

# 50 WAYS TO FIGHT BIAS

## Moderator Guide & Speaker Notes

### **Virtual session moderator guide**

PAGES 2–13

Use this guide to run a virtual 50 Ways to Fight Bias session with Zoom or another video conferencing tool. The virtual moderator guide includes instructions for navigating the program materials and using video conferencing features such as polls and breakout rooms to engage participants.

[Take me to the virtual guide](#) →

### **In-person moderator guide**

PAGES 14–25

Use this guide to run a 50 Ways to Fight Bias session for participants who are together in-person. The in-person moderator guide includes instructions for presenting materials to the group and facilitating in-person breakout discussions.

[Take me to the in-person guide](#) →

## Virtual Moderator Guide

### Overview of 50 Ways to Fight Bias

50 Ways to Fight Bias is a free training program to equip all employees to identify and challenge the biases women face at work. The program consists of two parts: a short video that explains the most common types of biases that women face and an activity where participants discuss specific examples of bias in small groups, brainstorm solutions together, and learn research-backed recommendations for what to do. The workshop should take approximately 60–90 minutes—and can also be tailored to the needs of your organization. [Check out](#) some options for bringing the program to your company.

The instructions below will help you create an engaging experience for participants in a virtual environment.

### Your role as moderator

To facilitate real conversations about biases women face at work, you will:

- Guide the group through the different parts of the activity.
- Ask follow-up questions to encourage discussion and mutual learning
- Make sure everyone feels supported

**TIP:** For additional support being a moderator, [sign up](#) for a Lean In moderator training.

### What to do before the virtual session

The 50 Ways to Fight Bias cards are organized into 5 common workplace scenarios where bias can appear: everyday interactions, meeting dynamics, mentorship & sponsorship, hiring, and reviews & promotions. The cards are color-coded for these scenarios. Below are the steps to get started:

#### 1. CHOOSE A PLATFORM TO USE

If you're running a larger group session, make sure the platform you select has breakout room capabilities.

#### 2. SELECT SET OF SITUATIONS TO USE

You will need a set of 6–10 situations for each session. It's better to have too many cards than not enough. For a 60-minute session, you'll need about 6–7 situations. For a 90-minute session, you'll need about 9–10 situations. You can choose from one of [Lean In's curated sets](#) for different audiences and workplace interactions (for example, we offer a set for managers and a set focused on bias in hiring and promotions). If you're unsure where to start, we recommend you start with the Bias Fundamentals Starter Set. All situations are available in English and [6 additional languages](#) (Spanish, French, German, Italian, Portuguese, and Arabic).

#### 3. SEND MATERIALS TO PARTICIPANTS

Participants will use the deck provided to engage with the program. You can send it to participants before the session begins or before they go into their breakout room. It's recommended you not send this out too far in advance, to ensure participants are engaging with the content during the session.

#### 4. CHOOSE HOW TO DIVIDE PARTICIPANTS

Some platforms will allow you to assign participants to breakout rooms before the meeting, while others will only allow this while the meeting is in progress. If you can assign breakout rooms in advance, divide participants into mixed-gender groups of 6–8 people.

**TIP:** It's recommended to avoid having employees and their direct reports in the same breakout group.

#### 5. SET UP POLLS TO ENGAGE PARTICIPANTS (OPTIONAL)

Polls are a great way to interact with participants. Check your platform to determine if polls are supported. If they are, use the polling capability to engage participants in guessing the answers to the icebreakers you select. Some platforms will allow polls to be pre-programmed.

## What to do during the virtual session

Below is a high-level overview of what you'll do to run the program. The Speaker Notes on the following pages give you recommended talking points to use during the virtual session.

### 1. SET THE TONE

Read a few reminders aloud to the group to encourage open and respectful conversations.

### 2. INTRODUCE THE TYPES OF BIAS

Introduce the group to the most common biases women face at work by playing a short video.

### 3. WARM UP THE ROOM

Set the stage by posing icebreaker questions for the group to answer. Polls are one interactive way to share the icebreakers with participants. If you don't have polling capabilities, use the Icebreaker slides provided in the set(s) and have participants share their answers in the chat.

### 4. USE BREAKOUT ROOMS TO DISCUSS SITUATIONS AND SOLUTIONS

Move participants into their breakout rooms and instruct them to go through the situations provided. They will read each example of bias, brainstorm solutions for interrupting the bias, and discuss what they would do. AFTER discussing as a group, they'll read "**WHAT TO DO**" AND "**WHY IT HAPPENS.**" Have participants go through half of the situations, and then bring everyone back into the main room to debrief and answer questions before going back into their breakout rooms to discuss the remaining situations.

***TIP:** Keep participants on track and moving through the situations by using your platform's announcement feature*

### 5. FACILITATE THE CLOSING ACTIVITY

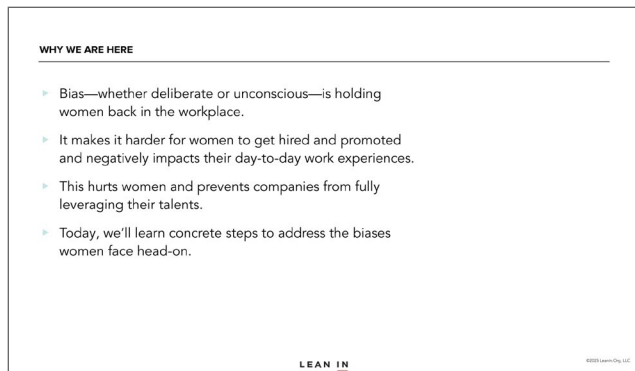
Bring participants back to the main room, and review a summary of strategies they can use to interrupt bias. Then, encourage all participants to commit to a "One Action" they can take to challenge bias. Ask participants to share their One Action in the chat of the platform.

## Materials to run a virtual session:

- [50 Ways Program Materials](#)
- 50 Ways video (have video loaded): [leanin.org/50waysvideo](https://leanin.org/50waysvideo)

# 1. Welcome (~1 min)

## WHAT THEY'LL SEE

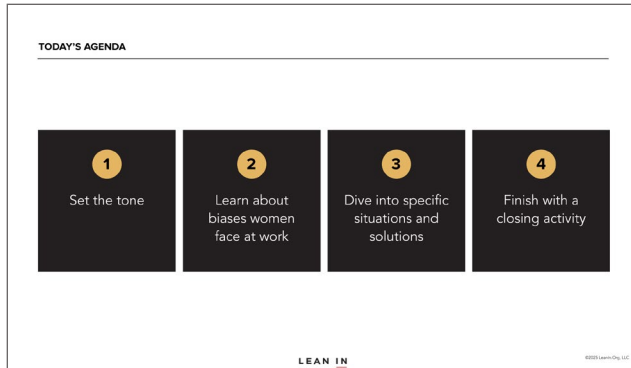


## WHAT YOU'LL SAY

- 1 “Welcome to this session of 50 Ways to Fight Bias developed by LeanIn.Org.”
- 2 “My name is \_\_\_\_\_ and I’ll be moderating today’s activity.”
- 3 “Research shows that bias affects working women in many ways. Our aim for this session is to learn what bias is, how it arises, and what we can all do to combat it at work.”

## 2. Workshop Agenda (~1 min)

### WHAT THEY'LL SEE



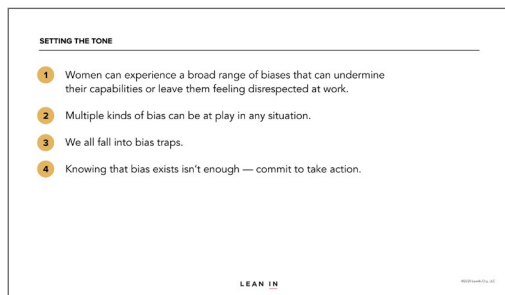
### WHAT YOU'LL SAY

- 4 Give an overview of the different parts of the activity:
  - “In today’s activity, we’ll start by setting the tone and learning how bias can show up at work. Throughout today’s session, you’ll see data focused on the experiences of women since they face specific forms of bias due to their gender. However, bias can affect any employee and occurs for many different reasons.”
  - “After that, we’ll spend most of our time discussing common situations involving bias. We’ll also hear what the research recommends for addressing them.”
  - “Finally, we’ll commit to taking One Action to address bias in the workplace.”
- 5 “Let’s get started!”

### 3. Set the tone (~5 min)

Read these guiding principles aloud to level set with participants and encourage an open and respectful discussion.

#### WHAT THEY'LL SEE



#### WHAT YOU'LL SAY

##### 1 "Bias isn't limited to gender."

"People can also experience multiple biases due to other aspects of their experience, background, or beliefs—and the compounded discrimination can have an outsize impact. Even if this isn't explicitly mentioned on a card, it's important to keep it in mind, since all aspects of their identity shape women's experiences."

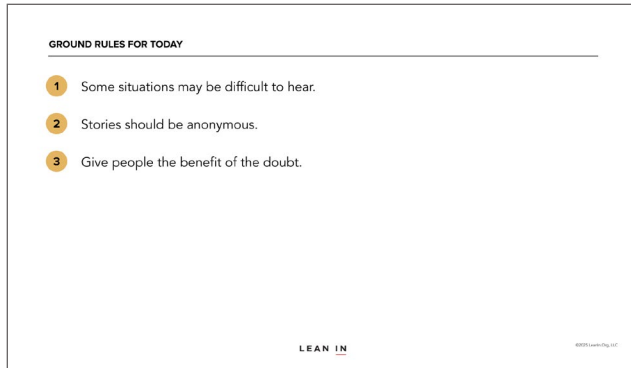
##### 2 "We all fall into bias traps."

"Anyone can make biased comments or behave in other ways that disadvantage women. We often do this unconsciously, but it's also important to remember that not all bias is unconscious."

##### 3 "Knowing that bias exists isn't enough—commit to take action."

"We all need to look for bias and take steps to counteract it. That's why this activity outlines specific examples of bias women face with clear recommendations for what you can do."

### WHAT THEY'LL SEE



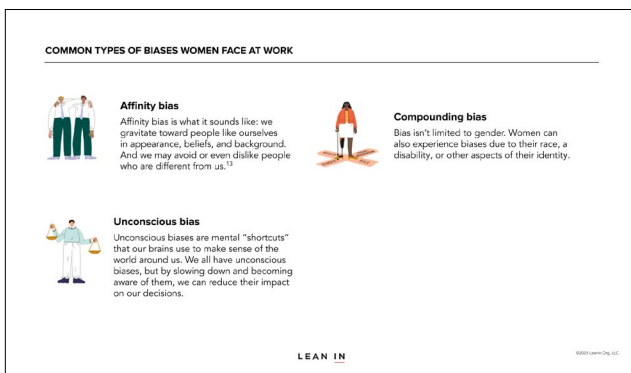
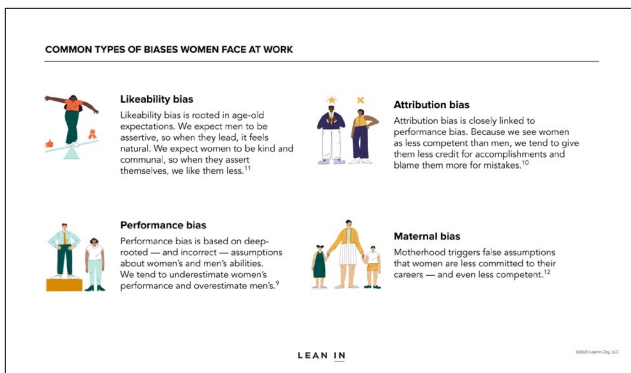
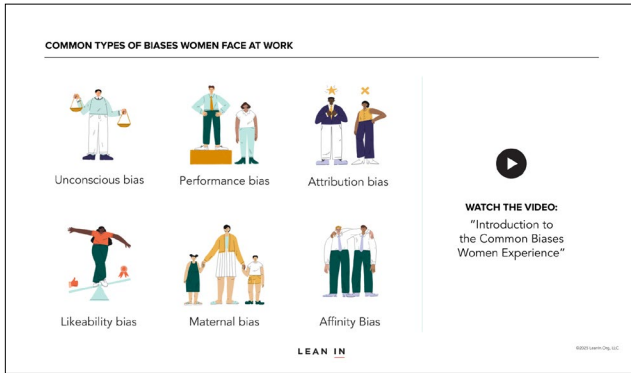
### WHAT YOU'LL SAY

- 5 **“Some situations may be difficult to hear.”**  
“Be mindful that some of the situations described may be sensitive or painful for participants.”
- 6 **“Stories should be anonymous.”**  
“When sharing stories about seeing or experiencing bias, don’t use people’s names.”
- 7 **“Give people the benefit of the doubt.”**  
“Remember that everyone is here to learn and do better—and an open and honest exchange is part of that process.”

### 4. Review the types of bias (~10–15 min)

Help participants build foundational knowledge about the most common types of biases women can face at work.

#### WHAT THEY'LL SEE



#### WHAT YOU'LL SAY AND DO

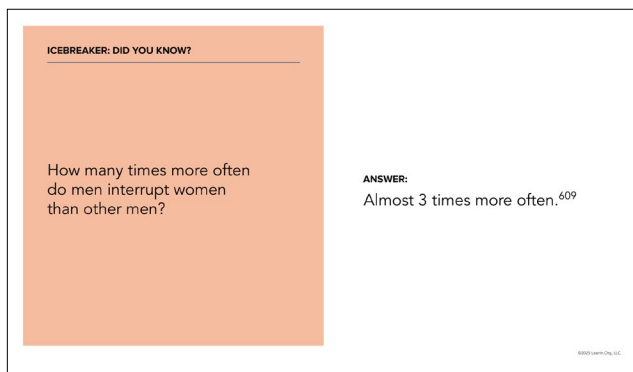
- 1 “Before we start the activity, let’s review the common biases women can experience.”
- 2 Lead the group in learning about biases women faces:
  - a. Video (recommended) option:  
Play the 50 Ways video for the entire room now. It’s about 12 minutes long.
  - b. No video option:  
Have participants take turns reading the bias types aloud on the following slide.

## 5. Warm up the room (~5–10 min)

These icebreakers challenge the group to guess the findings of some of the most surprising research on biases women can face at work. Consider using your video conferencing platform's chat function or setting up polls to encourage engagement.

### WHAT THEY'LL SEE

(The below is an example of an icebreaker in the program materials. Icebreakers may vary depending on the set you are using.)



### WHAT YOU'LL DO

- 1 Read the prompt to the group.
- 2 Instruct the audience to guess the answer aloud or in the chat or polls feature of your platform.
- 3 Reveal the answer on the next slide.
- 4 Repeat for all icebreakers in your set.

## 6. Discuss situations and solutions (~30–60 min)

Walk participants through the Situation slides, which highlight specific examples of bias women can face at work. They include information about why each situation matters and why it happens, as well as recommendations for what to do to combat the bias. Discuss as many situations as time allows.

### WHAT THEY'LL SEE

**INSTRUCTIONS**

- 1 Move into your small group or breakout room. Everyone should have a copy of the presentation you will use for discussion.
- 2 Select one person to read the situation and **WHY IT MATTERS**.
 

**WHY IT MATTERS**

You often see biased behavior on your team, and your manager lets it go unchallenged.
- 3 As a group, discuss what you would do in this situation.
- 4 After 3–5 minutes of discussion, read **WHAT TO DO** and **WHY IT HAPPENS**.
 

**WHAT TO DO**

When you see biased behavior on your team, challenge it. If your manager lets it go unchallenged, you may be setting a precedent that others will follow. It's important to speak up and let your manager know you've noticed the behavior and that you're concerned about its impact on the team.

**WHY IT HAPPENS**

Managers often let biased behavior go unchallenged because they don't want to create conflict or because they're not sure how to address it. It's important to let your manager know you've noticed the behavior and that you're concerned about its impact on the team.
- 5 Continue through as many situations as you can in the time allotted.

LEAN IN ©2025 LeanIn.Org, LLC

### WHAT YOU'LL SAY AND DO

*Note: At this point, you should've shared the situations you selected for the workshop with the attendees. If you haven't, share them at this point via email or an accessible link in your chat feature with everyone in the session.*

- 1 "Now, we're going to look at some specific examples of workplace bias and talk about how we might handle them. Go ahead and view the situations I've shared with you you'll need them for the remainder of the session."
- 2 "Once in your group, choose one person to read the situation and **WHY IT MATTERS** to the group."

**TIP:** It can be tricky for members to get started in their breakout groups. To add some structure, tell breakout groups to select who reads out the first situation based on whoever has the earliest birthday, whose name comes first in the alphabet, or some other creative way. You can also suggest each member pick the next person to speak once they finish their turn.

- 3 "After reading the first situation, as a group, you should discuss the following questions:"
  - "Has anyone experienced something like this before?"
  - "How would you respond to this situation?"
  - "How do you think bias is involved here?"



## WHAT THEY'LL SEE

**INSTRUCTIONS**

- 1 Move into your small group or breakout room. Everyone should have a copy of the presentation you will use for discussion.
- 2 Select one person to read the situation and **WHY IT MATTERS**.
 

**WHY IT MATTERS**

You often see biased behavior on your team, and your manager lets it go unchallenged.
- 3 As a group, discuss what you would do in this situation.
- 4 After 3–5 minutes of discussion, read **WHAT TO DO** and **WHY IT HAPPENS**.
 

**WHAT TO DO**

Do not let the biased behavior continue. Challenge the behavior. If you are not sure how to challenge the behavior, ask your manager for help.

**WHY IT HAPPENS**

Biased behavior often happens because people are afraid of being seen as a troublemaker. They are also afraid of being seen as a weakling. They are also afraid of being seen as a person who is not on their side.
- 5 Continue through as many situations as you can in the time allotted.

LEAN IN ©2025 LeanIn.Org, LLC

## WHAT YOU'LL SAY AND DO

- 4 “After the group has discussed for about 3–5 minutes, have one group member read **WHAT TO DO** and **WHY IT HAPPENS** aloud to the group which is on the next slide.”
- 5 “Continue to the next situation and repeat the process, getting through as many situations as time allows.”
- 6 “Before we head into the breakout groups, does anyone have questions on the process? As a reminder, you should have the PDF up on your screen during the breakouts.”

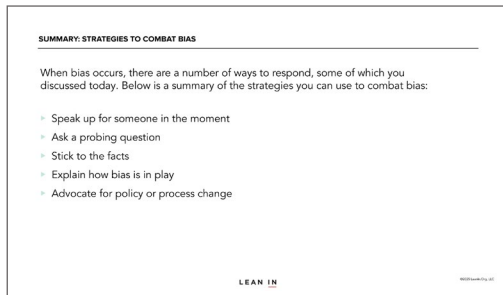
After answering questions, place all participants into their breakout groups. Bring all participants back to the main session when there are about 10 minutes left in the workshop.

**TIP:** After about 15 minutes, you have the option to bring participants back to the main room to ensure groups are on track and answer any questions they have before putting them back into their same breakouts to complete the activity.

## 7. Review key strategies to fight bias

Bring participants back together and share the summary of the strategies you've discussed today.

### WHAT THEY'LL SEE



### WHAT YOU'LL SAY

- 1 “There are a number of ways to address bias when it occurs. Today, we discussed how we might respond to specific situations that come up.”
- 2 “Let’s review some higher-level strategies you could use to combat bias in any situation. We saw examples of these strategies in many of the situations we discussed today.”
- 3 “**Speak up for someone in the moment:** For example, remind people of a colleague’s talents or ask to hear from someone who was interrupted. Or when someone says something factually incorrect (e.g., assumes a woman is more junior than she is), matter-of-factly correct them—either in the moment or in private later.”
- 4 “**Ask a probing question:** Ask a question that makes your colleague examine their thinking—“What makes you say that?” ‘What are some examples of that?’ This can help people discover the bias in their own thinking.”
- 5 “**Stick to the facts:** When you can, shift the conversation toward concrete, neutral information to minimize bias. For example, if someone makes a subjective or biased comment in a hiring or promotions meeting, refocus attention back to the list of criteria for the role.”
- 6 “**Explain how bias is in play:** Surface hidden patterns you’ve observed and explain what they mean. Research shows that a matter-of-fact explanation can be an effective way to combat bias. For example, mention to a hiring committee that you’ve noticed they tend to select men over women with similar abilities, or point out to your manager that women are doing more of the ‘office housework.’”
- 7 “**Advocate for policy or process change:** Talk to HR or leadership at your company and recommend best practices that reduce bias.”

## 8. Commit to a One Action (~5–10 min)

As a closing activity, participants will commit to a “One Action” they can take to address biases women face in the workplace.

### WHAT THEY'LL SEE



### WHAT YOU'LL SAY AND DO

“Today you’ve heard about a lot of different actions you can take to fight bias in your workplace. Now it’s time to put what you’ve learned into practice.”

- 1 “Think of one thing you’re going to do when you see bias at work—or one thing you learned that you’re going to share with others. Write it down. This is your ‘One Action.’”
- 2 Give people 2–3 minutes to write down their One Action.
- 3 Ask participants to share their One Action in the chat feature, and invite a few people to share with the larger group.
- 4 After a few people have shared, wrap up and thank participants for sharing their personal experiences.

## In-person Moderator Guide

### Overview 50 Ways to Fight Bias

50 Ways to Fight Bias is a free training program to equip all employees to identify and challenge the biases women face at work. The program consists of two parts: a short video that explains the most common types of biases that women face and an activity where participants discuss specific examples of bias in small groups, brainstorm solutions together, and learn research-backed recommendations for what to do. The workshop should take approximately 60–90 minutes—and can also be tailored to the needs of your organization. [Check out](#) some options for bringing the program to your company.

### Your role as moderator

To facilitate real conversations about biases women can face at work, you will:

- Guide the group through the different parts of the activity
- Ask follow-up questions to encourage discussion and mutual learning
- Make sure everyone feels supported

**TIP:** For additional support being a moderator [sign up](#) for a Lean In moderator training session.

### What to do before the in-person session

The 50 Ways to Fight Bias cards are organized into 5 common workplace scenarios where bias can appear: everyday interactions, meeting dynamics, mentorship & sponsorship, hiring, and reviews & promotions. The cards are color-coded for these scenarios. Below are the steps to get started:

#### 1. SELECT SET OF SITUATIONS TO USE

You will need a set of 6–10 situations for each session. It's better to have too many cards than not enough. For a 60-minute session, you'll need about 6–7 situations. For a 90-minute session, you'll need about 9–10 situations. You can choose from one of [Lean In's curated sets](#) for different audiences and workplace interactions (for example, we offer a set for managers and a set focused on bias in hiring and promotions). If you're not sure where to start, we recommend you start with the Bias Fundamentals Starter Set. All situations are available in English and [6 additional languages](#) (Spanish, French, German, Italian, Portuguese, and Arabic).

#### 2. SET UP SMALL, MIXED-GENDER GROUPS

Divide participants into mixed-gender groups of 6–8 people. This activity works best in a large room with small tables for discussion, and a screen available for everyone to see.

**TIP:** It's recommended to avoid having employees and their direct reports in the same breakout group.

#### 3. PRINT OUT THE PARTICIPANT HANDOUT AND BIAS REFERENCE SHEETS

Print out one Participant Handout for each participant and one set of Bias Reference Sheets for each table.

## What to do during the in-person session

Below is a high-level overview of what you'll do. The Speaker Notes on the following pages give you a script to use during the session.

### 1. SET THE TONE

Read a few reminders aloud to the group to encourage open and respectful conversations.

### 2. INTRODUCE THE TYPES OF BIAS

Introduce the group to the most common biases women face at work by either playing a short video or having groups review the printed definitions on their Participant Handouts.

### 3. WARM UP THE ROOM

Set the stage by posing icebreaker questions for the group to answer.

### 4. READ SITUATIONS AND SOLUTIONS

For each example of bias, read the situation aloud, prompt participants to brainstorm solutions for interrupting the bias, and then read the research-backed recommendations for what to do.

### 5. FACILITATE THE CLOSING ACTIVITY

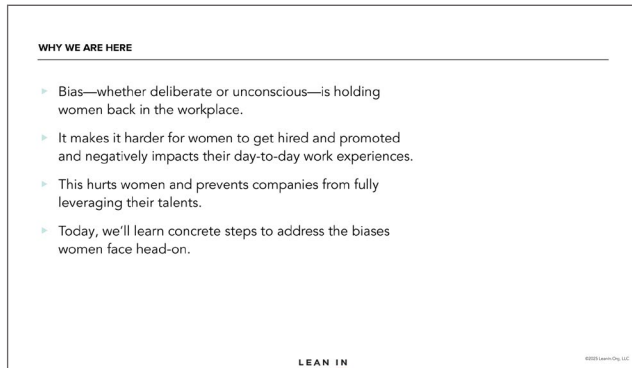
Review a summary of strategies participants can use to interrupt bias. Then, encourage all participants to commit to a "One Action" they can take to challenge bias.

## Materials to run an in-person session:

- [50 Ways cards](#)
- [Participant Handout](#) (print one per attendee)
- [Bias Reference Sheets](#) (print one set per table)
- 50 Ways video (have video loaded): [leanin.org/50waysvideo](https://leanin.org/50waysvideo)

## 1. Welcome (~1 min)

### WHAT THEY'LL SEE

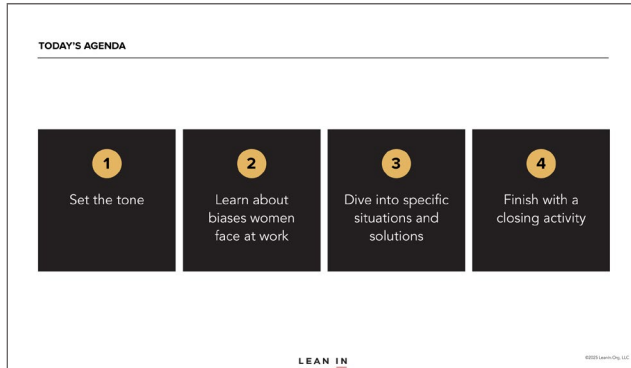


### WHAT YOU'LL SAY

- 1 “Welcome to this session of 50 Ways to Fight Bias developed by LeanIn.Org.”
- 2 “My name is \_\_\_\_\_ and I’ll be moderating today’s activity.”
- 3 “Research shows that bias affects working women in many ways. Our aim for this session is to learn what bias is, how it arises, and what we can all do to combat it at work.”
- 4 On the next slide: Give an overview of the different parts of the activity:
  - “In today’s activity, we will start by setting the tone and learning about biases women face at work.”
  - “After that, we’ll spend most of our time discussing common situations involving bias. We’ll also hear what the research recommends for addressing them.”
  - “Finally, we’ll commit to taking One Action to address bias in the workplace.”
- 5 “Let’s get started!”

## 2. Workshop Agenda (~1 min)

### WHAT THEY'LL SEE



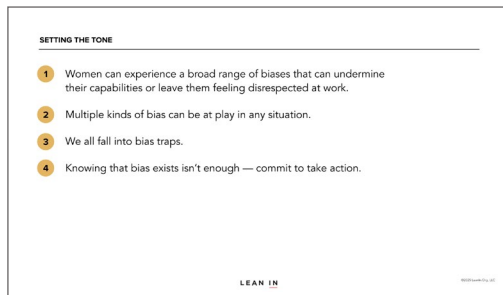
### WHAT YOU'LL SAY

- 4 • "In today's activity, we will start by setting the tone and learning about biases women face at work."
- "After that, we'll spend most of our time discussing common situations involving bias. We'll also hear what the research recommends for addressing them."
- "Finally, we'll commit to taking One Action to address bias in the workplace."
- 5 "Let's get started!"

### 3. Set the tone (~5 min)

Read these guiding principles aloud to level set with participants and encourage an open and respectful discussion.

#### WHAT THEY'LL SEE



#### WHAT YOU'LL SAY

##### 1 "Bias isn't limited to gender."

"People can also experience multiple biases due to other aspects of their experience, background, or beliefs—and the compounded discrimination can have an outsize impact. Even if this isn't explicitly mentioned on a card, it's important to keep it in mind, since all aspects of their identity shape women's experiences."

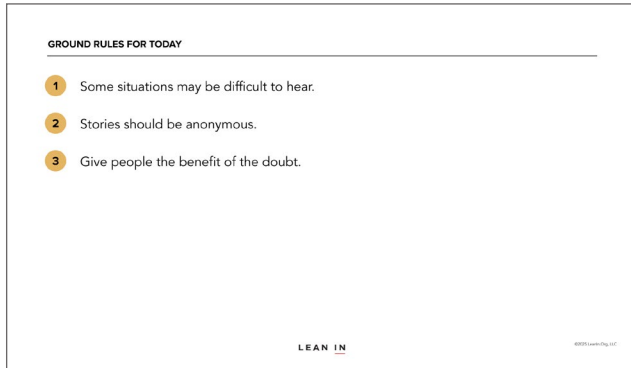
##### 2 "We all fall into bias traps."

"Anyone can make biased comments or behave in other ways that disadvantage women. We often do this unconsciously, but it's also important to remember that not all bias is unconscious."

##### 3 "Knowing that bias exists isn't enough—commit to take action."

"We all need to look for bias and take steps to counteract it. That's why this activity outlines specific examples of bias women face with clear recommendations for what you can do."

## WHAT THEY'LL SEE



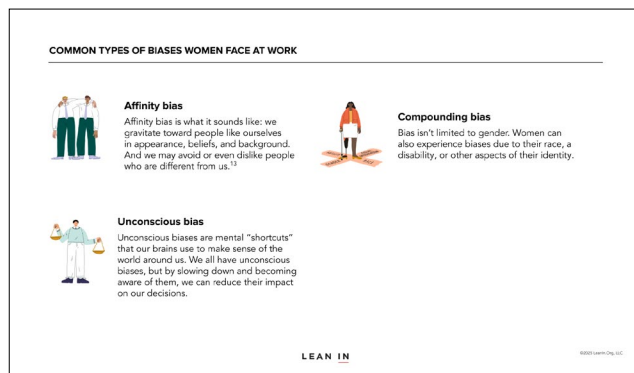
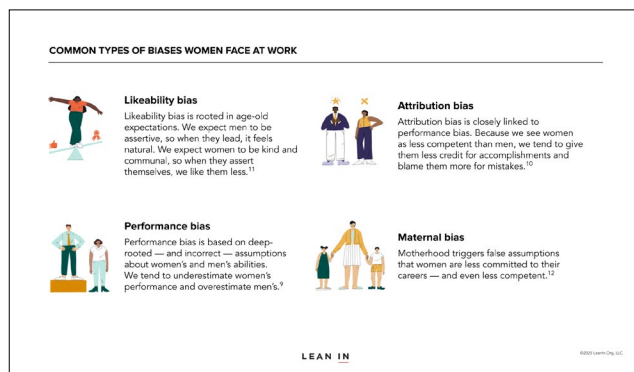
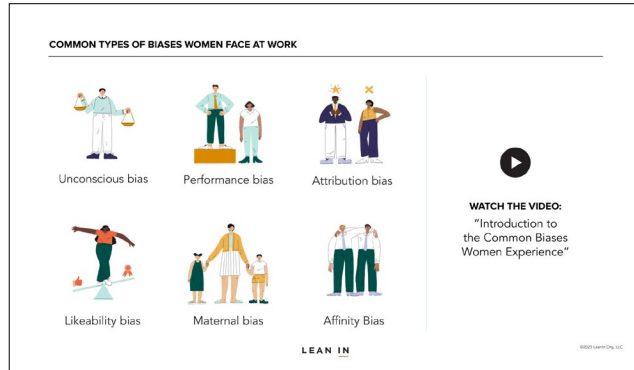
## WHAT YOU'LL SAY

- 1 **“Some situations may be difficult to hear.”**  
“Be mindful that some of the situations described that may be sensitive or painful for participants.”
- 2 **“Stories should be anonymous.”**  
“When sharing stories about seeing or experiencing bias, don’t use people’s names.”
- 3 **“Give people the benefit of the doubt.”**  
“Remember that everyone is here to learn and do better—and an open and honest exchange is part of that process.”

### 4. Review the types of bias (~10–15 min)

Help participants build foundational knowledge about the most common types of biases women face at work.

#### WHAT THEY'LL SEE



#### WHAT YOU'LL SAY AND DO

1 "Before we start the activity, let's review the common biases women can experience."

2 Lead the group in learning about biases women face:

a. Video (recommended) option:  
Play the 50 Ways video for the entire room now. It's about 12 minutes long.

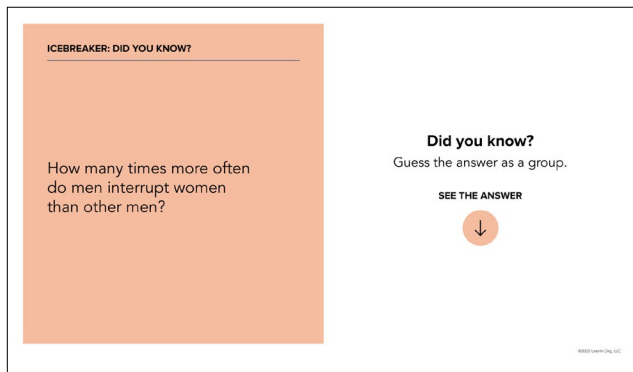
b. No video option:  
Have participants take turns reading the bias types aloud on the **Participant Handout** or the following slide. Participants can also find additional information on the **Bias Reference Sheets**.

## 5. Warm up the room (~5–10 min)

These icebreakers challenge the group to guess the findings of some of the most surprising research on biases women face at work research on biases women canface at work.

### WHAT THEY'LL SEE

(The below is an example of an icebreaker in the program materials. Icebreakers may vary depending on the set you are using.)



ICEBREAKER: DID YOU KNOW?

How many times more often do men interrupt women than other men?

**Did you know?**  
Guess the answer as a group.

SEE THE ANSWER

↓

©2025 LeanIn.Org, LLC



ICEBREAKER: DID YOU KNOW?

How many times more often do men interrupt women than other men?

**ANSWER:**  
Almost 3 times more often.<sup>609</sup>

©2025 LeanIn.Org, LLC

### WHAT YOU'LL SAY

- 1 Read the prompt to the group.
- 2 Instruct the audience to guess the answer aloud.
- 3 Reveal the answer on the next slide.
- 4 Repeat for all icebreakers in your set.

## 6. Discuss situations and solutions (~30–60 min)

Walk participants through the Situation slides, which highlight specific examples of bias women can face at work. They include information about why each situation matters and why it happens, as well as recommendations for what to do to combat the bias. Discuss as many situations as time allows.

### WHAT THEY'LL SEE

**INSTRUCTIONS**

- 1 Move into your small group or breakout room. Everyone should have a copy of the presentation you will use for discussion.
- 2 Select one person to read the situation and **WHY IT MATTERS**.
- 3 As a group, discuss what you would do in this situation.
- 4 After 3–5 minutes of discussion, read **WHAT TO DO** and **WHY IT HAPPENS**.
- 5 Continue through as many situations as you can in the time allotted.

**WHY IT MATTERS**

You often see biased behavior on your team, and your manager lets it go unchallenged.

**WHY IT MATTERS**

When you see biased behavior on your team, it's important to speak up. You can model a new way of thinking and behavior for your team. You can also help your manager see the value of challenging biased behavior.

**WHAT TO DO**

When you see biased behavior on your team, it's important to speak up. You can model a new way of thinking and behavior for your team. You can also help your manager see the value of challenging biased behavior.

**WHY IT HAPPENS**

When you see biased behavior on your team, it's important to speak up. You can model a new way of thinking and behavior for your team. You can also help your manager see the value of challenging biased behavior.

LEAN IN ©2025 LeanIn.Org, LLC

### WHAT YOU'LL SAY

- 1 “Now, we’re going to look at some specific examples of workplace bias and talk about how we might handle them.”
- 2 “I’ll ask for a volunteer to read a situation and **WHY IT MATTERS** out loud.”
- 3 “Then we’ll break into small groups, and spend about 3–5 minutes discussing the situation and how we’d respond.”

***TIP:** It can be tricky for members to get started in their breakout groups. To add some structure, tell breakout groups to select who reads out the first situation based on whoever has the earliest birthday, whose name comes first in the alphabet, or some other creative way. You can also suggest each member pick the next person to speak once they finish their turn.*

- 4 “After 3–5 minutes, we’ll come back together to read the recommendation for **WHAT TO DO** and learn **WHY IT HAPPENS**.”
- 5 “We’ll repeat this process for as many situations as we have time for.”

## WHAT THEY'LL SEE

(The below is an example of a situation in the program materials. Situations may vary depending on the set you are using.)

**INSTRUCTIONS**

- 1 Move into your small group or breakout room. Everyone should have a copy of the presentation you will use for discussion.
- 2 Select one person to read the situation and **WHY IT MATTERS**.
- 3 As a group, discuss what you would do in this situation.
- 4 After 3–5 minutes of discussion, read **WHAT TO DO** and **WHY IT HAPPENS**.
- 5 Continue through as many situations as you can in the time allotted.

**WHY IT MATTERS**

You often see biased behavior on your team, and your manager lets it go unchallenged.

**WHY IT HAPPENS**

When someone has a manager who doesn't challenge them, they are more likely to see biased behavior on their team. This is because they are not being held accountable for their actions. This is a common situation in many organizations, and it can lead to a culture of bias.

**WHAT TO DO**

When you see biased behavior on your team, it is important to speak up and challenge it. This is a difficult thing to do, but it is necessary to create a more inclusive and equitable workplace. You can start by talking to your manager and letting them know that you have noticed the behavior. You can also talk to your team and let them know that you are taking action.

**WHY IT HAPPENS**

When someone has a manager who doesn't challenge them, they are more likely to see biased behavior on their team. This is because they are not being held accountable for their actions. This is a common situation in many organizations, and it can lead to a culture of bias.

LEAN IN ©2025 LeanIn.Org, LLC

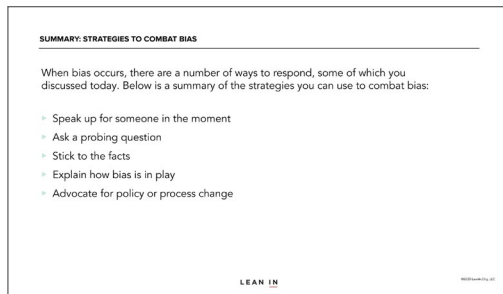
## WHAT YOU'LL DO

- 1 Ask a volunteer to read the situation and **WHY IT MATTERS** aloud to the group.
- 2 Prompt participants to discuss the following questions with their small groups:
  - a. "Has anyone experienced something liked this before?"
  - b. "How would you respond to this situation?"
  - c. "How do you think bias is involved here?"
- 3 After 3–5 minutes, read **WHAT TO DO** if your group would like to discuss it more.
- 4 Read **WHY IT HAPPENS** aloud to the group. Reread **WHAT TO DO** if your group would like to discuss it more.
- 5 Continue through as many of these situations as you can until there are about 10 minutes remaining in the session.

## 7. Review key strategies to fight bias

Bring participants back together and share the summary of the strategies you've discussed today.

### WHAT THEY'LL SEE



### WHAT YOU'LL SAY

- 1 “There are a number of ways to address bias when it occurs. Today, we discussed how we might respond to specific situations that come up.”
- 2 “Let’s review some higher-level strategies you could use to combat bias in any situation. We saw examples of these strategies in many of the situations we discussed today.”
- 3 “**Speak up for someone in the moment:** For example, remind people of a colleague’s talents or ask to hear from someone who was interrupted. Or when someone says something factually incorrect (e.g., assumes a woman is more junior than she is), matter-of-factly correct them—either in the moment or in private later.”
- 4 “**Ask a probing question:** Ask a question that makes your colleague examine their thinking—“What makes you say that?” ‘What are some examples of that?’ This can help people discover the bias in their own thinking.”
- 5 “**Stick to the facts:** When you can, shift the conversation toward concrete, neutral information to minimize bias. For example, if someone makes a subjective or biased comment in a hiring or promotions meeting, refocus attention back to the list of criteria for the role.”
- 6 “**Explain how bias is in play:** Surface hidden patterns you’ve observed and explain what they mean. Research shows that a matter-of-fact explanation can be an effective way to combat bias. For example, mention to a hiring committee that you’ve noticed they tend to select men over women with similar abilities, or point out to your manager that women are doing more of the ‘office housework.’”
- 7 “**Advocate for policy or process change:** Talk to HR or leadership at your company and recommend best practices that reduce bias.”

### 8. Commit to a One Action (~5–10 min)

As a closing activity, participants will commit to a “One Action” they can take to address biases women face in the workplace.

#### WHAT THEY'LL SEE



#### WHAT YOU'LL SAY AND DO

“Today you’ve heard about a lot of different actions you can take to fight bias in your workplace. Now it’s time to put what you’ve learned into practice.”