

Dedication

To my wife, Monica, and my daughters, Ashlynn Joy and Ava Faith, my legacy.

You've seen me at my best and when I've been the most difficult as a husband, father, and leader. You've felt the impact of my leadership blind spots that cost you in real life, and you've also watched me do the hard work to change. Thank you for loving me, calling me out when I needed it, and staying in the fight with me.

My LEGACY is to honor Christ by leading myself well and equipping others to discover, develop, and live their full God-given assignment. I'm learning how to live that first with you.

This book is dedicated to you because when I challenge leaders to eliminate the blind spots that cost them their best people and results, I'm preaching to myself and thinking about the husband and father I am when I'm at home and it's just us.

My legacy motto is: "What does it profit a man to gain the whole world and lose or forfeit his family? Absolutely nothing.

Foreword

by Keith Craft

Aaron is one of those RARE individuals that has been on a lifelong quest to reach his full God-given potential. In this process, he has developed an incredible growth mindset and is now helping thousands of others to do the same! He displays this by investing in himself in order to eliminate blind spots. He has discovered the secret that top earners understand: he invests in his own personal growth. When you invest in growing yourself, you develop a super power that enables you to reach further than you would be able to reach on your own and make others better as well.

When he approached me to be his coach, he was 45 years and in the middle of a major transition. He had been a full-time pastor for over a decade, and walked into new doors of opportunities for him as a speaker and coach to professional organizations. He knew that that he was created for more, but he also acknowledged that he needed help to get there. He came to me and immediately put in the work and he started growing.

In our very first session, I shared something with him that I've lived myself: everything in the middle looks like failure. The beginning looks exciting. The end looks amazing. The middle looks confusing and messy. I told him, "These next five years are

going to be years of building and establishing. If you will be intentional about developing yourself, what you envision will begin to show up in your life."

I've watched him do exactly that.

Aaron has invested in his thinking, in his leadership, and in his calling. He's leaned into the hard work of seeing his own blind spots so he can help other leaders see theirs. He hasn't just talked about growth; he's paid the price for it. I've watched him become the man, the leader, and the coach that God put in his divine fingerprint from the very beginning. That's why I trust his voice, and that's why I'm honored to write this Foreword.

If you lead a company, a team, a church, or a family, you already know leadership isn't easy. You mean well, but people don't always experience you the way you think they do. You think you're being clear, but they're confused. You think you're being strong, but they feel shut down. You think you're being hands-off, but they feel like you're not there.

That's what blind spots do.

You feel the symptoms—frustration, turnover, misunderstandings, missed opportunities—but you can't quite see the source. You don't have a simple way to identify what's really going on in you. You

can't fix what you won't face, and you won't face what you can't see.

That's where this book comes in.

In *Blind Spots*, Aaron gives you something most leaders never really get: a mirror. Not to shame you, but to help you. He walks you through a process to see yourself more clearly so you can lead yourself—and the people God has entrusted to you—at a higher level. He speaks the truth in love. He says out loud what a lot of people around you might feel but don't always know how to say.

One of the things I love about Aaron is the way he uses the DISC model. He's not playing personality games. He's a Certified DISC master trainer and coach who understands that every strength, when it's not aligned, can become a weakness. He shows you where each personality style wins and where each style has real blind spots that can hurt people, profits, and performance if you ignore them.

After reading this book, you won't just leave with ideas, he gives you a blind spot assessment and practical tools you can use to grow yourself and your team. You'll start to see patterns you've never seen. You'll understand why certain conflicts keep repeating. You'll see why some people pull away and others push too hard. You'll have language for what you've only felt.

Here's my challenge to you: don't read this book casually.

Read it as a leader who wants to think on a higher level. Read it with a pen in your hand and humility in your heart. Ask God, "What are You trying to show me about me?" Be willing to change your thinking, your words, and your actions where you need to. If you do that, this won't just be another leadership book you skim. It can be a turning point to the new you.

I believe this book will help you stop leading blind and start leading with clarity, alignment, and intentionality. Your blind spots don't have to be your downfall. With honesty, humility, and the right tools, they can become the starting point for a new season of growth and impact in your life.

Table of Contents

Part 1 – From Blind Spots to Clear Vision

1. Introduction – The Morning Life Became Clear
2. Chapter 1 – The Blind Spot Dilemma
3. Chapter 2 – The Blind-Spot Lens and the Legacy Leader Types™

Part 2 – Leading from Your Home Base

4. Chapter 3 – Dynamic Developer
5. Chapter 4 – Inspiring Innovator
6. Chapter 5 – Stable Strategist
7. Chapter 6 – Calculating Creator
8. Chapter 7 – Expanding Beyond Your Home Base

Part 3 – Using the Blind-Spot Lens with Others

9. Chapter 8 – Leading a Team of Legacy Leader Types™
10. Chapter 9 – Designing a Culture that Sees What It Can't See
11. Chapter 10 – Scaling Your Leadership When You're Not in the Room
12. Chapter 11 – From Blind Spots to Legacy

**Part 1 –
From
Blind
Spots to
Clear
Vision**

Introduction

The Morning Life Became Clear

Success is not measured by how many people follow your orders.

It is measured by how well you empower others to think, decide, and lead without you.

Most leaders would agree with that statement.

Far fewer examine how they live it.

I didn't, at least not in the way I believed I was.

That became clear on the morning of my 40th birthday.

Up until that point, everything in my life appeared to be working. I was moving fast; producing results, carrying responsibility, making decisions, and rarely stopping to reflect.

From the outside, there was no reason to question anything.

Most leaders believe they are doing exactly what they are supposed to be doing.

That's where I was.

One evening, friends were channel surfing and unexpectedly saw me on national television. They called, surprised. They didn't know I was on TV. They didn't realize I had reached that level.

From their perspective, I had arrived.

From mine, something still felt off. I just couldn't name it yet.

The Mirror I Didn't Expect

On the morning of my 40th birthday, I stood in the bathroom staring at the mirror. Not the quick, functional glance I gave it most days while rushing to the next thing. I stopped.

A question rose in my mind that I did not go looking for:

“If I keep leading at this pace, in this way, where does this story end?”

I thought about my calendar, about the people who depended on me, about the team that always seemed to be catching up to wherever I had already gone in my head.

I thought about my family.

I thought about the growing gap between what I intended and what people were experiencing.

Then another, sharper question came:

“If I continue down this path, at this pace, will I fulfill my God-given potential as a leader?”

For the first time, I knew the answer was **no**.

It wasn't no because I lacked opportunities.

It wasn't no because I lacked skill, or effort, or passion.

It was no because I was unaware.

I could see results. I could see responsibilities. I could see opportunities.

What I couldn't see clearly were my **blind spots**.



That morning became a line in my story. Not because everything changed in a moment, but because I finally admitted what I had been too busy, or too proud, to face:

I was not failing. I was **unaware**.

And unawareness, left alone, eventually feels like failure to the people who experience you.

When Effort Isn't the Problem

Most high-capacity leaders I meet are not lazy, careless, or indifferent.

They are:

- Overcommitted
- Over responsible
- Over invested in the outcomes they're carrying

They read the books. They buy the courses. They attend the conferences. They add new tools to their leadership toolbox.

But underneath the effort, the same patterns keep showing up:

- The same kinds of misunderstandings.
- The same feedback in performance reviews.
- The same meetings that feel productive in the moment but lead to confusion later.
- The same relational fractures that seem to “come out of nowhere.”

The most honest leaders will tell you:

“I’m not sure what else to do. I’m trying hard. But something isn’t landing the way I think it is.”

That “something” is the focus of this book.

It is not your competence.

It is not your calling.

It is not your character.

It is your blind spots—the gap between what you intend and how you are experienced.

This book will teach you to see that gap early enough that you stop losing your best people, profits, and performance to patterns you cannot yet see.

The Executive Who Kept Rebuilding the Same Team

I met a senior executive. We’ll call her Maria. She led a large division inside a fast-growing company.

On paper, she was exactly what the organization needed: smart, decisive, strategic. She took over a struggling division and turned the numbers around in eighteen months.

There was just one problem.

She was on her **third** leadership team in four years.

Each time, the story sounded similar:

- “They weren’t the right fit.”
- “They couldn’t keep up.”
- “I need people who can run as hard as I do.”

When turnover at her level started to raise concerns with the CEO, Maria reached out for coaching. She was defensive at first, and understandably. She had results to show. The board loved her.

We began to look, not just at what she was accomplishing, but at **how** she was accomplishing it.

Patterns quickly emerged:

- She ran meetings at a pace that left little room for questions.
- She made decisions in her head and announced them as foregone conclusions.
- She interpreted hesitation as lack of commitment rather than as a need for clarity.

Her intention was simple: **urgency**.

Her team’s experience was more complicated: **pressure with little voice**.

No one had ever called that a blind spot. They called it “high standards,” “drive,” “excellence.” Those labels were partly true.

But the whole truth was that her greatest strengths were also quietly eroding trust. Talented people were leaving, not because they couldn't keep up, but because they felt they couldn't be honest.

Once Maria saw this, she didn't stop being decisive. She didn't slow every meeting to a crawl. What changed was her **awareness**, and a few specific behaviors we'll explore in Chapter 3.

Within a year, turnover on her team dropped dramatically.
Results stayed strong.
Trust scores climbed.

The difference was not another tool or technique.
The difference was that Maria finally saw what she could not see before.

The Pastor Who Loved His People into Stagnation

Another leader, a pastor I'll call James, carried the opposite pattern.

If Maria's home base was fast-paced and task-oriented, James lived in the **slower-paced, people-oriented** side of the map.

He loved his congregation deeply.
He knew birthdays, anniversaries, and hospital stories. He was present in crisis, faithful in the small things, loyal to a fault.

Over time, however, his church stopped moving.

New families struggled to connect.

Volunteers were tired.

Staff avoided hard conversations, waiting for “the right time” that never seemed to come.

On the surface, James’ ministry looked stable.

Under the surface, it was slowly suffocating.

When we sat down together, he said something I will never forget:

“I feel like I’ve loved people into a place where I can’t lead them.”

James’ intention was **care**.

His people’s experience was **uncertainty and drift**.

He delayed clarifying conversations because he didn’t want to hurt feelings. He kept underperforming staff in place because “they’ve been here a long time.” He interpreted any discomfort as a sign that he should slow down, without asking whether the discomfort was a sign of necessary growth.

His blind spot wasn’t lack of love.

It was his **unwillingness to pair love with timely clarity**.

Once he saw that, he began having different conversations, still kind, still honoring, but more honest and more specific. Change

didn't happen overnight. But within two years, the culture felt entirely different.

People still described James as caring.

Now they also described him as **clear**.

The Common Thread

Maria and James could not have been more different in style, context, or personality.

Yet they shared three things:

1. Both were genuinely committed to the people they led.
2. Both were blind to how their **natural way of leading** was being experienced.
3. Both saw breakthrough only when they were willing to examine the **gap between their intention and others' impact**.

Your story will be your own. Your context will be different. But if you are honest, you may recognize pieces of yourself in both, and in the leaders you work with.

You already know you have strengths.

You may even know you have blind spots.

What you may not yet have is a **clear, practical way** to see those blind spots before they cost you more than you intended.

That is where this book, and the **blind-spot lens**, comes in.

Your Natural Home Base

In the chapters ahead, we will look at a simple but powerful idea:

Your **natural pace** and **natural focus** combine to create a **home base**, a default way of leading, that shapes both your impact and your blind spots.

- Some leaders move fast and think in tasks.
- Some move fast and think in people.
- Some move slower and think in people.
- Some move slower and think in tasks.

None of those combinations are wrong.

All of them are needed.

But whichever combination feels like home for you will become the place where your blind spots most often hide, because it is the place you rarely stop to question.

You don't wake up asking, "How might my speed be affecting people today?"

You don't naturally wonder, "How might my love of ideas be overwhelming my team?"

You lead from what feels **normal**.

This book is an invitation to pause long enough to ask:

“What feels normal to me that does not feel normal to the people I lead?”

When you can answer that question with honesty and curiosity, you are halfway to closing the gap between intention and impact.

The Blind-Spot Lens and the Legacy Leader Types™

To help you see what you’ve been missing, I will introduce two connected tools:

1. The **blind-spot lens** – a four-step way of understanding how your natural pace and focus create your impact **and** your blind spots.
2. The **Legacy Leader Types™** – four patterns of leadership that show up consistently across industries, families, churches, and organizations.

These are not personality boxes.

They are mirrors.

They are designed to:

- Give you language for patterns you are already living.
- Help you see how your best strengths, left unchecked, shape your blind spots.

- Show you how to make small but meaningful adjustments that change people's experience of your leadership.

You will see yourself in one type more than the others. That is your **home base**.

Once you know your home base, you can learn to **borrow strengths** from the other three types without abandoning who you are.

That is how leaders grow wider, not just taller.

A Heads-Up About the Blind Spot Quiz

Because this is such a personal journey, I want you to be able to read the rest of the book with your specific wiring in mind.

That's why, right after **Chapter 2**, I'll invite you to take a short **Blind Spot Quiz**.

In just a few minutes, it will:

- Identify your likely **Legacy Leader Type™** home base.
- Suggest a secondary lens you lean on.
- Give you a brief snapshot of your most common strengths and blind spots.

You don't have to take the quiz to benefit from the book.

But if you do, everything in **Part 2 – Leading from Your Home**

Base will land more deeply, because you'll be able to read it as **your story**, not just "leadership theory."

So, as you read, keep that in the back of your mind:

"Soon, I'm going to see myself on this map."

What This Book Will Help You Do

This is not a book about trying harder.

It is a book about **seeing differently**.

By the time you finish, my goal is that you will be able to:

- Identify your **Legacy Leader Type™** and how your natural pace and focus are shaping people's experience of you.
- Use the **blind-spot lens** to recognize the gap between your intention and impact in real time.
- Make small, practical adjustments that keep your strengths while minimizing their unintended damage.
- Lead from your **home base** with more clarity and less collateral.
- Work with, and not against, the other Legacy Leader Types™ on your team.
- Design a culture where truth is safe, and where blind spots are expected and addressed, not ignored.

- Scale your leadership so that your best principles, not just your personality, show up in rooms you never enter.

If you keep reading, you will bump into places where your current patterns are costing you more than you realized.

When that happens, I want you to remember something important:

You are not the problem.

Your **unexamined patterns** are.

And those can be seen, understood, and changed.

How to Read This Book

Here is how I recommend you move through the journey:

1. Part 1 – From Blind Spots to Clear Vision

You'll see the gap between intention and impact, understand why blind spots form where strength feels natural, and meet the four Legacy Leader Types™.

2. Part 2 – Leading from Your Home Base

After you take the **Blind Spot Quiz**, you'll walk through each type in detail, seeing your best days, your hardest days, and concrete micro-adjustments that change how people experience you.

3. Part 3 – Using the Blind-Spot Lens with Others

You'll apply the lens to your team, your culture, and your

legacy, designing a way of leading that continues to serve people well even when you're not in the room.

You do not have to agree with every insight on every page. In fact, if you're anything like the leaders I coach, there will be moments when you want to argue with what you see.

That's okay.

All I ask is that you stay curious:

- “Where might this be true of me, even a little?”
- “How might the people I lead answer that question?”
- “What would it change if I took this seriously?”

If you will bring that level of honesty and courage to these pages, this book will not just be something you **read**. It will become something you **live**.

One More Look in the Mirror

Before we step into Chapter 1, I want to bring you back to your own version of that bathroom mirror.

You may not be standing in front of it literally, but you can stand there in your mind.

Ask yourself:

“If I keep leading the way I am leading right now, at this pace, with this focus, in this pattern, where does this story end for me and for the people I lead?”

You may not like the first answer that surfaces.

That’s good.

It means you are ready to see what you have not seen before.

You are ready to move from blind spots to clear vision.

Micro Action Exercise:

Each morning, before the day gains momentum, stand in front of a mirror for two minutes. No distractions. No agenda.

Ask yourself:

- Today, am I leading from empowerment or from my position?
- Where might blind spots be influencing my decisions or interactions?

Write down one insight.

Awareness is not the destination. It is the starting point.

Chapter 1

The Blind Spot Dilemma: You Can't Change What You Don't See

By the time a blind spot shows up on a report or dashboard, it has already been shaping your leadership for a long time.

Blind spots rarely announce themselves.

They do not show up as obvious mistakes or dramatic failures.

They do not interrupt momentum or demand immediate attention.

Most of the time, they hide inside behaviors that feel familiar, useful, even responsible.

That is what makes them so hard to see.

I didn't think I was missing anything. From my perspective, I was showing up. I was working hard. I was focused on what needed to be done next. My heart was right, or at least I believed it was.

What I learned, slowly and uncomfortably, is this:

Intention does not automatically translate into impact.

I assumed my motives were obvious. I assumed people could see my heart. I assumed that because I cared, they felt cared for. I was wrong.

Nothing explosive happened. There were no confrontations, no raised voices. People just stopped leaning in. Eventually, they stopped staying.

It showed up one Tuesday afternoon in a way I couldn't ignore.

We were in a planning meeting I had run a dozen times before. I walked in with a full agenda and a clear direction in my head. Twenty minutes in, I realized I was the only one talking.

When I paused to ask for input, the room went quiet. People glanced down at their notes or back at their laptops. One leader said, "No, this sounds good," in the careful tone you use when the decision has already been made. Another offered a polite suggestion that didn't touch anything important.

A year earlier, this same group had debated, pushed back, and added ideas I never would have seen on my own. Now they were agreeing faster and contributing less.

As the meeting ended, I heard someone say in the hallway, "Let's see how long this version lasts." It wasn't angry. It was resigned.

That was the first time it occurred to me that people hadn't just stopped speaking up.

They had started giving up.

That is the danger of blind spots: they quietly effect your relationships, your team's energy, and your own capacity long before anything shows up in a metric.

They do not confront you or argue their case. They hide behind good intentions, hard work, and visible success.

As the saying goes, you don't know what you don't know. Blind spots are called blind spots for a reason. They are often obvious to everyone else and invisible to the person carrying them.

That realization was uncomfortable. It forced me to sit with a truth I didn't want to admit.

I was not leading with clarity. I was leading on autopilot, not because I didn't care, but because I hadn't learned how to see what I was missing.

That is how blind spots form.

They are not created by apathy or neglect. They develop through familiarity, through patterns that once worked, behaviors that produced results, strengths that were rewarded and reinforced. Over time, those patterns become automatic, and what becomes automatic stops being examined.

Many blind spots begin as survival strategies, ways of operating that helped you move faster, stay in control, or navigate pressure. At one point, they may have been necessary or even celebrated. Survival strategies do not always age well.

Focus can turn into tunnel vision. Responsibility can turn into control. Urgency can turn into impatience.

None of this starts as a problem. It becomes a problem when it goes unexamined.

This is why blind spots are hardest to detect in capable, driven, well-intentioned people. When you care deeply about doing things well and you take responsibility seriously, when your track record reinforces your approach, there is very little incentive to slow down and look again.

Success creates momentum. Momentum reduces reflection. Reflection feels unnecessary when nothing appears broken.

What many leaders don't realize is that blind spots almost always show up at home before they show up at work.

They surface in the mundane: in tone, in pace, in presence. Not in dramatic moments, but in repeated ones.

At home, there are no dashboards or performance reviews, no titles to buffer impact, just people experiencing you as you are.

That is often where the emotional cost appears first. Distance shows up before open disagreement. Tension arrives before open conflict. Disengagement appears before awareness.

For a long time, I didn't connect those signals to anything larger. I treated them as isolated, situational, temporary.

Later, I noticed similar patterns emerging at work. People were disengaging. Creativity was narrowing. Leaders were coming in and leaving just as quickly. Teams were doing just enough, but no more.

It was the same blind spot. The setting changed, but the pattern stayed.

At the time, I didn't connect the dots. I assumed the issue was external: the wrong people, the wrong fit, the wrong season. What I hadn't yet recognized was that the same unexamined patterns quietly shaping my relationships were now carrying a professional cost.

Blind spots do not stay contained. They travel.

Part of why they persist is that they are far easier to see in others than in ourselves. You notice when someone interrupts too quickly, when they rush decisions, when they talk about empowerment but struggle to release control.

From the outside, patterns are obvious. From the inside, those

same behaviors feel justified.

We explain them as standards, as urgency, as leadership. That doesn't make us dishonest. It makes us human.

Even highly successful leaders have blind spots. In fact, success often makes them harder to detect. As influence grows, feedback decreases. People adapt. They stop offering observations that feel inconvenient, risky, or costly. Over time, silence can start to feel like confirmation. But silence is not clarity.

A blind spot is not a character flaw, not a failure of intent, not proof that something is wrong with you. A blind spot is the gap between who you believe you are and how others experience you; the space between intention and impact.

You can intend to empower and still create pressure. You can intend to listen and still feel absent. You can intend to lead with purpose and still drift from it.

Until that gap is acknowledged, it cannot be closed.

The goal is not self-judgment or self-defense. It is not to correct everything at once. The goal is awareness.

You cannot beware of something until you are aware of it. Awareness begins when you stop explaining and start noticing, when you observe patterns instead of justifying them, when self-judgment gives way to honest attention.

You cannot change what you refuse to see. You cannot see clearly while you are busy defending.

Blind spots do not disappear through effort. They dissolve through clarity. Clarity always begins the same way: with the willingness to look again, without excuses.

In my own leadership, the costliest blind spots showed up around pace, presence, control, and the stories I used to justify all three.

In the next chapter, we'll look at why blind spots form where strength feels most natural, and how your natural pace and focus create both your impact and your blind spots.

Micro-Action Exercise: The Feedback Snapshot

Choose one person you trust who has been affected by your leadership or presence. Not the safest person or the easiest one, but someone who has experienced you under pressure: a spouse, a close friend, a colleague, or a direct report.

Ask them this question:

“When do you experience me as least present or least open?”

Then listen. Do not correct, explain, or defend.

If you feel the urge to respond, note it, but do not act on it.

At the end of each week, take five minutes to reflect. Identify one moment where your intention was clear to you but the impact may not have been clear to others. Write it down, briefly and honestly.

At the end of the month, review what you've written and look for patterns. Patterns reveal blind spots. Isolated moments rarely do.

Awareness is not the destination. It is the starting point.

Chapter 2

The Blind-Spot Lens and the Legacy Leader Types™

Why Blind Spots Form Where Strength Feels Natural

You have replaced people, reworked strategies, and redesigned structures, yet some of the same issues keep resurfacing. The names on the org chart change, but the patterns don't.

Blind spots are not random.
They follow patterns.

If Chapter 1 was about recognizing the gap between your intention and your impact, this chapter is about understanding why that gap shows up the way it does for you. Until you understand the pattern, every new situation feels unique. Once you see the pattern, situations start to make sense.

Most leaders try to close the gap by working harder or caring more. They read another book, take another course, add another practice. Those efforts are not wasted, but they often miss the root issue: you are bringing the same way of leading into every room, even when the room changes.

You have a natural pace and a natural focus. Together, they shape how everyone around you experiences your leadership, and where your blind spots hide.

Your Pace: How You Move

Leaders who are more Outgoing move fast. You think in real time, are comfortable making calls with limited information, and feel energized by momentum. Waiting feels like wasting.

Other leaders who are more Reserved move in a more measured way. You prefer to think before you speak, gather facts before deciding, and consider implications before you commit. Space and time help you bring your best.

Neither pace is right or wrong.

Both are strengths until they go unexamined.

- Unexamined speed becomes pressure.
- Unexamined slowness becomes delay.

Both widen the gap between intention and impact when you are unaware of how they land on others.

You probably already know your default pace. Think about a typical week:

- Do you get impatient when meetings drag and decisions stall?
- Or do you feel anxious when you are asked to decide on the spot, without enough information?

Your honest answers are early clues to where your blind spots like to hide.

Your Focus: What You Notice First

Some leaders naturally focus on completing a task. You see goals, metrics, deliverables. You notice what is on track and what is off. You think in terms of outcomes, strategies, and execution.

Others naturally focus on people. You see faces more quickly than numbers. You notice tone, tension, and energy. You think in terms of trust, culture, and relationships.

Again, neither focus is right or wrong.

Both are essential, until they crowd out the other.

- When tasks are the only thing you see, people become a means to an end.

- When people are the only thing you see, completing tasks can quietly drift.

Your pace and your focus are not personality labels. They are lenses. You bring them into every conversation, every decision, and every room you enter. Most days, you move through life assuming other people see what you see and feel what you feel.

They don't.

That difference is where blind spots grow.

The Legacy Leader Types™

When you put pace and focus together, you get four distinct patterns of leadership. I call them the Legacy Leader Types.

Think of it as a simple map:

Outgoing + Task focus → Dynamic Developer (drives momentum, risks pressure).



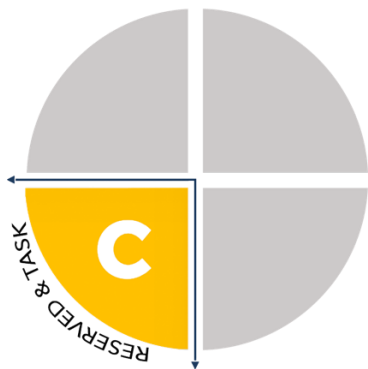
Outgoing + People focus → Inspiring Innovator (creates energy, risks whiplash).



Reserved + People focus → Stable Strategist (builds safety, risks avoidance).



Reserved + Task focus → Calculating Creator (protects excellence, risks delay).



You carry all four patterns in you, but one will drive your leadership most days.

Each type is built around real strengths. Each carries predictable blind spots when it operates on autopilot and widens the gap between intention and impact.

I have seen these four patterns across industries, cultures, and stages of life, from executives and founders to pastors, parents, and

community leaders. The language changes. The context shifts. The patterns stay strikingly similar.

Let's walk through each type.

The Dynamic Developer – Outgoing / Task-oriented



Dynamic Developers move quickly and drive toward outcomes. You thrive on momentum. You like seeing things built, launched, and finished. When a problem appears, you want to move toward a solution immediately.

In a meeting, a Dynamic Developer often speaks early and with confidence. You ask, “What’s the decision?” and “What’s the next step?” Silence feels uncomfortable; delay feels costly.

At your best, your speed cuts through clutter and helps people move from ideas to action. You protect the organization from stagnation and drift.

A typical scene: a project update runs long, so you jump in, summarize what you heard, assign tasks, and end the meeting five minutes early. You walk out pleased with the efficiency. Two people leave unsure what they own and too rushed to ask.

Your blind spot appears when your pace outgrows your awareness.

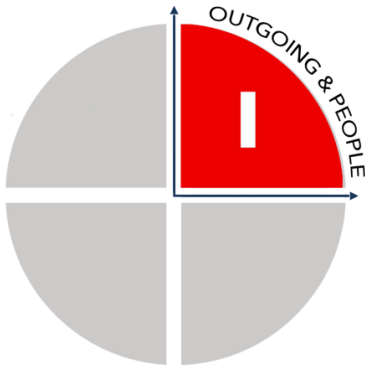
When you are moving fast, you may assume silence means agreement when it really means confusion or hesitation. You may interpret questions as resistance instead of as a desire for clarity. Without meaning to, you can create an environment where people say, “We’re clear,” because they are afraid of being the one who slows you down.

Your intention is urgency.

Their experience can be pressure.

That is the gap between intention and impact for a Dynamic Developer.

The Inspiring Innovator – Outgoing / People-oriented



Inspiring Innovators generate energy and possibility. You see connections others miss. You love casting vision, starting new things, and rallying people around ideas. You are often the one who says, “What if we...?” and “Imagine if...?”

In a room, you bring life. People are drawn to your enthusiasm. Problems feel smaller when you talk. The future feels bigger.

At your best, your energy unlocks creativity and hope. You help people believe that more is possible than they previously imagined.

A typical scene: you return from a conference filled with ideas. In your next team meeting, you share three new initiatives that could “change everything.” Heads nod. People are excited. A month later, the last big idea is still half-implemented, and now there are three more on the whiteboard.

Your blind spot appears when new ideas outrun grounded execution.

When you are energized by what could be, you may underestimate what it takes to finish what already is. You might announce a new initiative before the last one is stable, assuming your team can keep up because they share your excitement. Over time, people can feel whiplash, unsure which priority is truly the priority.

Your intention is inspiration.

Their experience can be exhaustion.

That is the gap between intention and impact for an Inspiring Innovator.

The Stable Strategist – Reserved / People-oriented



Stable Strategists create calm and continuity. You think carefully before you speak. You listen for what is underneath the words.

You care deeply about how decisions affect people and relationships.

In meetings, you often wait to share your perspective until you have heard from others. You look for common ground. You are the person others come to when they need a safe place to process.

At your best, your steadiness makes people feel seen and secure. You protect the culture from reckless decisions and relational fallout.

A typical scene: you know a restructuring is coming. You feel the weight of it. You spend weeks gathering input and waiting for the “right” moment to communicate. By the time the decision is finally announced, the team has already felt the tension and filled the silence with their own stories.

Your blind spot appears when safety becomes avoidance.

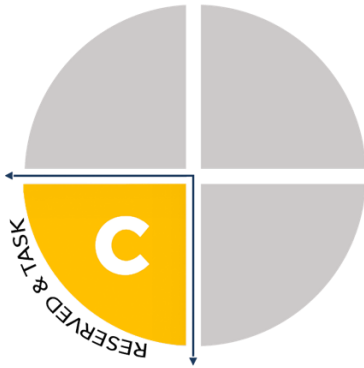
When you are focused on preserving trust, you may delay hard conversations longer than is healthy. You might soften necessary change until the message becomes unclear. You may tell yourself you are “giving it time” when you are postponing conflict.

Your intention is care.

Their experience can be uncertainty.

That is the gap between intention and impact for a Stable Strategist.

The Calculating Creator – Reserved / Task-oriented



Calculating Creators protect quality and reduce risk. You are thorough, analytical, and precise. You see what could go wrong before others even think to look. You feel responsible for making sure things are done well.

In meetings, you often ask detailed questions. You notice inconsistencies, gaps in logic, and missing information. You value preparation and thoughtfulness.

At your best, your standard of excellence keeps people from cutting corners. You safeguard the organization from costly mistakes and reputational damage.

A typical scene: your team brings you a nearly finished proposal. You spot three potential issues and send it back for more analysis. The work improves, but the deadline slips. Eventually, people start coming to you later and less often, only when they think they can survive your scrutiny.

Your blind spot appears when caution becomes paralysis.

When you are committed to getting it right, you may withhold approval until every risk is addressed. You can be slow to release ownership because no one else seems as prepared. Deadlines feel flexible when the work is not yet “ready.” Over time, people may hesitate to bring you anything that is not fully polished.

Your intention is excellence.

Their experience can be delay.

That is the gap between intention and impact for a Calculating Creator.

Seeing Yourself in the Types

You may recognize parts of yourself in more than one description. That is normal and expected.

Most leaders are a blend of all four Legacy Leader Types™. You flex differently at home and at work, in crisis and in calm. But one pattern will feel most like home. It is how you lead when you are tired, under pressure, or not consciously trying to adapt.

Think of your Legacy Leader Type™ as your home base, not your whole map.

You will visit the other three, but you live in one more than the others.

Your type is not a box. It is a mirror.

Its purpose is not to limit you, but to give you language for patterns you have likely been living out for years. When you can name the pattern, you can notice when your strength is becoming a blind spot and widening the gap between intention and impact.

The key principle is this:

The same strengths that built your success are shaping your blind spots.

Your fast pace is not the enemy. Your slow pace is not the enemy. Your focus on people or results is not the enemy. The danger lies in assuming that your way of leading is neutral rather than recognizing that it has a felt impact on every person you lead.

When you ignore this, you are surprised by feedback.

When you understand it, feedback starts to make sense.

The Blind-Spot Lens

Throughout this book, we will use a simple lens to help you see what you have been missing:

1. Your natural pace and focus create a default way of leading.
2. That default creates both your impact and your blind spots.

3. Blind spots grow in the space between your intention and others' experience.
4. Awareness plus small, intentional adjustments can close the gap.

This is the blind-spot lens.

It does not ask you to become someone else. It invites you to steward who you already are. Instead of asking, "How do I fix myself?" you will learn to ask, "How do I aim my strengths more clearly and protect others from their unintended side effects?"

In practice, that starts with one question:

How am I being experienced right now, given my type?

- As a Dynamic Developer, where might my speed be creating pressure?
- As an Inspiring Innovator, where might my energy be creating confusion?
- As a Stable Strategist, where might my steadiness be creating drift?
- As a Calculating Creator, where might my standards be creating delay?

When you begin to ask these questions in real time, you will notice subtle shifts in your presence. You will pause before moving on. You will invite one more voice. You will clarify timelines. You will shorten a meeting or lengthen a conversation.

Small adjustments, grounded in clear awareness, change experiences.

From Awareness to Outcomes

This is not about insight for its own sake. Top leaders do not have time for theory that does not translate into results.

The blind-spot lens and the Legacy Leader Types™ are designed to help you:

- Build healthier, more resilient teams
- Reduce unnecessary turnover and quiet quitting
- Strengthen trust and psychological safety
- Make better decisions with fewer surprises
- Create leadership that scales, even when you are not in the room

My promise is simple:

When you see your blind spots through this lens and understand your Legacy Leader Type™, you will lead with more clarity, connection, and consistency than you thought possible, and your teams, your culture, and your boardroom will feel the difference.

In the next section of this book, we will walk through each Legacy Leader Type™ in detail. You will see what your home base looks like on your best days and your hardest days, how others typically

experience you, and the specific micro-adjustments that turn unexamined strengths into intentional, life-giving leadership.

For now, your work is to begin noticing your own pattern—with curiosity, not judgment.

Micro-Action Exercise: Naming Your Type

1. Read the four Legacy Leader Types™ again slowly.
2. Circle the one that feels most like you when you are under pressure or tired; your likely home base.
3. Ask one trusted person who knows you well, “Which of these types sounds most like me in a busy week?”
4. Where your answers match, pay attention. Where they differ, get curious, not defensive.

Write one sentence completing this thought:

“Because I tend to lead like a [mention your type], my greatest strength is _____, and my most likely blind spot is _____.”

You have just taken the first step from unexamined pattern to intentional leadership. To make that step even more concrete, you’re ready for a simple next move.

Before You Turn the Page: Take the Blind Spot Quiz

By now, you’ve seen the **blind-spot lens** and the four **Legacy Leader Types™**. Before you step into Part 2 and the type-specific chapters, take two minutes to discover your likely **home base**.

Scan the QR code below or visit:



SCAN ME

LegacyLeadership.info/BlindspotQuiz

You'll answer a brief set of questions and receive:

- Your primary **Legacy Leader Type™** (your home base)
- Your likely secondary lens
- A short snapshot of your greatest strengths and most common blind spots

Keep your results nearby as you read Chapters 3–7. I'll reference your home base throughout those chapters so you can apply the ideas in a way that fits how you naturally lead.

Part 2 – Leading from Your Home Base

Chapter 3

Dynamic Developer

When Speed Becomes Pressure

You are the kind of leader people call when something has to move.

You don't sit around analyzing every angle. You step in, sort through the noise, and get things done. You've built a life on not letting the ball drop.

That bias for action has carried you a long way.
It's also the place your biggest blind spots hide.

This chapter is about that tension.

A Quick Reminder Before We Dive In

If you haven't taken the **Blind Spot Quiz** yet, pause for two minutes and do that now. It will confirm whether **Dynamic Developer** is truly your **home base** and show you your likely secondary lens.

Scan the QR code below or visit:



SCAN ME

LegacyLeadership.info/BlindspotQuiz

Reading this chapter with your actual results in mind will make everything that follows far more personal and precise.

The Dynamic Developer Home Base

As a Dynamic Developer, your home base is fast-paced and task-oriented.

You think in terms of outcomes, deadlines, and deliverables. You are drawn to questions like:

- “What’s the target?”
- “What’s the plan?”
- “Who owns what, and by when?”

You are often the one who:

- Volunteers to take responsibility when everyone else hesitates.
- Steps into chaos and starts putting pieces in order.
- Keeps moving when others are still processing.

You don’t mind weight. In fact, a part of you comes alive when the stakes are high. When the pressure is on, a Dynamic Developer often feels clearer, not more confused.

A typical day for you might look like this:

- Back-to-back meetings where you make decisions, assign tasks, and remove obstacles.
- Quick check-ins with key people to be sure nothing is stuck.
- Texts and emails sent on the move, making sure projects keep advancing.

By the end of the day, you might be tired, but you are rarely bored.

People count on you for that.

You are the person they trust to “own it” when it matters, whether “it” is a client presentation, a weekend experience, a campus launch, or a critical board report.

At your best, your speed cuts through clutter. You protect your team and organization from drift, indecision, and wasted time.

That is a strength we are not going to lose.

What we are going to do is see how that same strength becomes a blind spot when it runs on autopilot.

A Room That Felt Clear to You

Picture a moment you may know too well.

Your team is behind on a key initiative. The board review is two weeks away. You can feel the clock ticking.

You call a meeting.

You walk in already knowing what “done” needs to look like. You have slides in your head, milestones in your mind, risks you’ve already cataloged.

“Okay,” you say, “here’s where we are and here’s what has to happen in the next fourteen days.”

You move quickly:

- Restate the goal.
- Break it into steps.
- Assign owners.
- Give deadlines.
- Ask, “Any questions?”

Heads nod.

A few people say, “Looks good.”

Someone adds, “We’re clear.”

“Great,” you say. “Let’s move.”

From your side of the table, that meeting was a win:

- No time wasted.
- Decisions made.
- Ownership assigned.
- Momentum restored.

A week later, the update is a mess:

- One critical piece is behind.
- Two people's work overlapped because they understood ownership differently.
- A risk you thought was obvious never got handled.
- The tension in the room is thick, but no one names it.

You feel your jaw tighten.

You walk away thinking, how are we here again?

You were decisive. You were clear. You were focused.

From your perspective, this looks like a performance problem.

From theirs, it looks like a leadership experience.

Same meeting. Different realities.

The gap between those realities is your blind spot.

How Speed Becomes Pressure

When your home base is Dynamic Developer, your pace feels normal to you.

It feels responsible. It feels necessary. It feels like leadership.

You are not trying to be overbearing. You are trying to be faithful—to the mission, to the timeline, to the trust placed in you.

Here is what often happens in rooms you lead:

- Your mind gets to the decision before the room does.
- You start talking from the finish line instead of walking people there.
- You ask, “Any questions?” at a moment when no one has had time to form any.
- The silence that follows feels like agreement to you and anxiety to them.

No one wants to be the person who “doesn’t get it.”

So they nod. They say, “Got it,” even when they don’t.

Your intention is urgency.

Their experience can be pressure and silence.

That is your blind spot: the gap between what you intend and how your speed is actually being experienced.

This is not about you being harsh, uncaring, or ego-driven. Most Dynamic Developers I work with care deeply about their teams. They just assume people experience their pace the same way they do.

They don’t.

Speed without awareness turns into pressure.

Pressure without conversation turns into distance.

Distance eventually turns into disengagement.

You rarely see that on a dashboard until it is expensive.

The Story You Tell Yourself

Underneath the Dynamic Developer's style are a few familiar, often unspoken stories:

- “If I slow down, things will fall apart.”
- “My team needs me to keep us moving.”
- “We don't have time to walk through every detail.”
- “High performers can keep up.”

None of those stories are evil. Many of them were true in earlier seasons:

- You were the one who pushed a struggling team across the finish line.
- You were promoted precisely because you could handle more than others.
- You learned that speed often beat perfection in real-world results.

Your pace became a survival strategy.

Over time, it became part of your identity.

When a strategy becomes an identity, it stops being questioned.

That is when it turns into a blind spot.

The blind-spot lens doesn't call you out as the problem. It calls out the unquestioned assumption that your pace is neutral.

It isn't.

No one's is.

Using the Blind-Spot Lens on Your Home Base

In Chapter 2, you saw the blind-spot lens:

1. Your natural pace and focus create a default way of leading.
2. That default creates both your impact and your blind spots.
3. Blind spots grow in the space between your intention and others' experience.
4. Awareness plus small, intentional adjustments can close the gap.

Let's aim that lens directly at the Dynamic Developer.

Ask yourself three simple questions in high-stakes moments:

- Pace: "How fast am I moving right now compared to everyone else in this room?"
- Focus: "Am I only thinking about tasks and outcomes, or am I also noticing people's faces, posture, and tone?"
- Gap: "If I were on the other side of this conversation with me, what might this feel like?"

You don't need a survey every time. You need a three-second pause where you zoom out and look at yourself through the lens.

This is where the key question comes in:

“As a Dynamic Developer, how am I being experienced right now?”

If you only ask, “Am I being clear?” you will almost always answer yes.

If you ask, “How is my speed being experienced?” you will start to see more.

When Your Home Base Helps

Let's be clear: your Dynamic Developer home base is a gift.

You are at your best when:

- The situation is stuck and someone needs to cut through politics and paralysis.
- A team is spinning in endless ideation and needs a decision.
- The organization is drifting and needs a clear, measurable target.

In those moments, your speed is not optional. It is essential.

You:

- Name what others are circling.

- Decide when others hesitate.
- Move when others stall.

People remember the relief of having someone finally take the lead.

You don't need less of that.

You need more of it, used more intentionally.

When Your Home Base Hurts

The same traits become costly when:

- The stakes feel high to you but not yet to everyone else.
- You are under personal pressure; time, board expectations, finances.
- You are tired, distracted, or already mentally in the next meeting.

In those moments, your default speed often tightens:

- You talk faster.
- You ask fewer questions.
- You react more sharply to perceived resistance.
- You close conversations early because “we have to move.”

Here is what others often experience but don't say out loud:

- “There wasn't room to ask what I needed to ask.”

- “I don’t fully understand, but I’ll figure it out later.”
- “If I slow this down, it will sound like I’m not on board.”
- “I’ll just do what I think they meant and hope it’s right.”

You walk away confident.

They walk away carrying uncertainty they don’t feel safe to voice.

That is the Dynamic Developer blind-spot pattern in one sentence: You believe you created clarity. They experienced you creating speed.

Small Shifts That Change the Room

You don’t need a personality transplant.

You need a few decisive adjustments that keep your strength and reduce the unintended pressure.

Think of these as micro-calibrations for a high-performance engine.

1. Decide “Discovery or Decision” Before You Walk In

Before you enter a meeting, ask:

- “Is this a discovery conversation or a decision conversation?”

Dynamic Developers often treat every meeting like a decision meeting. That compresses the time people need to think.

If it is discovery, say it out loud at the start:

“Today is discovery. We are not deciding yet. I want to hear what you see.”

Your pace just signaled space instead of pressure.

If it is a decision meeting, still give thirty seconds of context:

“We’ve heard perspectives. Today our goal is to land a decision and owners. I’m going to move us there, and I need you to speak up if anything feels unclear.”

Now people know what game they are playing.

2. Replace “Any Questions?” with “Tell Me What You’re Hearing”

In the moment where you would normally say, “Any questions?” try this instead:

“Before we move, tell me what you’re hearing as your next step.”

This takes seconds and does three things:

- Confirms clarity without shaming confusion.
- Reveals where your explanation was vague.
- Gives people a safe way to say, “Here’s what I think I heard. Did I get it?”

You still move fast. You move fast with verification.

3. Slow the First 60 Seconds, Not the Whole Meeting

You don't need long meetings. You do need clear openings.

When stakes are high, resist the instinct to jump straight to direction. Spend the first minute doing three things:

1. Name the goal.
2. Name the time frame.
3. Name what kind of input you want.

For example:

“We’ve got fourteen days to be ready for the board review. This meeting is about surfacing risks and confirming owners. I’m going to move quickly, but I want you to flag anything that feels unclear before we leave.”

Sixty seconds. No extra meeting.

But the tone has shifted from “keep up” to “come with me.”

4. Invite the Opposite Lens

Your opposite type is the Stable Strategist, slower-paced, people-oriented.

You do not need to become a Stable Strategist.

You do need to occasionally borrow their lens.

Before you close a key decision, ask one person who leans more Stable Strategist:

“From your perspective, what might we be missing here?”

Then listen without defending.

You are still the one owning the decision. You are just deciding with more information.

Using the Blind-Spot Lens in the Moment

Here is a simple way to apply the blind-spot lens during your actual week.

When you feel yourself speeding up, talking faster, tightening timelines, pushing harder, pause for one breath and ask:

- Intention: “What am I trying to create right now?”
- Impact: “Given my pace, what might they be experiencing?”
- Adjustment: “What is one sentence I can say to close that gap?”

Examples:

- “I’m moving fast because the deadline is tight. If this isn’t clear, say it now.”

- “I know this is a lot at once. Take a minute, then tell me what feels realistic.”
- “I’m pushing us because this matters, not because I’m upset with you.”

One sentence. Less than ten seconds.

But it names your intention and gives people permission to be honest about the impact.

That is how Dynamic Developers use their speed with awareness instead of against connection.

When Others Experience You Differently Than You Experience Yourself

High-capacity leaders often hear feedback like:

- “You’re intimidating.”
- “You come on strong.”
- “People are afraid to bring you bad news.”

Most Dynamic Developers don’t recognize themselves in that description.

You think:

- “I’m just being direct.”
- “I’m under pressure.”
- “I don’t have time to sugarcoat.”

Here's the hard truth: both experiences are real.

You are being direct and people feel intimidated.

You are under pressure and they feel pushed.

You don't have time to sugarcoat, and they need a moment to absorb.

The blind-spot lens allows both realities to exist in the same room.

It doesn't shame you for being strong. It calls you to be strong and aware.

Leading Other Types as a Dynamic Developer

Chances are your team does not share your home base. You likely lead people who are:

- More idea-driven than you (Inspiring Innovators).
- More people-centered than you (Stable Strategists).
- More detail-focused than you (Calculating Creators).

Your pace and focus affect them differently.

A few targeted adjustments can multiply trust.

With Inspiring Innovators

- Give them space to share ideas before you narrow to a decision.

- Clarify which ideas are future and which are now, so they don't feel shut down when you choose one.
- Ask, "What's the one idea here you're most willing to own through execution?"

With Stable Strategists

- Tell them ahead of time when a change is coming so they can process and support others.
- Ask, "What do you think this will feel like for the team?" and listen.
- Slow down enough to check, "What concerns are people not saying out loud yet?"

With Calculating Creators

- Ask for the top three risks instead of an exhaustive list.
- Give clear thresholds: "If we can get to this level of confidence, we'll move."
- Recognize their work in keeping you from rushing into avoidable mistakes.

You do not have to lead like them.

You do need to learn how your default affects them, and adjust accordingly.

Micro-Action Exercise: The Two-Minute Debrief

For the next seven workdays, pick one meeting per day and run this simple two-minute debrief with yourself immediately afterward.

Write the answers somewhere you will see them. A small notebook, a notes app, or the margin of your calendar.

1. **Rate your pace** in that meeting on a scale of 1–10.
 - 1 = painfully slow, 10 = full sprint.
2. **Ask:** “If I weren’t me, how might that have felt?”
 - Write one honest sentence: “If I were on the other side of me, this might have felt _____.”
3. **Name your intention.**
 - “My intention in that meeting was _____.”
4. **Guess the impact.**
 - “The impact might have been _____.”
5. **Choose one adjustment** for the next meeting.
 - “Next time, I will _____.”

At the end of the week, read back through your notes and look for patterns:

- Do your 8s, 9s, and 10s in pace consistently coincide with confusion or tension?
- Are there specific people who seem most affected by your speed?

- What small adjustments made the biggest difference?

You are not grading yourself. You are collecting data on your leadership.

Patterns reveal blind spots.

Awareness, plus a few targeted adjustments, turns your Dynamic Developer home base into a strength people want to follow, not just have to follow.

You do not need to become a different kind of leader.

You need to become more deeply aware of the leader you already are.

When you see your Dynamic Developer blind spots through the lens of pace, focus, intention, and impact, your speed stops creating unnecessary pressure and starts creating the kind of clarity and progress people are grateful to run with.

In the next chapter, we will shift to a very different home base, the Inspiring Innovator, and see how energy and ideas create their own kind of blind spots when they outrun execution.

Chapter 4

Inspiring Innovator

When Energy Outruns Execution

You see what could be.

You walk into a room and instinctively start connecting ideas, people, and possibilities. You hear someone's question and your mind jumps to three solutions and a new opportunity. You are the leader who can take a tired room and breathe life back into it with one "What if we...?"

That gift is why people follow you.

It's also why they sometimes feel exhausted around you.

This chapter is about that tension.

You will not be asked to dim your energy or stop dreaming. You will be asked to aim your energy through the blind-spot lens so your ideas create clarity instead of chaos, and momentum instead of whiplash.

The Inspiring Innovator Home Base

As an Inspiring Innovator, your home base is fast-paced and people-oriented.

You are tuned into energy. You feel when a room is flat and instinctively start lifting it. You love conversations that begin with “Imagine if...” and “What if we tried...?” You naturally connect stories, strategies, and people.

A typical day for you looks like this:

- You bounce from one conversation to another, adding ideas, encouragement, and perspective.
- You leave a lot of people feeling more hopeful than when you found them.
- Your notes app is a running list of concepts, quotes, and half-built plans.

You are the kind of leader who can:

- Turn a problem into a possibility in minutes.
- Rally a team around a new direction.
- See connections between departments, markets, or ministries no one else saw.

At your best, your energy unlocks creativity and hope.

You help people believe that more is possible than they previously imagined.

We are not going to shut that down.

We are going to notice how that same energy becomes a blind spot when it runs unchecked.

The Meeting That Started Great and Ended Tired

Picture this.

You come back from a conference or a conversation that lit you up. You've heard stories of innovation, impact, and growth. Your mind is buzzing.

You call your team together.

"Okay," you say, smiling. "I've got something I'm excited about."

You start painting the picture:

- A new way to serve clients.
- A fresh approach to your weekend experience.
- A partnership that could open a whole new lane.

As you talk, the room warms up. People nod. Someone says, "This could really work." You feed off that energy and add another layer, then another:

"What if we combined this with the thing we started last quarter?"

"Imagine if we re-worked that process while we're at it."

"While we're dreaming, what about this?"

By the end of the meeting, you've sketched three new initiatives, reshaped an existing project, and hinted at two more "if we have bandwidth."

You leave the room energized. Ideas are in motion. The future feels bigger.

A month later, something feels off.

- The big idea from last quarter is half-implemented.
- The new idea from last week has a slide deck but no owners.
- People are "excited" but behind.

You feel frustration and confusion:

"Why is nothing getting finished?"

"Do I have the right people?"

"Am I the only one who believes we can do more?"

From your side, this looks like a follow-through problem.

From theirs, it looks like an expectations problem.

They walked out thinking your ideas were possibilities to explore.

You walked out thinking they heard commitments to execute.

How Energy Becomes Whiplash

When your home base is Inspiring Innovator, your ideas feel like oxygen to you and often to others. The more pressure you feel, the more you reach for vision and possibility.

Here's what often happens in rooms you lead:

- You share an idea to test the waters.
- The room reacts positively.
- Their positive reaction feels like a green light.
- You add another idea, then tie them together.
- By the end, you've created a small ecosystem of "we could..."

You leave inspired.

They leave overloaded.

They might not say that out loud. Inspiring Innovators are often surrounded by people who don't want to dampen the mood. So they nod, smile, and say, "Love it," while silently wondering, Which of these are we actually doing?

Your intention is inspiration.

Their experience can be exhaustion and ambiguity.

That is your blind spot: the gap between how energizing it feels to cast ideas and how heavy it can feel to carry them without clarity.

This is not about you being flaky or careless. Most Inspiring Innovators care deeply about people and impact. You wouldn't pour out this much energy if you didn't.

The issue is not your passion.

The issue is the trail of half-built things your passion can leave behind when it outruns execution.

The Story You Tell Yourself

Underneath the Inspiring Innovator's style are a few familiar internal stories:

- “If we stop dreaming, we'll start dying.”
- “People need vision to stay engaged.”
- “Options are good, more the merrier.”
- “Details will work themselves out once we start.”

Some of those stories were true in seasons where:

- You had to create something from nothing.
- You were the primary source of vision.
- The cost of trying and failing was low.

Creativity became your survival strategy.

Over time, it became your identity.

When creativity turns into constant reinvention, people stop knowing what “finished” looks like. And when they don't know

what finished looks like, they don't know when to celebrate, when to rest, or where to focus.

The blind-spot lens doesn't ask you to abandon possibility. It asks you to separate possibility from priority.

Until you do, your team will constantly feel the tension of "Is this another idea, or is this my job now?"

Using the Blind-Spot Lens on Your Home Base

You already know the blind-spot lens:

1. Your natural pace and focus create a default way of leading.
2. That default creates both your impact and your blind spots.
3. Blind spots grow in the space between your intention and others' experience.
4. Awareness plus small, intentional adjustments can close the gap.

Aim that lens directly at the Inspiring Innovator.

Ask yourself:

- Pace: How many new ideas have I floated this month compared to what our team can realistically execute?
- Focus: Am I paying as much attention to people's bandwidth as I am to their excitement?

- Gap: What might it feel like to constantly receive new possibilities without clear priorities?

Then ask the key question:

As an Inspiring Innovator, how am I being experienced right now?

If you only ask, “Is this idea inspiring?” you will almost always say yes.

If you ask, “How will this land on people who are already carrying three unfinished ideas from me?” you will start to see more.

When Your Home Base Helps

There are moments when your Inspiring Innovator home base is exactly what the room needs:

- The team is stuck in problem-talk, and you help them see a new angle.
- The organization has taken a hit, and you remind people why their work matters.
- A project has become dry and mechanical, and you reconnect it to impact.

In those moments, your energy is not “extra.” It is essential.

You:

- Lift eyes from the ground to the horizon.
- Connect today’s work to tomorrow’s meaning.

- Help people imagine a future worth building.

People remember how they felt in those moments. Many are still in the game because of the way you framed what could be.

We are not dialing that down.

We are going to direct it more precisely.

When Your Home Base Hurts

The same traits create problems when:

- Every new input (podcast, book, conversation, event) becomes a new direction.
- You process out loud in rooms that are listening for assignments.
- You underestimate the cost of context-switching for your team.

In those moments, what feels like natural brainstorming to you feels like scope creep to them.

Here is what team members often experience but rarely say:

- “I’m excited in the meeting and overwhelmed afterward.”
- “I don’t know which idea is for later and which is for now.”
- “If I push back, I’ll sound negative or small-minded.”
- “We never really finish anything.”

You see yourself as a source of vision.

They may quietly experience you as a source of constant change.

That is the Inspiring Innovator blind-spot pattern in one sentence:

You believe you are expanding possibilities. They experience you expanding their load.

Small Shifts That Protect Your Team and Your Energy

You don't need a detailed Gantt chart to lead well.

You need a few simple practices that honor your wiring and protect your people.

1. Label Your Ideas in Real Time

When you share an idea, tag it explicitly:

- “This is a future idea, don't act on it yet.”
- “This is a live option. I want pushback before we commit.”
- “This is a decision. We are doing this.”

That one word, future, option, decision, can save weeks of confusion.

Inspiring Innovators often assume tone communicates this. It doesn't.

Your excitement level is high for all three.

Give people the label so they know how to hold what you just shared.

2. Cap Your Active Initiatives

Pick a simple rule:

- “We will have no more than three live initiatives I’m driving at any given time.”

Write them down. Put them where your team can see them.

Before you add a new one, ask:

- “Which current initiative will we pause, stop, or delegate to make room?”

This won’t stop you from imagining. It will stop you from over-committing your team.

3. Schedule “Dream Space” Instead of Hijacking Every Meeting

Inspiring Innovators often turn regular check-ins into brainstorming sessions. The team came for clarity and leaves with more ideas.

Instead, create dedicated dream space:

- A monthly or quarterly “Imagine If” session where the only agenda is to explore possibilities.
- Between those sessions, treat operational meetings as exactly that.

If an idea hits you mid-meeting, capture it on a list and say: “I’m adding this to my dream list. We’ll look at it in our next Imagine If session, not today.”

You just modeled discipline without killing creativity.

4. Borrow the Opposite Lens

Your opposite type is the Calculating Creator, slower-paced, task-oriented.

You don’t have to think like them all the time.

You do need them some of the time.

Before you roll out a new initiative, ask one Calculating Creator:

“If we said yes to this, what would it actually take to execute this month, with this team?”

Let them walk you through:

- Dependencies
- Risks
- Capacity

You will still decide.

You will decide with your eyes open.

Using the Blind-Spot Lens in the Moment

Here's a quick way to apply the blind-spot lens as an Inspiring Innovator.

When you feel yourself lighting up and layering ideas, pause long enough to ask:

- Intention: "What am I trying to create with this idea; hope, focus, or change?"
- Impact: "Given what my team is already carrying, how might this land?"
- Adjustment: "What do I need to say so they know how to hold this?"

Examples:

- "I'm sharing this to give us hope, not homework. Nobody owns this yet."
- "I'm excited, but I don't want to overwhelm you. Let's pick one of these, not all three."
- "This one is real. I want us to commit and close two others."

You keep your energy.

You add intentional framing.

When Feedback Doesn't Sound Like You

Inspiring Innovators often hear feedback like:

- “You start a lot of things.”
- “We’re not sure what’s most important.”
- “It’s hard to say no to your ideas.”

You may not feel like someone who “doesn’t finish.” In your mind:

- You’ve carried a lot of things to completion.
- You expected others to say if they were maxed out.
- You assumed that if an idea really mattered, it would “find a way.”

Here’s the honest tension:

You are a finisher when something captures your heart.

You also generate more ideas than any one team can finish.

Both can be true.

The blind-spot lens makes space for that complexity.

You don’t have to choose between being a dreamer and being disciplined. You get to be both, on purpose.

Micro-Action Exercise: The Idea Ledger

For the next thirty days, keep an Idea Ledger.

1. Every time you share a new idea with your team, write it down.
 - Date
 - One-sentence summary
 - Tag it: Future, Option, or Decision
2. Once a week, review the ledger with a trusted partner (ideally someone not wired like you). Ask them:
 - “Where am I creating clarity?”
 - “Where am I creating noise?”
3. For each Decision idea, answer:
 - Who owns it?
 - What does “finished” look like?
 - What will we stop or pause to make room?

By the end of the month, patterns will be obvious:

- How many ideas you generate.
- How many become real commitments.
- How often you create space for what you say matters most.

You are not trying to limit your creativity.

You are learning to aim it so the people who follow you don’t just feel inspired. They feel supported, clear, and capable of winning.

Your Inspiring Innovator home base is a gift.

When you see its blind spots through the lens of pace, focus, intention, and impact, your energy stops outrunning execution and starts fueling the kind of progress people are excited to help build.

In the next chapter, we will shift to the opposite side of the map, the Stable Strategist, and explore how leaders who create deep safety can unintentionally avoid the very changes their teams need most.

Chapter 5

Stable Strategist

When Safety Avoids Hard Change

You notice what other people miss.

You pick up on tone before words. You see the stress behind someone's eyes before they say, "I'm fine." You remember how the last big change felt to your team, and you quietly factor that into how you lead the next one.

People count on you for that steadiness.

They know you won't swing from one extreme to another. They know you care about more than numbers; you care about them.

That strength is part of what makes you a Stable Strategist.

It is also the place your blind spots like to hide.

This chapter is not about pushing you to become loud, aggressive, or careless. It is about helping you see where your instinct to protect people can unintentionally delay the very changes that would help them most.

We are going to put your calm, consistent leadership under the blind-spot lens so you can keep being a safe place, while also becoming a clearer, braver one.

The Stable Strategist Home Base

As a Stable Strategist, your home base is slower-paced and people-oriented.

You think before you speak.

You listen for what is underneath the words.

You are willing to sit in a conversation long enough for someone else to find their own language.

A typical day looks like this:

- You spend time connecting with people before you dive into tasks.
- You notice who seems off and circle back later.
- You think about the ripple effects of decisions. How they will land, who they will impact, what they might stir up.

You are naturally drawn to:

- Harmony over conflict.
- Consistency over chaos.
- Trust over short-term wins.

At your best, your steadiness makes people feel seen and secure. You protect the culture from reckless decisions and relational fallout.

We are not going to lose that.

We are going to see how, without awareness, that same steadiness can turn into avoidance, and widen the gap between your intention and your impact.

The Conversation That Never Quite Happened

Picture this.

You know a change is coming. Maybe it's a restructuring, a role shift, or a new way of working that will disrupt familiar routines.

You feel the weight of it.

You know it will matter to people you care about. You also know the change itself is necessary. Staying exactly where you are is not an option.

You tell yourself, "I just need to find the right way to say it."

So you:

- Gather more information.
- Think through possible reactions.

- Wait for “a better time” when people aren’t so tired, busy, or stretched.

In the meantime, the team senses something is coming.

- Rumors start to circulate.
- People notice closed-door meetings.
- Tension rises, but no one has words for it.

You feel that tension and care about it. You don’t want to add to people’s stress by sharing news that isn’t final or fully framed. So, you give gentle reassurances and small hints:

“We’re still working things out.”

“Nothing is decided yet.”

“Let’s focus on what we can control today.”

You mean those statements.

You also know more than you’re saying.

By the time the decision is finally communicated, your team has already created its own stories about what it might be. Some of those stories are worse than the reality.

From your perspective, you were protecting the team from unnecessary anxiety until things were clear.

From theirs, it can feel like they were the last to know about something that had been in motion for a while.

Your intention is care.

Their experience can be uncertainty and distance.

That gap is your blind spot.

How Safety Turns into Avoidance

Stable Strategists are often the most trusted people in an organization. People come to you when they are discouraged, unsure, or hurt. They know you will not overreact. You will listen. You will hold confidence.

Because you value relational safety, you feel the weight of every hard conversation more than most.

Here is the quiet pattern that often forms:

- You sense a problem early; performance, culture, misalignment.
- You tell yourself, “Let’s give it a little more time.”
- You absorb extra work, smooth over tension, or step in to cover a gap.
- Things don’t get better, but they also don’t explode.
- Months later, the issue is bigger and harder to address.

You didn’t ignore it. You carried it.

Your home base response to tension is often to hold it yourself instead of bringing it into the light.

That feels loving. It feels loyal. It feels like protecting people.

Through the blind-spot lens, it looks like this:

- Conversations that could be addressed early become crises that are harder on everyone.
- People who needed feedback slowly drift instead of being guided.
- Teams sense something is off but don't know what, so they fill the silence with fear.

Your desire to shield people from discomfort can unintentionally expose them to more pain later.

The Story You Tell Yourself

Underneath the Stable Strategist's style are some deeply honorable stories:

- "I don't want to hurt people."
- "If I wait, maybe this will work itself out."
- "They already have so much on their plate."
- "Bringing it up might make things worse."

Some of those stories grew out of real experiences:

- Times when conflict exploded and people got hurt.
- Leaders who acted quickly and carelessly, leaving you to pick up pieces.

- Moments where your patience genuinely did give someone room to grow.

Your commitment to steadiness became a survival strategy, for you and often for others. Over time, it became your identity: “I’m the calm one. The loyal one. The one who doesn’t overreact.”

That identity is not wrong.

It is simply incomplete.

The blind-spot lens doesn’t ask you to stop being kind or steady. It asks you to see where kindness without clarity becomes its own form of harm.

Using the Blind-Spot Lens on Your Home Base

The blind-spot lens gives you four simple steps:

1. Your natural pace and focus create a default way of leading.
2. That default creates both your impact and your blind spots.
3. Blind spots grow in the space between your intention and others’ experience.
4. Awareness plus small, intentional adjustments can close the gap.

Aim that lens directly at the Stable Strategist.

Ask yourself:

- Pace: Where am I consistently giving “a little more time” instead of addressing what I already know?
- Focus: Am I focusing only on people’s short-term comfort, or also on their long-term health and growth?
- Gap: What might it feel like to be on the other side of me, sensing something is wrong but not hearing it named?

Then ask the key question:

As a Stable Strategist, how am I being experienced right now?

If you only ask, “Am I being kind?” you will almost always say yes.

If you ask, “Would I feel informed and supported if I were on the other side of this?” you may get a different answer.

When Your Home Base Helps

There are situations where your Stable Strategist home base is exactly what is needed:

- When everyone else is reacting and someone has to stay grounded.
- When a team has lived through too much change and needs consistency.
- When individuals are bruised and need a safe, steady presence.

In those moments, your pace and focus are a gift.

You:

- Listen without rushing to fix.
- Provide perspective without dismissing pain.
- Keep relationships intact when everything else feels unstable.

People remember who stayed kind, calm, and present when things were hard.

You are often that person.

We are not asking you to trade that in for impatience or cold efficiency.

We are asking you to add courage to your care.

When Your Home Base Hurts

Your same strengths become costly when:

- You see the same behavior repeatedly but keep hoping it will change on its own.
- You absorb extra work so you don't have to address performance directly.
- You delay communicating decisions because you are waiting for a "perfect" time.

In those moments, here is what others might be experiencing:

- The person who needs feedback senses something is wrong but doesn't know what.
- High performers feel the gap between what is tolerated and what is rewarded.
- The team feels unsettled because unspoken issues hang in the air.

They may not confront you. People rarely confront the steady one.

Instead, they:

- Start avoiding topics where they think you will soften or stall.
- Make their own plans because they don't know the real one.
- Lose some trust, not in your heart, but in your willingness to act.

That is the Stable Strategist blind-spot pattern in one sentence:

You believe you are protecting people from pain. They experience you protecting them from the clarity they need.

Small Shifts That Honor Safety and Invite Change

You don't need to become blunt or aggressive.

You need a few steady, repeatable actions that match who you are and move things forward.

1. Trade “Someday” for a Date

When you catch yourself thinking, “I’ll talk to them soon,” decide what soon means.

- Put a name and a date on it:
“I will meet with Jordan by next Thursday.”
- Put it in your calendar.

This one step turns good intentions into a gentle, committed plan.

2. Lead with Care, Land with Clarity

A helpful pattern for hard conversations:

1. Care: “I value you and what you bring.”
2. Reality: “Here’s what I’m seeing.” (One or two specific examples.)
3. Impact: “Here’s how this is affecting others or the work.”
4. Future: “Here’s what needs to be different going forward, and how I want to support you.”

You don’t have to use those exact words, but that sequence allows you to stay kind and be clear.

3. Name the Tension in the Room

Stable Strategists often feel tension long before anyone else names it. Rather than silently holding it, you can gently surface it:

“I’m sensing that this change is creating some unease. I’d rather talk about it together than pretend it’s not there.”

You are not forcing people to share. You are opening the door. Often, just naming what people are already feeling is enough to lower the anxiety in the room.

4. Borrow the Opposite Lens

Your opposite type is the Dynamic Developer; fast-paced and task-oriented.

You don’t need to start leading like them, but you can borrow their lens by asking:

“If I were a Dynamic Developer, what action would I take in the next 48 hours?”

Then ask yourself:

- “What is the most caring way to take that action?”
- “What support would people need around it?”

This keeps you from getting stuck in reflection while still honoring your value for people.

Using the Blind-Spot Lens in Real Time

During a typical week, watch for moments when you feel:

- A pit in your stomach about a conversation you know needs to happen.
- A familiar phrase, “It’s not the right time yet” playing in your head.
- A situation you keep thinking about but haven’t addressed.

When you notice one, pause and ask:

- Intention: “What am I trying to protect right now?”
- Impact: “What happens to this person or this team if I wait another month?”
- Adjustment: “What is one small, honest step I can take this week?”

Often, the next right step is not a big confrontation. It might be:

- Scheduling a one-on-one.
- Asking, “How are you feeling about where things are?”
- Saying, “There’s something I’d like to talk with you about because I care about you and our work together.”

Small, steady steps reduce the weight you’ve been carrying alone and invite others into shared responsibility.

When Feedback Doesn't Fit How You See Yourself

Stable Strategists often hear feedback like:

- “You’re so kind. Sometimes too kind.”
- “We need you to be more direct.”
- “Things linger longer than they need to.”

You may not recognize yourself in that. In your mind:

- You are loyal, not passive.
- You are patient, not avoiding.
- You are protecting people, not holding them back.

Both are partly true.

You are loyal, patient, and protective.

You also have moments where that loyalty, patience, and protection keep others from the clarity and challenge they need to grow.

The blind-spot lens makes room for this complexity without shame.

It reminds you:

- Your heart can be in the right place.
- Your impact can still be off.
- You have the capacity to adjust.

Micro-Action Exercise: The Gentle Yes/No List

For the next two weeks, keep a simple Yes/No List.

1. At the end of each day, write down one moment where you:
 - Said **yes** to taking on extra work, delaying a conversation, or smoothing over tension.
 - Said **no** (or “not yet”) to something in order to protect your capacity or move a needed conversation forward.
2. Ask yourself:
 - “Which yes was about genuine service, and which was about avoiding discomfort?”
 - “Which no created space for health and clarity?”
3. At the end of the two weeks, look for patterns:
 - Where are your yeses quietly increasing your load and avoiding hard things?
 - Where are your no’s helping you serve people better?

You are not judging yourself. You are learning how your care shows up in real decisions.

Your Stable Strategist home base is a gift to every environment you touch.

When you see its blind spots through the lens of pace, focus, intention, and impact, your steadiness stops delaying necessary

change and starts guiding people through it with calm, honest, compassionate leadership.

In the next chapter, we will turn to the Calculating Creator, leaders whose commitment to excellence is vital, but who can inadvertently slow momentum when every decision must feel perfectly safe before it moves.

Chapter 6

Calculating Creator

When Excellence Slows Momentum

You notice what others overlook.

You see the missing data point, the weak assumption, the risk no one has considered yet. You instinctively ask, “How do we know?” and “What are we not seeing?” while the rest of the room is celebrating the headline.

That instinct has saved projects, reputations, and sometimes entire organizations.

It is also the place your most costly blind spots hide.

This chapter is not about asking you to care less or lower your standards. It is about helping you aim your excellence through the blind-spot lens so it protects what matters without quietly slowing everything down.

The Calculating Creator Home Base

As a Calculating Creator, your home base is slower-paced and task-oriented.

You value accuracy, thoroughness, and follow-through. You are the person people trust when it has to be right, not just fast.

Not long ago, a Calculating Creator I worked with paused a rushed product launch two days before release. They had noticed a small inconsistency in the data. Pressing pause cost the team a week. It saved the company a seven-figure recall.

A typical day for you often looks like this:

- You review numbers, plans, or content and immediately see where they don't line up.
- You ask clarifying questions before you commit.
- You keep track of details others forget and deadlines others treat as "flexible."

You are naturally drawn to:

- Clear standards over vague expectations.
- Facts over assumptions.
- Systems over improvisation.

At your best, your precision safeguards excellence.

You protect your team and organization from unnecessary errors and expensive rework.

We are not going to lose that strength.

We are going to look at how, when it operates on autopilot, it can become a blind spot that slows momentum and widens the gap between your intention and impact.

The Project That Kept Getting Better and Later

Imagine this.

Your team has been working on a proposal for weeks. It's important: a key client, a major initiative, or a new ministry area that affects a lot of people.

The draft lands on your desk.

You read it carefully. You don't skim. You mark up sections, flag numbers that don't match, and note places where the logic needs strengthening.

You call a meeting.

"This is a solid start," you say, and you mean it. "There are a few areas we need to tighten before it goes out."

You walk through your notes:

- Here, the data needs an updated source.
- Here, the assumptions about cost are optimistic.
- Here, the language is too vague; we should define terms.
- Here, we should run a scenario analysis on the worst-case outcome.

Your team listens, takes notes, and asks a few questions. The meeting ends with agreement: "We'll revise and bring it back."

The work comes back improved. You can see they listened.

You also see three new issues:

- The revised chart doesn't match the narrative.
- A new claim was added without support.
- The risk section still doesn't quantify exposure.

You send it back again.

By the time the proposal is finally ready, it is excellent. It reflects well on you and on your organization.

It is also late.

From your perspective, you were doing your job: protecting quality, ensuring integrity, and refusing to send out something you knew could be stronger.

From your team's perspective, some experience it differently:

- They feel hesitant to bring you anything that is not close to perfect.
- They assume more revision cycles than deadlines can bear.
- They quietly start routing work around you when timelines are tight.

Your intention is excellence and protection.

Their experience can be delay and avoidance.

That gap is your blind spot.

How Caution Becomes Paralysis

Calculating Creators often carry a deep sense of responsibility. If your name is on it, you want to be able to stand behind it fully.

You are not trying to be difficult. You are trying to be trustworthy.

Here is the pattern that quietly forms:

- You see more potential risks than most people.
- Because you see them, you feel responsible to address them.
- Because you feel responsible, you hold decisions open longer.
- Because decisions stay open, timelines slide.
- Because timelines slide, others experience you as “slow” or “overly critical.”

The more complex or high-stakes the situation, the stronger this instinct becomes.

It can sound like:

- “We’re not ready yet.”
- “We need more data.”
- “I’m not comfortable signing off on this.”

Sometimes, you are right.

Sometimes, the risk of waiting is greater than the risk of moving.

Through the blind-spot lens, the question shifts from “Is there more we could improve?” (the answer will almost always be yes) to “What is the cost of waiting compared to the cost of moving with this level of quality?”

Without that lens, caution can quietly drift into paralysis.

The Story You Tell Yourself

Underneath the Calculating Creator’s style are some important internal stories:

- “If it’s not done right, it’s not worth doing.”
- “Errors damage trust.”
- “Once we hit send, we can’t take it back.”
- “If I saw the problem and stayed silent, it’s on me.”

These stories were likely reinforced by real experiences:

- Times when rushed work created public embarrassment or financial loss.
- Leaders who dismissed your concerns and paid for it later.
- Situations where your attention to detail prevented something serious.

Your high standard became a survival strategy for the work and sometimes for your reputation. Over time, it became part of your identity: “I am the one who makes sure it’s right.”

That identity is valuable.

It is also heavy.

The blind-spot lens doesn't ask you to stop caring about quality. It invites you to ask a more nuanced question:

“What level of excellence is appropriate for this decision, at this time, with these resources?”

Perfectionism gives only one acceptable answer.

Wisdom allows for several.

Using the Blind-Spot Lens on Your Home Base

You already know the blind-spot lens:

1. Your natural pace and focus create a default way of leading.
2. That default creates both your impact and your blind spots.
3. Blind spots grow in the space between your intention and others' experience.
4. Awareness plus small, intentional adjustments can close the gap.

Aim it at the Calculating Creator home base.

Ask yourself:

- Pace: Where am I consistently extending timelines because I am not fully comfortable, even when the risk is acceptable?
- Focus: Am I paying attention only to the risk of moving, or also to the risk of delay?
- Gap: How does my standard feel to those who must deliver under it?

Then ask:

As a Calculating Creator, how am I being experienced right now?

If you only ask, “Is this as strong as it could be?” you will almost always answer no.

If you ask, “Is this strong enough for the purpose and timing it serves?” you will start to see more options.

When Your Home Base Helps

There are scenarios where your Calculating Creator home base is essential:

- Regulatory, financial, legal, or safety decisions where errors are costly.
- Strategic moves that significantly affect people’s lives or livelihoods.
- Public commitments where credibility is on the line.

In those spaces, your questions are not “slowing things down.” They are keeping the organization honest and safe.

You:

- Catch inconsistencies before others see them.
- Require proof where others rely on hope.
- Build systems that minimize repeat mistakes.

People may not cheer while you are doing this work. They often appreciate it later.

You do not need less of that contribution.

You need to ensure it is applied where it matters most, not everywhere equally.

When Your Home Base Hurts

The same strengths start to work against you and your team when:

- The level of rigor you apply to every decision is the level needed only for the most critical ones.
- You struggle to delegate because you don’t trust anyone else to see what you see.
- You hesitate to commit until every open question is answered.

In those situations, others may experience:

- Projects that never quite launch.
- Constant iteration without clear criteria for “finished.”
- A sense that “nothing is ever good enough.”

Over time, some team members respond by:

- Doing the minimum they believe you’ll accept, not bringing ideas unless they’re nearly perfect.
- Routing work around you when time-sensitive decisions are needed.
- Quietly assuming, “We’ll be late anyway.”

The Calculating Creator blind-spot pattern in one sentence:

You believe you are protecting excellence. They experience you as preventing progress.

Small Shifts That Keep Excellence and Restore Momentum

You do not need to abandon rigorous thinking. You need clear thresholds and shared expectations.

1. Define “Good Enough” Before You Begin

Before you review or start work, ask:

- “What does ‘good enough’ look like for this?”
- “What is non-negotiable? What is nice to have?”

Write it down and share it with your team.

For example:

- Non-negotiable: numbers reconcile, key assumptions are stated.
- Nice to have: extra scenarios, expanded appendix.

This gives you a standard to evaluate against, not a moving target that keeps shifting upward.

2. Set a Maximum Number of Revision Cycles

Decide, in advance:

- “This piece will have two revision rounds before it goes live.”

Communicate that clearly.

Within those rounds, you still bring your best feedback. But when you reach the agreed-upon number, you ship, unless there is a concrete, material risk you can name.

This prevents endless iteration driven by your internal discomfort rather than external necessity.

3. Separate “Questions to Answer Now” from “Risks to Monitor”

Not all risks require full resolution on day one.

As you review, sort your concerns into two lists:

- Must resolve before launch (clear, immediate, significant risks).
- Monitor as we go (lower-impact or lower-probability risks).

Share both lists.

This signals to your team:

- “I see these issues.”
- “Here is what we are doing about them now.”
- “Here is what we will watch as we move.”

You maintain integrity without holding the entire decision hostage to a long tail of lower-tier concerns.

4. Borrow the Opposite Lens

Your opposite type is the Inspiring Innovator; fast-paced and people-oriented.

You do not have to think like them all the time.

You can, however, invite their perspective before you decide to delay.

Ask someone wired more like an Inspiring Innovator:

“Given what you know, do you believe the value of moving now outweighs the risks I’m naming?”

Listen for:

- Where they agree the risk is real and worth waiting on.
- Where they say, “I hear you, but I still think we should go.”

You retain final responsibility. You simply allow another legitimate lens into the decision.

Using the Blind-Spot Lens in the Moment

During your week, pay attention to moments where you catch yourself saying or thinking:

- “We’re not ready.”
- “We need more information.”
- “I’m still not comfortable.”

Pause and ask:

- Intention: “What am I trying to protect?” (reputation, accuracy, people)
- Impact: “What is the cost of not deciding today?”
- Adjustment: “Is there a smaller, safer step we can take now while we continue to learn?”

Sometimes the answer will be, “We genuinely need to wait.”

Sometimes you will find a limited move you can make without compromising your principles.

When Feedback Doesn’t Match How You See Yourself

Calculating Creators often hear feedback like:

- “You’re too critical.”
- “You slow things down.”
- “It feels like nothing is ever good enough.”

You may not recognize yourself in those phrases. From your perspective:

- You point out issues because you care.
- You slow things down only when it matters.
- You want the team and the work to be represented well.

Both viewpoints contain truth.

The blind-spot lens gives you a way to process that feedback without discarding your standards:

- Ask, “Where is this feedback pointing to an overused strength?”
- Ask, “Where might my threshold for ‘acceptable risk’ be different from others’?”

You remain committed to excellence.

You become more aware of how your commitment is experienced.

Micro-Action Exercise: The Decision Log

For the next month, keep a simple Decision Log focused on choices you significantly influence.

For each major decision:

1. Record:
 - What was being decided.
 - The original target date for the decision.
 - The actual date decided or shipped.
2. Note:
 - One reason you advocated for waiting or adding more analysis.
 - One reason others wanted to move sooner.
3. After the fact, ask:
 - “Was the delay justified by the value it added?”
 - “What did we gain or lose by waiting?”

Patterns will emerge:

- Areas where your caution consistently saves the team.
- Situations where your threshold for readiness might be higher than necessary.

You are not trying to become impulsive.

You are learning where your standards serve the mission and where they start to lead it.

Your Calculating Creator home base is a critical strength.

When you see its blind spots through the lens of pace, focus, intention, and impact, your excellence stops slowing momentum and starts powering the kind of wise, well-timed decisions people can trust.

In the next chapter, we will look at how all four Legacy Leader Types™ interact on a team, and how using the blind-spot lens together can turn potential collisions into complementary strengths.

Chapter 7

Expanding Beyond Your Home Base

Leading with the Full Range of Who You Are

You probably see yourself more clearly now.

You know your home base; Dynamic Developer, Inspiring Innovator, Stable Strategist, or Calculating Creator. You recognize the strengths that come naturally and the blind spots that have been hiding in plain sight. You can name the gap between your intention and impact in ways you could not before.

That clarity is powerful.

It is also not enough.

This chapter is about what comes next: learning to move beyond your home base without abandoning it, so you can lead with the full range of who you are instead of one overused pattern.

You are not one quadrant on a chart.

You are a whole person, invited to grow.

Why “This Is Just Who I Am” Isn’t Enough

Once leaders discover their type, they often feel a sense of relief.

- “This explains so much.”
- “I finally have language for how I’m wired.”
- “Now I know why I react the way I do.”

That relief is good if it doesn’t become a permission slip.

When “This is how I’m wired” quietly turns into “This is just who I am,” the home base that once brought freedom starts to create limits:

- Dynamic Developers excuse pressure as “just my pace.”
- Inspiring Innovators dismiss whiplash as “just how I process.”
- Stable Strategists justify delays as “just my style.”
- Calculating Creators defend paralysis as “just my standards.”

Your type explains you. It does not excuse you.

The blind-spot lens is not here to lock you into a category. It is here to give you enough clarity to choose something different when your default is widening the gap between your intention and your impact.

This chapter is about making those choices on purpose.

The Four Questions Every Leader Must Answer

To expand beyond your home base, you need to wrestle honestly with four questions:

1. Where does my home base serve the mission best?
2. Where does it consistently create friction or loss?
3. What would it look like for me to borrow strengths from the other types?
4. What support do I need so that my growth is sustainable, not performative?

We'll walk through each question and give you simple, concrete ways to act on your answers.

1. Where Your Home Base Serves the Mission Best

Your home base exists for a reason. You did not end up here by accident.

Think back through your leadership story:

- When did your speed move something that had been stuck for too long?
- When did your energy keep people engaged through a hard season?
- When did your steadiness keep a team together when everything shook?
- When did your excellence prevent a serious mistake?

These moments matter. They tell you where your natural wiring is an asset you should lean into, not resist.

Take a few minutes and write down three situations where your home base:

- Protected something important
- Advanced something necessary
- Restored something that was breaking

Name them. Honor them. This is part of your leadership story and your legacy.

Expanding beyond your home base does not mean leading like someone else. It means stewarding who you already are with more range and wisdom.

2. Where Your Home Base Creates Friction or Loss

Next, you need to be just as honest about where your home base creates predictable problems.

You have already seen many of these:

- Dynamic Developers: rooms that feel rushed, questions that go unasked, pressure that shows up before clarity.
- Inspiring Innovators: ideas that multiply faster than capacity, teams that feel excited in the meeting and overwhelmed afterward.

- Stable Strategists: conversations that never quite happen, changes that come too late, teams that live in quiet uncertainty.
- Calculating Creators: projects that never launch on time, standards that rise without context, teams that hesitate to bring work that isn't already perfect.

Make another list: three situations where your natural way of leading:

- Slowed something that needed to move
- Confused people who needed direction
- Protected feelings but delayed growth
- Protected quality but cost opportunity

This is not a shame exercise. It is a data exercise. You are mapping where the current version of your home base is costing more than you realized.

Awareness is not the finish line.

It is the starting point for change.

3. Borrowing Strengths from the Other Types

You carry all four Legacy Leader Types™ in you. One is your home base. The others are rooms in your house you haven't spent as much time in.

Expanding beyond your home base means learning to:

- Step into another room when the moment calls for it
- Bring back what you need
- Then return home

Use this grid to identify one behavior you can borrow from each other type:

Your home base	Borrow from Dynamic Developer	Borrow from Inspiring Innovator	Borrow from Stable Strategist	Borrow from Calculating Creator
Dynamic Developer	—	Say, “This is a <i>future</i> idea, not a <i>now</i> decision.”	Ask, “How will this land on our people?” before finalizing.	Ask for “Top Three Risks Only” before moving.

Your home base	Borrow from Dynamic Developer	Borrow from Inspiring Innovator	Borrow from Stable Strategist	Borrow from Calculating Creator
Inspiring Innovator	Set one clear decision and owner per meeting.	—	Check, “Who will be most affected and how will we tell them?”	Define a simple success metric before launching.
Stable Strategist	Set a decision date and stick to it.	Cast a simple picture of “what could be” after the change.	—	Clarify the non-negotiables and constraints.
Calculating Creator	Decide once	Share one	Schedule one	—

Your home base	Borrow from Dynamic Developer	Borrow from Inspiring Innovator	Borrow from Stable Strategist	Borrow from Calculating Creator
	thresholds are met, even if you'd like more data.	energizing “why” behind the work.	relational check-in instead of adding more analysis.	

If Your Home Base Is Dynamic Developer

(Insert Image of D – Outgoing / Task-Oriented)



You lead with speed and results. To expand:

- Borrow from Inspiring Innovator:
Before you give direction, take a moment to connect the task to purpose. One extra sentence, “Here’s why it matters” can convert compliance into ownership.
- Borrow from Stable Strategist:
Ask, “Who will feel this change the most?” and “How can I hear from them before we decide?”
- Borrow from Calculating Creator:
For high-risk moves, invite someone you trust to walk you through worst-case scenarios, so your speed is informed, not impulsive.

Your speed becomes more sustainable when it is inspired, relational, and reality-checked.

If Your Home Base Is Inspiring Innovator



You lead with energy and people. To expand:

- **Borrow from Dynamic Developer:**
After a brainstorming conversation, choose one idea and ask, “What is the first concrete step, and who owns it?”
- **Borrow from Stable Strategist:**
Before you announce a new idea, ask, “How tired is my team right now?” and adjust your timing accordingly.
- **Borrow from Calculating Creator:**
For major initiatives, ask, “What will this actually require in terms of time, money, and attention?” and let that shape your yes or no.

Your ideas become more powerful when they are focused, paced, and grounded.

If Your Home Base Is Stable Strategist



You lead with steadiness and care. To expand:

- **Borrow from Dynamic Developer:**
When you know a conversation or decision is overdue, set a firm date and commit to acting by then.

- Borrow from Inspiring Innovator:

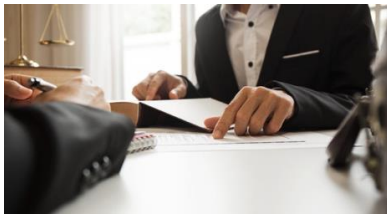
When a change is necessary, help people see the possibility on the other side, not just the loss in front of them.

- Borrow from Calculating Creator:

Clarify what must change in concrete terms so people aren't left guessing.

Your care becomes more transformative when it is timely, hopeful, and specific.

If Your Home Base Is Calculating Creator



You lead with excellence and protection. To expand:

- Borrow from Dynamic Developer:

When the cost of delay is rising, ask, “What is one decision we can make today with the information we have?”

- Borrow from Inspiring Innovator:

Allow space for possibility before you begin evaluating.

“Let’s explore this for ten minutes before we start poking holes.”

- Borrow from Stable Strategist:

Consider how your questions land emotionally, not just logically, and frame them in ways that support rather than intimidate.

Your standards become more life-giving when they are decisive, imaginative, and relational.

When a CEO Stepped Out of Home Base

To see what borrowing strengths looks like in practice, step into one real situation.

Alex was a CEO whose home base was clearly Dynamic Developer—fast-paced, task-oriented, laser-focused on outcomes. Under his leadership, the company had doubled revenue in three years.

Now they were preparing to acquire a smaller competitor.

For Alex, the math was obvious. The acquisition would expand their market share, add new capabilities, and create economies of scale. He wanted to move quickly before a larger player noticed the opportunity.

His instinct was to:

- Push hard on due diligence.
- Negotiate aggressively.

- Announce the deal, then “bring people along” afterward.

On his team, however, were strong leaders from other home bases:

- Jordan, an Inspiring Innovator CMO, excited about new possibilities.
- Priya, a Stable Strategist head of People, concerned about culture shock.
- Luis, a Calculating Creator CFO, focused on integration risk.

In the first planning meeting, Alex did what Dynamic Developers do best. He framed the goal, outlined a timeline, and pushed for rapid decisions.

Within thirty minutes:

- Jordan was ideating marketing campaigns for the combined brand.
- Priya was quietly uneasy, wondering how employees would handle the change.
- Luis had a list of risk questions no one had time to answer.

Alex noticed tension but interpreted it as normal merger anxiety.

“We’ll be fine once we close,” he told himself.

Then he caught himself.

He remembered the blind-spot lens and asked silently:

“As a Dynamic Developer, how am I being experienced right now?”

He realized:

- His pace was signaling, “We’re doing this! Get on board.”
- There hadn’t been space to fully explore culture or integration risks.
- His own urgency was overpowering other lenses he had intentionally hired.

So he made a different move.

First, he borrowed the Stable Strategist lens:

- He paused the deal timeline by two weeks—not months, just weeks.
- He asked Priya to lead listening sessions with managers in both organizations.
- He told the team, “I want to hear what this might feel like on the ground, not just in the spreadsheet.”

Next, he borrowed the Calculating Creator lens:

- He asked Luis to identify the top five integration risks, not every risk, just the top five, and to rank them by impact and likelihood.

- He committed to addressing at least the top two before signing.

Finally, he borrowed the Inspiring Innovator lens, but aimed it differently:

- Instead of hyping vague “game-changing” possibilities, he asked Jordan to help articulate a clear story: why this acquisition mattered, what it meant for customers, and what it would mean for employees.

Two weeks later, the team reconvened.

- Priya shared that employees in the target company were proud but weary; they needed assurance they wouldn’t be erased.
- Luis highlighted one major system-integration risk that would cause chaos if ignored.
- Jordan presented a crisp narrative about the future that honored both cultures.

Alex still led from his Dynamic Developer strength. He drove to a decision. They moved forward.

But because he had stepped beyond his home base, the integration plan included:

- A slower, phased rollout for certain departments.

- Specific investment in onboarding and culture-bridging.
- A realistic timeline for system integration.

Eighteen months later, the deal was considered one of the smoothest in the company's history, not because Alex restrained his leadership, but because he expanded it.

Without the lens, he likely would have pushed ahead on his original timeline, confident and blind. With the lens, he harnessed the full range of his team's strengths, and his own.

4. Building a Personal Practice of Switching Lenses

Expanding beyond your home base is not a one-time insight. It is a practice.

Here is a simple framework you can start using this week.

Step 1: Name the Moment

When you enter a significant meeting, decision, or conversation, quietly ask:

- “What kind of moment is this?”
 - Stuck and needs movement?
 - Discouraged and needs hope?
 - Fractured and needs safety?
 - Sloppy and needs rigor?

Step 2: Choose Your Lens

Based on the moment, ask:

- “Which Legacy Leader Type™ does this moment need most from me right now?”

You may land on your home base, or you may realize another lens would serve better.

Step 3: Make One Intentional Shift

Once you’ve chosen a lens, decide on one behavior you will adjust:

- Dynamic Developer lens: “I will push for a clear decision before we leave.”
- Inspiring Innovator lens: “I will connect this plan to a compelling ‘why.’”
- Stable Strategist lens: “I will slow down to listen and reflect back what I hear.”
- Calculating Creator lens: “I will ask two clarifying questions about risk and assumptions.”

You do not have to become a different person. You adjust one behavior in the direction the moment needs.

Step 4: Debrief with the Blind-Spot Lens

Afterward, take sixty seconds:

- “Which lens did I lead from?”
- “How did that choice affect the intention-impact gap?”
- “What did I learn for next time?”

Over time, this simple rhythm builds muscle memory. Switching lenses starts to feel natural, not forced.

Guardrails: Growing Without Becoming Inauthentic

Some leaders worry that expanding beyond their home base means performing.

“I don’t want to pretend to be something I’m not.”

“I don’t want people to feel like I’m putting on a show.”

Those concerns are valid.

Here are three guardrails to keep your growth authentic:

1. Start small and honest.

Don’t walk into a meeting trying to be an entirely different type. Adjust one behavior and tell the truth about why:

“I’m working on listening more before I decide,” or “I’m pushing us to land this today because I know I sometimes let it drift.”

2. Stay anchored to your values.

You are not borrowing behaviors to manipulate. You are

expanding your range to better serve the people and mission you care about.

3. Invite feedback from those you trust.

Ask, “When I try to lead differently, does it feel forced or helpful?” Let trusted voices help you distinguish growth from performance.

Authentic growth feels like more of your best self, not less.

From Home Base to Whole Leader

Up to this point, the focus has been you: your story, your type, your blind spots, your growth.

That focus matters. Leadership that doesn’t begin with self-awareness ends up using people to solve the leader’s unresolved problems.

But your growth is not the finish line. It is the staging ground.

As you expand beyond your home base:

- Your Dynamic Developer speed becomes a resource, not a threat.
- Your Inspiring Innovator energy becomes fuel, not noise.
- Your Stable Strategist steadiness becomes guidance, not avoidance.

- Your Calculating Creator excellence becomes ballast, not an anchor.

You move from leading out of one default pattern to leading with a fuller range, choosing your lens based on what the moment and the people need.

That is what mature leadership looks like.

It is also what your legacy will be built on.

Micro-Action Exercise: The Weekly Lens Planner

At the start of each week, look at your calendar and choose three moments that matter:

- A key meeting
- A critical decision
- A high-stakes conversation

For each one, write:

1. “My home base:” (Dynamic Developer / Inspiring Innovator / Stable Strategist / Calculating Creator)
2. “The lens this moment needs most:” (choose one of the four)
3. “One behavior I will adjust:”

Examples:

- “Home base: Dynamic Developer. Lens needed: Stable Strategist. Adjustment: I will ask each person how this change lands before we finalize.”
- “Home base: Stable Strategist. Lens needed: Dynamic Developer. Adjustment: I will propose a clear decision by the end of the meeting.”
- “Home base: Inspiring Innovator. Lens needed: Calculating Creator. Adjustment: I will ask, ‘What will this cost in time and resources?’ before we commit.”

At the end of the week, review:

- Where did choosing a lens close the gap between your intention and impact?
- Where did you default to home base without thinking—and what did that cost?

You are not grading yourself.

You are watching yourself become a more intentional, more flexible, more trusted leader.

You began this journey by discovering where you were unaware. Now you are learning to choose, to decide how you will show up, rather than letting old patterns decide for you.

In the next part of this book, we will take this same blind-spot lens and apply it to the people around you, your team, your peers, your

culture, so that you are not the only one learning to see what has been hidden.

**Part 3 –
Using the
Blind-Spot
t Lens
with
Others**

Chapter 8

Leading a Team of Legacy Leader Types™

From Collisions to Complementary Strengths

Your leadership team is too talented to be this exhausting.

You feel it every time you walk out of a “decision” meeting that somehow didn’t decide anything. The agenda was clear. The stakes were high. You had smart, experienced people in the room. Yet you still ended up with half-answers, three versions of the plan, and conversations that keep spilling into side meetings afterward.

On paper, this team should be your greatest advantage. In practice, it is slowly wearing you down.

If you have ever left a meeting thinking, “Why is this so hard when these people are so good?”, this chapter is for you.

What you are fighting is not a personality problem or a chemistry problem. You are running into a lens problem: four different

Legacy Leader Types™ trying to protect what they value most, without language for how their strengths collide. This chapter will show you how to see those lenses, name them in real time, and turn the same people who are exhausting you into the strongest table you have ever led.

When Great People Still Clash

If you have led for any length of time, you have probably lived this scene.

You gather your senior team for a critical meeting. The stakes are high: a new strategy, a major change, or a budget that will define the next year.

Around the table you have:

- A leader pushing for fast decisions.
- A leader raising new ideas and possibilities.
- A leader asking how this will land with people.
- A leader questioning the numbers and assumptions.

All good people. All committed. All sitting at the same table.

And within thirty minutes, the tension is real:

- The **Dynamic Developer** is frustrated: “We’re wasting time.”

- The **Inspiring Innovator** is energized but scattered: “What if we also...?”
- The **Stable Strategist** is uneasy: “These feels rushed and not fully thought through.”
- The **Calculating Creator** is concerned: “We don’t have enough data to make this call.”

From the outside, it might look like resistance, negativity, or lack of alignment.

From the inside, it is something else:
four different leaders using four different lenses to protect what they value most.

Without language for those lenses, you end up fighting each other instead of fighting for the mission.

With the blind-spot lens and the Legacy Leader Types™, you can do something better.

A Meeting That Finally Turned

The room looked right.

Eight leaders around a polished conference table. Laptops open. Notebooks ready. A strategy deck glowing on the screen at the front. This was the senior team of a growing organization, trusted with decisions that would shape the next three years.

The stakes that morning were simple and brutal: decide whether to shut down a long-running program to free resources for a new initiative.

They had been here before. The last time they tried to pivot, the decision had taken six months, the rollout had confused staff, and they had spent a year repairing trust. No one said that out loud, but everyone remembered.

“Let’s get started,” Elena, the CEO, said. She was a classic Dynamic Developer, decisive, focused, allergic to drift. “We’re here to decide whether we sunset the Legacy Program this year and redirect staff and budget to the new Growth Initiative. We need clarity today.”

She clicked to the first slide. Numbers. Trends. Projections.

“We’ve poured significant money and energy into Legacy for five years,” she continued. “Impact has plateaued. Growth is coming from other areas. If we reallocate now, we can double down on what’s working.”

Before she finished, Noah leaned forward.

“I hear you,” he said, “but we’re missing something.” As head of Marketing, he was the team’s Inspiring Innovator. “What if we don’t just shut Legacy down? What if we reimagine it as a digital experience, partner with two of our key clients, and use it as the

front door to the Growth Initiative? We could turn a sunset into a launch.”

Three people nodded. Two scribbled notes. Elena glanced at the clock.

“Maybe,” she replied. “But today we need a decision, not ten more ideas. We’re out of capacity. We can’t keep layering new versions of old programs on top of everything else.”

Across the table, Maya shifted in her seat. As head of People and Culture, a Stable Strategist, she had been listening carefully.

“I’m thinking about the teams who have carried Legacy,” she said. “Some of them built their identity around it. If we announce this abruptly, without input, we’re going to trigger a lot of fear and resentment. We could lose good people.”

Elena exhaled.

“I understand,” she said, “but we can’t let feelings keep us from making the right business call. We’ll communicate well. We always do.”

At the far end of the table, Victor cleared his throat. The CFO—a true Calculating Creator.

“From a numbers standpoint,” he began, “we have gaps. The projections on Growth are based on assumptions we haven’t

pressure-tested. We're modeling best-case uptake and minimal cannibalization. If either of those are wrong, we could shut down a steady, if flat, revenue stream for something that doesn't replace it quickly enough."

The air thickened.

In less than fifteen minutes, the room had split into the same camps it always did:

- Elena pushing for a clear, fast decision.
- Noah expanding the options with more creative possibilities.
- Maya slowing things down in the name of people and culture.
- Victor tapping the brakes in the name of risk and integrity.

No one was trying to be difficult. Each was trying to protect what mattered most to them.

It didn't feel that way.

To Elena, it felt like resistance. "We've talked about this for months," she thought. "Why are we still here?"

To Noah, it felt like small thinking. "Why are we arguing about either/or when we could be building something better?"

To Maya, it felt like recklessness. "Do they really not see what this will do to the people who kept this afloat?"

To Victor, it felt like denial. “Why is everyone so eager to leap without checking where we might land?”

Voices layered. The room got noisier and quieter at the same time. People spoke more, but they listened less.

Elena felt the familiar knot in her stomach. This was supposed to be the team that made things easier. Instead, every major decision turned into a tug-of-war between speed, ideas, people, and risk. She could feel herself sliding toward the move she usually made in these moments: end the debate, make the call alone after the meeting, then work twice as hard to sell it.

She stopped herself.

If I do that again, she thought, we’ll get a decision, but we’ll lose more trust.

“Time out,” she said aloud. “We’re stuck in the same loop. Let’s try something different.”

The room went still.

“Right now,” she continued, “we’re arguing as if we’re on opposite sides. But I know each of you. I know that’s not true. So, let’s name what each of us is trying to protect.”

She walked to the whiteboard and wrote four words: Momentum. Possibility. People. Integrity.

“Noah,” she said, “from your side, what are you protecting?”

He smiled, a little sheepishly.

“Possibility,” he said. “I don’t want us to close a door we might need later. I’m trying to protect the chance to create something new.”

Elena wrote it down.

“Maya?”

“I’m protecting our people,” she replied. “They’ve weathered a lot of change. I don’t want this to be the one that breaks trust.”

“Victor?”

“Integrity,” he said. “The numbers have stories they’re not telling us yet. I want to make sure we’re not fooling ourselves.”

Elena nodded.

“And from my Dynamic Developer side,” she said, “I’m protecting momentum. I’m worried that if we don’t decide now, we’ll still be having this conversation a year from now with less margin to work with.”

She stepped back. Four protections on the board. One team, suddenly visible in a new way.

“Okay,” she said quietly. “Look at this. This is not four people pulling in different directions. This is four protectors guarding the same mission from different angles.”

For the first time that morning, the tension in the room changed. It didn’t disappear. It became usable.

“What would a decision look like,” she asked, “that honored all four?”

Slowly, they began to answer.

Noah proposed a small, time-boxed experiment that used part of the Legacy team to test elements of the Growth Initiative, possibility without pretending they could do everything at once. Maya outlined a two-step communication plan that invited Legacy staff into honest conversation before any public announcement, people, not spin.

Victor identified two financial thresholds that had to be met during the experiment to justify a full transition, integrity with eyes wide open.

And Elena committed to a clear decision date six months out, momentum with a clock everyone could see.

When they left the room, nothing about the external situation had changed. The budget was still tight. The decision was still hard. But something inside the team had shifted.

For the first time, they weren't just clashing over positions. They were coordinating their protections.

In your own meetings, the names and stakes will be different. The pattern is the same. Until you can see what each person is protecting, you will spend your energy fighting the people you most need, rather than harnessing the lenses you hired them for.

The Four Protectors Around the Table

Think of each type on your team as **protecting something important**:

- The **Dynamic Developer** protects *momentum*.
- The **Inspiring Innovator** protects *possibility*.
- The **Stable Strategist** protects *people*.
- The **Calculating Creator** protects *integrity and risk*.

When they collide, it often sounds like argument.

When you listen through the lens, you hear advocacy:

- “We can’t stall.” (Momentum)
- “We can’t stop dreaming.” (Possibility)
- “We can’t hurt people.” (People)
- “We can’t ignore the facts.” (Integrity)

Your job is not to silence any of those voices.

Your job is to **honor what each is trying to protect** while refusing to let any single lens dominate every decision.

That is what mature leadership teams do.

Step 1: Name the Types on Your Team

Before you can lead a team of Legacy Leader Types™, you need to see who is sitting in front of you.

You do not need a full assessment to start. You already have clues:

- Who naturally pushes for decisions? (Dynamic Developer)
- Who constantly brings new ideas or angles? (Inspiring Innovator)
- Who consistently asks, “How will this affect our people?” (Stable Strategist)
- Who reliably says, “Let’s check the numbers,” or “What are the risks?” (Calculating Creator)

Sit with your leadership team and:

1. Briefly review the four types.
2. Ask each person to identify their **home base**.
3. Invite the team to share how they experience one another, respectfully and with curiosity.

This is not about putting people in boxes. It is about **building a shared language** for patterns you have already been living with for years.

Once you can see the mix around your table, you can lead it with intention instead of guesswork.

Step 2: Use the Blind-Spot Lens on the Team, Not Just on Yourself

Up to this point, you have used the blind-spot lens personally:

- How does my pace and focus create impact and blind spots?

Now you extend that question to the team:

- **How does our combined pace and focus create impact and blind spots?**

Ask together:

- “As a team, do we tilt fast or slow?”
- “Do we lean more task or more people?”
- “Which type is loudest in our culture? Which is most missing?”

You may discover that:

- Your leadership team is heavy on **Dynamic Developers** and light on **Stable Strategists**, which drives results but leaves people tired.
- Or you have several **Inspiring Innovators** and very few **Calculating Creators**, which fuels vision but makes execution unpredictable.
- Or you are rich in **Stable Strategists** and **Calculating Creators**, which creates safety and quality but struggles with speed and innovation.

Every pattern has strengths. Every pattern has blind spots.

Seeing that clearly allows you to ask a new question:

“Given who we have in the room, what might we consistently be missing?”

That question alone can save you from months of rework and regret.

Step 3: Turn Common Collisions into Conversations

Certain collisions consistently show up. You can learn to recognize them early and respond differently.

Collision: Dynamic Developer vs. Stable Strategist

- Dynamic Developer: “We need to move.”

- Stable Strategist: “We need to slow down and think about people.”

If you are not careful, this turns into:

- Accusation from the Developer: “You’re dragging your feet.”
- Accusation from the Strategist: “You don’t care about people.”

Through the blind-spot lens, you can reframe:

- “You’re both protecting something we need. One is protecting momentum; the other is protecting people. Let’s decide together: What pace honors both?”

You might land on:

- Moving forward, but with explicit touchpoints to care for people.
- Slightly delaying a decision to gather input, with a firm deadline so it doesn’t drift.

Collision: Inspiring Innovator vs. Calculating Creator

- Inspiring Innovator: “This could change everything.”
- Calculating Creator: “We don’t yet know enough.”

If unmanaged, this becomes:

- Frustration from the Innovator: “You always shoot down ideas.”
- Frustration from the Creator: “You’re reckless and don’t think through implications.”

With the lens:

- “We need both creativity and caution. Let’s first give the idea ten minutes without critique, then switch lenses and let the Creator identify the top three risks.”

This structure:

- Honors the Innovator’s need for space to dream.
- Honors the Creator’s need to safeguard reality.
- Prevents the team from staying stuck in extreme.

Step 4: Design Meetings for All Four Types

Most meetings unintentionally favor one type:

- Fast agendas with little context favor **Dynamic Developers**.
- Open-ended brainstorming favors **Inspiring Innovators**.
- Long, relational check-ins favor **Stable Strategists**.
- Data-heavy deep dives favor **Calculating Creators**.

You can increase effectiveness, and reduce frustration, by building simple patterns into how you run key meetings.

For major decisions, try a four-lens structure:

1. **Clarify the goal** (Dynamic Developer)
 - “What decision must we leave with today?”
2. **Imagine possibilities** (Inspiring Innovator)
 - “What are the best options we see? What could we do if there were no constraints?”
3. **Consider people** (Stable Strategist)
 - “How will each option impact the people we lead and serve?”
4. **Evaluate risks and data** (Calculating Creator)
 - “What do the numbers and facts tell us? What are the top risks for each option?”

Then close with:

- “Given everything we’ve seen through these four lenses, what will we decide today?”

This approach:

- Gives each type a predictable moment to contribute.
- Prevents one lens from dominating by accident.
- Models to your whole organization that **multiple ways of seeing are welcome and necessary**.

Step 5: Build Shared Agreements Around the Blind-Spot Lens

If you want the blind-spot lens to shape more than a single retreat, you need a few simple **team agreements**.

Here are examples many teams adopt:

1. We assume positive intent.

- When someone raises a concern, we receive it as protection, not sabotage.

2. We name our lens.

- “From my Dynamic Developer lens, here’s what I see...”
- “From my Stable Strategist lens, I’m thinking about...”

3. We welcome feedback about impact.

- It is acceptable and expected to say, “Here’s how that landed on me,” not just, “Here’s what you meant.”

4. We prioritize the mission over our preferences.

- We use our type to serve the mission, not to defend our comfort.

Put your agreements in writing. Revisit them. Use them to guide real conversations.

Over time, they create a culture where blind spots are not secrets to hide, but realities everyone expects and works together to see.

Step 6: Coaching Each Type Without Shaming Them

As a leader, part of your role is to **coach** your people. The blind-spot lens gives you a way to do that without shaming them for who they are.

When you give feedback:

- Start with what their type is **protecting**.
- Name the **impact** you are seeing.
- Invite them to borrow a specific behavior from another type.

Examples:

- To a Dynamic Developer:
 - “I appreciate how you protect momentum. In yesterday’s meeting, the pace made it hard for others to raise concerns. Next time, could you borrow a Stable Strategist move and ask how people are experiencing the plan before we finalize?”
- To an Inspiring Innovator:
 - “Your ideas keep us from getting stuck. Last month, though, the number of new initiatives stretched the team. Could you borrow a Calculating Creator behavior and define which ideas are ‘future’ and which are ‘now’ before you share them?”
- To a Stable Strategist:

- “Your steadiness is a stabilizing force. I’ve noticed a pattern where hard conversations keep getting delayed. Could you borrow a Dynamic Developer move and set a clear date to talk with that person?”
- To a Calculating Creator:
 - “Your standard of excellence protects us. At the same time, multiple projects are slipping. Could you borrow an Inspiring Innovator behavior and ask what’s possible with our current level of information, instead of waiting for perfect data?”

This keeps feedback:

- Specific
- Respectful
- Actionable

And always anchored to the **shared language** you’ve built.

Step 7: Let the Team See Your Own Blind-Spot Work

Nothing builds trust faster than a leader who applies the blind-spot lens to themselves in front of others.

That might sound like:

- “From my Dynamic Developer home base, I know I tend to move quickly. Today, I’m going to slow down and ask more questions before we decide.”

- “As an Inspiring Innovator, I can easily overwhelm you with ideas. I’m limiting myself to one new initiative this quarter.”
- “My Stable Strategist wiring means I sometimes delay hard news. I want you to know I’m committed to sharing earlier, even if it feels uncomfortable.”
- “As a Calculating Creator, I can hold decisions open too long. In this meeting, I will help us land on a clear decision even if I’d like more data.”

Your team does not expect perfection.

They are watching for **alignment**; does your language about blind spots match the way you lead?

When they see you doing your own work, it becomes safer for them to do theirs.

Micro-Action Exercise: The Next-Meeting Map

Choose one upcoming leadership team meeting that truly matters.

Before the meeting:

1. List each person and write their **home base** type beside their name.
2. For that specific meeting, write one sentence:
 - “Here is what I most need from this person’s lens.”
3. Write one more:

- “Here is where that lens might create friction if I don’t lead it well.”

During the meeting:

- Intentionally draw out each lens when it is most valuable.
- Gently reframe collisions using the language from this chapter.

After the meeting:

- Spend five minutes asking:
 - “Where did we use our different lenses well?”
 - “Where did a blind spot still shape the conversation?”

Bring your reflections to the next team gathering and share what you learned. Invite the team to add their own observations.

You began this book focusing on **your** blind spots. In this chapter, you have started to see how an entire team’s strengths and blind spots interact around the same table.

When you lead a team of Legacy Leader Types™ through the blind-spot lens, you no longer need everyone to think like you. You learn to value the very perspectives that used to frustrate you, and your team learns to trust that their way of seeing is not a problem to fix, but a strength to steward.

In the next chapter, we will take this another layer deeper and look at **culture**—the invisible patterns that shape how people experience leadership across your whole organization, not just in your meetings.

Chapter 9

Designing a Culture That Sees What It Can't See

Building a Place Where the Truth Is Safe

Your leadership team is too talented to be this exhausting.

You feel it every time you walk out of a “decision” meeting that somehow didn’t decide anything. The agenda was clear. The stakes were high. You had smart, experienced people in the room. Yet you still ended up with half-answers, three versions of the plan, and conversations that keep spilling into side meetings afterward.

On paper, this team should be your greatest advantage. In practice, it is slowly wearing you down.

If you have ever left a meeting thinking, “Why is this so hard when these people are so good?”, this chapter is for you.

What you are fighting is not a personality problem or a chemistry problem. You are running into a lens problem: four different

Legacy Leader Types™ trying to protect what they value most, without language for how their strengths collide. This chapter will show you how to see those lenses, name them in real time, and turn the same people who are exhausting you into the strongest table you have ever led.

When Great People Still Clash

If you have led for any length of time, you have probably lived this scene.

You gather your senior team for a critical meeting. The stakes are high: a new strategy, a major change, or a budget that will define the next year.

Around the table you have:

- A leader pushing for fast decisions.
- A leader raising new ideas and possibilities.
- A leader asking how this will land with people.
- A leader questioning the numbers and assumptions.

All good people. All committed. All sitting at the same table.

And within thirty minutes, the tension is real:

- The Dynamic Developer is frustrated: “We’re wasting time.”

- The Inspiring Innovator is energized but scattered: “What if we also...?”
- The Stable Strategist is uneasy: “These feel rushed and not fully thought through.”
- The Calculating Creator is concerned: “We don’t have enough data to make this call.”

From the outside, it might look like resistance, negativity, or lack of alignment.

From the inside, it is something else: four different leaders using four different lenses to protect what they value most.

Without language for those lenses, you end up fighting each other instead of fighting for the mission.

With the blind-spot lens and the Legacy Leader Types™, you can do something better.

A Meeting That Finally Turned

The room looked right.

Eight leaders around a polished conference table. Laptops open. Notebooks ready. A strategy deck glowing on the screen at the front. This was the senior team of a growing organization, trusted with decisions that would shape the next three years.

The stakes that morning were simple and brutal: decide whether to shut down a long-running program to free resources for a new initiative.

They had been here before. The last time they tried to pivot, the decision had taken six months, the rollout had confused staff, and they had spent a year repairing trust. No one said that out loud, but everyone remembered.

“Let’s get started,” Elena, the CEO, said. She was a classic Dynamic Developer; decisive, focused, allergic to drift. “We’re here to decide whether we sunset the Legacy Program this year and redirect staff and budget to the new Growth Initiative. We need clarity today.”

She clicked to the first slide. Numbers. Trends. Projections.

“We’ve poured significant money and energy into Legacy for five years,” she continued. “Impact has plateaued. Growth is coming from other areas. If we reallocate now, we can double down on what’s working.”

Before she finished, Noah leaned forward.

“I hear you,” he said, “but we’re missing something.” As head of Marketing, he was the team’s Inspiring Innovator. “What if we don’t just shut Legacy down? What if we reimagine it as a digital experience, partner with two of our key clients, and use it as the

front door to the Growth Initiative? We could turn a sunset into a launch.”

Three people nodded. Two scribbled notes. Elena glanced at the clock.

“Maybe,” she replied. “But today we need a decision, not ten more ideas. We’re out of capacity. We can’t keep layering new versions of old programs on top of everything else.”

Across the table, Maya shifted in her seat. As head of People and Culture, a Stable Strategist, she had been listening carefully.

“I’m thinking about the teams who have carried Legacy,” she said. “Some of them built their identity around it. If we announce this abruptly, without input, we’re going to trigger a lot of fear and resentment. We could lose good people.”

Elena exhaled.

“I understand,” she said, “but we can’t let feelings keep us from making the right business call. We’ll communicate well. We always do.”

At the far end of the table, Victor, the CFO and a true Calculating Creator, cleared his throat

“From a numbers standpoint,” he began, “we have gaps. The projections on Growth are based on assumptions we haven’t

pressure-tested. We're modeling best-case uptake and minimal cannibalization. If either of those are wrong, we could shut down a steady, if flat, revenue stream for something that doesn't replace it quickly enough."

The air thickened.

In less than fifteen minutes, the room had split into the same camps it always did:

- Elena pushing for a clear, fast decision.
- Noah expanding the options with more creative possibilities.
- Maya slowing things down in the name of people and culture.
- Victor tapping the brakes in the name of risk and integrity.

No one was trying to be difficult. Each was trying to protect what mattered most to them.

It didn't feel that way.

To Elena, it felt like resistance. "We've talked about this for months," she thought. "Why are we still here?"

To Noah, it felt like small thinking. "Why are we arguing about either/or when we could be building something better?"

To Maya, it felt like recklessness. "Do they really not see what this will do to the people who kept this afloat?"

To Victor, it felt like denial. “Why is everyone so eager to leap without checking where we might land?”

Voices layered. The room got noisier and quieter at the same time. People spoke more, but they listened less.

Elena felt the familiar knot in her stomach. This was supposed to be the team that made things easier. Instead, every major decision turned into a tug-of-war between speed, ideas, people, and risk. She could feel herself sliding toward the move she usually made in these moments: end the debate, make the call alone after the meeting, then work twice as hard to sell it.

She stopped herself.

If I do that again, she thought, we’ll get a decision, but we’ll lose more trust.

“Time out,” she said aloud. “We’re stuck in the same loop. Let’s try something different.”

The room went still.

“Right now,” she continued, “we’re arguing as if we’re on opposite sides. But I know each of you. I know that’s not true. So let’s name what each of us is trying to protect.”

She walked to the whiteboard and wrote four words: Momentum. Possibility. People. Integrity.

“Noah,” she said, “from your side, what are you protecting?”

He smiled, a little sheepishly.

“Possibility,” he said. “I don’t want us to close a door we might need later. I’m trying to protect the chance to create something new.”

Elena wrote it down.

“Maya?”

“I’m protecting our people,” she replied. “They’ve weathered a lot of change. I don’t want this to be the one that breaks trust.”

“Victor?”

“Integrity,” he said. “The numbers have stories they’re not telling us yet. I want to make sure we’re not fooling ourselves.”

Elena nodded.

“And from my Dynamic Developer side,” she said, “I’m protecting momentum. I’m worried that if we don’t decide now, we’ll still be having this conversation a year from now with less margin to work with.”

She stepped back. Four protections on the board. One team, suddenly visible in a new way.

“Okay,” she said quietly. “Look at this. This is not four people pulling in different directions. This is four protectors guarding the same mission from different angles.”

For the first time that morning, the tension in the room changed. It didn’t disappear. It became usable.

“What would a decision look like,” she asked, “that honored all four?”

Slowly, they began to answer.

Noah proposed a small, time-boxed experiment that used part of the Legacy team to test elements of the Growth Initiative, possibility without pretending they could do everything at once.

Maya outlined a two-step communication plan that invited Legacy staff into honest conversation before any public announcement—people, not spin.

Victor identified two financial thresholds that had to be met during the experiment to justify a full transition—integrity with eyes wide open.

And Elena committed to a clear decision date six months out—momentum with a clock everyone could see.

When they left the room, nothing about the external situation had changed. The budget was still tight. The decision was still hard. But something inside the team had shifted.

For the first time, they weren't just clashing over positions. They were coordinating their protections.

In your own meetings, the names and stakes will be different. The pattern is the same. Until you can see what each person is protecting, you will spend your energy fighting the people you most need, rather than harnessing the lenses you hired them for.

The Four Protectors Around the Table

Think of each type on your team as protecting something important:

- The Dynamic Developer protects momentum.
- The Inspiring Innovator protects possibility.
- The Stable Strategist protects people.
- The Calculating Creator protects integrity and risk.

When they collide, it often sounds like argument.

When you listen through the lens, you hear advocacy:

- “We can’t stall.” (Momentum)
- “We can’t stop dreaming.” (Possibility)
- “We can’t hurt people.” (People)

- “We can’t ignore the facts.” (Integrity)

Your job is not to silence any of those voices.

Your job is to honor what each is trying to protect while refusing to let any single lens dominate every decision.

That is what mature leadership teams do.

Step 1: Name the Types on Your Team

Before you can lead a team of Legacy Leader Types™, you need to see who is sitting in front of you.

You do not need a full assessment to start. You already have clues:

- Who naturally pushes for decisions? (Dynamic Developer)
- Who constantly brings new ideas or angles? (Inspiring Innovator)
- Who consistently asks, “How will this affect our people?” (Stable Strategist)
- Who reliably says, “Let’s check the numbers,” or “What are the risks?” (Calculating Creator)

Sit with your leadership team and:

1. Briefly review the four types.
2. Ask each person to identify their home base.
3. Invite the team to share how they experience one another—respectfully and with curiosity.

This is not about putting people in boxes. It is about building a shared language for patterns you have already been living with for years.

Once you can see the mix around your table, you can lead it with intention instead of guesswork.

Step 2: Use the Blind-Spot Lens on the Team, Not Just on Yourself

Up to this point, you have used the blind-spot lens personally:

- How does my pace and focus create impact and blind spots?

Now you extend that question to the team:

- How does our combined pace and focus create impact and blind spots?

Ask together:

- “As a team, do we tilt fast or slow?”
- “Do we lean more task or more people?”
- “Which type is loudest in our culture? Which is most missing?”

You may discover that:

- Your leadership team is heavy on Dynamic Developers and light on Stable Strategists, which drives results but leaves people tired.
- Or you have several Inspiring Innovators and very few Calculating Creators, which fuels vision but makes execution unpredictable.
- Or you are rich in Stable Strategists and Calculating Creators, which creates safety and quality but struggles with speed and innovation.

Every pattern has strengths. Every pattern has blind spots.

Seeing that clearly allows you to ask a new question:

“Given who we have in the room, what might we consistently be missing?”

That question alone can save you from months of rework and regret.

Step 3: Turn Common Collisions into Conversations

Certain collisions consistently show up. You can learn to recognize them early and respond differently.

Collision: Dynamic Developer vs. Stable Strategist

- Dynamic Developer: “We need to move.”
- Stable Strategist: “We need to slow down and think about people.”

If you are not careful, this turns into:

- Accusation from the Developer: “You’re dragging your feet.”
- Accusation from the Strategist: “You don’t care about people.”

Through the blind-spot lens, you can reframe:

- “You’re both protecting something we need. One is protecting momentum; the other is protecting people. Let’s decide together: What pace honors both?”

You might land on:

- Moving forward, but with explicit touchpoints to care for people.
- Slightly delaying a decision to gather input, with a firm deadline so it doesn’t drift.

Collision: Inspiring Innovator vs. Calculating Creator

- Inspiring Innovator: “This could change everything.”
- Calculating Creator: “We don’t yet know enough.”

If unmanaged, this becomes:

- Frustration from the Innovator: “You always shoot down ideas.”

- Frustration from the Creator: “You’re reckless and don’t think through implications.”

With the lens:

- “We need both creativity and caution. Let’s first give the idea ten minutes without critique, then switch lenses and let the Creator identify the top three risks.”

This structure:

- Honors the Innovator’s need for space to dream.
- Honors the Creator’s need to safeguard reality.
- Prevents the team from staying stuck in extremes.

Step 4: Design Meetings for All Four Types

Most meetings unintentionally favor one type:

- Fast agendas with little context favor Dynamic Developers.
- Open-ended brainstorming favors Inspiring Innovators.
- Long, relational check-ins favor Stable Strategists.
- Data-heavy deep dives favor Calculating Creators.

You can increase effectiveness and reduce frustration by building simple patterns into how you run key meetings.

For major decisions, try a four-lens structure:

1. Clarify the goal (Dynamic Developer)

- “What decision must we leave with today?”
2. Imagine possibilities (Inspiring Innovator)
 - “What are the best options we see? What could we do if there were no constraints?”
 3. Consider people (Stable Strategist)
 - “How will each option impact the people we lead and serve?”
 4. Evaluate risks and data (Calculating Creator)
 - “What do the numbers and facts tell us? What are the top risks for each option?”

Then close with:

- “Given everything we’ve seen through these four lenses, what will we decide today?”

This approach:

- Gives each type a predictable moment to contribute.
- Prevents one lens from dominating by accident.
- Models to your whole organization that multiple ways of seeing are welcome and necessary.

Step 5: Build Shared Agreements Around the Blind-Spot Lens

If you want the blind-spot lens to shape more than a single retreat, you need a few simple team agreements.

Here are examples many teams adopt:

1. We assume positive intent.
 - When someone raises a concern, we receive it as protection, not sabotage.
2. We name our lens.
 - “From my Dynamic Developer lens, here’s what I see...”
 - “From my Stable Strategist lens, I’m thinking about...”
3. We welcome feedback about impact.
 - It is acceptable and expected to say, “Here’s how that landed on me,” not just, “Here’s what you meant.”
4. We prioritize the mission over our preferences.
 - We use our type to serve the mission, not to defend our comfort.

Put your agreements in writing. Revisit them. Use them to guide real conversations.

Over time, they create a culture where blind spots are not secrets to hide, but realities everyone expects and works together to see.

Step 6: Coaching Each Type Without Shaming Them

As a leader, part of your role is to coach your people. The blind-spot lens gives you a way to do that without shaming them for who they are.

When you give feedback:

- Start with what their type is protecting.
- Name the impact you are seeing.
- Invite them to borrow a specific behavior from another type.

Examples:

- To a Dynamic Developer:
“I appreciate how you protect momentum. In yesterday’s meeting, the pace made it hard for others to raise concerns. Next time, could you borrow a Stable Strategist move and ask how people are experiencing the plan before we finalize?”
- To an Inspiring Innovator:
“Your ideas keep us from getting stuck. Last month, though, the number of new initiatives stretched the team. Could you borrow a Calculating Creator behavior and define which ideas are ‘future’ and which are ‘now’ before you share them?”
- To a Stable Strategist:
“Your steadiness is a stabilizing force. I’ve noticed a pattern where hard conversations keep getting delayed. Could you borrow a Dynamic Developer move and set a clear date to talk with that person?”

- To a Calculating Creator:
“Your standard of excellence protects us. At the same time, multiple projects are slipping. Could you borrow an Inspiring Innovator behavior and ask what’s possible with our current level of information, instead of waiting for perfect data?”

This keeps feedback specific, respectful, and actionable, and always anchored to the shared language you’ve built.

Step 7: Let the Team See Your Own Blind-Spot Work

Nothing builds trust faster than a leader who applies the blind-spot lens to themselves in front of others.

That might sound like:

- “From my Dynamic Developer home base, I know I tend to move quickly. Today, I’m going to slow down and ask more questions before we decide.”
- “As an Inspiring Innovator, I can easily overwhelm you with ideas. I’m limiting myself to one new initiative this quarter.”
- “My Stable Strategist wiring means I sometimes delay hard news. I want you to know I’m committed to sharing earlier, even if it feels uncomfortable.”

- “As a Calculating Creator, I can hold decisions open too long. In this meeting, I will help us land on a clear decision even if I’d like more data.”

Your team does not expect perfection.

They are watching for alignment. Does your language about blind spots match the way you lead?

When they see you doing your own work, it becomes safer for them to do theirs.

Micro-Action Exercise: The Next-Meeting Map

Choose one upcoming leadership team meeting that truly matters.

Before the meeting:

1. List each person and write their home base type beside their name.
2. For that specific meeting, write one sentence:
 - “Here is what I most need from this person’s lens.”
3. Write one more:
 - “Here is where that lens might create friction if I don’t lead it well.”

During the meeting:

- Intentionally draw out each lens when it is most valuable.

- Gently reframe collisions using the language from this chapter.

After the meeting:

- Spend five minutes asking:
 - “Where did we use our different lenses well?”
 - “Where did a blind spot still shape the conversation?”

Bring your reflections to the next team gathering and share what you learned. Invite the team to add their own observations.

You began this book focusing on your blind spots. In this chapter, you have started to see how an entire team’s strengths and blind spots interact around the same table.

When you lead a team of Legacy Leader Types™ through the blind-spot lens, you no longer need everyone to think like you. You learn to value the very perspectives that used to frustrate you, and your team learns to trust that their way of seeing is not a problem to fix, but a strength to steward.

In the next chapter, we will take this another layer deeper and look at culture, and the invisible patterns that shape how people experience leadership across your whole organization, not just in your meetings.

Chapter 10

Scaling Your Leadership When You're Not in the Room

From Personality-Driven to Principle-Driven Influence

You can feel it the moment you walk in.

The hallway is saying something before anyone does. The way people lower their voices when a leader walks by, the way eyes glance at one another in a meeting before anyone answers a hard question, the way conversations stop when the door closes. All of it is data.

In some places, that data says, “It’s safe to tell the truth here.” In others, it quietly warns, “Be careful what you say and who you say it to.”

Some organizations hum with quiet honesty. People speak up before things break. Problems move toward leaders, not away from them. Decisions may still be difficult, but they are made in the open.

Others run on a different energy.

People choose their words carefully. Concerns are edited before they reach the top, if they reach it at all. Change happens, but often later than it should, and at a higher cost than it needed to.

The difference is not talent. It is not even strategy.

The difference is culture.

This chapter is about how to design a culture that sees what it can't see. A place where the blind-spot lens is not just your personal tool, but a shared way of leading.

You have done the work to see your own home base. You have begun using the Legacy Leader Types™ with your team. Now we take the final step: shaping the invisible environment your people live in every day.

Culture: The Story People Tell When You're Not in the Room

Culture is not your vision statement or your values printed on a wall.

Culture is “the way we really do things here.”

You feel it in questions like:

- Is it safe to disagree with the person in charge?
- Do people believe leaders mean it when they ask for feedback?

- What happens to someone who surfaces a problem early?
- Who gets recognized? Who gets quietly ignored?

Those stories, told in hallways, over text threads, and at kitchen tables, shape how people show up far more than any formal document you create.

If your personal leadership is becoming more self-aware but your culture still punishes honesty, your blind spots will simply move into new hiding places.

Designing a culture that sees what it can't see means aligning three things:

1. Language – what we say we value.
2. Behavior – what we consistently do.
3. Experience – how it actually feels to work and be led here.

When those three line up, trust grows.

When they don't, people believe the experience, not the words.

The Hidden Cost of a Culture That Can't See

Before we design a new culture, we need to be honest about the cost of the current one.

Cultures that do not see their blind spots share predictable symptoms:

- Surprise crises: problems that “come out of nowhere” because people felt they couldn’t speak up earlier.
- Quiet exits: talented people leaving without ever saying what was wrong.
- Surface compliance: meetings where leaders talk and others nod, then leave to have the real conversation somewhere else.
- Recycled strategies: the same issues reappearing with new labels because the root causes were never named.

Underneath all of that is one simple reality:

People do not share what they believe will be ignored, dismissed, or used against them.

The more power you have, the less likely people are to show you the full truth. The more successful the organization appears from the outside, the easier it is to believe you are seeing clearly when you are not.

If you want a culture that sees what it can’t see, you must make it safer to tell the truth than to hide it.

That begins with you, but it cannot end with you.

When My Culture Wasn’t Telling Me the Truth

I learned this the hard way in a season when everything on paper looked strong.

Engagement scores were solid. Turnover was low. Our events were full. From the outside, people assumed we had a healthy, honest culture. I assumed it too, until a series of quiet conversations started to crack that story.

One afternoon, a leader I trusted asked if we could talk “off the record.” They closed my office door and hesitated longer than usual before speaking.

“I know you really do want feedback,” they said, “but people aren’t sure what will happen if they give it to you.”

I was confused. “We ask for feedback all the time,” I replied. “What makes it feel unsafe?”

They took a breath.

“Because most of the time, when someone raises a concern, we explain it away. We talk about intentions, context, everything that’s hard for you as a leader. We don’t change much. Over time, it’s just easier for people to say, ‘It’s fine’ and figure out how to work around it.”

That landed like a punch.

My intention was to be open. My impact was that people felt they had to manage my reactions. I had been using the blind-spot lens

on my personal leadership, but our culture still taught people that protecting leaders' feelings was safer than telling leaders the truth.

Over the next few months, I began responding differently:

- When someone brought hard feedback, I thanked them first and resisted explaining myself.
- In team settings, I admitted specific places I had been defensive in the past and asked for another chance to listen.
- We started naming, out loud, when we slipped back into justification instead of curiosity.

Slowly, the conversations changed. Questions in meetings got a little more honest. Concerns surfaced earlier. I could feel the energy in the room shift from self-protection toward problem-solving.

That experience convinced me of something I had only believed in theory before: if the person at the top is not willing to have their own story rewritten by the truth, the culture will keep choosing silence, no matter how many surveys you send or values you print.

Moving from “My Blind Spots” to “Our Blind Spots”

Up to now, the blind-spot work has been personal:

- “How am I being experienced?”

- “Where does my home base create a gap between intention and impact?”

To build culture, you extend those questions:

- “How are we being experienced as leaders?”
- “Where does our collective home base as an organization create blind spots?”
- “What would it look like for our culture itself to use the blind-spot lens?”

Think about your organization as if it had a type of its own:

- Is your culture fast-paced and task-oriented like a Dynamic Developer—driving results, sometimes at the expense of people?
- Is it fast-paced and people-oriented like an Inspiring Innovator—energetic and idea-rich, but sometimes scattered?
- Is it slower-paced and people-oriented like a Stable Strategist—caring and loyal, but sometimes slow to confront?
- Is it slower-paced and task-oriented like a Calculating Creator—careful and excellent, but sometimes risk-averse and slow to act?

None of those is wrong.

All of them bring strengths. All of them carry cultural blind spots.

Naming your “organizational home base” is the first step in designing a healthier environment.

Step 1: Diagnose Your Cultural Home Base

You can start with a few simple questions:

- When outsiders describe us, what words do they use?
- When new hires describe their first ninety days, what do they notice?
- In crisis, what do we prioritize first? Speed, ideas, people, or precision?

Gather stories:

- Ask long-time team members: “What has always been true here, for better or worse?”
- Ask newer voices: “What surprised you most about working here?”
- Ask trusted former employees (when possible): “From the outside now, how would you describe our culture?”

Look for patterns, not isolated comments.

If most stories highlight:

- “We move fast and push hard...” You likely lean Dynamic Developer as a culture.

- “We’re always brainstorming...” You lean Inspiring Innovator.
- “We take care of our own...” You lean Stable Strategist.
- “We are thorough and careful...” You lean Calculating Creator.

Once you can name this, you can use the blind-spot lens at the organizational level:

- How does our cultural home base serve us?
- Where is it beginning to cost us?

Step 2: Identify Your Cultural Blind Spots

Every cultural home base creates predictable gaps between intention and impact.

If Your Culture Leans Dynamic Developer

- Intention: “We get things done.”
- Impact: People feel driven but not always heard.

Blind spots may include:

- Overloaded calendars and chronic urgency.
- Limited space for reflection or dissent.
- High turnover in roles closest to the pressure.

If Your Culture Leans Inspiring Innovator

- Intention: “We dream big and stay inspired.”
- Impact: People feel excited but often overstretched.

Blind spots may include:

- Constant new initiatives without finishing old ones.
- Vision fatigue, people struggle to know what matters most.
- Difficulty institutionalizing processes and habits.

If Your Culture Leans Stable Strategist

- Intention: “We care for people and relationships.”
- Impact: People feel safe, but change can feel slow or unclear.

Blind spots may include:

- Avoidance of direct feedback or hard decisions.
- Under-addressed performance issues.
- Unspoken norms that are hard for newcomers to read.

If Your Culture Leans Calculating Creator

- Intention: “We do things with excellence.”
- Impact: People respect the standard but feel hesitant to try or risk.

Blind spots may include:

- Long decision cycles.
- A tendency to over-analyze and under-experiment.
- Creativity that stays on the whiteboard.

You may see yourself in more than one of these. That is normal. Many cultures combine traits.

The key is honesty:

Where do people's stories about us consistently diverge from our intentions?

Those are your cultural blind spots.

From “We’re Fine” to “We Didn’t Know”

A mid-sized company I worked with believed they had a strong, “family-like” culture. Turnover was low, people knew each other's kids' names, and the organization took pride in sticking together.

Their organizational home base leaned heavily Stable Strategist with a dash of Calculating Creator; steady, loyal, careful.

For several years, growth stalled. The numbers were “okay,” but not advancing. A few top performers left quietly. Leadership assumed they were chasing bigger titles or more money somewhere else.

One day, a respected manager resigned. In their exit conversation, they finally said what many had been thinking:

“I love these people. But we avoid every hard conversation. Underperformers stay forever. New ideas die in hallway conversations. It’s safe here, but it’s not healthy anymore.”

That statement landed like a mirror.

The executive team realized something uncomfortable: their intention to create a caring culture had become an environment where avoidance was normal. People were cared for but not challenged. Loyalty was rewarded more than contribution. High-capacity leaders felt stuck.

They began using the blind-spot lens at a cultural level:

- They asked staff, “Where do you experience leadership differently than we intend?”
- They heard, repeatedly, “You tell us we can be honest, but decisions always seem to be made somewhere else.”
- They discovered that mid-level leaders were softening messages to “protect” people, which created confusion.

Over the next year, they made a series of small, deliberate changes:

- Clarified expectations for roles and performance.
- Trained managers in a simple “care + clarity” conversation model.
- Added questions about “how decisions are experienced” to their staff surveys.
- Publicly owned moments where they had delayed hard moves too long.

The culture did not flip overnight. But as leaders began confessing their own avoidance and inviting others into more honest conversations, something shifted.

People started raising concerns earlier.

Feedback, while still uncomfortable, became normal.

Turnover initially ticked up as misalignments surfaced, then leveled off as new clarity attracted people who wanted both care and challenge.

Their numbers improved. More importantly, so did the stories people told about what it felt like to work there.

The organization didn’t abandon its Stable Strategist strengths. It learned to add courage to its care.

That is what it means to redesign culture through the blind-spot lens.

Step 3: Make the Blind-Spot Lens a Shared Practice

Tools do not change culture. Practices do.

To embed the blind-spot lens, you want simple, repeatable ways for people at every level to ask:

- “How are we being experienced right now?”
- “What might we not be seeing?”

Here are three practices you can adapt.

1. The Intention–Impact Moment

Build this into major initiatives and meetings:

- At the start, have the leader share:
“Our intention with this change is...”
- At the midpoint or end, ask the group:
“What has the impact been so far, for you, your team, and those we serve?”

Capture honest responses. Adjust accordingly.

This normalizes the idea that good intentions are only half the story.

2. The Blind-Spot Question in Surveys

If you use engagement surveys or pulse checks, add one question:

- “What is one way our culture experiences leadership differently than we intend?”

Resist the urge to defend yourself against the answers. Look for themes.

Then, tell people what you heard and how you will respond:

- “Many of you shared that our urgency sometimes feels like pressure. Here is one change we are making in how we set deadlines.”

When people see their feedback shaping behavior, they are more likely to keep telling you the truth.

3. The ‘How Are We Being Experienced?’ Debrief

After major events, a product launch, a big weekend, a campus opening, hold a short debrief where the key question is not “What did we do?” but:

- “How were we experienced by our staff, our volunteers, our clients, our congregation?”

Encourage comments from each Legacy Leader Type™:

- “From a Dynamic Developer lens, what did you see?”
- “From a Stable Strategist lens, how did this land on people?”

This trains your culture to pay attention not only to outcomes, but to experience.

Step 4: Align Your Systems with What You Say You Value

Culture is reinforced or undermined by systems:

- How people are hired and promoted.
- How performance is evaluated.
- How meetings are run.
- How conflict is handled.

If your systems reward behavior that widens the intention-impact gap, no amount of language will fix it.

Ask yourself and your team:

- “Where do our systems unintentionally reward blind spots?”

Some examples:

- A sales organization that praises only revenue numbers may unintentionally reward Dynamic Developers who hit targets while burning out teams.

- A church that highlights only visible volunteers may miss Calculating Creators quietly carrying crucial behind-the-scenes work.
- A company that promotes only long-tenured “loyalists” may overlook Inspiring Innovators and Stable Strategists who see necessary change.

Begin making small, concrete shifts:

- Update performance reviews to include questions like:
 - “How does this leader’s team experience them?”
 - “Where have they grown in closing the gap between their intention and impact?”
- In hiring, look at your current type of mix and ask:
 - “Do we need more of a particular lens on this team?”
- In recognition, celebrate not only what was achieved, but how it was achieved.

When systems start to reflect the blind-spot lens, people notice. They realize this is not just language, but it is how things work here.

Step 5: Create Safe Channels for Hard Truth

Even in healthy cultures, people will hesitate to share difficult truths directly with those who hold power. Your job is to make it easier.

You can:

- Establish regular, anonymous feedback channels with open-ended questions about culture and leadership.
- Invite a trusted, neutral facilitator to occasionally gather confidential feedback and share themes with the senior team.
- Hold “Ask Anything” sessions where questions can be submitted anonymously and answered publicly.

The key is not the mechanism. The key is your response.

When you receive hard feedback:

- Thank people for their honesty, publicly if appropriate.
- Resist explaining yourself immediately.
- Identify one adjustment you will make and communicate it clearly.

Over time, people will test whether your stated commitment to seeing blind spots is real. Your consistent, non-defensive responses are what convince them.

Step 6: Model Confession, Not Perfection

The most powerful cultural shift often comes from one simple behavior: leaders admitting what they didn't see.

This might sound like:

- “I realized I treated last quarter’s change as a task issue, not a people issue. That’s my Dynamic Developer home base showing up. Here’s how I’m going to lead differently this time.”
- “My Inspiring Innovator wiring meant I kept adding ideas without creating space for execution. I see the weariness that caused. I’m committing to fewer, clearer priorities.”
- “As a Stable Strategist, I delayed a conversation I should have had sooner. That created confusion. I’m sorry. Here’s what I’m doing next.”
- “My Calculating Creator lens led me to keep a decision open longer than necessary. The delay cost us. In the future, I will set clearer thresholds for ‘good enough.’”

When leaders confess before they are confronted, cultures change.

Why? Because:

- It proves that blind spots can be named without losing respect.
- It lowers the fear around giving and receiving feedback.
- It shifts the unspoken rule from “protect the image” to “pursue the truth.”

A culture that sees what it can’t see is built by leaders who are more committed to reality than to reputation.

Step 7: Protecting People While You Change Culture

As you begin to surface blind spots at the cultural level, you will uncover painful stories:

- People who were hurt by decisions made with limited awareness.
- Departments that carried more than their share of the load.
- Voices that were sidelined or overlooked.

You cannot rewrite the past.

You can respond to it in a way that builds trust for the future.

That often includes:

- Listening more than you speak when people share their experience.
- Owning organizational mistakes without trying to minimize them.
- Where appropriate, making amends through apology, changed roles, or concrete support.

Culture work is not only structural. It is pastoral. Even in a corporate setting, you are shepherding people's stories.

The goal is not to stay stuck in regret.

The goal is to integrate what you learn so you do not repeat the same patterns under new names.

Culture Toolbox: Practical Ways to Embed the Blind-Spot Lens

To make this chapter as practical as possible, here is a small toolbox you can adapt to your context.

Sample Survey Prompts

Add one or two of these to your next pulse survey or annual engagement check:

- “When leadership says ‘We want your honest feedback,’ how true does that feel in your day-to-day experience?” (1–5 scale)
- “Describe one recent decision. What do you think leadership’s intention was? What was the impact on you or your team?” (short answer)
- “Which statement feels most accurate:
 - We move too fast.
 - We move too slow.
 - Our pace is about right.”
- “In one sentence, what is it really like to be led here?”

Review responses through the lens of pace, focus, and the Legacy Leader Types™. Look for where your culture is overusing its home base.

A Meeting Agenda Template

For strategic meetings, use this four-lens agenda:

1. Purpose & Decision (5 minutes)
 - “What decision do we need by the end?” (Dynamic Developer lens.)
2. Possibilities (15–20 minutes)
 - “What are our best options? What haven’t we considered?” (Inspiring Innovator lens.)
3. People (15–20 minutes)
 - “How will each option affect our staff, volunteers, customers, or congregation?” (Stable Strategist lens.)
4. Data & Risk (15–20 minutes)
 - “What do the numbers, trends, and past experiences tell us? What could go wrong?” (Calculating Creator lens.)
5. Decision & Communication (10 minutes)
 - “Given everything we’ve seen, what will we do? How will we communicate this so intention and impact stay aligned?”

Rotate who leads each section to build range across your team.

Performance-Review Questions

Integrate the blind-spot lens into leader reviews with prompts like:

- “Describe a time this year when you discovered a blind spot in your leadership. What changed as a result?”
- “How would your team describe your home base? Where do they see its strengths? Where might they see its blind spots?”
- “What have you done this year to make it safer for people to tell you the truth, even when it’s uncomfortable?”

These questions signal that growth in awareness and impact matters as much as hitting numeric targets.

Micro-Action Exercise: The Cultural Mirror

Over the next month, choose three opportunities to hold up a “cultural mirror” using the blind-spot lens.

1. Leadership Team Meeting

- Ask: “If we had to choose one Legacy Leader Type™ to describe our culture today, what would it be and why?”
- Follow up: “Where does that serve us? Where does it cost us?”

2. Staff or Key Volunteer Gathering

- Teach the four types briefly.

- Ask anonymously: “What is one way our culture experiences leadership differently than we intend?”
- Share themes and one concrete adjustment you will make.

3. Personal Reflection

- Journal for ten minutes:
 - “What stories are people likely telling about what it is like to be led here?”
 - “Which of those stories am I proud of? Which do I want to change?”

At the end of the month, choose one structural change (a system or process) and one relational change (a habit in how you communicate) that will make it easier for people to tell the truth.

Implement them. Communicate why.

Then keep going.

You began this journey confronting your own blind spots. You learned your home base and how your strengths create both impact and risk. You extended that lens to your team.

Now, you are doing the slow, courageous work of shaping a culture where the truth doesn’t have to hide.

A culture that sees what it can’t see will not be a perfect culture. But it will be a place where:

- People trust that their leaders care about both intention and impact.
- Confession is stronger than image management.
- Different lenses are not threats, but essential protections.
- Blind spots are expected, and addressed, rather than ignored.

In the next chapter, we will focus on scaling your leadership when you are not in the room, how to move from personality-driven to principle-driven influence.

Because in a culture that truly sees what it can't see, your greatest impact is not who you are when people are watching, but what stays true when you aren't there at all.

Chapter 11

From Blind Spots to Legacy

How Will They Remember Being Led by You?

One day, your title will be past tense.

Someone will introduce you as “the person who used to lead here.”

Your name will still show up in stories. Hallway conversations, family dinners, quiet moments when people look back and remember seasons of their life.

When they talk about you, they may mention the results you drove, the projects you launched, the platforms you stood on. But what will stay with them longest will be something much more personal:

How it felt to be led by you.

This final chapter is about that question.

It is about legacy. Not as a grand idea for someday, but as something you are shaping right now, in meetings, emails, late-night texts, hallway interactions, and decisions no one sees.

You have learned to see your blind spots.

You have discovered your home base and the other Legacy Leader Types™.

You have begun to use the blind-spot lens on yourself, your team, and your culture.

You have taken steps to scale your leadership so that your presence shows up even when you are not in the room.

Now we ask the deeper question underneath all of it:

When the people closest to your leadership tell the story later, what do you want them to say?

The Stories People Already Tell

Imagine three kinds of conversations that may be happening about you right now.

1. Around a kitchen table

A spouse asks, “How was work?”

Your name comes up.

- “They’re demanding, but fair.”
- “They listen, even when we disagree.”
- “I never know where I stand.”
- “I’m always on edge when I see their name pop up on my phone.”

Those sentences become part of your leadership story.

2. In a quiet car ride home

Two teammates leave a long day of meetings. They debrief.

- “I feel like they see what I bring.”
- “I don’t know if they have any idea how their pace affects us.”
- “I feel trusted.”
- “I feel managed.”

Those impressions stack up over time.

3. Years after someone moves on

A former team member, now in a new role, is asked, “Who influenced you the most as a leader?”

They think of you and say one or two simple phrases:

- “They believed in me before I believed in myself.”
- “They taught me excellence without shame.”
- “They pushed me hard and cared deeply.”
- “They never really saw me.”

You are not in any of those rooms.

But your legacy is.

Legacy is not a speech you give at the end. Legacy is the sum of experiences people have with you along the way.

The good news is that your legacy is not fixed.

The even better news is that you now have tools to shape it with far more clarity and intention.

Legacy Is Not About Perfection

When leaders hear the word “legacy,” they often feel pressure.

- Have I done enough?
- What about all the moments I got wrong?
- Is it too late to change anything?

Legacy is not about getting everything right.

It is about:

- What you choose to learn from what you got wrong.
- What you choose to own instead of defending.
- What you choose to prioritize as you move forward.

Your blind spots do not disqualify you from a meaningful legacy.

They give you an opportunity to leave a different kind of mark:

Not “I never made mistakes,” but “I was willing to see and grow.”

People remember leaders who seemed perfect.

But they follow and emulate leaders who are honest, human, and willing to change.

Bringing the Journey Full Circle

Think back to where this started for you.

- The morning in front of the mirror.
- The sentence from a child: “You’re busy.”
- The team member who said, “We don’t feel safe asking questions.”
- The quiet realization: I am not failing. I am unaware.

At the time, you didn’t know those moments would begin a journey. You just knew you could not unsee what you had seen.

Since then, you have:

- Named the gap between intention and impact in your own leadership.
- Identified your Legacy Leader Type™ home base—
Dynamic Developer, Inspiring Innovator, Stable Strategist,
or Calculating Creator.
- Recognized how your greatest strengths, left unexamined,
create blind spots.
- Practiced asking, “How am I being experienced right
now?”

- Learned to borrow strengths from the other types.
- Used the blind-spot lens with your team and in your culture.
- Begun to design ways your leadership can scale when you are not in the room.

Those are not small steps.

They are the foundation of a different legacy.

Now, in this final chapter, we will turn all of that into a simple, practical framework for living and finishing your leadership in a way that matches what you most want to leave behind.

The Four Dimensions of Legacy

Legacy is multi-dimensional. It shows up in at least four places:

1. Results – What changed because you were here?
2. Relationships – How did people experience you while you were here?
3. Reproduction – Who can now lead because you led them?
4. Resonance – What continues to echo after you are gone?

Let's walk through each dimension through the blind-spot lens.

1. Results: What Changed Because You Were Here?

Results matter.

Leaders are entrusted with resources, opportunities, and moments in time that cannot be recovered. To pretend that outcomes don't count is to ignore part of your responsibility.

But how you pursue results is part of your legacy too.

Ask yourself:

- “What are the most important results I want to be able to point to from this season?”
- “How do those results connect to something bigger than my own success?”
- “Where might my home base blind spots be shaping which results I chase and which I ignore?”

For example:

- Dynamic Developers may focus on visible wins—revenue, growth, expansion—and miss deeper wins like reduced burnout or stronger bench strength.
- Inspiring Innovators may highlight new initiatives and creative breakthroughs but overlook the importance of stability and sustained execution.

- Stable Strategists may celebrate low turnover and loyal teams but under-estimate the cost of unmade decisions.
- Calculating Creators may pride themselves on quality and risk avoidance while missing opportunities that required bolder risk.

Legacy-level results ask a bigger question:

“Did my leadership move the mission forward in ways that also honored the people and values I say I care about?”

You can start aligning results to legacy by choosing a few metrics that reflect both intention and impact:

- Not just revenue, but revenue and team health.
- Not just number of new ideas, but ideas launched and sustained.
- Not just retention, but retention and growth in responsibility.
- Not just error reduction, but error reduction and speed of learning.

When you evaluate results through that combined lens, you start to lead today in a way your future self will respect.

2. Relationships: How Did People Experience You?

If results are what changed, relationships are how it felt while everything was changing.

The people closest to your leadership, family, direct reports, peers, carry an internal report card you will likely never see in writing.

Questions like:

- “Did I feel seen by them?”
- “Could I bring them hard news?”
- “Did they make me braver or smaller?”
- “Was I a better version of myself because they led me?”

You cannot control other people’s interpretations. But you can influence them by how you show up, especially in small, repeatable ways.

The blind-spot lens gives you relational questions for each type:

- Dynamic Developer:
 - “Where does my speed make others feel rushed instead of supported?”
 - “How can I leave people with more clarity and encouragement, not just more tasks?”
- Inspiring Innovator:
 - “Where does my energy leave others inspired but overwhelmed?”
 - “How can I make sure people feel seen as individuals, not just as carriers of my ideas?”
- Stable Strategist:
 - “Where does my care feel safe but unclear?”

- “How can I love people enough to tell them the truth sooner?”
- Calculating Creator:
 - “Where does my standard feel like possibility, and where does it feel like judgment?”
 - “How can I communicate expectations in ways that build confidence, not fear?”

Legacy in relationships is rarely about grand gestures. It is about consistent patterns:

- Who you are in one-on-ones.
- How you respond when someone fails.
- Whether people feel like they are a project or a person.

If you want to know how you’re actually doing, choose a few people you trust and ask:

- “When do you experience me at my best as a leader?”
- “When do you experience me as least open or least present?”
- “What is one adjustment that would make it easier to be led by me?”

Then listen. Don’t explain. Let what you hear shape how you lead next.

3. Reproduction: Who Can Now Lead Because You Led Them?

At some point, every leader realizes:

“If I am the only one who can do what I do, I have not truly led. I have performed.”

Reproduction is about the leaders who exist because you invested in them.

Ask:

- “Who is leading more courageously, more clearly, more honestly because we worked together?”
- “Where have I intentionally passed on not just tasks, but thinking?”
- “Who has permission not just to represent me, but to lead in their own right?”

Use the Legacy Leader Types™ framework as a guide:

- Who are the Dynamic Developers you have helped channel their urgency into clarity instead of pressure?
- Which Inspiring Innovators have you helped connect their ideas to focused execution?
- Which Stable Strategists have you encouraged to pair their care with timely courage?

- Which Calculating Creators have you empowered to move from hiding behind analysis to leading with wise action?

Reproduction is not cloning. You are not trying to create copies of your home base. You are helping each type become the healthiest version of themselves, aware of their blind spots and confident in their strengths.

If you want to see this more clearly, make two lists:

- On one side, write the names of people you have intentionally invested in.
- On the other, write one sentence: “Because of our time together, this person is now more _____.”

More decisive.

More honest.

More self-aware.

More centered in who they are.

Those names and sentences are a living record of your leadership legacy.

4. Resonance: What Continues After You’re Gone?

Resonance is what keeps ringing after the sound has technically stopped.

In leadership, resonance shows up in:

- Phrases people still quote.
- Questions they still ask because you taught them to.
- Practices they keep even when circumstances change.
- Stories they tell new people about “how we do things here.”

Think of:

- The questions you have introduced:
 - “How am I being experienced right now?”
 - “What’s the gap between our intention and their impact?”
- The language you’ve modeled:
 - “This is my home base speaking, and here’s the blind spot I’m watching for.”
 - “Let’s look at this through all four Legacy Leader Types™ before we decide.”
- The rhythms you’ve established:
 - Intention–impact debriefs.
 - Feedback that includes both care and clarity.
 - Space in meetings for every lens around the table.

Resonance means that:

- Long after you stop chairing the meeting, those questions still get asked.

- Long after you leave the organization, new leaders still use the blind-spot lens.
- Long after your name fades from most people's memory, the way you led continues to shape how others lead.

This is why scaling your leadership beyond the room matters. It is not only about efficiency. It is about whether your influence dies with your presence or lives on through the principles you left behind.

The Mirror, One More Time

Before we finish, I want to invite you back to the mirror.

The first time you stood there in this story, you asked a hard question:

“If I continue down this path, at this pace, will I fulfill my God-given potential as a leader?”

You met an answer you did not expect: No.

You saw that unawareness and not failure was the real risk. That your blind spots were not dramatic failures, but everyday patterns: speed without awareness, care without clarity, standards without proportion, ideas without focus.

Now, after walking through this journey, I want you to ask a different question in that same mirror:

“If I continue leading with this level of awareness, this use of the blind-spot lens, and this commitment to closing the gap between intention and impact, what kind of legacy am I on track to leave?”

Sit with that.

You may feel gratitude for how far you have come.

You may feel sobered for how far you still want to go.

You may feel both.

Both are appropriate.

Your leadership is not finished yet. You still have time to become more of the leader you were meant to be.

Writing Your Legacy Statement

One practical way to align your daily leadership with your desired legacy is to write a simple Legacy Statement.

This is not a slogan. It is a clear declaration of who you want to be for the people you lead.

Use prompts like these:

1. For results:

- “Because I was here, what will be different?”
- “I want our work to create _____ for _____.”

2. For relationships:

- “I want people who work with me to feel _____ and _____.”
- “Even when we disagree, I want them to know _____.”

3. For reproduction:

- “I want to be known for developing leaders who are _____.”
- “The leaders I develop will be able to _____ without me.”

4. For resonance:

- “Long after I am gone, I hope the questions people still ask are _____.”
- “I want the phrase they repeat to be _____.”

Put those pieces together into one paragraph. For example:

“I want to lead in a way that produces meaningful results without sacrificing people, so that the teams and organizations I touch become more honest, more courageous, and more aligned with their purpose. I want people who work with me to feel seen, challenged, and safe enough to tell the truth. I want to be known for developing leaders who own both their strengths and their blind spots, who can close the gap between intention and impact long after I am gone. I hope the questions they still ask are, ‘How are we being experienced right now?’ and ‘What lens are we missing in this decision?’ If that is what endures, I will have stewarded my leadership well.”

Your words will be different.

They should be. This is your legacy.

Once you have your Legacy Statement:

- Share it with one or two trusted people.
- Ask them, “Where does this already feel true? Where does it not yet match how I lead?”
- Let their answers inform your next season.

Living the Legacy, Not Just Writing It

Statements are only as powerful as the habits that follow them.

To live your legacy:

1. Review your statement weekly.
 - Five minutes on a Friday: “Where did I lead in line with this? Where did I drift?”
2. Choose one focus per quarter.
 - For example:
 - Q1: “Close the gap between intention and impact in my 1:1s.”
 - Q2: “Develop two leaders using the blind-spot lens.”
 - Q3: “Embed the Legacy Leader Types™ in how our team runs meetings.”

- Q4: “Scale my leadership by delegating two rooms I don’t need to be in.”

3. Keep one visible reminder.

- A question on your whiteboard: “How am I being experienced right now?”
- A symbol on your desk that reminds you of your home base and its blind spots.
- A simple phrase on your phone lock screen.

Your legacy is built one ordinary day at a time.

What They Will Remember

In the end, people will not remember every decision you made.

They will not remember every email, every initiative, every metric.

They will remember:

- How you showed up when things were hard.
- Whether you could admit when you were wrong.
- Whether you learned to see what you could not see before.
- Whether they felt more fully themselves because you were their leader.

Your blind spots will always exist in some form. That will not change.

What can change and what you have already begun to change is your relationship with them.

- From unexamined to seen.
- From defended to owned.
- From repeated to redeemed.

That is the kind of leadership the world is starving for.

Final Micro-Action: The Letter You'll Never Send

To close this journey, I invite you into one last exercise.

Write a letter you will never send.

Address it to a future version of someone who has experienced your leadership; a team member, a family member, a friend, a young leader you are mentoring.

Begin with:

“When you look back on this season, here is what I hope you remember about being led by me...”

Then write honestly, in full sentences, not bullet points.

- Describe how you want them to feel.
- Describe what you hope they learned.
- Describe the kind of person you hope you became before their eyes.

When you finish, read the letter out loud to yourself.

Then ask:

- “What one change do I need to make this week, so this letter sounds less like a wish and more like a description?”

Do that.

Next week, ask again.

Over time, the gap between the leader you hope to be remembered as and the leader you are today will begin to close.

That is your legacy in motion.

You started this book because something in you knew there was more, that success as the world measures it was not enough, that results without relationship and awareness would never satisfy.

You have walked through stories, questions, and frameworks that have given you a new way of seeing.

My hope is simple:

- That you keep using the blind-spot lens long after you close these pages.
- That you keep honoring your home base while borrowing the best of the other types.

- That you keep asking, “How am I being experienced right now?”
- And that, in the end, the people who knew you best can say:

“They didn’t lead perfectly. But they led honestly.

They were willing to see what they had not seen before.

And because of that, our lives, our teams, and our world are different.”

That is a legacy worth leaving.