## **BUILD RADICALLY CANDID RELATIONSHIPS**

## RADICAL CANDOR

Radical Candor is a framework describing four different behaviors. It is not about personality types. To become Radically Candid you need to understand all four types of behavior to avoid the undesired ones. It should guide your interactions on the way to becoming a better and more productive communicator.

**PERSONALLY** 

Ruinous Empathy is when managers care personally but fail to challenge others directly. Enabling undesired, unhelpful, and even damaging outcomes by being nice, and overly careful not to hurt a person's feelings in the short term.

Unspecific praise, sugar-coated criticism.

RUINOUS EMPATHY

Managers care personally and challenge directly. The best way to provide a feedback. The person getting the feedback is not hurt, and understand both positives and negatives.

Sincere, clear, and specific praise, direct, but kind, and unhurtful criticism.

RADICAL CANDOR

**CHALLENGE** 

## MANIPULATIVE INSINCERITY

Known as backstabbing or passiveaggressive behavior, is when managers fail to care personally and challenge directly. Neither clear nor specific praise, with insincere, and unkind criticism. It can make a workplace toxic.

Insincere praise, behind a back, harsh criticism.

**DIRECTLY** 

## OBNOXIOUS AGGRESSION

Also called brutal honesty or front stabbing, is when managers challenge employees directly with no visible personal care. It's being clear, but not kind. It can be confused with Radical Candor, but no care is shown.

Insincere praise, unkind criticism.

CARE

