

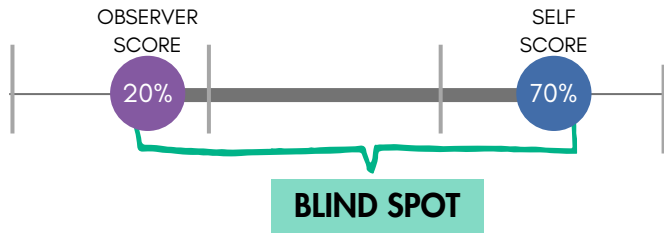
ILLUMINATING BLIND SPOTS

COACHING CRIB SHEET



How Do You Find a Blind Spot?

DATA.



Using a 360 behavioral assessment can identify gaps between how leaders see themselves and how others see them.

For our research, we defined a define Blind Spot as a behavior where a leader's Self Score differs from their Average Observer Score by 30 or more points.

4 Reasons to Use a Behavioral Assessment to Identify Blind Spots

- 1 **Descriptive**
Measures what a leader is doing – *not how well* they are doing it.
- 2 **Neutral**
High scores are not universally good; low scores are not universally bad.
- 3 **Contextual**
The assets and liabilities of any behavior are dependent on the goals of the individual, role, and organization.
- 4 **Malleable**
Behavior profiles aren't "hard wired" like personality traits; they can be changed with targeted development.

5 Things New Research Reveals About Blind Spots

In a global study of 39,628 leaders who completed the LEA 360, a questionnaire that gathers both self and observer scores on 22 leadership behaviors, we took a closer look at the patterns around blind spots. Here's what we discovered.

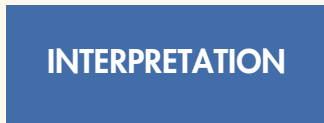
- 1 **Blind spots are common**
Our research measured 22 behaviors – and on average, leaders had 7.6 blind spots – that's more than one-third of behaviors where leaders are flying blind!
- 2 **Leaders are most likely to overestimate 3 behaviors...**
 - *Self* – making decisions independently
 - *Tactical* – seizing opportunities to adapt
 - *Delegation* – delegating tasks to others
- 3 **...and underestimate 2 others.**
 - *Communication* – explaining clearly & keeping others informed
 - *Control* – making sure things get done & delivering on promises
- 4 **5 behaviors where they're likely to align**
 - *Persuasive*
 - *Outgoing*
 - *Excitement*
 - *Restraint*
 - *Empathy*
- 5 **Blind spots are universal**
The average number of leadership blind spots was consistent across gender, generation, management level, industry, and between remote, hybrid, and in-person workers.



Scan for citations, on-demand webinar, and all of our additional resources.

Coaching to Address Blind Spots

The Coaching Work in Three Phases



Help your coachee understand what their scores mean (*and* what they don't)



Consider what your coachee's overall goals are, and identify which blind spots to prioritize for development



Identify specific changes the coachee can make, and create a structure for accountability

Where Do Blind Spots Come From?



What goes into it?

The internal AND the external. Everything a leader does in their head is in this score.

What happens to make these scores so different?



What goes into it?

The moments the participants are directly working with their observers. Context matters A LOT in observer scores.



Scan for a case study with strategies to coach for two common blind spots:



3 Ways to Address Blind Spots Through Coaching

1

Maintain Perspective

- Remind your coachee of what their scores mean - *and* what they don't.
- Awareness gaps are opportunities, not accusations.
- Some blind spots will hit hard; leave space for those feelings, but don't dwell.

2

Rely on the Fundamentals

- Trust the process: Interpretation, Context, Action Planning.
- Reiterate an essential aspect of the LEA assessment: low scores aren't bad, high scores aren't good.

3

Leverage Resources & Input

- Supplement the data with qualitative feedback.
- Leverage resources from your assessment provider. Identify key action items that feel possible.
- Be intentional and accountable. Identify what they will do and set reminders to make it stick.



Contact us to learn more about how the LEA 360 helps leaders & their coaches address blind spots and increase self-awareness.

