

Three Dimensions of Leadership

Book Concept & Outline

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Book Concept

Audience: Primary audience is someone who comes seeking advice about becoming a leader, full of potential and motivation, yet unaware of the journey ahead. (Note: Can we get a bit more specific: Age? Gender? Point in career? Also, I know the message is near-universal, but understanding the wider secondary audience will be helpful.)

Book takeaway: By the end of the book, our goal is for readers to feel accountability to reach the best version of who they could become, as well as lingering accountability and integrity in the three dimensions of leadership (27).

Concept: This book will present and explore the three dimensions of leadership, discussing first what leadership is and concluding with the three things a leader must do to achieve greatness (i.e. transforming leadership). We'll approach writing the book using an axiology formula. The systemic part is giving them solid content. The extrinsic part is giving them practical applications they can do something with. The intrinsic part is winning their hearts. We should continually ask ourselves: Are we inspiring them to feel both hope and the courage and conviction to do something, to become something, as a result of reading this book? (27)

Structure: The book will be broken into three parts, with the heaviest load of content in section two. We will work together to determine if practical pieces related to the three dimensions should go within the related chapter or in a separate development chapter. I've also suggested including interviews with a leader at the end of each dimension chapter. This is an idea for consideration during our interviews.

Considerations: I'm drawn to the idea of writing this as a novella, with a young female professional being noticed by an older gentlemen while she is intensely working on her Mac at Slo-by-Slo in Boise. The book would be a series of conversations he has with her, followed up by scheduling appointments for her to interview other leaders that represent multiple roles and the three dimensions of leadership. The dramatist in me wonders if this would increase the impact for the reader. Could we do this? Should we do this? It is intriguing for me!

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Book Outline

Introduction

1. Why I'm still writing about leadership
2. This may be the most important book I'll ever write (1)
3. Axiology (2)
 - a. Interest in the field influenced how I think about leadership
 - b. Led to the core message of three dimensions of leadership

Part 1 – What Is a leader?

Chapter 1: Leaders and Followers

1. Contrasting stories of leaders (negative, positive), potentially around the same time period in different locations
2. What is a leader?
 - a. Tendency is to think of leadership as being fairly narrow
 - b. Leadership is not about having a title
 - c. John Maxwell, idea of leadership as being centered around influence (utilize [search results](#)) (2)
 - d. Peter Drucker, “The only thing you can say about a leader is that a leader is somebody who has followers” ([Forbes](#))
 - e. Leader is someone who influences followers; using axiology, led me to the idea of three dimensions of leadership
 - f. Connect concept back to opening stories
3. Control, Influence, Concern (adapted from Covey's “[Be Proactive](#)”)
 - a. Control (22)
 - i. What can I control 100%?
 1. We control what we own.
 - ii. Control is the core of personal accountability
 - iii. Examples: time you wake up, keeping a goals list, how many hours you work
 - iv. Story of AIM and buying back time (complete story in transcripts, pages 21–22); one of the biggest problems with organizational leaders is not having enough discretionary time; connect back to circle of control
 - v. “We’ve met the enemy, and he is us.” – Walt Kelly, *Pogo* comic
 1. Originated in 1813 by [Oliver Hazard Perry](#), an American Navy Commodore; so widely used today that its current meaning is literally, “we cause most of our own problems.”
 - b. Influence (23)
 - i. What can I influence?
 1. We influence what we share.
 - ii. Requires the help of others

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- iii. Examples: create conspiratorial alliances to enact change even if the top isn't behind you, create mini-cultures
 - 1. Research on culture indicates that you can create mini-cultures inside an organization with small numbers of people who identify with similar values/goals and then consciously choose to advance their shared agenda both overtly and covertly in an organization. This can happen on a team, in a department, or in a division. It can also occur across teams, departments, divisions with proactive awareness and behaviors.
- iv. Short story/case study illustrating circle of influence
- c. Concern (23)
 - i. What are my concerns?
 - 1. We worry about what impacts us but appears to be out of our reach.
 - 2. Do they my concerns steal energy? Are they really outside of my ability to influence? How should I respond?
 - ii. Concern deals with things we worry about that are completely outside of our control
 - iii. Short story/case study illustrating circle of concern
 - 1. A global company where we have worked with their people in 5 different countries, at several different levels. Another hi-tech company where engineers, middle managers and senior managers all feel victimized by decisions, attitudes and behaviors they observe with another group that they see as beyond their control or influence. We also see this in small to medium size companies, and of course, it is often present in not-for-profits and government agencies. The dimension of concern is also often something outside of the organization itself, such as regulations, competitors, etc.
 - d. What you focus on is going to grow at the expense of the other circles
- 4. *The 7 Habits of Highly Effective People*
- 5. *The Power of Full Engagement*

Part 2 – Three Dimensions of Leadership

Chapter 2: The Three Dimensions

- 1. Stories/case studies of three leaders exhibiting the three dimensions of leadership
- 2. Overview of the Three Dimensions
 - a. How I arrived at these concepts
 - b. Response from the people I shared this with (audience, colleagues, etc.)
 - c. Three dimensions deal with the ideal states of leadership—not to be applied toward tyranny, abusive power, etc.
 - d. While developing character leadership is the most important, all three dimensions are important and distinct. In other words, we may focus on one or two and fail to optimize our leadership potential. (17)

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- i. Axiological formula: it is good to be a position leader, better still to be an expert leader, and best of all to be a character leader. _
 - e. Deficiency in any one dilutes your potential as a human (17)
3. Integrity in each dimension (10)
 - a. Integrity is usually described as being “honest” or “ethical”
 - b. Actual definition: all the parts are properly aligned with each other, working well together
 - c. Relate to integrity in the nervous system—whole response we call a system
 - d. We need a broader, multi-faceted definition of integrity; realizations led me to define integrity for each dimension
4. How the dimensions relate (11)
 - a. Concentric circles: positional leadership (inner), expert leadership (middle), character leadership (outer)
 - b. Not separate from each other
 - c. Ideal pattern: expertise and character are larger than the position (12)
 - i. Sometimes position is so big it overrides character and expertise (e.g., president)
 - d. Responsibility for each dimension: positional (others); expert (mostly self); character (no one but me) (17)

Chapter 3: Dimension One: Positional Leadership

1. Story of exemplary positional leader
 - a. Megan Driscoll, Pharmalogics ([video](#), [website](#))
 - b. Dan Price recently visited a company in Boston that has done something similar, yet unique, as a result of the CEO seeing him speak at a Fortune 1000 event.
2. Positional leadership defined (3)
 - a. Other names: systemic leadership, structural leadership
 - b. People follow because they have to; follow position more than person
 - c. Exists in company, country, family
 - d. Have to accept positional leaders even if you don't agree with them (e.g., president of the U.S.)
 - e. Requires external endorsement (5)
3. Integrity in positional leadership (3)
 - a. Connect back to opening story; expand story in relation to three aspects of integrity in positional leadership
 - b. Rules
 - i. What are the rules of their position?
 - ii. Integrity is defined by whether they are following the position description, bylaws, code of ethics/conduct, etc.
 - iii. In the absence of well-defined rules, assumptions exist
 - c. Results
 - i. Are they getting the results we expect them to get?
 - ii. Integrity is defined by whether or not the leader is delivering results that reflect performance; entirely results-based

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- iii. Example (potentially football or other sports coach)
- d. Relationships
 - i. Are they building the right kinds of relationships?
 - ii. Integrity is defined by the effort and energy a leader gives to providing the right kind of support and relating properly to others
 - iii. Relationship question of integrity expands to all stakeholders, all the way to the community
 - iv. Example: CEO of large corporation who has decided not to participate in community activities; seen as a violation of the integrity of relationships he's expected to maintain as CEO (5)
- e. Lack of integrity and its impact
 - i. Mark Hurd, HP, abused position and sexually harassed contractor
 1. Results didn't matter because he'd violated the relationship and rules
 2. Resources: [Business Insider article](#); [letter that got him fired](#)
 - ii. Other potential example: [Dov Charney](#), company board wasn't sure they actually had the right to fire him but did anyway because he'd violated the integrity of his position
4. Practical steps to developing positional leadership
 - a. **[Insert content]**
 - b. Resources: *The Effective Executive*, *The Complete Leader*, etc.
5. Interview with notable positional leader

Chapter 4: Dimension Two: Expert Leadership

1. Two short stories/case studies of exemplary expert leaders
 - a. [Kara Saperston](#), chose to take time away from career as surgeon to pursue extensive training, bring it back to Boise area, and serve patients better
 - b. Additional leader
2. Expert leadership defined (7)
 - a. Other names: practical leadership, pragmatic leadership
 - b. People follow because of what these leaders do for them and give them
 - c. Influence because of knowledge/expertise or ability to execute in a particular way
 - d. Examples: accountant, dermatologist, writer
3. Integrity in expert leadership (8)
 - a. Story/case study of expert leader with integrity; outline three aspects in story
 - b. There's a real lack of integrity in a lot of experts, because they're using yesterday's solutions for today's problems
 - i. COO of biotech company: "If you have cancer and you're not being treated at a research hospital, you're receiving obsolete treatments" (10)
 - c. Creating value for others
 - i. Is the expertise I have really valuable to somebody else, and does it actually create a benefit?
 - d. Staying current and relevant
 - i. Am I staying relevant and getting better all the time?

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- ii. World is changing fast; have to develop thought leadership; read other thought leaders
- iii. Doesn't have to be as formal as a PhD
- iv. Brood and ideate to create something that's uniquely yours and advancing knowledge
- v. Be open to other people critiquing your ideas/work
 - 1. Andy Johnson affirmed concept of 3D leadership; gave me courage to move forward
- e. Going wide and/or deep with a strategic learning plan
 - i. How do I continue to think about how I create value for the future?
 - ii. It's not just about mastering the thought leadership that's already been created or creating new thought leadership yourself—it's about adding value
 - iii. For me as an expert in leadership development (9):
 - 1. How do I make leadership development dramatically more successful using all the available tools?
 - 2. \$14 billion a year on leadership development programs; 93 percent of executives think those programs are a failure
 - 3. Not content to leave as-is or just do a better job; willing to pursue new paradigms
- 4. Talent is overrated
- 5. Practical steps to develop expert leadership
 - a. [Insert content]
- 6. Interview with notable expert leader

Chapter 5: Dimension Three: Character Leadership

- 1. Intro story/case study
 - a. *The Only Way to Win* by Jim Loehr, worked with athletes to define character (13)
 - b. *Return on Character* (another book that syncs well with our theme in this section)
 - c. *Authentic Leadership* (on my list to read to see how it addresses the issue of character)
- 2. Character leadership defined
 - a. Other names: intrinsic leadership, inspirational leadership
 - b. People follow character leaders because of the way they govern others and themselves; people become attracted to the leader; we want to be like them when we grow up
 - c. We want to follow these leaders because there's something about their message, the way they live their lives, and who they are as people that resonates at a deeper, or even spiritual, level (17)
 - d. This kind of leadership can overcome obstacles that far exceed the first two dimensions (17)
 - e. Reference *The Power of Full Engagement*
- 3. Integrity in character leadership
 - a. Wholeness of character
- 4. Character formula

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- a. Two ways to define the values you aspire to and seek to be accountable to
 - i. Values by which I choose to govern myself (13–14)
 1. Values include personal accountability (connect to *The Complete Leader*), accepting that others have their own perceptions, self-management, resilience, goal achievement
 2. The values you govern yourself by define character for you
 - ii. Values by which I choose to relate to others
 1. For me: empathy, resolving conflicts when possible and not accepting them as inevitable
 2. Test of character: What are those core values you choose to abide by, to commit yourself to in the way you relate to other people?
 - iii. Sometimes character means admitting you need help living up to your values
 - b. Values checklist
 - i. Universal character leader values: personal accountability, self-awareness (include quote from Sam Hartwell), [insert additional values; review lists from *The Only Way to Win* and other sources].
 - ii. Additional personal values
5. Return on Character
 - a. If you define and live up to character, positional leadership will almost always take care of itself (18)
 6. Authentic Leadership
 7. Practical steps to develop character leadership
 - a. [Insert content]
 8. Interview with notable character leader

Part 3 – Three Opportunities to Lead

Chapter 6: Problems, People, Purpose

1. Three roles of great leaders
 - a. Norman Cousins, three roles of leaders (24); influenced my thinking on the three roles of great leaders
 - b. Problems – convert them into opportunities
 - i. “Every adversity, every failure, every heartache carries with it the seed of an equal or greater benefit.” – Napoleon Hill
 - ii. Avoid agonizing, complaining, and victim language (25)
 - iii. Suffering and setbacks are a part of the leader’s journey (26); there is a greater sense of achievement in not taking the easy road (25)
 - iv. Don’t trust a leader without a limp (26)
 - c. People – inspire them to make commitments they wouldn’t otherwise make
 - i. “You changed my life” is one of the greatest compensations for being a leader
 - ii. Skip Hall story, coaching up (25)

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- d. Purpose – brood creatively in a way that transcends self-interest and self-promotion (26)
 - i. Connect back to Norman Cousins
 - ii. As a leader, you need self-interest and sometimes have to self-promote, but if purpose stops there, it's inadequate
 - iii. Transcendence gets you closer to a sense of being part of something important in life
- e. Going forward in these dimensions as a leader, your job is now to convert problems, inspire people, and think deeply about purpose (26)

Conclusion: What will you do to grow your leadership?