

HOW TO

ALLIES AT WORK

**A GUIDE FOR
LGBT*IQ ALLIES
IN EVERYDAY
WORKING LIFE**



FREE YOUR MIND

Let's be honest: we all compartmentalise the world around us. What's more important, though, is that we consciously and willingly challenge this way of thinking. That we open up the compartments and see whether what's inside is actually what's written on the label.

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THE WHO, WHAT, HOW AND WHY OF ALLIES

LGBT*IQ - WHO'S INTERESTED?

Let's start from the beginning: LGBT*IQ stands for lesbian, gay, bisexual, trans, intersex and queer – in other words, anyone who is not heterosexual or does not fit the typical definitions of male or female. The concerns of people who identify as LGBT*IQ affect companies and us as a society more than we might first think. On the one hand, there are more LGBT*IQ people than we suppose; on the other, only 37% of them dare to come out completely – i.e. in both their private and professional lives.

- This is precisely where a key issue arises in the world of work: people who permanently have to hide their sexual orientation or gender identity can't concentrate properly on their job.

SOLIDARITY

Everyone needs allies. LGBT*IQ allies show solidarity with LGBT*IQ people and stand up for them, especially in situations where they need someone to speak up for them.

- Is this really still necessary in today's world? Unfortunately it is.

A CURRENT TOPIC

In recent years in particular, there have been many improvements in the situation of LGBT*IQ people. Nevertheless, we are a long way from achieving equality in both society and the workplace. According to the 2017 study "Out at the Office?!", 74% of the gay and lesbian employees surveyed said that they had experienced discrimination at work. The figures for bisexual and trans people were considerably higher. What's more, the statistics had barely changed compared with the first survey ten years previously!

- In short, LGBT*IQ people are far from being fully accepted.

MOBILISE CRITICAL MASSES

The louder a discourse is, the more visible its topics become and the more pressure grows on society, business and politicians. This means that equality and equal opportunities must be called for not only by the minorities affected, but by the so-called mass population as well. Mobilising the masses begins with small steps – and with us as individuals: embracing diversity, showing honest interest, signalling solidarity through symbols and our own behaviour, gaining knowledge from personal experience and challenging discriminatory statements and actions as well as institutionalised structures.

- Cultural change and structural change are mutually dependent.

UNDERSTANDING EACH OTHER

Calls for equal inclusion often lead to fears of loss or change among those who are already included. This diffuse fear of the unknown is perhaps understandable, but completely unjustified: the right to inclusion can be shared with everyone! We can achieve this if we acknowledge that people who live outside the binary gender norm and/or are attracted to their own gender/several genders are part of society and are simply human beings with a need for self-determination, self-fulfilment, a career, a family and a sense of belonging.

- This requires tangible and visible calls for equality – as well as support, education and dialogue. And that's where allies come in...

IN OR OUT?

Incidentally, whether you're an LGBT*IQ person or not – ally or straight ally, in-group or out-group – doesn't really matter. Ultimately, anything is possible here and it's up to us as individuals to decide what position, if any, we wish to take. Anyone who champions equality shouldn't have to justify themselves – after all, we're talking about much more than a noble endeavour:

- We're talking about how companies operate and what sort of culture they have.

THE SETTING: YOUR PLACE OF WORK

Anyone, anywhere can always be an LGBT*IQ ally – that's how an ideal world would look!

This guide focuses primarily on situations involving people at work.

We show you where you can find other LGBT*IQ allies in your company and recommend what to do to enable you to work together successfully.

THE TIME IS RIGHT

Championing LGBT*IQ equality in the workplace is doubly beneficial:

At almost 45 million, Germany's working population accounts for a little more than half the country, so tackling this issue here increases the chances of reaching as many people as possible. What's more, an open corporate culture will reverberate beyond the world of work into everyday life, society and politics.

Therefore, if employers are expressly supportive and appreciative of LGBT*IQ colleagues, they are helping shape change in society. The motivations for doing this are not least economic – for example to maintain a company's success on the (global) market. When it comes to the proportion of LGBT*IQ people who dare to come out at work, Germany currently remains bottom of the pile, with only 37% of participants responding positively in a survey of 20 countries.

LGBT*IQ – A WORTHWHILE COMMITMENT

If everyone is free to be who they are, talents can be displayed, energies focused and perspectives broadened. This enables an open culture of togetherness to be turned into productive cooperation. LGBT*IQ is not a niche topic, quite the opposite: everyone benefits from a respectful and constructive corporate culture.

**STRONGER
TEAM SPIRIT**

**HIGHER WORK
ETHIC**

**INCREASED
PRODUCTIVITY**

The figures also speak for themselves: the purchasing power of LGBT*IQ people worldwide is estimated at USD 3.7 trillion, with so-called pink tourism accounting for up to USD 200 billion. The community and its allies place considerable importance on representation and are particularly loyal customers if a company takes a clear position.

ONE ALLY CULTURE FOR ALL: THE BASICS

What needs to happen so that LGBT*IQ allies can set to work? So that employees want to be or become LGBT*IQ allies?

BACKING FROM ABOVE

THEORY: It is essential that management actively shows and communicates its support. The green light from above is a source of motivation, inspiration and encouragement.

PRACTICE: If the leadership openly declares that equal opportunities for LGBT*IQ people are a high priority and actively champions this cause, this attitude will permeate through the entire company. This will enable employees to be reached who were not previously aware of the extent of the issue. A niche topic will thus become an active part of corporate culture.

KNOWLEDGE IS POWER

THEORY: The advantage that LGBT*IQ allies have over those who have not yet supported equal opportunities for LGBT*IQ people is an understanding of the extent of the issue.

PRACTICE: Facilitate easy access to LGBT*IQ knowledge. Give your colleagues the opportunity to develop the necessary understanding and thus to be able to become potential allies. Show clearly how the company handles the issue and draw attention to this through regular training. Publish the company's policies on diversity and equal opportunities in such a way that your colleagues cannot miss them. It also helps to provide general and up-to-date information on the situation of LGBT*IQ people in the world of work. The following sources are a good start:

- > HOW TO NO. 4: LGBT*IQ for Beginners – Why Diversity in the Workplace Pays Off.
Available at: proutatwork.de
- > OUT AT THE OFFICE?!
Study by Prof. Dominic Frohn, Florian Meinhold and Christina Schmidt.
Available at: www.proutatwork.de/veroeffentlichungen/out-im-office/
- > OUT@WORK – Study by the Boston Consulting Group.
Available at: tinyurl.com/BCG-studie

LGBT*IQ LIVE AND IN COLOUR

THEORY: Face-to-face dialogue – direct engagement – between all employees and people from the community leads to a unique and rich understanding of what it means to be an LGBT*IQ person and to work as one in a company.

PRACTICE: Make contact with your LGBT*IQ network – there may already be open meetings that just need to be advertised more prominently within the company. If not, organise an open get-together on the next LGBT*IQ Day and invite people who are new to the topic – they could be the next generation of allies.

KEEP GOING

THEORY: On the one hand, the success of the commitment shown by allies and of the company's efforts in LGBT*IQ diversity can only be measured in terms of how actively integrated the allies are in the LGBT*IQ community. On the other, gaining LGBT*IQ allies is a process that you can only influence to a certain extent from the outside. The decision to become an ally is down to the individual: sometimes progress will be fast, sometimes slow, and sometimes non-existent. So don't get frustrated. Remember to keep going – slow and steady wins the race.

PRACTICE: Create regular opportunities to contribute to LGBT*IQ community topics within the company. Whether straight allies are welcomed into the existing LGBT*IQ network, a separate LGBT*IQ allies group is formed, or dialogue is facilitated at an insider meeting is for you to decide depending on the situation and by consulting with your network's members.

ONE ALLY CULTURE – MANY TYPES OF ALLY

As in any society, a company has different people performing different roles. The diversity of people, personalities, roles and duties ensures a variety of perspectives, motivations and possible courses of action – also when it comes to potential involvement as an LGBT*IQ ally. The 52-year-old, heterosexual male management board member will probably have different reasons for or against getting involved than the 28-year-old, heterosexual female marketing employee or the openly gay 34-year-old male office clerk, etc.

GIVING TARGET GROUPS A FACE: PROTOTYPES FROM REAL LIFE

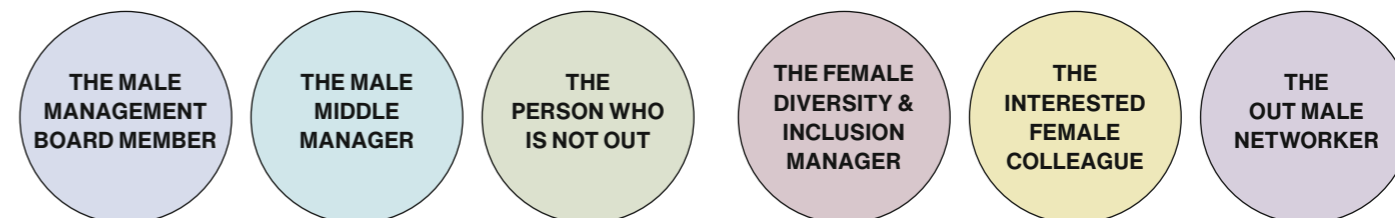
In order to develop generalised solutions for a large number of scenarios, we have created fictional representatives of six groups of people that you would find in a real workplace.

GROUP 1

People who, in their role and position, tend to show or represent resistance to the subject, in other words are not (yet) allies and would have to be convinced

GROUP 2

People who are generally willing to talk about the subject and are already involved or would like to be.



Using these prototypes as a basis, we can define the emotional and situational conditions that they need for an active commitment as an LGBT*IQ ally: what qualities and attitudes do they have with regard to the subject? How can they be convinced to become an ally? And how can their commitment as an ally be supported and optimised?



GROUP 1 NOT YET MOBILISED – TOMORROW’S ALLIES?

The people in this group are all around 50 years old, in management positions and have little need for change due to the many years they have spent in their careers. Any desire for change relates to their own career and is weighed up accordingly.



| | |
|--------------------------|--|
| PROFILE | Male, heterosexual, 52 years old, married, two children, lawyer |
| FOCUS | Advancing the company. Interested in topics that suit this objective |
| POINTS OF CONTACT | Doesn't know any (out) LGBT*IQ management board members; hardly any contact with the subject overall |
| STANCE | Relatively open-minded in theory Statement on equal opportunities for LGBT*IQ people in the company: <i>“Yes, of course, it’s an issue! I’ll give my support internally – if need be. I’m not averse to the subject in principle.”</i> |
| MOTIVATION | Meeting targets. He is willing to champion equal opportunities for LGBT*IQ people if it is advantageous to his image and the company. |

TO BE OR NOT TO BE AN ALLY?

FOR OR AGAINST – NO CLEAR WINNER

What’s noticeable here is his indecision: if the management board member got involved in LGBT*IQ issues, what effects would this have on both himself and the company? It could cause alienation in management board circles, but also enhance his image among the majority of employees. The company could lose some customers, but gain others. The additional time and energy required could hold him back, but also be just as personally rewarding ...

→ This prototype needs help deciding what position to take.

SOLUTION: THEORETICAL AND PRACTICAL APPROACH

KNOWLEDGE

If you know more, you’re more likely to understand and (want to) do more. Management board members have limited time, so they need concise information such as statistics on pink (employee) marketing, company-specific figures/data/facts, videos or current studies. It’s best to prepare this material in such a way that the key information is visible at a glance.

DIALOGUE

Direct dialogue could well be even more important. Face-to-face discussions and first-hand reports open up empathetic insights and remove any anxiety about addressing the subject. Of course, being well prepared is the name of the game. You should be able to present the situation of LGBT*IQ people in your company in a comprehensible manner. Don’t just lament injustices – show how the company is losing out by not championing equal opportunities for LGBT*IQ people. Be as neutral as possible in your portrayals and propose constructive solutions. In doing so, you’ll make it clear that the well-being of LGBT*IQ employees and the well-being of the company are inseparable.

REVERSE MENTORING

The company’s LGBT*IQ network can be used to find experts ranging from LGBT*IQ employees to pink marketing specialists. Enlist the right resources to support the management board member and you’ll be highlighting the value added by the network and creating the basis for in-depth dialogue with a sharp learning curve.

INSPIRATION

Maintaining hierarchies can put enormous pressure on management board members. They might find it difficult to reconcile their role with the fact that everything in the company isn’t quite as rosy as people think – and are additionally faced with a subject they know little about. What helps here is a safe environment to talk to their peers and receive a gentle introduction to the topic. All this and much more is on offer at the DINNER BEYOND BUSINESS organised by the PROUT AT WORK Foundation. This annual event aims to convey the significance of LGBT*IQ diversity to management board members – at the highest level in every respect. While enjoying an elegant dinner with fellow board members, accompanied by a keynote speech from a leading out business personality, the attendees can experience what facts, figures and data have long proved: the economic and cultural advantages of championing LGBT*IQ issues.

↓

Are you convinced that your company’s management board should attend? Then write to us at ...

dinner@proutatwork.de

... and we’ll take care of the rest..

THE MALE MIDDLE MANAGER

| | |
|--------------------------|--|
| PROFILE | Male, 50 years old, heterosexual, married, two children, 25 years in financial control, conservative by nature |
| FOCUS | His own position. Has experienced a large number of changes in recent years; this has strengthened his need to hold on to the familiar. Considers his work situation as being highly pressurised and fiercely competitive. |
| POINTS OF CONTACT | No contact whatsoever with LGBT*IQ issues or people, is not interested in them either. Involvement in LGBT*IQ activities is a relatively low priority for his company |
| STANCE | Everything to do with sexuality and gender is a private matter (insofar as it differs from the heteronormative norm). |
| MOTIVATION | Based primarily on his own career. He is very critical about championing equal opportunities for LGBT*IQ people because he sees no benefit in it for himself – and regards anything new as a threat. |

TO BE OR NOT TO BE AN ALLY?

AGAINST

Pressure and competition in the workplace quickly lead to employees wanting to preserve what they have personally achieved. This means that any kind of change makes them fearful – of losing authority, falling behind their peers and making mistakes. This prototype doesn't want to be considered part of the LGBT*IQ community himself, is anxious about addressing the subject and fears harming his career because he doesn't know how his managers and colleagues would interpret his involvement. The same applies to the people in his private life. Nor can he imagine finding any more time for such activities on top of his high workload.

FOR

He doesn't know about the opportunities that his involvement could offer, such as better team spirit, recognition from above, greater acceptance in his circle of friends and his team, admiration, visibility, new networks, personal development, becoming a role model for good leadership, new career opportunities, etc.

→ This prototype needs a safe space to talk about LGBT*IQ issues/to talk to LGBT*IQ people as well as information on acting inclusively, since most of his stereotypical ideas about the LGBT*IQ community tend to be based on a lack of interest and knowledge and could be dispelled by an unthreatening dialogue.

SOLUTION: APPROACH THE SUBJECT IN THREE STEPS

Although the world has already made progress in terms of the law and society, you'll probably have to start from scratch with this type of person. Don't try to persuade him to be an ally straight away; focus instead on creating positive access to the subject that allows him to engage with LGBT*IQ people at a personal level.

STEP 1: DIALOGUE

Invitations to general events such as network meetings are easier to decline than a specific request for an appointment with him. One way of facilitating initial contact would be for a person from the LGBT*IQ network or an LGBT*IQ ally to suggest a face-to-face meeting. Ideally, this person would have similar/the same status in the company to ensure a peer-to-peer discussion.

A sensitive approach will be required in the discussion itself: where does the other person really stand with regard to LGBT*IQ issues? Is he anxious about addressing the subject? Does he have questions? Are there any misconceptions or is there any awkwardness on his part? Encourage him to be curious, break down his inhibitions, but don't bombard him with too much unwanted information. Don't lose heart! Be patient: the moment will come to underline the relevance of equal opportunities in the workplace for LGBT*IQ people.

STEP 2: INFO BOX

A carefully compiled info box is another good way of approaching a subject without any commitment on the recipient's part. The material should be limited, easy to understand and broad-based.

- > FAQs and general information
- > Facts/figures/data that explain the unfamiliar "LGBT*IQ universe"
- > Booklet along the lines of "What is LGBT*IQ?". Why not use our guide *HOW TO No. 4: LGBT*IQ for Beginners – Why Diversity in the Workplace Pays Off*.
- > Information on inclusive practices and the work done by the LGBT*IQ network in the form of reports on successful projects, videos, articles, etc.
- > List of events and contacts within the network and the company

STEP 3: MENTORING MODEL

If the person (then) wants to join the network, become an ally or engage more deeply with the issue of equal opportunities for LGBT*IQ people, a mentoring model is a good way of further approaching and introducing the subject. A joint project in which the person is referred to as a straight ally from the outset can counteract the person's fear of being regarded as LGBT*IQ themselves – and nevertheless delivers the added value of a positive external effect for both sides.

A first step towards getting the project "out there" could be little giveaways such as stickers, door hangers, mini-posters, rainbow armbands, branded mugs, etc.

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You can find our guide HOW TO No. 4: *LGBT*IQ for Beginners – Why Diversity in the Workplace Pays Off* at proutatwork.de

THE PERSON WHO IS NOT OUT

| | |
|--------------------------|--|
| PROFILE | We have deliberately not assigned a gender to this prototype. Around 50 years old, marital status unknown, works in middle management. As this person cannot show themselves and is acting out a role in the workplace, they are regarded by their colleagues as withdrawn, inaccessible or even grumpy. |
| FOCUS | A safe space |
| POINTS OF CONTACT | An LGBT*IQ person themselves, has experienced a lack of acceptance as well as discrimination in the course of their career |
| STANCE | Sees themselves as a sheep in wolf's clothing. Based on experience, believes that you shouldn't mix your role in the workplace with your private life. Being an LGBT*IQ person is a career killer. |
| MOTIVATION | Avoid conflicts and unnecessary attention. Be trusted and be able to trust others. |

TO BE OR NOT TO BE AN ALLY?

FOR

Becoming an ally could of course be advantageous for this person both as an individual and in the broader context – from gaining new contacts and helping shape change to being encouraged to come out.

AGAINST

- > Afraid of being outed by association with the LGBT*IQ community. This person's partner could also be outed against their will.
- > Fear of being permanently stigmatised: will this crash their career?
- > This person's capacity is limited because they use up enormous amounts of energy hiding their true identity every day. Taking on the role of an ally (who is not out) would lead to another exhausting level of lies.
- > Fear of discrimination, losing contacts, having to justify themselves and being moved to a different job

→ For someone who is not out and would like to remain so, the thought of becoming an LGBT*IQ ally causes many fears about their personal situation. Such a commitment would initially seem to require a disproportionate use of personal resources as well as courage and an often unjustified leap of faith.

→ Does this person have to come out in order to be an ally? Not necessarily – but this person needs to be able to maintain a certain distance from the LGBT*IQ community. It's important to remember that the goal is not to help people to come out, but to create a safe environment in which they can champion LGBT*IQ issues within the company.

SOLUTIONS

SOLIDARITY CAMPAIGN

To support people who, for personal, varying and always good reasons, have not come out but would nevertheless like to champion LGBT*IQ issues, an idea is to start a solidarity campaign that is visible, long-term and loud. The aim here is to give active allies a bigger platform and to encourage others to champion diversity. Such a "Be who you are" campaign is applicable to all dimensions of diversity. Allies recruiting allies: whether on a small-scale using postcards or posters, or on a larger scale in short films, use personal statements to inspire others to become allies and champion diversity. At the same time, advertise a hotline/a way of contacting the network as a safe place and a first port of call. Implementing such an initiative is relative easy and inexpensive because it can be done from the network itself.

CLEAR LINE - CLEAR STANCE

To make any kind of contact with someone who is not out, you need to communicate with them in a manner that is empathetic and addresses their concerns. For example, it should be clear to everyone that people who are LGBT*IQ allies aren't necessarily LGBT*IQ people themselves. One way of reconciling the desired distance to the LGBT*IQ community with the yearned-for feeling of belonging is to offer branded giveaways with ally symbols, such as stickers, door hangers, mini-posters, rainbow armbands, mugs, etc. that create a connection to the subject, while also showing the outside world that the recipient is "only" active as a supporter.

GROUP 2 ALLIES AND ASPIRING ALLIES

The prototypes presented here are aged between 28 and 35 years old and, for different reasons, are already familiar with the subject of equal opportunities for LGBT*IQ people. They are able to approach the topic in a much more straightforward and natural manner than Group 1. For them, it is less about making LGBT*IQ issues visible in the workplace than about communicating them and driving them forward as well as integrating LGBT*IQ diversity completely into everyday working life. Nevertheless, they, too, have certain inhibitions to deal with. It's important to break these down and replace them with the added value that successful involvement as an LGBT*IQ ally brings.



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|--------------------------|--|
| PROFILE | Female, 35 years old, heterosexual, in a relationship Has been Diversity & Inclusion Manager in a large international group for one year. As part of HR, she reports directly to the responsible member of the management board. |
| FOCUS | More fairness towards, and representation of, less visible and marginalised groups within the company. Recognition for her own work. Involvement of senior management |
| POINTS OF CONTACT | No LGBT*IQ experience herself. The topic is brought to her by the employee network as a matter of urgency. |
| STANCE | LGBT*IQ inclusion is an important topic that is lacking in reputation and even blamed for causing conflicts of interest. Need for cost-effectiveness and lack of resources versus inclusive working environment; LGBT*IQ inclusion must also compete with other aspects of diversity |
| MOTIVATION | Believes in the cause – a good business needs diversity because it has a positive emotional effect on the working atmosphere |

TO BE OR NOT TO BE AN ALLY?

FOR

- > Personal satisfaction because she believes in the cause
- > **Career boost:** What's more, her activities will make not only LGBT*IQ issues visible, but also herself: to colleagues, managers and beyond the company.

POSSIBLE PITFALLS

- > **Room for manoeuvre:** Her success hinges on how much significance senior management attaches to diversity in general and LGBT*IQ issues in particular. Does the topic have the appropriate priority or is it simply tokenism?
- > **Cliché trap:** As a woman and a very young employee, this prototype is often the target of (sexist) prejudice herself, which may even come from the LGBT*IQ community. Ultimately, it's possible that she will get stuck in the middle because she is neither taken seriously at management board level nor accepted by LGBT*IQ people, whose lack of trust in her leads them to behave passively towards her.
- > Conflicts of interest in view of the numerous aspects of diversity and which of them has priority

→ A fundamental requirement for the Diversity Manager's success is that the LGBT*IQ network wants to recognise her as an ally and both understands and supports her in her role as an up-and-coming ally and views her as a long-term investment.

→ To be able to convey the relevance of the topic in a self-confident, steadfast and constructive manner and build an open corporate culture, the Diversity Manager needs a set of particular knowledge, skills and best practices.

SOLUTIONS

BUDDY SYSTEM: MUTUALLY BENEFICIAL

LGBT*IQ network and Diversity Manager – both sides can benefit from each other if they learn to see each other as a resource. The earlier and the more strongly they join forces, the more purposeful their work will be. The network provides the Diversity Manager with all the necessary knowledge and, in doing so, establishes an influential ally for itself. The young woman, in turn, gains first-hand know-how about a relevant diversity group and can develop pinpoint solutions – enabling her to shine by presenting convincing arguments to her supervisors and the company's decision-makers.

A specific solution is to join the two parties together through a buddy system similar to a partnership, but much more personal. Their mutual emotional attachment will also increase their commitment.

KNOWLEDGE AND VITAMIN C

LGBT*IQ networks are usually well interconnected, have valuable relationships and possess helpful knowledge, from studies and publications through to corresponding events. Knowledge, inspiration and contacts are what's needed to arm the Diversity Manager for her current and future role. For example, her LGBT*IQ Buddy should share their own know-how and sources of knowledge with her, take her to events and introduce her to the community.

ARGUMENTATION TRAINING

In her role as ally and mouthpiece, the Diversity Manager will frequently have to deal with conflict situations. This means that she will need self-confidence, stamina, a thick skin and convincing arguments. As no one was born a master of these skills, it helps to put the Diversity Manager through her paces using role plays in a protected environment – e.g. in regular argumentation training sessions with members of the LGBT*IQ network.

THE INTERESTED FEMALE COLLEAGUE

| | |
|--------------------------|---|
| PROFILE | Female, 28 years old, heterosexual, single. Works in the marketing department of a large group. |
| FOCUS | Raising awareness and championing fairness. Would like everyone to share the view that “all people are equal”. |
| POINTS OF CONTACT | Not afraid of addressing the subject. Her best friend is gay. Has already contacted the company’s LGBT*IQ network. Is very curious and would like to know more about the subject. |
| STANCE | She doesn’t understand why people still have problems accepting LGBT*IQ colleagues. |
| MOTIVATION | Need for harmony, thirst for knowledge and a personal connection via her best friend. |

TO BE OR NOT TO BE AN ALLY?

FOR

At first glance, the interested colleague has the best qualities for a career as an ally. Specific tasks as well as the opportunity to act as a multiplier can lead not only to her receiving gratitude and recognition from the LGBT*IQ community, but also to increased self-confidence, personal growth and the encouraging feeling of doing the right thing. As a result, she is able to convert the change to which she is actively contributing into a positive atmosphere, from which everyone benefits.

POSSIBLE PITFALLS

- > **Time management:** How does she balance being an ally with her day-to-day work?
- > **Standing:** At only 28 and as a woman, this employee is not in the most stable position herself. She might feel a particular pressure to justify herself, not only in an environment of traditional heteronormativity, but also in an LGBT*IQ community that doesn’t take her seriously as a young, heterosexual woman and makes her feel different or like an outsider. At worst, LGBT*IQ community members could even accuse her of appropriating issues that have nothing to do with her.
- > **Gaffes:** Who can say that they’ll always be able to recognise and deconstruct all etiquettes and ways of speaking and behaving that are shaped by heteronormativity and custom? She might be criticised more quickly for any “failure”. And what if she also had to point out a lack of sensitivity to LGBT*IQ colleagues? It’s easy to say the “wrong thing”.
- > Her higher profile could well have a downside: she could lose contacts from the “heterosexual world” as well as her current standing.

→ The interested colleague needs to learn more about the LGBT*IQ network in her company – and to know that she is welcome as a member.

SOLUTIONS

LIGHTHOUSE

To help this interested young woman go from being a curious outsider to an active ally, she needs to be offered ways of approaching the network without any initial commitment on her part.

If the LGBT*IQ network has its own website, it should contain not only an FAQ section, but also a lighthouse list for every office. This gives details of members of the LGBT*IQ network whom interested colleagues can contact. It can also be used to present current projects and offer specific ideas for ways to get involved. This removes people’s inhibitions, opens the doors to the network and can then also be combined with a mentoring model.

MENTORING MODEL

At the beginning, anyone who would like to get involved and become active in the network is paired with a mentor for support. The tasks assigned to new allies are tailored to their respective knowledge. This enables them to be gradually integrated into the network’s activities and to convey the network’s concerns in their teams, e.g. in the form of workshops or by raising network topics at meetings.

**THE
OUT MALE
NETWORKER**

PROFILE

Male, 34 years old, single, openly gay. Office manager in an open, intercultural team in lower management at a large group

FOCUS

Passive member of the network – what can the LGBT*IQ network offer me? Closer ties to other LGBT*IQ employees in order to create a safe haven, social contacts and the possibility to exchange ideas with the community on career strategies as an LGBT*IQ person.

POINTS OF CONTACT

“Out & Proud”, i.e. part of the LGBT*IQ community

STANCE

There is still a lack of openness in the sense of normality. The fear of harming your career and of discrimination is justified. Responsibility for change lies first and foremost with the company, not with the employees. The company should do even more to promote equal opportunities for LGBT*IQ people.

MOTIVATION

The out male networker would like to advance his career without fear of being disadvantaged or discriminated against. He’s aware that he can only be Out & Proud in his team because it is already open and diverse. He would like the company to give community topics a voice, make them visible and anchor them in the minds of his colleagues and supervisors as entirely normal needs of employees.

TO BE OR NOT TO BE AN ALLY?

FOR

As an expert, this prototype can benefit from being publicly involved in LGBT*IQ issues within the company. It would be worthwhile in several respects for him to switch from being a passive member of the network to an active one.

> **Turbo boost:** If he takes on this role, he could improve his career prospects and minimise risks. He could also make a name for himself as an expert and a competent contact regarding LGBT*IQ issues because he would be entering into a dialogue with his superiors on a subject he knows more about.

> **Personal growth:** Such a role would of course give him greater experience, enhance his skill set and thus improve his self-confidence. Working with complete self-confidence allows you to perform to the best of your ability and thus not only create courage and trust yourself, but also pass them on to others.

POSSIBLE PITFALLS

> **Is the rest of the company ready for this subject?**

He knows that although his team is intercultural and open, the overall corporate culture has much ground to make up. In making the topic in general and thus himself visible outside his protected space, he could encounter opposition from conservative superiors, for example. This poses a risk to his career and could lead to him being ostracised within the company.

> **Constant outing:** Although this person has no problem with being identified with the community, coming out is not a one-off event – more a continual practice, for example whenever new people come on the scene. How the person in question deals with this is highly individual. If he became an LGBT*IQ ally, he could lose control of whether, when and how he chose to come out again.

→ Once again, this shows particularly clearly how important it is for people who are not part of the community to become allies. Despite the many advantages that getting involved in LGBT*IQ issues would offer this person, there

are also obstacles that in some cases are not that different to those facing the other prototypes.

→ The out networker needs a compelling reason to want to switch from passive to active network member, but will also depend on support from others/other allies.

SOLUTIONS

WIN A YEAR OF CONTINUING PROFESSIONAL DEVELOPMENT

Networkers need the certainty that their commitment will be beneficial in the long term – for both the company and their own prospects.

To keep them interested, offer them the prospect of a year of continuing professional development by holding a competition: for one year, the management sets aside one day of the working week per quarter as well as the necessary budget for continuing professional development measures that serve both LGBT*IQ issues and the networkers’ own careers. Examples of this are measures that suit an individual’s career profile, the PROUT AT WORK conference or PROUT AT WORK deep dives.

Allies who have excelled due to their particular commitment to equal opportunities for LGBT*IQ people can be nominated – subject to their consent of course. A jury composed of network members and people appointed by the company will choose five winners. Even if an individual is totally committed, the prospect of a career boost is a positive incentive and additional motivation for long-term involvement. There are also pleasing secondary effects such as appreciation from above and a positive reputation within the company.

[↓]

Deep dives are innovative in-depth workshops on LGBT*IQ diversity. To find out more, visit proutatwork.de

BECOME AN ALLY IN A WEEK

To make diversity and inclusion a reality, companies need strategies that lead to real action. The goal is to mobilise people – regardless of position, gender, age or orientation. For people who are new to the topic, we have come up with a little challenge in the form of seven mini-exercises that will help them understand why LGBT*IQ issues are relevant in the workplace.

DAY 1

GET TO KNOW THE TOPIC

“42% of those surveyed said that they lie about their sexual orientation when talking to superiors.”

Take 8 minutes to read the “Out@Work” study by the Boston Consulting Group. What surprised you? What things stuck with you? What information would you like to pass on?

Available at:
tinyurl.com/BCG-studie

DAY 2

A THOUGHT EXPERIMENT

“How have I managed to get into a situation where I haven’t been capable of disclosing my sexual orientation?”

Briefly take the time to read the article “(Not) Coming Out – A Different Perspective”. How would you react in such a situation?

Available at:
proutatwork.de

DAY 3

BE INCLUSIVE

“Who are you – and how should we address you? We want to know: will you tell us your preferred form of address and your personal pronoun? Great – until then, we’ll adopt the inclusive approach of using your first and last name.”

Adapt your email signature and show that the world isn’t just black and white.

DAY 4

SHOW YOURSELF

“Allies are so important – but you have to be a visible Ally!”

Beth Brook-Marciniak,
EY Global Vice Chair

Watch one of our keynotes from our DINNER BEYOND BUSINESS events and see what effect it has on you.

Available at:
proutatwork.de

DAY 5

GET INVOLVED

Networks have many functions – from a safe haven to a mouthpiece for diversity within a company.

Find out when the next network meeting at your company is and ask if you can come along and see what it’s like.

DAY 6

SHOW YOUR SUPPORT

The motto for the 2019 CSD in Munich was “Celebrate Diversity! Fight for Equality!”.

Inspire at least three people you know to attend the next Christopher Street Day/ Gay Pride. This will allow you to come together with many others to show your support.

DAY 7

REST ON THE SEVENTH DAY

Take a break and review the week.

“Allies are so important – but you have to be a visible Ally!”

BETH BROOK-MARCINIAK,
EY GLOBAL VICE CHAIR

INSPIRATION AND INFORMATION

FASCINATING, BEAUTIFUL AND CLEVER BOOKS

LITERARY OR (AUTO)BIOGRAPHICAL WORKS

In her book *“Mein intersexuelles Kind”* (*“My Intersex Child”*) (available in German only), Clara Morgen gives a wonderful insight into the topic of intersexuality from a mother’s perspective.

Equally moving accounts can be found in the autobiographies *“Becoming a Visible Man”* by Jamison Green and *“Blaue Augen bleiben blau. Mein Leben”* (*“Blue Eyes Are Still Blue. My Life”*) (available in German only) by Balian Buschbaum. Both books describe the journey of a trans person to their real gender and provide usually unknown perspectives.

CLARA MORGEN (2013):
Mein intersexuelles Kind. weiblich – fließend – männlich.
Berlin. *Inter*

JAMISON GREEN (2004):
Becoming a Visible Man.
Nashville. *Trans*

BALIAN BUSCHBAUM (2010):
Blaue Augen bleiben blau. Mein Leben.
Frankfurt a.M. *Trans*

LGBT*IQ IN THE WORKPLACE

Beginning with the oldest books, we recommend *“Business Inside Out. Capturing Millions of Loyal Gay Customers”* by Robert Witek and Wesley Combs, and *“The G Quotient. Why Gay Executives are Excelling as Leaders – and What Every Manager Needs to Know”* by Kirk Snyder. Both books are impressive business cases for more visibility and acceptance of LGBT*IQ people in the corporate world.

We also recommend the collection of articles and essays entitled *“Lesbians and Work. The Advantages and Disadvantages of ‘Comfortable Shoes’”*, edited by Pamela A. Brand.

Last but not least, two books that point out the economic advantages of the acceptance and inclusion of LGBT*IQ people along the lines of a business case: the wonderful *“The Glass Closet. Why Coming Out is Good Business”* by Lord Browne and *“Der Regenbogen-Faktor. Schwule und Lesben in Wirtschaft und Gesellschaft – Von Außenseitern zu selbstbewussten Leistungsträgern”* (*“The Rainbow Factor. Gays and Lesbians in Business and Society – From Outsiders to Confident High-Performers”*) (available in German only) by Jens Schadendorf.

ROBERT WITEK, WESLEY COMBS (2006):
Business Inside Out. Capturing Millions of Brand Loyal Gay Consumers.
Chicago. *queer*

KIRK SNYDER (2006):
The G Quotient. Why Gay Executives are Excelling as Leaders – and What Every Manager Needs to Know.
San Francisco. *Gay*

PAMELA A. BRAND (2009) (ED.):
Lesbians and Work. The Advantages and Disadvantages of ‘Comfortable Shoes’.
Abingdon, Oxon / New York. *Lesbian*

LORD BROWNE (2014):
The Glass Closet. Why Coming Out is Good Business.
New York. *Gay/lesbian*

JENS SCHADENDORF (2014):
Der Regenbogen-Faktor. Schwule und Lesben in Wirtschaft und Gesellschaft – Von Außenseitern zu selbstbewussten Leistungsträgern.
München. *Gay/lesbian*

MOVIE SPECIALS

LGBT*IQ – two film recommendations for each letter ...

L: **Rafiki** (2018)
Disobedience (2018)

G: **Mario** (2018)
Boy Erased (2018)

B: **Call Me by Your Name** (2017)
Appropriate Behaviour (2014)

T: **The Danish Girl** (2016)
Romeos (2011)

*

I: **XXY** (2007)
Tintenfischalarm (Octopus Alert, documentary, 2006, available in German only)

Q: **A Kid Like Jake** (2018)
3 Generations (2015)





A QUICK ABC OF LGBT*IQ

| | |
|--------------------------|---|
| Binary | An idea that emerged from western culture, according to which gender is thought to be exclusively “male” or “female”. See also Third option, Intersex, Heteronormativity. |
| Bi/Bisexuality | Describes people who do not have romantic and sexual relationships exclusively with people of a certain gender. |
| Cis/cisgender | A person whose gender identity matches the sex that they were assigned at birth. The term has its origin in the Latin “cis-” (on this side), which is the opposite of “trans-” (on the other side, across from). See also Gender, Gender identity. |
| Gay | Homosexual person. |
| Gender | Gender is a sociocultural term and encompasses gender role (including expectations) and gender identity. It differs from biological sex, which refers to all physical sex-specific characteristics. |
| Gender expression | The manner in which gender/gender identity is outwardly embodied. Gender expression goes way beyond a style of dress. It can be found in all the little characteristics and attributes that we attach to gender roles: how someone walks, the vocabulary they use, their posture, the pitch of their voice, how they look after their body and behave socially, etc. See also Gender identity. |
| Gender identity | The gender that a person feels that they belong to – regardless of their actual biological sex. Gender identity may, but does not have to, match the gender assigned at birth. It’s important to understand that everyone has the right to choose their gender identity themselves. |
| Heteronormativity | Cultural point of view that defines heterosexuality as well as the gender binary and cisgender system as the social norm and can be the cause of disadvantages and discrimination. |

| | |
|------------------------|--|
| Heterosexuality | Sexual orientation defined by sexual attraction to persons of the other gender (based on a binary idea of gender). |
| Homophobia | Fear of, discrimination against and hatred towards homosexual people. See also Interphobia, Transphobia. |
| Homosexuality | Sexual orientation defined by sexual attraction to persons of the same gender. |
| Interphobia | Fear of, discrimination against and hatred towards intersex people. See also Homophobia, Transphobia. |
| Intersex | <p>Intersex is a catch-all term for various self-descriptions such as inter-gender or intersexual. It serves as an emancipatory and identity-based term denoting the variety of intergender realities.</p> <p>Describes people with biological characteristics (chromosomal, gonadal, hormonal, anatomical) that contain variations to the purely female or purely male biological characteristics. In some cases, intersex characteristics can be visible at birth, while in others they are not apparent until puberty. Some hormonal/chromosomal variations do not have to be physically visible at all.</p> <p>Intersexuality refers to biological sex and should be distinguished from sexual orientation or gender identity. An intersex person can be heterosexual, gay, lesbian, bisexual or asexual. They may identify as female, male, as both or neither.</p> |
| Lesbian | Colloquial term for women who have romantic and sexual relationships with other women. |
| LGBT*IQ | International abbreviation for lesbian, gay, bisexual, trans, intersex and queer. |





| | |
|---------------------------|---|
| Queer | Catch-all term for people who feel that their gender identity is not clearly “female” or “male” and are instead positioned along the entire spectrum. |
| Sexual orientation | A person’s ability to experience profound emotional and sexual attraction as well as to have an intimate and sexual relationship with individuals of a different or the same gender. |
| Third option | Has been applicable under the German Civil Status Act (<i>Personenstandsgesetz – PStG</i>) since January 2019 and offers people who don’t identify with the binary system the opportunity to express their gender instead of having to simply leave the relevant question blank. See also Intersex . |
| Trans | This prefix describes people who feel that they belong to a different gender than the one assigned to them at birth. |
| Trans man | A transgender person who was assigned the gender female at birth but whose gender identity is male. |
| Transphobia | Fear of, discrimination against and hatred towards trans people. See also Homophobia, Interphobia . |
| Trans woman | A transgender person who was assigned the gender male at birth but whose gender identity is female. |



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