



One of the best ways to make Radical Candor easier is to remember what happens when you fail to Care Personally and Challenge Directly. We've named the quadrants colorfully to help you remember to move toward Radical Candor, but it's key to remember that these are not labels for people; they refer to a particular interaction or behavior. Ultimately, everyone spends some time in each of the quadrants, and that's ok.

**Obnoxious Aggression™** is what happens when you challenge but don't care. It's praise that doesn't feel sincere or criticism that isn't delivered kindly.

**Ruinous Empathy™** is what happens when you care but don't challenge. It's praise that isn't specific enough to help the person understand what was good or criticism that is sugarcoated and unclear.

**Manipulative Insincerity™** is what happens when you neither care nor challenge. It's praise that is non-specific and insincere or criticism that is neither clear nor kind.