

Radical Candor

Kim Scott

Be A Kick-Ass Boss Without Losing Your Humanity

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Entrepreneur Growth Alliance

VRT Management Group
Inspire - Action - Growth



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Radical Candor

Radical Candor is a proven framework that encourages leaders to balance **caring personally** with **challenging directly** in delivering feedback. This approach fosters both trust and growth, which is crucial for the development of employees and the overall success of the business.

It has Two Dimensions

-  **1. Care Personally:** Show empathy and genuine concern for the individual.
-  **2. Challenge Directly:** Provide honest, direct feedback that pushes for improvement.

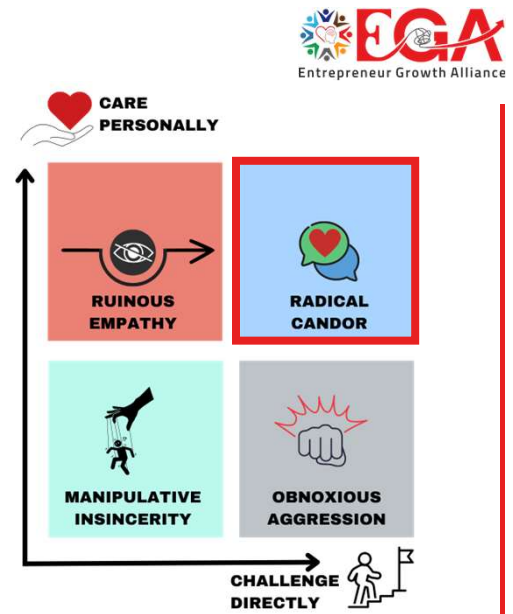
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Radical Candor

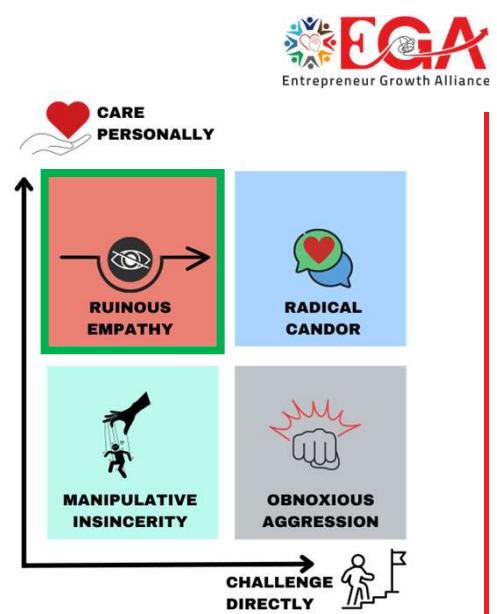
Giving clear and honest praise or criticism and explaining why it's for their good builds understanding and trust.



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Ruinous Empathy

When you hold back feedback to avoid conflict or to avoid making others feel bad, it creates resentment and poor standards.

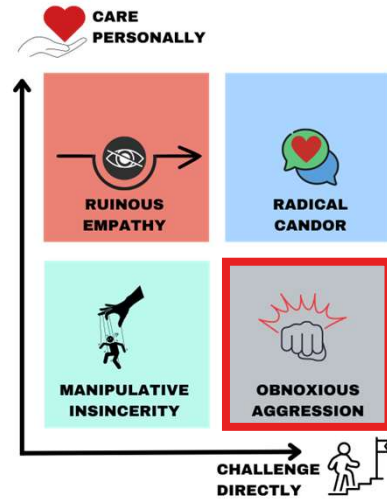


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Obnoxious Aggression



When you criticize someone without trying to understand or show your care, it creates toxic feelings and defensiveness.

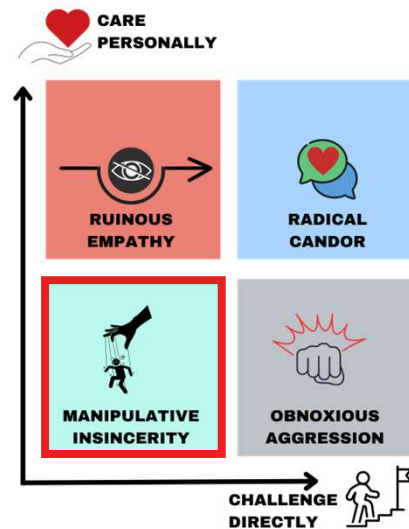


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Manipulative Insincerity




When you only give feedback in a way that advances your interest, it builds distrust.




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Radical Candor



- **Great bosses** retain talent and deliver superior team and organizational results, while bad bosses do the opposite.
- **Radical Candor** helps you build sound relationships with your direct reports, guide your team to achieve results, and create a better workplace.




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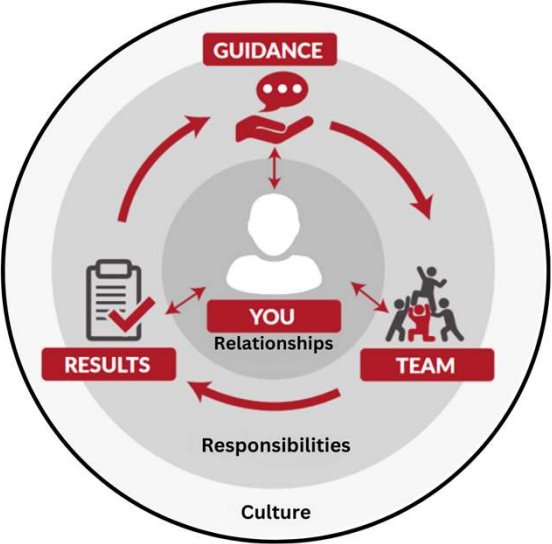
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Applying Radical Candor @ Work



1. FOUNDATION:

Build Trusting Relationships



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Foundation : Philosophy



As a boss, you're responsible for guiding your team to deliver results, including:



Guidance: solicit and offer feedback and encourage feedback between people.



Team-building: Put the right people in the right roles and motivate them.



Results: Manage people on your team to deliver results.

Build trusting relationships with your direct reports with these two dimensions:



Care personally: Let your team know you as a whole person (with hopes and vulnerabilities). Care about each staff member as a whole person with lives and aspirations beyond work.



Challenge directly: Give & receive constructive feedback, make tough decisions and uphold high standards.

Foundation: Tools and Techniques



Center yourself: Seek work-life integration by bringing your best self everywhere (be it work or home). Find and commit to your personal formula for staying centered (e.g., a mix of sleep, exercise, and time with loved ones).



Create an environment where your team members feel free to bring their best selves to work in a way they're comfortable with.



Use **daily interactions** at work to build relationships and minimize redundant social events after work.



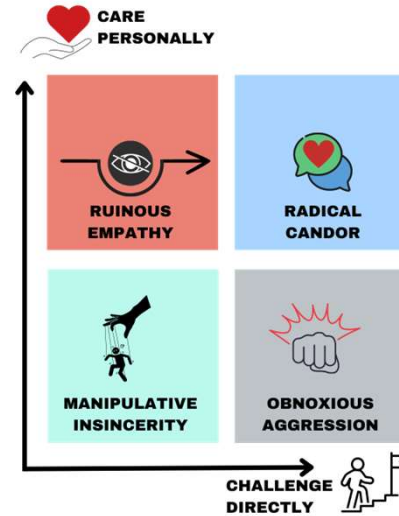
Master your emotions: Let people see your emotions and learn to acknowledge, ask questions, and listen to understand others' emotions

Applying Radical Candor @ Work



2. GUIDANCE:

Give/Receive Effective Feedback



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Guidance: Philosophy



Care personally and challenge people directly at the same time



Manipulative insincerity: When you only give feedback in a way that advances your interest, it builds distrust.



Ruinous empathy: When you hold back feedback to avoid conflict or to avoid making others feel bad, it creates resentment and poor standards.



Obnoxious aggression: Criticizing someone without trying to understand or show your care creates toxic feelings and defensiveness.



Radical Candor: When you give clear and honest praise or criticism and explain why it's for their good, it builds understanding and trust.

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Guidance: Tools and Techniques



Soliciting feedback: Use questions to invite feedback, persist until you get honest replies, thank them, and show you're taking action. Don't defend yourself. Create systems to make criticism seem natural.



Giving impromptu guidance: Praise in public, criticize in private, and don't personalize. Explain why you're giving feedback, be specific and objective, and do it as soon as possible and in person.



Reinforce the guidance at formal performance reviews and jointly create development plans.



Encourage peer guidance, but don't condone backstabbing.



Use **"skip-level meetings"** to encourage staff feedback and help your direct reports to become better bosses.

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Applying Radical Candor @ Work



3. TEAM

Understand People To
Motivate Them



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Team: Philosophy



Rethink ambition and potential. Don't focus only on status and promotions



In any team, you need both **superstars and rock stars**.

- Superstars want rapid growth and opportunities to learn and shine.
- Rock stars excel in and love what they do and are happy with gradual growth or stability.
- Note that staff shifts between steep and gradual growth trajectories at various stages of our lives.



Growth management is about knowing each person's growth trajectory and matching it with the opportunities to bring out the best in them.



Treat **top performers** (superstars and rock stars) as partners and give them everything they need to perform well.



Middle or poor performers may be in the wrong role, face personal issues, or need more training/cultural fit. Identify why and help them improve. If they're really not suited for the job, let them go.

Team: Tools & Techniques



Use **career conversations** to learn your direct reports' values and ambitions. Identify the skills required for their dreams and jointly create an 18-month plan to narrow the gaps.



Identify your top, middle, and poor performers and create a **growth management** plan for each direct report to help them improve. Calibrate with your peers.



Hiring right: Hire for skills and team fit, screen with projects (not just qualifications), and use a diverse committee for selecting candidates.




Firing people: It's fairer for everyone when you deal with performance issues early. Remember: they're not bad people; they're just in the wrong job.



Reward fairly: Calibrate between bosses to ensure fair promotions. Praise and celebrate great work and teamwork, not just status. Use recognition and appreciation.

Applying Radical Candor @ Work



4. RESULTS:
Drive Results via Collaboration


Get Stuff Done (GSD) wheel

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Results: Philosophy



Use the Get Stuff Done (GSD) wheel to involve your team in decision-making and get buy-in:

-  **Listen** to ideas that people have & create a culture of listening.
-  **Clarify:** Define the problem, nurture new ideas, and push yourself and your team to express your thoughts clearly.
-  **Debate** the ideas, polish and test them rigorously. Encourage dissent and focus on ideas, not egos.

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Results: Philosophy



Use the Get Stuff Done (GSD) wheel to involve your team in decision-making and get buy-in:



Decide based on facts, not subjective opinions.



Persuade those who haven't been involved so far.



Execute: Toggle between leading and execution. At times, get personally involved to stay in touch with the details.



Learn from the mistakes along the way and start the cycle again.

Results: Tools and Techniques



Improve communication along the GSD wheel:



1:1 Conversations: Let your direct reports set the agenda to discuss what matters to them.



Use **staff meetings** to review what went well/badly the previous week, share key updates, and identify the key topics for decision and debate this coming week.



Big **Debate meetings** force you to consider key decisions deeply and to build a culture of debate.



Big **Decision meetings** are open to everyone. Decisions made are final

Results: Tools & Techniques



Improve communication along the GSD wheel:



Use **all-hands meetings** to persuade the rest of the organization and address questions.



Block off meeting-free slots for thinking and execution.



Use **Kanban Boards** to make activity and workflow visible to everyone. (e.g., **To Do, In Progress, and Done**)



Walk around to observe, engage people, and stay in touch with details on the ground.

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"Learning is defined as a change in behavior. You haven't learned a thing until you can take action and use it."

— John C. Maxwell

"You are free to choose, but the choices you make today will determine what you will have, be and do in the tomorrow of your life."

— Zig Ziglar

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Thank You



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