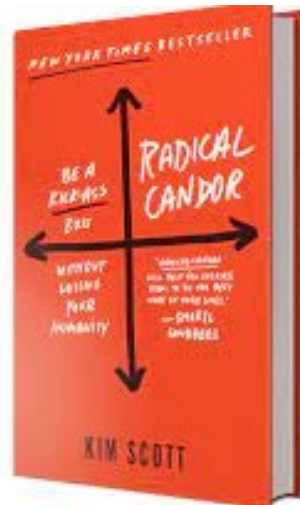


# Radical Candor



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# Introductions

Gina Lanier, Speaker

- CFO, Adams 12 Five Star Schools & Director, ASBO Intl



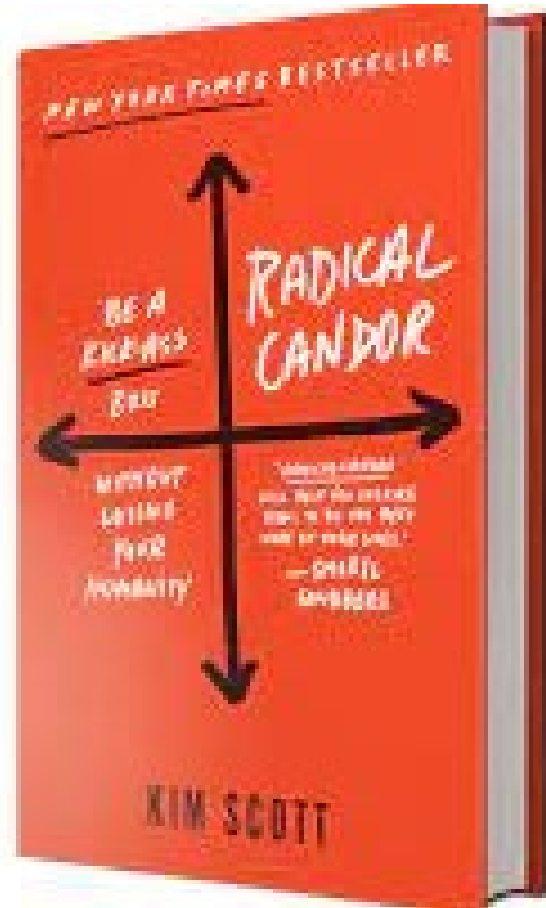
Tamara Mitchell, Moderator

- CFO/CSBO, Evanston-Skokie CCSD 65



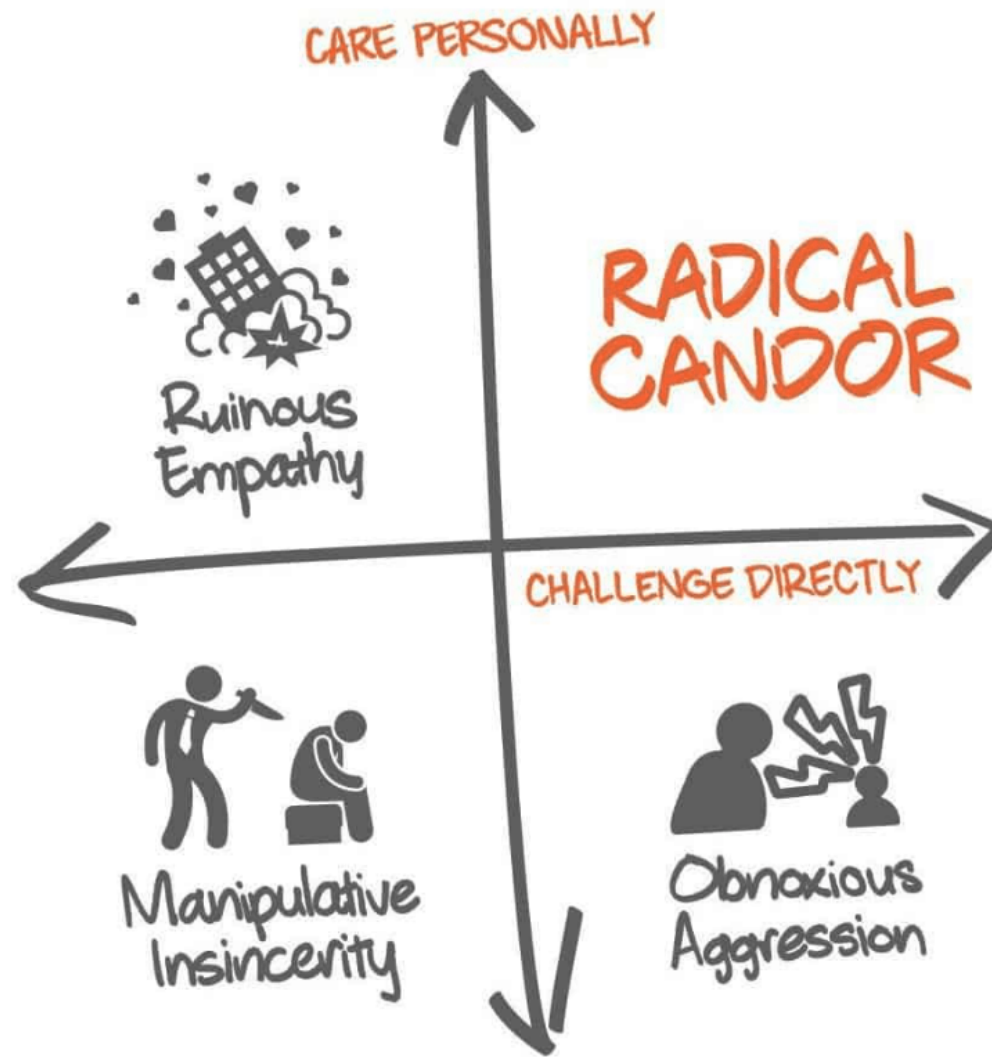
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## • WHAT IS RADICAL CANDOR?

- It is kind
- It is clear
- It is specific
- It is sincere
- *It is not brutal honesty!*



This happens when you  
say what you think  
while also genuinely  
valuing the person you  
are saying it to!

## **RADICAL CANDOR**

The act of demonstrating  
care and also being clear  
and direct with your  
critiquing feedback. This is  
where you want to be.

# RADICAL CANDOR

Can you remember a time when you were screwing up, someone told you, and it helped you in the long run?

- Who was this person?
- How did it feel in the moment when you received the feedback?
- What was the person's direct challenge to you?
- How did they demonstrate that they cared about you personally?
- Looking back over time, do you feel grateful that you received this feedback, even though it might have been difficult to hear at the time?

- How have you recently demonstrated the “caring personally” aspect of radical candor?
- How have you recently demonstrated the “challenge directly” aspect of radical candor?
- In what ways do you think you could improve “caring personally” and “challenging directly”?
- What are you hoping to accomplish by practicing radical candor in the workplace?

## ASSESS YOUR RADICAL CANDOR

- In what ways are you on track?
- How can you improve?
- What are your goals?

This is praise that doesn't  
feel sincere or criticism  
that isn't delivered kindly.

## **OBNOXIOUS AGGRESSION**

The act of challenging  
directly without much  
caring personally. This is  
probably the second most  
helpful behavior after  
“radical candor”

# OBNOXIOUS AGGRESSION

Was there a time when someone offered you criticism (probably just trying to be helpful) but you experienced this as obnoxiously aggressive or was there a time you offered someone criticism, but the other person experienced you as obnoxiously aggressive?

Being “nice” but ultimately unhelpful or even damaging. It’s when you care about someone personally but fail to challenge them directly.

## **RUINOUS EMPATHY**

The act of caring but not challenging directly. This is the most comfortable behavior that we often stick to and not very helpful.

# RUINOUS EMPATHY

When did you fail to give someone feedback, just to be nice, only to see the person suffer as a result of failure to correct bad behavior?

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This is what happens when you neither care personally nor challenge directly.

## **MANIPULATIVE INSINCERITY**

The act of not caring and also not challenging. If you're behaving this way you're neither clear in your feedback or nice about it. This is the worse of the bunch.

# MANIPULATIVE INSINCERITY

When did you fail to tell a person directly about a problem, but instead you talked about it to others? Or was there a time when you told a person their work was good while undermining it behind their back?

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# SELF ASSESSMENT REFLECTION

Which “non-Radical Candor” quadrant is your *natural* fallback when you are stressed or tired?

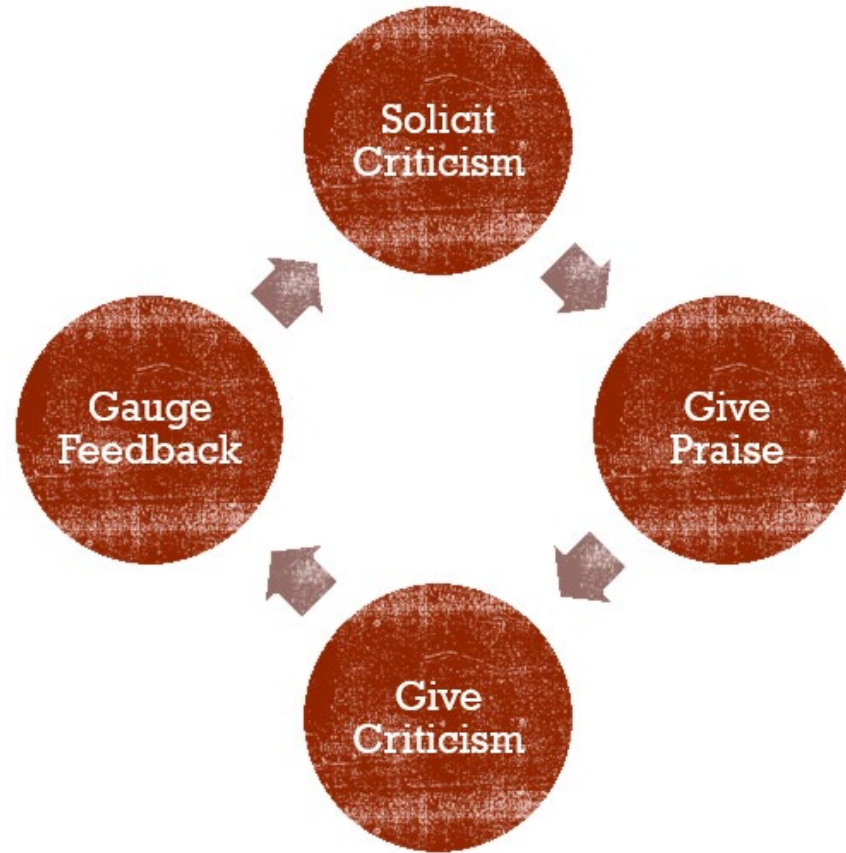
- **Ruinous Empathy:** Is your desire to be “nice” hindering growth?
- **Obnoxious Aggression:** Do you prioritize results over relationships?
- **Manipulative Insincerity:** Do you avoid conflict by talking behind backs?

- Think of a recent situation where you had to give one of your team members praise or criticism (or both). Describe what you said to them.
- What aspects of your praise or feedback do you think you were radically candid?
- What aspects of your praise and criticism do you think *weren't* radically candid?
- Try reframing your non-radically candid praise or criticism so that it's more sincere and specific.

## WHAT GUIDANCE TYPE HAVE YOU BEEN USING?

Think about how you usually give guidance to your team to figure out where you should ramp up your efforts in caring personally or challenging directly.

# THE FEEDBACK LOOP



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One of the best ways to solicit feedback is by asking a “Go-To-Question” to get the conversation started.

## **SOLICIT FEEDBACK**

To get good at soliciting feedback, you will need to practice.

# SOLICIT FEEDBACK

What's something I could've done or stopped doing in the last week that would've made it easier to work with me?

What could I have done differently to make your job easier?

Here's what I tried to accomplish in the last week, how could I have approached this better?

leaders  
who don't listen  
will eventually  
be surrounded  
by people who  
have nothing to say

Andy Stanley

The purpose of praise is to help people know what to do more of, not just to make them feel good.

## **GIVE PRAISE**

C – Context

O – Observation

R – Result

E - nExt

# GIVE PRAISE

When was the last time you offered someone praise? Was it specific? Was it sincere? How could you make it better?

What's a piece of praise you could offer your manager? How about a peer? Your group or partner? Someone else?

When would be your next opportunity to offer them that praise?  
Will you commit to offering it?

When providing criticism,  
the most important thing is  
to be humble and helpful.  
You may be wrong and you  
want the other person to tell  
you.

## **GIVE CRITICISM**

Give feedback  
immediately, or as close to  
immediately as possible.

# GIVE CRITICISM

Have the conversation in private and in person (when possible) so you can pay attention to the other person's body language.

Consider the goal of the conversation. Are you having it to win, or are you having it to help?

# GIVE CRITICISM

State the facts: Do not try to sugar coat concerns

Let people know that you want honesty and authenticity. Create a safe place for them to speak honestly to you and they can trust you.

Work to pull any judgement, bias or preconceived thoughts out of your language.

Possible start off with a statement similar to 95% of what I'm seeing from you is exactly where it needs to be regarding your job description, today we need to address the 5% that I think will take it to the next level.

# GIVE CRITICISM

Vulnerability is not weakness

Sharing ourselves can often feel like we're putting too much at risk, but it's necessary as a leader. Start a difficult conversation by showing respect for the other person by saying something like:

- *I am not sure how our conversation today is going to go, but I want you to know that I am fully committed to your success, the Finance Team's success and schools receiving the very best service from our department so we have to address.....*

Sharing a story of your own growth and learnings can always be a connection as well.

When giving praise or criticism, pay attention to how the other person is responding and adjust accordingly.

## GAUGE FEEDBACK

Radical Candor is measured at the listener's ear, not the sender's mouth.

# GAUGE FEEDBACK

“and here is the irony – the more comfortable a leader is holding people on a team accountable, the less likely she is to be asked to do so.”

Patrick Lencioni  
*The Advantage*

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# GAUGE FEEDBACK

Reflect on a time when you gave someone feedback and they reacted with either unexpected emotion or ignored what you were telling them. How did you respond? How could you have handled the situation differently?

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# RESOURCES

[Radicalcandor.com/resources/](https://Radicalcandor.com/resources/)

- Videos

- Radical Candor in 6 minutes
- Mini Keynote with Kim Scott
- The Talk That Started A Revolution

- Learning Guides

- The Radical Candor Quick Start Guide
- The 'Radical Candor' Book Club Discussion Guide
- The Radical Candor Practice Playbook
- 5 Tips for Practicing Radical Candor With Direct Reports

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# RESOURCES

- [Radicalcandor.com/resources/](https://Radicalcandor.com/resources/)
- Newsletter
- Blog Posts
- Book Club Guide
- Podcast

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# Questions and Answers

*We thank you for your time!*

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