E-Leadership for Excellence and Professionalism in E-government
Guest Lecture
E-leadership for Excellence and Professionalism in E-government

Friday, September 18, 2009, 11-30 A.M.

by
Dr D.C. Misra, I.A.S.(Retd.)
E-government Consultant,
New Delhi, India

Email: dc_misra@hotmail.com
Blog: http://egov-india.blogspot.com/
Think Tank:
http://tech.groups.yahoo.com/group/cyber_quiz
Tel: 91-11- 2245 2431; Fax: 91-11- 4244 5183
E-leadership for Excellence and Professionalism

Effective Leadership for Good Governance

© Dr D.C. Misra 2009
What is proposed to be covered?

I. Introduction
- Poor Image of Civil Service
- Emergence of E-civil Service

II. E-civil Service
- Definition of E-civil Service
- E-civil Service and AI Civil Service

III. Guiding Principles for E-civil Service
What is proposed to be covered?

IV. E-leadership
- Definition

V. Leadership
- Definition
- Leadership requirements in hierarchy
What is proposed to be covered?

VI Distinction between Leadership and E-Leadership

VII Tools of E-leadership

VIII Conclusion: Challenge of E-leadership for Excellence and Professionalism

IX Knowledge Check

X Questions?
At the end of the lecture participants will be able to:

- Appreciate emergence of E-civil Service
- Become aware of Guiding Principles for Development of E-civil Service
- Know definition of Leadership and E-leadership
- Know distinction between Leadership and E-leadership
- Become aware of tools of E-leadership
- Become aware challenges of E-leadership
I. Introduction

Poor Image of Civil Service

1. Hong Kong-based Political and Economic Risk Consultancy (PERC) ranked India’s “suffocating bureaucracy” the least efficient.

2. Indian civil servants were described as

   “They are a power centre in their own right at both the national and state levels, and are extremely resistant to reform that affects them or the way they go about their duties.”

3. The economies were ranked, from most to least efficient, as follows:
   Singapore, Hong Kong, Thailand, South Korea, Japan, Malaysia, Taiwan, Vietnam, China, Philippines, Indonesia and India.

4. Can an alternative form of civil service change the situation?
Emergence of E-civil Service

- Is there anything called e-civil service or electronic civil service?
- If so, what is it?
- How does it differ from the traditional civil service?
- How can it keep pace with technological developments?
- What role does it have in Government 2.0?
- Is there any conflict between old conduct rules for the civil servants and the new environment?
- What role does e-civil service play in the development of e-government?
- Does it require recognition as a separate entity and support so that it can accelerate the pace of development of e-government?
II. Definition of E-civil Service

- There are two primary drivers of e-government: technology vendors and civil service.
- Technology vendors have succeeded in promoting e-government but only to a limited extent.
- Their limitation is that their promotion of e-government is limited to their own technology and earning profit.
- Civil service has also promoted e-government but to a much lesser extent.
- Its limitations are that it works under a rule-bound environment, is always caught napping in technology developments, and above all, has no motivation to promote e-government.
- Among the two, however, civil service has greater stakes in e-government as it is required to serve the government in power as well as look after the growing expectations of the citizens.
Importance of Civil Service

- Government implements its decisions through civil service.
- The civil service also provides policy inputs.
- Civil service is appropriately described as the backbone of government as government policies and programmes can fail in implementation by the civil service or wrong policies can be formulated with its help.
- What, however, is not recognized is the quiet emergence of e-civil service or electronic civil service in tandem with the emergence of e-government since mid-1990s.
- If e-government is to succeed, not only the emergence of e-civil service has to be recognized but strengthened.
Two Types of E-civil Service

- **E-civil service or electronic civil service** may be defined in two senses:

  1. **E-civil service or electronic civil service**: As the civil service using information and communication technology (ICT) in conducting its internal work and external public service delivery. We call it as e-civil service.
  2. **Ai-civil service or artificial intelligence (AI) civil service**: As artificial intelligence (AI) agents performing the civil service jobs, say, determining amount of fine in traffic violations.

- Chun (2007) describes application of artificial intelligence (AI) in immigration control in Hong Kong special administrative region (SAR) by using assessment rule engine, schema-based reasoning engine, workflow rule engine, case-based reasoning (CBR) engine, and self-learning engine.
III. Guiding Principles for E-civil Service

**Principle 1.** Recognise the Emergence of E-Civil Service

**Principle 2.** Encourage Civil Service to Work Online

**Principle 3.** Encourage E-civil Service to Use Web 2.0 Technologies

**Principle 4.** Recognise New Demands of Citizens on Civil Service

**Principle 5.** Treat E-civil Service as an Instrument of Administrative Reforms

© Dr D.C. Misra 2009
Principle 6. Set Up an Exclusive Portal for E-civil Service
Principle 7. Introduce E-recruitment to Civil Service
Principle 8. Deal with Disciplinary Cases Online
Principle 9. Sort Out Ethical Issues of E-civil Service
Principle 10. Train E-civil Service in Government 2.0

© Dr D.C. Misra 2009
III. E-leadership

- **E-leadership** may be defined as leadership online, that is, leadership in the *virtual world*.
- It exists in two forms.
- In the present form which is a mix of traditional leadership and e-leadership. This may be designated as **e-leadership 1.0**.
- And its anticipated form entirely in the *virtual world*. This may be designated as **e-leadership 2.0**.
What is leadership?

- Leadership is a way of being as well as doing.
- It entails personal competencies of leading self that provide for a foundation of leading others, programs, and organizations effectively. (Couto et al. 2007?)
- By leadership we mean here administrative leadership.
- The requirements of administrative leadership depend upon an incumbent’s position in the administrative hierarchy.
- The federal office of personnel management (OPM) in the United States, for example, has determined the leadership requirements at different level of administrative hierarchy (Table 1).
(a) Top Management

- **Management Level**: Executive
- **Leadership Role**: Leading organisation
- **Leadership Requirements**
  - External Awareness
  - Vision
  - Strategic Thinking
  - Entrepreneurship

© Dr D.C. Misra 2009
(b) Middle Management

1. Manager

- Management Level: Manager
- Leadership Role: Managing Programmes
- Leadership Requirements:
  -- Technology Management
  -- Financial Management
  -- Creativity and Innovation
  -- Partnering
  -- Political Savvy

© Dr D.C. Misra 2009
Middle Management
2. Supervisor

✓ Management Level: Supervisor
✓ Leadership Role: Managing People
✓ Leadership Requirements:
  -- Human Resource Management
  -- Leveraging Diversity
  -- Conflict Management
  -- Service Motivation

© Dr D.C. Misra 2009
Middle Management
3. Team Leader

- **Management Level:** Team Leader
- **Leadership Role:** Managing Projects
- **Leadership Requirements:**
  - Team Building
  - Customer Service
  - Technical Credibility
  - Accountability
  - Decisiveness
  - Influencing/Negotiating

Source: Couto et al. 2007?
II. Definition of E-leadership

- E-world
  - E-leadership is leadership in virtual world as distinct from brick-and-mortar world.

- VOs
  - Organisations in virtual world are known as virtual organisations (VOs)

- VTs
  - Teams in virtual organisations are known as virtual teams (VTs)
Five Generations of Work

Generation 1: Hunting and Gathering
Generation 2: Farming the land
Generation 3: Factories in cities
Generation 4: Office

Generation 5: Virtual Work - work from any distance, any time, and anywhere
1. Members are not known to each other
2. All members are equal
3. There is no administrative hierarchy
Characteristic Features of Virtual Teams (VTs)

- Virtual Teams (VTs) are small
- They are sharply focused
- They are result-oriented
- They are based on expertise
- By definition, they work online

© Dr D.C. Misra 2009
### VI. Distinction between Leadership and E-leadership

<table>
<thead>
<tr>
<th>S.N.</th>
<th>Parameter</th>
<th>Leadership</th>
<th>E-Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Environment</td>
<td>Real World</td>
<td>Virtual World</td>
</tr>
<tr>
<td>2</td>
<td>Role of ICTs</td>
<td>Not required</td>
<td>Mediated through ICTs (He 2008)</td>
</tr>
<tr>
<td>3</td>
<td>Organisation</td>
<td>Real Organisation</td>
<td>Virtual Organisation (VO)</td>
</tr>
<tr>
<td>4</td>
<td>Team</td>
<td>Real Team</td>
<td>Virtual Team (VT)</td>
</tr>
<tr>
<td>5</td>
<td>Superior-Subordinate Relationship</td>
<td>Command-and-Control</td>
<td>Collaboration</td>
</tr>
<tr>
<td>6</td>
<td>Command</td>
<td>Authority-based</td>
<td>Expertise-based</td>
</tr>
</tbody>
</table>

© Dr D.C. Misra 2009
## VI. Tools of E-leadership

<table>
<thead>
<tr>
<th>Category</th>
<th>Primary Function</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Tools</td>
<td>End-user asynchronous tools that facilitate the sharing of information by sending messages, files, data, documents, etc.</td>
<td>E-mail, Internet forums, Discussion boards, Wikis, Weblogs, RSS, Social networking, Web services, Social bookmarking</td>
</tr>
</tbody>
</table>

Source: Fernandez 2007
© Dr D.C. Misra 2009
<table>
<thead>
<tr>
<th>Category</th>
<th>Primary Function</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferencing</td>
<td>End-user real-time tools that facilitate interactive communication</td>
<td>Online chat and instant messaging</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flash Meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Video</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Online whiteboards or data conferencing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conferencing</td>
</tr>
</tbody>
</table>

Source: Fernandez 2007
## Tools of E-leadership

<table>
<thead>
<tr>
<th>Category</th>
<th>Primary Function</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Tools</td>
<td>Facilitate and manage group activities</td>
<td>- Meeting scheduling tools and team calendars</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Mind map</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Application/desktop sharing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Contact management/address books</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Task lists</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- File and documents sharing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Awareness utilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Workflow management support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Intranet</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Extranet</td>
</tr>
</tbody>
</table>

Source: Fernandez 2007  
© Dr D.C. Misra 2009
VIII. Conclusion: Challenge of E-leadership

Effectiveness: To do what you set out to

Effectiveness: Performance

© Dr D.C. Misra 2009
Lesson 1 E-vision
1.1 Where you are and where you want to go?
1.2 How you propose to go there? (Strategy)
1.3 What are your objectives and goals?

Lesson 2 E-work
2.1 E-work is virtual work
2.2 E-work is independent of distance
2.3 E-work requires technological support

Lesson 3 E-team
3.1 E-team is a virtual team
3.2 All members are equal
3.3 It works in collaboration

Course Summary
Lesson 4 E-learning

4.1 E-leadership is based on expertise and **not** on authority
4.2 E-learning is essential for expertise
4.3 E-learning is problem-solving

Lesson 5 E-civil Service

5.1 Civil Service is now also functioning online
5.2 This requires new set of knowledge and skills
5.3 These have to be imparted through training

Lesson 6 E-leadership

6.1 E-leadership requires new knowledge and skills
6.2 Currently it exists in hybrid form: traditional + virtual
6.3 It is going to be more and more important in future

Course Summary
VIII. Challenge of E-leadership

PERFORM

E-vision  E-work  E-team  E-learning  E-civil Service  E-technology  E-leadership

© Dr D.C. Misra 2009
Q 1. What is E-vision? Why is it essential to have e-vision for e-leadership?

Q2. Describe five generations of work.

Q3. How does the working of e-team differ from the working of traditional brick-and-mortar team?
Q4. Why is e-learning essential for e-leadership?

Q5. Describe the hybrid form of civil service in existence today.

Q6. What is E-leadership? How does it differ from traditional leadership?
Questions

Any questions?

Story of Auto Driver and the Priest: Performance versus Position

© Dr D.C. Misra 2009
Thank You