

The D.A.R.E. model: Bystander Intervention Training, 'Inclusify' - extract, Johnson, S (2020)

Bystander Intervention Training teaches people how to:

- Notice events and label them as a problem;
- Feel motivated, capable, and empowered to step in;
- Have a plan for what to do and actually do it.

What is most important is to reinforce to the team that **these behaviours are getting in the way of the team meeting its goals**. But what should a bystander do?

There are four options for what to do if you witness inappropriate behaviour. I call this **the DARE model**.

Distract: *Distract the perpetrator by interrupting the situation.* You can ask to speak with the perpetrator, pull the target out of the situation, or change the topic.

Address: *Address the behaviour of the perpetrator.* If you feel comfortable addressing the behaviour by confronting the perpetrator, you can do so in the moment ("Hey, cool it!") or you can pull the perpetrator aside ("Can I speak with you privately?"). Perhaps instead of berating or challenging the perpetrator – a common impulse – you can try to lead that person to see how his or her behaviour is harmful with questions such as "Do you know how that sounded?" "What did you mean?" or "What was your goal in saying that?"

Recruit: *Recruit others to help.* If you don't feel that you can handle the situation due to power differences or fear of repercussions, speak with a manager, human resources specialist, or other employees to gain strength in numbers.

Engage: *Engage the target in conversation.* Ask questions about how the person felt in the situation. Rather than starting with "You are being harassed / bullied," explain that you witnessed a situation that you found inappropriate but want to know how the target feels about it. Ask "Are you comfortable with the situation?" or "How are you feeling about what happened?" Then offer your help. Most important, explain that it is not his or her fault.

'People are particularly unlikely to step in when they are part of a crowd because they don't feel the weight of responsibility.'

– Stefanie K. Johnson