

5DL Five Dimensions of Leadership

5DL FIVE DIMENSIONS OF LEADERSHIP

Individual and
Organisational
Leadership Coaching

BY
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5DL Five Dimensions of Leadership

Agenda for This Session

Background to 5DL Five Dimensions of Leadership

Each DL Explained

1DL, 2DL, 3DL, 4DL, 5DL

Leadership and Organisational Coaching based upon 5DL

Your 5DL assessments

Next Steps

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Introduction – Roger H Evans

- Management and senior leadership positions in the 1960/70s
- Leadership consultant for the past 35 years
- Consulting practice CLC, 1:1 with CEOs, direct reports and their leadership teams
- Global Change projects – very large corporates/SMEs –M&As, resizing, Strategic redirection
- Approximately 4,500 group sessions in both small (8+) and large (50-250) group settings
- Past 30 years with my partners in CLC²⁰²⁰ have worked directly with thousands of leaders managers and ‘emerging leaders’ in (Europe, Scandinavia, North America, Africa, and Asia)
- Co-Founder of Institute in 1973 with my wife Joan and Director of Coaching Training at The Institute for past twenty years
- A UK registered psychotherapist and consultant Coaching Supervisor

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THIS RESEARCH WAS CARRIED OUT WHEN MY GRANDSONS WERE VERY YOUNG



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AN EXISTENTIAL CRISIS FOR LEADERSHIP AND THE CASE FOR 5DL

- Over past 30 years there have been a remarkable series of evolutionary steps in understanding the nature of *Leadership* as well as its development.
 - *Increasing individuality in the workplace*
 - *A general public that demands greater ethical and social responsibility*

The Context for 5DL

- We stand at the epicentre of a storming global criticism of leadership. Two important dimensions characterise this criticism
 1. Greed and gross dishonesty - from Enron through the financial meltdown of 2008 and now the severe challenge to the morality of banks and large corporations, and the castigation of what many call the *heroic leader*
 2. Today's vehement challenge to both management and business education – directed specifically towards MBA programmes and the Business School system - and to management and leadership education within organisations, despite significant evolution in this area over the past 50 years
- At face value, with both criticisms, it is so very easy to blame and make everything wrong. That misses the point, because so much has been achieved over the past 50 years.

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Two Forces operating

The Pull

Increasing angry demands of a global public for leaders to go beyond greed and selfishness to greater honesty, transparency, more ethical behaviours

The Push

The evolution of Management and Leadership Development

In spite of a remarkable evolution and understanding of the leadership **skills and competencies** required to equip our leaders, they do not bring about the leadership change that we see is required

More of the same will not work because it only feeds **the maintaining cycle of 'cause and effect'** and does not go **to the heart of leadership**

We need to understand a **completely different dimension of leadership**. To look behind to the **the leader as a person and to dimensions that go to the core of this 'Being'**

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A 10 Year Journey

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?

What did we find?

We uncovered **5 personal dimensions** that characterise '**outstanding leaders**' and these 'best leaders' consistently reflect these dimensions time and time again

When a small number of underlying human dimensions (5 so far) are developed to significant levels and when they come together in an individual, then remarkable and great human leadership can take place. Key is **when they come together**

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5DL is

- *A state of mind*
- *A way of being*
- *A way of living*
- *Intensely practical*
- *A practice, and discipline which needs practice*

If a leader has all 5DLs at a significant level, plus good organisational knowledge and management skills they will consistently:

- ***Build organisations that are sustainable, responsible, honest and transparent***
- ***Deliver organisation strategy and goals repeatedly***
- ***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***

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The order in which we uncovered the 5DLs

1997-2003

- The ability to Self Reflect - ***Self awareness***
- **Awareness of others**: one's impact on others, how different people behave and interact together, and awareness of the power of group dynamics, and how to use this awareness
- 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”***

2005-2007

- **The ability to ask for appropriate help and support** – *internally and externally* to the organisation
- **The ability to consistently ‘see and think’ about the whole system.** *The art of ‘thinking systemically and understanding ‘system forces’*

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Operationally we now use the following sequence

- 1DL – Ability to Self Reflect - Self awareness,
- 2DL - Awareness of one’s impact on others, understanding their differences and their group dynamics
- 3DL - The ability to consistently see the whole picture and the dynamics between the ‘part and the whole’. *The art of ‘thinking systemically’ and understanding system forces*
- 4DL – Individual freedom (free 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

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1DL

- Why be self-reflective? – In order to become more self aware – freer in myself and less caught by people and events
- Stepping back to look behind what I say and do
- Personal process
- Who is it who is aware?
- Becoming aware of the role feelings and thoughts have in our lives
- Understanding the power and importance of EQ
- The process of gradual Dis-identification
- Three step process of self awareness (*link to 4DL*)
 1. Don't become aware till I reflect back on what happened and then see what was going on and how caught I was /happening/going on with me
 2. Become aware of what's going on while its happening and can't do anything about it, still caught but much more aware
 3. Aware of what is happening with me while it is happening and able to do something about it. No longer caught – much freer

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2DL

My ability to reflect and understand how I impact other people and how they impact one another and to see and understand their differences, their group dynamics and different cultures is an essential dimension of successful and great leadership

- Seeing how I perceive others gives me a choice to change that perception if appropriate
- Seeing how I impact others allows me to adjust/change and choose how I interact with them if desired
- Seeing and being curious about other people and their difference opens up many alternatives for them and for me
- Aware of the interpersonal dynamics that operate between other people
- Understanding the dynamics of what happens with people in groups

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3DL

Great human leaders understand the importance of awareness of the whole system and its impact on groups and individuals.

They work to create an environment in which people at all levels, and in all positions are able to make happen what we want to have happen and the system needs to have happen?

How do we understand the following:

- System Awareness
- System Thinking
- System Forces
- How the whole culture of an organisation impacts its parts and its individuals
- Whole system mindsets
- The impact of the whole system on teams and individuals and understanding of '**system forces**' and **parallel processes** that operates at each level
- The reality of '**Groupthink**'

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4DL

Unpacking the nature of the Will and how close it is to who we really are, how to free it and to freely stand in the wind

When present it can both deliver extraordinary results and it can also focus and galvanize all the other 4 dimensions in a very powerful way

- Identity and personal freedom
- What is the will and free will?
- The 'free will' we are talking about is in a way the closest to who I am, it comes out of the ground of who I am
 - To be free to act means literally that – **this is not duty!** we act out of knowing what we can do and what we cant
 - This 'free will' is not reactive and therefore keeps going - no matter what – we may blow in the wind and bend but we don't break
- How does Will differ from strong forcing will
- Dis-identification and identification (what happens if you are caught and reactive – is the will free?)
- We act and deliver what we say we will do and keep on delivering

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5DL

The ability to ask for help appropriately reflects huge maturity in the person and the leader and demonstrates that they are able to go beyond ego and develop real humility. Such characterises **great human leaders**

- The realization and awareness that they will need help and most importantly that they can ask for help
- This DL is absolutely central to becoming a very fine leader
- Big hurdle for many is to begin to understand that the need for help is not a weakness but the opposite
- Beyond the 'ego bound' leader and the 'narcissist'
- Unpack in your own mindsets about 'asking for help'
- Self reflect and honestly assess what you will face with this DL
- What we are really talking to at this point is our ability to express humility

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From Good to Outstanding Leadership

Measuring 5DL

The Interrelatedness of the Five Dimensions of Leadership

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SCORING 5DL

I recommend the convention that my colleagues and I have used for many years.

We have always assessed our clients in terms of 5DL and encourage leaders we work with to self assess and to use the convention (0-5)

Originally when we started to score these DLs we called this process the Litmus Test.

We use the following convention for each DL

- *What are we assessing?*
- *What is it not?*
- *How will you know? What signals to look for*

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Scoring Calibration for assessing any of the DLs

- 0 - Not a glimmer
- 1 - An indication, but it is not going to make any difference, do not look to them to drive and deliver with others. This category will limit them in some significant way
- 2 - There's something there that you can work with, but don't expect them to be in the vanguard of making things happen e.g. change
- 3 - There's something there that will help delivery and building relationships with others. This level is a critical score, be tough on oneself giving this assessment
- 4 - This person's really doing it already. They can be outstanding
- 5 - Very rare. A powerful presence in any project

Lean towards being sparing with your scores

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Scoring the DLs

Through rating on a 0 to 5 scale the intention is to *access our subjective and intuitive* sense of 5DL ability.

This process of rating **by-passes the rational mind** and enables us to quantify our 'gut' instincts without getting too conceptual or analytic.

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The Interrelatedness of the Five Dimensions of Leadership

When these DLs come together in an individual, then great and outstanding 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 see the transformation of the individual into high quality leadership.

It will work if the individual leader is willing to develop these dimensions to a significant level. And it works because all 5 DLs are intimately and inextricably connected. That's your job as a 5DL coach!

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Your own 5DL assessments

- Please take some time to Self assess in terms of your own 5DL scores.
- Helps you understand why scoring strengths and weaknesses of 5DL (0-5) is key to unpack the individual leaders effectiveness now and their potential for development
- Pay attention to the pattern of relationships between the individual's 5DL scores will be significant

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5DL SELF TEST

Please circle/Highlight
the number of the response option
which relates most closely to your current stage of
development

[This is the time to be really honest with yourself!]

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question one

	Response Option					
	5	4	3	2	1	
My way of behaving is affected quite a lot by the context or situation I find myself in						I feel I get real value from a practice of regular self reflection

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question two

I am frequently surprised by the reactions of other people to what I say and do	5 4 3 2 1	I am now more able to step back and observe how I form impressions of other people and my options for responding
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question three

I believe a simple solution can be found to most problems	5 4 3 2 1	I believe that many outcomes are the result of several factors interacting which must be understood and addressed if improvements are to result
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question four

I often find myself doing things that I don't really believe in because of what is expected of me	5 4 3 2 1	When I am truly clear on my choice or course of direction I follow through on this even in the face of setbacks or opposition
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question five

<p>I am aware of problem areas in my life but I find it is a struggle for me to ask for help</p>	<p>5 4 3 2 1</p>	<p>I honestly feel that asking for help when faced with a problem is a sign of maturity. And I do so.</p>
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5DL Five Dimensions of Leadership Score Interpretation

If your score range is:	Observation
5 – 11	<p>Your responses indicate a good foundation on which to build an effective 5DL leadership approach with continued self reflection and development</p> <p>Check out which of these question has the highest score which indicate where development is required?</p> <p>On-line or personal 5DL coaching can provide valuable inputs</p>

5DL Five Dimensions of Leadership Score Interpretation

If your score range is:	Observation
12 - 18	<p>Your responses suggest that it would be worth revisiting those 5DL areas where your scores were highest to gain deeper insights for further development.</p> <p>On-line or personal 5DL coaching can provide valuable inputs</p>

5DL Five Dimensions of Leadership Score Interpretation

If your score range is:	Observation
19 – 25	<p>Your responses indicate that your 5DL development journey is still in its early stages. Further reading, reflection and</p> <p>Online or personal 5DL coaching can assist your further evolution as a leader</p>

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Your next Steps as a coach

- Making 5DL a reality professionally and privately for yourself
- Self assess and score your own 5DL

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Working with 5DL as a powerful leadership coaching context

With Coachees

- Use assessment tools to assess your coachees
 - PMQ, 360°, 5DL Self Test
 - Key is your first F:F initial interview and conversation
- Be sceptical be sparing with your scores and don't let your coachee slip away from being increasingly rigorous
- Always get coachees to review their scores after a number of sessions
 - What will you be looking for?

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Thank You