



EMPOWERING THE WORLD THROUGH **COACHING**

Beyond Blind Spots: How Coaching Strengthens Leadership Communication, Influence, and Team Impact

Leadership development through the lens of coaching



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Join ICF Toronto Coaches for impactful learning during ICW 2026



In this workshop, we will explore:

- How blind spots show up
- Why they matter
- What helps surface them
- How awareness strengthens team impact

Land Acknowledgement

ICF Toronto Charter Chapter acknowledges that we gather on the traditional territory of many nations, including the Mississauga's of the Credit, the Anishinabek, the Chippewa, the Haudenosaunee, and the Wendat peoples. This land is now home to many diverse First Nations, Inuit, and Métis peoples from across Turtle Island.

We acknowledge that Toronto is covered by Treaty 13 with the Mississauga's of the Credit, and the Williams Treaties with multiple Mississauga and Chippewa bands. We are grateful to live, work, and gather on this land, and we honour the enduring presence and resilience of Indigenous peoples whose relationship with this territory spans over 10,000 years.

ICF Toronto is grounded in the coaching values of dignity, inclusion, and respect for every human being. We welcome people of all backgrounds, cultures, identities, and lived experiences. As coaches, we commit to creating spaces where everyone is seen, heard, and valued — in the spirit of unity and shared humanity.



What is one leadership behavior that is often misunderstood?



Intention vs. Impact

- Confident -> experienced as arrogant
- Helpful -> experienced as micromanaging
- Optimistic -> experienced as unrealistic
- Calm -> experienced as distant



A Leadership blind spot



A pattern they do not fully see that affects their effectiveness and others' experience of them.



Why Blind Spots Matter?

- They distort intention and impact
- They affect trust and influence
- They shape team dynamics before leaders realize it



Blind spots often affect:

- trust
- influence
- alignment
- accountability
- team culture



Where blind spots tend to show up most often?

1. Communication Habits
2. Default Leadership Patterns
3. Perception Gaps



How Blind Spots show up

Communication Habit

“I have told the team 3 times, they must understand by now.”

Default Pattern

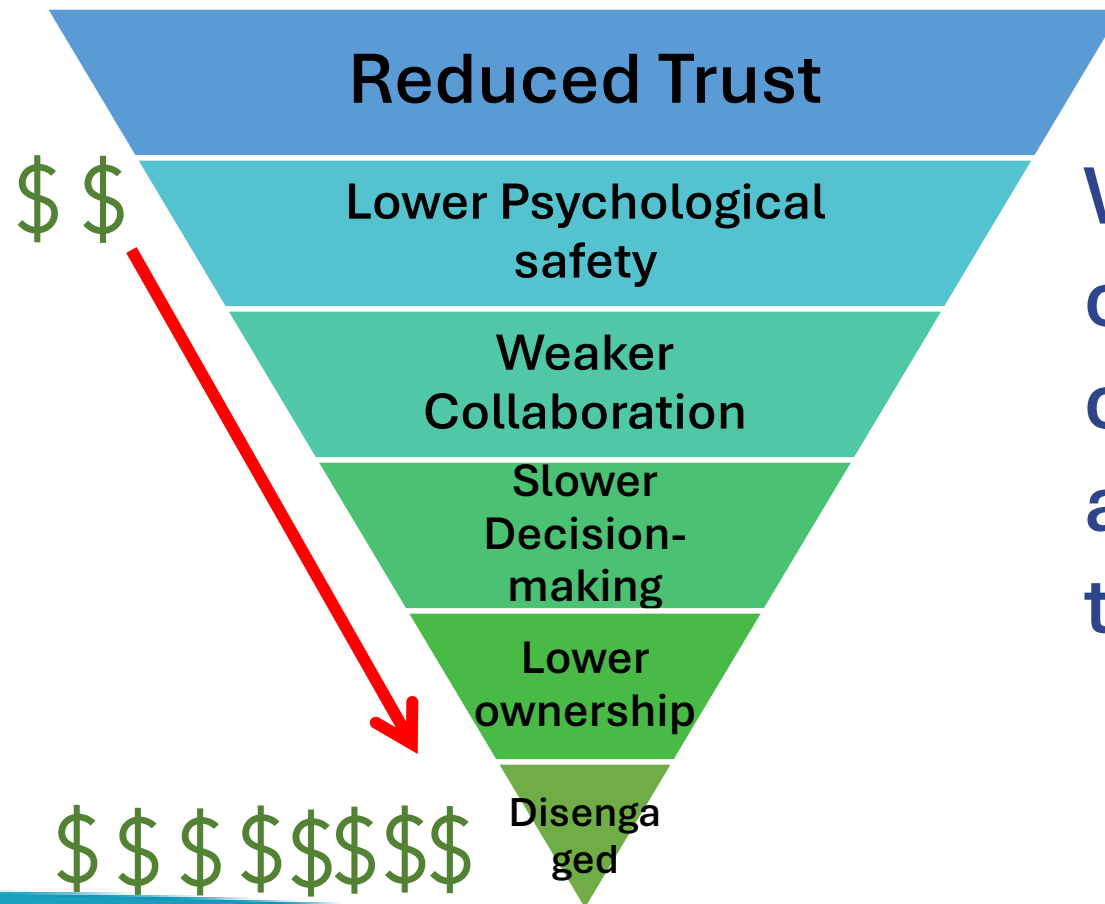
“I haven’t had time to give the feedback.”

Perception Gap

“They say I’m controlling. I’m just decisive.”



The Cost of Unseen Patterns



What starts in one leader can ripple across a team

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Individual Reflection

Think of a leadership pattern you've seen in a colleague, employee, or client that had unintended consequences.



What is Easier to see in others?

Ask yourself:

- What made it visible to you?
- What impact did it have on others?
- Where might a similar pattern show up in yourself?



Three Questions to surface blind spots

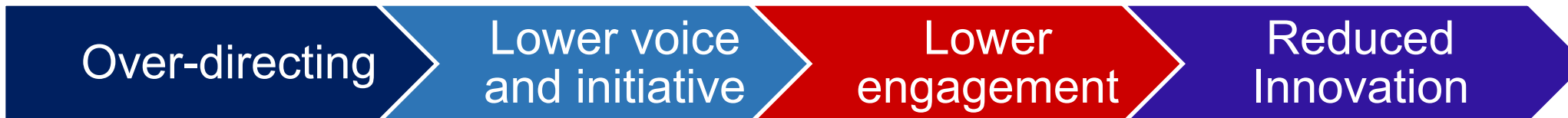
1. Where do I get results, but may leave unintended impact behind me?
2. What feedback, tension, or repeated pattern might I be minimizing, explaining away, or not fully exploring?
3. How might my communication or leadership style be affecting trust, ownership, or openness on my team or with stakeholders?



From blind spot to business impact

How personal patterns become organizational consequences

Blind spot > behaviour > team effect > organization





Breakout Discussion : 15 mins.

- 1. Choose one leadership blind spot**
- 2. Map its ripple effect**
- 3. Discuss what can help surface it**
- 4. Prepare one key insight to share back**



What are we seeing across the room

Common themes from the breakout discussions

- **The Blind Spot discussed**
- **One Ripple Effect identified**
- **One Effective way to surface**



From insight to Action

- One pattern to watch
- One feedback source to seek
- One behavior to experiment with
- One team signal to monitor



When leaders uncover blind spots in how they communicate, lead, and are perceived, they strengthen the conditions their teams need to thrive.



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