

Active Bystander Training

Be an Active Bystander &
Challenge Unacceptable Behaviours



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“Diversity and Inclusion are important cornerstones for the TU Delft, its staff and students. Our people are our biggest source. They create innovations and help push the boundaries of our knowledge. Together we create a top university with top education. We feel responsible for creating and nurturing a safe and supportive environment, free from discrimination and harassment. The Diversity Talks is a welcome initiative that helps create this environment. It has my full support.”



Professor Rob Muddle - Vice Rector Magnificus/Vice President of Education of TU DELFT

Introduction

Background to initiative:

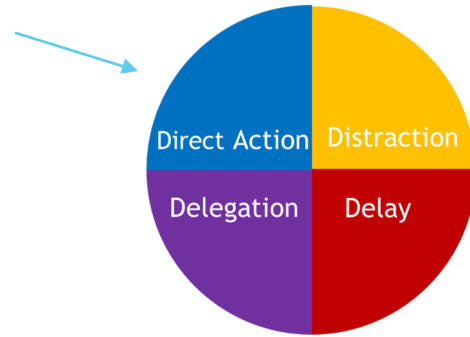
- ▶ The results of TU Delft Employee monitor 2017 showed a high percentage of bullying at TU Delft
- ▶ High percentage of women are staying at lower career levels
- ▶ Academic culture: feminine leadership is not recognised as leadership
- ▶ Micro-aggressions: commenting on women about their performance in combination with having children, addressing a lesbian partner as a husband, commenting that women who stand up for equal opportunities are difficult women, etc.
- ▶ Academic culture is asking women to behave like men (have more masculine traits) but be feminine at the same time and be charming
- ▶ Academic leaders overlooking excellent women academics in promotion procedures (Bussemaker trajectory)
- ▶ Implicit biases and stereotyping are part of a larger societal problem
- ▶ Part of wider campaign: discrimination and harassment have the attention of the media

Strategies for Intervention

The 4 Ds Tool-Kit



Direct Action



Do Something Now

- Directly intervene: name/acknowledge/call out the event explaining why it is NOT ok
- Point to the elephant in the room
- Publicly support the target
- Calm the strong feelings/encourage dialogue
- Use body language to show disapproval
- Do not laugh at inappropriate jokes
- Use humour (with care)
- Call for help

Distraction



Take 'The Sting' Out of the Situation

- Indirectly intervene e.g. de-escalating by interrupting/changing the subject or re-focusing the conversation
- Take the target away from the situation
- Interrupt the behaviour by causing another distraction
- Useful tool to use where the direct approach may be harmful to the target or bystander

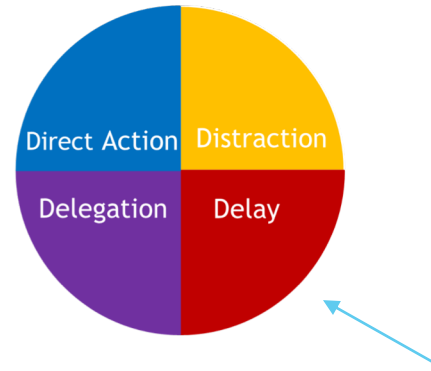
Delegation



Tell Someone

- Head of Department /Director/Manager/ someone with social power or authority
- Speak to other support available across the University : HR, Counsellors
- Everyone has a “circle of influence” which they can access

Delay



Do Something Later

- Take action at a later stage - a day, a week, a month - whenever comfortable
- Privately support the target. Check in with them and acknowledge the incident. Ask if they are ok. Important for the individual's well-being
- Privately speak to the perpetrator and call out the behaviour
- Delegate the information you have witnessed to someone else/ someone in authority/influence
- It's NEVER too late to act

Scenarios For Discussion

Scenario 1

You are a member of the tenure track committee with some other professors. You are alarmed to hear some of the comments being made about one particular academic who has a strong cv and a good publication rate. Comments include “his accent is too strong for the tenure track and will hold no authority over the students or be taken seriously”. One member of the committee is from an Asian background and looks uncomfortable but doesn't say anything.

Scenario 2

You are at a staff meeting where the curriculum is being discussed. You notice that the opinions of a female academic seem to be overridden constantly by the Chair. In your opinion, she has some really valid points to make. You aren't sure if anyone else has noticed this happening but you feel uncomfortable. She isn't as loud and abrasive as others at the meeting. After the meeting you mention this to a colleague who comments “well she just needs to be more assertive and behave more like a man”.

Scenario 3

You go for departmental drinks after work and your Head of Division tells a homophobic joke. Some colleagues laugh at this and others look uncomfortable. You also know that one of your colleagues is gay though has not come out yet. He looks shocked but doesn't say anything. The Head of Division is also gay.

Scenario 4

You have just got a new job within the University but in another department. You are shocked by the working environment where one individual in particular constantly swears and makes jokes about different cultures, which makes you very uncomfortable. Other colleagues do not seem to be bothered and some even join in. The environment is a happy one and everyone gets along.

Summary

Remember! There are different ways to intervene without confronting the situation directly



Golden Rule! Only Intervene When Safe To Do So

2nd Step

Evaluate the options and choose a strategy for responding

1st Step

Assess the situation. What kind of help, if any, would be appropriate?
Is it safe, will it cause embarrassment for the target, will there be negative repercussions?

Some Success Stories To Share

"A member of staff reported feeling very uncomfortable about the conduct of a meeting. Although initially they did not want to take any action for fear of negative consequences, we discussed the 4D options and how situations may happen again if the person is not made aware of the impact of their actions on others. The member of staff decided to discuss the situation with the person and felt better for doing so. The person wasn't aware of their impact and apologised".

"Male colleague talking to two female staff plus myself after a social event. A sexist comment was made towards one of the female members of staff, causing the other to challenge his comment directly. He then challenged her, so I backed up the original challenge to ensure it was clear such language was unacceptable."

"Sexist comment made towards a friend whilst at a music gig - in the past when such things have happened, I've frozen, but in this instance, thanks to the training, I evaluated the situation, decided to go with direct action, and then said something."

"I was copied into an email (about 8 people were copied in), and one person (a senior academic) humiliated another, writing a command in capital letters. It was highly inappropriate. I replied to request that me and my colleague are removed from the email chain."

University Resources Links

- ▶ *TU Delft Diversity Office:* <https://www.tudelft.nl/over-tu-delft/werken-bij-tu-delft/nederland-tu-delft/waarom-werken-bij-tu-delft/diversity-inclusion/diversity-office-diversity-team/>
- ▶ *Delft Women in Science* <https://www.tudelft.nl/over-tu-delft/strategie/strategiedocumenten-tu-delft/diversiteitsbeleid/dewis/>
- ▶ *True-U (LGBT network TU Delft)* <https://www.tudelft.nl/over-tu-delft/strategie/strategiedocumenten-tu-delft/diversiteitsbeleid/true-u/>
- ▶ *TU Delft Works Council* <https://intranet.tudelft.nl/en/on-campus/personnel-associations/works-council/>
- ▶ *Confidential Advisor TU Delft* <https://intranet.tudelft.nl/en/human-resources/themes/health-and-well-being/health-safety-services/confidential-advisor/>
- ▶ *TU Delft Trade Unions* <https://intranet.tudelft.nl/en/on-campus/personnel-associations/trade-unions/>

Be Inspired & Empowered!

“The world is a dangerous place to live. Not because of the people who are evil but because of the people who don’t do anything about it”

- Albert Einstein

“I don’t want to live in the kind of world where we don’t look out for each other. Not just the people that are close to us, but anybody who needs a helping hand. I can’t change the way anybody else thinks, or what they choose to do, but I can do my bit”

- Charles de Lint (Author)