

CARE to Lead

Care and Candor Can Co-Exist

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Earle Airey | Victory Leadership, LLC

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Welcome to Victory Leadership, where good leadership leads to victory. Here we help emerging and established leaders win through clarity, confidence and growth. Let's get started. Welcome to the leadership pit stop.

My name is Earl Airy with Victory Leadership, and I'm so glad that you are with me today because today we're going to continue our Victory Leadership To Lead series. I wasn't expecting it to turn into a series, but hey, when people were mentioning that this is a winner, I just want to keep providing.

I just want to share information to people who can utilize it so. So that they and their team can be the best version of themselves. So as we continue, let's kind of look at how we got to this point so far.

So in a recent episode, we talked about making Room to Lead, and these are all acronyms. Room was an acronym and LEAD was an acronym.

But as we move forward, the to Lead is going to carry all the way through and, and we're going to take a look at the front portion. But with Room to Lead, we were talking about recovering capacity, you know, owning that gap and opening work through delegation.

So leaders, you don't have to do it all yourselves. You can encourage other people to grow and share some of that load so that you can concentrate on other elements of great importance.

And it's not to say that what you're delegating is not important, it just is something that you can allow someone else to get their feet wet with. And when you're learning to swim, getting your feet wet is not a nice to have or something we should do. It's a priority. It's going to happen.

So through that, we are making leadership visible, listening inward, listening to ourselves while edifying others and appreciate intentionally, not just passively and not just a good job, not that that doesn't help, but appreciating the individual for who they are, not essentially what they bring, I mean, what they bring as far as in themselves, but as far as the job itself. We want to recognize that, but we also want to appreciate them for who they are.

In the episode, of course, it was a focusing on things that help to create that capacity to lead. Well, then we explored serve to lead. That's what we want to see the person and equip them for success.

Remove those barriers that hamper growth, hamper contribution and what's needed for them to reach the goals or the objectives that they wish or have been assigned to obtain. We want to empower the contribution because in that episode we were looking at focus leadership. It's a strength. It's not being soft.

It is a soft skill. But with the human condition, soft skills are rock hard.

A colleague of mine, she put it very, very poetically that they're not soft skills, they're power skills.

Because when you can wield these skills well, you can be a very powerful leader that have people who want to give their allegiance to you because it's deserved, not face fear because people think they're going to get fired or they're going to lose something that's very valuable to them. The elements around utilizing that strength.

Especially when there are difficult conversations, knowing what needs to be said, how to tell the truth without diminishing the person and what they, you know, what they need to know to bring both candor and kindness at the same into the same conversation. So leaders can be candid as well as kind. And you should encourage your people to be candid and kind with you as well.

Because then you're sowing the seeds of leadership and you're starting to set them up for future success. So as you are poured into, pour into others. And so the next episode, so today's episode is going to look at care to lead.

Why candor and kindness can coexist. And this is pretty much the core idea. Candor tells people what they need to hear and kindness helps them to hear it without losing their dignity.

So we're going to visit this. So let's go ahead and refuel and pull into the leadership pit stop so we can get topped off and get back in the race.

So here's today's green flag moment. We're heading back out on a track. We're about to get the green flag and start the race.

Because a leader avoids the truth, may find that in the moment it's comfortable, it might feel kind. I avoided telling them what they needed to hear because it may not be received well. And think that that is a kind gesture. And I do not.

I don't knock that. I don't knock the desire to want to be kind.

But we also could use a little bit of courage here because while that might feel kind or magnanimous, really, it leaves people unsupported. In the long run, it's a short term victory at the cost of a long term gain. A leader who delivers the truth without care. So we go the opposite way.

They deliver the truth, they say what needs to be said, but there's little care in the way that it's being said. It may be clear, but it can leave people wounded. Some people may need the tough love, other people will Crumble under the tough love.

You can have both and that's how you can be candid and kind. And that's what we're going to talk about. Good leadership requires a better way than a single handed approach, one or the other.

And of course that better way is not being soft and it's not being harsh and it's not avoiding it. It's not, it's not aggression. It is care. Care to lead is a victory.

Leadership practice model for practicing clarity, courage, dignity in action in difficult conversations. And the model has four parts.

C clarify the intent, A ask before assuming R respect with dignity while naming the reality, and E establish the next step. Today we're going to walk through each one. So why does this conversation matter?

So let's begin with something that most leaders know but may not say out loud. Hard conversations require courage. We may realize it, but if we admit it, hey, we might seem a little bit soft or a little weak.

Because hard conversations require courage. Plain and simple.

A leader may need to address a missed commitment, an unacceptable performance gap, some repeated negative behavior, some strain in the relationship, whether that's with the leader in the direct report or between direct reports, between team members.

So if there is a conflict or there is a communication pattern that is leaving ambiguity in the message, or if there is a lack of follow through, and of course we want to make certain that all that we do is quality because these first, you know, these behaviors can be frustrating and not only for ourselves, but for all interested parties or all parties involved, depending on the output of this individual. People may be frustrated down the line and not even be within shouting distance or throwing distance of the originator.

So when these conversations are necessary, it's understandable that people can hesitate. And leaders are no exception. And they may fear the person may not like them.

They may think that the direct report may become defensive and they may resort to either silence or know being very on the opposite end. You know, verbally speaking, a very, how should I say, a mind that might be emotionally overloaded. Employees can disengage.

That's kind of the silence. They can just say, okay, fine, whatever you want to do and just retreat. While they are dusting off their resume.

They may fear that the message is misunderstood because some of us don't feel that we're great orators and we don't. And you don't necessarily have to be. You just have to make certain that the intentions are clear.

And if we say the wrong thing, we try to clarify at least through that intention so that there's a greater understanding of what it is that we are really trying to do. And these fears are human. And the human

existence is concerned with self preservation and having a quality of life.

So anything that can interrupt that, people are going to feel a certain way about it. But leadership cannot be built on avoidance. When leaders avoid necessary conversations, these issues, they.

They don't go away, they fester, they grow. A person may continue without the feedback that they need, or it was drowned out in the ambiguity of the message.

They may absorb the consequences and the leader may become more frustrated. And then there's the high performers that wonder why the standards are not being addressed. The trust may weaken. It may weaken among each other.

They may weak their trust in you as a leader can weaken. The engagement can suffer.

And a person who needs the conversation may miss out on an opportunity to grow and anyone else that might be associated with the outpouring from that. So yes, leaders need courage, but courage alone is not enough. Leaders also need care. And so candor and kindness can coexist.

When leaders are candid without being kind, as I mentioned before, they say what needs to be said, but the message lands as a threat, criticism, embarrassment or disrespect. Now, you may be able to get people to lock, step into place, follow, but you won't get their loyalty, you'll just get their compliance.

You may have other leaders that are kind without being candid. They beat around the bush, they soft sell it, they try to protect the relationship. So they water down the message until it loses its meaning.

And neither one of these approaches are enough. Candor without kindness can create fear, and kindness without candor can create confusion.

Candor without kindness may make people move to protect themselves. Kindness without candor may leave people unclear about what needs to change. Candor without kindness may damage dignity.

Kindness without candor may avoid the truth that could help a person grow. Good leadership holds both together. Candor tells people what they need to hear. Kindness tells them how to hear it without losing their dignity.

It is not a soft sell. That is strong, that is hard, that is rock hard. That hound will hunt.

Many think that there is a problem going on with accountability and it often gets a bad reputation. Because many people have experienced being held accountable poorly. They've seen being accountable being used as a punishment.

They may see it delivered through embarrassment. They may see it after the expectations that were never really made that clear. They may have even seen it used as a tool for blame instead of growth.

But accountability in of itself is not the enemy. The enemy is the way it was delivered, it was weaponized. Because accountability can be one of the ways that leaders help people grow.

Because it really is supposed to create the clarity, the trust, strengthen the fairness and protect the team. It helps people rise to a meaningful standard and it opens the dialogue when there is something in the way that prevents them from doing so.

The problem is that accountability without empathy, clarity, consistency, support and dignity is what gives it such a bad rap. Or when people hear that term there, they got an emotional connection to it.

Neuro linguistic programming One of the most basic principle is that words have emotional connections. And when you use them in a way that does not really help to explain the intentions of it.

It can put a person in a negative emotional state, an emotional deficit, if you will. When things like this happen, resentment can grow, standards can become inconsistent. Top performers may feel taken advantage of or unappreciated.

Oh, that's a baby. And the team may lose trust in the fairness of leadership. I don't think leadership is fair at all.

So the question is not should I be empathetic or accountable? But the better leadership question is how can I care for a person and care for the standards at the same time? This is compassionate accountability.

That is where care to lead fits the intentions they need to be playing. That is one of the most important parts of difficult conversations is the intent.

People do not only listen to the leader's words, they listen for motive. They may listen silently and you know, silently ask themselves why are we having this conversation? Are you trying to help me or expose me?

Am I being corrected or condemned? Is this about my growth or about my future? Do I even still have a place here? And can I trust the care behind this message?

Those are questions that shape how the message lands. And depending on how somebody feels, they may not feel encouraged enough to want to go deeper. They're they're under attack.

And depending on their personality, they may come back a guns ablazing, they may go amass the troops and form a coup, or they may silently withdraw.

And then if dissension has been sown amongst the ranks, then other people may start to recognize certain symptoms and they may start to feel the same way. Emotions can be contagious, they can infect others.

And next thing you know, we got low trust, low engagement scores and all the other prolifera that is associated with them. If they go silent, you don't know what's happening.

If they become defensive, they may argue, they may comply outwardly and they may just say, sure, whatever you want, I'll do what you say. In some way, shape or form, but inwardly they are withdrawing.

And once a person has given you notification that they intend to leave the organization, they already started that process months ago.

Imagine all the wasted time that could have been utilized in a meaningful way to help strengthen that relationship so that talent doesn't walk out the door. Worse, walk out the door and then walk into the doors of your competition.

When a leader makes the intentions plain, then the person has a better chance of hearing the message through the lens of care. A leader may position it or pose it like this. I want to talk to you about this because I care about your success and the success of the team.

My goal is not to lecture you. I just want to get a better idea of what happened and what do we need to change to support you moving forward. That opens doors, that opens dialogue.

It did not weaken the message, it strengthened the conversation. Because a leader is not only trying to prepare to speak, but the leader is preparing the relationship to receive truth.

And that brings us to the model care to lead. It's designed to help leaders and really anybody prepare for a difficult conversation that has both elements of candor and kindness.

And I shared that the four parts are clarify the intent, ask before assuming respect, dignity, while naming the reality, and establish the next steps. So let's, you know, finally, now we're getting around to walking through each one. So c. Clarify the intent.

So before delivering a difficult message, clarify the conversation matters. Let them know that, hey, this what I'm about to talk about, it's important, you know, it's not meant to be condemning, it's not meant to be damning.

It's, you know, this is important.

You just need to let them know that you don't need them to know about, you know, that it's not damning or anything because that can really have them put up their defenses. And one of the things that you should be cautious about is using the word why. So in their mind, they may be thinking, why are you telling me this?

But if there's something that you want to gain greater understanding about, you will have to add a couple of words to your sentences to replace the word why. Because why sounds accusatory. So you may want to start with why, but you don't want to actually use the word why. And you're not soft soaking it.

You're helping to build that connection, to have that intention better understood. And that takes a little pre work, a little groundwork. And it is, it is a worthwhile investment to do so.

You, you never, you'll never I want to say you'll never go broke contributing or building up when it comes to investing in the human condition. Because the only way that you go broke is if you do not take the time to recharge yourself.

But when you make certain that you have what is needed for you to be successful, then when you make those contributions into the human condition, it is value add every time.

So when you clarify your intentions, you may say something like, I want to share this because I care about your growth, or I'm trying to get a greater understanding of things situation. Now, you may want to kind of lead away from what you're trying to avoid by saying something like, my goal is not to attack you.

Don't, don't even go there. Don't, don't even mention that. Just let them know what it is that you're trying to do.

My goal is to help you address the gap and find out where the challenges are. You can consider saying that I want to solve this so that it helps us to reach the goals that we want to achieve.

Whenever a challenging discussion is emerging and there are words that even hint at the suggestion that there is something punitive happening, then the possibility of a person lingering on that word word may create inadvertently an emotional barrier to the message that you're trying to share. It's like touching a hot surface. You know, here's a surface, you touch it and you jerk your hand away.

You don't think about, oh, gee man, my hand is smoking, it's starting, I'm losing feeling, maybe I ought to take it off this hot surface. No, it's a reaction. It just happens.

So think about the message and direct it to the actual concern, not the person, because the person is already going to associate themselves with the concern, but utilize what potential solutions could be or elicit their help in discovering what those solutions are. Because you want to make the situation better. Now, if you notice what's happening, if you go to that approach, you're not making apologies.

You're not apologizing for having to have the conversation. You are framing the conversation with care.

Because what is a sensitive conversation can touch confidence, competence and identity, belonging and self worth. When those areas are touched, people can become protective. They feel that those are being poked threateningly.

They feel those areas are being threatened. So that's why you want to clarify the intention.

Now, I'm not saying that when you are trying to provide clarity that you're providing certainty, because a lot of what we do doesn't necessarily guarantee that it's going to happen.

We do our best, we try to move forward and we try to be as clear as possible so that there's an understanding that could help to bring alignment and have a greater chance that what we're trying to certainly head towards is more likely to be the goal, that's more likely to happen.

But what you want for the person and for the relationship and for the team is that you want to have a good working relationship, not just what you want from them, as far as the work. I mean, they're there for the work, but they're people too. You want from them what matters, a good quality relationship.

And now we move to a ask before assuming. Oh, I, I just, I, I, I can't get enough of Walt Whitman saying, when he said be curious, not judgmental, I, I talk it like it's a broken record.

It just skips over and over and over again. Because leaders, I mean, really, anybody. Because all of this stuff is about relations and it goes even beyond leaders.

But leaders specifically can walk into a hard conversation with a story that's already forming in their mind. And that's the human condition. We're trying to save time, we're trying to be more efficient. When we're more efficient, we save energy.

When we save energy, we contribute to the longevity of the human existence. So all of these things that help us to celebrate life, we need energy to do it.

So if we can save it someplace else, then we can reallocated over here where it has a deeper meaning for us. So all of that is a long way of saying, is that when we do this, it's natural. We're trying to institute a new natural.

Because when things like this occur, the thought may be that this person is telling me this and they don't care, they're not even trying, or they're avoiding the responsibility.

And when we thinking as a leader, we may be thinking about our direct report or wherever our focus is, we may jump to the conclusion that they should know better or that they're just trying to be difficult because they don't like the work or they're not committed, we don't know. Those

might be things we see on the scene surface. But when we see something smoking, we think that it might be burning.

Well, if it's dry ice that has a bit of moisture in the container with it and it starts to smoke, it's not fire, but it's still smoke. Kind of foggy, but you get the point somewhere there may be truth in the leader's concern.

So when you share your information, when you make your statement, of course there is truth around the concern in there somewhere. It's just that all this other stuff has got built around it or has not got built around it. The story may still be incomplete.

We haven't received enough information to make a quality call. A caring leader does not ignore what happened. But before making the final decision, the leader is going to ask some questions.

They're going to ask what happened from the other person's perspective. They want to know, did something get in the way? Were they certain around what the expectations were?

Was there something that was unclear, that was missed? Or was there a pattern that emerged that led them astray, Maybe asking them why, what they think needs to be changed?

Because they might see something that they're a lot closer to than you are as the leader. And they may be able to provide you some great feedback on a barrier that might be in the way.

Was this something that just was a one time thing or is it a pattern and is it affecting the relationship, creating problems with the workload? And this list is not exhaustive. It can be a myriad of things.

But the point is we want to use this opportunity to discover, to find out more about what is happening. We want this element that's creating a bit of a conflict to be named so that we can get a greater understanding of what to do next.

The better the diagnosis, the better the conversation. And when people are asked before they are accused, they are more likely to stay engaged in the dialogue.

Now we come up on R. This is the respect with dignity while naming the reality. This is where candor lives. Respecting dignity does not mean avoiding the truth.

It means telling the truth without attacking the person's sense of self worth. How do you know if you're attacking their sense of self worth?

Well, if you receive the same message that you're about to give, how would you feel about it? A leader can name the behavior without labeling the identity. And a leader can describe the impact without humiliating the individual.

And they can also clarify the standard without questioning the person's value. So instead of saying something that's a little bit too on the nose, like you're unreliable boy, that could lead to a scuffle.

But what would be a better way is the report was late three times this month. What happened?

The team has to adjust quickly and it affects our ability to deliver on time when we do not receive that information, when we need took a little bit more. But that's an investment. And it's an investment that can yield dividends.

And you could tell somebody that they got a bad attitude, they're going around, they're griping, they're grumpy, they seem cranky and the leader may say that.

In the last two meetings I noticed that there were some comments that seem to shut down the discussion and I just kind of want to get a better understanding of the challenges that you feel where the communication concerns were not emerging constructively. Someone who is short and quick to the point, candor without the care may say that you're not leadership material. Ouch.

I almost wonder if a leader who says that is not leadership material. But we got a lot of leaders that are not leadership material, but they can be. Everyone has it within them to be a good leader.

In the case of what a good leader might say, one that is trying to approach it from a strength based perspective is that if you would like to continue growing into leadership, there are a couple of skills that you need to develop. Your technical ability is strong and your next area of growth can be how you communicate under pressure. I could get on board with that.

That is candor with dignity. It is specific, clear, respectful and it's useful. It gives the person something that they can act on.

It doesn't attack who they are and it address what happened, why it matters and what needs attention. Now we come to e establish the next step. A difficult conversation should not end with a vague understanding. It needs to end with shared clarity.

What is going to happen next? Who owns what, what type of support will be provided, deadlines, follow up, what the progress look like.

All of those elements should be defined as much as possible. It doesn't have to be exhaustive of. You'll leave a little wiggle room for follow up and you know, mid check in communications and that's okay.

You don't want to have paralysis by analysis and trying to think of every single little thing. But if the conversation ends with let's do better, that might sound positive. And it's something that may get delivered to a team.

Because when you deliver criticism to a team instead of the individuals that need it, then not only does that weaken your trust with the team. Now people who don't deserve that quote, unquote constructive feedback are receiving it. They're getting tarred and feathered with the stuff.

Same brush and that's not fair. But the character lead moves from dialogue to action.

So instead of saying something like let's do better, a leader may say, what will you do by Friday? What support do you need from me? How should we follow up what progress looked like over the next Two weeks. What do you need?

What do you need from me if this barrier comes back up?

I remember a gentleman that I used to work with, he had rental property and when he had a tenant that got behind, he would ask the tenant, well, what is your plan for making up the missed month? And if the tenant needed a little bit of encouragement or assistance or some ideas, then of course he was there to help with that.

However, it was a collaborative effort to get back on track. And that's where that care becomes practical. The leader is just not saying, I care.

The leader is helping the person leave from that conversation with clarity, ownership, and the support to make it happen. So if we look at care in action, we can look at this example from a practical perspective.

So imagine that an employee has missed an important deadline more than twice. And as we shared that, a harsh response may be, you know, you missed the deadline again.

And we would of course want to make certain that you may want to ask the question, when was the deadline that this was due? Because there could be a misunderstanding. Oh, well, it was typoed September 18, know, 9, 18, and it was really supposed to be 8/18.

You know, things like that happen. So you may ask that question, but when someone says that you just missed the deadline and that's unacceptable, go fix it.

It's very direct, but there's not a lot of understanding there. And ownership and the growth may be fleeting because did that person have ownership? Was this a growth moment?

And then if it's sold too soft, then someone might say, you know what, don't worry about it, just get it to me when you can. That's not good either. You know, I was just like, you know, don't worry about it, I'll get a. Get it to someone else.

That might be an appropriate response. If someone is overloaded, they've got a five pound bag and you gave them eight pounds of stuff to do.

However, if it was something that was totally within their realm of control and for whatever reason, it didn't happen, you don't want to soft soak it because then it does not come across as being very important. When those elements just come into, you know, that's the way the conversation is presented.

It just leaves things unclear and patterns may be unaddressed, but care to lead sounds a little bit different. A leader may say, I want to talk to you about the deadline because the work, it matters and you being successful at it matters.

I just want to understand what happens so that we can make any changes or remove any barriers that may be preventing this from happening when needed so that the team doesn't have to scramble needlessly. That can clarify the intentions.

And if a leader asks, you know what got in your way, that can be something that helps to provide again a dialogue that is open to making or leaning towards the assumption that we know that you are trying your best. What happened that helps to respect the dignity while naming the reality. Then the leader can even establish additional steps you want to follow up.

And you may say, let's agree that this will be completed by Thursday. What support do you need and how will we follow up before the deadline instead of having to circle back if it is missed? That creates action.

The leader did not avoid the accountability, but the leader made the accountability developmental. Now we can talk about kindness in that it is not avoiding the conversation.

It is not pretending that the issue is smaller than it is or rescuing people from the responsibility that they need to grow. Kindness is care expressed with wisdom. And wisdom is knowledge in action. Knowledge is sitting all by itself is.

It's just technical information that can be chronologically or categorized in a book. But when it is put into motion now a quality strength based outcome can look like wisdom. It sounds more like encouragement, support.

If corrective action is necessary, it is through a supportive way of delivering it. Because kindness, it may present a boundary that wasn't intentionally put in place.

And kindness at times can sound like, hey, I believe that you can grow. And in this area is one that we need to address. That's not a harsh saying.

It identifies what occurred in the belief that the person has value helps to retain their dignity because you help them to believe that you see value in them. And it's helps to establish again what those goals are. It's not a harsh statement. It's it's leadership. I just like to say that candor is not cruelty.

It's not saying whatever you need to say, regardless of how it lands. Because candor, it's not being honest without an excuse for bluntness. Say that again. Candor is not using honesty as an excuse for bluntness.

It's not embarrassing someone because then that's just leading by fear. And that can only go just so far. Candor is the truth in the service of growth. The goal is not to win the conversation.

The goal is to create shared meaning, clear responsibility and a path forward. And that requires courage. It requires emotional intelligence.

Because a leader that cares about the truth will also care whether that truth can be received. It doesn't mean watering it down, but it means delivering it wisely. Character lead is not only about the words. It's about the presence.

Because your tone, your facial expression, your timing, your pacing, your posture, eye contact, all of those elements that help the human being convey a message goes beyond just, just the words themselves. Because a leader can be.

Can technically use the correct words while communicating impatience, frustration, superiority, or contempt through their presence, a leader can also use simple words to communicate humility, sincerity, and care. Now, we should be careful here. Body languages can be misread because people are complex. Crossing your arms or glancing away or quiet.

Tone does not always mean what we think it means. I knew one gentleman as a surgeon, and when he would wash his hands before he was gloved, he would cross them. And that became a habit.

So when he crossed his arms, when people were having conversations with them, they may misinterpret that in a way that he did not intend. It was a habit that was based on his profession.

So the goal is not to become an expert detective at reading every single gesture, but the goal is congruence. If the message is care, then the tone should not sound dismissive. If the message is growth, then the posture should not feel threatening.

If the message is support, the timing should not feel careless or rushed. If the message is dignity, the setting should not create, should not promote embarrassment. The whole message matters.

What you say matters, how you say it matters, and the purpose behind saying it matters. And that's how the other person experience it and how they experience it matters.

And because there is that ambiguity at times in the way that we may express ourselves without verbal indications, then it might be worth letting people know, hey, I'm not upset. My feet hurt because I got new shoes and they're not breaking in very well. We're not mind readers. I mean, we try to be.

And at times we may get a great understanding of what someone is thinking, but it's not foolproof. So when necessary, always ask. So the rest of the To Lead series. So here we're wrapping up with Care To Lead. We have room to lead, serve to lead.

And of course, this is Care to lead.

And these are just models that help leaders to move from intention to practice and to be able to express what those intentions are in a way that other people understand. Because leadership is just not something that we believe. It's something that we choose to do.

We practice it because it is a journey, not a destination. When you stop stop learning, you stop leading. It is elements that people experience through our behavior.

In future To Lead series, we're looking at exploring things around trust, growth, clarity, Coaching others to help them be best versions of themselves and other practical disciplines that help leaders to lead. When you utilize these tools, they eventually become a larger part of the Victory leadership resource.

So what I want to do is just kind of leave you with this. Over the next week, think of a conversation that you've been avoiding, delaying, or even overthinking, and then prepare it with care.

Clarify the intention. What. What is your intention? How do you want the other person to receive it? And that's part of your message.

So you would ask yourself why the message matters, what you want for the other person, what you want for the relationship? What do you want for the team if, if there's a team involved or for the organization? And then you want to ask before assuming.

So ask yourself, what context do I need to understand before I draw conclusions? What questions should I ask before I decide what the real issue is? Then respect the dignity while naming the reality.

So then you can ask yourself again what behavior, pattern, impact or standards need to be named.

Clearly, just because they're clear to me doesn't mean that it's clear to them or how might I say it, without attacking a person's sense of self worth.

So I definitely don't want to put them in a deficit perspective by making them feel that they they don't have the intelligence to understand what is occurring or know what industry specific jargon may potentially mean. And then you want to establish the next steps. So where do we go from here?

And you may want to consider asking what ownership, support, timeline or follow up needs to be agreed upon. And then have the conversation. It

doesn't have to be perfect, but present it sincerely, courageously and respectfully.

Say it with candor and kindness. These can be tough conversations and, and they're hard.

And they matter when we want to name the person, the team, the work, and how they matter to the culture. Because when a leader avoids truth, they may find in the moment that it provides a sense of peace.

But people walk away feeling that they're unsupported in the long run. And when the leader can deliver the truth without the care, then that can leave people wounded.

And then of course, if they don't state the obvious that needs to be said and just tries to deliver it with trying to be your best friend, then they may miss the specific needs that carry out the task at hand. So all of these elements just contribute to telling the truth. Protecting the dignity, supporting the growth, creating the clarity.

Because candor tells people what they need to hear and the kindness helps them to hear it without losing their dignity, and good leadership does both. Good leadership leads to victory. See you in the Winter Circle. Take care, everyone. Thank you for joining me today on the Victory Leadership Podcast.

If you found value in this episode, be sure to subscribe and share it with someone who is committed to growing as a leader. For additional tools, resources and leadership development content, visit www.victoryleadership.com resources.

The content shared in this podcast is for educational and informational purposes only and is not intended as professional or organizational advice. As always, good leadership leads to victory. I'll see you in the winner's circle.