

To: Members of the "MDP Class of 2022-2023"

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Fr: Andy Davies "For Your Consideration"

NEW YORK TIMES BESTSELLER

FULLY
REVISED &
UPDATED
EDITION

BE A
KICK-ASS
BOSS

RADICAL
CANDOR

WITHOUT
LOSING
YOUR
HUMANITY

"PACKED WITH ILLUMINATING
TRUTHS, INSIGHTFUL ADVICE,
AND PRACTICAL SUGGESTIONS.
INDISPENSABLE."
— GRETCHEN
RUBIN

KIM SCOTT

Radical Candor has been embraced around the world by leaders of every stripe at companies of all sizes. Now a cultural touchstone, the concept has come to be applied to a wide range of human relationships.

THE IDEA IS SIMPLE: You don't have to choose between being a pushover and a jerk. Using Radical Candor—avoiding the perils of Obnoxious Aggression, Manipulative Insincerity, and Ruinous Empathy—you can be kind and clear at the same time.

Kim Scott was a highly successful leader at Google before decamping to Apple, where she developed and taught a management class. Since the original publication of *Radical Candor* in 2017, Scott has earned international fame with her vital approach to effective leadership and co-founded the Radical Candor executive education company, which helps companies put the book's philosophy into practice.

Radical Candor is about caring personally and challenging directly, about soliciting criticism to improve your leadership and also providing guidance that helps others grow. It focuses on praise but doesn't shy away from criticism—to help you love your work and the people you work with.

Radically Candid relationships with team members enable bosses to fulfill their three core responsibilities:

- 1. CREATE A CULTURE OF COMPASSIONATE CANDOR**
- 2. BUILD A COHESIVE TEAM**
- 3. ACHIEVE RESULTS COLLABORATIVELY**

Required reading for the most successful organizations, *Radical Candor* has raised the bar for management practices worldwide.

“Be a Kick-Ass Boss Without Losing Your Humanity”

from: “Radical Candor”, Kim Scott, St Martin’s Press, 2019

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. The difficult but necessary part of being a boss:

- . *telling people CLEARLY and DIRECTLY when their work isn’t good enough;*
- . *failure to create a climate in which people who AREN’T getting the job done are told in time to fix it.*

. You want to make it safe to ‘speak truth to power’ at all levels of the organization:

- . *listening and seeking to understand vs. telling people what to do*
 - . *debating vs. directing*
- . *pushing people to decide vs. being the decider*
 - . *persuading vs. giving orders*
 - . *learning vs. knowing*

. The relationships you have with your direct reports will impact the relationships they have with their direct reports.

The ripple effect will go a long way
toward creating... or destroying...
a positive culture.

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**. When people trust you and believe
you care about them,
they are much more likely to:**

- . accept and act on praise and criticism*
- . tell you what they really think about what you are doing well and not doing well*
- . engage in same behaviors with one another*
- . embrace their role on the team*
- . focus on getting results*

**. To keep a team COHESIVE,
you need both
ROCK STARS and SUPER STARS:**

ROCK STARS:

- . solid as a rock, love their work, have found their groove;**
- . don’t want the next job if it takes them away from their craft.**

SUPER STARS:

- . need to constantly be challenged and given new responsibilities to grow;**
- . recognize their performance in bonuses or raises, not promotions.**