

YOUR KINDLE NOTES FOR:

Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity

by Kim Scott

Free Kindle instant preview: <http://a.co/cfM6Yv4>

17 Highlights | 8 Notes

Highlight (Yellow) and Note | Location 59

As you probably know, for every piece of subpar work you accept, for every missed deadline you let slip, you begin to feel resentment and then anger. You no longer just think the work is bad: you think the person is bad. This makes it harder to have an even-keeled conversation. You start to avoid talking to the person at all.

Truth from @kimballscott -->

Highlight (Yellow) and Note | Location 204

What I have learned not only from my own experiences but also from coaching leaders is that, no matter how supportive the environment, bosses often feel alone. They feel ashamed that they're not doing a good job, sure that everyone else is doing better, and thus unable or afraid to seek help.

Agree 100% w/ @kimballscott -->

Highlight (Yellow) | Location 258

Every time I feel I have something more "important" to do than listen to people, I remember Leslie's words: "It is your job!" I've used Leslie's line on dozens of new managers who've come to me after a few weeks in their new role, moaning that they feel like "babysitters" or "shrinks." We undervalue the "emotional labor" of being the boss.

Highlight (Yellow) | Location 314

Very few people focus first on the central difficulty of management that Ryan hit on: establishing a trusting relationship with each person who reports directly to you.

Highlight (Yellow) | Location 331

Your ability to build trusting, human connections with the people who report directly to you will determine the quality of everything that follows.

Note | Location 2057

Three areas from Aristotle

Highlight (Yellow) and Note | Location 2158

When I was at business school, I was taught that my job as a manager was to “maximize shareholder value.” In life, I learned that too much emphasis on shareholder value actually destroys value, as well as morale. Instead, I learned to focus first on staying centered myself, so that I could build real relationships with each of the people who worked for me. Only when I was centered and my relationships were strong could I fulfill my responsibilities as a manager to guide my team to achieve the best results. Shareholder value is the result. It’s not at the core, though.

Amen @kimballscott -->

Highlight (Yellow) and Note | Location 2299

When I was working with the team developing Managing at Apple, a number of people advocated strongly for starting the course with an exercise that required managers to write down and share their “personal values.” Their rationale was not bad. Your values are what keep you centered. But I’m extremely wary of these kinds of exercises. First, developing one’s personal values is the work of a lifetime. It can feel cheapened by a forty-five-minute exercise. Second, while some people find it helpful to articulate their values explicitly, others feel that it’s impossible to do this in a meaningful way. Third, and most important, many people feel that their values are a deeply private set of beliefs that they don’t want to discuss with colleagues. Others may take the exercise as an invitation to proselytize, and the way they talk about their values may highlight differences that are actually irrelevant to their ability to work together. An exercise that requires people to talk publicly about their values may drive a wedge rather than help people find what they have in common.

Good point from @kimballscott -->

Highlight (Yellow) | Location 2326

The fastest path to artificial relationships at work, and to the gravitational pull of organizational mediocrity, is to insist that everyone have the same worldview before building relationships with them. A radically candid relationship starts with the basic respect and common decency that every human being owes each other, regardless of worldview.

Highlight (Yellow) and Note | Page 4

Don’t think for a minute that because you’re a nice person, or because you used to eat lunch every day with the people you now manage, that people won’t see you differently now that you’re the boss, or that they will automatically trust you.

Truth from @kimballscott -->

Highlight (Yellow) | Page 6

Have a go-to question. When you're the boss, it's awkward to ask your direct reports to tell you frankly what they think of your performance—even more awkward for them than it is for you. To help, I adopted a go-to question that Fred Kofman, author of *Conscious Business* and my coach at Google, suggested. "Is there anything I could do or stop doing that would make it easier to work with me?"

Highlight (Yellow) and Note | Page 11

Situation, behavior, impact. The Center for Creative Leadership, an executive-education company, developed a technique called "situation behavior impact" to help leaders be more precise and therefore less arrogant when giving feedback. This simple technique reminds you to describe three things when giving feedback: 1) the situation you saw, 2) the behavior (i.e., what the person did, either good or bad), and 3) the impact you observed. This helps you avoid making judgments about the person's intelligence, common sense, innate goodness, or other personal attributes. When you pass blanket judgments, your guidance sounds arrogant.

Helpful for #feedback from @kimballscott -->

Highlight (Yellow) | Page 15

So let me reiterate: impromptu guidance really, truly is something you can squeeze in between meetings in three minutes or less. If you give it right away in between meetings, you will not only save yourself a subsequent meeting but also deliver the guidance in less time than it would take you to schedule the subsequent meeting.

Highlight (Yellow) and Note | Page 40

"Whoops the Monkey." Dan Woods, who was CTO at a start-up where I worked in the 1990s, developed the lowest-tech, cheapest, most effective system for encouraging praise and criticism on a team that I've seen. It involved two stuffed animals: a whale and a monkey. At every all-hands meeting, he invited people to nominate each other to win the "Killer Whale" for a week. The idea was to get people from the team to stand up and talk about some extraordinary work they'd seen somebody else do. The winner of the whale the previous week decided who deserved the whale this week. Next, people nominated themselves for "Whoops the Monkey." If anyone screwed up that week, they could stand up, tell the story, get automatic forgiveness, and help prevent somebody else from making the same mistake.

Great idea from @kimballscott -->

Highlight (Yellow) | Page 51

Conversation one: life story The first conversation is designed to learn what motivates each person who reports directly to you. Russ suggested a simple opening to these conversations. "Starting with kindergarten, tell me about your life." Then, he advised each manager to focus on changes that people had made and to understand why they'd made those choices. Values often get revealed in moments of change.

Highlight (Yellow) | Page 53

The second conversation: dreams The second conversation moves from understanding what motivates people to understanding the person's dreams—what they want to achieve at the apex of their career, how they imagine life at its best to feel. Russ chose the word “dreams” very consciously.

Highlight (Yellow) | Page 55

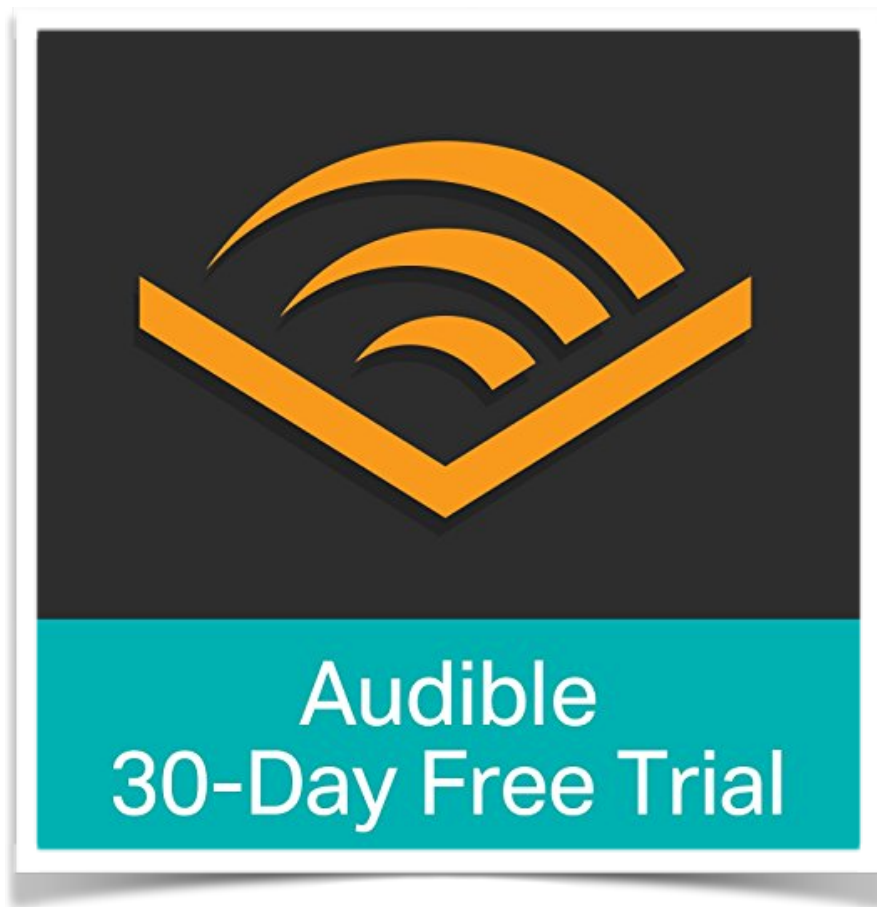
Conversation three: eighteen-month plan Last, Russ taught managers to get people to begin asking themselves the following questions: “What do I need to learn in order to move in the direction of my dreams? How should I prioritize the things I need to learn? Whom can I learn

Highlight (Yellow) | Page 55

from?” How can I change my role to learn it? Once people were clear on what they wanted to learn next, it was much easier for managers to identify opportunities at work that would help them develop skills in the next six to eighteen months that would take them in the direction of at least one of their dreams. This translation of current work to future dreams was far more inspiring for people than “Here's how you climb the next rung on the ladder.”

What's the best way to learn on the go?

Accept my invitation for a 30-day FREE trial of Audible, plus two audiobooks for books FREE...



[Start Your 30-day FREE trial*](#)