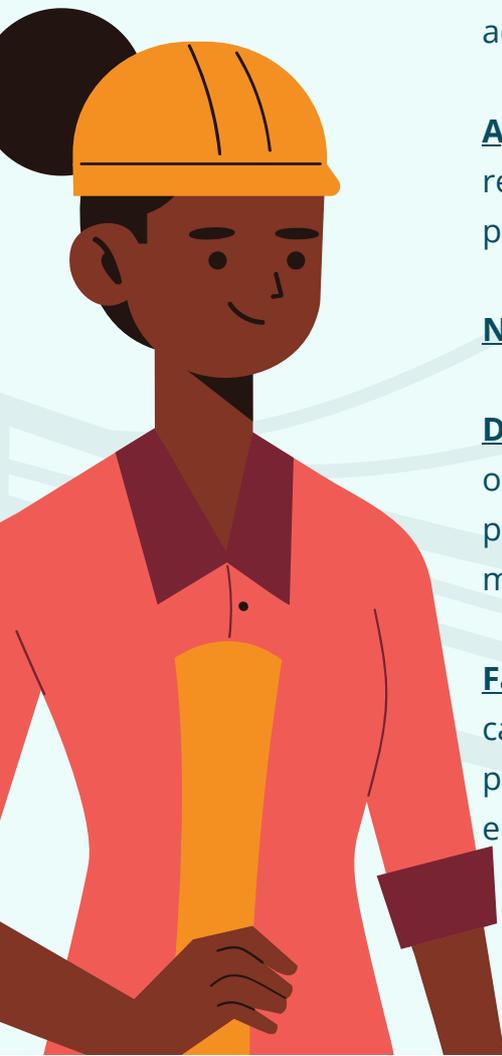
**Religion**: group affiliation that connotes one's social position according to beliefs, worldview, and moral code

**Age**: period of human life since birth that has social implications regarding assumptions about their ability to work (EX: In the US, people older than 40 are a protected class)

**Nationality**: nation of citizenship, birth, and/or origin

**Disability**: physical or mental status with implications regarding one's ability to perform tasks in a society (EX: disabilities can be physical, "visible," "invisible," cognitive, neurological, involve mental health, or living with chronic pain)

**Family care status**: the status one may have regarding primary caregiving in ways that affect their work life (EX: pregnant; primary caregiver for children, a partner with a disability, an elderly parent)



## GLOSSARY (continued)

**Military status**: military veterans, active service members, or others whose relationship to military service complicates their involvement in a civilian-focused workforce

**Intersectionality**: the way one's multiple social identities complicate each other in different contexts (EX: in one situation, a Black woman might experience both racial and sex discrimination)

**DEI**: an approach that strives to create fair treatment for people from all social groups in the workplace

**Social justice**: an approach that seeks to create fair treatment for people from all social groups in society

**Accessibility**: being usable by people with disabilities

**Psychological safety**: feeling able to express one's experiences, perspectives, and identity without fear of disrespect, punishment, or retaliation

**Inclusive leadership**: an approach to management that 1) recognizes how social identity impacts work, 2) manages biases, and 3) adapts behaviors to engage different people in different ways. Traditional leadership tends to emphasize hierarchy, uniformity, and impersonality. Inclusive leadership tends to emphasize collaboration, conditionality, and connection.

**Allyship**: advocating for, working with, and elevating people from other social groups



## GLOSSARY (continued)

**Exclusions:** actions, environments, and policies that can further marginalize underrepresented social groups. Exclusions can include intentional, widespread, and illegal forms like discrimination, harassment, and retaliation as well as unintentional, micro-level forms that don't break laws, codes of conduct, or rules in employee handbooks like jokes, workplace architecture, and onboarding forms. Regardless of intent, all forms of exclusion have the impact of compromising retention, recruitment, productivity, and contribution from underrepresented groups.

**Microaggression:** a form of exclusion that tends to come from individuals in subtle ways that might not even be fireable offenses but still erode belonging among underrepresented populations

**Privilege:** advantages experienced by majority member populations because of their membership in a social group

**Bias:** the set of unreasoned opinions that are based in stereotypes of social groups

**Status quo bias:** the tendency to prefer the current state of things

**Affinity bias:** assumptions that others most like me are the best

**Confirmation bias:** the tendency to find information that confirms your assumptions. The brain jumps to conclusions then works backwards to cherry pick information that proves its prejudices while ignoring any evidence that undermines them.

**Stereotypes:** distorted representations of social groups that are repeated until they seem accurate



# MICROINCLUSIONS

Looking for immediate next steps! Here are some ideas. **INCLUSION** means taking steps to ensure underrepresented groups have influence.

**MICROINCLUSIONS** refer to the things we can do even with little to no...

- Support
- Resources
- Formal experience
- Rank
- Funding

If you're looking for next steps, actionable items, and more specifics you can start today, here are a few!

**1. Return to the interrupted:** In meetings, watch for instances where people get interrupted. When it happens, make sure to put focus back on them. Practice short scripts like "Thanks for that, Bob. Janet, I think you were about to say something."

**2. Support affinity groups:** Draft a set of things you can do to help affinity group leaders. Then meet with them. Ask how you can provide support. Let them lead the conversation. After they give their ideas, present the set of things you've drafted and ask where you could be most effective. Sometimes these leaders get exhausted by people looking to help who also want the leader to come up with ways for them to help. If that's the case, offer your suggestions about skills you could provide. Whatever the case, offer support and follow their lead.

**3. Mentor:** Identify the skills, knowledge, and experience you have to offer. Draft a résumé for becoming a mentor. Identify a coworker from an underrepresented group for mentoring. Draft a proposal for mentorship that offers your help. Act like a candidate applying for a job. Don't condescend, fall into savior syndrome, or suggest they need remedial help. And keep things short. Propose a mentorship for one hour every month for three months. Focus the agenda on identifying what they want out of mentoring and a list of people who could best fulfill that wishlist. At the end of the three months, let them decide if you're the best fit for their mentoring needs. If not, help them identify who is.

## MICROINCLUSIONS (continued)

**4. Change topic of small talk:** Small talk is great. But topics can be specific to certain social groups. For example, spending the first five minutes of the Monday meeting talking about the US American football games from the day before privileges certain social groups. Nudge conversation to broader topics that include people from other social groups.

**5. Draft a pulse survey.** Take a few minutes. Research possible questions. Revise them for your organization. Workshop it with peers. Give it to a trusted leader. Explain how a pulse survey can help the organization identify areas of opportunity for creating inclusion. Even before the results come in, simply having a survey making the rounds can improve workplace climate. It gets people thinking about what they enjoy about the office and what they could improve. Most of all, it lets team members know the organization cares enough about their experience to even ask about it.

**6. Offer to peer-review a coworker.** The gateway to diversified leadership is more rigorous performance reviews. Affinity bias drives reviewers to score diverse talent more harshly. The key to more accurate reviews is increasing the number of reviewers. Combat bias and give more opportunities for professional improvement by offering to peer-review coworkers.

**7. Use inclusive language.** Listen for what people call themselves. Use those terms. Change your email signatures, virtual meeting IDs, and other work-related profile info to include your gender pronouns. Take time to research inclusive language. Implement it. Retire terms like “crazy, insane,” and “crippled.” Only use “blind, paralyzed,” or “deaf” when referring to the literal ability status, not as metaphors for difficulty. Watch out for idioms. They’re often full of problematic historical meanings beyond your control. Slow down. Think about your words. Show mindfulness. Demonstrate to others that you care.

## MICROINCLUSIONS (continued)

**8. Use inclusive discussion techniques.** Pay attention to the duration, frequency, and volume of your speech. Ensure you leave room for others to speak. When appropriate, match the patterns of those you're talking to. Be cautious about your diction level, making sure that you're using language appropriate for your audience. Don't talk over people's heads. Don't talk down. Meet people where they are.

**9. Learn a language coworkers speak.** Take a few lessons. Download some apps. Check out videos. Do whatever you can to learn a few key phrases. Your grammar might be off. Pronunciation may leave something to be desired. But making the effort can build connection. Who knows. It could be the start that leads to you learning a different language and creating inclusion.

**10. Organize a potluck.** Give a max cost. Ask people to label ingredients. Then have them "make a dish that's important to your family." If someone wants to make a recipe their grandma made in Peru every Feast Day of Saint Rose of Lima? Awesome! If another wants to make the pizza their kids like watching during the Packers game, that works too. This simple exercise gives people a chance to share a little about themselves if they want. And to keep things real light if they don't. Don't launch into questions about people's national origins, ethnicity, or religion. But don't ignore difference either. Give people a platform to celebrate their differences if they want. A great way to do it: have a potluck.



**UPLIFTING  
IMPACT** 

# **SEVEN DAY ALLYSHIP CHALLENGE**

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## Day One

The first day of this challenge is all about laying a foundation of understanding. And we find that the best way to do this is by immersing yourself in a historical or educational resource of your choosing. It should be something that you wouldn't otherwise be exposed to in your daily life and should reflect on a culture or people you know little about. You can do this by:

- Reading an Article
- Beginning a Book
- Reading a Poem or Poems

Diversity, Equity, and Inclusion start internally with understanding. That understanding can then be used to help you view the world through others' eyes and consequently transforming your way of thinking. However, this understanding doesn't happen without reflection, which is the next step of the day one challenge.

Once you have read a historical or educational piece of writing, take a little while to reflect on what you've just read. Ask yourself:

- What were your key takeaways?
- How did the piece make you feel? Why?
- What did you learn?
- What insights did it prompt about those of different cultures?

**Write it down:** Briefly write the answers to these questions. Also, write down any other insights you may have. Writing things down helps us to process and internalize them. Writing by hand in a journal is best for this, but you can also type them out on your phone/computer.

**Share your reflections:** Social media is a great place to start a conversation and share your reflections. If you want, share your takeaways through each step of the challenge using #MyInclusionJourney.

## Day Two

Welcome to the second day of our 7 day challenge! Today we are going to focus on a form of cultural entertainment. It's easy to get caught up in our own cultural norms, creating a feedback loop that simply reflects our own beliefs back to us. By diverging from your normal forms of cultural entertainment and taking part in those of another culture, you can learn a lot. There are several ways to do this:

- Watch a Movie or Film
- Watch a TV Show
- Watch a Documentary

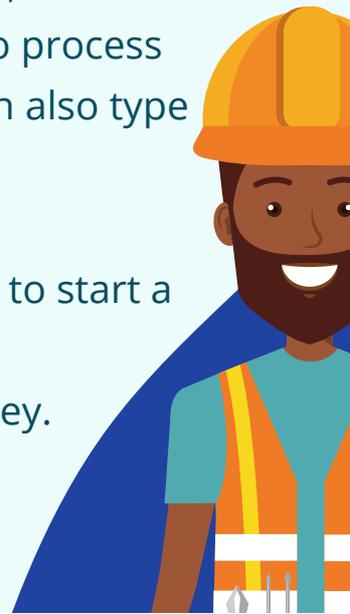
Entertainment is an important part of any culture, and it's often where you can see what is most important to that culture. For some, it may be jarring and for others, it may not be much different on the surface. Try to look deeper and think about what the film/TV show/documentary was really about.

Ask yourself:

- What were your key takeaways?
- How do you feel? Why?
- What similarities did you see?
- Were you surprised at all by anything in the entertainment?

**Write it down:** Briefly write the answers to these questions. Also, write down any other insights you may have. Writing things down helps us to process and internalize them. Writing by hand is best for this, but you can also type them out on your phone/computer.

**Share your reflections (Optional):** Social media is a great place to start a conversation and share your reflections. If you want, share your takeaways through each step of the challenge. #MyAllyshipJourney.



## Day Three

Welcome to the third day of our 7 Day Challenge. Day three is all about getting a glimpse at current events of another culture. Getting informed on current events from other cultures gives you a glimpse into that society and their problems/triumphs. Many cultures around the world have different conflicts and issues they're working to overcome. When you understand another culture's current events, you're better positioned to understand the people that make up that culture. And understanding is key to being a better ally.

This also allows you to build on what you have learned on days one and two, giving you a better picture of a culture different than your own.

To do this, listen to:

- A Podcast.
- An Audiobook
- A Ted Talk
- Music

Again, take some time to reflect on what you've learned about the culture. Focus on any insights that you have gained by listening to one of the above. The idea is not to focus on what is different from your own experiences, but what is similar. It's not about creating barriers but tearing them down in your mind. Ask yourself:

- What were your key takeaways?
- How do you feel? Why?
- What have you learned?

Write it down: Briefly write the answers to these questions. Also, write down any other insights you may have. Writing things down helps us to process and internalize them. Writing by hand is best for this, but you can also type them out on your phone/computer.

Share your reflections (Optional): Social media is a great place to start a conversation and share your reflections. If you want, share your takeaways through each step of the challenge. #MyAllyshipJourney

## Day Four

Welcome to day 4 of our 7 Day Challenge! Now, day four is a little more active than the first three days of this challenge. It's all about focusing on what you can do with your newfound knowledge about a different culture.

Of course, you've only skimmed the surface of the culture, but it's a start. It's how building a more just, equitable, and diverse world starts.

So ask yourself:

- How can I incorporate what I've learned into my everyday life?

**Write it down:** Answer the question above in as many words as you need. Also, write down any other insights you may have. Writing things down helps us to process and internalize them. Writing by hand is best for this, but you can also type them out on your phone/computer.

**Optional:** If you want to take an extra step, you can get someone else involved on day four. You can:

- Invite someone to coffee, lunch, or a drink to discuss/share your reflections. Be genuine, open, and honest.

Remember that Allyship requires relationships with those outside your own immediate culture/background. And listening to others' life experiences is a great way to learn and make friends.

**Share reflections (Optional):** Social media is a great place to start a conversation and share your reflections. If you want, share your takeaways through each step of the challenge. #MyAllyshipJourney

## Day Five

Welcome to day 5 of our 7 Day Challenge! Day five is all about community action. It's about using the energy you have built up and utilizing it for good. It's about taking a step toward a more diverse, equitable, and inclusive society. And this doesn't have to be some grand elaborate gesture, but it should be a bit out of your comfort zone.

You can simply:

- Create a dialogue at work.
- Take action in the community.
- Join an important movement in a nearby community.
- Volunteer with a nonprofit.
- Take a class.
- Join a community group.

By stepping out of your comfort zone and taking action, you'll be able to be a force for good. You'll likely meet people with wide and varied backgrounds, spark up relationships, and experience the thrill of taking action on an important issue.

**Write it down:** Write down any insights you may have gained from your community action activity on day five. Writing things down helps us to process and internalize them. Writing by hand is best for this, but you can also type them out on your phone/computer.

**Share your reflections (Optional):** Social media is a great place to start a conversation and share your reflections. If you want, share your takeaways through each step of the challenge. #MyAllyshipJourney

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## Day Six

Hello everyone, it is day 6 of our 7 Day Challenge. Think of day six as a kind of reward for stepping out of your comfort zone on day five!

Sharing a meal is one of the most powerful ways to experience another person's culture. Like entertainment and history, food is a big part of every culture, and a point of pride. So try something new!

Pretty much everyone can enjoy trying some new food, and that's just what this day is for. You can do this in a number of ways:

- Go to a new restaurant.
- Cook a meal from another culture at home.
- Do a cultural exchange dinner with someone from a different culture.
- Visit a minority-owned restaurant.

Write it down: For day six, you can use your journal to write down any recipes you want to try, as well as any insights or reflections you have from the day. Writing things down helps us to process and internalize them. Writing by hand is best for this, but you can also type them out on your phone/computer.

Share your reflections (Optional): Social media is a great place to start a conversation and share your reflections. If you want, share your takeaways through each step of the challenge. #MyAllyshipJourney

# UPLIFTING IMPACT

## Day Seven

Welcome back! If you have made it this far, this means you are on the final day of our 7 Day Challenge! Day seven is all about going on an adventure! Keep in mind all that you've done for the past six days as you take a field trip to learn more about a culture other than your own.

There are plenty of options for this one. You can:

- Visit a historical site.
- Go to a museum.
- Take a virtual tour.
- Visit a new neighborhood or community with a different cultural identity.
- Shop local and talk to business owners/employees for other good local shops.

Day seven is the last day of the challenge, but it doesn't mean you should stop educating yourself. Hopefully, you've made a few friends along the way and you can keep experiencing other cultures. By listening and learning, you're building bridges and furthering your understanding of the world!

Write it down: Write down anything you learned on your outing and any insights you may have. Writing things down helps us to process and internalize them. Writing by hand is best for this, but you can also type them out on your phone/computer.

Share Your Reflections (Optional): Social media is a great place to start a conversation and share your reflections. If you want, share your takeaways on this last day of the challenge! #MyAllyshipJourney

## Conclusion

To wrap up the week, you can look back at your journal and summarize your week into a couple of paragraphs. Write down your insights, reflections, hardships, and moments of joy. If you don't want to share your journal with anyone, that's fine! You can keep it for your own future reflections and learning. Becoming a better ally takes work, and it takes stepping out of your comfort zone. But, that's why we start with one week. Then, you can move on to two weeks, then three, and then a month and more!

Changing our society for the better starts with open minds and open hearts. So thank you again for taking the time to take our 7 Day Allyship Challenge!

