**Core Leadership Competencies in a Digital Era**

SR 953-12, Research for 21st Century

Omega Graduate School

July 20, 2023

Dr. David Ward

60 Day Assignment

***60 Day – Developmental Readings***

Begin work on 120-day Research for 21st Century Paper (see below)

**1. Structure (Paper Evaluation includes the following structure below).**

• Download the “OGS APA Course Assignments Template 7th Ed 2021”  template from the **General Helps** folder in the AA-101 The Gathering Place  Course on DIAL. Using the template, create the following pages.

• Title Page (Not included in page count).

• Copy and paste the assignment instructions from the syllabus starting on a  new page after the title page, adhering to APA 7th edition style (APA 7

Workshop, Formatting, and Style Guide, APA 7 Quick Guide).

• Start the introduction on a new page after the copied assignment instructions.

2. In preparation for your 120-day assignment, choose a scholarly topic of interest. Type the topic on the title line on the cover page *and* the first page of the paper. Explain your reasoning for choosing the topic in the introduction section (after the title and *before* the first Level 1 heading) of the paper. Use your best *academic* voice, correct sentence structure, tense, and punctuation.

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3. Develop a list of search terms and phrases that pertain to the subject chosen and include these immediately following the first Level 1 heading. Give the list a name and use the name as the Level 1 heading (use the heading styles in the template and the APA 7 Manual or Guide provided in the hyperlinks in this syllabus). Present the list in a complete sentence or a bulleted list with an opener (e.g., *Search terms related to the topic of this paper are as follows:*). Use correct punctuation.

4. Locate a minimum of two books (minimum of one published in the last five years) relevant to your chosen topic and develop an APA reference for each book. Insert the properly formatted references in the Works Cited section of the paper.

5. Locate five primary research journal articles relevant to your chosen topic; four articles must be **less than five years old**. Develop a reference for each journal article and insert the references into the Works Cited section. Put your references in alphabetical order.

6. Remove the *sample* references from the Works Cited page. Update with your Works Cited.

7. Document all sources in APA style, 7th edition (APA 7 Reference Example, APA 7  Quick Guide) for in-text citations and Work Cited. Include page numbers.

8. Include a separate **Works Cited** page, formatted according to APA style, 7th edition (not included in page count).

9. Submit through **DIAL** to the professor.

**Core Leadership Competencies in a Digital Era**

**Introduction**

The world has always been in a state of change and transformation. Although some scholars argue that the fundamentals of leadership do not seem to change significantly (Kane, Phillips, Copulsky, and Adrus, 2019), several scholars assert that the digital technology has revolutionized the way a given organization functions by presenting massive opportunities and challenges to leadership of our time (Sukalova, 2022).

The period from the 2000s until now is commonly referred to as the fourth industrial revolution, which concerns the integration and fusion of physical, digital, and biological technologies within the framework of Industry 4.0 (Stärk, 2022). Apparently, this integration is bringing unpresented changes in the political, economic, and social fabric and changes the work itself and the way we work (Kiesow, 2021). Nowacka & Rzemieniak (2021) further emphasize that on top of digitalization, globalization, demographic change, and environmental crises are making the workplace in particular and the world in general volatile, uncertain, complex, and ambiguous. This new normal, therefore, has made existing managerial models and practices obsolete by triggering disruption where organizations must embrace these changes and try to keep up with the fluctuations.

Some scholars highlight that the most striking difference between the changes seen in the past and that of today is the sheer speed and extent of the changes taking place (Karakose, Kocabas, Yirci, Papadakis, Ozdemir, & Demirkol, 2022). Increasing use of new technologies in organizations influences the required competencies, interpersonal expectations, and self-awareness of leaders and the workforce, as well as the way that work is carried out and structured (Young, Leslie, Balakrishnan, & Winn (2021).

Nowacka & Rzemieniak (2021) classify the impacts of the digital change process into the four following categories. These are; organization and structure, strategy and vision, technology and systems, and culture and collaboration. It further asserts that these four categories are strongly influenced by the uncertain, complex, and multidimensional factors mentioned previously. In short, the technology-led global change is testing the ability of leaders and the effectiveness of leadership altogether. In general, the old way of achieving organizational success through traditional leadership actions has become outmoded.

The digital technology and its effects have become unavoidable context to be dealt with, for leaders of any organizations anywhere in the world. For this reason, leaders must be adaptive and learners of needed sets of skills to effectively navigate through the digital world. Kane, Palmer, Phillips, Kiron, & Buckley (2022) argue that the inevitable digitalization of workplaces in the present era, has caused a paradigm shift, along with new innovative business models and business behaviors, which has required leaders to possess certain digital skills for sustainable corporate performance.

As Sukalova (2022), puts it the ever-changing situation and rapidly changing requirements put leaders in a position where it is difficult to determine a concept or standard of preparation. As Manzoor (2023) asserts, thus, leaders need to continuously tailor their capacity and commitment to effectively deal with change as a result of digital technologies, which will continue to interrupt the statuesque.

To this effect, this paper seeks to briefly examine global digital context, its implication to organizations and organizational leadership, and study the set of core leadership competencies to lead organizations into the future. Especially, in a country of Ethiopia, leading organizations effectively in a rather competitive advanced world is becoming very challenging. The study, therefore, seeks to examine proven global practices concerning set of core leadership competencies during digital era that would help organizational leaders cope up with the unprecedented changes.

The very reason I chose this topic is that the digital world is imposing continuum of unprecedented changes on organizations, demanding organizational leaders to continuously craft and implement creative solutions. The study is, therefore, hopped to explore what organizational leaders may need to do in developing core set of competencies to remain agile and effective in increasingly complexity of change.

**Search terms related to the topic of this paper are as follows:**

# Leadership, Digital era leadership, and Leadership core competencies.

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