



Colleague Experience
Group

NEW WORKSHOP

Building Ally Skills

From: Sonia Cargan, Chief Colleague Inclusion & Diversity Officer
Andie Kortés, Senior Vice President, Colleague Talent & Development

To: All American Express Colleagues

Date: June 10, 2021

Subject: Register for a Building Ally Skills Workshop

As we continue on our journey to ensure American Express is a place where differences are embraced and every voice is valued, we bring you a new workshop on **Building Ally Skills**.

This hour-long facilitated session is a follow-up to the [Managing Unconscious Bias Workshop](#). It's designed to help you develop a deeper understanding and awareness of how to engage in effective allyship at work.

We'll be hosting a number of virtual sessions starting June 23 through October 20, with options to accommodate for various time zones. Please sign up for a session that works best for you. **Please Note: While this course is open to all colleagues, it is mandatory for all People Leaders who must complete it by the end of November.**

- To register, visit the [Building Ally Skills Workshop page](#) in Navigator.
- In advance of your session, [download this resource](#). You can use it to take notes during the session and leverage afterwards.
- Once you attend, you will be marked as complete in Navigator within seven business days.
- For questions about the workshop, check out [this FAQ](#).

Thank you for taking part in and leading the effort to create a more inclusive culture that benefits everyone.

Interested in learning more?

Explore the [I&D Space](#) for event replays and resources on everything from inclusive leadership to managing unconscious bias, and more.

Building Ally Skills

WORKSHOP RESOURCE

INTRODUCTION

Allyship is the ongoing commitment to taking intentional, courageous action to promote equity and advance a culture of inclusion at work. But what exactly does it mean to be an ally? And what is the ideal outcome of allyship behavior? Drawing together research in identity formation, helping behaviors, and organizational climate and culture, Paradigm's "Building Ally Skills at Work" equips participants with a framework and tools to be an effective ally in the workplace. Participants will learn how to develop their ally skills through self-awareness, everyday interactions, in-the-moment interventions, and ongoing advocacy. Participants will also learn what they can do to keep learning and continue their journey toward effective allyship.

This resource is to be used alongside the *Building Ally Skills* workshop. It is divided into three parts:

- 1. Pre-work:** These are recommended resources to get you thinking about allyship (and related concepts) and prepare you for the Poll Everywhere prompts during the session.
- 2. Session guide:** Includes key terms and concepts, as well as prompts for reflection and discussion. Use the space provided to record your notes and reflections throughout the session.
- 3. Post-workshop:** The end of this resource includes space to record a commitment to growing your ally skills, a summary of strategies from the workshop, and some additional resources. There is also a handful of scenarios to specifically continue discussing and practicing a key ally skill, "Speak Up & Act."

PRE-WORK

To prepare for the workshop, please read/watch some of the resources below:

- Blog post from Paradigm's Natalie Johnson and Evelyn Carter, PhD, "[Building Effective Allyship Skills is Critical: Here's How You Can Start](#)" (5 minute read)
- TED talk from Dr. Dolly Chugh on embracing discomfort and learning from mistakes: "[How to let go of being a 'good' person - and become a better person.](#)" (15 minute watch)
- Video of our colleagues talking about the ways bias and inequity can show up and undermine a sense of belonging, "[Why Belonging Matters](#)" (3 minute watch)

SESSION GUIDE

Use the space provided to record your notes and reflections throughout the session.

WHAT IS ALLYSHIP AND WHY IS IT IMPORTANT?

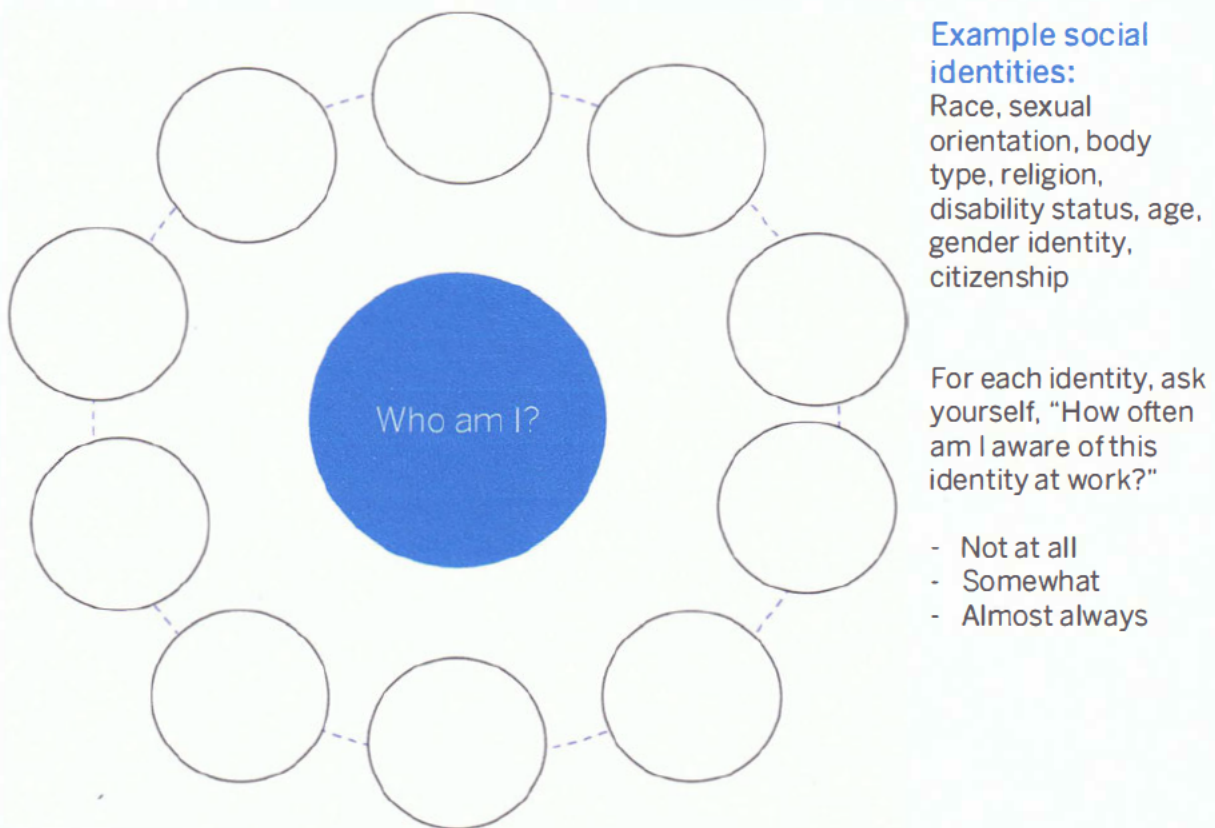
Allyship (v): committing to ongoing learning and taking courageous action to create a more equitable and inclusive world.

Marginalized group: any group that is underrepresented, stigmatized, or otherwise undervalued in society.

Privilege: a special right, advantage, or immunity granted to one particular person or group.

ACTIVITY – INTRODUCING PRIVILEGE AND IDENTITY

Create your own identity map.



HOW TO PRACTICE ALLYSHIP

Allyship Skill 1: Be Personally Committed

Key terms or concepts:

Extrinsic motivation: I should be an ally because other people say it is important.

Intrinsic motivation: I should be an ally because it is personally important to me.

Reflection/discussion:

Why is learning ally skills important to you?

Allyship Skill 2: Embrace Discomfort

Key terms or concepts:

"To be an ally means to be willing to value justice over comfort."

- Karen Suyemoto, PhD

Reflection/discussion:

What does discomfort feel like for you?

Allyship Skill 3: Notice Inequity

Key terms or concepts:

Unconscious bias: assumptions we make as a result of the brain's tendency to take mental shortcuts, which can lead to systematic errors in decision making.

Systemic bias: a system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways, to perpetuate group inequity.

Reflection/discussion:

What resource(s) have helped you or could help you increase your exposure and learn about different groups in society?

Allyship Skill 4: Amplify the Conversation

Key terms or concepts:

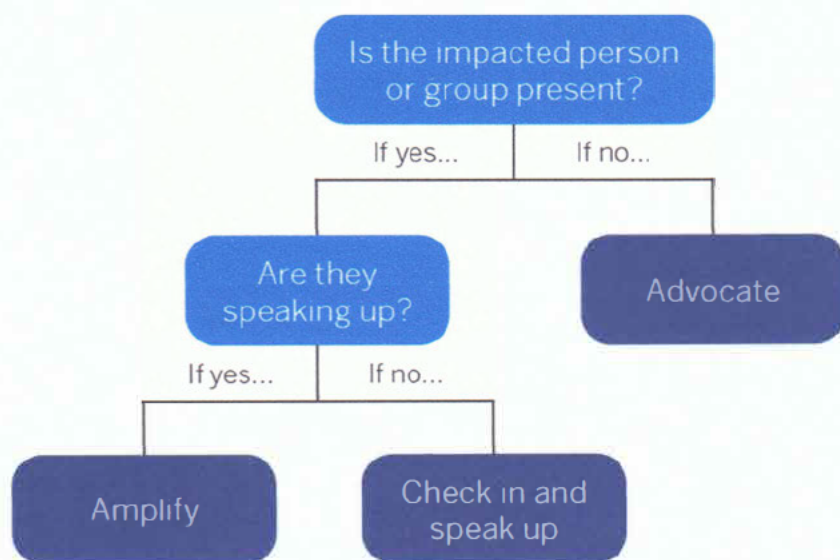
Amplifying is not about the ally. Avoid pitfalls like giving unsolicited advice or opinions, expecting praise or recognition, and getting defensive.

Notes:

Allyship Skill 5: Speak up & Act

Key terms or concepts:

Knowing when to speak up involves considering context – such as who is in the room. Acknowledging that no situation has a one-size fits all solution, this flowchart is a helpful starting place.



Trust is required to make this work!

Notes:

POST-SESSION WORK: KEEP BUILDING ALLY SKILLS!

Identify the ally skill you want to grow. What is one way you can commit to doing so?

Additional Resources

- *Keep the conversation going* – Encourage your team members to attend this workshop, and use this resource to guide team discussions, share learnings, and identify team-specific commitments to build ally skills.
- *Keep learning* – Access additional content in our [I&D Square space](#) and watch recordings of past workshops like [Belonging at Amex](#) and [Managing Unconscious Bias](#).

Building Ally Skills

Scenarios for Sustained Learning

We encourage you to continue the conversation after your allyship training. Use the scenarios below to specifically continue discussing and practicing the skill, “Speak Up and Act.” Discuss these scenarios with a colleague or with your team. See page 10 for [recommended responses for each scenario](#).

Scenario: Reduce Job Requirements

You are a hiring leader with a team of 15 direct reports and two open roles on your team. You are very aware that your team is not as diverse as you would like it to be, and you've been working with recruiting to attract a more diverse pool of candidates; however, during the first round of interviews, you notice that you have a homogeneous group of applicants. Frustrated, you complain to a fellow peer that you want to diversify your team but aren't sure what else you can do. Your peer responds that you'll probably have to lower the bar and change your standards to get the diverse candidates you want. How could you respond?

Remember to:

- Appeal to shared values
- Suggest alternative perspectives
- Ask probing questions

And consider:

- Impact v. intent
- Avenue and timing of feedback
- Status dynamics

Scenario: Meeting Dynamics

You are in a Webex meeting with senior leadership to discuss the previous quarter's earnings. Two of the senior leaders in the meeting are dominating the conversation. Specifically, you noticed that when Lauren, an Asian woman, shared a perspective that it was brushed aside, yet when it was shared later by someone else, the point of view was received positively. After Lauren was ignored, she turned off her video and muted herself and didn't engage further. What could you do both in the moment and/or afterwards?

Remember to:

- Appeal to shared values
- Suggest alternative perspectives
- Ask probing questions

And consider:

- Impact v. intent
- Avenue and timing of feedback
- Status dynamics

Scenario: Supporting Religious Practices

You lead a large and diverse team that is dispersed around the world. Your office has recently hired Asim, a devout Muslim. Asim requested to be allowed to practice his religion at work in the form of meditation and prayer while on scheduled breaks, and you agreed. Then yesterday, he was seen washing his feet in the employee restroom sink. Several employees complained to you that this is unsanitary and that nobody should be washing their feet in a public sink. You asked your Colleague Strategic Partner for insight and was told that before prayer, many Muslims wash their face, hands and feet with clean water. In public places, this washing is sometimes performed in a restroom sink, since there are often no other facilities with running water available in the office. How would you handle this situation?

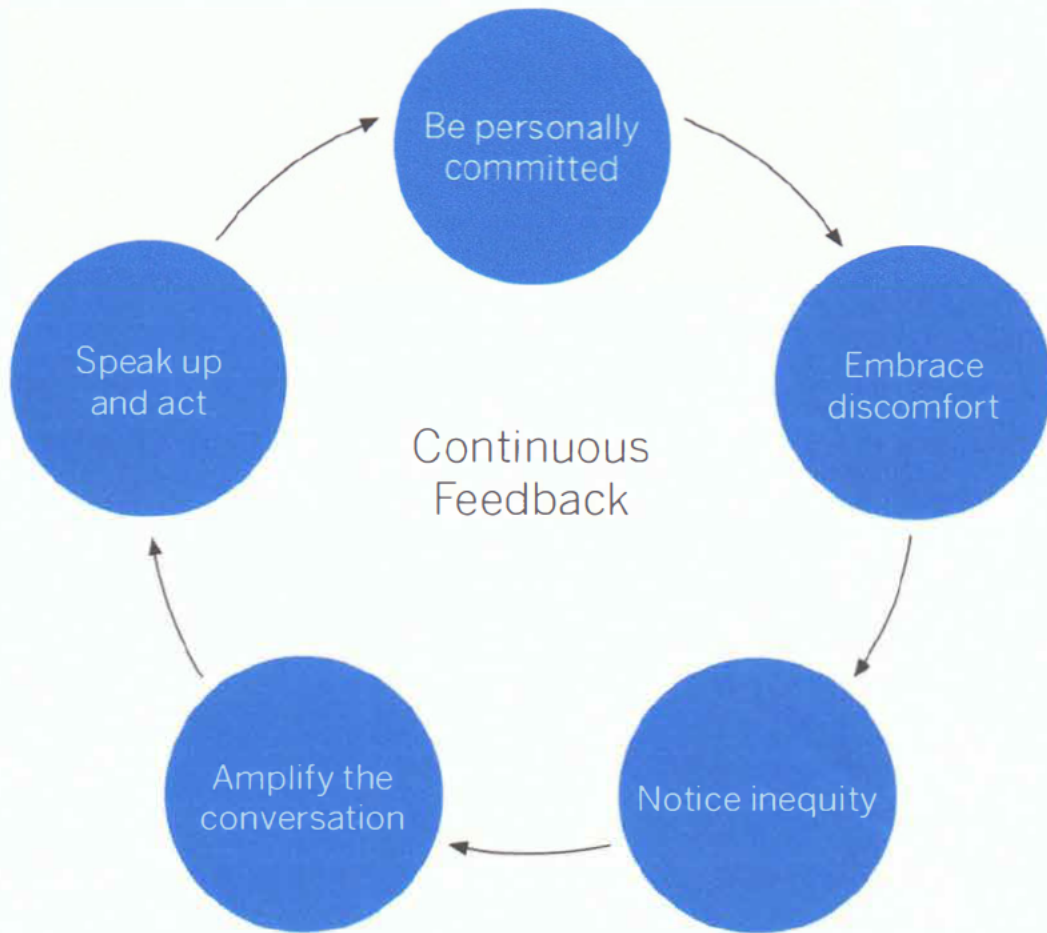
Remember to:

- Appeal to shared values
- Suggest alternative perspectives
- Ask probing questions

And consider:

- Impact v. intent
- Avenue and timing of feedback
- Status dynamics

Strategies for Building Ally Skills



How to Build Your Ally Skills



Follow



Listen



Read



Attend

How do You Speak up?

Remember to:

- Appeal to values
- Suggest alternative perspectives
- Ask probing questions

And consider:

- Impact vs intent
- Avenue and timing
- Status dynamic

Building Ally Skills

Scenarios for Sustained Learning - Recommended Responses

Scenario: Reduce Job Requirements

- **Appeal to shared values.** As the hiring manager, it's imperative to reinforce that Amex stands for inclusion, and so do you. You can assume positive intent but focus on impact. For example, "I hope we both believe in embracing diversity, and I imagine your suggestion was meant to be helpful, but the idea that we should "lower the bar" for diversity is actually wrong and offensive."
- **If the moment calls for it, share something that you've learned on your allyship journey.** For example, "I learned recently that even when qualifications are consistent, marginalized candidates are often held to a higher standard and penalized for not meeting it, while folks who are already well-represented have an easier time getting hired."
- **Suggest alternative perspectives.** For example, "Have you considered we might need to hold ourselves to a higher standard? In order to get the best talent, we need to prioritize diversity and make sure we're casting the widest net possible."

Scenario: Meeting Dynamics

- **Consider timing and status dynamics in the moment.** When you notice a misattribution, you must speak up – especially as a leader. In the meeting, say something like, "I love that idea. Lauren raised the same point earlier, so I want to make sure we give her a chance to share more about her perspective."
- **Check in with the impacted person.** Reach out to Lauren during the meeting via private chat or immediately afterward to let her know that you noticed the behavior and that you are available to talk if she wants. Make sure she knows you value her perspective and contributions and want to make sure she gets credit for them. Prioritize the agency and psychological safety of the impacted person; for example, if you want to share feedback with the meeting moderator and/or the person who took credit, ask Lauren how she'd like you to advocate, if at all.
- **Appeal to shared values; assume positive intent but focus on impact.** Reach out to the person or meeting leader to give feedback, especially if you've noticed patterns of misattribution in other meetings. For example, "You may not have realized this, but there have been a few times when someone else has shared an idea that has later been attributed to someone else. Perhaps we can establish some meeting norms that will hold us all accountable for attributing ideas correctly."
- **Share something that you've learned on your allyship journey to bring others with you.** For example, "I recently learned that women, and particularly women of color, often have the experience of their idea being attributed to someone else. Not only does it contribute to feelings of invisibility and make it harder for their voices to be heard long-term, we're missing out on their great ideas, which will limit us from delivering our best work as a team."

Scenario: Supporting Religious Practices

- **Appeal to shared values; consider avenue and timing.** Remind folks that we're committed to creating a welcoming and inclusive culture where people of all religions can thrive and educate others on what you've learned from the HRBP. 1:1 is a great avenue for these conversations; they don't need to take place in a large team meeting with Asim present -- unless the person brings up the concern there.
- **Check in with the impacted person –** in this case, Asim. As Asim's manager, you want to make sure he isn't being bullied or harassed by others. Perhaps that sounds like, "I want to make sure I'm doing everything I can to accommodate your religious practices and make you feel supported on our team. If you need support navigating this with others on our team, please let me know."

AMERICAN EXPRESS

The ECG Anti-Racism Initiative

August 12, 2020

AMEX Internal

REFRESHER WHERE WE LEFT OFF...

Our Framework to Promote Racial Equity and Progress

INDIVIDUAL



- › Engage in the difficult conversations, acknowledge the discomfort
- › Practice reflection & active listening
- › Self-education on how to be a better ally
- › Foster new diverse relationships socially

TEAM



- › Facilitate & encourage continued dialogue
- › Support education on systemic racism & inequality
- › Plan racial equity-focused team events & speakers
- › Participate in Amex affinity groups & GCO diversity events

COMPANY



- › Leverage SME expertise to assess company-wide activities through an I&D lens
- › Influence AI Principles adoption
- › Influence & support Technology's I&D program
- › Influence & support GSM's supplier diversity program

COMMUNITY

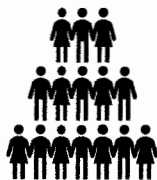
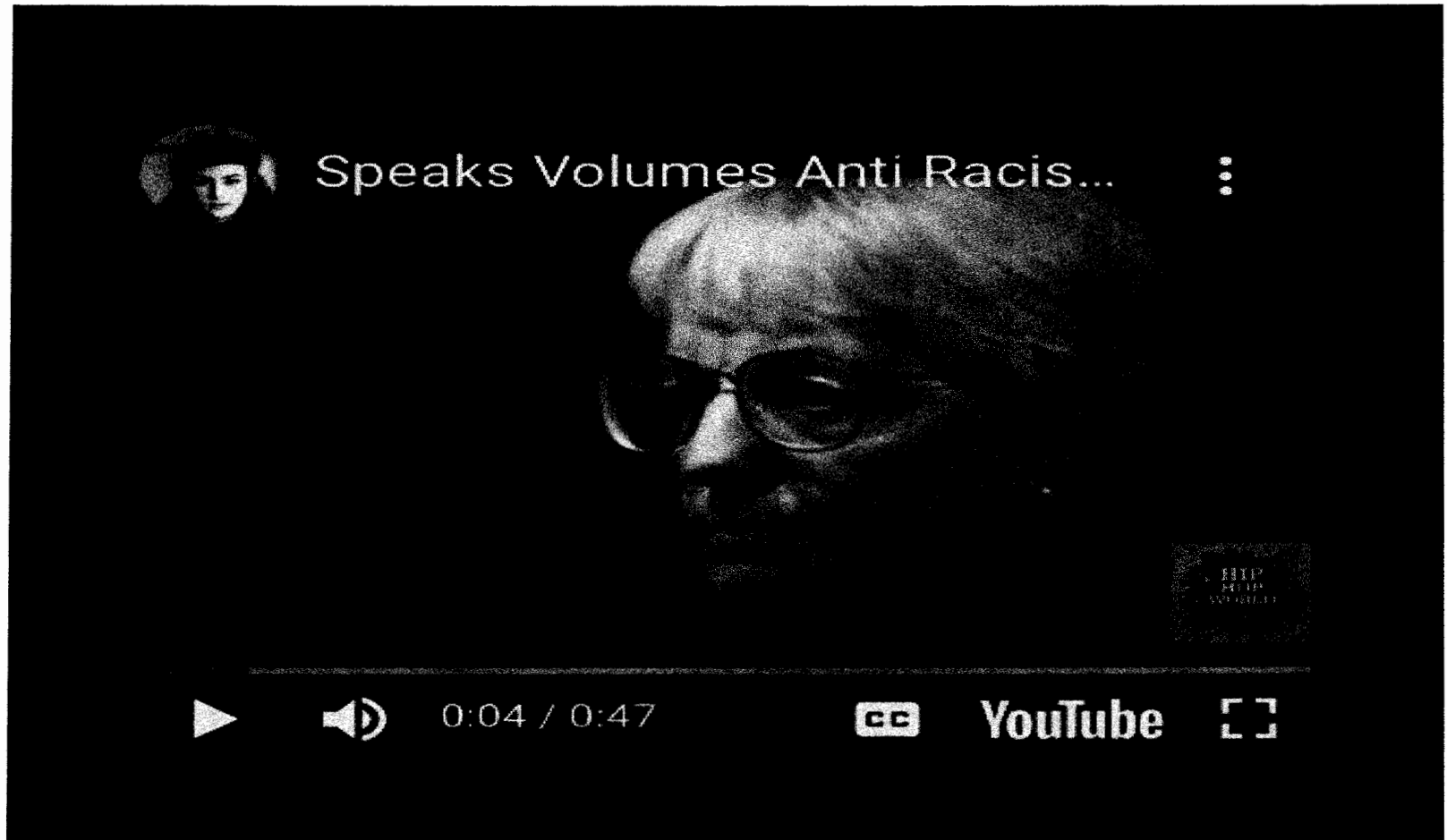


- › Foster new diverse relationships socially
- › Participate in & volunteer for I&D pro bono activities, utilizing SME expertise where possible
- › Give2Gether
- › Participate in mentorship programs



**ENTERPRISE
COUNSEL GROUP**

"NOT RACIST" VS. "ANTI-RACISM"

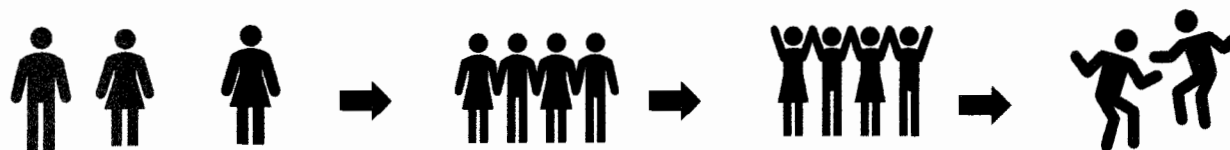




The Mission – What are we doing here? Why?



Promote anti-racism,
raise awareness and create space
for an ongoing dialogue about racism
for the purpose of empowering ECG
colleagues to **take action** and **make positive
change**



Enablers & Supports - How are we getting there?



Here is what we have:

Commitment from Leadership

Commitment from Team

Commitment from You

***“listen, learn,
take action, fail
forward and
repeat”***



Here is what we'll provide:

Facilitate collective ownership

Tools, opportunities and resources

Individual and team participation opportunities

Feedback loops

A focus on the Mission



Action - What's Next?



INDIVIDUAL: Resources Listing

- Mixed media resources for individual team member consumption.
- See Appendix for our start.

TEAM: Rapid Response Small Group Dialogues

- Small group cohorts
- Attend select GCO/Amex D&I events and activities
- Cohorts to meet and discuss learnings
- Share with larger group

COMPANY: Company and GCO Event Listing

- Highlight all of the racial equity, diversity and inclusion events and activities enterprise-wide

COMMUNITY: Outreach and Education

- Curate and share external opportunities listing
- Feature colleagues' efforts in their respective communities

Activities - What you can do



☐ Volunteer Opportunities – help needed

- ☐ General – ad hoc
- ☐ External Resource Listing – Clean up, maintenance and presentation
- ☐ Internal Resource and Event coordination – Help us compile and track current Amex I&D initiatives and other Amex groups (Give2Gether, Pro Bono, Serve2Gether, etc.)

☐ This Month's Homework Assignment:

- ☐ Take a look – Resource Listing
- ☐ Check out (read, listen, explore) at least 1 resource
- ☐ Listen to this Podcast from Dr. Brene Brown on "Shame and Accountability": <https://brenebrown.com/podcast/brene-on-shame-and-accountability/>
- ☐ Meet and Discuss. Meet with assigned cohort before next ECG meeting. (cohort to be announced; we will provide you a discussion framework to guide you along).

APPENDIX

Anti-Racism

"No one becomes "not racist," despite a tendency by Americans to identify themselves that way. We can only strive to be "anti-racist" on a daily basis, to continually rededicate ourselves to the lifelong task of overcoming our country's racist heritage.

We learn early the racist notion that white people have more because they are more; that people of color have less because they are less. I had internalized this worldview by my high school graduation, seeing myself and my race as less than other people and blaming other blacks for racial inequities.

To build a nation of equal opportunity for everyone, we need to dismantle this spurious legacy of our common upbringing."

In order to do this, we have to educate ourselves. We can learn about covert white supremacy, follow organizations leading the way for racial equity and justice, watch films, listen to podcasts, and read books. This doesn't need to be seen as a chore, but can instead be seen as an opportunity — an opportunity to better understand ourselves, love our neighbors, and become the change we wish to see."

-Professor Ibram X Kendi

"IN A RACIST SOCIETY
IT IS NOT ENOUGH TO BE
NON RACIST. WE MUST
BE ANTI RACIST."

ANGELA Y. DAVIS



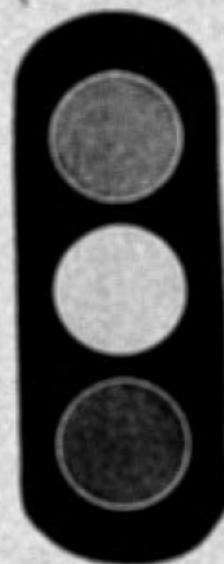
Ijeoma Oluo
@IjeomaOluo

The beauty of anti-racism is that you don't have to pretend to be free of racism to be an anti-racist. Anti-racism is the commitment to fight racism wherever you find it, including in yourself. And it's the only way forward.

Being a good Ally...

READING THE SIGNALS ALLYSHIP DURING RACE CONVERSATIONS

LISTEN
WHEN PEOPLE
OF COLOR ARE
SHARING THEIR
EXPERIENCES



AMPLIFY
THE MESSAGES
OF PEOPLE OF
COLOR SO THEIR
THOUGHTS & IDEAS
ARE HEARD IN
THEIR OWN VOICE

SPEAK
WHEN YOU WITNESS
INJUSTICE OR HAVE
AN OPPORTUNITY TO
EDUCATE AND ADVOCATE

The background of the entire page is a dark, textured repeating pattern. It features the American Express logo (a globe with vertical lines) and the words "AMERICAN EXPRESS" and "WORLD SERVICE" in a serif font, arranged in a grid-like fashion.

Resource Listing & Reading List

LISTEN - PODCASTS

- Lynching in America
- Code Switch by *NPR*
- "A Decade of Watching Black People Die"
- Justice in America
- Beyond Prisons
- Ear Hustle
- Radical Imagination by Angela Glover Blackwell
- Groundings
- Mr. Graham and the Reasonable Man by More Perfect
- In Black America by *NPR*
- The Anti-Racism Project
- Hidden Brain: Podcast
- Mirrors and Windows (Interview with Derrick Gay, Ed.D.,)
- Code Switch: Podcast
- Pod Save America: Podcast
- 1619 on Apple Podcasts.

<https://podcasts.apple.com/us/podcast/1619/id1476928106>

- Intersectionality Matters! on Apple Podcasts.

<https://podcasts.apple.com/us/podcast/intersectionality-matters/id1441348908>

- Unlocking Us with Brené Brown on Apple Podcasts.

<https://podcasts.apple.com/us/podcast/unlocking-us-with-bren%C3%A9-brown/id1494350511>

EDITORIAL - OPINION

Opinion pieces

- https://www.washingtonpost.com/outlook/scrubs-everywhere-arturo-holmes/2020/07/10/9e10b0e0-c095-11ea-b4f6-cb39cd8940fb_story.html?fbclid=IwAR1xpCXRGtvXlcWC1WS2h7am_P5wMGeP_P6Gr33FITqYEDrI8IFFD3Ao9nk
- <https://www.washingtonpost.com/opinions/2020/06/05/dear-white-people-please-read-white-fragility/?fbclid=IwAR2ghDY6b6SWsjJEqCtt5vhbLOXEEsdIF0pgVwYVEAsY1ym33-9UeEYbbMA>
- https://www.refinery29.com/en-us/2020/05/9841376/black-trauma-george-floyd-dear-white-people?utm_source=facebook&fbclid=IwAR1CAis0oR5cArguuZEdso93ab8asmrVivJ5m3sB2DVtCMLEPFP9tcnd1_Q

BOOKS

Books (Remember – try to buy books from black-owned bookstores or independent bookstores when possible/feasible)

- Stamped from the Beginning
- Stamped from the Beginning Remix
- How to be an AntiRacist
- Why I'm no Longer Talking to White People about Race
- The Fire Is Upon Us: James Baldwin, William F. Buckley Jr., and the Debate over Race in America
- When Affirmative Action was White

ONLINE and SOCIAL

- Mena Fombo: No. You Cannot Touch my Hair: TED Talk
- Howard Stevenson: How to Resolve Racially Stressful Situations: TED Talk
- Conversation with Beverly Tatum: YouTube
- Conversation with Robin DiAngelo - White Fragility: YouTube
- Renni Eddo-Lodge: What Happens when I try to talk to Race White People: YouTube
- Taste the Nation: Interview with Padma Lakshmi
- Race: The Power of an Illusion
- "I Am Not Your Negro": IMDB.com
- https://www.ted.com/talks/ibram_x_kendi_the_difference_between_being_not_racist_and_antiracistfbclid=IwAR03b7Ondp49rymq_ECSmX9tc7YnFQ27k9bztAidLNVn19pUCAWjp0ZQCwY
- Bryan Stevenson: We need to talk about an injustice
https://www.ted.com/talks/bryan_stevenson_we_need_to_talk_about_an_injustice
- Infographic/Flow Charts
<http://www.philippelazaro.com/new-blog/antiracismflowcharts>
- Social Media Resources/Recommendations
<https://www.insidehook.com/article/advice/70-black-voices-social-media/amphttps://www.instagram.com/soyouwanttotalkabout/>
<https://linkinprofile.com/privatepage>

ARTICLES

Articles

- Children are not Colorblind
- 20 Questions for Those Who Deny Systemic Racism
- Race/Related Newsletter: NY Times
- The Intersectionality Wars
- What is Owed: NY Times
- Privileged by NBA player Kyle Korver
- Resmaa Menakem 'Notice the Rage: Notice the Silence'
- For Our White Friends wanting to be Allies
- "Mapping Police Violence"
- "Police Shootings Database" by The Washington Post
- "Hate Crimes in the United States" by Erin Duffin, Statista
- "Fighting Police Abuse Community Action Manual" by the ACLU
- The Case for Reparations by Ta-Nehisi Coates, The Atlantic
- "50 Artists Interrogate 25 Years of Police Brutality" by Antwaun Sargent, Vice
- https://au.news.yahoo.com/common-microaggressions-may-not-aware-221000423.html?soc_src=social-sh&soc_trk=ma

Organizations

Follow, support, and get involved, such as becoming a member/volunteer or starting a chapter, with organizations, which promote and create racial equity and justice.

- [Black Lives Matter](#)
- [ARTE](#)
- [Campaign Zero](#)
- [National Police Accountability Project](#)
- [Black Visions Collective](#)
- [NAACP](#)
- [Color of Change](#)
- [Race Matters Institute](#)
- [The Antiracist Research & Policy Center](#)
- [Prison Policy Initiative](#)
- [The Sentencing Project](#)
- [The Audre Lorde Project](#)
- [Black Women's Blueprint](#)
- [Colorlines](#)
- [Equal Justice Initiative \(EJI\)](#)
- [The Leadership Conference on Civil & Human Rights](#)
- [MPowerChange](#)
- [RAICES](#)
- [Showing Up for Racial Justice \(SURJ\)](#)
- [SisterSong](#)
- [United We Dream](#)
- [Take Action Inc.](#)
- ["28 Organizations That Empower Black Communities" by The Huffington Post](#)
- [Other Anti-racist Organizations](#)

Parenting

- o [10 Ways to Be an Anti-racist Parent](#)
- o [How to Diversify Your Child's Bookshelf](#)
- o [Why and How to Encourage Cross-Racial Friendships among Children](#)
- o [ADL: Talking about Race with Kids](#)
- o [The ABCs of Diversity: Helping Kids \(and Ourselves!\) Embrace Our Differences](#)
- o [These Books Can Help You Explain Racism and Protest to Your Kids](#)
- o [Talking About Race \(National Museum of African American History & Culture\)](#)
- o [Talking to Children after Racial Incidents \(Penn GSE\)](#)
- o ["Coming Together: Standing Up to Racism" \(A CNN/Sesame Street Town Hall\)](#)

COMPILATIONS

- https://docs.google.com/document/d/1BRIF2_zhNe86SGgHa6-VlBO-QgirlTwCTugSfKie5Fs/mobilebasic?fbclid=IwAR1_VlzKSV-S6BbZrNk2mdY3W3IT_lg7_45NpmN9EfK-PulhJPDLAwo9ql0&usp=gmail
- <https://nmaahc.si.edu/learn/talking-about-race>
- <https://bookriot.com/2019/04/19/african-american-classics/amp/?fbclid=IwAR1I3luwZmln77lwjKP5tBKlWmexmZ9y4ouwXxqOOB1WhASIOz-xdZK9LHE>
- <https://nymag.com/strategist/article/anti-racist-reading-list.html?fbclid=IwAR0OeQ2HGEktM1SMFKE98FYhAixvtbxij01uf0D8EPpZC4rejEucsrIB2U>
- <https://www-esquire-com.cdn.ampproject.org/c/s/www.esquire.com/entertainment/books/gmp32733124/best-books-on-anti-racism/?fbclid=IwAR0y9yB-ytzmJv-zJTIMSY4FSW2OJ2gAzJxeUvoYC0ZAndpNjgl480H9tiU>
- <https://www.bustle.com/entertainment/10-books-about-race-to-read-instead-of-asking-a-person-of-color-to-explain-things-to-you-8548796>
- Ted Talks https://www.ted.com/playlists/250/talks_to_help_you_understand_r

A Conversation about Race in America



Reflecting on our History and "the American Dream"

Thursday, September 24, 2020

10 – 11 a.m. ET

[Join the Live Video Web Stream](#)

Our Conversation Series addressing race in America continues with an exciting event.

We're pleased to welcome **Khalil Muhammad**, Harvard professor and former Director of the Schomburg Center for Research in Black Culture (a division of the New York Public Library and the world's leading library and archive of global Black history) for a fireside chat with **Vince Hudson**, Senior Vice President, Global Advertising and Brand Management.

Please join Khalil and Vince as they dive into our history as a nation and how the past can inform our future, particularly as it relates to the current conversation around race in corporate America.

Colleagues are encouraged to [submit questions in advance](#).



Understanding Systemic Racism in the U.S.



Examples of Systemic Racism

WHAT IS SYSTEMIC RACISM?

Systemic racism refers to the policies and practices that unfavorably impact racial minorities. It's built into places like our education, housing and healthcare systems and affects our Black and African-American colleagues' everyday lives.

Although Jim Crow laws ended in the 1960s and legislations like the Voting Rights Act, Civil Rights Act and Fair Housing Act were enacted, inequalities continue to persist.

The examples to the right are just some of the ways in which systemic racism exists in U.S. society today.

EMPLOYMENT & WEALTH

- Black and African-American college graduates are twice as likely¹ to be unemployed a year after graduating and 50% less likely² to be called back for job interviews. (Since the 1960s, Black and African-American unemployment rates³ have been twice as high as white unemployment rates.)
- Historic redlining⁴ made homeownership (the top contributor to household wealth) difficult for Black and African-American families. Now, inequality persists in the form of predatory lending⁵.

CRIMINAL JUSTICE

- Police disproportionately monitor Black and African-American communities. For example, from 2002-2019, more than 50%⁷ of New Yorkers subjected to police stops and street interrogations were Black or African-American (despite making up 24% of the population).
- When Black and African-Americans are convicted of a crime, they are about 20% more likely⁸ to be sentenced to jail time, and typically see sentences 20% longer⁸ than those for white people who were convicted of similar crimes.

EDUCATION

- Black and African-American children represent only 18% of preschool enrollment, but 48% of preschool children⁶ receiving more than one out-of-school suspension.
- Black and African-American students are suspended and expelled at a rate three times greater⁶ than white students.

HEALTH

- A study of 400 hospitals⁹ in the U.S. showed that Black and African-American patients with heart disease received older, cheaper, and more conservative treatments than their white counterparts. Research indicates that doctors' unconscious biases¹⁰ impact quality of care received.
- We have most recently seen racial inequality with the COVID-19 pandemic, which has exposed a number of factors underlying the health disparities¹¹ experienced by Black and African-American communities.

LEARN MORE Read: [The Washington Post's Racism In America & Key Facts on Health and Health Care by Race and Ethnicity](#)

Sources: ¹ Forbes - [Black Graduates Twice As Likely To Be Unemployed](#), ² Harvard Business School - [Minorities who 'Whiten' Job Resumes Get More Interviews](#), ³ Pew Research Center - [Black unemployment rate is consistently twice that of whites](#), ⁴ NPR - [A Forgotten History Of How The U.S. Government Segregated America](#), ⁵ Reuters - [Racial predatory loans fueled U.S. housing crisis: study](#), ⁶ U.S. Department of Education Office for Civil Rights - [Civil Rights Data Collection Data Snapshot: School Discipline](#), ⁷ NYCLU - [Stop-and-Frisk Data](#), ⁸ United States Sentencing Commission - [Demographic Differences in Sentencing](#), ⁹ American Bar Association - [Implicit Bias and Racial Disparities in Health Care](#), ¹⁰ National Center for Biotechnology Information - [Implicit Bias in Healthcare Professionals](#), ¹¹ CDC - [COVID-19 in Racial and Ethnic Minority Groups](#)



Colleague Experience Group

Understanding Intersectionality



We often make assumptions about people based on what we see (their race, ethnicity, gender, age). But most aspects of someone's identity are invisible, and we won't discover that unless we get to know them.

WHAT IS INTERSECTIONALITY?

Intersectionality describes the connection between different aspects of our identities, like our race, class, gender, etc.

WHY IS IT IMPORTANT TO BE AWARE OF INTERSECTIONALITY?

When identities intersect, the likelihood of discrimination increases, and is often more intense than those related to a single identity. By recognizing the intersection of identities, we can stop relying on our assumptions, be better allies, and more effectively advocate for our colleagues.

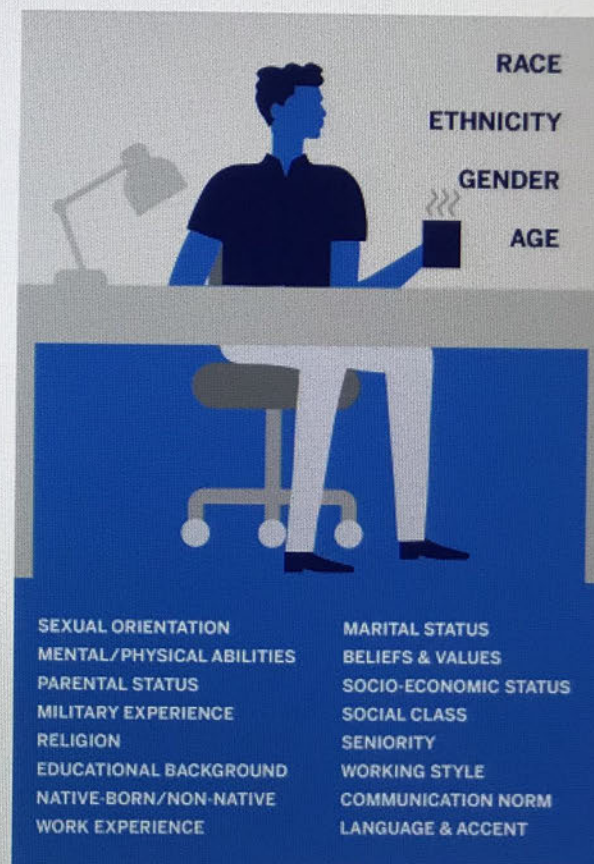
WHAT IS THE CONNECTION BETWEEN INTERSECTIONALITY & ALLYSHIP?

It's important to recognize that there are differences within marginalized communities, and some subgroups may lack the power or privilege of others within the same group.

Some examples of strong intersectional allyship include:

- White women amplifying the voices of women of color
- Lesbian, gay, and bisexual people advocating for Black and African-American trans people
- Asians standing up for the Black and African-American community, Latinx, and Indigenous people of color

It's critical to use the privileges you have to be an ally to someone who may not have those same privileges.



LEARN MORE: [The Urgency of Intersectionality \(Ted Talk\)](#) | [Sisterhood is Critical to Racial Justice](#) | [Black Trans Lives Matter \(Podcast\)](#) | [Asians for Black Lives](#)



Colleague Experience Group

What Does it Mean to Be an Ally?



We each play a role in clearing barriers to ensure our colleagues feel like they belong. This next guide in our [series of resources](#) explores what it means to be an ally and steps you can take to help drive meaningful change at Amex and beyond.

What is an Ally? An ally is an individual who is not a member of a specific marginalized group but fights alongside them for justice. By speaking up, allies increase awareness across a broader audience and share the burden often placed on marginalized groups to educate others. Allyship is a continuous process – it requires persistent learning, skill building and action.

How you can be an ally for the Black and African-American community:

UNDERSTAND YOUR PRIVILEGE

- Before standing up for others, **identify the privileges or advantages** you have that others may not. (For example, are people of your race widely represented in media/entertainment? Were you able to choose a college without worrying about the financial burden?)
- **Reflect** on how these advantages have made it possible to get you to where you are today. Doing this work will help prepare you to better understand the obstacles other people face.

SPEAK UP NOT OVER

- Use your voice to educate others, but **don't speak over members of the Black and African-American community**. When a colleague is willing to speak up, let them do so first and identify how you can raise awareness without putting the burden on them to educate others.
- **Don't be afraid to speak up** when you see inequity in front of you. The tips on the right are a few ways you can start.

ACTIVELY LISTEN & LEARN

- **Do more listening than speaking**. When someone trusts you enough to share their personal experiences, believe what they're saying and don't make assumptions or give unsolicited advice.
- Try to **understand the prejudices and challenges** impacting the Black and African-American community (this requires consistent and continuous learning). [Research](#) via blogs, books, podcasts, social media and news articles.

IF YOU MAKE MISTAKES, APOLOGIZE

- Unlearning stereotypes and recognizing our own biases takes time, effort and courage. **It's okay to make a mistake now and again** - don't get defensive and be open to continued feedback.
- If your intentions were good but you made a mistake, remember to listen, apologize and **apply what you learned** moving forward. It's not about your intent, it's about the impact you have on your colleague.

"Ally" is also a verb, not just a noun.

Allyship requires taking action - it's not just a label you give yourself. Here are specific ways you can advocate for your colleagues:

- If you see someone from a marginalized group missing from an important meeting or opportunity, advocate for them to be invited.
- Invite members of underrepresented groups within your team to speak at meetings or take on other highly visible roles.
- Strive to find mentees who may not have the same experiences as you.
- Be a strong sponsor for colleagues (talk about the expertise you see in others, recommend colleagues for projects).
- When someone proposes a good idea, repeat it and give them credit.
- Promote objectivity by asking for examples and pushing for consistency.
- Give growth-oriented feedback. For example, instead of saying 'you're so smart,' specify how the person worked hard to get the job done.
- Practice microinclusions (small things that make someone feel included and respected), and speak up when you witness [microaggressions](#).

LEARN MORE: [Three Ways to Be an Ally in the Workplace \(Ted Talk\)](#) | [Five Ways White Men Can Be Allies in the Workplace](#)



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Resources for Starting a Conversation about Race



AMEX RESOURCES

- [Inclusion & Diversity Definitions](#) (defines ally, ethnicity, equality, equity, person of color, privilege, power, psychological safety, race)
- [Inclusion & Diversity Frequently Asked Questions](#) (gives helpful guidance on the appropriate use of Black/African American, the relationship between political values & bias, and how to drive inclusion more broadly)
- [Building Team Inclusion](#) (explains the concept of psychological safety and shares tips for fostering it within your team)
- [Personal Biases and Relationships](#) (outlines the impact of biases on in-groups and out-groups, and addresses the importance of allyship and tips for being a good ally)
- [Managing Microbehaviors](#) (explains and provides examples of microaggressions, which are subtle signs of unconscious biases that can undermine relationships)
- [Understanding and Talking About Race at Work](#) (on-demand learning content for all colleagues; topics include racial bias and inclusion in the workplace. [These additional resources](#) are designed to support leaders.)

LISTEN

- [1619](#)
- [America, Are We Ready? A National Call-In About Racism, Violence and Our Future Together](#)
- [Code Switch](#) by NPR
- [Pod Save the People](#)
- [Say Your Mind](#) by Kelechi Okafor

READ

- [The New Jim Crow: Mass Incarceration in the Age of Colorblindness](#) by Michelle Alexander
- [White Fragility: Why It's So Hard For White People To Talk About Racism](#) by Robin DiAngelo
- [Between the World and Me](#) by Ta-Nehisi Coates
- [Sister Outsider](#) by Audre Lorde
- [Just Mercy: A Story of Justice and Redemption](#) by Bryan Stevenson

WATCH

- [13th](#) (2016) – Netflix
- [Selma](#) (2014) – Netflix, Amazon Prime
- [The Hate U Give](#) (2018) – Hulu
- [Dear White People](#) (2017) – Netflix
- [When They See Us](#) (2019) – Netflix
- [American Son](#) (2019) – Netflix

DONATE

The company will match your contributions to the [National Urban League](#), [NAACP Legal Defense Fund](#) and other social justice organizations through our Gift Matching Program. If you want to make a contribution to support the organization of your choice, [please click here](#).



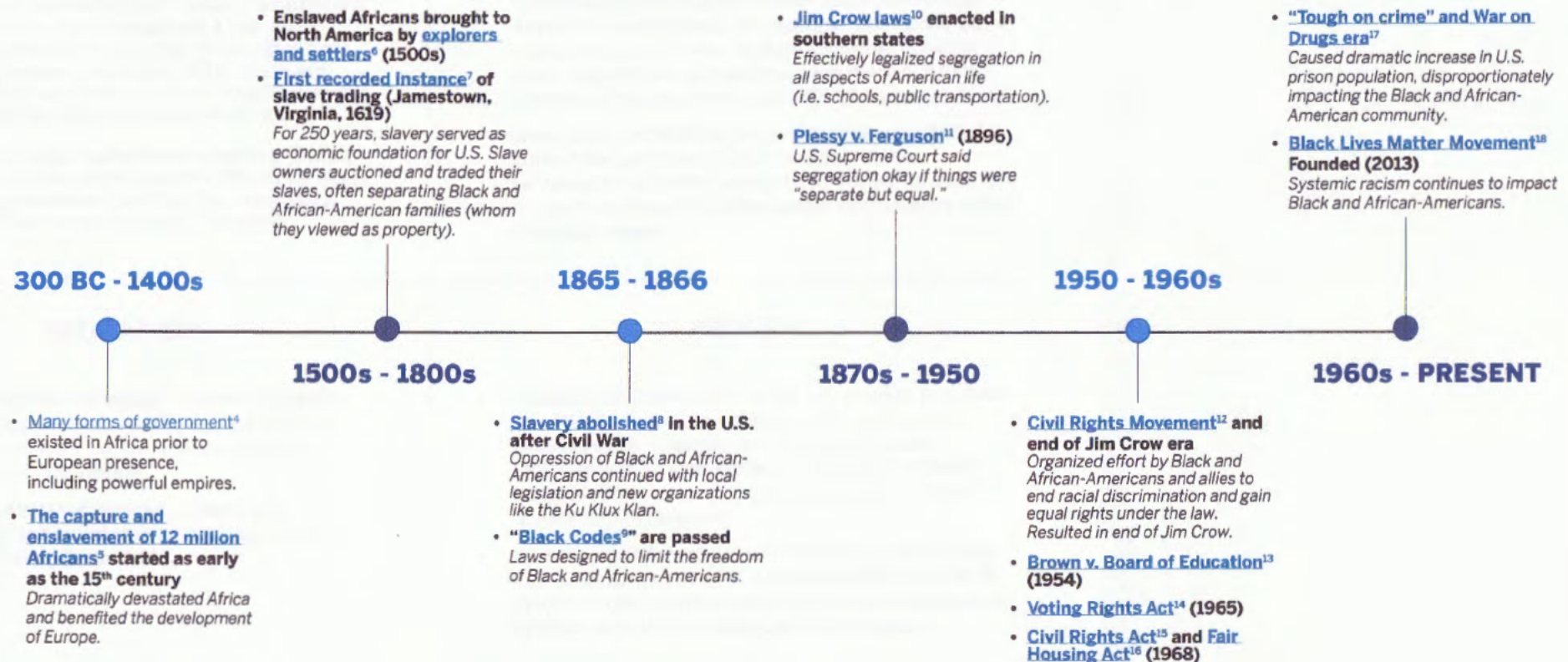
Colleague Experience Group

The History of Systemic Racism



As a continuation of our [series of resources](#) on racism, social inequity and inclusion, this guide provides the historical context of systemic racism in the U.S. and facts surrounding the disparities we see today. This information is a starting point - continue to self-educate, listen to your colleagues and have courageous conversations to ensure we have a culture where everyone feels safe, respected and valued.

To understand how we got here, it's important to start with a conversation about history - the past matters. While slavery was abolished in the U.S. in 1865, its impact is still felt and seen today. When learning about the historical roots of current inequality, consider what the Black and African-American experience (or experiences of other marginalized groups) may be like in your country because of a history of [slavery](#)¹, [colonialism](#)², or [colorism](#)³.



LEARN MORE Explore: [The National Museum of African American History & Culture](#) | Watch: [13th](#) on Netflix

Sources: ¹ Reuters - [CHRONOLOGY: Who banned slavery when?](#), ² National Geographic - [What is colonialism?](#), ³ Harvard Kennedy School - [3 Things You Should Know About Global Colorism](#), ⁴ UK National Archives - [West Africa Before the Europeans](#), ⁵ BBC - [The Triangular Slave Trade](#), ⁶ Time - [The First Africans in Virginia Landed in 1619. It Was a Turning Point for Slavery in American History—But Not the Beginning](#), ⁷ New York Times Magazine - [The 1619 Project](#), ⁸ National Museum of American History - [The Impact and Legacy of the Emancipation Proclamation](#), ⁹ PBS - [Black Codes and Pig Laws](#), ¹⁰ National Geographic - [Jim Crow laws created 'slavery by another name'](#), ¹¹ Encyclopedia Britannica - [Plessy v. Ferguson](#), ¹² PBS - [Explore: Civil Rights Movement](#), ¹³ Encyclopedia Britannica - [Brown v. Board of Education of Topeka](#), ¹⁴ Encyclopedia Britannica - [Voting Rights Act](#), ¹⁵ Encyclopedia Britannica - [Civil Rights Act](#), ¹⁶ Encyclopedia Britannica - [Fair Housing Act](#), ¹⁷ The Sentencing Project - [Criminal Justice Facts](#), ¹⁸ ACLU - [How Black Lives Matter Changed the Way Americans Fight for Freedom](#)



Colleague Experience Group

The Significance of Words



As part of our [series of resources](#), this guide will help ensure that we have a culture where everyone feels safe, respected and valued. Everyone should find ways to discuss systemic racism, social inequity, and other topics related to race. In order to address these issues, it's important to educate ourselves as we have courageous conversations and take action.

WORDS TO UNDERSTAND BEFORE DISCUSSING RACE:

Equality: Treating everyone the same way, often while assuming that everyone also starts out on equal footing or with the same opportunities.

Equity: Equity refers to achieved results where advantage and disadvantage are not distributed on the basis of race and ethnicity. Strategies that produce equity must be targeted to address the unequal needs, conditions, and positions of people and communities that are created by institutional and structural barriers. Equity requires a set of informed policies and practices, intentionally designed to promote opportunity and rectify disparities, as well as informed people positioned to implement those policies and practices effectively.

Marginalized person: A member of a group that is the primary target of a system of oppression.

Microaggression: Brief interactions that serve as a reminder that a person is devalued or stands out unfavorably because of their identity; they contribute to belonging uncertainty and lead to disengagement over time.

Oppression: Systemic, pervasive inequality present throughout society that benefits people with more privilege and harms those with fewer privileges.

POC: An acronym standing for "person of color." This term is used primarily in the United States to describe any person who is not White.

Power: The ability to control circumstances or access to resources and/or privileges.

Privilege: An unearned advantage given to some people but not all.

Psychological safety: A belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

WHAT IS THE BLACK LIVES MATTER MOVEMENT?

#BlackLivesMatter was founded in 2013 in response to the acquittal of the man charged with Trayvon Martin's murder. It is now a global organization with a mission to eradicate white supremacy and build local power to intervene in violence inflicted on Black communities. To learn more, [click here](#).



Colleague Experience
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Microaggressions



As we aim to be more mindful of [the words](#) we're using and the way we speak, we wanted to take a deeper look at microaggressions. It's not uncommon for your Black and African-American colleagues to have experienced these.

Microaggressions are brief statements or behaviors that, intentionally or not, communicate a negative message about a minority group. These interactions can make a colleague feel devalued or worry that they stand out unfavorably because of their identity. Some common microaggressions directed towards Black and African-American individuals include:

SAYING...

"Where are you from?"

Your racial/ethnic ambiguity confuses me, you are not American, you are foreign.

"You are so articulate."

It is unusual for someone of your race to be intelligent.

"I don't see color" or
"We are all human beings"

Denial of a person's racial/ethnic experiences, including barriers faced because of their race/ethnicity.

"I'm not a racist, I have Black friends."

Immunity to racism and [unconscious bias](#) (which everyone has).

"Everyone can succeed in this society if they work hard enough."

Belief in the [myth of meritocracy](#) or that people of color are given extra unfair benefits because of their race, are lazy, incompetent, and need to work harder.

CAN IMPLY...

WHY ARE WE SAYING "BLACK LIVES MATTER"? DON'T ALL LIVES MATTER?

This is considered a **microaggression** because of course, all lives matter. But the Black and African-American communities have struggled to matter for several generations. Time and time again, [events like the murder of George Floyd](#) demonstrate the devaluation of Black lives, and saying "all lives matter" overlooks the social injustice specifically impacting the Black community and minimizes the awareness and impact of systemic racism.

HOW CAN YOU HELP STOP MICROAGGRESSIONS?

[Here's advice](#), whether you're the target, a bystander or the microaggressor.



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Understanding Unconscious Bias



We all have biases - it's part of being human. However, it's important we're aware of our biases and how they affect our perceptions of others, the decisions we make, our behaviors and our relationships. As part of our [series of resources](#), this guide aims to help us better understand biases, especially the ones we're not even aware exist.

WHAT IS UNCONSCIOUS BIAS?

Unconscious bias refers to the quick mental shortcuts we take that impact our ability to be objective. This is caused by our brain's tendency to rely on learned patterns in the world – like cultural stereotypes or previous life experiences – to quickly and subconsciously process information.

WHY DO WE ALL HAVE BIASES?

Our brains receive millions of pieces of information each second, but we can only consciously process so much. This means we're processing details that we're not even aware of. To keep up, our brains take mental shortcuts and rely on our subconscious.

When it comes to most of our everyday behaviors and decisions – like choosing whether to cross the street because a car appears to be far away – mental shortcuts can often get us to the correct answer.

But, when it comes to people, most of the mental shortcuts we take tend to rely on cultural stereotypes. And these shortcuts are prone to error, usually in ways that are problematic and harmful when making decisions about people.

CAN WE ELIMINATE UNCONSCIOUS BIAS?

Although we cannot completely eliminate unconscious bias, we can work to reduce it over time. See [page two](#) for tips.

TYPES OF COMMON BIASES



Gender/Ethnicity

Unintentionally treating people differently based on perceived demographic identities, such as race, ethnicity and gender.



Similarity Bias

Our natural tendency to build associations and treat people favorably when we see characteristics, behaviors and traits that we can relate to.



Distance Bias

The tendency to favor those who are closer to us in location. This could result in colleagues who are virtual or not in the same geographic location feeling isolated or disengaged.



Confirmation Bias

Looking for and focusing on information that confirms our beliefs, often overlooking counter evidence in the process.



Anchoring

Our tendency to “anchor” on one particular piece of information (often the first thing we learn about someone) and make a decision based on that, rather than all of the available data.



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How Can We Reduce Unconscious Bias?



To create a more inclusive culture, we need to build belonging and celebrate diversity (the different traits, characteristics, and experiences that make us all unique). However, our unconscious biases can influence the way we view others and be a barrier to embracing differences. If we work to manage our biases, we can lessen the role stereotypes play in our day-to-day.

EXAMPLES OF BIASES IN THE WORKPLACE

"You have to be assertive and direct to be successful on this team, but she just comes across as pushy and aggressive."

Gender Bias: This comment sets a double standard for a woman who is direct in the workplace.

"I know diversity is important, but we don't want to have to reduce our FICO threshold in order to engage Black-owned businesses."

Race/Ethnicity Bias: This comment falsely assumes we have to choose between working with underrepresented business owners and maintaining our business standards.

"They are doing really well in their first year at the company. I'm not surprised – they went to Harvard."

Anchoring Bias: This comment "anchors" an individual's success in the fact that they went to a prestigious university, rather than taking all available data into account.

"I really liked that guy I interviewed. I feel like he's someone I could hang out with outside of work. He'd fit in perfectly on the team."

Similarity Bias: This comment assumes a candidate will be a good fit because they demonstrated traits we can connect with, instead of basing their fit on skills and qualifications.

"She knows her stuff, but she shouldn't present to the leadership team. She might not come across as confident since it's hard to understand her because of her accent."

Confirmation Bias: This comment shows how we look for a reason to support our personal beliefs about someone or something, rather than making a decision based on expertise.

TIPS TO HELP REDUCE BIASES:

- Be aware of your reactions to (and assumptions about) others and question what is causing them.
- Examine your own 'go-to' people (in-groups) and those you feel less comfortable with or unintentionally overlook (out-groups).
- Ask yourself: 'What are some of my own biases and how do they impact work relationships? How will I share this with the team?'
- Reflect on relevant criteria when making decisions about people, apply that criteria consistently, and review and measure the impact of your decisions.
- Leaders: review current processes or ways of working within your team for any structural biases or inequities that may exist.

LEARN MORE:

I&D Square Page: [Inclusive Hiring](#), [Inclusive Work Allocation](#), [Inclusive Meetings & Inclusive Performance & Talent Management](#), [Inclusive Leadership Experience](#)

Read: [Strategies for Managing Unconscious Bias](#)

Listen: [NPR Bias and Perception](#)



Colleague Experience Group

Our Leadership Behavior: **Build a Diverse and Inclusive Team**



INDIVIDUAL CONTRIBUTOR

The [Leadership Behaviors](#) are a core component of our Framework for Winning and set the leadership standard for all colleagues. Our Leadership Behavior – **Build a Diverse and Inclusive Team** – reinforces our commitment to creating a truly welcoming culture where people of all backgrounds and viewpoints can thrive.

As you continue to learn, grow, contribute and **Bring Others With You**, please review this two-page guide to help you better understand this Leadership Behavior and how you can put it into practice every day.

Build a Diverse and Inclusive Team

Plays a visible role in creating an inclusive and welcoming culture

I am [an active member](#) of a team that embraces diversity of people and experiences, and I do my part to ensure my colleagues feel like they belong.

I [listen to understand](#) other viewpoints and empower colleagues' unique voices so we can do our best work, together. I contribute my best effort

and [share my own unique perspectives](#) to ensure the overall success and performance of the team.

Participates in team dialogue and candidly contributes new ideas

Actively listens, learns and appreciates diverse perspectives



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Build a Diverse and Inclusive Team: How to Put it Into Practice



BUILD A **DIVERSE** TEAM

Diversity refers to the variety of characteristics represented by the people on our teams (ex. ethnicity, gender, age, national origin, disability, sexual orientation).

Diverse teams value and embrace differences, and believe unique perspectives, backgrounds and experiences are critical to our success.

- Watch the replay for the [Leadership Lab: Addressing Race to Drive Meaningful Change](#).
- Join one (or more) of our [Colleague Networks](#) to learn about and celebrate our unique backgrounds and cultures.
- Learn how to have [productive debate](#) – and why it's important.
- Explore [these articles](#) about inclusion and diversity on Harvard Spark.

BUILD AN **INCLUSIVE** TEAM

On inclusive teams, individuals have the ability to share their perspectives authentically, and for their voices to matter and impact decisions.

Inclusion boosts creativity, drives innovation, and amplifies the benefits of diversity.

- Read the [business case for inclusion](#).
- Embrace [inclusive leadership](#).
- Understand and implement [inclusive meeting practices](#) in any meetings you lead (or are a part of).
- Review these tips for [reducing unconscious bias](#) and [being a strong ally](#).

PERFORM AT OUR BEST

Building a diverse and inclusive team is not just about selecting the right mix of colleagues to work together, it's about optimizing team performance and playing off each other's unique strengths. Use our [Build A Winning Team toolkit*](#) to access team exercises on Purpose, Trust, and Cohesion and more to help improve your team dynamics.

**To access the Build a Winning Team experiences, click the link > Open Curriculum > Team Experiences > Launch*



Colleague Experience
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Microaggressions



WHAT THEY ARE AND HOW THEY IMPACT OUR COLLEAGUES

Microaggressions are everyday verbal and nonverbal statements or behaviors, intentional or unintentional, which communicate hostile, derogatory or negative messages about marginalized groups. This resource is designed to help us recognize microaggressions, understand what message they may be sending, and take action to ensure we have a culture where all colleagues feel like they belong.

Below are a few examples of common microaggressions faced by different communities and what they can imply.

SAYING...

"Where are you *really* from?"

"Oh, you look so normal. I couldn't even tell that you have a disability."

"You're so articulate!" or "Your English is so good!"

"That wasn't antisemitic, I'm just joking around! My best friend is Jewish and laughs at that joke."

"I don't see color" or "we are all human beings."

CAN IMPLY...

Your ethnicity is unclear based on your appearance; you can't be from the place you just mentioned – you are foreign.

Certain parts of someone's identity make them abnormal; other people decide what "counts" as having a disability.

People of color or non-native speakers of English are not able to express ideas clearly or fluently.

Immunity to [unconscious bias](#) (which everyone has), prejudice, racism, or bigotry.

You are dismissing part of someone's identity, or denying their experiences (including barriers they've faced).

**What you can do about a microaggression depends on who you are in the situation.
The next page provides recommended strategies if you experience, witness, or commit a microaggression.**



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Microaggressions

WHAT YOU CAN DO ABOUT IT



When you are coping with a microaggression

Respond immediately

This approach allows the microaggression to be addressed while the situation is fresh in the minds of everyone involved. However, it can feel uncomfortable to speak up spontaneously or in a group setting.

Respond later

Speak privately with the microaggressor to explain why the statement or behavior was offensive. Because you're responding later, you may need to first remind the person of the situation so they understand the impact.

Let it go

After experiencing a microaggression, confronting the microaggressor can also take an added personal toll, so you may decide to let it go. If you are not comfortable speaking to this person, speak to a trusted colleague or mentor, or contact the [Amex Ethics Hotline](#).

When you witness a microaggression

Be an ally

Oftentimes, when a member of a marginalized community speaks up, they may be dismissed as being over-sensitive or nonobjective. As a bystander, you can bring the situation to the microaggressor's attention, explain the impact, and can help ensure the burden of speaking up doesn't fall solely on the shoulders of marginalized communities. You can either respond immediately or later.

Avoid speaking on behalf of others. Instead of saying "you offended them," explain why you think a comment or behavior was a microaggression (e.g. "here's why I'm offended by that.")

When you are the microaggressor

Try not to be defensive

Ask yourself if your reaction to the feedback is influenced by fear of appearing biased, anger about being challenged, or attempts to minimize the situation. Remember, this person is speaking up because they believe it's the right thing to do.

Acknowledge the other person is upset & apologize

Admit that your behavior had a negative impact on the person speaking up, and then apologize to them. Avoid denying that you did no harm, reiterating your intent, or brushing it off as "a joke."

Reflect on your actions

Identify the root cause of the microaggression and how you can avoid similar mistakes in the future. This may require you to spend more time understanding your own experiences, privileges, and prejudices.

If you are coping with or witness a microaggression, here are some things to consider before responding

Ask yourself: will I regret not saying something? What do I hope to achieve by speaking up? Am I interested in educating the other person? Think about how you can respond so that the microaggressor is receptive, and not defensive. Here are a few ways to do so:

- **Separate intent from impact:** "I know you didn't realize this, but when you _____ (comment/behavior), it was hurtful/offensive because _____. Instead you could _____ (different language or behavior)."
- **Share your own process:** "I noticed that you _____ (comment/behavior). I used to do/say that too, but then I learned _____."
- **Criticize the microaggression, not the microaggressor.** Instead of accusing someone of being bigoted, explain how the statement or behavior impacted you.



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