120 Day Assignment: Summary of Resources

SR 953-12, Research for 21st Century

Lemma Degefa

Omega Graduate School

August 15, 2023

Dr. David Ward

***120 Day – Essay Draft: Summary of Resources***

Continuation of the SR953 Research for 21st Century paper that you began for your 60-day assignment.

1. **Write a summary for each of your resources** (see 60-day assignment instructions, #5, and #6 for specifications). Use a Level 1 heading at the beginning of each summary. Level 2 and Level 3 headings are optional.

a. Include the following for each book from the 60-day assignment (A minimum of **two books** (minimum of one published in the **last five years)** relevant to your chosen topic.)

• a short biography of the author and his or her credentials, and

• your assessment of each book’s (a) readability, (b) presentation of the subject, and (c) relevance to your chosen topic.

b. Include the following for each journal article from the 60-day assignment (A minimum of **five primary research** journal articles relevant to your chosen topic; four articles must be **less than five years old**.)

• the title, year, and author(s) of the research;

• the basic categories in the literature review section;

• a brief description of the research type and methods;

• a brief description of the population being studied and how the

participants were selected for the research; and

• a brief description of the findings and conclusions.

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

a. 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.

b. Title Page (not included in page count).

c. 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).

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

e. Document all sources, including citations in APA style, 7th edition (APA 7  Reference Example, APA 7 Quick Guide)

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

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3. Submit the completed paper to **DIAL**.

# Summary of Book-1

Ahmad Manzoor (2023). *Leadership in digital era: Navigate change and drive innovation.* Pakistan Blockchain Institute and Technologies. https://leanpub.com/lde

**Title:** Leadership in digital era: Navigate change and drive innovation

**Year**: 2023

**Author**

Ahmad Manzoor was Professor at Hajvery University in Pakistan (1999-2003). At this junction he is a technologist, futurist, tech influencer, tech mento, thought leader, researcher and author. The author is Founder & CEO of Pakistan Blockchain Institute, AnZ Technologies & Pakistan Smart Contract Academy, and member of KPK advisory board for digital currency, token economy and crypto-economics eco-system  
**Assessment of the Book**

The book is available on various online platforms. The synopsis of the book is made available on LinkedIn and Twitter. Some scholars have written their assessment, which increased the availability of the book. The book presents the subject matter taking the very recent context into consideration. It discusses how digital technology has transformed the way people live and work. According to this source the digital technology encompasses key platforms such as social media and artificial intelligence. It discusses how such forces reshaped how we communicate, consume information, and make decisions.

The book is highly relevant to my study since it emphasizes the high relevance to leadership during this digital era. It gives hope that leadership can play key role in the digital era by facilitating change through innovation for organizations to stay competitive in a rapidly evolving landscape.

# Summary of Book-2

Jemma Roedel (2021). *She thinks like a boss: Leadership, 9 essential skills for new female leaders in business and the workplace*. https://www.amazon.com/She-Thinks-Like-Boss-Effectively/dp/B095DBDMKC

**Title:** **She thinks like a boss: Leadership, 9 essential skills for new female leaders in business and the workplace,**

**Year**: 2021

**Author**

Jemma Roedel is a highly acclaimed Amazon bestseller author and successful entrepreneur based in the UK. Her remarkable journey centers around empowering women and fostering their self-confidence. Her book, "She Thinks Like a Boss: Leadership," resonates deeply with female readers, offering a fresh perspective on leadership and inspiring them to embrace their strengths and achieve success in all aspects of their lives. She has authored children’s books with the intention to instill a business-savvy mindset in young minds, encouraging creativity, ambition, and self-assurance. She is a dynamic entrepreneur who manages two flourishing companies. Through her books, speaking engagements, and mentorship programs, she actively breaks down barriers and encourages women to chart their own paths to success.

**Assessment of the Book**

The book is available on various online platforms. The synopsis of the book is made available on LinkedIn and Twitter. Some scholars have written their assessment, which increased the value and accessibility of the book. The book discusses leadership in light of female leaders.

The book is highly relevant to my study since it emphasizes the capacities that female leaders in particular and leaders in general need to possess to be effective in leadership. Emphatically, it describes unique leadership qualities of women leaders at this moment in time. Since my study focuses on leadership core competencies during digital era, the book adds unique value to my study, concerning the unique capabilities of female leaders in handling diverse workplace challenges.

The book also discusses seven learned skills and eleven inborn qualities that leaders need to lead toward success. The outstanding quality of the book is that it unveils how the ordinary attributes of females accomplish extraordinary achievements in leadership. According to the author, most of these attributes can be learned through experience, coaching, and mentoring engagements.

# Summary of Journal Article-1

Kane, G.C.; Palmer, D.; Nguyen Phillips, A.; Kiron, D.; Buckley (2022). Strategy, not technology, drives digital transformation. *MIT Sloan Management Review.*

**Title**: Strategy, Not Technology, Drives Digital Transformation

**Year:** 2022

**Authors**

* **Gerald C. Kane** is the MIT Sloan Management Review guest editor for the Digital Transformation Strategy Initiative.
* **Doug Palmer** is a principal in the Digital Business and Strategy practice of Deloitte Digital.
* **Anh Nguyen Phillips** is a senior manager within Deloitte Services LP, where she leads strategic thought leadership initiatives.
* **David Kiron** is the executive editor of the Big Ideas Initiatives at MIT Sloan Management Review, which brings ideas from the world of thinkers to the executives and managers who use them.
* **Natasha Buckley** is a senior manager within Deloitte Services LP, where she researches emerging topics in the business technology market.

**Basic Categories in the Literature Review**

The literature review section analyzed various scholarly views on the continuum of industries from industry-one to industry-four, digitalization strategies, digital maturity, and leadership skills to ensure digital maturity. The review part largely addressed the features of digitalization and key leadership capabilities within the context of industry-four. As sources from the reviews indicated, digital leadership is a new leadership style associated with the current industry. The first three industrial revolutions consisted of mechanical production, electricity, and information technologies respectively had served as a precursor for digitalized era and its leadership. The fourth industrial revolution, which has seen new business models created, relates to the introduction of the internet of things into production, as well as advanced communication between humans and devises. The development of the fourth industry introduced new style of production resulting in digital leadership. In short, the review of literature has accentuated that digitalization has changed the way many organizations operate.

**Research Type and Method**

The study was primarily conducted to assess the challenges and opportunities associated with the use of social and digital business. The research type is qualitative study in the field of social science with emphasis on social and digital business. To this end, the study team conducted annual survey of more than 4,800 business executives, managers and analysts from organizations around the world. The survey captured insights from individuals in 129 countries and 27 industries and involved organizations of various sizes.

**Population and Sampling**

The sample was drawn from a number of sources, including MIT alumni, MIT Sloan Management Review subscribers, Deloitte Dbriefs webcast subscribers and other interested parties. The researchers also conducted interview with business executives from a number of industries, as well as technology vendors, to understand the practical issues facing organizations today. Their insights contributed to a richer understanding of the data. Surveys in the three previous years were conducted with a focus on. This year’s study has expanded to include digital business.

**Findings and Conclusions**

The key findings include the fact that digital **strategy drives digital maturity. Moreover, maturing digital organizations build skills to realize the strategy. In correspondence to this, employees exhibit affinity toward a digital leader. A matter of fact, taking risks becomes a cultural norm and the digital agenda must be led by executive digital leaders. According to this study, t**he most important factor that enables such technological transformation or change within an organization is the vision of its leaders regarding digitalization. **The study also discovered that** the ability to digitally sustain businesses is determined by a clear digital strategy supported by leaders who foster a culture able to change and invent. Leadership during the era of digital transformation involves risk taking as a cultural norm.

In its conclusion, the study stated that maturing digital businesses are focused on integrating digital technologies, such as social, mobile, analytics and cloud, in transforming themselves. However, less-mature digital businesses are focused on solving routine business problems with individual digital technologies.

# Summary of Journal Article-2

Kane, G. C., Phillips, A. N., Copulsky, J., & Andrus, G. (2019). How digital leadership is (n't) different. *MIT Sloan Management Review*, *60*(3), 34-39

**Title**: How digital leadership is(n't) different: Leaders must blend traditional and new skills to effectively guide their organizations into the future

**Year**: 2019

**Author**s: Gerald C. Kane, Anh Nguyen Phillips, [Jonathan R Copulsky](https://www.scholars.northwestern.edu/en/persons/jonathan-r-copulsky), Garth Andrus

**Category in Literature Review**

Among others, the literature review section of the article involved two elements. First, it assessed both the longstanding traditional leadership skills and the new sets of skills as a result of digitalization. In that regard, the study highlighted that certain traditional leadership skills remain relevant while the digital disruption requires new set of skills. Second, the review explored available scientific models that can be used to present and analyze literature data concerning leadership skills over extended period of time. Assorted models and tools were administered to gather, present, interpret and analyze data from various sources.

**Research Type and Method**

They used qualitative and quantitative techniques to develop and present evidence of a managerial competencies scale, applying a cross-sectional survey design. They finally collected data digitally from sample primary sources using questionnaire as a means. The research administered a Content Validity Index, where 63 management competencies resulting from the literature review were submitted to the preparatory stages of semantic and theoretical evaluation by judges and pre-test. The study also evaluated the theoretical dimension through exploratory factor analysis method by distributing structured questionnaire to sample respondents.

**Population and Sampling**

The population for the study was state level managers of public organizations in Brazil. The sample respondents were 447 managers and non-managers that belong to different public companies that works at the state level, engaged in technical assistance and rural extension. The sample respondents were determined based on a scholarly recommendation, which establish a minimum sample of 200 subjects and at least five respondents per item of the instrument.

**Findings and Conclusions**

Although the digital technology is revolutionizing the work environment, core leadership skills seem to remain relevant. Yet, those traditional skills must be customized to the digital world. In the digital context, potential for conflict arises from the age structure of the workforce. In many cases, younger employees are more familiar with digital technologies than their older colleagues. In a context where older employees work with younger employees, the variation of technology knowledge and preferences can lead to conflicts. Therefore, organizational leaders should be able to identify such a divergence at an early stage and avoid escalation. In short, leaders need to be aware that social and digital technologies change the nature of work, which necessitates ongoing adaption.

The research finally concluded that despite the changing work environment as a result of digitalization, the fundamentals of leadership do not seem to change significantly. Yet, the particular demands of digital disruption call for certain new skills as well.

# Summary of Journal Article-3

Karakose, T., Kocabas, I., Yirci, R., Papadakis, S., Ozdemir, T. Y., & Demirkol, M. (2022). The development and evolution of digital leadership: A bibliometric mapping approach-based study. *Sustainability*, *14*(23), 16171. https://doi.org/10.3390/su142316171

**Title:** The Development and Evolution of Digital Leadership: A Bibliometric Mapping Approach-Based Study.

**Year**: 2022

**Authors**

* Turgut Karakose: Professor Faculty of Education, Kutahya Dumlupinar University, Kutahya 43100, Turkey
* Ibrahim Kocabas: Faculty of Education, Fatih Sultan Mehmet Vakıf University, Istanbul, Turkey
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* Murat Demirkol: Correspondence: stpapadakis@uoc.gr

**Category in Literature Review**

The literature review served to pinpoint key themes of leadership in digital era by identifying and examining influential authors and journal articles between 1983 and 2021. It reviewed the various descriptions given to a digital era and leadership in digital world. It assessed the triggering role of technology and how that shaped the research topics. It further explored the Covid-19 as a context, which facilitated virtual team and virtual leadership resulting in model work life presenting challenge and opportunity to leadership.

The review also explored the role of leadership in the digital era. According to various sources, leadership plays relevant role in digital era through the selection, equipping, training, and influencing personnel. Leaders can use the digital technology as a means to envision and drive change and improve the life of organizational workers.

**Research Type and Method**

The study sought to assess leadership during digital era by examining relevant journal articles. To this effect, the study combined bibliometric performance analysis and science mapping methods to determine the design of the research on digital leadership. The researchers used several compatible statistical software to analyze the bibliometric performance. The combined use of software analysis method enabled the researches to incorporate modules to carry out all the steps of the science mapping, present a duplicating module, build large variety of bibliometric networks, and use various visualization techniques. The assorted research techniques have enabled the researchers to longitudinally analyze and discover the conceptual and intellectual evolution of a research field across time periods. The procedure for data search and extraction was reported according to PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). After the data was extracted and analyzed. Then, conclusions were made based on the findings.

**Population and Sampling**

The study involved journal articles on digital leadership that were published between 1983 and 2021. Out of the three hundred fourteen journal articles published during this time period, the study identified twenty most influential authors and twenty most influential journal articles through scientific analysis by using software. The study finally identified seven themes that have been addressed as priority by the most influential authors and journals. Out of the seven themes the one with the highest importance was found to be virtual leadership. It further observed the growing interest in the digital leadership.

**Findings and Conclusion**

The following could be stated as key findings of the study. Although the world has always been changing, the most unique feature of today’s change is the sheer speed and extent of the changes taking place. The technology-led transformation has caused many organizations to radically change their management processes. 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. In alignment with the unprecedented change, leaders in digital era must aim to consistently manage digital transformation processes by adopting multiple leadership approaches. That is to say, effective digital leadership requires an empathetic problem-solving, fast, accurate, and participatory decision-making ability, as well as effective networking skills, which requires digital literacy, agility, and cooperation.

The study concluded that leadership is a significant factor by enabling the successful implementation of organizational sustainability through adaptive systems in response to the complex demands from their broader environment.

# Summary of Journal Article-4

Nowacka, A., & Rzemieniak, M. (2021). The impact of the VUCA environment on the digital competencies of managers in the power industry. *Energies 2022*, 15(185). https://doi.org/10.3390/en1501018

**Title:** The impact of the VUCA environment on the digital competencies of managers in the power industry

**Year:** 2021

**Authors:** Anna Nowacka and Magdalena Rzemieniak

**Basic Categories in the Literature Review**

The focus of the article is to present the essence of VUCA and its impact on the competency model in enterprises. The literature review part of the article, thus, discusses the impact of the VUCA; volatility, uncertainty, complexity, and ambiguity on digital competences of management staff in power companies. To this effect, the concept of VUCA was defined. Accordingly, the most accurate descriptions are: quick and chaotic changes, lack of standards, or the constant outdating of plans and projects.

Secondly, the review discussed the impact of VUCA on organizations including energy companies. It underscored that VUCA attacked the corporate and business world ruthlessly in the 21st century. Thirdly, the review examined what leadership competencies are needed for leaders to thrive in VUCA context.

**Research Type and Methods**

The authors first formulated research problem regarding power enterprises. The research, therefore, explored the impact of the connections of the VUCA world with digital competences of managers in the energy sector. To solve the research problem, quantitative research was carried out on a randomly selected sample of managers in energy companies. Proprietary quantitative research was carried out on a selected sample of respondents. The respondents replied to structured questionnaire electronically. Then, responses were analyzed scientifically and conclusions were made based on the findings.

**Population and Sampling**

The study administered anonymous quantitative research conducted via a survey in the form of an electronic questionnaire on a randomly selected sample of respondents. The study population is managers and professionals in the energy sector of Poland. Sample respondents were selected randomly in a statistically accepted standard.

**Findings and Conclusions.**

The article presents the following as key findings. First, there is an impact of the VUCA environment on the digital competences of managers. Next, the development of artificial intelligence has an impact on the development of managerial competences. Finally, the VUCA environment in totally unpredictable, and it can come most often at the wrong time.

Based on the findings, the article concluded that the world is becoming more chaotic, resulting in the emergence of unexpected situations and unforeseeable events. However, most organizational leaders are unaware of this very fact and are sticking to the conventional patterns. Therefore, leadership agility and adaptability have become skills that are required among leaders to be successful in the VUCA world.

# Summary of Journal Article-5

Paza, L. and Odeliusa, C. (2021). Managerial competencies scale in a public management context: development and validation evidences. *Journal of Organization and Society,* 28(97), 370-397. https://DOI 10.1590/1984-92302021v28n9706EN

**Title**: Managerial competencies scale in a public management context: development and validation evidences

**Year**: 2021

**Author**s: Luísa Magalhães Coelho Ávila Pazand Catarina Cecília Odelius

**Category in Literature Review**

The literature review involved management in public sector, and models and scales of managerial competencies. The literature review section accomplished two major objectives. First, it discovered list of 63 leadership and management competencies that fall under three major categories; contribution for strategy, public service rendering and team management. Second, it assessed available theoretical frameworks as the basis to determine model for appropriate data sampling and analysis for the study. The study involved books and peer-reviewed journals published between 1996 and 2018.

**Research Type and Method**

The researchers reviewed literature in order to establish conceptual framework for the study and to determine research methods based on best practices. They used qualitative and quantitative techniques to develop and present evidence of a managerial competencies scale, applying a cross-sectional survey design. They finally collected data digitally from sample primary sources using questionnaire as a means. The research administered a Content Validity Index, where 63 management competencies resulting from the literature review were submitted to the preparatory stages of semantic and theoretical evaluation by judges and pre-test. The study also evaluated the theoretical dimension through exploratory factor analysis method by distributing structured questionnaire to sample respondents.

**Population and Sampling**

The population for the study was state level managers of public organizations in Brazil. The sample respondents were 447 managers and non-managers that belong to different public companies that works at the state level, engaged in technical assistance and rural extension. The sample respondents were determined based on a scholarly recommendation, which establish a minimum sample of 200 subjects and at least five respondents per item of the instrument.

**Findings and Conclusions**

Among others, the research found out that there is strong evidence that management competencies are influenced by organizational context. To this effect, it highlighted the need for continued study on leadership and managerial competencies. The other important finding is that the mere existence of competencies isn’t enough; these competencies need to be put into action in order to interfere in the performance of the managers themselves and in the results of the organization to which they belong. The study also highlighted the existence of common characteristics of mangers that work in different organizations and also demonstrate the adequacy of this instrument to the public sector reality. The diversity of concepts about competencies is also perceived in the numerous categorizations present in studies on managerial competencies.

The research finally concluded that the scale to measure the managerial competence mastery is valid, contributing to the evolution of managerial studies and increasing the reliability thereof. In alignment with similar studies, it managed to prove theoretical adequacy and consistency that corroborate the validity of managerial competency in the public sector involves contribution to the strategy, provision of public services, and team management. It finally highlighted the need to continue to study set of core competencies as the basis for managerial and leadership effectiveness.

**Works Cited**

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