

CLOSING THE CAPACITY GAP IN E-LEADERSHIP

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Defining E-leadership

E-leadership is the capacity to *integrate* critical knowledge resources into the guiding purposes, strategy and activities of an organization to enhance value, and to make this integration sustainable.

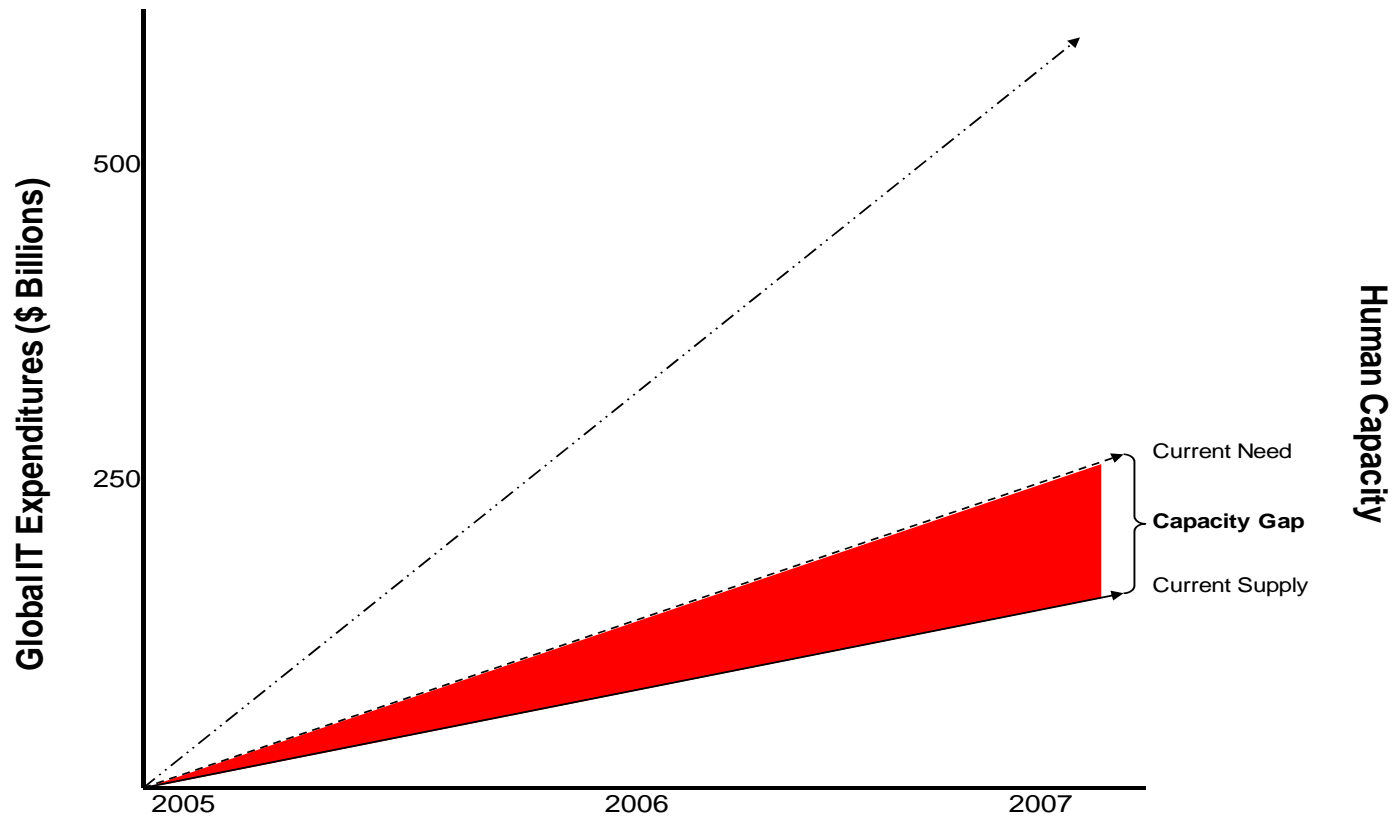
THE PROBLEM:

***FINDING ENOUGH OF THE RIGHT KIND OF
TALENT TO PROVIDE 'E-LEADERSHIP' TO
UNIVERSITIES AND OTHER INSTITUTIONS IN
THE DIGITAL AGE***

THREE ASPECTS OF LEADERSHIP :

- Universal leadership. Whether in the time of Julius Caesar or Nelson Mandela, great leaders possess passion, decisiveness, calculation and energy.
- Leadership in the Digital Age. Unlike the industrial age, the post-industrial age is a globalized, distributed, faster-moving environment, drenched with communications and information resources, and top leaders today must act and react accordingly.
- “E-leadership”. Found in ICT functions of all sectors. The innovators and early adopters that spread new technologies in their communities and organizations. (Rogers)

Figure #1: THE CAPACITY GAP: NOT ENOUGH TALENT AT THE TOP



This illustration is heuristic, meant to capture the essence of the capacity gap in a notional way; it does not capture exact demand-supply figures, which in any event do not exist in any aggregated form.

Figure #2: The Vertical Dimension of the E-leadership Capacity Gap

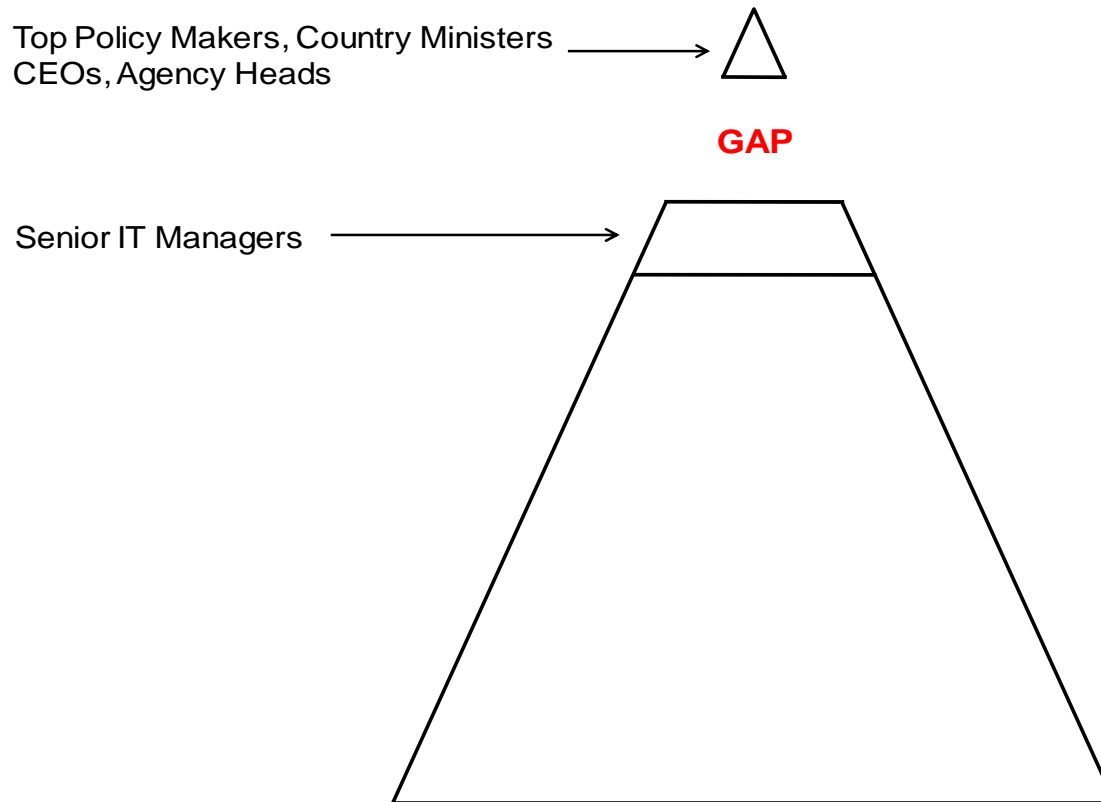


Figure #3: The Quad Network

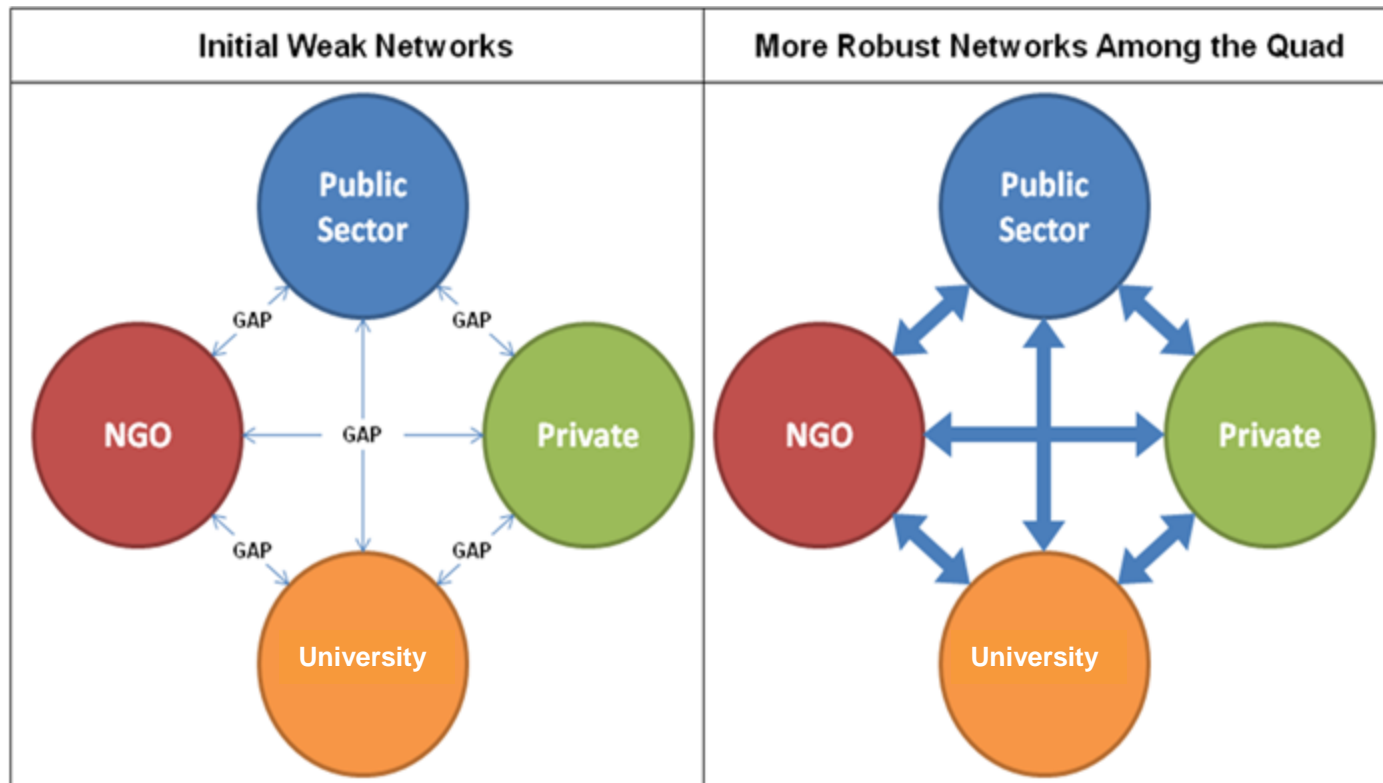
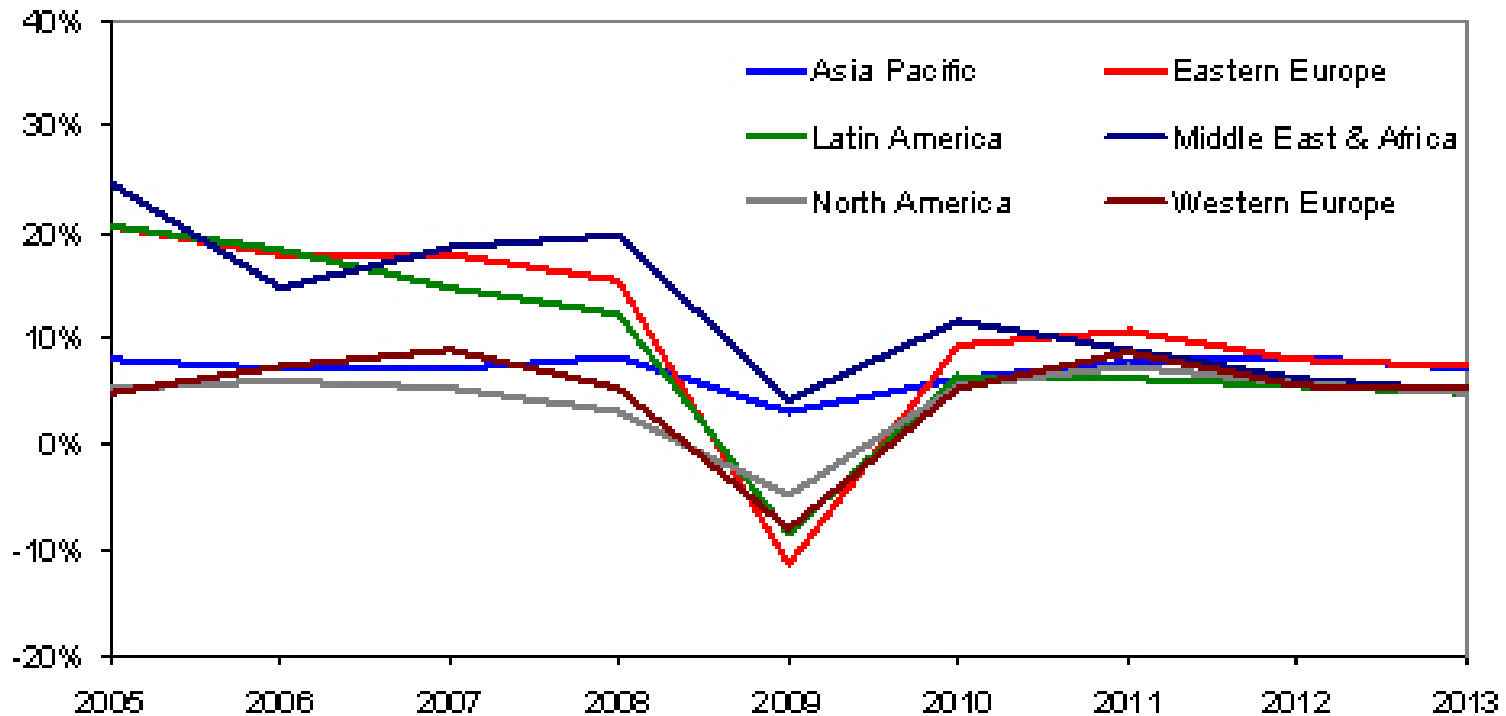


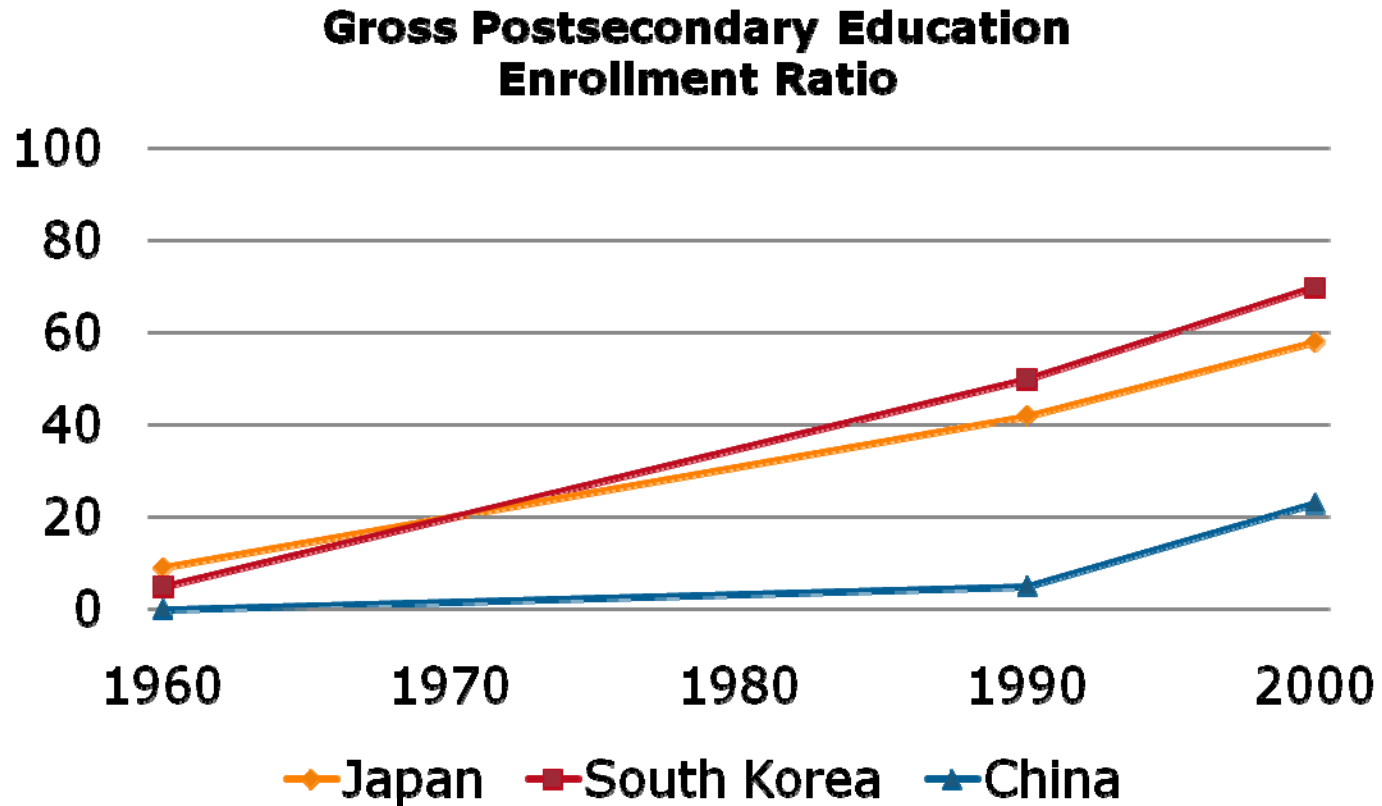
Figure #4: Asia-Pacific ICT Growth

ICT Spending Growth by Region



Source: IHS Global Insight, 2010

Figure #5: Growth of Major Asian Universities



Source: Levin, 2010

Figure #6: E-leadership in Universities

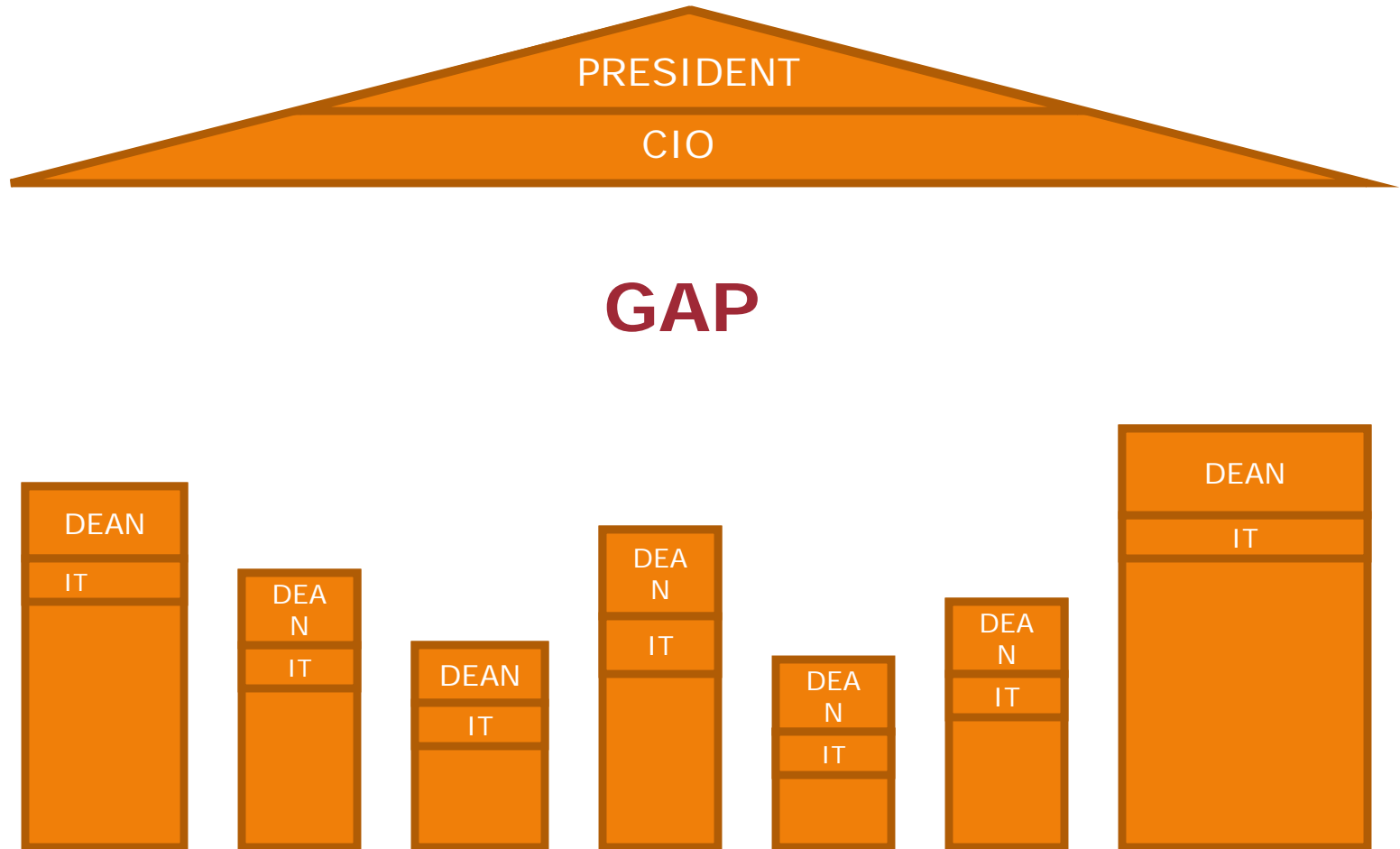
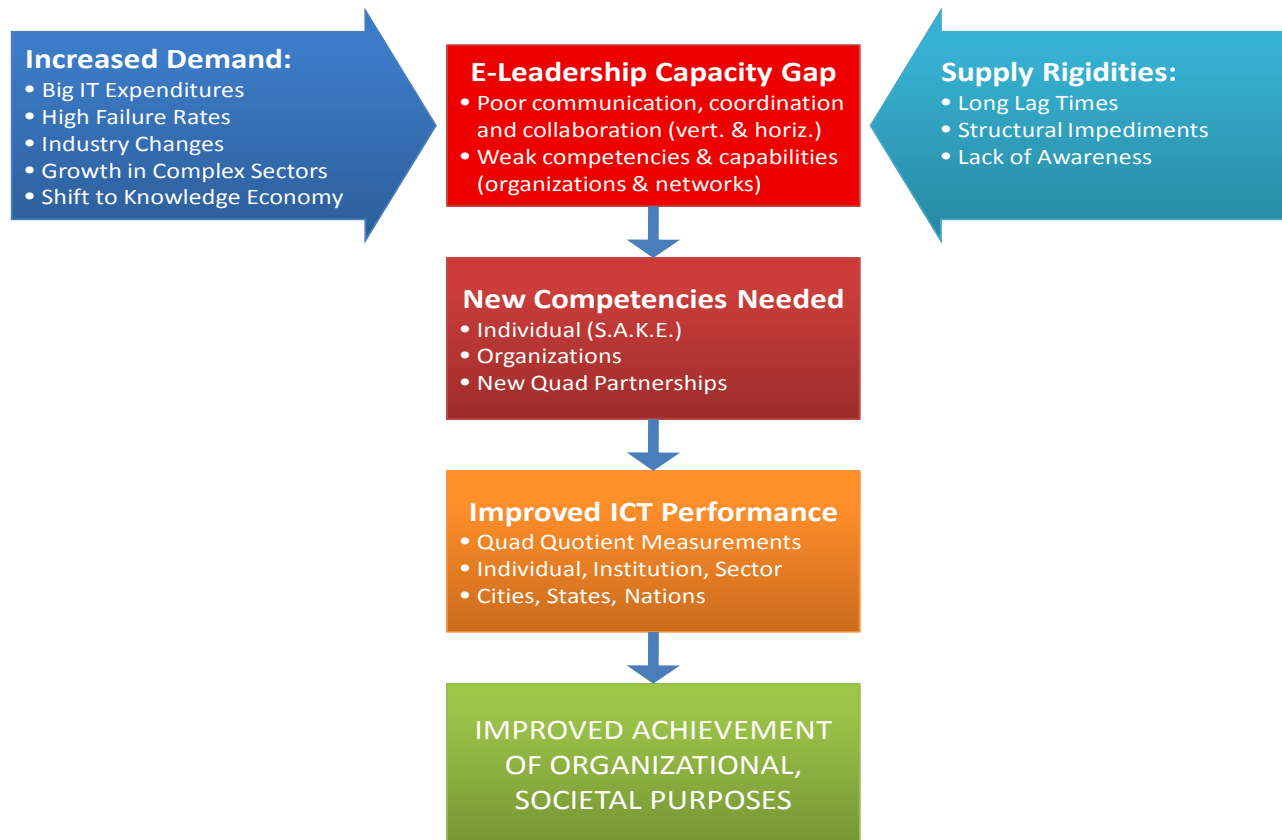


Figure #7: Causality and Responses

Within this overall dynamic, each of the twin gaps – vertical and horizontal – stands on its own and has its own peculiarities. At the same time, however, they intersect in a variety of important ways critical to the success of a modern organization, and those intersections are significantly shaped by the attitudes and behaviors of e-leaders. The e-leader forms the essential fulcrum of their intersections.



CONCLUSION

To close the gap, three distinct but interconnected levels of social action must be addressed:

Individual

Organizational

Social networks

Individual Competencies to Close the Gap

Individual employees – actual or potential leaders – must be empowered and enabled to make these changes by enhancing several core competencies:

Skills, Attitudes, Knowledge, Experience (SAKE)

- **Skills:** communications, i.e. the *capacity to conduct two-way interactions that effectively delivers one's message to others, while also listening, learning and (if necessary) altering one's behavior based on the new listening and learning*. Also political skills to transform new learning into effective action
- **Attitudes:** intellectual curiosity; high tolerance for ambiguity; empathy; passion; tenacity in face of opposition & failure
- **Knowledge:** substantive mastery of bodies of theories and concepts, as well as deep understanding and familiarity with places, things and events, especially new technologies
- **Experience:** Engagement in multiple organizational, professional and cultural settings

Organizational Capacities to Close the Gap

To close the gap, leaders must apply these competencies to reform the organizations they lead.

- Set in place lasting incentives, consistently conveyed and enforced, for better communication
- Include material as well as non-material incentives
- Best outcome: a change in organizational 'culture' that rewards better horizontal and vertical communication and innovation, yielding a learning/knowledge organization

Network Robustness to Close the Gap

Create new horizontal linkages and enhance existing links, to achieve more

- balance among the nodes
- reciprocity
- reliability
- resources
- leadership

THANK YOU

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