Week 1

The Radical Candor Framework

**Philosophy:** Radical Candor builds trust.

**Guiding Questions:** How would you describe the relationship between boss and employee? How can you get hierarchy out of the way so that a relationship is possible? What's the fastest way to build trust?

**This section covers:** What Radical Candor is and, perhaps more importantly, is not.

Week 2

Getting, Giving, Gauging, and Encouraging Feedback

**Philosophy:** Building a culture of feedback is critical to success, and it starts with us.

**Guiding questions:** What happens when the people you’re coaching aren’t kind and clear with others? What happens when they aren’t getting the input they desperately need to grow or improve?

**This section covers four practical things:**
1. Soliciting Criticism
2. Giving Praise and Criticism
3. Gauging Your Communication
4. Encouraging Radical Candor

Week 3

Building a Team On which Everyone Takes a Step in the Direction of their Dreams

**Philosophy:** Understand how to reward top performance: people who are on a steep growth trajectory and people who are great at what they do but not looking for a promotion.

**Guiding Questions:** How are the people you’re coaching struggling to balance growth and stability on their teams today? What happens when we overvalue or undervalue growth?

**This section covers two practical things:**
1. How to Build a Bench
2. Career Conversations

Week 4

Getting Stuff Done

**Philosophy:** Telling people what to do doesn’t work.

**Guiding Questions:** What happens when the people you’re coaching get stuck trying to tell people what to do or how to behave?

Listen → Clarify → Debate → Decide → Persuade → Execute → Learn → Listen

**This section also covers six practical things:**
1. 1:1s (listen, clarify)
2. Staff Meetings (listen, clarify, decide on deciders)
3. “Debate” Meetings
4. “Decision” Meetings
5. All-Hands Meetings (persuade)
6. Minimizing the Collaboration Tax