INTRODUCTION

1. The story about Kim's experiences in Russia is difficult for many people to read, but often difficult for different people in different ways. How did that story resonate for you? Let's try to make it as comfortable for everyone in the room to be as honest as possible.
2. Do you think things have changed substantially since the 1990's when that story happened? What, if anything, has gotten better? What, if anything, has gotten worse?
3. How does remote work or hybrid work make inequity better or worse?

PART ONE: BIAS, PREJUDICE AND BULLYING

1. What did you think of the simple definitions of bias, prejudice and bullying?

Chapter 1 - Roles and Responsibilities

1. Can you think of a time when you were harmed by bias, prejudice or bullying? Are you OK to share the story with this group?
2. Can you think of a time when you observed bias, prejudice or bullying and were either an upstander or a bystander? Are you OK to share the story with this group?
3. Can you think of a time when you harmed another person with your bias, prejudice, or bullying? Are you OK to share the story with this group?
4. Can you think of a time when you observed bias, prejudice or bullying as a leader? How did you respond? Are you OK to share the story with this group?

Chapter 2 - For People Harmed: What to say when you don’t know what to say

1. In the section on recognizing bias, Scott offers several common examples of unconscious bias. What others have you noticed at work?
2. Think of a time when bias was directed at you. What “I” statement could you have used in this situation?
3. Think of a time when prejudice was directed at you. What “it” statement could you have used in this situation?
4. Think of a time when you were bullied. What “you” statement could you have used in this situation?
5. Scott offers some common reasons people give for remaining silent in the face of bias, prejudice or bullying. What others are there?
6. Have you experienced what Scott calls “silence and rage?” What happened? What was the impact of your silence?

Chapter 3 - For Observers: How to be an Upstander

1. Do you have a story about a time when you noticed or were an upstander who addressed unconscious bias as deftly as the story about Aileen Lee’s colleague noticing she was getting ignored and swapping seats with her? Why are these incidents of standing up to bias so rare?
2. Do you have a story about a time when you noticed or were an upstander who addressed prejudice as deftly as the story about David who helped Kim when she was asked to pee in a bucket on a business trip? Why are these incidents of standing up to prejudice so rare?
3. Do you have a story about a time when you stood up to bullying, or observed someone who did? Why are these incidents so rare?
4. What did you think about Hollaback’s 5d's for standing up to bullying?
5. Have you noticed examples of people who want to be upstanders but who give in to a hero complex? What other sorts of hero complexes have you seen besides the ones Scott mentions (moral grandstanding, the incredible hulk, the knight in shining armor/white savior complex, the opportunistic hypocrite, bad faith communication)?

Chapter 4 - For People Who Cause Harm: be part of the solution, not part of the problem

1. For many people this is one of the more uncomfortable roles to acknowledge. And yet we ALL harm others, usually without meaning to. And it feels really risky to acknowledge that we’ve harmed another. What can we do to help ourselves and others understand that NOT acknowledging the harm is much riskier that acknowledging it and making amends?
2. What steps do you take to become more aware of your own biases? Do you have a bias buster in your life?
3. Have you ever had a prejudiced belief? What changed your mind?
4. Have you ever been a bully to another person? How did you feel when you became aware of the impact your behavior had?
5. What’s the worst apology you’ve ever seen? What’s the best?

Chapter 5 - For Leaders

1. How did you respond to the idea that leaders roll out bias interrupters on their teams? Have you ever been in a situation where it was expected that you interrupt bias when you notice it?
2. Scott offers several suggestions for a shared vocabulary one could use to interrupt bias (“I don’t think you mean that the way it sounded to me,” “bias interruption,” “I’m throwing a flag on the field,” bias alert.) What might work on your team?
3. It sounds easy to identify prejudice in the workplace, but it’s actually really hard to identify where, exactly, is the line between one person’s freedom to believe whatever they want and another person’s freedom not to have that belief imposed upon them. What did you think of the Codes of Conduct Scott suggested? Have you ever worked in a place that had an effective code of conduct?
4. A core role of leaders is to create consequences for bullying behavior. Have you ever worked with a leader who was good at creating conversational, compensation, or career consequences when they notice bullying on their teams? How did they do it?

5. Have you ever worked with a bloviating BSer? What was their impact on the team’s ability to get shit done? Did the person’s leader step in?

PART TWO: DISCRIMINATION, HARASSMENT, AND PHYSICAL VIOLATIONS

Chapter 6 – Apply Checks and Balances; Quantify Bias

1. In public discourse, we often hear about “empowering” and encouraging those to speak up. What did you make of this statement: “People who are underrepresented don’t need to be told to speak up or to be empowered or to be told to be more confident. What’s needed is to address the pressures that keep us silent.” (Page 164)

2. What are your thoughts on the differences between “culture fits” and “culture adds”? Do you have any examples to share of seeing the results of a team hiring based on either approach? (Page 170, more on 180)

3. In the story about the sports management company for the 76ers and Devils, we see an example of a valued employee leaving because she lacks a role model to see what’s possible in her own career. Do you have someone in your professional life you look up to? Who are your role models? (Page 172)

4. What did you think of Amy Edmondson’s psychological safety survey? Did you informally take it yourself? If comfortable, feel free to share your reactions and responses to any of the points. (Page 207)

Chapter 7 – How to Fight Discrimination and Harassment

1. The “Jack Story” is an interesting case study in Radical Candor (or a lack of), communication (or a lack of), and an unclear problem. This all culminates in 2 different “solutions”: fight or quit. What’s your take on the options in this situation? What would you have chosen to do, or have you been faced with a similar dilemma? (Page 215)

2. What do you think about the 7 steps (document, build solidarity, locate the exist nearest you, talk directly with the person who caused harm, report to HR, take legal action, tell your story publicly) you can take as a person harmed? Have you had to engage in this process before (or maybe supported someone else who was)? (Page 221)

Chapter 8 - Touch

1. Scott had some pretty draconian advice about limiting alcohol in the workplace. What was your reaction?

2. What did you think about Scott’s “toxonomy” of the ways touch can go wrong in the workplace (innocent hugs vs “innocent” hugs, regretted sex, abuse of power relationships, sexual assault)

3. Have you ever worked in a place that was truly characterized by a culture of consent?

4. What did you think of Scott’s proposed articulation of a culture of consent (It is the responsibility of the toucher to be aware of how the other person feels about being
touched. If the other person doesn’t want to be touched, don’t touch. If you’re not sure, don’t touch.)

5. Have you ever worked in a place where you truly trusted the system you were supposed to use to report sexual assault or other forms of violence in the workplace? What do you think about anonymous reporting, or putting victims of the same attacker in touch with one another?

PART THREE: SYSTEMIC JUSTICE AND INJUSTICE

Chapter 9: Two Bad Dynamics

1. What do you think about the idea of the conformity dynamic between bias, prejudice, and abuse? Have you ever seen this dynamic play out the way Scott describes noticing it as a child at her parents’ tennis club?

2. What do you think of the idea of the coercion dynamic between bias and violence? Did the connection between the way this dynamic played out in George Floyd’s murder and Chanel Miller’s rape make sense to you? What did you think about the story of Scott’s Bible studies teacher—in which Scott experienced prejudice, but her Jewish classmates were experiencing both prejudice and anti-Semitism (the dynamic between bias and violence the Jewish people have experienced.) This dynamic is explained well in the ADL’s pyramid of hate.

3. Did the idea of discrete incidents of bias, prejudice, bullying, discrimination, harassment, and physical violations vs dynamic injustice make sense to you? In other words a man can experience discrete incidents but not sexism. A white person can experience discrete incidents but not racism.

4. What did you think of the distinction between sexism and misogyny that Scott made?

Chapter 10 - Recognizing Different System of Injustice

1. What did you think of the Tom, Dick, Harry and Mary story? Have you ever experienced a system of brutal ineffectiveness like that one?

2. What did you think of Scott’s story about being shamed for her bike etiquette as an example of self-righteous shaming? Have you ever experienced a system that created self-righteous shaming?

3. What did you think of the story of Sally’s Rise? Have you ever experienced that kind of oblivious exclusion?

Chapter 11 - A Moment For Optimism

1. What do you think about what Tracy Smith said about love and joy? “Love is a radical shift. Love tells me that your needs must be as important to me as mine are; that I can only truly honor and protect myself by honoring and protecting you.”

2. Have you ever worked in a place where everything felt more or less fair? If so, what did it feel like? If not, can you imagine such a place? What would it be like?

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1 There is a mistake on p 306 the book where the word “bullying” is used when it actually should be “prejudice.”