Shifting Management and Leadership Roles in a Digital Age: An Analysis

E.O. Ademola
Professor and Chairperson
Centre for Citizenship and Leadership Galaxy
London, United Kingdom
E-mail: ademolaeo@p-acc.co.uk

ABSTRACT
The convergence in the culminating impact of globalization and technology in today's economy frequently is reshaping how knowledge resulted from the digitization revolution into a definitive view of the digital economy. It is globally imperative, taken cognizant of the pace at which human resource within an organization could create the epitome of knowledge, creating competitive advantage, by adopting a scholar-practitioner view on the roles of managers and leaders in this digital age. This paper will explain how the digital age is regularly influencing the nature of work, organizational competitiveness, and managerial roles in light of globalization. It adopts an analytical approach in explaining the impact of the digital revolution in managerial and leadership roles in a typical organization.

Keywords: Globalization, digital revolution, digital age

1. A CONCEPTUAL VIEW OF THE DISCOURSE

According to Wilson III [10], to advance the field of digital leadership in light of a globalizing world is by contextualizing the quadrate stakeholders. Globalization, undoubtedly, impacts the compass of government bureaucrats, private entrepreneurs, civil society officials, and academics. In other words, the activities of the quadrate frequently contribute to the global knowledge society; indisputably, globalization impact on them.
It partially corresponds to the notional view of virtual teams; accentuate a configuration of the connected individuals [8]. Nonetheless, knowledge creation requires a leadership dynamic, either wholly or partially, a significant input to the systemic thinking of knowledge sharing in a leadership and managerial roles [2]

In fact, an approach to propelling the field of knowledge creation is by theorizing the engagement of managerial roles with regards to the four-sided relationship. It could happen to the organizations and segments most specifically required in the dedicated and sociological advance of the digital revolution. This typifies an incorporate leadership in public authorities, private business people, collective civilization, and leading academic researchers and analysts. In perception, it is doable, adopting the scholar-practitioner paradigm to the movement toward a fully-engaged knowledge society, globalization driven society and the view of the digital economy.

The art of bringing to play in the global society of groups where connected individuals are more vigorous, unsurprising, adjusted and intelligent as well as fruitful in affecting a possible outcome, which remains on the increase. It might engage with the cross-sectoral; four-sided initiative model thrashes the breaking points of various clarifications since it joins a full-scale auxiliary action to further scaling; both in practices and the metro level of collaborations into new advanced digital designs; reflecting on the leadership models as a transitional outcome of stratifying society changes in development. According to Wilson III [10], it is a trend permitted by the quadrant demonstration. Additionally, it attracts the ways people and audiences utilize the new dispersed, intelligent advancements to prepare the critical abilities, learning, and mentalities required in making and supporting the distributed, interactive social initiative systems of the digital age.
A new global trend of social structures

Apparently, there exists a transitional shift in society due to globalization, undoubtedly, an act of human impact of technology, inform different leadership and managerial styles. Today's world is quickly progressing because of innovation which is impacting lives more than ever. Advanced innovation is changing governmental issues, organizations, economies, and society, and daily life. Digital revolution has not just separated the olds, recognizable models of business, however, has likewise made a full arrangement of new difficulties. Further, distinctive ages produce various types of leadership with multiple patterns of diverse knowledge sets, states of mind, and a different institutional motivating proficiency. Social orders today are encountering critical changes, conceivably, as extensive as the move from agrarian to modern social orders. It could be a radically evolving prototype from stone-age to post-modern age.

It appears as if the current period is in the beginning phases of progress from a reflex based society to a post-modern, automated society, and paradigm instances are starting to mirror that move. It is a new culture, differently called knowledge society, learning community or organized society. It is a set apart by four fundamental basic changes reshaping authority fast and broad innovative changes, particularly the digitalization of data and correspondences innovation. These are information and communication technology (ICTs); a quickened globalization, a movement in digital ages. It is as the focal component of age band, an appropriation of various levels of authoritative structures with enormously stimulated development inside and crosswise over organizational culture and boundary.

In this profoundly active setting, managerial improvement and plasticity are essential, particularly the leading's ability to create new knowledge and conduct the accurate knowledge of the society at the real time to the beneficiary.

2. CREATION OF KNOWLEDGE AND LEADERSHIP ROLES

The global trend leads to various leadership styles as the new digital technologies evolve. The integrative functionality of cloud, social, mobile, big data, internet of everything; management system that engages with new sources of value (NSV), new business models, new leadership styles; resulting to an improved economics.

In fact, adequately computing indices of marginal cost, loyalty, profit margin, revenue growth, and enterprise value; as well, could lead to an improved economy through knowledge creation. The revolving relationship is taking the source from NSV and loop around the other stages being informed by globalization, creating new knowledge as the new digital technologies evolve. The spread of digital leadership depends on the new society dynamics, economic expectations, and contextualizing of the knowledge of working environment; thus, the limitation regarding the shifting management and leadership roles could be a subject of theorizing in practice.

The outcome agrees with the underscored impact of an integrated approach to management, according to Stogdill [9]. Researchers must continue to investigate the different leadership styles. Notably, an expected outcome of individual differences and a purpose of doing research, boosted by the digital revolution could foster a new knowledge trend in an information society.

Furthermore, a consideration of the derivatives of some relationship that exists between organizational culture and the creation of new knowledge could as well lead to an improved result in the understanding of leadership roles in a virtual environment ([2] [8]. Nonetheless, substantial interest in knowledge creation might valve the development, which exists in the literature concerning leadership emergence, personality, and virtual teams [6].

3. THEORIZING LEADERSHIP IN A DIGITAL AGE

Shifting management and leadership roles, notably, are to convince audiences that the creation of new knowledge and efficient communication of the same, with the use of digital tools, would continue to converge towards both distributed and shifting in management, engaging styles of modernizing, and perpetuating leadership in the digital age. However, to participate in the current trend in different perspectives to control, there are existing theories of helpful notes. Writing on digital leadership has just somewhat valuable at catching the mind-boggling, appropriating the cross-sectoral flow of intellectual aspirations and functions.

Essentially, the greater part of the work on what is leadership in a digital age has composting of digital platforms for both public and private driven business management and leadership. Notably, the deliverables in this field entail encapsulating the activities situated within the context of further studies and noteworthy of ideas that are intending to advance another sort of connections in organizational dynamics of management and leadership. It is some works following through the early initiative of committed researchers and professional managers, commonly through histories of exploratory development and leaping forward.

By observation, there exist few exemptions to quality in management and leadership engagement that not excitingly covering the perplexing communications amid of numerous non-commerce and company collaborations to achieving the learning society objectives of creation and sharing of knowledge.   According to Wilson III (n.d.), a few researchers offer supports to carry out such investigations to explore the possibility for further studies. Notwithstanding, the central hypotheses of the 'learning society' remain excessively static, overly large scale, too apolitical and theoretically immature.

The fundamental requirement is to create new knowledge and populate the community with knowledge; thus, advancing the scholar-practitioner commitment. It is a solution that mutually shows the brief and the unforeseen scenery of the shifting in the essence and mode of digital leadership. [1] [4] [3]. In fact, to be a great digital leadership, aspiring leaders are to be agile, the world is moving fast especially with the impact of new digital tools. Obviously, the technologies of today are not those of tomorrow; that is why leaders in the digital age are to be agile and extends agility culture for their employees, and this skill must be a criterion of recruitment and its rising coherence and fundamental patterns.

In this age of digital revolution, leadership expectedly must be dynamic both in partially and fully distributed virtual teams [8]. According to Cleveland [5], information technology and the upward determination of individuals are making a 'nobody in charge' type of leadership. In fact, the concept of knowledge sharing in the creation of new knowledge, provide further research opportunity to engage with possible theories of leadership.

4. SHIFTING MANAGEMENT AND LEADERSHIP ROLES IN A DIGITAL AGE

Leaders should appropriate their understanding of different leadership styles either in traditional face-to-face or e-leadership (Wilson III, n.d.). In perceptive, according to Firlej and Kluz [7] it is a need to move from the danger of new digital technologies to the open doors they bring. Apparently, to disregard temporarily, the risk of innovations, could mean a full focus on the benefits, helping to transit to an improved knowledge society. The open deliberation concerning the danger of changes, in particular, the web will never end. Policymakers propose diverse methods for directing the network; however, it might be a couple of undertakings behind. It is because law and controls are steady and intended to be sturdy, though the digital age is evolving quickly [10] [7]

However, the assertion that direction is merely ineffectual and, according to Firley and Kluz [7], leaders ought to desert any legitimate answers for making a more secure environment. In any case, to recommend another alternative could be a rational view; understanding that change is one thing that is great and awful to the achievement of technological driven human variables. Having recognized that advanced innovation will assume a final part in human future, leaders cannot stand to show apprehension or hesitancy in benefiting from it. Rather, there should be a grasp on change with a reasonable perspective of its potential.   There should be a set sail for new, aggressive terrains in leadership. For example, human went to Mars because innovation empowers to endeavor the investigation on different planets by the 2030s. Furthermore, human created other fabulous things consistently, self-driving autos, all the more efficient batteries, the Apple watch, rambles, just barely to list few [7].

Digital leaders could contribute functionally to the qualities and advanced organizational elements that can direct leadership roles through the years of change with good faith and vision. Innovation keeps on demonstrating that it could utilize for the advantage of humankind, yet just if there is a need to set sail on the right course and with the right subordinates. Advancing leadership development is not static but rather changes through the time. Notably, since innovation development is so exceedingly dynamic, the blend of leadership or a managerial mix of styles should change likewise. For instance,

the internet business goes through pre-business, business, aggressive and solidification stages; by a way of inference.

In practice, there is a marginally diverse blend of leaders cooperating over the general population, private, research and primarily in societal branding. First determined by grounds and research organization based managers in the innovative work group, later in the business and aggressive stages are providing managerial activity; supervising, the movements to business visionaries. In every stage, the unconscious, political and asset difficulties are somewhat diverse and request distinctive blends of leaderships. In the early time of the move, there existed a kind of virtual team building and asset activating competency that were valuable. In the later period, operational abilities are particularly esteemed. For instance, in Silicon Valley, the advancement in virtual contextualization, profit-orienting, promoting of silicon chips and the automation differently driven through leaders like; William of Hewlett-Packard, Andy Grove of INTEL, and Steve Jobs of Apple Computer; for a notable exemplar [7] [10].

5. CONCLUSION

Having considered the changing style that digital revolution affords the scholar-practitioners thinkers, it appears the radicalism of this agenda is not stopping soon. In fact, both scholars and practitioners must give aggravating thoughts to benefits of the digital revolution. It is the advancement in the dictation of globalization, driven ever by the digital revolution that is informing the dynamism of leadership in the digital age [1].

 In all it formulations, management is recognizably grasping the changing pattern of development, which is dynamic and keeps ever changing. Perceptively, given that digital development is, exceedingly self-motivated, there should be a potent mix in leadership competence and the expected outcomes. Functional managerial ability should follow on the diction of the new digital expansion as essential for change precepts. The freshness of the knowledge creation perception, information society, and digital initiative could translate to further research opportunity. In any case, it is progress in understanding the shifting management and leadership roles in study and practice. Remarkably, the culturally diverse contrast to the excellent effort that characterizes the digital age would provide scholar-practitioners driven solutions to problems that influences the advancement of management and leadership roles in a globalizing humanity.

REFERENCES

[1] Abbate, J. (2000). Inventing the internet. Cambridge, MA: MIT Press.

[2] Alrawi, K., Hamdan, Y., Al-Taie, W., & Ibrahim, M. (2013). Organizational culture and the creation of a dynamic environment for knowledge sharing. International Journal of Management & Innovation, 5(1), 1–11.

[3] Andreadis, N. A. (2002). Leadership for civil society: Implications for global corporate leadership development. Human Resource Development International, 5(2), 143-149. doi:10.1080/13678860110071443

[4] Annunzio, S. (2001). E-leadership. New York, NY: Free Press.

[5] Cleveland, H. (1997). Leadership and the Information Revolution. Minneapolis, MN: World Academy of Art and Science in collaboration with International Leadership Academy of the United Nations University.

[6] Cogliser, C. C., Gardner, W. L., Gavin, M. B., & Broberg, J. C. (2012). Big five personality factors and leader emergence in virtual teams relationships with team trustworthiness, member performance contributions, and team performance. Group & Organization Management, 37(6), 752-784. doi:10.1177/1059601112464266

[7] Firlej, M. & Kluz, A. (2016). How to be a leader in the digital age. Retrieved from https://www.weforum.org/agenda/2016/05/how-to-be-a-leader-in-the-digital-age

[8] Ocker, R., Huang, H., Benbunan-Fich, R., & Hiltz, S. (2011). Leadership dynamics in partially distributed teams: An exploratory study of the effects of configuration and distance. Group Decision & Negotiation, 20(3), 273-292. doi:10.1007/s10726-009-9180-z

[9] Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. Journal of Psychology, 25, 35-71. doi:10.1080/00223980.1948.9917362

[10] Wilson III, E. J. (n.d.). Leadership in the digital age. Retrieved from http://www.cidcm.umd.edu/leadership/Leadership_in_the_Digital_Age.pdf