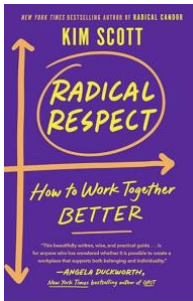


'CliffsNotes' Book Club Recap

DO YOU LOVE BOOKS ON LEADERSHIP, NEUROSCIENCE, AND BUSINESS, BUT NOT HAVE TIME TO READ ALL THE BOOKS?

Join the '**CliffsNotes' club**—where there's no pressure to pre-read the book, no membership required, no cost, and lots of discussion in just 90 minutes. Each month, you will hear a **summary of highlights** from a recently-published business book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. We'll keep you "in the know" on the latest and greatest concepts and models. **Register here** for upcoming events.



January 2025

Radical Respect

How to Work Together, Better

By Kim Scott

Discussion Highlights

Presented by Jerry Edgley

Reason for the book: Friend of hers made her aware that she had not done much to dig into how bias, prejudice and bullying get in the way of Radical Candor. This was particularly true for blacks and women of color. These attitudes and behaviors destroy the trust that is fundamental to the healthy exchange for different perspectives. They mar the quality of feedback and therefore hurt our ability to do great work and build strong professional relationships. (p2)

Part One | Everyone Has a Role to Play

Chapter 1 A Framework for Success

What is radical respect (Scott's definition for this book): A regard for the feelings, wishes, rights and traditions of others. This is something we owe to everyone and is not something that needs to be earned. The other definition has to do with admiration for someone's ability or achievements which are earned. (p9)

Radical respect happens in the workplace that do two things at the same time:

- Optimize collaboration by building management systems that put in place checks and balances on the power of leaders by holding them accountable for their behavior and actions which acts to prevent coercion (p11)
- Individuality does not demand conformity. We need to look at culture add instead of culture fit which allows for diversity of thought and experience. This allows us to challenge each other because each of us has a different point of view and different life experiences. (p11) Too often look for "cultural fit" rather than "culture add." The benefit of collaboration is that many hands make for a lighter load. (p11)

What gets in the Way of Radical Respect: Naming or taxonomy helps us notice the different problems that need fixing so you match the right solution to the right problem.

Taxonomy and disambiguation (p14)

- **Bias is not meaning it.** Bias is unconscious. It comes from the part of our mind that jumps to conclusions and often reflects stereotypes that we do not believe if we stop and think about it. (p14)
- **Prejudice is meaning it.** It is a consciously held belief, often rationalize flawed assumptions and stereotypes. (p14)
- **Bullying is being mean.** There may not be a belief, conscious or unconscious behind it. Often it is the instinctive use of ingroup status or power. To harm, humiliate, dominate or coerce others.

How Do We Get these Problems Out of the Way (ps18-24)

- **The first part of the book helps you figure out what you are dealing with.**
- **When experiencing bias, respond with an "I" statement:** An "I" statement invites the person to consider your perspective, simple actual correction, notice their mistake and helps them learn e.g., (I do not think you meant that the way it sounded to me). I statement does not call out the person. It invites the person to understand your perspective. (p20)
- **When experiencing prejudice, respond with an "It" statement:** An "it" statement can offer a clear boundary; a person can believe whatever they want but cannot impose their beliefs on others and cannot do and say whatever they want. "It" statements can offer the boundary by appealing to the law, an HR violation or common sense, e.g., it is against the law and an HR violation to refuse to hire the most qualified candidate based on their hair style.
- **When experiencing bullying, respond with a "you" statement or question.** A "you" response puts you in the active role, making clear that you are not going to tolerate their abuse and shines light on spotlight on their behavior." What is going on for you here?" Bullies are trying to hurt someone or at the least to establish their dominance. (p22)

Chapter 2 How Leaders Can Foster a Culture of Respect

Prevention: The leader's responsibility

You are going to need your team help to make the work environment as fair as possible which requires you to make it safe for them to challenge both you and each other. This requires institutional courage, which is a leadership commitment to seek the truth and to act on behalf of those who trust or depend on the institution even when it's unpleasant, difficult and costly. (p27) The strength of the team is the individual and strength of the individual is the team. (p27)

How to disrupt bias: Leaders need to teach a team to disrupt the biases relevant to the actual people in the room and not biases as an abstraction. (p29) You cannot do this yourself. You need the team's help which means you make it safe to challenge you and each other. (p27)

To disrupt: A shared vocabulary to make it easier to speak up ("Yo bias"). Disrupt bias without disrupting the meeting. (p33)

A shared norm, it takes shame out of the game. Teach the person with the bias how to respond to observation. (p33) Team agrees on common phrases that everyone agrees to use to point out bias. (p32)

A shared commitment to build stamina, lead and involve others. (p35)

How to disrupt prejudice:

- Prejudice is the belief that some sort of false stereotype is actually “the truth” and is inherently disrespectful. (39)
- Pointing out our prejudice probably is not going to change it. The leader spends time talking about what is okay to say or do and not okay to say or do on your team, you all build an important conflict resolution muscle. (p40)
- People are free to think what they want but not free to impose these beliefs on others. (p39)

How to disrupt bullying: As the leader, you are the one whose behavior is more likely to be experienced by others as bullying. (4% say they have bullied someone compared to 49 % who say they have been bullied. It's easy to recognize when other people bully and hard to be aware of our own bullying. (p45)

Create consequences for bullying. Conversation, compensation and career consequences. Shut down an individual who is not the most informed person in the meeting but takes more than their fair share of time. (p53)

- Give the quiet ones a voice to speak.
- Gently interrupt people.
- Encourage people to track their airtime.

Don't Allow Bias, Prejudice or Bullying Create feedback Failures. She presents five ideas for leaders to create a culture of feedback. (p55) Leaders need to practice AAAAAC: Acknowledge what you did wrong, make amends, accept the consequences, apologize and change. (p57)

Chapter 3 Be an Upstander, Not a Silent Bystander

Intervene: The Upstander's Responsibility Provide clear feedback to the person who caused harm in a way that minimizes defensiveness and maximizes the odds that the offender will make amends. Show solidarity with a person who is being harmed even if it is not safe for you to stand up to the offender directly. (p64) They help the target of bias, prejudice and bullying feel less alone and gaslighted. (p64)

The Upstander's Advantages (ps64-69)

- Strength in numbers
- Detached as a third party.
- Solidarity in having differences but related experiences they bring to bear on the situation
- Shared identity with a person who caused harm resulting in them being more open to hearing about it from you rather than from someone who is different from them.
- Remind everyone in the workplace that making it compassionate, and fair is everyone's job.

Bias (p69)

- Upstanders can hold up a mirror, inviting others to notice the bias they notice. You are calling the person in, not calling them out (p69)
- Use “I” statement “I do not think you meant the way it sounded.” (p69)

Prejudice (p74)

- Use “it” statement.

- Confirm that both people understand each other.
- Use active listening and ask each person to switch roles.
- It is your job to push the rock, not necessarily to move the rock. (p75)
- Why engage?

Express yourself. The goal is to clarify your thinking rather than to change another person's mind.

Find common ground.

Bullying (p76)

- Use "You" statement
- Ways to intervene: Direct, distract, delegate, delay and document.

No Matter Which Problem It is Keep These Things in Mind

- Beware of Self-Righteous Shaming. No grandstanding, the incredible hulk, the knight in shining armor or white savior complex. (p82)
- When upstanding intervention improves productivity, and everyone wins.

Chapter 4 What to Say When You Don't Know What to Say

Choose a response.

The responsibility of People Harmed (p92)

- There is a world of difference between choosing to be silent and being silenced.
- If you are harmed, it is not your job to educate the person who harmed you. You may decide to do the work anyway because you care about them or want to stop them from doing that same thing to someone else. (p93) When you decide not to respond do so because you have something more important to work on, not because someone else thinks it is not that big a deal. (p93)

Bias

- If you choose to disrupt the bias, remember you are inviting the person into understanding your perspective, not trying to assert your moral authority or shame them.
- Use "I" statement. It is the simple factual correction. (p95) Point out the mistake to help that person avoid repeating the mistake – not to shame them. (p95)

The ROI on Speaking Up (p96)

Seven benefits of challenging bias:

1. You are affirming yourself
2. *Affirmed that the bias is error not truth.*
3. Increasing awareness of and changing a bias will improve things not only for you but for others
4. Make it likelier that others will point out biases.
5. Improve relationships with colleagues.
6. Doing the person who is saying or doing the biases thing a favor.
7. Team results will improve.

Prejudice

- Use "It" statement, e.g., "It is a violation of our company policy to ..." (p 98)
- The reason to confront prejudice is to draw a clear line between that person's right to believe whatever they want and your right not to have that belief imposed upon you. (p98)

Bullying

- When someone is bullying you, the person's goal is to upset or knock you off your feet. (p105)
- Use "You" statement. "You need to stop talking to me that way" (p.105). This can change the dynamics of the conversation. You are talking about the other person not yourself. (p105)
- The only way to stop bullying is to have negative consequences. (p105)
- Bullying vs. Conflict (p109)

Conflict

Both sides express views
No status difference
Person causing harm stops

Bullying

One person aims to hurt
Person bullying has more in group status
Person causing harm continues

No Matter which Problem It Is Keep These Things in Mind

- Resist the default to silence. Gives 10 common excuses not to speak up (ps111-117)
- Break The Silence and Rage Cycle (p118) Silence is like a cancer it grows!
- Cultivate Upstanders (ps120-124) Positive target identification, Solicit feedback, Allow for clumsy curiosity, Use humor, and Turnabout is not fair play.

Chapter 5 Be Part of the Solution, Not Part of the Problem

Be Aware and Make Amends

The Responsibility of People Who Cause Harm

How to make things right use AAAAAC (p128)

- Be aware, educate yourself, do not ask the people you are harming to educate you.
- Acknowledge your mistake as publicly as possible!
- Accept consequences
- Make amends!
- Apologize (do not do this until you understand what you have done wrong)
- Change for good!

How to Become Aware of What's Unconscious (p129-136)

- Find Your "Bias Busters"
- Question false coherence
- Be aware of how "small" things add up to a big thing
- Manage your defensiveness
- Be persistent
- Eight words you have to care about: lame, color-blind, see, moron psychopath, male and female (p135)

Prejudice (p139)

Three things to create best and true self.

- Don't dichotomize and degrade (men are this, women are this)
- Do not make fundamental attribution error (Use perceived personality attribute to explain the behavior rather than the situational factors) "You are an idiot" (p39)
- Do not expect everything to conform to average (Air Force design of cockpit p140)

No Matter Which Problem It Is Keep These things in Mind (p 143-152)

- Have a growth mindset.
- Focus on your impact, not your intention. Do not assume your good intent after they tell you have done something to harm them in some way. (p140)
- Communications is measured at the listener's ear, not at the speaker's mouth.
- Avoid telling people they (should) act/be a certain way.
- Know how to apologize AAAAAC.
- Know how not to apologize (i.e., "I was just kidding")

Part Two | Don't Let Power Screw It All Up

Chapter 6 Design Principle for Radical Respect

- When management systems are designed explicitly to optimize collaboration, not coercion and to honor each employee's individuality rather than demanding conformity the result is radical respect and the fairness, innovation and productivity that comes with it. (p157)
- **What Good Design Looks Like (p159)** Checks and balances (What leaders can do is to stop disempowering employees by giving too much unilateral authority to managers). Leaders are to ensure managers are held accountable for soliciting criticism and rewarding candor when they get it. (p161)
- **Measure what matters (p162)** Measure the progress you are making toward creating a more diverse, inclusive organization at every stage of the employee's life cycle – from interviewing to firing. (p163)
- **Proactively Design Management Systems to avoid Oblivious Exclusion and Brutal Ineffectiveness**
- **Oblivious Exclusion** "Mirror-tocracy" is a workplace that rewards only those who look like its leaders. (p165)
- **Brutal Ineffectiveness** The systems optimize coercion rather than collaboration, producing bullying and harassment. (p170) Springs from management systems failure to hold people accountable for bad behavior and even rewards bad behavior. (p170)

Chapter 7 Design Principles to Management Systems

Look at these design Principles They can be used by leaders to make their management systems fair, more successful at every stage of the employee life cycle. (p173)

1. Compensation (p174)

- Design a principled comp system-- managers not given unilateral authority over employee life cycle. (p175)

- Cut your pay data by demographics to see if there are negotiating bias, market bias and seniority bias. (p 177)

2. Performance Management (p182)

- Design a principal performance management system.
- Measure what matters in promotion data--Are disadvantaged groups getting promoted at a slower rate than people who are systematically advantaged. (p185)
- Mandate a linguistic analysis of performance reviews and promotion recommendations.

3. Coach and mentoring (p186)

- Proactively look for bias in informal coaching and mentoring.
- Don't meet with men alone if you won't meet with women alone.
- Don't meet in venues that exclude.
- Compare psychological safety metrics of different demographic groups.

4. Exiting (p192)

- Look for bias in firing decisions.
- Track why people quit!

5. Eliminating NDAs and Forced Arbitration

6. Organizational design (p197)

7. Hiring (p202)

- Rely on hiring committees not individual hiring managers.
- Assess skills, not identity (orchestras)
- Be explicit about hiring criteria (no more than 6 p207)
- Look for culture add, not culture fit.
- Challenge biased comparisons in hiring committees.

Chapter 8 Create Virtuous Cycles and Prevent Vicious Cycles

Dynamics The Conformity Dynamic drags us away from respecting individuality, usually offering a pretense of being rational, civilized polite and results in us excluding some people in a way that is not at all rational in the long run. (p218). Conveys the message, "Be one of us, or make way for us." (p218)

The coercion dynamic is what drags us way from collaboration and is brutal. Bias, bullying and harassment are often implicitly or explicitly condoned which pave the way to violence. (p218)

Discrete Incident vs. Dynamics A discrete incident is bad but is far less threatening than the dynamics that carriers with it the threat or past experience for violence. A white person in the United States can certainly experience racial bias, but not racism. Racism describes the dynamic between racial bias and both discrimination and violence. (p224)

Chapter 9 Speak Truth to Power Without Blowing Up Your Career

Take these steps always:

Document what can be corroborated by others or by some type of paper trail (p232)

Build solidarity (p235-239)

- Ask for information from colleagues and groups.
- Asking for help is like is asking someone to invest in you – Low effort for the person, high value to you.

- Identify a difficulty anchor who is someone who will be able to testify in detail about your contribution.
- Locate the exit nearest you and realize how many other job opportunities you have.

Four escalation choices you may want to consider:

- Talk directly with the person who caused you the harm (if it is worth the risk) On page 242 she outlines the costs/risks and benefits of talking directly with the person.
- Report to HR (if worth the risk) (p243)
- Take legal action (if worth the risk) (p247)
- Tell your story publicly (if worth the risk) (p251)

Chapter 10 Reinforce a Culture of Consent This chapter covers different ways that touch can go wrong at work, how to try to prevent problems that can result and what to do if they happen.

1. Unwanted touch

Leader Establish a culture of consent to avoid little violations that prevent bigger violations (p255)

- Overcommunicate your culture of consent
- Make it safe and easy to report violations
- Give people a chance to learn but not too many. Talk to the offender compassionately and firmly
- Ask them to apologize without defensiveness (p259)
- Help them recognize that the person who gave them the feedback gave them a gift (p259)

For Upstanders (p261) Go back to direct, distract, delegate, delay, and document. At very least delay and check in with the person harmed.

For People Harmed (p262) You have a right to tell the person to knock it off.

For People who cause harm (p263)

- Ask (hug, handshake, fist bump, elbow, smile)
- Don't overgeneralize
- Don't demand absolute rules (e.g., No hugs)

2. Consensual touch between peers (p266)

- **Leader** No sex or physical intimacy in the workplace.
- **For Upstander** Check in with the person harmed to find out how you can best support that person. If behavior is disruptive to the team report it to your manager (p267)

3. Abuse-of-Power Relationships (p269)

- **Leaders:** Do not get romantically involved with people at your company.
- **For people causing harm (Too often, simultaneously the leader):** Would you be willing to give up your job to pursue a relationship? If so by all means, quit and ask the person out. (p272)
- **For people harmed (p273):** Find solidarity with others.

4. Violence (p274)

- **For Upstanders (p274):** Call police and/or interrupt it if your physical safety is not at risk and if you question the presence of true consent. Listen with compassion.
- **For people harmed – Sexual violence (p277)**
 - Choose your response.

- Find support and solidarity
- Be explicit if it helps.
- Tell your story if it helps.
- **For people who cause harm (p281):** An unwanted hug from a leader will likely kick up a much bigger problem than one between two people with no power over each other. Unwanted touch is likelier to happen when there is a power imbalance.
- **For leaders (p282):** Institutional betrayal is looking the other way. Institutional courage is responding to problems and being proactive about preventing it from happening in the first place. What leaders can do. (p284)
 - Find out if your employees trust your reporting systems.
 - Educate yourself.
 - Build a trusted reporting system.
 - Do not hide behind sham investigations.
 - Do not silence victims (no forced arbitration, payoffs and NDA)
 - Do not pass the trash.

5. No alcohol in the workplace

Chapter 11 A Letter to my Younger Self and Her Boss (Personal journey)

Chapter 12 Put Some Wins on the Board

- Radical respect is a process not a destination. You have to keep striving to achieve it.
- When you are speaking the truth to power, try to do it with love.
- The person you are speaking to is also human.

About the Book Club In this monthly club, a presenter shares highlights from a book related to leadership, business, neuroscience, or coaching. Membership is not required, and there's no obligation to pre-read the book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. [Register here](#) for upcoming events. For the full set of discussion summaries, [click here](#).