MODULE OVERVIEW

The silent manager: Three moments to speak up

Adaptive module | ~20 min

Teams where people speak freely make better decisions, learn faster, and keep their talent, and that starts with the manager speaking up. This module uses one compass and three moments to speak up: Kim Scott's Radical Candor, which combines caring personally with challenging directly, applied to saying what managers observe, including their own mistakes, delivering difficult messages transparently, and giving corrective feedback face to face without delay.

LEARNING OBJECTIVES

01 Keep both sides of Radical Candor in balance: care personally about the person and challenge them directly.

02 Say what you observe, from successes to problems, and publicly admit your own mistakes as a manager.

03 Deliver difficult messages clearly—"clear is kind"—rather than softening or postponing them.

04 Give corrective feedback face to face, adult to adult, using the right channel when the team works remotely.

WHO IT'S FOR

Managers who want a team where people speak freely, starting with themselves.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Psychological safety – Amy Edmondson (Harvard)
- Radical Candor (Ruinous Empathy, Obnoxious Aggression) – Kim Scott
- "Clear is kind. Unclear is unkind." – Brené Brown (Dare to Lead)
- "Learn-it-all" vs "know-it-all" culture – Satya Nadella (Microsoft)

SOURCES & REFERENCES

- Amy Edmondson (Harvard Business School) – research on psychological safety and speaking up in teams
- Kim Scott – "Radical Candor" (2017): the four-quadrant framework, including Ruinous Empathy
- Brené Brown – "Dare to Lead" (2018): "Clear is kind. Unclear is unkind."
- Satya Nadella (Microsoft) – replacing a "know-it-all" culture with a "learn-it-all" culture

Module created by Afthonios.com.

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