

LEAN IN



ALLYSHIP AT WORK

MODERATOR GUIDE & SPEAKER NOTES

A training program that empowers
employees to take meaningful action



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Moderator Guide & Speaker Notes

Overview of Allyship at Work

Allyship at Work helps employees recognize their privilege and positional power and learn what specific actions they can take to show up as allies. Through individual explorations and group discussions, participants develop a shared understanding of allyship and prepare to take action in ways that center impact—and avoid pitfalls like performative allyship or the savior mentality.

This detailed guide will provide everything you need to know about the program, including additional context on how the program is designed and frequently asked questions that may come up during the session. It's important you read this guide and speaker notes before running your workshop—and it can also be a reference sheet for you as you deliver the program.

Program structure

The program is designed for virtual or dispersed teams and consists of two main components:

- **Foundational workshop** that introduces participants to the practice of allyship. The program can be run in a 4-hour, half-day workshop, or in two, 2-hour sessions. This guide will show you how to run the 4-hour workshop.
- **Three small group follow-up sessions** to provide participants with accountability and support as they put what they've learned into action. Allyship is a consistent practice and someone doesn't suddenly become an ally after one workshop. The follow-up sessions will encourage accountability and habit building and will give participants the space to continue to explore program content they didn't go into in depth during the 4-hour workshop. It is important participants understand they are committing to attending a series of sessions as a part of this program and it does not end with the workshop.

Audience for the program

All employees, regardless of identity, role, or seniority, will learn something new about allyship, their privilege, their positional power, or specific, data-backed strategies for practicing allyship.

Logistics of program delivery

Below are some tips when thinking about how to set up your workshop:

- Ideal size is 30–50 participants.
- Program can be run with participants across levels or with all participants at the same level.
- If there are 50+ participants, it's recommended there be two moderators to handle all tech requirements—in particular setting up and managing small breakout groups.

Materials for two, 2-hour workshops

If you're not able to run the workshop in a half-day, 4-hour workshop, you can run it in two, 2-hour workshops. You can space the two workshops out however it fits participants' schedules—ideally between one day and one week apart. If you're doing this, be sure to use the following materials, specifically designed for two, 2-hour workshops.

- [Moderator Guide](#)
- [Workshop Presentation](#)

Moderator Guide & Speaker Notes

Breakout group discussions

All discussions throughout the workshop and follow-up sessions take place within breakout groups. Breakout groups consist of 4–6 people and are predominantly organized by level. As a critical part of this program, it's important to understand the following:

- **Groups are intentionally small.** Having a small, consistent group will help to build a sense of camaraderie and trust among colleagues. It also intentionally creates space for everyone in the group to share and process program materials with one another.
- **Groups are organized by level.** Dividing the groups by level creates a space for participants to process with peers and be honest about their experiences. In other words, they're not paired with their supervisor or any direct reports, which could cause discomfort. Plus, being with peers at their level allows for more specific conversations about how to practice allyship at their level in the company and what challenges they may face.
- **There won't be any large group discussions.** The program was intentionally designed for the majority of the discussion to happen in the breakout groups so all participants have time to share and moderators aren't expected to facilitate large group discussions. At a few points in the program, participants will be encouraged to share in the large group via the chat function of your video conference platform.
- **Breakout group discussions are unmoderated.** There are robust discussion guides, breakout ground rules, and prompts to steer the conversations. Participants will be encouraged to private message moderators with any concerns that arise in their breakout groups.
- **Breakout group(s) should be offered for participants with traditionally marginalized identities.** Part of the program will involve discussing privilege in these small breakout groups. During these discussions, there will be moments when participants will realize their privilege. These moments can be difficult for other participants to witness, especially in instances when that privilege is related to their lived experiences. Because of that, it is critical that you offer a breakout group or groups for participants with traditionally marginalized identities, in order to keep the program safe and productive for everyone. A few notes about this:
 - In the Welcome Email provided, you will give participants an opportunity to opt in to a breakout group with other participants with traditionally marginalized identities. You should not question someone's decision to join or not join this space—you may not know what type of discrimination or marginalization employees face, but they will opt in if they want to.
 - Depending on the number of employees participating, you may have to create more than one group of participants with traditionally marginalized identities in order to keep the group at its ideal size (4–6 participants).
 - Make sure everyone who has opted in is placed in a breakout group. As long as you have more than one person, you should create this space, even if it's smaller than our recommended size of 4–6.
 - If only one person opts into this breakout group, we recommend speaking directly with this participant and asking if they prefer to choose a specific group to be in or continue in the level-based group (i.e. the group they would have otherwise been placed in).
- **Groups will self-coordinate the follow-up sessions.** After the workshop, participants will continue to meet in their breakouts groups for the follow-up sessions. Participants will self-organize these follow-up sessions, using company guidance. This encourages small groups to take more ownership of their allyship journey and increase their commitment to attending each session.

Moderator Guide & Speaker Notes

What to do before the workshop

1. **Attend one of our free moderator training sessions.** This is the easiest and most efficient way to learn how to launch and run Allyship at Work. The **90-minute virtual training** will introduce you to key concepts, walk you through the program structure and materials, and provide tips for answering frequently asked questions.
2. **Get your team excited and book your workshop.** Use the assets in the **Company Playbook** to get your team excited for the program and to schedule the workshop on the video conferencing platform of your choice. We know you're busy, so hit copy/paste on the email and message templates provided. The Playbook contains:
 - Marketing assets, such as logos and images to use to promote the program in emails, newsletters, Slack, or other messaging platforms
 - Email templates to send to participants in preparation for the workshop and follow-up sessions

TIP: To better ensure participation in the three follow-up sessions, schedule them at the same time you schedule the first workshop.

3. **Decide who is moderating the workshop.** The moderator plays a critical role in ensuring an engaging experience for participants. Decide who will be moderating the session—and whether you will have one or two people doing it. See the “During the workshop” section for more guidance.

4. **Download materials needed to run the workshop.** To run the session you will need the **Workshop Presentation**, in addition to this Moderator Guide. The Workshop Presentation is the heart of the program and will lead you and participants through the workshop. It also comes loaded with built-in speaker notes so you know what to say and how to guide participants.

In the workshop, participants will use a Personal Workbook to complete their individual activities and group discussions. It's helpful for you to familiarize yourself with this in advance as well so that you're comfortable with all of the different components of the program. All materials needed to run the program are provided on leanin.org/allyshipmaterials.

TIP: As you read through the rest of this guide, have the Workshop Presentation and Personal Workbook available to reference and practice with.

5. **Practice using your video conferencing platform** Make sure your video conferencing software has the ability to put participants into breakout groups—and that you understand the breakout room functionality. You will ideally want to use one that allows for pre-assigned breakout groups, and it's encouraged that you practice running through the program using your technology. At this time, you should also check that there are no internal tech requirements needed to access the materials, in particular, the Personal Workbook.

TIP: Display the deck in presentation mode, using the Presenter functionality in Google Slides, and play the videos full screen.

Moderator Guide & Speaker Notes

6. Send Welcome Email to all participants.

Once you know who is attending the workshop, send all participants the Welcome Email that's provided in the [Company Playbook](#). This email contains important information you will share and need from participants including:

- Accommodations needs
 - It's important to know if any participants will need accommodations for the program, such as materials ahead of the workshop.
 - The Personal Workbook provided is screen-reader optimized.
- Breakout group preference for participants with traditionally marginalized identities. See the ["Breakout group discussions"](#) section for more details.
- Logistics for the workshop (date, time, login info)

The email also contains a link to the [Participant Page](#), which is where participants will access their Personal Workbook. This page also provides an overview of the program and answers general FAQs.

You will also share the link to this page at the start of the workshop to make sure everyone has their workbook ready.

7. Create breakout groups.

As a final step in the preparation for the workshop, you will assign participants to the breakout groups that they will be in for the duration of the workshop and follow-up sessions. As you're thinking about setting up breakout groups, keep the guidance below and in the ["Breakout groups discussion"](#) section in mind:

- Keep the groups to 4–6 people.
- Be sure everyone in a group is at the relatively same level. If you don't have enough people at the same level, do your best to bring people of similar levels together.
- Avoid having anyone in a breakout room with their manager or their direct reports.
- In the first breakout group, participants will have time to introduce themselves, so it's okay if participants are grouped with others they don't know.
- Create a breakout group or groups for participants who have opted in to a group with other people with traditionally marginalized identities.

TIP: It's critical to leverage the pre-assigned breakout group feature of your video conferencing platform. This will help you manage the breakouts when the session begins.

Moderator Guide & Speaker Notes

What to do during the workshop

As the moderator, during the workshop you will be responsible for the following:

- **Delivering the presentation.** Everything you need to do to deliver the program is located in the Workshop Presentation—including speaker notes.
- **Playing the videos.** These are located in the Workshop Presentation. It's important to check your sound settings before playing them. If you have issues playing this video in the presentation, you can access and play the videos at the below links:
 - What is allyship?
<https://youtu.be/EJW3wjy9gSI>
 - What is privilege?
<https://youtu.be/g5gZ3PHYU3U>
 - What does allyship look like in practice?
https://youtu.be/f3f_pHYo2rM
- **Moving participants in and out of breakout rooms.** This guide will tell you when to place participants into their breakout groups and how long each breakout group discussion should be. Make sure you are comfortable opening and closing breakout rooms and broadcasting messages to the group.

TIP: If your platform has one, use the announcement feature to give participants a 2-minute warning before bringing them back to the main room. Some platforms will broadcast a 1-minute countdown when you close all breakout rooms. Keep this in mind when you are keeping track of time.

- **Responding to questions that may come up.** Questions may come to you via the public chat or private messages about tech issues, clarifying questions, or any issues that arise during the session or in breakout groups. Refer to the [**"Frequently Asked Questions" section**](#) for responses to common questions.
- **Keeping time throughout the workshop.** There is a lot of content to cover in the workshop, so it's important to watch your time closely to keep the group moving. The speaker notes provided will tell you how long you should spend on each module and [**this tool**](#) can help you manage the run-of-show.

TIP: Set a timer or stopwatch to keep track of time when participants are completing a personal exercise or going into their breakout rooms.

Given these responsibilities, it is highly recommended to have an additional moderator to support you, if possible. This is especially important if there are 50+ participants. A great way to divide up responsibilities is to have the second moderator responsible for:

- Setting up the breakout rooms
- Moving participants in and out of breakout rooms
- Responding to questions that may come up
- Keeping time throughout the workshop

TIP: Create a way to privately communicate with your co-moderator—for example, via text message or Slack—to keep track of time and make sure breakout rooms are functioning properly.

Moderator Guide & Speaker Notes

Delivering Allyship at Work in person or in a hybrid environment

Setting up the space

If you're running this program in-person, there are 2 options for setting up the physical space:

1. Set up one large room that has enough tables with 4–6 chairs to accommodate all participants and a screen for all participants to see

- a. Ensure that there is enough space in between tables to allow for open conversation in the room
- b. After you've pre-assigned the breakout groups, we recommend you number the tables and tell participants which table corresponds with their breakout group number

2. Allocate room spaces, like conference rooms, for breakout groups of 4–6 people

- a. Ensure that each room has a screen for participants to see the main presentation
- b. Assign participants to specific rooms based on their pre-assigned breakout group
- c. Participants will remain in their room for the entirety of the program.

If some of your participants are joining virtually, you can choose either room set up, but be sure to do the following:

- Make sure all virtual participants can see the main presentation
- Put all virtual participants into their own breakout rooms—it is not recommended that you mix in-person and virtual participants in breakout groups

If all participants are in person, you do not need to cap the number of participants. However, we recommend that each breakout group not exceed six people.

Preparing for the workshop

Moderator prep: We recommend that you review the script beforehand and decide how you will reference the speaker notes provided. Using “presenter mode” in both Google slides and PowerPoint is a great way to reference the speaker notes.

Participant prep: When participants are going through the program in-person, ask them to bring the following in order to engage with the personal workbook:

- Laptop—with workbook pre-loaded
- Headphones

During the workshop

Moderator delivery: You will deliver the presentation using the main screen in the room. If you have participants joining virtually, be sure to project in the video conference meeting room as well.

- During the breakout discussions throughout the workshop, you can visit different breakout groups to listen in to conversations, if you feel comfortable doing so. Alternatively, you can make yourself available to answer logistical questions.
- If some of your participants are virtual, be sure to check-in on the chat for any questions that emerge.

Participant experience: During the individual work during the workshop, participants will engage with the workbook via their laptop. It's critical they have headphones to listen to the stories throughout the individual work. For the discussions, they will discuss with their pre-assigned breakout groups.

Moderator Guide & Speaker Notes

Managing 3 Follow-up Sessions

After the workshop, you are responsible for the overall coordination of the 3 follow-up sessions amongst the breakout groups. This involves:

- 1. Schedule 3 follow-up sessions.** The first session should be about 1 month after the workshop, the second 2 months after and third 3 months after the workshop. It's recommended you select a week or date the follow-up sessions should be scheduled to guide participants as they work through their calendars. This will also make the overall management of the follow-up sessions and breakout groups easier. There is space in the final breakout session in the workshop for each breakout group to select a group coordinator and to pick a time that works best for them. The group coordinator will be responsible for sending out the meeting invite to their group.
- 2. Send post-workshop email to participants.** This email template is provided in the Company Playbook and includes information on the first follow-up session.
- 3. Send follow-up sessions email.** All the work in the follow-up sessions will occur in breakout groups, so you will not be responsible for any moderation. The week of each follow-up session you will send a follow-up session instruction email to all participants, provided in the Company Playbook. This will remind participants they will meet in the same breakout groups as in the workshop and direct them to the pages needed for the follow-up session in the Personal Workbook.
 - It's encouraged that the breakout groups remain the same throughout both the workshop and follow-up sessions. However, if a participant does ask to switch into a new group, you are welcome to do that.

- If many participants aren't planning on joining the follow-up sessions, you can consider grouping 2+ breakout groups together so there are at least 4–6 participants for the discussions

- 4. Send program completion email.** After the 3 follow-up sessions, you will send a final email to all participants, provided in the Company Playbook. This will thank them for their participation and share a short survey.

NOTE: Although we recommend having each breakout group meet separately, if this does not work for your company's culture you can opt to run the follow-up sessions as a large group. The moderator will be responsible for scheduling the follow-up sessions and managing the breakout-groups. If you choose this option, there are additional slides and speakers notes available for you to facilitate the follow-up sessions.

Moderator Guide & Speaker Notes

Workshop timing

- **Define allyship – 45 minutes**
 - Introduction: 20 minutes
 - Personal journal exercise: 5 minutes
 - Allyship video: 5 minutes
 - Allyship breakout discussion: 15 minutes
- **Unpack your privilege – 25 minutes**
 - Privilege video: 5 minutes
 - Privilege exploration: 5 minutes
 - Privilege breakout discussion: 15 minutes
- **Notice workplace inequities – 35 minutes**
 - Workplace categories explanation: 5 minutes
 - Workplace privilege exploration: 15 minutes
 - Workplace inequities breakout discussion: 15 minutes
- BREAK: 10 MINUTES
- **Discover your power – 25 minutes**
 - Definition of power: 5 minutes
 - Personal journal exercise: 5 minutes
 - Power breakout discussion: 15 minutes
- **Learn allyship actions – 65 minutes**
 - Strategies video: 5 minutes
 - Strategy 1 exploration: 15 minutes
 - Strategy 1 breakout discussion: 15 minutes
 - BREAK: 10 MINUTES
 - Strategy 2 exploration: 15 minutes
 - Strategy 2 breakout discussion: 15 minutes
- **Review the Active Allyship Framework – 10 minutes**
 - Review the Active Allyship Framework and introduce the follow-up sessions – 5 minutes
 - Personal journal exercise – 5 minutes

For support managing the timing throughout your workshop, [use this tool](#).

Moderator Guide & Speaker Notes

1. Define allyship

- Slides 2–17
- 40 minutes

WHAT THEY'LL SEE

No slide / don't share screen

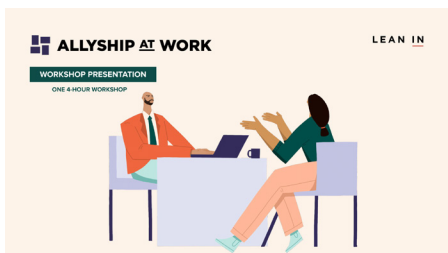
WHAT YOU'LL SAY

Hello everyone! My name is [INSERT NAME], I use [INSERT PRONOUNS], and I'll be facilitating this program at [INSERT COMPANY].

MODERATOR PERSONALIZATION:

Provide context on this program for your employees—telling them why this is an important program for your company. Consider sharing the following:

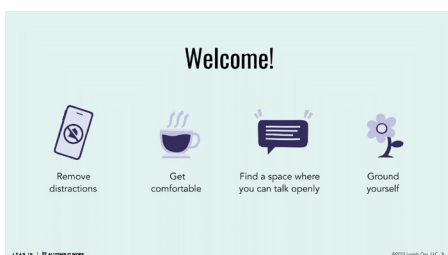
- Why are you motivated to bring this to your organization?
- Where is the company on your allyship journey? How does this fit into, or differ from, other allyship efforts?
- Why is this program important to your organization?



2 With that, let's dive in.

[Share screen]

"Welcome to Lean In's Allyship at Work program!"



3 We're so glad you're here. During our time together, we invite you to:

- Remove distractions—pause notifications on your phone and computer
- Get comfortable—take a moment to get water, grab a snack, and anything you need to be prepared for this time together
- Find a space where you can talk openly—we'll be in small group discussions throughout the workshop
- Ground yourself—take a breath and do what you need to do to feel present

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

4 This workshop will run for four hours.

Like we are now, we'll be on [insert video conferencing software] for both sessions, and you will use a Personal Workbook for all workshop activities. [Co-moderator] is going to drop a link into the chat for you to access the workbook on your own computers, if you haven't already. Throughout the workshop, we'll let you know when to switch to the workbook.

- The workbook is stored locally on your computer so your responses are private and only you have access to them.
- Your responses will save even if you close the link, but during the duration of the program, both the workshop and follow-up sessions, do not clear your cache on your internet browser.
- Finally, you can navigate the workbook a few different ways:
 - Tap the arrows on the left and right side of the page,
 - Use the navigation bar on the left
 - Or type the page number in the "Go to page" box.

[Drop this link into the chat: leanin.org/participant

Pause for a few moments while participants access their Participant Workbook]

The first half of this workshop, we're going to focus on developing a shared understanding of allyship. So we'll learn about:

- What allyship is—and isn't
- Unpacking our personal privilege inside and outside work
- Learning about the inequities that impact people with less privilege at work

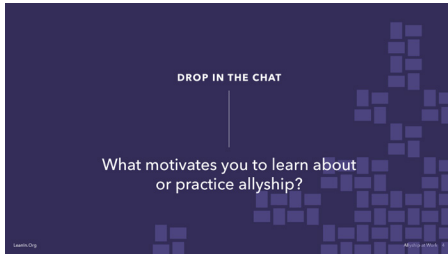
During the second half, we'll jump start your allyship journey by:

- Discovering what power we have to enact change at work
- Learning specific actions to practice allyship
- Closing by reviewing the Active Allyship Framework—a framework that we'll explore throughout the program and that you'll use in the follow-up sessions

This program does not end in this workshop, in your follow-up sessions, you'll continue meeting with your small group to explore new allyship strategies and practice filling out your own Active Allyship Framework.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

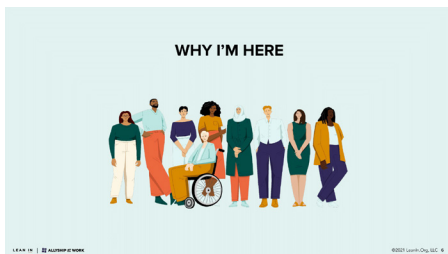


WHAT YOU'LL SAY

- 5 So to get us going, I'd like to invite you to drop in the chat what motivates you to learn about or practice allyship.

There's no right answer—everyone comes to the table with different ideas and motivations for practicing allyship.

[Pause a few moments to let participants put answers in the chat. Then, read out a few examples.]



- 6 An important part of allyship is doing the work to understand our privileges, our intentions, and our role in any given situation. So before we begin, I want to talk about why I'm facilitating the session today.

MODERATOR PERSONALIZATION: Create your own allyship introduction

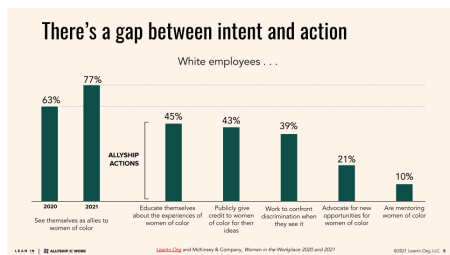
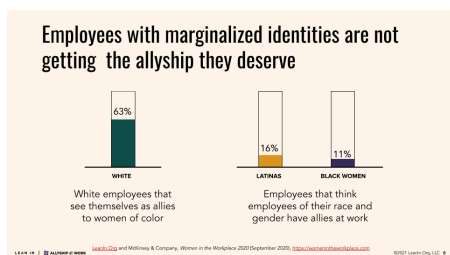
When doing your allyship introduction, we encourage you to share why allyship matters to you and why you're moderating this program.

- This is important modeling and stage setting early in the program. If you present as someone with privilege, it's important to own why you're facilitating this.
- For example, if you're white, straight, cis, or any gender, you might say something like this:

"I want to be explicit in why I'm moderating this—allyship is everyone's work, and it's largely the work of people with privilege to support and advance those with less privilege. As a white, straight, cis woman, it's critical that my allyship is informed by the groups that I aim to support—and we'll talk about this throughout the program. But it's also important that I do the work myself so that the burden of promoting equity doesn't fall on those with less privilege, as it often tends to."

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 7 Most of us probably understand that acting as an ally is important in making people with traditionally marginalized identities feel included and supported.
 - But it's not just about our individual actions: Research shows allies don't just influence one person at a time. They inspire others to act as change agents, too, creating a culture of acceptance and support.
 - Simply put, allyship is a powerful force for good.
- 8 The problem is that too few employees with traditionally marginalized identities are getting the allyship they deserve.
 - For example, only 16% of Latinas report that Latinas have strong allies in their organization, and Black women are even less optimistic about the level of allyship Black women receive."
- 9 Part of the reason for this is there's a gap between our good intentions and the actions we take.
 - While a majority of employees think of themselves as allies, relatively few white employees are performing basic allyship actions, such as advocating for racial equity or mentoring women of color.
 - Over the past year, with renewed commitments to allyship, even more white employees see themselves as allies. But, our 2021 data shows that white employees still aren't taking these basic allyship actions
- 10 This program takes a broad look at how to be an ally at work to people with a wide range of traditionally marginalized identities—and we recognize that looks different for everyone, because no two people are the same.
 - This program will focus on the experiences and needs of the LGBTQ+ community, people with disabilities, people of color, and women, and people with intersecting traditionally marginalized identities. We will also explore issues of religion and class.
 - There may be identities or experiences that aren't covered in this programming—it is not intended to be exhaustive. It's meant to be a starting point for your allyship journey so you can learn how best to support your colleagues with traditionally marginalized identities.

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Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



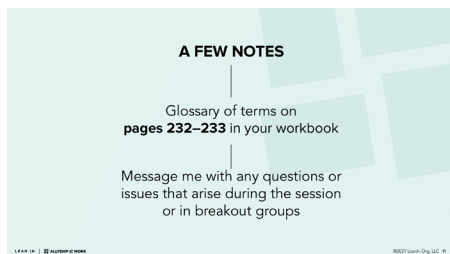
WHAT YOU'LL SAY

It's important to note here that this program was built in partnership with people with those identities—because true allyship centers the voices of those impacted by inequities.

- Contributors included people with lived experiences as well as subject matter experts like academics who study privilege and leaders in workplace equity. You'll hear audio stories from them directly sprinkled throughout the program.

ADDITIONAL CONTEXT:

We focus on multiple axes of identity because to work towards equitable workplaces, we need to level the playing field for everyone. In our program, we share common steps to take to practice allyship that supports and advances people with a range of identities.

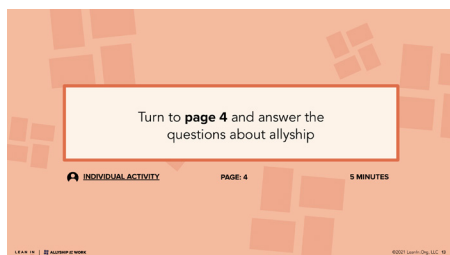


- 11 There may be some terms used that may be unfamiliar. A glossary of terms can be found on page 232.

Finally, feel free to send me a private message if you run into an issue at any point during this workshop that you'd like me to be aware of. I'll also be cycling through the breakout discussions to see how they're going.



- 12 Let's get going, starting with the 'Define allyship' module.



INDIVIDUAL ACTIVITY

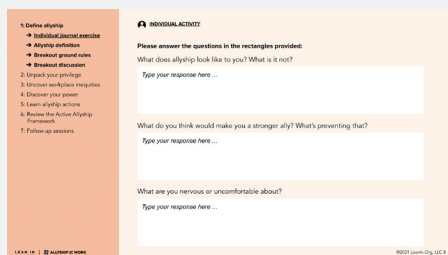
- 13 First, we'll start with a journal exercise. In your Personal Workbooks, turn to page 4 and journal for about 5 minutes about the following prompts:

- 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?

For the individual activities throughout the workshop, you'll stay in the main room but feel free to turn your cameras off. Turn your cameras back on when you're done to join us back here.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

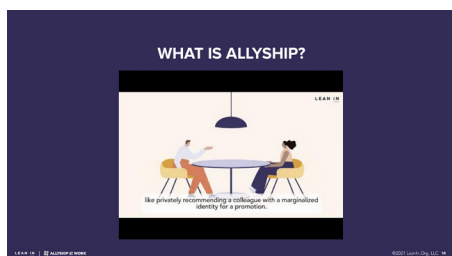


WHAT YOU'LL SAY

PERSONAL WORKBOOK

Journal prompts participants will answer:

- 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?



- 14 Thank you for taking the time to start reflecting. Now, we'll watch a short video about what allyship is and why it's important.

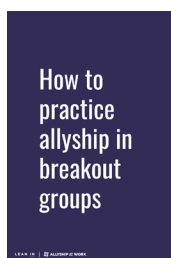
- As you watch it, think about how this definition differs from yours or how it's similar.
- Then we'll move into breakout groups to talk about this more.

[Play video and make sure you stay off mute to ensure participants can hear the sound.]

If you have issues playing this video in the presentation, you can play the video here: <https://youtu.be/EJW3wjy9gSI>

ADDITIONAL CONTEXT:

One guiding principle of the program is that each of us holds some dominant identities that give us privilege or advantages and some traditionally marginalized identities that cause us to face barriers or disadvantages. To that end, we each have opportunities to practice allyship and opportunities to benefit from allyship.



- 15 In a moment, we'll move into breakout groups to discuss and answer some questions.

- Throughout the program, you'll meet with this same breakout group multiple times, so you'll have a lot of space to share your experiences, discuss what you're learning, and eventually talk about how to practice allyship.
 - These breakout groups have been organized by level so that you are discussing with your peers, and not your manager or direct report.
- (continued on next page)

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

It's critical that these breakout rooms feel like a safe space for everyone participating. To that end there are some ground rules to follow—think of them as ways you can start being an ally even in this workshop. Please stay committed to these ground rules as an important step in practicing allyship.

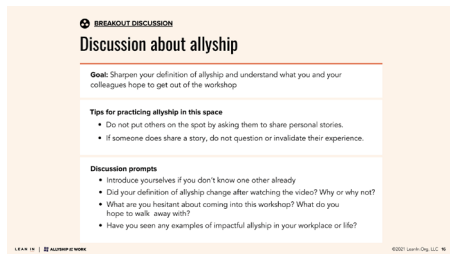
- **Share the mic:** We want everyone to have a chance to speak. Particularly if you're exploring an area where you hold a lot of privilege, be mindful of not dominating the conversation.
- **Commit to confidentiality:** Don't use other people's names when sharing stories and keep everything shared confidential.
- **Be mindful of your a-ha moments:** This program is meant to prompt you to see your experiences at work—and the experiences of others—through a new lens. Be mindful that while you may be seeing something in a new way, for some it may be part of their day-to-day experiences. If you choose to share an a-ha moment, be aware that your surprise at discovering these experiences may be painful for others who live them daily. As an ally, prioritize the impact that your sharing may have on others in your group over your excitement to share it.
- **Don't question others' experiences:** We all bring different experiences to the table—do not discount or invalidate the lived experiences of others. In particular, if someone shares about an inequity they've faced, believe their experience. Do not ask for proof or try to provide an alternate point of view.
- **Give each one another grace:** Some of these conversations may be uncomfortable. Believe one another's best intentions and be patient when mistakes are made.

These conversations can be uncomfortable and it's natural if your group falls silent every now and then. That's normal. If you're comfortable doing so, try being the first one to speak up to get the group going. You're all here to learn and so much of this learning takes place in the breakout discussions.

And if someone shares openly, thank them for sharing their experience before moving on.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

BREAKOUT DISCUSSION

16 Now we'll head into our first breakout discussion.

- Each breakout discussion will have a goal, a reminder of some of the most important ground rules to keep top of mind, and specific discussion prompts.
- When you get into this breakout, start by introducing yourselves to each other if you don't know one another. Then, select one person to read the first prompt provided and begin your discussion.

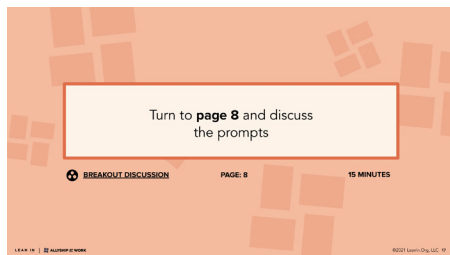
The goal of this discussion is to sharpen your definition of allyship and understand what you and your colleagues hope to get out of the workshop.

BREAKOUT DISCUSSION

17 You'll have 15 minutes in your breakout rooms. The prompts for discussion are on page 8 in the Personal Workbook.

And for those who that joined late, we'll drop in the link to access the workbook again. Finally, we invite you to come off camera in your breakout group.

[Drop in link to leanin.org/participant and open the breakout rooms. Then set timer for 15 minutes.]



PERSONAL WORKBOOK

Discussion prompts participants will answer:

- Introduce yourselves, if you don't know each other already.
- 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 leave with?
- Have you seen any examples of impactful allyship in your workplace or life?



Moderator Guide & Speaker Notes

2. Unpack your privilege

- Slides 18–24
- 25 minutes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 18 Welcome back—I hope you had a nice discussion and were able to start to get to know your breakout group members. You will be spending a lot of time with them over the course of the 4 hours and in the follow-up sessions.

In the next module, we're going to unpack our privilege—this is the second part of the agenda.

ADDITIONAL CONTEXT:

When participants examine their own privilege, it helps them see how others' experiences differ from theirs when they don't have those privileges. Because privilege contributes to inequities, and because allyship is using one's privilege and power to advance others without that privilege and power, understanding one's privilege is central to allyship.



- 19 First, we'll watch a short video defining privilege and why it's central to practicing allyship.

[Press play on privilege video—be sure to keep yourself off mute.]

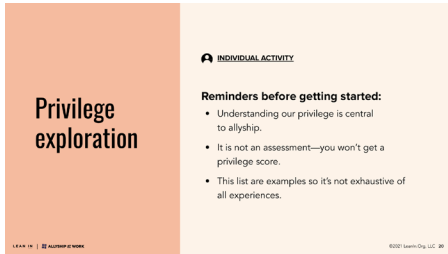
If you have issues playing this video in the presentation, you can play the video here: <https://youtu.be/g5gZ3PHYU3U>

ADDITIONAL CONTEXT:

We want participants to understand what privilege is at the high level, how privilege is tied to identity, and that privileges and inequities are connected. While we aim to help people build a new awareness of privilege and have key a-ha moments about their own privilege, we do not aim to make participants deeply internalize their privilege across each axis of identity (e.g., race, gender, ability, or sexual orientation).

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

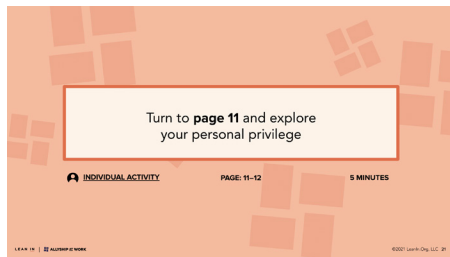
- 20 Now, we're going to move into a personal privilege exploration. Before you dive in, a few reminders:
- Understanding our privilege is central to allyship. It's important to see examples of how some of our identities may give us advantages, while others may give us disadvantages.
 - Remember this is an exploration. It's not meant to give you an assessment of how much privilege you have—or to be used as a way of comparing your privilege with others. You're not going to get a privilege score.
 - This list is meant to show you examples of how different identities experience privilege—but by no means is it exhaustive.
 - That means that your experiences may not be captured in the statements—many aren't.
 - Of course that doesn't mean it isn't important and valid.
 - For the purposes of today's discussion, try to focus the conversations on the statements highlighted, in the interest of building a shared understanding with your breakout group.
 - We all have something to learn. Most of us have areas where we have privilege that we haven't seen or considered before. Taking some time to recognize those is an important step to practicing allyship.
 - As you complete the exploration, keep in mind for your next discussion what stands out to you about your own privilege and an area of privilege that you often take for granted.

ADDITIONAL CONTEXT:

We purposefully refer to this section as a privilege exploration because research shows that attempts to quantify or compare privilege tend to backfire and create backlash. Instead, we acknowledge that looking at one's own privilege can be uncomfortable, and we encourage participants to use this as an opportunity to examine any discomfort that arises. Calling these activities "explorations" instead of "assessments" or "scores" also sets the stage for a more productive and safer group discussion.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



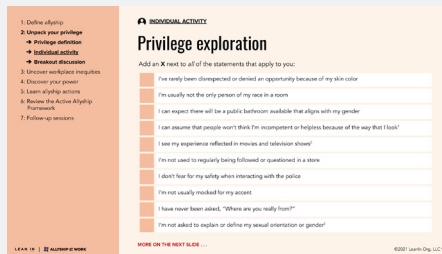
WHAT YOU'LL SAY

INDIVIDUAL ACTIVITY

21 Now, turn to page 11 in your Personal Workbook.

- You'll add a check mark (✕) next to the statements that apply to you. We anticipate this might take about 5 minutes.
- Feel free to turn your video off or keep it on. When you're done with the exercise put an * in the chat to let us know you're ready to move on.
- We'll move into breakout group discussions after this.

[Set timer for 5 minutes]



PERSONAL WORKBOOK

Directions participants will see:

Privilege exploration:

Add a ✕ next to the statements that apply to you.



22 Great, now we will put you back into the same breakout groups to discuss the privilege video and personal privilege exploration.

The goal of this discussion is to reflect on areas of privilege that you often take for granted. A few 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 share.
- If someone shares something personal, acknowledge and thank them for being open.
- Be particularly mindful of your a-ha moments during this discussion.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

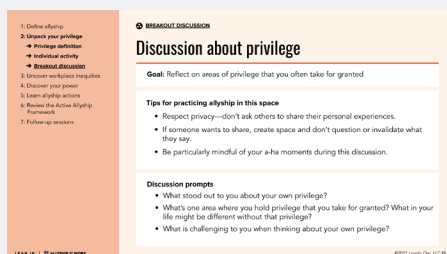


WHAT YOU'LL SAY

BREAKOUT DISCUSSION

- 23 Turn to page 14 in your Personal Workbook, and discuss the prompts with your group. We'll see you back here in about 15 minutes.

[Place participants into same breakout groups and set timer for 15 minutes]



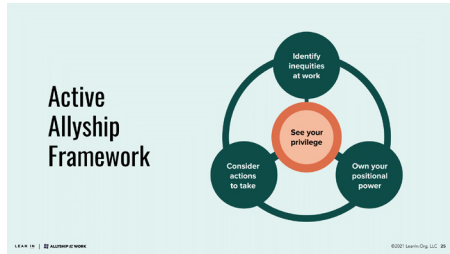
PERSONAL WORKBOOK

Discussion prompts participants will answer:

- 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 about thinking about your own privilege?

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

24 Welcome back—we know it can be uncomfortable to talk about your privilege, so we appreciate you all discussing the prompts and staying focused on the ground rules.

To orient you on where we are, I want to take a minute to share our Active Allyship Framework. We'll continue to revisit this diagram throughout both workshops and the follow-up sessions as a way to help you connect the dots between the elements of allyship and feel prepared to take meaningful action.

- We just spent time seeing your privilege—which is at the center of the Active Allyship Framework.
- That's because it's core to practicing allyship. It's critical to know what privileges, or advantages, you can use to level the playing field and make workplaces more equitable.
- Seeing your privilege helps set the foundation for everything else we'll cover in this workshop, including learning about workplace inequities or the problems at work, identifying your power, and exploring specific allyship strategies and actions to take.

As we learn about each of these concepts, we'll continue to use this framework to keep us grounded in how they all relate to allyship.

Moderator Guide & Speaker Notes

3. Uncover workplace inequities

- Slides 25–38
- 40 minutes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 25 Now let's move to the third module of this workshop: learning about inequities in the workplace.



- 26 We've organized this module into workplace categories, or common areas of inequity in your workplace. There are five categories you will explore.

MODERATOR PERSONALIZATION:

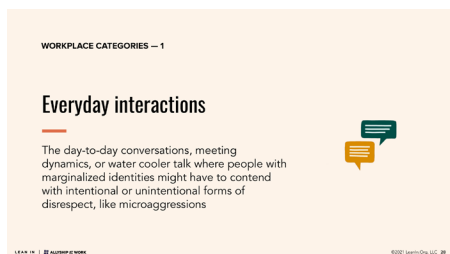
On the following slides, you are welcome to customize the category descriptions to resonate with your audience.

ADDITIONAL CONTEXT:

These categories are meant to organize common workplace inequities into groups that are easy for participants across levels, domains, and industries to understand and remember. We'll also use this same framework to talk about positional power—and that consistency helps participants make connections between workplace inequities and their positional power, which are key to practicing allyship.

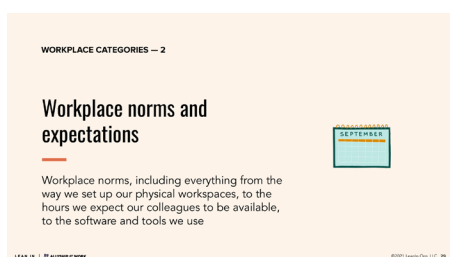
Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

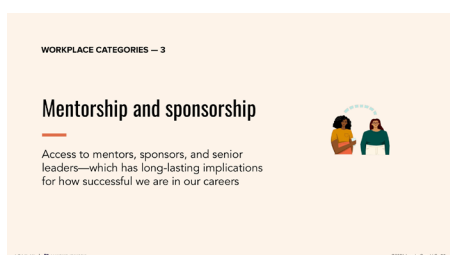


WHAT YOU'LL SAY

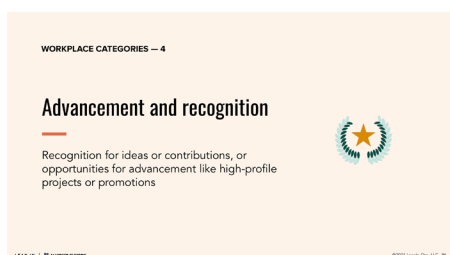
- 27 First, there's **everyday interactions**: This category includes the day-to-day conversations, meeting dynamics, or "water cooler talk" where people with traditionally marginalized identities might have to contend with intentional or unintentional forms of disrespect, like microaggressions.



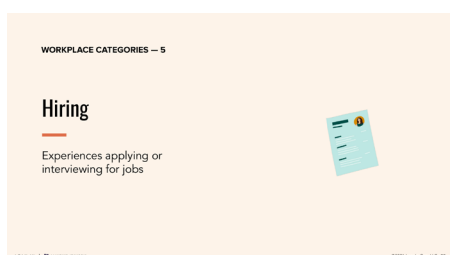
- 28 The second category is **workplace norms and expectations**: This category covers workplace norms, including everything from the way we set up our physical workspaces, to the hours we expect our colleagues to be available, to the software and tools we use.



- 29 Third is access to **mentorship and sponsorship**: This category covers our access to mentors, sponsors, and senior leaders—which has long-lasting implications for how successful we are in our careers.



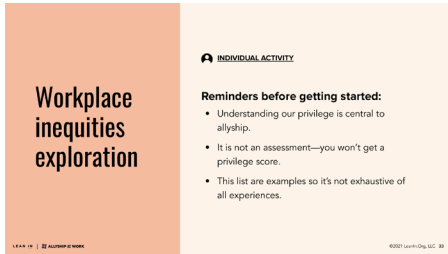
- 30 Fourth is **advancement and recognition**: This category includes recognition for ideas or contributions or opportunities for advancement like high-profile projects or promotions.



- 31 Finally, **hiring**: This category explores experiences applying or interviewing for jobs.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

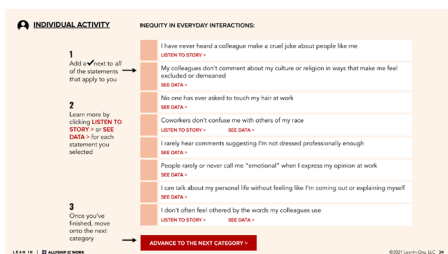
- 31 In this next exercise, you will look at how your privilege can show up in the workplace. You will read and explore statements that will be organized by the workplace categories we just talked about.

Similar to the last exercise, this is an exploration. It's not an assessment, meaning you're not going to get a privilege score. Some statements will reflect your experiences, and others will not.

- This list is meant to show you examples of how different identities experience privilege specifically at work—by no means is it exhaustive.
- The goal as you go through is to start to understand how your privileges influence your experiences in the workplace—and how others who don't share those privileges have different experiences.

ADDITIONAL CONTEXT:

This activity is designed for participants to explore inequities and privileges at the same time because they are two sides of the same coin—inequities that people with traditionally marginalized identities face are linked to the privileges that propel people with dominant identities forward.



- 33 Here's how this will work.

1. Similar to the last activity, you will add a check mark (X) next to all of the privilege statements that apply to you for that category.
2. After you've made your selections, learn more about a few of the selected statements by clicking **LISTEN TO STORY** or **SEE DATA** for each statement.
3. You can navigate back and forth to read through each. Once you've finished learning more about your statements, move on to a new category and repeat.

You can choose to start with whichever category you'd like, and if you're not sure where to start—start with **Everyday Interactions**.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

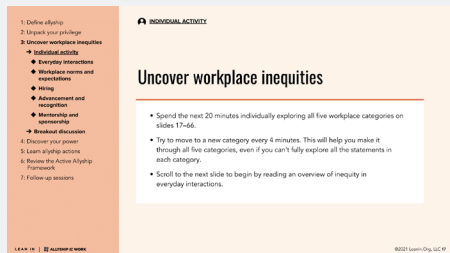
INDIVIDUAL ACTIVITY

34 You will spend the next 15 minutes individually exploring all five workplace categories on pages 17–68.

- Try to move to a new category every few minutes—this will help you make it through all five categories, even if you can't fully explore all the statements in each category.
- Feel free to turn your camera off and turn it back on when you're done.

As you complete this activity, keep note of which stories or data stands out to you and why that might be.

[Set timer for 15 minutes, then nudge participants halfway through the allotted time]



PERSONAL WORKBOOK

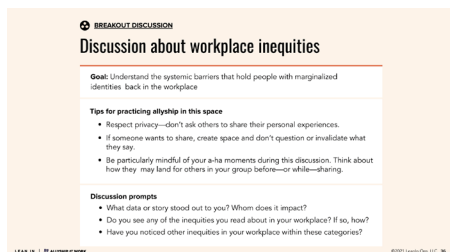
Directions participants will see:

Understand workplace inequities

- Spend the next 15 minutes individually exploring all five workplace categories.
- Try to move to a new category every few minutes. This will help you make it through all five categories, even if you can't fully explore all the statements in each category.
- Scroll to the next slide to begin by reading an overview of inequity in everyday interactions.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

35 Phew, I know that was a lot!

Now, we'll move into our third breakout group discussion of the day.

The goal of this discussion is to understand the systemic barriers that hold people with traditionally marginalized identities back in the workplace.



BREAKOUT DISCUSSION

36 The discussion questions are on page 69 of your Personal Workbook for you to reference—you'll have 15 minutes for this discussion.

[Set timer for 15 minutes]



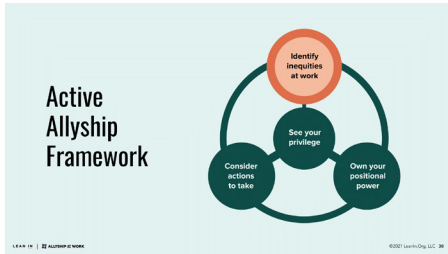
PERSONAL WORKBOOK

Discussion prompts participants will answer:

- What data or story stood out to you? Who does it impact?
- Do you see any of the inequities you read about in your workplace? If so, which ones?
- Have you noticed other inequities in your workplace within these categories?

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

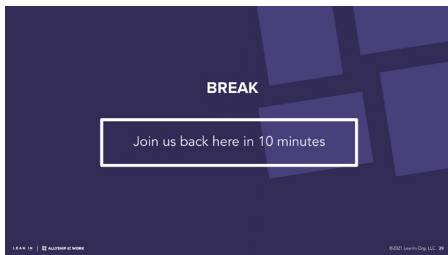


WHAT YOU'LL SAY

37 Let's take a quick look at the Active Allyship Framework before we move into a break.

- Earlier, we took a look at the privileges we hold, which is core to practicing allyship.
- We just dug into inequities that exist at work, meaning the problems at work.

Next, we'll spend time reflecting on your power at work and specific strategies to implement and actions to take.



38 Now, we'll move into a 10-minute break. When we come back, we'll jump into discovering our power.

Moderator Guide & Speaker Notes

4. Discover your power

- Slides 39–47
- 25 minutes

WHAT THEY'LL SEE



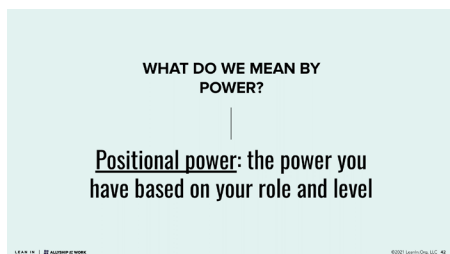
WHAT YOU'LL SAY

- 39 Now, let's jump in and start discovering the power we have in the workplace.



- 40 To start, what do we mean by power?

For the purposes of this workshop, we'll be defining power as your ability to make an impact at work. When we leverage that power to help others, we can begin showing up as effective allies at work.



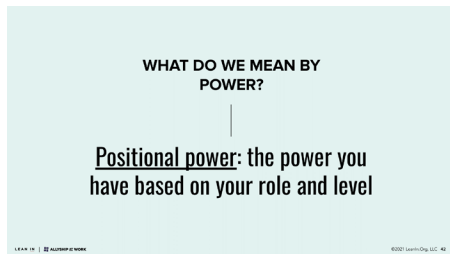
- 41 Power can be influenced by a number of factors—including but not limited to our position at work, our privileges, and our relationships.

- For the purposes of this workshop we'll be focusing on **positional power—the power you have that's based on your role and level.**

(continued on next page)

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

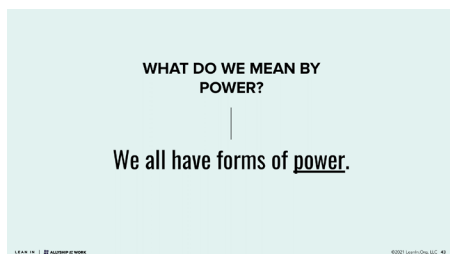


WHAT YOU'LL SAY

That often means that as you become more senior, you have more power to enact change and influence company culture.

ADDITIONAL CONTEXT:

Because positional power is based on a person's role or level, it's an accessible entrypoint when thinking about power at work specifically. And because participants will come to the program with varying levels of understanding of their own privilege, this focus can help all participants think about leveraging their power to practice allyship even as they're



42 And it's important to remember **we all have forms of power.**

- Often, we underestimate our power and the impact it can have, especially when we're earlier in our careers or not as senior. But participation across levels of an organization can make a big difference.
- Maybe you aren't a hiring manager, but you do participate in the interview process.
- Maybe you don't run a large team, but you do run weekly meetings with a lot of attendees.
- Or maybe you don't make decisions about workplace facilities, but you have a friendly relationship with the person who picks the location for informal social events.

MODERATOR PERSONALIZATION:

This is a great place to customize examples of power to your particular workplace.

Participation at all levels of an organization can make a big difference.

- In fact, research shows that when employees at all levels are invested in organizational change and act as change agents, the new behaviors stand more chance of becoming shared values and parts of the culture.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



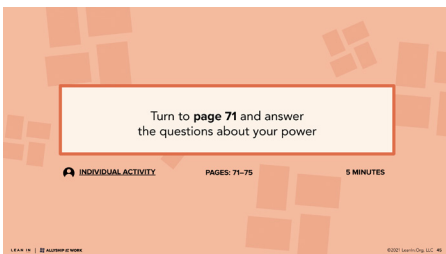
WHAT YOU'LL SAY

43 Now that we've defined power, we'll brainstorm what opportunities we each have at work, using the same workplace categories that we explored earlier. These were:

- Everyday interactions
- Workplace norms and expectations
- Mentorship and sponsorship
- Advancement and recognition
- Hiring

ADDITIONAL CONTEXT:

Because people tend to underestimate their power, this exercise is a great place for participants to uncover power they might not have previously thought about.



INDIVIDUAL ACTIVITY

44 Now you will turn to page 71 in your Personal Workbook and respond to the prompts provided on pages 71–75.

- During this exercise you will be identifying your power through the lens of the decisions you make or tasks you work on.
- We have provided a few thought starters at the bottom of each slide in your workbook, if you feel stuck.
- You'll have 5 minutes to go through all 5 categories—try to write something for each category.
- Feel free to turn off your camera for this activity, and turn them back on when you're done.

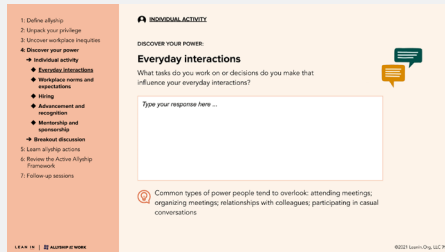
As you complete this activity, think about a type of power that you'd never thought of before, and how it might be used to practice allyship.

[Set timer for 5 minutes]

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

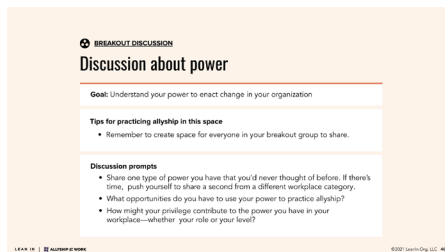
WHAT YOU'LL SAY



PERSONAL WORKBOOK

Journal prompts participants will answer:

- What tasks do you work on or decisions do you make that influence your everyday interactions?
- What tasks do you work on or decisions do you make regarding the norms in or expectations at your workplace?
- What tasks do you work on or decisions do you make around hiring?
- What tasks do you work on or decisions do you make regarding promotions or opportunities for advancement?
- What tasks do you work on or decisions do you make with mentorship or sponsorship?



45 Now, we're going to move into breakout groups to discuss the journal prompts.

- The goal is to understand your power to enact change in your organization.
- Remember to create space for everyone in your breakout group to share.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

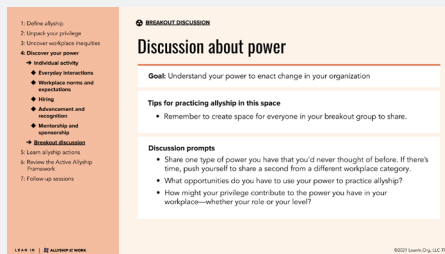


WHAT YOU'LL SAY

BREAKOUT DISCUSSION

- 46 Turn to page 77 in your Personal Workbook to get started. You'll have about 15 minutes to discuss.

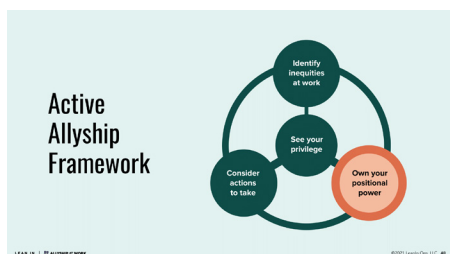
[Set timer for 15 minutes]



PERSONAL WORKBOOK

Discussion prompts:

- 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?



- 47 Welcome back—I hope your discussions were fruitful.

Let's take another quick look at the framework.

- You just reflected on and discussed your positional power, or the ability you have to enact change at work.
- Situated within the Active Allyship Framework, you can see it as another way to spark allyship. It helps articulate what opportunities you have and how you are positioned to be most effective.

Moderator Guide & Speaker Notes

5. Learn allyship actions

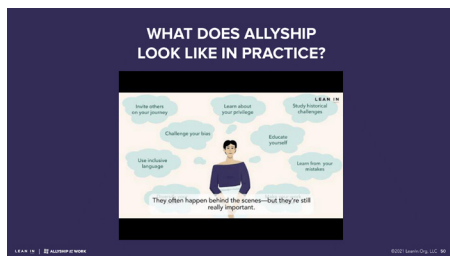
- Slides 48–63
- 65 minutes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 48 We'll spend the next part of the workshop exploring the specific strategies and actions we can take to practice allyship effectively.



- 49 To start, we'll watch a short video about the framework for understanding the strategies and actions we're about to dive into.

- While you're watching the video, think about what type of allyship action you're drawn to most.

If you have issues playing this video in the presentation, you can play the video here: https://youtu.be/f3f_pHYo2rM



- 50 In this program, there are five overarching strategies for practicing allyship, and a variety of specific actions to take under each one.

Today during this workshop, we'll explore two of the five strategies.



- 51 And in each of the follow-up sessions, we'll tackle one of the other three.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

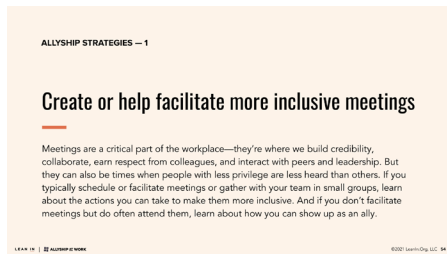
- 52 The actions under each strategy fall under the framework for the types of allyship actions we can take—individual, interpersonal, and structural.
- **Individual allyship:** Our actions to educate ourselves, model inclusive behavior, or change our mindset.
 - **Interpersonal allyship:** Our actions to support, surface issues, or push for changes through our day-to-day interactions with others.
 - **Structural allyship:** Our actions pushing for change in norms, policies, or systems. A quick note on structural allyship actions: The following strategies are based on practices and policies that can create more inclusive workplaces. While every idea on the list might not be feasible for your company, it's likely that some are. If you're a leader, you might have the ability to institute or encourage these practices yourself. If you're earlier in your career, these are suggestions to ask about or advocate for. This type of bottom-up advocacy is crucial in using your privilege to support and advance those with traditionally marginalized identities. In other words, it's how you practice allyship to drive structural change.

ADDITIONAL CONTEXT:

This research-backed framework was developed in conjunction with Lean In's braintrust. It underscores the breadth of ways that people can practice allyship—and that individual, interpersonal, and structural allyship actions are all important even though some are more visible than others.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

53 The first strategy we're going to tackle is **create or help facilitate more inclusive meetings**. At the beginning of your personal exploration, you'll read this description first.



54 Then, you'll explore the individual, interpersonal, and structural actions within this strategy.

- You'll have about 15 minutes to read through all of them—some actions have audio stories that you can listen to as well.
- Some actions will resonate more with you than others. That's OK—this list introduces you to a wide range of actions so you can find what's most relevant.
- Feel free to turn off your cameras while you explore, and don't forget to put yourself on mute while you listen to the audio stories.
- As you explore this strategy, think about which action stands out to you under each category.



INDIVIDUAL ACTIVITY

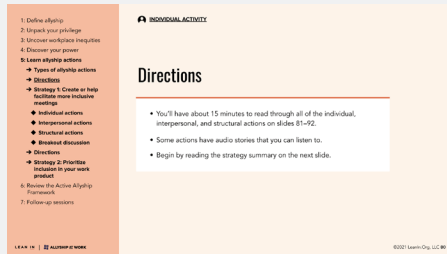
55 Turn to page 80 and get started.

[Set timer for 15 minutes]

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

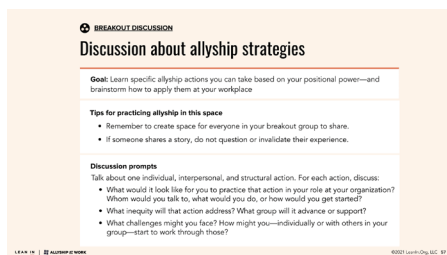
WHAT YOU'LL SAY



PERSONAL WORKBOOK

Directions participants will see:

- You'll have about 15 minutes to read through all of the individual, interpersonal, and structural actions on pages 81–92.
- Some actions have audio stories that you can listen to.
- Begin by reading the strategy summary on the next slide.



BREAKOUT DISCUSSION

56

Now, we'll move into your breakout groups to discuss inclusive meetings.

- The goal of the discussion is to uncover what specific allyship actions you can take based on your positional power—and brainstorm how to apply them at your workplace.

Tips for practicing allyship in this space:

- This is a good place to problem solve common challenges you might encounter when trying to practice allyship with your group.
 - To help problem solve, try to figure out the root of the problem: whether it's pushback you might face, confusion around how to approach someone, or something else entirely.
 - You can also share when you've been frustrated by a lack of allyship when you were in need of it.
- If the actions aren't feeling realistic, push one another to talk about why that is. Discuss what is unique about your organization and what allyship might look like given those circumstances.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

BREAKOUT DISCUSSION

57 Now, we'll place you in breakout groups and you can turn to page 93 to start your discussion.

You will have 15 minutes to discuss.

[Set timer for 15 minutes]



PERSONAL WORKBOOK

Discussion prompts participants will answer:

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

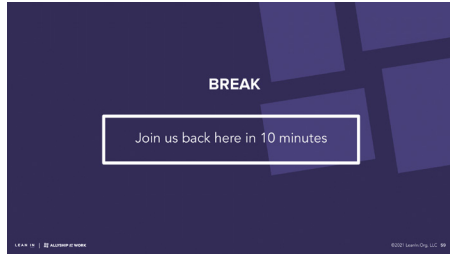
- What would it look like for you to practice that action in your role at your organization? Who would you talk to, what would you do, or how would you get started?
- What inequity will that action address? What group will it advance or support?
- What challenges might you face? How might you—individually or with others in your group—start to work through those?

ADDITIONAL CONTEXT:

We chose prompts 1 and 3 because we want participants to get specific about how they'd practice these actions in their role at their organization, which will look different for everyone. We also want participants to apply what they've learned about privilege and inequities to the actions they plan on taking, which is why we ask the second prompt. Finally, we want people to push themselves beyond the actions that might feel easiest at first glance, so we encourage them to explore one at each level.

Moderator Guide & Speaker Notes

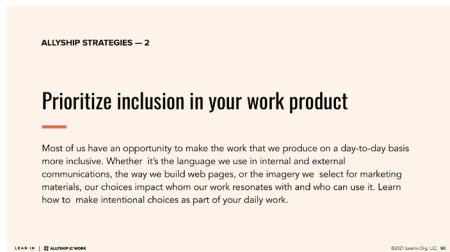
WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 58 Welcome back—I hope you learned some inspiring or interesting allyship actions. We’re now going to take a 10-minute break before we jump into the next strategy.

[Set timer for 10 minutes and tell participants a particular time to come back to the main room]



- 59 The second strategy we’re going to tackle is **prioritize inclusion in your work product.**

Similar to the last strategy, you’ll start your exploration by reading a short description about it.



- 60 Then, you’ll explore the individual, interpersonal, and structural actions within this strategy.

- You’ll have about 15 minutes to read through all of them—some actions have audio stories that you can listen to.
- Feel free to turn off your cameras while you explore, and don’t forget to put yourself on mute for the audio stories.

[Set timer for 15 minutes]



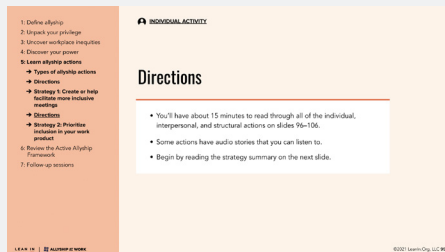
INDIVIDUAL ACTIVITY

- 61 Turn to page 95 and get started.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

WHAT YOU'LL SAY



PERSONAL WORKBOOK

Directions participants will answer:

- You'll have about 15 minutes to read through all of the individual, interpersonal, and structural actions on pages 95–106.
- Some actions have audio stories that you can listen to.
- Begin by reading the strategy summary on the next slide.



BREAKOUT DISCUSSION

62 Now, we'll move into your breakout groups to discuss this strategy.

The goal is to learn specific allyship actions you can take based on your positional power—and brainstorm how to apply them at your workplace.

During this breakout, we would like for you to take two minutes to schedule your first follow-up session on [insert week or date for follow-up session]. Select a group coordinator who will manage setting up and sending the calendar invite to your group. It should be a 1 hour meeting.

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.

You will have 15 minutes to discuss.

[Set timer for 15 minutes]



BREAKOUT DISCUSSION

63 Turn to Slide 108 to find the prompts. You will have 15 minutes to discuss.

[Set timer for 15 minutes]

Moderator Guide & Speaker Notes

6. Review the Active Allyship Framework

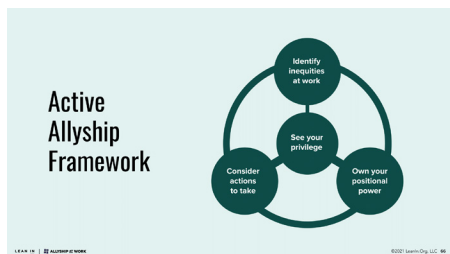
- Slides 64–72
- 10 minutes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 64 Great, welcome back everyone! To close out today's workshop, we'll dig into the Active Allyship Framework.



- 65 Throughout the workshop, we've explored the different elements of the framework.
- As we now know, there are many ways to practice allyship depending on what privileges you have to leverage, what the problems or inequities are, what power or opportunities you have, and what action you want to take.
 - The Active Allyship Framework is meant to help you connect the dots between these pieces—to think about how to best use your privilege and power to address inequities (or in other words, how to practice allyship).
 - The framework is not linear—you don't have to use it in any particular order—and you don't need to formally run through it before acting as an ally. But it can be a helpful tool for planning or reflection along your allyship journey.
 - In your follow-up sessions, you'll practice filling out this framework as an exercise to hold yourself accountable along your allyship journey. The purpose of the framework is to show how privilege, inequities, and your positional power are all connected in your ability to show up as an ally, and to help you remember the components of allyship. There are no right answers, and it's OK if you can't fill out every box in the framework. You'll unpack your Active Allyship Framework with your group and discuss where you might have gotten stuck or how it helped you to think about your own allyship actions.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

Today we covered...

- 1 Define allyship**
Allyship is an active and consistent effort to use your privilege and power to support and advocate for people with less privilege.
- 2 Unpack your privilege**
- 3 Learn about inequities in the workplace**

WHAT YOU'LL SAY

66 Let's review what we covered today to wrap up the workshop. First, we defined allyship.

We learned that allyship is an active and consistent effort to use your privilege and power to support and advocate for people with less privilege.

Today we covered...

- 1 Define allyship**
Allyship is an active and consistent effort to use your privilege and power to support and advocate for people with less privilege.
- 2 Unpack your privilege**
Privilege gives some of us advantages that propel us forward, while simultaneously creating barriers that hold others back.
- 3 Learn about inequities in the workplace**

67 Then, we unpacked our privilege.

We examined our own privilege, inside and outside of the workplace.

We saw how privilege gives some of us advantages that propel us forward, while simultaneously creating barriers that hold others back.

Today we covered...

- 1 Define allyship**
Allyship is an active and consistent effort to use your privilege and power to support and advocate for people with less privilege.
- 2 Unpack your privilege**
Privilege gives some of us advantages that propel us forward, while simultaneously creating barriers that hold others back.
- 3 Learn about inequities in the workplace**
Understanding the systemic injustices that hold people back at work is critical to making your allyship most impactful.

68 Then, we discussed inequities in the workplace

We explored systemic inequities that hold people back at work. In other words, we learned to start to see the problems so that we can also see the opportunities to show up as allies.

Today we covered...

- 4 Discover your power**
We learned that our power is our ability to make an impact at work—and that our positional power is the power we have that's based on our role and level.
- 5 Learn allyship actions**
- 6 Review the Active Allyship Framework**

69 We then uncovered our positional power.

We learned that our power is our ability to make an impact at work—and that our positional power is the power we have that's based on our role and level.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE

Today we covered...

4 Discover your power
We learned that our power is our ability to make an impact at work—and that our positional power is the power we have that's based on our role and level.

5 Learn allyship actions
We dove into the strategies to practice allyship—and specific individual, interpersonal, or structural actions. And we each identified some actions that we can practice given our power and privilege.

6 Review the Active Allyship Framework
We explored a framework we'll use in the follow-up sessions to hold ourselves accountable to practicing allyship centered on the inequities people face and the power we hold in our workplaces.

WHAT YOU'LL SAY

70 Then, we learned allyship actions:

We dove into the actions to practice allyship—across individual, interpersonal, or structural strategies. And we each identified some strategies that we can practice given our power and privilege.

Today we covered...

4 Discover your power
We learned that our power is our ability to make an impact at work—and that our positional power is the power we have that's based on our role and level.

5 Learn allyship actions
We dove into the strategies to practice allyship—and specific individual, interpersonal, or structural actions. And we each identified some actions that we can practice given our power and privilege.

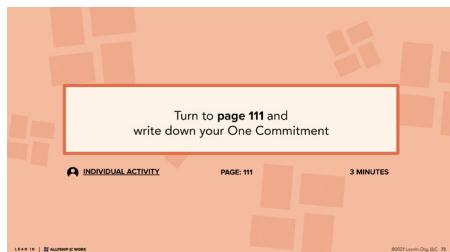
6 Review the Active Allyship Framework
We explored a framework we'll use in the follow-up sessions to hold ourselves accountable to practicing allyship centered on the inequities people face and the power we hold in our workplaces.

71 Finally, we reviewed the Active Allyship Framework.

We explored the components to practicing allyship—seeing your privilege, noticing the problems at work, identifying opportunities to practice allyship, and finally learning about specific actions to take.

Moderator Guide & Speaker Notes

WHAT THEY'LL SEE



WHAT YOU'LL SAY

INDIVIDUAL ACTIVITY

72 We're going to close out our Allyship at Work workshop by making a One Commitment for something we'll do to continue our allyship journey between now and the next session.

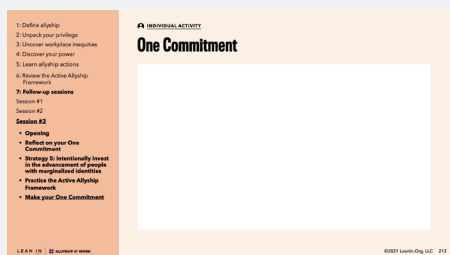
- I will give you 2–3 minutes to journal about what your One Commitment is—meaning what you hope to accomplish between now and the follow-up session. You'll bring these back to your breakout group then as a way of discussing your continued work on your allyship journey.
- That might mean practicing an 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.
- Once you've written your One Commitment down, I welcome you to share it in the chat.

[Set timer for 2–3 minutes]

- Now, I'd like to invite a couple of people to share their One Commitment out loud with the group.

[Encourage participants to share aloud. If no one feels comfortable, read a few commitments from the chat aloud.]

Thank you for sharing your One Commitments. You will continue to develop and check in on these commitments in your follow-up sessions.



INDIVIDUAL ACTIVITY

Journal prompt participants will answer:

- One Commitment

Moderator Guide & Speaker Notes

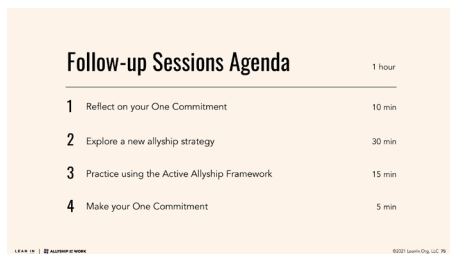
WHAT THEY'LL SEE



WHAT YOU'LL SAY

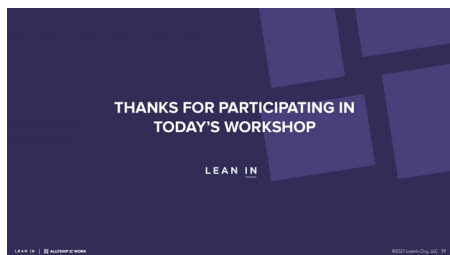
73 The program doesn't end here—in the next phase of the program you will be meeting just with your breakout groups once a month, for the next 3 months. These follow-up sessions will help you build new habits and commit to practicing allyship over the long term.

In the last breakout session, you should've selected your group coordinator who will set up the invite for your group's first follow-up session.



74 In each session, you will check in on your One Commitment, explore new allyship actions, and discuss your allyship journey with your breakout group. The follow-up sessions are unmoderated, you'll use the Personal Workbook to run each follow-up session and work through the content together in your breakout group.

I will send a follow-up email with more information about the follow-up sessions as well as a short survey to complete about your experience in this workshop.



75 Thank you for taking the time to be in this workshop with us. We're so grateful that you all chose to be here today—so much of allyship, as we hope you've learned, is about showing up and actually doing the work, including learning the foundation and what actions you can take.

MODERATOR PERSONALIZATION:

As you close out the workshop, this is a great place to customize and share your thoughts on how you will carry this program forward within your organization or provide any closing advice for the group.

Moderator Guide & Speaker Notes: First Follow-Up Session

WHAT THEY'LL SEE

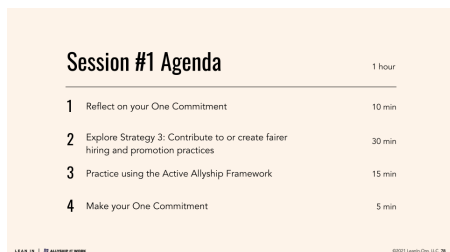


WHAT YOU'LL SAY

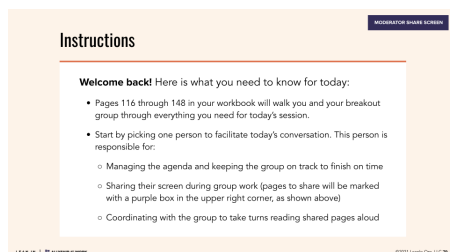
76 [This follow up session begins on slide 78]



77 Welcome to to the first of three follow-up sessions. Today you will dive into the third strategy: Contributing to or creating fairer hiring and promotion practices. You will spend the entire time in your breakout group—the same group as the last time we met.



78 Here is the agenda for today's session. You'll start by reflecting on the One Commitment, then you will explore and discuss a new allyship strategy, and practice using the Active Allyship Framework. To close, you will make another One Commitment.



79 Today you'll be in your breakout group for the duration of our time together. pages 116 through 148 in your workbook will walk your group through exactly what to do.

I will place you in breakouts shortly, and the first thing you'll want to do is pick one person to moderate today's conversations. This person will be responsible for sharing their screen for the group and keeping time. As a group you should also coordinate who will read the shared pages aloud.

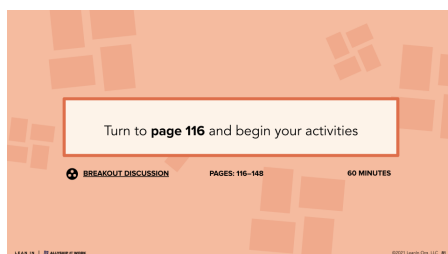
Moderator Guide & Speaker Notes: First Follow-Up Session

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 80 As a reminder for today's breakout session, we ask that you follow our ground rules as ways to practice allyship in your breakout groups.
- **SHARE THE MIC:** We want everyone to have a chance to speak. Particularly if you're exploring an area where you hold a lot of privilege, be mindful of not dominating the conversation.
 - **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:** This program is meant to prompt you to see your experiences at work—and the experiences of others—through a new lens. Be mindful that while you may be seeing something in a new way, for some it may be part of their day-to-day experiences. If you choose to share an a-ha moment, be aware that your surprise at discovering these experiences may be painful for others who live them daily. As an ally, prioritize the impact that your sharing may have on others in your group over your excitement to share it.
 - **DON'T QUESTION OTHERS' EXPERIENCES:** We all bring different experiences to the table—do not discount or invalidate the lived experiences of others. In particular, if someone shares about an inequity they've faced, believe their experience. Do not ask for proof or try to provide an alternate point of view.
 - **GIVE EACH OTHER GRACE:** Some of these conversations may be uncomfortable. Believe one another's best intentions and be patient when mistakes are made.



- 81 With that, I'll send you off to your breakout room where you'll spend the rest of the time together. You will not come back to the main room.

Refer to your workbook, starting on page 116 for all directions, and if you have any questions, feel free to message me.

Moderator Guide & Speaker Notes: Second Follow-Up Session

WHAT THEY'LL SEE



WHAT YOU'LL SAY

82 Welcome to the second of three follow-up sessions. Today you will dive into the fourth strategy: Proactively creating an inclusive culture. You will spend the entire time in your breakout group—the same group as the last time we met.

Session #2 Agenda		1 hour
1	Reflect on your One Commitment	10 min
2	Strategy 4: Proactively create an inclusive culture	30 min
3	Practice using the Active Allyship Framework	15 min
4	Make your One Commitment	5 min

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83 Here is the agenda for today's session. You'll start by reflecting on the One Commitment, then you will explore and discuss a new allyship strategy, and practice using the Active Allyship Framework. To close, you will make another One Commitment.

Instructions

Welcome back! Here is what you need to know for today:

- Pages 150 through 182 in your workbook will walk you and your breakout group through everything you need for today's session.
- Start by picking one person to moderate today's conversation. This person is responsible for:
 - Managing the agenda and keeping the group on track to finish on time
 - Sharing their screen during group work (pages to share will be marked with a purple box in the upper right corner, as shown above)
 - Coordinating with the group to take turns reading shared pages aloud

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84 Today you'll be in your breakout group for the duration of our time together. pages 150 through 182 in your workbook will walk your group through exactly what to do.

I will place you in breakouts shortly, and the first thing you'll want to do is pick one person to moderate today's conversations. This person will be responsible for sharing their screen for the group and keeping time. As a group you should also coordinate who will read the shared pages aloud.

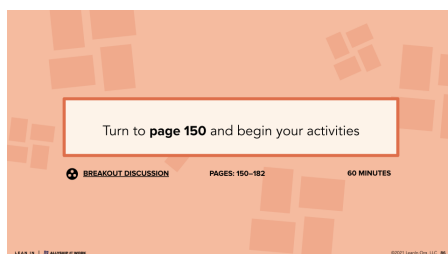
Moderator Guide & Speaker Notes: Second Follow-Up Session

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 85** As a reminder for today's breakout session, we ask that you follow our ground rules as ways to practice allyship in your breakout groups.
- **SHARE THE MIC:** We want everyone to have a chance to speak. Particularly if you're exploring an area where you hold a lot of privilege, be mindful of not dominating the conversation.
 - **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:** This program is meant to prompt you to see your experiences at work—and the experiences of others—through a new lens. Be mindful that while you may be seeing something in a new way, for some it may be part of their day-to-day experiences. If you choose to share an a-ha moment, be aware that your surprise at discovering these experiences may be painful for others who live them daily. As an ally, prioritize the impact that your sharing may have on others in your group over your excitement to share it.
 - **DON'T QUESTION OTHERS' EXPERIENCES:** We all bring different experiences to the table—do not discount or invalidate the lived experiences of others. In particular, if someone shares about an inequity they've faced, believe their experience. Do not ask for proof or try to provide an alternate point of view.
 - **GIVE EACH OTHER GRACE:** Some of these conversations may be uncomfortable. Believe one another's best intentions and be patient when mistakes are made.



- 86** With that, I'll send you off to your breakout room where you'll spend the rest of the time together. You will not come back to the main room.

Refer to your workbook, starting on page 150 for all directions, and if you have any questions, feel free to message me.

Moderator Guide & Speaker Notes: Third Follow-Up Session

WHAT THEY'LL SEE



WHAT YOU'LL SAY

87 Welcome to the third of three follow-up sessions. Today you will dive into the fifth and final strategy: Intentionally invest in the advancement of people with traditionally marginalized identities. You will spend the entire time in your breakout group—the same group as the last time we met.

Session #3 Agenda		1 hour
1	Reflect on your One Commitment	10 min
2	Strategy 5: Intentionally invest in the advancement of people with traditionally marginalized identities	30 min
3	Practice using the Active Allyship Framework	15 min
4	Make your One Commitment	5 min

LEAN IN | | ALLYSHIP AT WORK

88 Here is the agenda for today's session. You'll start by reflecting on the One Commitment, then you will explore and discuss a new allyship strategy, and practice using the Active Allyship Framework. To close, you will make another One Commitment.

Instructions

Welcome back! Here is what you need to know for today:

- Pages 184 through 211 in your workbook will walk you and your breakout group through everything you need for today's session.
- Start by picking one person to moderate today's conversation. This person is responsible for:
 - Managing the agenda and keeping the group on track to finish on time
 - Sharing their screen during group work (pages to share will be marked with a purple box in the upper right corner, as shown above)
 - Coordinating with the group to take turns reading shared pages aloud

LEAN IN | | ALLYSHIP AT WORK

89 Today you'll be in your breakout group for the duration of our time together. pages 184 through 211 in your workbook will walk your group through exactly what to do.

I will place you in breakouts shortly, and the first thing you'll want to do is pick one person to moderate today's conversations. This person will be responsible for sharing their screen for the group and keeping time. As a group you should also coordinate who will read the shared pages aloud.

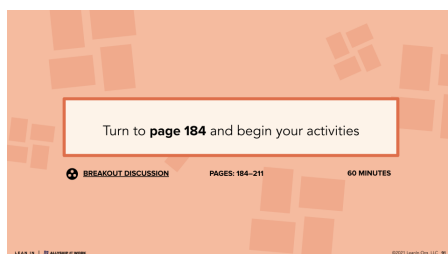
Moderator Guide & Speaker Notes: Third Follow-Up Session

WHAT THEY'LL SEE



WHAT YOU'LL SAY

- 90 As a reminder for today's breakout session, we ask that you follow our ground rules as ways to practice allyship in your breakout groups.
- **SHARE THE MIC:** We want everyone to have a chance to speak. Particularly if you're exploring an area where you hold a lot of privilege, be mindful of not dominating the conversation.
 - **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:** This program is meant to prompt you to see your experiences at work—and the experiences of others—through a new lens. Be mindful that while you may be seeing something in a new way, for some it may be part of their day-to-day experiences. If you choose to share an a-ha moment, be aware that your surprise at discovering these experiences may be painful for others who live them daily. As an ally, prioritize the impact that your sharing may have on others in your group over your excitement to share it.
 - **DON'T QUESTION OTHERS' EXPERIENCES:** We all bring different experiences to the table—do not discount or invalidate the lived experiences of others. In particular, if someone shares about an inequity they've faced, believe their experience. Do not ask for proof or try to provide an alternate point of view.
 - **GIVE EACH OTHER GRACE:** Some of these conversations may be uncomfortable. Believe one another's best intentions and be patient when mistakes are made.



- 91 With that, I'll send you off to your breakout room where you'll spend the rest of the time together. You will not come back to the main room.

Refer to your workbook, starting on page 184 for all directions, and if you have any questions, feel free to message me.

FAQs & Common Situations

Before the workshop

Is this program for me? / I'm a person of color and wish I had more allies. Is this program for me?

The program will focus on supporting people of color—and other employees with traditionally marginalized identities—and will also offer all employees (regardless of identity, role, or seniority) the opportunity to learn something new about allyship, their privilege, their positional power, or specific, data-backed strategies for practicing allyship.

What do I need in order to participate?

All you need is a computer, the video conference link provided by your company, and the [Allyship at Work Personal Workbook](#). The Personal Workbook is designed to guide you through the program and become a personalized reference for your allyship journey. Each workbook includes the key concepts you need to know, as well as the exercises you'll complete as you go. It can also be helpful to participate from a quiet room or a place where you feel comfortable having open conversations about sensitive topics.

Do I need to be familiar with allyship before I take the program?

This program is designed to be a starting point on your allyship journey so you can learn how best to support colleagues with traditionally marginalized identities. No prior experience is needed to join the workshop. If you have attended other allyship trainings or workshops before, you'll still learn something new.

Will my company have access to my Personal Workbook?

No, your Personal Workbook is yours and will not be shared with your company. Once you download your workbook from the [Participant Page](#) or at the start of the workshop, you can edit it directly, and you won't be asked to submit or share it.

Will I have to share my personal experiences?

While topics can become personal, you aren't required to share anything that you're not comfortable with. And all discussions happen in small groups of 4–5 peers. You won't have to share personal experiences with your managers or direct reports.

During the workshop

I thought allyship was just about race/ethnicity — why is this broader?

Supporting people from different racial and ethnic groups can be one way to practice allyship. But Allyship at Work focuses on a range of identities—including race/ethnicity, gender, sexual orientation, and disability—because to work toward equitable workplaces, we need to level the playing field for everyone.

Why isn't [this form of discrimination that I face] captured in the program?

The materials in this program focus on the workplace experiences of people with a broad range of traditionally marginalized identities. The goal is that everyone learns a bit more about how others may experience their workplaces. However, a single program simply can't address everyone's experiences—and you might find that some of yours aren't represented. This does not mean they aren't important or valid. If you're comfortable and it's important to you, you can share your experiences with your breakout group.

Why didn't we get a privilege score?

Research shows that attempts to quantify or compare privilege tend to backfire and create backlash. The focus of the activity is for participants to see how the privileges they hold impact their experiences in the world and in the workplace—and how people who don't have those privileges have different experiences. The program acknowledges that looking at one's own privilege can be uncomfortable and encourages participants to use this as an opportunity to examine any discomfort that arises. Calling these activities "explorations" instead of "assessments" or "scores" also sets the stage for a more productive and safer group discussion.

FAQs & Common Situations

Why are we focusing on just positional power and not power based on your privilege?

Because positional power is based on a person's role or level, it's an accessible entry point when thinking about power at work specifically. And because participants will come to the program with varying levels of understanding of their own privilege, this focus can help all participants think about leveraging their power to practice allyship even as they're continuing to build their understanding of privilege.

Some of these actions (specifically, the structural ones) are unrealistic for our company. What should I do?

The allyship actions presented here are not a checklist for all companies to follow. Some will work better for some organizations than others. If an action doesn't feel realistic, unpack with your group why that's the case and what type of allyship actions might be more realistic. There are some prompts that help guide that discussion.

How are we holding senior leaders accountable to practice allyship actions?

While the accountability mechanisms depend on your organization, the structural allyship actions can provide helpful guidance to leadership. All participants, including leaders, will be asked to make a One Commitment at the end of the workshop and are prompted to share back the progress they've made in the follow-up sessions.

What do I do now, after this workshop?/ What will I do in the follow-up sessions?

After the main workshop, you will participate in three follow-up sessions with your breakout group. In each session, you'll learn new allyship strategies and share steps you've taken to practice allyship. Together you'll problem solve and drive ongoing accountability by making a One Commitment at the end of each session.

After workshop, before follow-up sessions

I was triggered in my breakout room by a comment

- **Can I switch breakouts for the follow-ups?**

It's important that you feel safe in these spaces. I'm glad to hear you want to continue with the program, and I'd be happy to move you into a different breakout group.

- **Can I not show up to the next one?**

We recognize these discussions can be difficult, and it's important that you feel safe and supported in your breakout group. We're sorry this was not your experience. If you feel up for it, we'd be happy to move you to a different breakout group to finish the program.

- **Can you escalate the issue / talk to them?**

Review what your company policies are for escalating HR issues before responding to the participant. Every company's response will be different. Remember the breakout ground rules can be helpful to surface to ensure triggering or harmful comments don't come up.

Do I have to participate in the entire workshop?

Yes. The program is designed to help you learn and build new habits. The first workshop acts as a primer and the follow-up sessions allow you to go deeper with your peers, learn new allyship strategies, and hold one another accountable.

Do I need to keep my workbook for the follow-up sessions? What happens if I can't find it?

Yes—keep your workbook handy! The Personal Workbook helps guide your experience throughout the workshop and acts as a reference for the follow-up sessions and beyond. It contains journal prompts, exercises, and discussion questions.

FAQs & Common Situations

Where can I submit feedback on this program?

You can share anonymous feedback on the Allyship at Work program [here](#).

Is there any type of accreditation for me for completing this program?

You won't receive any accreditation for participating in the program. But we do hope you leave with a better understanding of what it takes to be an ally and an awareness of how to keep progressing along your own allyship journey.