

E-LEADERSHIP – Pre planned e-leadership management across human sensitive to reach communication quality

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Welcome to the e-World - electronic business world, 24/7 in a virtual workplace, where business environment and decisions change every minute

“Know-how”

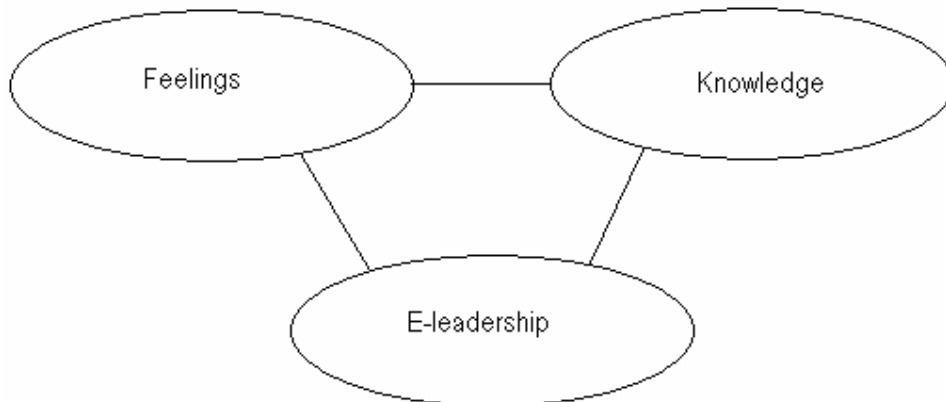
A technological breakthrough is occurring dramatic change of leadership development. Instant download, television quality, audio-video transmission are commonly available to leaders around the world. People are connected, synchronously and asynchronously through both wired and wireless networks. There is a challenge to introduce the areas that can be positive important, but also an obstacle. We have to identify how the design, selection and usage rapidly changing technologies affect leader's relationship, communication process, trust and interactivity among team members.

Within most in any company, there will always be a resistance to new modes of communication. Changes are the norm in today's leader's life. Continuously increasing pressure to develop leadership comes out of understanding that the reality is incomplete. Leaders need to adopt new models to increase effectiveness of their and team work.

Organisations don't adopt technology infrastructure, leaders- human beings do that. We should analyse sensitive people psychology first of all. E-leadership strategy must be designed with a care and adopted by individual psychological or character features. The first feeling when person comes to unknown environment is **uncertainty**. Uncertainty - because leaders do not know how to behave and interact with that new technology. Human response to stressors can cause the preparation for danger. In a contrary, the familiarity with the environment makes it easier to solve the problem and to prepare for the future actions as well. Interaction without face to face communication using Technological miracles can face responsibility and prosper of **individualistically** view in a team work. Technology provides the great possibilities of autonomy as well. But leaders should also solve the problem of feeling and being seen isolated. **Hidden actions** are more possible through technology. More over, hidden interdependency can reduce coordination (Serfaty, Entin, & Johnston, 1998), commitment of team members to leaders and leader's responsibility to group. E-leaders can come in to the **data protection** problems. The obstacle is not only loosing data, but also information quality problem. The major problem appears of misinterpretation and loosing face in critical situations. And as it is obvious, that leadership is about influencing others, building consensus on decisions, and security, loyalty and voluntary compliance (Judee K.B., Suzanne W., and Joseph B., 2005) Not correct technology usage can create **critical instability**. At a critical value of control, the leadership skills can slow down. This scenario may change the leadership performance from stability to chaos. A big conflict between technology and human relations could be seen in workplace. But the solution always comes in a way of conflict. We have to identify the stage of e-leadership and ask the questions: “where are we”, “why we are here” and “where we are going”?

E-leadership no doubt is tidily connected with **human feelings' sensitivity**. Psychological tests showed the negative correlation between low emotional intelligence and socialising and intellectual capabilities. Emotional

intelligence is the ability to understand own emotions and people around. Low emotional intelligence reduces self-control (BBC- Science & Nature). According to Meindl (1993), “*leadership emerges in the minds of followers*”. Leader is not alone in the field of making good business. The attitude of the leading people should be evaluated before using technology.



From the team perspective, people are not likely to collaborate very often if they are more than 50 feet (J.Lipnack, J.Stamps, 1997). Most leaders focus on tangible effect of e-leadership, rather on intangible assets, which are people. Modern leaders have also the responsibility to create the work place a better place. Now a day’s one of the main business strategies is to do a good business. Leaders at the same level of improving their technology skills have to develop their morale skills also. E-Leader concept includes such attributes like intelligence, honesty, good will and etc. Businesses come to the way to restrict relationships and redefine trust concept. There is a possibility that technology can create untreatable business environment. In the pursuit of this, technology should be an instrument that keeps peace within relationships, not a resource of conflict. Leader’s performance is to encourage environmentally responsible behaviour. It is important to let individually choose technology. If it is intervened in a workplace without clear understanding of person’s needs, then it is identified as **uncontrollable effect**. Uncontrollability has more damage and determined effect, rather than controllable. It is important to let for person choose electronic sources to enable each leader to design her/his performance. People are unique with unique needs. We have to implement **e-enabling** in leadership process. The individual guiding principle helps to improve leadership skills. Different levels of e-leaders can also react differently with other e-leaders. To recommend for the future e-leadership development, there should be implemented strategies to combine individualistic view and team view of e-leadership strategies.

The need to work collaboratively across the borders is a necessary process. “Social dilemmas are situations where individual rationality leads to collective irrationality”. (Peter Kollock). The basic recommendation seems to be planning. Planning is the most important part that should be taken to develop e-leadership skills.

Communication planning is becoming curricular important. The process of experiencing is an identification of critical communication channel. The imperative should be a possibility to re-form relationships as well. Balance and creativity to adopt the process of e-leadership is a best way of communication. The time when leaders are still trying to understand new technologies and how to use them is a very sensitive. The definition of letter E should be developed in a proper way. Companies’ leaders already find face-to-face communication quite pressuring. Technology is a real challenge for leaders to lead their followers and to lead their interpersonal skills further. This situation defines as a **complex situation**, which demands to pay attention to the nuisance as well. E-leaders have a task to prepare future actions in their own responsibilities. E-leadership planning can create long term organisational impact and continues progress. **Preplanning** can quickly and effectively respond and locate any crisis situation. Preplanning technology use creates the possibility of reducing stress and building trust among leader and followers. **Communication prevention insurance** is the new approach in the electronic age. It is proactive thinking about balance of communication and ensuring losses at the very first stage. All aspects of electronic leadership need coordination and monitoring so that possible problems could be identified and the best practises can be reinforced and retained.

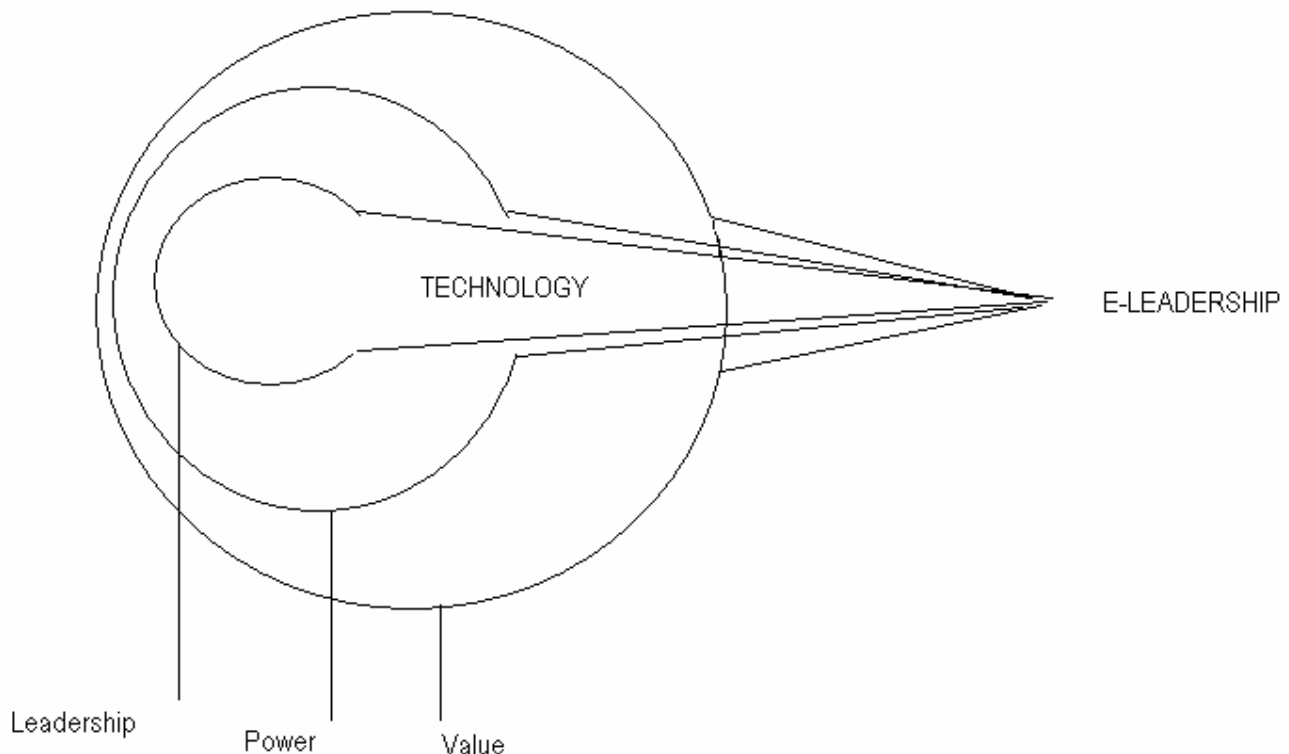
Understanding the behavioural risk is particular important. E-leaders should take the right risk at the right level. The right starting point for leader is to ask a question about the problems of e-leadership, what knowledge they lack, what they should be doing to manage the risk at the first step of changes. There is **strategic and operational risk** to find out. On the top of categories of risk appears strategic risk first, which is identified as goals and objectives. The second is operational risk, identified as an outgoing management process. Good e-leaders should know that communication risk come from lack of communication. Identification the risks in each stage can help to prepare and further e-leadership develop. The perspective view to control technology should be one of the main parts of e-leader's strategy, which includes:

- Risk identification
- Analysis
- Risk minimization
- Risk treatment

In a pursuit of this, leaders should manage strategic changes for operational risks to achieve best team and personal performance in using technology.

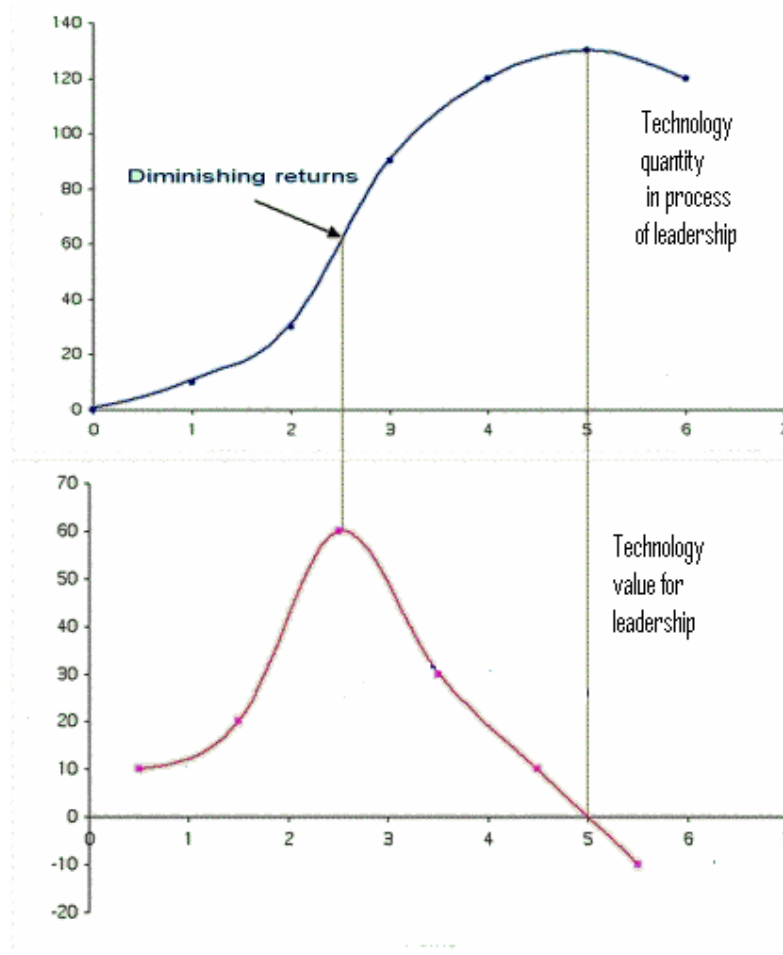
U.S. Army Research Institute for the Behavioural and Social Sciences Research, and Advanced Concepts Office (RACO) and other federal agencies investigated research on army leadership in electronic age. The results showed the negative technology impact to collaboration, coordination, trust and relationship building process. Electronic communication is more efficient for completing simple tasks. Face to Face communication is essential for complicated task, which depends on trust and interpersonal relationship. E-leadership shouldn't replace face to face communication. Two way conversations should be developed. Human interaction should support the usage of e-leadership. There is a need of balance between them. Human psychology models should be evolved to embrace the changes brought about by technology.

According to Malthus Measure of Value Theory, we can explain e-leadership further development in a concepts of value and power. Leadership is connected with Value and Power. Technology influence to these approaches creates e-leadership performance.



We should ask how to improve the steadiness of the Value and how constantly increase the value of technology and at the same time face to face communication. What all e-leaders can do is to make the best choice.

E-leadership comprises of 2 basic elements: technology and leadership. The imperfect situation would be that if one value increases, another decreases and the whole potential of Value is not achieved. In a perfect situation should be implemented arbitrary assumption to measure both of values. And the imperative have to be continues growth of both of them. Concept of Demising returns can explain the shape of value: “If one factor of production is increasing while the others remain constant, the overall returns will relatively decrease after a certain point”, Thomas Malthus, *Essay on the Principle of Population* (1798).



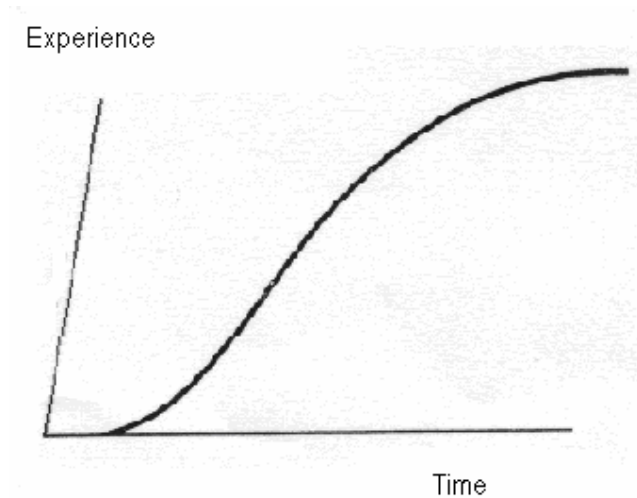
Increasing technology usage at the particular level can bring value. But if other factors, as face to face communication, are constant, the value of technology decreases, even if we constantly raise its usage. Knowing that E-leadership reduces some costs, e-leaders could use these cost to increase face to face communication and keep a balance.

We should identify talent to **combine face to face and e-leadership strategies**. We can assume that this combination can maximize the profit, reduce the cost and increase the satisfaction of working. Designing e-leadership strategies will be a priority, as appose of chaos leadership. Communication is a critical connectivity via relationships. No doubt, face to face communication is curricular to the team work.

To build strong leaders positions it is important to reach **emotional confidence** in face to face communication and virtual world as well. In new age strong bandwidth creates relations between team members. The peak of people's effectiveness can be reached by using all means of communication in balance. In fact this power of combination makes the empowerment more easily and maximises the participation in decision making. Team experience of using all means in their workplace let to make the best decisions and use all the potential creativity. The balance of face to face and electronic leadership allows not losing the curricular issue of human being's needs of communication and encourages using full potential.

The correlation of time and technology adaptiveness can be explained by **Diffusion of innovation theory**. This theory identifies that innovation is communicated through social channels over the time. This theory is combined together with S curve Theory, which depicts technology adaptation and time. Psychologically leaders adopt technology at the first stage very slow, at the second stage – the adaptation time is rapidly growing and the third stage the time slow down again. Strategic aim is to increase the first stage of leadership development. At the second stage, leaders should keep the same speed and shouldn't ignore face to face communication. At the third stage leaders should keep the speed of the second stage.

S- Curve of adaptation of an innovation



The understandness of the curve can change the directions and redesigning of e-leadership development. Mark Dodgson and John Bessant in their book *"Effective Innovation Policy: A New Approach"*, identifies that innovativeness is “the capability on the part of the recipient to do something useful with resources” = adapt technology effectively.

According to Robert Hargrove, new definition of **ePowerBranding** appears in business strategies and declares that it will lead to the personal branding first of all. You want to become a leader in the new economy, the first transformation you have to effect is your own.

The solution can be identified as an **Organisation Environmental quality adaptation**, which means the balance between organisation culture and using resources to satisfy the needs and wants of individual and team.

Communication quality requires rational planning and is associated with other types of communication. coand e-Leadership development The guidelines to use develop e-leadership concept correctly are:

- Involve leaders in e-leadership coaching programs
- Use initial face to face communication
- Create emotional confidence
- Create clear and understandable strategy
- Pre plan e-leadership and implement communication prevention insurance
- e-enable leaders
- implement ePowerBranding
- make e-leadership controllable effect

- measure the value of e-leadership in every stage
- use electronic leadership for more simple task and face to face communication for more complicated
- Identify strategic and operational technology implementation risks
- Give and receive direct and online feedback
- Create practice models to use face to face and electronic communication

The revolution in information and communications technologies offers genuine potential, but also raises the risk that a significant portion of the world will lose out. We need to promote policies and develop institutions which will let **everybody benefit**... And it won't happen on its own." Juan Somavia, director-general of the labour organisation, a UN agency.

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