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Leadership and the Digital Transformation in HE

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Digital Transformation

- ❖ improves traditionally manual or analog processes by using new technologies, but it is about much more
- ❖ has changed our institutions, working environments, service and production processes, and our everyday life
- ❖ is not primarily a threat, but an opportunity
... that we as universities should take critically, reflectively and with reference to our value system.



Digital Transformation is a reality in universities

- ❖ It enabled us to function during the COVID-19 pandemic and has changed teaching and learning experiences
- ❖ In research, e.g., the use of digital technologies ranges already from digital archives and to explorative research using big data
- ❖ Digital communication and data handling have led to improvements in administrative processes
- ❖ Digital media and communications are putting the exchange of knowledge with society on a new footing.



Leaders in the context of digital transformation

- ❖ The changes in structures, procedures and rules for core processes require **the creation of commitment and acceptance for new, changed values and everyday practices** on the part of teachers and students, researchers and support staff, in fact all stakeholders.
- ❖ Leadership, considered either as a **relationship process** or a **targeted exertion of influence** that serves to achieve specific (organizational) goals, is key, **because the changes must be managed.**



Are we ready?

- ❖ Do we have the right policies in place to deal with issues related to FAIR data, open data, data management, data protection...?
- ❖ Who is driving teaching innovation within the university and how can the university benefit from grass-roots initiatives?
- ❖ Is our faculty ready to use tools such as learning analytics to improve their teaching?
- ❖ Is the administration open to digital innovations and perhaps radical changes in its working conditions?
- ❖ Are our job profiles adequately designed for these new professions?



The role of leaders in change management

Leaders develop and communicate the vision, provide the motivation for change, and get people to participate.

Change is complex and affects different dimensions:

- ❖ organizational paradigm,
- ❖ organization's mission and goals,
- ❖ organizational culture, and
- ❖ organizational processes.



*As an example for
illustration*



Good governance promote digital transformation

- ❖ At the University of Vienna, a vice rector for digitalization is dedicated to and represents the topic within the organization.
- ❖ A sounding board advises the vice rector.
- ❖ In open resonance boards, participants bring in their own topics and discuss them with a broad dialog group
- ❖ In a network of "activists" people exchange information about current digitalization projects which increases institutional knowledge and encourages cooperation.
- ❖ Austrian Universities have built strategic alliances to advance DT.



A WIKI informs about the digitalization projects

Koordination Digitale Transformation

Erstellt von [Selbert Media](#), zuletzt geändert von [Christian Kracher](#) am 01. Okt 2021

Digitale und Soziale Transformation an der Universität Wien

Hier erfahren Sie Neuigkeiten zu Ideen, Initiativen, Projekten und Alltägliches rund um die Digitalisierung an der Universität Wien.

Im speziellen können Sie sich hier über die im Kontext der Universität Wien stehenden 14 vom Bundesministerium für Bildung, Wissenschaft und Forschung geförderten Digitalisierungsvorhaben der öffentlichen Universitäten 2020 bis 2024 informieren.

News

Austrian Transition to Open Access 2 (AT2OA²)	Open Education Austria Advanced (OEAA)	Teaching Digital Thinking (TDT)	Digitize! Computational Social Sciences in der digitalen und sozialen Transformation
Open Access	Metasuchmaschine	didaktische Konzepte	
Freier Zugang zu wissenschaftlichen	Massive Open Online Courses (MOOCs)	weiteres Spektrum	Data Science in den

Universität Wien am Puls der Zeit: Digitalisierung im Fokus
 Universität Wien am Puls der Zeit: Digitalisierung im Fokus
 01. Okt 2021

Neues aus der Digitalisierung
Digital University Hub: Expert*innennetzwerk
 30. Sept 2021

[DIGI] Trailer zum MOOC "Digitales Leben 2" Registrieren Sie sich schon jetzt!	Digitalisierung wirkt.	European Electronic Communications Code	Digitalisierung neu gedacht
Neues aus der Digitalisierung Massive Open Online Course (MOOC): "Digital..." 26. Apr 2021	Wirksam und neu Digitalisierung wirkt: Wer beherrscht unsere ... 13. Apr 2021	Heute im Fokus Ars Boni Special Edition: European Electronic ... 13. Apr 2021	Video available: Online-Tagung "Internet-Platt..." 13. Apr 2021

Wichtige Informationen

- Cluster
- Projekte
- News

Koordination Digitale Transformation

Sie haben eine Frage?

Ihre Ansprechpartner für diesen Bereich:

- Christian Kracher
- Philipp Köhn



Behaviors of a transformational leader enhance and facilitate the digital transformation

- ❖ **Idealized influence:** becoming a role model
- ❖ **Inspirational motivation:** highlighting the opportunities without being uncritical of concerns and risks, conveying meaning and significance
- ❖ **Intellectual stimulation:** supporting grass-roots initiatives and encouraging to challenge the status quo
- ❖ **Individualized consideration:** responding to the individual needs and different disciplinary cultures



Final take home message

- ❖ Digital transformation can help universities to become more efficient, innovative and creative.
- ❖ All leaders must become "digital leaders" and help initiate the cultural change necessary for the digital transformation.
- ❖ It is in our hands and responsibility to shape the transformation.

Thank you for listening and for contributing your thoughts to the upcoming discussion. Comments and questions are welcome.