Lemma Degefa

Omega Graduate School

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September 15, 2023

**Assignment #2 – Developmental Readings**

Review Assignment #3, the course essential elements, assigned readings, and recommended readings to identify selections of books and scholarly articles to identify and select developmental reading sources and entries.

* Refer to the “[Student Guide to Developmental Readings](https://drive.google.com/file/d/161V_FaYR2BnNGCSFUlWPjUSIQzcH04Hq/view?usp=share_link)” for updated information on sample comments, rubrics, and key definitions related to developmental readings.

**Source One:**

Kane, C., Phillips, N., Copulsky, J., & Andrus, G. (2019). How digital leadership

is(n't) different: Leaders must blend traditional and new skills to effectively guide

their organizations into the future. *MIT Sloan Management Review*, 60(3), 34. https://doi.org/ 53.863/MIT60309

**Comment 1:**

**Quote/Paraphrase:**“Leadership must blend traditional and new skills to effectively guide their organizations into the future.”

**Essential Element:** The author addresses the principle of leadership

**Additive/Variant Analysis:**The assertion aligns with my belief. In order to cope up with the everchanging leadership context, leaders need to develop and apply new sets of skills. Yet, there are basic leadership essentials that need to be customized and used in varying context.

**Contextualization:** My research interest is assessing the set of core competencies that leaders need to develop during the digital era. Although the technology-driven change of our time calls for new leadership skills, leaders still have room to draw and apply lessons from conventional leadership wisdom.

**Source Two:**

Luísa, M., & Catarina, C. (2021). Managerial competencies scale in a public management context: Development and validation evidences. *Journal Organizações & Sociedade.* 28(97), 371-378. <https://doi.org/10.1590/1984-92302021v28n970>

**Comment 2:**

**Quote/Paraphrase:** Both internal and external context of organizations will always change; yet the duty to deliver result and lead effective team seems to remain constant under different circumstances.

**Essential Element:** The comment discusses the constant leadership factors in a rather dynamic work environment.

**Additive/Variant Analysis:** I totally agree with the assertion.This is because, organizations will always have mission to accomplish in and through people. Even though technology is an enabler, leadership must always bring forth organizational results by engaging members.

**Contextualization:**My study seeks to identify adaptive sets of leadership , which would stretch leaders and organizations to remain agile, and classic leadership competencies that may serve as stabilizing factors in the ever-changing world.

**Comment 3:**

**Quote/Paraphrase:** “Managers need to develop a profile of knowledge, skills and attitudes consistent with an environment of constant changes, showing professionalism, integrity, transparency, social maturity, and the search for innovation.”

**Essential Element:** The quote states both learned skills as well as personality traits of leaders.

**Additive/Variant Analysis:** The statement conforms to my understanding. Leadership can be more effective if it combines both learned technical skills and natural abilities.

**Contextualization:** Effective leaders are learners. To this effect, leaders must always grow adaptive by acquiring new set of skills. Successful leaders must also exhibit acceptable code of conducts. In so doing, leaders become not just effective in discharging duties because of what they do as leaders, but also successful in life because of who they have become as humans. My study will, therefore, explore a set of leadership competencies that combine leadership duties and leadership as the basis of leadership effectiveness in the digital era.

**Comment 4:**

**Quote/Paraphrase:** The modernized world is posing challenge on training institutions on what set of leadership and managerial skills to develop.

**Essential Element:** The assertion discusses challenges training institutions face in developing leaders of the digital era.

**Additive/Variant Analysis:** I disagree with the assertion. Change in the moder era is for all organizations across sectors. Therefore, the modern world is presenting opportunity, not a challenge, for institutions to be more relevant to organizations and leaders of the digital era.

**Contextualization:** Omega Graduate School has seen the digital world as an opportunity where it re-positioned itself to use technology and become globally available to remote students like myself. That is why institutions must see the digital world as an opportunity. My study will also highlight some opportunities that the digital world has brought forth in developing leaders.

**Source Three:**

Karakose, T., Kocabas, I., Yirci, R. Papadakis, S., Ozdemir, T., & Demirkol, M. (2023). The development and evolution of digital leadership: A bibliometric mapping approach-based study. *Sustainability,* **(**14 (1617), 2-26. https://doi.org/10.3390/su142316171

**Comment 5:**

**Quote/Paraphrase:** The digitalization of workplaces in the present era has caused a paradigm shift, which has required leaders to possess certain digital skills for sustainable corporate performance.

**Essential Element:** The quote discusses how the digital context influenced business models and leadership skills.

**Additive/Variant Analysis:** The assertion matches with my thinking. The technologically enabled digital world has enhanced efficiency and flexibility of operations, accelerating market competition. In response, leaders are required to develop new sets of skills and administer appropriate leadership styles that is flexible, efficient, and creative.

**Contextualization:** In my country, most company leaders are handclapped when it comes to the use of technology oriented. In contrast, most workforces are vibrant youth prone to digital operations. This is causing generation gap, resulting leadership stress all across sectors. That is why my study seeks to examine the core leadership competencies during the digital era that may serve as input to training institutions and organizations in developing leaders.

**Comment 6:**

**Quote/Paraphrase:** In the digital era, agility is more important than technology skills.

**Essential Element:** The statement asserts that constant adaptiveness is more important than certain set of leadership skills.

**Additive/Variant Analysis:** The assertion makes a comparison between skills and agility in general. However, both are important to effectively lead organization in any era.

**Contextualization:** It’s true that both leaders and the organizations they lead need to be adaptive in order to remain relevant. Since organizations adapt for a purpose, the type and level of adaptiveness need to be defined in a principled manner. My study will assess expertise and practices that are needed to build adaptive organizational culture.

**Comment 7:**

**Quote/Paraphrase:** Leading by example is key success factor in the era of digital transformation.

**Essential Element:** The quote highlights how life and role of leaders remain relevant to organizational members of the digital era.

**Additive/Variant Analysis:** The assertion coincides with my thinking. Honesty and integrity remain source of true and lasting influence for leaders in the past, at present and in the future.

**Contextualization:** The greatest gift leaders can offer the people and the organizations they lead is their integrated self. To this effect, my study will involve how the people perceive leaders that they lead as an integral part of leadership core competencies of our era.

**Source Four:**

Alberto, S. (2021). How does a leader develop?*American International Journal of Business Management,* 4(02),54-58*.* https://doi.org/2021/02/H425458

**Comment 8:**

**Quote/Paraphrase:**

“Even though many authors agree that leaders are made and therefore theoretically anyone who tries properly can become a leader, this does not seem absolutely true.”

**Essential Element:** The writer asserts that leaders are both born and made.

**Additive/Variant Analysis:** I agree with the assertion that effective leaders are those with inborn qualities and learned leadership skills.

**Contextualization:** Like any other profession, leadership requires internal drive and capability. Yet, these inborn qualities can be developed and sharpened through learning and experience. My study seeks to examine both inborn qualities as well as learned skills that are necessary during the digital era and beyond.

**Comment 9:**

**Quote/Paraphrase:** Developing leaders requires the collective effort of educational institutions, organizations and the leader.

**Essential Element:** The author emphasizes leader development is a collective effort.

**Additive/Variant Analysis:** The aforementioned idea reverberates with what I believe to be true. Raising and developing leaders should be a continuum of mutual responsibility. Leaders, training institutions, and organizations must do their part in developing leaders.

**Contextualization:** My research shall focus on the triple role of leaders, formal and non-formal training institutions, and organizations in building desired core competencies for leaders in the digital era.

**Source Five:**

Gomathy K., Mohanapriya S., Mahalakshmi S., & Hemalatha S. (2022). The role of women and their impact on overall leadership and management. *International Journal of Scientific Research in Engineering and Management*, 60(03), 1-39. https:// doi.org/[10.55041/IJSREM11784](http://dx.doi.org/10.55041/IJSREM11784)

**Comment 10:**

**Quote/Paraphrase:** “In the Twenty-first century, the essential qualities required to lead include the ability to collaborate, connect, empathize, and communicate. All these qualities are feminine in nature and can help build a more sustainable future.”

**Essential Element:** The comment highlights that the essential qualities of leadership for the 21st century are found more in women.

**Additive/Variant Analysis:** Although women bring some distinct qualities to leadership, it’s inappropriate to generalize that women are in a better position to lead in the 21st century. It would be fair to state that those leaders (whether men or women) wo possess the aforementioned qualities have advantage over others. On another note, the essential qualities that have been prescribed may hold true only to a given context.

**Contextualization:** My study shall slightly consider the unique qualities that men and women bring to the era of digitalization.

**Source Six:**

[Edgar, H. S.](https://www.amazon.com/Edgar-H-Schein/e/B000APSBI8/ref=dp_byline_cont_ebooks_1), & [Peter, A. S.](https://www.amazon.com/s/ref=dp_byline_sr_ebooks_2?ie=UTF8&field-author=Peter+A.+Schein&text=Peter+A.+Schein&sort=relevancerank&search-alias=digital-text) (2023). *Humble leadership, second edition: The power of relationships, openness, and trust*. Berrett-Koehler Publishers. https://www.amazon.com

**Comment 11:**

**Quote/Paraphrase:** Leadership is a collective responsibility. Therefore, the role of leaders is that of building collaborative relationships where leaders and their crews envision and deliver results as a team.

**Essential Element:** The author underlies that leadership is not just the role of a leader or leaders; it’s collective reasonability.

**Additive/Variant Analysis:** I agree that leadership is a mutual responsibility where leaders and their crews play their respective roles toward common objectives. Yet, leaders have the role of creating the desired synergy and collaboration with greater sense of responsibility and accountability to their constituency.

**Contextualization:** Leadership involves working with people. In order to succeed in leadership, leaders are ought to be team players. Human skill, thus, is such an essential expertise for leaders of anu organizations under every circumstance. To this effect, my study shall explore some of the key leadership competencies to work in and through people.

**Source 7:**

Julian, C. (2022). *The managerial leadership journey: An unconventional business pursuit.* Advantage Media. https://www.amazon.com

**Comment 12:**

**Quote/Paraphrase:** Continuous learning being a critical element of leadership success.

**Essential Element:** The book summarizes that leader’s commitment to learning is the key to leadership effectiveness.

**Additive/Variant Analysis:** The above statement proposes lasting solution to the rather elastic leadership capacity gaps. It presents the challenge of leadership expertise as an opportunity for leaders to continuously learn and develop. For this reason, it aligns with my understanding and belief.

**Contextualization:** The only reliable way for leaders to cope up with dynamic leadership context is to remain a student of context and its effect in relation to one’s leadership responsibilities. My study would highlight ways through which leaders may remain agile in the middle of the rather dynamic leadership context. Needless to say, those leaders who will never graduate from learning will be the most successful leaders.

**Works Cited**

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