

‘You’re choosing not to see them.’

The Truth Behind Blind Spots



Y

ou have blind spots. Everyone does. The problem isn’t that they exist. It’s that you’re choosing not to see them—while everyone else does.

Here’s the myth many leaders subscribe to: “If someone would just tell me my blind spot, I’d fix it.”

However, people *have* been telling you—throughout your career. Your spouse. A former boss. That colleague you dismissed as difficult. The feedback was never the problem—your willingness to receive it was. We don’t ignore blind spots because we can’t see them. We ignore them because seeing them feels like confirming our worst fear: that we are, in some fundamental way, not good enough. So we look away. We reframe. We construct a narrative where the flaw doesn’t exist. And for a while, that works. Until it doesn’t.

The moment you stop seeing a weakness, it becomes a liability your entire organization has to absorb. Blind spots don’t stay contained—they grow. They get embedded in your decisions, your culture, your talent strategy. Consider the leader who plays favorites, gravitating toward the person who mirrors

their own style, excusing their underperformance, championing them beyond their merit. The rest of the team notices immediately. Trust drops. High performers disengage or leave. And the leader stays convinced the problem is everyone else.

There’s a personal cost too. The cruel irony of a blind spot is that the very thing you’re trying to avoid, in order to protect your confidence, is quietly eroding it instead. Deep down, past the rationalizations, you know you’re part of the problem. That defensiveness that flares a little too fast when certain topics arise? That’s your blind spot, signaling that it’s time to get honest. Ignoring it doesn’t make you stronger. It keeps you stuck, and it gets worse.

So how do you address it? First, understand that there is almost certainly more than one blind spot. The signals have been present throughout your career—in exit interviews, in stalled relationships, in feedback you filed away and forgot. A 360-degree feedback review helps reveal blind spots because a pattern confirmed by multiple voices is much harder to dismiss than feedback from a single leader. A skilled executive

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coach, grounded in trust, helps you translate that feedback, lower your defenses, and actually hear it. Then they help you understand how it shows up, and why you have been avoiding it. Start there. Once you can see the blind spot, the work becomes clear.

Start by seeing the truth. And lean into the discomfort, instead of away from it. Like an athlete who knows that discomfort signals growth, use it as data, not a threat. Then unpack the why, because every blind spot has a payoff, a way it has been protecting you from something. Find it—and ask yourself honestly why you’ve been so unwilling to look.

From there, get accountable: This blind spot is yours, not a shared burden, not someone else’s fault. Own it fully. That means rewriting your inner script and stopping the habit of confusing rationalization with truth. The stories you’ve been telling yourself

may feel protective, but they are also what keep you stuck. Then take action. Insight without behavioral change is simply self-awareness without purpose. Finally, pressure-test your progress. Ask yourself honestly, “Am I still doing it?” and keep going until the answer, confirmed by the people around you, is no. And remember: You are not the best judge of your own growth—others are.

The biggest obstacles to your effectiveness as a leader are rarely market conditions, competitive dynamics, or difficult people. They are almost always your blind spots. That is good news. You cannot control the market, but you can control this. Most leaders just don’t. Let your commitment to leading well be greater than your resistance to seeing clearly. Because what you refuse to see does not disappear. It compounds. ▀

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