



# RADICAL CANDOR

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OMBUDS



Definition: caring deeply about the person you are giving direct feedback to.



Challenge directly looks like: asking for feedback, admitting mistakes, making corrections



Caring deeply means: having real conversations, showing vulnerability, learning what motivates everyone on your team



Ruinous Empathy - worried about how the other person will feel. Results in ignorance and no progress.

Care deeply

**RADICAL  
CANDOR**

Challenge Directly



Manipulative Insecurity - worried about your ego, you saving face. Results in mistrust and no progress.



Obnoxious Aggression - direct but meant to shame. Results in defensiveness and little change.

# Building Trust on Your Team



Get to know your team and support them

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Create a culture of listening

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Create a partnership with them

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## Rockstars & Superstars



**Rockstar:** stable force on your team, happy in current role, gradual trajectory of growth



**Superstar:** a change agent for your team, ambitious and wanting challenges. Steep trajectory of growth

