

BOSSED UP

Active Allyship

PRACTICAL STRATEGIES FOR
ALLYSHIP AT WORK



International Parking & Mobility Institute

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EMILIE ARIES, SPHR

Emilie Aries is a speaker, podcaster, author, and the Founder & CEO of Bossed Up, an award-winning leadership development and career services company committed to closing the gender leadership gap.

Aries has worked with leaders at Fortune 500 companies to support retention, diversity and inclusion, and human resource initiatives, and has been featured in media outlets including the Washington Post, CNN Money, BuzzFeed, and more.

Her book, *Bossed Up*, serves as a practical roadmap for women who want to set themselves up for sustainable, long-term career success and step up as the boss of their lives.

get to know BOSSSED UP

BOSSSED UP

Bossed Up is a leadership development and career services company committed to closing the gender leadership gap.

BOSSSED UP PODCAST

Emilie Aries breaks down career conundrums with expert interviews to help women navigate career transition and step up as the boss of their careers. Whether you're in the job search, starting a side hustle, climbing a corporate ladder, or an experienced entrepreneur, join Bossed Up's community of courageous women who lift as they climb.



CLIENT SPOTLIGHT: SPORTS REFERENCE

As Sports Reference prepared for a period of rapid growth in 2020, leaders wanted systems and structures in place to ensure they were attracting diverse talent and driving retention by building an inclusive culture.

Sports Reference enlisted Bossed Up to design and deliver a custom DEI training program that integrated their company's core values and took a systematic approach to meaningfully move the needle on DEI objectives.

[READ THE CASE STUDY](#)



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ACTIVE ALLYSHIP

PRACTICAL STRATEGIES FOR ALLYSHIP AT WORK

WHY IS ALLYSHIP IMPORTANT?

Research has consistently shown that representation & belonging increase business outcomes:

- **Organizations with more gender diversity in leadership perform better.** Companies with more diverse executive teams are 39% more likely to outperform those with less gender diversity. ([McKinsey](#))
- **There's a strong business case for racial diversity, too.** Companies with more racially diverse executive teams are 39% more likely to outperform those with less diversity, too. ([McKinsey](#))
- **Belonging drives retention and reduces attrition.** "The top three factors employees cited as reasons for quitting were that they didn't feel valued by their organizations (54%) or their managers (52%) or because they didn't feel a sense of belonging at work (51%)." ([McKinsey](#))

Inclusion & retention of underrepresented groups in the transport and A/E/C industries continues to be a challenge:

- "Only 16.8% of the global workforce in transport is female." ([SuM4All](#))
- "Women make up 20% of engineering graduates, but it's been estimated that nearly 40% of women who earn engineering degrees either quit or never enter the profession." ([HBR](#))
- "Nearly one-third of women with professional degrees in architecture do not become licensed architects." ([EQxD](#))
- "22 percent of architects in the United States identified as a racial or ethnic minority." ([NOMA](#))
- Women "only account for under 10% of the construction workforce" and "about 60% of the industry is White, 31% Hispanic or Latino, 6% Black, and 2% Asian." ([JacksonLewis](#))
- "While the US does not collect data of LGBTQI+ representation in the workforce, we can use data collected by the UK for reference. Across the pond, only 2% of the construction workforce are members of the LGBTQI+ community." ([Michael Page](#))

Whether there's any malintent or not, [unconscious bias](#) means that exclusionary practices become the default. We need to actively disrupt this norm to create cultures of inclusion.

STRATEGIES TO BE AN ACTIVE ALLY

1. AMPLIFY LESS-HEARD VOICES AT WORK

- + Disrupt interruption
 - + [Women are more likely to be interrupted than men](#) - especially in male-dominated environments. Make sure to call out interruptions when they happen and help marginalized voices hold the floor.
- + Pass the mic
 - + When women and marginalized voices aren't being included in the discussion, invite them in.
- + Give proper credit
 - + Embrace [amplification](#) and give women and people of color credit for their ideas by name.

2. PUSH BACK ON THE LEADERSHIP-LIKEABILITY DOUBLE-BIND: WHICH INVERSELY CORRELATES ASSERTIVENESS WITH LIKEABILITY

- + Acknowledge the [leadership-likeability trade-off](#) women face
 - + This can be especially problematic when considered from an intersectional framework (i.e. the "angry black woman trope" is an even more harmful stereotype).
- + Clarify the difference between assertive & aggressive behavior
 - + Learn more here: [Bossed Up Podcast: The Difference Between Assertive v. Aggressive Communication](#)
- + [Call in or call out](#) microaggressions and mislabeling
 - + Learn more about microaggressions [here](#).

3. ENCOURAGE UNDERREPRESENTED COLLEAGUES

- + Whether women don't apply for promotions and job opportunities at equal rates than men because of a lack of confidence or an adherence to following the rules, the fact remains: women are more likely to apply for promotions and plumb assignments if they're invited to do so.
- + Clarify the rules of the game when it comes to hiring, promotions, and assignments.
 - + When the rules of the road are clear, both men and women put themselves in the running equally. Be sure to require job descriptions to differentiate between "preferred" vs "required" qualifications.
- + Mentor & sponsor women & marginalized colleagues.
 - + [Mentorship](#) is about sharing knowledge, advice, and guidance based on your experience. Sponsorship involves directly advocating for someone because you believe in their ability and potential. Learn more here: [Bossed Up Podcast: How to Get a Male Mentor](#)



QUESTIONS FOR FURTHER DISCUSSION:

How can I pay more attention to whose voices are being heard in our workplace? What tactic for amplifying marginalized voices can I commit to using?

When have I noticed myself or others mislabeling assertive women as aggressive? How might I practice calling in and/or out the next time I witness the leadership-likability double-bind in action?

How can I do more to encourage underrepresented colleagues in my workplace?

FOR MORE MORE ON THIS:

[HBR: Invisible Barriers](#)

[How to Be an Anti-Racist](#)

[My LinkedIn Learning Course: How to Be a Male Ally](#)

[Any further questions? Email us at \[info@bossedup.org\]\(mailto:info@bossedup.org\)](#)

LOOKING FOR A DEI SPEAKER & FACILITATOR?



Bossed Up's Founder & CEO, Emilie Aries, is an internationally recognized speaker who designs and delivers actionable, evidence-based programs that leave participants motivated and equipped to transform their careers, companies, and communities.

[LEARN MORE](#)