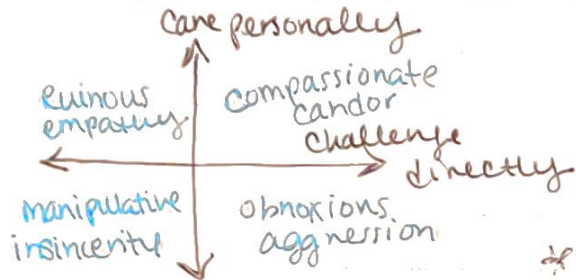


Radical Candor - pt1

Preface

- Radical Candor was misunderstood + parodied in Silicon Valley (How) and Dilbert. This made the author defensive.



* Compassion = empathy + action

Compassionate Candor

↳ heart (care personally)

+ mind (challenge directly)

* Brief discussion about D&I + how Candor comes across differently depending on who you are + how you're seen

The Radical Candor Compass

Introduction

- "Bob" did bad work, was supported by others so he never learned + other people started to turn in worse work + morale went down
- "You can draw a straight line from lack of guidance to a dysfunctional team that gets poor results."
- ~~rock~~'s - Stability, not looking for next promotion
- ~~super~~'s - people who don't want to be in the same job forever
- "... at the very heart of being a good boss ... is a good relationship"

How To Use This Book

p1: stories p2: hand book

Part 1: A New Management Philosophy

① Build Radically Candid Relationships

"Emotional labor is not just part of the job; it's key to being a good boss"

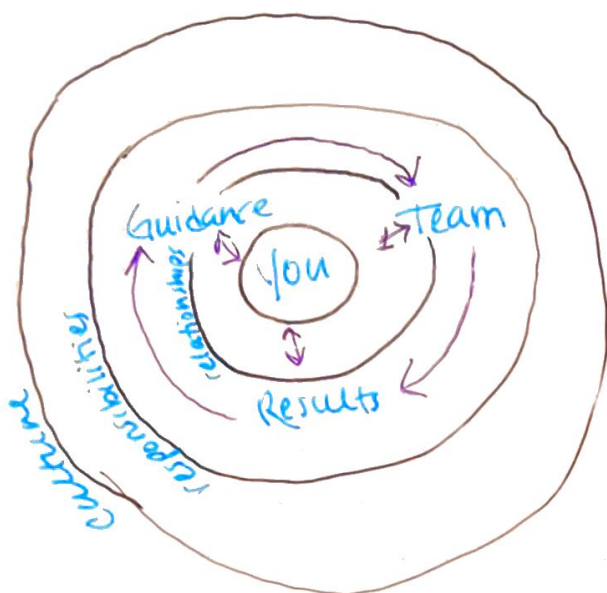
* people often feel they're failing being a good boss

~~the first of~~

* Bosses guide teams to achieve results.

* Guidance is often called Feedback

① Guidance ② team-building ③ Results



"There is a virtuous cycle b/w your responsibilities & your relationships by learning the best ways to get, give & encourage guidance, by putting the right people in the right roles on your team; and by achieving results collectively that you couldn't dream of individually."

Dimension One: Cane Personally

Dimension Two: Challenge Directly

Cane Personally + Challenge Directly = Radical Candor

* Bring your whole self to work

→ Radical Candor takes energy so save it for what really matters & you need to practice it "up" "down" & "sideways"

"Radical Candor works only if the other person understands that your efforts at caring personally & challenging directly are delineated in good faith."

- Israel vs Japan approach to direct feedback

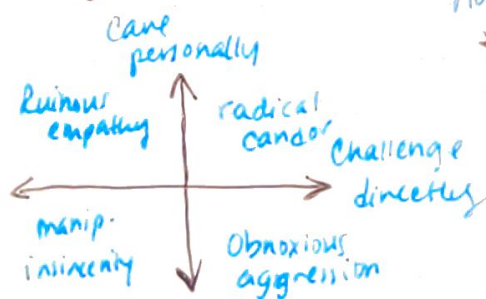
very direct

not very direct

② Get, Give & Encourage Guidance

• You can ramp up your feedback if it's not getting through & offering a solution can show you care

"not mean, clear!"



* Be sure to criticize the wins too

* These quadrants are behaviors & not personality traits. "People give praise & criticism that is manipulatively insincere alienating and too focused on being liked..."

"Be as specific & thorough w/ praise as with criticism. Go deep into the details"

* Start by asking for criticism before giving it

* w/ criticism be clear & articulate why so you can get them back on track as soon as possible

↳ be sure that your confidence in their abilities is strong while giving feedback

- ask for criticism first
- ↑ praise than criticism
- be humble & helpful
- give guidance in person & asap
- praise in public, criticize in private
- DON'T PERSONALIZE

* You don't have to know the person well to be radically candid with them

Ex. Fly is down

Silent, worried about their feelings	Whispers "Your fly is down"	Challenge directly
Quinous empathy	Radical Candor	
Manip. insincerity	Obnox. Aggression	
Silent, worried about <u>your</u> feelings	Shout "Look his fly is down!"	
	Care personally	

③ Understand What Motivates Each Person On Your Team

* To help guide your rocks & ~~lost stars~~ ^{Stars}, let go of your own judgments & ambitions. Might require rethinking what ambition looks like & means

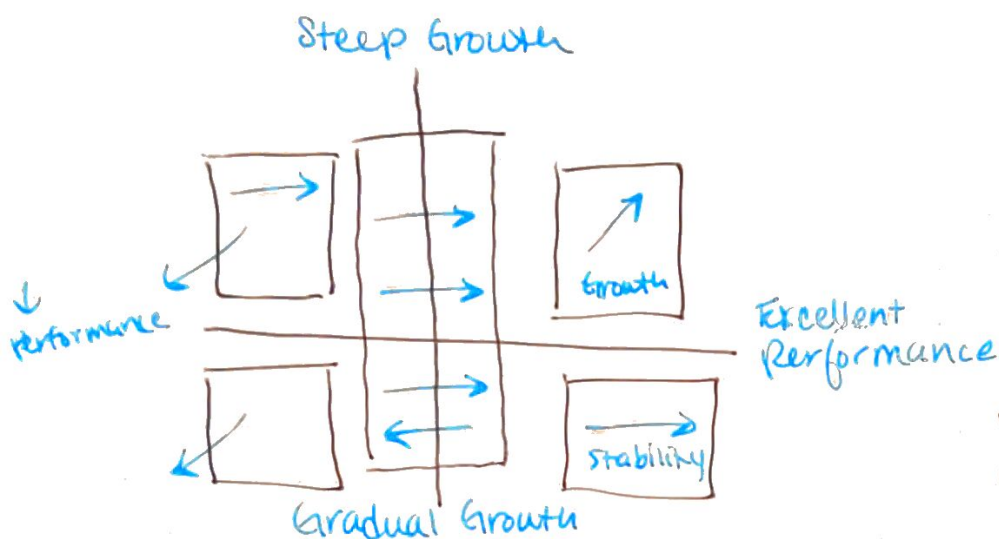
- transition to growth management & whether people are on a steep growth trajectory or gradual?
- Try to understand what their growth trajectory is like, not what you want it to be.

- People switch tracks at different phases in their lives

"Your job is not to provide purpose but instead to get to know each of your direct reports well enough to understand how each one derives meaning from their work."

- a boss can put work in context but not prescribe meaning
- You can utilize rockstars to teach others & level everyone up
- keep your rockstar challenged & know they'll move on eventually & don't squash or block them

"Management & growth should not be conflated."



* There are no low potential or ↑ potential people.
 * A boss is meant to set & uphold a quality bar & accepting mediocrity isn't good for anybody

* When letting someone go (fairly)

- ↳ have you given radically candid feedback?
- ↳ do you understand the impact of their performance on their colleagues?
- ↳ have you sought advice from others?

* 4 common lies to avoid firing

- ↳ it will get better (not by itself!)
- ↳ somebody is better than nobody
- ↳ a transfer is the answer
- ↳ it's bad for morale

* ↓ performance & ↑ growth "look at yourself in the mirror quadrant"

Could be because

- ↳ Wrong role
- ↳ New to role; too much too fast
- ↳ personal problems
- ↳ Poor fit

* People change over time so don't assume or lock-in impressions of people, same w/ their performance

④ Drive Results Collaboratively

- Can't just tell people what's going to happen, need to involve them in the decision making process
- The manager is supposed to help "give the quiet ones a voice", there's more than one way to approach this



LISTEN

Quiet listening - helping the person say what they think vs what they think you want to hear
 → make sure others still know what you think even if you're quiet

Loud listening - saying things to get a reaction out of them requires building up confidence of those around you so they feel ok challenging you, or "strong opinions, weakly held." You only need to be confident not only loud
 * but mostly stick w/ the style that works best for you

Create listening culture

- ① simple system to generate ideas & voice complaints
- ② at least some issues are quickly addressed
- ③ regularly offer explanations to why other issues aren't being addressed

"Competitive advantage tends to come not from one great idea but the combination of hundreds of smaller ones."

CLARIFY "As the boss, you are the editor, not the author"

- ↳ it's ok to not immediately have a solution to a problem. Sometimes problems need to be refined so that a solution can form from the discussion.
- * Make your ideas dead simple to understand, the onus is on the explainer & not the listener.
- The essence of making an idea clear requires a deep understanding not only of the idea but also of the person to whom one is explaining the idea.

DEBATE - "the rock tumbler"

- ↳ keep convo focused on ideas, not egos. The goal is to get to the right answer as a team. Switch roles sometimes.
- ↳ Create obligation to dissent, if everyone agrees that's a ^{bad} sign

DEBATE (cont'd)

- ↳ Pause for emotion / exhaustion
- ↳ Use humor & have fun
- ↳ be clear when the debate will end
 - ↳ can have debate & decision meetings
- ↳ don't grab decision bc. debate got painful

DECIDE

- ↳ decisions → facts || facts → decisions but NO EGs
- ↳ You're not usually the decider
 - ↳ bc. you probably don't have the best information
- ↳ deciders should get facts, not recommendations
- ↳ gospelunking (you don't always have to stay high level)

PERSUADE (pathos, logos, ethos)

- ↳ Emotions (of listener, not speaker)
 - ↳ emotion
- ↳ Credibility (expertise & humility)
 - ↳ logic
- ↳ Logic (show your work)
 - ↳ credibility

~~EXECUTE~~ EXECUTE (↓ collab tax)

- ↳ don't waste your team's time
- ↳ keep the "dirt under your fingernails"
- ↳ block time to execute

LEARN

- ↳ take a step back from wins & failures to see what could have been better
- ↳ pressure to be consistent
 - ↳ "When the facts change, I change my mind"
 - ↳ if you do change your mind, be able to explain why
- ↳ burnout
 - ↳ it's important to stay centered so you can learn & weather storms