	Implementation Group
Doc.:	2021/xxx
Date :	DD MM YYYY
Origin:	Portuguese Military Academy

Country **PT**	Institution **Portuguese Military Academy**	Non-Common Module **Digital Leadership**	**ECTS** **3.0**

Service **ALL**	**Minimum Qualification of Instructors**	
	Officers:	**Civilian Lecturers:**
	o Experience of collaboration with multinational military personnel.	o Relevant academic publications and/or implementation of collaborative relationships working practices.
Language **English**	o English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2+. o Relevant expertise on collaborative leadership, change management and team management.	

Prerequisites for international participants:	**Contents of the Module**
• English: Common European Framework of Reference for Languages (CEFR) Level B1 or NATO STANAG Level 2. • At least 2 years of national (military) higher education.	• Changing nature of leadership and a holistic view on the digital leader´s role. • Collaborative working environment in a context of a digital-related challenge. • Collaborative leadership skills at a team management level as well as at an individual level.

Learning outcomes	Know-ledge	• Knows the basic principles of leadership, team management and collaboration. • Understands the trends, challenges and the new role of the digital leader. • Knows the tools to solve complex problems and to lead individuals and groups.
	Skills	• Analyses management situations and apply the most suitable leadership approach. • Is able to develop a mobilisation plan in a context of a digital-related project. • Is able to develop a collaborative working plan to develop strong relationships.
	Respon-sibility and auto-nomy	• Takes responsibility for applying change management models. • Takes responsibility as a (collaborative) digital leader. • Examines and correctly develops relationships of working teams.

Verification of learning outcomes

- **Observation:**
  - o Throughout the module quizzes and surveys are presented to the students and online pools are used to discuss the given topics in the plenary sessions.
  - o Group activities requiring presentations of teamwork results.
  - o During some practical tasks students are evaluated to verify their performance, namely in case studies resolution.
- **Evaluation:** Group presentations of given topics related to a digital-related environment and collaborative leadership. Working groups will focus on priorities, and resources to be managed.
- **Test:** Written exam at the end of the module.

Kommentar [BM1]: Withdrew the 2nd part, but I believe that Digital Leader – the power of collaboration would better translate the right approach.

Kommentar [HG2]: I think that "Digital Leadership" is sexy enough and that each additional wording is not necessary

Kommentar [BM3]: Introduction to Collaborative business frameworks. Can we add that?

Kommentar [HG4]: This should not be a goal description but a qualification of lecturers. Therefore, we cannot add that.

Kommentar [BM5]: Withdrew the 2+/3 and we can stay with the 2+

Kommentar [HG6]: It should be vice-versa – as each common module is described with STANAG **3**

Kommentar [BM7]: Withdrew the "preferably B2"

Kommentar [HG8]: agree

Kommentar [BM9]: I considered the 2 years as a minimum baseline. Do Do you agree?

Kommentar [HG10]: agree

Kommentar [BM11]: I detailed the type of activity in which participation will be assessed

Kommentar [HG12]: agree

Non-Common Module
Digital Leadership

Module Description

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Module Details		
Main Topic	**Recom-mended WH**	**Details**
Leadership: Introduction and new Concepts	4	• Leadership: main concepts and definitions • The changing nature of leadership • Digital leadership vs. new operating model
Leadership Styles, Roles and Problem Solving	4	• Leadership theories, styles, and approaches • Problem solving: complex vs. complicated situations • Leading in a complex context • Power, relationships and trust
Leadership and Change Management	4	• Organisations as Organisms • The leader as an agent of change • Organisational development (OD) model of change
Human-side of Change and Evolving aspects of Leadership	4	• Applying OD • Neuroscience and leadership • Digital-related projects and the new leadership role • Cyber management impacts in leadership (introduction)
Team Management	2	• Decentralised team management • Team performance, infrastructure, and people-related tasks • Social norms and self-reflection
Collaborative Leadership	4	• Principles of collaboration • Collaborative relationships framework • Collaborative maturity rating • Collaborative leader self-assessment
Collaborative Attitudes and Competences	4	• The psychology of collaboration • Collaborative profiles • Social context vs. collaboration and sharing
The Future of digital Leadership	4	• Social network analysis • National cultures and leadership • New working environments • New digital tools • The challenges of the cyber domain and the rising of Cyber Collaborative Leaders for tomorrow
Final Group Assignment Presentation & Wrap up	4	• Group presentations • Wrap up
Final Test	2	
Total	**36**	
Additional hours (WH) to increase the learning outcomes		
Self-Studies	26	• Reflection of the topics issued. • Preparation for the upcoming lessons and for exam(s).
Group assignment preparation	13	• Work group discussions • Development of presentation/final report
Total WH	**75**	The detailed amount of hours for the respective main topic is up to the course director according to national law or home institution's rules. During which topic(s) the syndicate elaborations and presentations will take place is up to the course director. See within the Appendix the estimated hours and activities proposed for each main topic of the training plan.

Kommentar [BM13]: Added this part

Kommentar [HG14]: agree

Kommentar [BM15]: Changed the number of hours

Kommentar [HG16]: agree

Kommentar [BM17]: Added as requested

Kommentar [HG18]: ok

Kommentar [BM19]: Slightly decreased in order to keep the 75 total of hours

Kommentar [HG20]: agree

Kommentar [HG21]: agree

Kommentar [BM22]: Added according to the comment on the „Syndicate Work". Please confirm it is ok.

Draft: Bruno Alexandre Ribeiro Marques, PhD .... 19 May, 2021
Revised by Col Assoc. Prof. Harald Gell, MSc, MSD, MBA / Chairman Implementation Group .... 19 April 2021
Revised by Lt. Col. Enrico Spinello / Line Of Development (LOD) 8 Chairman .... 16 May 2021
Revised by Col Assoc. Prof. Harald Gell, MSc, MSD, MBA / Chairman Implementation Group .... 15 June 2021
Approved as "Common" by the Implementation Group .... XX XX XX

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APPENDIX

Main Topic	Recommended WH	Syndicate Work	
		Activity	**Estimated WH**
Leadership: Introduction and new Concepts	4	Online Pool Quiz I	30m 15m
Leadership Styles, Roles and Problem Solving	4	Online Pool Quiz I	30m 15m
Leadership and Change Management	4	Case study	60m
Human-side of Change and Evolving aspects of Leadership	4	Case study	60m
Team Management	2	Online Pool	30m
Collaborative Leadership	4	Online Pool Survey	30m 30m
Collaborative Attitudes and Competences	4	Case study	60m
The Future of digital Leadership	4	Online Pool Case study	15m 60m
Final Group Assignment Presentation & Wrap up	4	Online Pool (word cloud)	15m
(Final Test)	2	N/A	N/A
Total	**36**		

Kommentar [BM23]: Added according to the above mentioned comment. Please confirm it is ok.
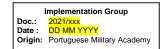
Kommentar [HG24]: agree

List of Abbreviations:

CEFR — Common European Framework of Reference for Languages

ECTS — European Credit Transfer and Accumulation System

NATO — North Atlantic Treaty Organisation

OD — Organisational development

STANAG — Standardization Agreement

WH — Working hour / working hours

Main References:

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