# CONTENTS

**INTRODUCTION** | ix

**SECTION 1: WHY BLINDSPOTS MATTER**

**CHAPTER 1: THE DANGERS AND REWARDS OF BEING BLIND** | 3

**CHAPTER 2: HOW TO SPOT BLINDSPOTS IN YOURSELF AND OTHERS** | 17

**CHAPTER 3: THE COMMON BLINDSPOTS HOLDING LEADERS BACK** | 35

**CHAPTER 4: WHY BLINDSPOTS ARE AN EVER-PRESENT CHALLENGE** | 55

**SECTION 2: HOW TO SURFACE AND OVERCOME BLINDSPOTS**

**CHAPTER 5: SEE IT FOR YOURSELF: CUSTOMERS, COLLEAGUES, AND OUTSIDERS** | 71

**CHAPTER 6: SEEK OUT THAT WHICH DISCONFIRMS WHAT YOU BELIEVE** | 91

**CHAPTER 7: DEVELOP PERIPHERAL VISION AND SEE WHAT OTHERS MISS** | 117

**CHAPTER 8: BUILD A NETWORK OF TRUSTED ADVISORS IN CRITICAL AREAS** | 131
The Leadership Blindspots Self-Assessment Survey is available online at www.wiley.com/go/leadershipblindspots.

The survey contains ten questions in each of the four potential blindspot areas (self, team, company and markets). The results indicate a leader’s likelihood of having blindspots in each of these four areas and in total.