# Diversity, Equity, & Inclusion

## Playbook

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# Diversity, Equity, & Inclusion Playbook

Is your culture inclusive and diverse? Are your policies and practices equitable and accessible? Do your employees believe the culture is safe and welcoming? **This playbook will help People Ops & HR leaders take action and create a more comprehensive DEI strategy.**

**LifeLabs Learning Background:** LifeLabs Learning is the go-to leadership skills accelerator for 1,700+ innovative companies (like Venmo, Andreessen Horowitz, Glossier, Instacart, Lyft, Yale, and Slack). We train managers, execs, and teams in 'tipping point skills' — small changes that make a big impact on performance and engagement — and help weave them into the fabric of company culture. Our learning experiences are short, fun, science-backed, and immediately practical.

Have questions? Need training? Email Hello@LifelabsLearning.com
Short link to this document, if you want to share it: lifelabsworksheets.com/DEI
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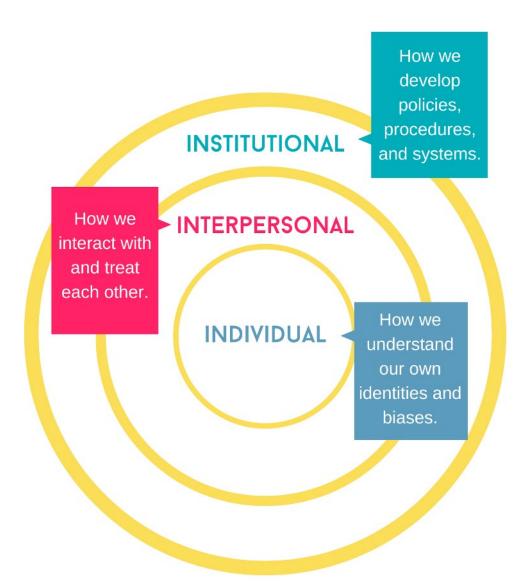
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# 3 LENSES OF DEI WORK

This playbook breaks down resources into three sections: institutional, interpersonal, and individual. Our research has found that the companies who are seen as most inclusive are creating systems in each of the three areas. To create a sustainable and collaborative inclusive culture, make sure your DEI work touches all three of these lenses.

INSTITUTIONAL

How we develop policies, procedures, and systems.

INTERPERSONAL

How we interact with and treat each other.

INDIVIDUAL

How we understand our own identities and biases.

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# INSTITUTIONAL: How we develop policies and procedures

## Perform a DEI Systems Audit

At LifeLabs Learning, we've studied our clients to uncover the systems that make or break a company's DEI efforts. There are five key systems to focus your energy on.

- Recruiting and Hiring
- Benefits and Work Conditions
- Assessment and Promotion
- Meetings and Social Connection
- Learning and Growth

Step one for improving DEI at your organization is to evaluate these systems. You can click here to make a copy of our audit for your own use!

Notice that some of your systems aren't as inclusive as you would like them to be? Here are some additional resources.

- Hiring: Interview playbook & Inclusive Interviewing training
- Performance management: Feedback training, Performance Review Audit, and Sample Performance Assessment
- Meetings: Meetings Mastery training and Hybrid Work Playbook

## Define your terms

Creating shared definitions boosts alignment, ensuring everyone at your organization is talking about the same thing when it comes to diversity, equity, and inclusion. Here are examples of how we've defined DEI-related terms at LifeLabs:

- **Diversity** = Presence of differences, such as race, ethnicity, gender identity, gender expression, sexual orientation, age, socioeconomic class/status, (dis)ability, nationality, body size, and spirituality or religion.
- **Equity** = Individualized resources and support that ensure everyone has access to opportunities and is set up for success.
- **Equality** = Treating every person the same regardless of need.
- **Inclusion** = Creating systems and taking individual action so that people are invited to participate, have access to information and opportunities, and feel safe bringing their real selves to work.
- **Anti-bias** = Processes and policies that actively mitigate the impact of individual and systemic bias—with an intentional prioritization of marginalized groups.
- **Belonging** = A feeling of support, security, and being accepted for who you are.
- **Allyship** = The practice of taking deliberate action to advance the presence of diversity, equity, inclusion, and anti-bias for others—particularly individuals from oppressed or marginalized groups.

- **Antiracism** = The acknowledgment of, and intentional fight against, racism and racialized practices, policies, and procedures. (Antiracist actions may include identifying ways that white supremacy shows up in company culture and measuring and reporting progress on antiracism initiatives.)

**To make sure your definitions are practical and useful, share how to use the defined words.**

- Is there racial diversity in our candidate pipeline? (Do not use "we just hired a diverse candidate." Groups can be diverse, individuals cannot.)
- Are we offering accommodations to create an equitable interview process?
- What are ways to optimize inclusion for underrepresented groups as we scale?

## Determine your metrics

And we're not just talking about diversity metrics! If you're prioritizing diversity, equity, and inclusion, you should establish metrics for each. Diversity is just one piece of the puzzle to creating a workplace that offers inclusion and belonging to all employees. Here are a few examples of metrics we've set at LifeLabs Learning:

- 90% agree or strongly agree: **I feel like I can be my authentic self at LifeLabs.**
- 90% agree or strongly agree: **I believe LifeLabs is dedicated to diversity, equity, and inclusion. I haven't experienced microaggressions at work in the last 3 months.**
- 90% agree or strongly agree: **The LifeLabs hiring process is fair.**
- 85% agree or strongly agree: **I feel confident having conversations about inclusion and bias at LifeLabs.**
- Average 4.8/5 **I feel like my unique needs were met during onboarding.**

## Measure employee perceptions

Once your metrics are set, you can start to measure! This may feel overwhelming because there are so many options of what to track and where to track it. Below are sample assessments you can use to track and improve important inclusion touchpoints. Please keep in mind that it is best not to measure something unless you are also willing and able to act on the results. Set clear expectations around how and when employees should expect to see progress based on their feedback.

**Pro-tip!** Ask demographic questions when surveying your team so you can cross-analyze your data. One of the biggest mistakes companies make is that they look at the majority or average without noticing the trends of who exists in the margins. See an example of a demographic survey below.

**Inclusion Assessment**

**Use a scale of 1-5, with 1 meaning strongly disagree and 5 meaning strongly agree.**

1. I feel confident having conversations about inclusion and bias at work.

2. I feel like I can be my authentic self at work.

3. I believe our company is dedicated to diversity, equity, and inclusion.

4. I believe leadership team members are accessible when it comes to feedback, ideas, and questions.

5. At work, my opinions seem to count.

6. I have the resources I need to succeed in my role.

7. I haven't experienced microaggressions at work in the last 3 months.

8. I have someone at work I can confide in. (For example, sharing frustrations, microaggressions, personal wins, etc.)

**Pro-tip!**

- Set goals ahead of time for what % of employees you hope reply with agree or strongly agree, or what the overall # average is for any given response.

- Cross-analyze the results to ensure less than 1-point standard deviation for any demographic group (race, role, gender, age, etc.)

- Add an optional open question to any of the above likert scale questions, "What would move your score up/down one point?"

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**Demographic Questions**
Instead of relying on the demographic categories determined by the EEOC, many companies are creating their own categories that are more inclusive and allow for intersectionality.

## Weekly Gender Identity
Gender Identity
Agender
Cis man
Cis woman
Demigender
Genderfluid
Genderqueer
Nonbinary
Questioning or unsure
Trans man
Trans woman
Two-spirit
Prefer not to answer
I identify as:

## Sexual or Romantic Orientation
Asexual
Bisexual
Demisexual
Gay
Straight
Lesbian
Pansexual
Queer
Questioning or unsure
Prefer not to answer
I identify as:

## Race
Asian
Black or African descent
Latine, Latinx, or Hispanic
Middle Eastern or North African
Native Alaskan
Native American, Indigenous, American Indian, or First Nations
Native Hawaiian or Pacific Islander
White or of European descent
Prefer not to answer
I identify as:

## Religion
Agnostic
Atheist
Buddhist
Catholic
Other Christian Religion (e.g., Lutheran, Methodist, Baptist, Non-Denominational, Presbyterian, etc.
Hindu
Jewish
Muslim
Sikh
Prefer not to answer
I identify as:

## Disability
Yes, I have a disability
No, I do not have a disability
Prefer not to answer
I identify as:

Neurodiversity (Neurodivergent is used to describe someone whose cognitive functioning is different from the "typical", including autism spectrum disorders, ADHD, anxiety disorders, intellectual disabilities, schizophrenia, mood disorders, and dyslexia.)
I identify as neurodivergent
I do not identify as neurodivergent
Prefer not to answer
I identify as:

## Caregiver Status
Parent or caregiver
Not a parent or caregiver
Prefer not to answer
I identify as:

## Immigration Status
Immigrant
Child of immigrants
Non-immigrant
Prefer not to answer
I identify as:

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**Pro-tip!**
Add framing to explain why you're asking these questions and acknowledge any limitations of the survey tool you're using. Here's an example.

*Our goal is to collect this information to see if there are any trends in a particular demographic group and spot meaningful disparities. Only the Employee Experience team and Director of DEI will have access to this data.*

*FYI: Unfortunately, the demographic questions in our survey tool are single select only. We know this may remove nuance, complexity, or intersectionality, and are deeply sorry for this limitation :( If you hold multiple identities or an identity that isn't listed, please use the "I identify as:" option.*

Want more sample assessments? Check out the growth opportunities and meetings surveys here.

## Use the FAIR Framework

As your company changes and grows, it can be challenging to ensure every person is keeping DEI in mind as they make decisions on projects, policies, and practices. One way to ensure all managers and project-owners have the ability to practice inclusion is to teach them the FAIR Framework.

**F:** Is it **forthright**? Are reasoning and expectations explicit and clear to all?
**A:** Is it **accessible**? Is each person set up for success? Will there be unintended consequences on certain groups of people?
**I:** Is it **involved**? Did we get input from those who will be impacted?
**R:** Is it **rigorous**? Have we put in consistent measures to mitigate bias?

Imagine you're rolling out a new unlimited PTO process. Here's how you might use the FAIR Framework.

### Forthright:
- Sample problem: managers know about the new system and are expected to tell their teams, but each manager's understanding is slightly different, and they tell their teams at different times.
- Sample solution: share important information in all-hands meetings, by email, and in one-on-ones with managers.

### Accessible:
- Sample problem: employees who are newer, have marginalized identities, and/or experience feelings of imposterism aren't taking PTO because they don't know what's actually expected or accepted.
- Sample solution: share examples of how people are using PTO and make any implicit expectations explicit.

### Involved:
- Sample problem: in order to keep the process moving quickly, you got feedback from the product and engineering teams, but not the sales team.
- Sample solution: slow down in order to get feedback from people across roles and teams.

**Rigorous:**

- Sample problem: there is no debrief in place to understand who is using PTO and how many days they're taking.

- Sample solution: set up quarterly or semi-annual debriefs to notice any gaps in teams, roles, and people using their PTO days.

Curious to learn more about the FAIR Framework and how to use it? Check out our Inclusive Systems workshop!

## Establish a DEI Council

Organizations with DEI Councils, Taskforces, or Committees see increased participation in DEI work, diversification of the voices and perspectives involved in DEI decision-making, and improvements toward becoming a more inclusive and equitable company.
Councils can create meaningful organizational change, involve more people in DEI work, and share feedback on important policies and practices. There are many ways to structure a Council and many different purposes for Councils. Two strategies that have been useful at LifeLabs Learning are:

- Ask the Council to complete an audit (see the LifeLabs Inclusion Audit) of your current practices like meeting norms, decision-making structures, interview practices, and work-from-home policies.

- Have the Council use the FAIR Framework to determine if policies, practices, and projects are inclusive and fair.

**Here's a sample DEI Council meeting agenda:**

- Intro and small talk (5 minutes)

- Welcome new members, review last week's notes (5 minutes)

- DEI updates (10 minutes)

- Discussion (20 minutes)

- Team time (10 minutes)

  - *This option works well if your Council has sub-teams within it and you want to create space within the meeting for these teams to work together in breakout rooms. For example, at LifeLabs Learning, our Council has 3 teams: acting, advising, and inspiring.*

- Closing (5 minutes)

**Pro-tip!**
Start by defining the purpose of the DEI Council. At LifeLabs, our DEI Council created the following purpose statement. *"The purpose of the LifeLabs Learning Inclusion, Diversity, Equity, and Anti-bias (IDEA) Council is to advise on policies and strategy, take action to create a more inclusive workplace, and inspire all employees to prioritize inclusion, diversity, equity, and anti-bias in their work with each other and our clients."*

## Create an ERG program

Employee Resource Groups (ERGs) are organizationally sponsored groups formed around specific shared identities (e.g., Black, BIPOC, women, queer folks, veterans, parents). They can increase employee engagement, productivity, candidate interest, and retention while leading to business innovation and growth. **That said, if they are not set up well, they can also lead to out-group friction, burnout, perceived unfairness, and in some cases even discrimination lawsuits.**

There is no one right way to set up your ERG. The format and guidelines should be different depending on the goals you are looking to achieve. Make sure your ERG has defined its primary goal, and is aware of pros, cons, and mitigations for each goal.

| Purpose<br>Why does the ERG exist? | Pros | Cons | Mitigation |
|---|---|---|---|
| **Opinion sharing:** Consulting on business challenges (e.g., when exec groups ask the ERG for opinions) exec groups ask the ERG for opinions) | Increased meaning, innovation | Frustration from feeling lack of control over outcomes | • Assign an exec sponsor<br>• Require a small number of visible deliverables |
| **Creating action:** Proposing and developing solutions to business challenges (e.g., when exec groups ask ERG to develop solutions, beyond opinions) | Increased meaning, ability to create change, innovation, progress | Burnout, career hindrance from doing 'second job' unpaid | • Assign an exec sponsor<br>• Reduce/change primary role responsibilities<br>• Provide needed resources<br>• Invest in member development and recognition<br>• Request ERGs consult/give feedback vs. execute on projects |
| **Belonging:** Creation of psychological safety (e.g., a place for similar people to bond and share experiences) | Increased belonging and engagement, reduced stress | Possibility of complaints with no action → creates disengagement | • Create group ground rules<br>• Do regular check-ins on group purpose and benefit |

| Participation<br>Who gets to join an ERG? | Pros | Cons | Mitigation |
|---|---|---|---|
| Only group-identifying individuals | Increased sense of belonging and psychological safety, reduced stress, informal mentorship | • In-group/out-group identity formation → distrust, conflict<br>• Discrimination risk (e.g., members of majority feeling they aren't getting equal access to resources) | • Make some events open<br>• Create other interest groups and task forces<br>• Allow formation of any ERG within set parameters (e.g., # of people who want it, any underrepresented or marginalized group) |
| Identifying members and allies | Increased empathy and cross-identity social connection | • Reduced psychological safety<br>• Risk of identifying members feeling forced to educate allies | • Make some events closed<br>• Create ground rules for group interactions |

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# INTERPERSONAL: How we interact with each other

## Train employees

Creating systems that are inclusive and mitigate bias is extremely important for curating an inclusive culture. However, the institution alone doesn't define a company's culture. How employees interact with each other impacts psychological safety, engagement, performance, collaboration, team success, and so much more.

The most inclusive companies have two things in common:

1. Employees have the conversational capacity to talk about inclusion, identity, and bias.

2. Inclusion is co-owned by all employees, not just one role or leader.

Our Inclusive Cultures Program, which consists of Behaviors of Inclusion, Inclusive Interviewing, and Inclusive Systems Skills, helps companies ensure that all employees have the skills to contribute to a diverse, inclusive, and equitable workplace.

## Intervene in microaggressions

Microaggressions (comments or actions that reveal or come across as a bias or stereotype) are, unfortunately, pervasive in many workplaces. For example, a comment like "Wow! You are so articulate!" said to a Black coworker might be well-intentioned but when heard repeatedly from different people can imply that being articulate and Black is a surprising combination. A single comment may be easy to cope with, but **chronic exposure to microaggressions can lead to stress, disengagement, and underperformance**.

For leaders, intervening in instances of microaggressions is tricky and, yet, even more important since leaders play a critical role in modeling desirable behavior and creating the company culture.

When microaggressions happen, there's typically a tug-of-war in our brains. We quickly attempt to decide if we should say something publicly in the moment, provide feedback later privately, or do nothing at all. Many factors go into this decision. We ask ourselves a series of internal questions like:

- "Would it put me at risk?",
- "How bad was it?",
- "Did anyone else notice that/interpret it that way?",
- "Is this a good time to educate?", and
- "If I don't say anything, does it signal that this is okay?"

And for managers, the extra layer is, "What does it say about me as a leader or our company leadership overall?"

There is no right or wrong answer, but here are a few tips from our Behaviors of Inclusion workshop for addressing microaggressions and discriminatory behavior, publicly and privately.

## PUBLICLY

- Isolate the sentence or comment. If someone says something in public that isn't okay, micro-intervene. The goal of this micro-intervention is to signal to other listeners that you recognize an inappropriate comment, and to do so in a way that creates room for change.
  - How? Sample public actions include: Pause the conversation by publicly asking, "Could you say more about what you mean when you say xyz?" Or say, "That comment doesn't land well with me. I don't want to derail this conversation, so I'm happy to share more later."
  - The focus is on the comment or the sentence, never the person. This is what we call 'separating the person from the action'.

## PRIVATELY, in a 1-1 conversation

Give feedback using the LifeLabs Q-BIQ Method (learn more in The Leader Lab book!)

- **Q**uestion: Can we talk about what just happened/the conversation during our last team meeting?
- **B**ehavior: Describe what you observed/heard said.
- **I**mpact statement: Share why this matters and how their action/comment impacted you.
- **Q**uestion: End with a question to make it a two-way conversation. Help the person decide how to address what happened or what was said.
- *Example: Can I share some feedback about something I heard you say in our team meeting? You mentioned that Rob doesn't look like an engineer, and I wanted to bring it up because I wasn't totally sure what that meant, and I was worried you were making a statement about his race or his appearance. Could you share more about where you were coming from?*

## Help managers have tough conversations

Managers are hotspots for creating inclusive cultures. When you train managers to have essential DEI skills, you can quickly see change sweep across an organization. But supporting direct reports through difficult times while at the same time coping with your own thoughts and feelings is incredibly difficult. Below is a guide for managers–as a first step–to make it easier to lead with compassion and create a culture of greater equity and inclusion for all.

## QUESTIONS TO ASK DIRECT REPORTS IN 1-1s, during moments of difficulty or societal tension

- What would be the most helpful use of this time?
- Where are you getting support?
- What's one thing I can do to make work easier for you right now?
- Would it feel good to brainstorm actions you'd like to see us take as a team or as a company?

**WHEN LISTENING, USE THE 'TRIPLE A' METHOD:**

- **Acknowledge:** *Thank you for sharing this.*
- **Affirm:** *This is a really important conversation for us to have. I care very much about x.*
- **Ask:** *Can you share more about x?*

**(AND A FEW THINGS TO NOT SAY):**

- I know exactly what you're going through.
- I felt left out when you didn't come to talk to me about it.
- It could be worse. (At least you have a job.)
- At least racism isn't happening at work.
- I'm sure it will get better soon.

When managers are asked to have tough conversations with their direct reports or teams, they also need to be equipped with the skills to do it well. Poor conversation facilitation can make existing challenges worse and decrease trust. The best facilitators use questions like these:

| **Summarize/ Playback**<br><br>So you are saying xyz/feeling xyz... | **Deblur/ ask for example**<br><br>You mentioned x. Can you say more/give an example, etc.? | **Normalize**<br><br>It's normal that [we are struggling with this/normal that this is hard to figure out, etc.] | **Provide care statement**<br><br>I really care what you think/I don't want you to feel that way, ect. |
|---|---|---|---|
| **Find underlying need**<br><br>What's important to you about xyz? | **Problem solve**<br><br>What could we do to make this better? | **Name common goal/bridge**<br><br>It sounds like we both care about [xyz, figuring this out, getting it right]. | **Extract learning**<br><br>What can we learn from this to help us going forward? |

Learn more about these skills in The Leader Lab book!

## Interview for inclusion

Want to make inclusion a core tenet of your company culture? Make sure to assess applicants on their awareness of and commitment to inclusion practices! Here are some interview questions we ask at LifeLabs Learning:

- Tell me about a time you went out of your way to make someone feel included at work.
  - *Assessment criteria: Has an example, shares intentional action, shares why inclusion was important*
- Could you share a time when diversity or inclusion impacted your thoughts or behaviors at work?
  - *Assessment criteria: Has a specific example, shares context for why they changed, expresses willingness to change*
- How would you give feedback to someone who has committed a microaggression?

Each of these questions also has very clear assessment criteria to ensure the entire process is structured and anti-biased. For more on creating structured interview questions and scoring criteria, check out our Inclusive Interviewing workshop.

# INDIVIDUAL: How we understand identities and bias

## Streamline learning opportunities

- **Share inclusive language guides.** There are many resources that offer guides on terms to use and also language not to use. Share them with the team so employees know how their words may be impacting others.

- **Build opportunities to learn together.** Create learning cohorts, offer team-wide opportunities, or use our Slack donut pairing add-on, Allyhood in Action!

- **Create opportunities for mini-learning.** Do you have a company newsletter or all-team communication that is shared at a regular cadence? Include a section in every communication that shares tips on how to be more inclusive or articles, podcasts, videos, or stories by and about people with underrepresented or marginalized identities.

- **Develop a learning journey.** Work with your L&D team or your DEI Council to create a DEI-specific learning journey for employees that includes team-wide and optional activities, workshops, and debriefs. Not sure what to prioritize? Start with basics around privilege, power, and oppression. Then think about what the team is requesting, what matters most in the work your company does, or what is culturally salient at the time.

- **Encourage learning extraction.** After employees learn something new, create a template for how they should share their learnings. This could be a Google doc, a channel in Slack, or a team-wide skill-up!

- **Create a database.** Include internal and external learning opportunities, links to the team's learning extractions, and mini-learnings that employees can come back to and reference.

## Create a DEI curriculum for leaders

While training all employees is a great place to start, role modeling and culture-setting start from the top. At LifeLabs Learning, we know that behavior change has the greatest impact on creating inclusive workplaces, and we also know that gaining knowledge and awareness can make that behavior change a little easier. We've created a Leader Curriculum for our leaders at LifeLabs to continue developing their understanding of equity, inclusion, and bias. Want to create one for your team? Here's a sample you can use or adapt!

## Normalize getting it wrong

There is no "Island of Inclusion" that we can arrive at and say, "I'm here! I've arrived!" DEI work is ongoing for everyone. To create a culture that encourages individual learning, it is important to cultivate an environment where employees can share feedback with each other when they do or say something that is exclusionary or microaggressive. The biggest detractor to employees feeling able to do this? When the feedback isn't received well. Here are a few things to say when receiving feedback:

- That makes total sense! I really appreciate you sharing with me.

- Thank you so much for bringing this up. I know it probably wasn't easy.

- I totally see how what I said could have been interpreted that way. I'm going to be more aware of my language going forward.

- Wow, I never thought of that. Would you mind sharing more with me about the impact?

- I'd love to share this learning with the team. Do you mind if I share that you gave me this feedback?

# SUMMARY

**Gain buy-in**

While a growing number of people are open to and eager for change, People Ops and DEI leaders might still need to work hard to get the level of buy-in you need from stakeholders. Below are strategies that can help you drive change faster.

- **Inoculate concerns:** Consider what leadership might be feeling when deciding how much to focus on DEI. For example, a CEO might be worried that this shift could mean losing control over company decisions or that dedicating resources to DEI will put the business at risk. Ask questions like:
  - "How are you thinking about DEI at our company?"
  - "How do you think it connects to our goals, mission, vision, and values?"
  - "What are your concerns or hesitations?"
  - "What are you hoping we can achieve on the DEI front?"

  Next, use this understanding to create an **inoculation statement** to explicitly address their main concern. Try, "*I recognize that this change could make you feel like it distracts us from our priorities. I want to roll out our new DEI strategy in a way that supports our objectives.*"

- **Go on Listening Tours:** Connect with people across different levels and teams at your organization to understand their current experience. Show you care while also collecting 'team pulse' data.

- **Create a link map:** When presenting an idea, share how that idea links up to bigger picture goals or objectives. Ask yourself, "what does this link up to?" For DEI initiatives, it might sound something like this: My plan is to roll out this initiative because it links up to:
  - **Increasing retention of critical talent.** Employees who experience microaggressions are three times more likely to think about leaving their jobs.
  - **Improving the quality of our decision-making.** Teams with greater diversity and inclusion make more accurate decisions.
  - **Building greater resonance and trust with customers.** Treating employees well is the highest-impact way to communicate an organization's values and strengthen relationships with customers.

- **Split-track what you hear:** If you hear more than one topic in the reply, separate them to reduce misalignment, stay on track, and focus on what matters. For example: "I heard you mention both revenue and culture as concerns. Which is the bigger concern?"

- **Use heart and head statements:** Want your message to be more influential? Speak to the heart ("imagine if", metaphors, stories, specific people) and the head (facts and research). For example: "Imagine if every employee felt like they could bring their full selves to work, and we could increase retention by 40%."

- **Identify and mitigate risks:** To assert influence, identify and speak to risks up front (revenue, people, culture, brand). Make sure to highlight the areas that may not already be considered. You want people leaving the meeting saying, "we need to make sure this person joins future conversations because they are noticing things we are not thinking about!" Next, explain your plan for how each risk will be alleviated.

## Care for yourself

Whether you're a member of a DEI team, the sole DEI professional at your company, or a People Ops person tasked with DEI work, this work can feel challenging and lonely. To show up best for others, don't forget to show up for yourself. Here's some tips for staying motivated, engaged, and healthy.

- **Keep a win journal:** Progress can be slow, making it hard to remember that you're doing great things. Every day, write down one small win you've had to bring attention to even the tiniest successes.

- **Ask for feedback:** If you have a hard time noticing your wins, ask others to share positive feedback with you! Anytime you launch a new project, share a new resource, or optimize an existing process, ask employees to share one thing they appreciate, ensuring you're not only getting the critiques.

- **Remember your 'why':** When DEI work feels hard (and it will), think back to why you're motivated to create a workplace that is more diverse, equitable, and inclusive. Remember what motivates you and focus on making tiny progress toward your vision.

- **Find your community:** Even if you feel alone at your company, you're not alone in the larger community of DEI and People Ops professionals. Find your network of trusted colleagues at conferences, on LinkedIn, or in Slack groups.

Need more support? We offer training in influence skills, leading change, and inclusive systems skills. Get in touch to learn more.

# Ready to learn more?

We've trained over 375,000 managers, execs, and individual contributors at 1,700+ amazing companies — is yours next? Set your managers up for success with our lab-based, research-driven workshops. **Get in touch** with us to learn more.

We love our clients, and the feeling is mutual! When asked how likely they are to recommend LifeLabs Learning, clients give us an average score of 9.6 out of 10. Here's why (in their own words):

**"** "As Instacart was scaling in hyper-growth mode, it was critical to invest in management and leadership training. I would strongly recommend having LifeLabs come in and do their magic for any institution looking to invest in people."

**Bala Subramaniam,**
Dr. of Product @ INSTACART

**"** "This has been one of the best partnerships of my 18 year career – incredible, authentic, and knowledgeable. You're talking about a crew that knows what they're doing!"

**Rachell Morris,**
Head of HR @ TED

**"** "Our employees consistently highlight the practical application of the content and energy of the facilitators. All agree the sessions have been a valuable use of their time."

**Kyle Grubman,**
Senior Talent Manager @ LINKEDIN

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