

Allyship in the C-Suite is one of leading by example while simultaneously making space for others.

- Be public and clear with your commitment to diversity and inclusion across the board, not simply in terms of gender
 - Speak publicly about your company or institution's efforts – both the successes and the failures.
 - Regularly inform your employees about the company or institution's progress, initiatives, and outcomes.
 - Adopt corporate policies or direct reassessment of existing policies in order to increase diversity and inclusion.
 - Step back and center marginalized voices on your staff. Empower women and minorities to attend conferences, speak on behalf of the institution, and publish.

- Demonstrate to your staff that this is a core component of your company's or institution's culture
 - Dedicate resources. Support cross-departmental task forces and developmental programs that focus on mentorship and leadership skills for women and minorities.
 - Be a visible ally. Mentor members of your executive staff on how to model inclusive behavior, such as redirecting to employees who get over-spoken or interrupted in meetings or giving precise feedback that avoids gendered language.
 - Work with executive leadership, especially in HR, to review and revise hiring, onboarding, evaluation, and promotion policies.
 - Review HR documentation (e.g., benefits plans, employee handbook) with in order to address discriminatory practices.

- Create a culture of accountability and mutual respect
 - Require regular reporting of outcomes towards diversity targets and tracking of employee concerns/complaints.
 - Make metrics that address all levels of the structure.
 - Promote a culture of 'it's not just okay to call out bias, we *expect* you to'

- Foster diversity across the organization
 - Identify structural changes or policies that can help increase the pipeline to upper leadership levels.
 - Empower HR to pursue a policy of culture *add*, instead of strictly culture *fit*.
 - Expand the pool of recruitment beyond the usual paths.

- Broaden your understanding of diversity and inclusion
 - Embrace a culture of equity – giving people what they personally need – rather than equity – giving everyone the same thing.
 - Model for your staff a constant effort to know more, understand more, and do better.
 - Growth toward inclusion means confronting your own privilege. This is uncomfortable work, especially for CSuite Leaders who may not be used to this level of vulnerability. Find your own allies in your network to help bolster you and gently course correct you.
 - Be prepared to learn the language of inclusion work. Don't let the terminology keep you from productive conversation.
 - **Be careful to not put the work of inclusion upon marginalized voices.** This is a delicate balance of listening to them but not assuming that their job is to educate privileged voices.