



A virtual experience to advance diversity and inclusion

Royal Canin Pride Council

in partnership with LEAN IN

Participant Workbook

Session - June 29, July 6, and July 13, 2022



WORKSHOP AGENDA

WEEK 1

- ✓ DEFINE ALLYSHIP
- ✓ UNPACK YOUR PRIVILEGE

WEEK 2

- ✓ UNCOVER WORKPLACE INEQUITIES
- ✓ DISCOVER YOUR POWER

WEEK 3

- ✓ LEARN ALLYSHIP ACTIONS
- ✓ REVIEW THE ACTIVE ALLYSHIP FRAMEWORK

3 MONTH FOLLOW-UP SESSION

- ✓ REVIEW AND DISCUSS YOUR COMMITMENTS
- ✓ RE-CAP

PARTICIPATION IS REQUIRED FOR ALL 4 SESSIONS.
IN THE CASE OF AN EMERGENCY PLEASE NOTIFY A
MEMBER OF THE TEAM.

About this WORKBOOK

This workbook will be your guide throughout the workshop and the one follow-up session. To navigate this workbook:

- Tap the >< to move ahead or back.
- There are various hyperlinks to move you around, don't hesitate to look around.
- Stay with the group, as we work through the workshop. Your homework will help you navigate through the breakout activities.

A few important notes about this workbook:

- This workbook is 100% yours to navigate the workshop.
- You will not have to turn anything in, so please use it as you see fit - to be a better ally.
- There will be a separate workbook for the follow up session.

Your workshop team,

dennis, amber, brooke, josh, and jenny

Define Allyship

Unpack your privilege

Uncover workplace inequities

Discover your power

Learn allyship actions

Review the Active Allyship Framework

Appendix

Additional Resources



How to practice allyship in breakout groups



Share the mic

Make space for everyone to speak. Step back if you often share first or when exploring areas where you hold privilege.



Commit to confidentiality

Don't use other people's names when sharing stories and keep everything shared confidential.



Be mindful of your a-ha moments

When you see something through a new lens, remember that it might be part of someone else's day-to-day. Be aware of how your sharing will land for them.



Don't question others' experiences

Don't question or discount the lived experiences of others.

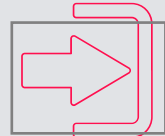


Give one another grace

Believe one another's best intentions and be patient when mistakes are made.



Glossary of terms



Message any of the moderators with any questions or issues that arise during the session or in breakout groups

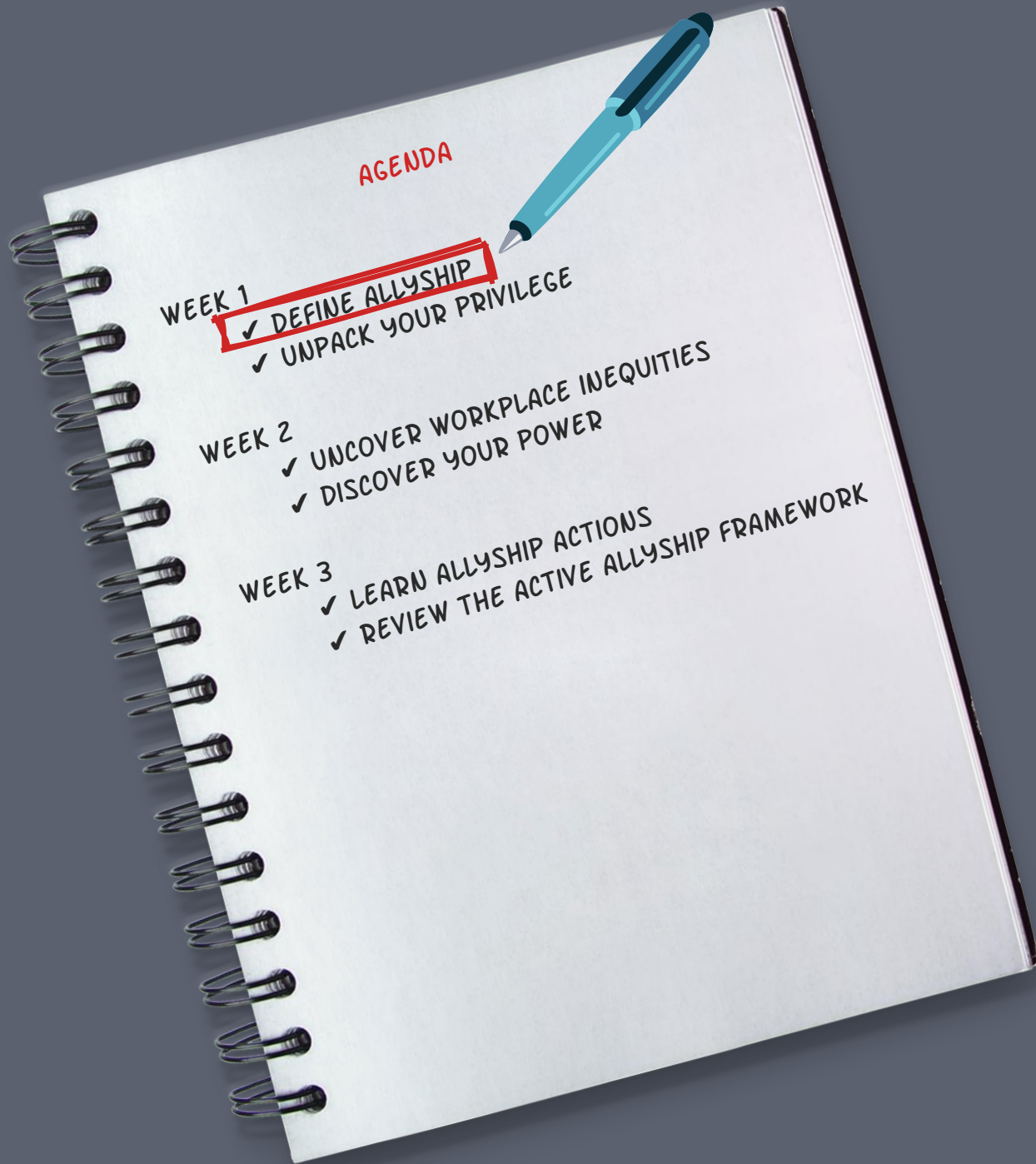




Reminders during workshop

- Keep your cameras on
 - So we can have deeper conversations
- Remove Distractions
- Get Comfortable
 - We're here for 90 minutes
- Find a private space to talk
- Ground yourself



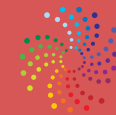


Allyship is an active and consistent effort to use your privilege and power to support and advocate for people with less privilege

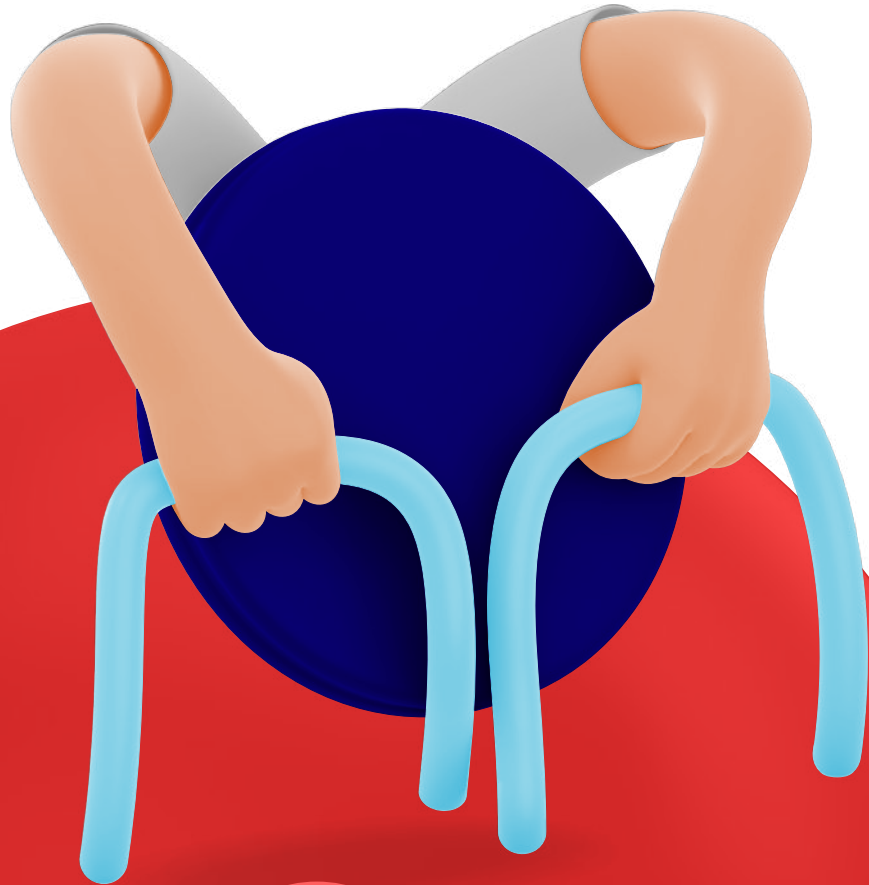
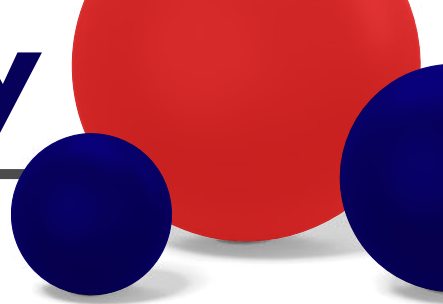
1. Define Allyship

specifically: such association with the members of a marginalized or mistreated group to which one does not belong

Poor allyship is speaking over marginalized people by taking credit and receiving recognition for arguments that the unprivileged have been making for their entire lives.



Individual Activity

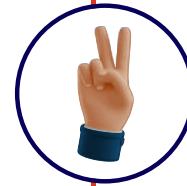


Minutes

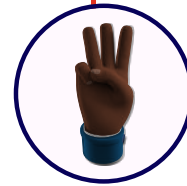
Turn to page 11 and answer the questions about allyship in your own words.



What does allyship look like to you? What is it not?



What do you think would make you a stronger ally? What's preventing that?



What are you nervous or uncomfortable about?





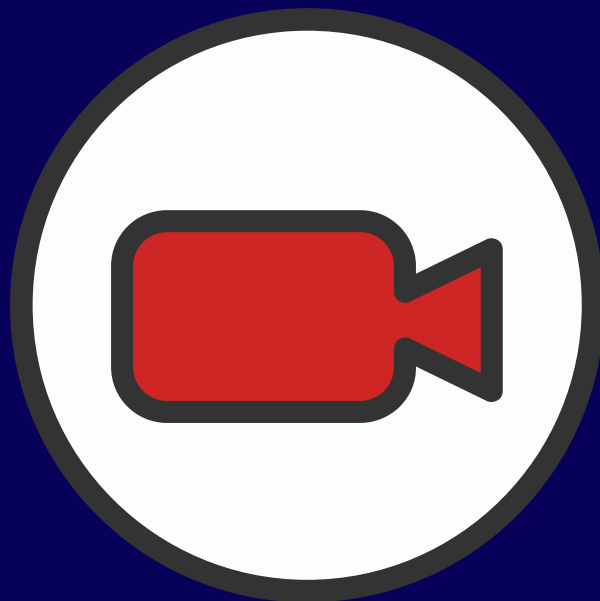
1. What does allyship look like to you? What is it not?

2. What do you think would make you a stronger ally? What's preventing that?

3. What are you nervous or uncomfortable about?



TURN
YOUR
CAMERA



back on

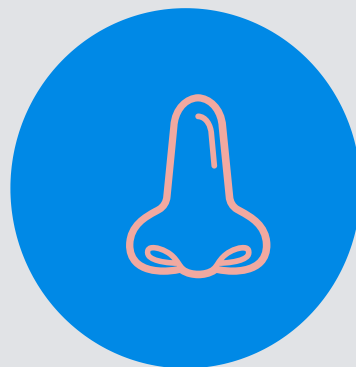


ANATOMY of an ally



A MOUTH

To speak out against
Injustice



A NOSE

to sniff out implicit bias



EYES

to identify privilege



EARS

to listen to the people in
minority groups



Heart

to cultivate empathy for
the oppressed



PRIVILEGE:

As discussed in this workshop, is the unearned advantage we get from being part of a dominant group whose needs have traditionally been prioritized.

IMPLICIT BIAS:

The attitudes of stereotypes that affect our understanding, actions, and decisions in an unconscious manner.



Breakout Activity



Goal: Sharpen your definition of allyship and understand what you and your colleagues hope to get out of the workshop

Tips for practicing allyship in this space

- Do not put others on the spot by asking them to share personal stories.
- If someone does share a story, do not question or invalidate their experience.

Turn to next page to write your answers



Did your definition of allyship change after watching the video? Why or why not?



What are you hesitant about coming into this workshop? What do you hope to walk away with?



Have you seen any examples of impactful allyship in your workplace or life?



GOAL: Discuss as a group the following prompts. (feel free to write your answers in the space provided)

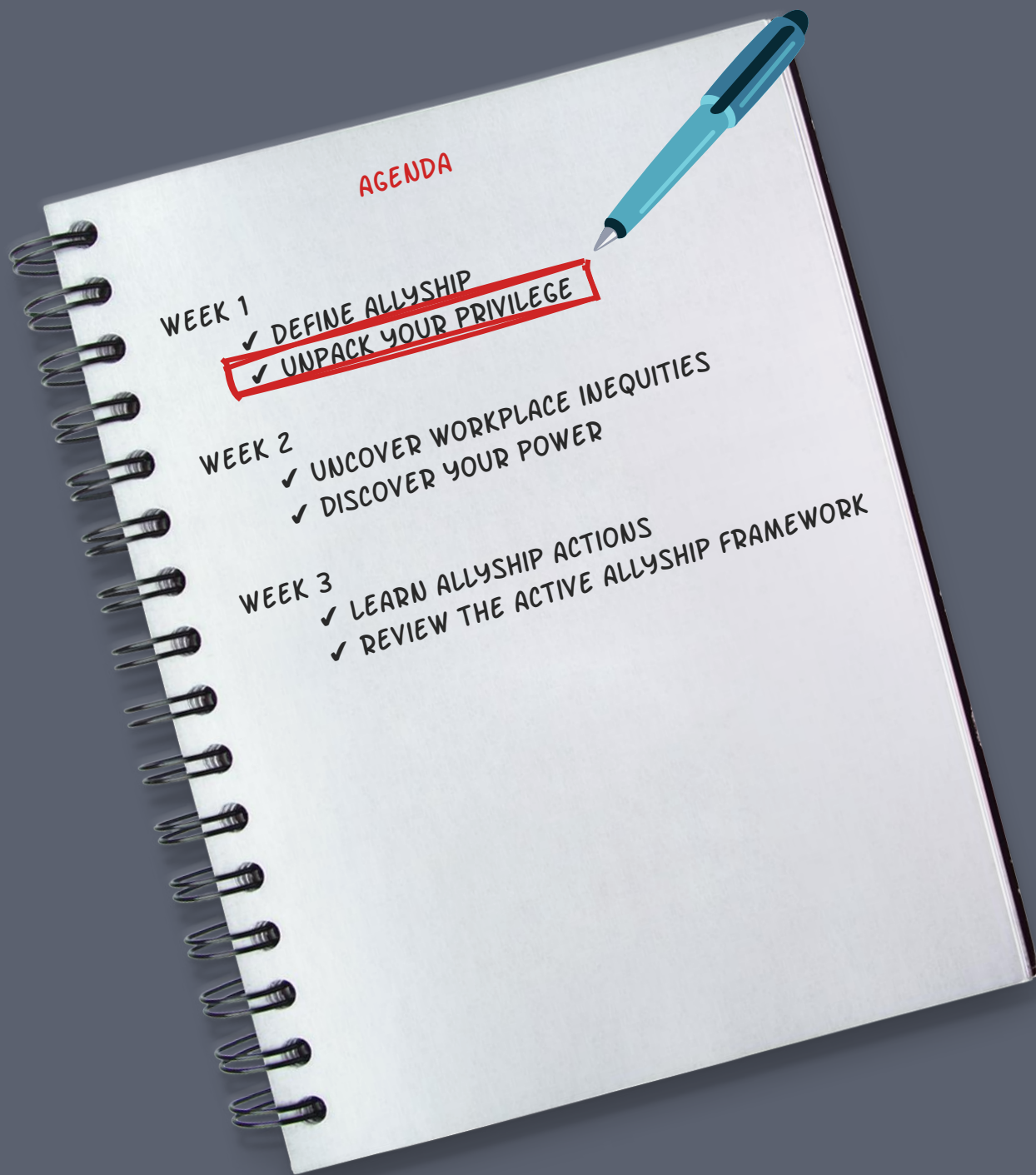


1. Did your definition of allyship change after watching the video? Why or why not?

2. What are you hesitant about coming into this workshop? What do you hope to walk away with?

3. Have you seen any examples of impactful allyship in your workplace or life?



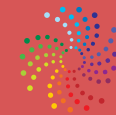


Privilege is the unearned advantage we get from being part of a dominant group whose needs have traditionally been prioritized

1. Unpack your privilege

PRIVILEGE:

As discussed in this workshop is the unearned advantage we get from being part of a dominant group whose needs have traditionally been prioritized.





Individual Activity

Turn to page 19 - 20 and answer the questions about allyship.



Place a ✓ next to the statements that apply to you.



- Feel free to turn your camera off during this activity.
- Return to camera, when you are completed.

PRIVILEGE EXPLORATION



Place a  next to the statements that apply to you.

	I'VE RARELY BEEN DISRESPECTED OR DENIED AN OPPORTUNITY BECAUSE OF MY SKIN COLOR
	I'm usually not the only person of my race in a room
	I can expect there will be a public bathroom available that aligns with my gender
	I can assume that people won't think I'm incompetent or helpless because of the way that I look ¹
	I see my experience reflected in movies and television shows ²
	I'm not used to regularly being followed or questioned in a store
	I don't fear for my safety when interacting with the police
	I'm not usually mocked for my accent
	I have never been asked, "Where are you really from?"
	I'm not asked to explain or define my sexual orientation or gender ³

more on next page...



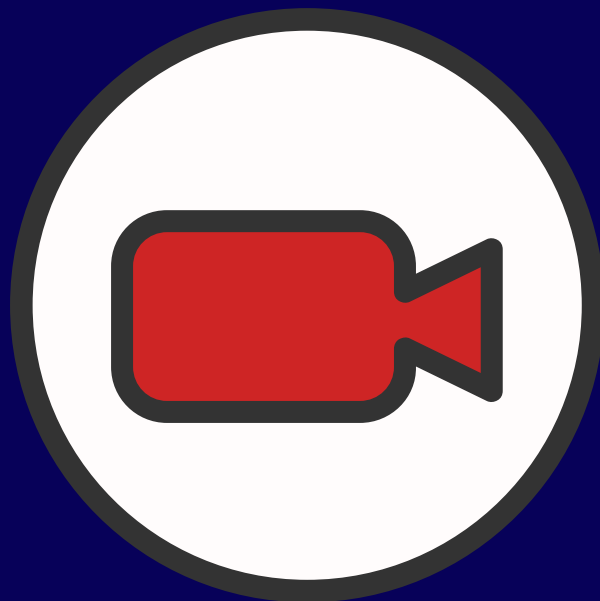
PRIVILEGE EXPLORATION



Place a  next to the statements that apply to you.

	PEOPLE REFER TO ME BY THE RIGHT PRONOUN.
	I don't regularly avoid certain places because I'm worried about my safety or about being sexually harassed ⁴
	I expect chairs or public seating to be comfortable for my body
	I don't feel pressured to spend significant time or money on my appearance
	I don't think twice about mentioning the gender of my partner or spouse regardless of whom I'm talking to
	My religion's holidays are commonly marked on work or school calendars
	I don't often worry whether a new environment is physically safe or accessible ⁵
	I'm not typically disrespected or denied opportunities because of my religion
	My parents helped pay for my education
	I don't worry about covering a large unexpected expense, like a car repair or medical bill
	My parents or guardians were homeowners
	When I say I'm unable to do something, people don't question whether I'm lying or lazy

TURN
YOUR
CAMERA



back on



Breakout Activity



Goal: Reflect on areas of privilege that you often take for granted.

Tips for practicing allyship in this space

- Respect privacy—don't ask others to share their personal experiences.
- If someone wants to share, create space and don't question or invalidate what they say.
- Be particularly mindful of your a-ha moments during this discussion.

Turn to page 23 and discuss your homework with your group.



What stood out to you about your own privilege?



What's one area where you hold privilege that you take for granted? What in your life might be different without that privilege?



What is challenging to you when thinking about your own privilege?



GOAL: Discuss as a group the following prompts, feel free write your answers. (feel free to write your answers in the space provided)



1. What stood out to you about your own privilege?

2. What's one area where you hold privilege that you take for granted? What in your life might be different without that privilege?

3. What is challenging to you when thinking about your own privilege?



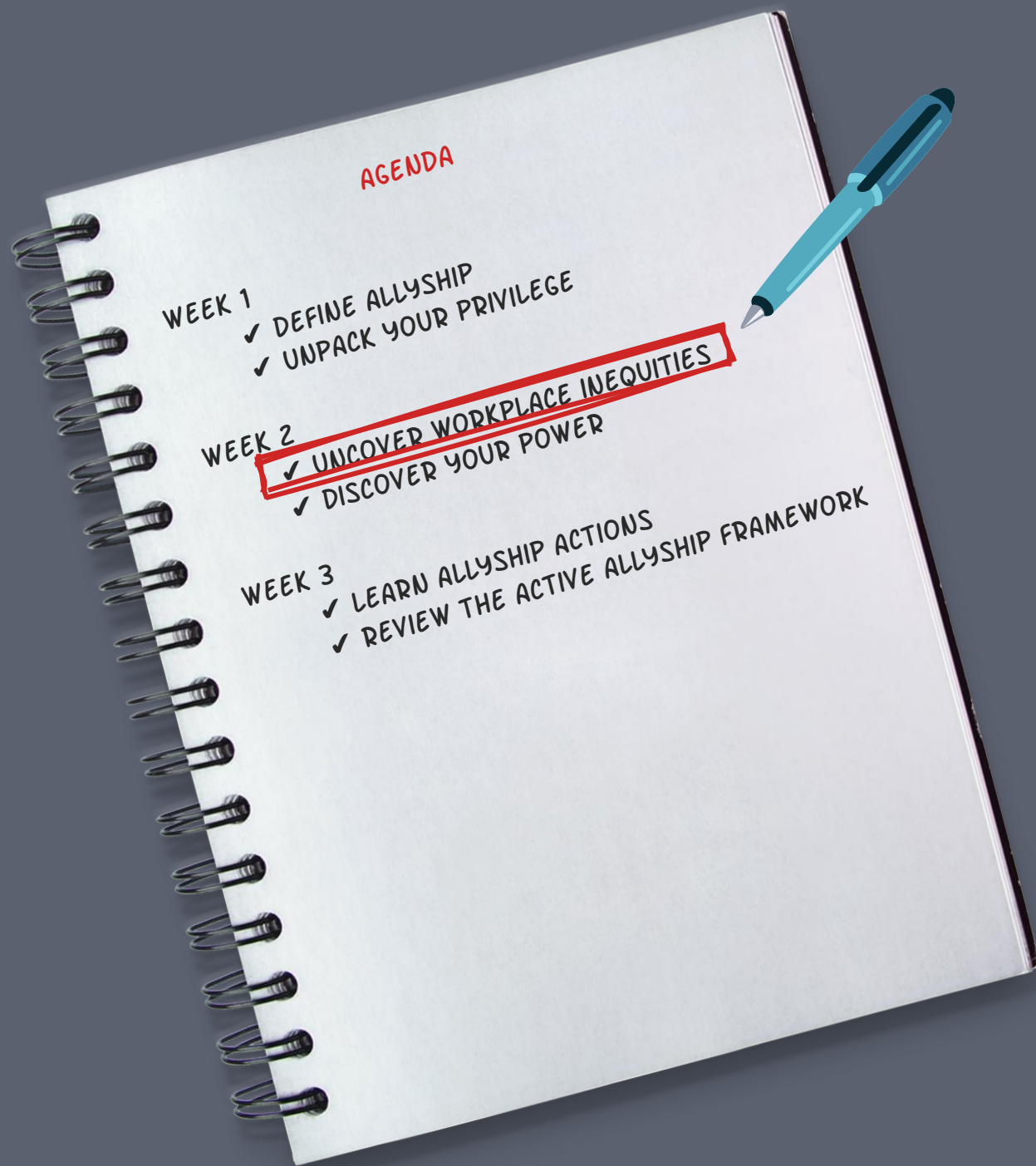
Individual Activity



A VIRTUAL EXPERIENCE TO ADVANCE INCLUSION AND DIVERSITY

WEEK 2





AGENDA

- WEEK 1
- ✓ DEFINE ALLYSHIP
 - ✓ UNPACK YOUR PRIVILEGE

- WEEK 2
- ✓ UNCOVER WORKPLACE INEQUITIES
 - ✓ DISCOVER YOUR POWER

- WEEK 3
- ✓ LEARN ALLYSHIP ACTIONS
 - ✓ REVIEW THE ACTIVE ALLYSHIP FRAMEWORK

Workplace Categories

1



**Everyday
Interactions**

2



**Workplace
norms and
expectations**

3



Hiring

4



**Advancement
and
recognition**

5



**Mentorship
and
sponsorship**





Pre-Session Homework

Prior to this session please explore - understanding workplace inequities - and all five workplace categories. These will be used during out breakout sessions.

- Intro - Everyday Interactions, p. 28
- Workplace norms and expectations, p. 39
- Hiring p. 47
- Advancement and Recognition, p. 57
- Mentoring and Sponsorship, p.68

Next complete the activities on page the pages that follow each topic.




EVERYDAY INTERACTIONS

The interactions we have with our colleagues have a big impact on our comfort and well-being at work. And casual comments, actions, and assumptions that are rooted in bias (sometimes called "microaggressions") can be disrespectful and a major source of stress for people with traditionally marginalized identities—even if they're not intended to be hurtful.⁶ Workplace microaggressions can be common occurrences for people with traditionally marginalized identities, and they make it much harder for employees with less privilege to bring their authentic selves to work. Women of color, women with disabilities, and LGBTQ+ women are more likely to experience microaggressions, and these slights add up: women who experience microaggressions are three times more likely to regularly think about leaving their job.⁷

COMPLETE THE ACTIVITY ON THE NEXT PAGE





Individual Activity

01 Place a  next to the statements that apply to you.

02 Learn more by clicking **AUDIO** or **SEE DATA** for each statement you selected.

03 Once you've finished, move on to the next category

	I have never heard a colleague make a cruel joke about people like me	
	My colleagues don't comment about my culture or religion in ways that make me feel excluded or demeaned.	SEE DATA
	No one has ever asked to touch my hair at work.	SEE DATA
	Coworkers don't confuse me with others of my race	 SEE DATA
	I rarely hear comments suggesting I'm not dressed professionally enough.	SEE DATA
	People rarely or never call me "emotional" when I express my opinion at work	SEE DATA
	I can talk about my personal life without feeling like I'm coming out or explaining myself.	SEE DATA
	I don't often feel bothered by the words my colleagues use.	 SEE DATA

ADVANCE TO NEXT CATEGORY





Rima's experience

[Back to Activity Page](#)

I have never heard a colleague make a cruel joke about people like me.

TRANSCRIPT:

"Like many other people of color I've had to work in places where people made some discriminatory remarks or things that they maybe thought were jokes but were pretty offensive related to race or religion. I'll say three things about what that feels like on the other end. It makes you feel very misunderstood. It makes you wonder what the conversations look like when you're not in the room and when people are maybe in their comfort zone at home with their families, what conversations around race or maybe religion look like there."

"It makes you feel defensive and protective of your community. It, I would say, hindered my ability to form deep relationships with those people, because now I started to feel super defensive about my identities or my family, or what stereotypes they might believe about my community and not wanting to get too close to those people because of how protective I felt about the community that they were joking about."

"It also turns you into the person that sometimes doesn't want to rock the boat. If everybody finds this joke funny, you don't want to be the colleague who is angry or ruining everyone else's fun if it seems like it's lighthearted humor. It just basically puts you in a position where it's hard to get close to people, but at the same time, you're the collateral damage at everyone else's expense or entertainment."



My colleagues don't comment about my culture or religion in ways that make me feel excluded or demeaned.

DID YOU KNOW?

People with certain backgrounds and identities are more likely to encounter cultural appropriation and insensitive comments at work. For example, Native American people may hear coworkers and managers use language like "having a powwow," "off the reservation," "spirit animal," or "low man on the totem pole." ⁸

Muslim women often face similar insensitive comments, such as being asked if they're allowed to talk to men. ⁹ And Jewish employees may have to contend with stereotypes and microaggressions around their religion. In fact, one poll found that 61% of Americans agreed with at least one antisemitic sentiment. ¹⁰



INEQUITY IN EVERYDAY INTERACTIONS:

No one has ever asked to touch my hair at work.

DID YOU KNOW?

This can be a common occurrence for some Black women at work.¹¹ Asking to touch a Black woman's hair is an example of "hair bias" - the idea that there's something exotic, wrong, or unprofessional about a Black woman's natural hair. This bias is all too common: in fact, some U.S. companies still prohibit natural Black hairstyles.



Coworkers don't confuse me with others of my race.

DID YOU KNOW?

Decades of research show that people often find it harder to differentiate between people of another race than people of their own race. ¹²
This is called "own-race bias," and it's further complicated by power dynamics: research shows that people who hold more power, such as senior executives, are less likely to be mistaken for someone else of the same race. ¹³





Coworkers don't confuse me with others of my race.

TRANSCRIPT:

"When I sat on a nonprofit board, I had been in the board for a couple of months. I noticed that every time that we met as a group, I would be consistently confused for the only other Latina on the board. Now, she and I both had short hair, brown skin but that was about it in terms of what we looked like. Having that not been the first experience in my career and life when I had been confused for another Latina, either in the workplace or in groups that I have been part of, this was an experience that I was accustomed to." "It was an experience that no matter the years of feeling it and seeing it still hurt. It made me feel invisible. It made me feel as if these individuals that I've worked with closely didn't bother enough to see me and know me to be able to distinguish me from a completely different human being. Now, I resolved it, which I was able to do because I've had years of experience in doing this. This is not how I did it at the beginning of my career." "The way that I resolved it was by talking about it. I would quickly remind the person. I was like, 'No, I'm not Carmen. I'm Daisy' or 'I think you meant to say—' and in that moment, there's always this look of panic and fright. 'Oh my goodness. I'm so sorry.' I also didn't want to take away the discomfort from that person. I wanted them to realize that it wasn't comfortable for me to be confused for somebody else and that it made me feel a different way. I said it enough times that our chair heard me and heard my colleague, who by the way was also being confused for me. We were both having very parallel experiences and we would both laugh at it but that laughter came with a feeling of hurt really deep in our bellies.

We mentioned it to the chair of the board who really bravely, I think it was a very courageous move on her part, in one of the meetings opened up by saying, 'I hear this has been happening.

I know there's no ill intent but I would just like for all of us to be more conscious about how we engage and connect with each other because these are acts of microaggressions that continually happen to women and men of color.' I have to say that after that it never happened again."



I rarely hear comments suggesting I'm not dressed professionally enough.

DID YOU KNOW?

- People with traditionally marginalized identities are often held to higher standards when it comes to professional attire.¹⁴
- Black women can miss out on jobs, promotions, and other opportunities because of arbitrary judgments about their appearance.¹⁵ To avoid this penalty, many Black women say they have to dress more formally than their colleagues and spend more money on hair and accessories.
- *Most Latinas in corporate America also say that they style their hair and makeup conservatively (87%) and dress conservatively (84%) in order to fit in at work.*¹⁶
- *1 in 5 LGBTQ+ workers has been told or had coworkers imply that they should dress in a more feminine or masculine manner.*¹⁷



People rarely or never call me "emotional" when I express my opinion at work.

DID YOU KNOW?

- Women in general tend to be criticized as "emotional" when they express a strong point of view, whereas men usually don't face this kind of judgment. ¹⁸
- In addition, research shows that Latinas are often labeled as heated or emotional²⁰ when they are merely speaking without being deferential.¹⁹ This is rooted in the pervasive stereotype that Latinas are too intense, feisty, and emotional.
- Similarly, Black women are more likely to be labeled as angry, even though research shows they are no more likely to experience or express anger than Americans as a whole.²¹ These labels have profoundly damaging consequences: in one study, when Black women were viewed as angry, they received lower ratings and raises than white women viewed the same way.²²



I can talk about my personal life without feeling like I'm coming out or explaining myself.

DID YOU KNOW?

- More than 60% of LGBTQ+ respondents report needing to correct colleagues' assumptions about their personal lives.²³ And 35% of LGBTQ+ employees feel compelled to lie about their personal lives at work.²⁴
- There's also a double standard: 70% of straight cisgender workers say "it is unprofessional" to talk about sexual orientation or gender identity at work,²⁵ but 80% of straight cis people say they talk about social relationships and dating in the workplace weekly or daily.²⁶





I don't often feel bothered by the words my colleagues use.

DID YOU KNOW?

People with traditionally marginalized identities are more likely to have to contend with offensive language that makes them feel othered or like their right to equality is denied. For instance, 27% of women with disabilities say they regularly hear demeaning remarks about them or people like them at work, compared to 16% of women and 11% of men overall. ²⁷ Several studies have shown that overt and covert discrimination, like offensive jokes or derogatory language, can lead to an increased risk of depression, anxiety, and other negative health outcomes. ²⁸



Understanding workplace inequities

Workplace norms and expectations


Workplace norms include everything from the way we set up our physical workspaces, to the hours we expect our colleagues to be available, to the software and tools we use. Because many of our current norms were established when the workforce was primarily made up of white, cis, straight, able-bodied men, they often prioritize that group's needs. This places an additional burden on those with traditionally marginalized identities to fit in, feel comfortable, and succeed.²⁹

COMPLETE THE ACTIVITY ON THE NEXT PAGE



Individual Activity

- 01

Place a  next to the statements that apply to you.
- 02

Learn more by clicking **AUDIO** or **SEE DATA** for each statement you selected.
- 03

Once you've finished, move on to the next category

	I can use company bathrooms without stress or anxiety	SEE DATA
	I have never declined a work social event because the building wasn't accessible.	>
	I often have leftover sick days that I can use as vacation time.	SEE DATA
	I have never had to disclose an invisible disability to get the support I need at work.	SEE DATA
	I can take paid time off to care for someone without worrying that people will think I'm not committed to my job.	>
	I don't have to take PTO days to celebrate my religious holidays.	>

ADVANCE TO NEXT CATEGORY



I can use company bathrooms without stress or anxiety

DID YOU KNOW?

In 2016, 59% of respondents to the U.S. Transgender Survey said that in the past year they avoided using a restroom because they were worried about confrontations or other problems. Nearly one-third of respondents said they avoided eating or drinking so they wouldn't have to go to the bathroom. [30](#)





I have never declined a work social event because the building wasn't accessible.

TRANSCRIPT:

"I was working for an organization and they were having a happy hour and actually my role at the organization was around access and inclusion. I made apparently the wrong assumption that when events were being hosted, even if they were social events, that accessibility would be considered. There was a happy hour that some colleagues were planning. I RSVP'd and planned to go, hadn't thought much about it, I think, until the very last minute. I asked about entry, because I was used to sometimes maybe entering through a different door or what have you." "It turned out that the person organizing it had completely just forgotten to ask about accessibility. It turned out that the location had a step. Then they were at the last minute trying to figure out whether they could get a ramp and what would work and all of this. I ended up not going, and to be honest, it had little to do with the fact that we could have found a solution. I could have probably offered a solution, but it really sucks to be in a workplace, especially where you've been for a while, and you advocate for your needs and they're still overlooked in settings that perhaps aren't the most formal, so I decided not to go."



I often have leftover sick days that I can use as vacation time

DID YOU KNOW?

Many chronic medical conditions require an employee to miss work—for example, to manage pain or for medical treatment. However, depending on their company's paid leave policy, the employee may not have the flexibility to get the care they need. One study found that employees with chronic diseases had an absentee rate that was more than six times the rate of employees without a chronic illness. ³¹ And this can affect a large percentage of employees, since 68% of adults between the ages of 45 and 64 are living with at least one chronic condition. ³²



I have never had to disclose an invisible disability to get the support that I need at work.

DID YOU KNOW?

When workplaces don't offer a basic level of flexibility and accommodation, employees with invisible disabilities, such as ADHD or a chronic illness, may be forced to reveal their disability in order to get the accommodation they need. And this may create further issues for them: research shows that when an employee with an invisible disability is granted an accommodation (like being able to begin work an hour later to accommodate the effects of a medication), coworkers may react negatively to what they see as special treatment—and that might result in fewer people disclosing their disabilities.³³ But when workplaces establish flexibility as the norm, it is less likely that those who need accommodations will feel othered or put on the spot.





I can take paid time off to care for someone without worrying that people will think I'm not committed to my job

TRANSCRIPT:

"Having to worry whether I can take my kid to an orthodontist appointment or miss a meeting or miss a presentation that I may not be delivering on is a constant worrying feeling that mothers have, that parents have, and that caregivers have. I wish I didn't have to worry about taking that extra hour or two hours to take care of my child, but I do."





Rima's experience

I don't have to take PTO days to celebrate my religious holidays,

TRANSCRIPT:

"I am Muslim, and I'm practicing, which means that every year for around 30 days I practice Ramadan. Ramadan is a month where Muslims fast from food and water from sunrise to sunset for 30 days straight. Given that there are over 4 million Muslims in the U.S. you would think that certain programs would at least acknowledge that this thing exists for people for 30 days, but that has not been my experience." "I have had no shortage of academic and professional experiences that literally fell right in that month. One of my first professional experiences coming out of college was there was a summer training required, a mandatory summer training that fell right during Ramadan. While I'm not expecting them to just completely change their plans for the subset of people, I was expecting some sort of acknowledgment of the fact that not everyone is going to be able to fulfill this mandatory experience the same way, or that maybe some accommodations should be made to the people who are literally not eating or drinking water during working hours." "There just didn't seem to be much accommodation for that at all."



Understanding workplace inequities


Hiring

We all want hiring to be fair and equitable. But job candidates with less privilege face barriers and biases that make it harder for them to get noticed.³⁴ Even when they do land an interview, they may not be evaluated fairly—they're often held to higher standards and have to work harder to prove their competence.³⁵

COMPLETE THE ACTIVITY ON THE NEXT PAGE



Individual Activity

01 Place a  next to the statements that apply to you.

02 Learn more by clicking the **AUDIO** or **SEE DATA** for each statement you selected.

03 Once you've finished, move on to the next category

	When I apply for a job, I'm pretty sure my name won't hurt my chances of getting an interview	SEE DATA
	I don't usually worry that wearing a symbol of my religion or culture to an interview will decrease my chances of getting a job.	SEE DATA
	I've never hesitated to include an award, club, or affinity group on my resume because it reveals my sexual orientation or gender.	<div>></div> SEE DATA
	When I interview for a job, I don't have to ask questions in advance to make sure the building or video conference software is accessible to people with disabilities.	<div>></div>
	One or both of my parents graduated from college.	SEE DATA
	I have taken an unpaid internship to pursue a passion or break into my desired field.	SEE DATA
	I don't have to worry about previous employers misgendering or dead-naming me when they serve as references	<div>></div>

ADVANCE TO NEXT CATEGORY



When I apply for a job, I'm pretty sure my name won't hurt my chances of getting an interview.

DID YOU KNOW?

- In one study, Black applicants needed to show an average of eight more years of experience to receive as many callbacks as those with white-sounding names.^{[36](#)}
- Applicants with white-sounding names like Emily and Greg were 50% more likely to be called to interview than those with Black-sounding names like Jamal and Lakisha.
- Another study found that 21% of Asian applicants who removed any references to their race from their résumés (like changing their name from "Lei" to "Luke") received callbacks, compared to 11.5% who didn't remove any racial clues or references.^{[37](#)}



I don't usually worry that wearing a symbol of my religion or culture to an interview will decrease my chances of getting a job.

DID YOU KNOW?

Visible symbols of some religions can trigger discrimination. For example, one study found that Muslim women applicants who wear a hijab to an interview are less likely to be offered jobs than Muslim women candidates who don't. [38](#)



I've never hesitated to include an award, club, or affinity group on my resume because it reveals my sexual orientation or gender.

DID YOU KNOW?

- 1 in 5 LGBTQ+ people says they have experienced discrimination based on their sexual orientation or gender identity when applying for jobs.^{[39](#)}
- When a woman has something on her résumé that indicates she's LGBTQ+, like volunteering for an advocacy group, she is 30% less likely to get a callback.^{[40](#)}





I've never hesitated to include an award, club, or affinity group on my resume because it reveals my sexual orientation or gender.

TRANSCRIPT:

"When I am applying for a new job, I am debating about whether or not to include a lot of my experiences that have to do with mentoring trans youth or planning a trans conference or adding my pronouns to my résumé because I'm not sure if that will turn my potential future employer off from not wanting to hire me." "If it feels inappropriate to include those things, if I am sharing too much by saying them, or if the person looking at the piece of paper actually won't even know what those things mean, then there would be an inherent disconnect that I won't even get to explain. Ultimately, I decided that I want to put those things on my résumé because if that's an employer's reaction, then I don't think I want to work at that place, and I want to work somewhere that I get to be myself."





When I interview for a job, I don't have to ask questions in advance to make sure the building or video conference software is accessible to people with disabilities.

TRANSCRIPT:

"I am a wheelchair user, a power wheelchair user, and so there is no space that I ever enter that I don't have to think about accessibility. That includes jobs, interviews, and I have had multiple experiences where that's been a concern. Specifically I can think of a time when I was applying for a long-distance job in a different city and I was trying to even figure out whether I wanted to disclose, because as a chair user a lot of times I'm used to rolling into a room and people see the disability, see my chair, but when I was applying long-distance that wasn't the case." "I was really concerned. I had to spend some time doing research on the building, where it was in the city and how I would get there and all of those pieces. If there was a button that I could use to get in the door, or if there was a security guard at the door, would I be able to get up to whatever floor it is and all of that. Access is a huge thing and it can even be a deterrent for me. There've been jobs that I have not been able to apply to simply because of the fact that they weren't in locations that I ultimately would be able to access for employment."



One or both of my parents graduated from college

DID YOU KNOW?

In one study, men were less likely to receive callbacks when hiring managers knew that they received financial aid or were first-generation college graduates. Men who participated in activities associated with higher class status, such as sailing or classical music, received the most callbacks. [41](#)



I have taken an unpaid internship to pursue a passion or break into my desired field.

DID YOU KNOW?

Certain industries can be difficult to break into without an unpaid internship. But many people cannot afford to work for free.^{[42](#)}





I don't have to worry about previous employers misgendering or dead-naming me when they serve as references.

TRANSCRIPT:

"During the time period when I transitioned to using the name that I do now, I knew that I was looking for a new job and that meant that I needed to think about references. At that time, most of those people were professors of mine in college it meant that when I was thinking about my references, I needed to think about who's going to use the name and pronouns that I want my future employer to use." "It meant scanning through the list of people that I think of as mentors and thinking about which one of these people is going to talk about me the way that I want to be talked about, and knowing that they might even have that conversation and they might mess up on my pronouns, or they might say the wrong name for me during that conversation, and I might never know, but that I needed to trust that the work that they had done on my behalf was going to follow through and that I would be able to be accurately represented to my future employer."



Understanding workplace inequities

Advancement and recognition


People with less privilege face a steeper path to advancement. They get less recognition for their ideas, and they're less likely to be given stretch assignments and high-profile projects. ⁴³ They can also be held back by bias in performance reviews and promotion decisions—especially when reviews and promotions are based on subjective or vague criteria. ⁴⁴

COMPLETE THE ACTIVITY ON THE NEXT PAGE



Individual Activity

- 01

Place a  next to statements that apply to you
- 02

Learn more by clicking the **AUDIO** or **SEE DATA** for each statement you selected.
- 03

Once you've finished, move on to the next category

	<div>I don't have to worry that my race or whom I love contributed to me missing out on a promotion</div> <div>SEE DATA</div>
	<div>I'm usually not interrupted when I speak up in meetings</div> <div>SEE DATA</div>
	<div>My performance reviews are mostly focused on my work and not my personality or "style"</div> <div>SEE DATA</div>
	<div>I have not been asked to limit my interactions with clients or external partners because of my gender or sexuality.</div> <div>SEE DATA</div>
	<div>People don't dismiss my ideas or ignore my suggestions because they perceive I have disability.</div> <div>SEE DATA</div>
	<div>My manager supports my career advancement by giving me stretch assignments or encouraging me to learn new skills.</div> <div>SEE DATA</div>
	<div>I can go to informal networking events without worrying people like me won't be welcome there.</div> <div></div>
	<div>I generally get credit for my ideas and contributions at work.</div> <div></div>

ADVANCE TO NEXT CATEGORY

I don't have to worry that my race or whom I love contributed to me missing out on a promotion.

DID YOU KNOW?

- Lean In's Women in the Workplace report found that for every 100 entry-level men promoted to manager, only 85 women were promoted. The numbers are worse for some women of color: for every 100 men, just 71 Latinas and 58 Black women were promoted.⁴⁵
- Some Black people and people of color face extra barriers to getting promoted or being paid fairly. Fifty-seven percent of Black people report being discriminated against when it comes to being paid equally or considered for a promotion or a raise. ⁴⁶
- And at the first promotion to manager, the representation of LGBTQ+ women starts to drop: LGBTQ+ women make up 2.3% of entry-level employees but only 1.6% of managers.⁴⁷



I'm usually not interrupted when I speak up in meetings.

DID YOU KNOW?

Participating in meetings and discussions is critical to establishing credibility at work. But it can be much harder for some employees—especially women—to make their voices heard. In one study, men interrupted women nearly three times as often as they interrupted other men.^{[48](#)} Bisexual and lesbian women are even more likely to report being interrupted and spoken over, and the same is true for women with disabilities. ^{[49](#)}



My performance reviews are mostly focused on my work and not my personality or "style".

DID YOU KNOW?

Plan a study of performance reviews, 66% of women received negative feedback on their personal style such as, "You can sometimes be abrasive." But only 1% of men received that same type of feedback. Men are more likely than women to receive specific feedback that helps them grow, for example, "You should deepen your domain expertise in this area." ⁵⁰





My performance reviews are mostly focused on my work and not my personality or "style".

TRANSCRIPT:

"My first year or my first few months into a job, my boss asked me to fill out my own performance review and the ask was that I would do the performance review. We would meet a few days later to discuss the difference between my self-assessment and his assessment of me at the time. I didn't think too much of it because I am a very reflective person. I'm very committed to personal growth. I was actually excited at the opportunity to assess myself along this rubric and have a discussion and, more importantly, get some feedback from my boss about what I can be doing better and where I'm already doing pretty well." "One thing to know about me before I move on with this is that I am a pretty self-critical person, as a lot of us are. I rated myself very inaccurately. I want to say I rated myself pretty harshly on that rubric and it didn't help that in the office, we didn't really have a clear understanding of what the standards were for our performance. I came in prepared that day expecting almost that my ratings would be a lot more harsh than his ratings of me. To my surprise, when we met, it was very clear that he had not done the evaluation of me at all. It was clear that the intent was just to have me do an hour and a half or two hours of work that he didn't have to do. He literally took my self-assessment and submitted it as his performance review of me, which was problematic in so many ways." "The most problematic thing about this is that because I rated myself pretty harshly and because a lot of my colleagues didn't do that or had a real process with their performance review, I was robbed of a 2% pay raise."



I have not been asked to limit my interactions with clients or external partners because of my gender or sexuality.

DID YOU KNOW?

Working directly with clients and partners can provide career-advancing opportunities. But in a 2011 survey, 20% of transgender respondents said they were removed from direct contact with clients. [51](#)



People don't dismiss my ideas or ignore my suggestions because they perceive I have a disability.

DID YOU KNOW?

In one study, employees with disabilities were significantly less likely than those without disabilities to say their ideas to drive value for the company won support from management. [52](#)



My manager supports my career advancement by giving me stretch assignments or encouraging me to learn new skills.

DID YOU KNOW?

Some groups are far less likely than others to be offered opportunities by their managers. For example, Black women are less likely than white women to say that their manager provides them with opportunities to manage people and projects or showcase their work.⁵³ Similarly, people with disabilities are less likely than others to be asked to give a speech or presentation at work, which means they have fewer opportunities to showcase their expertise and make the case for a promotion.⁵⁴





I can go to informal networking events without worrying people like me won't be welcome there.

TRANSCRIPT:

"When I was in graduate school, one of the things that I hated, hated, was that almost every week, sometimes twice in a week, there would be these networking events because they were supposed to help you get connections so you could become a journalist and be in the field one day and be a writer at your favorite magazine, and all this stuff. But almost every networking event consisted of white men. Like it was all white guys, which was confusing since most of our department for my program was women. But for some reason the networking event was like all the people with jobs who you could talk to, were all white men only. The thing I would hate is when I showed up to the networking event, it would be only the white guys in my program who showed up. Like one white girl, one brown girl, and me. And it would make me immediately uncomfortable, because you're very aware that you're the only one, so one of few women, you're the only Black girl in the room, great. And you start walking around the room and quickly realize that no one is interested in talking to you. It's almost as if you're invisible. As if you're not a member of this program and didn't work just as hard to be here. And you have to really assert yourself, and I think maybe some people don't know but I'm an introverted person for the most part. I don't have problems asserting myself, but I prefer not to. So that's discomfort and made me anxious. And then once you assert yourself it's like 'whoa.' The looks you would get immediately that were like, 'Who is this like aggressive angry Black girl? We are just two bros trying to have a conversation right now. So out of place.' There wasn't like one networking event where that happened, it happened every week of my life, for maybe like the first six months before I eventually was like you know what, maybe networking events just aren't it for me. Or, maybe I just need to find networking events that are geared specifically to women, specifically to Black women, specifically to people of color. And just use those as opportunities, because I am not going to find my people here. I'm not going to find my support system here. And I'm sure as hell not going to find my job here."





I generally get credit for my ideas and contributions at work.

TRANSCRIPT:

"I was involved in a group interview where it was the final phase of a series of interviews I'd been in to be part of this super prestigious program at school. We were asked to work on a couple of group projects in front of two moderators who were assessing us based on our communication skills, ability to work together in a team, all of that good stuff. I took on the role of synthesizer or the person who was hearing a bunch of things that people were saying in the group and trying to come up with ideas to move the team forward. I naturally wasn't speaking much, but when I was speaking in this group, I felt like I was adding a lot of value.

The few times I made contributions, and this happened repeatedly in a series of 30 minutes, a white woman in the group repeatedly took credit for my contributions or gave credit to the white man in the group. This happened four different times. I wanted to call her out, probably around the second time or third time, but as a woman of color, I was afraid that the moderators, both of whom were also white, would feel that I was either being aggressive or that it would affect my ability to get into the program. I didn't know how to call her out in a way that was straightforward but also wouldn't affect my performance in that interview."

I was constantly in that 30 minutes wondering, how can I navigate this situation given I'm not given credit for my good ideas, but I'm also not able to acknowledge that I'm not getting credit for my good ideas. Basically, after that interview, I just went to my car and busted out crying. I felt very helpless, I felt voiceless. I didn't really know what to do. I felt even more upset that nobody in the group noticed this dynamic or the moderators didn't seem to notice the dynamic and maybe interfere and make sure that I wasn't being interrupted, steamrolled and even worse, discredited when I was contributing."



Understanding workplace inequities

Mentorship and sponsorship


Support from mentors, sponsors, and senior leaders can have a significant impact on our careers. Mentors are people we can turn to for career guidance and advice, while sponsors are advocates who highlight our accomplishments and open doors that help us advance. But because white, straight, cis, able-bodied men hold the majority of positions of power in most workplaces, and because we're more likely to gravitate toward people who remind us of ourselves (a tendency called affinity bias"), people with traditionally marginalized identities can get left out. [55](#)

COMPLETE THE ACTIVITY ON THE NEXT PAGE



Individual Activity

01

Place a  next to statements that apply to you

02

Learn more by clicking the **AUDIO** or **SEE DATA** for each statement you selected.

03

Once you've finished, move on to the next category

	It's easy to find potential mentors and sponsors I identify with.	SEE DATA
	I see myself reflected in the leadership team at my organization	>
	Senior leaders at my company have probably navigated challenges similar to mine.	SEE DATA
	I have family members or people in my network whom I can go to for career advice.	>
	I have had meaningful interactions with senior leaders at my company.	SEE DATA
	A mentor or sponsor has helped me get a job or a promotion.	>
	I feel comfortable telling my mentor or manager about challenges I'm facing at work.	>

This is the final section for this activity

It's easy to find potential mentors or sponsors I identify with

DID YOU KNOW?

- 71% of sponsors say their primary protégé is the same race or gender as they are.⁵⁶
And 62% of women of color say not having an influential mentor holds them back in their careers.⁵⁷
- In one survey, 70% of Latinx respondents reported "potential mentors don't notice me" and 60% reported "potential mentors are unwilling to develop a relationship with me because of my ethnicity."⁵⁸
- Almost 1 in 5 LGBTQ+ employees feels it's difficult to find the right mentors at work.⁵⁹





I see myself reflected in the leadership team at my organization.

Transcript:

"I've been struck with how over the course of my career, especially as I've risen up the ranks, that every time that I would join a new company, almost every Latinx employee would come to me with this sense of awe and hope and optimism because they could finally see themselves reflected in senior leadership in the organization. It dawned on me one day that I never did that because I never expected there to be a senior executive at any organization when I was starting out in my career that would be Latinx. I didn't have that hope. That wasn't the truth that I believed in."

"It gives me hope to see young people want to see themselves reflected, demanding it, and finding their places where they can come and find community with someone that looks like them. Every time I join a company, all the young Latinx employees come to me, and I am more than happy to support and encourage them and show them the way and let them know that they too can aspire to be what I am and much more."



Senior leaders at my company have probably navigated challenges similar to mine

DID YOU KNOW?

When you see yourself reflected in leadership, you're more likely to feel as though senior leaders understand your challenges and are prepared to support you. But some employees rarely have this experience. For example, just 3% of C-suite, 5% of SVPs, and 6% of VPs are women of color, despite women of color making up 18% of entry-level staff. [GO](#)





I have family members or people in my network whom I can go to for career advice.

TRANSCRIPT:

"I am an Arab and Muslim woman, and I'm the founder of a media company that serves Arabs and Muslims through authentic media. I was most recently blessed enough to be in an accelerator where I got a lot of mentorship resources and even funding for this idea. While I was so grateful to be able to meet with mentors weekly on our business idea and growing our business and really finding new and improved ways to serve my community, I was so surprised by the amount of times that I was having to explain pretty basic things to my mentors because they weren't members of the Arab or Muslim community."

"Instead of taking the time to talk about business advice or navigating a tough business situation, I was caught in many

moments having to explain the fact that it's really hard to find market sizing data on Arabs in America because we're still considered white by the U.S. Census. That just presents a whole series of issues for people who are creating something to serve that community. It's really hard to understand how big the opportunity is given we just lack data."

"I was having to explain a lot of cultural nuances around things that you do or don't do when working in these specific communities. Not that I was upset by having to explain those things; it's just part of the process. I really wish that I had a mentor who understood my community either because they were part of it or just were more knowledgeable about it. It's not a resource that I have access to currently in this space."



I have had meaningful interactions with senior leaders at my company

DID YOU KNOW?

Fifty-nine percent of Black women have never—not once—had an informal interaction with a senior leader at their company; less than half (47%) of white women are in the same position.^{[61](#)}





A mentor or sponsor has helped me get a job or a promotion

TRANSCRIPT:

"I remember when I received a promotion years ago that was not accompanied by a raise. I did some research, found out what the market pay was for someone at that level and title, and went to my boss, who was the head of HR, to advocate on my own behalf. She pushed back and said that I was not eligible for that raise, that we could talk about it in a couple of months."

"I used that opportunity to go and speak to my sponsor, who had been not just sponsoring but mentoring me for months and thought that I would get some wise counsel from her. However, what I received when I went to her

was a very steadfast response saying I was asking for too much and that I needed to wait my turn. I remember just thinking and picking up the little courage that I had in that moment and asking her, 'Would you give the same advice if I was a man, because I know that men come to your office all the time, demanding things and they get them and I'm not coming here to demand something I don't think I deserve.' She said, 'You know, I would say the same thing,' but something in the pit of my stomach told me that wasn't the case. I left and I actually left that company two months later."





I feel comfortable telling my mentor or manager about challenges I'm facing at work

TRANSCRIPT:

"When I was in my early twenties, fresh out of J school, was working at a prestigious news organization, at the time they were the number one news organization in the world, and I was in a program that was specifically used to filter, to bring in talented people of color, Black and brown people, because they were lacking in this news organization. And it was a program that put you on a track to become a television news producer and I was working for one rotation at a very popular evening news program and we had a morning meeting every day that we would use to pitch ideas. And I was always trying to pitch ideas, or find the right moment to get my idea heard, and it never really happened for me. I was kind of just talked over and it was a room of mostly white men. A few women. I think as far as diversity goes beyond that it was three people who were Asian and only two people in the room who were Black the day that my incident occurred."

"I was sitting in the meeting and hearing the executive producer go through the pitches and kind of realizing, 'Wow, we've been telling really white stories for the last several weeks. And only focusing on white voices and white experiences. It would be really great if we could get something different.' And he said, 'It would be really great if we could get some Black stories in here.' And then he and everyone in the room proceeded to turn around and

face myself and the other Black person in the room who happened to be sitting next to each other, in the corner, in the back."

"It was extremely uncomfortable. And when it was over, I talked to one of my mentors who was a white woman who was older than me, and told her about the experience. And her feedback was really, her response was, 'Did you pitch?' And I said, 'Well, no. I didn't have any story to suddenly pitch on the spot as the voice of all Black people.' And she kind of was like, 'You always say you want your voice to be heard and you want your experience to be heard, that was a great opportunity. My feedback to you would be next time, when the spotlight's on you, like seize the moment.'"

"And compare that to the conversation I had with another mentor who was a peer, who was also a Black woman, and as soon as I told her about the experience she was like, 'Of course that made you uncomfortable. I totally get that. That's cringe-worthy. I can't believe they did that to you.' Because she understood the experience of being put on the spot and being made a representative for an entire culture of people. An entire race of people versus the other person. So I would say that's the first time I felt discomfort telling a mentor about a challenge I faced at work. And it became the last time I considered that woman a mentor."



Breakout Discussion



Goal: Understand the systemic barriers that hold people with traditionally marginalized identities back in the workplace

Tips for practicing allyship in this space

- Respect privacy—don't ask others to share their personal experiences.
- If someone wants to share, create space and don't question or invalidate what they say.
- Be particularly mindful of your a-ha moments during this discussion. Think about how they
- may land for others in your group before—or while—sharing.



What data or story stood out to you? Whom does it impact?



Do you see any of the inequities you read about in your workplace? If so, how?



Have you noticed other inequities in your workplace within these categories?



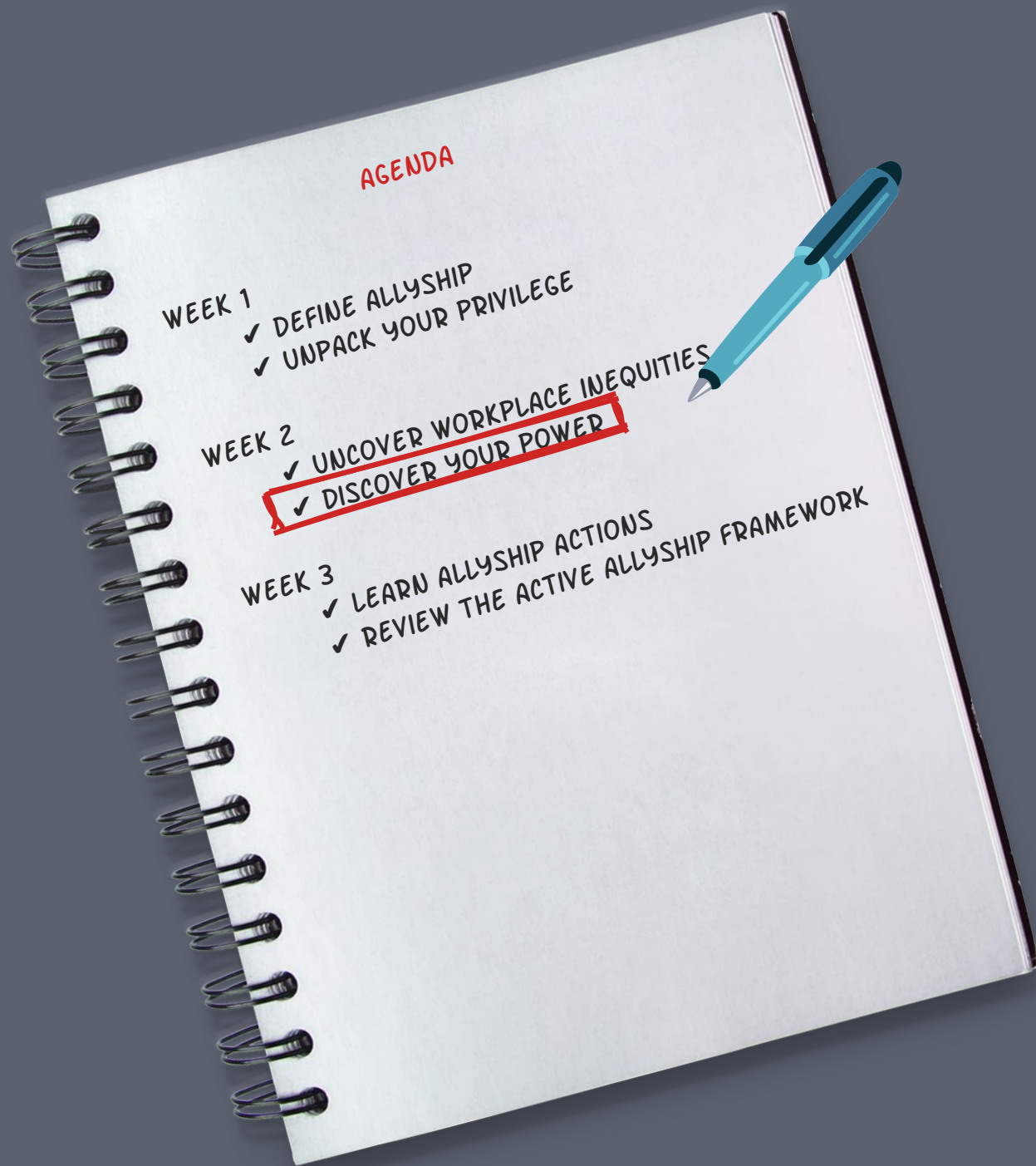


1. What data or story stood out to you? Whom does it impact?

2. Do you see any of the inequities you read about in your workplace? If so, how?

3. Have you noticed other inequities in your workplace within these categories?





Individual Activity



Goal: Understand your power to enact change in your organization



What tasks do you work on or decisions do you make that influence your everyday interactions?

Answer the following prompt for pages: 81 - 85

Everyday Interactions

Workplace norms and expectations

Hiring

Advancement and recognition

Mentorship and sponsorship



Everyday Interactions

1. What tasks do you work on or decisions do you make that influence your everyday interactions?



Common types of power people tend to overlook: attending meetings; organizing meetings; relationships with colleagues; participating in casual conversations.

Workplace norms and expectations

1. What tasks do you work on or decisions do you make regarding the flexibility or accessibility of your workplace?



Common types of power people tend to overlook: making decisions about office supplies, software, or facilities; organizing work social events; having the option to take advantage of flexibility (on hours, PTO, etc.); ability to contact people who set internal policies.

Hiring

1. What tasks do you work on or decisions do you make around hiring?



Common types of power people tend to overlook: reviewing resumes; access to a job board with your company's postings; participating in interviews; writing or reviewing job descriptions.

Advancement and recognition

1. What tasks do you work on or decisions do you make regarding advancement or recognition?



Common types of power people tend to overlook: participating in formal or informal performance reviews; having opportunities to call attention to work (for example, on panels, in team meetings, or via weekly emails); participating in brainstorming or other forums where ideas are shared.

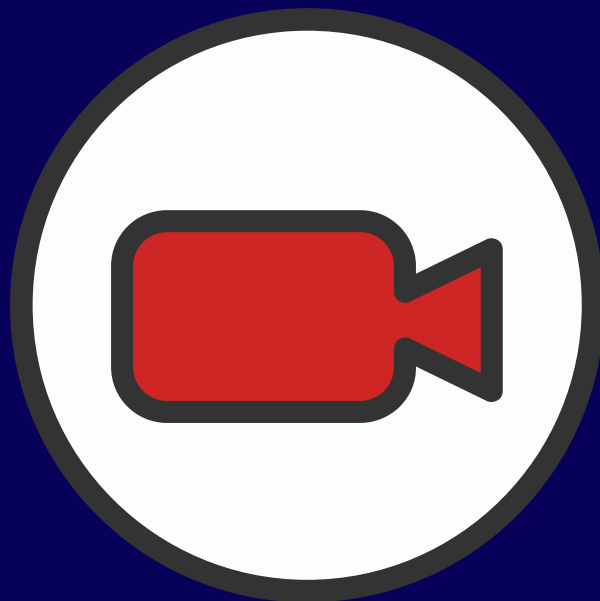
Mentorship and sponsorship

1. What tasks do you work on or decisions do you make with mentorship or sponsorship?

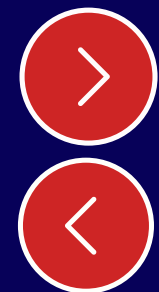


Common types of power people tend to overlook: having a role that others (inside or outside your company) may aspire to; having skills that others (inside or outside your company) may want to learn; interacting with people with influence at your company.

TURN
YOUR
CAMERA



back on



Breakout Discussion



Goal: Understand your power to enact change in your organization.

Tips for practicing allyship in this space

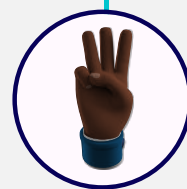
- Remember to create space for everyone in your breakout group to share.



Share one type of power you have that you'd never thought of before. If there's time, push yourself to share a second from a different workplace category.



What opportunities do you have to use your power to practice allyship?



How might your privilege contribute to the power you have in your workplace - whether your role or your level?





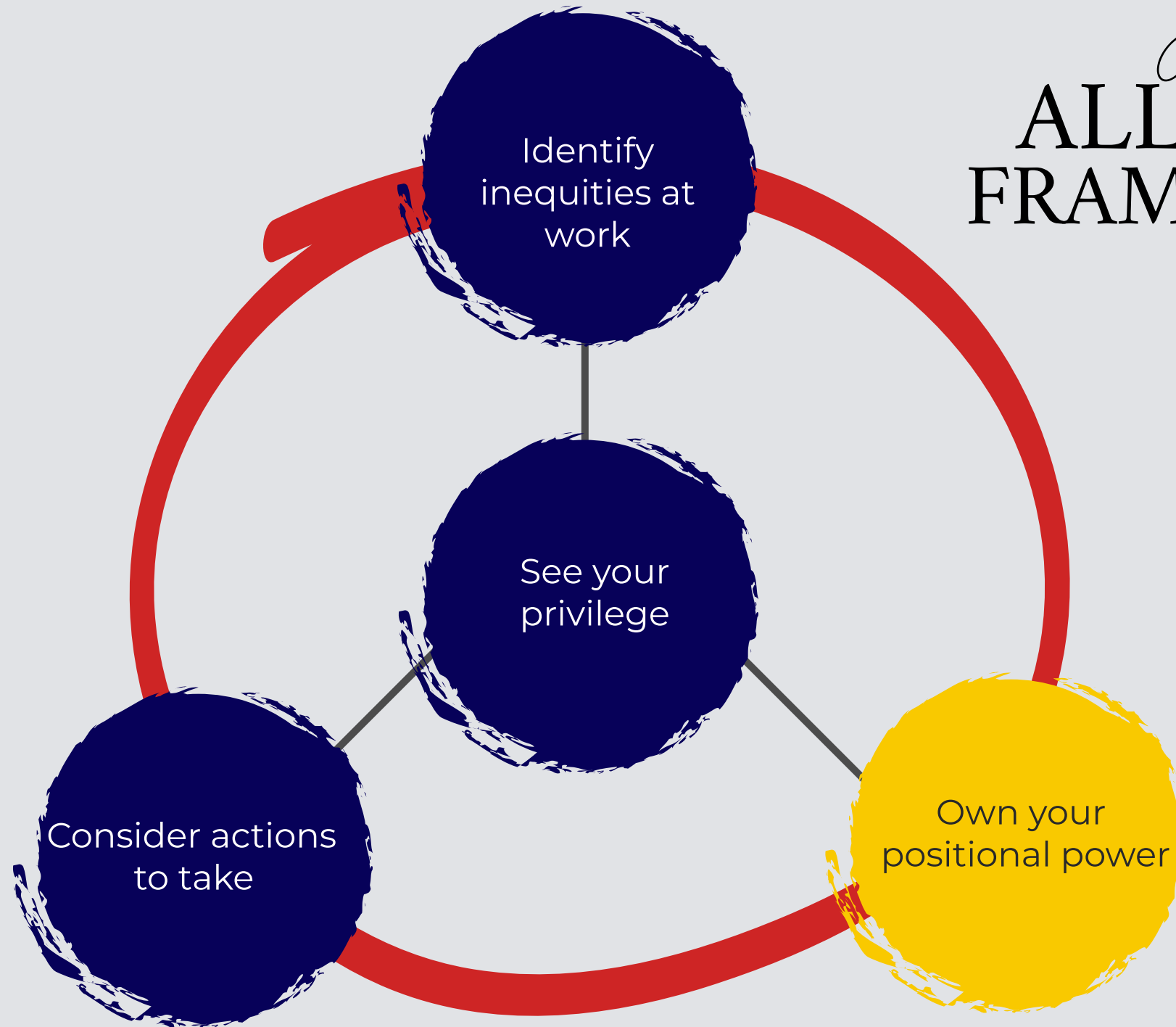
1. Share one type of power you have that you'd never thought of before. If there's time, push yourself to share a second from a different workplace category.

2. What opportunities do you have to use your power to practice allyship?

3. How might your privilege contribute to the power you have in your workplace - whether your role or your level?



Active ALLYSHIP FRAMEWORK





A virtual experience to advance inclusion and diversity

WEEK 3



WEEK 1

- ✓ DEFINE ALLYSHIP
- ✓ UNPACK YOUR PRIVILEGE

WEEK 2

- ✓ UNCOVER WORKPLACE INEQUITIES
- ✓ DISCOVER YOUR POWER

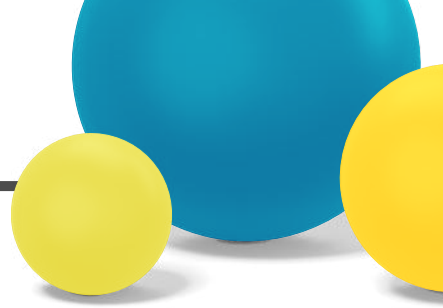
WEEK 3

- ✓ LEARN ALLYSHIP ACTIONS
- ✓ REVIEW THE ACTIVE ALLYSHIP FRAMEWORK



Pre-Session Homework

Prior to this session you are asked to explore the 3 types of allyship actions on page 93, and then work through the 2 allyship strategies on pages 94-119.



- You will see Strategy 1, read and listen to the stories on pages 94-105.
- Next, read and listen to Strategy 2, on pages 107-117.
- Answer the prompts on pages: 106 and 118
You can also take notes in the back of the workbook, as we will be discussing these in the breakout groups.

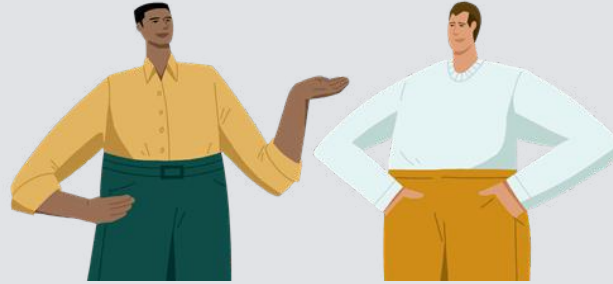


Types Of Allyship Actions



Individual

Our actions to educate ourselves, model good behavior, or change our mindset



Interpersonal

Our actions to support, surface issues or push for changes through our day-t-day interactions with others



Structural

Our actions pushing for change in norms, policies, or systems



Strategy 1:

Create or help facilitate more inclusive meetings

Meetings are a critical part of the workplace - they're where we build credibility, collaborate, earn respect from colleagues, and interact with peers and leadership. But they can also be times when people with less privilege are less heard than others.⁶² If you typically schedule or facilitate meetings or gather with your team in small groups, learn about the actions you can take to make them more inclusive. And if you don't facilitate meetings but do often attend them, learn about how you can show up as an ally.⁶³

Continue to the next page



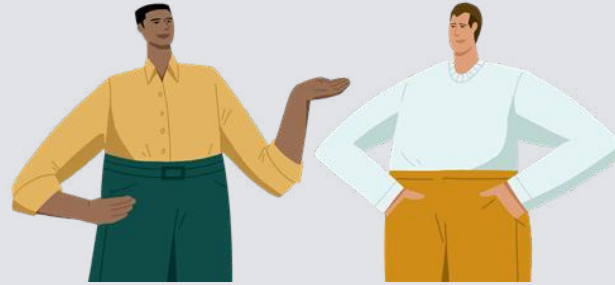
Strategy 1:

Actions to create or help facilitate more inclusive meetings



Individual

- > Share your pronouns
- > Use inclusive language
- > Observe group dynamics
- > Challenge your bias



Interpersonal

- > Reduce interruptions
- > Give credit
- > Invite more voices



Structural

- > Distribute speaking time
- > Ensure meeting environments are accessible
- > Create systems to distribute "office housework"



Individual Activity

Create or help facilitate more inclusive meetings

Share your pronouns and don't assume others' gender

If you're cisgender—meaning you are the gender you were assigned at birth—then sharing your pronouns (such as she/her/hers, they/them/theirs, he/him/his, or some combination, like she/they) at the start of a meeting or in your video conferencing profile can normalize⁶⁴ the practice of stating pronouns. It also signals you won't assume others' gender and lessens the burden on trans, nonbinary, or genderqueer people so they are not the only people in the room sharing their pronouns. If you don't know someone's gender, use they/them or ask. If you feel nervous about adding your pronouns or starting to state them at the beginning of a meeting, you can tell your manager or others in the meeting why you are choosing to do so and why you think it's important. You can also place your pronouns in your email signature, which meeting attendees will see if you send out a note beforehand.



Individual action



B's experience

Individual Activity

Create or help facilitate more inclusive meetings

Use inclusive language

Even though our intention may not be to harm, certain words are hurtful to marginalized groups because of the historical context associated with them—be aware of what these are and make an effort not to use them. This might mean gendered terms (e.g., "man up") and ableist language, meaning language that is offensive to people with disabilities (e.g., "blind spot"), language co-opted from indigenous communities (e.g., "spirit animal" or "powwow"), or language that excludes trans people (e.g., "female/male"). ⁶⁵

Diversity Style Guide for media professionals can be a helpful place to start. You should also research resources specific to communities you want to educate yourself about to learn how certain words and phrases can cause harm. If you do accidentally use a term you know isn't inclusive, correct yourself and explain why it was hurtful.



Individual action

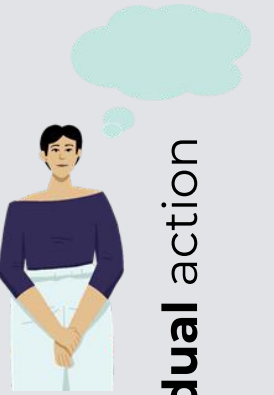
Individual Activity

Create or help facilitate more inclusive meetings

Observe group dynamics

Get in the habit of noticing the identities of everyone in the room at meetings you attend. Be aware of how your privilege might impact your experience in the room—and how it could differ for those who don't share that privilege. For example, if you are one of five men in a meeting and you notice that there is only one woman, think about what that experience might be like for them.

Women and people of color—and particularly Black women—are often the "Onlys," meaning the only person of their gender and/or race in a room. Women who are Onlys are twice as likely to be subjected to demeaning or disrespectful remarks and 80% are on the receiving end of microaggressions.⁶⁶ If you notice that someone holds an identity that is vastly outnumbered in the meeting, give them a chance to speak and make sure their ideas are heard.



Individual action

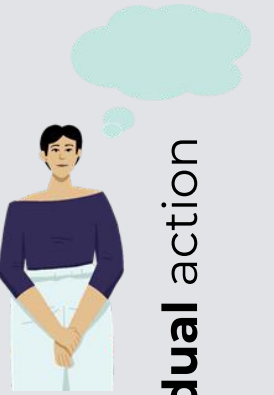
Individual Activity

Create or help facilitate more inclusive meetings

Challenge your bias

Educate yourself on some of the most common ways bias can show up in meetings and apply that to understanding what bias looks like in meetings at your company. This will help you recognize patterns like who is most likely to be interrupted, who has to work harder to earn credibility and why, and who is most likely to dominate the conversation.

Lean In's 50 Ways to Fight Bias program is a good starting point to understand common examples of bias, including how they show up in meetings, why they happen, and why they matter. Once you familiarize yourself with the different types of bias, reflect on whether you fall into any of these bias traps in the way you interact with colleagues or facilitate meetings.



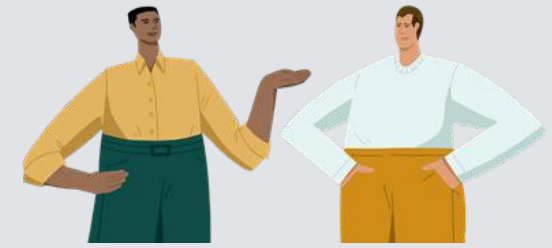
Individual action



Kimberly's experience

Individual Activity

Create or help facilitate more inclusive meetings



Interpersonal action

Reduce interruptions

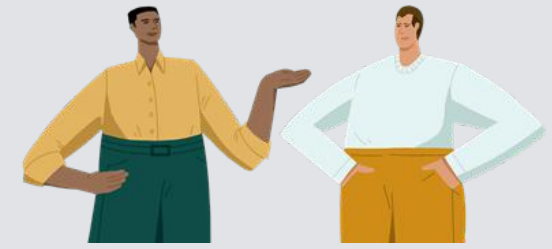
Women, and especially women of color, are interrupted far more often than men.⁶⁷ If you run meetings, set the norm that interruptions aren't welcome or reduce interruptions by asking for contributions in a structured way (e.g., taking turns around the table). When a person's ideas aren't heard, it can make it harder for them to be perceived as key contributors, which can harm their career progression.⁶⁸

For any meeting you're attending, if someone does interrupt, step in. For example, you may comment, "I think Maria was saying something, and I'd love to hear what they have to say." Teams that foster diverse points of view often have better ideas and get more done.⁶⁹



Individual Activity

Create or help facilitate more inclusive meetings



Interpersonal action

Give Credit

Give credit where it's due. This might include pointing out when a colleague's idea is repeatedly ignored or calling out when a colleague's idea is stolen. Repeat the name of the person who had the original idea to make sure colleagues realize whose idea it was. You can also highlight someone's positive contributions to a meeting by following up afterward with the team or sending a quick note to their manager. These actions may seem small in the moment, but over time they can help your colleague's career advance.⁷⁰

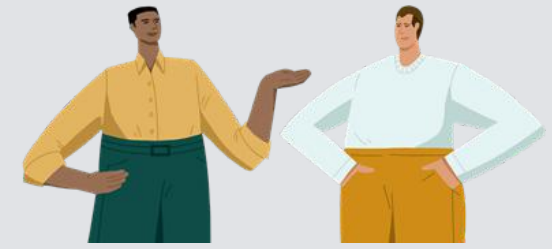


Daisy's approach



Individual Activity

Create or help facilitate more inclusive meetings



Interpersonal action

Invite more voices to the table

When putting together an invite list for a meeting you run, or when looking at the list for a meeting you'll attend, ask yourself whose perspective is missing. Broaden your invite list, and think about who else you could reach out to, even if they are new or on a different team.⁷¹

Whatever the case, ensure their contributions are acknowledged as part of their "official" work, to avoid unintentionally placing an additional burden on them to contribute outside of their core role. Adding more diverse viewpoints means it may take longer to incorporate everyone's feedback; adjust your timeline earlier rather than later to make sure you can thoughtfully engage and respond to more diverse points of view.



Individual Activity

Create or help facilitate more inclusive meetings



Structural action

Distribute Speaking and presentation time

Distribute speaking and presentation time by making sure a few people aren't dominating the conversation. It's hard for anyone to be perceived as a key contributor when their ideas are consistently overlooked, and people with traditionally marginalized identities often have to work harder to make sure their ideas are heard.⁷²

If you're leading a meeting in person, keep note of who has spoken and who hasn't and give the floor to people who haven't had as much airtime. On video calls, you can encourage people to place an asterisk in the chat to indicate they want to speak so you can call on them in order.

You can also try rotating who is facilitating or running your weekly meetings. Or you may divide up sections of the agenda for different folks to lead; smaller portions like welcomes, check-in questions, closings, and next steps can be great starting points for those with less experience.



Individual Activity

Create or help facilitate more inclusive meetings



Structural action

Create systems to distribute "office housework"

Think through the parts of a meeting that either take extra time from certain members or detract from their ability to participate. Create a process to rotate those responsibilities so that they don't always fall to the same person—or to one group of people.⁷³ For example, take turns keeping notes in meetings or picking up administrative tasks like sending follow-ups or scheduling the next meeting.



Individual Activity

Create or help facilitate more inclusive meetings

Ensure meeting environments are accessible

Ask in advance if people need accommodations in order to participate in meetings, especially if new people are joining. You might automatically include a note in your meeting invitations asking people to tell you if they need accommodations. Seek out accessibility best practices to ensure that people with visible or invisible disabilities are able to join and contribute.

If there's content to discuss or make decisions about in your meeting, you can provide materials ahead of time for people who process information better beforehand. And provide multiple ways for attendees to contribute, such as inviting people to speak, using the chat, or opening the floor for feedback via an email afterward.



Structural action



Andraea's experience

Goal: Learn specific allyship actions you can take based on your positional power—and brainstorm how to apply them at your workplace

1. What would it look like for you to practice that action in your role at your organization? Whom would you talk to, what would you do, or how would you get started?

2. What inequities will that action address? What group will it advance or support?

3. What challenges might you face? How might you - individually or with others in your group- start to work through those?



Individual Activity

Strategy 2:

Prioritize inclusion in the workplace

Most of us have an opportunity to make the work that we produce on a day-to-day basis more inclusive. Whether it's the language we use in internal and external communications, the way we build web pages, or the imagery we select for marketing materials, our choices impact whom our work resonates with and who can use it. Learn how to make intentional choices as part of your daily work.

Continue to the next page



Prioritize Inclusion In Your Work Product



Individual

- ↳ Reflect on how bias shows up in your work
- ↳ Showcase a wide range of identities
- ↳ Use inclusive language
- ↳ Seek out best accessibility practices



Interpersonal

- ↳ Ask for input
- ↳ Communicate your values
- ↳ Share ideas with colleagues



Structural

- ↳ Set diversity, equity, and inclusion requirements for partners, vendors, and suppliers
- ↳ Include equity in your definition of success



Individual Activity

Prioritize inclusion in your work product

Reflect on how bias shows up in your workplace

Review your past projects and note the perspectives that are or aren't represented. Maybe you select images for your company's website and you notice that you almost always choose photos of white people. Or maybe you have never considered how your work lands for employees or customers with disabilities. Think of a few instances where your bias might show up in your work product or everyday tasks and then take actions to counteract it. If you're not sure where to start, seek out ERGs (employee resource groups) or DEI (diversity, equity, and inclusion) associations in your field that discuss or publish their thoughts on common ways bias may show up.



Individual action

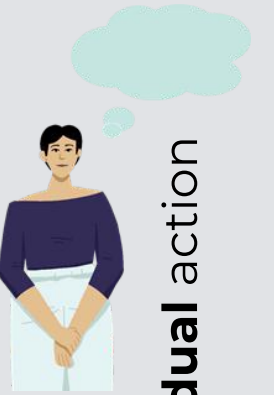


Individual Activity

Prioritize inclusion in your work product

Showcase a wide range of identities

When creating written materials and visuals, feature people with a diverse range of identities. This is just as important for internal communications across your team as it is for external, customer-facing materials. ⁷⁴ For instance, share examples of people across race, age, gender, or disability in presentations or feature their experiences when explaining how a product works.



Individual action

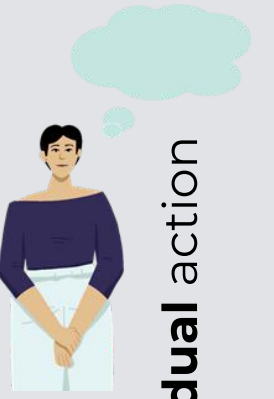


Individual Activity

Prioritize inclusion in your work product

Use inclusive language

The language and images you use have the power to make people with traditionally marginalized identities feel seen—or not.⁷⁵ Make a point of seeking out resources that can help you make informed decisions about language and imagery, and incorporate these recommendations into your work. Many policy and advocacy organizations publish guidelines on inclusive language (for example, [GLAAD's media reference guide](#) and the [ADA's guidelines for writing about people with disabilities](#)).



Individual action

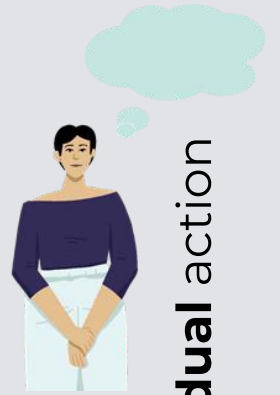


Individual Activity

Prioritize inclusion in your work product

Seek out best accessibility practices

- In many cases, there are publicly available guidelines for making written, web, graphic, and video materials accessible to people with disabilities— for example, using ADA standards for font size, color contrast, and hyperlinks. Research best practices in your discipline or industry and incorporate them into your work. Integrate accessibility requirements into your project timeline so you aren't scrambling to make adjustments at the last minute. Instead, start viewing these practices as core elements that will make your work stronger.
- Think about whether there are others in the organization whom you have to talk to in order to make this a reality, and make an action plan to start having those conversations. For example, maybe you have to speak to someone about getting extra budget to ensure there is an ASL (American Sign Language) interpreter at an event you're organizing. Or maybe you need to plan extra time when making website changes to ensure your site is accessible to people with visual disabilities.

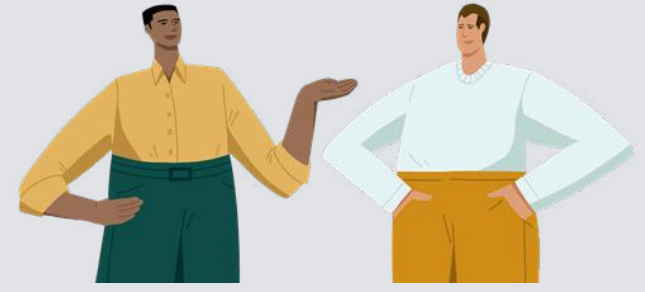


Individual action



Individual Activity

Prioritize inclusion in your work product



Interpersonal action

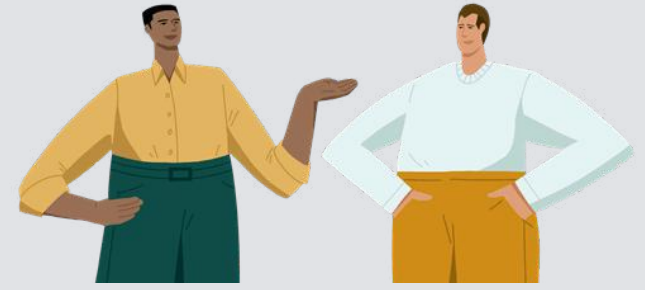
Ask for input

If a project aims to reach or speak to a certain group of people, make sure people from that group contribute ideas and review the final product. This might involve contacting someone outside of the organization if you don't have anyone on staff who has lived experience in a given area. If you are staffed on the project but don't have lived experience, consider giving up your spot or advocating for people to be added to the team. Be mindful of integrating these voices and subject matter perspectives and not co-opting or dismissing them without constructive dialogue.



Individual Activity

Prioritize inclusion in your work product

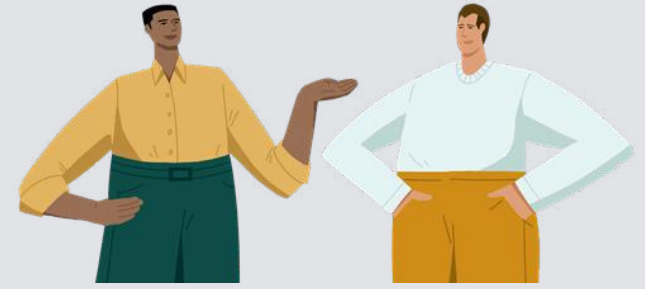


Communicate your values

Take the time to define your values around equity when it comes to your work. Be on record with your values by including them in your personal and professional development goals and reinforcing them in any presentations or updates you might give about your projects.⁷⁶ For example, you may commit to run work by a diverse focus group for input before publishing. Or you may commit to meeting recommended accessibility guidelines for your product by the end of the half.

Individual Activity

Prioritize inclusion in your work product



Share ideas with colleagues

As you begin to build an understanding of best practices for making your work more inclusive, share those with others in your role inside and outside your company. This might look like compiling an informal internal guide or process that you encourage others to use, or it may look like sharing ideas through a "lunch and learn" or other forums for discussing approaches to work. You may find that your efforts can provide a strong catalyst for others to adjust their approaches as well.

Interpersonal action



Taylor's experience

Individual Activity

Prioritize inclusion in your work product



Structural action

Set diversity, equity, and inclusion requirements for partners, vendors, and suppliers

- If you help select which vendors you contract with, you can choose to work with companies that uphold your values and aspirations. Maybe this looks like requiring that they pay their workers fair wages or ensuring equal- access hiring. You may even choose to establish a client charter that defines the values that are critical throughout your partnerships and that you share with clients or vendors before beginning work together.
- Be aware of roadblocks to implementing this strategy, like the fact that it may take longer to choose a partner or that you may have to go beyond a pre-established relationship with an organization you worked with in the past. Be realistic about how this will impact your timeline and communicate why you think it's important to your manager or senior leadership.



B's experience



Individual Activity

Prioritize inclusion in your work product

Include equity in your definition of success

When you're setting goals for reach, users, downloads, or efficacy, think about what would be impactful and meaningful for people with traditionally marginalized identities. That might look like thinking about how they will use your work product, designing for those needs, and measuring whether your design worked. It also could include testing your product with more people before launch to ensure it's solving for the intended impact on those communities.



Structural action



Goal: Learn specific allyship actions you can take based on your positional power - and brainstorm how to facilitate more inclusive meetings.



1. What would it look like for you to practice that action in your role at your organization? Whom would you talk to, what would you do, or how would you get started?

2. What inequities will that action address? What group will it advance or support?

3. What challenges might you face? How might you - individually or with others in your group- start to work through those?



Individual Activity

Breakout Discussion



Goal: Learn specific allyship actions you can take based on your positional power - and brainstorm how to facilitate more inclusive meetings.

Tips for practicing allyship in this space

- Remember to create space for everyone in your breakout group to share.
- If someone shares a story, do not question or invalidate their experience

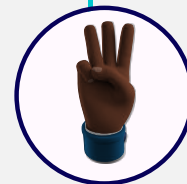
Talk about one individual, interpersonal, and structural action. For each action discuss:



What would it look like for you to practice that action in your role at your organization? Whom would you talk to, what would you do, or how would you get started?



What inequities will that action address? What group will it advance or support?



What challenges might you face? How might you - individually or with others in your group - start to work through those?



WEEK 1

- ✓ DEFINE ALLYSHIP
- ✓ UNPACK YOUR PRIVILEGE

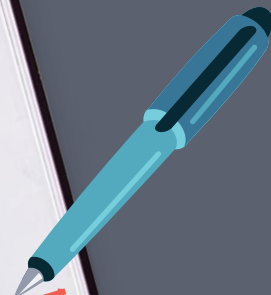
WEEK 2

- ✓ UNCOVER WORKPLACE INEQUITIES
- ✓ DISCOVER YOUR POWER

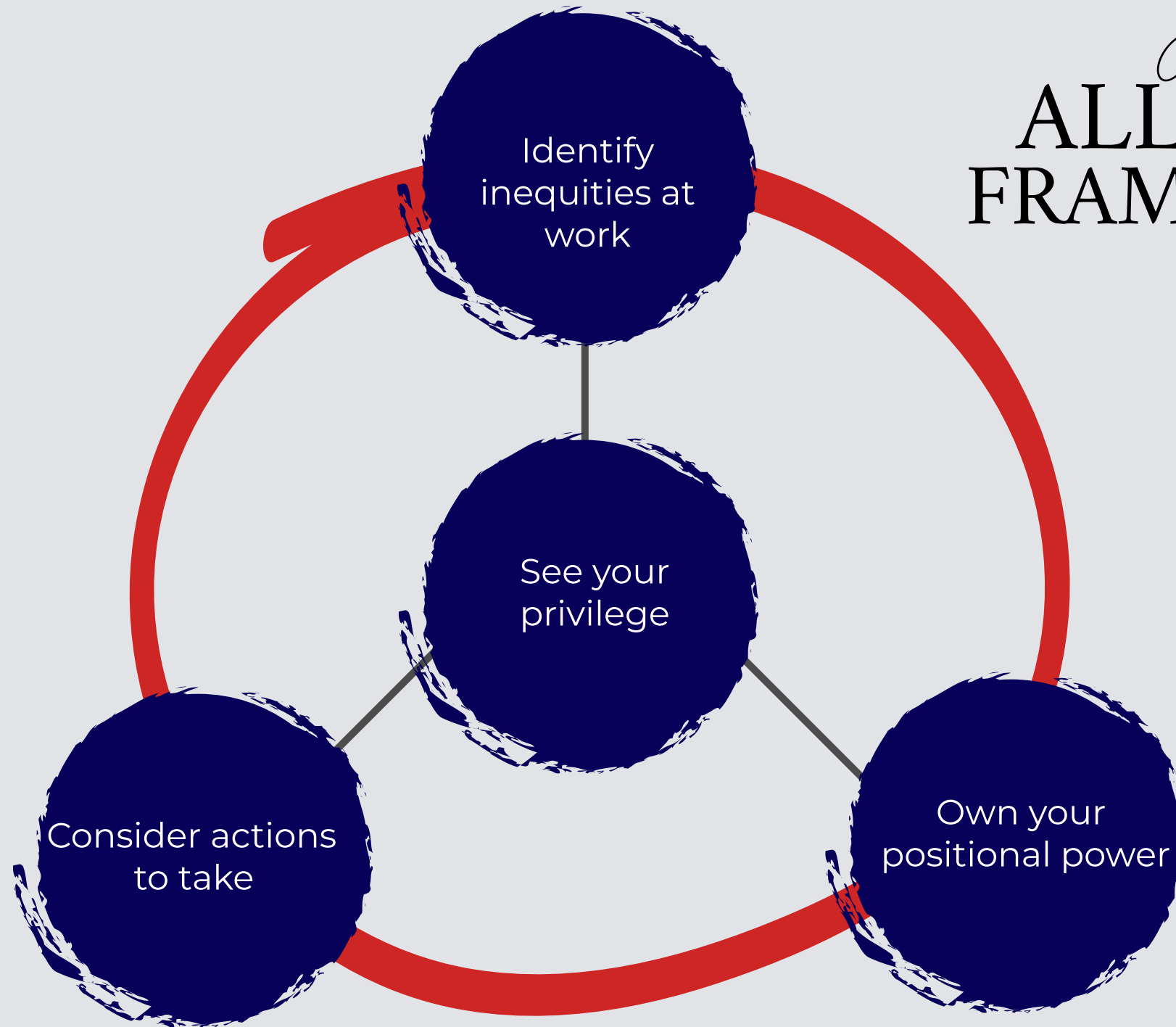
WEEK 3

- ✓ LEARN ALLYSHIP ACTIONS

- ✓ REVIEW THE ACTIVE ALLYSHIP FRAMEWORK



Active ALLYSHIP FRAMEWORK



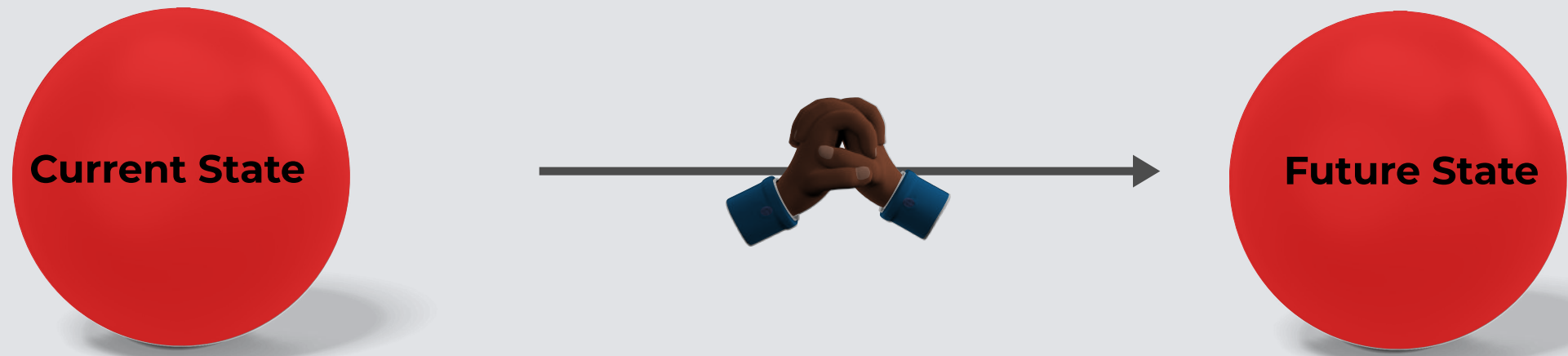
Making a commitment...

In our final individual activity, we ask you to write down **what your one commitment is** - meaning what you hope to accomplish between now and our follow up session and beyond.

You'll bring these back to your breakout group in your follow-up session, as a way of discussing your continued work on your allyship journey.

- That might mean practicing an action or two that you discussed with your group.
- It could also mean reviewing your workplace privilege statements, rewatching some of the videos, or talking to someone else in the workshop about allyship to continue your journey together.

Turn to page 123 and write down. your one commitment.



YOUR ONE COMMITMENT

Individual Activity

Allyship @ WORK



True allyship demands that it move from conversation to action - Emmanuel Acho



allyship@WORK Team

Thank You

I ALWAYS WONDERED, "WHY SOMEBODY
DOESN'T DO SOMETHING ABOUT THAT" THEN I
REALIZED I WAS SOMEBODY.

LILY TOMLIN



Dennis Alexander

Vet Account Consultant
Pride ARG Lead
Facilitator



Brooke Duttlinger

Nutrition Advisor
Pride ARG Co-Lead
Moderator



Amber Jones

Marketing Specialist
Moderator



Josh Cook

Performance Analytics
Sr. Manager
Moderator



Jenny Syrup-Miles

Events Marketing
Manager
Moderator



APPENDIX



Glossary of terms

ABELISM: Discrimination against people with disabilities

ALLYSHIP: An active and consistent effort to use your privilege and power to support and advocate for people with less privilege

BIPOC: Black, indigenous, and people of color

Cisgender (cis): A person whose sense of gender and personal identity corresponds with the gender they were assigned at birth

Dead-naming: Using the birth-assigned name or another former name of a transgender or nonbinary person without their consent

DEI: Diversity, equity, and inclusion

ERGs: Employee resource groups

Identity: Your sense of self and experiences with respect to your race, ability, gender identity, sexual orientation, and other key characteristics

Individual allyship: Our actions to educate ourselves, model inclusive behavior, or change our mindset

Interpersonal allyship: Our actions to support, surface issues, or push for changes through our day-to-day interactions with others



Glossary of terms

Invisible disability: Loosely defined, a disability that is not immediately noticeable. They can include brain injuries, chronic pain, mental illness, gastrointestinal disorders, and much more. Because they're not obvious, invisible disabilities may be overlooked and misunderstood. You can read more about invisible disabilities [here](#).

Traditionally marginalized identities or underrepresented groups: People who experience patterns of social, racial, or political inequality. This program focuses in particular on the experiences of people with disabilities, people of color, the LGBTQ+ community, and women.

Misgender: Referring to a transgender or nonbinary person using a word or pronoun that doesn't reflect the gender they are

Non-binary or genderqueer: A spectrum of gender identities that don't subscribe to the binary framework of male or female; many nonbinary people don't identify with the gender they were assigned at birth. Learn more about the term [here](#).

Positional power: Your ability to enact change in the workplace based on your role and level in your organization

Privilege: The unearned advantage we get from being part of a dominant group whose needs have traditionally been prioritized

Structural allyship: Our actions pushing for change in structural norms, policies, or systems

Transgender: People whose gender identity is different from the gender they were thought to be at birth. You can read more about the term [here](#).

Workplace inequity: A lack of fairness or an injustice in the workplace resulting in barriers to access and opportunity for one group more than another



Endnotes

1 Phyllis M. May-Machunda, "Exploring the Invisible Knapsack of Able-Bodied Privilege," <https://vetvoicenational.files.wordpress.com/2018/10/exploringinvisibleknapsack.pdf>.

2 Peggy McIntosh, "White Privilege: Unpacking the Invisible Knapsack," The National SEED Project (1989), <https://www.racialequitytools.org/resourcefiles/mcintosh.pdf>.

3 District of Columbia Courts, "Unpacking the Invisible Knapsack II," https://www.dccourts.gov/fcconference/2012_family_court_conference/articles/invisible_knapsack2a.pdf.

4 Arizona State University, "Male Privilege Checklist," Project Humanities, <https://projecthumanities.asu.edu/content/male-privilege-checklist>.

5 Ibid.

6 LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019* (October 2019), <https://womenintheworkplace.com/>.

7 Ibid.

8 Professor Bruce Duthu, personal communication, December 4, 2020.

9 Rima Fadallah, MBA consultant at the Sasha Group, personal communication, November 30, 2020.

10 Carole Cox, "Addressing anti-semitism in social work education," *Journal of Religion and Spirituality in Social Work* 40, no. 2 (2021): 111-125. <https://www.tandfonline.com/doi/full/10.1080/15426432.2020.1871155>.

11 Jameelah Nasheed, "A Brief History of Black Hair, Politics, and Discrimination," *Teen Vogue*, August 2019, <https://www.teenvogue.com/story/a-brief-history-of-black-hair-politics-and-discrimination>.

12 Christian A. Messier and John C. Brigham, "Thirty Years of Investigating the Own-Race Bias in Memory for Faces: A Meta-Analytic Review," *Psychology, Public Policy and Law* 7, no. 1 (March 2001): 3-35, https://www.researchgate.net/publication/232572386_Thirty_Years_of_Investigating_the_Own-Race_Bias_in_Memory_for_Faces_A_Meta-Analytic_Review.

13 Ibid.

14 Christy Zhou Koval and Ashleigh Shelby Rosette, "The Natural Hair Bias in Job Recruitment," *Social Psychological and Personality Science* 12, no. 5 (2020): 741-50, <https://journals.sagepub.com/doi/abs/10.1177/1948550620937937>; Gail A. Dawson, Katherine A. Karl, and Joy V. Peluchette, "Hair Matters: Toward Understanding Natural Hair Bias in the Workplace," *Journal of Leadership and Organizational Studies* 26, no. 3 (2019): 389-401, <https://journals.sagepub.com/doi/abs/10.1177/1548051819848998>.

15 Tsedale M. Melaku, *You Don't Look Like a Lawyer: Black Women and Systemic Gendered Racism* (Lanham, MD: Rowman & Littlefield, 2019).

16 Catalyst, *Advancing Latinas in the Workplace: What Managers Need to Know* (May 15, 2003), <https://www.catalyst.org/research/advancing-latinas-in-the-workplace-what-managers-need-to-know/>.

17 Human Rights Campaign Foundation, *A Workplace Divided: Understanding the Climate for LGBTQ Workers Nationwide* (2018), <https://www.hrc.org/resources/a-workplace-divided-understanding-the-climate-for-lgbtq-workers-nationwide>.

18 Lisa Feldman Barrett and Eliza Bliss-Moreau, "She's Emotional. He's Having a Bad Day: Attributional Explanations for Emotion Stereotypes," *Emotion* 9, no. 5 (2009): 649-58, <https://www.affective-science.org/pubs/2009/shes-emotional-2009.pdf>; Carolyn Centeno Milton, "Psychological Research Shows How Biased We Are When It Comes to Female Leadership: An Interview with Madeline Heilman," *Forbes*, May 15, 2018, <https://www.forbes.com/sites/carolyncenteno/2018/05/15/psychological-research-shows-how-biased-we-are-when-it-comes-to-female-leadership/?sh=46b179ba1023>; Laurie A. Rudman, Corinne A. Moss-Racusin, Peter Glick, and Julie E. Phelan, "Reactions to Vanguard: Advances in Backlash Theory," in Patricia Devine and Ashby Plant, eds., *Advances in Experimental Social Psychology*, vol. 45 (Burlington: Academic Press, 2012), 167-227.

Endnotes

¹⁹ American Association of University Women, *Barriers and Bias: The Status of Women in Leadership* (March 2016), <https://www.aauw.org/resources/research/barrier-bias/>; Faye Cocchiara, Myrtle P. Bell, and Daphne Perkins Berry, "Latinas and black women: Key factors for a growing proportion of the U.S. workforce," *Equal Opportunities International* 25, no. 4 (2006): 272–84, <https://www.emerald.com/insight/content/doi/10.1108/02610150610706258/full/html?skipTracking=true>.

²⁰ Negin Ghavami and Letitia Anne Peplau, "An Intersectional Analysis of Gender and Ethnic Stereotypes: Testing Three Hypotheses," *Psychology of Women Quarterly* 37, no. 1 (2012): 113–27, <https://journals.sagepub.com/doi/abs/10.1177/0361684312464203>.

²¹ J. Celeste Walley-Jean, "Debunking the Myth of the 'Angry Black Woman': An Exploration of Anger in Young African American Women," *Black Women, Gender + Families* 3, no. 2 (2009): 68–86, https://www.jstor.org/stable/10.5406/blacwomegendfami.3.2.0068#metadata_info_tab_contents.

²² Danielle Dickens, "Navigating the Workplace: The Costs and Benefits of Shifting Identities at Work Among Early Career U.S. Black Women," *Sex Roles* 78 (2018): 760–74, <https://link.springer.com/article/10.1007/s11199-017-0844-x>; Daphna Motro, J. B. Evans, A. P. J. Ellis, and L. Benson III, "Race and Reactions to Women's Expressions of Anger at Work: Examining the Effects of the 'Angry Black Woman' Stereotype," in review, <https://journals.aom.org/doi/abs/10.5465/AMBPP.2019.11230abstract>. Note that Black women don't always get more pushback when they behave assertively. One study found that dominant Black female leaders don't get the same kind of backlash as white female leaders who behave dominantly. See Robert Livingston, Ashleigh Rosette, and Ella Washington, "Can an Agentic Black Woman Get Ahead? The Impact of Race and Interpersonal Dominance on Perceptions of Female Leaders," *Psychological Science* 23, no. 4 (2012): 354–58, <https://journals.sagepub.com/doi/10.1177/0956797611428079>.

²³ Peter Bailinson, William Decherd, Diana Ellsworth, and Mital Guttman, "LGBTQ+ Voices: Learning from Lived Experiences," McKinsey & Company (2020), <https://www.mckinsey.com/business-functions/organization/our-insights/lgbtq-plus-voices-learning-from-lived-experiences#>.

²⁴ Human Rights Campaign Foundation, *The Cost of the Closet and the Rewards of Inclusion: Why the Workplace Environment for LGBT People Matters to Employers* (May 2014), https://assets2.hrc.org/files/assets/resources/Cost_of_the_Closet_May2014.pdf.

²⁵ Ibid.

²⁶ Ibid.

²⁷ LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019*.

²⁸ Elizabeth A. Pascoe and Laura Smart Richman, "Perceived Discrimination and Health: A Meta-Analytic Review," *Psychological Bulletin* 135, no. 4 (2009): 531–554, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2747726/>.

²⁹ Penney Kome, "Stop the Pain: America's workplaces (designed for men) are harming women," *On The Issues* 7, no. 1 (January 31, 1998); Ingrid Matzdorff, "Women at work in workplaces designed for men: Anthropometry and ergonomics," *Work & Stress* 1, no. 3 (1986): 293–97, <https://www.tandfonline.com/doi/abs/10.1080/02678378708258512>.

³⁰ Sandy E. James, Jody L. Herman, Susan Rankin, et al., *The Report of the 2015 U.S. Transgender Survey* (2016), <https://www.transequality.org/sites/default/files/docs/usts/USTS%20Full%20Report%20-%20FINAL%201.6.17.pdf>.

³¹ Ahmed Mahmoud Fouad, Amani Waheed, Amira Gamal, et al., "Effect of Chronic Diseases on Work Productivity: A Propensity Score Analysis," *Journal of Occupational and Environmental Medicine* 59, no. 5 (May 2017): 480–85, doi: 10.1097/JOM.0000000000000981.

³² National Partnership for Women and Families, "Paid Sick Days Are Necessary to Manage Chronic Illness" (August 2012), <https://www.nationalpartnership.org/our-work/resources/economic-justice/paid-sick-days/paid-sick-days-are-necessary-to-manage-chronic-illness.pdf>.

³³ Alecia M. Santuzzi, Pamela R. Waltz, Lisa M. Finkelstein, and Deborah E. Rupp, "Invisible Disabilities: Unique Challenges for Employees and Organizations," *Industrial and Organizational Psychology* 7, no. 2 (2014): 204–19, <https://doi.org/10.1111/iops.12134>.

Endnotes

34 Phoebe K. Chua and Melissa Mazamian, "Are You One of Us? Current Hiring Practices Suggest the Potential for Class Biases in Large Tech Companies," *Proceedings of the ACM on Human-Computer Interaction* 3, article 143 (October 2020): 1–20, <https://dl.acm.org/doi/pdf/10.1145/3415214>; Devah Pager, Bruce Western, and Naomi Sugie, "Sequencing Disadvantage: Barriers to Employment Facing Young Black and White Men with Criminal Records," *The Annals of the American Academy of Political and Social Science* 623, no. 1 (2009): 195–213, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3583356/pdf/nihms-439026.pdf>.

35 There are dozens of studies that show this. See, for example: Marianne Bertrand and Sendhil Mullainathan, "Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination," *The American Economic Review* 94, no. 4 (2004): 991–1013; Rhea E. Steinpreis, Katie A. Anders, and Dawn Ritzke, "The Impact of Gender on the Review of Curricula Vitae of Job Applicants and Tenure Candidates: A National Empirical Study," *Sex Roles* 41, nos. 7–8 (1999): 509–28; Claudia Goldin and Cecilia Rouse, "Orchestrating Impartiality: The Impact of 'Blind' Auditions on Female Musicians," *The American Economic Review* 90, no. 4 (2000): 715–41.

36 Bertrand and Mullainathan. "Are Emily and Greg More Employable Than Lakisha and Jamal?"

37 Dina Gerdeman, "Minorities Who 'Whiten' Job Resumes Get More Interviews," *Working Knowledge*, May 17, 2017, <https://hbswk.hbs.edu/item/minorities-who-whiten-job-resumes-get-more-interviews>.

38 Saba Rasheed Ali, Torricia Yamada, and Amina Mahmood, "Relationships of the Practice of Hijab, Workplace Discrimination, Social Class, Job Stress, and Job Satisfaction Among Muslim American Women," *Journal of Employment Counseling* 52, no. 4 (2015): 146–57, <https://onlinelibrary.wiley.com/doi/abs/10.1002/joec.12020>.

39 National Public Radio, the Robert Wood Johnson Foundation, and the Harvard T. H. Chan School of Public Health, *Discrimination in America: Experiences and Views of LGBTQ Americans* (2017), p. 1. <https://repository.gheli.harvard.edu/repository/12301/>

40 LeanIn.Org, "Double Discrimination and Intersectionality," <https://leanin.org/education/what-is-double-discrimination>; Emma Mishel,

"Discrimination Against Queer Women in the U.S. Workforce: A Résumé Audit Study," *Socius* 2 (January 2016), <https://journals.sagepub.com/doi/10.1177/2378023115621316>.

41 Lauren A. Rivera and András Tilcsik, "Class Advantage, Commitment Penalty: The Gendered Effect of Social Class Signals in an Elite Labor Market," *American Sociological Review* 81, no. 6 (2016): 1097–131, <https://journals.sagepub.com/doi/10.1177/0003122416668154>.

42 Andrew Crain, "Understanding the Impact of Unpaid Internships on College Student Career Development and Employment Outcomes," NACE Foundation (2016), <https://sites.sju.edu/careers/files/the-impact-of-unpaid-internships-on-career-development.pdf>; Nathalie Saltikoff, "The Positive Implications of Internships on Early Career Outcomes," NACE Foundation (May 1, 2017), <https://www.nacweb.org/job-market/internships/the-positive-implications-of-internships-on-early-career-outcomes/>; Jessica L. Curiale, "America's New Glass Ceiling: Unpaid Internships, the Fair Labor Standards Act, and the Urgent Need for Change," *Hastings Law Journal* 61, no. 6 (2010), https://repository.uchastings.edu/cgi/viewcontent.cgi?article=3794&context=hastings_law_journal;%20https://www.nacweb.org/uploadedfiles/files/2016/guide/the-impact-of-unpaid-internships-on-career-development.pdf.

43 Shelley Correll and Lori Mackenzie, "To Succeed in Tech, Women Need More Visibility," *Harvard Business Review*, September 13, 2016, <https://hbr.org/2016/09/to-succeed-in-tech-women-need-more-visibility>; Madeline E. Heilman and Michelle C. Hayes, "No Credit Where Credit Is Due: Attributional Rationalization of Women's Success in Male-Female Teams," *Journal of Applied Psychology* 90, no. 5 (2005): 905–26.

44 Shelley Correll, "Reducing Gender Biases in Modern Workplaces," *Gender & Society* 31, no. 6 (2017): 725–50, <https://www.gsb.stanford.edu/faculty-research/publications/reducing-gender-biases-modern-workplaces-small-wins-approach>; Lori Nishiura Mackenzie, JoAnne Wehner, and Shelley Correll, "Why Most Performance Evaluations Are Biased, and How to Fix Them," *Harvard Business Review*, January 11, 2019, <https://hbr.org/2019/01/why-most-performance-evaluations-are-biased-and-how-to-fix-them>; Eric Luis Uhlmann and Geoffrey L. Cohen. "Constructed Criteria: Redefining Merit to Justify Discrimination," *Psychological Science* 16, no. 6 (June 2005): 474–80, <https://journals.sagepub.com/doi/abs/10.1111/j.0956-7976.2005.01559.x>; Cheryl Staats, "State of the Science: Implicit Bias Review 2014," Kirwan Institute, Ohio State University (2014), <http://kirwaninstitute.osu.edu/implicit-bias-training/resources/2014-implicit-bias-review.pdf>.

Endnotes

45 LeanIn.Org and McKinsey & Company, *Women in the Workplace 2020* (October 2020), <https://womenintheworkplace.com/>.

46 National Public Radio, Robert Wood Johnson Foundation, and Harvard T. H. Chan School of Public Health, *Discrimination in America: Final Summary* (January 2018), <https://cdn1.sph.harvard.edu/wp-content/uploads/sites/94/2018/01/NPR-RWJF-HSPH-Discrimination-Final-Summary.pdf>.

47 Diana Ellsworth, Ana Mendy, and Gavin Sullivan, "How the LGBTQ community fares in the workplace," McKinsey & Company (2020), <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/how-the-lgbtq-plus-community-fares-in-the-workplace>.

48 Kieran Snyder, "How to Get Ahead as a Woman in Tech: Interrupt Men," *Slate*, July 23, 2014, <https://slate.com/human-interest/2014/07/study-men-interrupt-women-more-in-tech-workplaces-but-high-ranking-women-learn-to-interrupt.html>.

49 LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019*.

50 Shelley Correll and Caroline Simard, "Research: Vague Feedback Is Holding Women Back," *Harvard Business Review*, April 29, 2016, <https://hbr.org/2016/04/research-vague-feedback-is-holding-women-back>.

51 Jaime M. Grant, Lisa A. Mottet, Justin Tanis, et al., *Injustice at Every Turn: A Report of the National Transgender Discrimination Survey* (2011), https://www.transequality.org/sites/default/files/docs/resources/NTDS_Report.pdf.

52 Laura Sherbin, Julia Taylor Kennedy, Pooja Jain-Link, and Kennedy Iheize, *Disabilities and Inclusion: U.S. Findings*, Center for Talent Innovation (2017), https://www.talentinnovation.org/_private/assets/DisabilitiesInclusion_KeyFindings-CTI.pdf.

53 LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019*.

54 Jenny Dick-Mosher, "Bodies in Contempt: Gender, Class, and Disability Intersections in Workplace Discrimination Claims," *Disability Studies Quarterly* 35, no. 3 (2015), <https://dsq-sds.org/article/view/4928/4028>.

55 Miller McPherson, Lynn Smith-Lovin, and James M. Cook, "Birds of a Feather: Homophily in Social Networks," *Annual Review of Sociology* 27 (2001): 415–44, <http://www.annualreviews.org/doi/abs/10.1146/annurev.soc.27.1.415>; Michelle R. Hebl, Jessica Bigazzi Foster, Laura M. Mannix, et al., "Formal and Interpersonal Discrimination: A Field Study of Bias Toward Homosexual Applicants," *Personality and Social Psychology Bulletin* 28 (2002): 815–25, <https://journals.sagepub.com/doi/10.1177/0146167202289010>; Lauren A. Rivera, "Hiring as Cultural Matching: The Case of Elite Professional Service Firms," *American Sociological Review* 77, no. 6 (2012): 999–1022, <https://journals.sagepub.com/doi/10.1177/0003122412463213>.

56 Center for Talent Innovation, "Press Release: Senior Leaders Are Misunderstanding the Role of Sponsorship—and Missing Out on Its Rewards, According to New Research by the Center for Talent Innovation," January 8, 2019, https://coqual.org/wp-content/uploads/2020/09/TheSponsorDividend_PressRelease.pdf.

57 Minda Harts, *The Memo: What Women of Color Need to Know to Secure a Seat at the Table* (New York: Seal Press, 2019).

58 Donna Maria Blancero and Robert G. DelCampo, "Hispanics in the workplace: Experiences with mentoring and networking," *Employment Relations Today* 32, no. 2 (2005): 31–38, <https://onlinelibrary.wiley.com/doi/abs/10.1002/ert.20061>.

59 Human Rights Campaign Foundation, *The Cost of the Closet and the Rewards of Inclusion: Why the Workplace Environment for LGBT People Matters to Employers* (May 2014), https://assets2.hrc.org/files/assets/resources/Cost_of_the_Closet_May2014.pdf.

60 LeanIn.Org and McKinsey & Company, *Women in the Workplace 2018* (October 2018), unpublished data.

61 LeanIn.Org and McKinsey & Company, *Women in the Workplace 2020*.

62 Deborah Tannen, "The Power of Talk: Who Gets Heard and Why," *Harvard Business Review*, September–October 1995, 138–48, <https://hbr.org/1995/09/the-power-of-talk-who-gets-heard-and-why>; Thomas-Hunt and Phillips, "When What You Know Is Not Enough: Expertise and Gender Dynamics in Task Groups," *Personality and Social Psychology Bulletin* 30, no. 12 (2004): 1585–98.

Endnotes

63 Julia B. Bear and Anita Williams Woolley, "The role of gender in team collaboration and performance," *Interdisciplinary Science Reviews* 36, no. 2 (2013): 146–53, <https://www.tandfonline.com/doi/abs/10.1179/030801811X13013181961473>.

64 LGBTQIA Resource Center, "A Guide to Pronouns for Allies," UC Davis, <https://lgbtqia.ucdavis.edu/guide-pronouns-allies>.

65 Hanna Thomas and Anna Hirsch, "A Progressive's Style Guide," SumOfUs, <https://interactioninstitute.org/wp-content/uploads/2016/06/Sum-Of-Us-Progressive-Style-Guide.pdf>.

66 LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019*, <https://womenintheworkplace.com>; LeanIn.Org and McKinsey & Company, "What Being an Only at Work Is Like," *Women in the Workplace 2018* (October 2018), <https://leanin.org/women-in-the-workplace-report-2018/what-being-an-only-at-work-is-like>.

67 Lilia M. Cortina, Dana Kabat-Farr, Emily A. Leskinen, et al., "Selective Incivility as Modern Discrimination in Organizations: Evidence and Impact," *Journal of Management* 39, no. 6 (2013): 1579–605, <http://journals.sagepub.com/doi/abs/10.1177/0149206311418835>; Kieran Snyder, "How to Get Ahead as a Woman in Tech: Interrupt Men," http://www.slate.com/blogs/lexicon_valley/2014/07/23/study_men_interrupt_women_more_in_tech_workplaces_but_high_ranking_women.html.

68 Christopher F. Karpowitz, Tali Mendelberg, and Lee Shaker, "Gender Inequality in Deliberative Participation," *American Political Science Review* 106, no. 3 (2012): 533–47; Cortina, Kabat-Farr, Leskinen, et al., "Selective Incivility as Modern Discrimination in Organizations"; Snyder, "How to Get Ahead as a Woman in Tech"; C. Ridgeway, "The Social Construction of Status Value: Gender and Other Nominal Characteristics," *Social Forces* 70, no. 2 (1991): 367–86, <https://www.jstor.org/stable/2580244?origin=crossref&seq=1>.

69 Sangeeta Badal, "The Business Benefits of Gender Diversity," Gallup (January 20, 2014), <https://www.gallup.com/workplace/236543/business-benefits-gender-diversity.aspx>; Sara Ellison and Wallace P. Mullin, "Diversity, Social Goods Provision, and Performance in the Firm," *Journal of Economics and Management Strategy* 23, no. 2 (Summer 2014): 465–81, <https://economics.mit.edu/files/8851>; Vivian Hunt, Lareina Yee, Sara Prince, and Sundiatu Dixon-Fyle, *Delivering Through Diversity*, McKinsey & Company (2018), <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>; Katherine W. Phillips, "How Diversity Makes Us Smarter," *Scientific American*, October 1, 2014, <https://www.scientificamerican.com/article/how-diversity-makes-us-smarter>.

70 Kristin Bain, Tamar A. Kreps, Nathan L. Meikle, et al., "Amplifying Voices in Organizations," *Academy of Management Journal*, in press, <https://journals.aom.org/doi/abs/10.5465/amj.2018.0621>.

71 Brian J. Lucas, Zachariah Berry, Laura M. Ginge, et al., "A longer shortlist increases the considerations of female candidates in male-dominant domains," *Nature Human Behaviour* (2021), <https://www.nature.com/articles/s41562-020-01033-0>.

72 Joan C. Williams and Rachel Dempsey, *What Works for Women at Work: Four Patterns Working Women Need to Know* (New York: NYU Press, 2014).

73 Heilman and Hayes, "No Credit Where Credit Is Due"; "No Credit Where Credit Is Due: Attributional Rationalization of Women's Success in Male-Female Teams," *Journal of Applied Psychology* 90, no. 5 (2005): 905–26; Karpowitz, Mendelberg, and Shaker, "Gender Inequality in Deliberative Participation"; Snyder, "How to Get Ahead as a Woman in Tech"; Melissa C. Thomas-Hunt and Katherine W. Phillips, "When What You Know Is Not Enough: Expertise and Gender Dynamics in Task Groups," *Personality and Social Psychology Bulletin* 30, no. 12 (2004): 1585–98.



Endnotes

⁷⁴ GLAAD and Procter & Gamble, "GLAAD and Procter & Gamble study: Seeing LGBTQ images in media and ads relates to greater acceptance of LGBTQ people" (May 2020), <https://www.glaad.org/blog/glaad-and-procter-gamble-study-finds-exposure-lgbtq-images-media-and-advertising-leads-greater>; Judy Foster Davis, "Representation Matters: An Illustrated History of Race and Ethnicity in Advertising," *Advertising & Society Quarterly* 21, no. 3 (Fall 2020), <https://muse.jhu.edu/article/769129/summary>; Sandy Cross and Porter Braswell, "A Data-Driven Approach to Hiring More Diverse Talent," *Harvard Business Review*, December 2019, <https://hbr.org/2019/12/why-isnt-your-organization-isnt-hiring-diverse-talent>.

⁷⁵ Thomas and Hirsch, "A Progressive's Style Guide."

⁷⁶ Professor Bruce Duthu, personal communication, December 4, 2020; Rima Fadallah, MBA consultant at the Sasha Group, personal communication, November 30, 2020.

⁷⁷ Williams and Dempsey, *What Works for Women at Work*; LRudman, Moss-Racusin, Glick, and Phelan, "Reactions to Vanguards"; LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019*; Rosabeth Moss Kanter, *Men and Women of the Corporation* (New York: Basic Books, 1977).

⁷⁸ McPherson, Smith-Lovin, and Cook, "Birds of a Feather." *Annual Review of Sociology* 27 (2001): 415–44, <http://www.annualreviews.org/doi/abs/10.1146/annurev.soc.27.1.415>.

⁷⁹ LeanIn.Org, 50 Ways to Fight Bias (2019), <https://leanin.org/gender-bias-program-for-companies>; Williams and Dempsey, *What Works for Women at Work*.

⁸⁰ LGBTQIA Resource Center, "A Guide to Pronouns for Allies."

Videos referenced

Who we are

What is allyship?

What is privilege

The labels we carry

Everyday Racism: I lost a job offer

Allyship in practice

5 tips on being an ally

Sometimes your a caterpillar

That little voice



Additional Resources

Ellen F. Smith, Declan O. Gilmer, and Margaret S. Stockdale, "The importance of culture and support for workplace flexibility: An ecological framework for understanding flexibility support structures" *Business Horizons* 62 (2019): 557–66, https://www.researchgate.net/profile/Margaret-Stockdale/publication/332721856_The_importance_of_culture_and_support_for_workplace_flexibility_An_ecological_framework_for_understanding_flexibility_support_structures/links/5f18d59e92851cd5fa3ed5d0/The-importance-of-culture-and-support-for-workplace-flexibility-An-ecological-framework-for-understanding-flexibility-support-structures.pdf.

Angelica E. Leigh, "Am I Next? Mega-Threats, Identity Labor, and the Buffering Effect of Close Work Relationships," PhD dissertation, University of North Carolina at Chapel Hill (2020), <https://cdr.lib.unc.edu/concern/dissertations/ff365b80b>.

Regina Rini, "How to Take Offense: Responding to a Microaggression," *Journal of the American Philosophical Association* 4, no. 3 (Fall 2018): 332–51, <https://www.cambridge.org/core/journals/journal-of-the-american-philosophical-association/article/how-to-take-offense-responding-to-microaggression/D99C6911798EE6702072C4115066DF57>.

Derald Wing Sue, Sarah Alasaidi, Michael N. Awad, et al., "Disarming Racial Microaggressions: Microintervention Strategies for Targets, White Allies, and Bystanders," *American Psychologist* 74, no. 1 (2019): 128–42, <https://doi.apa.org/fulltext/2019-01033-011.html>.

P. Wesley Schultz, Jessica M. Nolan, Robert B. Cialdini, et al., "The Constructive, Destructive, and Reconstructive Power of Social Norms," *Psychological Science* 18, no. 5 (2007): 429–34, <https://journals.sagepub.com/doi/abs/10.1111/j.1467-9280.2007.01917.x>; Maureen Scully and Mary Rowe, "Bystander Training Within Organizations," *Journal of the International Ombudsman Association* 2, no. 1 (2009), <https://www.bu.edu/fafc/files/2012/05/bystander.pdf>.

LeanIn.Org, *The State of Black Women in Corporate America*.

Dalia Mogahed, director of research, Institute for Social Policy and Understanding, personal communication, October 2020; Rima Fadallah,

MBA consultant at the Sasha Group, personal communication, November 30, 2020; Herminia Ibarra, "Why All Women Need a Professional Network,"

LeanIn.Org (2016), <https://leanin.org/education/building-effective-networks>.

Jeroen Stouten, Denise M. Rousseau, and David de Cremer, "Successful Organizational Change: Integrating the Management Practice and Scholarly Literatures," *Academy of Management Annals* 12, no. 2 (2018): 752–88, <https://www.cebma.org/wp-content/uploads/Stouten-et-al-2018.pdf>.

LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019*; law professor Kimberlé Crenshaw coined the term "intersectionality" in 1989 to describe how overlapping and intersecting identities evoke distinct forms of discrimination and inequality. See Kimberlé Crenshaw, "Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics," *University of Chicago Legal Forum* 1989, no. 1 (1989): 139–67, <https://chicagounbound.uchicago.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1052&context=uclf>.

Lester Coch and John R. P. French, Jr., "Overcoming Resistance to Change," *Human Relations* 1, no. 4 (1948): 512–32, <https://journals.sagepub.com/doi/abs/10.1177/001872674800100408>; Mariano L. M. Heyden, Sebastian P. L. Fourné, Bastiaan A. S. Koene, et al., "Rethinking 'Top Down' and 'Bottom-Up' Roles of Top and Middle Managers in Organizational Change: Implications for Employee Support," *Journal of Management Studies* 54, no. 7 (2017): 961–85, <https://onlinelibrary.wiley.com/doi/abs/10.1111/joms.12258>; Steven H. Appelbaum, Aleksey Cameron, Floris Ensink, et al., "Factors that impact the success of an organizational change: A case study analysis," *Industrial and Commercial Training* 49, no. 5 (2017): 213–30, <https://www.emerald.com/insight/content/doi/10.1108/ICT-02-2017-0006/full/html?fullSc=1>; Linn Van Dyne and Jeffrey A. LePine, "Helping and Voice Extra-Role Behaviors: Evidence of Construct and Predictive Validity," *The Academy of Management Journal* 41, no. 1 (1998): 108–19, <https://www.jstor.org/stable/256902?seq=1>.

LeanIn.Org, *The State of Black Women in Corporate America*.

Ferdman and Deane, eds., *Diversity at Work*.

LeanIn.Org, 50 Ways to Fight Bias.

LeanIn.Org and McKinsey & Company, *Women in the Workplace 2019*.

Additional Resources

LeanIn.Org and McKinsey & Company, *Women in the Workplace* 2018.

Robyn S. Klein, Rhonda Voskhul, Benjamin S. Segal, et al., "Speaking out about gender imbalance in invited speakers improves diversity," *Nature Immunology* 18, no. 5 (2017): 475–78, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5775963/>; Kethaki Prathivadi Bhayankaram and Nuthana Prathivadi Bhayankaram, "Conference panels: Do they reflect the diversity of the NHS workforce?," *BMJ* 0 (2021): 1–3, <https://bmjleader.bmj.com/content/leader/early/2021/03/02/leader-2020-000361.full.pdf>.

Simon Collins, "KPMG Sets Diversity Targets Across Gender, Race, Disability and Sexual Orientation," *The Guardian*, October 24, 2014, <https://www.theguardian.com/women-in-leadership/2014/oct/24/diversity-targets-gender-race-disability-sexual-orientation>; Hannah Roberts, "Clifford Chance Sets LGBT, Other Global Diversity Targets," *Law.com*, July 13, 2020, <https://www.law.com/international-edition/2020/07/13/clifford-chance-sets-lgbt-other-global-diversity-targets/>.

Women in the workplace: Lesbian and BIsexual women
<https://leanin.org/article/women-in-the-workplace-lesbian-and-bisexual-women>

LeanIn.Org, 50 Ways to Fight Bias.

Uhlmann and Cohen, "Constructed Criteria"; *Psychological Science* 16, no. 6 (2005): 474–80; Shelley Correll, "Reducing Gender Biases in Modern Workplaces: A Small Wins Approach to Organizational Change," *Gender & Society* 31, no. 6 (December 1, 2017): 725–50, <https://www.gsb.stanford.edu/faculty-research/publications/reducing-gender-biases-modern-workplaces-small-wins-approach>; Mackenzie, Wehner, and Correll, "Why Most Performance Evaluations Are Biased," *Harvard Business Review*, January 11, 2019, <https://hbr.org/2019/01/why-most-performance-evaluations-are-biased-and-how-to-fix-them>.

Williams and Dempsey, *What Works for Women at Work*; Kathleen Fuegen, Monica Biernat, Elizabeth Haines, et al., "Mothers and Fathers in the Workplace: How Gender and Parental Status Influence Judgments of Job-Related Competence," *Journal of Social Issues* 60, no. 4 (2004), <https://spssi.onlinelibrary.wiley.com/doi/abs/10.1111/j.0022-4537.2004.00383.x>.

Uhlmann and Cohen, "Constructed Criteria"; Correll, "Reducing Gender Biases in Modern Workplaces"; Mackenzie, Wehner, and Correll, "Why Most Performance Evaluations Are Biased."

LeanIn.Org and McKinsey & Company, *Women in the Workplace* 2018.

Correll, "Reducing Gender Biases in Modern Workplaces"; Mackenzie, Wehner, and Correll, "Why Most Performance Evaluations Are Biased."

Correll, "Reducing Gender Biases in Modern Workplaces."

LeanIn.Org, *The State of Black Women in Corporate America* (2020), <https://leanin.org/research/state-of-black-women-in-corporate-america>.

Ibid.

Ibid.; Stefanie K. Johnson, David R. Hekman, and Elsa T. Chan, "If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired," *Harvard Business Review*, April 26, 2016, <https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>.

Bernardo M. Ferdman and Barbara R. Deane, eds., *Diversity at Work: The Practice of Inclusion* (San Francisco: Jossey-Bass, 2014).

LeanIn.Org, 50 Ways to Fight Bias; Peter Bailinson, William Decherd, Diana Ellsworth, and Maital Guttman, "LGBTQ+ voices: Learning from lived experiences," McKinsey & Company (June 25, 2020), <https://www.mckinsey.com/business-functions/organization/our-insights/lgbtq-plus-voices-learning-from-lived-experiences#>.

gettyimages

LeanIn.Org is an initiative of the Sheryl Sandberg & Dave Goldberg Family Foundation.

Your Notes...



Your Notes...



Your Notes...



Your Notes...



Your Notes...



Your Notes...

