

CLARIFY



ENERGISE



ENCOURAGE



STRETCH



CEES MODEL™

'Free at Work', Radical Candor, Kim Scott

"...The next step is to think about how to give your team a sense of **autonomy** and **agency** so that they too can be centred and bring their best selves to work.

You can guide your team to get results if you've built **trusting relationships** with each person reporting to you, and *there can only be real trust when people feel free at work.*

'The first rule of building the kind of relationship that will make people feel free at work is to **relinquish unilateral authority.**' ('Unilateral' – performed by only one person or group involved in a situation, without the agreement of others.)

If you're a manager at Google your authority got laid down for you. If you're a manager at almost any other company you're going to have to relinquish it voluntarily. That will take enormous discipline.

It's natural to crave a little control, but power and control are illusory and won't get you where you really want to go. Relationships are more effective and more satisfying. The basic premise here is that when everyone on your team is able to bring the best of what they've got mentally, emotionally, and physically to their work, they're more fulfilled in their jobs, they work better with one another, and the team gets better results.

You can't get that out of people with power authority or control.

... If you can build a trusting relationship with people so that they **feel free at work** then they are much more likely to do the best work of their lives. But you're not getting it out of them, you're *creating the conditions* for them to bring it out of themselves. As discussed in chapter one, there are few things more damaging to building a trusting relationship with another person than unilateral authority, or a sense of superiority. The way you treat people determines whether you'll get:

- their best effort
- a perfunctory effort,
- or an effort to sabotage you

When you treat people like cogs in the machine you'll get no more than you demand, and you create an incentive to break the machine.