

# Disrupt Yourself Podcast

## EPISODE 263: KIM SCOTT & TRIER BRYANT

Welcome back to the Disrupt Yourself podcast, where we provide strategies and advice on how to climb the S Curve of learning in your professional and personal life. Stepping back from who you are to slingshot into who you want to be. I'm your host, Whitney Johnson. This week, we are talking about a big topic we've briefly touched on in many other interviews. Today we tackle it head-on: bias, and with it diversity and inclusion, specifically how our language choices affect people. We have two guests today to help us navigate this. Kim Scott is a coach to some of Silicon Valley's most influential tech CEOs and well known for writing *Radical Candor*, a groundbreaking book about the complexity of giving critical feedback, even when it feels too hard. Trier Bryant is the CEO of Just Work, a consultancy specializing in identifying harmful bias and injustice in the workplace and providing the tools and language to overcome it. Kim and Trier joined forces to help leaders, teams and everyone listening understand the differences between bias, prejudice, and bullying. This conversation made me think differently about words and phrases we use every day. And I'm confident you'll be thinking about this episode for a long time to come. Trier Bryant and Kim Scott. I am delighted to have you here, and I'm hoping that you're going to teach me a thing or two about how to be more radically candid and disrupt my bias. So, how do we set up this conversation in order to do that?

**Kim Scott:** So why don't we start by Trier And I can describe to you our methodology for bias disruption. I think that's the place to start.

**Whitney Johnson:** Perfect.

**Kim Scott:** So I'll talk about rule number one of bias disruption, which is come up with a shared vocabulary. It's awkward. It's, there's, in the book, I call it "What to Say when you don't know what to say." So you're in a meeting. Something weird happened, something bad happened and you don't know what to say. And one of the most

important things you as a leader can do is to sit down and talk to your team and agree, what are we going to say? So, my favorite example is the one that Trier gave me, which is the purple flag. So, she.

**Trier Bryant:** And I don't have a flag, but I have a purple post-it that I wave.

**Kim Scott:** So, yes, that, that is, even more, cost-effective than my 25-cent purple flag that I bought. So, Trier, what are some other teams who you've worked with who come up with different ideas?

**Trier Bryant:** You know, we've got teams that are using stoplight. You know, I think one of our favorite is there's a team where cats are very much a part of their culture and so they meow at each other. So, if someone meows in a meeting, then they know that, hey, someone has just noticed or flagged bias. But the important thing, Whitney, is that it should be a language, a term or phrase as a team that those of the peace sign. But it should be something that the team agrees on that makes sense. And, you know, that aligns with, you know, the culture, your values or that, that others can just buy-in and that you decide together.

**Kim Scott:** So, for example, my editor, Tim Bartlett, and I would say yo to each other, but Trier and I couldn't use yo because Trier says yo.

**Trier Bryant:** I use yo in my vocabulary, you know? So, I just be like, Yo, what is that?

**Kim Scott:** Like what'd I do. So, the point of this is not for us to give you a script, but for you to talk to your team about the word that they'll most likely use. And also, there's so much angst around bias right now. And so, part of it is something that will you know, it's our flag is a friendly purple flag. It's not a red flag. It's not even a yellow flag. So, you want to, you want to invite people in with your language, not call them out.

**Trier Bryant:** So, once you have that shared vocabulary and alignment on it, again, it can be an action. It can be a word; it can be a phrase. Then the second thing you need to disrupt bias is what happens next, right? So, there needs to be a shared norm. And so, the norm is once someone has flagged and called someone in, and we like to say calling someone in, not out on that bias, then what happens? Because that's where people really get uncomfortable. So, we recommend first saying thank you, right? It takes courage to flag that bias, to call someone in, so, say thank you. And then after saying thank you, the next thing is either one, I get it, I'm working on it. Thank you for flagging the bias or two, actually, I don't get it. Can we talk after the meeting and connect on what it is that you flagged so I can learn and change that behavior moving forward? There's a lot of instances. I think the one that's most common for Kim and I is people saying, "guys" and we'll say, you know, purple flag and oh yeah, yeah, yeah, I need to work on using more inclusive language right when we're talking to a group of individuals. But then there's other times that we flag things or people will say, I actually don't know what did I just say? What was that? You know, and there might be additional conversation, but you can do that after the meeting. One of the things that I actually love, though, is in this remote environment, leveraging the chat in Slack or teams or whatever platform you use, you can explain it in the chat and the meeting can continue to go on or drop a link into the chat to an article that gives an explanation as to the context of where that bias may come from.

**Kim Scott:** For me, this the shared norm that Trier is talking about is so important because I don't know about you all, but you all. It falls trippingly off my tongue because I grew up in Memphis. I don't know about you all, but when. When I realize I've harmed someone else, I feel deeply ashamed. And when I realized I've harmed someone else. But I'm not even quite sure what I did wrong. I feel doubly ashamed because I didn't want to hurt somebody. And also, now I'm ignorant. So, So, this is. And these moments of shame are difficult to move through. I rarely respond at my best when I feel ashamed. And so, it's so important to have a norm to fall back on. Thank you for pointing it out. I'm not quite sure what I did wrong. Can we talk after the meeting, or do you want me to go look it up? You know, I think it's also important not to put the burden. Of, of educating us on, on someone who just had the courage and is probably exhausted, especially if it's if, it's the person who we caused harm to, who pointed it out. I think it's important to, to remember that I need to take responsibility for educating myself.

**Whitney Johnson:** So, shared vocabulary, shared norms. And by the way, I'm so glad that you said that about guys because that really bothers me as well. And I brought that.

**Trier Bryant:** It bothers me so much.

**Whitney Johnson:** And I brought that up the other day to someone and they said to me, But guys, it's just normal. We just all say that. And I didn't have a way to talk about that. So.

**Trier Bryant:** So, what you should say, Whitney.

**Whitney Johnson:** Yes.

**Trier Bryant:** You should say, okay, great. Now, yes, I want you to say you just say, okay, great. And then you start using gals, and it pisses men off, or ladies, it pisses men off to no other. I'll be like, Okay, great. Guys is an inclusive term, great. Gals let's go ahead and get the meeting started. And you should see the look on men's faces when you say that. And I go, Oh, you're not a, you're not a gal? You're not a lady? No. Well, I'm not a guy. Right. So, think about that. And just it's so easy to say, y'all folks, anything. It's something so small, but it really, truly does make a difference. Language is important and words matter.

**Whitney Johnson:** I really love the idea. First of all, the vocabulary, the norms, and also the piece around shame, because I really, I agree with that. There's a sense of, oh, I hurt someone and now it's almost paralyzing, not knowing what to do. So, you're, by having the vocabulary, having the norms, it allows us, I think you just said, to move through that shame.

Yes. Yeah, it is. Brené Brown obviously talks a lot about this very beautifully. But I think especially when you are overrepresented like as a white woman in the workplace, I never wanted to think of myself as a victim, but even less did I want to think about myself as a perpetrator and learning how to move through that shame so that you can fix problems is really, is really important. I think I was going to I had another idea for your you guys thing. The thing that I tried to do is I just say I'm not a guy, a simple I say I'm not a guy. And especially like around the dinner table, my daughter, who goes to an all-girls school, uses guys. And I say until it's just more boring for her to hear me say, I am not a guy. And, and, and she starts to just say you all because it's easier.

**Whitney Johnson:** All right. So, shared vocabulary shared norms. Let's talk about the shared commitment. Tell us about that as we move into my quizzing you on your lives and your formative experiences.

**Trier Bryant:** So, the shared commitment for me, Whitney, is really important as a black woman in the workplace, having been on the receiving end of the person being harmed, often the shared commitment is important that recognizes that it doesn't have to be the person that may be harmed by that bias to flag it, but that we need more upstanders and that we all need to recognize that one person may say something, but we all can say something and it sends a very different message. You know, Kim tells this story of how she was speaking in front of a large group and as a man was introducing the team that she was on with other men. He introduced them. And then when it was her turn to be introduced, he like kissed her hand. But it was more like a lick on the hand, like slobber. Totally. Gross. Right. But what's really profound about that story, though, is that in front of an audience of a couple of hundred people, no one said anything to Kim. So, Kim was like, well, was it okay? Was it not okay? But it would have been really powerful if not only one person would have said something to that man who did that. But if ten people would have went up and said something, right? So there has to be that shared commitment that when you flag it, that it doesn't have to be the person who is being harmed by that workplace injustice, but that it's everyone's responsibility. And also in meetings, what we say is that when you first start doing this, there's going to be bias in your meeting. So just because it's not flagged doesn't mean that it's not happening. It either means that no one had the courage to flag it, or our proximity to understanding what those biases may be is too far off right. But as we start focusing on having more diverse teams represented from different places and experiences, we're absolutely going to have bias in our meetings as we communicate and get the work done.

**Kim Scott:** So, what I would say for that shared commitment, let's commit if by the end of this recording we haven't flagged any bias, we're going to save a couple of minutes and think, what did we miss? Because we're not in the habit of doing this and habits are difficult to form. And so, the only way you're going to make this bias disruption habitual enough to actually disrupt the bias is if you commit to disrupting bias in every single meeting because it's there. I promise if you're looking.

**Whitney Johnson:** Well, and I will tell you before, as I was writing up my outline for what I wanted to talk with you about, I had included in the word blind spots, and I watched your TED talk. I'm like, Oh, I think I will be taking out blind spots because, and I use that term frequently and did not realize that that was something that could potentially be hurtful to people. So,

**Trier Bryant:** Yeah. You know what's interesting about that one, Whitney, that is probably the number one thing that people will comment on. On our TED video. We've gotten some real mixed reactions like people are like blind spot. I can't even say that anymore. And it is just so it just tickles me how.

**Kim Scott:** Southern.

**Trier Bryant:** How, how upset people get, like, I can't say that one. Oh, here's another word that I can't say. Like language is so beautiful. Whatever language it is, there's so many words in our language. And if to me, it's just like if we can change language, right? Instead of saying, Guys, it's folks or y'all instead of saying blind spots, it's gaps that small change to, to like to ensure that there's someone that we won't be harming. Right. It's, it's this concept of these, you know, we talk about microaggressions a lot in the workplace, and microaggressions are like mosquito bites. Whitney If you have one mosquito bite, it's annoying, but it's not a big deal. But if someone else has mosquito bites all over and they're constantly getting bit, they are absolutely distracted, and they cannot do their work. And so we have to understand that, like there are some folks were like, yeah, there's one thing that might be offensive or hurt them. But there are, there are folks that are in the workplace that we work with that they experience this every meeting, every hour, all day long. And imagine, you know, we tell leaders every minute that they're distracted by that or they're thinking about that harm. That's the time that they're not getting their work done.

**Whitney Johnson:** Right because they're not feeling safe.

**Trier Bryant:** They're not feeling safe. I'm focusing on something else. I'm not, I'm not focused in a meeting because someone just said something that harmed me, whether it was bias or prejudice or being bullied. I mean, and so from that perspective, you know, we just have to think about how can we create the environment where everyone can just do their best work.

**Whitney Johnson:** What I love about this framework is this idea of it makes it safe for us to change, to both promote change, but also to change.

**Kim Scott:** Yes. And I want to offer a little compassion for the people who are like, I can't say that I will confess, true confession. Here's me, being the person who caused harm, when I was writing *Just Work*, I worked with, with Breeze Harper, who does Critical Diversity Solutions, a company called Critical Diversity Solutions. And she pointed out seven words I was using that were problematic. One of them was, was blind and sloppy sight metaphors. And my initial instinct was, oh, my gosh, there's no safe word in the English language. And then I paused, and I was like, okay, that's seven words. How many words are there in the English language? And I forgot what the answer is, like 200,000. And I realized I was being ridiculous. But it did. But I did. We do that, that response of, Oh my gosh, I can't believe. And I think that's about moving through shame. Really. What I was feeling was I was ashamed that I had been using sloppy sight metaphors, but I was I had that defensive reaction. And I think learning how to recognize those kinds of defensive reactions and question them is key.

**Whitney Johnson:** So, for our listeners who are used to me talking a lot about the S Curve of learning, we, I, in particular, I'm about to be on the launch point of the S Curve of learning and learning more about how to disrupt bias. And so, with that commitment that if something comes up, we will flag it. And if it doesn't, like you said, Kim, at the end we'll do a debrief and just see what we were missing. So, we're all agreeing. We're all going to thumbs up each other. Say yes. Yes. Good. Okay.

**Kim Scott:** Yes, fully committed.

**Whitney Johnson:** All right. So, I would like to start by asking you, Trier, let's start with you. Tell us about a defining moment for you before the age of 21.

**Trier Bryant:** So, I went to the Air Force Academy. I turned 18 the week before I went, and I was incredibly nervous. And I showed up at basic training and I looked left, and I look right. And I was just like, How am I here? Right? Like, I don't deserve to be here. I'm not smart enough. I'm not fast enough, I'm not good enough. All these things. And by the end of six weeks of basic training, at the end, I looked left and looked right and I was like, How are these here? Like I am so much smarter, better, faster, right? And, and so that was actually really pivotal to me because, you know, I think that we all have had moments of imposter syndrome, but that was but it's okay to feel that way. But it will take time to prove to yourself that you absolutely deserve to be there, that you, you have earned to be there, and that you can handle it. And so, when I have those moments, when I look left and look right and I feel like, okay, I'm out of my league. I shouldn't be here. I give myself grace and time to say, Okay, how much time do you need to be where you look left, look right? And you're like, I got this.

**Whitney Johnson:** That is an amazing story. And what I love is that it didn't take you very long to figure that out. It only took you six weeks. I mean, so many of us would have said, okay, by the time I graduated, I'd gotten to the point that I felt that way. But I love that you figured it out in six weeks.

**Trier Bryant:** Well, it's basic training. So, they put us through a lot of things where a lot of people fell out, dropped out, you know, and you have to persevere, and you got to push through it.

**Whitney Johnson:** Yeah. Okay. So, I'm going to do a purple flag. I don't know if this is really bias, but can we not use swear words as we talk?

**Trier Bryant:** We can.

**Kim Scott:** Yes, I was going to I was going to wave that same purple flag. So, thank you for beating me. You learn fast.

**Whitney Johnson:** Yeah, but it's hard. It's hard. It was really hard for me to do it, but it's supposed. But that's exactly what you're talking about, right? And I wouldn't have done it if you hadn't given me permission to do it.

**Trier Bryant:** Well, thank you for flagging that and for sharing that, because Kim and I both, I mean, like Kim uses a cuss word in both of her original titles of the books. And, you know, I was in the military, so.

**Kim Scott:** Yes.

**Trier Bryant:** No, I absolutely can.

**Kim Scott:** When you asked about that story, I knew that it was going to be hard for me to tell you that story and not curse. So, I asked Whitney, but I should have, I should have replied all. So that you got that. Sorry about that.

**Trier Bryant:** That's okay.

**Kim Scott:** I usually curse. I'm usually the one who's getting in trouble for cursing.

**Whitney Johnson:** Anyway, I love that story. And like I said, I actually want to dig into that a little bit more. Were you able to move through that so quickly? Again, I'm fascinated because we get at the launch point of an S Curve of learning, and it tends to take a long time. Do you think it was compressed because it was basic training? And so, you just, you learn everything faster. You iterate everything faster. What do you think allowed you to move to this place of, Oh, yeah, I got this, so quickly?

**Trier Bryant:** Yeah, perhaps. But there's a difference between, for me, there's a difference between feeling I don't deserve to be here. I shouldn't be here versus I'm at the bottom of the list. Right. So, when I was in high school my senior year, I had the opportunity to go play volleyball for like the top volleyball club in Colorado. And there was 13 women, there's 13 girls on the team. And I knew that I was 13 of 13, but I knew that I deserved, and I earned that spot. But I also knew that, like by the end of the season, my goal was to be like, one of the top three or five players,

which I ended up doing. So, I think that there's a difference, right? I really didn't feel like I deserved to be there. It wasn't just about being at the bottom of the list. And so, I went out of my way to just I wanted to feel like I deserve to be there. And I'll tell people I'm rarely going to be the smartest person in the room, but you cannot outwork me like, like, I have you will I dare you to find someone that has better work ethic, stronger work ethic than I do? And I've leaned on that and relied on that for my entire life, and that's what I relied on. And so, by relying on that, again, people fell out, right? You're in a pushup position and who drops first? I'm not going to be the last person in a job, but I'm definitely not going to be the first person to drop. Right. And so, I leaned on that work ethic, but I think that it being basic training had something to do with it. But I also think it was just me persevering and pushing through it.

**Whitney Johnson:** I like that you made that distinction between being at the bottom of the list and feeling that you deserve to be there versus being at the bottom of the list and feeling like an imposter. Some way that that's an interesting distinction. Hmm. I want to chew on that a little bit. We'll let you breathe for a moment while we ask Kim about her, a defining moment before the age of 21 for you.

**Kim Scott:** So, this happened when I was seven years old. I write about this in *Just Work*. And I, my, my mother was pregnant with my little brother and my mother, and my father were playing tennis, at a, at a tennis club that we belong to that was all male. And there were very strict rules on the tennis courts. If two women were playing, a man and a woman could bump them. If a man and a woman were playing, then two men could bump them off the court. So, it was like it was that sort of clear, the discrimination. And so, and my mother, it was they were having a hard time and it was very important to them to play this tennis game together. I remember being aware that this tennis game had some, something bigger riding on it, and two men walked up, and I was picking blackberries around the edge of the court and I remember feeling this dread, Oh, no, these men are going to kick my parents off. And it's and they're going to be in a bad mood for the rest of the day. So, the two men walked up, and my mother points at her stomach and says, I have a man child inside of me. There are you know, there are two men on the court. And, and that one the day the men, and I was like, oh, my goodness, my brother's embryonic penis has won the day. And like my mother, my creative, funny, smart, determined mother counted for nothing in this. And I just remember thinking, this is ridiculous. This is so dumb. And, and, but, but at the same time, I think so kind of annoying that I had various strategies throughout my childhood and early career for pretending like it wasn't happening, for being in denial. I think one of the things that I realized much later about *Radical Candor* was that I had been sort of in denial about the kinds of things that were happening to me as, as a woman in the workplace. I never wanted to see myself as a victim. So, so, anyway, there's my, there's my defining moment. Age seven.

**Whitney Johnson:** Kim let's do a crucible experience for you and then we'll go to Trier.

**Kim Scott:** Sure. So, this happened shortly after *Radical Candor* was published, and I was giving a *Radical Candor* talk at a software company in San Francisco. And the CEO of that company had been a colleague of mine for the better part of a decade, a woman, who I liked and respected enormously, and one of far too few black women CEOs in tech or in any other industry, frankly. And after I gave the talk, she pulled me aside, and she said, I'm excited to roll out *Radical Candor*, Kim. I think it's going to help me build the kind of culture I want. But I got to tell you, it's much harder for me to roll it out than it is for you. And she explained to me that the moment she offered anyone, even the most compassionate, gentle criticism, she would get slimed with the angry black woman stereotype. And I knew this was true. I knew it was true. And it made me realize a bunch of things all at the same time. The first was that I had not been the kind of colleague that I, I saw myself as, that I wanted to be. I viewed myself as an upstander, but I had failed to notice for the better part of a decade the extent to which my colleague, who I liked and respected so much, couldn't show up at a meeting ever annoyed or angry. She was unfailingly cheerful and pleasant, and I had just not taken into account the toll that having to do that, because, believe me, she had what to be annoyed about.

**Kim Scott:** And as we all do in that period of time, the second thing I realized was, was this I had been in denial about the kind. So, you know, go back to that moment when I was seven years old. Now I'm, I don't know, 40 something and probably 50 almost. And, and I realized, oh, my gosh, you know, I have been in denial in some ways. I think, *Radical Candor*, was kind of a guerilla feminist text. But there's an enormous irony in being clandestine about gender in a book about candor. So, so that was a big one. And then I also realized that, you know, as much as I hated to think of myself as a victim, even less did I want to think of myself as a perpetrator. And so, I had also, I realized I had failed to come to grips with the kinds of things that I had done as a white woman in the workplace. I

had hired, I had hired teams very often, teams of men, all men, all white men who were all over six feet tall, literally more than once. Like, what was that about? Why, why had I not been conscious of that? And I also realized as a leader, I had failed to create the kind of environment in which everyone could just work, just in the sense of justice, and also just like not pay this invisible tax that underrepresented people pay. So, that was what prompted me to sit down and start writing *Just Work*.

**Whitney Johnson:** Wow. All right, Trier, what about you?

**Trier Bryant:** I think it was a lot of small moments, and that the moment, though, was the first time that I wore my natural hair out at work, which was actually at Twitter after 14, almost 15 years as a professional. And, I remember I have such distinct memories through my military career, through working at Goldman Sachs and financial services, and then going into tech. In the military, definitely muting myself to be less attractive, as people perceived me. And then also like being not as feminine, and not, and then also feminine and attractive, that's one. And then also just not living out or living and walking in my blackness at work. So, I didn't feel comfortable wearing my professional hair in the military. It definitely did not feel professional. I feel comfortable wearing my natural hair when I worked in financial services and when I first got to Twitter, I didn't either until my team started doing events with influencers on the platform, particularly those that had large platforms and voices on Black, in Black Twitter. And I saw them coming to these events and being embraced, and being successful, and being respected, and talking to Twitter leadership, and what they said mattered. And it signaled to me that maybe as an employee, I could do that to. And even though there are some instances where I wore my hair differently in a natural hairstyle than one day, and then I was in a meeting and someone was like, "Well, should we get started?" And an individual, the person actually that I reported to said, Oh, well, we should wait for Trier.

**Trier Bryant:** But I was actually sitting in the room, and I was like, I'm here, and I was actually the first person at the meeting, and he was like, Oh, he was like, I didn't recognize you with, with that hair. And then leans across the table to stick his hand out and it's like, Oh, nice to meet you. I'm so-and-so, like, and I was just like, okay, whatever. But, to me, it was just, it took me a really long time in my career to show up. With pride and, and comfortable as like a black woman in the workplace. And there was a lot of just defining moments leading up to that where I didn't. And then when I finally did and then like, you know, like stepping into that. So, like right now, like I have this shirt on that says Queen and it's by a black designer. And I have this sweatshirt by Angela Rye that says, "We built this joint for free," talking about America. Slaves, those that were enslaved people built. I'm going to wave a purple flag on myself. Not slaves. Slaves, not.

**Whitney Johnson:** Instead of enslaved.

**Trier Bryant:** Enslaved people that were enslaved. So, enslaved people in this country, you know, built this country for free. And I told someone when I left Twitter, a friend of mine, we both had these sweatshirts. And we were at Twitter and the head of sales, a white man, saw us in the elevator and I was like, I love your shirts. That's awesome. And it was so empowering that he understood it. He got it and he was like, "It's great that you're wearing that at work." And from that moment, I told someone, I said, I could never work at another company where I cannot wear this sweatshirt and feel comfortable of how people would receive it.

**Whitney Johnson:** So, you're saying that one important moment for you was when you were at Twitter and people, management was dealing with influencers, you saw how they were responding to them. How they were interacting with each other. And that started to give you some permission to say, let me see if I can show my real self. Let me see if I can show who I am. And you started to gradually do that. And now you've got this sweatshirt that it sounds like you can use as a little bit of a litmus test to see how people respond. And you're like, okay, it's safe here. Or, No, it's not safe here.

**Trier Bryant:** Yeah. And it's and it's interesting because we, I have a whole bunch of sweatshirts and t-shirts now. I mean, I have a t-shirt that I've actually, I wore to work at Twitter, and it said, F it, I'll do it. Signed black women. So, like and I've worn that, and people would be like, would be like because I wear it to work with people like because, you know, y'all get stuff done right like, you know. And so, it's just, it just shows like culturally but it's also, is also shows how it took me a really long time to get there.

**Whitney Johnson:** Yeah. It sounds like you were in your thirties when you started to get there.

**Trier Bryant:** Yeah. Yeah. Mid-thirties.

**Kim Scott:** She's only 25.

**Trier Bryant:** Thank you, Kim. Thank you. Anyone asks, I'm only 25.

**Whitney Johnson:** Back in your, back in your, late teens.

**Trier Bryant:** Right.

**Whitney Johnson:** So. But again. But should we wave the flag? Will we talk about age?

**Kim Scott:** Should we do? Yes, we should. We should. I am 54 and proud. I love being in my fifties. You're right. The, the, the cult of youth is, is problematic.

**Whitney Johnson:** Wow. It just creeps in, doesn't it?

**Kim Scott:** It does.

**Whitney Johnson:** It does. Fascinating. I think it's time to go to the *Radical Candor* framework. I, I thought about, she's not going to want to talk about this. She's talked about it so many times, but it's kind of like the Beatles and "Hey, Jude", you just got.

**Kim Scott:** Well, if it's like the Beatles and "Hey, Jude", I'll talk about it every day.

**Whitney Johnson:** So, can you just talk us through it at a very high level for people who are saying, okay, I just want to understand what this *Radical Candor* thing is if they don't if they're not already familiar. Just talk through it very briefly.

**Kim Scott:** Sure. So, *Radical Candor* is what happens when you're able to care personally and challenge directly at the same time. So, that doesn't sound so radical. What's so radical about caring and challenging. But the fact of the matter is that so many of us have such a hard time with feedback. And so, what I tried to do with *Radical Candor* is imagine a, on the vertical line, a vertical line, and at the top it says care personally, horizontal line, challenge directly. So, when you do both at the same time, you're in the delightful upper right-hand quadrant and you're radically candid. What happens when we challenge directly, but we fail to show that we care personally? Which we all do from time to time. That is called the Obnoxious Aggression Quadrant. So, I think a lot of what *Radical Candor* is, is defined by what it's not. So, it is not obnoxious aggression, and yet being a jerk is a mistake we all make all the time, unfortunately, even if we don't intend to. And in fact, in an earlier version of the book, I inserted a curse word in the obnoxious aggression quadrant, and I stopped doing that not only because people objected to the curse word, but also because as soon as I did that, people would use this *Radical Candor* framework to write names and boxes.

**Kim Scott:** And I beg of you, don't do that. These are not labels to accuse people with. These are mistakes that we all make all the time. So, use this two-by-two framework to guide specific conversations with specific people to a better place. So obnoxious aggression. There's a lot of problems with obnoxious aggression, mostly is that it harms other people. But it also, when we realize we've landed there, most of us have the instinct to go the wrong way on challenge directly. Instead of doing what we would be better off doing, which is going the right way on, on care personally. So, we go the wrong way on challenge directly and we say something like, Oh, I didn't mean it. It doesn't matter. It's no big deal. But we did mean it. That's why we said it. And it does matter. It is a big deal. And so, then you wind up in manipulative insincerity and this is where backstab, if obnoxious aggression is front stabbing, manipulative insincerity is backstabbing, sort of passive-aggressive behavior, political behavior, all of the things that make work sort of gross, creep in, in manipulative insincerity.



**Kim Scott:** And when we think about things going wrong at work, we tend to tell stories about obnoxious aggression and or manipulative insincerity. If you, if you watch the office, it's all about those two behaviors. But the fact of the matter is, the vast majority of us make, the vast majority of our mistakes in this less dramatic quadrant where we do remember to show that we care personally, because, in spite of everything you see on social media, most people are actually pretty nice people. So, we do remember to show that we care personally, but we're so worried about not hurting someone's feelings that we fail to tell them something they're better off knowing, and that I call ruinous empathy. In fact, our silence around bias is a good example, mostly of ruinous empathy, because part of the reason that we don't wave that purple flag, that we don't disrupt the bias is that it's awkward. And we don't want to, we don't want to upset that person who just said, but the person's better off knowing if it's bias. I mean, if it's prejudice, we're in a different kind of territory. But if it's truly biased, they should want to know and correct it. So that's *Radical Candor* in a nutshell.

**Whitney Johnson:** So, for those people who are listening and saying, I've got to work on this, I know I need to do this better. They're at the launch point of the curve. What are one or two tips that you would give to them?

**Kim Scott:** So, the first tip is, start, don't dish it out before you prove you can take it. Start by soliciting feedback, not by giving it. Actually, really, really important. And that's important for a bunch of different reasons. But I want to talk specifically about how you can solicit feedback because if you say, do you have any feedback for me, you're wasting your breath. I can already tell you the answer. Oh, no, everything's fine. You know, nobody with the possible exception of children, if you have them want to give you feedback, your kids really do. But nobody else in your life wants to give you feedback. So, you've got to ask the question in a way that can't be answered with a yes or a no. And you also need to ask the question in a way that sounds like you. So, I will share this question I like to ask, but you should not just adopt my question because then you'll sound like you're someone else and not yourself, and the other person won't believe that you want the answer. So, the question I like is what could I do or stop doing that would make it easier to work with me? But I was working with Christa Quarles when she was CEO of Open Table and she said, I could never imagine those words coming out of my mouth. The question I like to ask is, tell me why I'm wrong. Okay, that's fine too. You can ask in a different way, depending on who you are, but it's not only about you, it's also about that other person that you're asking. So, So, for certain people on Christa's team, she needed to ask more gently because that felt intimidating to them. So, you need to adjust for the other person.

**Whitney Johnson:** So, can I have you pause there for two seconds?

**Kim Scott:** Yeah.

**Whitney Johnson:** So, Trier, how do you like to ask for feedback?

**Trier Bryant:** I like to ask for feedback before. So, one of the techniques that I use is that when I first meet someone and we first start working together, I'll say I've actually received feedback that I'm really good at actioning feedback and I like direct feedback in the moment. So, I would love for, and I also let people know that it's not just things that I need to do better, constructive, but also things that I did well so I can reinforce that behavior. And then another thing that I also do is I'll say, hey, do you have any feedback? But while you're thinking about it, I will start giving myself feedback so they can hear how critical I am of myself, which I think makes people feel comfortable, like, well, if Trier is going to wrap herself like, oh, well, I've kind of opened the door a little bit to be like, okay, actually I agree with that, right? You should have done that a little better. And to build that muscle, the other thing that I've learned with my teams is that I can be very critical with feedback, but they don't take it personally because they see, they see myself giving that feedback to, to myself and my stuff as well. Yes.

**Kim Scott:** Purple flag. Oh wait, notice. Instead of see.

**Trier Bryant:** Yes, notice.

**Kim Scott:** Sorry.

**Trier Bryant:** Not see

**Whitney Johnson:** Oh, interesting.

**Trier Bryant:** Sight metaphor.

**Kim Scott:** Very often. Very often. I say this. I know this because before I turned *Just Work* in, I did a quick search of the document. And I really thought I had eliminated my sloppy sight metaphors. But I had used see in the way Trier just did in a 350-page book 99 times. It's unbelievable how frequently these creep into the way we talk.

**Whitney Johnson:** Huh. Wow. Okay. All right. So let me just see if I. Oh, I just did it.

**Kim Scott:** Notice. See? Notice. This is remarkable, isn't it?

**Whitney Johnson:** Let me repeat back to you, Trier what I think I just heard.

**Trier Bryant:** Yep.

**Whitney Johnson:** All right. You, when you first start working with someone, you give them permission immediately by saying, hey, I have heard people tell me that I'm really good at acting on the feedback that I receive. And so, when we're working together, I would love for you to give me your feedback so that I can get better, and we can work together more effectively so that.

**Trier Bryant:** Directly, and immediately. Yes.

**Whitney Johnson:** Oh, you like directly, and immediately. What was the second thing? I got so distracted by our purple flags. What was the second thing you said?

**Trier Bryant:** The second one is I show them, I will say, hey, do you have any feedback from that meeting while you're thinking about it? And then I will do a deeper dive into my own assessment and giving myself feedback, which signals to them. Oh, like Trier's, she's very specific or detailed, or oh, actually, that's a good point. You can, you should do that better. Or You did do very you did do that very well. And so, to me, it's like teaching people how to give me feedback the way that I like to get feedback. But I think what's really important about *Radical Candor* is that what people need to understand is that I think giving feedback and receiving feedback is a skill and a muscle and we have to invest in both.

**Whitney Johnson:** And do you give yourself positive feedback when you're doing the debrief?

**Trier Bryant:** I'll be honest. No, I'm not. I am more focused, and that's something that I need to work on, however. But I think it's also I'm just a, I am a person. One of the things that we do in the military, it's called a hot wash. After a mission, after anything, everyone comes together and debriefs on what could have been done better. And it usually lasts anywhere from 60 to 90 minutes. Let's say we did a mission, and we got a 90% on that mission. We're going to have a productive conversation for 60 to 90 minutes on that 10%. We could have done better regardless. We could get a 95 or a 96. Right. But we are going to talk about and dissect what we could have done better. And I think that I was like that even before the military. So, it's really refined that. That's something that I need to get better at. But what a mentor actually told me when I was at Goldman is they were like, Trier, you? Yes. There are things that you can learn from failure, but you also need to learn from your successes. And I appreciated that feedback because I love to fail to a certain extent, because you learn so much. And when you were talking about, you know, professional books that have just really shaped and been so impactful. My favorite is John C. Maxwell failing forward. And because when you learn how to fail forward, you don't have that fear of failure because you know that you know you're going to learn so much. So, I leave the experience, take the lesson, and move forward. But I've also had to work on taking the lessons from success as well.

**Kim Scott:** And that kind of growth mindset that Trier just illustrated is central to *Radical Candor*. I mean, there's no point in sharing this stuff with people if they can't grow from it. The whole, the whole reason why it's a gift is because people learn.

**Whitney Johnson:** Something that I say to my team when I see something that I need to, to correct is I will say to them, giving feedback is very awkward and uncomfortable for me. So, I want you to know that by delivering this to you, this is me saying, I am invested in you, I believe in you, I want you to get better. And that is why I'm doing; I'm overcoming my discomfort to deliver that feedback. Did I get that from you? I kind of did, didn't I?

**Kim Scott:** A little. A little bit. A little bit.

**Whitney Johnson:** Yeah, that's what I thought.

**Kim Scott:** I think that that, that monologue might be better internally. I think that when, when I try to give someone feedback, I try to stay focused on their emotions.

**Whitney Johnson:** Their emotions.

**Kim Scott:** And not on my own. I have my own emotions and I don't want to dismiss those emotions, but I think it's really important to make sure that we are, *Radical Candor* is a, it is a dialog. It's not a monologue. And when we communicate with someone else, we communicate on two planes at once. One is sort of intellectual and the other is emotional. And when we don't focus on the other person's emotions, when we try to dismiss them or ignore them, or when we're too focused on our own emotions, then we, we're not going to communicate very well. So, I think the thing that I try to do when I go into these conversations is to say something and to say it gently and to notice how the other person responds. And then I want to choose the right vector on the *Radical Candor* two by two. And so, if the person is kind of brushing me off, which is what I mean, actually, nine times out of ten, the person says, thank you for pointing it out. This is helpful. So, I want to reassure people, like most of the time it's not as bad as you fear it's going to be, but sometimes the person brushes me off, and then I need to go further out on the challenge directly to mention that I'm probably comfortable going. Or the person is sad or mad and that's when I need to attend to the care personally dimension. So, I try, you know, I can't control someone else's emotions as best I can manage my own.

**Trier Bryant:** Whitney one thing. So, when I was first introduced to *Radical Candor*, I loved it because I said, oh, civilians, this is how we've been doing feedback in the military. Yes, do this right. So very much aligns with how you're taught to provide feedback in the military. However, the one thing that I would highlight for people to consider, is that when we talk about caring personally, that is an investment that actually needs to be made before there's an opportunity for feedback. And I think that people don't think about that as much. Right?

**Whitney Johnson:** Yeah.

**Trier Bryant:** In that moment, if someone is reacting. Yes. We need to care personally in that moment. But there's things that you can do to make that investment so that when it is time to give feedback, you've got, you already have that investment made that this person knows that,

**Whitney Johnson:** That you care.

**Trier Bryant:** That you care about them. And I think that that's where leaders you can't come into a one-on-one and be like, Kim, you know, you're so great and you're such a great value add to the team and also hear some really hard feedback that you need to hear. Right?

**Whitney Johnson:** Right.

**Trier Bryant:** But you have to make that investment in other ways and ways that are unique to them so that they know that you care. And, you know, I told this to Kim, but like when I was, I worked at a company once where people who were not on my team gave feedback about how I communicated with my team, that I was really direct, and I was really harsh.

**Trier Bryant:** But they didn't understand the culture and the dynamic of our team that no one else on the team actually felt that way. Right? But I had made that investment so that I could and even in a public setting, tell

someone like, that's not what we ask for, that's not what we're doing. Like that does not meet the bar, like start over, and they'd be like, Okay, yeah, you're right. And then they go do it over. And for someone who hasn't made that investment or doesn't have that dynamic or relationship or rapport, they'd be like, wow, like Trier's really mean to her team, right? But then they'd be like, no, I do better work, right? She holds us accountable, but I can't. Did I show up and engage with my team on day one or the first time that someone was hired? No, but I think the other part is that I really believe in managing expectations. And I manage expectations of not only those that are on my team, but also peers that I work with. And more importantly, what I've really had to do better is when I'm reporting to CEOs, managing expectations of CEOs of how I will show up, and being consistent on that.

**Kim Scott:** I think also. Yes. And the seeds of trust that trust, that you're talking about Trier are sown actually in *Radical Candor*. So, if you take a simple example, like let's imagine we're having lunch for the very first time and I have spinach in my teeth. You know that the thing to do is to tell me about that spinach, even though it's more awkward because I'm a, you know, a relative stranger. It's much easier if it's a good friend or someone you've worked with for a long time to tell them about the spinach in their teeth. But you know that if you don't tell me that I'm going to go to the bathroom and see the spinach in the mirror and think, gosh, why didn't she tell me? And so, I think that is like the origin story for me of *Radical Candor* happened with a perfect stranger on the streets of Manhattan. So, I was walking, I had a new puppy. I loved this puppy. I loved her so much. I had never said a word to her. I was walking her, and she jumped in front of a speeding cab. I pulled her out of the way in the nick of time, and I'm standing there on the corner with my heart in my throat.

**Kim Scott:** And this man, a perfect stranger, looked at me and he said, I can tell you really love that dog. That was all he had to do to move up on the care personally dimension. Sometimes it's just about seeing another person as a human being in the moment. But he says to me, you're going to kill that dog if you don't teach her to sit. And he points at the ground with kind of this harsh gesture, and he says, Sit, the dog sat. I had no idea she even knew what that meant. And I kind of looked up at him in amazement and he said, it's not mean, it's clear. And then the light changed, and he walked off, leaving me with words to live by. So, I think it's really important to remember that you don't want to hang out and ruin a sympathy. That's not a good way to build trust, even though it feels safer. Actually, sometimes the, the way that we have these conversations with people is the way that we build that trust. But you, of course, as Trier said, you want to start much more gently with someone who you're just getting to know.

**Whitney Johnson:** It's not mean. It's clear. Thank you for that primer on *Radical Candor*. Let's now talk about your company, Just Work. How did it come about?

**Kim Scott:** It started with me begging Trier for help.

**Trier Bryant:** It's, so Kim, Kim basically has this model where she writes a book, starts a company, goes, and writes another book, starts a company. It seems to be working very well for her. So, you know, Kim was finishing up *Just Work* and she was looking for a co-founder CEO for Just Work, the company. And we were introduced and at the time I was a chief people officer. In the middle of COVID, launching rockets, building rockets, and launching rockets. And 80% of our employees had to physically touch the rocket to do their job. So, as you can imagine, in the middle of COVID, I was beyond stressed and overwhelmed. And then everything that was going on with Black Lives Matter and all of the demonstrations. And so, Kim was like, I love to like you. And I was like, Look, I'll, I'll look at the book, I'll give you some feedback, but I don't have time to go start a company. Right? Like, I'm just trying to keep this company above water. And after getting the book. Being a diversity equity and inclusion practitioner for over 15 years, I was blown away by the practicality of the framework in the book. And the reason why I say that is because in the D, E, and I space, we for years have just done too much talking. We talk about things, and we make great points on why it matters. But we're in this really unique moment right now, Whitney where people actually want to do better, but they don't know what to do. And people are just like, just tell me what to do. And so the fact that there is this framework, this *Just Work* framework, that not only very clearly defined the root causes of workplace injustice, bias, prejudice, bullying. Bias is not meaning it, prejudice is meaning it, bullying is just being mean.

**Trier Bryant:** And then to say, hey, when you observe these situations, these injustices, when you experience is this is what you do. And from four very clear points of views, either you, the person who's being harmed, causing the harm, an upstander, which is a bystander that we hope intervenes, or a leader. And your job is to prevent these

things from happening. And so, it just gives you a very clear framework where Kim and I have done keynotes and we have so much feedback and testimonials that like, hey, in our keynote. And then I went to my next meeting, and I immediately started implementing this, right? Like even just in this conversation, right? You didn't have to go and do all this work to learn how to disrupt bias and look how easy this has been in this conversation. So, I was compelled to say, hey, this is there's something here and we need to get this out there. So, I had a previous consulting company doing D, E, and I work and people advisory services. And so now we've just come together where we do it all and it's just everything. You know, to just how do you take care of your people? And how do you create more equitable and inclusive workplaces so that everyone can just do their best work? And I think that the framework is just so powerful because of how tactical and practical it is. And yes, Kim is going to give you another two by two, but there is a larger framework with a lot of different pieces added into it. Know, again, so that you what do you do when you don't know what to do? It answers that question in so many different ways.

**Whitney Johnson:** It really is. I mean, I read it. It took me probably a couple of weeks to read it because there's so much information. It's so, so dense, and dense in a good way. Can you just repeat really quickly? Trier, you said bias is not meaning it. Bullying is being mean, and prejudice is, fill in the blank. I don't remember.

**Trier Bryant:** So, bias is not meaning it, prejudice is meaning it, and bullying is being mean. Which I really love.

**Whitney Johnson:** So well said. Okay, so, Kim, do you want to add anything to that?

**Kim Scott:** I couldn't have said it better myself. Trier, I think, did a remarkable job explaining my framework better than I could have explained it. I think that the other thing I would add is when you think it is bias, we talked a little bit before about using that I statement which invites someone in to understand things from your perspective. So, what's that I statement? I don't think you meant that the way it sounded. You know, I am not a guy is another example of an I statement, whereas if it is actually prejudice, if the person does mean it, that is so much harder. And so, in that case, you really want to make sure that you're using an IT statement. It is illegal. It is an HR violation. It is ridiculous. And its statement sort of draws the boundary between one person's freedom to think whatever they want to believe, whatever they want, but they cannot impose that belief on the rest of us. And then with bullying, a YOU statement. You can't talk to me like that. My daughter explained this to me. She was getting bullied on the playground and I was encouraging her to use an I statement. And, you know, I feel sad when you blah, blah, blah, blah, blah. And she begged her fist on the table and she said, Mom, he's trying to make me sad. Why would I tell him he succeeded? I realized, you know, that's a really good point. A misuse of the I statement. You don't want to invite a bully in to notice things from your perspective. You want to push them away from you.

**Whitney Johnson:** Yeah. Interesting. So, there's I for bias.

**Trier Bryant:** An I statement for bias.

**Whitney Johnson:** There's a YOU statement,

**Trier Bryant:** IT statement for prejudice, and a YOU statement for bullying. Whitney, the other thing that I, you know, that's really important is it's one thing for you as an individual to have this framework in this language. But what's even more powerful is when this is introduced to an entire organization or a team, right? Because then if we all have the same shared language on how we are defining these injustices and what to do, then you know what's going to happen. And we can use the same language, right? We've worked with a previous client that we did a keynote, we introduced this, and then they came back, and they were like, okay, so now that you've defined all these things, all of our, you know, our employees have come and said, hey, this is bias that I've experienced. This is so forth. And, and they were like, we didn't we had no idea. And it was because if you don't know how to recognize, what it looks like, then you if you can't name it, then you can't solve for it. Right. And one of the biggest things that I took from Kim's framework is I'm reading the book and then it's like bullying, right? Being mean and all. And I was like, you know, if you would have asked me before *Just Work*, if I had ever been bullied in my career, I'd be like, Whitney, have you like we've had this conversation, right? Of course, I haven't been bullied. Right. You come for me; I'm going to come for you. Then you read, *Just Work*. And I'm like, wow, I've been bullied so much in my career. Never stood up for myself, didn't do anything about it because I didn't name it in that way.

**Whitney Johnson:** So powerful. Is there a simple hack to know or indicator to know when we're doing others harm? And so let me just play out something that came to me as I was listening to you. If you. So, for example, if I say, hey, I felt bad when you listed all the men who contributed to this project, and you didn't include mine. And the response is, don't be so sensitive or I didn't mean anything by it, or it wasn't intentional. If we say something like it wasn't intentional or I didn't mean anything by it, is that an indicator to us that we might be doing harm?

**Kim Scott:** Yes. I think any time you're lecturing someone else on assuming good intent of you, or I didn't mean it, or I was just joking, what you should be saying is, I'm sorry. Start with those words instead.

**Whitney Johnson:** So, when it comes to the vocabularies and norms and commitments, how do you think we did?

**Trier Bryant:** I think that we did well. I think that there were a couple where you know I. Kim and I always love debriefing after these conversations. So, I have a couple of takeaways that I want to get her perspective on. I think that bias is not meaning it, but it's causing someone harm. So, for example, the age thing, like I always joke about my age. I don't, like, by saying that did it cause someone harm? Is that bias, or is it just like, I don't know. I don't know where I land on that the way it just kind of unfolded. Right. But I think that having those conversations are important and creating those learning moments for everyone. We have a client talking. Double-clicking on learning, learning opportunities, and learning moments. We have a client that they send a monthly newsletter to the whole company about what's going on. And there's a little section in the newsletter that basically tells quick stories of things that happened in the organization. For example, you know, bias or prejudice. So, people are like, Oh, wow, well, that's a learning moment. But also, that happened here at the organization because oftentimes people will think, Oh, that doesn't happen in our company. We're inclusive, we all get along and we're all nice. And, you know, I have to remind people that kindness is not on the spectrum of any type of racist behavior, prejudice behavior, sexist behavior, homophobic, you know, xenophobic behavior. You can be an incredibly kind person and have problematic behavior and language. But I do think it's important to have these conversations and not just sit back and go, well, I didn't understand that or walk away feeling like that was too much. Right. Because, again, we can evolve through those conversations, and all grow and learn something.

**Whitney Johnson:** So, what I'm taking away from what you said is that there are some things worth analyzing and wondering about. And like you said, not knowing where you land, but productive in that, we did it. We had the conversation, we created the vocabulary, we had the norms, we had the commitments, and it was much more productive than it would have been otherwise. And I'm hoping that that's one of the takeaways for people.

**Trier Bryant:** Right, or because like holding that in, right. Like even you're saying like, hey, let's not use curse words, right? You could have sat there for the rest of and go, okay, I hope that they don't cuss again. I hope. Right. And again, that's a distraction. Now you're thinking about that versus just saying, hey, like, you know, purple flag, let's just call that out quickly, and then we can continue to get the work done. So again, it makes it more productive, you know, and then it's like, hey, absolutely. And so, thinking about how efficient and effective that is. And then again, like, we can continue to get the work done.

**Whitney Johnson:** Yeah. Hmm. Okay, two final questions for you.

**Trier Bryant:** Yeah.

**Whitney Johnson:** What was most useful for you in this conversation? And it may be something that someone said, but it was probably something that you thought.

**Trier Bryant:** Honestly. Whitney, the most the biggest thing that I took from the conversation is you being such a great host, and not a lot of people know how to do that very well. And, you know, when people when the team asks us, hey, how was that podcast? How is that interview? My first response is always, they were a great interviewer, and a great host. Therefore, it's going to bring out the best in Kim in myself. Or be like, oof! Host was not good. So, it's like, okay, well then, the podcast were like the interview really had no, I didn't really have a chance and it's really hard sitting on the other side to carry a conversation. So, I would say that is the biggest thing that I took from this conversation. So, thank you.

**Whitney Johnson:** Oh, that's very sweet. Thank you very much.

**Kim Scott:** You know what was so great about today? I really am glad that we used the purple flag in the, and it was also useful to see how it did interrupt the flow of the conversation. But we got right back in. And here's the thought that I had that, that was, that I didn't, that I didn't speak. So, thank you for giving me the opportunity to speak it. Was that little disruption. It was like a grain of sand, in an oyster that's going to turn into a pearl. That was that, was what that, that interruption did for me. But I may be, I may be biased about bias interrupters. So, you can tell me whether the interruption was, was as sort of productive for you as it was for me.

**Whitney Johnson:** My final question for you is, do you have any final thoughts that you would like to share just to wrap up this conversation in a bow?

**Trier Bryant:** My final thoughts are oftentimes we default to silence. And so, how do we disrupt that and not default to silence? So, the ask is, let's not default to silence in the face of these injustices, and let's do the work and challenge ourselves and get comfortable being uncomfortable to prevent these things from occurring in the workplace. Because we can. And the other thing that we know about bias, is that bias is a behavior and it can be disrupted, and we can change it. So, let's make that investment because it's absolutely worth it and for everyone to just go out there and be more consistent and stronger upstanders because we, we need them in the workplace.

**Whitney Johnson:** I love that. Let's be more consistent, stronger upstanders. Trier Bryant and Kim Scott, thank you so much for being with us.

**Trier Bryant:** Thank you, Whitney.

**Kim Scott:** Great to talk to you. Thank you so much.

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What a great conversation. Here are four major takeaways. Number one. To fight bias in your organization, make a firm commitment. This doesn't just come from the CEO. It comes from you. Your organization needs, as Trier and Kim put it, upstanders, people across your organization who have practiced recognizing bias and who are willing to wave the purple flag when they see it, to create inclusive language and norms throughout.

Number two. Language is beautiful. I love Kim and Trier's response to those who feel hindered when their words are flagged as non-inclusive. Breaking the habit of saying, guys, is easier than we think because our language offers limitless alternatives. You all, folks, friends, etc. Making that extra effort is a sign that you care about inclusion.

Number three. Lay a foundation for feedback. Feedback style isn't a one size fits all. This will always be unique to the person receiving it or the team culture in which it's communicated. Doing the work to customize it and considering the emotions of the recipient is key. Kim and Trier also explained that giving and receiving feedback is a muscle that needs a constant workout and a skill that must be invested in. Nobody wants to give feedback, but you can ask for it and give it to yourself in ways that make others feel more comfortable doing so. This technique also helps avoid the trap of ruinous empathy, where everyone is so afraid to hurt each other's feelings that we don't give feedback at all.

Number four. Build a common language for talking about bias. I absolutely loved this framework. Bias is not meaning it, use I statements. Prejudice is meaning it, use IT statements. Bullying is just mean, use YOU statements. If you're not sure where to start, just have the meeting like we did and commit to practice. For more on the need to be aware

of bias, listen again to General Stanley McChrystal, [Episode 245](#). For more on equity, listen to Luvvie Ajayi, [Episode 166](#). And for those of you interested in thinking more about women and bias, give Sallie Helgeson a listen, [Episode 229](#). Thank you again to Kim Scott and Trier Bryant for joining us. Thank you for listening. Thank you to our producer, Matt Silverman, audio engineer, and editor Whitney Jobe, and production assistant Cassidy Simpson.

I'm Whitney Johnson.

And this is Disrupt Yourself.