

RESOURCE C

COMMON LEADERSHIP BLINDSPOTS: FEEDBACK WORKSHEET

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The following survey lists common leadership blindspots—which are unrecognized weaknesses or threats. The survey seeks to identify the areas in which a leader lacks self-awareness. From your viewpoint, what are the top three blindspots for the leader who asked you to complete this worksheet? *Note:* Select no more than three of the following blindspots.



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Common Leadership Blindspots	Description	Top Three Blindspots for This Leader (mark with a check)
Potential Blindspots About Himself or Herself		
1. Overestimates his or her strategic capabilities.	Better at operational management than strategic thinking.	
2. Wants to be right more than effective.	Seeks to push through his or her ideas even when a more inclusive approach is needed.	
3. Fails to balance the what with the how.	Lacks focus on either the results we need to achieve (the what) or the behaviors we need to demonstrate (the how).	
4. Doesn't see his or her impact on others.	Doesn't fully understand how his or her behavior affects others.	
5. Believes the rules don't apply to him or her.	Bends or will not follow the rules that others follow in some cases.	
6. Thinks the present is the past.	Sees new challenges primarily from the perspective of past experiences or solutions.	
Potential Blindspots About His or Her Team		
7. Fails to focus on the vital few priorities.	Is pulled in too many directions, and doesn't dedicate necessary time to the key priorities.	
8. Doesn't understand his or her impact on how the team operates.	Works with his or her team in a manner that creates problems and is less effective in leading the team than he or she believes.	
9. Overrates the talent on the leadership team.	Doesn't see his or her team, or particular team members, accurately in regard to their performance or capabilities.	
10. Avoids the tough conversations.	Is conflict averse, particularly in dealing with people and organizational issues.	
11. Trusts the wrong individuals.	Has given power to some individuals who use it in destructive ways.	
12. Doesn't develop real successors.	Does not invest sufficient time in developing talent on his or her team and at the next level of the company to establish a robust succession plan.	

Common Leadership Blindspots	Description	Top Three Blindspots for This Leader (mark with a check)
Potential Blindspots About Our Company		
13. Fails to capture hearts and minds.	Doesn't inspire people to achieve more than they thought possible.	
14. Is losing touch with the shop floor.	Is isolated from those working on the front lines of the company and also from customers.	
15. Treats information and opinion as fact.	Doesn't see that the information coming to him or her is sometimes filtered, or "packaged."	
16. Misreads the political landscape.	Is not as politically aware or savvy as needed.	
17. Puts own ambition before the company.	Can put personal ambition and drive for success in front of what is best for the company.	
Potential Blindspots About Our Markets		
18. Clings to the status quo.	Has difficulty seeing the limitations of our current business model—resists change.	
19. Underestimates our competitors.	Is inclined to see our competitors as weaker and less of a threat than they really are.	
20. Is overly optimistic.	Overestimates the probability of success in some situations (regarding projects, investments, people, and the like).	

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Recommendations for the Top 3 Blindspots Selected Above

A. Blindspot # _____ Recommendations:

Description: _____

B. Blindspot # _____ Recommendations:

Description: _____

C. Blindspot # _____ Recommendations:

Description: _____

D. Are there any other blindspots, beyond those listed above, that you see in this leader?