

# I4L - The project and its results

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# The workshops and collaborations

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## W1: Digital Leadership & Communication

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

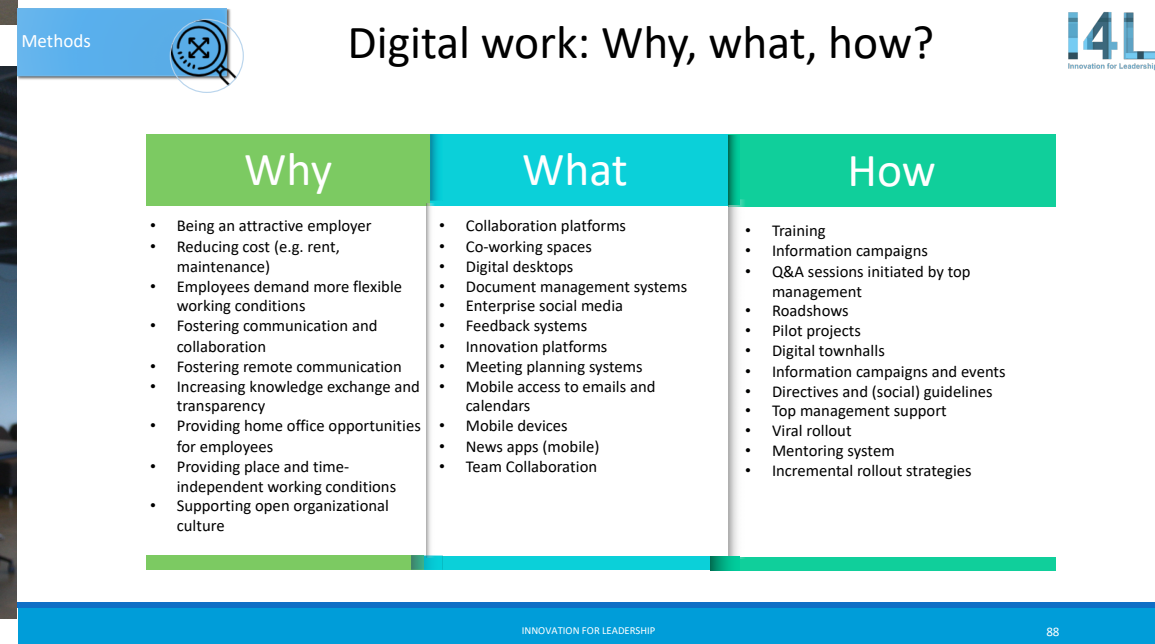
## W2: Transformative Leadership & Disruptive Innovation

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

# Workshop 1

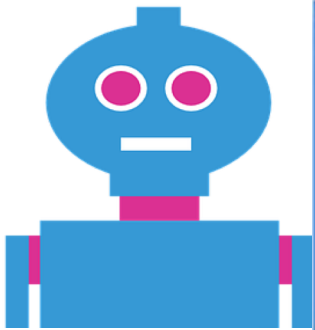
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DIGITAL LEADERSHIP AND COMMUNICATION  
RESULTS



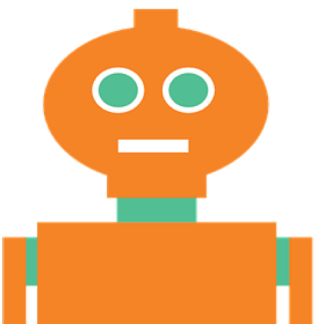
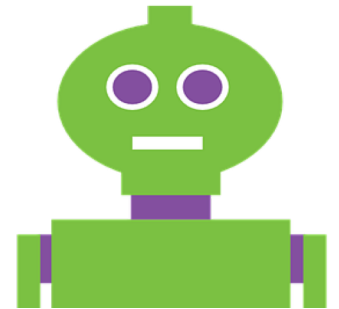


# One thing you liked



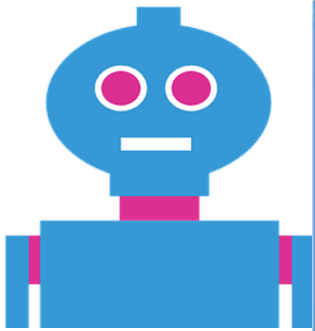
*"The keynote, the **framework** - actually everything. The workshop was awesome."*

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



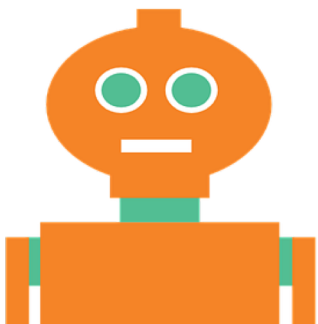
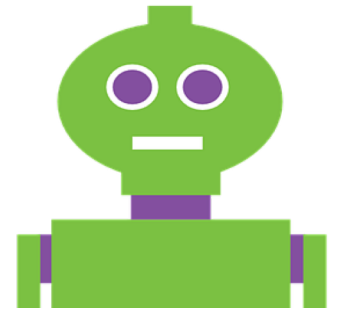
*"The great **diversity** amongst participants and the content which was very suited and meeting **expectations**."*

# One thing you've learned



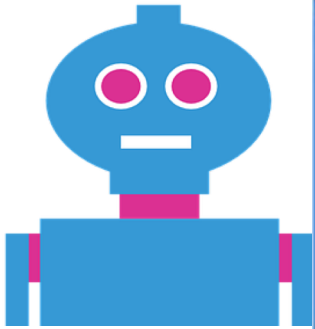
*"How to improve **remote leadership/communication**. I have become more aware of my **communication** as well."*

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



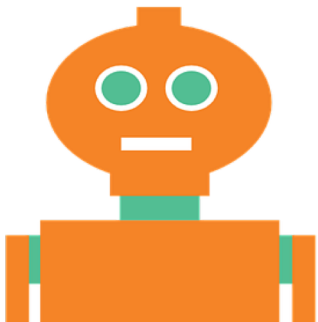
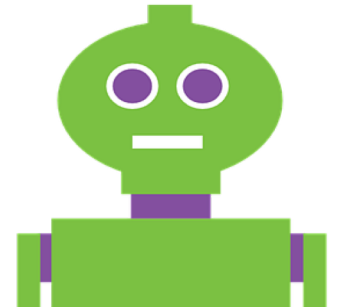
*"I learned a really useful **framework** to continue my work with **digital transformation**."*

# What will you change



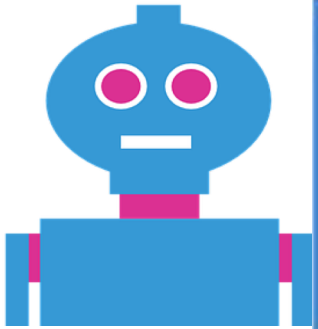
"My **communication** is very hard technically and I give a wealth of explanation (...) so I will work on my kindness factor in my online communication".

"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"



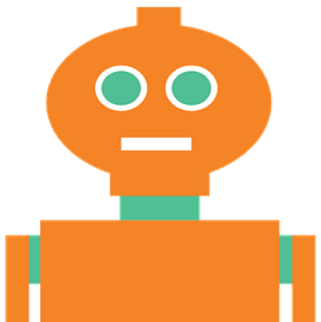
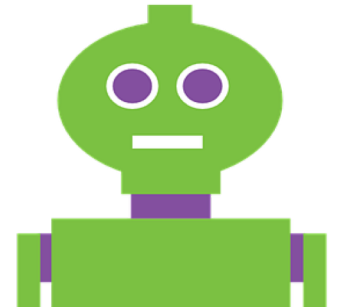
"Going to work on how we **communicate** and **empathize** online. I will make the team in the US feel like this is us, as opposed to how we are now: two different groups"

# 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**.*

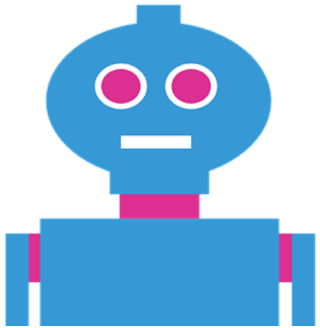
*"I presented the framework twice to my team and I noticed even more things we could improve on in our **communication**. And that's because we are behind a support system and customers don't think that there's **people** behind it, because the system **dehumanizes the team** behind."*



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.

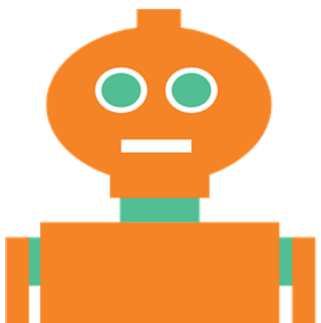
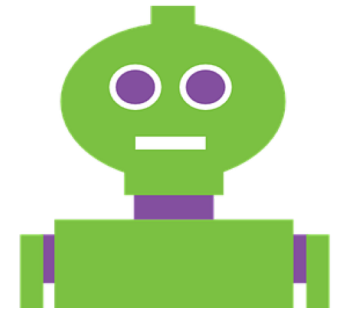
# Have they changed?

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"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.



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# What we've learned

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- 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

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PHD RESEARCH PROJECT - DIGITAL LEADERSHIP

RALUCA STANA, PHD FELLOW, IT UNIVERSITY OF COPENHAGEN

# Background

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



# What is Digital Leadership

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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:

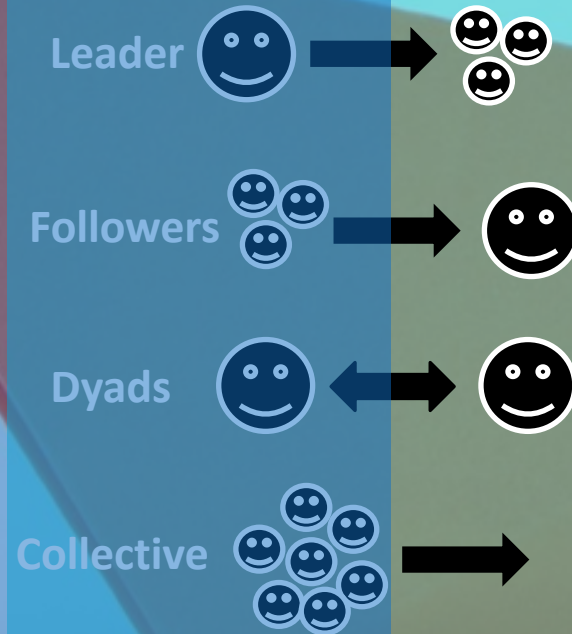
- Digitalization
- Business Transformation
- Creating value with IT

## Leadership perspectives

### Strategic perspective (macro)

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

### Individual and relational perspective (Micro)



Strategic alignment  
Strategic  
Leadership



Traits

DO IT!

Behaviors



Cognition



Emotions



## Meta perspective (Meso)

The changing nature of leadership as a result of:

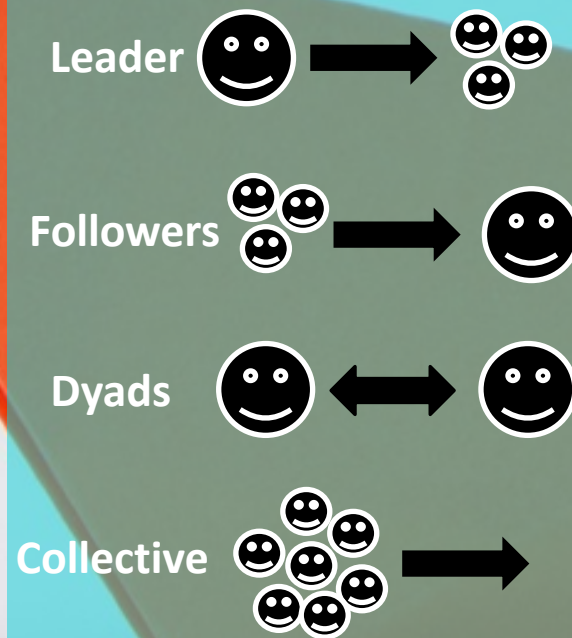
- Digitalization
- Business Transformation
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## Leadership perspectives

## Strategic perspective (macro)

- Strategic leadership
- transformational/transactional leadership
- Exploration/Exploitation strategies
- Strategic alignment
- Strategic competencies
- Leadership contingency

## Individual perspective (Micro)



Traits



Behaviors



Cognition



Emotions

# 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

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

## CONTACT

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THANK YOU