

RESOURCE D

READINGS ON LEADERSHIP BLINDSPOTS

Learning from Others' Successes

- Michael A. Roberto has written a number of excellent books on leadership; his *Know What You Don't Know: How Great Leaders Prevent Problems Before They Happen* (Pearson Prentice Hall, 2009) is the most relevant in regard to blindspots.
- Robert I. Sutton, in *Good Boss, Bad Boss: How to Be the Best . . . and Learn from the Worst* (Business Plus, 2012), has insightful things to say about leadership in general. This book is a good place to start if you are new to Sutton's work. I also suggest reading his blogs on the *HBR Blog Network* (blogs.hbr.org/sutton).
- Marshall Goldsmith is well known for his insights on how successful executives avoid the problems that plague others, particularly in regard to their behavior; see his book *What Got You Here Won't Get You There: How Successful People Become Even More Successful* (Hyperion, 2007).

Learning from Others' Failures

- Richard S. Tedlow, in *Denial: Why Business Leaders Fail to Look Facts in the Face—and What to Do About It* (Portfolio, 2010), presents rich case histories of corporate denial.
- Sydney Finkelstein, in *Why Smart Executives Fail* (Portfolio, 2003), provides an interesting assessment of failure with many case studies.
- Max Bazerman and Ann E. Tenbrunsel, in *Blind Spots: Why We Fail to Do What's Right and What to Do About It* (Princeton University Press, 2012), view blindspots from an ethical vantage point, with useful models and recommendations.
- Kathryn Schulz, in *Being Wrong: Adventures in the Margin of Error* (HarperCollins, 2010), looks at the reasons why we make mistakes. Her work combines research with an interesting philosophical view of the errors we make.

The Nature of Self-Deception

- Daniel Kahneman, author of *Thinking, Fast and Slow* (Farrar, Straus and Giroux, 2013) and a highly respected scholar, examines how people process information and the mistakes they make in doing so.
- Daniel Goleman was one of the first to write for a general audience on what research can tell us about self-deception; see, in particular, his book *Vital Lies, Simple Truths: The Psychology of Self-Deception* (Simon & Schuster, 1996).
- Malcolm Gladwell discusses the logic and limits of leadership hubris in “Cocksure: Banks, Battles, and the Psychology of Overconfidence,” *The New Yorker*, July 27, 2009.
- Robert Trivers, in *The Folly of Fools: The Logic of Deceit and Self-Deception in Human Life* (Basic Books, 2011), offers a fascinating mix of sociobiology and personal history. Trivers is one of the most original thinkers on self-deception.