



WATCH OUT FOR THESE COMMON MISTAKES

Obnoxious Aggression

High Challenge/Low Care

Also called brutal honesty or front stabbing, it's what happens when you challenge someone, but don't show you care about them, leaving people feeling attacked.

Ruinous Empathy

High Care/Low Challenge

This is what happens when you want to spare someone's short-term feelings, so you don't tell them something they need to know. It's the source of our most regrettable mistakes.

Manipulative Insincerity

Low Care/Low Challenge

It's praise that is insincere; flattery to a person's face and harsh criticism behind their back. Also called "playing politics." Most commonly, talking about someone instead of talking to them.

It's the source of low-trust workplace cultures.

CARE PERSONALLY & CHALLENGE DIRECTLY

The highest performing teams value feedback and ensure it is frequent, candid, and flows up, down, and sideways. Use Radical Candor to help you guide your feedback to a better place by making sure your criticism and your praise are Kind, Clear, Specific and Sincere.

BUILD AN ENVIRONMENT WHERE IT'S SAFE TO BE CANDID

Get it

Asking for feedback is the best way to create an environment of trust and psychological safety.

- Ask a go-to question that invites engagement: "What can I...?"
- Wait (5+ secs)! Embrace the discomfort!
- Listen with the intent to understand. Don't get defensive.
- Reward the candor: the best way to get more feedback is to show appreciation when you get it, and work to address it.

Give it

Don't let your discomfort stop you from sharing what's working and what could be better.

- Humbly: your goal is shared understanding.
- Helpfully: you are doing this for a reason — to help.
- In the moment, or shortly thereafter.
- In person if possible. If remote: video, maybe phone. NOT text.
- Specific and Sincere Praise in public, Kind and Clear Criticism in private.
- Not about personality.

Gauge it

Pay attention to the other person's reaction. Respond accordingly.

- Met with a strong emotion (sad/angry)? Acknowledge the emotion, and avoid the temptation to back off your challenge.
- Not sure if you're being heard? Check to see if you're understanding their reaction.
- Getting a brush-off? Let them know that you're not feeling heard, and that this is important.

WANT TO SEE MORE RADICAL CANDOR ON YOUR TEAM? ENCOURAGE IT!

- Model it, and celebrate it when you see it.
- Share your stories about feedback you've received, how you responded, and how it made a difference to you.
- Facilitate clean escalation. Encourage people to resolve issues directly before escalating.

AND REMEMBER...

**SAYING "IN THE SPIRIT OF
RADICAL CANDOR" WHILE ACTING
LIKE A JERK STILL MEANS YOU'RE
ACTING LIKE A JERK.**