

UNIT 6: E-Leadership

Leadership Skills



TOPICS DISCUSSED

- **What is E-leadership;**
- **E-leadership main challenges;**
- **How to deal with the E-leadership challenges.**



BREATH FOCUS

How to Do It:

Sitting with the spine upright, exhale all of the air in your lungs out through your mouth. Close your lips and use your nose to inhale slowly until your lungs are full. For antara, hold the air in your lungs for a count of three to five seconds and then slowly release.



What is E-Leadership

E-Leadership is the efficient use and combination of electronic communication methods and traditional methods that imply awareness of the current information and communication technologies, a selective adaptation of new ICT for the leader and for the organization, and the technical competence in the use of ICT (Van Wart et al., 2016).



E-Leadership Challenges



Geography and
Isolation



Culture and Technical
Sync



Trusting relationships



Reliability,
predictability and
healthy social
interaction



Work-life balance

How to deal with the challenges

Leaders and followers must acquire new skills such as improving virtual communication skills so that the goals are clear, assertive, and addressed (Van Wart et al., 2017).

The e-leader has a key role in the proper monitoring of its team through regular meetings, feedback, continuous monitoring of progress and sharing of knowledge among team members.

The relationship of trust that the e-leader must establish with each member must be based on honesty, consistency, fairness, and overall integrity in the team.



How to deal with the challenges

E-communication skills

E-social skills

E-team building skills

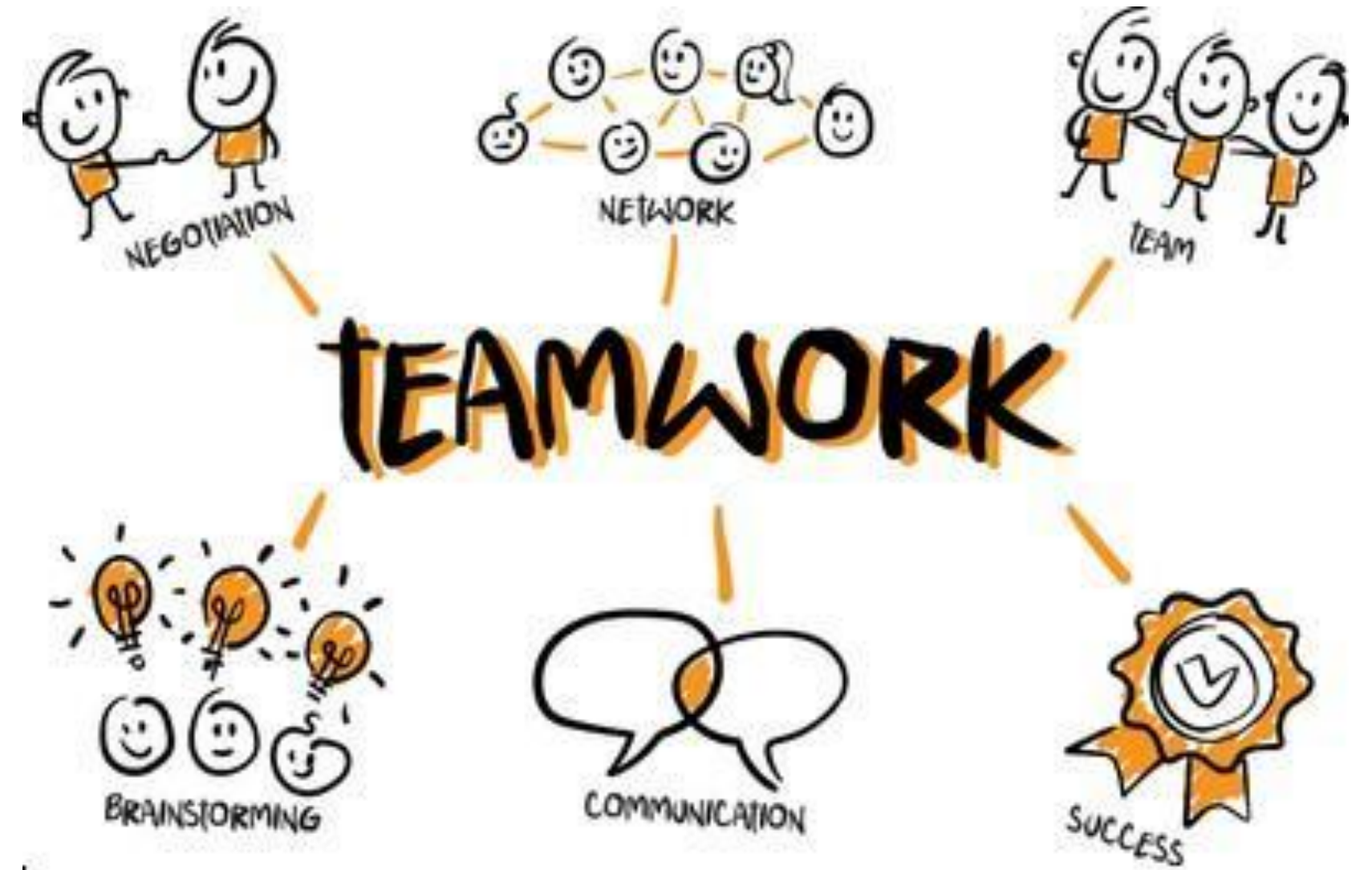
E-change management skills.

E-technological skills

E-trustworthiness

Exercise to discuss:

Develop a strategy to improve e-leadership in our company and discuss about the possible obstacles and enablers.



shutterstock.com · 1442307026

References

JOURNALS AND PUBLICATIONS

- Anoye, A.B., & Kouamé, J.S. (2018). Leadership Challenges In Virtual Team Environment. *International Journal of Scientific & Technology Research*, 7, 160-167.
- Avolio, B., & Kahai, S. (2003). Adding the “E” to E-Leadership:: How it May Impact Your Leadership. *Organizational Dynamics*, 31, 325-338.
- Contreras, F.; Baykal, E. & Abid G. (2020). E-leadership and Teleworking in Times of COVID-19 and Beyond: What We Know and Where Do We Go. *Frontiers in psychology*, 11, 590271.
- DasGupta, P. (2011). Literature Review: e-Leadership. *Emerging Leadership Journeys*,4(1), 1-36
- Kulshreshtha, K., & Sharma, G. (2021). Understanding e-leadership: Please mind the gap. *Technological Forecasting And Social Change*, 168, 120750. doi: 10.1016/j.techfore.2021.120750
- Northouse, P. G. (2019). *Leadership: Theory and Practice* (8th ed.). Thousand Oaks: SAGE Publications.

References

JOURNALS AND PUBLICATIONS

- Samartinho, J., Resende da Silva, P., & Faria, J. (2012). e-Liderança: um processo de influência social mediado por tecnologia. O papel do e-Líder na transição das equipas face-to-face (f2f) para equipas virtuais (e-Teams).
- Van Wart, Monty & Roman, Alexandru & Wang, Xiaohu & Cheol, Liu. (2016). Integrating ICT Adoption Issues into (E-) Leadership Theory. *Telematics and Informatics*.
- Van Wart, M., Roman, A., Wang, X., & Liu, C. (2017). Operationalizing the definition of e-leadership: identifying the elements of e-leadership. *International Review Of Administrative Sciences*, 85(1), 80-97. doi: 10.1177/0020852316681446
- Wallace, D., Torres, E., & Zaccaro, S. (2021). Just what do we think we are doing? Learning outcomes of leader and leadership development. *The Leadership Quarterly*, 32(5), 101494. doi: 10.1016/j.leaqua.2020.101494
- Zaccaro, S.J. & Bader, P. (2003). E-leadership and the challenges of leading e-Teams: Minimizing the bad and maximizing the good. *Organizational Dynamics*, 31(4), 377-387.