

Staying Centred, 'Radical Candor' (extract) - Kim Scott

"You can't give a damn about others, if you don't take care of yourself. And when you don't take care about yourself, or those around you, everything else - including your results - gets out of whack."

Stay Centred

You can't 'give a damn' about others if you don't give a damn about yourself.

It may seem strange at first, but I always begin my efforts to coach CEOs in building a radically candid workplace by looking first at how that person has structured their life and is dealing with the pressures of the job.

What we bring to work depends on our own health and well-being. It's a measure of how far we've come as a society that this claim no longer feels overly soft, and it's a great boon to business because *managers who create a stable foundation for themselves are invariably more effective at building teams on which people can 'do the best work of their lives'.*

Think for a moment about hard times at work: you're stressed-out, you're not sleeping, your problems at work and at home are compounding each other. Hard times are made much harder when you're not at your best, and they can make it particularly hard to care personally about the people you work with, not to mention those you live with. You're too busy dealing with your own suffering.

But 'caring personally' is integral to building the relationships that drive everything else: **The essence of leadership is not getting overwhelmed by circumstances."**

You can't give a damn about others, if you don't take care of yourself. And when you don't take care about yourself, or those around you, everything else - including your results - gets out of whack.

-Kim Scott, Radical Candor