

SUMMARY OF THE LITERATURE REVIEW

A brief overview of the literature review's method and results.

The Erasmus+ project DIGIGEN focuses on designing an up-skilling programme for guidance professionals. Guidance professionals (career counsellors and HR practitioners) are to be qualified in creating their counselling approach to support women in planning their entry, entering, and remaining in management positions by making use of the digital transformation. Three summarising literature reviews in Hungary, Germany and the Netherlands collected transnational data to provide an overview of this topic.

METHOD

Data were collected regarding the following aspects: changes in leadership due to digitalisation, laws/programs to promote female leadership, digital competencies for leaders, qualification measures to learn digital skills, and counselling approaches for digital female leaders.

The review was generally orientated toward the structured literature review approach of Massaro/Dumay/Guthrie (2016). Databases such as EBSCO, ScienceDirect & Emerald were used for the scientific background with standardised search strings. For the practical background, search engines and websites of non-profit, European and state-owned initiatives were looked upon.

RESULTS

In a brief summary of those literature reviews, the following results were found:

- **Changes in leadership due to digitalisation:** There are changes in leadership due to digitalisation. More female-associated competencies and new forms of leadership might be a chance for female leadership. Change, such as the increasingly prominent home office, is seen both ways. On the one hand, it creates more flexibility and compatibility to combine private and occupational demands. On the other hand, research shows that home office reinforces the traditional division of care work.
- **Laws/programs to promote female leadership:** There are laws and programmes to support female leadership. Such laws mainly focus on large companies and create a quota for female leadership. Improvements in the proportion of women in management positions can be observed, but so far, the leadership gap has continued.

Massaro, M., Dumay, J. and Guthrie, J. (2016), "On the shoulders of giants: undertaking a structured literature review in accounting", *Accounting, Auditing & Accountability Journal*, Vol. 29 No. 5, pp. 767-801. <https://doi.org/10.1108/AAAJ-01-2015-1939>.

- **Digital competencies for leaders:** There are many different concepts and approaches to differentiate digital competencies. Mutual to all, they identify a wide range of social and communicative competencies necessary for digital leadership. However, all authors also state that besides those "soft skills", concrete technical know-how is needed. Digital leaders, therefore, need tool-specific skills, contextual competencies and core competencies.
- **Qualification measures to learn digital skills:** There are measures to support acquiring digital skills. Those measures primarily focus on the technical know-how and barely on digital competencies. Digital competencies in the context of leadership also come short. Lastly, those measures are mainly gender non-specific.
- **Counselling approaches for digital female leaders:** To the author's knowledge, no specific counselling approaches combine the abovementioned aspects.

After comparing the literature review of Germany, Hungary and the Netherlands, many overlaps surfaced. In conclusion, no substantial difference between Germany, Hungary, and the Netherlands could be found.

CONCLUSION

Women still need a lot of support in the labour market to reach the same level as men, particularly in management positions. The EU and the national governments address this deficit in many laws and regulations, but there remains a long way to go until absolute equality. The literature review gave insight into the chances that digitalisation might offer for women in general but also for women planning to enter, entering, or remaining in management positions. The basic takeaways for designing the up-skilling programme for guidance professionals are:

- Digitalisation requires new competencies, which an up-skilling programme for guidance professionals should address so these competencies can be coached during counselling.
- Those competencies are of primarily social and emotional, as well as technical nature and mainly serve women as they are connotated as more female.
- Working digitally might help women better balance their personal and professional lives. At last, due to the increasing awareness of men doing care work due to digital opportunities.
- Appropriate and specific counselling can positively influence unfavourable personal attitudes, rigid structures, and a lack of appropriate education.