



دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران

بهمراه اعطای جایزه ملی
۳۴۰۰۰ مدیریت منابع انسانی
به سازمان‌های رهسپار تعالی

8 Traits of Successful Leaders in Digital Age

مهدی شامریجانی

پژوهشگر تفکر و تحول در عصر دیجیتال
عضو هیئت علمی دانشگاه تهران

Digital Transformation - as **business ideology** and enterprise imperative - **has won**: Serious business leaders worldwide accept that their markets, customers, and workers have gone digital.

- *MIT Sloan Management review (2021)*



- Businesses are changing right before our eyes as the digital transformation takes place around the world.
- Yet many *dinosaur leaders*, as “Daniel Newman” (The Forbes writer) like to call them, are still in these businesses **risking extinction if they can't adapt** to this ever-changing environment.

More than **4,300 global executives** asked whether their organizations need to find new leaders to succeed in the digital age: **68%** indicate that their organization does, in fact, need new leadership to compete.

- *MIT Sloan Management Review*





دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران

Digital Leaders are Leaders who have
Outstanding Performance in Digital Age



دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران

Leading in an Era of **Context Collapse**

- To lead successful digital transformations, leaders must also transform themselves.
- Leaders must develop new skills to effectively guide their organizations into the uncertain future of the digital age.
- Consider these **8 traits** that differentiate successful digital leaders.





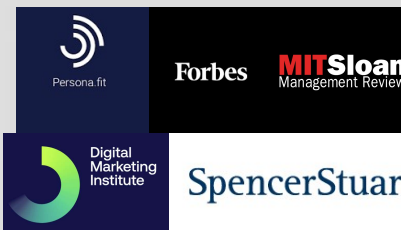
دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران



Digital Leaders Have Clear Vision & Purpose



Digital Leaders Have Clear Vision & Purpose

- Digital leaders never consider digital to be the outcome.
- Digital is not a destination.
- Nobody digitalizes just to be digital, just as nobody transforms just to transform.
- We're not adding new technology just to say we have new technology.

Digital Leaders Have Clear Vision & Purpose

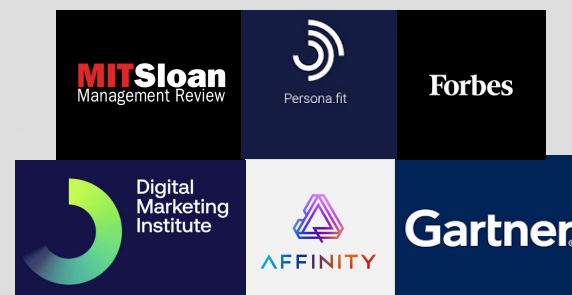
- Leaders who have the ability to answer the question “why” are more apt to bring their businesses along.
- Be sure to clearly define and articulate the reason for digitalizing. If you digitalize without that kind of extra-clear hard-edged goal, you can end up in bad places.
- We are adding technology to remain competitive, create a more productive workforce and push us towards innovation.

Digital Leaders Have Clear Vision & Purpose

Providing vision and purpose in a digital world does not require in-depth **technical knowledge**, but it does require basic **digital literacy** so that a leader can understand the environment sufficiently to develop that vision.

2

Digital Leaders are Risk-Takers and Experimenters



Digital Leaders are Risk-Takers and Experimenters

- **Experimentation** is when you get your hands dirty.
- “MIT Sloan Management Review” identified experimentation as the biggest challenge organizations face in a digital environment.
- Digital leaders help people unleash creativity within their roles while working to achieve a common company goal.
- They are there to help people maintain their creative energies and learn from their mistakes to refine the company’s internal practices.

Digital Leaders are Risk-Takers and Experimenters

Digital leaders are Forward-Thinking Opportunists!

- Successful digital leaders are known to think ahead, always searching for opportunity.
- Any innovator will tell you that out of failure comes success.
- Ask questions. Give your employees an open place to innovate and experiment. Praise those who succeed. Praise those who fail and learn from the failure.

Digital Leaders are Risk-Takers and Experimenters

Digital leaders are neophiliacs!

- Neophilia is a term for people who are naturally attracted to newness. Neophiliacs are always ready to explore new situations, tend to be more open to making and embracing new opportunities, and are curious about new ideas.

Digital Leaders are Risk-Takers and Experimenters

Digital leaders invent, but also copy!

- This trait requires leaders to pick areas to innovate while also borrowing from other areas.
- Digital leaders are very selective about where they invent, which is generally in areas where they want to be better than everybody else. But they're also excellent about copying because they are not trying to invent everywhere.



Digital Leaders are Agile

SpencerStuart

Digital Leaders are Agile

- Speed is crucial in digital Age.
- Agility is key - the ability to learn and iterate as you operate your platform, and to notice and mobilize your team to act on an insight in real time.
- Fail Fast Approach!
- MVP Approach!



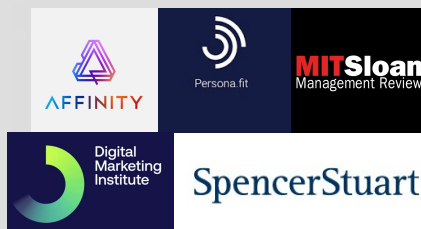
دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران



Digital Leaders Enable Collaboration across Silos



Digital Leaders Enable Collaboration across Silos

- According to a recent study, Fortune 500 companies lose around **\$31.5 billion** per year by **failing to share knowledge** (DMI).
- An influential digital leader will implement internal communication processes that encourage cross-departmental sharing of information, insights, and ideas to foster an open and collaborative environment.

Digital Leaders Enable Collaboration across Silos

- Culture, mindset, and silos are the biggest barriers to collaboration (MIT Sloan Management Review).
- In this age, digital collaboration is intrinsic to the success of most departments in an organization and a successful digital leader will understand how to make it happen.

Digital Leaders Enable Collaboration across Silos

- For example, IT departments must work closely with digital marketing teams to roll out successful promotional campaigns, improve user interfaces and gather important data.
- Each department can take this collaboration one step further - extracting valuable insights from data to provide excellent consumer experiences that generate leads and increase ROI in new and exciting ways.



Digital Leaders Strive for Networking & Partnership

Forbes



Digital
Marketing
Institute



Persona.fit

Digital Leaders Strive for Networking & Partnership

- A true digital leader will understand the value of networking.
- Rather than attending the same local digital conference, you might find a successful digital leader on lesser known online forums, at startup pitches, internet summits and business fairs.

Digital Leaders Strive for Networking & Partnership

- An Ecosystem Mindset
- To be a Digital leader during this time, you shouldn't be all about what you can do on your own.
- As technology improves and processes become complex, it is going to take collaborations from all over your business to be successful.
- This means your entire business must be ready to partner in the ultimate goal.



دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران



Digital Leaders Eschew Industry Boundaries

Gartner

Digital Leaders Eschew Industry Boundaries

- It can be a trap to consider the organization's point of view, innovation possibilities, business model or digital transformation based on industry point of view.
- Many high-performing digital giants, like Facebook, Amazon and Google, aren't concerned with what industry they're in.
- Rather, they're concerned with what gap they can fill for customers. Their customer is at the center of what they do, not traditional industry boundaries.



Digital Leaders Cultivate the Talent for Transformation

SpencerStuart

MIT Sloan
Management Review

Digital Leaders Cultivate the Talent for Transformation

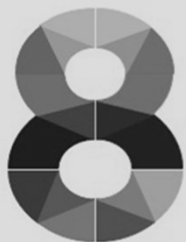
- Digital leaders empower people to think differently.
- Digital leaders must be adept at recruiting and developing the right talent.
- Head hunting beyond industry boundaries.
- Digital talents have both of soft and hard skills.



دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران



Digital Leaders are Lifelong Learners



Persona.fit

In a recent global management survey, **93%** of workers across industries and geographies affirm that being digitally savvy is essential to performing well in their role.

- *MIT Sloan Management review (2021)*



Digital Leaders are Lifelong Learners

- Having a sustained and intrinsic desire to learn is one of the essential traits of digital leaders.
- Leaders should always work to expand their digital IQ and competence to keep moving forward, drive digital transformation, and remain competitive in the market.

Digital Leaders are Lifelong Learners

While it may be true that organizations have bought into the digital transformation aspiration, few workers recognize leaders committing to their own digital talent development.

- MIT Sloan Management review (2021)

Digital Leaders are Lifelong Learners

Our organization actively monitors/assesses whether managers are improving their digital savviness.



(Percentage of respondents who agree or strongly agree with each statement)



دانشکده مدیریت

پنجمین کنفرانس ملی مدیریت منابع انسانی

۲۸ و ۲۹ بهمن ماه ۱۳۹۹ - دانشکده مدیریت دانشگاه تهران



جهت گوش دادن به **پادکست** این سخنرانی، کد کیوآر بالا را اسکن نمایید.

ShamiZanjani.ir



@ShamiZanjani

مدرسۀ شامی زنجانی

پژوهشگر تفکر و تحول در عصر دیجیتال
عضو هیئت علمی دانشگاه تهران