

Country PT	Institution Portuguese Military Academy	Common Module Digital Leadership	ECTS 3.0
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Service	Minimum Qualification of Instructors	
	Officers:	Civilian Lecturers:
ALL	<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. 	
SQF MILOF	<ul style="list-style-type: none"> Competence area - Leader and Decision-Maker Learning area - Change management Organisation level - Common 	

Prerequisites for international participants:	Goals 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"> Explain the principles of change management and the effects on the military domain Plan the use of all indicators of change to interpret the impact on the operating environment 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	Knowledge	<ul style="list-style-type: none"> Formulate basic principles of leadership, team management and collaboration. Identify the trends, challenges and the new role of the digital leader. Describe and distinguish the tools to solve complex problems and to lead individuals and groups.
	Skills	<ul style="list-style-type: none"> Deal with leadership approaches based on the management situations. Develop a mobilisation plan in a context of a digital-related project. Develop a collaborative working plan to establish strong relationships.
	Responsibility and autonomy	<ul style="list-style-type: none"> Make decisions in coherence with change management models. Take responsibility as a (collaborative) digital leader.

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.

Common Module
Digital Leadership
Module Description

Implementation Group
Doc.: ESDC/2021/246
Date : 5 Nov 2021
Origin: Portuguese Military Academy

- 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		
Main Topic	Recommended 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

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:

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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. www.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/>.

ICW (2018). Collaborative Competences. http://www.instituteforcollaborativeworking.com/Resources/Documents/leaflets/collaborative_competencies.pdf.

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., Swailes, S (2016). Organizational Change (5th Edition) 5th Edition. Pearson.