

# SPEAK UP

## Finding Your Voice When It Counts

	BARRIERS	SOLUTIONS
ORGANIZATIONS	<ul style="list-style-type: none"><li>• Defensive Leadership</li><li>• Power Differentials</li><li>• Bureaucracy</li><li>• Intimidating Cultures</li></ul>	<ul style="list-style-type: none"><li>• Psychological Safety</li><li>• Accommodate Diversity</li><li>• Listening Ecosystems</li><li>• Reward Speaking Up</li></ul>
INDIVIDUALS	<ul style="list-style-type: none"><li>• Cultural Norms</li><li>• Systemic Barriers</li><li>• Personal Tendencies</li><li>• Insecurity</li></ul>	<ul style="list-style-type: none"><li>• Do Your Homework</li><li>• Shift Your Perspective</li><li>• Find Your Groove</li></ul>

## Listening Ecosystem

Create a culture of listening in your organization with meaningful surveys (onboarding, stay, exit, etc.), informal staff discussions, one-on-one discussions, and impactful two-way performance evaluations.

## Do Your Homework

Prepare for meetings and any event in which others could use your input or expertise. Do the research and think about anything that you can do to provide vital information to others. Get to a point where you want to speak up.

## Shift Your Perspective

If you get nervous thinking about other people staring at you, flip it around. You should be the one observing others, watching for their cues, and anticipating their questions. If what people are asking you is unclear, recognize that it's not your fault. Ask clarifying questions.

## Find Your Groove

Ease into feeling comfortable speaking in front of others. Practice relaxation techniques and focused breathing. Turn the tables and gain some confidence by asking questions and acknowledging other people's good ideas. Also, think about different settings where you might be more at ease. Have a meeting at a coffee shop or take a stroll while you chat with others.

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