

14L - The project and its results

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The workshops and collaborations

W1: Digital Leadership & Communication

- Neurocreativity
- Digital work and communication
- The digital leader
- Your plan

W2: Transformative
Leadership &
Disruptive
Innovation

- Transformative leadership and disruptive innovation
- Ambidexterity and open innovation
- Design of disruptive innovation
- Your plan



Workshop 1

DIGITAL LEADERSHIP AND COMMUNICATION RESULTS











The Digital Leader

Adapt

Listen

Understand

Communicate

 Build group pride Prompt, predictable, and frequent communication · Persuade, engage, or summarize in writing Provide constructive feedback · Signaling roles and responsibilities

- Physical and digital social networks and their unspoken norms
- Technical needs of your employees
- · Challenges and opportunities of digital

Empathize

- suggestions

 Exhibits care and concern over team members

• (Avolio, Kahai, and Dodge, 2000)

References •(Richter and Wagner, 2014) •(Brandle, 2017) •(Zigurs, 2002)

(Goleman, Boyatzis, McKee, 2013) (Goleman and Boyatzis, 2008)
 (Nicolini, Korica, & Ruddle, 2015)



Digital work: Why, what, how?



Why

- · Being an attractive employer
- Reducing cost (e.g. rent, maintenance)
- · Employees demand more flexible working conditions
- · Fostering communication and collaboration
- Fostering remote communication Increasing knowledge exchange and
- transparency Providing home office opportunities
- for employees · Providing place and timeindependent working conditions
- · Supporting open organizational culture

What

- · Collaboration platforms
- · Co-working spaces
- · Digital desktops
- · Document management systems
- · Enterprise social media
- · Feedback systems
- · Innovation platforms
- Meeting planning systems
- Mobile access to emails and calendars
- Mobile devices
- · News apps (mobile)
- · Team Collaboration

Roadshows

Training

 Pilot projects · Digital townhalls

management

• Information campaigns and events

Information campaigns

· Directives and (social) guidelines

Q&A sessions initiated by top

How

- · Top management support
- · Viral rollout
- Mentoring system
- · Incremental rollout strategies

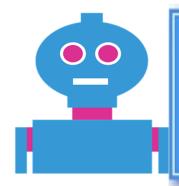






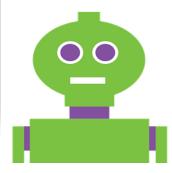


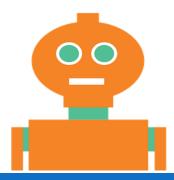
One thing you liked



"The keynote, the framework - actually everything. The workshop was awesome."

"Interaction during the entire day. hearing everybody's challenges and solutions especially on the plan."

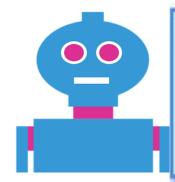




"The great diversity amongst participants and the content which was very suited and meeting expectations."

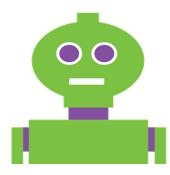


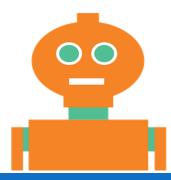
One thing you've learned



"How to improve remote leadership/communication. I have become more aware of my communication as well."

"Focus from top
management is key when
it comes to driving digital
transformation."

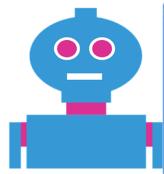




"I learned a really useful **framework** to continue my work with **digital transformation**."



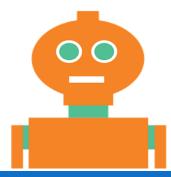
What will you change



"My communication is very hard technically and I give a wealth of explanation (...) so I will work on my kindness factor in my online communication".

"I'm going to ask my boss if I can present this **framework** to my team and what I thought about and hear what they think we should work more on"

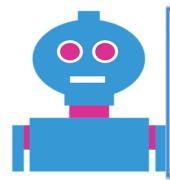




"Going to work on how we **communicate** and **empathize** online. I will make the team in the US feel like this is us, as opposed to how we are now: two different groups"

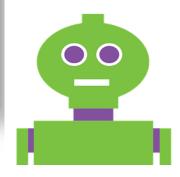


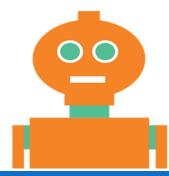
Have they changed?



I moved from having too much saying to give more autonomy; I use "niceties" and I get a different type of interaction; The way I work with people has changed.

"I presented the framework twice to my team and I noticed even more things we could improve on in our communication. And that's because we are behind a support system and customers don't think that there's people behind it, because the system dehumanizes the team behind."

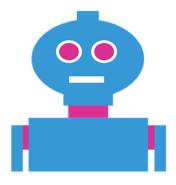




We made it **explicit** to the US team how long it will take us to answer their request and that it is ok to pick up the **phone** sometimes.

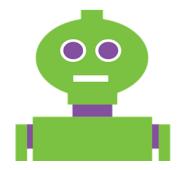


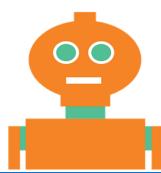
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What we've learned

- Appropriation of new technology
- ➤ Cultural transformation of the organization
- > Implement standards across cultures
- **≻**Governance
- ➤ Privacy and ethics on employees
- ➤ Managing upwards board of directors
- > Remote collaboration and how to efficiently get people to work together
- ➤ Streamlining digital collaboration
- ➤ Human factor is important



RESEARCH SO FAR

PHD RESEARCH PROJECT - DIGITAL LEADERSHIP
RALUCA STANA, PHD FELLOW, IT UNIVERSITY OF COPENHAGEN



Background

- Business Transformation Leading Team
- ➤ Big Data Planning and Implementation
- ➤ Graduate in Digital Innovation and Management





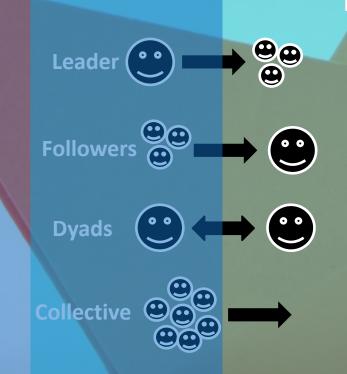
What is Digital Leadership

Digital Leadership is a **process of social influence** that takes place in an **organizational context** where a significant amount of **work and communication is supported by IT**.

Meta perspective (Meso)

The changing nature of leadership as a result of:

- Digitalization
- Business Transformation
- Creating value with IT



Leadership perspectives

Strategic perspective (macro)

- Strategic leadership: transformational/transactional leadership
- Exploration/Exploitation strategies

Individual and relational strategic alignment production of the company of the co



Meta perspective (Meso)

The changing nature of leadership as a result of:

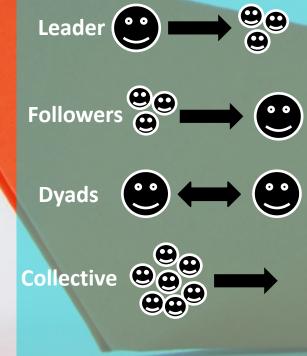
- Digitalization
- **Business Transformation**
- Creating value with IT

Leadership perspectives

Individual perspective (Micro)

Strategic perspective (macro)

- Leadership contingency







Review for future research in digital leadership in Information Systems

Macro		Li et al (2016), Shao et al (2016); Wunderlich and Beck, 2017, 25yer); Wunderlich and Beck (2017); Agarwal et al (2011); Chen et al (2014); Peppard et al (2000).			
Micro		Traits	Behavior	Cognition	Emotions
	Leader	Shao et al (2016); Agarwal et al (2011);	Li et al (2016); Shao et al (2016); Wunderlich and Beck (2017); Agarwal et al (2011); Grover et al (1993); Andriole (2009)	Li et al (2016); Shao et al (2016); Valentine and Stewart (2015); Agarwal et al (2011); Grover et al (1993); Andriole (2009)	
	Followers				Chen et al (2016)
	Dyad				
	Collective				
Meso		Li et al (2016); Valentine and Stewart (2015); Agarwal et al (2011); Wunderlich and Beck (2017b); Chen at al (2014); Grover et al (1993); Andriole (2009); Peppard et al (2000).			



Future collaboration

- One week in an organization to make observations and interviews
- > Interviews
- > Focus groups

CONTACT

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THANK YOU