



## NINE BLIND SPOTS THAT CAN DERAIL THE IMPACT OF LEADERS AND MANAGERS

Based on the research conducted by **Lee Eisenstaedt** for his Amazon best-selling book *Leading With Courage: 9 Critical Behaviors of Effective Leaders and Managers*

- 1 FAILING TO HONOR THE ORGANIZATION'S CULTURE**  
"Culture eats strategy for breakfast" (Peter Drucker) and attempting to create and implement a strategy that's incompatible with an organization's culture is probably not going to succeed. Instead, leaders need to understand, respect and work with what they've got.
- 2 BECOMING ISOLATED**  
Leaders can get into the trap of thinking they need to be self-sufficient. In the early days of a new role especially, that is not the case. This is a time for building relationships and discovering interdependencies.
- 3 COMING IN WITH THE ANSWER**  
Arrogance is a known career killer. But sometimes arrogance is rooted in insecurity. When leaders feel that they have to act the part, have all the answers, appear decisive, and establish a directive tone, these behaviors can be counterproductive.
- 4 STICKING WITH AN UNDER-PERFORMER TOO LONG**  
When leaders give under-performers too many chances, they risk losing credibility in the eyes of their "A" players and customers. Failure to build a high-performing team and deliver results quickly enough can be difficult to recover from.
- 5 ATTEMPTING TOO MUCH**  
To prove that they can handle multiple simultaneous challenges, perhaps due to not knowing what, when, how, and/or to whom to delegate task, leaders reduce their potential and impact
- 6 BEING BLIND TO INNOVATION OR NOVELTY**  
Not seeing or reacting to changes in their situation can cause leaders to rely on old tricks.
- 7 LACK OF ALIGNMENT**  
The objectives, goals and strategies that were agreed to and communicated are often not the same as the expectations held in people's minds. Different stakeholders and team members can view their roles very differently. Effective leaders also know that alignment and agreement are not the same thing.
- 8 LACK OF A WINNING STRATEGY**  
When a leader can't bring an effective strategy to the business and see it through — whether due to a mismatch in skill or vision—that leader will not be effective in his or her role.
- 9 OVERPROMISING**  
Given the pressure to make an impact, leaders can be tempted to make commitments that are not realistic in terms of timing, results, investment, etc. Telling stakeholders what they want to hear rather than what they need to hear can lead to a losses in credibility and trust that cannot be regained.

Which of these blind spots do you need to be on the alert for?  
Find out by taking our free self-assessment: [http://bit.ly/lwca\\_9\\_behaviors](http://bit.ly/lwca_9_behaviors)