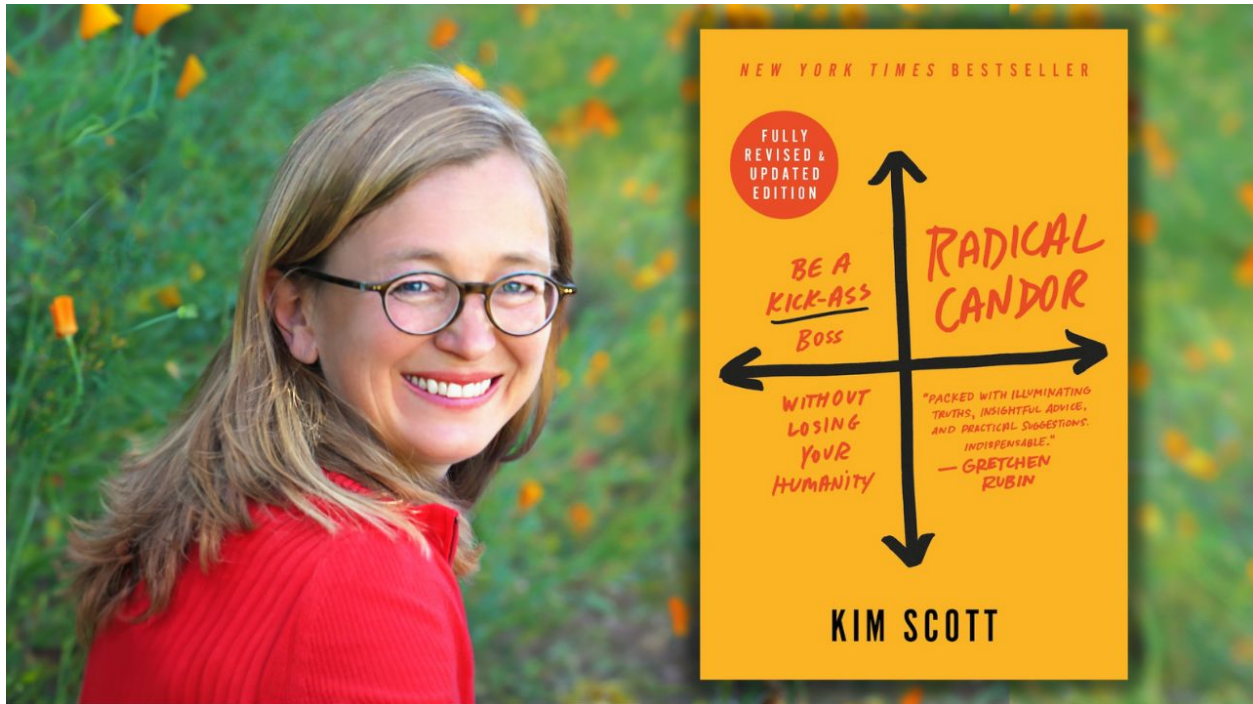


BOOK NOTES: Radical Candor - Be a Kick-Ass Boss Without Losing Your Humanity

by Kim Scott (Author)



Announcement

New virtual LeanBook.Club starting August 9th.

Book: [Radical Candor: Fully Revised & Updated Edition: Be a Kick-Ass Boss Without Losing Your Humanity: Scott, Kim: 9781250235374: Amazon.com: Books](#)

Radical Candor has been embraced around the world by leaders of every stripe at companies of all sizes. Now a cultural touchstone, the concept has come to be applied to a wide range of human relationships.

The idea is simple: You don't have to choose between being a pushover and a jerk. Using Radical Candor—avoiding the perils of Obnoxious Aggression, Manipulative Insincerity, and Ruinous Empathy—you can be kind and clear at the same time.

Kim Scott was a highly successful leader at Google before decamping to Apple, where she developed and taught a management class. Since the original publication of *Radical Candor* in 2017, Scott has earned international fame with her vital approach to effective leadership and co-founded the Radical Candor executive education company, which helps companies put the book's philosophy into practice.

Radical Candor is about caring personally and challenging directly, about soliciting criticism to improve your leadership and also providing guidance that helps others grow. It focuses on praise but doesn't shy away from criticism—to help you love your work *and* the people you work with.

Radically Candid relationships with team members enable bosses to fulfill their three core responsibilities:

- 1. Create a culture of Compassionate Candor**
- 2. Build a cohesive team**
- 3. Achieve results collaboratively**

Required reading for the most successful organizations, *Radical Candor* has raised the bar for management practices worldwide.

When: Starting August 9th, weekly on Fridays from 1 PM to 2 PM Eastern for six weeks.

Sign-Up: Sign-up at www.leanbook.club. I am limiting this to 15 participants. Microsoft Teams invitations will be sent to participants.

Next Steps: Sign up, order your book*, and read the first week's assignments on

*I certify that I have NO affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this book or with the author. [#lean](#) [#bookclub](#) [#networking](#)

Agenda

1. Week 1, 8/9/24, (Chapters 1-2)
2. Week 2, 8/16/24, (Chapters 3-4)
3. Week 3, 8/23/24, Bye Week - No Meet-up
4. Week 4, 8/30/24, (Chapters 5-6)
5. Week 5, 9/6/24, (Chapter 7-8)w
6. Week 6, 9/13/24, (Bonus Chapter and Author Q&A - TBD)

Sign-up: [Virtual LeanBook.Club Sign Up - Radical Candor \(google.com\)](https://www.leanbook.club/sign-up-radical-candor)

Book Notes:

<https://docs.google.com/document/d/1Gn7FjfpOH88BBOdHdzclgo4KBcQk5AVHwLtCASMNvgA/edit?usp=sharing>

Topic Submission:

https://docs.google.com/forms/d/e/1FAIpQLSeIVllyg1Uxm241V909dFilsydz6Z-H72MaqojpL4fdY-_hPQ/viewform?usp=sf_link

Amazon Book Order and Review: [Radical Candor: Fully Revised & Updated Edition: Be a Kick-Ass Boss Without Losing Your Humanity: Scott, Kim: 9781250235374: Amazon.com: Books](#)

Author's Website: [Radical Candor | Feedback Training, Coaching & Consulting](#)

Authors:

Kim Scott is the author of Radical Respect: How To Work Together Better as well as Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity. Jason Rosoff and Kim co-founded the company Radical Candor to help rid the world of bad bosses. Kim was a CEO coach at Dropbox, Qualtrics, Twitter, and other tech companies. She was a member of the faculty at Apple University and before that led AdSense, YouTube, and DoubleClick teams at Google. Earlier in her career Kim managed a pediatric clinic in Kosovo and started a diamond-cutting factory in Moscow. She lives with her family in Silicon Valley.

Notes:**1. Week 1, 8/9/24, (Chapters 1-2)**

- a. Preface to the Revised Edition: Radical Candor on Radical Candor
 - i. to behave like bullies is old and banal, not new and radical. The key insight behind Radical Candor is that command and control can hinder innovation and harm a team's ability to improve the efficiency of routine work. Bosses and companies get better results when they voluntarily lay down unilateral power and encourage their teams and peers to hold them accountable, when they quit trying to control employees and focus instead on encouraging agency. The idea is that collaboration and innovation flourish when human relationships replace bullying and bureaucracy. By "radical," I mean "essential," in the spirit of the French writer Antoine de Saint-Exupéry's The Little Prince: "One sees clearly only with the heart. What is essential is invisible to the eye."
 - ii. idea is not to act like a jerk:
 - iii. That is what happens in Ruinous Empathy—you're so fixated on not hurting a person's feelings in the moment that you don't tell them something they'd be better off knowing in the long run.

b. Introduction

- i. By failing to confront the problem, I'd removed the incentive for him to try harder and lulled him into thinking he'd be fine.
- ii. It's brutally hard to tell people when they are screwing up. You don't want to hurt anyone's feelings; that's because you're not a sadist. You don't want that person or the rest of the team to think you're a jerk. Plus, you've been told since you learned to talk, "If you don't have anything nice to say, don't say anything at all."
- iii. Management is hard.
- iv. Lack of praise and criticism had absolutely disastrous effects on the team and on our outcomes.
- v. promotion. She called the people on her team who got exceptional results but who were on a more gradual growth trajectory "rock stars" because they were like the Rock of Gibraltar on her team. These people loved their work and were world-class at it, but they didn't want her job or to be Steve Jobs. They were happy where they were. The people who were on a steeper growth trajectory—the ones who'd go crazy if they were still doing the same job in a year—she called "superstars." They were the source of growth on any team. She was explicit about needing a balance of both.
- vi. "Well, if I knew the answer to all those questions, then I wouldn't need you, would I?" Borderline rude, but also empowering. Jobs articulated this approach more gently in an interview with Terry Gross: "At Apple we hire people to tell us what to do, not the other way around." And indeed, this was my experience at the company.
- vii. At Apple, as at Google, a boss's ability to achieve results had a lot more to do with listening and seeking to understand than it did with telling people what to do; more to do with debating than directing; more to do with pushing people to decide than with being the decider; more to do with persuading than with giving orders; more to do with learning than with knowing.
- viii. "You need to do that in a way that does not call into question your confidence in their abilities but leaves not too much room for interpretation ... and that's a hard thing to do." He went on to say, "I don't mind being wrong. And I'll admit that I'm wrong a lot. It doesn't really matter to me too much. What matters to me is that we do the right thing." 3 Amen!
- ix. But the relationships you have with the handful of people who report directly to you will have an enormous impact on the results your team achieves. If you lead a big organization, you can't have a relationship with everybody. But the relationships you have with your direct reports will impact the relationships they have with their direct reports. The ripple effect will go a long way toward creating—or destroying—a positive culture. Relationships may not scale, but culture does.

- c. Part I: A New Management Philosophy Bringing your whole self to work
- d. 1. BUILD RADICALLY CANDID RELATIONSHIPS Bringing your whole self to work
 - i. “Is my job to build a great company,” I asked, “or am I really just some sort of emotional babysitter?”
 - ii. “This is not babysitting,” she said. “It’s called management, and it is your job!”
 - iii. Every time I feel I have something more “important” to do than listen to people, I remember Leslie’s words: “It is your job!” I’ve used Leslie’s line on dozens of new managers who’ve come to me after a few weeks in their new role, moaning that they feel like “babysitters” or “shrinks.”
 - iv. I prefer the word “boss” because the distinctions between leadership and management tend to define leaders as BSers who don’t actually do anything and managers as petty executors.
 - v. as if leaders no longer have to manage when they achieve a certain level of success, and brand-new managers don’t have to lead.
 - vi. Ultimately, though, bosses are responsible for results. They achieve these results not by doing all the work themselves but by guiding the people on their teams. Bosses guide a team to achieve results.
 - vii. guidance, team-building, and results.
 - viii. Guidance is often called “feedback.”
 - ix. team-building. Building a cohesive team means figuring out the right people for the right roles: hiring, firing, promoting.
 - x. Third, results. Many managers are perpetually frustrated that it seems harder than it should be to get things done.
 - xi. Nevertheless, these relationships are core to your job. They determine whether you can fulfill your three responsibilities as a manager: 1) to create a culture of guidance (praise and criticism) that will keep everyone moving in the right direction; 2) to understand what motivates each person on your team well enough to avoid burnout or boredom and keep the team cohesive; and 3) to drive results collaboratively. If you think that you can do these things without strong relationships, you are kidding yourself.
 - xii. The first dimension is about being more than “just professional.” It’s about giving a damn, sharing more than just your work self, and encouraging everyone who reports to you to do the same.
 - xiii. “Care Personally.”
 - xiv. The second dimension involves telling people when their work isn’t good enough—and when it is; when they are not going to get that new role they wanted, or when you’re going to hire a new boss “over” them; when the results don’t justify further investment in what they’re working on.
 - xv. “Challenge Directly.”

- xvi. “Radical Candor” is what happens when you put “Care Personally” and “Challenge Directly” together.
 - xvii. It turns out that when people trust you and believe you care about them, they are much more likely to 1) accept and act on your praise and criticism; 2) tell you what they really think about what you are doing well and, more importantly, not doing so well; 3) engage in this same behavior with one another, meaning less pushing the rock up the hill again and again; 4) embrace their role on the team; and 5) focus on getting results.
 - xviii. Why “candor”? The key to getting everyone used to being direct when challenging each other (and you!) is emphasizing that it’s necessary to communicate clearly enough so that there’s no room for interpretation, but also humbly.
 - xix. Part of the reason why people fail to “care personally” is the injunction to “keep it professional.” That phrase denies something essential. We are all human beings, with human feelings, and, even at work, we need to be seen as such.
 - xx. the “just professional” approach so destructive to so many managers: “Bring your whole self to work.”
 - xxi. There are few things more damaging to human relationships than a sense of superiority.
 - xxii. Once people know what it feels like to have a good boss, it’s more natural for them to want to be a good boss. They may never repay you, but they are likely to pay it forward. The rewards of watching people you care about flourish and then help others flourish are enormous.
 - xxiii. Former Secretary of State Colin Powell once remarked that being responsible sometimes means pissing people off. 1 You have to accept that sometimes people on your team will be mad at you. In fact, if nobody is ever mad at you, you probably aren’t challenging your team enough.
 - xxiv. I was raised in the American South, where people will do almost anything to avoid conflict or argument.
- e. 2. GET, GIVE, AND ENCOURAGE GUIDANCE Creating a culture of open communication
- i. There are two dimensions to good guidance: care personally and challenge directly.
 - ii. WHEN YOU CRITICIZE someone without taking even two seconds to show you care, your guidance feels obnoxiously aggressive
 - iii. Most people prefer the challenging “jerk” to the boss whose “niceness” gets in the way
 - iv. Obnoxiously aggressive criticism Front-stabbing
 - v. MANIPULATIVELY INSINCERE GUIDANCE happens when you don’t care enough about a person to challenge directly.

- vi. “He’ll be happy if I tell him I liked his stupid presentation, and that will make my life easier than explaining why it sucked. In the long run, though, I really need to find someone to replace him.”
- vii. When you are overly worried about how people will perceive you, you’re less willing to say what needs to be said.
- viii. Worry more about praise, less about criticism—but above all be sincere
- ix. How do you criticize without discouraging the person? First, as I described in Chapter One, focus on your relationship.
- x. ask for criticism before giving it, and offer more praise than criticism.
- xi. Everyone must find their own way to criticize people without discouraging them.

2. Week 2, 8/16/24, (Chapters 3-4)

a. 3. UNDERSTAND WHAT MOTIVATES EACH PERSON ON YOUR TEAM

- i. In order to build a great team, you need to understand how each person’s job fits into their life goals.
- ii. The rock stars love their work. They have found their groove. They don’t want the next job if it will take them away from their craft.
- iii. STEEP GROWTH TRAJECTORY GRADUAL GROWTH TRAJECTORY
Change agent Force for stability Ambitious at work Ambitious outside of work or simply content in life Want new opportunities Happy in the current role “Superstar” “Rock Star”
- iv. “What growth trajectory does each person on my team want to be on right now?”
- v. help people conduct their careers in the way they desire, not in the way you think they should want to.
- vi. “Steep growth” is generally characterized by rapid change—learning new skills or deepening existing ones quickly. It’s not about becoming a manager—plenty of individual contributors remain on a steep growth trajectory their entire careers,
- vii. Gradual growth is characterized by stability. People on a gradual growth trajectory, who perform well, have generally mastered their work and are making incremental rather than sudden, dramatic improvements.
- viii. They were rock stars; they had no desire for my boss’s job.
- ix. “Only about five percent of people have a real vocation in life, and they confuse the hell out of the rest of us.”
- x. One of the most common mistakes bosses make is to ignore the people who are doing the best work because “they don’t need me” or “I don’t want to micromanage.”
- xi. Every minute you spend with somebody who does great work pays off in the team’s results much more than time spent with somebody who’s failing. Ignore these people and you won’t, in short, be managing.

- xii. You don't want to be an absentee manager any more than you want to be a micromanager. Instead, you want to be a partner—that is, you must take the time to help the people doing the best work overcome obstacles and make their good work even better.
- xiii. "That which does not grow, rots," said Catherine the Great. Rather than recognizing the whole person—my whole person, who was growing and changing every day, along with my twins—I was deeply afraid I'd begun to rot.
- xiv. What's the best way to manage rock stars, the people whom you can count on to deliver great results year after year? You need to recognize them to keep them happy.
- xv. Promotion often puts these people in roles they are not as well-suited for or don't want.
- xvi. Recognition In addition to top ratings, a great way to recognize people in a rock star phase is to designate them as "gurus," or "go-to" experts.
- xvii. Kick-ass bosses never judge people doing great work as having "capped out." Instead, they treat them with the honor that they are due and retain the individuals who will keep their team stable, cohesive, and productive.
- xviii. PART OF BUILDING a cohesive team is to create a culture that recognizes and rewards the rock stars. I'm afraid for most of my career I treated them like second-class citizens.
- xix. Lack of interest in managing is not the same thing as being on a gradual growth trajectory,
- xx. Google's engineering teams solved this problem by creating an "individual contributor" career path that is more prestigious than the manager path and sidesteps management entirely.
- xxi. When management is the only path to higher compensation, the quality of management suffers, and the lives of the people who work for these reluctant managers become miserable.
- xxii. Common lies managers tell themselves to avoid firing somebody who needs to be fired
- xxiii. It will get better.
- xxiv. Somebody is better than nobody.
- xxv. transfer is the answer.
- xxvi. It's bad for morale.
- xxvii. Retaining people who are doing bad work penalizes the people doing excellent work.
- xxviii. New to role; too much too fast
- xxix. Make sure that you are seeing each person on your team with fresh eyes every day. People evolve, and so your relationships must evolve with them. Care personally; don't put people in boxes and leave them there.

b. 4. Drive Results Collaboratively: Telling people what to do doesn't work

- i. "I didn't say Steve is always right. I said he always gets it right. Like anyone, he is wrong sometimes, but he insists, and not gently either, that people tell him when he's wrong, so he always gets it right in the end."
- ii. THE ART OF GETTING STUFF DONE WITHOUT TELLING PEOPLE WHAT TO DO
- iii. The process, which I call the "Get Stuff Done" (GSD) wheel, is relatively straightforward.
- iv. But the key, often ignored by people who think of themselves as "Get Stuff Done" people, is to avoid the impulse to dive right in, as I did in the example that begins this chapter. Instead, you have to first lay the groundwork for collaboration.
- v. When run effectively, the GSD wheel will enable your team to achieve more collectively than anyone could ever dream of achieving individually—to burst the bounds of your brain. First, you have to listen to the ideas that people on your team have and create a culture in which they listen to each other. Next, you have to create space in which ideas can be sharpened and clarified, to make sure these ideas don't get crushed before everyone fully understands their potential usefulness. But just because an idea is easy to understand doesn't mean it's a good one. Next, you have to debate ideas and test them more rigorously. Then you need to decide—quickly, but not too quickly. Since not everyone will have been involved in the listen-clarify-debate-decide part of the cycle for every idea, the next step is to bring the broader team along. You have to persuade those who weren't involved in a decision that it was a good one, so that everyone can execute it effectively. Then, having executed, you have to learn from the results, whether or not you did the right thing, and start the whole process over again.
- vi. a manager's most important role is to "give the quiet ones a voice."
- vii. get others to say what they think, you need to say what you think sometimes, too.
- viii. Tim Cook wasn't always silent either, of course. But because he was generally so quiet, people leaned forward to listen to what he said. And when he spoke, albeit very quietly, his thinking was always crystal clear.
- ix. loud listening is about saying things intended to get a reaction out of them.
- x. Loud listening—stating a point of view strongly—offers a quick way to expose opposing points of view or flaws in reasoning. It also prevents people from wasting a lot of time trying to figure out what the boss thinks. Assuming that you are surrounded with people who don't hesitate to challenge what you say, stating it clearly can be the fastest way to get to the best answer.

- xi. “ideas team” to consider them. For context, I circulated an article from Harvard Business Review (HBR) that explained how a culture that captures thousands of “small” innovations can create benefits for customers that are impossible for competitors to imitate.
- xii. If you can build a culture where people listen to one another, they will start to fix things you as the boss never even knew were broken.
- xiii. ONCE YOU’VE CREATED a culture of listening, the next step is to push yourself and your direct reports to understand and convey thoughts and ideas more clearly. Trying to solve a problem that hasn’t been clearly defined is not likely to result in a good solution; debating a half-baked idea is likely to kill it. As the boss, you are the editor, not the author.
- xiv. Steve would later say that when a team debated, both the ideas and the people came out more beautiful—results well worth all the friction and noise.
- xv. “obligation to dissent.” If everyone around the table agreed, that was a red flag.
- xvi. Also, when you are the decider, it’s really important to go to the source of the facts.
- xvii. AS THE BOSS, part of your job is to take a lot of the “collaboration tax” on yourself so that your team can spend more time executing.
- xviii. Keep the “dirt under your fingernails” Even though the burden of the collaboration tax falls on you as the boss, the tax shouldn’t be 100 percent. In order to be a good partner to the people on your team, and in order to keep the GSD wheel spinning efficiently, you need to stay connected to the actual work that is being done—not just by observing others executing but by executing yourself. If you become a conductor, you need to keep playing your instrument.

3. Week 3, 8/23/24, Bye Week - No Meet-up

4. Week 4, 8/30/24, (Chapters 5-6)

a. PART II TOOLS & TECHNIQUES

- i. I wrote them because too many good people become bad bosses, and bad bosses are a major source of unhappiness in our world and dysfunction in our workplace.
- ii. There are few greater joys than doing work you love with people you care about and achieving great results. That’s not a pipe dream. You can create that kind of environment, and I’ll describe how.

b. 5. Relationships: An approach to establishing trust with your direct reports

- i. When I was at business school, I was taught that my job as a manager was to “maximize shareholder value.” In life, I learned that too much emphasis on shareholder value actually destroys value, as well as

morale. Instead, I learned to focus first on staying centered myself, so that I could build real relationships with each of the people who worked for me.

- ii. STAY CENTERED You can't give a damn about others if you don't give a damn about yourself
 - iii. Don't think of it as work-life balance, some kind of zero-sum game where anything you put into your work robs your life and anything you put into your life robs your work. Instead, think of it as work-life integration.
 - iv. Calendar Put the things you need to do for yourself on your calendar, just as you would an important meeting.
 - v. Spending time with people from work in a more relaxed setting, without the pressure of work deadlines, can be a good way to build relationships.
 - vi. Third, and most important, many people feel that their values are a deeply private set of beliefs that they don't want to discuss with colleagues.
 - vii. it's crucial to remind people that an important part of Radically Candid relationships is opening yourself to the possibility of connecting with people who have different worldviews or whose lives involve behavior that you don't understand or that may even conflict with a core belief of yours.
 - viii. eliminate the phrase "you guys" from his vocabulary. I'm going to start saying you all!" It's not easy to change your reflexive idiom, but Dick spent real energy training himself to say "you all" instead of "you guys."
 - ix. "Interesting fact: to be most effective at optimizing the flow of the chemicals oxytocin and serotonin—which boost mood and promote bonding—hold a hug for at least six seconds."
 - x. All people, including the people who report to you, are responsible for their own emotional lives.
 - xi. Instead say, "I can see you're mad/ frustrated/ elated/ ____"
 - xii. Telling other people how to feel will backfire.
 - xiii. he'd excuse himself to leave the office and go get Kleenex. That little respite was often enough to allow the crier to regain composure. I tried this technique the next Friday, and it worked!
 - xiv. Keep some closed bottles of water at your desk.
- c. 6. Guidance: Ideas for getting/giving/encouraging praise & criticism
- i. Guidance is the "atomic building block" of management, but it is profoundly uncomfortable for most people.
 - ii. In order to build a culture of Radically Candid guidance you need to get, give, and encourage both praise and criticism.
 - iii. when you are the boss people really do not want to criticize you or to tell you what they really think. Along with the position, you inherit a bunch of assumptions that have nothing to do with who you really are.
 - iv. What about 'criticize in private'?" But when you are the boss, that rule doesn't apply to you. When you encourage people to criticize you publicly, you get the chance to show your team that you really, genuinely want the

criticism. You also set an ideal for the team as a whole: everyone should embrace criticism that helps us do our jobs better.

- v. good reaction to public criticism can be the very thing that establishes your credibility as a strong leader, and will help you build a culture of guidance.
- vi. “What could I do or stop doing that would make it easier to work with me?”
- vii. Listen with the intent to understand, not to respond.
- viii. If it’s all praise and no criticism, beware! You’re having smoke blown up your rear end.
- ix. Make it not just safe but natural to criticize you
- x. you could file a management “bug.”
- xi. gets harder. You know how it is when you kick things down the road—you notice a problem and note that you need to deal with it, but you don’t take the time to write it down. Then it occurs to you, and you need to sit and remember what precisely the problem was.
- xii. Don’t “save up” guidance for a 1: 1 or a performance review.
- xiii. And most communication is nonverbal.
- xiv. I would explain that I wasn’t doing so because the person wanted public praise, but so that everybody could learn from what had happened. Something like, “Not because I want to embarrass Jane, but to make sure all of you learn from what she did, I’m going to tell you what she just accomplished, and how she did it.”
- xv. Say “that’s wrong” not “you’re wrong.”
- xvi. How not to personalize even when it really is personal. It’s
- xvii. I’VE EMPHASIZED THAT Radical Candor gets measured at the listener’s ear, not at the speaker’s mouth.
- xviii. “Why are we doing this, it makes no sense to us, didn’t you argue?” you can reply, “I understand your perspective. Yes, I did have an opportunity to argue. Here’s what I said. And here is what I learned about why we are doing what we are doing.”
- xix. Just remember, if you’re a boss, it’s your job to manage your fear of tears and not pull your punches
- xx. when criticizing women. Criticism is a gift, and you need to give it in equal measure to your male and female direct reports.
- xxi. We must stop gender politics.
- xxii. why the “abrasive” label holds women back and contributes to fewer female leaders, even in organizations that start out with a fifty-fifty gender balance. Take
- xxiii. When bias plays out over a whole organization, the impact on female leadership is profound.
- xxiv. When gender bias accounts for just 5 percent of the difference in performance ratings, an organization that starts out with 58 percent of the

entry-level positions filled by women winds up with only 29 percent of the leadership positions filled by women. 1

- xxv. What can you do? These issues have gotten too hot to handle. Many men—even the men who genuinely care about addressing gender bias—have understandably decided it’s not worth the risk to talk about anything remotely related to gender. The risk doesn’t necessarily come from the women they work with. It sometimes comes from other men who stir the pot in an effort to use gender issues to advance their careers.
- xxvi. “I’m trying to be Radically Candid, and I want to check in with you to see how my feedback is landing for you.” Ask her to gauge your praise and criticism. (Even if you’re not worried about gender politics, it is a good idea to find out!) You may not even be aware you’re going easy on some people and not others.
- xxvii. Be more specific.
- xxviii. PEER GUIDANCE
- xxix. Safety Reporting System. What if, instead of suing doctors who made honest mistakes we gave them immunity, collected and shared the information, and came up with ways to help other doctors avoid making the same mistakes? If we made it safer for doctors to give each other guidance, and to learn from each other’s mistakes, the impact could be enormous.
- xxx. SPEAKING TRUTH TO “POWER”
- xxxi. Whenever you feel yourself getting lost in the weeds, simply return to these two questions: “Am I showing my team that I care personally?” and “Am I challenging each person directly?” If the answer to both questions is yes, you’re doing just fine.

5. Week 5, 9/6/24, (Chapter 7-8)

a. 7. Team: Techniques for avoiding boredom and burnout

- i. But you don’t want 100 percent of them to be gunning for the next job—or to be content with their current role. Instead you want a balance, so that you have both people who push for change and those who offer stability. And to understand what motivates the different people you work with,
- ii. “A CAD—crazy-ass dream.”
- iii. When you understand what motivates a person and why, you’re much better able to understand their dreams.and these conversations are never satisfying. People who want a promotion never feel they’re getting one fast enough; people who don’t want one feel lamefor being insufficiently ambitious when you ask them about career aspirations.
- iv. Highlight(yellow) - 7. Team: Techniques for avoiding boredom and burnout
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- v. “What do I need to learn in order to move in the direction of my dreams? How should I prioritize the things I need to learn? Whom can I learn from?”
 - vi. Sometimes it’s your job as the boss to be Radically Candid when something’s just not working.
 - vii. REWARD YOUR ROCK STARS Don’t give all the glory to the superstars
 - viii. AVOID ABSENTEE MANAGEMENT AND MICROMANAGEMENT
- b. 8. RESULTS Things you can do to get stuff done together—faster
- i. THE ULTIMATE GOAL OF RADICAL Candor is to achieve results collaboratively that you could never achieve individually.
 - ii. found that when I quit thinking of them as meetings and began treating them as if I were having lunch or coffee with somebody I was eager to get to know better, they ended up yielding much better conversations.
 - iii. “Why?” “How can I help?” “What can I do or stop doing that would make this easier?” “What wakes you up at night?” “What are you working on that you don’t want to work on?” “Do you not want to work on it because you aren’t interested or because you think it’s not important?” “What can you do to stop working on it?” “What are you not working on that you do want to work on?” “Why are you not working on it?” “What can you do to start working on it?” “How do you feel about the priorities of the teams you’re dependent on?” “What are they working on that seems unimportant or even counterproductive?” “What are they not doing that you wish they would do?” “Have you talked to these other teams directly about your concerns? If not, why not?” (Important note: the goal here is to encourage the people to raise the issue directly with each other, not to solve the problem for them. See “Prevent Backstabbing” in chapter six.)
 - v. “What do you need to develop that idea further so that it’s ready to discuss with the broader team? How can I help?” “I think you’re on to something, but it’s still not clear to me. Can you try explaining it again?” “Let’s wrestle some more with it, OK?” “I understand what you mean, but I don’t think others will. How can you explain it so it will be easier for them to understand?” “I don’t think ‘so-and-so’ will understand this. Can you explain it again to make it clearer specifically for them?”
 - vi. “Is the problem really that they are too stupid to understand, or is it that you are not explaining it clearly enough?” Signs you’ll get from 1: 1s that you’re failing as a boss
 - vii. Updates. If people just give you updates that could simply be emailed to you, encourage them to use the time more constructively.
 - viii. An effective staff meeting has three goals: it reviews how things have gone the previous week, allows people to share important updates, and forces the team to clarify the most important decisions and debates for the coming week. That’s it.

- ix. Here's the agenda that I've found to be most effective: Learn: review key metrics (twenty minutes) Listen: put updates in a shared document (fifteen minutes) Clarify: identify key decisions & debates (thirty minutes)
- x. BE CONSCIOUS OF CULTURE Everyone is watching you, but that doesn't mean it's all about you
- xi. Gone was the "team cozy."

6. Week 6, 9/13/24, (Bonus Chapter and Author Q&A - TBD)

a. Getting Started

- i. START ASKING YOUR team to criticize you. Review "Soliciting Impromptu Guidance"
- ii. Soliciting guidance, especially criticism, is not something you do once and check off your list—this will now be something you do daily.
- iii. Are you a manager of managers? If so, try "skip level meetings" for everyone on your team. You'll need to do these only once a year, but it's a good idea to cluster them in a two-week period so that nobody feels singled out.

b. Afterword to the Revised Edition: Rolling Out Radical Candor

- i. There is an important order of operations to Radical Candor: 1. solicit criticism 2. give praise 3. give criticism 4. gauge the criticism and adjust 5. encourage praise and criticism between others
- ii. In the last week, when would you have preferred that I be more or less involved in your work? Tell me why I'm off base here. What's something I could have done differently this week to make your job easier? How could I best support your professional development right now? What's something I've done in the last week that made it difficult to work with me? What's a blind spot of mine that you have noticed? The most important thing you can do for both of us is to tell me when I've screwed up.
- iii. I feel like I didn't do as well as I could have in that meeting, but I'm not sure what I did wrong. Can you help me figure it out? I'm really trying to do X better. I know in theory it's a problem but I'm not always aware in the moment. Can you help me by pointing it out when you see it?
- iv. Q: What if the answer I get is about something I can't fix? A: First, acknowledge that you don't know how to fix it. Ask if they can help you solve the problem. If neither of you has a ready solution, challenge yourself. Is this really something you can't fix? Say that you'll need some time to think about the issue, but that you will get back to them. If you find you ultimately can't think of how to solve the problem, explain why you can't solve the problem.

- v. Practice: Count to six in your head Ask your question to a friendly colleague then count to six. Do not allow yourself to say anything no matter how awkward you feel or they look. So much of putting Radical Candor into practice is being able to move through social awkwardness. This tip can help take your mind off the discomfort. Focus on counting how many seconds your friend can endure silence before jumping in to say something? Most people won't hold out till six. They'll say something. It may not be profound, but it's a start. Of course, some will remain silent. If they do, tell them you'll give them more time but that you will come back to them because you really want their feedback. And don't forget to ask again. Don't let them—or yourself—off the hook!
 - vi. Specific praise helps the person and the team understand what success looks like.
- c. Bonus Chapter: A Radically Candid Performance Review
- i. Remember: arbitrariness is the enemy, fairness is the goal.