

Diversity Miniguide: Sheryl Axelrod's Copyrighted Tools Everyone Can Use to Become Diversity Champions

Axelrod's "PEP" Tools: Place, Echo, and Promote!

1. **PLACE:** When you see an **opportunity for a woman or minority** – whether it's a publication in which she or he should write, a speaking engagement, or a person or group the person should meet – **recommend him or her for the opportunity.** Tell the people offering such opportunities how well-suited she or he would be for them. **Help PLACE them.**
2. **ECHO: In group settings, ECHO great points or ideas you hear women and minorities make.** All too commonly, women and minorities' ideas get taken. They raise them but people don't listen to them and minutes later, someone else repeats their ideas and gets all the credit for them. Be a diversity champion by disrupting this dynamic. Immediately after a woman or minority makes a great point or shares a great idea, raise your hand. Say what a great point or idea that was. Specifically mention the **person's name** who made it, and repeat their statement to ensure it gets heard. That way, no one can take the idea from the woman or minority afterwards and they'll get the credit for having made it. In the process, you will help raise their profile and you quite possibly may gain an ally.

Ms. Axelrod has been teaching this concept for years. It's so powerful, [under President Obama, the women in the White House used it \(calling it "amplification"\) and as a result, achieved gender parity among those in the President's inner circle.](#)

3. **PROMOTE: Speak highly of skilled women and minorities' capabilities,** personalities, and professional qualities, telling people how terrifically well you regard them. **PROMOTE them.** Doing so can elevate their careers.

If you are in a position where you can directly elevate people, check that your candidates for promotion include women and minorities. Decide in advance upon the qualities that you want in the person who will get the promotion. That helps minimize the risk of unconscious bias factoring into your decision.

As you decide who to promote, stop and consider gender and minority biases that can impact your decision. Women are often unfairly judged for exercising leadership characteristics such as being confident, self-possessed, and/or assertive. Minorities are often unfairly judged as being incompetent for the same behaviors that are overlooked in white men. Take a step back and ask yourself whether the person you are leaning toward promoting is truly the best person for the position, or whether there is some bias (unfair judgment) at play.

Also, help build inroads for women and minorities by supporting women and minority-owned businesses. When you hire a lawyer, buy paper, order catering, decide who will paint a facility, etc., consider hiring a woman or minority-owned business to do the job. **PROMOTE women and minorities so they can get closer to being viewed and treated as equals across society.**

Be a diversity champion!