

*IGNORANCE,
NO CHANGE*

Care Personally

*TRUST,
FUNDAMENTAL CHANGE*

**RUINOUS
EMPATHY:**

- Silence to avoid hurting the person's short term feelings even though they'd be better off knowing in the long run.

RADICAL CANDOR:

- Asking for criticism.
- Offering specific, sincere praise & kind, clear criticism.
- Gauging how what's said lands, and adjusting.

Challenge Directly

**MANIPULATIVE
INSINCERITY:**

- Silent contempt
- False humility
- Protective hesitation
- Poltricial behavior
- Passive aggressive behavior
- Back-stabbing
- Self-protective silence

**OBNOXIOUS
AGGRESSION:**

- Loud contempt
- Arrogance
- Character Attack
- Self-righteous shaming
- Bullying behavior
- Front-stabbing
- Entitled bloviation

*MISTRUST,
NO CHANGE*

*DEFENSIVENESS,
LITTLE CHANGE*

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 them?)

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

Praise

C:

O:

R:

E:

Criticism

C:

O:

R:

E:
