



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



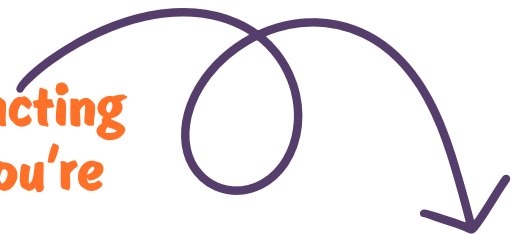
CORE FEEDBACK: NOT ABOUT PERSONALITY

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.



WATCH OUT FOR THESE COMMON MISTAKES

HIGH CHALLENGE + LOW CARE =

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.