

# Uncovering the blind spot article

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Uncovering the blind spot article Article The article stimulates critical thinking by identifying a gap that hinders critical thinking towards successful leadership and problem solution. It then outlines a strategy for bridging the gap. It identifies listening levels and their effectiveness towards knowledge development, and the fact that people restrict leadership and listening to impulsive responses instead of a generative approach. It also outlines a theory for bridging the gap in leadership (Scharmer, 2008).

Scharmer's strategy for bridging the gap is supported by Marquis and Huston's concepts of "problem solving" and "critical thinking" (2009, p. 2).

The process of solving a problem, for example, involves generative and analytical approach for understanding available solutions and their consequences before identifying the best alternative. The definition of critical thinking that include a reflective approach also corresponds to Scharmer's elements of generative listening and the U theory of understanding inner environment towards informed decisions and actions (Marquis and Huston, 2009).

The article therefore establishes a strategy for understanding a leader's inner environment towards effective leadership and decisions for solving existing problems. I for example, though subconsciously, applied the U theory to avert a work boycott by my team due to unmet demands by my organization's management. While the team had complained about poor work conditions and demanded management's intervention, the concerns were ignored. The team then met one morning and decided to boycott duty until their concerns were addressed. As the team leader, I isolated myself, analyzed the situation, and decided to persuade the team against the boycott and to outline to them the most appropriate strategy for solving the <https://assignbuster.com/uncovering-the-blind-spot-article/>

problem, an approach that averted the boycott.

## References

Marquis, B. and Huston, C. (2009). Leadership roles and management functions in nursing: Theory and application. Philadelphia, PA: Lippincott Williams & Wilkins.

Scharmer, C. (2008). Uncovering the blind spot of leadership. *Leader to Leader*, (47), 52-59.

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The article's authors identify a transition from the traditional organizational structure in which communication followed bureaucratic processes and initiated communication barriers across levels in organizations. Based on the authors' research, the traditional approach is rarely used and its application bears little success as compared to the new informal communication model that organizations are currently implementing. The authors further concludes that a shift from the traditional communication model is necessary due to emerging factors such as globalization, technological advancement, and new approaches to value creation and customers relation. Implementing the new communication model initiates advantages such as flexibility and employees' involvement in organizational activities and decision. Lastly, the article identifies significance of closeness in interactions, involving other people, and objectivity in communication as essential elements of the new communication model (Groysberg and Slind,).

The article, through its content and developed theory, empowers leaders to problem solving ability. Identification of the model's need to engage employees through informal communication for example offers an avenue for generating ideas that leaders can use in solving problems. The authors' <https://assignbuster.com/uncovering-the-blind-spot-article/>

idea of employees' involvement in organizations' processes as benefits of the new communication model also corresponds to the problem-solving fundamental of discussing a problem with another party. Groysberg and Slind's article therefore helps leaders to address emerging issues by identifying and using employees as instruments to the required solutions (Academic, 2003).

A culture of formal communication with an organization's sales agents is an example of the model's implementation and can help an organization's management and leadership to generate marketing ideas for countering an emerging competition in the market.

#### References

- Academic. (2003). Appreciating the complexities involved in decision making and problem solving. Cuesta College. Retrieved from: <http://academic.cuesta.edu/acasupp/as/407.htm>
- Groysberg, B. and Slind, M. (2012). Leadership is a conversation. *Harvard Business Review*, 90(6), 76-84.