

LEAN IN

Building more equal and inclusive workplaces with Lean In

An initiative of the Sheryl Sandberg & Dave Goldberg Family Foundation, LeanIn.Org aims to drive systemic change by helping women achieve their ambitions and working to create a more equal world. The Sheryl Sandberg & Dave Goldberg Family Foundation, which also runs OptionB.Org, is a private operating nonprofit organization under IRS section 501(c)(3).

Lean In's Company Toolkit



Lean In's Company Toolkit draws on extensive research to identify the biggest obstacles facing women at work and provides content and programs that directly target those obstacles—through employee training, research-backed policy solutions, and simple approaches to supporting and empowering the women in your organization.

SYSTEMIC CHANGE



Women in the Workplace

Provides valuable insight into state of women in the corporate workplace and recommended strategies for addressing the core challenges women are facing at work.

CULTURAL CHANGE



50 WAYS TO FIGHT BIAS

Empowers employees to identify and challenge bias against women head-on.



ALLYSHIP AT WORK

Helps employees of all levels recognize their privilege and positional power and take meaningful action as allies.

SUPPORTING WOMEN



CIRCLES FOR COMPANIES

Brings women together regularly, in small groups, for peer-to-peer mentorship, camaraderie, and support.

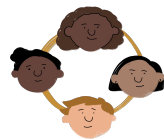
Women in Circles also learn with and from each other, and they use our educational materials to build professional skills.

Our approach

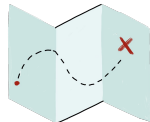


Simple and proven strategies:

Our programs focus on concrete steps you and your employees can take to level the playing field.



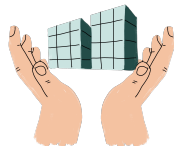
Grounded in research: We rely on real-world workplace data to identify the biggest barriers holding women back, and we design our programs to target critical issues that are often overlooked or underestimated.



Easy to implement: We provide free training and step-by-step guidelines to help you run engaging programs, hold employees accountable, and customize content to meet your needs.



Developed with experts: We partner with respected DE&I thought leaders to ensure our programming advances proven best practices.

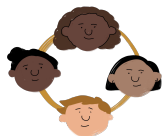


No cost to your team: We believe all companies, regardless of size or budget, should have the tools they need to advance women and create an inclusive workplace.



Deeply intersectional: Our programs specifically address the unique barriers facing women of color, LGBTQ women, women with disabilities, and women with other marginalized identities.

Our approach



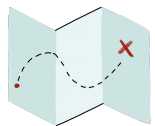
Grounded in research and action oriented

All of our programs are rooted in research, and distill complex ideas into simple, concrete, and actionable information. Our training materials are designed to demystify big concepts—such as bias and allyship—and to equip employees to take meaningful action in real workplace scenarios.



Developed with experts and deeply intersectional

We collaborate with a braintrust of academic experts, DE&I practitioners, and women with relevant lived experiences to ensure our content is accurate, intersectional and advances proven best practices.



Easy to implement

We provide free training and step-by-step guidelines to help you run engaging programs, hold employees accountable, and customize content to meet your needs.



No cost to your team

We believe all companies, regardless of size or budget, should have the tools they need to advance women and create an inclusive workplace.

You're in good company

We help companies turn words into action, and action into results and have helped thousands of companies around the world create workplaces where everyone is empowered and supported.



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ALLYSHIP AT WORK

ALLYSHIP AT WORK

THE PROBLEM:

- More than 75% of white employees consider themselves allies to women of color at work.
- Yet less than half take basic allyship actions such as speaking out against bias or advocating for new opportunities for women of color.
- There is an allyship gap between good intent and meaningful action.



ALLYSHIP AT WORK

Allyship at Work bridge this gap by empowering employees at all levels to take meaningful action as allies.

- ❑ Teaches employees to recognize their privilege and power to create change, and introduces them to more than 50 research-backed steps they can take to show up as allies.
- ❑ Centers the experiences of people with a broad range of traditionally marginalized identities and was built in partnership with experts and those with lived experiences.

Impact:

- **96%** of participants **would recommend** this program
- **94%** of participants feel **more equipped** to take effective allyship actions at work
- **97%** of participants are **more committed** to practicing allyship at work



Privilege exploration

Add 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!
- I see my experience reflected in movies and television shows?
- 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?

MORE ON THE NEXT SLIDE . . .

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Allyship at Work program overview

1



Setting the Foundation: Allyship, Privilege, Power, and Action

1 x half-day workshop (4 hours) or 2 x 2-hour workshops

Through a mix of large group facilitation, videos, individual exercises, and small group discussions, participants dive into the foundation of allyship – what it is and isn't, unpacking their privilege and power, and learning specific allyship actions.

2



Practicing Allyship: Ongoing Action and Accountability

3 x Monthly Discussion Groups (60 minutes/month)

Each follow-up session encourages employees to discuss their allyship journey, hold one another accountable as they build new habits, and delivers new content for participants to explore and try as they commit to practicing allyship over the long term.

What the workshop will cover

- 1 Allyship definition.** Learn what allyship is—and isn't.
- 2 Privilege.** Uncover and discuss how privilege impacts experiences inside and outside the workplace.
- 3 Workplace inequities.** Learn how privilege is tied to inequities in the workplace by exploring data and stories.
- 4 Positional power.** Uncover unique positional power, regardless of role and level in the organization.
- 5 Allyship actions.** Learn strategies and actions to practice allyship, given someone's power and privilege.
- 6 Active Allyship Framework.** Explore a framework to practice impactful allyship that connects privilege, power, workplace inequities, and allyship strategies.

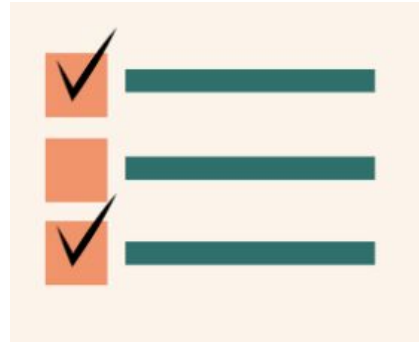
Methods for each module

GROUP LEARNING



Either moderator-led presentation or videos to frame new concepts

INDIVIDUAL EXPLORATION



Journal exercise or exploration of data and stories to bring concepts to life

BREAKOUT DISCUSSIONS



Guided discussions in small groups to reflect on learnings

ALLYSHIP AT WORK

What others have say:

“Allyship at Work Program is a natural ‘next step’ for companies truly committed to advancing diversity, equity, and inclusion within their organization.”

– TIFFANY R. WARREN, CHIEF DIVERSITY AND INCLUSION OFFICER, SONY MUSIC GROUP, ALLYSHIP AT WORK PARTICIPANT

“Lean In provided a vast range of materials ranging from in person training to robust written facilitator guides...I felt supported every step of the way.”

– JASON WANG, PROJECT MANAGEMENT LEAD WEWORK, ALLYSHIP AT WORK MODERATOR

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LEAN IN



50 WAYS TO FIGHT BIAS



50 WAYS TO FIGHT BIAS

THE PROBLEM:

- Research shows that bias contributes to women being passed over for jobs and promotions
- 73% of women experience bias and microaggressions in the workplace
- Less than 1/3 of employees recognize these microaggressions
- And only 1/3 of managers challenge bias when it happens in the workplace.





50 WAYS TO FIGHT BIAS

50 Ways to Fight Bias is a digital program to empower all employees to identify and challenge bias head on.

The program highlights almost 100 specific examples of workplace bias, including the compounding biases women experience because of their race, sexual orientation, disability, or other aspects of their identity.

In small groups participants discuss situations, brainstorm solutions together, and learn research-backed recommendations for what to do.

Impact:

95% of program participants are more committed to challenging bias

96% of managers feel better equipped to talk about bias with their teams.

Why it's effective:

- Rooted in intersectional research**
- Specific and interactive**
- Can be tailored to suit your needs**
- Designed to engage men**

EVERYDAY INTERACTIONS

Intersectional card

The day after a high-profile killing of a Black person by the police, coworkers are discussing the news but nobody brings up this story.

WHY IT MATTERS

The silence suggests that non-Black colleagues are not outraged at the injustice or that they aren't aware of the Black community's grief and trauma.²¹⁸ Left unaddressed, these perceptions—accurate or not—can contribute to a workplace where Black employees feel like they don't belong.²¹⁹ When a Black person is killed by the police, it reminds all Black people of the violence that threatens their lives. It can make it hard to focus on work, and depression and anxiety can follow.²²⁰

The day after a high-profile killing of a Black person by the police, coworkers are discussing the news but nobody brings up this story.

Intersectional card

WHAT TO DO

In the moment, say something. Mention the incident and how awful it was. Depending on your relationships with Black coworkers, let them know you are there to talk if they need to.²²¹ Be understanding if Black coworkers seem distracted or not themselves. In the longer term, you can further educate yourself on the incident by reading about it in a Black news outlet, such as *Blavity* or *Essence*. If you're a manager, check in with Black members of your team to see how they're doing and if they need any additional support.

WHY IT HAPPENS

Non-Black coworkers may believe it's insensitive to mention incidents of police violence toward Black people. But in fact, doing so conveys that they care.²²² They also may not realize how traumatic these events are to the entire Black community,²²³ perhaps seeing them as isolated one-offs instead of ongoing systemic abuse.



50 WAYS TO FIGHT BIAS

What others have to say:

“As part of our continued efforts to ensure an inclusive culture, we partnered with Lean In to bring 50 Ways to our managers. We wanted managers to feel empowered to discuss and address bias with their teams. 50 Ways helped our people feel like they could bring their full, authentic selves to work.”

—DARREN HART, CHRO AT FOSSIL GROUP

“I sat in on every 50 Ways to Fight Bias session and was blown away by the level of engagement and the quality of conversations from all levels within the Sales department.”

—JOHN SCHOENSTEIN, CHIEF SALES OFFICER AT MOMENTIVE

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LEAN IN

 **CIRCLES FOR COMPANIES**

CIRCLES FOR COMPANIES

THE PROBLEM:

- For many women, finding connection and support at work is a major challenge.
- About 20% of women say they're often the only woman in the room at work.
- And since most senior leaders are men, women have less access to mentors, sponsors, and role models who can relate to their experiences.
- For women of color and women with other marginalized identities, it's even harder to find support to navigate challenges or chart a unique career path.



CIRCLES FOR COMPANIES

Lean In Circles are small peer groups of women who come together regularly for peer-to-peer mentorship, support and skill building.

Our education library provides the resources women need to navigate bias and grow their leadership and career skills.

Impact:

73% of women in Circles feel equipped to be better leaders
2/3 of women in Circles say they've taken on a new challenge

Why it's effective:

- Employee led, employees at any level can lead a Circle**
- Engages women across roles, backgrounds, and identities**
- Scalable model, plug into existing ERG or start from scratch**
- Works for virtual or in-person meetings**



How Circles Work



Members meet in small groups about once a month to support one other and learn new skills.



Circles can meet anywhere in or outside of work. Some meet over lunch, in offices, or virtually with employees from several locations.



We make it easy. From meeting guides to an online platform that connects your Circles, we provide all the tools you need to run Circles—for free!

CIRCLES FOR COMPANIES

What others have say:

“My Circle is a space where I can be proud of my accomplishments without coming across as bragging, [and] I can also talk about my kids, all at the same time. You have a unique space that doesn’t exist anywhere else . . . You can be fully you.”

— TONIA ELROD, CIRCLE LEADER AT P&G

“Founding Lean In Circles at my organization and for women across my industry was the most impactful thing I’ve done in my career! We have hundreds of women who meet regularly in their Circles to connect, inspire and empower each other.”

— EILEEN MOORE JOHNSON, EVP AND CHRO AT SCIENTIFIC GAMES

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Original research from Lean In

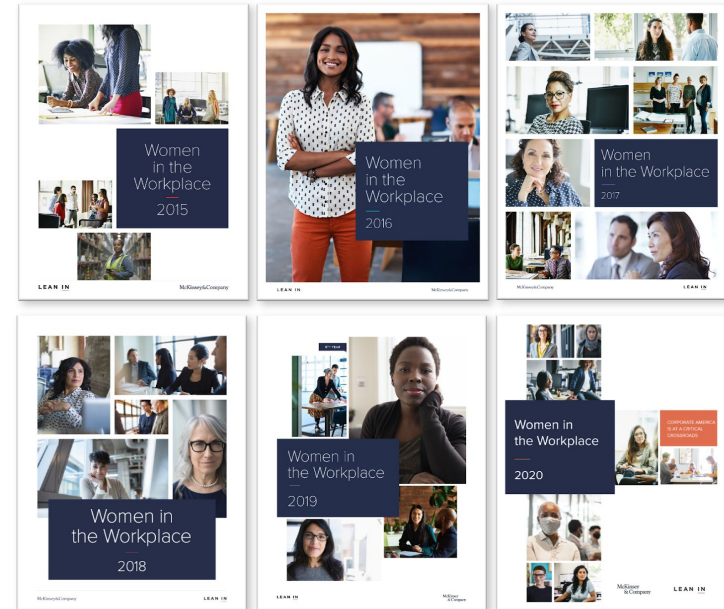
Lean In also conducts original research to shine a light on the barriers holding women back at work.

Women in the Workplace is the largest comprehensive study of the state of women in corporate America. LeanIn.Org and McKinsey & Company have published this report annually since 2015 to give companies the information they need to advance women and improve gender diversity. Over the past seven years, we have collected information from almost 600 organizations employing more than 20 million people.

[READ THE 2021 REPORT](#)

Discover more original research from Lean In on issues critical to women's advancement:

- [Equal Pay Day 2021: The system is failing Black and Latina women](#)
- [The State of Black Women in Corporate America](#)
- [Allyship in the Workplace: where white employees falling short](#)
- [Women are maxing out and burning out during COVID-19](#)



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We help companies turn words into action, and action into results and have helped thousands of companies around the world create workplaces where everyone is empowered and supported.



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LEAN IN

If you are interested in learning more about any of our programs please reach out to:

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