

ALLIES ACTIVITY PACKET

Download and save this ALLIES Activity Packet. You will be using it over the next several weeks as you practice putting the ALLIES framework into action. This series of activities will culminate with you meeting with your Learning Partner to share and discuss your observations.

ADVOCATE

To advocate for another, put yourself in their shoes and consider what support they might need "in the moment."

Examples of things to do and/or say include:

- Encourage others in the room to pause and listen.
- Amplify or build upon what the individual has said.
- Join in to support an idea or objective. Join in to support an idea or objective.
- "XX (person being ignored), is there something else you might want to add to this conversation? I think you have some good experience here."
- "XX, I really like your idea of (topic). Sounds like we all agree it is a good idea. Can you please elaborate on what you were thinking?"
- "XX, I think we are all interested in what you said earlier. Before we all jump in to build upon it, could you repeat what you said?"

Assignment:

Over the next week work with intention to be an advocate. Own it.

Listen for microaggressions and see if you can practice saying something without singling out any one individual, and without blaming or shaming anyone else. (It may be helpful to refer to the Uncovering Microaggressions worksheet.)

Reflect on what you could say, or did say, to advocate in the situation.

Day	What did you notice?	What did you do?	What, if anything, do you wish you had done differently?

LISTENING

Allies work at being curious. They ask questions to engage and understand. They listen to learn, not listen to respond. They take the time to really understand someone else's perspective.

Examples of things to do or say include:

- Notice when others are being interrupted or talked over.
- Step in to let the person who was interrupted or talked over finish what they were saying.
- *"XX, I think you have some good ideas and I'd like to hear more."*
- *"I am sorry YY (person interrupting), I don't believe XX (person being interrupted) was quite done with their thought. XX, would you mind sharing again what you were saying?"*
- Ask open ended questions to be curious and ensure you understand where someone is coming from and what they are communicating.
- *"I really like where you are going with that. Can you please tell me more?"*
- *"I am not quite sure I follow everything you just said. I heard XX and YY, but I think there was more to it. Could you elaborate?"*
- *"I am interested in learning more about XX. Can you please share some background or context on that?"*
- *"Here's what I heard you say ... Did I understand that correctly?"*

Assignment:

Over the next week, work with intention to listen, to be present, and to seek to fully understand what those around you are saying. This is a lot of work and takes constant checking in with yourself to stay fully present and pay attention.

Listen to understand, not to react. Pay attention to how often you must resist the urge to interrupt.

Day	What did you notice?	What did you do?	What, if anything, do you wish you had done differently?

LIFTING UP

Lift up and build confidence in those around you. In an environment where a person is constantly dismissed, disrespected, or criticized, it is easy for them to lose confidence and stop speaking up.

Work with intention to highlight the positives and the value someone else has contributed. Encourage them to continue contributing and speaking up.

Examples of things to do or say include:

- Lift someone's confidence by taking an idea presented and channeling or shaping it.
- Find opportunities to provide positive feedback and share actions an individual has taken that are good and strong and that you would like to see more of.
- Avoid nit-picking and focusing on negative cycles. Instead, recognize the value of everyone's contributions.
- *"I was impressed with the way you (did, explained, shared) that."*
- *"Thank you for sharing your insights on XX. I found it very insightful."*
- *"I wanted to let you know I am inspired by the way you do XX."*
- *"I've been meaning to tell you that when you did/said XX, it was really impactful to me. It helped me to see/ understand/consider XX more."*
- *"I really appreciate when you do XX. It has had a positive impact in the following ways..."*

Assignment:

Over the next week, find at least three instances where you can build up confidence in someone else by **noticing** something positive they have done, and **saying** something to recognize them for it.

Day	What did you notice?	What did you do?	What, if anything, do you wish you had done differently?

INCLUDING

When you walk into a meeting, a team, or a group, consider who is not represented, and work with intention to include them.

Look around the room and encourage everyone to contribute and share their perspective. When someone does speak up, demonstrate that their opinion matters. Acknowledging people both verbally and non-verbally may be helpful to those more introverted or less comfortable with inclusive behavior.

Examples of things to do or say include:

- Set ground rules for various communication channels and platforms to ensure everyone's voices are equally heard
- Don't let good ideas go unnoticed. Repeat them, giving credit to the source, and share it with those in positions of influence.
- *"I would love to hear from everyone on this topic. Do you mind if we do a round robin to get everyone's input?"*
- *"Does anyone have more to add to what XX just said?"*
- *"Have we covered all the bases on this topic? Does anyone have an alternative point of view for us to consider?"*
- *"I know it might have been hard to speak up as we were talking about XX, so before we move on, I want to offer this opportunity for anyone else to add to this discussion."*
- *"I know this topic wasn't originally on the agenda, so I'd like to reserve time in our next meeting for any other thoughts you might have on this topic before we make a decision."*
- *"I'd like to leave the door open on this topic. If anyone else has ideas, please do provide them to this group over the coming week."*

Assignment:

Over the next week, pay attention to who is and is not in the meetings you are in. Is there anyone missing who has subject matter expertise or contributions on the topic that you think should be there?

Pay attention in the meetings you are in. Is there anyone who is not speaking up, participating, or engaging?

After the meeting, meet with them 1:1 to recognize the value you think they could contribute. Ask them why they might not have spoken up. Go learn more and check in.

Day	What did you notice?	What did you do?	What, if anything, do you wish you had done differently?

ELEVATING

Elevate individuals by providing them opportunities to be more visible. That could be as easy as amplifying their voice and making sure they receive credit for their ideas.

You might also look for new projects, stretch assignments, or opportunities for the individual to demonstrate leadership and become more visible.

Elevating is an activity that you need to do with someone else's **permission**, so you will need to build up to actions in this area. Consider initiating a 1:1 discussion with them to talk about their aspirations and ask for permission.

Here are some ways to open that discussion:

- "I have been really impressed with the work you have done on XX and YY.
- "I was curious if you wanted to do more work like that?"
- "I noticed we have not had a review on the work you have done on XX and YY. Are you interested in sharing it more broadly across the team?"
- "What plans might you have to bring the work you are doing on XX and YY to management's attention? Can I help you make that happen?"
- "In my experience, to build momentum on a project, you need to have a forum for executive sponsorship. Do you feel like you have that? If not, I think I can help you build it. Would you want my insight and assistance?"

Assignment:

Notice who in your organization is getting a lot of visibility and who is not. Identify 3 or 4 projects that have high executive visibility and reflect on how the leader of that initiative was selected (if you have any insight).

Reflect on who in your organization has the capability to do bigger things but may not have had the opportunity yet. Do you have an opportunity to help them elevate their visibility? If so, consider initiating a 1:1 discussion with them to talk about their aspirations and what opportunities they see for themselves.

Who has the capability to do bigger things, but has not had the opportunity?	What could you do to help them elevate their visibility or access to opportunities?	What approach did you/could you take? What was the result?

SPONSORING

Sponsorship is all about supporting an individual when they are not present, and ensuring they are considered for new roles, projects, or opportunities that they might not even be aware of.

This type of relationship will typically start through mentorship. Consider who in your organization might benefit from a mentorship relationship with you.

This mentorship relationship is not dependent on hierarchical power, as you can sponsor your peers and even your management in certain situations. However, it is dependent on having a relationship where you **understand the aspirations and capabilities** of another individual and **can vouch for their capabilities**.

Sponsoring is another activity that you need to do with someone else's **permission**, so you will need to build up to actions in this area.

Assignment:

Look around and identify someone who you could mentor who is not like you. Consider what value you could add to their experience in a mentorship relationship.

Consider approaching them to ask if they are interested in having coffee or a 1:1 with you. Without specifically asking them yet, consider in this discussion if it would feel appropriate to offer to mentor them.

Here are some ways to open that discussion:

- *"I really like the way you do XX. I have some experience in that area too. Would you be interested in us spending more time together so I can share what I've done that has worked?"*
- *"I noticed you were having a hard time with XX. That is an area where I've had some success. Would you be interested in us spending some time together so I can support you more?"*
- *"I really love the way you did XX and YY. I think ZZ could benefit from knowing what you have done. Would you be open to me doing an introduction for you?"*

Who could you mentor?	What value could you add to their experience?	What approach did you/could you take? What was the result?