

FEMALE LEADERS WITH DIGITAL COMPETENCIES

Topic 1

DIGI
GEN



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LEADERSHIP THEORY

overview and outlook on theory

- Traditional leadership theories
- New forms of leadership
- Digital Leadership Competencies

“Virtually all definitions of leadership share the view that leadership involves the process of influence. One thing that all leaders have in common is one or more followers. If no one is following, one cannot be leading.”

Vroom & Jago (2007)

TRADITIONAL LEADERSHIP THEORIES

Classification (Jago)

	Universal Leadership	Contingent Leadership
Leader Traits	<p>Universal Leader Traits</p> <p><i>“What are the traits of a succeeding leader?”</i></p>	<p>Contingent Leader Traits</p> <p><i>“How does a leader change the situation to be successful?”</i></p>
Leader Behaviour	<p>Universal Leader Behaviour</p> <p><i>“What is the behaviour of a succeeding leader?”</i></p>	<p>Contingent Leader Behaviour</p> <p><i>“How does a leader adapt to the situation to be successful?”</i></p>

Universal Leader Traits

*Leaders have universal,
innate, and non-learnable
characteristics/traits*

→ Great Man Theory, Big-Five model, intelligence, sex, ...

Traits Theory

Trait	Correlation with leadership		Ø
	Highest value	Lowest Value	
Intelligence	.90	-.14	.26
School performance	.39	-.27	.16
Age	.71	-.32	.32
Body height	.71	-.13	.35
Body weight	.52	-.04	.26
Sociability	.98	.10	.50
Popularity	.82	.23	.60

→ Trait research from early leadership research cannot predict leadership success

Universal Leader Behaviour

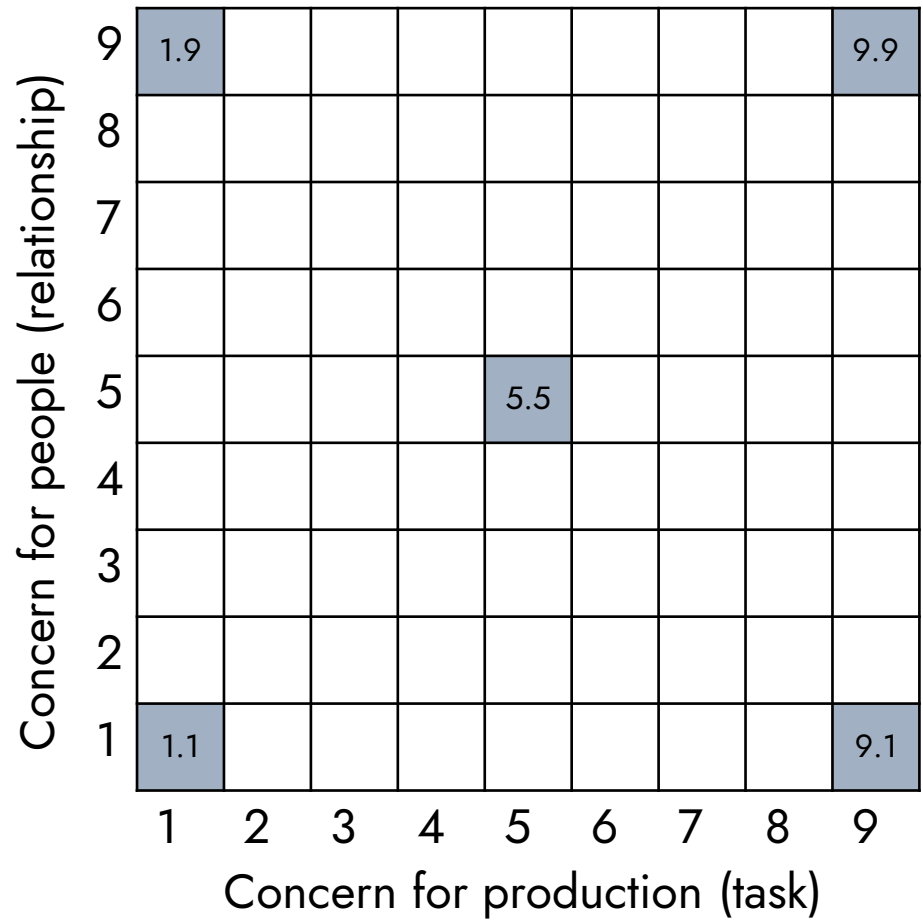
*Leaders have a universal,
observable and learnable
repertoire of behaviours*

→ Ohio-State-Study/Iowa-Study, transactional/transformational leadership, charismatic leadership

GRID-Model (Blake/Mouton)



Blake & Mouton (1964)



Decrease in Effectiveness ↓

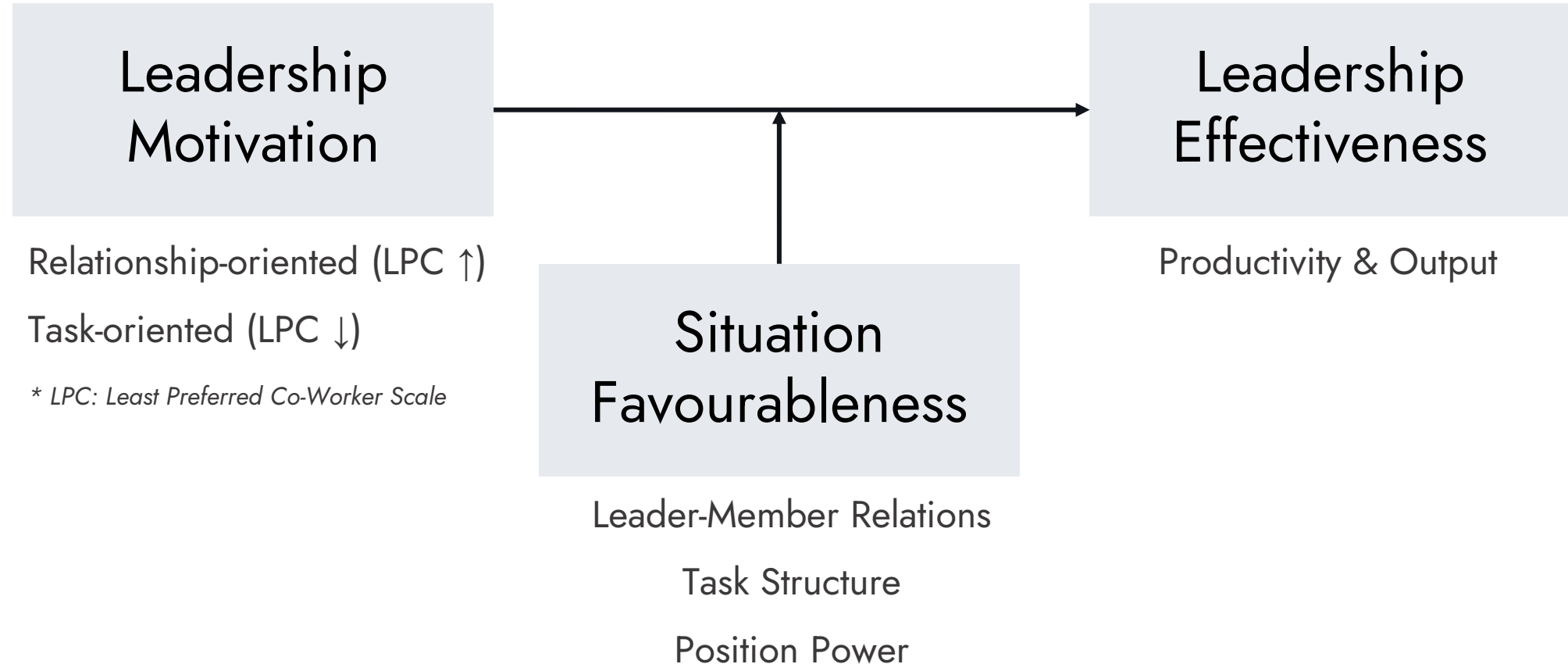
- 9.9 „Participative Leadership & Management“
- 5.5 „Compromising Style“
- 1.9 „Country-Club Management“
- 9.1 „Authority-Obedience Style“
- 1.1 „Impoverished Style“

Contingent Leader Traits

*Leaders have innate traits,
effective in certain
conditions/situations*

→ Contingency Model of Leadership Effectiveness (Fiedler)


Fiedler's Contingency Model (I)



Fiedler's Contingency Model (II)

Fiedler (1965) & Jago (1982)

Decreasing Situational Favourableness



		Favourable				Unfavourable			
		Good				Poor			
Situation		High		Low		High		Low	
Position Power		Strong	Weak	Strong	Weak	Strong	Weak	Strong	Weak
Person	Relationship-oriented	X	X	X	Match	Match	?	?	X
	Task-oriented	Match	Match	Match	X	X	?	?	Match

→ Leaders perform best when person and situation match

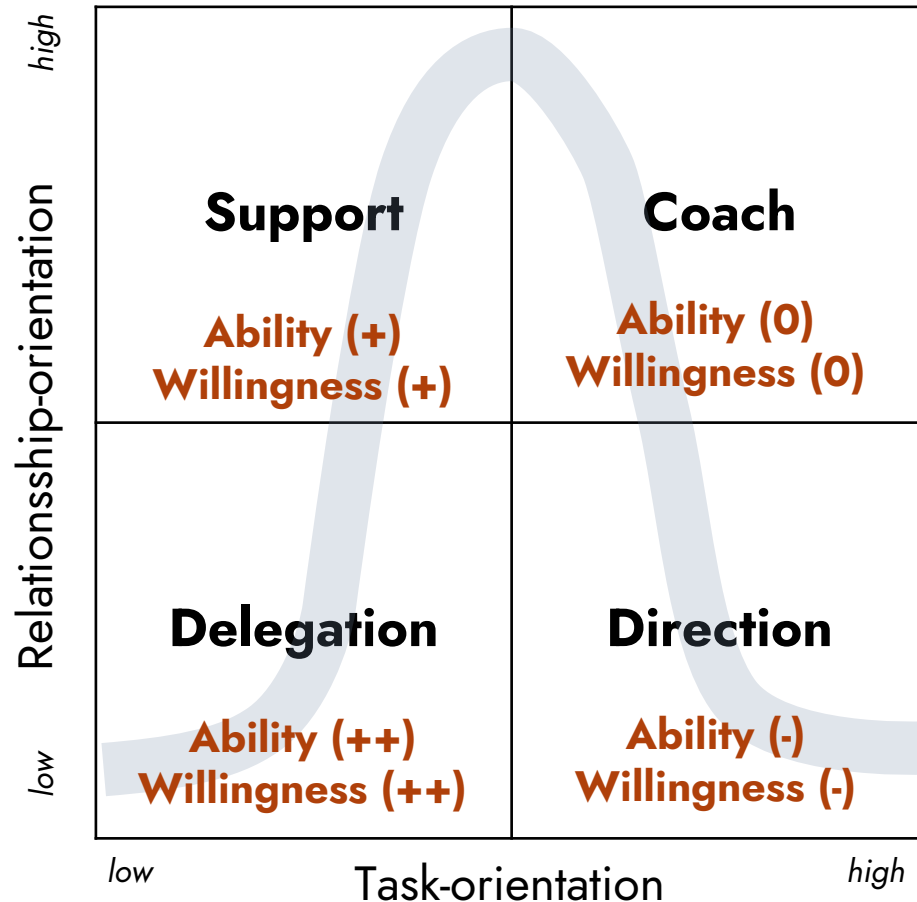
Contingent Leader Behaviour

Leaders have a repertoire of behaviours, adaptable to certain conditions/situations

→ Path-Goal Theory, Leader Member-Exchange Theory, Situational Leadership

Situational Leadership (Hersey/Blanchard)

Hersey & Blanchard (1977) & Holtbrügge (2012)



Performance readiness of followers (situation)

Psychological readiness (willingness)

Factual readiness (ability)

Leadership style (behaviour)

Task-oriented

Relationship-oriented

→ Leaders perform best when they adapt their leadership style to the performance readiness of each follower



**NEW
FORMS OF
LEADERSHIP**

Groupwork

- **Group 1:** Positive Leadership – PERMA-Lead Concept
- **Group 2:** Digital Leadership – VOPA+ Model
- **Group 3:** Leader-Member-Exchange Theory
- **Group 4:** Symbolic Leadership
- **Group 5:** Servant Leadership

YOUR TASK

Research your topic & present the leadership style

What constitutes the leadership style?

Where does the leadership style tie into traditional leadership theories?

Where does the leadership style differentiate itself from traditional leadership theories?

How does this leadership style fit into a digital context (opportunities/challenges)?

How is this leadership style to be classified in the context of female leadership (opportunities/challenges)?



**DIGITAL
LEADERSHIP
COMPETENCIES**

Digital Leadership I

DIGITAL LEADERSHIP

- Understanding digital technology
- Creating value and achieving business goals

DIGITAL LEADER

- Strategic use of the company's digital assets and technology
- Using the latest technological developments to foster digital transformation

Digital Leadership II



“digital leaders achieve earnings growth that is **1.8 times higher** than that of digital laggards—and more than **double the growth** in total enterprise value.”

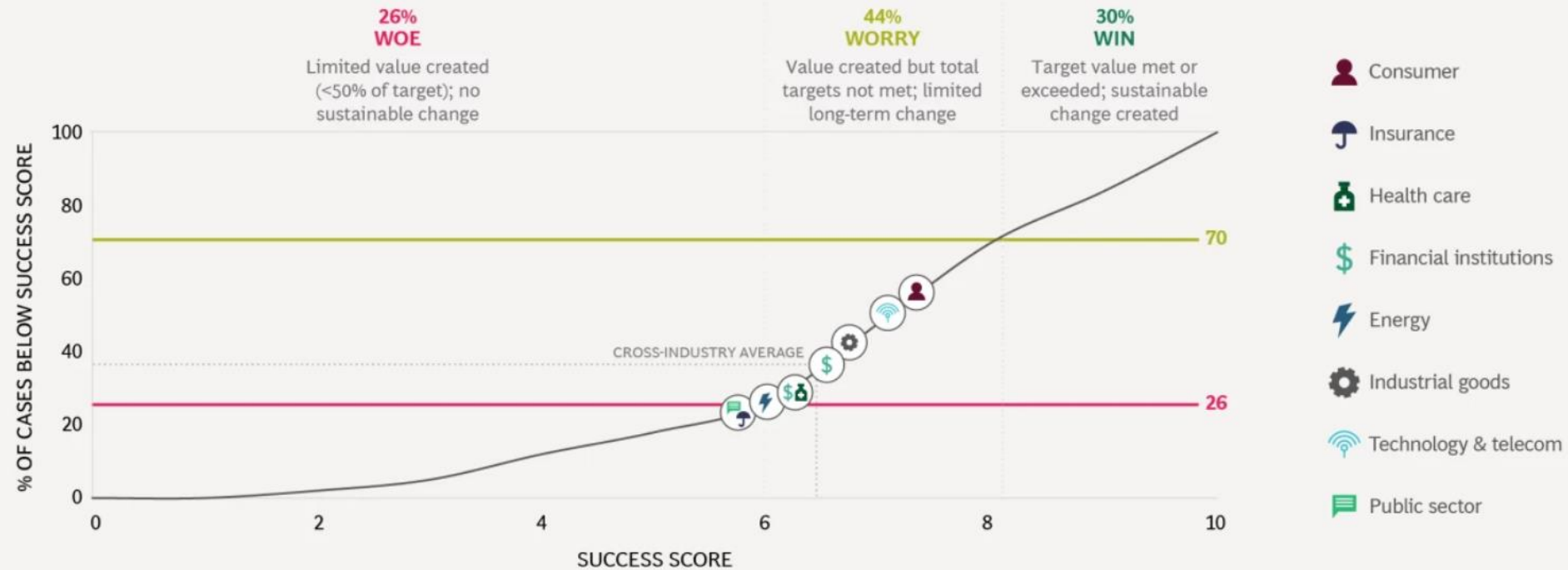
[bcg.com](https://www.bcg.com) (2021)

Digital Leadership III



[bcg.com](https://www.bcg.com) (2021)

Sectors vary in their odds for digital transformation success



Sources: Global DSR 2020 study; BCG analysis.

Note: Total data points n = 980. Discrepancy from original publication (n = 895) due to some double counting (e.g., health insurance payers are included in both the health care and insurance sectors) and balancing sector representation. Success score is calculated based on the % of targets and value met, whether targets were met on time, success compared with aspirations, and success relative to other transformations.

Digital leadership competencies are the knowledge, skills, personal characteristics, self-concept, traits, and motives necessary to successfully and effectively lead organisations.

Ngayo Fotso (2021)

Leadership Competencies

A Perspective of Time – Leadership competencies for traditional leadership

Adaptability/Flexibility

Transformational Ability

Social Skills

Human Orientation

Organisational Skills

Values *hard-working/results-driven/trustworthy*

Cognitive Skills *conceptual ability/intelligence*

Self-awareness *stress-resistant/confident/ purpose-driven*

Communication Skills *oral interaction*

Leadership Competencies

A Perspective of Time – Leadership competencies for emerged leadership

- + Sharing Leadership
- + Handle Complexity
 - + Knowledge
- + Global Leadership

Values + *curious/authentic/optimistic/moral*

Cognitive Skills + *creative/critical/analytical/synthesise/strategic/entrepreneurial*

Self-awareness + *self-regulation/self-reflection*

Transformational Ability + *implementation ability*

Communication Skills + *indirect interaction*

Leadership Competencies

A Perspective of Time – Leadership competencies for 21st century leadership

- + Collaboration
- + Customer-Centric Skills
- + **Digital Competence**
- + Financialisation Competence
- + Sustainability Competence
- + Crisis Management Competence
- Knowledge + *cross-functional competence*

Groupwork

Digital Competencies

- **Group 1:** "[DigiComp 2.2](#)" by European Commission (2022)
- **Group 2:** "[Building digital capabilities framework](#)" by JISC (2022)
- **Group 3:** "[21st-century digital skills](#)" by van Laar et al. (2017)

Digital Leadership Competencies

- **Group 4:** "[Key leadership competencies for digital transformation](#)" by Philip et al. (2023)
- **Group 5:** "[Leadership competencies for digital transformation](#)" by Gilli et al. (2022)

YOUR TASK

Read the concept/text & present your competence framework

Which group (branch, job, position, ...) does the competence framework address?

Where does this competence framework come from/which people's view does it reflect?

What are digital (leadership) competencies from the authors' point of view?

How is the competence framework structured?

How is the competence framework tied to female digital leadership?



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