

Leading Leaders: Why Your Greatest Strengths Are Your Next Blind Spots?

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Promoted from Engineering Lead to Director in
Six Months

The
Leadership
Transition
Nobody
Warns You
About



Your biggest responsibility as a leader?

Empower your people to do their job better

Use Case: Project Delivery

Project Delivery



Director

Communicate Business Goals
Coach on how to set priorities
Coach to remove roadblocks

Manager

Set Priorities
Create Ticket (optional)
Remove roadblocks

Engineer

Work on tickets
Code
Deliver

Project Delivery at Three Flight Levels



Strategic (Flight Level 3)

Coordination (Flight Level 2)

Operational (Flight Level 1)

“When leading leaders, you don’t scale by doing more. You scale by designing environments where great managers thrive.”

A person in a dark coat stands in a desolate, ruined city, looking through a large, glowing circular portal. The portal reveals a vibrant, sunlit forest landscape, contrasting sharply with the dark, skeletal remains of the city buildings in the background.

What worked in the past won't work in the future

What to do instead?

Blind Spot #1: Being the Subject Matter Expert
From Being the Smartest
to Asking the Smartest Questions

Blind Spot #2: Direct Problem-Solving

From Doing the Work
to Designing Systems

Blind Spot #3: Protecting Your People
From Protection
to Exposure and Coaching

Blind Spot #4: Driving Consensus

From Driving Consensus
to Driving Clarity

Blind Spot #5: Micromanagement

From Micromanagement
to Empowerment

How to be in the loop without micromanaging?

Complexity

Quadrant II — “Coaching Zone”

High Complexity / Low Importance

Check-in: Every 2–3 weeks

Focus: Skill-building and learning

Quadrant IV — “Flight Deck”

High Complexity / High Importance

Check-in: Twice a week or more during critical phases

Focus: Context, clarity, and rapid decisions

Strategic
Importance

Quadrant I — “Steady Delegation”

Low Complexity / Low Importance

Check-in: Monthly/Quarterly or milestone-based

Focus: Trust and autonomy

Quadrant III — “Alignment Zone”

Low Complexity / High Importance

Check-in: Weekly

Focus: Direction and messaging

Critical Shifts for Leading Leaders



Stop Answering, Start Asking

Shift from expertise to catalytic questions



Stop Doing, Start Designing

Move from execution to systems thinking



Stop Protecting, Start Exposing

Build capability through calculated challenge



Stop Consensus, Start Clarity

Drive decisive trade-offs, not agreement



Stop Micromanagement, Start Empowerment

Focus on outcomes, not outputs



C-Level Executives

CEO

Level +

Support

Peers

You

Reports

Sales

CRO

Marketing

Product

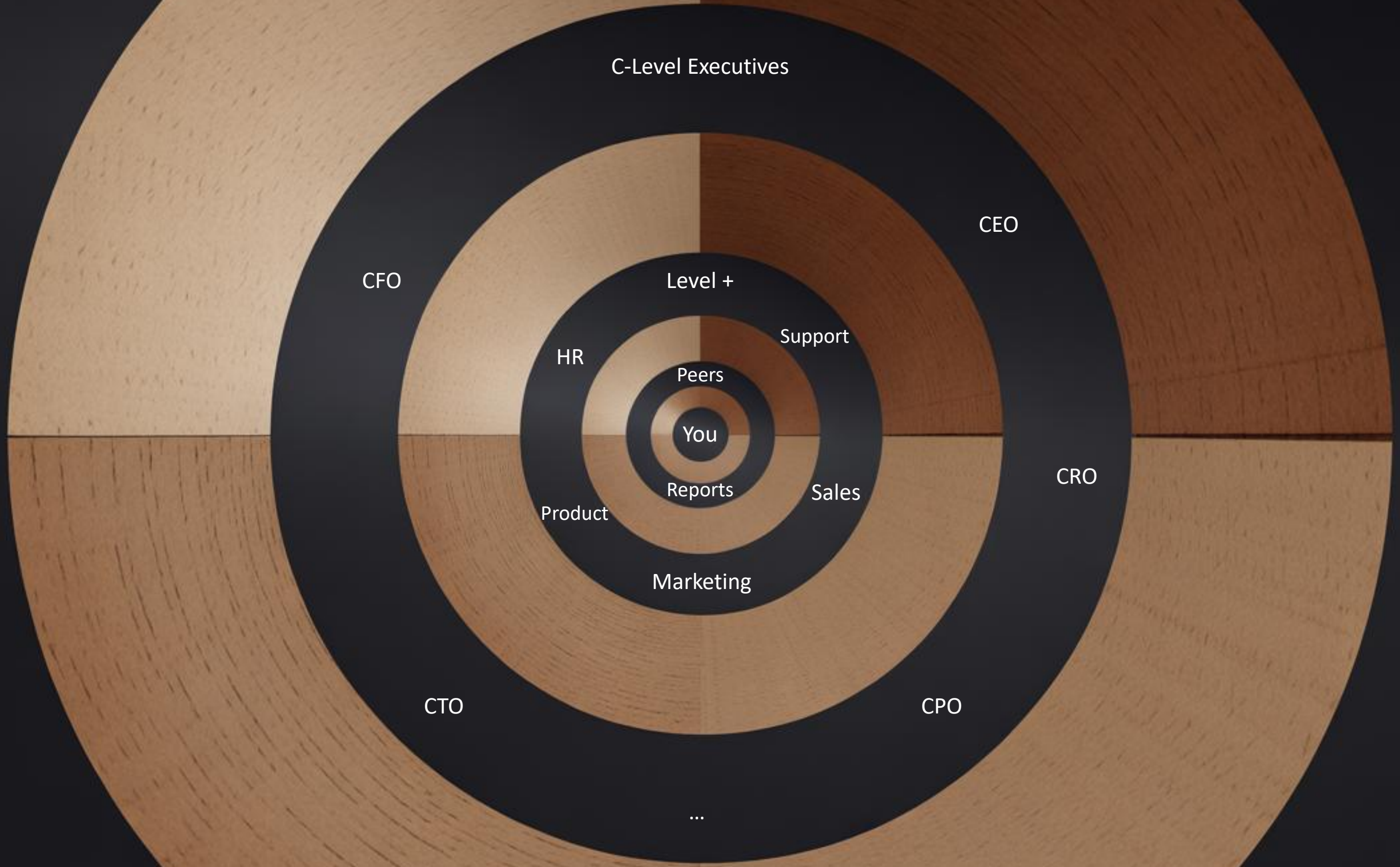
HR

CFO

CPO

CTO

...



Develop Network. Build Alliances

Stop Managing Down Solely

Start Managing Strategically

Leading Leaders: Don't Let Your Greatest Strengths Be Your Next Blind Spots!

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