NEW LEADERSHIP IN THE DIGITAL ERA-
A CONCEPTUAL STUDY ON EMOTIONAL DIMENSIONS IN RELATION WITH INTELLECTUAL DIMENSIONS

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ABSTRACT:
Due to digitalization and computerisation information technology is growing much rapidly in present scenario. Digitalisation and the phenomenon of digital transformation is rapidly and fundamentally changing existing businesses and organisations alike. This study mainly focuses on the leading digital age and the need of the leadership in digital age. This study main purpose is to focus on the factors influencing the digitalisation and to study individually the variables affecting the new leadership. This era has many strategies and stages. The main purpose of this study knows which leadership style among all suits the most for this digital era. This study discusses the leadership characteristics and factors that suit the new leadership for the digital era.

Keywords: Digitalisation, computerisation, digital era, leadership, leadership style, Emotional and intellectual dimensions.

http://www.iaeme.com/IJCIET/issues.asp?JType=IJCIET&VType=9&IType=1
1. INTRODUCTION

The present study is conceptual conducted with the objective of selecting the best leadership style for leadership in the digital age. The concept of Digital age according to Cambridge English dictionary is “The digital age, also called the information age, is defined as the time period starting in the 1970s with the introduction of the personal computer with subsequent technology introduced providing the ability to transfer information freely and quickly.” Stibitz is considered one of the founding fathers of the digital computer, building one of the first electromechanical computers in 1940 after his discovery of the automatic computing relays in 1937 (Tropp, 1993). “The process of digitalisation thereafter accelerated (Bounfour, 2016; Collin, 2015), with the development of personal computers such as the Simon in 1950, Apple II in 1977 and IBM PC in 1981 (Vogelsang, 2010). With the introduction of the ‘World Wide Web’ (Ibid), the scope, dimension, scale, speed as well as effects of digitalisation fundamentally changed (Berman and Marshall, 2014; Collin, 2015; Tapscott, 1996; Vogelsang, 2010). The process of digitalisation and its effects is termed as “digital transformation” (Berman, 2012; Bounfour, 2016; Chew, 2015; Coyle, 2006; Housewright & Schonfeld, 2006). Leadership theories and styles such as values-based, transformational and authentic leadership, explain contemporary leadership practices in complex and changing organisations (Avolio et al., 2004; Bass and Riggio, 2006; O’Toole, 1995).

![Figure 1 Stages of digital age](source: Tom Goodwin,"The three ages of digital"

1.1. Stages in digital Era

**Pre-digital age, Mid-digital age, Post-digital age**

The pre-digital age evolved slowly. This is a period that straddles the age where digital is just becoming accepted into the mainstream, and the age where digital is fully immersed into our society. In the post-digital age, digital technology will be a vast, quiet element forming the seamless backbone of life. For instance Ten years ago if we question senior executives and company directors they will say that digitalisation is social media, apps, BigData,3D Printing and the cloud those are all correct but the correct assumption is “**Digital is business and business is Digital**”.

There are six characteristics of digital age. They are: (1).Interconnectedness (2) Diminishing time lag and abundance of information, (3) Increased transparency and complexity, (4) Hierarchy removal and dissolution of personal barriers, (5) Decision enabler and Integrity enhancing and the (6) Humanising effect.
1.2. Leadership strategies that leads to digital age
- Digitalisation requires an unbiased understanding of the external environment.
- Digitalisation may require a reformulation of the firm’s mission.
- The meaning and impact of digital to the firm must be clearly stated.
- Digital understanding and capabilities are required across the firm.
- Digitalisation must be supported by the firm’s corporate culture.
- Digitalisation demands a greater level of collaboration.
- Digitalisation requires greater engagement with the public.
- Business strategy in the digital age becomes a continuous process.
- Decision-making in the digital age is increasingly data-driven.
- Digitisation requires firms to enter uncharted territories.
- Digitalisation is about continuous management of change.

Before moving onto digital leadership, if we step back and see what leadership is in general it says that leadership has universal characteristics and theories that are timeless. First is charismatic leadership, a charismatic person possesses a rare gift that allows them to influence followers while inspiring loyalty and obedience. There are several universal skills that are worth mentioning for leadership, such as: (1) motivational skills; (2) team building; (3) emotional intelligence.

1.3. Digital Age influence on Leadership

Digital leadership can be defined by a leader’s contribution to the transition toward a knowledge society and their knowledge of technology. Digital leaders have an obligation to keep up with the ongoing global revolution. They must understand technology, not merely as an enabler but also for its revolutionary force. A leader of the future is more like a community manager rather than an authoritarian. A balanced mix of universal characteristics and digital leadership traits has the potential to guide us through years of transformation with optimism and idealism. Researchers found through many studies that leadership has an impact on digital era that without standard leaders the firm performance is not good and thus though many leadership styles arouse the new leadership i.e. combination of both emotional and intellectual quotients is beneficial for the enhancement of firm performance.

![Figure 2 Digital age on leadership](source: World Economic Forum, “How to be a leader in digital age”).
1.4. Styles of leadership suits for digital age

The Commander sets the goal and tells others how to accomplish it. This works well with machinery, which happily does what it is told, and with direct subordinates who prefer to simply execute. This style is most suited to the production of manufactured, commoditized goods as it is limited by the Commander’s vision and bandwidth.

The Communicator also sets a vision and a plan, but communicates it in order to inspire and create buy-in. This style is suited to services firms where all employees must work to fulfil the mission.

The Collaborator works hand-in-hand with customers and employees (be they full time, part time or independent) to achieve the organization’s goals. As a result, it is empowering and enabling. This style taps into the innovation of people and drives the creation of new intellectual capital. Great examples are open innovators such as Victors and Spoils, a collaborative ad agency and Merck with its crowd-sourcing competitions.

The Co-Creator allows other stakeholders to pursue their individual goals in parallel with the goals of the organization. This style is at the heart of network companies where value is shared by the company and the network participants, such as Airbnb, Uber and Innocentive.com.

These are few styles and some more leadership styles are discussed in this study they are authentic leadership and transformational leadership which suits for this digital era. And this study mainly focuses on the evolution of new leadership (i.e.) combination of emotional quotient and intellectual quotient dimensions to overcome the problems faced by leaders in this digital era.

2. REVIEW OF LITERATURE

Despite the widespread belief that emotions and intelligence are two contradictory concepts, emotions have been included in the intelligence literature since the early 1920’s (Mayer, Salovey, & Caruso, 2000c: 399). Individuals who expressed emotion were often viewed negatively because emotions and reasoning were seen as opposing terms (Mayer & Salovey, 1997:14). Leadership capabilities necessary for success is described as the ability to (1) create a transformative digital vision, (2) energise employees by engagement, (3) focus on the digital governance and (4) building technological leadership (Westerman et al., 2014). Digital governance however is the process of steering a company’s digital activities towards the strategic vision, while building technological leadership entails the enabling and merging of IT leaders with the present business conduct (Westerman, 2014, p. 133-135).

The main feature of leadership is personal quality stated by Malhi (2004). Emotional intelligence focuses more on emotional problem solving. Emotional intelligence is also similar to interpersonal and intrapersonal intelligences, as defined by Gardner (1983: 32) in his theory of multiple intelligences. Gardner (1983:44) defined interpersonal intelligence as the ability to understand others, and he defined intrapersonal intelligence as the ability to understand oneself. Mayer and Salovey (1997:10) defined emotional intelligence as —the ability to perceive accurately, appraise, and express emotion; the ability to access and / or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth. They are four factors that guide emotional intelligence said by Mayer and Salovey they are emotional perception, emotional integration, emotional understanding and emotional management. Individuals who possess the ability to appraise and express their emotions also tend to be more empathetic (e.g., Mayer & Salovey, 1997: 110).
Emotional perception occurs when individuals can effectively identify emotions and their content. Emotional facilitation of thought involves how emotions are used and how they impact on cognitions to assist in thought processes or problem solving. Emotional understanding refers to the ability to understand emotions and to reason with emotional knowledge. The ability to manage or regulate emotions in oneself and in others is the most advanced emotional ability in the ability-based model. Goleman (1995:23) referred to emotional intelligence as being comprised of five dimensions: knowing one’s emotions, managing emotions, motivation, recognizing emotions in others, and handling relationships. Emotional intelligence, according to Goleman (1995:26), includes zeal, persistence, self-control, and motivation. The present review outlined a conceptual link on emotional intelligence suggesting that emotional perception, emotional facilitation, emotional understanding, and emotional management may be important for the prediction of leadership behaviours. Several researchers have suggested that emotional intelligence may be used by organizations to select effective leaders (George, 2001: 1031). It is necessary to empirically examine ability-based emotional intelligence measures in relation to effective leadership behaviours context. But this paper is conceptual the next paper will be empirical study by applying questionnaire and selecting a firm for its performance.

3. OBJECTIVE OF THE STUDY:
The broad objective of the study is “To study the role of emotional intelligence and its relation with intellectual intelligence on leadership.”

3.1. Factors Influencing Leadership on Digitalisation
- EQ-Emotional Quotient
- IQ-Intellectual Quotient
- DQ-Digital Quotient
- PQ-Personal Quality

Traditional leadership qualities like intelligence, toughness, determination and vision were important, but that truly effective leaders also displayed a high degree of emotional intelligence, which includes qualities like self-awareness, inspiration, empathy, social and relationship management skills. With digital technologies like mobility, social networks, big data analytics and cloud now deeply embedded in every aspect of our personal and professional lives, today’s business leaders need to possess a completely new set of capabilities in addition to IQ and EQ to succeed in the digital age. Leaders then must develop or increase their Digital Quotient, or “DQ.”
### Intellectual Dimensions:

| Critical analysis and judgement | A critical faculty that probes the facts identifies advantages and disadvantages and discerns the shortcomings of ideas and proposals. Makes sound judgments and decisions based on reasonable assumptions and factual information, aware of the impact of any assumptions made |

| Vision and imagination | Imaginative and innovative in all aspects of one’s work. Establishes sound priorities for future work. Clear vision of the future direction of the organisation to meet business imperatives. Foresees the impact of changes on one’s vision that reflect implementation issues and business realities |

| Strategic perspective | Sees the wider issues and broader implications. Explores wide range of relationships, balances short- and long-term considerations. Sensitive to the impact of one’s actions and decisions across the organisation. Identifies opportunities and threats. Sensitive to stakeholders’ needs and the implications of external factors on decisions and actions |

### Emotional Dimensions:

| Self-awareness | Awareness of one’s own feelings and the capability to recognise and manage these in a way that one feels that one can control. A degree of self-belief in one’s capability to manage one’s emotions and to control their impact in a work environment |

| Emotional resilience | Performs consistently in a range of situations under pressure and adapts behaviour appropriately. Balances the needs of the situation and task with the needs and concerns of the individuals involved. Retains focus on a course of action or need for results in the face of personal challenge or criticism |

| Intuitiveness | Arrives at clear decisions and drives their implementation when presented with incomplete or ambiguous information using both rational and “emotional” or intuitive perceptions of key issues and implications |

| Interpersonal sensitivity | Is aware of, and takes account of, the needs and perceptions of others in arriving at decisions and proposing solutions to problems and challenges. Builds from this awareness and achieves the commitment of others to decisions and action. A willingness to keep open one’s thoughts on possible solutions to problems and to actively listen to, and reflect on, the reactions and inputs from others |

| Influence | Persuades others to change views based on an understanding of their position and a recognition of the need to listen to this perspective and provide a rationale for change |
New Leadership in the Digital era - A Conceptual study on Emotional dimensions in relation with Intellectual dimensions

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Drive and energy to achieve clear results and make an impact. Balances short- and long-term goals with a capability to pursue demanding goals in the face of rejection or questioning</th>
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<tr>
<td>Conscientiousness</td>
<td>Displays clear commitment to a course of action in the face of challenge and to match “words and deeds” in encouraging others to support the chosen direction. Shows personal commitment to pursuing an ethical solution to a difficult business issue or problem</td>
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**Digital Dimensions:**

<table>
<thead>
<tr>
<th>Managing the unknowable</th>
<th>Digital age leaders need to acknowledge the limits of their expertise and build a reliable network of knowledgeable experts to help them navigate through the choices.</th>
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<tbody>
<tr>
<td>Entrepreneurship</td>
<td>Great leaders are not necessarily great entrepreneurs, but in an increasingly uncertain world, the ability to take risk becomes a critical success factor for every leader. Failing fast” and “falling forward” are critical precursors to success in the digital era</td>
</tr>
<tr>
<td>Mind Map</td>
<td>Organizations look to their leaders to interpret the big picture vision and chart a course for the organization through the maze of business and technological issues. The ability to visualize the big picture, understand the end game, and set operating boundaries in a fast changing, dynamic business environment are all part of the leader’s mind map.</td>
</tr>
<tr>
<td>Discern at speed</td>
<td>Speed is the most distinguishing characteristic of the digital age. No matter how fast you are moving to transform your business; the depressing reality is that you still probably aren’t moving fast enough. Leaders need to possess clarity of purpose, thought and action to align teams to achieve common objectives.</td>
</tr>
<tr>
<td>Succeeding in the customer age</td>
<td>A common management truism states that one can only ever choose two of the following parameters: speed, quality or cost — but the new digital age customer is uncompromising. They demand performance on all three metrics: they want it all, they want it now and they want it for free.</td>
</tr>
<tr>
<td>Inspiring with technology</td>
<td>Technology presents infinite possibilities. Whether to generate ideas or propagate the vision across the organization and digital age leaders must be able to harness this power creatively to benefit their organizations.</td>
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Source: https://www.ceo.com/operations/leadership-in-the-digital-age/
3.2 Conceptual framework of the study

4. DISCUSSION:
Goleman (1995, 1998) defined emotional intelligence as the ability to be aware of and to handle one’s emotions in varying situations. He concluded that emotional intelligence includes traits as self-awareness, self-regulation, motivation, empathy, and social skill. These are the skills that leader require in the firm for effective leadership and firm performance as well. Today’s business leaders require high level of IQ+EQ. Successful leaders will also possess and practice the qualities of a Digital Quotient; rapidly adapting and transforming their enterprise by injecting digital capabilities into the organization's DNA. Trait measures of emotional intelligence tended to show higher validities than ability-based measures of emotional intelligence in leadership. Leadership is one of the social skills in trait of emotional intelligence. In this study leadership in the digital era is listed with factors like EQ, IQ, DQ and PQ listed above leads to firm performance. And the factors of EQ are self-awareness, emotional resilience, intuitiveness, interpersonal sensitivity, influence, motivation and conscientiousness which are influencing to leadership that leads to firm performance. Some of the IQ factors are critical analysis and judgement, vision and imagination and strategic perspective which lead to firm performance as well. A firm is tested with high level of performance through factors like employee’s innovation, loyalty company good will and employee productivity. In this study all the variables that leading to leadership leads to firm performance through this study.

5. CONCLUSION:
The purpose of the study is to evaluate the factors influencing the leadership in the digital age. This study mainly focuses on the leading digital age and the need of the leadership in digital age. This study main purpose is to focus on the factors influencing the digitalization and to study individually the variables affecting the new leadership. This era has many strategies and stages. The main purpose of this study knows which leadership style among all suits the most for this digital era. And this study is purely conceptual with brief discussion about leadership characteristics and factors that suit the new leadership for the digital era.

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