

RADICAL CANDOR

BE A KICK-ASS BOSS WITHOUT LOSING
YOUR HUMANITY

By

Kim Scott



LANE BRYKSA

#11090040

PROFESSOR KEITH WALKER

EADM 826.3

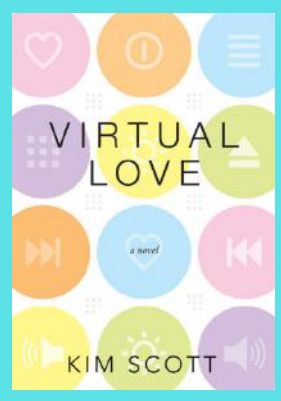
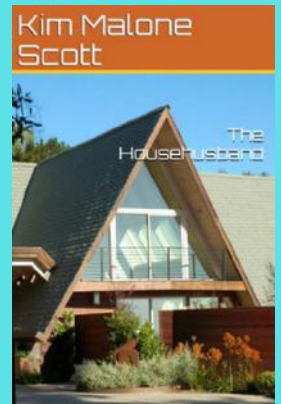
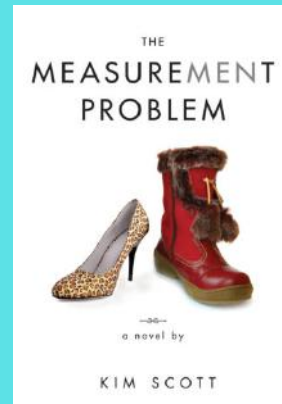
SUBMITTED SEPTEMBER 13TH, 2020



about the author

Kim Scott

Other work:



Kim is the mother of twins and lives with her husband in San Francisco. Kim has written a total of five books and has held a plethora of jobs. Scott has done everything from managing a paediatric clinic to teacher leadership with Apple. Some of the other notable tech giants she has worked for include Google, AdSense, YouTube, Twitter, and Dropbox. As far as education goes, she received her MBA from Harvard University and her BA from Princeton.



Dropbox

Radical Candor

1

Get Personal

Your team members need to understand that you care more than just their work abilities. It is okay to understand their human side of life.

- What do they like/dislike?
- What are their hobbies?
- How is their family?

2

Honesty

It is important that you are always honest with your team members. You should let them know whether they are doing a good job or whether they need to pick it up. This can be especially tricky if you know that it is going to be something that makes them frustrated.



Radical Candor is the combination of getting personal with your staff, but operating extremely honest. By operating with Radical Candor it creates immense trust with a team and fosters excellent communication within a workplace. Once the team trusts you, you will be able to achieve great results together.



"Hey Susan, thanks for always being on time."

By pointing out both positive and negatives with your team, you show them that you care about both of these concepts. Secondly, a team that is being coached honestly, understands that it is okay to make mistakes.

Alternatives to Radical Candor

OBNOXIOUS AGGRESSION

Obnoxious aggression is when a leader decides to belittle or embarrass a team member in front of the entire team. This is often detrimental to a team as it shows that you do not care personally and your action is more to humiliate them. There generally is no intent to improve the members performance. Obnoxious aggression often will targets a team members vulnerabilities, which often leaves them with a low self-worth.

"Oh surprise, guess who had lowest sales again?"

MANIPULATIVE INSINCERITY

Manipulative insincerity is where you tell a team member what they want to hear just to keep them happy. This often occurs when a leader is too scared to be disliked by being honest and telling the truth. This may also occur if a leader does not care enough about team members and does not want to deal with any extra coaching to help the person grow. .

RUINOUS EMPATHY

Ruinous empathy occurs when a leader completely avoids confrontation altogether. They will always let poor performance slide and sometimes even give praise to avoid the difficult conversations. One of the biggest mistakes that leaders make is by being overly nice to everyone. This often will lead a enterprise right into ruinous empathy.



What Motivates Your Team?

Good leaders need to forget about their own desires for members of their team. Instead they should think of their team as "Rockstars" or "Superstars". Rockstars are often the people who love their job and are content staying in the same position for a long time. Superstars often are the ones who need to be challenged and enjoy jumping from one position to the next, Rockstars should be rewarded for their work at their set position and should not be forced to take a position they do not want. Superstars should be rewarded by being given opportunity to grow through promotional advancement.

Rockstars

- A FORCE FOR STABILITY
- CONTENT WITH WORK
- HAPPY IN CURRENT JOB
- GRADUAL GROWTH
TRAJECTORY

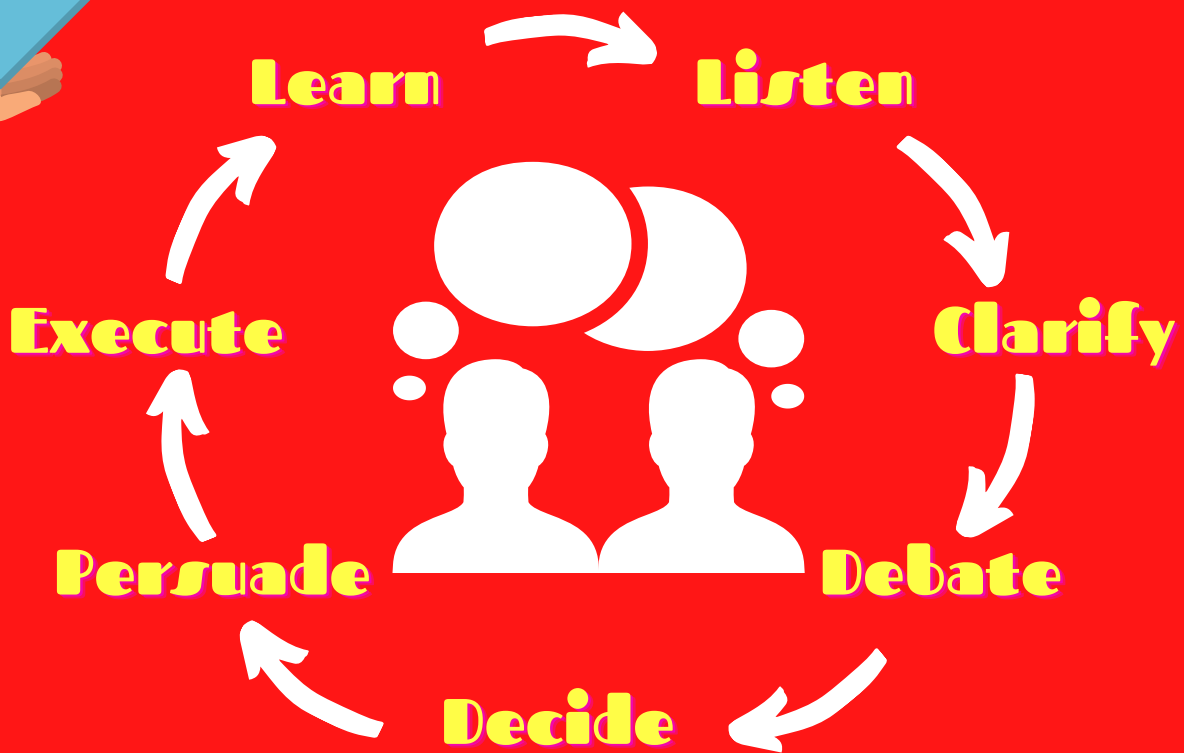
Superstars

- CHANGE ANAGENT
- AMBITIOUS AT WORK
- CAN'T WAIT FOR NEW
OPPORTUNITIES
- STEEP GROWTH

The growth framework laid out for both "Rockstars" and "Superstars" although very different, is best for each of the team members. If a "Superstar" is pushed at a reduced rate, they may become frustrated. This can be said the same for a "Rockstar" who is pushed with a steep growth trajectory. The leader needs to be reminded to push their team at the level they need.

Drive Results

Collaboratively



When the above cycle is utilized correctly, an organization will only find better results. A leader should create an environment where the team listens to one another and an idea can be clarified. The environment is open so the team feels comfortable debating and making arguments towards a prospective decision. Once the team agrees on something, the decision to try something occurs. Although the majority of the team enjoys an idea, you may need to persuade the others who do not. Finally it comes down to executing the proposed decision.

Relationships

Establishing Trust



1

Stay Centered

If you are lacking sleep or stressed out because of your home life, you definitely will not be in the right mindset to care for your team. You need to structure your life so that your basic needs are being met and you are ready to care for others.

2

Free at Work

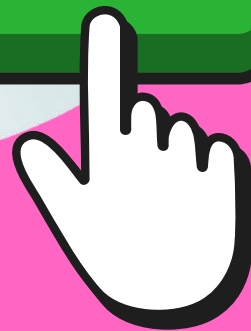
A good leader provides the opportunity for their team to feel "free at work" by generating autonomy. Allow your team to fly. You do not always need to be looking over their shoulder checking in on every action. By allowing them to be "free at work" your team will begin to develop trust in you and ultimately they will be able to accomplish more.

3

Respect Boundaries

Although it is encouraged to get to know each person on your team, we must understand that each individual has different comfort levels. Although some team members may really enjoy it when you swear in meetings, others may be appalled. Take the time to get to know each individual's boundaries and respect them.

FREEDOM





Learn with



Criticism

Public Criticism

Do not fear public criticism. Accept public criticism and show your team that you can handle it well. By doing this, you help build credibility with your team and foster a culture of radical candor.

Go-to Question

As a leader you should have a go-to question. Do not wait for your team members to criticize you, but instead approach them and ask them for feedback. An example of a question could be, "What can I improve on to make your work experience better"

Embrace Discomfort

Often when a leader is looking for feedback, a team member will respond with no feedback at all or say things are "good". To help push the conversation further, a leader should embrace a six second pause. Often this time break will create a conversation with team members.

Reward Criticism

If the criticism is something you agree with, deal with it right away. This is a great reward for a team member who took the time to share. If you disagree with the criticism always reply in a respectful manor.

Intently Listen

A leader should always take the time to hear the voice of their team. It can be easy to jump back at a team member and criticize them after they criticize you. This is not an effective approach. Hear them out and debate their ideas, but never criticize.

Guidance Culture

BE HUMBLE

No matter if you're giving praise or criticism it is important that the leader stays humble. This is especially true for criticism. By being humble, the criticism is often alot easier to take for the team member.



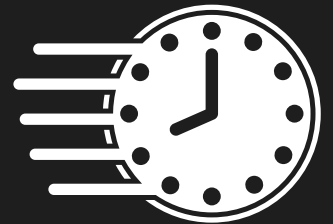
Be Helpful



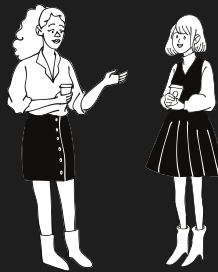
A good leader should always be helpful. This does not mean that a leader should do a team member's work for them, but instead keep them moving forward. Support them in anyway to make their experience better.

IMMEDIATE FEEDBACK

Although a day may be hectic, a good leader must remember that the longer they go without giving feedback, the less meaning it will have, Stop telling yourself you're too busy and give the feedback immediately.



IN PERSON



It may be easier to send an email or a text to criticize or to give praise, but this is not the most meaningful method. Make the time to deliver your message in person. It will mean more to the team member.

PRAISE = PUBLIC CRITICIZE = PRIVATE

When a leader praises publicly, they are creating opportunity for team member's to follow in the footsteps of the person being praised. When criticising publicly, you often will stir up defensive reactions from the team.



Avoid Boredom & Burnout

All organizations need their "Rockstars" and "Superstars" functioning at a high level. As discussed earlier, each of these team members will be on a different growth trajectory. As a leader it is up to you to help both groups of these team members continue to grow to keep them from being burned out or bored in their job.

As a leader, you should have career conversations with all of the team members. Within these conversations, you will find out where the team member would like to be and what you as a leader can do to support their growth. By collaboratively establishing goals, a team member will have motivation to keep growing at the organization.

A leader should take the time to have these candid conversations with all of their team members. Once the conversations have occurred, the leader should create a growth management plan for each team member. The planning should include opportunities for each of the team members based on their specific needs and desires. By giving them individual opportunities to grow they will feel more appreciated and it will push them to become a better team member.

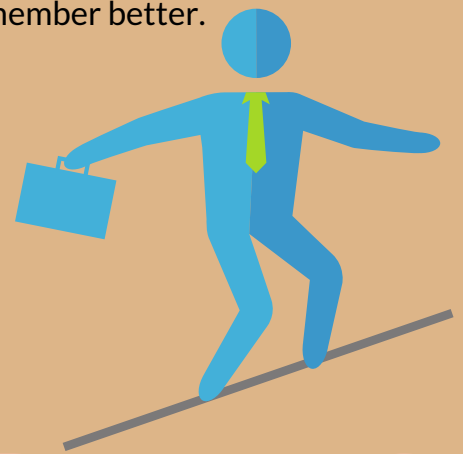


One on One Meetings



TIP #1

When entering into a one on one meeting, it is important the leader approaches it like a "hangout" with a friend. When this mindset is used going into these meetings, it will create a much better meeting environment and will allow you to get to know the team member better.



TIP #2

It is important to meet frequently with your team members, but one must remember to make these meetings achievable. For example, if you meet with your five team members for one hour each week, this means you need to dedicate five hours each week. If you hire five more team members, this now will occupy ten hours. This would be pretty unrealistic in a forty hour work week.



TIP #3

Show up to each of your meetings. As a leader, there will always be challenges throughout the day that keep you occupied. Make sure you balance these fires with being there for your one on one meetings.

Team

Meetings

**Held on a
weekly basis**

**Consistent
Agenda**

**Should
accomplish
THREE things:**

**Review of how
things have
gone since last
meeting.**

**Share important
news and updates**

**Clarify any
important decisions
for following week**

Conclusion

The notion of radical candor is fostering a culture that is a combination of challenging team members and getting to know them on a personal level. A leader cannot achieve success alone. They must realize that they should become partners with the team members and leave behind the idea of being a "traditional" boss. It is only when the team's relationships are strong that radical candor can be achieved.

Once radical candor is in place, a leader will be able to see their team flourish. They will see results improve all areas of the organization and the overall work environment will be better. As a team, you will be able to set your goals higher and achieve more than you thought was ever possible.

Up for Discussion

- 1) Does the radical candor ever become stagnant for team members who have been around a long time?
- 2) Is there an assessment to help establish which team members are "Rockstars" and which are "Superstars"?
- 3) If feedback should be prompt, is it possible a team member may become overloaded with too much feedback in one day?
- 4) How often should a one on one meeting occur within an organization?
- 5) What are some tips to accepting criticism without getting offended?