Difficult Conversations: Accountability, Candor, and Understanding

David Borrok, Kwame Awuah-Offei, Susan Murray
Accountability

Understanding

Candor

Personal and organizational success

Foundational Tools

Goal
Silence
Violence
Withdraw
Avoidance
Labelling
Attacking
Safety
Pool of shared meaning
Radical Candor

CARE PERSONALLY
RUINOUS EMPATHY
CHALLENGE DIRECTLY
MANIPULATIVE ININSINCERITY
OBNOXIOUS AGGRESSION

You
Me

Crucial Conversations
Patterson et al.

Kim Scott

Radical Candor
“SO WHICH WORD IN THE MEMO DID YOU NOT UNDERSTAND?”
The purpose of the conversation needs to be pure and transparent.

Start with trust. Deal in facts, not motives, to create a safe space.

Start with the end goal in mind and also be clear to say what you don’t want.

Stay on message and goal.

It is OK to show emotions, but don’t let emotions drive the conversation.

Find mutual purpose.
Zoom breakout rooms

For the next 15 minutes you will move into pre-assigned breakout rooms to discuss one or more of the following topics. After 15 minutes you will automatically return to the larger group chat where we will share the outcomes.

Breakout session questions

• What tools or techniques have you used that were effective in moving conversations into the compassionate candor zone?
• What are some examples of the challenges you have faced with crucial conversations and compassionate candor?
• How has the current pandemic situation (or other societal issues) made it more challenging to achieve compassionate candor for you/others?