

eLeadership - the transformation problematique and possibilities; an agenda for action

by Frank Owarish, Ph.D., Executive Director, International Institute for Strategic Research and Training (IISRT), Senior Faculty, Keller Graduate School of Management, DeVry University. This paper is a preliminary analysis of this complex subject; a more detailed study is in the works.

Introduction

The world and the societies it consists of and the entities (business, governmental and non profit) at national and international levels have been evolving in the recent years at a faster pace than ever before from a technological view point. However, the needed transformations are at various stages of development, with some societies transforming faster than others (compare Toffler's Power Shift: the world will be split between the fasts and the slows). Leadership and eLeadership are crucial ingredients in the transformation process. We can conceive leadership and eLeadership at the macro level (viewing the world and societies as a whole) and at the micro level (at the level of specific entities, e.g. a company) [Note: the macro and micro concepts used here are similar to those used in economics]

Basic notions

Leadership is a very complex multi-faceted concept. Leadership has evolved over the years and will keep on evolving. Leadership and eLeadership will likely co-exist for the years to come; at times, they will complement each other, at times they may conflict. The two concepts have common as well as separate underpinnings. More is known about leadership than eLeadership. We may think of eLeadership as a substitute for leadership but this may not necessarily be so as each has its own applicability and relevance. All entities need some kind of leadership to achieve their purposes; at times, there may be a leadership vacuum or lack of leadership even if there are leaders. Leaders can be traditional or modern geared to traditional as well as modern entities. Societies have a blend of traditional and modern entities. Someone who is a good leader may not necessarily be a good eLeader and vice versa. Leadership and eLeadership may be exercised by an individual or in group. Leadership and eLeadership will always be situational and may have to evolve as the situation changes or the needs vary. There is a traditional distinction between democratic and autocratic leadership and this applies to eLeadership as well; a situation may warrant one or the other; both forms have advantages and disadvantages. There are authoritative books on leadership but none have the definitive answer. Leadership often implies being resourceful in face of a situation and in this context may as well be characterized as improvisation which may work or not. Leadership and eLeadership may not always work as expected; there may be unforeseen contingencies, glitches and complexities. Leadership and eLeadership will always be challenging. It is obvious that leaders and eLeaders need to keep the mixed-scanning model of Amitai Etzioni in mind in order to succeed that is

they need to have the wide-angle or big picture perspective as well as the zoom angle or the specifics of a situation. Leaders and eLeaders stand to fail if they do not keep the proper balance between the two perspectives. Similarly leaders and eLeaders need to have both the short term and the long term in mind and keep a proper balance between these two time frames.

Macro eLeadership: successful evolution

Some nations have higher level of eLeadership than others. Singapore and South Korea emerged from developing nation status to developed status in less than three decades. The transformation happened as a result of eLeadership. The leaders of these nations working with sub-national entities (public and private) developed a vision of how these nations should evolve as an aggregate (consisting of several entities) maximizing their use of the technological wave. Much of the effort centered on education as the major transformational tool and then on research and development as the driver of technological progress. (For details see eLeadership for the 21st Century, CASA 2010)

Macro eLeadership dilemma in less advanced nations

Many nations face eLeadership dilemma. The youngsters in several nations are more in synch with the technological revolution using the Internet and Facebook for example; yet for these nations the needed transformation of leadership has not been happening at all or is not fast enough, resulting in protests often leading to transformation so that these societies become in tune with the aspirations. The youngsters were able to leverage eLeadership to mobilize others to join in the protest against obsolete leadership. However, there is a lack of eLeadership to organize new governance systems and thus there is change but often not the solid ground to brew sound political eLeadership in tune with the aspirations of the people.

Macro eLeadership: the agony of transformation

Even advanced nations face the agony of transformation, often with the clash of old leadership with new leadership and the clash of eLeaderships as well. Also, the leadership of how the public and private sectors should work together has been relatively poor to say the least. In many instances, government entities still operate the old fashion way as if avoiding the price of transformation, not moving fast enough with technological revolution or dealing with it in a rather slow pace, again showing that eLeadership is lacking or the transformation from traditional leadership to eLeadership is not happening fast enough.

Western nations may be facing a particular dilemma. It is worth revisiting Spengler. For example, “In light of the decline of the Classical age, Spengler postulates the several centuries long period of Western Decline which he saw as beginning in the early twentieth century. He describes the modern [Westerners](#) as [Faustian](#) stating that we are now living in the winter time of the Faustian [civilization](#), one where the populace constantly strives for the unattainable—making Western Man a proud but tragic figure, for, while he strives and creates, he secretly knows the actual goal will never be reached.” (Source: http://en.wikipedia.org/wiki/The_Decline_of_the_West).

Several private sector entities are in fact in the forefront of the eLeadership revolution, as pointed out below. Yet, if we were to update Spengler, we shall find several elements of Western Civilizations posing the seeds of decline. Competition can be a positive element but pushed to the limit can have negative effects. Greed may be good for some but inexorably leads to continued dissatisfaction. Greed led to the acute financial crisis of 2008, with a few benefiting from it, a few penalized from it and the majority having to bear the price, in fact suffering from it (the mortgage crisis is an example). The current spike in gasoline prices is another illustration of the dilemma. Jealousy is another element; the media state that Microsoft co-founder is ‘bitter’ over Bill Gates’ success and the executives of Dell and HP lash out at Apple’s iOS’ successes. There is also a conflict of special interest and the common good and government can be in ‘gridlock’ if they do not abide by special interests in pursuing the common good. There is a leadership crisis, both of traditional leadership and in the transformation of leadership to eLeadership. Political campaigns have recently been influenced by social networking technology and there are those who were able to benefit from political eLeadership. The LA Times reports that ‘it was the Obama’s 2008 strategy that changed online campaigning. He used social media for such diverse tasks as connecting grass-roots supporters in vital early states and revealing his vice presidential pick by text message’. Other political groups have learned the lesson from the Obama experience. The ‘tea party’ became known in part by social media connections as well. Sarah Palin remains a contender through the exercise of eLeadership; she routinely posts notes to her nearly 3 million followers on Facebook. There is no doubt that 2012 will see more political campaign eLeadership.

The failure in macro eLeadership can be illustrated by the following analysis:

Surprise: US lags in technology adoption, report says (by [Joe McKendrick](#) | Apr 12, 2011)

The United States, home base and site of the founding of the most pervasive and global-spanning tech companies in the world — including IBM, Microsoft, Apple, Facebook, Twitter and the Internet itself — only comes in fifth in a [new study](#) that ranks the technology savviness of nations. The report, published by the [World Economic Forum](#), ranks Sweden and Singapore at

the top of its list, based on readiness and adoption of technologies by governments, people, and businesses.

The New York Times provides a [summary of clues](#) of why America isn't top of the list, including the fact that the country is "uneven on many measures that affect economic competitiveness" — including ranking 76th in the rate of mobile phone subscriptions, 48th in low-cost access to business phone lines and 24th in percentage of households with a personal computer. The US also ranked 52nd in math and science education.

Of course, the US technology position is just one aspect of the issues and opportunities discussed in the report, covering the impact of technology on the world's people and markets. Some snippets from the report:

On the future of the global Internet: "As more citizens in [developing] economies go online and connectivity levels approach those of advanced markets, the global shares of Internet activity and transactions will increasingly shift toward the former. In addition, with the improvement in the speed and quality of broadband and with Web 2.0 technologies and applications, economic and social dynamics across the world will change dramatically, with massive implications in terms of productivity gains and new opportunities for individuals." - Soumitra Dutta, INSEAD, Irene Mia, World Economic Forum

On US broadband development: "The government can influence the development of broadband: (1) ensuring robust competition; (2) efficiently allocating assets that the public sector controls or influences; (3) encouraging the deployment, adoption, and use of broadband in areas where the market alone is not enough; and (4) providing firms and consumers with incentives to extract value from the use of broadband, particularly in sectors that further national purposes, such as education, healthcare, and so forth." - Jonathan B. Baker and Paul De Sa, Federal Communications Commission

On the limits of technology: "Information and communications technology in isolation will offer little value.... In order to energize value-creating employees, we need to create a culture of transparency that engenders their trust. We need to rethink the traditional organizational hierarchy, making managers as accountable to employees as those employees are to their bosses. In short, we need to activate and enable the catalysts for creating and delivering innovative technology-based solutions—our people." - Vineet Nayar, HCL Technologies

The World Economic Forum report has a lot of different perspectives and predictions, but the common theme is that information technology is now the single driving force paving the way for a period of robust growth across many countries and regions that languished for decades in the economic backwaters. Information technology has become the great global equalizer.

(source: <http://www.smartplanet.com/business/blog/business-brains/surprise-us-lags-in-technology-adoption-report-says/14931/>)

Another important factor in the decline of the US (indicators are the economic slowdown and slow economic recovery, growing federal budget deficit) is the steady decrease in federal support for

research and development which has been crucial in the past for technological advancement such as the Internet and wireless including satellite communication. There is an apparent failure in priority setting, often with resources going to projects of relatively limited usefulness (case in point the limited impact of the bail out program).

Micro eLeadership: successful evolution

There are success stories. New entities have emerged in the recent years and these are more in tune with the technological wave, in many instances creating the wave. It is easy to understand that entities such as Google, Apple, Amazon and Facebook are at the front of the technological march and exemplify eLeadership. It is worth spending some time to see what works. Amazon is clearly a success story of eLeadership.

Learning about micro eLeadership from Amazon's Jeff Bezos

Jeff Bezos is famous and well known for his sharp-witted leadership style, an attribute that saw him successfully pitch his startup company 'Amazon.com' against an established giant 'Barnes & Noble.' His entrepreneurial prowess and leadership style led to his being named Time magazine's person of the year in 1999.

How Jeff Bezos exercised eLeadership: Learning from Amazon's 54 steps

1. **"A brand for a company is like a reputation for a person.** You can earn reputation by trying to do hard things well."
2. **"Work hard, have fun and make history."**
3. **"Amazon.com strives to be the e-commerce destination,** where customers can find and discover anything they want to buy online."
4. **"If you build a great experience, customers tell each other about that. Word of mouth is very powerful."**
5. **"There are two kinds of companies; those that work to try to charge more and those that work to charge less.** One will be second."
6. **"What is dangerous is not to evolve."**
7. **"There are two ways to extend a business. Take inventory of what you are good at and extend out from your skills. Or determine what your customers need and work backwards, even if it requires learning new skills.** Kindle is an example of working backwards."
8. **"We expect all our businesses to have a positive impact on our top and bottom lines.** Profitability is very important to us or we wouldn't be in this business."
9. **"We see our customers as invited guests to a party, and we are the hosts. It's our job everyday to make every important aspect of the customer experience a little bit better."**
10. **"What we want to be is something completely new. There is no physical analogy for what Amazon.com is becoming."**

Jeff Bezos Quotes: Learning from Amazon's Business Leadership Strategy

11. **"The most important single thing is to focus obsessively on the customer. Our goal is to be earth's most customer-centric company."**

12. "To create the world's most customer-centric company, the place where you can find and buy anything you want online."
 13. "Our garage was basically science fair central."
 14. "I think I occasionally worried my parents that they were going to open the door one day and have 30 pounds of nails drop on their head or something."
 15. "I realized I'm never going to be a great physicist. That was where I was working when I came across the fact that the web was growing at 2,300 percent a year."
 16. "I'm going to do this crazy thing. I'm going to start this company selling books online."
 17. "It's highly unlikely and that started me thinking, 'What kind of [business plan](#) might make sense in that context of growth?'"
 18. "There are multiple ways to be externally focused that are very successful. You can be customer-focused or competitor-focused. Some people are internally focused, and if they reach critical mass, they can tip the whole company."
 19. "We have so many customers who treat us so well, and we have the right kind of culture that obsesses over the customer."
 20. "If there's one reason we have done better than of our peers in the Internet space over the last six years, it is because we have focused like a laser on customer experience, and that really does matter, I think, in any business. It certainly matters online, where word of mouth is so very, very powerful."
- Jeff Bezos Quotes: Learning from Amazon's Business Leadership Strategy**
21. "You have to use your judgment. In cases like that, we say, 'let's be simple minded. We know this is a feature that's good for customers. Let's do it.'"
 22. "I love people counting on me, and so, you know, today it's so easy to be motivated, because we have millions of customers counting on us at Amazon.com. That's fun."
 23. "I knew that if I failed I wouldn't regret that, but I knew the one thing I might regret is not trying."
 24. "The framework I found which made the decision incredibly easy was what I called – which only a nerd would call – a 'regret minimization framework'. So I wanted to project myself forward to age 80 and say, 'Okay, now I'm looking back on my life. I want to have minimized the number of regrets I have.'"
 25. "It's very important for entrepreneurs to be realistic. So if you believe on that first day while you're writing the [business plan](#) that there's a 70 percent chance that the whole thing will fail, then that kind of relieves the pressure of self-doubt."
 26. "We are willing to go down a bunch of dark passageways, and occasionally we find something that really works."
 27. "Every well-intentioned, high-judgment person we asked told us not to do it. We got some good advice, we ignored it, and it was a mistake. But that mistake turned out to be one of the best things that happened to the company."
 28. "For the first four years of the company, we worked in relative obscurity. We always had lots of supporters and we always had lots of skeptics, and that's still the same today. It's just that the level of visibility is so much higher. If you look at the six years that we've been doing business, in exactly one of those six years we were not the underdog."
 29. **"If you're not stubborn, you'll give up on experiments too soon. And if you're not flexible, you'll pound your head against the wall and you won't see a different solution to a problem you're trying to solve."**
 30. "We're very comfortable being misunderstood. We've had lots of practice."
- Jeff Bezos Quotes: Learning from Amazon's Business Leadership Strategy**
31. **"I'd rather interview 50 people and not hire anyone than hire the wrong person."**
 32. "No communication is terrible!"

33. "For every leader in the company, not just for me, there are decisions that can be made by analysis. These are the best kinds of decisions!"
34. "The most junior person in the company can win an argument with the most senior person with a fact-based decision."
35. "You can do the math 15 different ways, and every time the math tells you that you shouldn't lower prices because you're going to make less money. That's undoubtedly true in the current quarter, in the current year. But it's probably not true over a 10-year period, when the benefit is going to increase the frequency with which your customers shop with you, the fraction of their purchases they do with you as opposed to other places. Their overall satisfaction is going to go up."
36. "Sometimes we measure things and see that in the short term they actually hurt sales, and we do it anyway."
37. "Our point of view is we will sell more if we help people make purchasing decisions."
38. "If you're very clear to the outside world that you're taking a long-term approach, then people can self-select in."
39. "As [Warren Buffett](#) says, you get the shareholders you deserve."
40. "A lot of people – and I'm just not one of them – believe that you should live for the now. I think what you do is think about the great expanse of time ahead of you and try to make sure that you're planning for that in a way that's going to leave you ultimately satisfied. This is the way it works for me."

Jeff Bezos Quotes: Learning from Amazon's Business Leadership Strategy

41. "You know if you make a customer unhappy, they won't tell five friends, they'll tell 5,000 friends. So we are at a point now where we have all of the things we need to build an important and lasting company, and if we don't, it will be shame on us."
42. "If you think about the long term then you can really make good life decisions that you won't regret later."
43. "The Internet in general and Amazon.com in particular, is still in Chapter One."
44. "We haven't built a lasting company yet."
45. "I'm not near the end of the story."
46. "That blank sheet of paper stage is one of the hardest stages, and one of the reasons it's hard is because at that stage there's nobody counting on you but yourself. Today it's easy because we've got millions of customers counting on us, and thousands of investors counting on us, and thousands of employees all counting on each other. In that beginning stage it's really just you, and you can quit any time. Nobody is going to care, so you set about doing the simple things first."
47. "I think one thing I find very motivating — and I think this is probably a very common form of motivation or cause of motivation — is... I love people counting on me, and so, you know, today it's so easy to be motivated, because we have millions of customers counting on us at Amazon.com. We've got thousands of investors counting on us. And we're a team of thousands of employees all counting on each other. That's fun."
48. "The thing about inventing is you have to be both stubborn and flexible. The hard part is figuring out when to be which."
49. "We watch our competitors, learn from them, see the things that they were doing for customers and copy those things as much as we can."
50. "I want to see good financial returns, but also to me there's the extra psychic return of having my creativity and technological vision bear fruit and change the world in a positive way."

Jeff Bezos Quotes: Learning from Amazon's Business Leadership Strategy

51. "Another thing that I would recommend to people is that they always take a long-term point of view. I think this is something about which there's a lot of controversy. A lot of people — and I'm just not one of them — believe that you should live for the now. I think what you do is think about the great

expanse of time ahead of you and try to make sure that you're planning for that in a way that's going to leave you ultimately satisfied. This is the way it works for me. There are a lot of paths to satisfaction and you need to find one that works for you."

52. "The Internet in general, and Amazon.com in particular, is still Chapter One. You're asking me about my story, and it's still the very beginning."

53. "When a company is very tiny it needs a tremendous amount of not only hard work but, as we talked about earlier, luck. As a company gets bigger it starts to become a little more stable. At a certain point in time the company has a much bigger influence over its future outcome and it needs a lot less luck and instead it needs the hard work. At that point there's a little bit more pressure, because if you fail you have nobody to blame but yourself."

54. "Things never go smoothly."

(source: <http://strategicbusinessteam.com/famous-small-business-quotes/famous-jeff-bezos-quotes-on-business-leadership-and-strategy/>)

Micro eLeadership: successful transformation

Some entities are going through the needed transformation by injecting appropriate elements to trigger eLeadership. The following are two concrete illustrations:

News Corp buys e-reader company Skiff

NEW YORK, June 14 (Reuters) - News Corp (NWSA.O: [Quote](#), [Profile](#), [Research](#), [Stock Buzz](#)) branched into the digital reader market with the acquisition of Skiff, the e-reader company backed by the Hearst Corporation. News Corp also said on Monday it made an investment in Journalism Online, a company that helps publishers reap revenue from online news. The financial terms of the deals were not disclosed. News Corp's latest investments underscore the company's seriousness about charging for online news and delivering content on various devices. News Corp Chairman Rupert Murdoch has been vocal about plans to make readers pay for online news, hoping to follow the model of the company's Wall Street Journal online subscription plan. The Times of London, a News Corp property, implemented a subscription plan for its news website in June. News Corp was also rumored to be developing its own e-reader, and the acquisition of Skiff, which specializes in the digital distribution of newspapers and magazines, accelerates its search for additional forms of revenue. The move also throws News Corp into an increasingly crowded space competing with the likes of Amazon's (AMZN.O: [Quote](#), [Profile](#), [Research](#), [Stock Buzz](#)) Kindle, Sony Corp (6758.T: [Quote](#), [Profile](#), [Research](#), [Stock Buzz](#)) Reader, Barnes & Noble's (BKS.N: [Quote](#), [Profile](#), [Research](#), [Stock Buzz](#)) Nook and Apple's (AAPL.O: [Quote](#), [Profile](#), [Research](#), [Stock Buzz](#)) iPad tablet. Journalism Online was founded by former Wall Street Journal Publisher L. Gordon Crovitz, Court-TV founder Steven Brill and former cable executive Leo Hindery Jr. The company offers to help publishers charge for content in a variety of ways, including subscriptions and micropayments to access individual articles. News Corp also named Jon Housman to the newly created position of president of digital journalism initiatives. (Reporting by Jennifer Saba; Editing by Steve Orlofsky)

Barnes and Noble in digital push (Wall Street Journal)

NEW YORK (Dow Jones, March 18, 2010)--Barnes & Noble Inc. (BKS) will move further into selling books online and through digital downloads, but retain its stores as key elements as it begins the next chapter of its growth, the bookseller's new chief executive said. "Electronic sales and digital books will be the key to our future," said William Lynch, who was named CEO Thursday. At the same time, the biggest bookseller by revenue will keep the number of its stores unchanged as standalone shopping and meeting sites and places to procure digital content. The comments came during a conference call in which Barnes & Noble executives discussed the reasons for tapping the president of the company's Web site as its new chief executive. Lynch succeeds Steve Riggio, who held the post since 2002. "We want to integrate our traditional stores with our online offerings," said Chairman Leonard Riggio. "To thrive and prosper, we need to step up the pace to move into the future." Lynch, 39 years old, joined the bookseller in February 2009 and has worked to develop the company's e-commerce business and launched its digital commerce platform, including the big-selling Nook e-reader. Before that, he had worked at home-shopping company HSN Inc. (HSNI), running HSN.com. The goal is to provide the Barnes & Noble customer with "access to content at any place or any time," Lynch said. The executives indicated plans to speed the integration of stores with online and digital content, but did not offer a timeline. They did indicate the number of stores is not expected to grow anytime soon, although they added the book market will not transform into solely a digital and ecommerce business. The move to step up the pace on online and digital offerings comes as book readers have moved into nontraditional areas, like digital books, sapping the revenue of traditional booksellers. The world's biggest brick-and-mortar bookseller said last month its fiscal third-quarter profit declined slightly as same-store sales dropped by more than expected. Barnes & Noble also forecast a fourth-quarter loss. One bright spot was the company's online arm--revenue generated from its dot-com business, which included sales of the Nook, increased 32% from a year earlier. Barnes & Noble has been feeling pressure from activist investor Ronald Burkle, who in February objected to the board's rejection of his request to acquire 37% of the bookseller's common stock without triggering a "poison pill" antitakeover provision. In a November filing with the Securities and Exchange Commission, Burkle, whose Yucaipa Cos. holding company owns around 19% of Barnes & Noble, expressed concern about the adequacy of Barnes & Noble's corporate governance, specifically in connection with the company's purchase last year of Barnes & Noble College Booksellers Inc., which had been privately owned by Leonard Riggio. Steve Riggio, Leonard's brother, will remain vice chairman "and be actively involved in the company," Barnes & Noble said. Meanwhile, the company promoted Chief Operating Officer Mitchell Klipper to CEO of its retail group, which consists of the Barnes & Noble retail business as well as the newly acquired Barnes & Noble College Booksellers business. Standard & Poor's Corp. maintained sell recommendation for shares. "We think this change clearly demonstrates a strategic shift for the company as it works to establish itself as a dominant player in e-commerce and distribution of digital content," said retail analyst Michael Souers, "However, we maintain that the shares are expensive," trading at over 25 times S&P's fiscal 2011 earnings per share estimate of 87 cents. Barnes & Noble shares are up 12 cents, or 0.5%, to \$22.45. (By Karen Talley, Dow Jones Newswires; 212-416-2196; karen.talley@dowjones.com (Nathan Becker contributed to this article)).

Micro eLeadership: transformation dilemma and avenues

Most business entities are at different stages of technological transformation and in many instances the leadership can be said to be still more in the traditional mode. Entities that do not transform fast enough face different problems, including the likelihood of closing down (case in point Blockbuster, Borders). Information technology has been a key ingredient in organizational transformation, ranging from automation to rationalization, reengineering and paradigm shifts (Kenneth C. Laudon and Jane P. Laudon: Management Information Systems – managing the digital firm, Pearson/Prentice Hall, 2010). Business process reengineering is a very powerful transformational tool. The examples pointed out above show how this tool is being effectively utilized. Another powerful transformational tool is paradigm shift which involves rethinking the nature of the business and the nature of the organization. The printed media which have not reengineered and/or paradigm shifted have failed whereas those like The New York Times and The Washington Post have reengineered with products and services more in tune with our time and consumer demands (news alerts, RSS, real time online news, knowledge systems etc)

Pre-mature eLeadership

eLeadership is not a panacea either. Fast Company magazine (May 2011, pages 44-47) points to an interesting situation where someone very knowledgeable about the new kind of leadership needed in our modern society failed in his application of the new leadership (albeit eLeadership) and had to revert to old leadership which works. The underlying organization has not transformed enough to warrant new leadership and thus traditional leadership continues to be of relevance. In December 2007, the Rhode Island School of Design appointed John Maeda as its new president. John Maeda is described as a digital designer, former associate director of research for the MIT Media Lab. One of his goals was to establish a more open form of leadership in part by using digital tools to spark conversation. John Maeda said he would be a digital leader, but the faculty did not want what he was tweeting. What is interesting is that John Mead had published a book entitled Redesigning Leadership, described as a meditation on the challenge of leading in the digital age. When things did not quite work out as John Meada expected, he went back to leading the old fashion way. He still believes in the usefulness of the electronic tools which will prove their usefulness in due course.

Agenda for action

Several analyzers are needed; first an analysis at the level of the world as a whole through world organizations such as the United Nations and WTO to see that they are being transformed to provide the needed eLeadership at this level. Again, the premise is that organizations that do not transform as needed stand to become obsolete.

A similar analysis should be undertaken at the level of each nation of all governmental entities. Many governments are operating in the eGov mode but as a whole the transformation is not fast enough; many nations do not have real eGov as yet.

The third level of analysis is at the level of each entity in the so-called private sector. In the business sector the transformation is likely to be faster given the competition and the risk of financial distress. Even the new entities with eLeadership face the problematique of having to move fast because of growing competition (case in point Facebook versus Netflix; Apple continuing on its eLeadership high surf with serious contenders emerging).

These analyses should lead to a mega transformation at all levels, national and international and of all the entities, business, governmental and nonprofit.

Given the leadership problematique, what is the agenda for action? It is one of fostering major leadership transformation or remaining behind or else go to 'extinction'; it is easy to understand that several prior civilizations which did not evolve as needed became extinct (Fall of the Roman Empire; Decline and Fall of the Soviet Empire). However, the British Empire went first through a decline and then a rebirth in tune with a changing world; the Queen of the UK may well be a champion of eLeadership.

If government entities were to operate with adequate eLeadership, there will be considerably less government in the form of bureaucratic entities, with smaller but different entities providing the needed services through the use of electronic technologies already in existence. Educational institutions are faced with budget crisis, in fact a lack of eLeadership! What if we were to make greater use of eLearning with fewer teachers and education could be as effective, in fact even more effective. It is true that electronic technologies are known to have caused reduction in jobs, but then again these were repetitive, boring clerical jobs, mostly. In fact, other more interesting jobs have emerged, systems developers, web developers, web masters, computer security specialists and so on. In fact we need elearning specialist or a new breed of teachers in fact eteachers. Look at the newscasters, they have all been transformed into eCasters and the news stations operate 24/7 often in real time, with RSS as one of the regular modes, along with email alerts! Medical institutions seem to have taken a strong path on the

eLeadership avenue; here is an example, the doctors go around with tablet computers in hand and monitor the vitals of their patients in real time; they confirm appointments through their smart phones.

The opportunities are there and practically endless!

Resources:

<http://www.nwlink.com/~donclark/leader/leader.html>

<http://www.nwlink.com/~donclark/leader/leadcon.html>

<http://www.leadership501.com/five-most-important-leadership-traits/27/>

<http://www.strategicresearch.info>

<http://redesigningleadership.com/>

<http://ilp.mit.edu/webpubdetail.jsp?id=109>