

# Book Club Break Out Discussion Guided Questions

## Instructions:

*Once Zoom automatically places you in your breakout room, please focus your discussions on the following questions highlighted. Elect one spokesperson to report back the summary conversations to the large group. You will have 45 minutes in your smaller groups to address the questions in your assigned breakout room. Each team has 9 minutes to highlight your group discussion when we return to the large group.*

Once in your room:

1. Be sure to connect with your group. Introductions please, if you have not met the GOOD members it's a great way to start.
2. Next, focus on the two question prompts highlighted in your breakout room
3. For all groups, feel free to add into your debrief any ah-ha moments or other question responses your team wanted to add into the discussion. Please stay focused on your chapter, so that we have a well-rounded dialogue.

## Part I: New Management Philosophy

### (Break out group #1) Introduction

1. Describe an experience when you didn't give direct feedback, but you wish you did.
2. Who are the best leaders you've worked for in your career? What made them so exceptional? What can you learn?
3. Tell a story about the worst boss you ever had. What did they do that made them so bad? How can you avoid those mistakes?

### (Break out group #2) Chapter 1: Build Radically Candid Relationships

1. What does the Radical Candor book say are the key responsibilities of a boss?
2. Many people mistakenly call Radical Candor the same as brutal honesty. What is the difference between **Radical Candor and brutal honesty**?
3. What are some ways that you show you Care Personally at work?
4. Do you think Challenging Directly is a strength or a weakness for you?

### **(Break out group #3) Chapter 2: Get, Give, and Encourage Guidance**

1. Describe an experience when you received feedback that you appreciated and that was delivered in a helpful and caring way.
2. Describe an experience when you received feedback in a way that you didn't learn from because you resented the way it was delivered to you.
3. Have you ever been so nice that it ended up working against you, or the opposite?
4. Have you ever felt there was no way to not be mean if you needed to get your desired outcome?

### **(Break out group #4) Chapter 3: Understand What Motivates Each Person on Your Team**

1. Have you ever underestimated an employee's contributions because they weren't gunning for a promotion? What happened? Did you regret it?
2. Have you ever clipped the wings of an employee on a steep growth trajectory? What happened? Did you regret it?
3. Are you more at risk of being an absentee manager or a micromanager? What kinds of situations push you towards one of these modes?
4. Are you currently on a gradual or steep growth trajectory? Were you ever on the opposite one?

### **(Break out group #5) Chapter 4: Drive Results Collaboratively**

1. Have you ever tried to tell a team of people what to do? What were the results?
2. Which step(s) of the Get Stuff Done (GSD) Wheel are easiest or most comfortable for you? What steps do you tend to skip? Where do you get stuck?
3. What are some of the practices your team or organization has today that fall into the different steps of the GSD wheel?
4. Are you a quiet listener or a loud listener?
5. Do you want to foster a culture of debate on a team? If so, how will you do it? If not, why not?
6. How do you help your team make decisions? Are you worried you grab too many decisions?