



# Leadership Blindspots

## How Successful Leaders Identify and Overcome the Weaknesses That Matter

### THE SUMMARY IN BRIEF

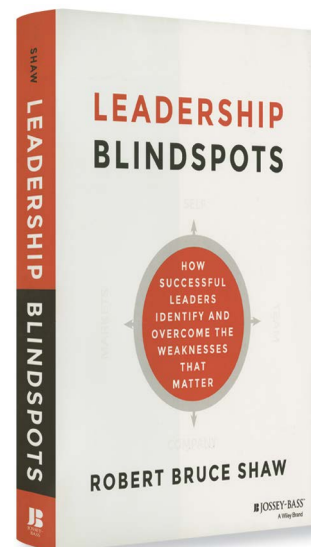
Good leaders become great by skillfully managing their own vulnerabilities. *Leadership Blindspots* is a comprehensive guide to recognizing and acting on the weak points that can impair effectiveness, diminish results and harm a career.

The blindspot risk is that leaders fail to respond to weaknesses or threats due to a variety of factors, including the complexity of their organizations, over-confidence in their own capabilities, and being surrounded by deferential subordinates. *Leadership Blindspots* provides a useful model for understanding how blindspots operate and why they persist, but at the same time suggests real, actionable steps to improvement. Author Robert Bruce Shaw details a range of techniques that make blindspots stand out in sharp relief, so action can be taken before severe damage occurs — to a leader or his or her company.

The one characteristic great leaders share is the constant desire for self-improvement. Good can always be better. Some weaknesses and threats are blindspots because they are invisible to the individual but have the potential to wreak havoc on one's reputation and long-term success. Identifying and fixing crucial problems is the leader's job, and sometimes the most debilitating problems are with the leaders themselves. *Leadership Blindspots* is the first step toward owning and addressing one's vulnerabilities and, as a result, becoming a more effective leader.

### IN THIS SUMMARY, YOU WILL LEARN:

- Why blindspots and strengths often come from the same source.
- How to balance confidence and humility in leadership.
- The 20 most common blindspots in which leaders lack awareness.
- How to overcome blindspots in individuals, teams, organizations and markets.



by Robert Bruce Shaw

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# THE COMPLETE SUMMARY: LEADERSHIP BLINDSPOTS

by Robert Bruce Shaw

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*Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter* by Robert Bruce Shaw. Copyright © 2014 by Robert Bruce Shaw. Summarized with permission of the publisher, Jossey-Bass., 240 pages, \$35.00. ISBN: 978-1-118-64629-8. To purchase this book, go to [www.amazon.com](http://www.amazon.com) or [www.bn.com](http://www.bn.com).

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## Introduction

The term *blindspot* refers to an unrecognized weakness or threat that has the potential to undermine a leader's success. Unlike so-called black swan events, which are unpredictable, uncontrollable and rare, and situational blindness, where the environment makes recognition of a weakness or threat almost impossible, blindspots are recognizable if one looks for them.

Blindspots, however, are not just cases of failing to see ourselves or our actions accurately. They are evident in the way we view our teams, organizations and markets.

Two surprising qualities of blindspots are worth noting: First, leadership strengths are often found in close proximity to blindspots. Leaders who are deeply passionate, for instance, can believe in their own views to the point of dismissing contrary views or information that doesn't fit with their beliefs or plans. Visionary leaders, in particular, are often driven individuals who can become prisoners of their own assumptions. Second, blindspots may be recognized, only to reappear again later in a leader's career. In other words, awareness of a blindspot doesn't mean it disappears.

Some blindspots, in some situations, are adaptive and serve a leader well. Blindspots, however, always come with a price. They increase the risk of becoming overly detached from reality and failing to see or act on a significant weakness or threat. Learning to recognize and deal with blindspots is a task in understanding the sometimes counterintuitive aspects of how they operate and then more effectively managing yourself and others with that knowledge.

Blindspots are worthy of attention because the costs of neglecting them can be so high. A single blindspot in a critical area can undercut even the most talented leader. Blindspots can also take a toll on those who live with the consequences of a leader's decisions. Blindspots matter because leadership matters. ●

## SECTION I: WHY BLINDSPOTS MATTER

### The Dangers and Rewards of Being Blind

Successful leaders balance two conflicting needs. The first is to act with confidence in their abilities and faith in their vision for their organizations. This allows them to pursue ambitious goals and push forward despite obstacles that would intimidate if not overwhelm most people.

The second need for leaders is to be aware of their own limitations and avoid the hazards that come with overconfidence and excessive optimism. The classic case of this need is found in entrepreneurs, who are more likely than others to make overly optimistic projections of their chances for success, overvalue their own capabilities, and neglect to adequately plan for potential problems.

Leaders thus need to be supremely confident and, at the same time, see themselves and their situations accurately. Bob Sutton, a management professor, suggests that the best leaders hold the following belief: "I strive to be confident enough to convince people that I am in charge but humble enough to realize that I am often going to be wrong."



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## Balancing Confidence and Doubt

The balancing act is complex, as confidence and doubt are often adversaries, each seeking to defeat the other. Moreover, the right balance between confidence and doubt varies within each individual. Psychologists, however, have found there are benefits to being slightly more confident than one should be. An *optimal margin of illusion* occurs when individuals have a small, positive distortion about themselves. A positive bias is useful because it increases an individual's motivation to move forward in risky situations and persevere in difficult situations.

The role played by blindspots is to mediate between the poles of self-confidence and self-doubt. A leader with too many blindspots can be overconfident, even blindly arrogant, and exposed to a range of risks. In contrast, a leader with too few blindspots may be too realistic and overwhelmed by the very real obstacles ahead. All in all, leaders are forced to manage the ongoing tension between confidence and doubt — between believing in yourself and realizing that you have gaps in your knowledge and may be wrong in the decisions you are making.

But blindspots are not simply problems to be identified and fixed. Managing blindspots is learning to accept them as inevitable and, in some respects, positive because they force you to remain vigilant. Knowing you have blindspots forces you to look more carefully and deeply at your own behavior and situation. In this regard, they both threaten and protect. ●

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## How to Spot Blindspots in Yourself and Others

One sign of self-awareness is realizing when you are getting in your own way. There is a difference between a weakness we recognize and a weakness we don't recognize. These unknown areas often pose the greatest risk because no corrective action is possible without awareness of the need to act. Leaders get into trouble when they don't know what they don't know in the areas that matter.

Four types of leadership awareness are

- **Known Strengths: you know what you know.**
- **Known Weaknesses: you know what you don't know.**
- **Unknown Strengths: you don't know what you know.**
- **Blindspots: you don't know what you don't know.**

*Blindspots* are the areas of unrecognized weakness that place a leader at risk because corrective action can't be taken without an awareness of a need to do so. The first improvement occurs when a leader becomes more aware of his or her blindspots as well as unknown strengths. The second improvement occurs when a leader develops new capabilities in targeted areas and replaces weaknesses with strengths.

## Degrees of Blindness

One of the complexities of blindspots is that they can include gray areas where leaders both know and don't know that which threatens them. The three levels of blindness are

**Lack of Awareness:** The most extreme form of a blindspot is a complete lack of awareness regarding a weakness or threat. These are cases where the leader is said to be blindsided — surprised by events that he or she doesn't see coming.

**Faulty Assessment:** The second level of blindness can be described as denial, which is the refusal to fully face unwelcome realities that pose a risk to a leader and his or her firm. In this case, a leader may be aware of a weakness or threat but doesn't analyze it in sufficient depth to understand its causes and potential impact.

**Failure to Act:** The third level of blindness involves a leader's willingness or ability to act on a known weakness or threat. There are cases when a leader knows that trouble lies ahead but fails to take action due to a range of factors, including a lack of skill. ●

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## The Common Blindspots Holding Leaders Back

Successful individuals who sometimes stumble often do so because they have no one who can protect them from themselves. High achievers are frequently driven by a singular focus and an associated lack of perspective — which can be their defining strength and most significant weakness. Great achievers, however, carry with them the potential for equally great acts of self-delusion — for having weaknesses and threats that they don't see or that they rationalize as being unimportant in comparison to the goals they are pursuing.

Here are 20 blindspots worthy of your attention as you examine your own beliefs and behaviors. These are not the most common leader weaknesses, but rather those areas in which leaders lack awareness of their weaknesses.

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## Self

1. Overestimating your strategic capabilities.
2. Valuing being right over being effective.
3. Failing to balance the what with the how.
4. Not seeing your impact on others.
5. Believing the rules don't apply to you.
6. Thinking the present is the past.

## Team

7. Failing to focus on the vital few.
8. Taking for granted your team model.
9. Overrating the talent on your team.
10. Avoiding the tough conversations.
11. Trusting the wrong individuals.
12. Not developing real successors.

## Company

13. Failing to capture hearts and minds.
14. Losing touch with your shop floor.
15. Treating information and opinion as fact.
16. Misreading the political landscape.
17. Putting personal ambition before the company.

## Markets

18. Clinging to the status quo.
19. Underestimating your competition.
20. Being overly optimistic. ●

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## Why Blindspots Are an Ever-Present Challenge

Blindspots are often found in close proximity to a leader's strengths. As a result, they can reappear over time as a leader does what he or she does best. Factors that give rise to blindspots and make them an ongoing challenge are

**Experience Gaps:** A leader's history is often missing particular experiences that make blindspots more likely in specific areas or situations. In this case, leaders don't see or fully understand what they have never experienced. More specifically, past experiences result in leaders' extrapolating from what they have experienced in the past to what is needed in new situations, particularly when they or their firms have achieved successes using a particular approach. In so doing, they assume that they are now facing a similar situation when, in fact, the demands are quite different.

**Information Overload:** A second factor in the persistence of blindspots is the tendency of people to simplify an overly complex world in order to focus on tasks that require their full attention. The total amount of cognitive

energy we have is limited, and it is adaptive to pay attention to some issues while ignoring others. In so doing, people automate or make habitual many of the decisions they make because the energy required to pay attention to everything going on around them would soon overwhelm them.

**Emotional Bias:** A third factor to consider is how an emotional investment in a particular outcome can influence how an individual views a situation, with the "facts" being slanted to support a preferred outcome.

**Cognitive Dissonance:** Social psychologists have studied what occurs when one holds two conflicting views, particularly when those views are related to one's self-image. The term they use to describe this uncomfortable state is *cognitive dissonance*. The conflict is resolved through rationalizing one's beliefs or actions in a manner that sustains one's positive self-image.

Consider the individual who views himself as an honest person but then engages in acts that could be seen as dishonest or unethical. This creates a conflict for the individual. He will then change how he views the situation in order to uphold a positive self-image.

**Misaligned Incentives:** Compensation systems are designed to focus attention and effort within an organization, with the result being that people focus more on some areas than on others. For instance, a company may reward the achievement of quarterly sales targets and the aggressive management of budgets. However, it may have no formal metric for assessing customer views of the company and the products or services it provides. The result can be blindspots in particular areas.

**Hierarchical Distortions:** As an individual rises in a firm, the information that he or she receives is sometimes incomplete, distorted or even false. Leaders can become detached from the lower levels of their organizations, as time is consumed by corporate-level meetings and the needs of stakeholders. As a result, senior leaders rely more and more on secondhand information gained through a variety of people and systems.

Second, some people defer to those in positions of authority and offer little or no challenge to the leader's beliefs and plans. Thus, a leader with blindspots may not receive contrary feedback because others are afraid of the consequences if they come forward with a contrary point of view. Third, more powerful people generally pay less attention to less powerful people. Some leaders are less aware of how people below them are responding to them as leaders and, more generally, less aware of what is occurring in their teams and organizations.

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**Overconfidence:** Perhaps the most important factor to consider regarding the persistence of blindspots is the tendency of people to overestimate their own capabilities. Self-assured leaders can easily come to believe that their skills are the primary factor producing positive outcomes (rather than the contributions of many others, or even luck). These leaders can also believe their skills are applicable to a wide range of challenges, some beyond what they have experienced in the past. ●

### SECTION II: HOW TO SURFACE AND OVERCOME BLINDSPOTS

## See It for Yourself: Customers, Colleagues and Outsiders

Many leaders feel less power than they felt would be the case on moving up in their companies, particularly in regard to managing their schedules. Internally, time is consumed in dealing with a range of important topics such as developing long-term strategies and solving operational issues. Externally, particularly for those in senior roles, there are obligations to industry groups, institutional shareholders, financial analysts and the media. Executives can, as a result, work for months without leaving the confines of their headquarters building. Customers and frontline employees easily fade into the background.

In order to see what is going on for themselves, leaders need to develop practices that increase their awareness in four areas: customers and markets, frontline colleagues, high-potential talent and outsiders.

**Awareness of Customers and Markets:** The retired former CEO of IBM, Sam Palmisano, told an interviewer that he learned from his predecessor in that role that the best way to analyze problems was by looking at them from the viewpoint of customers and markets. A recent example of someone who exemplifies this type of thinking is Jeff Bezos of Amazon. He strives to ensure that key decisions in his company are driven from the perspective of the customer. “We innovate by starting with the customer and working backwards,” he says.

In fact, he wants his people thinking more about how to please customers than how to beat Amazon’s competition. One well-known illustration of his “outside-in” mentality is Amazon’s one-click ordering, which drastically reduces the information required of customers to place an order. Bezos wanted to make ordering online as easy as possible and, in so doing, bring customers back to Amazon for a wide variety of products.

**Awareness of Frontline Colleagues.** Most leaders are overly optimistic in that they believe their initiatives are being implemented more effectively than is actually the case. But some leaders make spending time with frontline colleagues part of their regular routine. Macy’s CEO Terry Lundgren devotes time each week to shopping in one of his stores. “I just go and pop into a store. And so we walk through the floor, and they have no time to prepare for my questions, they’ve had no time to prepare the store ... I learn as much by walking through a store as anything I do ... Much more than sitting at my office at my computer or holding a big meeting.”

**Awareness of High Potentials:** Leaders also benefit from increasing their awareness of high-potential individuals at various levels of the organization. These individuals often see things differently as a result of being, in most cases, younger than leadership team members and working at levels below that team. They can surface issues or inconsistencies that may be blindspots not only for the leader but also for his or her leadership team. Spending time with high-potential individuals also gives a leader an opportunity to personally assess the next generation of leadership in his or her firm.

**Awareness of Outsiders:** One of the most common traps for a leader is to become a prisoner of his or her own industry or firm, with a corresponding diminution of awareness. Many individuals spend their entire careers in one industry and, in some cases, in one firm. These leaders can take for granted assumptions about their markets and how their industry is evolving.

One way out of this trap is to gain exposure to outside views, including those from other groups or industries. Possible target groups and individuals include those from

- *Outside industries* that are addressing challenges that your company is facing today or will encounter in the future;
- *Other regions* of the world than those in which your industry or company has typically worked;
- *Academic institutions or think tanks* that specialize in areas likely to become increasingly important to your company;
- *Consulting practices* with expertise and experience in areas likely to be increasingly important to your company. ●

## Seek Out That Which Disconfirms What You Believe

One of the most robust findings in the research on decision making is that people tend to see what they want to see, and they interpret new information within the

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context of their existing beliefs. This makes seeing something different from what they already know or want to occur very difficult.

### Disconfirming Data

To counter this, leaders need to surface *disconfirming data* — which is defined as information that challenges the basic assumptions and beliefs of a leader. One of the keys to surfacing such data is asking the right questions. In seeking information that challenges your existing views, you will want to focus on these areas: your leadership impact, your team's strengths and weaknesses, your organization's strengths and weaknesses, and the markets and industry in which you compete.

- **Surface Disconfirming Data About Your Leadership Impact:** One helpful technique for maximizing self-awareness is an annual self-assessment of lessons learned about one's own leadership effectiveness. Many firms ask leaders to assess their progress against a formal set of objectives. Less common is a focus on deeper insights regarding one's leadership over the course of a year, which can involve both successes and failures. Some leaders summarize these lessons in a two-to-three-page, year-end memo that outlines what they learned and, in some cases, what they need to improve on as leaders in the upcoming year.
- **Surface Disconfirming Data About Your Team:** Many leaders believe that their team is operating more effectively or team members are more aligned than is actually the case. To learn what is working well in the team and what needs to change, assess your team's effectiveness. The assessment of the group typically includes input from team members and, in many cases, from selected individuals working at the next level of management. In most cases, the assessment includes open-ended questions regarding what the team should continue, stop or start. Another useful technique is to give team members assignments that stretch them and, in so doing, provide input on their capabilities. A leader might give a superb operational leader an assignment to develop a new strategy for the firm in an important area such as a new emerging market or product category.
- **Surface Disconfirming Data About Your Organization:** Leaders also need regular input on how their organizations are performing, beyond the obvious financial metrics. One technique is to review strategic performance metrics with your team. Each leader needs a few carefully selected macro metrics that clarify to the leadership team and beyond what is important and how the performance of the

organization will be measured. Metrics, when properly designed and used, make it difficult for the leader and his or her team to ignore weaknesses. Another strategy is to solicit input from newcomers, outgoers and outliers. Bringing new people into an organization can result in productive challenges to the status quo and make more visible weaknesses that need to be addressed. The challenge is to fully leverage the benefits that newcomers bring to a firm. A leader can reach out to newcomers to ask their views of how the leader's team is operating as well as their thoughts about the larger organization. These discussions focus on the business but also on the organization's way of operating.

- **Surface Disconfirming Data About Your Markets:** One technique to identify disconfirming data in regard to customers, markets and competitors is to identify and engage sentinels. Leaders need to identify the areas or specific competitors that need to be monitored. One way of doing this is to identify a point person or, in some cases, groups to be a sentinel responsible for collecting and analyzing data about the identified areas, including the actions of current and emerging competitors. The sentinel's role is to be fully informed of trends in the targeted areas and to be an advocate for appropriate concern around the threat that is emerging (or the opportunity that should be seized). ●

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## Develop Peripheral Vision and See What Others Miss

Leadership often demands bold moves — an industry-altering acquisition, a major investment in an innovative technology, the opening of a new regional market, a wide-ranging reorganization. The best leaders use both hard and soft data to improve the quality of their decisions in such areas. This requires that they take advantage of the views of others, especially those who are in the best position to assess the consequences of a particular course of action, as well as to point out a leader's potential blindspots or biases.

For a variety of reasons, individuals often communicate in subtle or even misleading ways to those above them. In some cases, those at the top of the organization and those at lower levels participate in an unspoken collusion, with the goal of avoiding conflict.

Effective leaders create a culture that promotes straight talk, but also pay attention to the nuances of communica-

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tion in the decision-making process. Several actions are important for the leader who wants to develop peripheral vision:

**Know Your Team Members:** The senior leader needs to get to know his or her team in depth in order to determine how to best interpret the subtleties of team-member behavior. Some team members are comfortable with letting events unfold, while others prefer to resolve issues quickly. Some like to collect and analyze a wealth of data before making a decision, while others rely more on their intuition. Knowing how to “read” team members includes having not only an awareness of each person’s tendencies but also an awareness of deviations from his or her typical approach. Leaders need to understand the traits and tendencies of those with the power to impact their success.

**Pay Attention to Behavioral Flags:** The leader needs to be aware of subtle cues that surface in a variety of settings. Here are the types of warning signals to watch for and possibly investigate further: nonverbal behaviors, silence, nonanswers, omissions, specific language, shifting positions, off-line input and email traffic.

**Create Openings for Contrarians:** Most corporations need formal or informal mechanisms to encourage views that are different from the dominant culture or prevailing point of view on any given issue (including the leader’s own thinking). A leader needs to encourage these viewpoints, particularly in regard to the vetting of a full range of views on key decisions or areas of the business.

Leaders can use roundtable discussions to surface concerns. One of the best approaches for surfacing divergent views in leadership is simply to allow silence to enter the conversation, either when meeting one-on-one with people or in group meetings. Also, leaders often need to follow up team meetings with one-on-one discussions with particular individuals.

**Establish a Three-Strike Rule:** Mark Ronald, former CEO of BAE Systems, Inc., used an approach that he called the *three-strike rule* to encourage those with concerns about a particular decision to be tenacious in advancing their recommendations. The leader emphasizes that any area of concern that affects the larger enterprise should be given three opportunities for a hearing by the leader and his or her team. It may be accepted for further action at any time, but if it is rejected three times, it will not be debated again. With this approach, the leader is saying that he is not the final line of defense in determining what needs attention for the organization to be successful.

**Listen Differently:** Carlos Ghosn, CEO of Renault and Nissan, believes leaders need to be open and empa-

thetic to others, taking into account their points of view. He suggests that leaders listen openly before a decision is made and then become drivers of results once it is reached. You want to ensure, in situations that demand it, that you understand the point of view of others before pushing forward with solutions. In some cases, you also may have a sense of the issue, but you need to be careful not to look simply for input that confirms your assumptions. It can also help to repeat back to individuals, in your own words, what you are hearing from them, to ensure that your understanding is accurate. ●

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## Build a Network of Trusted Advisors in Critical Areas

Some individuals, on being promoted into senior leadership roles, experience a distinct sense of being on their own. They are now responsible for decisions that will determine the fate of their companies or groups — with implications not only for themselves but also for their colleagues, customers and shareholders. Leaders also realize that many of those who provide them with advice on key decisions have their own agendas — including in some cases a desire to enhance their power and position within the company.

Successful leaders learn to discern the extent to which the advice they are given is limited by the knowledge or motives of those offering it. Leaders will want to consider the following steps as they work to build a network of trusted advisors:

**Target the Areas Where You Need Advice:** Dan Vasella, former CEO of Novartis, suggests that every leader needs a close confidant who can listen to his or her concerns — a board member or advisor whom the leader respects and can speak to in total candor. These people have a deep understanding of the leader’s strengths and weaknesses and the challenges he or she faces. They show good judgment and can be trusted to keep conversations confidential.

Leaders also need other advisors in a wide range of areas and are best served by identifying people who can provide value in each area, given their particular strengths and backgrounds. Advice is often needed by those in leadership roles in these areas: markets and strategy, technological innovation, organization and people, political dynamics, crisis management and personal impact.

**Match the Type of Advisor to Your Need:** One of the burdens of moving up in a company is that the com-

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plexity of the decisions leaders face increases at the same time as their ability to reveal their vulnerabilities decreases. In addition, leaders may need several types of advisors in targeted areas.

Consider these types: **Experts** are individuals who have deep knowledge in targeted areas, such as strategy or technology. **Coaches** observe the leader in action and have knowledge of best practices in organizational and leadership behavior. **Mentors** have been in a role similar to the one occupied by the leader or to which the leader aspires. **Sponsors** see a leader's potential and support his or her career advancement. They provide backing when needed but don't provide ongoing mentoring or coaching. ●

### Promote Productive Team Fights on the Vital Few Priorities

Building a strong team is one of the most important actions a leader can take to surface and manage blindspots. In many respects, the leader creates the team, and the team then creates the leader — as a primary source of feedback and advice, it becomes a key influence on the leader's thinking and behavior. The best teams have the skill and confidence to challenge a leader when he or she is viewing a situation in an inaccurate or incomplete manner.

A leader who seeks to create a leadership team that can surface and address blindspots needs to take action in the following areas:

**Hire a Group of Smart, Diverse and Passionate People:** In staffing a team, the leader will want to look at the total portfolio of talent in his or her group and not simply the strengths of each individual in relation to the role he or she fills. In particular, the best leaders hire those who have capabilities that the leader lacks or capabilities that balance the capabilities of others on the team. Increasing diversity also means that you want to source from different backgrounds, and you also need team members who are loyal but willing to tell you the hard truths when necessary.

**Focus the Team on the Vital Few Priorities:** High-performing teams obsess over the core work and stubbornly refuse to be distracted by peripheral concerns. The team needs to address the innovations that will drive future growth and the risks that can threaten the firm's viability. The question for each team leader is the extent to which important issues are pushing out the truly vital issues.

**Embrace High-Level Conflicts; Shun Low-Level Conflicts:** Effective teams raise the level of "heat" in their

interactions when needed in order to fully understand the complex dynamics and potential trade-offs in the decisions they are making. People in these types of groups will openly express their own points of view and challenge those with whom they disagree.

Not all conflict, of course, is productive. Many teams experience low-level conflict in which people fight over the less important issues, including mundane operational concerns or, in some cases, interpersonal differences. A team that engages in low-level conflicts consumes valuable time and energy in dealing with issues that are of little value compared to the more critical challenges facing the organization.

**Ensure One Voice on Execution:** In the best firms, there is active debate before a decision is reached and strong alignment once a decision is made. Management author Jim Collins suggests that this ability "begins with having the right people — those who can debate in search of the best answers but who can set aside their disagreements and work together for the success of the enterprise." Consensus is not the goal — instead, conflict is encouraged as a means of making better decisions.

Those who work with leaders know that they can be flawed human beings with weaknesses and even illusions that stand in stark contrast to their considerable strengths. We shouldn't assume that greatness and awareness are found in the same person. To believe otherwise is to deny the complex character of leaders and the burdens of leadership.

Blindspots don't just disappear when you become aware of them or take action to address them. They resurface over time or are displaced by other blindspots that become salient as you face new challenges. Remaining aware of blindspots requires vigilance and humility as you come to appreciate, and perhaps even value, the limits of your knowledge and skill — and how to lead forcefully even with that awareness. That's a lesson worth learning. ●

#### RECOMMENDED READING LIST

If you liked *Leadership Blindspots*, you'll also like:

1. ***Hacking Leadership* by Mike Myatt.** Myatt identifies 11 leadership gaps that can be holding leaders back and affecting their performance.
2. ***What Keeps Leaders Up at Night* by Nicole Lipkin.** Lipkin uses psychological and neuroscience research to show leaders how to recognize and resolve eight of today's most troubling management issues.
3. ***Leadership and the Art of Struggle* by Steven Snyder.** Snyder shows how to navigate intense challenges to achieve personal growth and organizational success.