



## About the book

Today's leaders need to change radically to meet the challenge of complex organizations in business landscapes that are in flux. This requires not merely new skills and competencies, but a step-change in development in three fundamental dimensions: how you do things, who you are, and how you relate to other people. 4D Leadership is what happens when this step-change in doing, being and relating takes place. When you move up to the next level of ability and sophistication in these three dimensions, you will have unlocked the fourth dimension (verticality) and you will receive a significant competitive advantage.

Neuroscientist and leadership coach Dr Alan Watkins draws on groundbreaking research into adult development to present a framework that will transform your ability to excel as a leader. **4D Leadership** isn't just a software patch for leadership skills: this is an upgrade to the next level of the human operating system, the next level of leadership development.

**4D Leadership** is the book for: anyone who feels overwhelmed by the competing priorities of their jobs; anyone who feels stressed by trying to maintain competitive advantage through innovation; anyone looking to develop a more responsive and rewarding strategy, drive change and take people with them, and become a truly rounded and 4-dimensional leader.

## Book Details

- EAN: 9780749474645
- Edition: 1
- Published: 3rd December 2015
- Paperback
- Dimensions: 234x156
- 248 pages

## Table of Contents

### Section - ONE:

The objective world of 'doing' ('IT');

- Chapter - 01: The escalating leadership challenges in the VUCA world;
- Chapter - 02: Vertical development in the 'IT' dimension;

### Section - TWO:

The subjective world of 'being';

- Chapter - 03: Vertical development of the 'I' dimension;
- Chapter - 04: The untapped potential of adult maturity;

### Section - THREE:

The inter-personal world of 'relating';

- Chapter - 05: Vertical development of the 'WE' dimension;
- Chapter - 06: The secret of successful relationships in the 'WE' dimension
- Chapter - 07: Conclusion

## Why Do We Need Another Leadership book?

23rd November 2015 | [Dr Alan Watkins](#)

Paradoxically my answer was “Because there are so many leadership books around.” Let me see if I can explain my statement. When no one knows how to fix the problem then more and more people come up with their own answers or ‘treatments’. Just look at medical history.

When no one knew what was killing people with infectious diseases, everyone had a recommended treatment – blood-letting with leeches, burning incense, small doses of poisonous herbs, bringing the priest in, etc. The confusion around leadership is the modern equivalent of an untreated infectious disease – we know we are ‘ill’ and there is a ‘leadership problem’ in many walks of life, but we are confused about how to solve the problem there seems to be no definitive treatment ... until now.

At the core of our collective failure is the fact that we have not taken a multi-dimensional approach to the problem of leadership. Rather, we have been taking an incomplete view of the situation. People talk about leadership behaviours, or authenticity, or servant leadership, but these are all just single dimensions of a multi-dimensional problem.

We will only start to make progress and understand the real cause of failed leadership when we take a more sophisticated multi-dimensional view and all the books that don’t follow this approach will fall away. It’s not that any of these other books are entirely wrong; they are just simply partial answers to one part of the problem.

### Multi-dimensional leadership

So what is multi-dimensional leadership? Basically there are three dimensions to our lives: I, WE and IT. Or put another way Being, Relating and Doing. To avoid being stuck in one of those dimensions, we need to understand and be aware of all of them. Some problems can only be fixed in the dimension they arise. If someone’s relationship is failing (a ‘we’ dimension problem), you won’t solve that with the temporary ‘IT’ dimension fix of buying your partner some jewellery. This may serve as a distraction (and often a powerful one at that) but it doesn’t solve the underlying relationship issue – it can’t because the solution is in a different dimension to the problem.

Similarly, you can’t apply an exterior solution if the problem is interior. Think about the issue of security. When people feel scared, others might be tempted to install a safety and security system around their house to address that feeling. While such a move is helpful it doesn’t necessarily remove the feeling of being scared. Again it is, at best, a temporary fix. And once you are down that road you may end up spending more and more money on elaborate security measures, when it is likely to be much cheaper and more effective to address your feelings of insecurity.

So to solve the problem of security you really need to implement interior as well as exterior solutions. Whatever problem you are facing whether it is a relationship, your home security or leadership we must take a multi-dimensional approach that includes all three dimensions – I, WE and IT – if we want to make real and sustainable progress.

Find out how to become a multi-dimensional leader and discover more about the critical fourth dimension of leadership in: [4D Leadership](#): *Competitive advantage through vertical leadership development*.

## Three Steps to Being a 4D Leader

24th November 2015 | [Dr Alan Watkins](#)

My new book [4D Leadership](#) comes out in early December and by way of introduction I've created sneak preview of the content in the following three key steps to becoming a four dimensional leader:

**1) Recognise you are a human *being* not a human *doing*.** Too many of us are obsessed with what we're doing – ticking things off our to do list, getting the chores done – we're living in the world of doing (IT) and ignoring the critical dimensions of being (I) and also relating (WE). Unless we pay attention to all three dimensions we will never realise our full potential.

**2) Wake Up, Grow Up, Own Up and Show Up.** The perceptive amongst you will have realised that in my first point above I talk about three dimensions: being, relating and doing, yet the book is called **4D Leadership**. Step two is all about realising there is a fourth dimension – that of increasing sophistication in the other three dimensions of I, WE and IT. So we must *wake up* to that fact. Then we must *grow up*, meaning increase our maturity, particularly in the I dimension. This requires us to *own up* to those aspects of ourselves that we would rather ignore. If we do all that then we will *show up* in a completely different way; more authentic, more compassionate and more fulfilled.

**3) Explore your fourth dimension and reap the rewards.** There are widely agreed upon levels of sophistication in the three dimensions of I, WE and IT. Academics have written about these separately, but this book is the first time they have been brought together and put in the context of work and business.

In **4D Leadership**, I pull together the most important lessons that can help you increase your altitude in all three dimensions. When you become more mature in the I dimension and increase the sophistication and subtlety of your relationships in the WE dimension then you are so much more capable in the IT dimension and what you are able to do in the world becomes more powerful, more nuanced and more impactful.

Find out how to become a multi-dimensional leader and discover more about the critical fourth dimension of leadership in: [4D Leadership: Competitive advantage through vertical leadership development](#).

### About the Author

---

**Dr Alan Watkins** is CEO and Founder of Complete Coherence, a consultancy that brings the latest approaches from neuroscience, physiology and systems theory to the human performance challenges faced by business leaders around the world. A qualified physician and neuroscientist, he has been an affiliate professor of leadership at the European School of Management, London, and a previous honorary senior lecturer in neuroscience and psychological medicine at Imperial College, London. Dr Alan Watkins' TED Talks have viewing figures of over 700,000. He has been a coach and confidant to many top CEOs and business leaders for over 15 years. He is also the author of ***Coherence: The Secret Science of Brilliant Leadership*** (also published by Kogan Page, 2013).