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

- Ruinous Empathy
- Compassionate Candor
- Obnoxious Aggression
- Challenging Directly

- Praise = Flattery
- Critique = Backstabbing, gossip, and passive aggression
- Results = Toxic work environment where relationships and results suffer

Caring Personally
Ruinous Empathy

- 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

- **Always** directed at behavior rather than identity
- **Humble & Helpful**
- **Immediate & In Person**
- **Private, if criticism & Public, 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 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.