I4L - 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
Communicate
- Build group pride
- Prompt, predictable, and frequent communication
- Persuade, engage, or summarize in writing
- Provide constructive feedback
- Signaling roles and responsibilities

Adapt
- New technology
- Technical uncertainties
- Culture and values of the group or organization
- Performing multiple leadership roles simultaneously
- Building a sense of presence online

Listen
- Read online, absorb information
- Solicit input
- ESN or public town halls and groups
- Personal Knowledge Infrastructure

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

Empathize
- Needs and feelings of (digital) employees
- Sensitive to team members' schedules
- Appreciative of team members' opinions and suggestions
- Exhibits care and concern over team members' problems
- Cultural awareness

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 time-independent 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

How
- Training
- Information campaigns
- Q&A sessions initiated by top management
- Roadshows
- Pilot projects
- Digital townhalls
- Information campaigns and events
- Directives and (social) guidelines
- Top management support
- Viral rollout
- Mentoring system
- Incremental rollout strategies

Methods
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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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.
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.
Strategic perspective (Macro)
- Strategic leadership: transformational/transactional leadership
- Exploration/Exploitation strategies
- Strategic alignment
- Strategic competencies
- Leadership contingency
- Behaviors
- Cognition
- Emotions
- Meta perspective (Meso)
- The changing nature of leadership as a result of:
  - Digitalization
  - Business Transformation
  - Creating value with IT
- Individual and relational perspective (Micro)
  - Leader
  - Followers
  - Dyads
  - Collective
- Leadership perspectives
  - Traits
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
  - Strategic alignment
  - Strategic competencies
  - Leadership contingency

- Individual perspective (Micro)
  - Leader
  - Followers
  - Dyads
  - Collective

- Meta perspective (Meso)

- Traits
- Behaviors
- Cognition
- Emotions
Review for future research in digital leadership in Information Systems

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Future collaboration

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

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THANK YOU