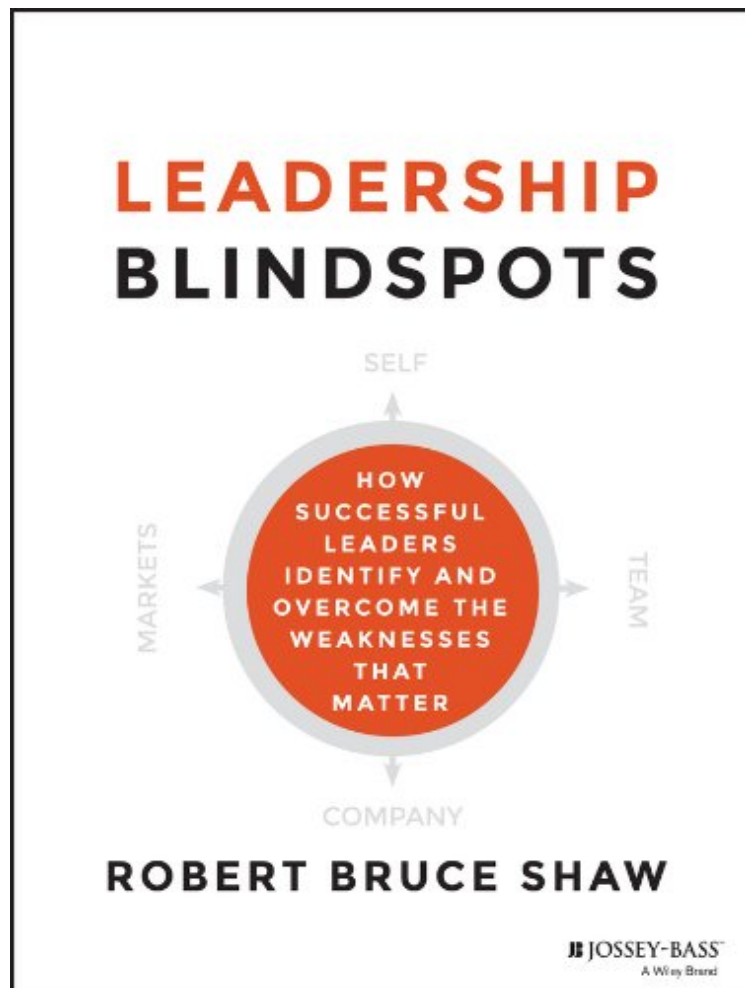


(Read and download) Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter

Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter

Robert Bruce Shaw

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Robert Bruce Shaw : Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter before purchasing it in order to gauge whether or not it would be worth my time, and all praised Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter:

2 of 2 people found the following review helpful. Excellent Tool for Insight and Action By T. Martinez As an organization development consultant/executive coach and a leader of a small teams, I found the content and layout of this book informative, insightful, concrete, and most of all, applicable. The author has taken a topic that is tough to self-assess and to coach others through and given it some much needed clarity. The assessment and planning tools have added insight into my blind spots as a leader. He has also given me approaches and tools when working with those I coach/advise to make them more effective leaders. As other reviewers have mentioned, the layout of the book is

genius. For those with a deeper interest in the topic, the introductory chapters provide a solid base and excellent examples. I particularly found the discussions of a leadership trait I sometimes observe — productive narcissism — and the balance of self-confidence and self-doubt fascinating. For those like me who have a shorter attention span, there is a self-assessment that I highly recommend going to first. Here the author not only provides a tool that just by taking it provides insight, but also pointed me to parts of the book to explore in more detail. The “Blindspot Q Ardquo; resource is another great example of the practicality of this book. In this section, Shaw takes concepts, definitions, and key ideas and skinnies them down to the critical few. Introducing a concept in a clear, succinct manner is critical when I work with time-pressured leaders. Here Shaw provides an outline of the concepts and thus my guide to explaining the notion to my clients. Like help from a passenger when driving to see what’s in the driver’s blind spot, this book shows a way to see important parts of the leadership landscape that cannot be seen when looking ahead. 0 of 0 people found the following review helpful. Great book on leadership development. By Geda. Very good descriptions of potential leadership blind spots and lots of suggestion to act and follow through. Great book and a must read for business executives. 0 of 0 people found the following review helpful. Five Stars. By Walter Alba. Excellent book! Blindspots are discussed profoundly, real cases are presented and the approach is practical.

Leadership Blindspots is a comprehensive guide that helps individuals surface and act on unrecognized weaknesses that can impair their effectiveness, damage their organizations and derail their careers. Written by an author with years of experience working closely with leaders as a management consultant, the book provides a useful model for understanding how blindspots operate and the risks they pose. At the same time, Leadership Blindspots offers a clear roadmap to becoming a better leader by offering pragmatic advice on how to manage blindspots more effectively. Topics include: A framework to understand why blindspots threaten all leaders - and are particularly prevalent in the most visionary and driven of leaders. A description of different levels of blindness - those about yourself as a leader, the capabilities of your team, the strengths and weaknesses of your company and changes occurring in your industry. A description of the most common leadership blindspots and surveys to assess your areas of vulnerability. Actions you can take in five key areas to identify and manage your own unique risks, as well as the blindspots you see in those with whom you work.

"Do you know what your leadership blindspots are? It's a trick question because, by definition, blindspots are areas where you lack awareness of your weakness. Many coaches casually refer to them as "derailers." A leader continues to advance and climb the career ladder until an unknown weakness suddenly derails her career." --Kevin Kruse - Forbes "Robert Shaw's book Leadership Blindspots underscores the need to be both confident in your leadership capabilities and, at the same time, open to hearing contrary points of view, including feedback about your leadership impact. Individuals at all levels of a company will benefit from Robert's clear advice on how to lead effectively." --Sylvia Montero, author, Make It Your Business "The best leaders are brutally honest with themselves and their team members, seeing reality for what it is and then taking action to address any weaknesses. Robert Shaw, who has extensive experience working with successful leaders, provides insight into how to avoid fooling yourself about what is really going on in your company and markets." --Michael J. Thomson, president and chief operating officer, SunCoke Energy "Optimism is both necessary and problematic for those leading a company. This book is particularly useful for entrepreneurial leaders who need to be careful that their drive and passion does not blind them to the challenges they face in growing a business. Leadership Blindspots helps you surface what you need to know to be successful." --Michael J. Kelly, chief executive officer, On Call International. From the Author QA with Robert Bruce Shaw. How do you define blindspots? Blindspots are unrecognized weaknesses or threats that can harm a leader and his or her company. Are there different degrees of blindness? There are times when leaders are completely blindsided by a weakness or threat and other situations when they are partially aware of a weakness or threat but fail to understand its potential impact or the need for action. What are the different types of blindspots? We often think of blindspots in terms of a leader's self-perceptions and, in particular, the impact of his or her behavior. For example, a leader with an authoritarian style may believe, incorrectly, that he is being inclusive. He does not realize that his style is undermining the accountability of others (as they know that key decisions will ultimately be made by him). However, blindspots also exist in relation to the ways in which a leader views his or her team, organization, and markets. Blindspots in these other areas are equally if not more important in some situations than how a leader views him or herself. In the book, you give examples of blindspots that persist despite the harm they can cause. Some leaders get in their own way by making similar mistakes over and over. Consider the leader, smart and successful, who at times misreads others - in particular, thinking their values and motives are similar to her own when in some cases they are not. This results in a number of poor staffing decisions that hurt her and her business. This is not only a weakness but a weakness that she doesn't recognize in herself. One way to gain awareness of your blindspots is to look for patterns in the mistakes you make over time. What is the best way to ensure that blindspots don't harm a

leader? Leaders need to create mechanisms that surface the blindspots that matter. This is the equivalent of what you find in new cars that have a blindspot warning system that signals the driver when another car has entered his or her blindspot (the area where you can't see another car approaching). Such mechanisms are important for leaders because their own internal warning capabilities always have limitations. So you need to put into place external mechanisms that warn you when your blindspots are potentially dangerous. What is an example of such a mechanism? One of the best is a confidant who knows and respects you--but will tell you when you are failing to see a weakness or threat. Savvy leaders have people who act as warning systems in different areas when a leader is viewing an issue in a distorted or incomplete manner (such as the viability of a particular strategy or the success of a new initiative). But you need at least one person, someone you trust in regard to his or her capabilities and motives, who is first among equals in offering you feedback across a variety of areas. At the same time, you argue that what others see is not always on the mark. This occurs for at least three reasons. First, others may not see you in a variety of situations and thus may have less accurate information than you have about yourself. Second, others don't have direct access to your "internal" information, things about yourself that you often understand better than any outsider--such as your intent in making a decision. Third, blindspots don't exist just in the person being observed. What others observe about you sometimes says more about them than you. Leaders need to understand how they are perceived but then assess if change is needed in areas in which their self-perceptions are different than the perceptions of others. You also maintain that some blindspots are positive. Most people believe that awareness is always beneficial -- that we should confront reality in all situations. This view is almost always true in that denial can have devastating consequences for both a leader and his or her company. However, it is false when awareness erodes a leader's confidence and ability to inspire others. Blindspots, in some situations, have a positive influence that both leaders and their followers need to understand. No less a leader than Steve Jobs had what his team members in the early days of Apple called a "reality distortion field." He learned, over time, to better recognize and manage the downsides of his towering strengths. What are the key takeaways from the book? - All leaders have blindspots because of a range of psychological and organizational factors. There are varying degrees of blindness but no one escapes unscathed. - Most blindspots are destructive but some are adaptive. The skill is knowing which require your attention and which are better left alone. - You need to surround yourself with people, processes and practices to surface the blindspots that have the potential to derail you. The book describes how the best leaders do this. From the Back Cover Are You Getting in the Way of Your Own Success? Leadership Blindspots is packed with detailed case studies examining how blindspots operate, using examples from firms like Apple, , Hewlett-Packard, JC Penney and JPMorgan Chase. These cases show how a leader's blindspots can lead to devastating mistakes if they aren't recognized and acted on. Author Robert Bruce Shaw examines the most common types of blindspots and provides worksheets and assessment tools to help individuals at all levels of a company avoid being blindsided by weaknesses and threats that they don't see or fully understand.