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Chapter Two

Introducing 5DL

The Essence of Leadership

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"Ultimately, the value of a company depends upon how much faith people have in the organisation ... That faith is fostered by an ineffable and scarce element ... called legitimacy"

Rakesh Khurana, Harvard Business School /International Herald Tribune by 'Palussek, John (April 6-7, 2005) "Ethics and Brand Value: Strategic Differentiation"

'Leadership is now 'under a renewed and intense scrutiny like never before', and 'real change will probably only occur where new leaders are inspired

to adopt different ways of leading their institutions unlatched from the leadership practices of old'

The Leadership Crunch: New Approaches to Leadership in the Post Credit- Crunch Era' Chapman & Hawes, November 2009

Introducing 5DL

This short book introduces a new way of thinking about leadership. It introduces you to a few discrete human dimensions that characterise all leaders we have worked with over the past 20 years.

What I, and my colleagues have seen repeatedly over this time is that when a small number of underlying human dimensions are developed to significant level and when they come together in an individual, then remarkable and great human leadership can take place. The critical part of this statement is *when they come together*. It is not the same when one or two are present. All five need to be present to a reasonable extent to ensure the transformation of the individual into a high quality leader. These leaders are characterised by a vision of the future based upon sustainability and values, by sustainability I mean a much longer perspective to development and growth where appropriate than the short term 'wins' of today one that includes the environment and their long term impact upon that, they have a deep understanding of themselves and of the people around them, they have compassion and humility, are innately strong and have the ability to repeatedly deliver and make things happen by bringing people with them. It sounds like an impossible dream. It isn't, it works. Radical yes, but then 5DL goes to the essence of fine leadership.

So what do we mean by 5DL?

5DL is

- A state of mind

- A way of being

- A way of living

- Intensely practical

- A practice, and a discipline which needs practice

- *If a leader has all 5DLs plus good organisational knowledge and management skills they will consistently:*

- Build organisations that are sustainable, responsible, honest and transparent

- Repeatedly deliver organisation strategy and goals

- Build confidence and wake up tired organisations, divisions, teams and individuals

- Develop talent and build new leaders at all levels quickly and consistently deliver change appropriately

- *5DL is both simple yet profound.* Will it be understood? I hope so. Will it be used, I hope so. Will it pull together so much of what has been trying to emerge in leadership for the past generation, I believe so. Will it work, Yes it already does because people who really have a passion and a vocation to lead and to make a difference will recognise and understand the power of these dimensions and make them part of their daily practice. *Is 5DL the future of leadership? NO and YES.* No because it is only a starting point, a point of departure. YES because it provides a simple roadmap based upon empirical research. Is it easy to follow, NO, but I believe our lives and our childrens' future will being depend upon us developing and practicing this starting point. Uncovering the Five Dimensions of Leadership

- So, how did we come to uncover these crucial leadership dimensions? For the past 30 years, through our management consulting practice CLC[(appendix 1)] we have worked with many different levels of leadership (Boards, CEOs, C-suite and the next 2-3 levels of leaders). We have done so within global and national organisations in Europe, USA and Asia[(appendix 2)]. Our focus has been to advise and help develop competence and excellence in both individual senior leaders and in their leadership of teams as they grapple with complex organisation dilemmas. We have been involved across a broad range of sectors, as consultants, educators and trusted advisors in large scale global change projects, global M&As, strategic implementation projects, regional and global resising and global leadership education programmes. Within this context we have worked directly and in many cases deeply and personally with many thousands of managers and leaders [(appendices 3)]

Our experience of leaders we have worked with has been both inspiring and frighteningly awful.

Inspiring - in terms of the extraordinary courage and tenacity of many of these established and emerging leaders as they face themselves in their strengths and significantly in their vulnerabilities. Sometimes having to keep going and serve their people and their vision in the face of limited support and resistance from their Chairman or CEO.

Frighteningly awful - inasmuch that some leaders – including some senior leaders such

as Chairmen, CEO's, divisional heads as well as new leaders - are very poor in this role, with awful consequences for their people and the organisation as a whole. Frequently we have seen as we gradually understood their history these men and women have usually had little or no development or support from their senior management during their journey to become a leader. Many of them face the nightmare of leading people, who are often better able to do the job than they are. Unfortunately many of these ineffective leaders believe that because they have been appointed to the leadership role they do not have to earn the respect of their people and can tell them what to do and believe that they will be followed. They frequently preside over disasters because of their incompetence, while failing to understand that these failures are their responsibility.

In the early 1990s, my closest colleagues [appendix 3] and I began to realise that the huge investment in leadership development that our clients and many other large global corporations had been making, did not really get to the 'heart' of what was required to both evoke and develop very fine leaders. We defined *'fine leaders'* as those who demonstrated the following abilities

- Able to deliver repeatedly to deadlines

- Very good human leadership that

  o aligned and brought their people with them

  o built empowering environments

  o faced conflicts head on, handled and resolved them

  o was team focused

- Future oriented and able to set clear direction

- Driven by deep human values

- Thinks systemically and sees the part as well as the whole

- Long term perspective and focused on sustainability

What we saw was that most leadership development, whether in house or through business schools had been primarily focused, as described in chapter one, on the extension of management development and was primarily focused upon measurable skills and competencies. These included strategic thinking, influencing and negotiating

skills, team building skills, system thinking skills[39] and latterly significant focus upon personal development skills including emotional intelligence[40]

[39] Senge: The Fifth Dimension

[40] Goleman

In our attempt to get to the 'heart of leadership', we systematically began our own empirical observations of the leaders with whom we were working. The overriding question we held was; What were the factors, the competencies and the skills that truly differentiated the very best from the worst leaders. Was there an x-factor that set them apart? And could it be measured?

Although we didn't realise it we had begun a journey that was to last approximately ten years. And, what we discovered over these years was very surprising, yet consistent and repetitive. We uncovered a small number of underlying *personal dimensions* that determine *'outstanding leaders'* and in our terms the 'very best leaders'. We also found that these 'best leaders' consistently reflect these dimensions time and time again

Our process of discovery and uncovering these 'underlying dimensions' was interesting. We did not suddenly uncover all 5 dimensions. They emerged one by one as we observed and followed a specific trail. On reflection this is probably why they have not been uncovered before. The discovery followed a sequence that became obvious once we had started to trust where these findings were leading us.

We uncovered the first three dimensions of leadership in the following order over the years 1997-2003

. a) The ability to Self Reflect - *Self awareness*

. b) Awareness of one's impact on others and of how different   people behave and interact together, and awareness of the   power of group dynamics, and how to use.

. c) The inner freedom to make clear choices and to deliver on   these choices again and again. Often in the face of considerable resistance *"to be blown in the wind, to bend but to stand firm"*

There was then a gap of about 2-3 years before the other two highly connected dimensions fully emerged.

. d) The ability to ask for appropriate help and support – *internally and externally* to the organisation

. *e)* The ability to consistently 'see and think' about the whole picture and its effect on individuals and teams.. *The art of 'thinking systemically and understanding 'system forces''*

To make the most effective use of these 5 Dimensions of Leadership (5DL) we decided to group them in a different sequence.

The first three are focused around awareness. Self Awareness (1DL), Awareness of the other (2DL), and awareness of the system (3DL) followed by the Individual Will and freedom to choose and act (4DL), and finally the one that seems to us to harness the potential in the other 4 DLs and the one that makes good leaders, great leaders is *The ability to ask for appropriate help and support (5DL).*

Operationally we now use the following sequence 1DL – Ability to Self Reflect - Self awareness,

2DL - Awareness of one's impact on others, understanding their difference and their group dynamics and different cultures

3DL - The ability to consistently see the whole picture and the dynamics between the 'part and the whole'. *Deeply understanding culture in an organization and The art of 'thinking systemically' and understanding system forces*

4DL – Individual freedom (the Will) to both make clear decisions and then to drive delivery in the face of resistance *"to be blown in the wind, to bend but to stand firm"*

5DL - The ability to ask for appropriate help and support – *internally and externally* to the organisation

So this was our journey of discovery. It took a group of close colleagues approximately ten years to observe, research, rigorously test and retest the hypothesis of 5DL, in relation to hundreds of mangers and leaders. We think that there are maybe one or two more dimensions that are still to be discovered but so far we haven't been able to uncover them ourselves.

I left the writing of this book until the hypothesis had been well used and I believe well proved, although that is for the reader to decide. Certainly within our own client community the 5DL model has become a very powerful language to help senior and emerging leaders understand themselves as well as to help CEOs and the senior teams discuss leadership talent and its development.

I believe these 5 Dimensions of Leadership underpin *fine and great human leadership.*

More importantly we believe - as I will demonstrate over the next few chapters – that these dimensions will characterise the new leaders that I describe in chapter one. These will be leaders who have a deep sense of human values and take responsibility for building sustainable organisations that are there to serve the community, nationally or globally and which are ethically governed. In this sense I believe that 5DL takes us to "the heart of future leadership" and provides leadership with a powerful resolution to its existential crisis. Through their self-reflective nature these dimensions will automatically and naturally challenge and face leaders with questions about purpose and meaning and values for themselves and for their organisations.

The Unfolding of 5DL

Over the next few pages I will talk about how these five dimensions unfolded. On reflection it seems obvious, in reality it wasn't. There is I believe an inescapable logic to the unfolding process.

1stDL

Our starting point was clear. We had seen for many years that the best leaders and potential leaders that we worked with had - either as an innate ability or had developed - a significant ability to, stop, self-reflect[41] and challenge themselves deeply in terms of their capacity to deal with a situation, a person or a task. They did so either to prepare themselves or to review how things went. They were able to do so as though they were looking in on themselves and looking at their intellectual and emotional availability to deal with the situation. Interestingly many did so as a 'personal risk assessment' and talked about their 'self-reflection' in this way.

So the starting point was the hypothesis that: *the finest leaders are highly self aware*, and that it is this 'inner radar' that keeps them true to themselves and enables them to be *authentic*[42] and *real*. As we unpack each one of the 5DLs in the following chapters I will discuss what phrases like being 'authentic and real' mean in the leadership context and how their followers model this authenticity and see that its repetition builds confidence and trust.

[41] 'How to Crack the Self-Awareness Paradigm' ~ John Baldoni from Business Week & Harvard Business Review, December 2009

[42] 'Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value' ~ Bill George, Jossey- Bass, 2003

So we began to use the hypothesis that *the finest leaders are highly self aware* in all our corporate work over the next few years 1997-2003. In doing so we observed the whole range of leadership effectiveness, from the most outstanding performance to the

most ineffectual. In every situation it was clear to us that where there was some degree of *Self- Reflection and Self Awareness* there was the potential for quality leadership. Where it was missing then the leader was in trouble and what we observed repeatedly over the years in these cases, was that they failed in the short and medium term by creating around themselves an environment of dysfunction.

Where this dimension is reasonably well developed we saw that it confers significant perspective and provides a base for the leader to build upon. We began talking about this dimension amongst ourselves and in our team supervisions as:

Our continuing research showed us quite clearly that this dimension is the foundation of all the other dimensions. Without developing Self Awareness and our ability to reflect upon ourselves and our thoughts, feelings and behaviours we are almost completely focused outside ourselves – we tend to objectify everything outside ourselves - and are thus controlled by the environment around us, by other people and their thoughts and feelings, by the events of business, of family and of society. In the extreme, without the ability to self reflect we become in effect victims to the world around us. We react rather than proact and we are not aware that we are doing so!

1DL The ability to self reflect - Self awareness or personal awareness

Many new leaders find themselves – after a few months - caught in this way. They may start out with some sense of their own ground, and have some self-awareness. If this awareness is not strong enough, they soon become caught up in the demands and pressures on them from within their organisation, by pressure to achieve their targets, the pressure from above from their people and externally (through compliance, regulators, shareholders as well as competitors). Within a short time they slowly become overwhelmed, tired and less able to step back and self-reflect as a consequence find themselves reacting and becoming caught in the vicious cycle of adaptation and reactivity.

Some strong and not necessarily good leaders may have significant self- awareness at home with their partner and family and can reflect on how they behave, think and feel about themselves and those close to them. However in their corporate leadership role they its as though they become a different person. It is as if they put on a corporate persona and organisational mindset and get completely taken over by this other way of behaving and thinking. In this way they become identified with the role and thereby caught. They lose themselves, and are usually unable to see how caught they are.

We have found this condition common – particularly when these leaders have been part of a particular corporate culture for a long time and don't realise how this culture

has seeped into them and how it has conditioned how they think, feel and behave as leaders at work. Their dilemma is they don't realise how identified and how caught they have become.

The key to whether we get caught in this way and the degree to which we get caught will be the relative strength of your 1DL. To help us, and our clients measure the relative DL strength we use a scale of sero to five (0-5). Whereas in the case of 1DL, sero is no self-reflection and complete lack of self awareness and a five is where the leader is consistently self-reflecting about whatever they are doing. This simple scale is very effective in helping leaders score themselves and get some perspective on where they are. In scoring yourself or being scored, if your self-reflectiveness and self awareness is a score of 2 or less, you will struggle continuously. The difficulty of course with a low self-awareness score is that you will not consciously be aware of it and therefore unable to realistically score yourself. We have a series of questionnaires that can help you with this dilemma plus our online and face to face coaching services.

Others including your direct reports and your colleagues however will know and see that and give you very clear feedback about your 1DL score. This is where a good 360° degree test, a well developed Performance Evaluation and good team and self-assessment tools can help you uncover where you are. It is often difficult initially because in a way it is a vicious circle where you can't become aware until you are aware.

I believe that the real value of psychometric tests such as these is essentially to hold a mirror to leaders, potential leaders and managers to help them develop the ability to self-reflect. Unfortunately for some people this comes too late. These tools should be used in schools – not as tests but as reflective mirrors – for the student then begins to self-reflect on themselves and their experience, thoughts, feelings, behaviours and their personal needs. Similarly, at university and college I believe there needs to be a much greater self- reflective dimension to all academic programs, so that students are encouraged to self-reflect – not just about their success or failure in test and papers but much more importantly about themselves and their thoughts, feelings and behaviours about themselves and the implications for their learning process both in relation to themselves and others.

Integral to these mirrors is, I believe the experience of being part of a group and being mirrored and asked to reflect on others. This is the core of building an ability to reflect on others and consequently what it means to build what we will call 'right relations'[43] – (see the 2DL chapter).

What is both interesting and important for you to understand, is that as leaders your goal does *NOT* have to be perfect scores of 5/5 on each of the dimensions. Each DL serves the other and builds over time. That is why they are all interconnected and interdependent. However, we have found that you do need to know where you are and we recommend regular self assessment.

As self-awareness builds and if a leader can genuinely score themselves mid range say 2-3/5 – that is to say that they are able to self-reflect around key issues they face, and don't necessarily do so all the time - they know they can look back at events and themselves and they can reflect upon what was happening for them in terms of the mindsets[44] they were holding and operating out of as well as the feelings that were present, and increasingly the needs that they had, which were or were not being met. At this stage they may not have been able to do anything about the awareness or change the way they behaved but looking back they can reflect on what is happening and most important, are willing to do so!

[43] Right Relations – see chapter 4 – 2DL

[44] Evans, R, & Russell, P, The Creative Manager, Allen & Unwin, 1989, London

Once there is a level of willingness to self- reflect and to build self- awareness so the other 4DLs can be assessed and similarly be developed and begin to 'kick in'.

I will unpack 1DL much more fully in the next chapter and look at the precursors to this dimension through the work of Senge[45] and Goleman[46] and Schein[47] in their work in the late 1980s and mid 1990s

2ndDL

While 1DL got us started on our 5DL journey it soon became clear to us, as we observed this first dimension, that another distinct but very connected inner competence emerged. This second dimension is about the leader's awareness of others. That is to say the awareness of how they themselves impact others, their ability to see how different other people are from themselves, the dynamics that exist between individuals, and how these other individuals operate in groups together and using this awareness how to work with other people.

Initially we thought that this ability was an extension of 1DL. It soon became clear that it is not. It is a distinct dimension in its own right. 1DL is a prerequisite, however a strong 1DL does not automatically mean that a leader will demonstrate 2DL. This dimension describes a very different although complementary awareness to build a good awareness of others. Often we found that many leaders with a relatively strong

1DL tended to be preoccupied with themselves and how others perceived them and therefore found it difficult to really open up to the reality of 'who is this other person'. This means stepping outside the narcissistic 'ring-pass-not' of self-reflection to fully include and reach into another. This was a powerful insight for us as we observed many strong 1DLwho had little or no awareness of their impact on others and were often 'blind' to the real differences of others and the dynamics that existed between them.

[45] *The Fifth Discipline: The Art and Practice of the Learning Organisation* (Senge 1990)

"Systems thinking also needs the disciplines of building shared vision, mental models, team learning, and personal mastery to realise its potential. Building shared vision fosters a commitment to the long term. Mental models focus on the openness needed to unearth shortcomings in our present ways of seeing the world. Team learning develops the skills of groups of people to look for the larger picture beyond individual perspectives. And personal mastery fosters the personal motivation to continually learn how our actions affect our world."

[46] Goleman, D., Boyatsis, R., & McKee, A. (2002). Primal Leadership. Boston: Harvard Business School Press.

[47] Schein, E

Significantly, the more we understood the distinctness of this dimension so the more we were able to help self-aware leaders (1DL) build this 2DL dimension and learn to work with others' needs and differences and thus create what we call a field of right relations. We will explore this much more fully in chapter four.

Over the next year we observed that leaders who were both able to self reflect well and had a significant awareness of others and some awareness of the dynamics operating in groups or teams, were far more effective as a leader than those who did not. They were better able to understand, inspire and motivate as well as understanding and identifying conflicts in a more authentic way.

This dimension builds significantly upon 1DL and gives the leader the wherewithal to understand and engage people they work with, either as peers, their direct reports or as importantly their own line manager. As this dimension of awareness builds they become better able to see the difference in other people by learning to put themselves in 'the shoes of the others', and learning how to respond to their needs and begin to understand how they tend to react and need to respond to them – critical if the leader is to build a highly effective team. It also brings with it the willingness and ability to face conflict both with and between other people and provides the basis from which to handle and resolve conflicts. An area, which for many leaders has been their 'achilles heel'. So we called this dimension:

4th DL

Having got to this stage and the identification of these two core

dimensions an interesting dynamic began to shape our observations and

analysis. Whilst we knew that we had uncovered some important core

inner dimensions of leadership, we also knew that we were not really

breaking new ground given the personal development culture that had

already become effectively embedded within the leadership development

community[48] through the landmark work of people such as Senge[20] and his

powerful *personal mastery* breakthrough and Golman's seminal thesis on

EQ[21]

[48] See Chapter One – pages

2DL 'awareness of their impact on other people - awareness of others, their differences and the dynamics that different individuals bring to one another, to groups and to teams.

We knew that although we had uncovered dimensions of leadership that brought balance, some depth and a more human perspective to decision making, we had not really uncovered what it was in 'really good leaders' that enabled them to repeatedly make clear courageous decisions and focus on delivering these decisions. We described this quality as the inner courage to see things through and deliver, despite the reactions and resistance that they inevitably encountered from their direct reports, colleagues and their own superiors.

As we looked more deeply at the best and the least effective leaders among our clients it became very clear that the most effective leaders demonstrate significant levels of 1DL and 2DL plus an astonishing ability to *hold their ground* - not in reaction, nor in opposition, nor through inertia - but from a completely different modality. It was as though these leaders were free enough and secure enough in themselves to stay with the choices they had made and to keep going – sometimes in the face of extraordinary odds. To show guts and perseverance in the face of great adversity and hostility. And if they had this dimension well developed we saw that they tended not to get caught and become reactive.

We saw that what we had uncovered was a remarkable dimension which when strong, characterised the very best leaders. That, of an individual leader with truly *free Will*. One who is able to make and trust his or her choice to persist and follow through 'no

matter what'. (*Assagioli – The Act of Will*)[49]. These leaders are characterised by great individuality and autonomy – distinctly different from being and acting independently)[50]. We called this dimension:

At this point we believed we had finished and had uncovered *the* three core dimensions at the root of great leadership. We hadn't!

Over the next two years we began to see that that these three dimensions

[49] Assagioli Roberto, The Act of Will, Viking Press, 1973

[50] We define 'independent' as a state whereby the individual is acting against or out of reaction to a situation or most often another person. In effect they are polarised and in that sense they are still caught in reaction and are not free in themselves. This is often seen in adolescence, where the yound person is acting against parental control/norms. An essential step along the road towards being able to free themselves enough to choose to conform or not "to be able to wear my raincoat even though my raincoat even though my mother told me to"(Evans J 2001)

4dl – The inner freedom to make choices and to see them through so as to fully deliver, whatever the resistance and the odds stacked against them 'The ability 'listen to the Self', to be blown in the wind, to bend but not to be broken' did not fully answer everything we were observing in the best and in the poorest leaders. Even if the best demonstrated high quality self awareness; awareness of others and their impact on them; and had the freedom and choice to drive delivery in spite of resistance and opposition, they also showed us something else that was significant.

5th DL

These very best leaders consistently demonstrated a quality and the behaviour of being able go beyond their own 'ego and its defences'[51] and their own 'narcissism'[52]. This quality was so unlike that of some of the worst leaders we worked with who 'always had to be at the centre of everything' and believed that they had to be in control.

In the *'very best leaders'* there was a quality of humility and openness that did not just come from their own self awareness (1DL) and being able to be in right relationship with others and work with them (2DL). This was clearly a very specific and dynamic dimension in its own right.

The more we saw this dimension working and began to reflect upon it, it became clear to us that it had to do with the ability of these leaders to consistently ask for help and support when appropriate and at the same time feeling ok about not having all the answers oneself. To us this was a sign of significant confidence and maturity and not being caught in the hubris of their own individual identity, which enabled these leaders to reach out to key talent, to create thoroughly empowered environments and

in doing so, critically align and bring people with them. The ability to call on internal and external help as needed and using it properly is the mark of these leaders.

By comparison those leaders who were unable and not free enough to ask for help, tended to overcontrol and operate within severe personal limitations. They are frequently highly insecure, although this characteristic is often defended and hidden by an arrogant and aloof stance of not needing help. While they may seem to be powerful and effective in the short term they are usually unable to sustain this position over time and bring very bright people - who want their own autonomy - with them over the long term. We called this dimension: *5dl - the ability to consistently ask for appropriate help and support at the right time and feeling ok about not having all the answers oneself*

[51] Freud, A. (1937). *The Ego and the Mechanisms of Defence*, London: Hogarth Press and Institute of Psycho-Analysis. (Revised edition: 1966 (US), 1968 (UK))

[52] Narcissism: Freud, Sigmund, On Narcissism: An Introduction, 1914

What is significant for me about this 5[th]DL is that its absence characterises much of the lack of sustainability of today's corporate world. What it means to build trust and a powerhouse of coherent and aligned talent for the future.

3[rd]DL

As we uncovered the 5DL it also brought us to another interesting realisation. We had observed that these leaders who had a significant degree of this dimension were not only able to consistently ask for help and support, they were also able to see the whole picture much more consistently than many other leaders.

They were able to see patterns in the organisation complexity that they faced, they were able to see how things *'fitted and hung together'* and thus were able to see their own part in the whole and that of others. They clearly understood and lived by a systemic view of their world and the organisational system within which they lived and worked. This is in part what Senge[20] called the ability to 'think systemically' in his work the *Fifth Discipline*. In addition however we observed that these leaders had great ability to see and work with what we call *'system forces'*[53].

This is an awareness whereby these leaders accept that the system or organisation culture around them is always at work - albeit unconsciously - impacting what they do as individuals and what their teams do[54].

We live in an interconnected world yet suffer from acute fragmentation Killman [55].

As leaders develop this dimension they not only have an awareness of these forces but

are free enough in themselves to choose to cooperate with them or to act differently. As we will see in later chapters this dimension has important. consequences for the way that these leaders make choices in relation to a corporate culture for themselves and their teams when innovation requires that they challenge the prevailing norms about the 'way we do things around here' and the 'NIH' (not invented here) syndromes.

[53] System Forces - we describe as the way the system, an organisation a family, a culture impacts the group the team, the individual

[54] Ralph Killman. *Beyond the Quick Fix: Managing Five Tracks to Organisational Success* (San Francisco, Jossey-Bass, 1984; Washington, DC: Beard, 2004)

[55] *Quantum Organisations: A New Paradigm for Achieving Organisational Success and Personal Meaning* (Newport Coast, CA: Kilmann Diagnostics, 2011

We called this inner dimension of leadership:

So this was the journey that we made as a small group of consultants over a ten year period. We were able to test and retest our hypotheses with the best, the poorest and the mediocre leaders we worked closely with in our client companies. These companies were located in very different sectors, from Financial Services, Life Science and Health Care, Heavy Engineering, Petrochemicals through Government Agencies. Most were global, and what is significant is that across these very different national cultures we observed and confirmed our hypotheses regarding these same five dimensions.

5DL underpins outstanding and great human leadership

From everything we have seen through our work and research with leaders over these past twenty years, I believe these 5 Dimensions of Leadership underpin *fine and great human leadership*. More importantly we believe - as I will demonstrate over the next few chapters – that these dimensions will characterise the *new leaders* that I described in chapter one. These leaders will have a deep sense of values and take responsibility for building sustainable organisations that are there to serve the society, environment and nature, nationally or globally and which are ethically governed.

It is in this sense that I believe 5DL takes us to "the heart of future leadership" and actually provides leadership with a powerful resolution to its existential crisis. Through their self-reflective nature these dimensions will automatically and naturally challenge and face leaders with questions about purpose and meaning and values.

I also see that we have uncovered a set of dimensions that can most certainly be developed and which should underpin all future leadership development. Without them leadership will continue to be characterised by the past, by the skills, competencies and outer tools and measurements tools that we know only too well. Not

only can 5DL transform the quality and authenticity of individual leaders they will naturally inculcate new human values in organisational life. i think that with 5DL we go where Hamel[56] and Starkey and Hall[57] suggest that we need to go. To the 'soul' and to the 'spirit of leadership' and thus provide a context for these skills and competencies, rather than these competencies providing the context as they are currently doing.

3dl – ability to see the whole picture consistently. The art of 'thinking systemically' – to see how things 'fit/hang together' and critically awareness of the power of 'systems forces' (their own part in the whole and that of others as well as the impact of whole on themselves and others)

To deepen our practical understanding of these 5 Dimensions, let me say something about the chapters that follow. My plan for the book is to provide a relatively brief and practical introduction to the 5DL model. I did not want to write a heavy academic tome which would end on the shelf as reference document, useful maybe to some but not to the readers whom I hope will download these chapters to their ipads, kindles, cell phones and laptops in order to dip in and out of as they reflect on their own leadership dimensions. I hope these chapters can act as an *aide memoire* to these senior and emerging leaders.

I want you all to be able to quickly get a sense of each of these 5 dimensions and start to self assess. Then, if the five dimensions make sense to you, begin to see what you can do to develop those that need work in relation to your own leadership.

To help you do this, in the following chapters, I will unpack each of the DLs in more detail and each chapter will comprise two parts

1. Basic descriptions and understanding of the specific DL and its relation to other DLs

2. Some thoughts and ideas about how the specific DL can be developed by you as an individual leader. This section will also provide a resource guide

In the last chapter, I want to look at the 5DL's as a whole and the inter- relatedness of each dimension, how to score them, as well as how the 5DLs form a context and value base for current leadership skills and their development.

[56] Hamel – Soul of Leadership [57] Starkey and Hall – Spirit of Leadership

I do hope that this introduction to 5DL has provided you with a new context for thinking about your own leadership and leadership development. I hope that in some small way it helps you to recognise and also affirm what you already know, that the reliance upon developing more skills and competencies - however well honed and

effective in themselves - will not ensure great human leadership.

I also hope that it serves to help create a future leadership that is steeped in honesty and transparency that consistently delivers while ensuring sustainability, corporate responsibility as well as providing best practice in terms of ethical organisational governance (private and public).

I hope you enjoy the journey as we unpack these dimensions over the rest of these pages.