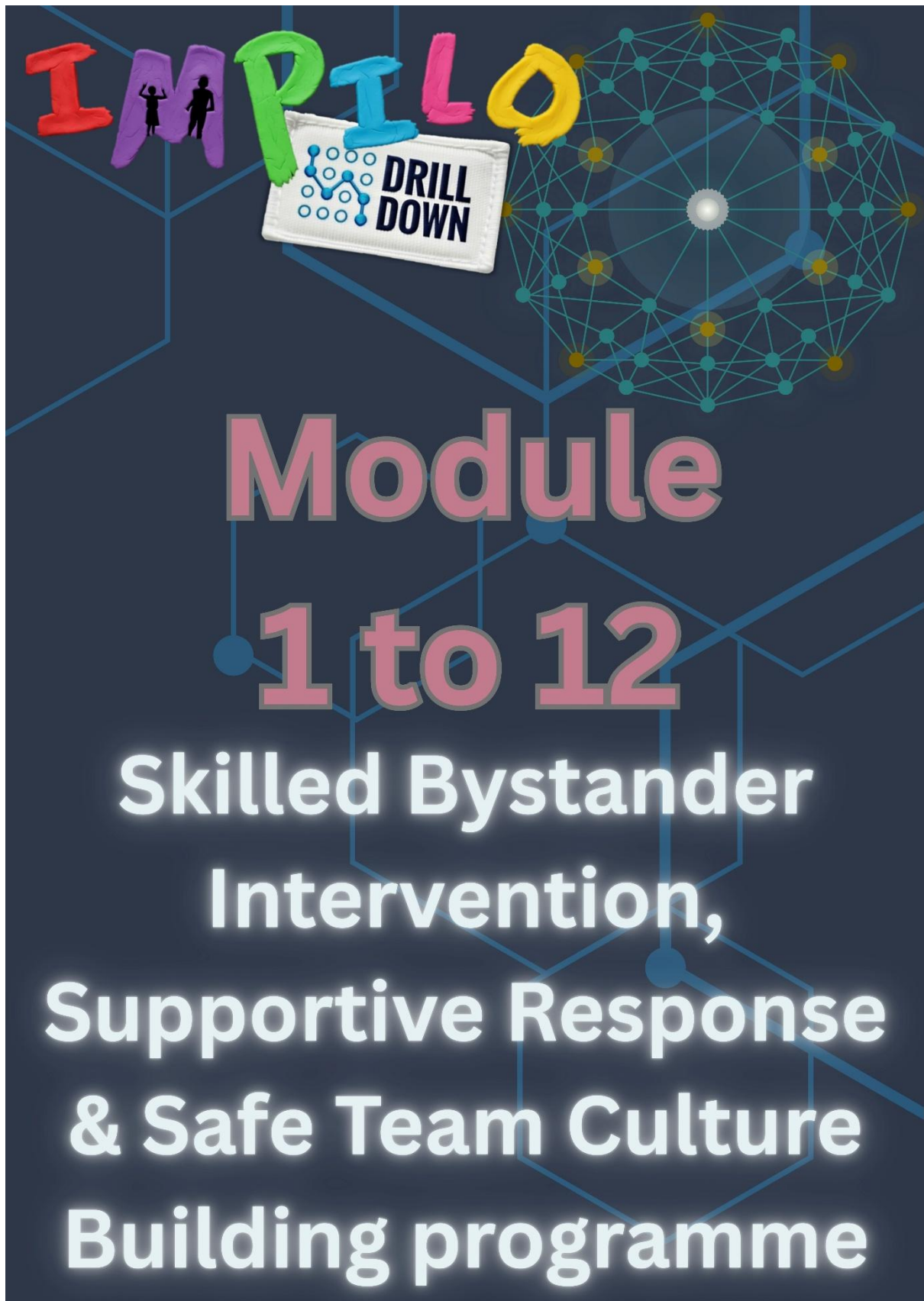




References and credits

PRACTICAL SKILLS FOR SAFER WORKPLACES AND STRONGER FAMILIES



Module

1 to 12

**Skilled Bystander
Intervention,
Supportive Response
& Safe Team Culture
Building programme**

INTRODUCTION

This document gives clear credit to the key methodologies, frameworks, legal instruments and support resources that underpin the full 12-module *Skilled Bystander Intervention, Supportive Response & Safe Team Culture Building in SA Banking* programme.

Every module draws on practical, evidence-informed approaches that have been carefully adapted for the realities of South African banking workplaces. The goal is simple: to honour the sources that make the learning possible, to remain transparent about the foundations of the work, and to equip you with a reliable reference point you can return to whenever you need it.

These tools and principles are not abstract theory. They are living practices designed to help you recognise harm early, respond with care, protect dignity, look after yourself, and contribute to safer workplaces and stronger families.

CREDITS – CORE METHODOLOGIES & FRAMEWORKS USED ACROSS MODULES 1–12

THE 5 D’S FRAMEWORK (DISTRACT, DELEGATE, DOCUMENT, DELAY, DIRECT)

The central practical intervention model used throughout the programme. It offers graduated, safety-focused options for responding to bullying, low-level harassment and harmful dynamics. The framework is applied consistently from early recognition (Module 1) through everyday intervention (Module 6), leadership action (Module 7), real-context practice (Module 8), team norms (Module 10) and sustaining change (Module 12).

UKUKHULA COACHING APPROACH

A core supporting methodology woven into every module. uKukhula (meaning “to grow”) integrates three practical elements:

- Gentle CBT-informed thought reframes (to notice and soften unhelpful automatic thoughts)
- NLP-style empowering language patterns (to support rapport, clarity and values-based action)
- Brief mindfulness grounding techniques (to stay present and regulated under pressure)

These tools appear in recognition, disclosure response, self-care, leadership modelling and sustaining practices.

PSYCHOLOGICAL SAFETY

The enabling condition for speaking up, intervening and building team culture. The concept is treated as foundational across Modules 2, 7, 8, 10 and 12, and is linked directly to the ability of colleagues to use the 5 D's and supportive response skills safely.

TRAUMA-INFORMED & SURVIVOR-CENTRED PRINCIPLES

Applied especially in Modules 4 and 5 (disclosure response) and reinforced in later modules. These principles prioritise safety, trustworthiness, choice, collaboration, empowerment and the avoidance of re-traumatisation. They guide listening, belief statements, body language, follow-up and referral practices.

"I NOTICED" LANGUAGE

A practical, respectful communication tool used particularly in Module 6 for addressing bullying and low-level harassment without escalation or blame.

LEADERSHIP DUTY OF CARE

Explicitly developed in Module 7 and sustained through later modules. It links individual skills to legal and ethical responsibilities for creating psychologically safe teams, modelling behaviour and enforcing norms.

WORKPLACE-HOME / INTERGENERATIONAL LINK

Explored in Module 9. The programme recognises that workplace dynamics affect family life and that positive, respectful behaviour at work can strengthen protective factors for children and help interrupt cycles of harm.

PERSONAL COMMITMENT + TEAM RITUALS FOR SUSTAINING CHANGE

The capstone approach of Module 12. Skills are turned into lasting habits through individual intentions and simple, repeatable team practices that keep psychological safety and upstander behaviour alive day after day.

REFERENCES & SOURCES USED ACROSS THE PROGRAMME

This section provides clear attribution for the core methodologies, frameworks, psychological practices and support resources drawn upon across Modules 1–12. Accurate credit is given so that the intellectual origins of the tools used are properly acknowledged.

BYSTANDER INTERVENTION FRAMEWORK

The **5 D's of Bystander Intervention** (Distract, Delegate, Document, Delay, Direct) form the central practical intervention model used throughout the programme.

The original Three D's (Distract, Delegate, Direct) were pioneered by the **Green Dot** bystander intervention programme, developed by **Dr. Dorothy Edwards** and the organisation **Alteristic**.

In partnership with Green Dot, **Right To Be** (formerly known as **Hollaback!**) expanded the model: **Delay** was added in 2015 and **Document** was added in 2017, creating the full 5 D's framework now widely used. Right To Be continues to steward and teach the complete 5 D's. The programme adapts these strategies for South African banking workplace contexts while retaining full attribution to the original developers.

PSYCHOLOGICAL SAFETY

The concept of psychological safety, the shared belief that a team is safe for interpersonal risk-taking, is drawn from the foundational research of **Professor Amy C. Edmondson** (Harvard Business School). Her landmark 1999 paper, "Psychological Safety and Learning Behavior in Work Teams" (*Administrative Science Quarterly*), and subsequent work (including *The Fearless Organization*) established the framework that underpins Modules 2, 7, 8, 10 and 12.

COGNITIVE BEHAVIOURAL APPROACHES

Gentle CBT-informed thought reframes used across the modules are adapted from **Cognitive Behaviour Therapy (CBT)**, pioneered by **Dr. Aaron T. Beck** in the 1960s and 1970s. Beck is widely recognised as the originator of cognitive therapy, which later evolved into modern CBT. The programme uses brief, workplace-appropriate applications of these principles rather than full clinical CBT.

NEURO-LINGUISTIC PROGRAMMING (NLP) LANGUAGE PATTERNS

Empowering language patterns and rapport-building techniques drawn from NLP are based on the work co-created by **Richard Bandler** and **John Grinder** in the 1970s (with early collaborative contributions from **Frank Pucelik**). The programme applies selected, practical NLP-informed communication tools for clarity, rapport and values-based action in banking settings.

MINDFULNESS & GROUNDING PRACTICES

Brief mindfulness grounding techniques used for self-regulation under pressure are adapted from established mindfulness practices. These have been widely influenced by the work of **Jon Kabat-Zinn** (Mindfulness-Based Stress Reduction) and broader contemplative traditions, simplified here into short, practical tools suitable for high-pressure banking environments.

TRAUMA-INFORMED & SURVIVOR-CENTRED PRINCIPLES

Trauma-informed approaches applied especially in disclosure-response modules draw on the foundational work of **Maxine Harris** and **Roger Fallot** (early articulation of trauma-informed care principles) and the widely adopted guidance of the **Substance Abuse and Mental Health Services Administration (SAMHSA)**. SAMHSA's framework emphasises safety, trustworthiness and transparency, peer support, collaboration and mutuality, empowerment, voice and choice, and attention to cultural, historical and gender issues. The programme applies these principles in a survivor-centred manner while remaining non-clinical.

UKUKHULA COACHING APPROACH

uKukhula (isiZulu/isiXhosa for “to grow”) is the programme's integrated coaching methodology. It combines brief CBT-informed reframes, selected NLP language patterns and practical mindfulness grounding into a coherent, workplace-friendly approach. This synthesis is a programme-specific adaptation developed by Drilldown in partnership with Impilo-related materials and is applied consistently across all twelve modules.

SOUTH AFRICAN LEGAL, POLICY & GOVERNANCE FRAMEWORKS

- Employment Equity Act
- Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace
- King IV Report on Corporate Governance (ethical culture and organisational responsibility)
- National Strategic Plan on Gender-Based Violence and Femicide (NSP on GBVF)

DEMOGRAPHIC & CONTEXTUAL GROUNDING

BASA 2023 Banking Workforce Demographics, used to ensure authentic representation of the diverse South African banking workforce across race, gender, age and role levels.

PRACTICAL SUPPORT & REFERRAL RESOURCES

These organisations and services are signposted as external and internal pathways for support (they are not the originators of the intervention methodologies above, but are credited for the referral and care pathways used in the programme):

- Employee Assistance Programmes (EAP)
- TEARS Foundation
- National GBV Command Centre (0800 428 428 / 1207867#)
- Lifeline South Africa (0861 322 322)
- South African Police Service (SAPS) emergency line (10111)
- Bank-specific HR, Employee Wellbeing, Harassment Reporting Channels, Transformation and Ethics Offices

All methodologies have been adapted with care for the cultural, legal and operational realities of South African banking while preserving clear attribution to their original creators and stewards.

CLOSING MESSAGE

Thank you for taking the time to understand the foundations of this programme.

Every methodology and resource listed here exists for one purpose: to support you as you notice early, respond with care, protect dignity, look after yourself, and help your teams keep safety and respect alive.

You do not have to carry this work alone. The tools are designed to be practical, the support pathways are real, and the change grows from the small, consistent choices you make every day.

Safer workplaces and stronger families are built one respectful interaction at a time. You are already part of that change. Keep going with kindness and courage. You are making a difference.

You are making a real difference.

