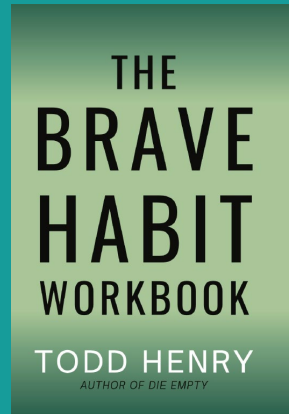


Booked for Success

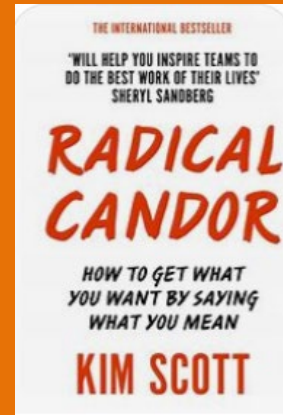
Book 1



The Brave Habit
By Todd Henry

Lunch and Learn Debrief
Friday, May 16th
1PM EST

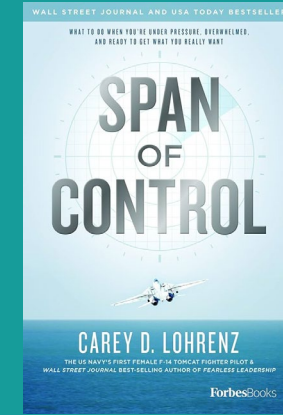
Book 2



Radical Candor
By Kim Scott

Sip and Chat Debrief
Friday, July 18th
4PM EST

Book 3



Span of Control
By: Carey D. Lohrenz

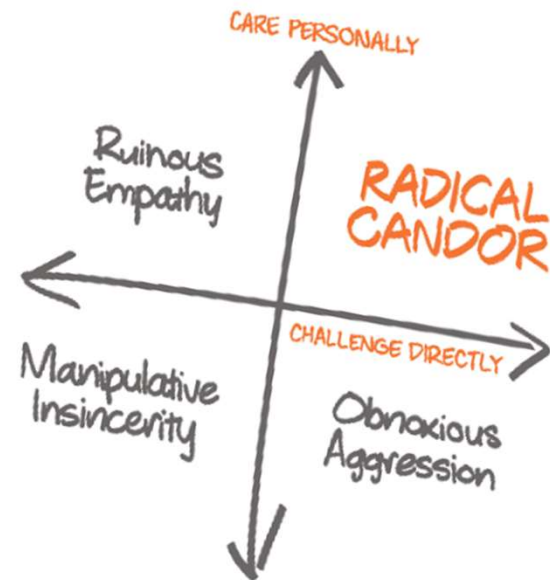
Lunch and Learn Debrief
Friday, Sept 19th
12PM EST

Book 2: Radical Candor

Consider as you read

Radical Candor encourages leaders to foster an environment where honest feedback thrives, including feedback directed to leaders themselves.

- Are you fostering an environment of Radical Candor in your organization?
- As you consider the Radical Candor framework:
 - Which quadrant do you feel you need to improve?
 - Which quadrant do you feel confident?
- What's something that you could do tomorrow with someone on your team to offer Radical Candor?

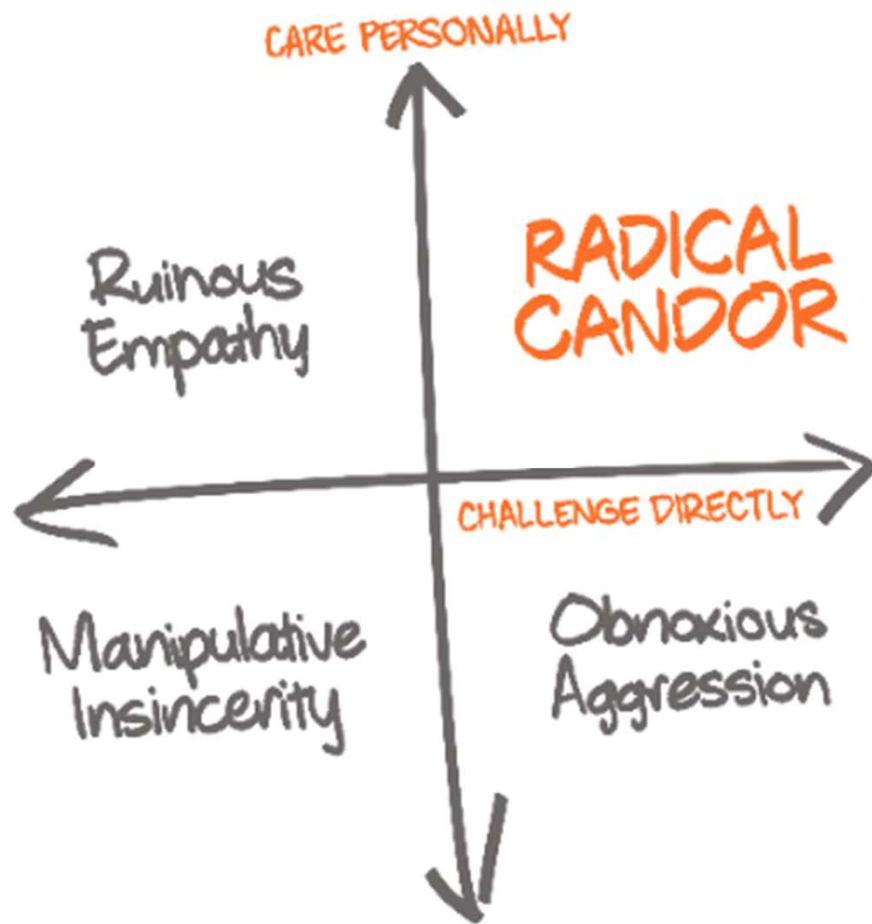


Book 2: Radical Candor

Let's share and learn from each other

- Describe an experience when you didn't give feedback, but wish you did.
- Many people mistakenly call Radical Candor the same as brutal honesty. What is the difference?
- What are some ways that you show you Care Personally at work?
- Describe an experience when you received feedback that was delivered in a helpful and caring way.
- Which steps of the Get Stuff Done wheel are easiest or most comfortable to you?
- Is there any feedback that you need to give someone else, but have been avoiding?
- How do you nurture new ideas? Which ideas from the book will you adopt?

<https://242159484.fs1.hubspotusercontent-na2.net/hubfs/242159484/Radical-Candor-Book-Club.pdf?hsCtaAttrib=206421447416>



Radical Candor Framework

Let's look at an example...

BUILD YOUR SKILLS

Spoiler alert! We're giving you the answers to this one to help you get started.

Imagine that a colleague has an important meeting coming up, and they have spinach in their teeth. Practice with another person what you would say to this colleague, demonstrating your understanding of each of the Radical Candor 2x2 quadrants.

RUINOUS EMPATHY

Silent —
worried about
your feelings.

They would be too reluctant to tell you because they might make you feel embarrassed and it would be awkward for both of you. You wouldn't learn about the spinach in your teeth until much later, maybe after many more people had noticed it.

RADICAL CANDOR

Whisper, "You have
spinach in your teeth."

They would pull you aside and tell you quietly and kindly. You would learn that you had spinach in your teeth and be able to fix the problem with minimal embarrassment.

MANIPULATIVE INSINCERITY

Silent —
worried about
their feelings.

They wouldn't tell you, but would talk about it with others to make themselves look "cool." You wouldn't learn about the spinach in your teeth until much later, and even more people would know about it.

OBNOXIOUS AGGRESSION

Shout "Look, they have
spinach in their teeth!!"

They would call you out loudly in front of everyone. You would learn that you had spinach in your teeth and be able to fix the problem, but you would feel pretty embarrassed.

CARE PERSONALLY

CHALLENGE DIRECTLY

Radical Candor

Ruinous Empathy

Manipulative Insincerity

Obnoxious Aggression

WATCH OUT FOR THESE COMMON MISTAKES

HIGH CARE + LOW CHALLENGE =

Obnoxious Aggression

Also called brutal honesty or front stabbing, this happens when you challenge, but don't show you care.

HIGH CARE + LOW CHALLENGE =

Ruinous Empathy

This happens when you want to spare someone's short-term feelings, so you don't tell them something they need to know.

LOW CARE + LOW CHALLENGE =

Manipulative Insincerity

The source of low-trust workplace cultures. It's insincere praise: flattery to a person's face and criticism behind their back. Or talking about someone instead of to them.

RADICALCANDOR.COM/RESOURCES

CARE PERSONALLY & CHALLENGE DIRECTLY

The highest-performing teams value feedback and ensure that it's frequent and flowing in all directions. Use the Radical Candor framework like a compass to guide your feedback to a better place.

CREATE A CULTURE WHERE CANDOR IS REWARDED

GET IT

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

- Ask a go-to question that can't be answered with a yes/no.
- Wait (5+ secs)! Embrace the discomfort.
- Listen with the intent to understand.
- Reward the candor.

GIVE IT

Focus on the good stuff! Don't let your discomfort stop you from sharing what's working + what's not.

- Humbly
- Helpfully
- Immediately
- In real-time conversation (not text/email/chat)
- Praise in public, criticize in private.

GAUGE IT

Measure feedback not at your mouth, but at the other person's ear.

- Pay attention to their reaction.
- Choose the right direction.
- Are they sad or mad?
Care Personally
- Are you getting a brush-off?
Challenge Directly

CORE FEEDBACK: NOT ABOUT PERSONALITY

Kind & clear, specific & sincere: Keep your feedback focused on work product or behavior.

- **C—Context** (Cite the specific situation.)
- **O—Observation** (Describe what was said or done.)
- **R—Result** (What is the most meaningful consequence?)
- **E—Expected next step** (Discuss the best way to move forward.)



AND REMEMBER...

Saying "In the spirit of Radical Candor" while acting like a jerk still means you're acting like a jerk.

Resources:

<https://www.radicalcandor.com/resources>

<https://www.radicalcandor.com/frequently-asked-questions>