



Digital Leadership – The Power of collaboration

Overview

Bruno Marques (Portuguese Military Academy - Invited Professor)

PhD, MSc, MBA

CISA, CGEIT, CIPM, MICW, ISO 27001 Lead Implementer

DL > Speed, digitalization, connections: threat or opportunity?

Different game...with different rules

From

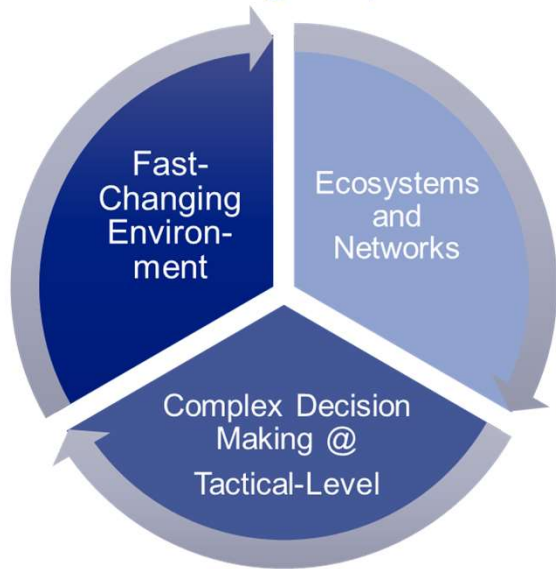
- Centralized decision-making
- Command & Control coordination method
- Focus on hard systems models of change
- Focus on position-based leadership authority

To

- Decentralization, complexity and relationships
- Autonomy, empowerment, local decision-making
- Trust and transparency
- **Changing role of leadership**

DL > Challenges, Model of analysis and Goals

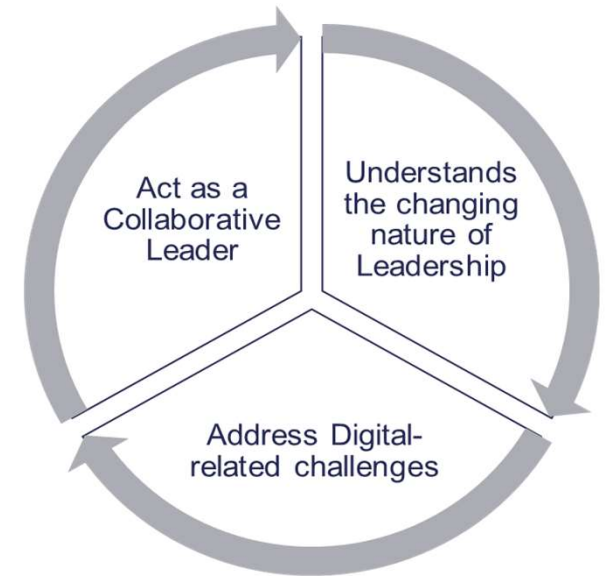
Evolving aspects



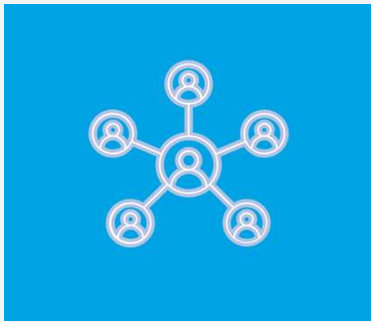
Model of analysis



Goals of the Module

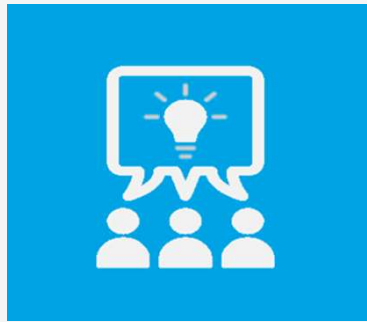


Outline of the course



Leadership,
Team management
and the Changing role
of Leadership

Exercises



Change
Management,
Complex Systems
and Mobilization

Online Pools



Collaborative
leadership,
competences and
attitudes

Group assignment

Learning Outcomes

Knowledge	<ul style="list-style-type: none">▪ 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	<ul style="list-style-type: none">▪ Analyses management situations and apply the correct leadership approach.▪ Is able to develop a mobilization plan in a context of a Digital-related project.▪ Is able to develop a collaborative working plan to develop strong relationships.
Responsibility and Autonomy	<ul style="list-style-type: none">▪ Takes some responsibility for applying change management models▪ Takes some responsibility as a (Collaborative) Digital Leadership▪ Examines and correctly develops relationships of Working Teams

Hands-on activities: Individual exercises | Group exercises | Final group assignment

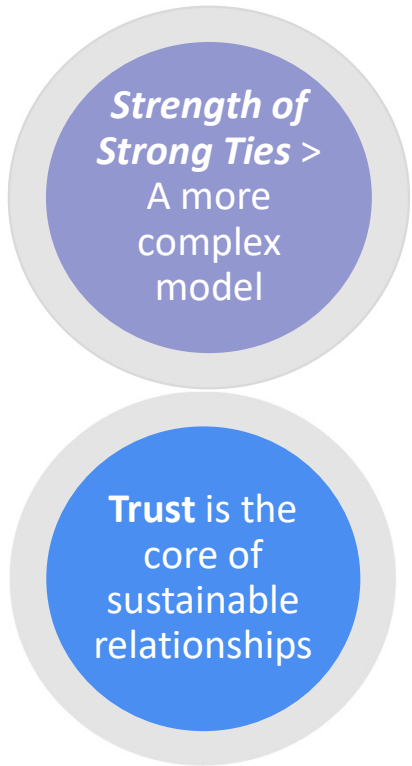
— APPENDIX I —

Strategic collaboration

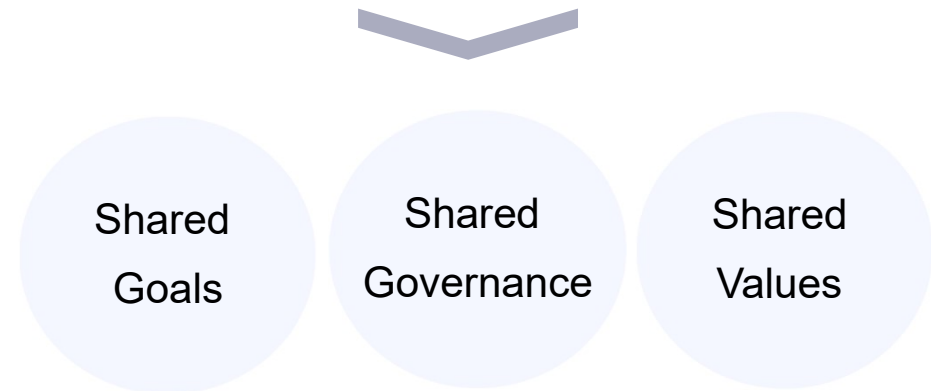
Future of business > Collaborative networks

1

The network concept of business strategy



To cope with global competition, collaborative strategy focus on added-value relationships

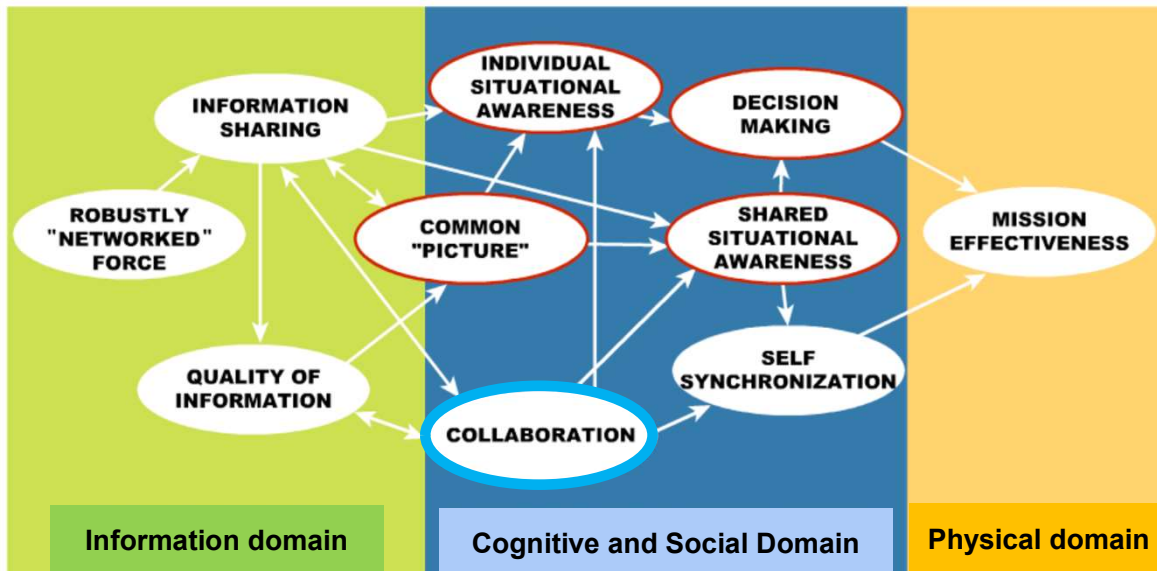


Strategic collaboration

Network centric operations (NCO) > new attributes

2

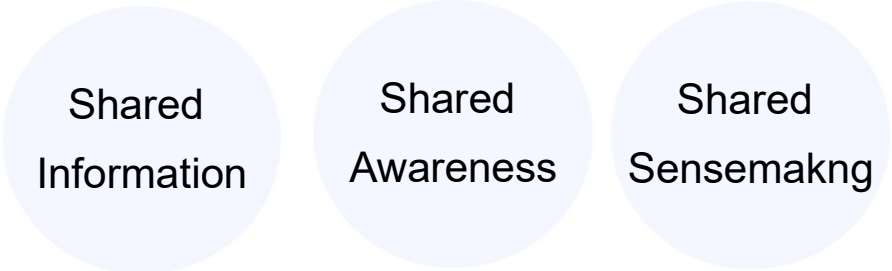
NCO ...The Value Chain Expanded



In this new setting, what does Digital Leadership mean?

Focus on moving from the physical and information domains to the cognitive and social domains.

New model that implies strong social ties.

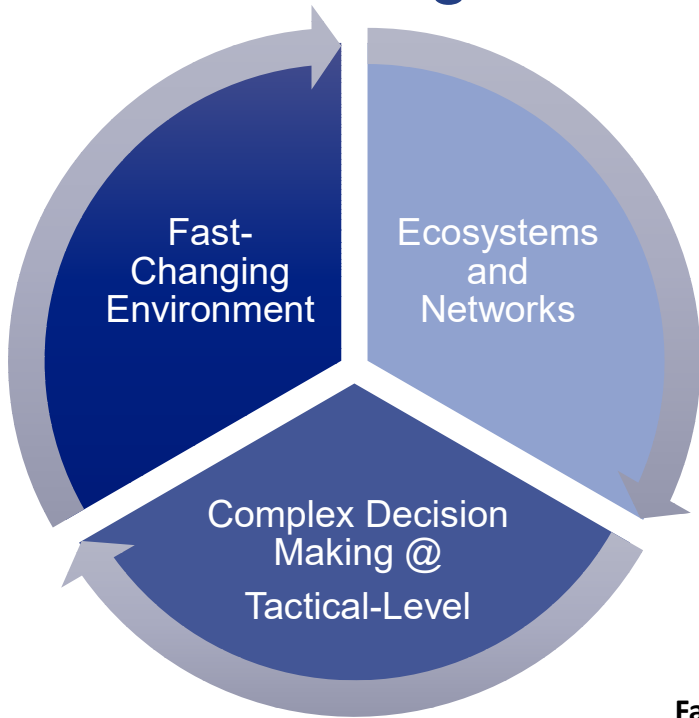


Outcome: speed of command and effective action

In Cor Paulo Viegas Nunes (2016). Pós-graduação em Cibersegurança e Ciberdefesa. Portuguese Military Academy.

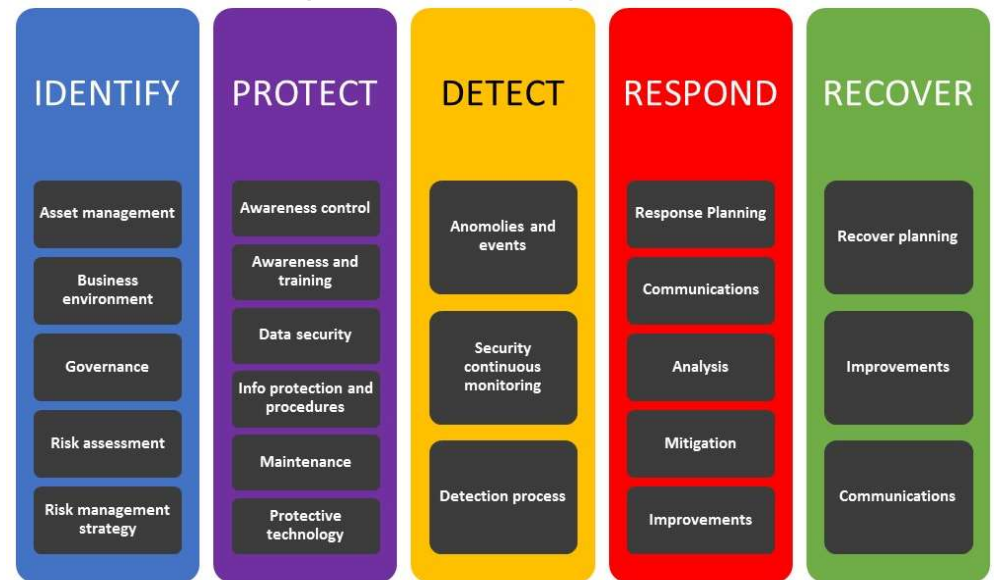
Strategic collaboration

Challenges



Cyber Management impacts

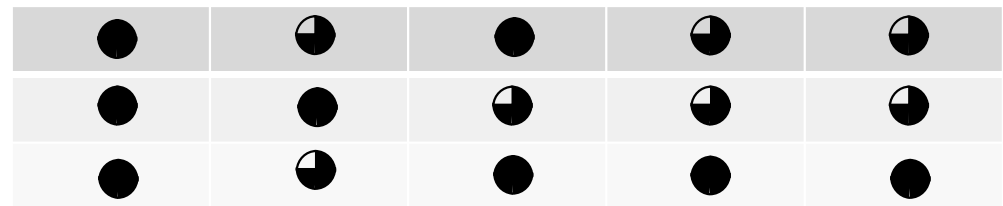
NIST Cybersecurity Framework



Fast-changing environment

Ecosystems

Complex decision and Collaboration



Legend

Min



Degree of Impact

Max



— APPENDIX II —

Bruno Marques



- Post Doc and Ph.D. (Partnerships Management) from Aveiro University
- MSC and MBA (Information Management) from UCP – Portuguese Catholic University
- Invited professor at the Portuguese Military Academy (Masters of Competitive Intelligence and Information Warfare & Leadership, Systems and People)
- Researcher at CINAMIL (Portuguese Military Academy) and UNAVE (Aveiro University)
- Business Consultant (IT Governance, Information Security, IS Auditing and Collaborative Business Relationships)
- Certified CISA, CGEIT (ISACA), CIPM (IAPP), 27001 Lead Implementer (TUV). MICW (ICW).
- Board member (VP) of CIWA - Competitive Intelligence and Information Warfare Association and Board Member of ISACA – Lisbon Chapter. Member of ICW - Institute of Collaborative Working.
- Author of the book “Colaborar para Vencer – Gerir Parcerias nos seguros”. (Collaboration in the Insurance Sector)



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