



Upstander Training Handout

November 2022

As ambassadors of Hillwood, our collective goal for volunteers and staff is to provide the best possible visitor experience. A frequent question often asked is how do we balance the culture of gracious hospitality while also standing up for ourselves or others if someone is disrespectful or oversteps boundaries?

Training Overview: The below pre-recorded training video and handout were developed to help equip volunteers and staff better balance being gracious in a difficult situation. These training resources aim to empower volunteers and staff to understand and recognize bias in the workplace and take proper steps for responding to those moments across campus. The training is rooted in the key component of Hillwood's mission, core values, and graciousness that Marjorie Post extended to all she welcomed to Hillwood.

How to Use this Handout: As you watch the [upstander training video](#), we encourage you to use the space provided below to make notes on thoughts, definitions, or ideas that are meaningful to you.

Questions? Please contact Lisa Leyh, head of volunteer services & engagement, at lleyh@hillwoodmuseum.org.

My goal(s) for this training:

- The bystander effect in my own words:

SECTION 1: BEING AN ACTIVE UPSTANDER

- The bystander effect in my own words:

- Active bystander/upstander in my own words:

- Where have I seen or heard of the bystander effect?

- What is an example of social influence? How does this connect to racial situations?

- Implicit Bias in my own words:

- My thoughts on implicit bias after watching the Verna Meyers TED Talk:

Section 1 Definitions

- **Bystander Effect** | Two parts: 1) Diffusion of responsibility – the more people who are present, the less likely that someone will take action during a situation. 2) Social influence – groups monitor behavior, individuals don't want to violate norms.
- **Upstander** | An "active bystander" is someone who witnesses harassment, bullying, microaggressions, or other harmful or inappropriate behavior and chooses to intervene to stop the behavior and help the person or people affected regain composure or get away from the harmful situation. The concepts behind active upstandership do not aim to immediately educate or change standing patterns of individual behavior. Its primary objective is to safely diminish or defuse the negative or potentially harmful situation.
- **Implicit Bias** | Attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner. Automatically activated, associative in nature, not always based on accurate or objective information, formed through repeated exposure, does not always align with explicit intentions. Biases may manifest in relation to any perceived identity: race/ethnicity, religion, gender, age, ability level, sexual orientation, socioeconomic status.

Five actions staff and volunteers can take at Hillwood to counter implicit bias:

1. Identify your own biases and how they may impact you at Hillwood.
 - a. Learn more about your biases [HERE](#)
2. Encourage colleagues to hold each other accountable in positive ways.
3. Be inclusive. Ask yourself, "Who didn't I ask for advice, and why?"
4. Be vocal and be a diversity champion.
5. Empower others:
 - Enact a policy of no interruptions.
 - Send materials in advance for people who process differently so they can better prepare their thoughts.
 - Take risks on others – particularly those that are different from you.

Section 1 Additional Resources

Click the links below to access additional resources connected to this section's topic:

- **Watch** | [How racial bias works and how to disrupt it](#)
In this powerful talk, psychologist Jennifer L. Eberhardt explores how our biases unfairly target Black people at all levels of society and discusses how creating points of friction can help us actively interrupt and address this troubling problem.
- **Read** | [Blind Spot: Hidden Biases of Good People](#)
Written in 2016, this book examines the implicit biases that each person has, dubbed by the authors Mahzarin R. Banaji and Anthony G. Greenwald as one's "blindspot."
- **Listen** | [A new way to combat bias at work](#)
Joan Williams, professor and the founding director of the Center for WorkLife Law at the University of California's Hastings College of the Law, offers specific suggestions for how bosses can embrace and reap the advantages of diversity, even in the absence of larger organizational directives.

Section 1 Summary

- What I want to remember:

SECTION 2: DEAI, ANTI-RACISM & MICROAGGRESSIONS

- DEAI in my own words:

- Anti-racism in my own words:

- Microaggressions in my own words:

- Mico-affirmations in my own words:

Section 2 Definitions

- **Understanding DEAI**
 - Diversity – Who is in the room?
 - Equity – What conditions have we created that maintain certain groups as the perpetual majority here?
 - Access – Can everyone participate?
 - Inclusion – Has everyone’s ideas been heard?
- **Anti-racism** | The policy or practice of opposing racism and promoting racial tolerance.
- **Microaggressions** | Form of unintended discrimination: Brief and commonplace daily verbal, behavioral, and environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults to the target person or group.
- **Micro-affirmations** | Simple, respectful behaviors that affirm the worth of our colleagues and the fairness of our workplace.

Section 2 Additional Resources:

Click the links below to access additional resources connected to this section’s topic:

- **Watch** | [If Microaggressions Happened to White People](#)
Microaggressions are those super annoying, often inadvertent insults that frame people of color as part of a stereotype rather than individuals with their own unique identities. Not only are they insulting, but people of color have to deal with them EVERYDAY. MTV News looks at what if white people were to experience racial microaggressions?
- **Read** | [Caste: The Origins of our Discontents](#)
Author Isabel Wilkerson examines the unspoken caste system that has shaped America and shows how our lives today are still defined by a hierarchy of human divisions.
- **Listen** | ['Not Racist' Is Not Enough: Putting In The Work To Be Anti-Racist](#)
NPR’s Life Kit podcast explores how to effectively defeat systemic racism by continually working towards equality for all races, striving to undo racism in your mind, your personal environment and the wider world.

Section 2 Summary

- What I want to remember:

SECTION 3 | HOW TO BECOME AN UPSTANDER

- What are some consequences for getting involved?

- What are some consequences for not getting involved?

- The best strategies for speaking up that I might use are:

Upstanders in Action

Being an upstander is also about using our privilege to amplify marginalized voices and advocate for others. We also work on deepening the understanding and commitment of those in our personal networks. To put this in action, we like using the **FLEX model**:

F - Focus within

- Tune into your emotion
- Recognize how your experience has shaped your perspective
- Turn frustration into curiosity

L - Learn from others

- Recognize how their experiences have shaped their perspective
- Consider how they might see the situation and what is important to them
- Think about how your actions may have impacted them

E - Engage in Dialogue

- Ask open-ended questions
- Listen to understand, not to debate
- Offer your views without defensiveness or combativeness
- Disentangle impact from intent
- Avoid blame, think contribution

X - eXpand the options

- Brainstorm possible solutions
- Be flexible about different ways to reach a common goal
- Experiment and evaluate
- Seek out diverse perspectives

Section 3 Additional Resources

- **Watch** | [Brene Brown Boundaries](#)

Author, speaker and researcher Brene Brown talks about how boundaries allow you to be more compassionate.

- **Read** | [Crucial Conversations Tools for Talking When the Stakes are High](#)

This book discusses how to handle disagreements and high-stakes communication. It is written on the premise that when you are stuck in an uncomfortable situation, there is a crucial conversation keeping you from accomplishing your desired results. If you can learn to speak up in these crucial moments, then you can accomplish the results you are after.

- **Listen** | [Microaggressions Are A Big Deal: How to Talk Them Out and When to Walk Away](#)
NPR's Life Kit podcast explores everyday instances of microaggressions, the effects on society and why it is important to confront the small stuff.

Section 3 Summary

- What I want to remember:

- What progress did I make towards mt goal(s) for this training?

- What next steps am I challenging myself to talk?

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