



Digital Solutions

Reframing Leadership

Olivier Serrat

palgrave
macmillan


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ISBN 978-981-19-7252-2 ISBN 978-981-19-7253-9 (eBook)
<https://doi.org/10.1007/978-981-19-7253-9>

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The registered company address is: 152 Beach Road, #21-01/04 Gateway East, Singapore 189721, Singapore

FOREWORD BY MALGORZATA HOUSHMAN

I came to know Olivier Serrat more than 20 years ago when the Harvard Business School launched a Global Knowledge Exchange Network to investigate the changing role of information in higher education, scholarly research, and business practice. The blog posts that Olivier penned for the network were always thought-provoking, little gems of insight into knowledge-intensive organizations, and changing modes of leadership.

Despite our different geographical locations, Olivier in Philippines at the Asian Development Bank and I in the United States, conducting research at the Berkman Center for Internet and Society at Harvard University and at the Phillips Academy Andover, I have frequently returned to Olivier's writings. Each time, I have been rewarded by a fresh insight or a quick compendium of knowledge—whether on organizations, leadership styles, strategy, or the role of information and communication technology (ICT)—and have come away enriched by his profound reflections on the changing world. Springer garnered Olivier's contributions to knowledge management under the title of *Knowledge Solutions: Tools, Methods, and Approaches to Drive Organizational Performance* (Serrat, 2017).

It is a great honor to introduce Olivier's new book, *Digital Solutions: Reframing Leadership*, which offers an unusually accessible, critical, and engaging take on the nexus of ICT, organization, and leadership in the digital world.

In this book, Olivier masterfully explains how globalization, shifting demographic trends, and ICT are reshaping societies, economies, and governments worldwide. The book offers cutting-edge research on digital strategies that will prove to be as necessary to professionals and practitioners as it will be to all premier business libraries.

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REFERENCE

Serrat, O. (2017). *Knowledge solutions: Tools, methods, and approaches to drive organizational performance*. Springer.

FOREWORD BY DR. ANN ROMOSZ

I had the pleasure of getting to know Olivier Serrat as he embarked on his doctoral journey at The Chicago School of Professional Psychology in the Organizational Leadership program. I have been honored to collaborate with Olivier as he conducts research on leadership management systems to determine how organizations might meet challenges and reap opportunities in simple, complicated, complex, and chaotic contexts.

As I deepen my own research on organizational effectiveness, I am thrilled to introduce Olivier's new text, *Digital Solutions: Reframing Leadership*. Olivier takes the reader through the cultural history of how data and information have come to be an influence in all aspects of communication and decision-making. Then, Olivier weaves the importance of information and communication technology in organizations and considers its implications for leadership from a systems and strategy perspective. Finally, Olivier expertly discusses how to pragmatically implement digital strategies that align to an organization's mission. This full-spectrum analysis of how information and communication technology

came to be and what that means for organizational leadership is a great asset for scholars and practitioners alike.

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PREFACE

Machine-readable information, viz., digital data, underpins all fast-emerging digital technologies including inter alia, artificial intelligence, augmented virtual reality, Bitcoin and blockchain, cloud computing, cybersecurity and biometrics, data analytics, drones, 5G, the Internet of Things, natural language processing, “smart” homes, 3D printing, and of course Internet-based services. As if that were not enough there is more: in one fell swoop, the COVID-19 pandemic has accelerated digitalization processes because more and more people, all over the world, strive to continue their activities through online channels to buy and sell, communicate, play, study, or work.

Quickening digitalization of the economy, society, work, and the very act of organizing poses challenges that leaders in the private, public, and civil society sectors must see to; then again, every challenge is an opportunity to succeed. Certainly, scholars and practitioners have tried to understand the multifaceted phenomenon of digital disruption and many titles address the vital subjects of information and communication technology, organization, and leadership: however, most treat these subjects discretely from specialization-based perspectives. Findings, conclusions, and recommendations regarding the “new normal” of digital disruption accumulate in fragments across disciplines: they do not often separate the signal from the noise to the detriment of multidisciplinary synergy, insight, clear picture, and vision.