

CHAPTER 29 DRAFT BLUEPRINT: SCOPING SCOPES

Leadership is beyond simply offering a vision and a means to execute that vision; it requires integration of threats and opportunities which result from dynamic environments and ongoing change. Good leaders need to have an eye on the change that is happening, stay humble, and lead with empathy.

PUTTING IT INTO PRACTICE: How to incorporate a more holistic view of leadership.



*The **telescope**: Look far ahead ...*

Ask yourself where you are going, and see what the big picture is for the team.

- Periodically, ask yourself, “What am I working on and why?”
- What is the big picture or long-term vision from your perspective?
- What should be the long-term vision based on what you know?
- How does what you are doing fit into the long-term vision?
- What else should you be doing to support the long-term vision?
- What else do you need to know to understand what the long-term vision is or should be?

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*The **microscope**: Look deep down ...*

Think about what you are doing, delving deeply to see the detailed view, the critical functioning, and the execution in the short term.

- Ask yourself, “What am I working on and how?”
- How do the tasks and tactics fit in with the short-term objective?
- What are the critical inputs, outputs, and flow of activity?
- What activities are not getting done but are critical to execution?
- What is the timeline and what can derail it?

- What else can or should be done to fulfill the short-term objective in a more streamlined manner?

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The periscope: Look out! Look over, back, and around ...

See what is not in direct line of sight. Anticipate change and proactively identify opportunities.

- Consider what you may be missing and why.
- What areas may include blind spots in your current view?
- What assumptions that you hold can be challenged?
- What steps can be taken to get an assessment of potential disruptors?
- What processes can you initiate to keep abreast with regular cadence?
- How else can you engage your curiosity in this process?

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The stethoscope: Look within ...

See what cannot be seen but only felt. Listen to the heart, your own and others, to inform and inspire.

- Ask yourself, "How am I feeling?"
- How are the people you work with feeling?
- How are the people who work for you feeling?
- How are the people you work for feeling?
- What can you do to manage any areas that need attention?
- How will you know that they need attention?

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The horoscope: *Look above ...*

See and acknowledge what you can't control. Be grateful for the role of luck and chance.

- Ask yourself, "What am I grateful for?"
- What do you think is your unearned privilege?
- When was the last time you thought that you were lucky?
- How often do you share your lucky breaks?
- How strong is your desire to control outcomes?
- How often do you acknowledge your vulnerability?

PULLING IT TOGETHER:

- Are you naturally better at some views than others?
- How will you actively integrate all the "scopes" in your view?

What challenges do you see as you balance the kaleidoscope view of leadership?

Reflecting upon your own leadership style and how to develop it further is a process that needs to start as early as possible in your career journey; the earlier you start, the better prepared you will be. Developing a holistic perspective will also allow you to lead from, what I often call, *your own rung of the ladder*.

And when you are at the top of the ladder, you have to craft a vision and inspire others toward execution – it is not enough to get the role.

A holistic view helps leaders understand the diverse needs and motivations of their team members, fostering stronger relationships and promoting a positive organizational culture.

Leadership is not just about directing others but also about building meaningful relationships based on trust, respect, and collaboration.

Leadership is, in and of itself, a holistic journey.