

THE DIGITAL LEADER



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DIGITAL WOMEN

Arianna Huffington

Global shift toward feminine leadership values

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Building an outstanding UK digital team

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Calls for a shift in leadership style

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FROM THE EDITOR

**Welcome to the first edition
of The Digital Leader.**

Our Digital Leaders Community of over 40,000 leaders across Government, Enterprise and NGOs share thought leadership, ideas and best practice on all aspects of Digital Transformation online through our digital channels and in 100 salons, conferences and networking events annually.

Each month in The Digital Leader we will highlight a specific Digital Leader and their views from our community, as well as sharing some recent thought leadership you may have missed. If, like many leaders, you don't always have time to participate in our events or visit the platform every day, this publication is designed for you to catch up on some of the recent particularly good stuff.

In this first edition, Arianna Huffington shares her thoughts on Digital Women and reflects on why the world of technology should get smart and welcome the other half of the population to its ranks.

Please let me know what you think of our first edition and how we can improve it and feel free to share with others in your network that might find this of interest #digileaders

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BUILDING AN OUT- STANDING UK DIGITAL TEAM

JACQUELINE DE ROJAS THINKS ABOUT BUILDING AN OUTSTANDING UK DIGITAL TEAM

I believe that the UK has the opportunity to seize its position as a digital nation of significance. The UK economy punches above its weight in terms of creativity, innovative ideas and ability to attract investment – but we have more work to do to become a truly “digital” nation. There are regions in the UK that entirely embrace and depend on the digital industry as the future and, by contrast, there are still huge swathes that are untouched by it.

To realise the country’s full potential, we must recognise that businesses and government both need to play a part in bridging the digital divide. Calling on the government, for example, to provide super-fast broadband everywhere, create an immigration policy that enables technology businesses to thrive and encourage digital inclusion right across the diversity spectrum are vital issues that, tackled correctly, will pave the way for greater opportunity.

The warning bells of complacency ring loudest in relation to digital talent. Arguably, encouraging the uptake of STEM subjects alone will not prevent a potential digital desert – the issue is too acute and too pressing. As Andrus Ansip recently highlighted, Europe could face a shortage of more than

800,000 skilled ICT workers by 2020 – so we must also consider other fast track routes to tech talent.

Other options could include encouraging a more diverse workforce through greater adoption and appreciation of flexible working, combined with more internships for young people and most importantly, better-recognising the talented and experienced over 55s – an often overlooked area of the workforce that could offer a fast track to bridge the digital talent gap. It then falls to us in the business community to ensure that we play our part by providing the talent pool to tie it all together. I see huge reason for digital optimism and can see the UK as the digital nation of choice for investment. To get there we all have to play our part.

Jacqueline de Rojas is a VP at Citrix, President of TechUK and is a member of the Digital Leaders Advisory Board.

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ELIZABETH VEGA SAYS UNPRECEDENTED DIGITAL CHANGE CALLS FOR A SHIFT IN LEADERSHIP STYLE

The 14th to 17th century Renaissance period in Europe was the bridge between the Middle Ages and modern history. Yet the social and cultural change during this period pales into insignificance in comparison to the Digital Revolution of recent decades. Such unprecedented social, economic and technological change calls for an equally radical shift in leadership style, the Digital Leader.

In an increasingly volatile and uncertain environment, Digital Leaders need to quickly get comfortable with risk, innovation and change then calmly, confidently and collaboratively guide the transformation journey. In this sense the attributes of Digital Leaders have many parallels with Renaissance Man (or Woman), not least the principles of combining numerous different disciplines to create something new and transformative.

Digital Leaders start with the time honoured and traditional values of being an authentic and trusted person, who others will willingly follow through great uncertainty, turmoil and despite their own personal concerns. They must, however, also possess inspiring, modern leadership skills that excite and enable visionary technical innovation.

Digital Leaders must deliver innovation, change and tangible results within a framework of professional rigour and discipline that builds great and useful things which generate economic value. Digital Leadership is not generational.

I know 40 and 50 year olds who are phenomenal and empowering Digital Leaders, in some cases despite having no technical qualifications or limited social media skills. I also know 20 and 30 year old digital natives, entirely fluent with social media and avid consumers of interactive digital technologies that are misguided and unfocused leaders.

A Digital Leader must guide their teams, transformation or innovation programme, and the people and businesses they serve, in intelligent, flexible and methodical ways. Digital Leadership harnesses the inspiring and transformative powers of technology, digital media creativity and agile delivery methods, so that they work seamlessly together in ways that are far more impactful and effective than the sum of the parts. I subscribe to the view that Digital Leadership should strongly emphasise the positive aspects of 'learn fast' rather than accept so readily the fate of 'fail fast'.

There is an old truism that managers do things right but leaders do the right thing. Digital Leadership is not simply about governance and process. Rather,

it is about creating the vision, setting the standard, leading by example, taking ownership and accepting responsibility for getting results in an uncertain, risky and fast moving environment. It requires professional commitment and personal courage.

However, unlike the European Renaissance, the Digital Revolution does not have 300 years to develop and evolve. We do not even have the luxury of a decade or two to develop the Digital Leaders that we need here and now. The most successful organisations will be those that wisely select, strongly support and actively encourage the men and women who are ready, willing and able to step up to the plate and lead our industry into the most exciting time in its history.

*Elizabeth Vega is the Global
CEO of Informed Solutions Ltd*

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SHIFTING LEADERSHIP STYLES FOR DIGITAL CHANGE

NICK WILDING ASKS HOW OLD DO YOU NEED TO BE TO MANAGE YOUR CYBER RISKS?

A recent poll of City of London bosses polled by the Financial Times called on companies to hire a “younger generation of boardroom directors to head off the systemic threat that cyber risk poses to the financial system”.

I welcome business leaders openly discussing the significant and potentially catastrophic impacts that a successful cyber-attack can have on their organisations. Yet I’m concerned that suggesting a younger generation will help at the ‘top table’ highlights part of the problem that exists in many boardrooms.

Cyber risks are, whatever we may think, now part of ‘business as usual’ for any organisation. We don’t need any more high profile media headlines to know that cyber-attacks represent a real and present danger to what we value most – our corporate and personal reputations, our hard fought competitive advantage and the trust we have with our customers. Cyber risk is now regularly reported by industry research as one of the top 5 risks facing any organisation.

Those who work on Boards typically have a deep understanding of business and of the potential risks, including the cyber risk, in delivering

their strategic objectives. This is an essential skill as any effective cyber resilience must be inextricably linked to what your business strategy is. The challenge for most boards is that cyber risk is unlike any other risk they typically understand. It’s persistent, often hidden, increasingly industrialised and highly tuned to exploit your vulnerabilities to the attack. But it’s a risk all the same and like all other risks it’s about quantifying the risk effectively so that an appropriate risk appetite can be agreed that supports the business objectives.

For me the age of your Board Directors is irrelevant. The key skills required to effectively manage cyber risks in the Boardroom are not technical and nor do you need to be a younger ‘digital native’. Indeed it’s the very business experience most board directors have that should place them in the ideal position to respond. It starts with the boardroom understanding what information and systems are most critical to them, being curious about and asking the pertinent questions about cyber risks and vulnerabilities to what is most precious to them. They need to understand that this is not something that the IT team alone can resolve. The greatest vulnerability for any organisation is their people but their people also represent their most effective security control in better managing cyber risks.

Boards should focus on decreasing the risk of attack as well as understanding the process that is in place to manage a cyberattack when it occurs. In this context I believe there some core questions any boardroom need to know the answers to:

- Do we have a cyber resilience strategy and does it support our agreed business strategy?
- Do we know what information and systems are most critical to our organisation and our mission? If we do, where are they and who has access to them?
- Do we have an engaging and effective information security awareness program in place across our organisation designed to influence and drive new cyber resilient behaviours?
- Do we have a well-defined, tried and tested, crisis response plan in the event of a data breach?
- Do we adopt a risk based approach to cyber resilience using best practice or are simply focusing on compliance to regulations and standards?
- Have we established an appropriate cyber risk escalation framework that includes our risk appetite and reporting thresholds?
- What do we do to identify the cyber risks from our third parties particularly the risks associated with our most critical suppliers?

- How do we maintain vigilance against the changing threat landscape and how this impacts the vulnerabilities to our most precious information and systems?

Cyber risk is just one of many which must be understood by the board. The board needs to set the right ‘tone from the top’ and inspire their entire workforce to have the required awareness and skills to be vigilant at all times. Age is not one of the requirements to make this happen.

Nick Wilding is Head of Cyber Resilience Best Practice at Axelos and key contact for the DL Cyber Resilience Topic Page.

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THE FOUR ELEMENTS OF A DIGITAL TRANSFORMATION

OLIVER MORLEY SHARES HIS FOUR ELEMENTS OF SUCCESSFUL DIGITAL TRANSFORMATION

The UK's DVLA doesn't take much introduction. When it comes to scale, you can see in detail on the Performance Platform here. For the most part, though, most of us all experience DVLA ourselves, when we renew their car tax or their license. We innovated with car tax online a while ago, but the pervasiveness of all our services makes the opportunity from transforming them all the greater. This blog gives you an idea of some of the scale of change that we are bringing now.

So what does it take to transform an organisation like DVLA? We start from strategy. My strong belief at the start of this was that we did not need a separate digital strategy. We needed a business strategy with digital throughout. We need to retain our focus on our customers who still demand multi-channel access to our services. Business leaders that get digital don't differentiate between business, digital and technology – the latter represents thinking from the early 2000s.

Second, the team. Our aim remains to get people that can weave digital seamlessly with the business and operational

demands that our customers place on us. While clearly, this means we need digital specialists, it also requires HR people that can balance contractor resource with service provision, building our core capability internally. Just as importantly, it requires people that can land the policy change that can enable new and improve existing services. We're relentlessly working with a balance of bringing new people in, finding and training new roles for existing staff, and giving them choices about their future.

Third, the supply chain. We are bringing IT services and technology in-house. This does not mean we won't use a significant array of existing and new partners. It does mean that we will regain control of what is a massively important core capability. DVLA is needs technology for its business, and needs to be an active partner, not a passive recipient. The model in the past was that in some way we would be able to shift risk to the private sector. My personal experience and that of many others would prove that the risk does not transfer, but the control does.

Finally, leadership. Here's the question you should ask in any organisation. Do the leaders of your organisation all genuinely lean forward when it comes to a discussion around digital services? Does it fascinate

them? Do they ask difficult questions because they want to take the approach apart, make it simpler, better, and in our case, safer.

These are the openers. The long-term consists of asking the question of "why will the public even need us in the future? For us, it's to recognise that we'll likely be at the heart of your driving transaction, as tax, vehicle and driver confirmation. For the Civil Service as a whole, it's a question we all have to answer.

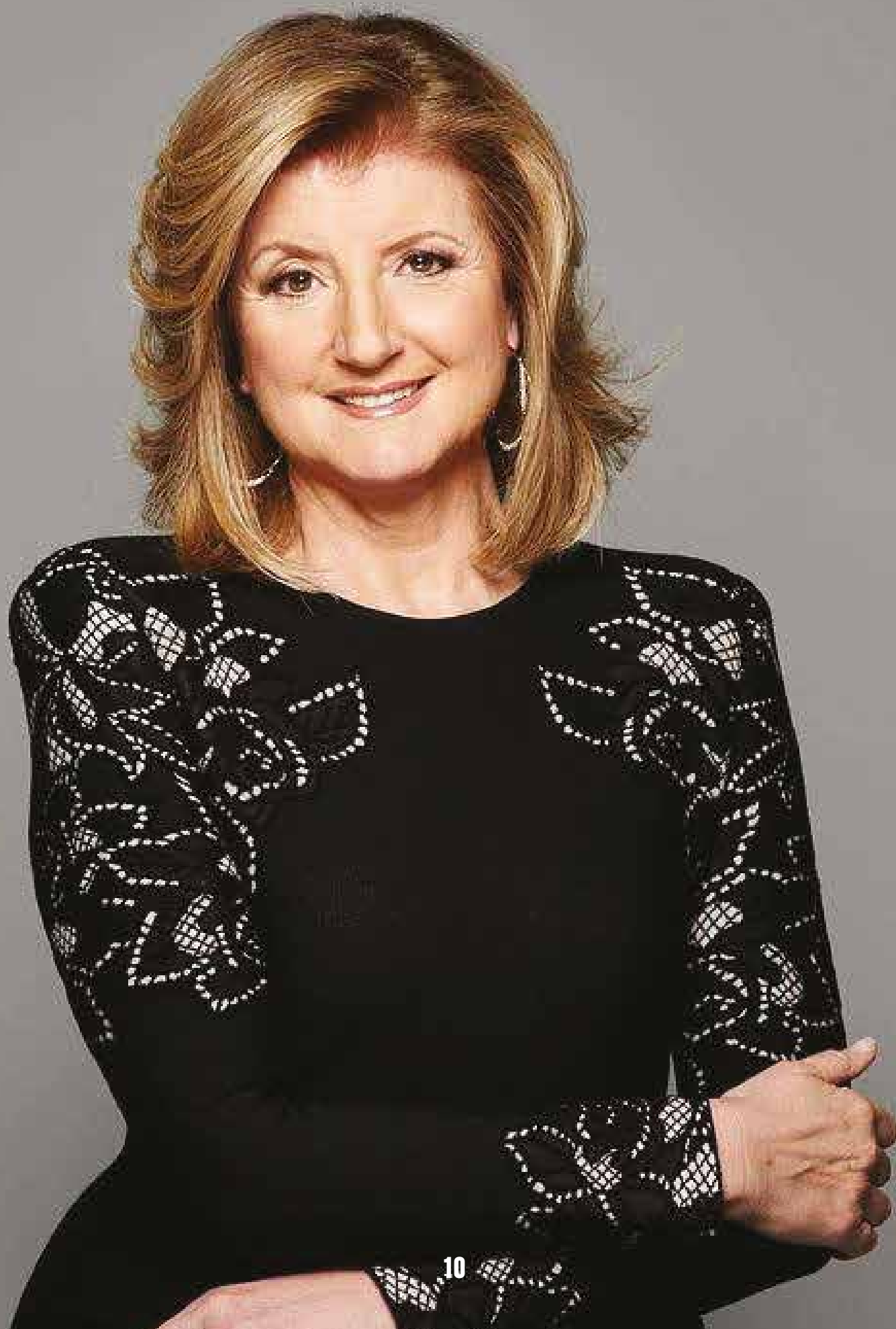
Oliver Morley is CEO of the DVLA and is a member of the Digital Leaders Advisory Board

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**Arianna
Huffington**

A SHIFT TOWARDS FEMININE LEADERSHIP VALUES?



**ARIANNA HUFFINGTON
BELIEVES WE ARE
WITNESSING A GLOBAL
SHIFT TOWARD LEADERSHIP
VALUES TRADITIONALLY
CONSIDERED FEMININE**

Simply put, we need more women in technology. Because when women succeed, everybody wins.

But there are still many institutional barriers all around the world. One of the biggest is the way workplaces are currently structured. Many women don't want to get to the top and stay there when the price means sacrificing their health, their well-being, their relationships and their happiness. Women in highly stressful jobs have a nearly 40 percent increased risk of heart disease compared with their less-stressed colleagues, and a 60 percent greater risk for type 2 diabetes (a link that does not exist for men, by the way). And that's a problem with a workplace culture that equates burnout and macho notions of sleep deprivation with dedication. It's a culture that was largely put into place by men, but the costs are borne by everybody.

The good news is that we are already witnessing a global shift toward leadership values and abilities traditionally considered feminine, especially collaboration and empathy. The more these qualities infiltrate boardrooms everywhere, the better off we'll all be, women and men alike. In addition to tapping into their creativity and ingenuity to realize all the possibilities technology presents, women are uniquely equipped to find solutions to some of the biggest challenges posed by technology. As we face a hyper-connected, always-on existence, women can lead the way in understanding that there is a real upside to downtime.

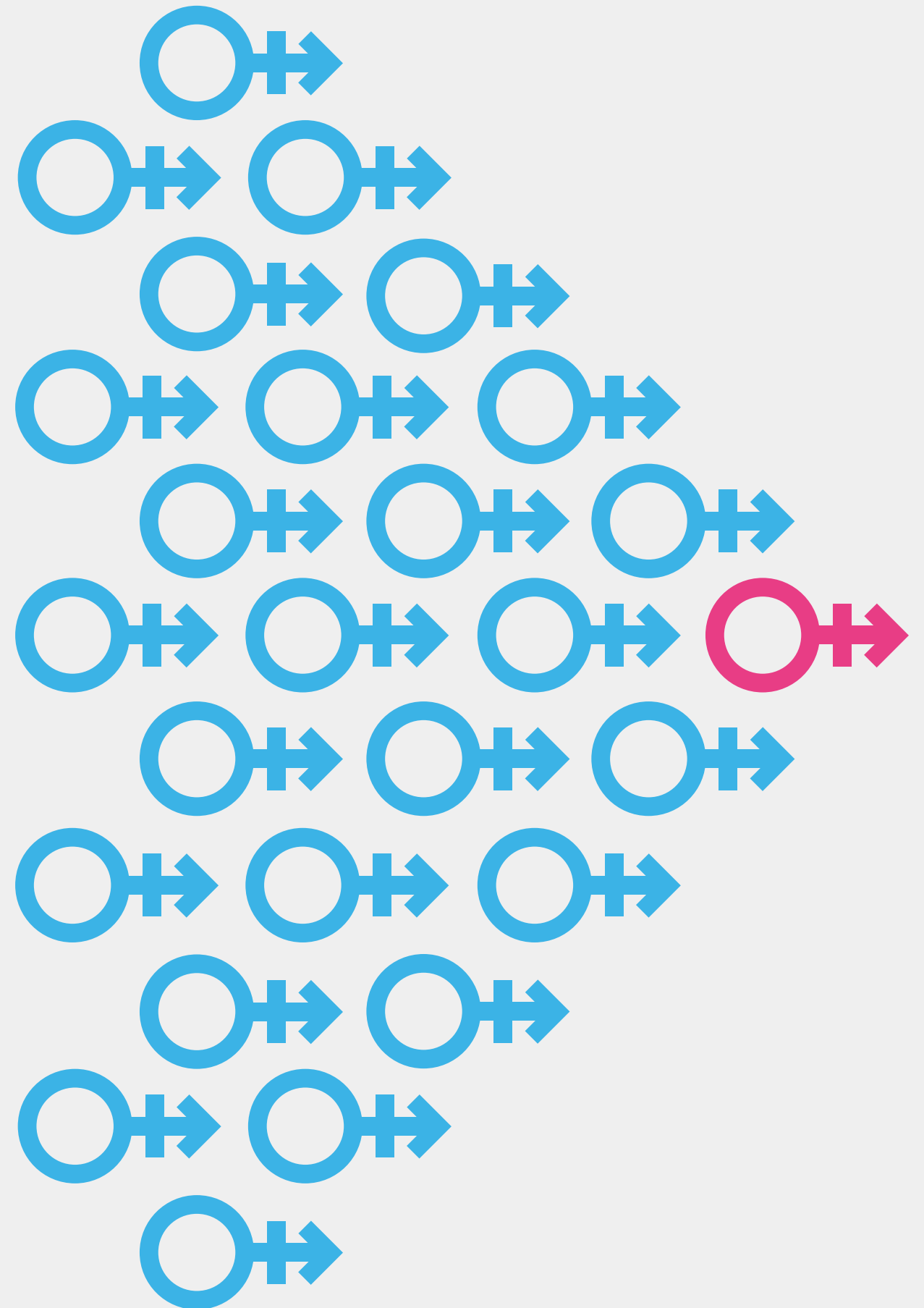
Researchers from Harvard and the University of Virginia did an experiment in which they gave people a choice to be alone in a room, without anything—devices, books, papers, phones—or get an electric shock. Over two-thirds of men chose an electric shock. I'm very happy to say that only 25 percent of women chose the shock.

Because that capacity to go deep—to be alone with ourselves—is so essential to our creativity, it's becoming a much more valuable skill, worth far more than a productivity app, a cleared-out in-box, or a rigidly efficient schedule. As science writer Eric Barker, who studies how human behavior affects

creativity, wrote, "Those who can sit in a chair, undistracted for hours, mastering subjects and creating things will rule the world—while the rest of us frantically and futilely try to keep up with texts, tweets, and other incessant interruptions." Modern workplaces were designed by men, and although there are great changes happening—for example, 35 percent of American companies offer some sort of stress-reduction program—most of them are fueled by stress and burnout.

So companies do urgently need to address the structural impediments that make having children and a successful career so much harder—impediments that inordinately affect women. For far too many people—women especially—there is too little support in place to help integrate career and family, which is crucial if we are truly going to redefine success for everyone. Flexible time, affordable quality daycare, family leave policies, telecommuting, project-based work, and a company culture that does not expect employees to be wired and responsive 24/7 need to become the norm if we are to make our workplaces truly sustainable and bring more women in the world of technology.

Arianna Huffington is President and Editor-in-Chief at the Huffington Post Media Group.



THE DIGITAL LEADER



Vote in the DL100

The Digital Leaders programme recognises the importance of Leadership in driving forward digital transformation in the UK. Meet who is on the Digital Leaders 100 list and have your say as to who will come in the top spot. Vote here:

digileaders100.com/vote