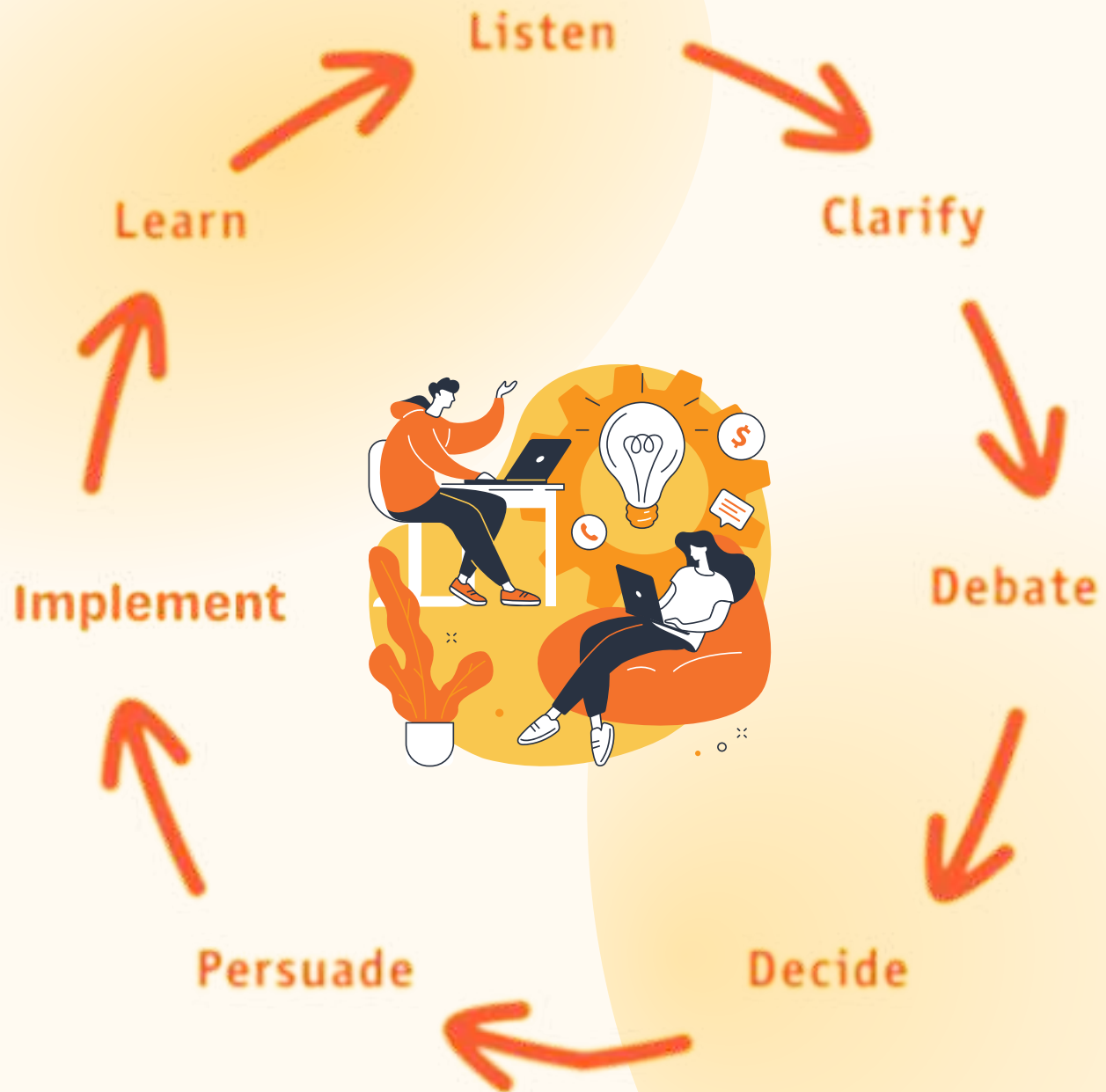
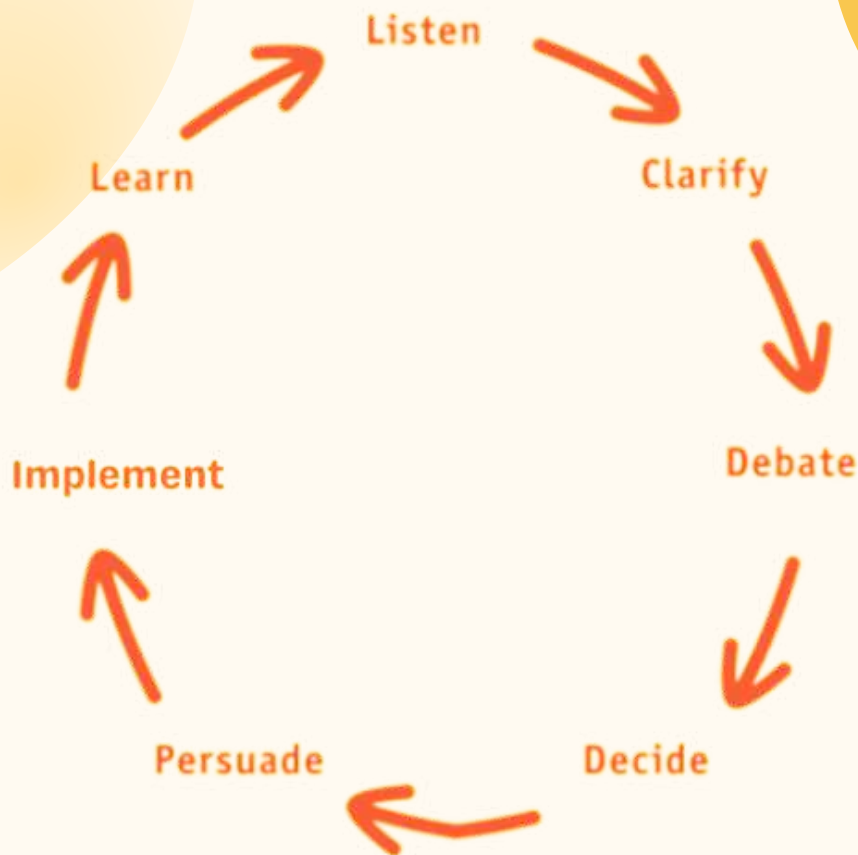


THE RADICAL CANDOR GUIDE TO:

Making Better Decisions, Spending Less Time
In Meetings & Getting Shit Done Like a Boss



The Radical Candor Get Shit Done Wheel

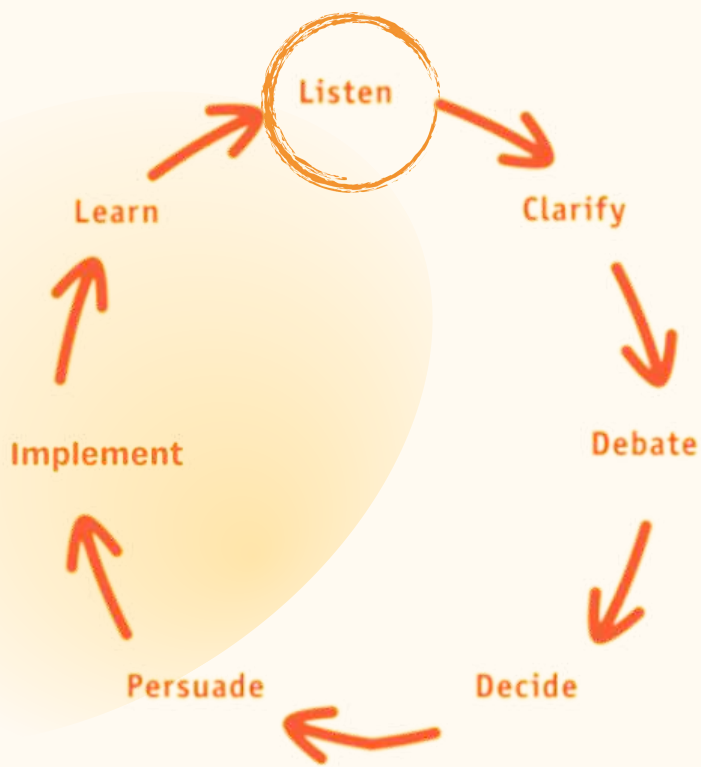


The Radical Candor Get Shit Done Wheel has 7 steps: Listen, Clarify, Debate, Decide, Persuade, Implement and Learn.

When run effectively, the GSD Wheel will enable your team to achieve more collectively than anyone could ever dream of achieving individually.

We'll go over each of these steps at a high level and include resources so you can do a deep dive on your own or with your team. Click the podcast or "read more" icon at the bottom of each page for more information.





Step 1: Listen

The first step on the Get Shit Done Wheel is Listen. Your team should know what the company is trying to achieve, and they likely have some of the best ideas for what your team should be achieving.

First, listen to their ideas in trying to figure out which goals your team should be pursuing. 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.

3 key steps to creating a culture of listening are:

1. **Create a simple system** for employees to use to generate ideas and voice complaints,
2. **Make sure that at least some of the issues** raised are quickly addressed, and
3. **Regularly offer explanations** as to why the other issues aren't being addressed.



[READ MORE](#)

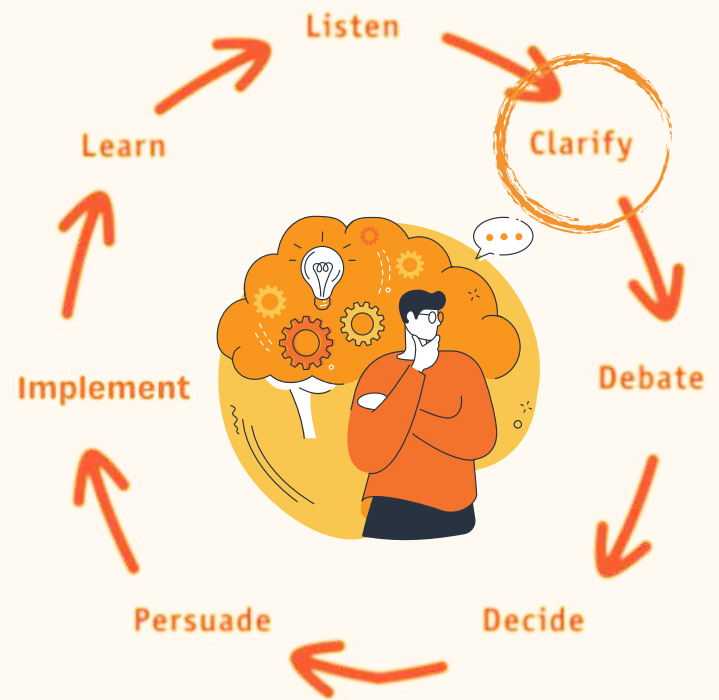


Step 2: Clarify

The second step on the Get Shit Done Wheel is Clarify. It's important to push the people on your team to clarify their thinking and ideas so that you don't "squish" their best thinking or ignore problems that are bothering them.

It's not just important to understand new ideas clearly; it's equally important, and often more difficult, to understand the people to whom your team will have to explain the ideas clearly.

The two most important things to do when clarifying an idea are to first get clear about it in your own mind by creating a safe space for people to discuss and nurture ideas, and second to make sure you can explain the idea in a way that is crystal clear to others.



1. **Use your 1:1 meetings** to create a safe space for your team to nurture and clarify their ideas. Define, don't refine.
2. **As the boss, you're the editor**, not the writer. Help your team members clarify their ideas before they are presented to others by choosing what to eliminate and what to emphasize based on the audience that will be hearing the idea.
3. **Schedule Think Time** away from your desk. Think Time is a mix of focused thinking and mind-wandering that allows for the kind of problem-solving, creativity and innovative mindset needed to tackle those difficult problems. Try taking a walk and removing distractions.



PART 1

PART 2

READ MORE



Step 3: Debate

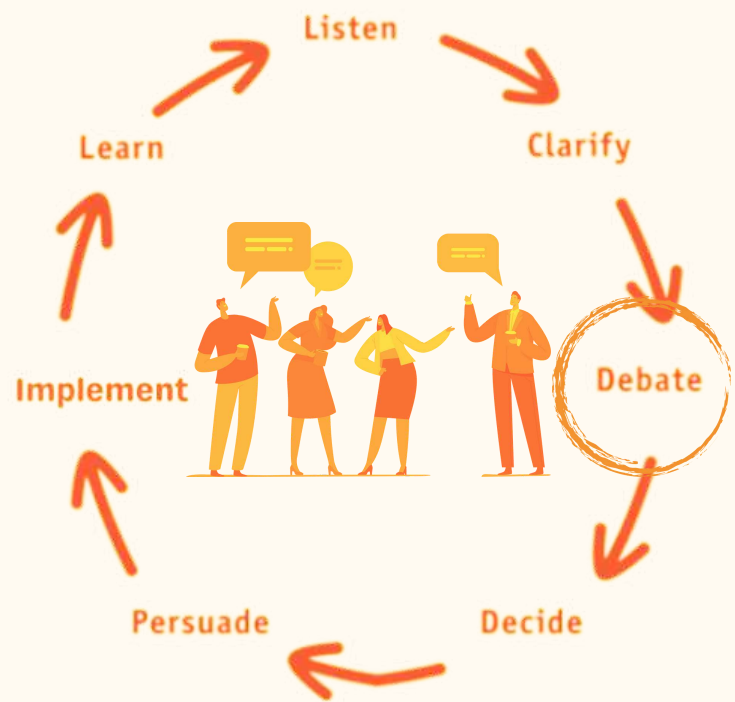
Allowing the team time and space to publicly debate the ideas is a critical step. Guidelines for good debate include making the discussion about the ideas and not about egos. It's about finding the best answer together, not about who won the debate.

If you skip the debate phase of the Get Sh*t Done Wheel, you'll make worse decisions, you'll be unable to persuade everyone who needs to implement, and you'll ultimately slow down or grind to a halt.

Big Debate Meetings should be reserved for debate, but not decisions, on major issues facing the team. They serve three purposes — to lower tension, to allow you to slow down key decisions when appropriate and to foster a larger culture of debate.

The norms of these meetings are also pretty straightforward.

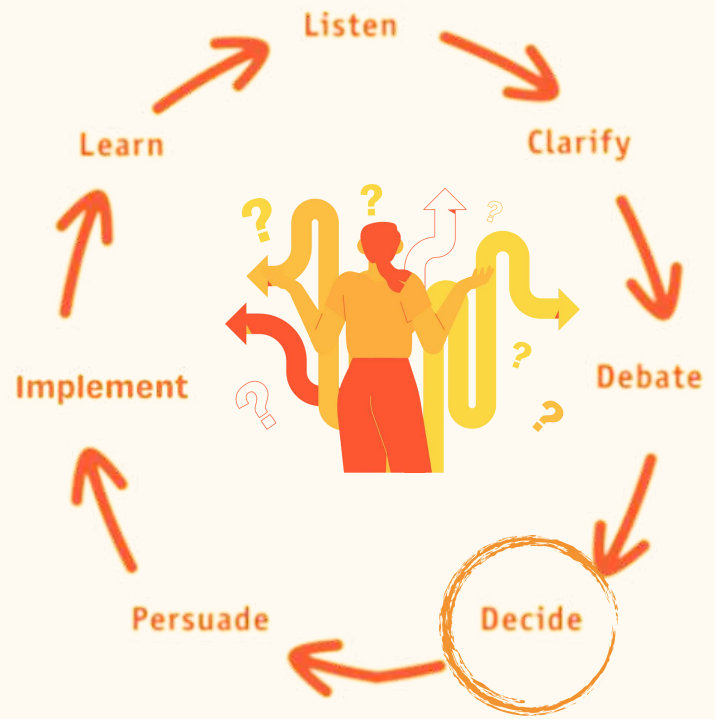
- **Make it clear** that the goal of debate is to work together to come up with the best answer. There should be no “winners” or “losers.”
- **Encourage people** to come with data versus recommendations and to not be afraid to disagree with one another.
- **The sole product of the debate** should be a careful summary of the facts and issues that emerged, a clearer definition of the choices going forward, and a recommendation to keep debating or to move on to a decision.



Step 4: Decide

The best bosses often do not decide themselves, but rather create a clear decision-making process that empowers people closest to the facts to make as many decisions as possible. Not only does that result in better decisions, but it also results in better morale.

Now is the time, as Twitter and Square CEO Jack Dorsey put it, to “push the decisions into the facts.” Or as Kim says — how to help a team make the best possible decisions — or to “always get it right.”



- **When making decisions, you're not the decider (usually).** Remember, kick-ass bosses don't grab decisions for themselves, but rather create a clear decision-making process that empowers people closest to the facts to make as many decisions as possible rather than fostering a culture of garbage can decision-making.
- **The decider should get facts,** not recommendations before making decisions. Be aware and accept that we all bring biases to the table in every decision we make. Create a culture where it's safe for people to bring “unwelcome” facts to the table.
- **Go spelunking before making decisions.** To mitigate bias as much as possible, make sure you're getting to the source of the facts versus making decisions based on ego-driven or emotional recommendations.
- **Hold a Big Decision Meeting** and make sure once the decision is final a careful summary of the meeting is distributed to all relevant parties.



[READ MORE](#)



Step 5: Persuade

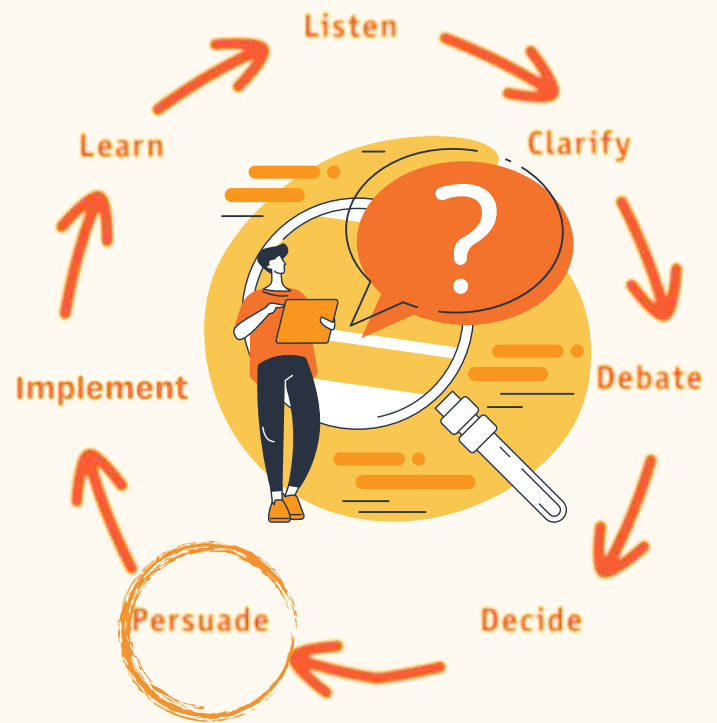
This step isn't easy, and it's vital to get it right. Persuasion at this stage can feel unnecessary and make the decider resentful of people on the team who aren't fully in agreement.

You might ask yourself, why doesn't everyone else get why it's obvious we should do this — or at least be willing to fall in line?

But expecting others to implement a decision without being persuaded that it's the right thing to do is a recipe for terrible results.

This step of the wheel is based on Aristotle's framework and there are 4 steps for the persuader to follow to get everyone's buy-in.

1. **Credibility:** To be perceived as credible you're going to have authentically demonstrate both expertise and humility by being flexible, curious and acknowledging the contributions of others.
2. **Logic:** Show your work! Make sure you demonstrate — in a tangible way — how you came to your decision by showing your work.
3. **Emotion:** Remember, when persuading others to adopt your decision it's important to focus on the listener's emotions, not the speaker's. You want to manage your own emotions and recognize other people's emotions.
4. **All-hands Meetings:** Hold an all-hands meeting to bring others along. Make sure your meetings include both a presentation and a Q&A.



[READ MORE](#)



Step 6: Implement

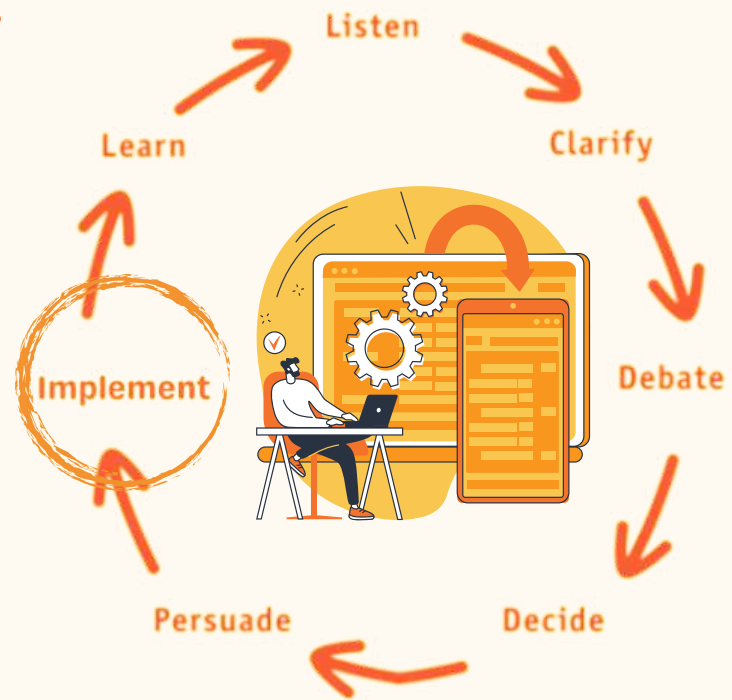
As the boss, part of your job is to take a lot of the “collaboration tax” on yourself so that your team can spend more time implementing.

The responsibilities you have as a boss take up a tremendous amount of time.

One of the hardest things about being a boss is balancing these responsibilities with the work you need to do personally in your area of expertise.

Here are 4 ways to get this right:

1. **Don't waste your team's time.** Allow space for people to get the work done by limiting low-value interactions and interruptions while also making yourself available to offer coaching and guidance as needed.
2. **Keep the dirt under your fingernails.** Be a thought partner who thinks of themselves as someone who is alongside their employees listening, advising and helping versus someone who is above them or their work.
3. **Block time to implement.** Put implementation time on your calendar and treat it as you would any other important meeting or task. Don't allow people to appropriate your implementation time for something they think is more important.
4. **Fight meeting proliferation.** Everybody hates the meeting that could have been an email. Before you schedule a meeting, ask yourself if it's really necessary, and if it is – only include the people who are critical.



Step 7: Learn

Creating a culture of learning can make it safe for people to fail, help mitigate future mistakes and ensure everyone knows how to repeat success. However, there are 2 things that can get in the way of learning.

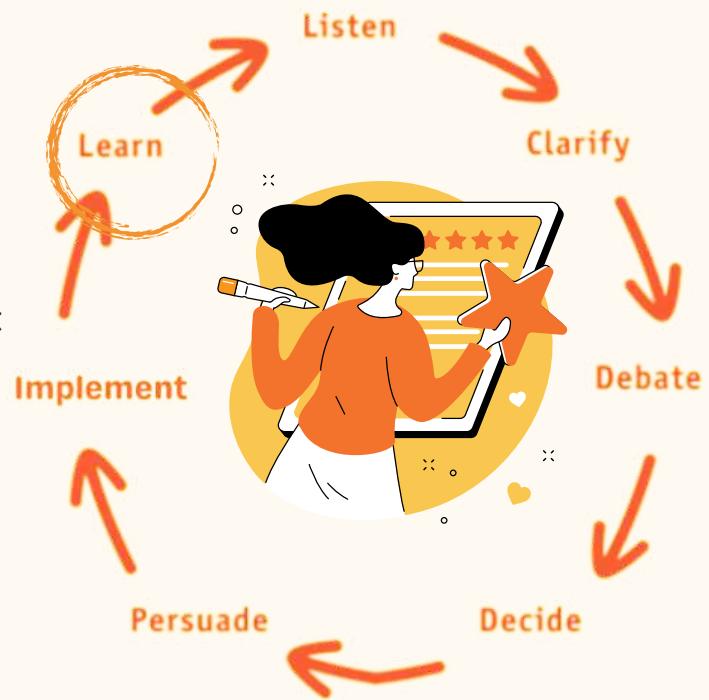
1. **The Pressure to Be Consistent:** You obviously can't change course like this lightly, and if you do, you need to be able to explain clearly and convincingly why things have changed.

Revisit the listen, clarify, debate, and decide steps with an inner circle. When it's time to persuade the broader team again after you've reached a new conclusion, it is important to take a deep breath and share, patiently and repeatedly, how you got there, and to call out the change in direction explicitly.

2. **Burnout:** Sometimes we're overwhelmed by our work and personal lives, and these are the moments when it is hardest to learn from our results and start the cycle over again.

In 2019 burnout was officially recognized as a work-related phenomenon by the World Health Organization and is characterized by 3 dimensions: feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy.

The essence of leadership is not getting overwhelmed by circumstances. It's important for managers set expectations for their teams to help them avoid burning out.



Need More Help With Radical Candor?

We work with companies of all sizes across a range of industries helping managers and teams around the world create a culture of guidance, achieve their fullest potential and drive results collaboratively.

Radical Candor understands that every team and company is different, and we offer a wide range of products and services to help you achieve your goals. Ready to get started? **Let's talk!**

