



## 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.
- Prevent backstabbing. Encourage people to talk to each other, not *about* each other.
- And remember ... saying "In the spirit of Radical Candor" while acting like a jerk still means you're acting like a jerk.

## WE CAN HELP!

- Email [client-inquiries@radicalcandor.com](mailto:client-inquiries@radicalcandor.com) to explore how we can support your team.
- Visit [radicalcandor.com](http://radicalcandor.com) for free Radical Candor resources.