

Digital leadership competency framework scale

Theme 1: Embracing digital (ED):

The following questions relate to the extent to which employees acknowledge and embrace digitalization:

	Items	1. Strongly disagree	2. Do not agree	3. Somewhat disagree	4. Neither agree nor disagree	5. Generally agree	6. Agree	7. Strongly agree
ED 1	I am able to continue my ongoing learning journey related to digitalization.							
ED 2	I am willing to integrate new digital technologies into my Work.							
ED 3	I am willing to adopt emerging digital technologies.							
ED 4	I have taken steps to understand digital transformation in my role.							
ED 5	I actively seek knowledge to implement digital changes.							
ED 6	I persevere in maintaining my performance levels in an evolving digital context.							
ED 7	I can maintain working relationships with my customers in a changing context.							
ED 8	Digitalisation has allowed							

	me to collaborate across functional areas.							
ED 9	I know how to interact effectively with customers in a digital environment.							
ED 10	I build collaborative networks with customers.							
ED 11	I can use new digital tools at work.							
ED12	I can effectively integrate digital ways of working.							
ED 13	I actively search for new opportunities to apply technology-based approaches.							
ED 14	I have achieved improvement in my work when using digital technologies.							
ED 15	I can stay abreast of new digital developments.							
ED 16	I have taken a leading role while working with digital technologies.							
ED 17	I can coach other employees on digital technologies introduced in my area of work.							
ED 18	I take accountability for							

	actions taken during digital transformation.							
ED 19	I can transfer my skills regarding the use of digital tools to my peers.							
ED 20	I have embraced digital transformation.							
ED 21	I proactively support others during digital transformation.							

Theme 2: Leadership facilitating the digital drive (LFDD)

The following questions explore the degree to which leaders at all management hierarchical levels support digitalization:

	Items	1. Strongly disagree	2. Do not agree	3. Somewhat disagree	4. Neither agree nor disagree	5. Generally agree	6. Agree	7. Strongly agree
LFDD 01	The digital transformation decisions taken by management are in the best interests of the organization.							
LFDD 02	The organizational digital transformation objective will ensure business sustainability.							
LFDD 03	The leadership of the organization is concerned with the welfare of employees due to digital changes							
LFDD 04	The leadership of the organization takes care in considering the							

	impact of digitalization on employees.							
LFDD 05	The leadership of the organization is empathetic in dealing with people as it relates to digital change.							
LFDD 07	There is an effective use of digital tools to consult employees when decisions are being taken.							
LFDD 08	Leadership decisions that are taken concerning digitalization are based on sound business principles.							
LFDD 09	Leadership demonstrates an understanding of technology when making decisions.							
LFDD 10	Management promotes providing digital solutions instead of merely supplying a product.							
LFDD 11	Management has systems in place to gather customers digital needs.							
LFDD 12	There is adequate sharing of digital knowledge by managers.							
LFDD 13	There are systems in place within my organization to ensure digital knowledge sharing.							
LFDD 14	Management encourages							

	employees to share digital information							
LFDD 15	There are systems in place in my organization to ensure that employees are treated fairly.							
LFDD 16	There are systems in place in my organization that allows employees to live the organizational values.							
LFDD 17	Employees in my organization are enabled to adopt a disciplined approach in executing work activities.							
LFDD 18	There are processes in place in my organization to ensure that employees are familiar with the organization's code of conduct.							
LFDD 19	The leadership of my organization understands how to engage with employees in a digital context.							
LFDD 20	Leaders in my organization create an enabling environment for employees.							
LFDD 21	There are systems in place at my organization to manage employees' performance using technology.							

LFDD 22	The digital technologies implemented within the organization assist in implementing flexible work practices.							
LFDD 23	There are processes in place to ensure employees are enabled to work remotely.							

Theme 3: Digital adaptiveness and resilience (DAR):

The following questions relate to the extent to which employees can adapt to digital transformation while maintaining their resilience.

	Items	1. Strongly disagree	2. Do not agree	3. Somewhat disagree	4. Neither agree nor disagree	5. Generally agree	6. Agree	7. Strongly agree
DAR 01	I can adapt to the implementation of new digital tools in my organization.							
DAR 02	I encourage my colleagues to adapt to the implementation of new digital tools in my organization.							
DAR 03	Digitalization impacts my ability to perform my job.							
DAR 04	I can make the required changes to maintain my performance in the new digital context.							

DAR 05	There is adequate support for me to adapt to the new ways of working resulting from digitalization in my organization.							
DAR 06	I am aware of the changes required for me to manage digital transformation.							
DAR 07	I can emotionally cope with changes brought about by digitalization in my organization.							
DAR 08	I keep up with emerging digital trends impacting my customers.							
DAR 09	I can maintain strong relationships with my key customers in my organisation using digital communication.							
DAR 10	There are changes to my organization's competitive landscape.							
DAR 11	I am familiar with my organization's potential competitors that may result from digitalization.							
DAR 12	I receive adequate support to maintain my work effectiveness despite the disruptive change, e.g. the pandemic.							
DAR 13	I am able to adapt my working style to cope with the disruption caused by the pandemic.							

Theme 4: Digital skills (DS):

The following questions relate to the extent to which employees possess the required digital skills.

	Items	1. Strongly disagree	2. Do not agree	3. Somewhat disagree	4. Neither agree nor disagree	5. Generally agree	6. Agree	7. Strongly agree
DS 01	There have been new digital tools implemented in my work area.							
DS 02	I have aligned my work activities to new digital systems.							
DS 03	I understand the business rationale for Implementing digitalization.							
DS 04	Digitalization has resulted in changes to business processes at work.							
DS 05	I am aware of new digital skills required for my work.							
DS 06	My business supports skills development programs for my ongoing digital learning.							
DS 07	I have sufficient knowledge of digitalization to provide digital services to my customers.							
DS 08	I have the skills to create digital solutions.							
DS 09	I can communicate using digital tools.							

DS 10	I am able to remain attentive when communicating using digital tools.							
DS 11	I am aware of how to access data at work.							
DS 12	I have the skills to analyze data at work.							

Theme 5: Cultivating a digital culture (CDC):

The following questions relate to the extent to which a culture embracing digitalization is cultivated across the organization.

	Items	1. Strongly disagree	2. Do not agree	3. Somewhat disagree	4. Neither agree nor disagree	5. Generally agree	6. Agree	7. Strongly agree
CDC 01	There is an appreciation of new ideas being shared across the organization by management.							
CDC 02	There are opportunities for me to share my ideas within my organization.							
CDC 03	I make a conscious effort to communicate with colleagues, given the increasingly digital nature of work.							
CDC 04	I am able to communicate effectively in a virtual environment.							
CDC 05	My business is open to suggestions on how to improve digital transformation.							
CDC 06	I have participated in process improvement discussions to ensure continuous development in my work.							

CDC 07	There are opportunities in my organization to create value through digital transformation.							
CDC 08	Digitalization has created the potential for personal growth in my work.							
CDC 09	In my organization, working relationships are improved due to digital platforms.							
CDC 10	Digitalization has improved engaging different levels of management in my organization.							
CDC 11	Digitalization has improved engaging with different age groups in my organization.							
CDC 12	There is digital value differences among the different age groups.							
CDC 13	I am aware of the skills needed by the various employees in my organization, to remain relevant because of digitalization.							
CDC 14	Employees at different levels of management are given an opportunity to contribute to the digital way of working in my organization.							

Theme 6: Digital competitive intelligence (DCI):

The following statements relate to the extent to which digital competitive intelligence is utilized by employees.

	Items	1. Strongly disagree	2. Do not agree	3. Somewhat disagree	4. Neither agree nor disagree	5. Generally agree	6. Agree	7. Strongly agree
DCI 01	I understand how my digital actions impact other areas of the organization.							
DCI 02	I am knowledgeable about how other functional areas in the organization impact my work.							
DCI 03	I understand how the external environment impacts my work.							
DCI 04	I can access external market data that impact my functional area.							
DCI 05	I understand the potential risks that my organization faces because of digitalization.							
DCI 06	I am aware of the skills gap brought about by digitalization in my organization.							
DCI 07	I am aware of job uncertainties created due to digitalization in my organization.							
DCI 08	I receive updates about digital market trends in my area of expertise from my organization.							
DCI 09	There are processes in place on how to access market data in my functional area.							

DCI 10	Diverse opinions are encouraged within my business.							
DCI 11	I am able to access digital market intelligence from colleagues within my organization.							