Leadership in the Digital Enterprise:
Issues and Challenges

Pak Yoong
Victoria University of Wellington, New Zealand

Detailed Table of Contents

Section 1
Emergent Leadership Approaches in the Digital Environment

Section 1 of this book consists of 5 chapters that explore the nature of leadership in the virtual environment

Chapter 1

This chapter explores the concept of distributed leadership. The author argues that distributed leadership is ideally suited to support online interactions in group environments as all group members have opportunities to facilitate activities that enhance ready access to information and sharing of information.

Chapter 2

The four authors provide a brief exploration of the concept of shared leadership as it pertains to organizing, leading and participating in a virtual team. They strongly suggest that allocating leadership responsibilities based on team members' expertise and needs might lead to more productive and balanced teams in a virtual workplace.

Chapter 3

Sharmila Jayasingam, Universiti Malaya, Malaysia
Mahfooz A. Ansari, University of Lethbridge, Canada

This chapter explores the nature of leadership in a knowledge management environment and suggests a transformation of leader behavior is required to manage a new generation of knowledge workers.

Chapter 4

Andreas Schroeder, Victoria University of Wellington, New Zealand
David Pauleen, Victoria University of Wellington, New Zealand
Sid Huff, Victoria University of Wellington, New Zealand

The chapter introduces a framework for analyzing governance arrangements of knowledge management (KM) programmes. The framework is then used to analyze the organizational structures, processes and relational mechanisms, including leadership matters, which guide the KM programme of a large European corporation.

Chapter 5

Traci Carte, University of Oklahoma, USA
Heather King, Gabbard & Company, USA

The final chapter in this section considers the skills needed by leaders to enhance the development of communication practices, performance and change management in virtual teams. The authors also describe the distinctions between effective practices of face-to-face and virtual team interactions.

Section 2
Patterns of Leadership Behaviours

Section 2 of this book consists of 6 chapters that describe the behavioral aspects of different leadership in the digital enterprise.

Chapter 6

Knowledge Brokers in Overlapping Online Communities of Practice:
Jocelyn Cranefield, Victoria University of Wellington, New Zealand
Pak Yoong, Victoria University of Wellington, New Zealand

This chapter introduces the role of a connector-leader in connecting overlapping online communities of practice (CoP) as well as meeting the knowledge needs of local organisations and communities. Connector-leaders spanned boundaries in the online community realm and had a strong online pres-

ence. As professional learners, they were strongly outward facing, identifying primarily as members of a distributed online CoP. As leaders, they were inward facing, focusing largely on the knowledge needs of local organisations and CoPs.

Chapter 7

Charlie C. Chen, Appalachian State University, USA
Albert L. Harris, Appalachian State University, USA
Jimpo Wu, Tamkang University, Taiwan

The authors extended our understanding of leadership in a virtual environment. Using a quasi-experiment approach, they found that 'trust' serves as a mediating role in the relationship between leadership effectiveness and team satisfaction and team performance.

Chapter 8

Mohamed Daassi, University of Bretagne Occidentale, France
Nabila Jawadi, CREPA, Center for Research in Management & Organization, France
Marc Favier, University of Grenoble, France
Michel Kalika, École de Management Strasbourg, Université Robert Schuman, CREPA
   Center for Research in Management & Organization, France

This chapter investigates the role of e-leaders in building and maintaining collective awareness within virtual teams. It examines the behavioural style of virtual team leaders. Specifically, it describes the effects of leaders' behavioral leadership orientation on collective awareness building in virtual teams.

Chapter 9

Ada Scupola, Roskilde University, Denmark

This chapter presents the results of a study investigating leadership and leadership styles in e-commerce adoption in small and medium size enterprises in Australia. The results show that top management and CEO' leadership have a key role in small and medium size enterprises (SMEs) in developing a vision for e-commerce adoption and that the dominant leadership style is directive with some signs of consultative.

Chapter 10

Halbana Tarmizi, Abu Dhabi University, UAE
Gert-Jan de Vreede, University of Nebraska at Omaha, USA

This chapter explores the role of a facilitator of communities of practice and identifies several tasks commonly performed by facilitators from different communities. Facilitation in CoP by itself is challenging as we are dealing with different types of CoP that exhibit different characteristics. Through

content analysis of facilitators' postings the authors identified several tasks commonly performed by facilitators from different CoPs. Knowing how to accomplish those tasks will help CoP facilitators in assisting their communities to thrive.

Chapter 11

Petros Chamakiotis, University of Bath, UK
Niki Panteli, University of Bath, UK

The final chapter in this section discusses leadership approaches suitable for some virtual teams and also the personal values that drive ordinary team members to lead their teams.

Section 3
Implications for Training and Development

Section 3 of this book explores different training and development strategies that could be implemented to develop emerging leaders in the digital enterprise.

Chapter 12

Kate Thornton, Victoria University of Wellington, New Zealand
Pak Yoong, Victoria University of Wellington, New Zealand

The authors describe a case study in which action learning, a process that involves small groups of learners working on issues or problems they face in their every day work, was supported by the use of ICT, thus providing a 'blended' approach.

Chapter 13

Darin R. Molnar, CEO, eXcolo Research Group, USA

The author raises the issue of 'servant leadership' which is described as a willingness to lead by first serving others. The author argues that assessment instruments are needed to help leaders understand the level of perceived servant leadership characteristics among organizational members under their guidance.

Chapter 14

Annick Janson, Victoria University of Wellington, New Zealand

Here the author uses an extended actor network analysis approach to investigate how self-selected leaders in online communities spontaneously emerge in a virtual environment, using the online medium to gain legitimacy and coverage.

Section 4
Additional Selected Readings

The final section of this book includes 3 chapters containing previous research as a supplementary addition to the work for this publication.

Chapter 15

The author describes current leadership research in project management, and its related theories. Subsequently, the personality profiles of successful project managers in different types of projects are presented.

Chapter 16

The authors examine the communication behaviors of participants in two different case studies to determine if number, length, and content of messages are sufficient criteria to identify emergent leaders in asynchronous and synchronous environments.

Chapter 17

The authors argue that it is important to recognize the importance of trust as generated through individuals that have trustful ties that cross central boundaries, that is, trust brokers. Based on a relational approach to trust in groups as well as empirical studies of distributed work groups, they argue that trust brokers can help to establish trust quickly and make the group operate in more robust and sustainable ways.