**Encourage Leaders to:**

* Use the goals/expectations/style - Tom Unger format - in their postings and hiker emails. His format is essentially a social contract.

**Behavioral red flags:**

* **A bullying/condescending demeanor**
  + Aggressive and/or passive aggressive speech that demeans a person’s ability, skill, gender, dress, background or race.
    - can be blatant or subtle
    - Examples:
      * You did a surprisingly good job! - (to a female or someone who might not athletically “look” like they do.
      * Sarcastic comments of any kind
        + Example: making a comment to someone who may not have done a certain skill quite right and saying, “You certainly did that well, didn’t you?”
  + **Exclusionary bullying**: when someone is repeatedly and purposely isolated and excluded by someone else’s speech.
    - can be overt or subtle, intentional, or unintentional
    - impact to victim: isolating and alienating
    - Signs in victims:
      * withdrawing from group
      * anxiety, a noticeable drop in self esteem
      * not talking, isolating from social engagement
      * avoidance of an individual
    - **Examples:**
      * “Stop being such a girl about it” (when someone may not identify as a female)
      * “I felt so crazy” - (could trigger someone with mental illness)
      * “It fell on deaf ears” (could exclude someone with hearing loss/deafness)
* **Micro-aggressive comments**
  + Appearance, gender, skill, religion, dress, basically anything under a protected class, often executed in a joking or dismissive way.
    - examples:
      * “You speak good English” to someone where English is their second language
      * “Don’t you get hot in that?” to someone who may wear a hajib.
      * “You’re doing so well!” to someone who may carry extra weight.
      * Repeatedly addressing an individual with the incorrect pronouns
    - Common response of an offender: “don’t be so sensitive!”
  + Micro-aggression can sometimes be disguised to look like concern or curiosity. Sometimes a comment happens that isn't clearly problematic but isn't clearly ok either. It may be better to check with the impacted person first and see if they felt uncomfortable and go from there.
* **Disregard/disrespect for leader and/or participants**
* **Unsolicited touch, even touching a shoulder or arm in a friendly way may not always be welcome.**
  + Again, it’s better to assess the impacted person first.
* **Entitlement behavior**
  + The mentality that rules don’t apply to them.
  + They may not take ‘no’ seriously.
  + They may push boundaries to figure out what they can get away with.

**What can leaders do?**

* Assure the group before the trip begins, in the email, and at the trailhead that they are a safe person to come to. Be approachable, action-forward, compassionate. Be engaged with each participant on trip.
* If an incident occurs, focus first on the victim. Make sure they feel safe and comfortable in the moment
* Address individual’s actions away from the victim and other participants, stating the behavior is not tolerated and against Mountaineers values and policy.
  + Focus on the violated value/group agreement, rather than moral judgments or bias. Instead of "What you did was wrong," leaders can say, "You violated this value and policy that you agreed to as a member. Here's what I will do now based on the policy of the Mountaineers..."
* Know that sometimes people make a mistake and say something uncomfortable without realizing the impact. A re-focus is essential to let participants know you don’t advocate hurtful and inappropriate comments.
  + Ex: Let's say someone makes a rude comment about someone being a "slow" hiker. A leader might say, "Just a reminder that this trip is a safe space for all; let's stick to our group agreements and keep comments like that to ourselves, and instead be uplifting, understanding and encouraging."
* Report the behavior!
  + Unreported behavior perpetuates a culture where the offender can keep doing what they do without consequence.