



ridgetraining

Rigorous Candor: Personal Candor Worksheet

Objectives: To

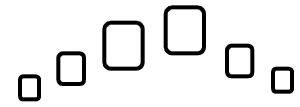
Reconcile the competing commitments that limit your candor

Identify a “next action” for putting your candor goal into practice

To learn from that “next action” experience

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Personal Dimension of Candor



Prime Your Thinking

Your Goal

To further your thinking about your own candor commitment.

Directions

Refer to this as you explore your own personal dimension of candor.

Candor Commitment

- Offer ideas without reservation
- Give feedback proactively
- Be straightforward about what I really think
- Listen to others openly (even when I don't like what I hear)
- Be authentic and genuine with others
- Be fair and openminded about new ideas
- Hear others' feedback to me
- State my opinion in a group
- Speak to manager about problems and concerns

Five Fears

- Retribution
 - Work consequences
 - Relationship consequences
- Losing face/being wrong
- Hurting others' feelings
- Losing influence and support
- Change

Sample

Candor Commitment

What is a strong belief or value you hold about candor?

To be genuine and authentic in all my interactions.

Why Don't You?

At times, you don't act in accordance with what you value about candor. What keeps you from honoring that commitment to candor? What are you afraid of?

It's awkward to tell the truth; I'm afraid to hurt others' feelings.

Competing Commitment

Underlying the fear or block you identified above is another strong value. At those times when you don't honor your candor commitment, what other value are you honoring?

To have conversations be safe and not awkward; to be gracious with others.

Mining the Paradox

As you look at the paradox between your candor commitment and the competing commitment, write a goal that positions the two values as complementary.

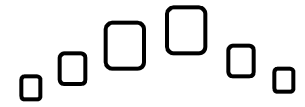
I want to be authentic with others in a socially graceful way.

Next Action

Given your goal, what is the next action you will take?

Watch how skillfully others handle awkward situations well and learn how they position their own comments, and then try it myself.

Personal Dimension of Candor



Your Goal

To elaborate on your candor commitment, understand the competing priorities, and find a way to honor them both in a goal and a next action.

Directions

Answer each question, referring to the sample worksheet on the previous page if needed. Your facilitator will guide you through a discussion in your small group about your responses.

Candor Commitment

What is a strong belief or value you hold about candor?

Why Don't You?

At times, you don't act in accordance with what you value about candor. What keeps you from honoring that commitment to candor? What are you afraid of?

Competing Commitment

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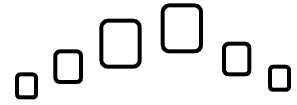
Candor Goal

As you look at the paradox between your candor commitment and the competing commitment, write a goal that positions the two values as complementary.

Next Action

Given your goal, what is the next action you will take?

Debriefing: Candor in Action



Your Goal

To learn about your personal commitment to candor from your real actions and reactions.

Directions

After practicing your Candor Goal in the “Next Action” scenario noted on the prior page, describe your awarenesses and learnings below.

Rating Your Candor

On a scale of 1 (low) to 10 (high), how would you rate your level of candor with your colleague(s)?

What Fostered Candor?

Why were you candid at all?

What did your colleague(s) do that fostered candor?

What choices did you make that helped you be more candid?

What Made You Withhold?

If you didn't rate your candor a “10,” why?

What did your colleague(s) do that made you decide to withhold?

What choices did you make that led to your withholding?

Next Action

What can you do in everyday conversations to help foster candor—your own and others?