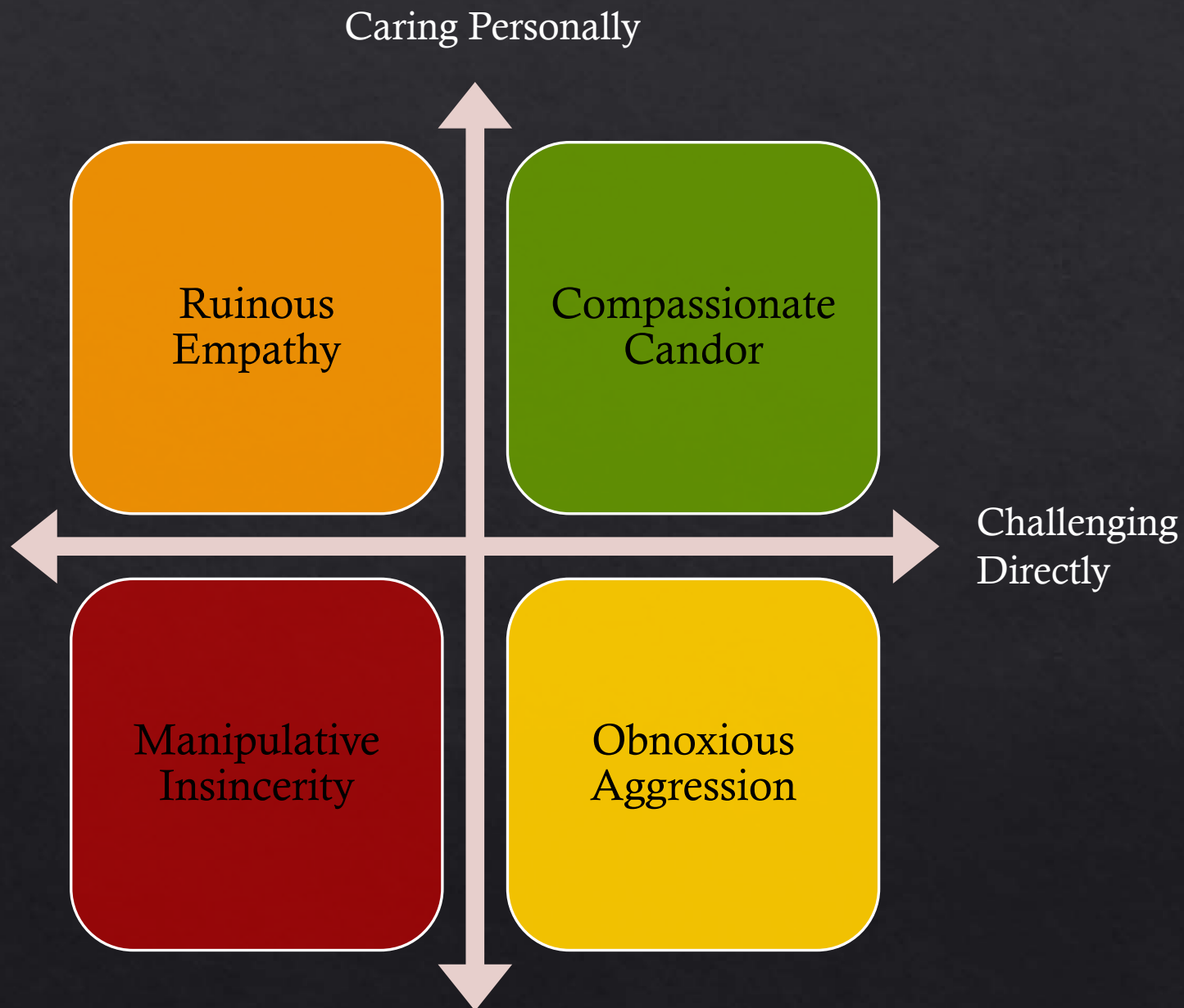


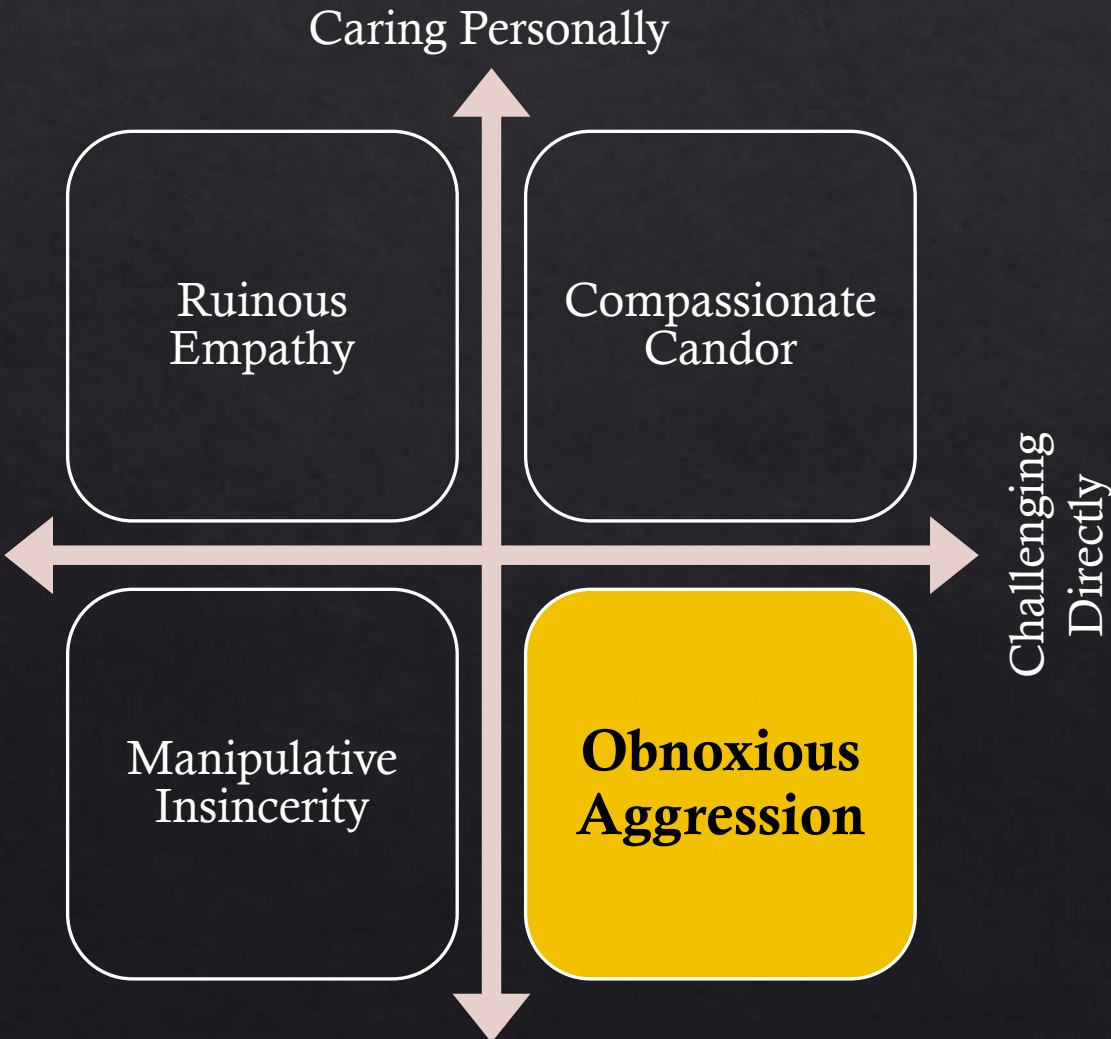
# Compassionate ~~Radical~~ Candor

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Note: these are labels for behavior, NOT for people

# Obnoxious Aggression

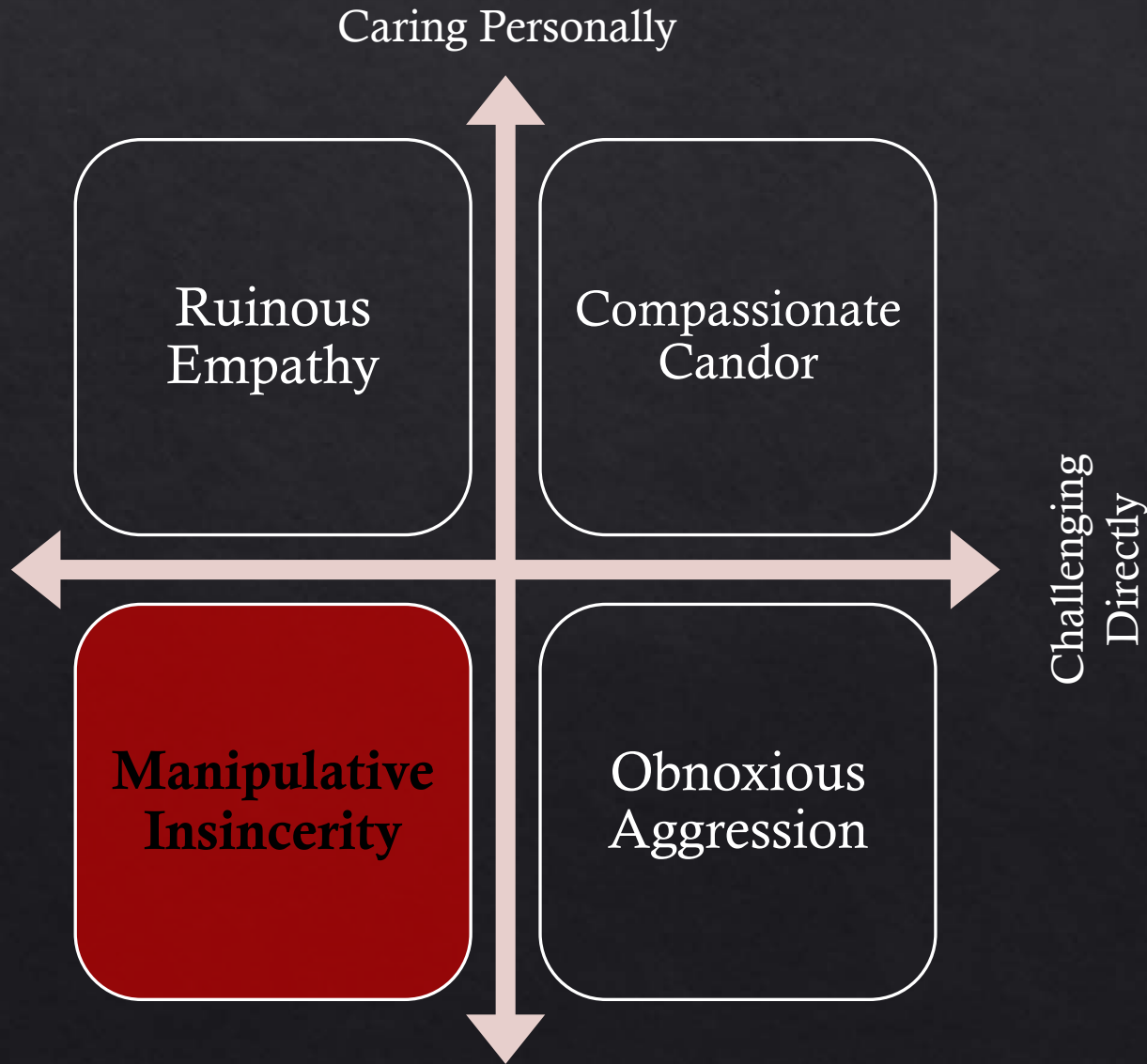


◇ Praise = Backhanded compliments

◇ Critique = Slap to the face

◇ Results = Defensiveness & a lack of trust and respect

# Manipulative Insincerity



◇ Praise = Flattery

◇ Critique = Backstabbing, gossip, and passive aggression

◇ Results = Toxic work environment where relationships and results suffer



# Ruinous Empathy

Caring Personally

**Ruinous  
Empathy**

Compassionate  
Candor

Manipulative  
Insincerity

Obnoxious  
Aggression

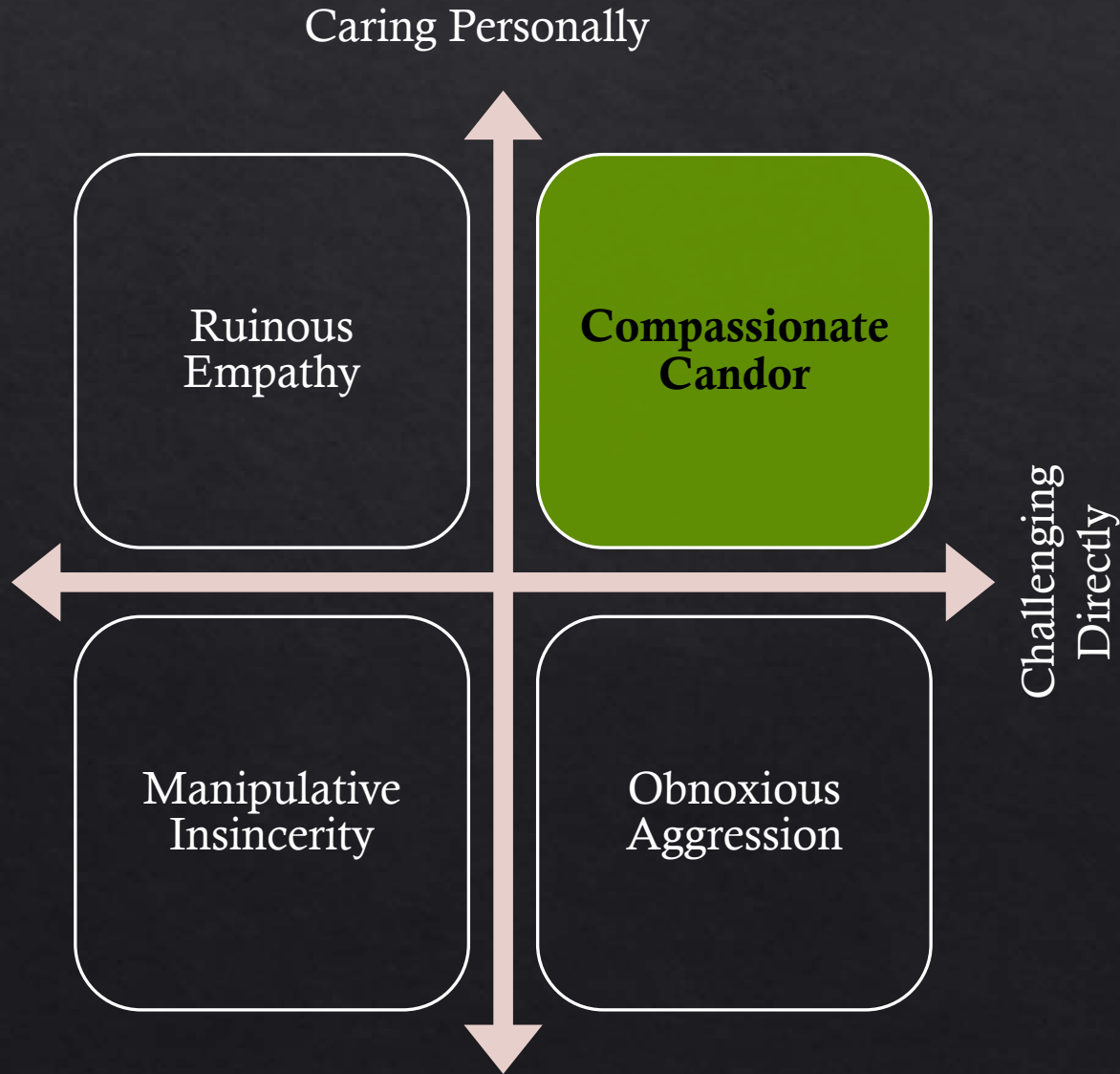
Challenging  
Directly

◇ Praise = False reassurances

◇ Critique = Absent

◇ Results = Decreased morale and quality of work, frustration with the lack of accountability, shock

# Compassionate Candor



◇ Praise = Genuine, specific, and sincere

◇ Criticism = Constructive

◇ Results = Culture of accepting and acting on feedback, increased productivity and morale

# Radically Candid Feedback is **ALWAYS HIP**

- ◆ **A**lways directed at behavior rather than identity
- ◆ **H**umble & **H**elpful
- ◆ **I**mmEDIATE & **I**n Person
- ◆ **P**rivate, if criticism & **P**ublic, if praise

# Tips

## If challenging directly is uncomfortable

- ◇ Reframe challenging directly to align with your strengths
- ◇ Increasing directness
- ◇ Kind > Nice

## If caring personally seems unnecessary/exhausting

- ◇ Reframe relationship building as emotional labor pivotal to leadership
- ◇ Focus on people you deal with directly and let that ripple out
- ◇ Show care in an way that is authentic for you

## In general

- ◇ Consider power dynamics at play
- ◇ Investigate assumptions, worldviews, and biases that make up our “lens” and inform our assessment of a situation and therefore our feedback
- ◇ Accept that all feedback is subjective (biased)





# Remember that Radical Candor is a Moving Target



- ◆ Consider
  - ◆ Individual personality
  - ◆ Cultural differences
  - ◆ Organizational culture and composition
  - ◆ Power dynamics
- ◆ Ask people to gauge your interactions!



\*\*\*Radical Candor is measured not at your mouth, but at the other person's ear.



**GIVING** compassionately candid feedback  
is only half the story

**GETTING** compassionately candid feedback  
is part two

# Create a Culture of Compassionate Candor

Create a culture where giving and receiving feedback is the norm for all members of the team, not just from the top down

- ◇ Create a shared language
- ◇ Ensure the foundations are in place
  - ◇ Psychological Safety
  - ◇ Relational Trust
  - ◇ Recognition of power
- ◇ Consistently seek out and ask for feedback in a variety of ways
- ◇ Be mindful of what your response communicates

# If you get feedback once but never again

Could your reaction have communicated to the giver that their perspective is...

Unwanted

- Highly emotional responses
- Defensiveness
- Engaging in retaliatory behaviors

Invalid

- Telling or implying the person is out of line, off base, or flat out wrong

Irrelevant

- Nothing changes as a result of the feedback

# Responding to feedback

Wanted

- Express appreciation

Valid

- Ask questions to facilitate your understanding
- Look for the portions of the feedback you can get behind

Relevant

- Make changes in response to the feedback
- Communicate what changes have been made



# Create a Culture of Compassionate Candor

## Order of Operations

1. Solicit Critique
2. Give Praise
3. Give Critique
4. Gauge Critique & Adjust
5. Encourage Praise and Critique Between Others

# 1. Soliciting Criticism

- ◆ Brainstorm your go to question(s)
- ◆ Create a consistent routine
- ◆ Embrace discomfort
- ◆ Listen to understand
- ◆ Make your listening tangible to others

Let's use the  
chat to  
brainstorm  
go-to  
questions for  
soliciting  
feedback

## Examples

- ◇ In the last week, when would you have preferred I be more or less involved in your work
- ◇ Tell me why I'm off base here
- ◇ What's something I could have done differently this week to make your job easier
- ◇ How can I best support your professional development right now
- ◇ I feel like I didn't do as well as I should have in that meeting but I'm not sure what went wrong, can you help me figure it out

## 2. Giving Praise



- ◆ Be aware of how praise can go wrong
- ◆ Spend as much time getting the facts for praise as critique
- ◆ Be genuine, sincere, and specific
- ◆ Use the Situation, Behavior, Impact Model
- ◆ The best praise not only makes people feel good but it also challenges them



- ◆ Consider a piece of praise you have recently given. Was it genuine, sincere and specific? Did you use the situation, behavior, impact structure?
- ◆ Think of one piece of praise you could give in the upcoming days/week. Craft a genuine, sincere, and specific praise using the situation, behavior, impact structure.

## Example

"You're a genius!"



"In this morning's meeting, the way you talked about XYZ was very persuasive because you showed everyone that you heard the other point of view"



### 3. Giving Criticism

"You need to do it in a way that does not call into question your confidence in their ability but leaves not too much room for interpretation" ~Steve Jobs

- ◆ Consider a piece of critique you have recently given. Was it specific without calling into question your confidence in that person?
- ◆ Think of one piece of critique you could give in the upcoming days/week. Craft a situation, behavior, impact structure critique.

## Example

"you asshole, you took my parking spot!"



"I've been waiting for that spot, and you just zipped in and parked there, now I'm going to be late."

## 4. Gauge How Your Critique is Landing and Adjust

- ◇ Allow people to disagree with your feedback
- ◇ If it's not getting through, dial up the directness
- ◇ If you get a strong reaction, use that as an opportunity to show that you care

## 5. Encourage Praise & Critique Between Others

- ◇ There are more of them than there are of you
- ◇ Culture is self-replicating
- ◇ When others come to you with with praise or complaint about colleagues, help them craft a compassionately candid feedback interaction

Overwhelmed?  
Return to two  
key questions

Am I showing people that I care personally?

Am I challenging directly?

If the answer to both questions is yes, then  
you're doing just fine.