

October 8, 2019

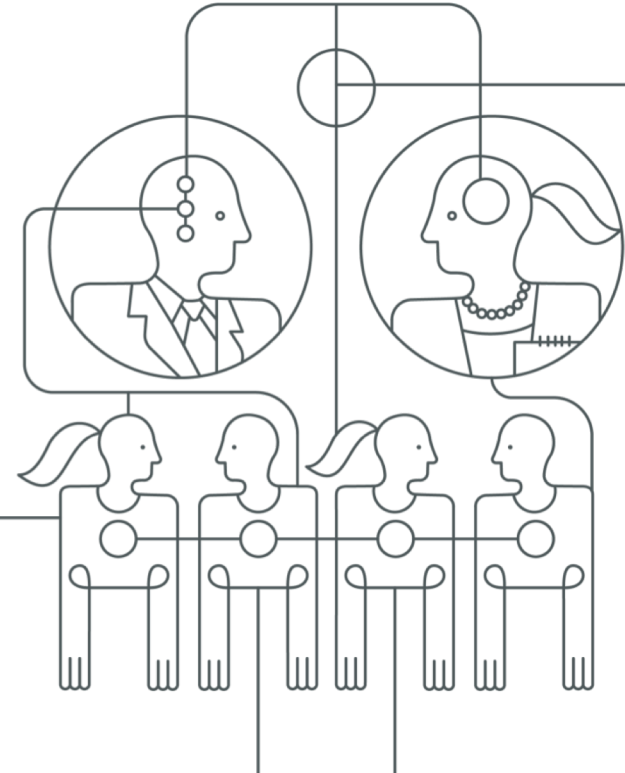
EVERFI

Bystander Intervention Training:

Why Your Organization
Can't Do Without It

Elizabeth Bille, JD, SHRM-SCP, EVERFI

Melissa Oosterveen, EVERFI



EVERFI Conduct and Culture at a Glance



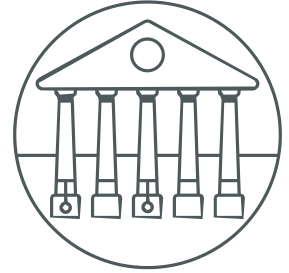
1.4M

learners
enrolled
since 2016



1,900+

partners



7+

in-house lawyers
tracking legislation

Featured Speakers

Elizabeth Bille is an employment law attorney and currently serves as EVERFI's Head of Impact, Workplace Culture providing subject matter expertise on the prevention of harassment and discrimination in the workplace. Prior to joining EVERFI, Elizabeth was the General Counsel and Ethics Officer of the Society for Human Resource Management (SHRM); served as a legal and policy advisor to the Vice Chair of the EEOC; and counseled employers as an attorney at the law firm of Hogan & Hartson (now Hogan Lovells). Elizabeth's work has been cited by several news outlets such as National Public Radio, The Wall Street Journal, and The New York Times.

Melissa Oosterveen serves as the Director of Product Marketing at EVERFI where she oversees the product strategy for new HR and compliance solutions that align with the ever-changing HR priorities of businesses. Melissa received a B.A. in Sociology from The College of William and Mary and an M.A. from Emerson College in Global Marketing Communications.

What We'll Cover

1

The Case for Bystander Intervention

A powerful tool for preventing harassment and to enhance culture

2

Barriers to Intervention

Why don't employees take action?

3

How to Engage Employees to Be Active Bystanders

4

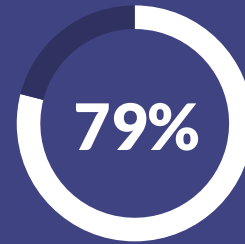
Strategies for Training

Bystander Intervention: A New Workplace Training Approach

Post-#MeToo has shown us that Boards of Directors, shareholders, employees, regulators, and the public are demanding that companies **DO MORE** and **DO THINGS DIFFERENTLY** to prevent harassment.

The status quo is no longer acceptable.

- Traditional anti-harassment training is not effective at preventing harassment
- Bystander intervention programs are identified as most promising training practice
- Employees are frequently witnesses to harmful behavior

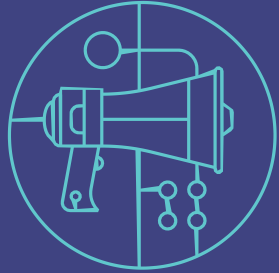


of employees witnessed an incident of harassment or discrimination at work within the last five years.

Employees are your best allies to prevent harassment — engage the healthy majority.

Why Is Bystander Intervention So Effective?

Three-part benefit: By actively engaging your employees, you can:



Address harmful behavior

Equip every employee with tools to interrupt or respond to concerning conduct.



Prevent harassment

Employees can help shut down disrespectful behaviors before they escalate.



Create a positive culture

All employees play a critical role and share responsibility to make it a great workplace.

Bystander Intervention Training

One of the most
promising practices
to prevent workplace
harassment

BUT...



Bystander Intervention Training

...it requires so much more than a slogan.



Defining Bystander Intervention: The 3 As

AWARENESS

ATTITUDES

ACTION

In order to intervene, a bystander must...

Notice the incident and interpret it as a problem

Feel personally responsible; understand and overcome barriers to intervention

Possess the skills, resources, and confidence necessary to help

Therefore, bystander trainings should...

Educate on warning signs and red flags that run counter to organizational values/law

Discuss responsibility to act in concerning situations

Teach and practice skills for intervening safely and appropriately in a variety of situations

Actionable Strategies

Building Awareness

1

Frame your legally-required anti-harassment content as situations to be alert as a bystander

2

Go beyond the law:
Policy, values and culture

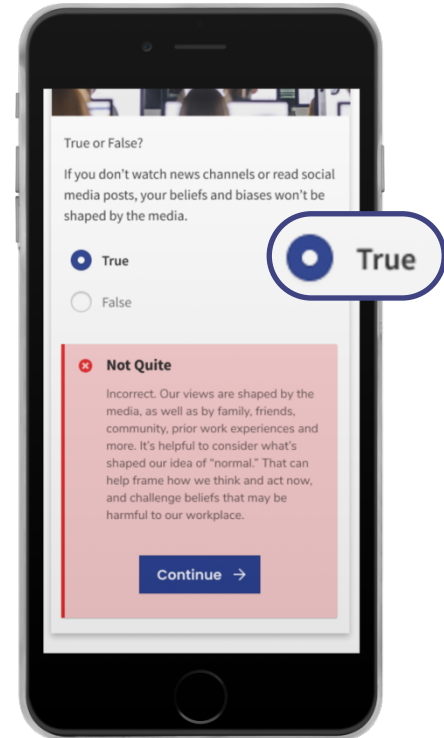
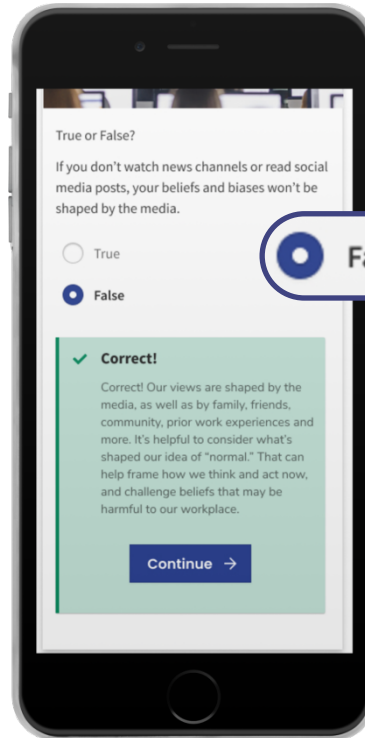
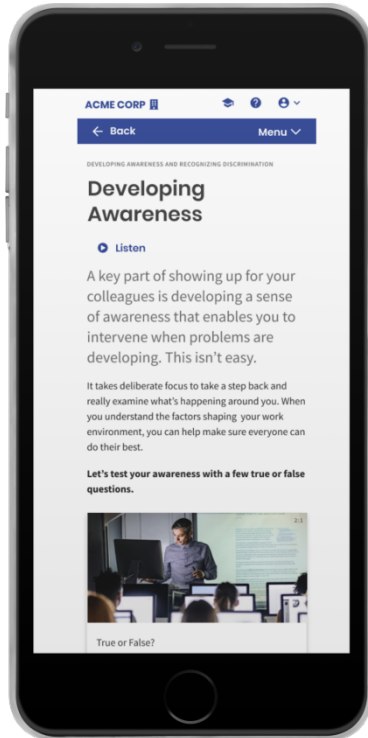
3

Use very realistic scenarios

4

Provide additional training
for managers/leaders

Building Awareness



Shaping Attitudes About Intervention

But even when people see something and believe it is problematic, many don't take action — even though they are uncomfortable with the situation and WANT to act.

And they regret it after the fact.

Why don't they act?

BARRIERS TO INTERVENTION.



Shaping Attitudes About Intervention

Why wouldn't an employee intervene... even when they want to?

The Bystander Effect

Solution:
Training and communications – we all have a personal responsibility

Assumption That the Situation Is Not Serious

Solution:
Training on situations of concern

Fear of Potential Retaliation or Embarrassment

Solution:
Training on skills; communicate and enforce strong anti-retaliation policy

Misperceiving the Norm

All of these concerns can inhibit individuals from intervening, which in turn creates an environment that allows the problematic behavior to continue.

Barriers to Intervention: What Do My Peers Think?

The Power of Misperceptions

Pluralistic Ignorance

“No one else seems to think this is a problem, **so maybe I’m wrong.**”



False Consensus

“Everyone is laughing at my joke so they must agree with me.”



The Result

Concerning behavior continues
—
Culture of silence

Poll Questions

Say you are in a group conversation with coworkers and someone tells a derogatory joke about the religion of another employee of your company who isn't present.

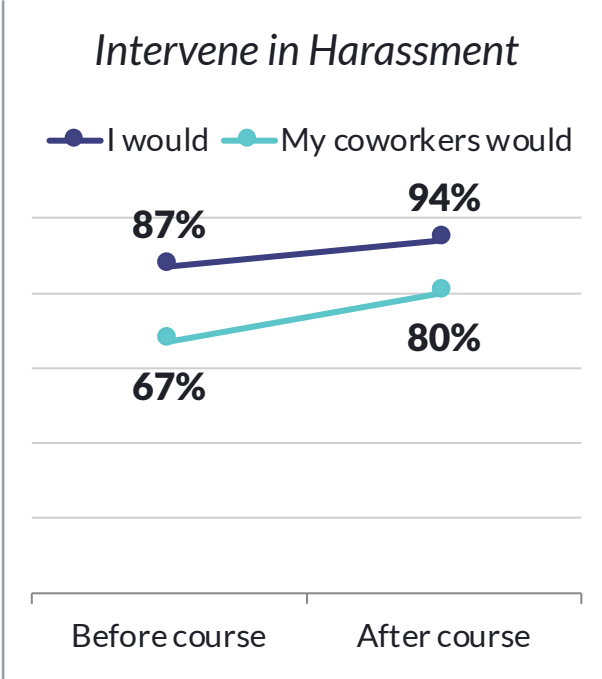
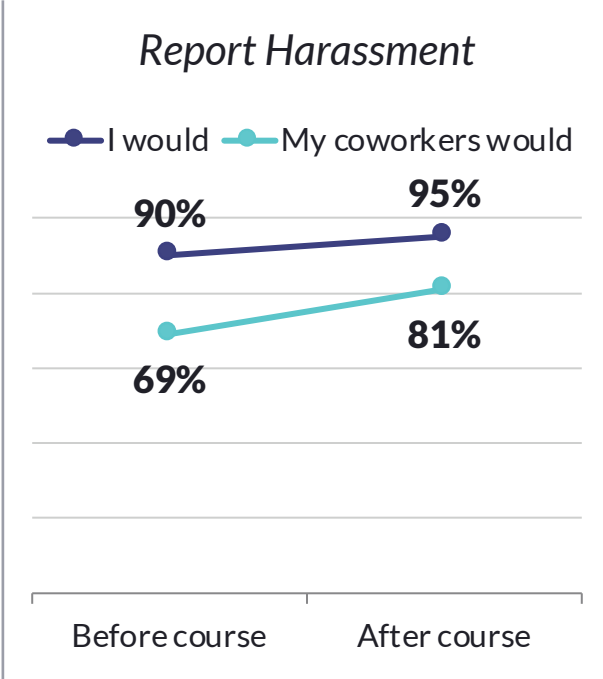
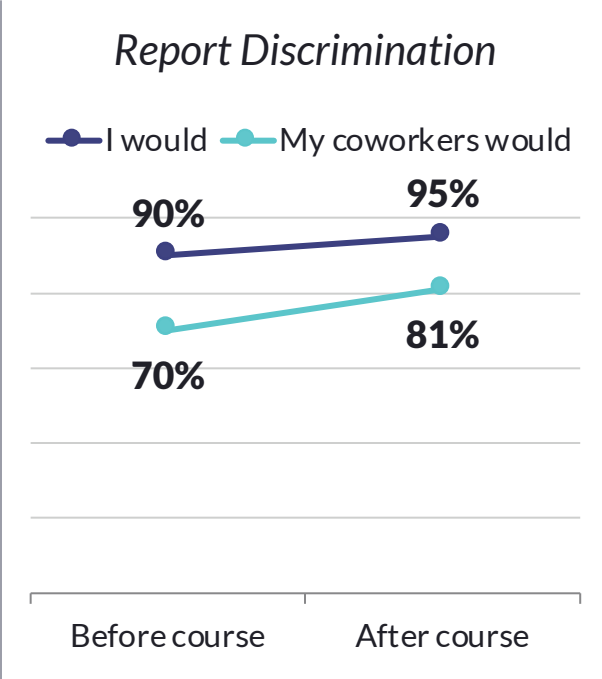
DIRECTED AT ATTENDEE

What is the likelihood that **you would say something to respond to that joke?**

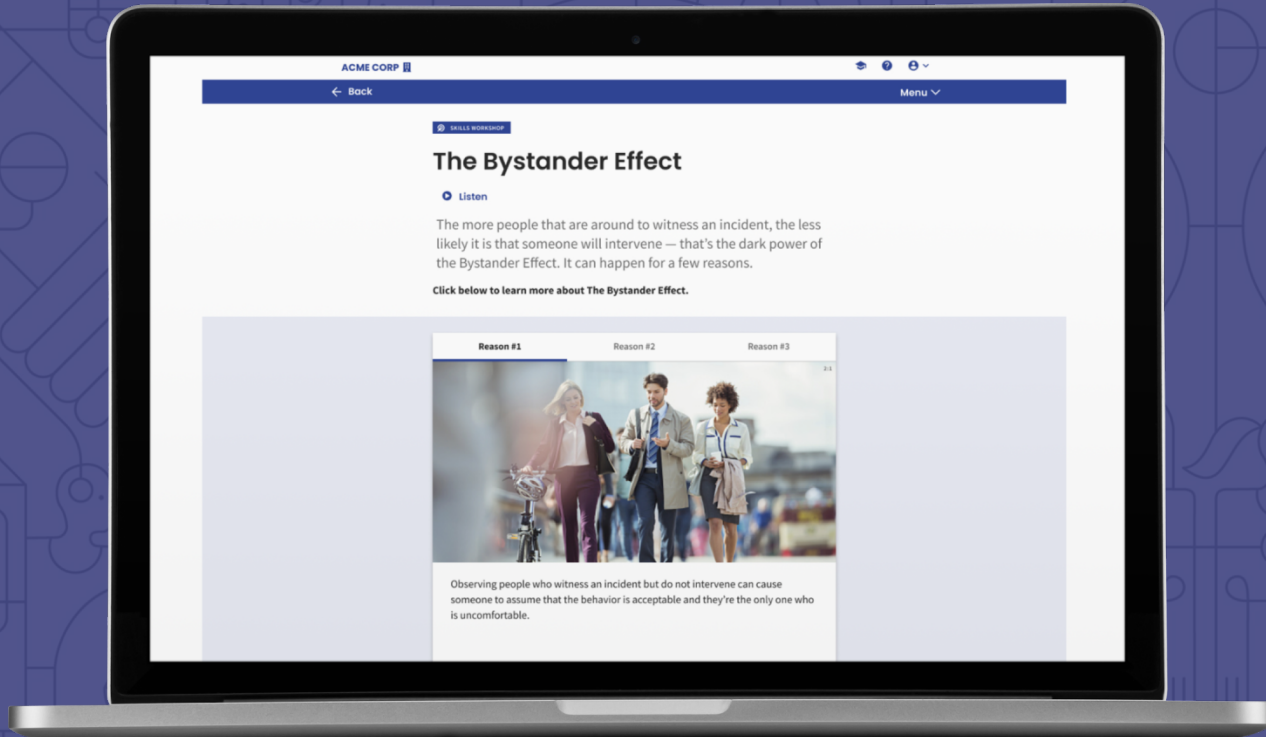
DIRECTED AT ATTENDEE'S OPINION OF OTHERS

In the same scenario, what is the likelihood that one of **your coworkers would step in?**

Closing the Perception Gap: What Would My Peers Do?



Skill Building in Action



Skill Building in Action

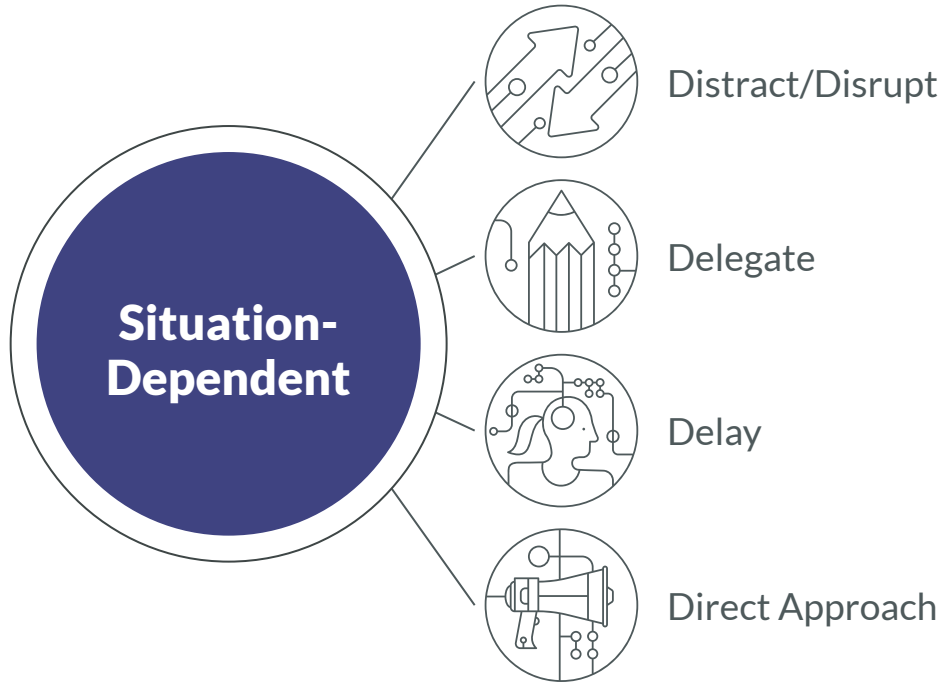


Skill Building in Action



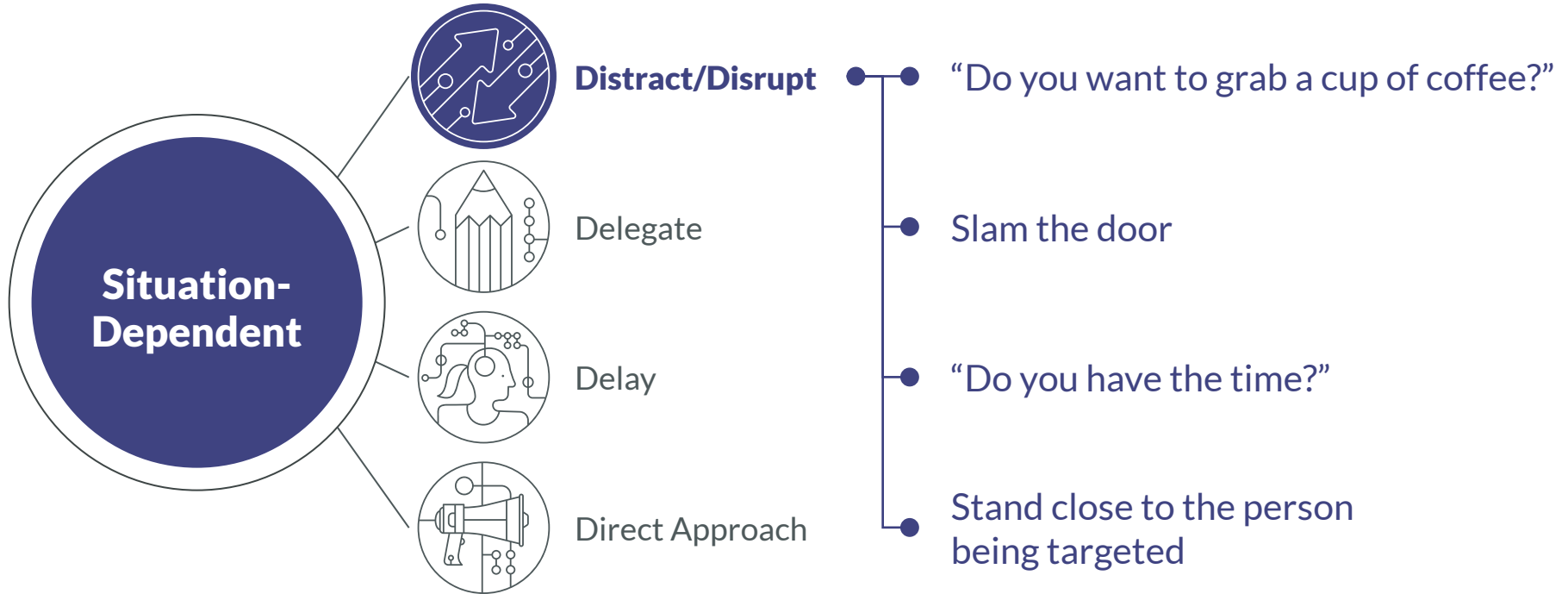
Taking Action/The 4 “Ds” of Intervention

Engaging the Healthy Majority



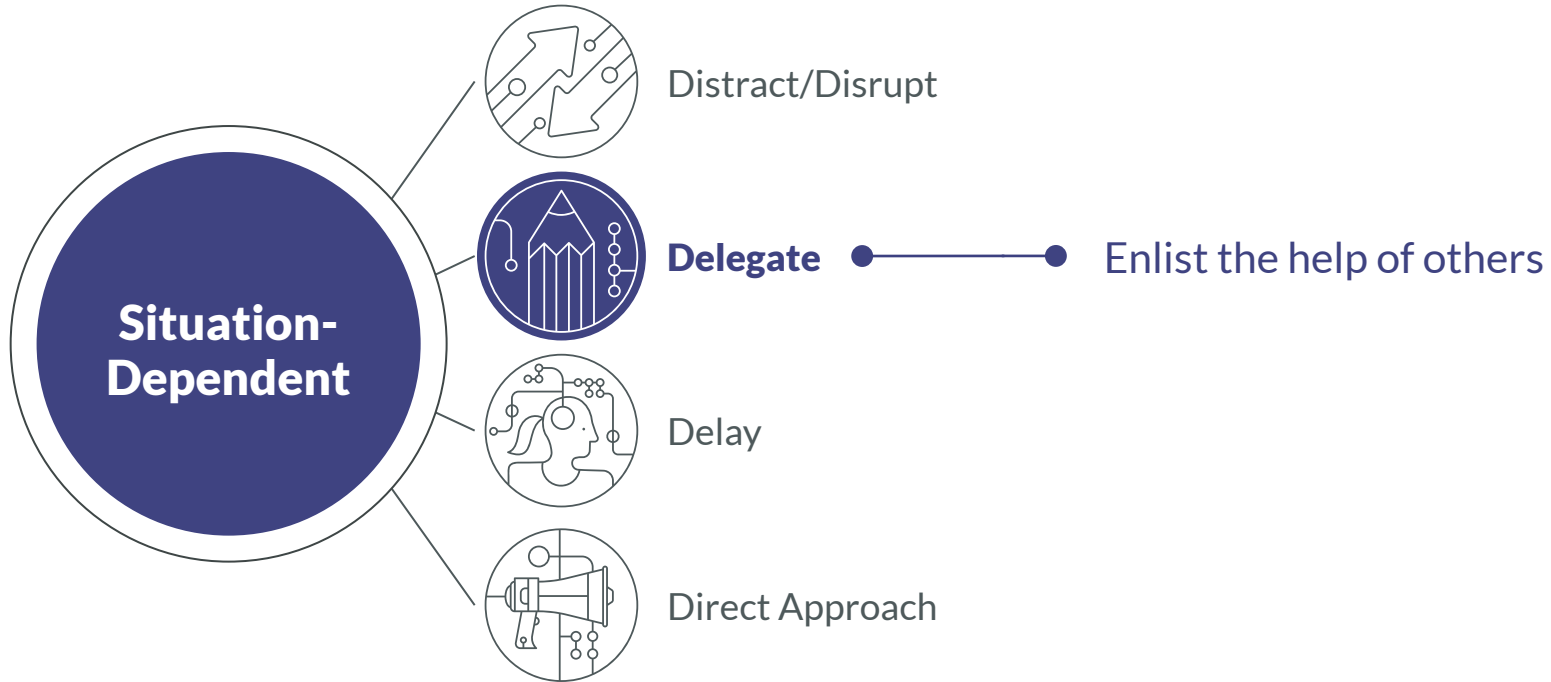
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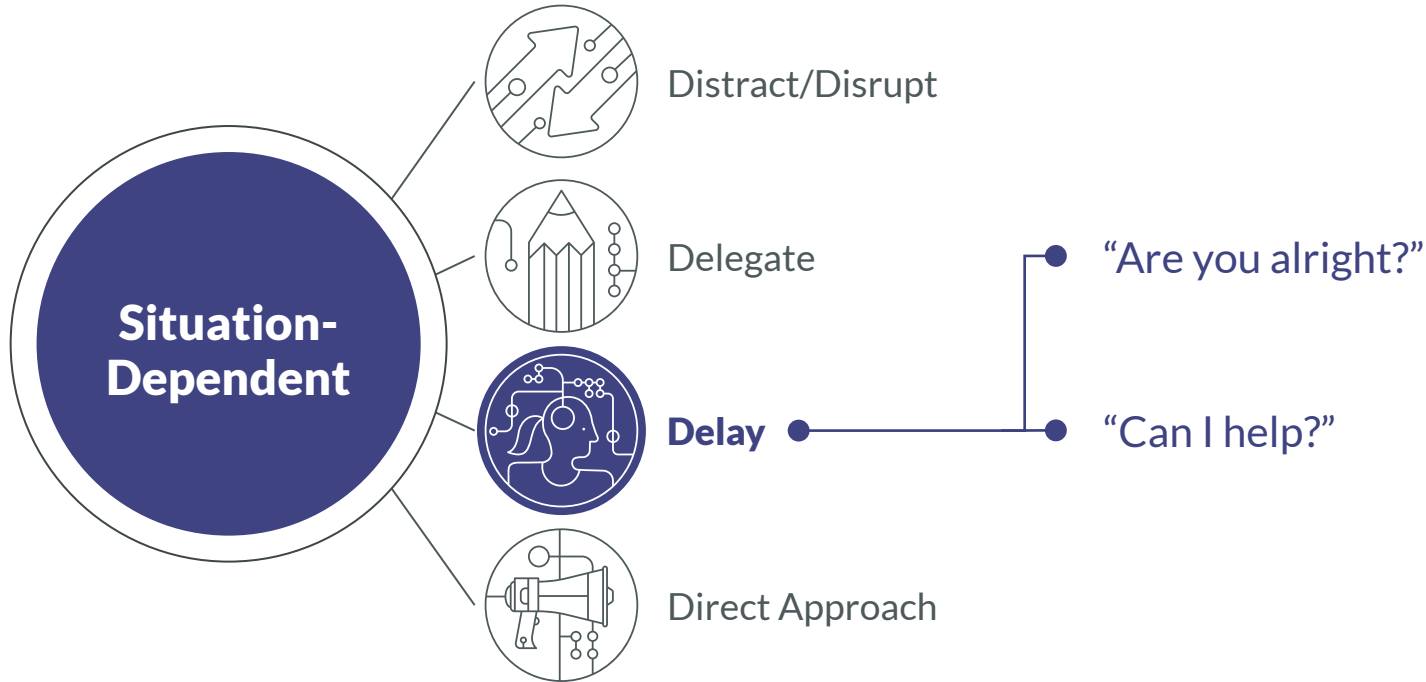
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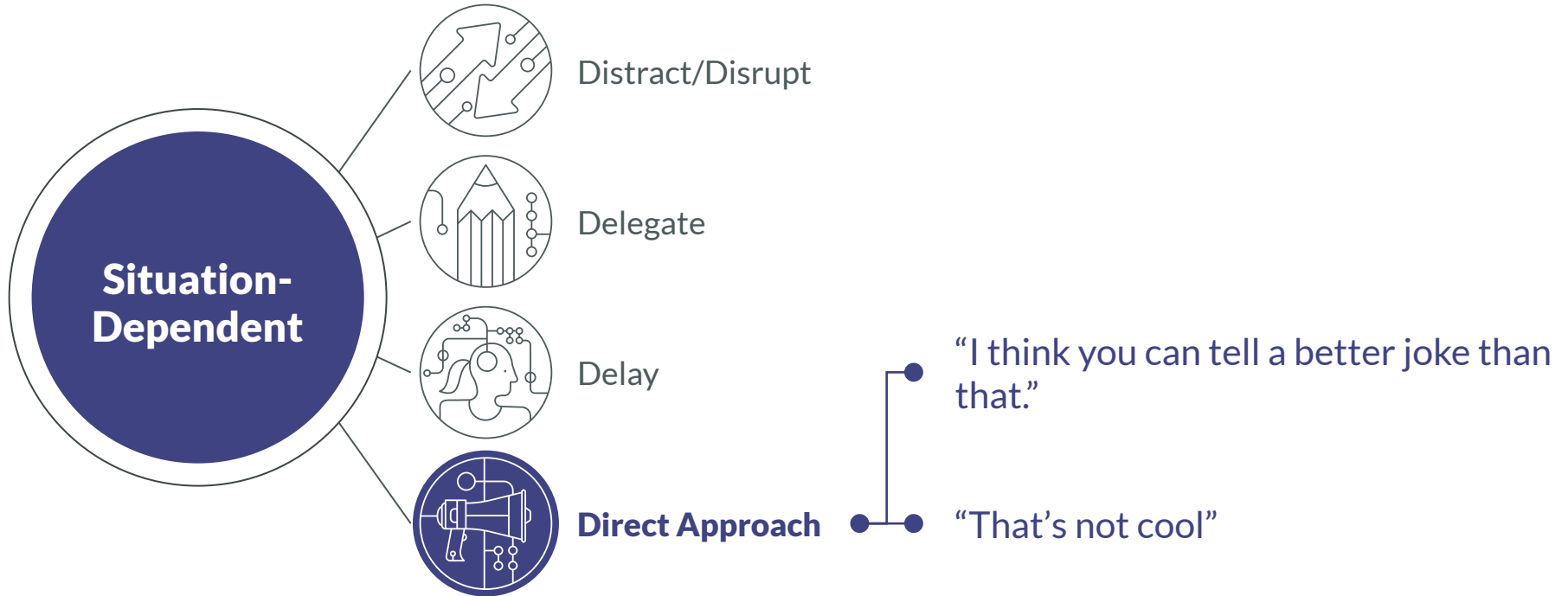
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Taking Action/The 4 “Ds” of Intervention

Engaging the Healthy Majority



Transition Your Workforce from Passive Bystanders to Active Allies



The EVERFI Difference



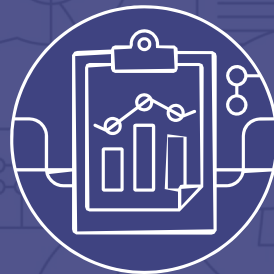
Engaging Design

Gain lifelong skills applicable in everyday interactions that can drive business outcomes and shape workplace culture



Robust Technology

Best-in-class, online workplace training with engaging content and interactive modules



Data Impact Driven

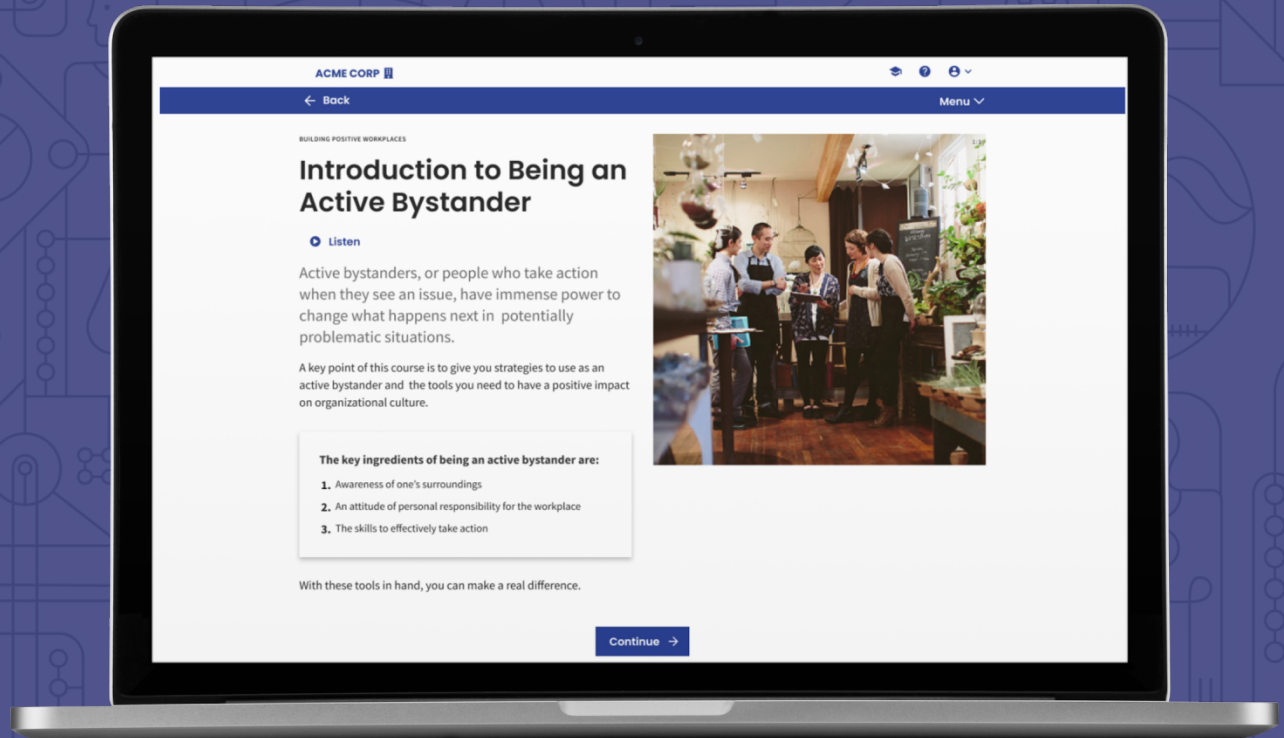
Platform dashboards display actionable information about the perception, behaviors and attitudes of your employees

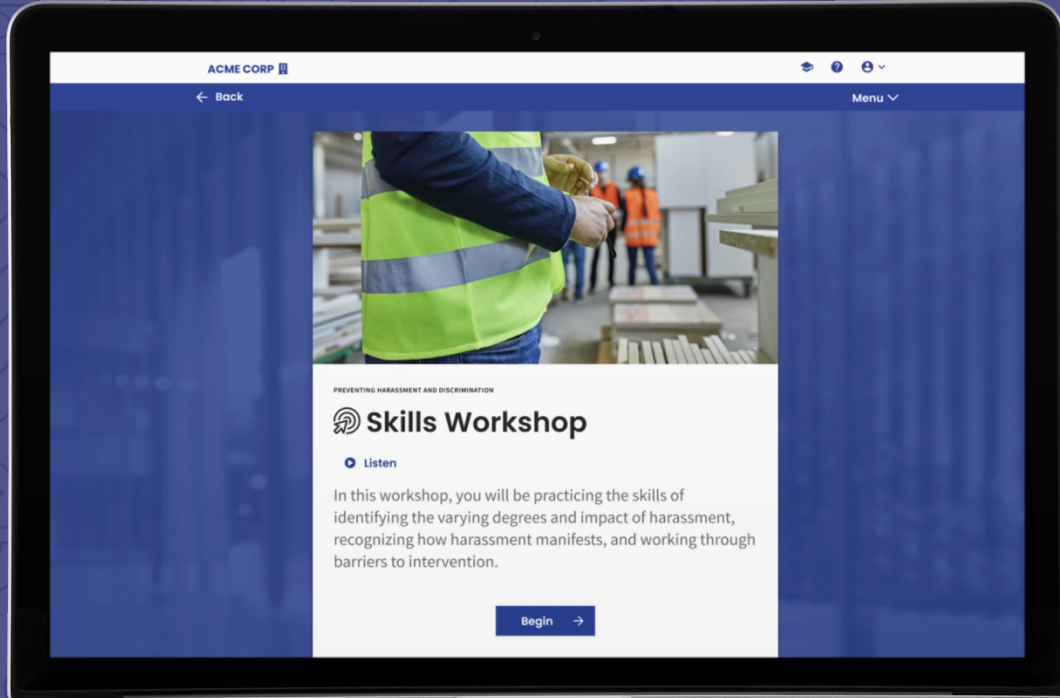


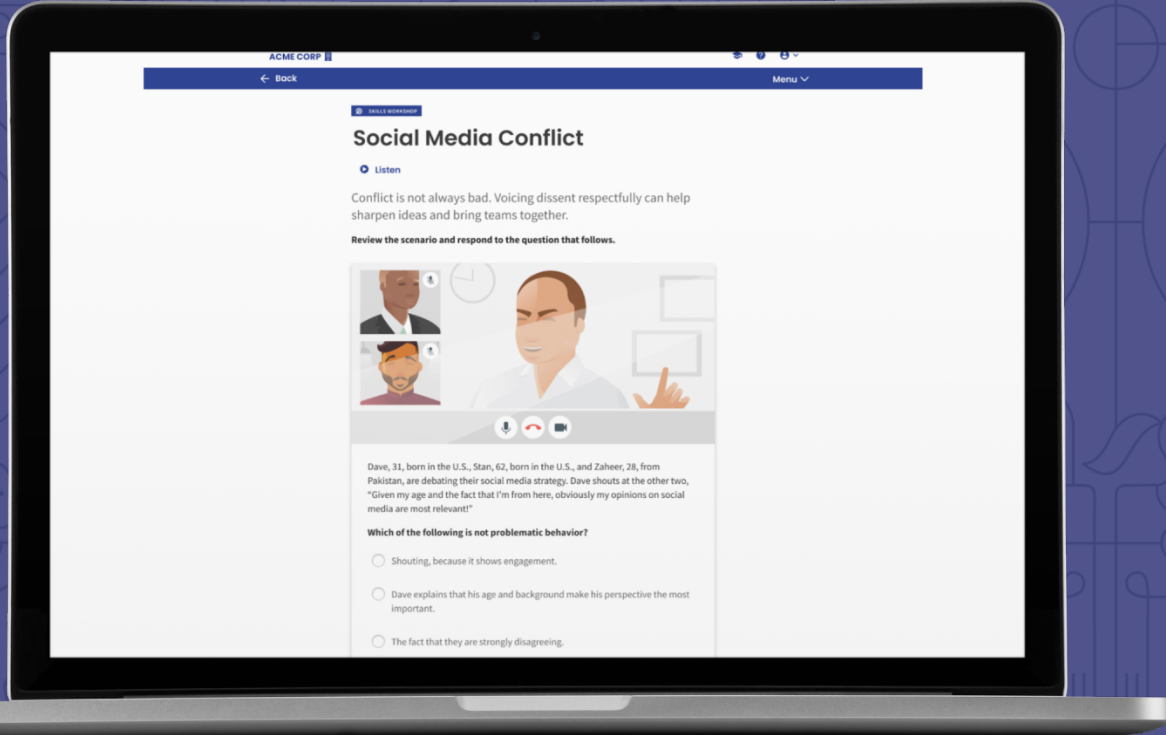
Customizable Content

Incorporate your company logo, images, welcome letter and policies

Bystander Intervention Right from the Start







2 Skills Training

Social Media Conflict

Listen

Conflict is not always bad. Voicing dissent respectfully can help sharpen ideas and bring teams together.

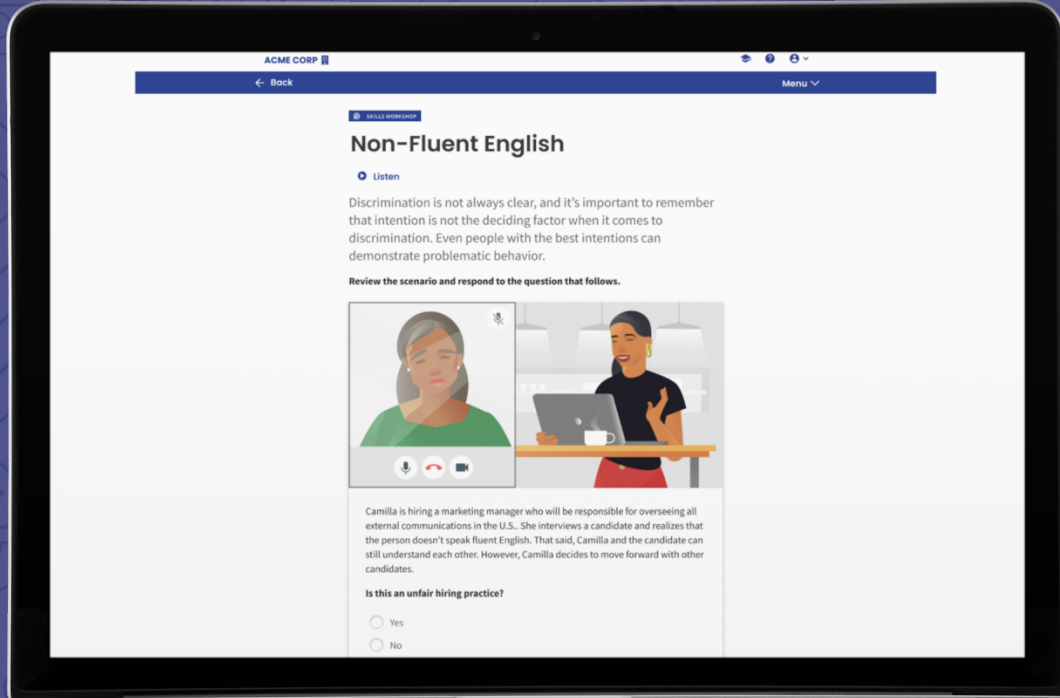
Review the scenario and respond to the question that follows.

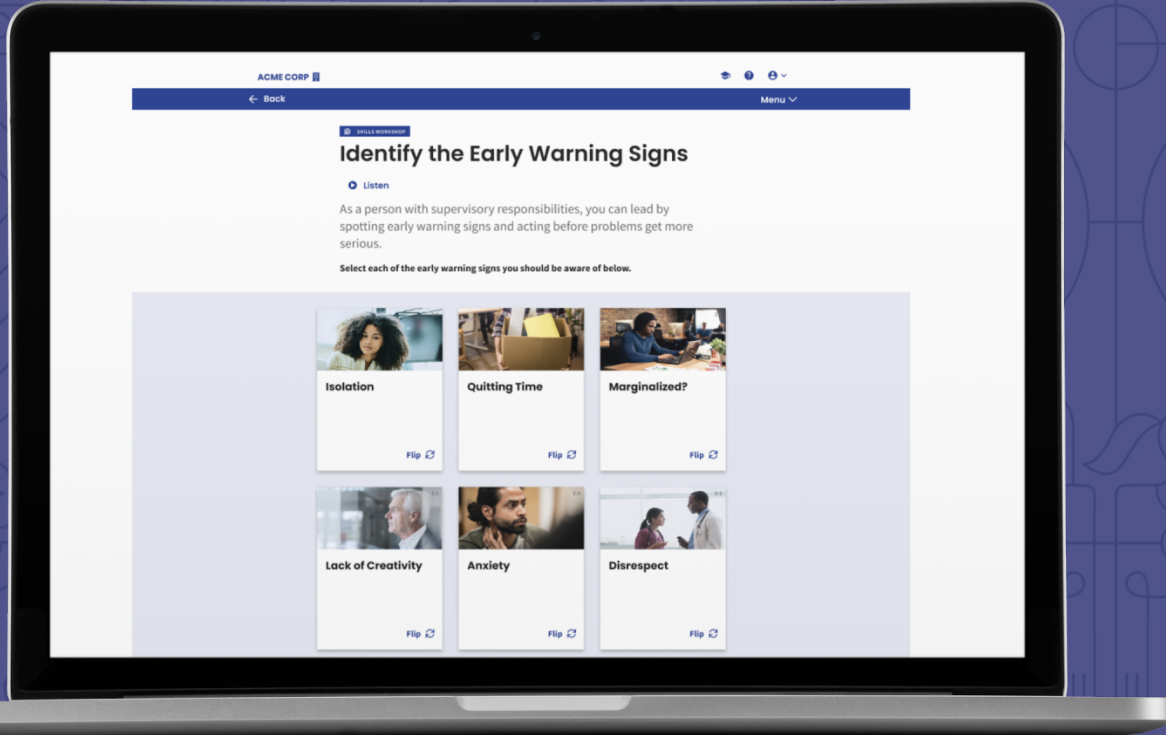


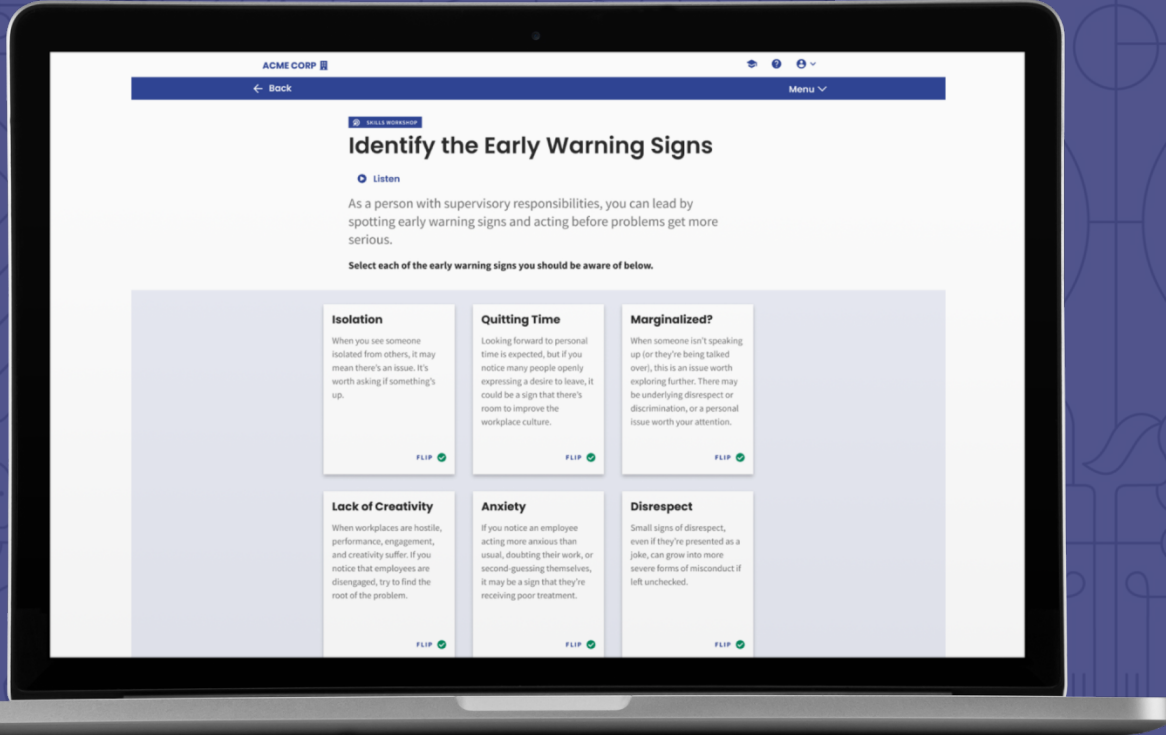
Dave, 31, born in the U.S., Stan, 62, born in the U.S., and Zaheer, 28, from Pakistan, are debating their social media strategy. Dave shouts at the other two, "Given my age and the fact that I'm from here, obviously my opinions on social media are most relevant!"

Which of the following is not problematic behavior?

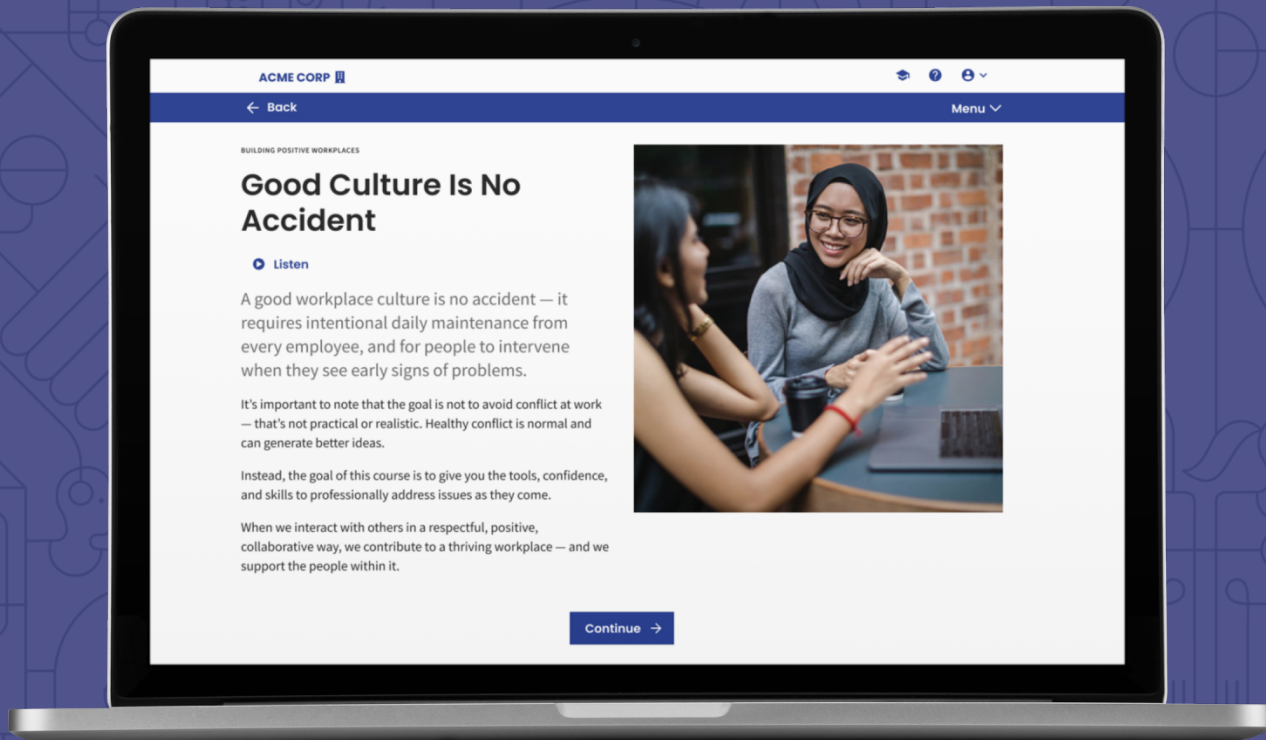
- Shouting, because it shows engagement.
- Dave explains that his age and background make his perspective the most important.
- The fact that they are strongly disagreeing.







Harassment Prevention and Culture



Good Culture Is No Accident

Your harassment prevention strategy should :

Deliver training across your entire workforce that contains 'notice the event' exercises as well as skill-building exercises, allowing employees to practice intervention techniques in various scenarios

Reinforce bystander messaging and positive social norms through organizational communications and/or employee-facing media campaigns

Set the right "tone from the top" by leaders modeling healthy behaviors and bystander intervention —providing positive reinforcement and resources

Measure progress through employee surveys and assessments, to be used to modify training, communications, and other future efforts

For Attendees Holding a SHRM-CP or SHRM-SCP Credential:

SHRM Activity ID:

19-PEEHK

portal.shrm.org



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EDUCATION FOR THE REAL WORLD