ROLE AND IMPACT OF LEADERSHIP IN DIGITAL ERA IN 20TH CENTURY

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Abstract:

The role of leadership in digital business transformation is a topical issue in need of more in depth research. Based on an empirical investigation of eight Finnish organizations operating in the service sector, we gain understanding of the role and focus of leadership in the contextofdigital business transformation. Through aqualitative content analysis of data from 46 interviews, the four main leadership foci of digital business transformation are found: strategic vision and action, leading cultural change, enabling, and leading networks. The findings are discussed in the context of extant research on leadership and digital business development.
Key words: *Digital era, Leadership, Qualities, Traditional, Review, Adopt, Strategies, Firm*

Introduction:

The role of leadership in this digital era plays quite accountable, responsible and thought provoking. An organization is always on a line to seek for a leader, who leads, transforms, adopts changes according to the scenario of the market as well equips leadership qualities.

Business strategies in the modern world have been transformed into digitalization it becomes a very tough time for the leader to go with the unpredicted changes from time to time. As the pace of changes increase, many of the companies are at stake to compete in this global market as competition is fortuitous from every direction. The situation in this digital era for employees is a kind of threat and opportunity as well.

According to Global Leadership forecast 2018 reveals that "Digital era leaders focus their attention in five clusters made up of 16 competencies where only 22% of leaders considered themselves productive in all five years.

Traditional Leadership Vs. Digital leadership

Traditional leadership is quite different from digital era. It is an obvious factor that leaders used to guide and connect with the task which may have directed the completion of assigned tasks by the organization whereas it certainly differs with the digital leader. He has to navigate, use his intellectual curiosity to bring shape for future development of an organization. There are certain key digital leadership capabilities expected from a leader by any companies at this digitalized global scenario few of the prominent skills among them are mentioned in the below table.

AIJRRLSJM   **VOLUME 4, ISSUE 11 (2019, NOV)**   **(ISSN-2455-6602)ONLINE**

Anveshana's International Journal of Research in Regional Studies, Law, Social Sciences, Journalism and Management Practices

Drive	A leader has to be driven to strengthen with technology updates in order to modernize their business strategy and smooth function of an organization to compete with other companies.
Navigate	A complex digital landscape should be taken place by embracing interruption with clarity of purpose and flexibility
Connect	A connection should be established between people and possibilities as there is a considerable increase in dissemination and eco-system driven working world
Relate	Relate with others on every possible way on a very human level in order to balance people and technology that leads with real empathy.
Think	It is an essential quality to think differently and focusing on holistic situational understanding and searching for innovative and creative possibilities in the organization.

Every company or an organization has its own criterion and targets to be achieved manually and digitally. Leaders with unmatched qualities and having Get-Ready mind set are opting by the firms. As we generally assume that a strong leadership is a decisive factor of the organization's growth and development. There are particular areas where the leader has to focus in order to thrive for his existence as well growth of the organization. They are

- Lead with digitalization
- Adaptability is a must
- Working relentlessly
- Recognizing and developing new talents
- A 360 degree review.

Lead with digitalization: leaders who master digital tech can have their own roles to play in the organization as well their own businesses. Leaders with this quality can sense the possibilities of present in connection with future. They seek to standardize and automate process to generate new insights and they can reveal for differentiated capabilities. This is the area where generally leaders feel week.

Adaptability is a must: this area emphasizes to adapt the nature of a constant change or fall behind. It encourages them to learn every day and not to be glued with "traditions". This is a considerably relative strength.

Inspire through working constantly:A quality of good leadership is reflected by encouraging his people's strength and also he should be a role model by executing his tasks relentlessly.

Recognizing and developing new talents: it is the main function of the leader to bring talents of his people on board the digitally knowledge talent of tomorrow. Leaders are relatively having awareness in this area.

A 360 degrees review: leaders should be able to spot patterns and bring thinking together form different perspectives.

AIJRRLSJM   **VOLUME 4, ISSUE 11 (2019, NOV)**   **(ISSN-2455-6602)ONLINE**

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A role of a leadership impacts a digital progress in any firm. At this juncture, leaders have to horn their critical skills towards digitalized progress according to the changes occur in this era. Some of the critical skills which play a key role in any of the institution are given below.

a)   Digital literacy:

The American Library association (ALA) defines digital literacy as "the capability to apply facts and verbal exchange technology to find, examine, create, and speak records, requiring both cognitive and technical skills

Marc Prensky invented and popularized the phrases virtual natives and virtual immigrants to explain respectively an man or woman born into the digital age and one adopting the appropriate abilties later in life.

knowledge a way to use internet browsers, search engines like google, e-mail, textual content, wiki, blogs, Photoshop, PowerPoint, video advent/enhancing software program, etc. to show off gaining knowledge of.

evaluating online sources for accuracy/trustworthiness of facts.

What are the styles of literacy?

The primary objective of this research paper is to generate awareness in terms of varieties of literacy. The numerous types of literacies which have been taken under consideration on this research paper include, laptop, vernacular, virtual, visible, college, media, health, emotional, cultural and ethical

b)   Leading with digitalization:

Digitalization brings about extremely good challenges for leaders of commercial enterprise agencies who now ought to address disruptive adjustments on the economic landscape, with information-pushed decision making, in addition to with new approaches of crowd-based totally working; and with a personnel with ubiquitous get admission to to statistics and establishing new ways of verbal exchange. in this paper, I examine leaders' views on those digitalization-pushed tendencies. employing a grounded idea technique, I analyzed statistics from qualitative interviews of 29 skilled commercial enterprise leaders and several observations. Leaders, as a unit of evaluation, talk environmental changes of management as well as updated practices of leaders' verbal exchange with their followers. similarly, leaders self-report context-transcendence of their character management patterns. The insights make a contribution to a greater integrative view of the interplay of digitalization and leadership and to the controversy on whether the assumptions of leadership theories of the non-net technology are nonetheless legitimate.

c)   Cultural and intellectual curiosity:

Without cultural curiosity we're closed to studying about others who're distinct from ourselves. ... Extraordinary types of curiosity had been recognized: Diversion interest: An enchantment to new facts, matters, people, and places – new stimuli. there may be no useful method or system concerned

d)   Leading virtual teams:

How do you develop intellectual curiosity?

Now, knowing the importance of curiosity, here are some tips to develop it:

AIJRRLSJM   VOLUME 4, ISSUE 11 (2019, NOV)   (ISSN-2455-6602)ONLINE

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1. Keep an open mind. This is essential if you are to have a curious mind. ...
2. Don't take things as granted. ...
3. Ask questions relentlessly. ...
4. Don't label something as boring. ...
5. See learning as something fun. ...
6. Read diverse kinds of reading.

What are some intellectual characteristics?
They require the practice of qualities like intellectual carefulness, perseverance, honesty, humility, attentiveness, and thoroughness. These are intellectual virtues.

e) 360 degree thinking:

Look at the problem from all angles
The Decision Analyst or DA has to look at the problem from all angles rather than from his own point of view only. This goes a long way in high quality problem modeling and its solution, satisfying needs of all stakeholders.

Application of this powerful approach is found to be highly effective in dealing with problem cases   in **Complex   Project   management**, **Conflict resolution**, **Negotiation, Counseling** and the likes.

Catch the slight tremor in her voice, hold her hand and ask what is needed to be asked.

360 degree analysis approach

Case example 1
You have been travelling via the Underground with different pals in London. At Tottenham court docket road station all of you felt very hungry and decided to have something filling from a fast meals outlet. You and your pals have been new to united kingdom and have been now not aware of its custom. getting into a nearby speedy meals

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outlet, all of you looked at the attractive big photos of burgers with many different names at the walls. of you chose your objects but the 0.33 pal hesitated, he requested you, "well, can i get any vegetarian burger right here?" He become a natural vegetarian. He depended on you. You tested the attractive names and located one with mention of "Cheese" in it. Unhesitatingly you referred it in your friend.

but, after finishing three quarters of his burger, the pal expressed his doubt to you, "Is it truely a cheese burger? what's this thick brown colored cake among the two loaves?" You checked out him, and requested without faltering, "How do you like it?" He confirmed, "it is very tasty." "properly then, finish it if you want it. look at the name, it is written over there-Cheese burger." you are saying. fairly reassured, he persevered to complete his burger.

Meal over, satisfied you started your jaunt again.

But you had niggling doubts. You put your doubt later to one of your UK friends, and came to know for sure that a Cheese burger at Tottenham Court Road Station fast food outlet contained cheese, but the brown cake between the two loaves was not veg by a long shot.

Analysis:

Question: Your friend was a pure vegetarian. Was your decision that day wrong? Was it proper for you to allow a pure vegetarian person to eat meat?

From your point of view: Firstly, you didn't know. Once your friend had started eating, checking the nature of the food was meaningless. Rather it could have caused serious complications. So you would think that your decisions and actions were right.

From his point of view: All of you were very hungry. A burger name with cheese in it should be cheese burger, especially when vetted by his friend (that is you). If he were particularly inquisitive, all of you might have had to search much longer for food. Why bother everybody! Most possibly, he also must have inquired later and found the truth. A permanent guilt would have been created in his mind, and even though indirectly, but it was you who had guided him to it.

What would you have done in his position? Being a pure vegetarian, you might have inquired the salesperson at the shop more closely before committing.

Recommendation: To avoid committing to a possible permanently compromising option, you could have guided him to checking the nature of the food before taking the food. If he himself decided not to go for detailed inquiry and went ahead to have his cheese burger it would have been his decision and possible compromise, unguided by you. If he decided not to go for the food after knowing its nature, a new decision problem would have been created, with some probable discomfort, but conscience of both of you would have been clear.

You don't like the recommendation? Well, each real life problem and its solution are very closely tied to the people involved and the environment in which they act. This technically

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Anveshana's International Journal of Research in Regional Studies, Law, Social Sciences, Journalism and Management Practices

is termed as **Context Embedding.** Real life problems are deeply context embedded and so are inherently complex. **No general solution here.**

With this case example, we only wanted to give you the idea of thinking from another person's point of view. Put on the other person's shoes. Only then you would understand how he feels. If you do that, you will discover new aspects of the problem and its possible solution. If this approach is used appropriately for real life problem solving, it is possible to enhance the quality of solution significantly. If you extend this idea to all stakeholders in a problem, you have what we call: the **360 degree analysis approach.**

Case example 2

You are a working couple with both partners quite busy with your careers. Your wife makes special efforts to come home before you and prepare the food. One day she calls up and informs you she would be late by an hour. You reach home before her and wait till she comes and prepares food for both of you.

Question: what would you have felt if you were the wife instead of the husband? What would have been the gain if you had that other point of view and acted on it? What would be the possible loss otherwise?

Analysis: Both the wife and the husband have their careers, possibly going through hard daily grinds in their respective workplaces. But social custom and growing up environment taught the husband to play the role of bread earner with his wife as the home maker doing all the chores at home even if she has taken up modern day role of bread earning by women. By the pressure of environment that includes her husband, the wife may silently go on doing double duty.

This inherently will cause loss situation for both, as unequal share of responsibilities in a family inevitably erodes and weakens the spirit, the health and the relationship.

Possible enhancement of problem situation: Beliefs are difficult to change, but if the husband for once used the 360 degree approach and tried to feel the feelings of his wife that day in our case example, he would have understood the silent pain his dear wife was going through every day. Even if didn't know how to cook, he could have ordered home delivery food to give a little relief that day. It would have been a small but significant step in the positive direction.

Case example 3

In a assembly along with your junior officer, your views vary on a particular point. he is careful and you are in desire of taking the formidable step. Being the boss, you forcefully establish your view in the selection making system. In pleasure you also reprimand your junior for having a negative mindset.

subsequent day, you review the case and locate that your choice was wrong. you make the desired direction correction. but you do now not call up your junior.

You know, I know and everybody knows that the boss is always right, no?

Analysis: The boss was wrong in this case. Anyone can be wrong. That is normal. But abnormalities were two. First mistake: there was no need to reprimand his junior. That

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was a violation of basic leadership principles. But the hurt in the mind of his junior could have been assuaged somewhat if the boss called up his junior and at least admitted his mistake. This is a more general failure and the two mistakes together created a divide between the two.

If only the boss remembered his younger years and thought how his junior could feel, he would have understood his mistakes.

Case example 4

you're in an essential assembly with four of your relied on lieutenants. selection is to be taken on whilst final stage of movement of an crucial challenge is to begin. You have already got analyzed the problem and shaped your opinion. however for long you are inside the dependancy of consulting your trusted team before final commitment. in spite of everything it is they who've to undergo bulk of the work load.

You positioned the query to the group and ask for their opinion, "can we start the very last action the following day?". you're a robust selection maker and do not easily exchange your decisions. however knowing the cost in their opinion you push each one for their frank opinion - what each thinks, for and in opposition to the selection.

Your team is good and able to going through hard goals. They recognise the cost of time. one by one every of them agreed except the final man. he's silent. you're amazed. You ask him, "What about you, boss?" He seems up at you with a grave face and says, "I assume it ought to begin day after the next day."

Silence fell. he's the closest to you and maximum capable. he's your deputy. None expected this response from him." You look at him for a second and think - he isn't searching his usual self today. some thing is wrong. without hesitation you close the dialogue, "yes, it might be day after the next day." With marvel of their faces the team disperse. You tell your deputy to stay lower back.Alone now, you ask without any preamble, "Anything wrong at home?" Tonelessly he replies, "My wife is sick. Food poisoning. Last night I hospitalized her. Today my neighbor is at the hospital. I will leave the office a bit early today and have to take over from him. Tomorrow he won't be available."

Your response is immediate, "Please go ahead and be with your wife. We will take care here. Just wait a moment." Before he leaves, you tell your secretary to convey to your lieutenants that the final action will start not tomorrow but three days later. You would explain the situation to the team later.

You reckon your team to be more valuable than a few days' delayed project. And deep down you know this team would make up this loss of time somehow.

Case example 5

you have got made all arrangements for release and transferring of your near friend from health center to his home after a month's tough struggle with life and death. He had suffered cerebral thrombosis and become admitted to the health center by way of his

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buddies. His wife is sick, his handiest son is 21 12 months antique, still younger and his spouse and children are very old.

After you got the information and went in, you had no other desire than to take in the role of essential choice maker. however having many years of revel in you by no means fail to invite for opinion of the principle humans involved earlier than imposing a selection.

so you asked his son, "would it not be k if we bring your father lower back domestic on this Saturday? we've got made all arrangements." he is inexperienced but intelligent. After a chunk of hesitation he stated, "Uncle, can we keep away from the Saturday? Can it's every other day?" amazed, you firmly push ahead, "but why son? explain." He replies, "you can snicker at me, however if we bring my father on Saturday my mother might die." You waited.

After a second he persisted, "Father of my mom expired on a Saturday. She is very terrified of Saturdays and could be very unwell. She can also die. Please uncle." Already this boy had gone thru deep grief. you decided quick, "certain, do not worry. we might pass this Saturday." His alleviation was visible.

it'd be quite a piece of problem and a few greater prices. but what of it? Human feelings and ideals, although superstitious have to accept due regard sometimes.

The 360 degree evaluation is very useful in negotiations. usually in negotiations, in case you are not organized to launch a few floor, you can no longer benefit any floor in any respect. How plenty floor would you launch? if you put yourself in your opponent's vicinity you can have a better idea and in the end might also have a high-quality ending of the negotiation method.

expert Psychiatric Counselors, legal professionals, Mediators and plenty of other experts need to apply this technique heavily.

We experience although, ordinary use of this technique in day by day existence is extra important and valuable in growing the positivity and happiness inside the environment.

The leader in any of the companies has to rethink the competency framework to encompass emergent information and technical as well virtual competencies to include and pioneer digital transformation.

Conclusion:

It is a well known factor that a role of leadership in this digital era plays a predominant role where a leader has to be updated with technical, digital and soft skills. His role in the organization impacts its development internally as well globally. The leader has to acquire knowledge from the traditional patterns whereas he should connect with the digital scenario.

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AIJRRLSJM   **VOLUME 4, ISSUE 11 (2019, NOV)**   **(ISSN-2455-6602)ONLINE**

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