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From Bystander to Ally: Supporting Each Other with Confidence

Workplaces are shaped by everyday interactions, and many of them pass quickly without much attention. A comment in a meeting, a joke that lands differently for different people, or an idea that doesn't get picked up right away can all influence how someone experiences their day.

Sometimes, these moments don't seem significant at first. Later on, they can stay with people and shape how comfortable they feel speaking up or contributing. It's also common for others to notice something feels off, even if they are not sure how to respond in the moment.

Allyship often starts in those situations. It grows from paying attention to what's happening around you and taking a moment to consider how you might respond in a way that is thoughtful and respectful. This article looks at how people can respond in these moments and offer support in ways that feel manageable and respectful.

Understanding the role of a bystander

A bystander is anyone who witnesses a situation where someone may be experiencing harm, exclusion, or disrespect. This can show up in many ways, including:

- Hearing a dismissive or biased comment
- Noticing someone being interrupted or overlooked
- Observing behaviour that feels isolating or uncomfortable
- Seeing a pattern of subtle interactions that don't sit right

Some of these moments may involve microaggressions, which can show up through subtle comments, assumptions, or behaviours that leave someone feeling excluded or dismissed. While they may seem minor in isolation, repeated experiences can have a lasting impact over time.

In these moments, it's common to pause. Many people take a second to interpret what they've seen and decide whether it calls for a response. This hesitation is not unusual. Research shows that when others are present, people may feel less certain about stepping in.

At the same time, these moments offer an opportunity. With the right support and awareness, bystanders can take small, thoughtful steps that contribute to a more respectful and inclusive environment.

Moving toward allyship, at your own pace

Allyship develops over time. It often begins with an intention to support others and becomes more comfortable through experience and reflection. Part of that process involves noticing when something may be affecting someone else and thinking about how to respond in a way that feels respectful and appropriate.

In many situations, people may choose to respond in different ways depending on the context. A quiet check-in later on or a small adjustment in the moment can still make a meaningful difference. What matters most is being thoughtful about how your actions might support the person involved.

Allyship includes respecting those choices. It focuses on creating space, listening, and offering support without making assumptions. It also means recognizing that the person who experienced the situation is best placed to decide what, if anything, should happen next.

Why stepping in can feel complicated

Even when something feels uncomfortable, responding in the moment can take effort. People often weigh several factors at once. They may be thinking about relationships, workplace dynamics, or how their response might be received. In some situations, safety—both physical and psychological—also comes into play.

Common reasons people hesitate include:

- Not being sure if what they witnessed was intentional or harmful
- Feeling unsure about what to say or how to say it
- Concern about making the situation more uncomfortable
- Power dynamics, especially when authority is involved
- Worry about social or professional consequences

These kinds of reactions are common, especially when you're trying to figure out what's happening in the moment. Having a simple framework can help make that next step feel a bit more clear and manageable.

A practical framework: noticing, interpreting, and choosing to act

Many approaches to bystander intervention follow a similar pattern. Before taking action, people tend to move through a few internal steps:

- **Notice** what is happening
- **Interpret** whether it may be a problem
- **Decide** if it's appropriate to respond
- **Choose how** to respond in a way that feels safe and respectful

This process doesn't always happen consciously, but naming it can help people slow down and feel more confident in their choices. It also reinforces an important idea: action doesn't have to be immediate to be meaningful.

Ways to offer support in everyday situations

There are many ways to respond in these situations, and people often find an approach that feels right for them over time. What feels appropriate can shift depending on the moment, the people involved, and what feels manageable for you.

Some people choose to speak up right away, while others prefer a quieter approach or check in afterward. Each approach can offer support in a different way, depending on the situation. The goal is to respond in a way that feels thoughtful and respectful of everyone involved.

Here are a few approaches that people often use, depending on the situation:



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Shifting the moment through distraction

In some situations, a subtle shift in the conversation can ease tension and redirect attention without escalating the interaction.

Scenario:

During a meeting, a colleague shares an idea that goes unacknowledged. Later, someone else presents the same idea and receives recognition.

A response might sound like:

“I want to come back to something Alex mentioned earlier—there’s a strong connection there.”

This approach helps ensure credit is given where it’s due, while keeping the conversation moving in a constructive direction.

Inviting support from others

There are moments where involving someone else can be the most effective and appropriate step.

This might include reaching out to:

- A leader or manager
- A human resources partner
- A trusted colleague

Scenario:

You notice a pattern of dismissive behaviour toward a team member over time.

A response might be:

“I’ve noticed a few interactions that didn’t sit right with me, and I’d appreciate your perspective on how best to approach it.”

This creates space for shared responsibility and can help address patterns that may not be visible to everyone.

Speaking up with clarity and care

When it feels safe to do so, addressing a situation directly can help set a respectful tone.

Scenario:

A comment is made that feels inappropriate or exclusionary.

A response might be:

“I don’t think that came across the way it was intended. Let’s keep the conversation respectful.”

Direct responses tend to be most effective when they:

- Focus on the behaviour rather than the person
- Stay calm and clear
- Avoid escalating the situation

Capturing information when needed

In situations where patterns may be emerging, documenting what happened can be helpful.

This might involve:

- Writing down what was said or done
- Saving messages or emails
- Noting dates, context, and impact

Documentation can support the person affected if they choose to take action later. It’s important to respect their preferences when deciding how that information is used.

Checking in after the moment has passed

Some of the most meaningful forms of allyship happen after the interaction.

Scenario:

A colleague appears unsettled following a difficult exchange.

A response might be:

“I noticed what happened earlier. I just wanted to check in—how are you feeling about it?”

This approach creates space without pressure. It allows the person to share as much or as little as they want and helps reinforce that they’re not alone in the experience.

Staying aligned with what the person needs

When something like this happens, it can help to focus on what the person might need and how they’d prefer to move forward.

Support can take different forms, including:

- Listening without trying to fix the situation
- Reflecting back what you are noticing or hearing in a caring way (e.g.: “I couldn’t help but notice that comment seemed hurtful” or “That sounded really difficult”)

- Asking what would feel helpful
- Respecting decisions, even when they differ from your own instincts
- Offering to accompany them in next steps, if they choose

This approach recognizes that people have different comfort levels, experiences, and priorities. It also helps avoid unintentionally shifting attention away from the person who was impacted.

Small actions that shape workplace culture

Small, everyday interactions help shape how people experience their workplace. Over time, consistent actions can influence whether people feel comfortable speaking up, sharing ideas, and supporting one another.

These actions may include:

- Making space for different voices in discussions
- Acknowledging contributions openly
- Interrupting patterns of subtle exclusion
- Checking in with colleagues regularly
- Reinforcing respectful communication

These kinds of actions build over time. As they become part of how people interact day to day, they contribute to an environment where participation feels easier and where support becomes a natural part of the culture.

Building confidence over time

Confidence tends to grow when people give themselves permission to approach these moments in a way that feels realistic, not perfect. There isn't a single "right" response, and not every situation calls for immediate action. Sometimes, the

most helpful step is taking a moment to pause, think it through, and decide what feels appropriate afterward.

With time, these situations can feel more familiar, even if the response is simply acknowledging it to yourself or checking in later. It can also help to remember that others may be noticing the same moment. When people respond in small, thoughtful ways, it can strengthen a sense of support across a team.

What makes a difference is consistency. When people approach these moments with care and awareness, it creates an environment where respect is reinforced in everyday interactions, not just in difficult ones.

Support is available

If situations like these bring up questions or feel difficult to navigate, support is available. Your Employee and Family Assistance Program (EFAP) offers confidential counselling and guidance to help you talk through workplace experiences, explore options, and find approaches that feel right for you.

Reaching out can be a way to gain perspective, build confidence, and feel supported in how you choose to respond.

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