Did That Just Happen?!:
Beyond "Diversity"—Creating Sustainable and Inclusive Organizations
by Stephanie Pinder-Amaker and Lauren Wadsworth

Readers' Guide Discussion Questions

1. In chapter 1, "Inclusive Teams Are Better Teams," the authors outline the pitfalls of creating "diverse" workspaces without providing the necessary tools to support those of rising underrepresented identities who have been invited into the work environment. Beyond those outlined in the book, what are some ways in which you, on the individual level, might foster a safer environment in order to maintain a diverse team?

2. Are there times when you've witnessed either successes or failures of organizational diversity initiatives? What factors led to these successes and/or failures?

3. The authors coin the term IRAs (identity-related aggressions) to remove "micro" from the term "microaggressions." How does this shift in terminology change your perspective on IRAs? Can you think of any other commonly used terms in the context of identity and organizational reflection that might benefit from revision?

4. The authors assert that "One of the most insidious aspects of identity-related aggressions is that they occur without notice" (21). How and where does this ring true in your experience? Reflect on thoughtful ways to draw attention to IRAs as they occur.

5. In a scenario involving Barnes & Noble's mishandling of publications related to Black History Month, the authors encourage the company to "re-approach," which means "making an informed and sustained attempt to address the issue it originally sought to highlight" (72). What factors make re-approaching a difficult process both for companies and for individuals? Have you ever had to redress an issue like that in this scenario? If so, reflect on the challenges, significance, and end results of this process.

6. The authors assert that a crucial first step in organizational assessment is for a system to acknowledge its history. What makes this action essential and how might you practice it in your own organization?

7. The authors coin the term "the action/savior fix" to define a moment wherein one takes ownership away from the target of a harmful situation by shifting the focus away from their pain and to your new mission (93). How do intent and impact play a role in this "fix"? Have you ever been on the receiving end of the action/savior fix? If so, what role

do you wish the "savior" would have taken in that moment, and what actionable steps can you think of that might guide them toward that role?

8. Think of a time wherein you either acted as or required an ally in a challenging situation. What characteristics do you value in an effective upstander? Why is it sometimes difficult to speak out as an upstander, and how might you overcome these difficulties?

9. *Did That Just Happen?!* goes into detail about fear surrounding the word "racist" and about the cultural hesitancy to name racist actions as they occur. Do you find it difficult to use this terminology? If so, what historical, social, or environmental factors contribute to your fears surrounding the word "racist"?

10. The authors note that the theme of safety recurs throughout this book "because cultural shifts cannot occur unless people feel safe to take risks" (131). Envision a "safer space." What obstacles lie between your current work environment and the safer environment you've envisioned? What contributes or detracts from your sense of safety in the workplace?

11. The authors provide examples of what they term "the empowering apology" (122). They note that "That was inappropriate and hurtful. I'm very sorry" or "I realize that my assumption was racist. I'm very sorry" are two of many valid responses. Brainstorm your own empowering apologies. What are the most meaningful components of an empowering apology, and how did you incorporate these components into your own examples?

12. Identify the large cultural shifts you'd like to see take place in your organization. Why haven't these shifts yet occurred, and what can you do to actualize them?