

# RADICAL CANDOR

Care Personally & Challenge Directly

## A NEW MANAGEMENT PHILOSOPHY

Radical Candor™ is Caring Personally while Challenging Directly.  
It's guidance that's kind and clear, specific and sincere.

### A COMPASS FOR CANDID CONVERSATIONS

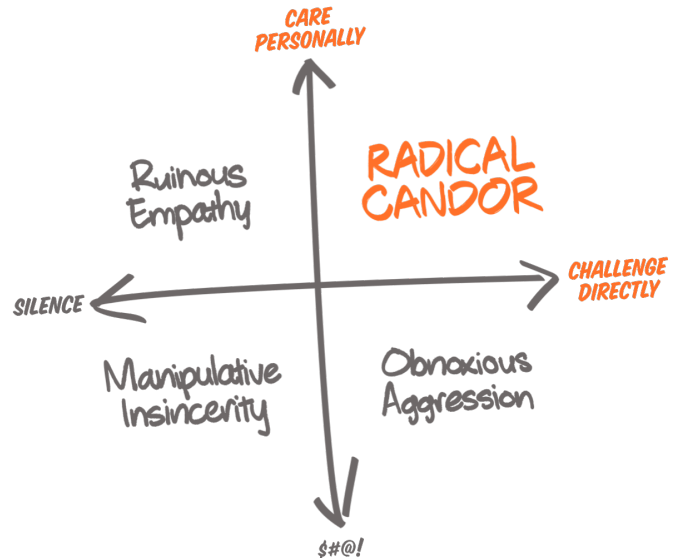
Because Radical Candor can be hard to put into practice,  
we developed a simple framework that you  
can keep top of mind in the heat of the moment.

#### Use the Radical Candor Framework to Guide Your Conversations

Understanding what is not Radical Candor can help  
you better understand what it is. These behaviors  
that everyone falls into at one time or another are  
not personality types.

Remember that these phrases are not labels.  
Please don't write people's names in these boxes;  
use the framework as a compass to guide your  
conversations to a more productive place.

The Radical Candor Framework is a trademark of Kim Scott.



#### Obnoxious Aggression™

Obnoxious Aggression, also called brutal honesty or front stabbing, is what happens when you challenge someone directly, but don't show you care about them personally. It's praise that doesn't feel sincere or criticism that isn't delivered kindly.

## Ruinous Empathy™

Ruinous Empathy is what happens when you want to spare someone's short-term feelings, so you don't tell them something they need to know. You Care Personally, but fail to Challenge Directly. It's praise that isn't specific enough to help the person understand what was good, or criticism that is sugar-coated and unclear. Or simply silence. Ruinous Empathy may feel nice or safe, but is ultimately unhelpful and even damaging.



## Manipulative Insincerity™

Manipulative Insincerity — backstabbing, political or passive-aggressive behavior — is what happens when you neither Care Personally nor Challenge Directly. It's praise that is insincere, flattery to a person's face and harsh criticism behind their back. Often it's a self-protective reaction to Obnoxious Aggression.

**AND REMEMBER...**

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