



Book Discussion Guide

Last Updated March 2024

Welcome to the *Four Days to Change* Discussion Guide. This guide is intended to support your use of the FDTG book and other resources to create a self-directed peer group learning experience. You can also use this guide to support individual learning.

Resources:

- A. **Book:** The *Four Days to Change* book is [available in paperback, kindle, and audible forms](#). This book is a valuable resource for white men who want to be allies for diversity and inclusion. It provides a wealth of information, tools, and skills that can help white men to understand and address their own biases, create more inclusive workplaces, and build a more just and equitable society. The book is also helpful for those who want to understand the journey white men take in becoming allies and champions for inclusion. Additionally, it illuminates the role and responsibility white men have in engaging their own group in creating cultures where everyone thrives.
- B. **TEDx Talk:** [Michael Welp's TEDx talk](#) serves as a good introduction to the topic of white men & diversity. You can ask a group of men to view this TEDx talk in advance or use it at the start of a session to set a foundation for reflection and discussion. The TEDx talk is organized to describe three things white men don't know:
1. We don't know we are part of a group and have a culture.
 2. We don't know that others are having a different experience at work and in life (navigating things we don't often have to navigate).
 3. We don't know that the process of learning about the first two items listed above is transformative for us and gives us many benefits for our own lives.

Sample reflection or discussion questions for after watching the TEDx talk:

1. What surprised you in the TEDx talk?
2. What new ah-ha's did you have?
3. What can white men gain from exploring diversity topics?

C. Four Days to Change Video Companion Series:

This is a free eight-part series of videos posted on YouTube that complement the book. Each of the eight videos covers several chapters, sharing more behind the scenes concepts that invite additional reflection. The style of the videos is an informal conversation by the author Michael Welp. YouTube will play these videos as a series after you start the first.

Videos and what book chapters they correspond to:

[Video One](#): Introduction & Chapters 1, 2

[Video Two](#): Chapters 3 & 4

[Video Three](#): Chapters 5 & 6

[Video Four](#): Chapters 7, 8, 9, 10

[Video Five](#): Chapters 11, 12,13

[Video Six](#): Chapters 14,15, 16

[Video Seven](#): Chapters 17, 18, 19

[Video Eight](#): Chapters 20, 21,22

D. The Insider Outsider Podcast Episodes

Many of the episodes of Michael Welp's podcast focus on white men & diversity. One we recommend starting with is called [Why We Focus on White Men in the US](#). Find the podcast on your favorite podcast channel.

E. Four Days to Change Discussion Guide Questions by Chapter

The rest of this document lists specific discussion questions for each chapter of the book.

Suggested Operating Agreements for Discussion Space

1. Choose your own level of participation and disclosure.
2. Listen to understand rather than to respond.
3. Say what is true for you while being respectful of others. Each person's perspective adds value to the group.
4. Give yourself and others permission to not make sense. Learning occurs through exploring our confusions and apparent contradictions.
5. Honor any confidentiality you agree to as a group. Share your learning without putting others at risk. (i.e. share anonymously versus using names of who said what)

Discussion Questions

Forward (by Bill Proudman)

1. What life experiences woke Bill up on his diversity learning journey? What role did his mentor play?
2. As you heard about this book or started reading, what was your first reaction to hearing about a focus on white men & diversity, and the gathering of groups of white men by themselves to discuss diversity?

Introduction

1. What statistics in the introduction are most striking to you?
2. What do you think you will gain from reading this book?

Chapter 1: Journey to South Africa

1. What reaction did Michael have to the white men he worked with in South Africa?
2. Where have you ventured into other cultures or across other differences and what did you learn as a result?

Chapter 2: Into the Darkness

Mindset #1: Go beyond problem solving.

1. What reaction did Frank's flight attendant have to seeing the word "White Men as Full Diversity Partners"? What other reactions came from the men sharing they were attending a White Men's Caucus? What is your reaction to a group of white men gathering to talk about diversity for four days?
2. Regarding mindset #1, where in your life do you overuse your 'fix it' muscle, bringing a problem-solving mindset where it might not be helpful?

Chapter 3: Settling into the Living Room

Mindset #2: Incorporate multiple perspectives.

1. How would you answer the three questions below related to your own work setting or other important groups in your life? Consider rating each question 1-5 with '1' being low and '5' being high.
 2. Am I in or out?
 3. Do I have power or control (voice or influence)?
 4. Am I appreciated for my skills and resources?

What are the 'differences that make a difference' for you in how you answer the above questions? For example, introversion, age, job function, etc.

2. Where in your life do you have an incomplete view of other's perspectives?
3. What are the four white men in the book discovering that are assumptions often made about white men & diversity? What are some of the impacts of those assumptions on partnerships at work?

Chapter 4 : The Four Paradoxes

1. As you reflect on the four paradoxes, which can most help you to better understand the complexities of diversity?
2. What are examples in your life of shifting your thinking from an either/or mindset to a both/and mindset? How has that helped you?

Chapter 5: Seeing the Water We Swim In

Mindset #3: Strengths overused are weaknesses.

1. What aspects of the U.S White Male culture discussed in chapter five do you see in your organization?
2. What strengths in your skill set do you tend to overuse such that they limit you?

Chapter 6: Leaning into Complexity

Mindset #4: Learn to accept ambiguity, emotion, and discomfort.

1. What are the men learning in this chapter about the relationship between rationality and emotion?
2. Does your work culture support you in being both rational and emotional? Can you be in your head and also in your heart?
3. How do you deal with situations at work that are inherently messy, ambiguous and emotional?

Chapter 7: Feeling the Weight of Oppression

1. What do you think the men learned from the activity they engaged in?
2. What do you think is the cumulative impact of how navigating issues of race can feel like a heavy burden on people of color?

Chapter 8: Exploring White Privilege

Mindset #5: Balancing advocacy with inquiry.

1. What examples of white privilege were most surprising to you?
2. What are other examples of white privilege can you think of?
3. We define privilege as less about what you have and don't have and more about what you don't have to think about or navigate. How do you relate to this definition?

4. How much of your time do you spend advocating your position to others versus being in inquiry about others' perspectives?

Chapter 9: Unconscious Bias

Mindset #6: Focus on the present moment.

1. What did the men learn about unconscious bias? What did you learn about unconscious bias in reading this chapter?
2. Pick one of the implicit bias tests on the Harvard Implicit Bias website and take the 10 minute test. What did you learn?
3. How would you rate yourself at your ability to stay in the present moment when connecting with others?

Chapter 10: An Unexpected Visitor

Mindset #7: Recognize we are all in this together.

1. What assumptions did the TV reporter make about what the white men in the room were doing? Have you encountered similar disbelief about white men caring about or working on diversity at your workplace?
2. In being successful at work, how would you rate your degree of interdependence with others to be able to achieve your core tasks?

Chapter 11: Wild Father at the Door

Mindset #8: Explore just being.

1. How were you impacted by the father-son role play? What messages did you receive growing up about what it means to act like a man? Who did you receive those from?
2. If you are a father, what shifts have you made (if any) on how you parent differently than your father or other father figures in your life?
3. How much of your worth and your orientation to the world comes from “doing”? How much do you allow yourself to just “be” and do you feel that has some inherent value?

Chapter 12: Act like a Man

Mindset #9: Show up with vulnerability.

1. What messages did you receive growing up around what it means to act like a man? What of those do you maintain and what has shifted for you in how to be a man today?
2. Do you agree that vulnerability is the purest form of courage? Where do you show vulnerability to others at work as a leader or outside of work and in your family?

How does this impact others?

Chapter 13: Bringing the Heart

1. How would you describe your work / life balance? Do you leave work or take time off for family events, for your own health? Is this different from your own father (if you had one in your life)?
2. What legacy do you want to leave in the world? What do you want people to say about your impact on them and others after you are gone?

Chapter 14: Getting the World That Women Live In

Mindset #10: Be conscious of intent and impact.

1. What messages do girls and women get in society today around how they should act? How has this changed from the messages a generation back? What has stayed the same?
2. When women act on the messages you listed from the above question, how does that impact whether they are perceived as a good leader? Have you seen where women face a double bind, where they are judged differently for the same behavior of men? Have women in your life (family, spouse, daughters) experienced this?
3. Can you remember a time when you impacted someone negatively? Did you inquire about what impact you had? Or did you prioritize defending your good intent?

Chapter 15: Exploring Male Privilege

1. What are some examples that really resonated with you around what women navigate that many men don't?
2. If we as white men are aware of what women navigate and how their world is different than ours, how can that improve our partnerships with them?

Chapter 16: Objectifying Women

1. What examples did you resonate with from the stand-up statement examples or other examples of the ways we as men have been socialized to objectify women?
2. Search and watch the trailer for the documentary Killing Us Softly on YouTube. How does this video clip impact you? How does the objectification illustrated in this film impact the women and girls in your life?
3. Search and watch the clip called Dove Sketches. There is a 3-minute and 6-minute version. How does this clip illustrate the impact of objectification on how women see themselves? How might this impact show up in the women and girls in your life?

Chapter 17: Our Avoidance and Hunger for Nurturance

1. In this chapter we share a nurturance exercise we used to do in the early days before doing all corporate groups. What was your reaction to reading about this?
2. What conditioning do you receive about what level of support or nurturance of male colleague is not ok? For example, some generations of men not long ago would not hug other men. Meanwhile some male heterosexual friends hold hands in public in other countries. How has this changed for you over time?

Chapter 18: The Collision of Sexual Orientation and Religion

1. How did reading the examples of heterosexual privilege impact you? What do people who are not heterosexual navigate at work that heterosexual people do not?
2. What insights did you gain in this chapter about the tension between sexual orientation and some religious perspectives? Where is there space for co-existence and what assumptions about others' intent make it hard to see this possible?

Chapter 19: Exploring Gender Identity and Generational Differences

1. How did reading the examples of CIS-gender privilege impact you? What do people who are not CIS-gendered navigate at work that CIS-gendered people do not?
2. What resonated to you from the discussion about generational differences? What challenges of partnering across generations are you trying to solve?

Chapter 20: Seeing the Benefits

Mindset #11: Notice abundance rather than assume scarcity.

1. What reflections from the white male characters in the book moved you? What benefits on the list of "What's in it for white men" resonated with you?
2. Where do you find yourself assuming scarcity when there may be abundance?

Chapter 21: Closing and Looking Forward

Mindset #12: Notice, appreciate, and acknowledge what is working.

1. How were you impacted by Frank's role play with his son?
2. With whom do you want to share any learnings you've had from this book?

Chapter 22: Four Weeks Later

1. Who are other white male colleagues that you can access for support and accountability to keep momentum on your diversity learning journey and acting on your learnings?
2. How can you pass your learning onto other white men in a way they recognize diversity is not a win for others/loss for white men but rather a win for others and a win for white men? What examples can you use in your life that demonstrate this?

Appendices

I: 12 Radical Habits (New Mindsets)

1. What is the most important habit for you to practice and embody?
2. What habit comes naturally for you?

II: Eight Critical Leadership Skills: A Self-Rating

1. Which leadership skill and specific behaviors is your greatest strength?
2. Which leadership skill and specific behavior is most important for you to improve?

III: Catalyst Press Release

1. What research results surprised you? Which results point to the importance of white men being on a diversity learning journey?

IV: Letter to Nelson Mandela

1. How did this letter impact you? Where do you bring love into the world and what is the impact?

Another Tool: Book Chapter: **The Role of White Male Culture in Engaging White Men to be Inclusive Leaders**, by Michael Welp and Edgar Schein

1. What did you learn about white male culture in the US that resonates with you?
2. What aspects of white male culture that you recognize in this chapter do you love?
3. What aspects of white male culture might you overuse at times?
4. What additional insights do you most want to remember from this book chapter?

One Last Tool: The Champions Roadmap

1. Where do you see yourself on the continuum below? What would help you next?
2. Where do you see others around you on the continuum? What would help them?



Thank you for your dedication to learning and working to make the world better. Active engagement is important in creating a world where everyone thrives. Please send any comments, suggestions or improvements for this discussion guide to michael.welp@wmfdp.com

Sincerely,

Michael Welp

A handwritten signature in black ink that reads "Michael Welp". The signature is written in a cursive style with a horizontal line underneath it.