

# Unleashing the Power of Radical Candor



# Your Facilitators



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*Senior Manager, Accelerator*



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*Manager, Accelerator*

## Where are We Headed?

By the end of this workshop, we will:

- Be able to identify our individual stress responses in stressful situations.
- Be able to give both positive and constructive feedback to better manage people
- Develop a mindset of reflective leadership, where reflection informs action.
- Identify a “small bet” they can take to incorporate reflective leadership practice in their teams at their ESE.



**Think of a moment in the workplace  
where you heard a challenging piece of  
feedback.**

# What was your response?

FIGHT



YOU ARE  
WRONG!  
I AM  
RIGHT!

FLIGHT



"LET'S  
TALK  
ABOUT  
SOMETHING  
ELSE"

FREEZE



UH...  
(doesn't  
talk OR  
listen/  
learn)

FAWN



PERFORMATIVE  
SURFACE-LEVEL  
ENGAGEMENT



## Share and Discuss

- Reflect and share with a partner
  - What was a time that you heard a challenging piece of feedback.
  - What was your response?
  - Why is that?



***Why is it difficult to give feedback?***

# RADICAL CANDOR



# Radical Candor

## CARE PERSONALLY + CHALLENGE DIRECTLY = RADICAL CANDOR

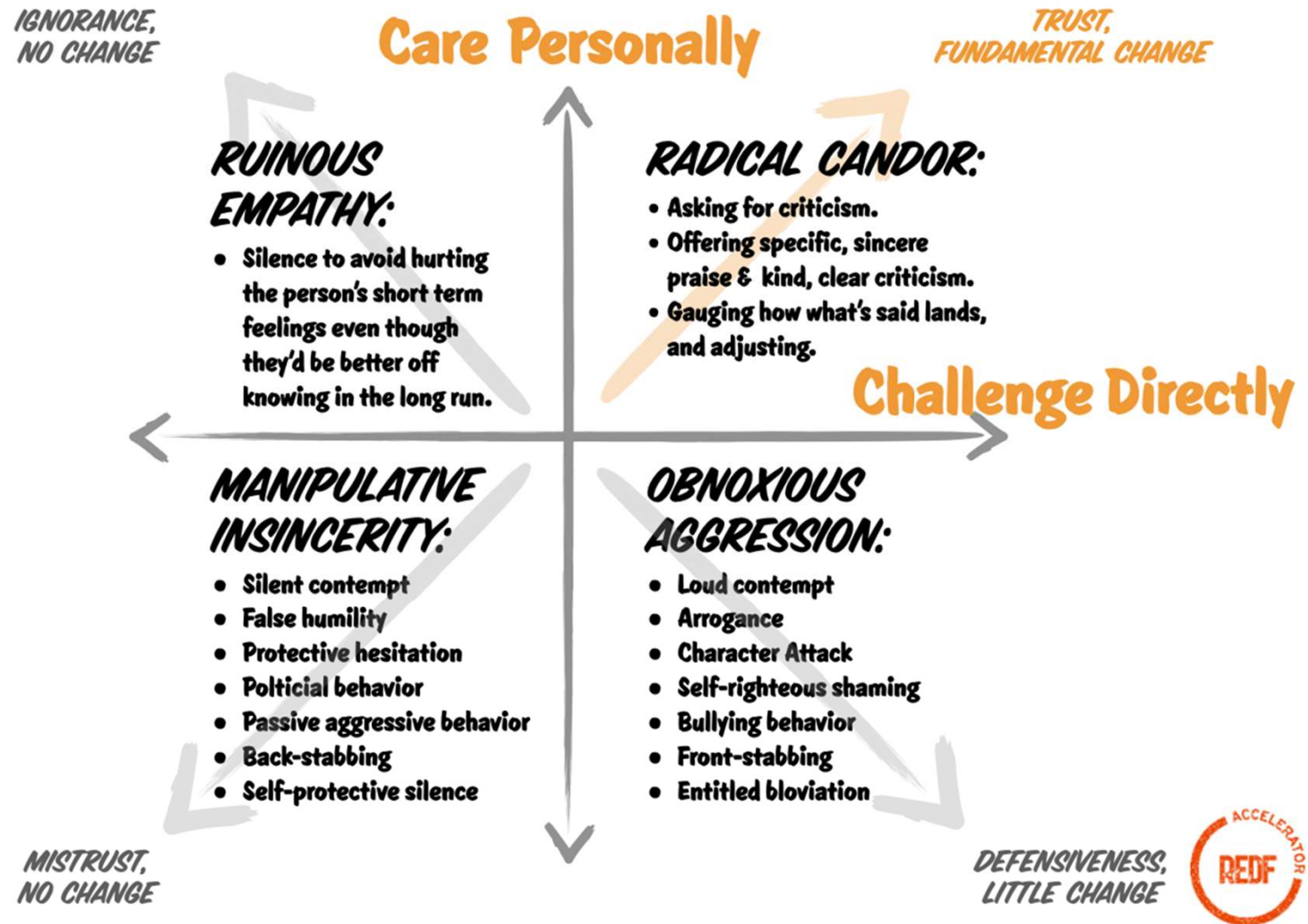
**Care Personally:** It's not enough to care only about people's ability to perform a job. To have a good relationship, you have to be your whole self and care about each of the people who work for you as a human being. It's not just business; it is personal, and deeply personal.

**Challenge Directly:** Delivering hard feedback, making hard calls about who does what on a team, and holding a high bar for results — challenging people is often the best way to show them that you care when you're the boss.

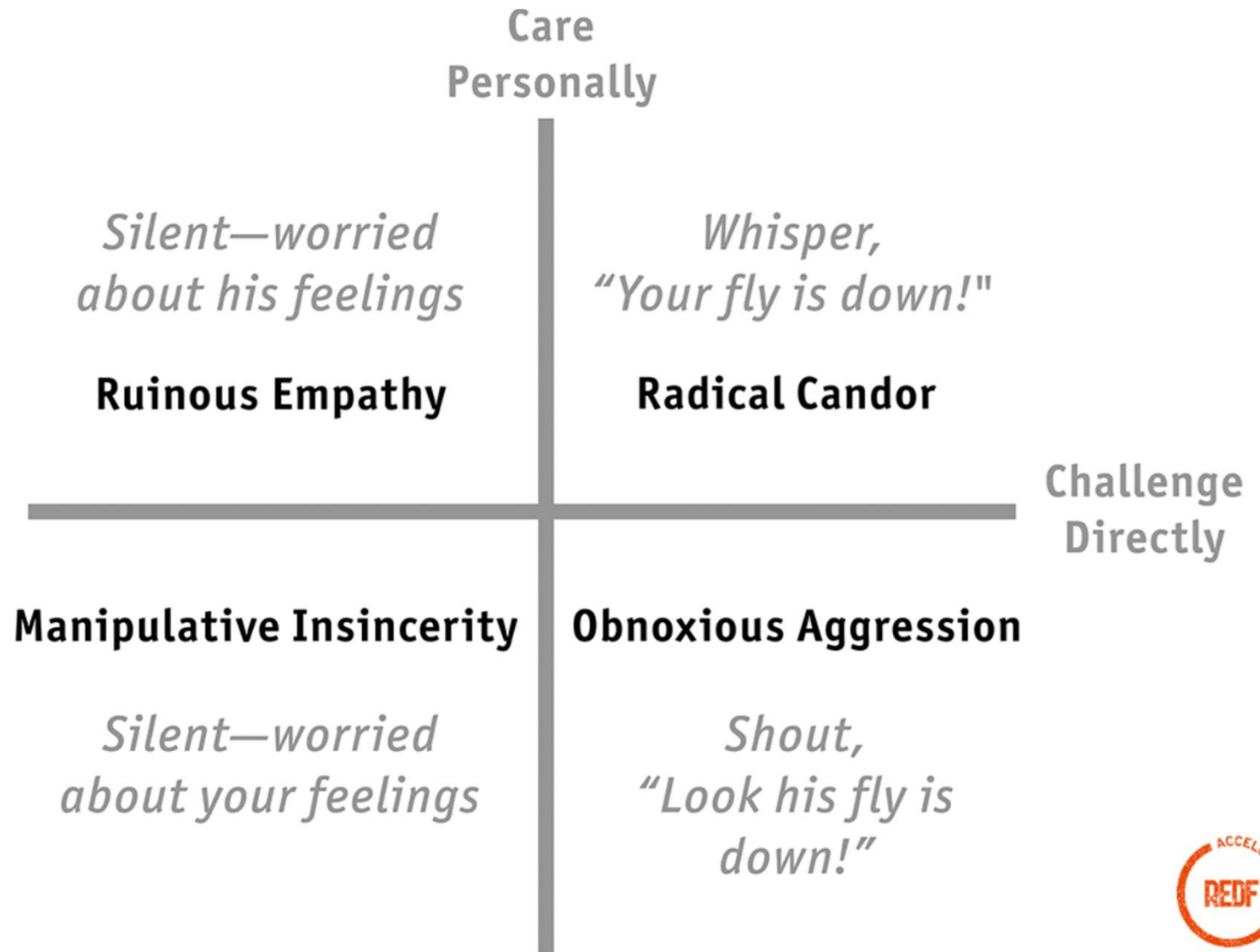
*Be a better leader at [RadicalCandor.com](http://RadicalCandor.com)*



# Radical Candor Categories



# Radical Candor Categories

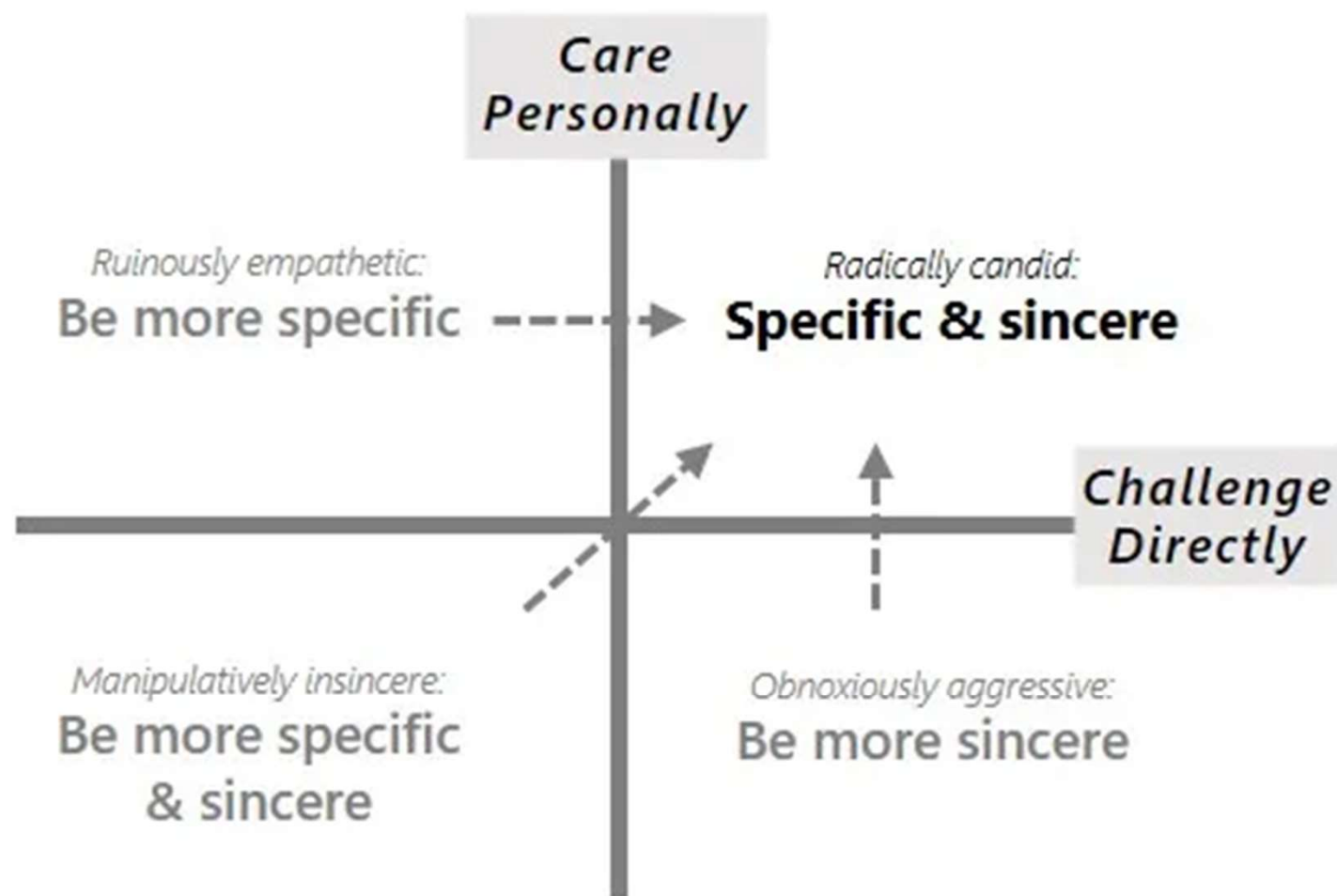






## Share and Discuss

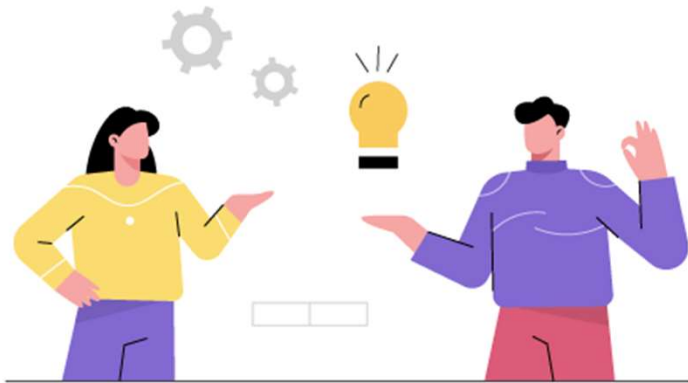
- Reflect and share with your partner
  - Which category do you think you fall in?
  - Give an example of a time where you demonstrated the qualities of that category.



Concept: Kim Scott, 2017, [www.radicalcandor.com](http://www.radicalcandor.com)  
Image: Takeshi Yoshida, 2018

# How can I be more sincere?

The practice of sincerity is making sure people know that you care about them AND you take intentional actions to help folks understand that you care about them.



## Ways sincerity can show up...

- **Instead of isolating the expected behavior, emphasize the positive outcome.** For example, “I expect you not to be late” becomes “When you arrive on time, you set an example for others and demonstrate your commitment,” or whatever positive outcome comes from the behavior.
- **Ensure that you utilize radical candor for both praise AND criticism.** A way of showing sincerity is not only offering feedback in the form of criticism but praising individuals as well.
- **Tailoring the delivery of your feedback or message to the human you’re connecting with,** you care about this in the delivery of this feedback. This influences how we build trust with one another.





## How can I be more specific?

- C** Context (Cite the specific situation.)
- O** Observation (Describe what was said or done.)
- R** Result (What is the most meaningful consequence to you and to
- E** them?) nExt stEps (What are the expected next steps?)

### Praise Example

Lauren, when you said xyz, it really helped the concept of radical candor click for me.

### Criticism Example

Saaleha, when you said xyz, it contradicted what Lauren said earlier in the workshop and it made me feel confused.

# Reflect

- Reflect on an employee that you want to give feedback to.
- Give CORE Praise
- Give CORE Criticism

**C** Context (Cite the specific situation.

**O** Observation (Describe what was said or done.)

**R** Result (What is the most meaningful consequence to you and to

**E** them?) nExt stEps (What are the expected next steps?)



## Group Discussions

- With your partner:
  - Share your CORE praise
  - Share your CORE critique
- Give feedback to your partner on what can be improved



# Activity Debrief

- Did you find yourself able to apply the Radical Candor framework? How?
- Did you have a good balance between praise and criticism?
- What was challenging about applying the framework (if any)
- What is the lesson or application you most need to work on when you go back to your organization?
- What is feeling good to you?

# Closing Reflection

Please share one key breakthrough or “ah-ha” moment that came up for you today or in general throughout this workshop.

- Did you learn something new about “stress response”?
- Did you learn something new about your feedback style?
- Did you learn something new about what you need in order to give or receive feedback?

## Taking it Back - Let's make a "small bet" !

Identify one small action you WILL take to make progress towards your goal in the next 24 hours.

Example:

Goal: Build a practice of Radical Candor within my team.

Small Bet: Share the radical candor worksheet with my manager OR leadership team.