

“This book will help leaders see more—and, equally important, see differently.”

DANIEL H. PINK, #1 NEW YORK TIMES BESTSELLING AUTHOR

HOW GREAT LEADERS  
SEE DIFFERENTLY

# THE PANORAMIC LEADER



**CORNELIA CHOE**  
**MARSHALL GOLDSMITH**

FOREWORD BY REID HOFFMAN

## PRAISE FOR ***THE PANORAMIC LEADER***

“*The Panoramic Leader* offers a timely, practical road map for leaders who face unprecedented complexity and must still bring out the best in others. With vivid stories and grounded wisdom, Choe and Goldsmith show how expanding your field of vision and listening deeply to stakeholders can transform your decision-making, along with the culture and performance of your organization.”

**Amy C. Edmondson**, Novartis Professor of Leadership at Harvard Business School and author of *Right Kind of Wrong: The Science of Failing Well*

“*The Panoramic Leader* is one of those rare books that makes you pause and reflect. It’s a powerful, practical companion to becoming not just a more effective leader but also a better human being. For leaders seeking to make better decisions when it matters most, listen more deeply, and lead others with wisdom and heart, this book is an essential guide.”

**Chester Elton**, *New York Times* bestselling coauthor of *The Carrot Principle* and *Leading with Gratitude*

“In a world that valorizes specialization, *The Panoramic Leader* makes the case for developing multidimensional vision. This book will help leaders see more—and, equally important, see differently.”

**Daniel H. Pink**, #1 *New York Times* bestselling author of *The Power of Regret* and *Drive*

“In a world obsessed with short-term results, *The Panoramic Leader* invites us to step back and see the bigger picture. Cornelia Choe and Marshall Goldsmith offer a framework for leading with clarity, courage, and long-term purpose—a refreshing reminder that true leadership begins with perspective.”

**Dorie Clark**, *Wall Street Journal* and *USA Today* bestselling author of *The Long Game*

“Remarkable leaders don’t just act differently; they see differently. This book shows how perspective becomes power in a world of constant change.”

**Guy Kawasaki**, Chief Evangelist of Canva, former Chief Evangelist of Apple, and *New York Times* bestselling author of *Enchantment*

“*The Panoramic Leader* challenges long-held assumptions about leadership, especially the idea that we’re meant to have all the answers, all the time. Cornelia Choe and Marshall Goldsmith invite us to embrace a new kind of leadership grounded in listening and the courage to keep evolving alongside uncertainty. They capture a powerful truth: leaders grow stronger when they open themselves to others’ perspectives and pivot in response to new understanding. This is a timely guide, calling on us all to think and lead in entirely new ways.”

**Francine Katsoudas**, Chief People, Policy, and Purpose Officer and Executive Vice President of Cisco

“Cornelia Choe and Marshall Goldsmith have given us a remarkable framework for leadership development that blends wisdom with practicality, helping leaders see with greater clarity, connect with deeper humanity, and act with grounded wisdom. *The Panoramic Leader* is about how we choose to engage with the world around us and how we can do so with empathy and purpose.”

**Hubert Joly**, former CEO of Best Buy and bestselling author of *The Heart of Business*

“This book will punch you in the gut, in the best way. *The Panoramic Leader* is a wake-up call to stop leading in silos and start making decisions with the full picture. Cornelia and Marshall show how real power comes not from control, but from connection. Read this if you’re serious about co-elevation, not just managing optics.”

**Keith Ferrazzi**, *New York Times* bestselling author and globally recognized authority on leadership, team performance, and the future of work

“*The Panoramic Leader* offers a compelling vision for leadership grounded in integrity, clarity, and purpose. Cornelia Choe and Marshall Goldsmith remind us that effective leadership is not simply about intelligence or experience but about seeing the world and the people in it with empathy and wisdom. This book is both timely and timeless.”

**Kenneth C. Frazier**, former Chairman and CEO of Merck & Co., Inc., and Chairman of Health Assurance Initiatives at General Catalyst

“Cornelia Choe and Marshall Goldsmith offer a framework that’s both intellectually rigorous and deeply human. *The Panoramic Leader* shows how expanding awareness—of self, others, and systems—transforms not only our leadership but our impact.”

**Tasha Eurich**, organizational psychologist and *New York Times* bestselling author of *Bankable Leadership*

“*The Panoramic Leader* challenges us to see beyond the narrow confines of short-term results and individual ambition. Choe and Goldsmith remind us that leadership, at its best, is about widening our lens—to include people and purpose in every decision.”

**Paul Polman**, former CEO of Unilever and coauthor of *Net Positive*

“In an AI world, where content is commoditized, the ability to see broadly, connect context, and shape direction is becoming the defining capability of leadership. This is not just an individual leadership skill but an organizational capability that leaders everywhere can no longer afford to overlook. *The Panoramic Leader* shows not only why this is critical but also how one can build this muscle in a thoughtful way.”

**Piyush Gupta**, former Group CEO of DBS Bank, Chairman of Temasek India and Mandai Park Holdings, and Chairman of the Board of Trustees of Singapore Management University

“Panoramic vision—the ability to see around the corners—is an essential skill in a world turned upside down. Leaders will need to cultivate it and to seed its growth throughout their organizations. Fortunately, *The Panoramic Leader* offers a clear map for fostering broad-spectrum capacity, in ourselves and in those we lead.”

**Sally Helgesen**, bestselling author of *How Women Rise* and *Rising Together*

“With vivid stories and the innovative GEM framework, this book will help you see the world—and yourself—in a whole new light. Choe and Goldsmith reveal a fresh, deeply human approach to thinking, deciding, and leading in a time when perspective is every leader’s greatest advantage.”

**Todd Cherches**, CEO of BigBlueGumball and author of *VisuaLeadership: Leveraging the Power of Visual Thinking in Leadership and in Life*

# THE PANORAMIC LEADER

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HOW GREAT LEADERS  
SEE **DIFFERENTLY**

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**CORNELIA CHOE**  
**MARSHALL GOLDSMITH**

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This book is designed to offer thoughtful insight and practical guidance on leadership and organizational effectiveness. It is not intended to serve as a substitute for professional advice. Readers are encouraged to consult qualified professionals for guidance tailored to their particular circumstances.

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## Foreword

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A few years ago, I had just finished a conversation with a young CEO who was growing her company at breathtaking speed. She was hiring, building, launching—doing everything right.

What struck me most wasn't her strategy but her self-awareness.

She said, “Every week I learn something that changes how I see the whole picture. My job is to keep learning faster than the world is changing around me.”

That line stayed with me. That's leadership today: learning faster than the world changes, without losing your humanity. In our book *Blitzscaling*, Chris Yeh and I dubbed these kinds of people “infinite learners,” after their ability to unlearn the lessons of past success in order to better learn the lessons that lead to future success.

That insight came to mind again when I read Cornelia and Marshall's *The Panoramic Leader*. They're sharp thinkers and thoughtful builders—people who not only study leadership but help so many practice it at the highest levels. What they've built in these pages is both practical and deeply human.

I especially appreciate their belief, which I strongly share, that leadership is a team sport, not an individual one. Far too many books focus

on what a leader should do as an individual, rather than explaining how a leader can build a powerful network around themselves.

The GEM model that Cornelia and Marshall lay out in this book—*Get Up Close, Establish Meaningful Bonds, Map Your Evolving Perspective*—is deceptively simple. Yet it encodes a truth I’ve seen again and again in the best leaders, whether at start-ups, global companies, or nonprofits: they listen deeply, build trust across boundaries, and never stop refining their understanding. They leverage what my book *The Alliance* calls “Network Intelligence” to gain a panoramic perspective based on the wisdom of people they know and trust.

When I think back to the early days of LinkedIn or about the leaders and entrepreneurs I work with now like Satya Nadella of Microsoft, Dr. Siddhartha Mukherjee of Manas AI, and Alice Bentinck of Entrepreneur First, some of the most important successes come from the moments when someone’s perspective widened because of this network intelligence—when a founder saw their team as co-creators or an engineer reframed a problem from a customer’s point of view. Those are panoramic moments, and they change everything downstream from them.

Cornelia and Marshall have taken that intuition and turned it into a powerful framework. They show us that curiosity, empathy, and reflection—often dismissed as “soft skills”—are actually the hard infrastructure of modern leadership. This scaffolding allows trust to compound and insight to spread.

I also love how this book extends beyond the professional sphere. *Panoramic thinking* isn’t just a leadership technique—it’s a life practice. It sharpens your capacity to see patterns, to connect people and ideas, to bring more of the world into focus. It applies as much to a family dinner or a friendship as it does to a boardroom or an all-hands meeting.

The world will keep accelerating. Complexity will only increase. But the leaders who thrive will be the ones who keep expanding their

field of vision, who can see the system and the soul at the same time.

Cornelia and Marshall have given us a guide for leading with awareness, connection, and courage.

If leadership is the art of seeing further—and helping others see with you—then *The Panoramic Leader* is the telescope we need right now.

—**Reid Hoffman**,  
cofounder of LinkedIn,  
Inflection AI, and Manas AI

## **PART ONE**

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# THE FOUNDATIONAL SHIFT: UNDERSTANDING YOUR MAP AND MINDSET

## CHAPTER 1

# The Missing Piece

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“I’ve been put in an extremely difficult position. I feel like my world’s been turned upside down, and the ground just keeps shifting,” Mike candidly shared with his peers. “Some of my employees are panicking. They want to know what’s coming next—I can’t tell them yet.”

Mike had joined one of Cornelia’s Leaders’ Circles—a select group of senior business leaders with distinct strategic experience who came together to exchange ideas and learn from one another. Every member of the circle was wrestling with a tremendously difficult issue.

Cornelia had known Mike for some time, and he had a naturally easygoing disposition—quick with a laugh and usually brimming with confidence. But on this particular day, the stress and confusion he was feeling were unmistakable, the bright sunlight streaming into the room accentuating the fatigue written deeply on his face.

As general manager of the US market—the largest and most critical for the company—Mike found himself confronted with a bold but necessary decision from headquarters to fundamentally transform their product line. Until then, the company had thrived on a series of successful niche offerings and had long been the market leader. But smaller, more nimble competitors started using AI to offer real-time

customization, and they were slicing into the company's market share. Now, sales were dropping so fast that the company's survival was at risk.

In response, the business's top brass made the decision to dramatically change their portfolio of products and sell related services. That was going to require Mike to implement some major changes, including a restructuring that would force him to lay off several of his executive team members, as well as much of the staff, and bring in new talent.

"I've taken a hard look at each member of my team to determine if they're still a fit," he said, lowering his voice, which accentuated the creaking of his chair as he leaned forward. "You know, it's not like I haven't done this before. I've done restructurings. But the scale this time is making the process personally devastating to me."

Mike had been bottling up a great amount of emotion and was relieved to finally open up about it.

He felt so strongly about his team because they'd worked together for more than a decade. In fact, he'd worked with many of them since his early days with the organization as a new manager. They'd shown him the ropes and remained loyal to him when he was promoted above them. He had great respect for that loyalty because it was a value that he treasured. "I've always prided myself on being extremely loyal," Mike explained. "It's one of the qualities that brought me to the position I'm in. It's a large part of my success. What's more, my team deserves it from me."

Making the situation even harder for Mike was that only the first phase of the transformation, which involved budget cuts, had been announced, and he wasn't free to inform his team of the layoffs that were next on the agenda. He knew people were anticipating a restructuring. They felt a great deal of anxiety about their job security and were confused about whether they should start looking for new work. With team members pressing Mike for information, the secrecy imposed by

headquarters was weighing heavily on him. He believed in transparency, and he hated that his actions were making them struggle with so much uncertainty.

Mike was also deeply troubled because the company's new strategy had simply been handed down to him from on high. He hadn't been consulted, and he disagreed with elements of the plan that overlooked the unique dynamics of his team. He knew other general managers also had objections, and he resented the lack of opportunity to share this input with headquarters. His own leadership style was more democratic, and he strongly believed that this recent top-down approach was misguided.

To make matters even more frustrating, headquarters was being "shifty" with him. At first, he was instructed to cut 20 percent of his budget, and then the number was abruptly increased to 30 percent, with no explanation. And earlier, he'd been told to begin the first phase of the transformation in three months, only to have the deadline cut to two months—again, with no explanation. Clearly the team at headquarters was grappling with logistics regarding the strategy, but Mike was being kept in the dark. That made him feel they didn't trust him and also that his own job might be at risk.

With the rapidly changing mandates and lack of information, Mike felt overwhelmed with all the unknowns—not only for his teams but for his own future with the company—and he was finding it very difficult to plan the path forward. With no guarantee that he wouldn't also be booted as part of the restructuring, he wondered if making the leap to another company might be the smartest thing to do.

Mike sighed. Yes, all of his recent irritations with headquarters were very distracting, but his sense of loyalty to the firm made him feel that jumping ship would be a betrayal of the trust of his team and the faith of the higher-ups who had consistently supported and promoted him throughout his tenure. They needed him to pull off this transition.

“I need to decide the best way to resolve this,” Mike said, looking out at the other executives in his circle. He was feeling stymied, almost frozen by his conflicting beliefs and roiling emotions. At the heart of Mike’s dilemma was the mental map he’d developed that guided his leadership.

## **The Maps That Guide Us**

We all have a map in our minds that we’ve drawn and use as part of our internal GPS to help us make decisions in our lives. This map includes an overview of the landscape of challenges and opportunities around us. It also includes lessons we’ve learned throughout our lives starting from early childhood, the values our families taught us, the norms of the culture we grew up in, discoveries we made, and our battle scars from hard knocks endured along the way.

Our map also includes all our experiences from our work lives—takeaways from how we’ve been managed and from managing others, lessons we’ve learned from successes and failures, and pitfalls we’ve learned to avoid.

Whenever we face a new challenge—or find a new opportunity—we turn to our mental map, looking for experiences that might show us how best to move forward.

However, the relentless pace of technological advances, shifting geopolitics, public health crises, environmental challenges, and economic transitions reshapes our world so quickly that it can feel overwhelming, leaving parts of our maps incomplete or outdated. This was true for Mike’s map, making it impossible for him to see a clear path forward. He needed new perspectives from people who could see his predicament in different ways and help him update his map.

When faced with difficult decisions, we can easily fall into the trap of believing we should have all the answers—or at least appear as if we have them. This is especially true if we're in a leadership role. The thing is, none of us has all the answers. To consistently make the very best decisions, we must look outward as well as inward. We need to consider a wider range of experiences and opinions—coming to us from a full 360 degrees—to panoramically see our way through difficult challenges.

In other words, we must fill in the missing pieces of our maps.

From the outside looking in, you might think that most executives are successful because they naturally make great decisions. Sure, some executives do seem to have a magic wand, where everything they touch turns to gold. We—Cornelia and Marshall—have had the distinct privilege and pleasure of working with many of these highly successful people over the past several decades. However, the real story is that far more executives than you might expect fail to see a clear path forward.

According to research published by the Corporate Executive Board, at least half—somewhere between 50 percent and 70 percent—of new executives fail within their first eighteen months on the job. That number is as shocking as it is catastrophic, for both the leaders who are affected by this silent epidemic and for the organizations they lead.

Which brings us to the crucial question: Why are these executives failing?

We've spent most of our lives working with senior leaders globally in business, government, and nonprofit organizations, and from what we've seen, the biggest problem for leaders today is that they're having a harder time making effective decisions than ever before.

It's not that they aren't talented decision makers. They usually are. But with the scope and speed of change in the world today, leaders are struggling mightily to understand—or even see—the whole panorama of stakeholders, events, innovations, and ideas affecting them. When

they cling too tightly to their own fixed perspectives, they risk heading down the wrong paths and making decisions that pull them further from their goals.

If we were to write a book on what leaders do (and Marshall has written more than one or two on that topic), decision-making would be one of their key duties. Whether it's bet-the-company decisions, such as merging with a rival firm, or more typical challenges like launching a new product, leaders are constantly called on to make tough decisions and tradeoffs.

The problem is that so many of the decisions leaders make aren't good ones. McKinsey & Company looked at the decisions made by senior executives and came up with some sobering news. According to their survey, 72 percent of senior executives reported that bad strategic decisions were being made as often as good ones or were the norm.

*Leaders don't fail for lack of intelligence. They fail because they're navigating with partial maps. We call this perspective blindness—the tendency to mistake an incomplete view of reality for the whole. In an increasingly volatile world, that mistake compounds quickly. Panoramic leadership is a strategic advantage.*

### **Three Big Challenges for Leaders Today**

In our own experience working with senior leaders, we've found three big challenges in today's global business environment that get in the way of their ability to make good decisions.

### Challenge 1: Overwhelming Change

Leaders today are pressured by the increasing rate and intensity of change. In the span of just a few years, we've faced a relentless wave of disruptions including economic swings, technological advances, and global crises. The weight of all this change is becoming unbearable. It's not just our minds playing tricks on us.

The only thing keeping many of us afloat is the thought—the hope—that we're going to get a break from all these challenges, that a calmer future is just over the horizon. But the weather forecast, in the form of Korn Ferry's CEO & Board Survey 2025, warns that the storm is far from over. It is, in fact, getting worse. When leaders were asked about risk, “a startling 63 percent said their organization's risk exposure had jumped in the past 12 months,” with pressure coming from all sides, in the form of AI, geopolitical conflicts, and talent and skills gaps.

Change isn't just moving faster—it's also overlapping and, at times, even conflicting. Before we've had the chance to fully address one challenge, another begins, followed quickly by more. Each new change ripples out and collides with others. It's like dominoes falling in all different directions.

### Challenge 2: An Increasingly Integrated World

A single event in one region or country can affect hundreds of millions, even billions, of people in countries around the globe. Our interconnectedness causes individuals and organizations to be impacted by significant, unpredictable ripple effects that make an accurate understanding of the landscape elusive and good decision-making much more challenging.

We got a wake-up call about this with the 2008 financial crisis. The downturn in the US housing market triggered defaults on mortgages, spreading contagion through a global chain reaction of failing

international investments in mortgage-backed securities and other assets. The result was the catastrophic knock-on effects of the collapse of international financial institutions, contracted global trade, and recession in many countries around the world. According to a 2009 statement by Ben Bernanke, an American economist and chairman of the US Federal Reserve at the time, “Financial disruptions do not respect borders. The crisis has been global, with no major country having been immune.”

As the world becomes ever more interconnected, having the ability to anticipate, adapt to, and manage these ripple effects is no longer optional.

### Challenge 3: An Increasing Range of Stakeholders

Leaders are now expected to address the interests of a wider range of stakeholders. From the 1970s until recently, leaders primarily focused on shareholders, due to the doctrine of shareholder primacy. Delivering short-term profits and investor returns drove decision-making. The dangers of that “short-termism” have become apparent, however: Companies often overlooked opportunities with longer-term payoffs.

As former CEO of Unilever Paul Polman and writer Andrew Winston explained in the *Harvard Business Review*, “Serving only shareholders overlooks a fundamental reality: You have to please customers, attract and retain talent, and work with communities and suppliers to create valuable enterprises. Long-term resilience and business survival depend on sustainably serving stakeholders and society.”

Yet stakeholders have competing interests—a dynamic that creates even more complexity for leaders. In 2014, after facing pressure from Greenpeace over Shell’s Arctic drilling, Lego decided not to renew its long-standing partnership with the energy company. Caught between the conflicting interests of two different stakeholders, the company

announced, “The Lego brand . . . should never have become part of Greenpeace’s dispute with Shell.”

What’s more, the composition of stakeholder groups has become more varied. An executive working in France might report to company headquarters in the Netherlands while also needing to coordinate with Singaporean colleagues in the morning and then team members in California in the evening. Just scheduling meetings is a challenge! But each of these groups of employees may also have different views about the right way to develop a new product or the best model for sales. This, of course, means exponentially greater complexity for business leaders and the teams who work with them.

The solution to all three of these challenges? To get better information—the *right* information—needed to make good decisions.

## **Tuning In to What Matters Most**

Ironically, we have more data available to us than ever before. But much of it is conflicting, misleading, or simply distracting. As a result, we can’t see clearly through the fog. This can lead us to focus only on the part of the landscape we do see clearly—acting only on that information—at the expense of making needed changes that reside in those “foggy” areas of our perception.

For example, the communications app Skype was once so popular it was a verb, but by 2015, competition from WhatsApp and Snapchat had eroded its dominance, especially among younger users. Microsoft, which owned the service, revamped the platform. In doing so, the company excessively focused on the look of the app and on creating features, neglecting to improve its service reliability.

A flashy 2017 redesign was intended to make the service look cooler.

A number of the popular features of the competitors were added, such as “mojis”—short TV and movie clips—and a Snapchat-style feature called “highlights,” which made “disappearing” photos and videos available to share with selected contacts. But those new features were unpopular—users found them difficult to navigate—and the redesign missed Skype’s core objective of providing users with a dependable communication platform. Then, when COVID-19 hit, making reliable video communication essential, millions of users jumped ship to Zoom and WhatsApp, a shift that ultimately led to Skype’s retirement in 2025.

Many leaders are surprised to discover that another potential roadblock in our quest to obtain the right data is gatekeepers—the well-intentioned people who guard precious access to our time: executive assistants, chiefs of staff, and other advisers. They screen messages, sort through a daily myriad of requests, and help establish priorities. Yet whether to manage agendas, reduce overload, or promote what they believe is most relevant, these gatekeepers may filter out important people and information. The result is that leaders often miss opportunities to gather valuable insights.

Others try to actively “filter” what we see, either to please us, because they want to make themselves look good, or to avoid delivering bad news. This filtering means that we often miss important insights from those around us.

We’re often given the advice to get on the balcony so we can survey the dance floor, meaning we should step back to get a big-picture perspective. This is extremely helpful advice and should be our first step.

In times of constant and unpredictable change, however, when we get to the balcony, there may be so many people on the dance floor that we can’t see through the swirl of activity to spot important events. We may perceive that everything’s going well even as some troublemakers quietly infiltrate the party.

To get a meaningful panoramic view and spot significant developments, it's important to invite others up to the balcony with us. We've got to consult with people who understand varied aspects of the complex dynamics we're contending with—people who see the world differently—and can add their perspectives to our maps. They may already know the majority of the guests and help us notice that the party's being taken over by gatecrashers.

To help leaders get on the balcony with others who understand different dynamics on the dance floor, Cornelia brings together small groups of carefully selected leaders—whom she calls *peers*—in her Leaders' Circles. Together, they work through issues that are critical to their companies' success, and sometimes to their own survival as top executives, just like the restructuring challenge Mike faced. Connecting with peers who have shouldered comparable responsibilities, have grappled with similar challenges, and yet bring different experiences and perspectives is essential to gaining deeper insights into our problems and seeing the full panorama of possibilities.

These leaders often uncover the real issues that lie beneath their initial diagnosis by sharing their challenges openly with trusted peers. In one Leaders' Circle, a newly appointed CEO, formerly the COO, was struggling to understand why employee engagement remained particularly low in certain areas of the company, especially the marketing department. Having built his career in operations, he was unfamiliar with the dynamics of some other departments and, as a result, was misreading their cues.

The peers in his Leaders' Circle weren't convinced by his framing of the problem, and they shared many other potential reasons for disengagement beyond the “unmotivated” employees that he saw. They recommended that he conduct an in-depth listening tour with department heads to hear, without judgment or agenda, the real challenges

they faced. These meetings exposed a web of deeper issues—including delayed decisions and blurred accountability—prompting the leader to initiate transformative, company-wide change, starting with rebuilding trust and cohesion within his senior leadership team.

Sometimes to get the information we need, we must leave the balcony and step onto the dance floor. By working the floor and talking to lots of guests, including the uninvited ones, we can make vital discoveries that give us a clearer understanding of what's really happening and what to do next.

If we want to grow our panoramic leadership, we need to get up close and speak with lots of different stakeholders, both inside and outside the organization, and incorporate their viewpoints into our maps. This may be uncomfortable at first, because the information we discover doesn't always confirm what we want to believe. But surprising news is often the most valuable news.

At a Leaders' Circle meeting, Kate, an executive recently promoted into a demanding role, shared her frustrations about the lack of support she was getting from a few colleagues. When one of her peers asked whether this was an attempt to sideline her influence, she contemplated this unsettling possibility—but after weighing the situation, responded that although difficult, things hadn't gone that far. But the question lingered in her mind.

When she returned to work, she reached out to some of her key stakeholders and discovered that quiet efforts were underway to undermine her reputation. Kate brought this conflict out into the open, and within weeks, the dynamics shifted. At the next circle meeting, she expressed her gratitude to the group for their candor in challenging her perspective and motivating her to act before the situation escalated.

Experiences like these remind us that true panoramic leadership isn't just about seeing more—it's about seeing *differently*: noticing

what's been overlooked, questioning our assumptions, and expanding the perspectives that shape our decisions. A central mission for both of us—Marshall and Cornelia—has been helping leaders gain the insights they need to see clearly and make better decisions. In this book, we've joined forces to guide you toward becoming a panoramic leader: someone who takes into account the full spectrum of stakeholder perspectives, both inside and outside the organization, to drive smarter choices and powerful results. With that broader lens, you'll be equipped to steer your company toward greater success.

We've seen many leaders experience powerful “aha” moments as they move through this process—discovering not only how quickly they can build their panoramic leadership, but also how rewarding the journey can be. Engaging with different perspectives expands our mental maps, creates energy, and enriches our lives.

## **The Power of Stakeholder Perspectives**

In 1987, Marshall introduced his concept of Stakeholder Centered Coaching, which tore through the business world. Before then, leadership coaching was done one-on-one and kept strictly between the coach and the leader, with the former generally being an outsider to the firm.

To create his new approach, Marshall added to the 360-degree review process, which provides leaders with input about their leadership from colleagues above, below, and around them. He'd seen that follow-up about issues raised in those reviews was often spotty, if not nonexistent. To get better results, he asked his clients to examine their 360-degree assessments and then commit to changing one or two key behaviors, as well as engage stakeholders in providing ongoing constructive feedback to them in a safe environment.

On a regular schedule, the leader follows up with those stakeholders about how they're doing in changing the behaviors they've chosen to work on. It's a uniquely effective approach that has helped some of the most successful leaders of our era achieve breakthrough success. They include Hubert Joly, who managed a dramatic turnaround as CEO of Best Buy; Alan Mulally, first as the CEO of Boeing Commercial Airplanes then as the CEO of Ford Motor Company; and Frances Hesselbein, as the CEO of the Girl Scouts of the USA.

Several years ago, Cornelia was catching up with Marshall, and she described the Leaders' Circles approach she'd created. Marshall was struck by how Cornelia's method not only aligned perfectly with his Stakeholder Centered Coaching but also extended it, updating it for coping with the brutal complexities of leadership today. He immediately brought up the idea with Cornelia to write a book together—the book you're listening to or holding in your hands.

*\*Not all content from chapter 1 included\**

## **Panoramic Intelligence**

At its heart, panoramic intelligence is about training yourself to see through more than just your own lens. It's learning to consider the perspectives of the full range of stakeholders who affect your company—including ones who wouldn't traditionally be considered in stakeholder profiles.

It could be the person you strike up a conversation with on a plane who turns out to love a competitor's product. You can pick their brain about why. Or maybe it's taking seriously a new, niche influencer a

generation younger than you. Perhaps a major shareholder presents an idea for your business that was previously nowhere on your map.

We all have some native panoramic intelligence—just as we all vary in general intelligence or emotional intelligence. The great news is that with regular commitment and practice, each of us can substantially increase our panoramic intelligence. And once you start, it quickly becomes second nature—partly because it’s a joy to practice, and partly because the rewards are so immediate and lasting.

The real power comes when you move beyond simply noticing others and start to see the world through their eyes, understanding the experiences and beliefs that shape their maps. From there, it’s about thoughtfully choosing which parts of other people’s perspectives can expand your own, whether the insights come from someone far outside your company or from a member of your team.

Marshall reminds us that a fundamental teaching of Buddhism is impermanence (*anicca*)—nothing is permanent, and all things are subject to change, death, and renewal. The same is true for your journey as a panoramic leader. Each moment is just a snapshot. The stars move across the sky, the sun and moon rise and set, and the paths to success are ever changing.

So continuously develop your panoramic intelligence by checking in with stakeholders and adding new understanding to your map. Reach out to new people. Pay attention to unfolding events. Listen for voices you haven’t heard before. Be on the lookout for allies you didn’t realize you had—even those who might not always agree with you but could stand with you—and for people you can learn from. Then look beyond your current circle of allies and ask yourself: Who’s not at the table? What are we not seeing? What are we not considering when we make a decision?

Too often we carry our struggles alone. But learning to share our

thoughts in safe settings can be transformative—it opens the door to deeper insight, helps others truly understand us, and gives them the chance to support us more fully.

Sharing also builds trust. That's why, in Cornelia's Leaders' Circles, people begin by telling the stories of their lives—their upbringing and major life events along the way. In the next chapter, we'll do the same, sharing some of our own experiences and how they've shaped our maps, while inviting you to reflect on your own and consider how you might want to expand it.

We also share stories throughout the book of how some of the most successful leaders of recent times, in a wide range of endeavors, have expanded their maps, leading them to breakthroughs. These people include Ferran Adrià, a chef of the groundbreaking restaurant El Bulli; Alan Mulally, former CEO of Boeing Commercial Airplanes and Ford Motor Company; jazz musician Wynton Marsalis; former CEO of PepsiCo Indra Nooyi; Hubert Joly, former chairman and CEO of Best Buy; and Serena Williams, one of the greatest tennis players of all time.