



# XD LEADERSHIP MODEL

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The SCIENCE of Leadership



The ART of Leadership



The ETHICS of Leadership



The SPIRIT of Leadership





# THE SCIENCE OF LEADERSHIP

An objective, mostly quantitative third-person perspective focusing on maximising the value of the organisation through quality, productivity, and profitability. Leadership competencies are linked to IQ (cognitive intelligence).

## Relevant skills & competencies

- Results Focussed
- Financial Acumen – Profitability
- Commercial acumen – Business Value drivers & value chains
- Relativity
- Decision making
- Resource Utilisation

## Example: Commercial acumen

### Examples of well-developed behaviour:

- Insights into the interaction between drivers of the business and proposes improvement opportunities across the business.
- Uses broad understanding of own and related industries drivers to shape and implement high value business propositions.
- Mobilises the organisation to capitalise on opportunities that are emergent.

### Examples of danger signs:

- Fails to see commercial implications of actions on own or other departments.
- Restricts thinking to existing sources of revenue thus letting new business opportunities pass by.
- Focuses on limited business drivers neglecting the impact on the overall business.

# THE ART OF LEADERSHIP

The artistic view weaves science with human potential and growth. It is a subjective, first-person perspective, where intrapersonal competencies linked to EQ (emotional intelligence) and AQ (adaptability quotient) are deployed.

## Relevant skills & competencies

- Decision Making
- Emotional Wisdom
- Information Processing
- Innovative thinking
- Option generation
- Resilience

## Example: Decision making

### Examples of well-developed behaviour:

- Solutions and suggestions turn out to be correct and accurately judged over time.
- Sought out by others for advice and solutions.
- Weighs up possibilities that are not necessarily suggested by current rules and guidelines and will focus on the implications for different parts of the business.

### Examples of danger signs:

- Sees facts at face value and draws superficial conclusions.
- Fails to stand firm on decisions, acts as a 'yes-man'.
- Decisions only focus on personal and immediate benefits.

# THE ETHICS OF LEADERSHIP

Ethics guide the organisation and its interactions with its ecosystem through its values which determine the culture. This is an inter-subjectivity and second-person perspective, where leaders need to have interpersonal competencies which are linked to SQ (social intelligence) and CQ (cultural intelligence).

## Relevant skills & competencies

- Transparent Communications
- Inspiring
- Collaboration
- Development of self and others
- Social Responsibility

## Example: Transparent Communications

### Examples of well-developed behaviour:

- Continuously adapts communication style to ensure appropriate and consistent communication throughout the business.
- Builds and maintains strong cohesive teams as a team member and/or team leader through engagement.
- Identifies opportunities to utilise rigorous conversations within the business.

### Examples of danger signs:

- Unapproachable for inputs or feedback from staff.
- Keeps important information from those who need to know.
- Avoids difficult conversations.

# THE SPIRIT OF LEADERSHIP

The spiritual dimension strives for meaning and unity. The focus is overall rather than on parts. This is a collective perspective where leadership competencies create direction which other can follow and believe in and are linked to SQ2 (spiritual intelligence) and in an increased digital world to DQ (digital intelligence).

## Relevant skills & competencies

- Purpose Driven
- Strategic Thinking
- Complexity Thinking
- Brand Building
- Building alliances

## Example: Building Alliances

### Examples of well-developed behaviour:

- Identifies stakeholders who may become influential to the benefit of the business in future.
- Proactively initiates, builds, and maintains relevant internal and external networks so as to leverage off its value adding capacity.
- Actively initiates, maintains, and utilises relevant cross-functional networks.

### Examples of danger signs:

- Sets conflicting cross-functional objectives.
- Sees interaction with other departments and external suppliers / contractors as a win-lose situation.
- Have an “us” vs “them” attitude.





# CONTACT US



Contact us for a diagnostic of your leadership team's XD Leadership Score.



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