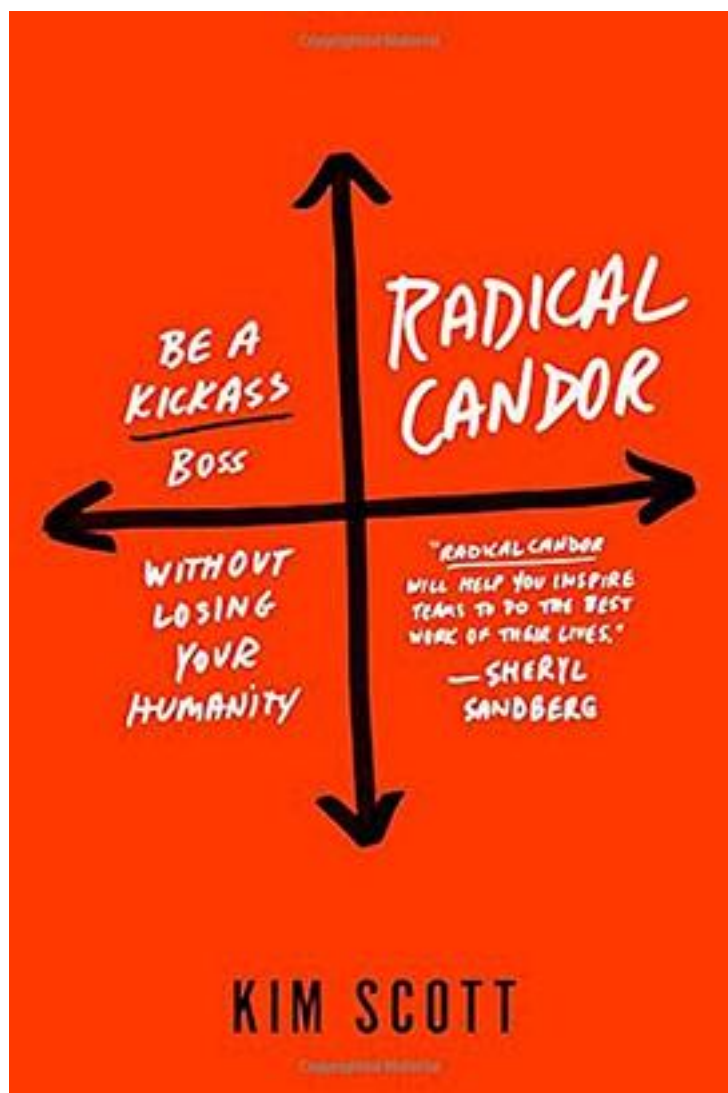


Radical Candor



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著者:Kim Scott

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From the time we learn to speak, we're told that if you don't have anything nice to say, don't say anything at all. When you become a manager, it's your job to say it--and your obligation.

Author Kim Scott was an executive at Google and then at Apple, where she developed a class on how to be a good boss. She has earned growing fame in recent years with her vital new approach to effective management, Radical Candor.

Radical Candor is a simple idea: to be a good boss, you have to Care Personally at the same time that you Challenge Directly. When you challenge without caring it's obnoxious aggression; when you care without challenging it's ruinous empathy. When you do neither it's manipulative insincerity.

This simple framework can help you build better relationships at work, and fulfill your three key responsibilities as a leader: creating a culture of feedback (praise and criticism), building a cohesive team, and achieving results you're all proud of.

Radical Candor offers a guide to those bewildered or exhausted by management, written for bosses and those who manage bosses. Taken from years of the author's experience, and distilled clearly giving actionable lessons to the reader; it shows managers how to be successful while retaining their humanity, finding meaning in their job, and creating an environment where people both love their work and their colleagues.

作者介绍:

Kim Scott is the author of Radical Candor: Be a Kickass Boss without Losing your Humanity, published by St Martin's Press. Kim is also the co-founder and CEO of Candor, Inc., which builds tools to make it easier to follow the advice she offers in the book. She is also the author of three novels.

Prior to founding Candor, Inc., Kim was a CEO coach at Dropbox, Qualtrics, Twitter, and several other Silicon Valley companies. She was a member of the faculty at Apple University, developing the course "Managing at Apple," and before that led AdSense, YouTube, and Doubleclick Online Sales and Operations at Google. Previously, Kim was the co-founder and CEO of Juice Software, a collaboration start-up, and led business development at two other start-ups, Delta Three and Capital Thinking. Earlier in her career, she worked as a senior policy advisor at the FCC, managed a pediatric clinic in Kosovo, started a diamond cutting factory in Moscow, and was an analyst on the Soviet Companies Fund. Kim received her MBA from Harvard Business School and her BA from Princeton University. Kim and her husband Andy Scott are parents of twins and live in the San Francisco Bay Area.

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标签

管理学

管理

management

leadership

个人管理

商业

领导力

英文

评论

我总觉得有些美国人特别喜欢间歇性疯狂崇尚各种层出不穷的管理理念是因为他们本身缺乏文化底蕴，而且还喜欢扯点数学相关比如象限指标等等来包装这些理念以示科学性，看起来很高端，我总觉得能反映出点安全感和自信心的不健康。

如果每位领导都像 Kim Scott 和 Sheryl Sandberg 一样擅长管理，我保证天天都想上班。她们不仅关注你在这个岗位上做什么，还关心你和你的梦想。我喜欢。

建议硅谷所有没有任何管理经验但是年纪轻轻当上了manager的人读一读，如何当一个让你的direct report觉得好的manager。作者有些看法太top down，有的有点过时，非manager的人会不太同意，但是大部分建议非常好

里面提到的一些观点对于管理还是有帮助的。一个团队只有superstars是不能完全运作的，还需要有rockstars来作为稳固的中坚力量。而不同的个人需要也意味着管理者需要采取的不同管理方式

管理学发现了scrum。

A fairly good book with plenty of real examples and stories which I believe should be beneficial to anyone who works in a corporate environment.

确实五星好评
最开始感觉作者有些老是用大人物和硅谷例子，看到中期开始渐入佳境，很多例子还是颇为实用的。目前自己也是steep growth阶段，感同身受不少。
其实读书都是这样的，不可全信，独立思考，精炼出适合自己生活做人家庭工作的精华，学以致用，达成人生目标。

值得多读几遍的书。

湾区科技公司工作入门指南

即使不是manager也能从这本书受益匪浅，比如怎么更有效的沟通，怎么更好的跟teammember合作，然而个人觉得西方管理学的书拿到中国职场上来估计还是会水土不服吧。。。

部分内容对我来说还太遥远，等之后再看

Core of leadership: care personally, challenge directly.

工作中如何沟通

作者用硅谷各公司：苹果、谷歌及其他公司的经历，讲述管理经验。前面是“直接”交流的要点和principle。最后一部分是具体操作。我自己感觉是复习，孩子们顺便听到了give feedback时要 loud but not mean, 感觉顿悟，处理人际冲突忽然进步了。

Hm... my boss might have read this book

读成功学的人只配读成功学。

Great read. Insightful and inspiring with practical guidelines, to be a kickass boss.

愈加发现只有shit happened之后读这种东西才能relate否则乍一看就觉得在扯鸡汤...(遇到那种既不care personally又不challenge directly的lead只能跑为上策了

只有成功者的错误和失败是有意义并值得分享的。最有意义的就是大家一起讨论在manager面前哭是不是legitimate。

Extremely enlightening while highly practical. Got some of my major questions answered. Will definitely revisit it.

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书评

作者Kim

Scott是原Google和Apple的中层管理人员，相比讲大道理，她讲了不少亲身经历。读此书常触景生情，看到某些片段会回想起自己碰过的钉子。比如前言里Kim提及她犯的一个错误——因为担心伤害一个团队成员感情没有及时指出他的不足，浪费了团队很多时间和不少其他成员的积...

一位先哲说这世界上一共有三大窘境：一个是空调房里没有 Wifi，一个是有 Wifi 的房间里夏天没空调，另外一个就是，提醒老板裤裆拉链没拉。
这是非常考验一个人情商的场景。

想象一下，你的一位敬重有加的老板刚吃完午饭，摸着鼓胀的肚皮，悠闲地从众人面前走过去。昂首...

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