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**PART 1: REPORT**

# Introduction

Digital technology is transforming organizations rapidly and their operations, and it is essential for organizations to adapt to the changing landscape (Hanelt, et al. 2021). Digital transformation is a term used to describe the process of leveraging digital technology to improve an organization’s operational efficiency, customer experience, and overall performance (Hanelt, et al. 2021). Digital transformation can be realized through the use of a range of technologies such as artificial intelligence, block chain, cloud computing and the Internet of Things (Gill, et al. 2019). The demand for digital transformation is evolving from the need for increased efficiency, the ability to stay ahead of the competition and improved customer experience. This is mostly true in times of uncertainty, when organizations want to be in a position to rapidly transform and respond to changing conditions (Fitzgerald, et al. 2014). The capacity to do this is allowed by digital transformation, which incorporates the integration of digital technology into all aspects of the organization, from processes and operations to strategy and decision-making. Digital transformation admits organizations to increase efficiency, gain a competitive edge and improve customer experience.

This case study focuses on OpenOrg. OpenOrg is a private digital-first software solutions provider which has been operating for over 20 years, offering a wide scope of services to customers ranging from small businesses to large enterprises (Wulf, Mettler and Brenner 2017). OpenOrg’s services include web and app development, cloud computing, data analytics, artificial intelligence, and machine learning. OpenOrg has seen steady growth in its customer base and revenue over the past few years, but has been facing increasing pressure from competitors, new technologies, and changing customer needs and expectations (DaSilva, et al. 2013). This pressure has given OpenOrg the impetus to embark on a digital transformation journey to stay competitive and relevant in the market. OpenOrg is looking to leverage digital technology to improve its processes and operations, as well as its customer experience. By doing so, OpenOrg aspire to gain a competitive edge in the marketplace and achieve its long-term goals. This case study will focus on the opportunities, drivers, and challenges of digital transformation in OpenOrg, and will assess the best approach for leading and managing this transformation.

OpenOrg’s digital transformation focus at transforming the organization from a traditional IT services provider to a digital-first organization that can take supremacy of the latest technologies and offer innovative new services to its customers (Van Veldhoven and Vanthienen 2023). The digital transformation will involve changes to the organization’s processes, products, and services, as well as its internal culture and organizational structure. This transformation will require OpenOrg to develop new skills, build new capabilities, and create new strategies and partnerships.

The digital transformation journey of OpenOrg has already begun, with the organization hiring new talent, investing in new technologies and engaging in strategic partnerships with other organizations. Nevertheless, OpenOrg is still facing a number of challenges in its digital transformation journey. Some of the challenges includes identifying the right technologies to use, building a culture and organizational structure that can support the transformation and developing a clear strategy.

For the purpose of successfully complete its digital transformation journey, OpenOrg requires to make sure that the organization is properly prepared and has an effective leadership, change management approach in place and strategy. This paper will analyze the role of digital technology in OpenOrg’s digital transformation, along with the leadership, change management approaches and strategic planning that the organization requires to adopt so as to ensure successful outcomes.

# Critical Situation Analysis

OpenOrg is a software provider solutions that has been in business for over 15 years (Poba-Nzaou and Uwizeyemungu 2013). It has grown to become a leading provider of software solutions in its region, but is looking for ways to stay ahead of the competition. As a means to do this, OpenOrg is looking to leverage digital technology to improve its processes and operations, as well as its customer experience. OpenOrg is informed of the chances that digital transformation can provide, but is also aware of the potential challenges that come with such a transformation. According to (Schneider and Kokshagina 2021) OpenOrg’s digital transformation journey began in 2020 with the organization investing in new technologies such as cloud computing, artificial intelligence, block chain, and the Internet of Things. OpenOrg also began to hire new talent with the skills and experience necessary to take the organization’s digital transformation forward. The organization has also involved in strategic partnerships with other organizations to help come about new products and services which can take advantage of the latest technologies.

## Current Situation

As a means to examine the drivers, challenges and opportunities of digital transformation in OpenOrg, it is important to understand the current situation of the organization. . OpenOrg currently employs around 300 people and has a turnover of approximately £50 million a year (O'Connor and Laporte 2012). It has been successful in its region, but is looking to advance its operations and gain an edge in the competition in the marketplace.

The current processes and operations of OpenOrg are mostly manual and have not been upgraded in many years. This is a vital constraint for the organization, as it limits its capacity to respond rapidly to the changes in the market. OpenOrg is also not taking full advantage of digital technology to improve its customer experience. For example, its current processes do not enable for customers to interact with the organization in real-time, which limits its ability to rapidly respond to customer queries and complaints. OpenOrg is informed of the need to leverage digital technology to improve its operations and customer experience, and is looking to do so in the near future.

As a means to understand the drivers, challenges and opportunities of digital transformation in OpenOrg, it is important to understand the current trends in the market. Digital transformation has become more and more of paramount in recent years, as organizations are considering to leverage digital technology in order to gain a competitive edge. This is especially true in times of uncertainty, when organizations need to be able to quickly adapt and respond to changing conditions. Digital transformation involves the integration of digital technology into all aspects of the organization, from processes and operations to strategy and decision-making.

## Opportunities

The use of digital technology in OpenOrg offers the organization with numerous chances. Digital technology can be used to streamline processes and operations, making them more efficient and cost-effective (Kirmani, Wani and Saif 2015). Also, it can be used to improve the experience of the customer, as digital technology enables for customers to interact with the organization in real-time. This can lead to improved satisfaction of the customer and loyalty. Besides, OpenOrg can use digital technology to gain a competitive edge in the marketplace, as it can quickly respond to changes in the market.

## Drivers

The drivers for digital transformation in OpenOrg are the demand to improve experience of the customer, increase efficiency and gain a competitive edge (Ylinen and Pekkola 2019). OpenOrg is aware of the need to leverage digital technology to achieve these goals, and is looking to do so in the near future. Besides, OpenOrg is aware that digital transformation can be a complex and costly process, and is looking to ensure that it is done in the most efficient and cost-effective way possible.

## Challenges

Although OpenOrg has made a good start in its digital transformation journey, there are still a number of challenges that the organization needs to address in order to ensure successful outcomes. One of the key challenges that OpenOrg faces is the need to develop a clear strategy for the digital transformation (Schrage, et al. 2021). In order for the transformation to be successful, OpenOrg needs to define a clear vision for the transformation and develop a comprehensive strategy that will guide the organization’s efforts. The strategy should also take into account the organization’s current situation and capabilities, as well as its future goals and objectives.

Another challenge is the cost associated with digital transformation. Digital technology is expensive, and OpenOrg will need to ensure that it can afford the necessary technology in order to achieve its long-term goals. Additionally, the organization will need to ensure that the necessary personnel and resources are available in order to implement the transformation.

Further, another primary challenges is the complexity of the process. Digital transformation is a complex process that involves the integration of multiple technologies and processes. Additionally, it requires organizational change, which can be difficult for organizations to implement. OpenOrg will need to ensure that the process is done correctly in order to avoid costly mistakes.

The next challenge that OpenOrg needs to address is the need to identify the right technologies to use in the digital transformation. OpenOrg needs to select the technologies that will best enable the organization to achieve its objectives and create a competitive advantage in the market. OpenOrg also needs to make sure that the technologies chosen are compatible with the organization’s existing systems and processes.

The other challenge that OpenOrg needs to address is the need to build a culture and organizational structure that can support the digital transformation. OpenOrg needs to create an environment that encourages innovation and collaboration and allows the organization to take full advantage of the new technologies. The organization also needs to ensure that the organizational structure is flexible enough to allow for quick adaptation to changes in the external environment.

Finally, OpenOrg needs to find a way to measure the success of the digital transformation, as well as manage the risks associated with it. In order to measure the success of the transformation, OpenOrg needs to develop metrics that can be used to track progress and identify areas for improvement. The organization also needs to identify and manage any potential risks that could hinder the success of the transformation. OpenOrg will need to ensure that the digital transformation is done in a way that is in line with its goals, values, and culture. The organization will need to ensure that it takes into account the needs of its customers and employees, and that it is taking the necessary steps to ensure that the transformation is done in a way that is beneficial to all stakeholders.

# Critical Discussion

One approach that could be taken is an entrepreneurial approach. An entrepreneurial approach involves taking risks and seizing opportunities in order to achieve success. This approach is well-suited to digital transformation, as it involves taking risks and exploring new opportunities in order to achieve success. Additionally, an entrepreneurial approach encourages innovation and creativity, which can be beneficial in a complex process such as digital transformation.

Entrepreneurial approach is one approach that could be taken. An entrepreneurial approach incorporates taking risks and seizing chances as a means to achieve success. This approach is well-suited to digital transformation, as it incorporates taking risks and exploring new chances as a means to achieve success. Besides, an entrepreneurial approach encourages innovation and creativity, which can be beneficial in a complex process such as digital transformation.

Strategic planning approach is another approach that could be taken. A strategic planning approach incorporates taking the time to advance a broad plan as a way to achieve success. This approach is beneficial in digital transformation, as it allows the organization to take the necessary steps to ensure that the transformation is successful. Besides, a strategic planning approach ensures that all stakeholders are considered in the transformation process, and that the necessary resources are in place in order for the transformation to be successful.

Finally, a change management approach could be taken. A change management approach incorporates taking time to understand the needs of all stakeholders and taking necessary steps to make sure that the transformation succeeds. This approach is beneficial in digital transformation, as it makes certain that all stakeholders are considered and that the necessary resources are in place in order for the transformation to be successful. Besides, a change management approach make certain that the transformation is done in a way that is in line with the organization’s goals, values, and culture.

# Conclusion

OpenOrg’s digital transformation journey is an ambitious and complex struggle that needs the organization to have an effective leadership, change management approach in place and strategy. OpenOrg needs to develop a clear vision and strategy for the digital transformation that takes into consideration current situation of the organization and its capabilities, as well as its future goals and objectives. The organization also needs to ensure that it has the right leadership in place to guide the transformation and that the organization is properly prepared for the transformation with a structured and systematic change management process that takes into account the needs and expectations of all stakeholders.

# Recommendations

OpenOrg needs to take several actionable steps in order to ensure successful outcomes from its digital transformation journey. . Firstly, the organization needs to develop a clear strategy for the transformation. This should include objectives, timeline, and the resources needed for the transformation. This strategy should consider current situation of the organization and its capabilities, as well as its future goals and objectives. Secondly, OpenOrg needs to identify the right technologies to use in the transformation. This incorporates selecting the technologies that will best enable the organization to achieve its objectives and create a competitive advantage in the market. Besides, OpenOrg requires to make sure that the technologies chosen are compatible with the organization’s existing systems and processes.

Thirdly, OpenOrg necessitate to create an organizational structure and culture which can support the transformation. This involves creating an environment that encourages innovation and collaboration and allows the organization to take full advantage of the new technologies. Besides, the organization requires to make sure that the structure of the organizational is flexible enough to allow for quick adaptation to changes in the external environment. Fourthly, OpenOrg needs to measure the success of the transformation. This involves expanding metrics that can be used to track progress and identify areas for improvement. Also, organization needs to point out and manage any potential risks that could hinder the success of the transformation.

Finally, OpenOrg requires to lead and manage the transformation. This incorporate taking an entrepreneurial approach, a strategic planning approach, and a change management approach in order to ensure successful outcomes. These approaches will help OpenOrg to make sure that the transformation is done in a manner that is in line with its culture, goals, values, and that all stakeholders are taken into account. By taking these obtainable steps, OpenOrg can ensure that it is well-prepared for its digital transformation journey and that it can take full advantage of the chances that digital transformation can provide.

**PART 2: PERSONAL CRITICAL REFLECTION**

# Introduction

My experience as a project manager started as a challenge. I had to learn how to effectively lead a team and manage a project under tight deadlines and with limited resources. As I progressed in my role, I began to understand the significance of advancing a set of leadership and change management skills to help me effectively lead and manage my team. This experience has enabled me to identify goals to further develop my leadership and change management skills. In this personal critical reflection, I will discuss a critical incident from my professional experience which has enabled me to identify these goals. I will also discuss the ethical implications of these goals and how I intend to address these.

# Background

I kicked off my journey as a project manager at a small company which was in the process of transitioning from a traditional model of business to an agile model. The transition was demanding as the organization had to master how to properly manage projects in an agile environment. Further, as part of the process of transition, I was appointed the role of project manager. This was my first experience in the role and I was assigned with the duty of leading a team of developers in the implementation of a new project.

# Critical Incident

The critical incident that I will be reflecting on is the successful implementation of a project under tight deadlines and with limited resources. As the project manager, I was in charge of leading a team of developers in the accomplishment of a project. This project was to be discharged under tight deadlines and with limited resources. As a result, I had to develop a strategy to ensure that the project was completed within the given timeframe and with the limited resources available.

## Reflection

This critical incident has enabled me to reflect on my leadership and change management skills. In particular, it has empowered me to find out areas for improvement in my ability to lead and manage a team. The first area for enhancement is my capacity to effectively communicate with my team. During the project, I found it troubled to effectively communicate my expectations and vision for the project. This resulted to a lack of clarity that had a negative impact on the overall progress of the project. As a result, I have identified this as an area for advancement in my leadership and change management skills.

Another area for improvement that I have identified is my ability to motivate and inspire my team. During the project, I found it difficult to motivate my team to work together and push through the challenges that the project presented. This had a negative impact on the team’s morale and ultimately the progress of the project. As a result, I have identified this as an area for improvement in my leadership and change management skills.

The final area for improvement that I have identified is my ability to manage conflict within the team. During the project, I found it difficult to manage conflict between team members. This had a negative impact on the team’s productivity and the progress of the project. As a result, I have identified this as an area for improvement in my leadership and change management skills.

## Ethical Implications

The goals that I have identified have ethical implications that must be taken into consideration. The first ethical implication is the need to ensure that all team members are treated fairly and with respect. As a leader, it is my responsibility to ensure that all team members are treated with respect and that their contributions are acknowledged and valued. It is also my responsibility to ensure that all team members are given the same opportunities for development and growth.

The second ethical implication is the need to ensure that the team is working towards a shared goal. As a leader, it is my responsibility to ensure that all team members are working towards a shared goal and that they are all working together in pursuit of that goal. This will ensure that the team is working towards a common purpose and that the team is unified in its efforts.

The third ethical implication is the need to ensure that the team is working in an ethical manner. As a leader, it is my responsibility to ensure that the team is working in an ethical manner and that all of its activities are conducted in accordance with ethical standards. This will ensure that the team is operating in a manner that is both legal and ethical.

# Action Plan

In order to ensure that I am able to develop my leadership and change management skills, I will need to take action. In order to do this, I have developed an action plan with specific goals and objectives. The first goal is to improve my communication skills. This will involve developing my ability to effectively communicate my expectations and vision for the project. This will also involve developing my ability to effectively listen to and understand the needs of my team.

The second goal is to improve my ability to motivate and inspire my team. This will involve developing my ability to effectively motivate and inspire my team to work together and push through the challenges that the project presents. This will also involve developing my ability to recognize the contributions of individual team members and acknowledge their efforts.

The third goal is to improve my ability to manage conflict within the team. This will involve developing my ability to effectively manage conflicts between team members and resolve any issues that may arise. This will also involve developing my ability to identify and address any underlying issues that may be causing the conflict.

# Conclusion

My experience as a project manager has allowed me to identify goals to further develop my leadership and change management skills. This experience has allowed me to identify the significance of enlarging a set of leadership and change management skills in order to effectively lead and manage a team. Through a critical reflection of a critical incident from my professional experience, I have identified three areas of improvement in my leadership and change management skills. I have also identified the ethical implications of these goals and developed an action plan to ensure that I am able to develop these skills. Going forward, I intend to use this action plan to ensure that I am able to effectively lead and manage my team.

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