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| Country PT | Institution Portuguese Military Academy | Non-Common Module Digital Leadership | ECTS 3.0 |
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| Service ALL | Minimum Qualification of Instructors | |
| | Officers: | Civilian Lecturers: |
| | <ul style="list-style-type: none"> ○ Experience of collaboration with multinational military personnel. | <ul style="list-style-type: none"> ○ Relevant academic publications and/or implementation of collaborative relationships working practices. |
| Language English | <ul style="list-style-type: none"> ○ English: Common European Framework of Reference for Languages (CEFR) Level B2 or NATO STANAG Level 2+. ○ Relevant expertise on collaborative leadership, change management and team management. | |

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| Prerequisites for international participants: | Contents of the Module |
| <ul style="list-style-type: none"> • 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. | <ul style="list-style-type: none"> • 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. |

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| Learning outcomes | Know-ledge | <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 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 | <ul style="list-style-type: none"> • Takes responsibility for applying change management models. • Takes responsibility as a (collaborative) digital leader. • Examines and correctly develops relationships of working teams. |

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| Verification of learning outcomes |
| <ul style="list-style-type: none"> • Observation: <ul style="list-style-type: none"> ○ 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. ○ Group activities requiring presentations of teamwork results. ○ 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. |

| Module Details | | |
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| Main Topic | Recom- mended WH | Details |
| Leadership: Introduction and new Concepts | 4 | <ul style="list-style-type: none"> Leadership: main concepts and definitions The changing nature of leadership Digital leadership vs. new operating model |
| Leadership Styles, Roles and Problem Solving | 4 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Applying OD Neuroscience and leadership Digital-related projects and the new leadership role Cyber management impacts in leadership (introduction) |
| Team Management | 2 | <ul style="list-style-type: none"> Decentralised team management Team performance, infrastructure, and people-related tasks Social norms and self-reflection |
| Collaborative Leadership | 4 | <ul style="list-style-type: none"> Principles of collaboration Collaborative relationships framework Collaborative maturity rating Collaborative leader self-assessment |
| Collaborative Attitudes and Competences | 4 | <ul style="list-style-type: none"> The psychology of collaboration Collaborative profiles Social context vs. collaboration and sharing |
| The Future of digital Leadership | 4 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Group presentations Wrap up |
| Final Test | 2 | |
| Total | 36 | |
| Additional hours (WH) to increase the learning outcomes | | |
| Self-Studies | 26 | <ul style="list-style-type: none"> Reflection of the topics issued. Preparation for the upcoming lessons and for exam(s). |
| Group assignment preparation | 13 | <ul style="list-style-type: none"> 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. |

| APPENDIX | | | |
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| 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 | | |

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:

- Hawkins, D. (2017). Raising the Standard for International Collaboration. Melrose Books.
- Henson, C., Rossouw, P. (2013). BrainWise Leadership - Practical neuroscience to survive and thrive at work. Createspace.
- Kotter, J. (2012). Leading Change. HBR Press.
- Ketterer, M. (2019). If Leadership is about developing others then you need to connect. ww.army.mod.uk/leadershipinsights. The centre for army leadership.
- Maalouf, G. (2019). Effects of collaborative leadership on organizational performance. International Journal of Multidisciplinary Research and Development. 6. (1).
- Marquet, D. (2020). Leadership Is Language: The Hidden Power of What You Say and What You Don't. Penguin Books Ltd.
- Miller, A., Et all (Thought leadership insights into the future of collaborative working. Institute for collaborative working. Consulted https://instituteforcollaborativeworking.com/resources/Documents/icw_future_report_web.pdf.
- Mehmet, C. and Johnson, M. (2015). Benefits realisation from collaborative working. London, UK: University of Warwick. Consulted <http://wrap.warwick.ac.uk/77424/>.
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- Miller, W., Miller, J. (2012). Leadership Styles for Success in Collaborative Work. Consulted <https://www.tamarackcommunity.ca/library/leadership-styles-for-success-in-collaborative-work>.
- Senior, B., Swales, S (2016). Organizational Change (5th Edition) 5th Edition. Pearson.