

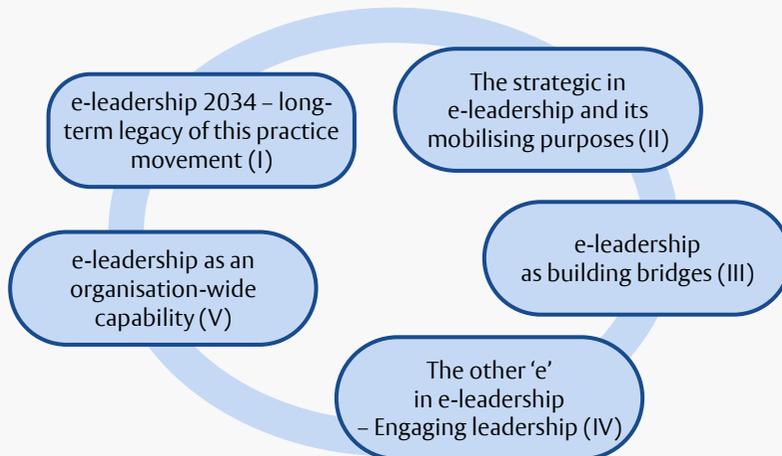
From leadership to strategic leadership to e-leadership – 5 generative avenues for thought and action

European e-Skills 2014 Conference
Brussels, 2 December 2014

Dr Bernd Vogel
Associate Professor of Leadership and Organisational Behaviour
Director Henley Centre for Engaging Leadership
bernd.vogel@henley.ac.uk

www.henley.ac.uk

5 generative avenues for thought and action in e-leadership



e-leadership 2034 – long-term legacy of this practice movement (I)

1. With digitisation we are watching one of the biggest revolutions in the (commercial) world
2. The interesting point? You are co-creating this – you are ‘responsible’!

- What will be the legacy of this practice movement when we look back?
- What will be the role of e-leadership towards 2034?

The strategic in e-leadership and its mobilising purpose (II)

1. Strategic leadership – the e-leadership **of** organisations
2. Energizing strategic leadership for IT-induced business models and change

- What about the capability to create a galvanizing, unifying, enthusing purpose for IT-led business models in e-leadership and e-skills?
- Can e-leadership create IT-led business initiatives that are, what we call, a ‘Princess’ for organisations?

e-leadership as building bridges (III)

Addressing the **double silo thinking**:

Orchestrating the territory inside and around e-leadership

1. Leading beyond the mental silos within e-leadership:
IT function – Business – virtual IT-implementation skills
2. IT-lead business models and e-leadership that can successfully
bridge the silos in organisations

- Does e-leadership/e-skills include peer-to-peer leadership to integrate stakeholders and create value along an organisation's process chain?
- Can e-leadership shape collective leadership capability in our senior management teams?

The other 'e' in e-leadership – Engaging leadership (IV)

1. "Great leaders are people who are able to lead those organisations where, actually, people at the very bottom of the organisation can be just as influential as the people at the top." Commissioner Dame Marsh (Report Management 2020)

- Engaging leadership is ...
 - ...sideways, upwards and downwards influence and inspiration
 - ...stemming from and affecting employees, managers, teams, organisations
 - ... rooted in relationships and processes
 - ... creating engagement & energy.

- In search of 'New forms, practices, and sources of engaging leadership in global contexts' around
 - ... creating and receiving 'upwards' and 'sideways' leadership
 - ... energised senior management teams
 - ... leadership for day-to-day innovation in teams
 - ... leadership through social media and virtual worlds

e-leadership as an organisation-wide capability (V)

1. Overall leadership capability of organisations
--- A key business challenge and development priority to 71%
(Henley Corporate Learning Survey 2014)

- E-leadership: e-skills of a few?
versus
e-leadership as systemic organisation-wide capability and quality?
- Who in organisations needs to embrace e-leadership and take it on board?

All employees from CIOs to E-intrapreneurs on the shop floor!

bernd.vogel@henley.ac.uk

7

Contact details and more ...



Fully charged:
How great leaders boost their organization's energy and ignite high performance.
Heike Bruch, Bernd Vogel
Harvard Business Review Press, 2011

Dr Bernd Vogel

Associate Professor of Leadership and Organisational Behaviour
Director Henley Centre for Engaging Leadership
Henley Business School - University of Reading
Greenlands
Henley-on-Thames, Oxfordshire, RG9 3AU, UK
+44 (0) 1491 414548
bernd.vogel@henley.ac.uk

8

- Henley Corporate Learning Survey 2014 (<http://henley.ac.uk/news/news-item/henley-corporate-learning-survey-2014/>). Responses from 359 executives, from 38 countries, and more than two thirds of respondents at director or CEO level.
- Management 2020. Leadership to unlock long-term growth. CMI and The Commission on the Future of Management and Leadership