

The UNM HSC Learning Environment Office
Presents

CALLING IN:

A Toolkit for Becoming an Upstander

In fostering spaces of inclusion and belonging, it is important to recognize, name, and address when individuals or groups are experiencing harm, such as mistreatment, bias, or discrimination. These actions are what moves someone from being a bystander—an observer of harm—to being an **upstander**, someone who intervenes in harm.

Knowing how to speak up can help us reflect, then act, in the ways we feel will best promote constructive and lasting change.

The goal of Calling In, to quote **Dr. Harold R. Saunders**, is to create a conversation in which a person who commits harm **“recognizes the other’s valid human claims”** and **“listens deeply enough to be changed by what they learn.”**

Consider the following **scenarios** as you read through this guide. Think about how you might **Call In** rather than **Call Out** to respond to each one.

- 1 You’re a junior faculty member. You’re in a clinical environment, and a senior attending on your team refers to a patient as a “junkie” and rolls their eyes about having to care for them.
- 2 You’re a tenured faculty member and a friend you’ve worked well with for 20 years says, “I am tired of caring for illegal immigrants who are draining the system of resources.”
- 3 You and a colleague are in a crowded work environment, and they mention the upcoming election and then loudly say, “Anyone who would vote for that guy is an idiot.”
- 4 You overhear a faculty member complaining to a colleague about having to provide extra coverage because “all of these damn women trainees keep getting pregnant.”



WHAT IS CALLING IN?



Calling In

vs.

Calling Out

Calling In was created by human-rights practitioners to challenge the toxicity of call-out culture.

Calling In means:

- Speaking up to challenge harm without tearing anyone down.
- An invitation to conversation to bring attention to an individual or group's harmful words or behavior.
- Asking questions to help the person understand their own actions, rather than trying to change them using shame as a motivator.
- Focus on root causes of harmful behaviors and actions
- Recognizes that everyone has space to learn and grow, and that caring feedback is a gift.

The goal of **Calling In** is to prevent future harm by helping the person understand the harm they've already created and care enough to change their future behaviors.

Calling Out uses shame and attention to correct offensive comments, actions, or beliefs.

Calling Out means:

- Bringing public attention to an individual, group, or organization's harmful words or behavior.
- Not an invitation to conversation; often ends a conversation and reduces potential for future productive interactions on this topic.
- Telling the person what they did wrong. The person is often not encouraged to respond.
- Focus on immediate impacts of harmful behaviors.
- Shames a person for their actions without trying to learn why they did it.

The goal of **Calling Out** is to stop behavior in the moment—or from occurring again—by telling them it was wrong and they need to stop.



CHARACTERISTICS & VIBES

Calling In

vs.

Calling Out

- Long-term impacts
- Can be done later
- Empowering
- Inquiry-based
- Humanizing
- Trauma-informed
- Connecting
- Growth mindset
- Invitation to learn and reflect
- Builds/enhances relationships & trust
- Almost always the right choice when attending to harm

- Short-term impact
- Has to be done in the moment
- Disempowering
- Debate-oriented
- Dehumanizing and shaming
- Does not attend to trauma
- Disconnecting
- Deficit-based
- Shutting down discussion
- Breaks down relationships & trust
- Almost always the wrong way to attend to harm even though it is sometimes necessary

EXAMPLE STATEMENTS



Calling In

vs.

Calling Out

What type of impact do you think that comment might have had on others? What makes you think so?

I'm curious. What was your intention when you said that?

Tell me more about your thoughts. What has made you believe this is the case, or why do you believe that to be true?

Wow. Nope. Ouch. I need to stop you right there.

That word/comment is really triggering and offensive. Pick a different word here.

That's unprofessional. Let's move on.



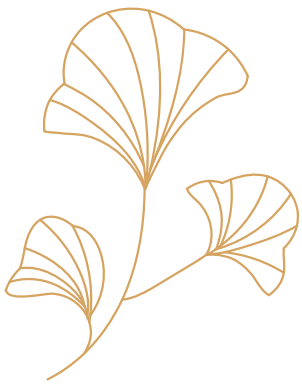
WHEN SHOULD I USE THIS?

Calling In:

- Give feedback to someone about their harmful words or actions within the context of a relationship that you really care about building or maintaining.
- Create the opportunity for the person who did the harm to learn the impact of their actions.
- You want the person to change their behaviors due to personal growth and genuine understanding, not because of public scrutiny.

Calling Out:

Only productive if you need to stop a harassing behavior in the moment for safety concerns, or if numerous good-faith attempts to Call In have not worked and further action is required.



WHEN SHOULD I AVOID THIS?

Calling In

vs.

Calling Out

- Emergent safety concern.
 - You don't know the person and won't in the future (eg: a stranger in the grocery store).
 - You are emotionally depleted and cannot muster any empathy for others.
- When you want someone to understand, learn, and grow from the conversation.
 - When you want to build trust with the person.

TIPS FOR CALLING IN

GIVE GRACE



Try to be patient and understanding with this person as they are learning/reflecting, and keep in mind that you will also sometimes cause harm to others. Give them the grace that you would like to be given when you make a mistake.

ASSESS THE SITUATION AND YOUR EMOTIONAL CAPACITY

Calling In is hard work that requires time, commitment, emotional energy, and care. If it's not the right situation for you to Call In, you can always come back to this when you're less triggered or exhausted.



SELF- AND COMMUNITY-CARE



If you're the target of the harm, or a member of the targeted group, make sure you're taking care of yourself. If you don't have the energy to call them in, that's okay.

FIND ALLIES

Identify allies for support and who can step in when you're not able to. As an ally, act as an upstander to call in when harm is being done. Reflect on your own identities and the systems and structures of power around you.



INVITE OTHERS TO TRY WITH YOU



Talk to your accountability partner(s) about what happened and could have been done differently. Think about why others present may not have responded to this behavior, and give them grace. Consider calling them in to discuss the incident.

WHAT DO YOU IF SOMEONE CALLS YOU IN OR OUT



IN THE MOMENT:



Pause

- **Called In:** Prepare to listen fully and be changed by what you're learning.
- **Called Out:** It's okay to have a negative gut reaction to shaming feedback, but try not to let that show in your outward behavior. Everyone makes mistakes, which give us opportunities to learn and grow.



Listen to understand

- **Called In:** With the intent of growing and seeing things from another's point of view.
- **Called Out:** With an open mind. It's okay if you disagree or are confused in the moment. You can reflect on it later.



Acknowledge

- **For both:** Genuinely apologize for causing harm. Do not make excuses or focus only on your positive intentions in this apology.

LATER:



Reflect

- **Called In:** Process your thoughts and emotions. It may help to do so with a trusted partner who will have grace for your mistake.
- **Called Out:** Ask yourself Calling In questions to help yourself learn and grow from this situation, even if that grace wasn't offered to you in the moment.



Repair the harm done

- **For both:** Consider how you want to act moving forward. Ensure your actions align with your values and your community.



APPENDIX:

SAMPLE “CALLING IN” STATEMENTS BY DR. LORETTA ROSS

- 1 “When you said _____, I didn’t understand what you meant. Do you have time for us to talk about this more (now or at another time)?”
- 2 “When you used that word, I’m not sure what you meant. Can you tell me more?”
- 3 “I want to revisit something that felt like disrespect to me. I’m sure you didn’t mean that. May we talk some more?”
- 4 “I’ve noticed that some people aren’t speaking up. Can we slow down to go around the circle to get everyone’s thoughts?”
- 5 “I was wondering why the conversation became tense at this moment. Can we stop and investigate this?”
- 6 “Would anyone else like to share their views on this?”
- 7 “What are we missing here? Is there something we should examine more closely?”
- 8 “I’m curious. What was your intention when you said that?”
- 9 “How might the impact of your words or actions differ from your intent?”
- 10 “How might someone else see this differently? Is it possible that someone else might misinterpret your words/actions?”
- 11 “Why do you think that is the case? Why do you believe that to be true?”
- 12 “What is making you the most fearful, nervous, uncomfortable, or worried?”
- 13 “What is making you feel [nervous, concerned, anxious, upset] right now?”*
- 14 “In your opinion, what is the best case scenario?”*
- 15 “What are you trying to prevent, or are concerned is going to happen?”*

*from sources other than Dr. Ross

RESOURCES



OPPORTUNITIES TO LEARN MORE ABOUT CALLING IN:

- Ted Talk by Dr. Loretta Ross:
https://www.ted.com/talks/loretta_j_ross_don_t_call_people_out_call_them_in?language=en
- Take the official course on Calling In by Dr. Loretta Ross:
<https://lorettajross.com/callingin-online>

CITATIONS

- “Calling In and Calling Out Guide,” by Harvard University:
https://edib.harvard.edu/files/dib/files/calling_in_and_calling_out_guide_v4.pdf
- “Increasing Diversity in Radiology and Molecular Imaging: Current Challenges,” by Fite et al. <https://link.springer.com/article/10.1007/s11307-021-01610-3/figures/3>
- Dr. Harold R. Saunders, Sustained Dialogue Institute,
<https://sustaineddialogue.org/>

“DO THE BEST YOU CAN UNTIL
YOU KNOW BETTER. THEN
WHEN YOU KNOW BETTER,
DO BETTER.”

- Maya Angelou