Radical Candor as Faculty Development

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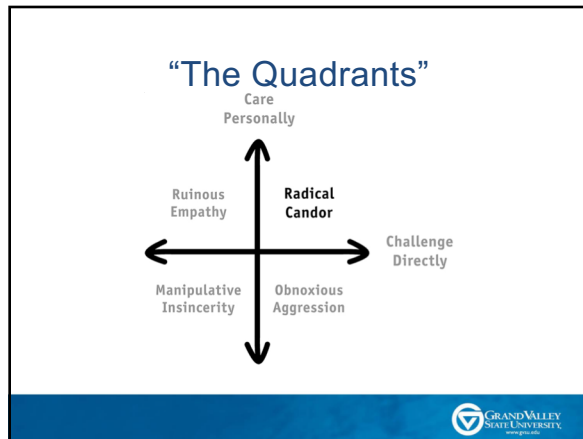www.gvsu.edu

What do Bosses do?

- Guide a team to achieve results
  - Guidance
  - Team-building
  - Results
- Relationships, not power, drive you forward
- Everyone is watching you
- Persuade, pay attention, connect
- Build radically candid relationships

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What is Radical Candor?

- Care Personally
  - Actually care about employees
  - Ask and share more of yourself
- Challenge directly
  - Tell when work is, and isn't good enough
  - Deliver hard feedback
- Care and challenge seem to not go together

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"The Quadrants"

Care
Personally

Ruinous
Empathy

**Radical
Candor**

Challenge
Directly

Manipulative
Insincerity

Obnoxious
Aggression

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Employee motivation

- Growth Management
- Excellent Performers
- Excellent Performance/Gradual Growth
  Trajectory
  – Recognize, reward, but don't promote
  – Fair ratings
  – Recognition
  – Respect
  – Dangers of promotion obsession

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Establishing Trust

- Accept and act on your praise and criticism
- Be clear about success and failure
- Expect this behavior two ways
- Embrace their role on the team
- Focus on getting results

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Establishing Trust

- Be real
- Focus on results
- Stay centered
- Free at work
- Socializing at work
- Respect boundaries

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Why bother?

- Happy people are more productive
- Keep it professional vs. bring your whole self to work
- Radical Candor is caring
- Radical Candor is culturally relevant

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Moving toward Radical Candor

- Start asking for criticism
- Balance praise and criticism
- Obnoxious Aggression vs Radical Candor
- Use easy encounters as the basis for more challenging ones

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Emotional Intelligence

- Recognize and acknowledge your own emotions
- Manage your reactions
  - Acknowledge others' emotions
  - Ask questions
  - Do not add your own guilt
  - Do not direct others' reactions
  - Provide outlets
- Gender and Cultural Intelligence

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Receiving Guidance

- Solicit impromptu guidance
- Make criticism safe and natural
- Take time to fix problems

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Giving Guidance

- Be humble
- Be helpful
- Be immediate
- Be present
- Gauge and track guidance

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Guidance techniques

- Prevent backstabbing
- Peer guidance
- Skip level meetings

Performance reviews

- Solicit feedback
- Write it down
- Consciously make schedule
- Forward/back
- Check-in

Avoiding boredom and burnout

- Career conversations
  - life story
  - dreams
  - 18-month plan
- Growth management
  - What do employees need?
  - Organize and plan

Meeting types

- 1:1 Conversations
- Staff Meetings
- Think Time
- "Big Debate" Meetings
- "Big Decision" Meetings
- All-Hands Meetings
- Meeting-Free Zones
- Kanban Boards
- Walk Around
- Be Conscious of Culture

Case Study Examples

- Working successfully with a Department Chair
  - Repeated clashes with senior colleague
  - Candor in multiple directions
- Less successful example
  - missed deadlines, policy ignored
  - Crisis -> collective radical candor upward (crucially, with a boss who invites critique)
  - Result: explosion resulting in multiple opportunities for candor

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Staff example

- Established senior staff member for performance group
- Skilled, but not at current job
- Misled, or did not understand new job
- Form connections over life experiences
- Lay out clear objectives
- Regularly review success and areas for improvement

Senior Colleague

- Established successful colleague
- Student interactions problematic
- Directly addressed issue
- Institutional failure
- We hit everything, except Radical Candor

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Audience Questions

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