

# July – Leadership Shadow Work: The hidden dynamics that shape your team

Wednesday 15 July 2026

2:00–3:00 pm UK Time | 9:00–10:00 am US Eastern

## Introduction

In every organisation, what leaders don't see in themselves can quietly shape the culture, performance, and wellbeing of their teams. This is often referred to as the leadership shadow, the unconscious patterns, overplayed strengths, and hidden dynamics that ripple outward, often more powerfully than any stated intentions. Shadow-driven derailment is not a "soft issue"; it has measurable consequences for performance, engagement, retention, and brand. Leaders' shadows set the tone for cultural norms and behaviours across the entire organisation.

## What it is

Leadership Shadow Work is the practice of identifying and transforming the hidden drivers of leadership behaviour. It looks beneath surface actions to uncover the beliefs, mindsets, and patterns that unconsciously shape how leaders show up and how their teams respond. Successfully addressing shadow behaviours offers deep, sustained impact for both leadership effectiveness and long-term organisational performance.



**Heather**

Heather is an experienced executive coach, mentor and strategic partner with over 40 years' operational and people-leadership experience across industries including financial, professional services, retail, engineering and the public sector. She helps leaders explore the unseen dynamics that shape how they show up, what's referred to as the leadership shadow. Known for her high-challenge, high-support style, Heather creates safe, honest spaces for leaders.

### The benefits

- Builds sharper self-awareness in leaders, reducing blind spots that erode trust and effectiveness
- Equips OD and talent professionals with practical frameworks for spotting and working with shadow behaviours in coaching and leadership development
- Creates healthier team climates by transforming shadow dynamics into sources of resilience, trust, engagement and innovation

## Key outcomes:

1. Understand the concept of the leadership shadow and how it can undermine organisational performance and culture
2. Recognise common leadership shadow patterns and the ways they influence team dynamics, engagement, and psychological safety
3. Gain a practical tool to safely surface and address shadow behaviours, fostering openness and transparency in leadership and organisational development.