

Radical Candor - Part 2 - Tools And Techniques

- * Read to understand

- * organized around core concepts, not priority

⑤ Relationships (inside out)

develop trust

- * chicken + egg b/w responsibilities + relationships

- * ch 6-8 focus on outside in

STAY CENTERED (if you can afford it)

- * hard times are harder when you're not at your best

worklife integration vs balance

- figure out "recipe" for being centered

- schedule your personal things in a calendar

- show up for yourself

FREE AT WORK (team autonomy)

- * create the conditions for your team to be free at work

- * give up control + focus on trust-based relationships

- * beware of warlord vs dictator ~~vs~~ vs anarchy relationships

SOCIALIZE AT WORK

Note: even non mandatory events can feel mandatory

booze can land you in trouble (is it booze? or people?)

RESPECT BOUNDARIES

- Trust takes time - **trust is built on a consistent pattern of acting in good faith.**

- live your values. sharing them openly or forcing people to list them may drive a wedge in your team.

- Openness to people who have different views than you (the safety of this depends on the views + who you are. The author might not see that)

RESPECT BOUNDARIES cont'd

- respect physical boundaries & also don't be closed off to appropriate touch
- "platinum rule" says, figure out what makes the other person comfortable & do that
- recognize & comm. your emotions
- manage your reactions to other people's emotions
 - ack / ask / center them / don't dictate their emotions
 - ↳ if you can't, comm. that and step away
 - ↳ keep tissues a short walk away & unopened bottles of water nearby
 - * walk for difficult comms.

~~Guidance~~

⑥ Guidance: getting / giving / encouraging praise & criticism
SOLICIT IMPROMPTU GUIDANCE

Boss' are held to a different standard & it's important to take in feedback

* you're the ex. to the "criticize in private" rule

* have a go-to g "what could I do or stop doing that would make it easier to work w/ me" etc.

* embrace the discomfort & try to take in nonverbal cues that there is feedback to be made

* listen to understand, not respond

* reward criticism to get more → respond to the feedback

& talk through if you disagree w/ the feedback after understanding it

* gauge the guidance you get

ORANGE BOX: "make it not just safe but natural to criticize you"

↳ feedback box that you read through until people feel confident telling you directly how they feel & what they see.

MANAGEMENT FIX-IT WEEKS

- * log management issues publicly, someone groomed it, then people would tackle the issues over a week

GIVING IMPROMPTU GUIDANCE

- o be humble, during feedback misconceptions on both sides
 - get corrected
 - * this applies to praise too *
 - ↓ situation, behavior, impact
 - ↓ what you saw ↓ what the person did ↓ observed impact
- (*) avoid judgments on the person + blanket judgments
 - think about what you were thinking + what you said in a convo.
- ↳ Not everything we think should be said.
- ↳ ontological humility " [don't] confuse objective reality w/ our subjective experience "
- ↳ be helpful + help clarify the problem when you can't
 - ↳ state your intention
 - ↳ show don't tell, explicitly describe the behavior you're praising or criticizing
 - ↳ finding help is better than offering it yourself
 - ↳ guidance is a gift, not a stick or carrot
- o give feedback immediately (can't wip. You remember the details)
 - ↳ say it in 2-3 min b/w meetings, do it consistently + in small increments
 - ↳ keep slack time in calendar or be willing to be late
 - ↳ don't "save up". Scheduled meetings are meant to reinforce daily effort
 - ↳ guidance has a short half-life
 - ↳ unspoken criticism can explode
 - ↳ avoid black holes, let ppl. know how their work is being received
 - ↳ preferable in person so you can see if they understood the comms. (optimize for immediacy vs in person)
 - ↳ video > phone + video on comp > phone > email/text
 - if you have ↑ internet
 - may cause confusion
 - * praise at all hands + 1-1

- never Reply All for criticism, praise in reply all
- Check in frequently for remote offices
- Praise in public, criticize in private
 - * Corrections, factual observations, disagreements / debates are diff. than criticism
 - * adapt to the person's preference.
 - *
- don't personalize
 - * check yourself if you're about to say "You are —"
 - * "That's wrong" not "You're wrong"
 - * Feedback is personal for the one receiving it. So don't say "don't take it personally"
 - * Some issues (ex. body odor) are personal, don't personalize
 - be sensitive when addressing the issue.

GUAGE, BASELINE, TRACK GUIDANCE

- * print out quadrant w/ stickers & have people give feedback on your guidance

BE RADICALLY CANDID W/ YOUR BOSS

- * proceed w/ caution, protect yourself & if a bad sign if you can't be radically candid w/ your boss
- * assume good intent
 - 'listen, Challenge, Commit' — humility to listen — confidence to Challenge — wisdom to know when to quit arguing & to get on board

GENDER & GUIDANCE

- "the pervasive atmosphere of anxiety around gender issues has every body walking on eggshells and avoiding important truths."
- don't "pull punches" w/ criticism
- demand criticism
- be aware of competence / likeability trap
 - ↳ Change genders, be specific, don't use gendered language
 - help your team vs. addressing ppl of one gender

o if you've considered "too abrasive"

- never so challenging directly
- Cane personally but don't do all the "little things"
- You may have been obviously aggressive
- It's not OK to kick up/down & kiss up/down
- don't write a gender off

FORMAL PERFORMANCE REVIEWS

(Can help clarify miscommunications

↳ no surprises

↳ don't rely only on your judgment

↳ solicit feedback on yourself first (have them do a review on you)

↳ write it down, think through what you want to say

↳ decide when to give written review

↳ > 50 min & NO back to back

↳ 1/2 time looking back & 1/2 time looking forward

↳ follow up on the plan

↳ deliver rating / comp news after performance review

PREVENT BACKSTABBING

- don't allow people to talk about others when they're not there. Support them in talking w/ each other

PETER GUIDANCE

→ talk in-person & have been giving guidance to each other

"Whoops - a - Daisy"

↳ nominate a "killer whale" to talk about something cool they did

↳ have a chance for people to explain their mistakes to avoid others making the same mistake

SPEAKING TRUTH TO "POWER"

- o have a skip-level meeting to get feedback on your direct report but it's not a gossip session & you're there to support your direct report.
- o Explain, show, explain again. Have the direct report consent.

- everything of import will be shared, but not who said it
 - take notes & project them so they can be clarified
 - ease into the conversation
 - prioritize issues
 - share notes right after meeting & have the team review the notes
 - work w/ direct report to create a plan & share plan w/ the team
 - 1x year x report
- (this chapter has an FAQ section)

* Return to core principles vs a step by step guide.

⑦ Team avoid burnout & boredom
 ◦ want a balance of stability & ambition

CAREER CONVERSATIONS

- learn what the person wants to do in their life. Their "crazy ass dream"
- try to identify "motivators" and share them + why you picked that word.

Convo one: life story

- focus on moments of change & what motivated them
- has to be in a context of trust & respect
- if you sense discomfort, move on

Convo two: dreams

"What do you want the pinnacle of your career to look like?"

↳ 3-5 answers

Convo three: 18 mo. plan

"What do I need to learn in order to move in the dir of my dreams!"

↳ who/what you can learn from & when.

GROWTH MANAGEMENT

identify where people are now & get second opinions. Focus on where you two disagree.

GROWTH MANAGEMENT CONT'D

- don't be "easy" or "hard" grader
- write growth plans

- Ensure fairness by level
Some high level people may be incorrectly labeled as exceptional or ~~superstars~~ or vice-versa for junior people. Take another look at categorization.

HIRING MENTALITY / PROCESS

- description → define "fit" as rigorously as you define "skills" to ↓ bias
↳ the hiring person should write this, not an emitter

- blind skills assessment as a pre-screen

- use same interviewing committee for all candidates, ~4 + a mix of teams + backgrounds
- casual interviews reveal more a bit fit than formal ones
- make notes right away
- in-person debrief + if you're not 100% on a candidate, don't hire a bias towards no can be helpful. make all feedback visible to all interviewers

FIRING

- it's not easy + can freak people out

↳ don't wait too long

- ① be fair to the person
- ② + to company (lawsuits)
- ③ yourself + (integrity) (consistency)
- ④ address ↓ perf. early to be fair to ↑ performers.

→ don't make the decision unilaterally + work with HR to create a PIP (performance improvement plan) that is fair but not too easy.

↳ give a damn, do it with humility

↳ "this job - the job you gave them - sucks for them"

↳ Follow up



put ~~the~~ names in boxes, quickly
(and it's not permanent)

PROMOTIONS (be fair)

- Prepare a list of ppl to promote + justification + share w/ others
- manage time carefully, senior promotions will take more time than junior promotions
- take care of yourself
- acknowledge the convos are difficult

REWARD YOUR ROCK STARS

- Avoid promotion / status obsession, focus on the work they're doing vs. hierarchy. Praise the things you want more of
- Say thank you
- Some people may want to be a Guru + teach others
- public presentations on their work

AVOID ABSENTEE MGMT + PM MGMT

(there's a chart here I won't reproduce on the diff.)

SUMMARY

"Together you will accomplish things that you could never do individually, while each of you ~~to~~ indiv. takes a step in the direction of your dreams."

⑧ Results get stuff done together - faster

- meetings: ① 1:1 ② staff ③ Think time ④ Big debate ⑤ ↑ decision
- Tools ⑥ All hands ⑦ Meeting-free ⑧ Kanban ⑨ Walk around
- ⑩ be conscious of culture

① 1:1, must do "employee set the agenda, you listen + help them clarify"

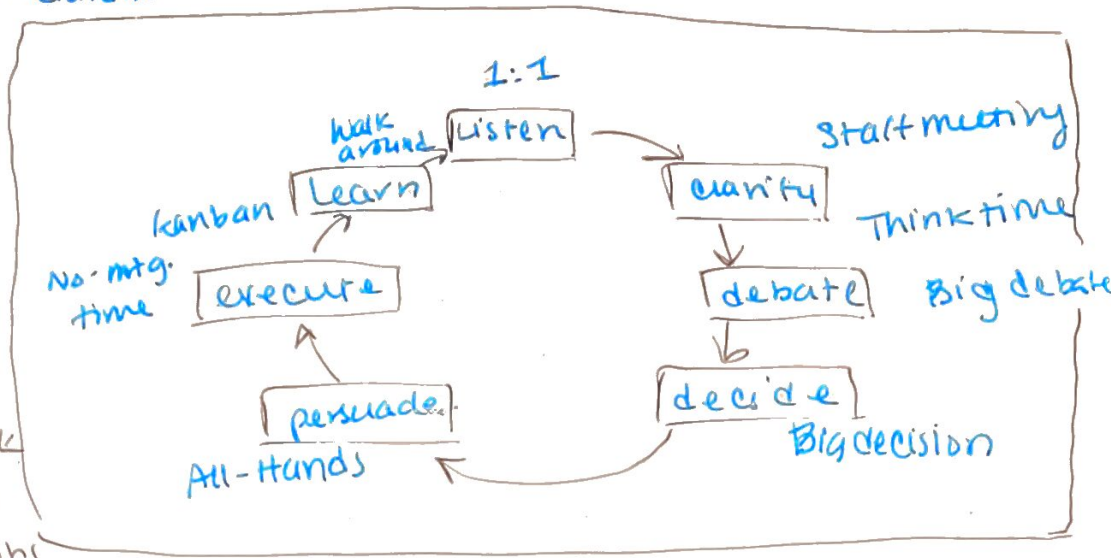
- ↳ mindset, you're getting to know someone
- ↳ frequency, natural bottleneck for # reports / mgr
- ↳ show up! → direct reports' agenda, not yours, set expectations
- ↳ follow up Q's: why? etc. open-ended Q's, show you're listening
- ↳ encourage new ideas (new ideas are fragile)
- ↳ signs you're failing: cancellations, just updates, only good news, no agenda

Influence by Robert Cialdini

②

STAFF MTG

- review metrics, study hall updates, identify (but don't make) key decisions
- Goals
 - ① review past week
 - ② share ↑ updates
 - ③ clarify ↑ decisions for next week



- establish & facilitate consistent agenda

③ THINK TIME

- time that you protect to just think

④ "BIG DEBATE" MTGS

- tension: you're debating, not deciding
- can slow down key decisions when appropriate & fosters ↑ debate
- the book has a structure for these meetings

⑤ "BIG DECISION" MTGS

- push decisions → facts & pull facts ← decisions, keep egos at bay

⑥ ALL-HANDS MTGS, bring others along

- 1/2 presentations + 1/2 Q&A

⑦ EXECUTION TIME

- make sure your team has time to execute
- block off time to execute

⑧ KANBAN BOARDS, make activity & workflow visible

- visualize bottlenecks & what generates success / results
- it's surprising how often one team thinks another isn't doing much

⑨ WALK AROUND

- become aware of small issues by walking about & talking to people you don't normally talk to

⑩ BE CONSCIOUS OF CULTURE "culture eats strategy for lunch"

- ppl are listening & the boss is under a microscope, CLARIFY, debate & decide explicitly + EXECUTE + LEARN + LISTEN

The Fearless Organization

Amy Edmondson

GETTING STARTED

- ① Explain Radical Candor + your stories
 - ② Ask for feedback on yourself first
 - Start career convos + improving 1:1's
 - ③ Give impromptu (2-3 min) feedback
 - ④ Assess + improve
 - ⑤ Improve staff, decision + debate meetings
 - ⑥ Return to guidance + encourage people to sort things out themselves
 - ⑦ Fight meeting proliferation
 - ⑧ Plan for the future of your team
 - ⑨ Return to guidance, see if your team is providing guidance to each other
 - ⑩ Walk around
 - ⑪ Apply radical candor to other processes (hiring, firing, promoting, etc)
- these things take time + attention + focus but should still leave time for thinking + executing.

AFTERWORD TO REVISED EDITION

Clarifications based on feedback from readers

- You need self-awareness to have your feedback land the way you intended (ex. arrogance) ↑ EQ

Practice: Storytelling + Role play

- Talk about when you've received radical candor AND when you've been obnoxiously aggressive, ruinous empathy + manipulative insincerity.
- these stories ↑ relational awareness

The Feedback Triangle

① a time when you gave feedback (you play you)

② someone else plays a ↑ defensive colleague

③ ~ ~ ~ an observer w/ radical candor framework

when roleplaying this can be fun but in reality it can be awful

* Clarifying a boss soliciting feedback story

* Psychological safety + its importance. 5 dynamics for a success. team:
psyc. safety, depend., structure + clarity, meaning + Impact

- Ask for feedback regularly - go to questions can help people be more honest.

Attributes of a good go to question:

- ① sincere ② open ended ③ specific ④ frequency

- * do some practice runs of your go to question e.g.:

① Did it produce useful feedback?

② " " sound natural?

EMBRACE DISCOMFORT

- Count to 6 in your head

LISTEN TO UNDERSTAND

- practice listening

- Celebrate feedback & criticism

- make listening tangible, share feedback you received, what you learned & what you'll do about it. Pay attn. to criticism you disagree with

- * Make it a habit

- * Focus on THE PRAISE & practice doing it on your team

- * Roleplaying with actors can show people the limits of their EQ & how they can practice understanding & calmness.

D&I (or when people use slurs)

their solution is practice dinner + "diversity stamina"? Really?

A Radically Candid Performance Review

- ① Create perf. management team

- ② ∞ perspectives

- ③ Review key elements of your existing perf. review

- ④ Communicate (dev. is split from review/comp & eval)

- ⑤ Create regular review cycle

- * Fairness & transparency is the goal

- * has elements of a review process