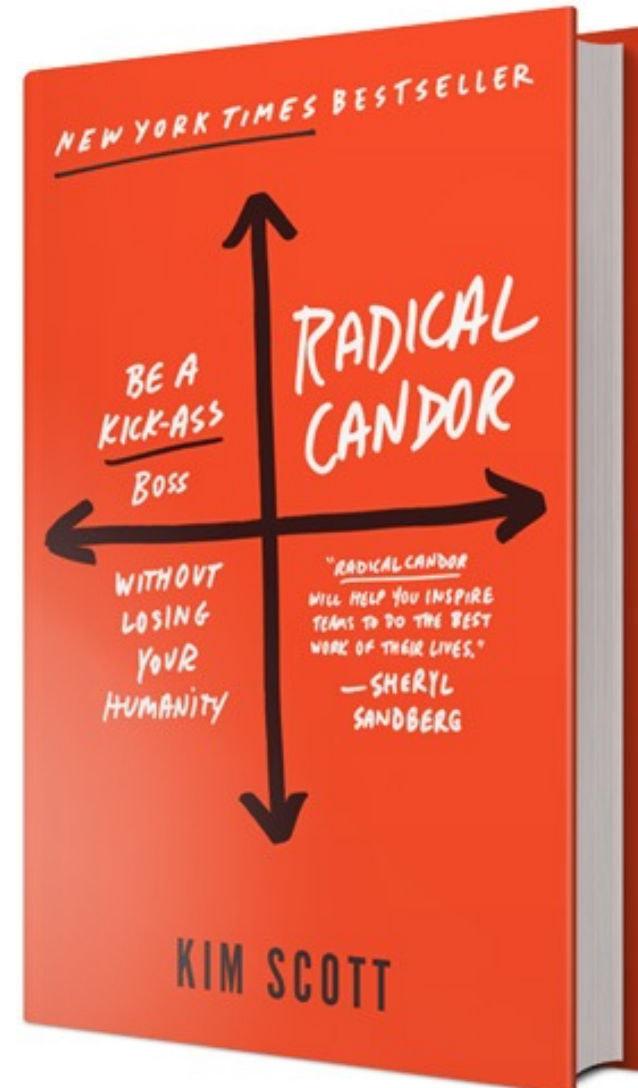
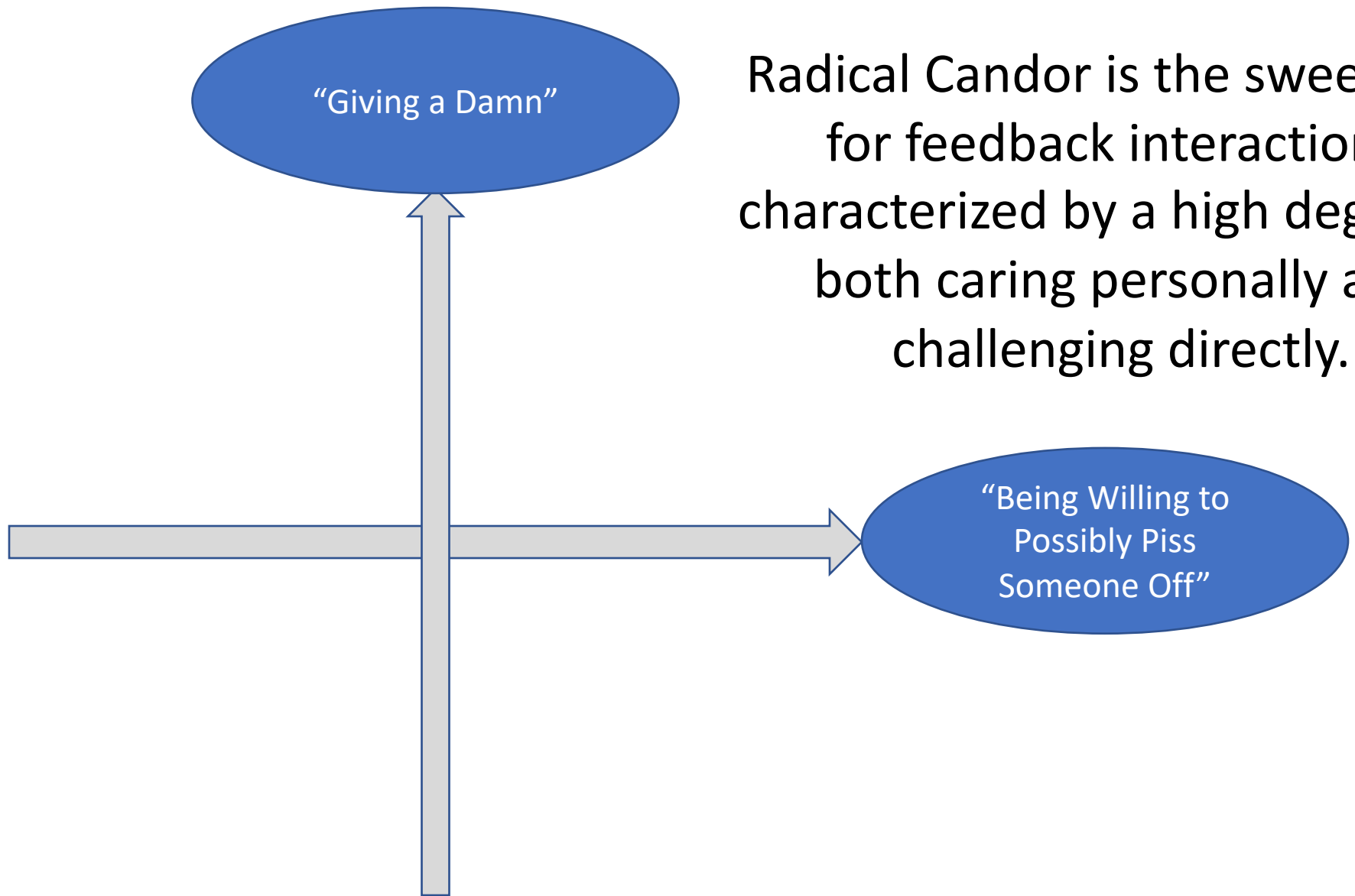
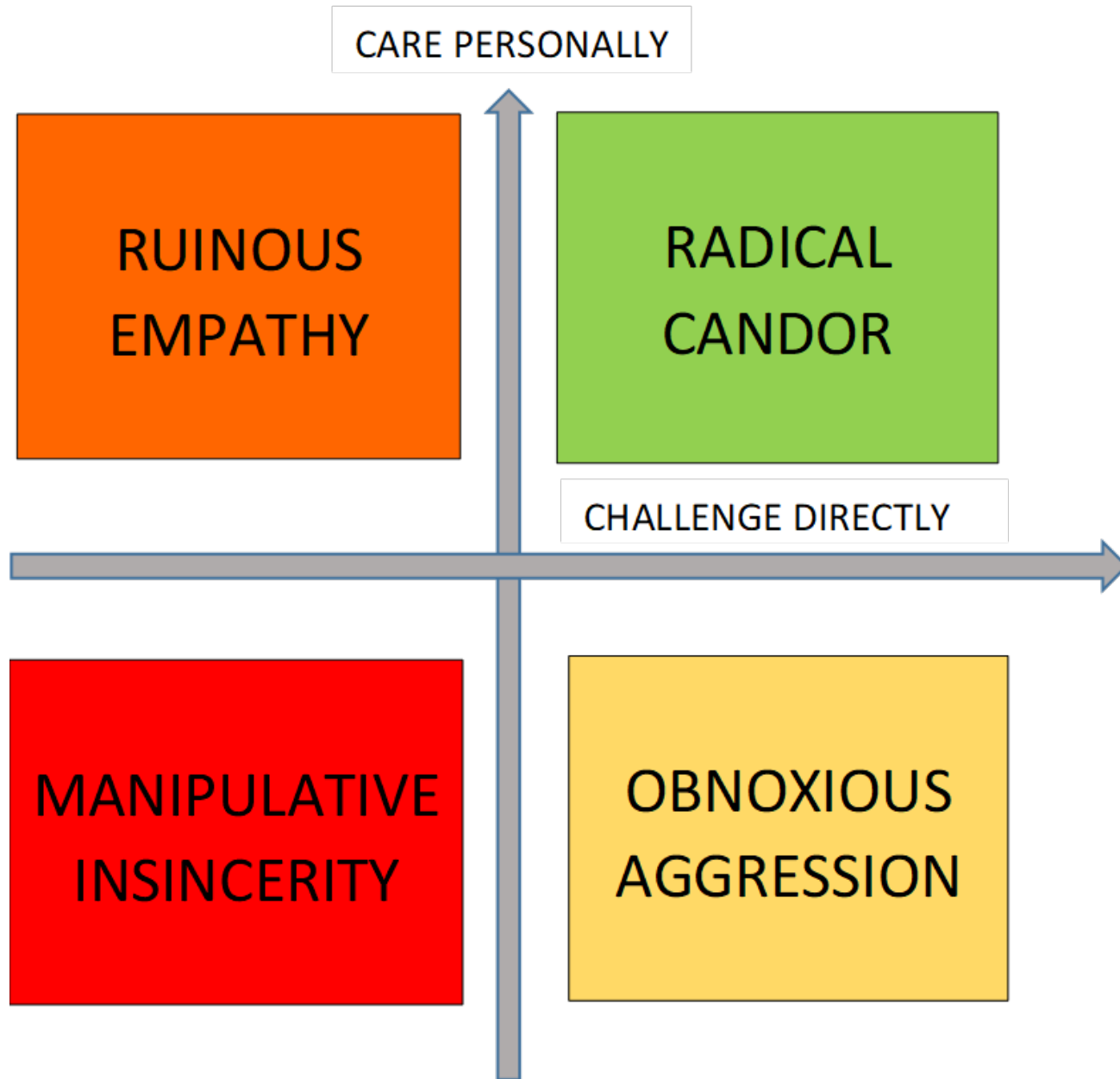


Radical Candor



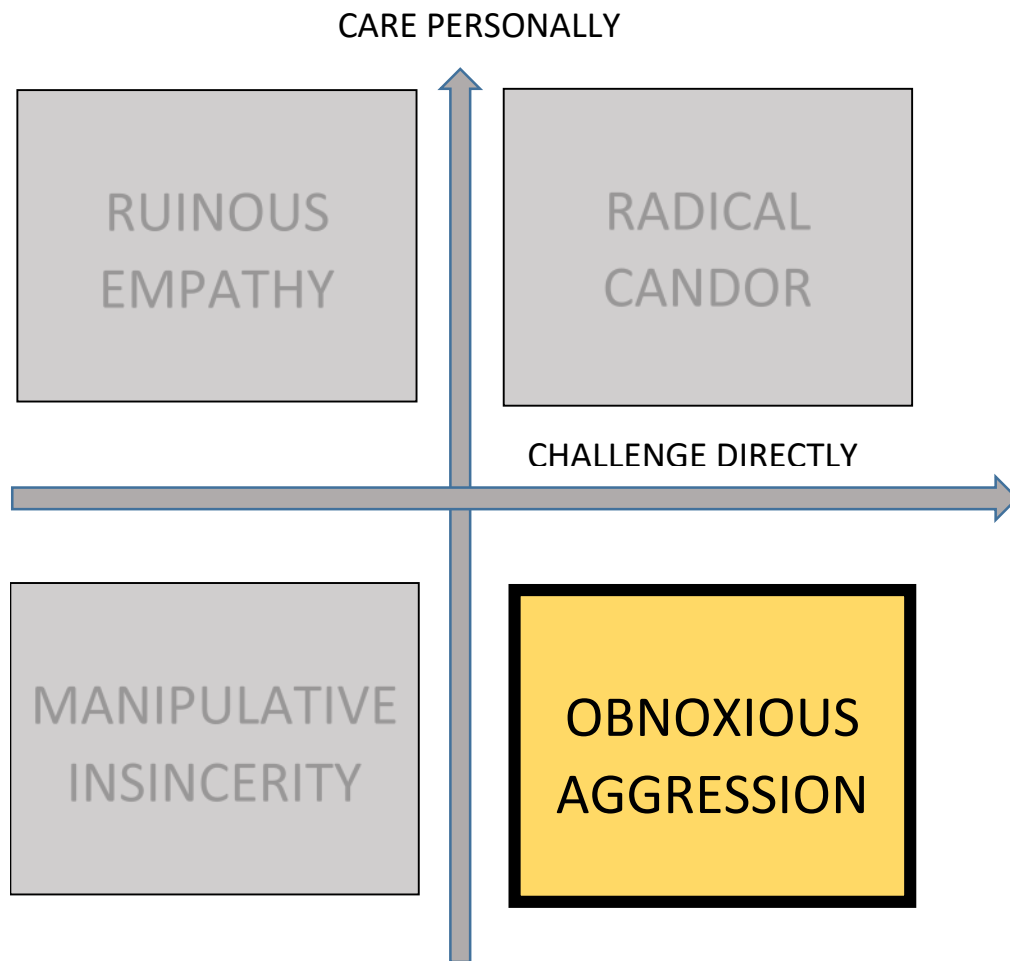


Radical Candor is the sweet spot for feedback interactions, characterized by a high degree of both caring personally and challenging directly.



Note: these are labels for behavior, NOT for people

Let's discuss Obnoxious Aggression



Critique feels like a slap in the face or punch in the gut

Praise comes in the form of backhanded compliments

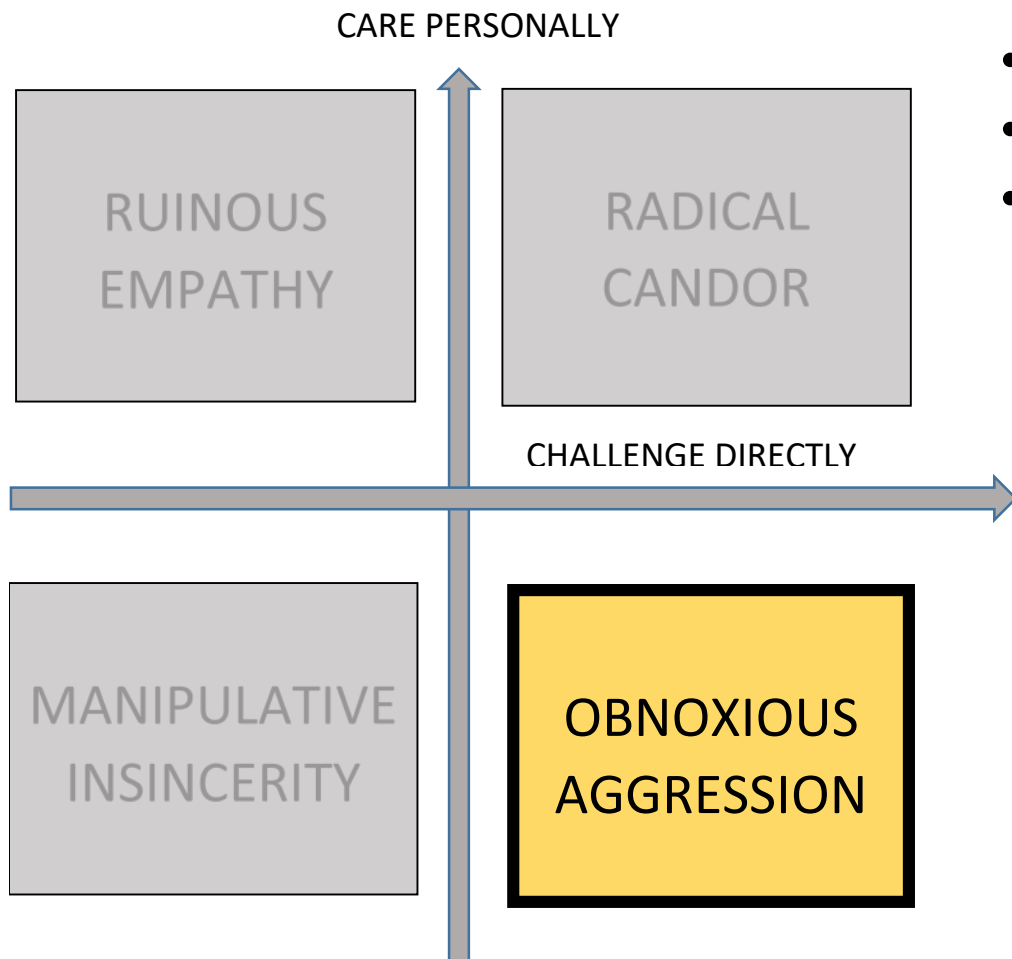
- Have you experienced this?
As a receiver? As a giver?
- What happened?
- How did it feel?
- What were the results?

Let's discuss Obnoxious Aggression

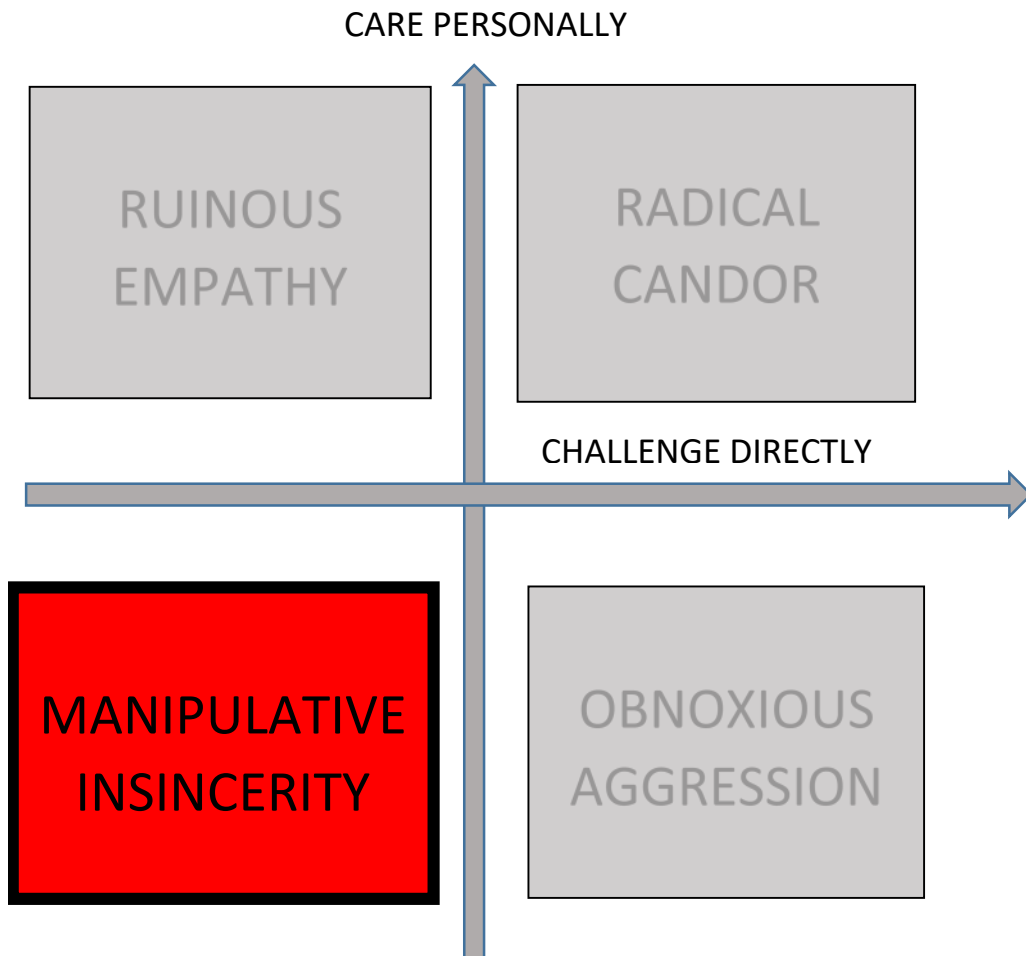
Problems with obnoxiously aggressive feedback?

- People become defensive
- Lack of trust and respect
- People stop listening and responding
- People withhold valuable feedback from you out of fear of your reaction or retaliation

Why do you think people tend to find themselves operating from this quadrant?



Let's discuss Manipulative Insincerity



Critique: passive aggression, gossip, or backstabbing

Praise: flattery for personal gain

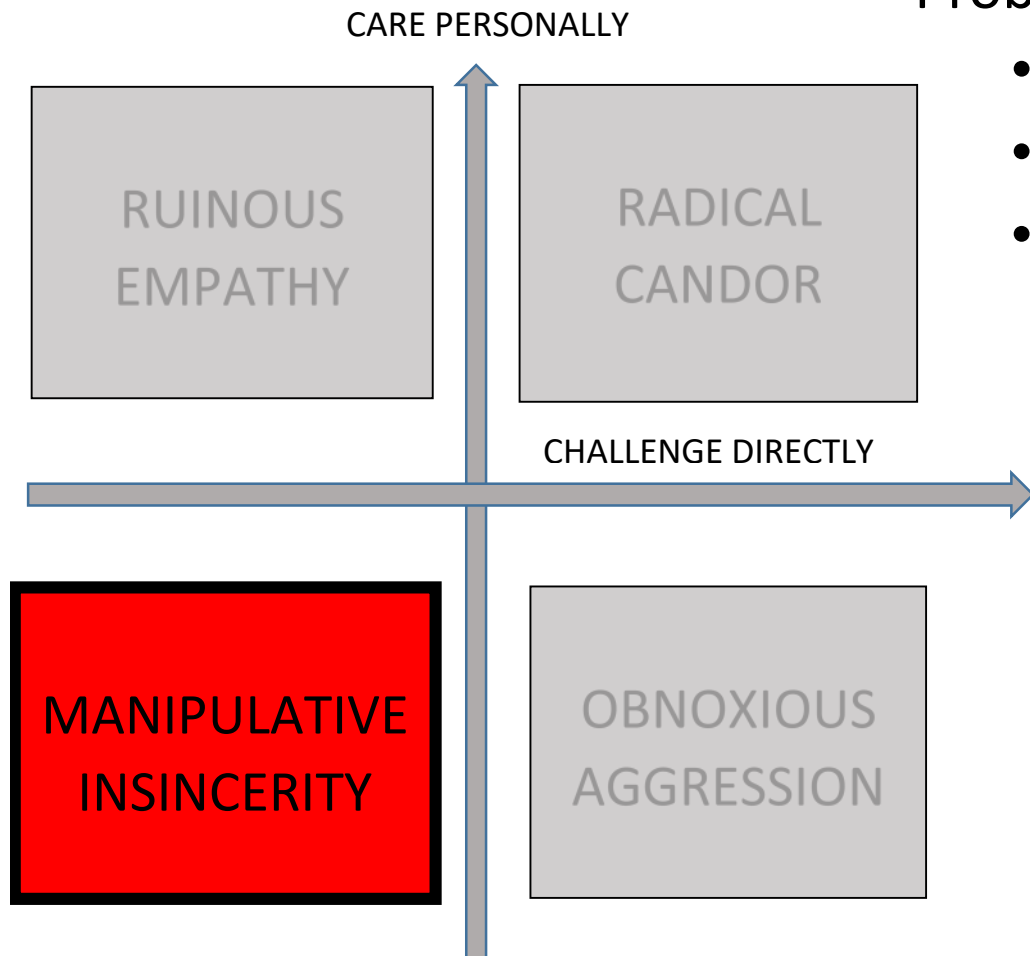
- Have you experienced this?
As a receiver? As a giver?
- What happened?
- How did it feel?
- What were the results?

Let's discuss Manipulative Insincerity

Problems with feedback that is manipulatively insincere?

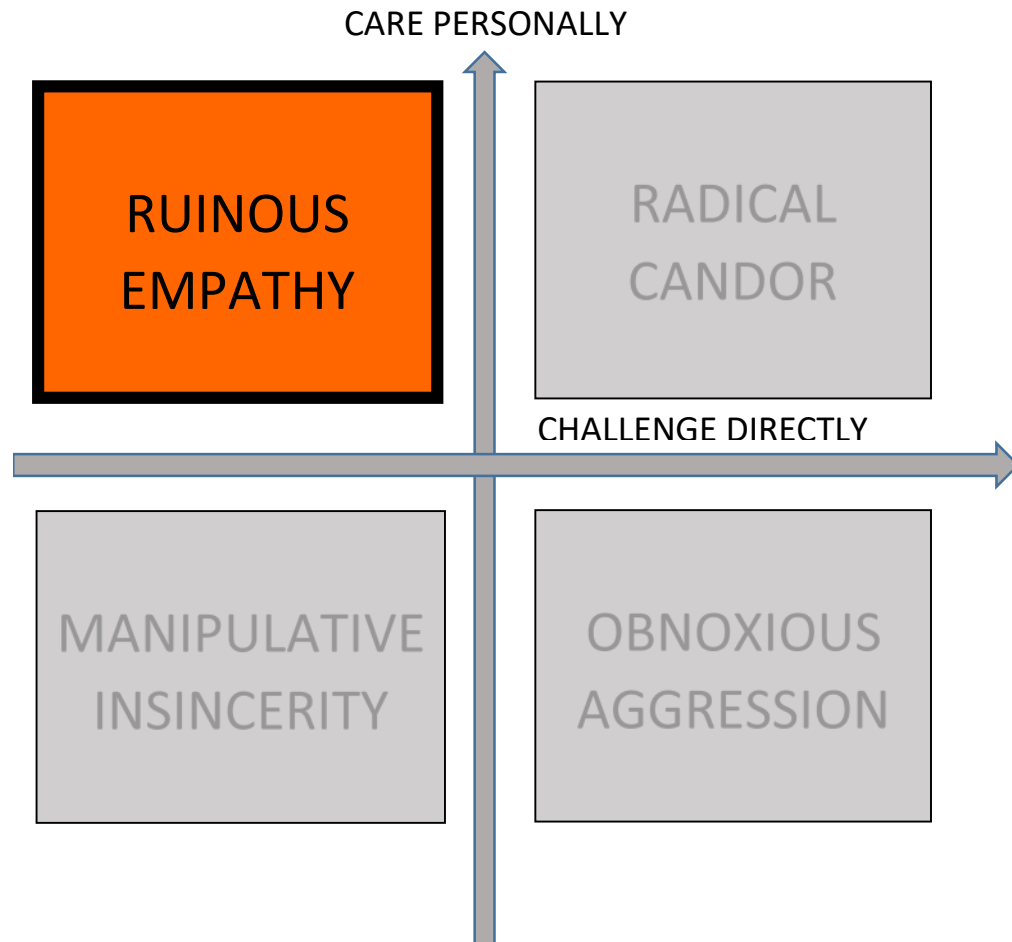
- Complete lack of trust or collaboration
- Detrimental to morale and motivation
- People withhold valuable feedback from you because “why bother?”

Why do you think people tend to find themselves operating from this quadrant?



Let's discuss Ruinous Empathy

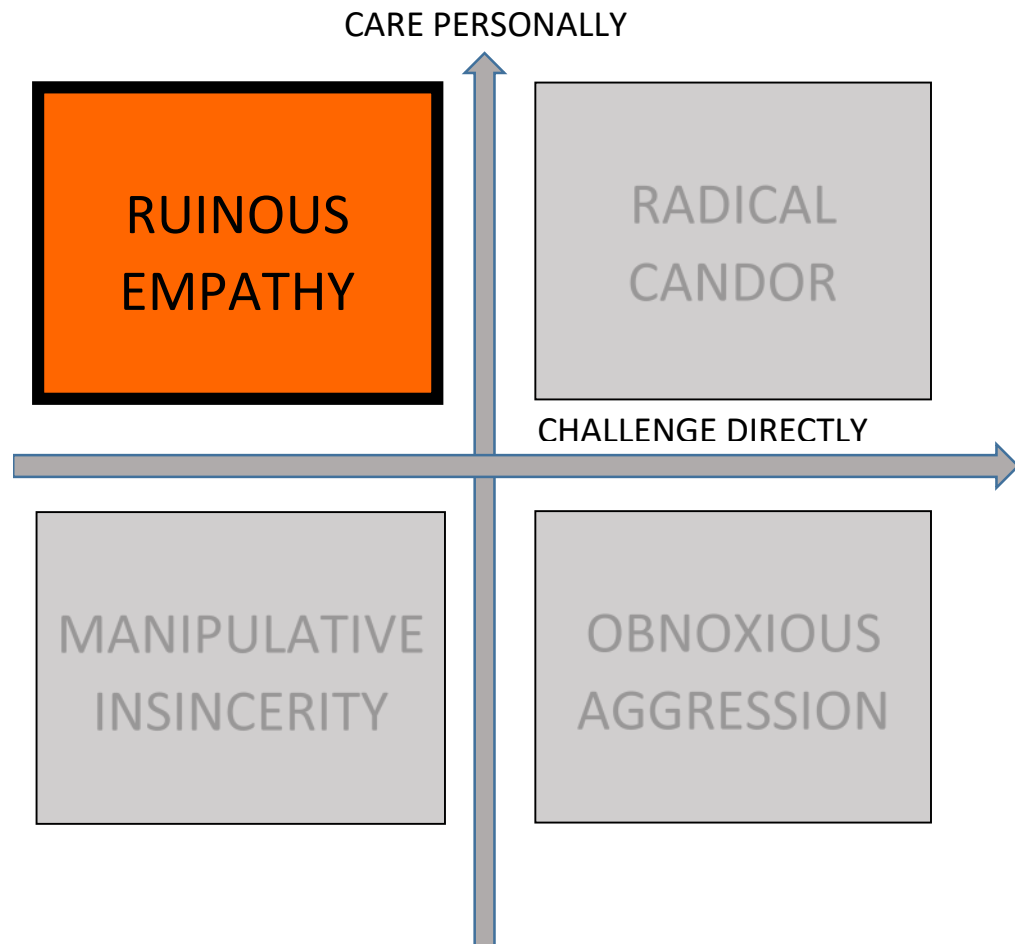
Critique: replaced by covering up or fixing mistakes of others



Praise: false reassurances

- Have you experienced this? As a receiver? As a giver?
- What happened?
- How did it feel?
- What were the results?

Let's discuss Ruinous Empathy

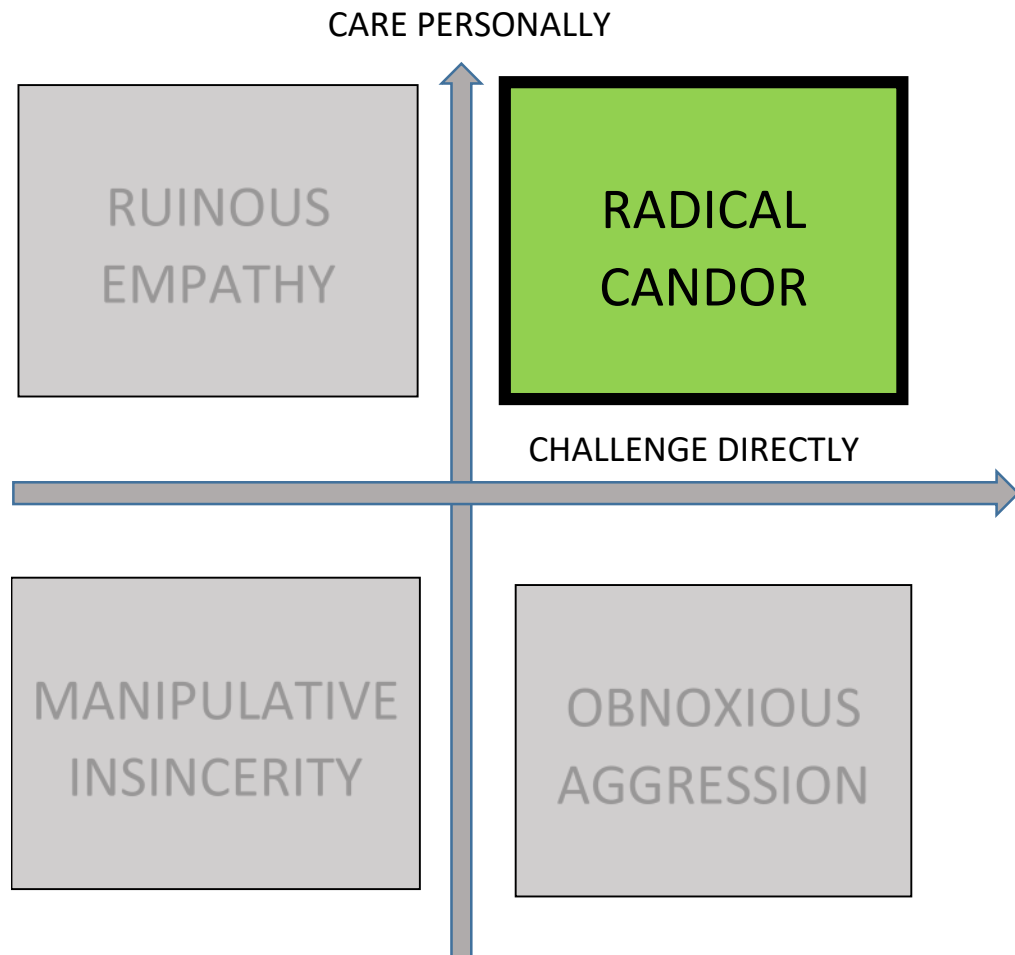


Problems with ruinously empathic feedback interactions?

- Lack of accountability → decreased morale and quality of work
- Feelings of shock and betrayal when action finally becomes unavoidable
- People will withhold valuable feedback for fear of hurting your feelings

Why do you think people tend to find themselves operating from this quadrant?

Let's discuss Radical Candor



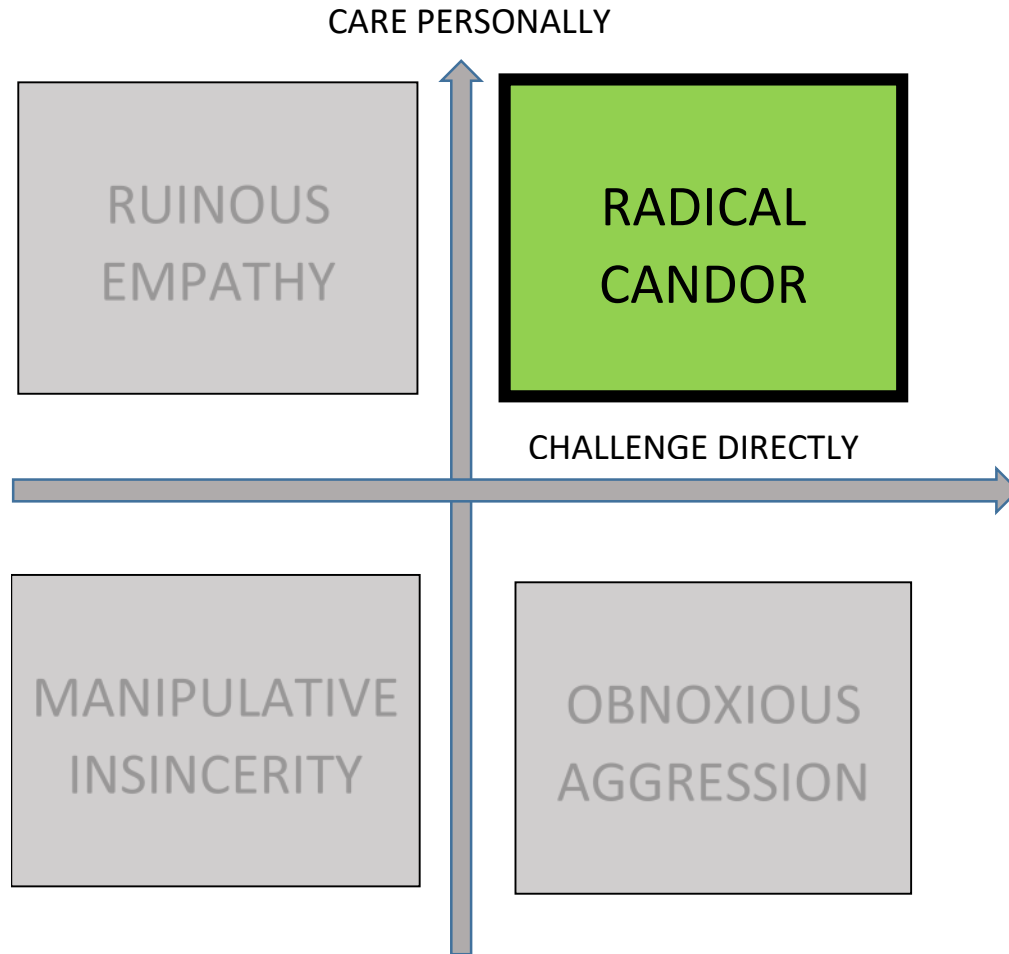
Constructive Critique: humble and helpful

Authentic Praise: genuine, specific, and sincere

Radically Candid Feedback is **ALWAYS HIP**

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

Let's discuss Radical Candor



- Have you experienced this?
As a receiver? As a giver?
- What happened?
- How did it feel?
- What were the results?

In your breakout rooms...

Take a look at the last page of your radical candor handout and discuss these questions as a group.

What Insights did you gain from talking with your group?



Tips

If challenging directly is uncomfortable

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

If caring personally seems unnecessary

- Reframe relationship building as a pivotal component of managing
- Focus on people you deal with directly and let that ripple out

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)

Bonus Tip

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 radically candid feedback
is only half the story

GETTING radically candid feedback
is part two

Create a Culture of Radical Candor

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

Create a Culture of Radical Candor

- Create a shared language
- Ask for feedback
- Ensure the foundations are in place
 - Psychological Safety
 - Relational Trust
 - Recognition of power
- Be mindful of what your response communicates and own the impact of that response

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

Unwanted	Highly emotional responses Defensiveness Engaging in retaliatory behaviors
Invalid	Telling or implying that the person is out of line, off base, or flat out wrong
Irrelevant	Nothing changes as a result of the feedback

Create a culture WITH radically candid feedback

A culture of radical candor is a useful tool in building other essential aspects of your organizational culture

Equity Minded Radical Candor

- As a leader, it is your responsibility to provide radically candid feedback when you see inequity and injustice or a lack of inclusivity in your organization
- As a leader, it is also your responsibility to create an environment truly welcoming to radically candid feedback on your own privilege and unavoidable bias
- Radical Candor holds a mirror in front of our own leadership roles in advancing equity and fostering belonging at our universities

What's so “radical” about Radical Candor?

“What would your daily life be like if you could simply give us [people with power and privilege] feedback when we step in it (which we inevitably will) and have us receive that with grace, reflect, and seek to do something different?”

“It would be **REVOLUTIONARY!**”