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INSPIRINGLY INTERTWINED: LEADERSHIP FRAMEWORK FOR DIGITAL AND SOCIAL TRANSFORMATION

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Abstract: Leadership that integrates the intentional creation of positive social change through digital transformation can also influence social transformation. This conceptual paper aimed to provide a leadership framework relevant to the intertwined digital and social transformation. For this purpose, a literature review has been conducted. The method of theory synthesis was used to draw on the propositions of transformational leadership theory, stakeholder theory, and integrative framework of leadership competencies for digital transformation. The proposed leadership framework consists of the following dimensions (components): initiation (vision, purpose); intervention (collaboration, inclusion); and implementation (multiple intelligences). This paper extends the existing literature by providing a leadership framework that can be utilised to inspire the development, demonstration, and further research of digital and social transformation leadership across private, public, and non-profit sectors. It can be of practical value to current and aspiring leaders, leadership development specialists, and educators. Future research could be directed at examining the perceptions of both leaders and followers in different sectors regarding the influence of each of the dimensions and components of the leadership framework on outcomes at the individual, organizational, and societal levels. The interdisciplinarity of the leadership phenomenon calls for the collaboration of scholars from the fields of management, sociology, and psychology to advance future empirical research on the role of leadership in the intertwined digital and social transformation.

Key-words: leadership, leadership framework, digital transformation, social transformation, social change

1. Introduction

Leadership is a fundamental, multi-level, socially constructed process central to the human condition, interaction, and experience (Gardner et al. 2010; Wren 2013). According to the integrative definition proposed by Winston and Patterson (2006), it refers to one or more people who select, empower, and influence one or more followers, causing them to willingly and enthusiastically devote their time and energy to contribute to realizing the vision and fulfilling the purpose. As an interdisciplinary phenomenon, leadership is researched and developed by integrating ideas, insights, and concepts from various fields, including philosophy, anthropology, sociology, psychology, history, economics, political science, ecology, and education (Bloomquist

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and Georges 2022; Sowcik and Allen 2013). In its formal and informal, as well as direct and indirect forms, leadership exists globally, even though its function may vary depending on the culture. Based on empirical evidence, Bass (1996, 747) claimed that "in whatever the country, when people think about leadership, their prototypes and ideals are transformational". Increasingly digital environments and contemporary stakeholder demands for creating a positive social and environmental impact emphasize the essential role of leadership in both digital transformation and social transformation.

Digital transformation affects individuals, organizations, and societies (Gimpel and Röglinger 2015). According to a definition suggested by Gong and Ribiere (2021, 12), it represents a "fundamental change process, enabled by the innovative use of digital technologies accompanied by the strategic leverage of key resources and capabilities, aiming to radically improve an entity (an organization, a business network, an industry, or society) and redefine its value proposition for its stakeholders". Leadership that demonstrates a broad behavioural complexity is critical to mastering the challenges related to digital transformation (Weber et al. 2022). Prior research on digital transformation leadership indicates that leaders need to recognise the necessity of digital transformation, create an environment and the organization's culture that facilitates the process of digital transformation, and empower followers through autonomy and development support to transform the vision and purpose of digital transformation into new practices (Cortellazzo et al. 2019; Frick et al. 2021; Imran et al. 2020; Müller et al. 2024; Nielsen et al. 2024). While a number of factors are relevant to the effectiveness of digital transformation on multiple levels, competent leadership is considered to have the most significant influence (El Sawy et al. 2020; McCarthy et al. 2022).

Social transformation implies shifts in the cultural, political, economic, demographic, and technological foundations of societies (de Haas et al. 2020). It is defined as a "fundamental change in the way that societies are organised and resources are distributed" that affects the value systems, deep structures, and organization of the society (de Haas et al. 2020, 15). On the other hand, social change refers to "day-to-day and cyclical changes that occur all the time" (de Haas et al. 2020, 16). Although social change and social transformation are considered distinct constructs in theory, de Haas et al. (2020) argued that in practice they are interconnected, since micro- and meso-level social changes could lead to macro-level social transformation. Such social transformation is possible through leadership that is authentic, relational and genuinely committed to the continuous creation of social impact (Samwel Muguna 2022). Social impact refers to "beneficial outcomes resulting from prosocial behavior that are enjoyed by the intended targets of that behavior and/or by the broader community of individuals, organizations, and/or environments" (Rawhouser et al. 2019, 83). These outcomes can be related to health and social well-being, quality of the living and work environment, economic and material well-being, gender relations, etc. (Abbas et al. 2022; Vanclay 2002). To inspire transformations on the global level aimed at prosperity for people and the planet, in 2015 the United Nations Member States adopted the 2030 Agenda for Sustainable Development which includes 17 Sustainable Development Goals (SDGs) (Global Reporting Initiative, UN Global Compact, and World Business Council for Sustainable Development 2015). Translating the sustainability agenda into measurable social and environmental outcomes requires a behavioural transformation on the individual, group, and organizational levels (Zivkovic 2022).

While digital transformation is recognised nowadays as one of the key drivers of social transformation, the transformation of society reflected in the changed demands of employees, customers and other stakeholders also drives the digital transformation of certain organizations and industries (Van Veldhoven and Vanthienen 2022). Although digital transformation can positively influence social transformation by increasing the access to knowledge, education and health services, improving global connectivity, providing more flexible and diverse work opportunities, and resolving certain environmental issues (Frendiana and Soediantono 2022; Jadertrierveiler and Santos 2019), it can also have a negative impact through reducing human interaction, endangering certain jobs, and increasing inequalities (Kirchschlaeger 2019; Komarčević et al. 2017; Nadoleanu et al. 2022). Leadership that integrates the intentional creation of positive social change through digital transformation can influence its outcomes to be beneficial from the aspect of social transformation.

A growing body of research in recent years has focused on leadership competencies and characteristics specifically related to digital transformation (Klein 2020; McCarthy et al. 2022; Müller et al. 2024; Porfirio et al. 2021; Schiuma et al. 2022; Weber et al. 2022). However, there is a lack of studies that take into consideration both digital and social transformation leadership. Therefore, this conceptual paper aims to provide a leadership framework relevant to the intertwined digital and social transformation. For this purpose, a literature review has been conducted. The method of theory synthesis (Jaakkola 2020; Schick-Makaroff et al. 2016) was used to draw on the propositions of transformational leadership theory (Bass 1985), stakeholder theory (Freeman 1984), and integrative framework of leadership competencies for digital transformation (Živković 2022). Conceptual papers contribute to the literature by integrating existing knowledge, offering a novel perspective, and enabling researchers and practitioners to understand and utilise concepts in a new way (MacInnis 2011).

This paper is structured as follows. After the introduction, Section 2 provides the theoretical background. Section 3 describes the proposed leadership framework for digital and social transformation. Finally, the conclusion highlights the paper's main contributions, practical implications, and avenues for future research.

2. Theoretical Background

2.1. Transformational Leadership Theory

Transformational leadership can be tailored to the specifics of situations, settings, and social systems, while it is also universally applicable in initiating and implementing different types of transformations. Bass (1985) developed the transformational leadership theory based on the works of Burns (1978) and House (1977). In the literature, transformational leadership is also referred to as a paradigm, construct, or concept. The transformational leader was originally defined in connection to her or his followers "as someone who raised their awareness about issues of consequence, shifted them to higher-level needs, influenced them to transcend their self-interests for the good of the group or organization, and to work harder than they originally had expected they would" (Bass 1985, 29). Articulating and accomplishing inspiring, long-term objectives is central to the philosophy of transformational leadership (Bass and Avolio 1994).

Bass's transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Table 1). Besides the direct influence of transformational leadership on followers, both formal and informal transformational leadership can also have an indirect downward, upward, and horizontal influence on others through leading by example and creating a culture that supports fulfilling the purpose of multiple stakeholder groups (Bass and Avolio 1994). The conceptualization and prior empirical examination of Bass's transformational leadership indicate its applicability in research and practice within groups or organizations across private, public, and non-profit sectors.

Table 1: Dimensions of Bass's transformational leadership

Idealized influence	**Inspirational motivation**
Forward-looking	Visioning
Creating a shared purpose	Evoking enthusiasm and optimism
Risk taking	Communicating clearly
Role modelling	Expressing confidence
Leading by example	Raising followers' aspirations
Intellectual stimulation	**Individualized consideration**
Bringing new perspectives	Diagnosing followers' needs
Questioning values and beliefs	Adapting approaches
Stimulating creative processes	Coaching and mentoring
Supporting followers' ideas	Providing socio-emotional support
Finding innovative solutions	Developing followers to their potential

Source: Adapted from Antonakis (2012); Avolio et al. (1991); Bass (1996); and Bass and Riggio (2006)

2.2. Stakeholder Theory

Stakeholder theory, also referred to as stakeholder approach (Freeman 1984), implies a holistic and multi-way perspective on an organization's responsibilities toward all stakeholders. It offers an alternative to traditional economic theories by embedding ethics into business, connecting business purpose to all organizational stakeholders (Table 2) and not only shareholders, and considering stakeholders as "whole human beings, rather than purely economic beings" (Freeman and Ginena 2015, 16). To advance understanding of the emphasis on the human in stakeholder theory, Painter et al. (2021, 219) argued that "emotional and broader affective elements constitute relationships and enable action".

The stakeholder value creation framework (Freudenreich et al. 2020) and the stakeholder model of organizational leadership (Schneider 2002) provide a basis for leadership that integrates the creation of positive economic, social and environmental impact with and for all relevant stakeholders. Long-term, simultaneous creation of positive changes leading to transformation at multiple levels requires leadership committed to stakeholder engagement, which refers to a process that implies reciprocal commitment, contribution, influence, interaction, and respect (Andriof et al. 2017; Manetti and Toccafondi 2012). Clarkson (1995) indicated that propositions of stakeholder theory can be applied on the individual (managers and their relationships with stakeholders), organizational (organization and its stakeholder groups), and institutional (business and society) levels.

Table 2: Types of organizational stakeholders

Employees	Non-managerial and managerial staff
Customers	Target users, markets or segments
Business partners	Suppliers, operations providers, consultants
Financial stakeholders	Equity and debt capital providers such as shareholders, investors, and creditors
Societal stakeholders	Communities, governments, nongovernment organizations, media, academia, the natural environment

Source: Adapted from Freudenreich et al. (2020)

2.3. Integrative Framework of Leadership Competencies for Digital Transformation

Leadership competencies refer to certain values, beliefs, knowledge, skills, personal traits, and behaviours. The purpose of developing research-based leadership competency frameworks is mainly to contribute to enhancing the effectiveness on the level of a leader, group, and organization (Gigliotti 2019; Kim and McLean 2015). In recent years, the improvement of the well-being of employees and other stakeholders influenced by leadership has become an increasingly important purpose of such frameworks. Leadership competency frameworks can be developed for specific occupations, organizations, and areas of practice (Kragt and Day 2020) and utilised in the processes of leadership assessment, selection, and development.

Živković (2022) developed an integrative framework of leadership competencies for digital transformation by conducting a systematic literature review that offers greater objectivity, reproducibility, and reliability of the findings compared to other, non-systematic methods of literature analysis (Donthu et al. 2021; Satalkina and Steiner 2020). The search of journal articles and conference papers in the Web of Science Core Collection and Scopus databases encompassed all research areas due to the interdisciplinarity of both digital transformation and leadership. Table 3 includes Živković's (2022) definitions of leadership dimensions tailored to the context of digital transformation and provides information on the identified leadership competencies within each of the dimensions. Except to a certain extent the competency of "understanding digital technologies" and in some more regulated sectors and industries the competency of "experimentation", all other competencies included in this integrative framework can be considered universally important in leadership. This also applies to leadership aimed at intentionally creating positive social change and transformation. The universality of the dimensions and competencies of this integrative leadership framework, as well as its basis on a systematized, objective review of publications included in the most prominent scientific bases, are the reasons why this framework was chosen in this paper as the basis for the development of the leadership framework for digital and social transformation.

Table 3: Leadership dimensions and competencies in the context of digital transformation

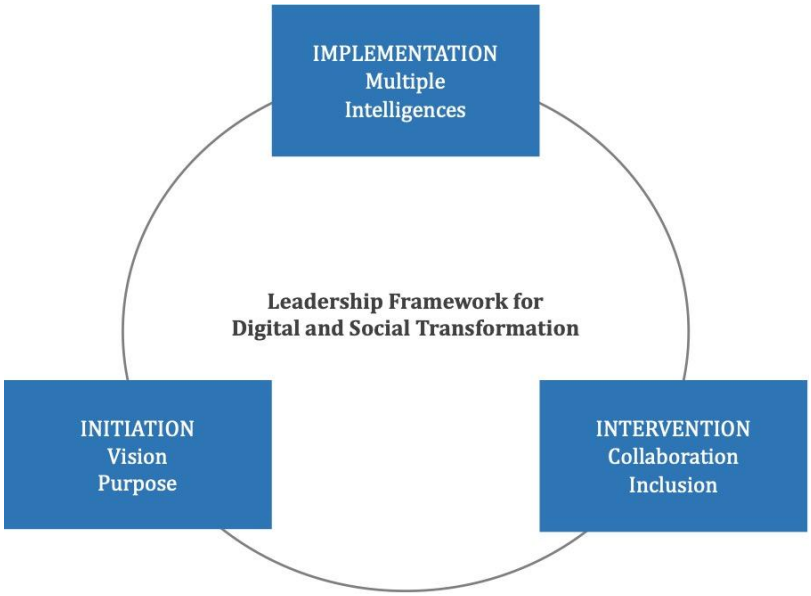
Leadership dimension	Definition	Competencies
Why	Values and beliefs answering why leadership drives and leads digital transformation.	Vision Innovation Flexibility
What	Knowledge and skills answering what is needed to implement digital transformation processes.	Understanding digital technologies Empowerment Collaboration
How	Personal traits and behaviours answering how digital transformation could be approached and led.	Multiple intelligences Experimentation Continuous learning

Source: Živković (2022)

3. Leadership Framework for Digital and Social Transformation

Drawing on transformational leadership theory (Bass 1985), stakeholder theory (Freeman 1984), and the integrative framework of leadership competencies for digital transformation (Živković 2022), this paper proposes a leadership framework for digital and social transformation (Figure 1).

Figure 1: Leadership framework for digital and social transformation



Source: Author's work

The development of this framework began by forming its three dimensions: initiation, intervention, and implementation. For each of these dimensions, one key, universal competency reflecting transformational leadership and/or stakeholder approach was first selected from each of the three corresponding dimensions of Živković's (2022) integrative framework for digital transformation leadership: initiation - why (vision); intervention - what (collaboration); and implementation - how (multiple intelligences). After that, one additional competency was added to the initiation and intervention dimensions (purpose and inclusion). The dimensions of the proposed leadership framework are interconnected and reflect leadership as a cyclical process.

While both the initiation and intervention dimensions imply implementation, their separate conceptualization can be beneficial from the perspective of leadership research and development.

3.1. Initiation

The initiation dimension referring to vision and purpose is essential not only to cause the beginning of activities that contribute to digital and social transformation but also to facilitate and sustain them. Leaders can influence the outcomes of digital and social transformation by creating a sense of shared vision and purpose that integrates the intentional creation of positive social change. Highlighting the vision is most important at the beginning and in critical phases of the leadership process, while the purpose needs to be regularly communicated to followers to inspire their efforts toward creating positive transformations.

3.1.1. Vision

Vision as the mental image of the future is the starting point of any transformation (Kantabutra and Avery 2010). Articulating an appealing vision is an integral part of the inspirational motivation dimension of transformational leadership (Bass 1985; Bass 1996). Visioning makes followers feel involved in imagining and creating intended future outcomes (Bass and Riggio 2006). A vision that is clear, concise, and inspiring can contribute to leadership effectiveness, since it helps both leaders and followers to move forward in critical times and thus establishes a longer-term commitment needed for creating positive social change.

As one of the most important leadership competencies for driving digital transformation (Jardim 2021; Remus 2016), vision is described more specifically as transformative (Philip and Gavrilova Aguilar 2021; Remus 2016), digital (Imran et al. 2020), and cross-dimensional (Noonpakdee et al. 2020). Transformative vision mainly refers to utilising the potential of followers to contribute to organizational advancement (Remus 2016). Digital vision is related to a forward-looking approach regarding markets and trends and requires leadership that envisions the digital future of an organization (Imran et al. 2020; Philip and Gavrilova Aguilar 2021). As digital transformation affects multiple groups of stakeholders and multiple levels within the organization, the vision should be cross-dimensional to encourage the efforts of all relevant stakeholders. While the vision of making a positive impact on the wider society is inherent in leadership focused exclusively on social transformation, digital transformation leadership should incorporate the intention of creating positive social change into its vision in addition to beneficial economic outcomes on the level of an individual organization. Such positive change could be targeted at a wider community of individuals, stakeholder groups, industries, and/or environments.

3.1.2. Purpose

Purpose refers to the perception of activities and events as related to goals and fulfilment (George and Park 2013). According to the stakeholder approach, the organization's purpose "embeds the economic, social, and environmental value creation in the core business of an organization, creating meaningful impact for all stakeholders" (Jimenez et al. 2021, 2). Leaders therefore need to ensure that the purpose of an organization or group is one that most stakeholders can relate to (Coulson-Thomas 2016) and lead by example by genuinely caring for social and environmental issues, which is consistent with the idealized influence dimension of transformational leadership (Bass 1985; Bass and Riggio 2006).

Contributing to the creation of a positive social and environmental impact has become an important purpose of a growing number of employees and other stakeholder groups. Many organizations have redefined their purpose to meet this stakeholder requirement. Stakeholder value creation framework implies the existence of a shared purpose and reciprocal value creation between the organization and its stakeholder groups (Freudenreich et al. 2020). Transformational leadership has a key role in creating a sense of shared purpose in what needs to be done (Bass 1996). Freeman and Ginena (2015) argued that purpose is a key source of inspiration for followers as it is hardly accomplished in full. When leadership is committed to creating a sense and regularly communicating that the higher purpose of digital transformation is to contribute to the betterment of society, it can result in increased engagement and well-being of employees, customers and other stakeholders and, consequently, be a driver of positive social change and transformation.

3.2. Intervention

The intervention dimension focuses on collaboration and inclusion that can improve the processes and outcomes of digital and social transformation, and can also represent positive social change when introduced where they were previously not practiced by leadership. Collaboration and inclusion are both integral parts of stakeholder engagement activities and can be applied as interventions that contribute to the intentional creation of positive social change in the form of programs, projects, and practices.

3.2.1. Collaboration

Collaboration refers to coordinated activities involving two or more individuals and/or organizations that share and combine their resources and efforts to solve a problem or accomplish common goals (Child and Shaw 2016). The increasingly important shared purpose related to contributing to the creation of positive social change requires leadership committed to establishing and nurturing collaboration with multiple stakeholder groups. Freeman et al. (2021) suggested that the "resource-based view of the firm" and associated emphasis on "sustainable competitive advantage" (Barney 1991) should be complemented by stakeholder theory and "sustainable cooperative advantage". The capability of organizational leadership to "develop cooperative elements in a firm's economic relationships" (Freeman et al. 2021, 1761) can also turn competitors into partners and result in the co-creation of value and collective impact, thereby representing a positive social change.

The interdisciplinary nature of digital transformation makes collaboration its core enabler (Camarinha-Matos et al. 2019). Collaboration of stakeholders with diverse backgrounds fosters mutual learning and increases collective capacity for transformation (Verhoest et al. 2024). Leaders need to collaborate with employees from multiple departments and levels within the organization, as well as with different stakeholders across sectors, industries, and countries to gain and share knowledge, use resources more efficiently, introduce innovations, and achieve a level of integration needed for the implementation of digital transformation (Abbu et al. 2020; Philip and Gavrilova Aguilar 2021). Collaboration across private, public, and non-profit sectors is necessary to accomplish the beneficial outcomes of digital transformation not only on the organizational but also on the societal level, as well as to address complex social challenges. The capability of leadership to establish, increase and nurture cross-sectoral collaboration through iterative and adaptive cycles of learning, initiating and implementing can be considered crucial for

the continuous creation of positive social change (De Montigny et al. 2019) leading to social transformation.

3.2.2. Inclusion

Inclusion implies the degree to which a person perceives that she or he is valued as a member of the group through experiencing treatment that contributes to helping meet her or his needs for belonging and uniqueness (Shore et al. 2019). Fostering inclusion is connected to both the individualized consideration and intellectual stimulation dimensions of transformational leadership (Bass 1985; Bass and Riggio 2006). Individualized consideration is more related to the followers' need for belonging and implies that transformational leaders accept individual differences and adapt their approaches accordingly, provide emotional support by expressing empathy and interest for the follower's needs and aspirations as well as social support by advocating their inclusion in training, development, and networking. Intellectual stimulation mainly contributes to fulfilling the followers' need for uniqueness since transformational leaders are involving them in finding innovative solutions by supporting their creative expression and ideas. Although transformational leadership implies inclusion to accomplish shared purpose and goals, inclusive leadership additionally aims to ensure justice and equity (Randel et al. 2018).

Leadership that fosters the inclusion of employees and other relevant stakeholders in the processes of digital transformation primarily positively influences outcomes on the individual level, which, in turn, could lead to positive outcomes on the group, organizational, and societal levels. Inclusive leadership is related to improved well-being, creativity, engagement, knowledge sharing and innovative behaviour of employees, team innovation, performance, and effectiveness as well as inclusive culture and business model innovation of the organization (Korkmaz et al. 2022). When the vision and purpose of digital transformation integrate the intentional creation of positive social change, leadership efforts to ensure inclusion that results in multi-level innovation could also contribute to social transformation. The inclusion of individuals and groups which previously had no opportunity to be included, as well as the improvement of their well-being through inclusion, can in itself be considered positive social change.

3.3. Implementation

The implementation dimension referring to multiple intelligences is relevant throughout the leadership processes related to digital and social transformation, including the initiation and intervention dimensions of this leadership framework. The multifaceted approach to intelligence is based on identifying its multiple forms and taking environmental factors into account (Gardner 1983; Sternberg 1985). Multiple intelligences are required in transformational leadership (Bass 2002) and stakeholder-oriented organizational leadership (Schneider 2002). While general intelligence is considered a foundation for the emergence and effectiveness of leadership (Antonakis et al. 2019), this framework focuses on emotional, cultural, and adaptive intelligence as capabilities that can be continuously developed and demonstrated to enhance the effectiveness of digital and social transformation leadership.

3.3.1. Emotional Intelligence

Transformations imply uncertainty, volatility, and adaptation, all of which are emotionally demanding and challenging. Thus, emotional intelligence can be considered a core competency for enabling leaders to continuously initiate and implement activities required for digital and social transformation. It refers to the capability to recognise, understand, manage, and express emotions

appropriately (Goleman 2006; Mayer and Salovey 1993; Salovey and Mayer 1990). Such a capability is needed in transformational leadership to instil a sense of shared vision and purpose in followers, which entails evoking and managing emotions. Along with emotional self-control, empathy is a key emotional intelligence competency of leaders needed for establishing and maintaining relationships (Goleman 2006; Goleman 2007). It therefore represents a foundation of leadership effectiveness in promoting collaboration and inclusion at multiple levels and with multiple stakeholder groups. Developing leaders' emotional intelligence has the potential to contribute to positive social change because it is considered key to humanizing leadership in the digital age (Harvard Business Publishing, 2024).

3.3.2. Cultural Intelligence

The growing interculturality of business and work environments leads to shifts in the cultural foundations of society and currently can be considered a significant factor of social transformation. Cultural intelligence has therefore become crucial in leadership, not only to deal with and adapt to such a transformation of society but also to create positive social change by leveraging cultural differences through collaboration and inclusion for multi-level development. It refers to the capability to function effectively in intercultural contexts and not just in a specific culture (Ang and Van Dyne 2008; Earley and Ang 2003) and encompasses metacognitive, cognitive, motivational, and behavioural dimensions (Ang and Van Dyne 2015; Ang and Van Dyne 2008). Although cultural intelligence is a subset of social intelligence and partially overlaps with emotional intelligence, individuals who are highly socially and emotionally intelligent in one cultural setting, such as a country, organization, or professional group, do not necessarily behave in such a manner in other cultural or intercultural settings (Crowne 2009; Earley and Peterson 2004). Therefore, cultural intelligence in leadership is critical for effectively initiating and implementing digital and social transformation processes in culturally diverse environments.

3.3.3. Adaptive Intelligence

Human intelligence led to significant technological advancements, but it has also contributed to negative changes in society and the environment (Sternberg 2021a). To reframe the concept and purpose of human intelligence, Sternberg (2021b, 1) conceptualized a construct of adaptive intelligence as the capability "to adapt to current problems and anticipate future problems of real-world environments" that implies "not only promoting one's own ability to survive and thrive, but also that of others in one's own generation and in future generations". Adaptive intelligence encompasses four dimensions: creative intelligence (having original and interesting ideas); analytical intelligence (ensuring that the ideas are reasonable and coherent); practical intelligence (translating the ideas into practice and convincing others of their value); and wisdom (attempting to ensure some kind of common good) (Sternberg 2021b). While creative, analytical and practical intelligence can be considered prerequisites for leading digital transformation, wisdom as a dimension of adaptive intelligence is crucial in leadership that aims for digital transformation to result in positive outcomes on the societal level. It is also at the heart of leadership focused exclusively on creating positive social change and transformation.

4. Conclusion

This conceptual paper builds on and extends the existing literature by providing a leadership framework for digital and social transformation that consists of the following dimensions (components): initiation (vision, purpose); intervention (collaboration, inclusion); and

implementation (multiple intelligences). It contributes to the advancement of understanding of how leadership that integrates the intentional creation of positive social change through digital transformation can also influence social transformation. The proposed leadership framework can be utilised to inspire the development, demonstration, and further research of digital and social transformation leadership across private, public, and non-profit sectors. Current and aspiring leaders of digital and social transformation processes could use this framework for self-assessment and self-development. It can provide a foundation for leadership development specialists in designing and implementing programs aimed at improving the effectiveness of digital and social transformation leadership. This framework could also be useful to educators specializing in leadership, digital transformation, or social transformation. Future research could be directed at examining the perceptions of both leaders and followers in different sectors regarding the influence of each of the dimensions and components of the leadership framework on outcomes at the individual, organizational, and societal levels. The interdisciplinarity of the leadership phenomenon calls for the collaboration of scholars from the fields of management, sociology, and psychology to advance future empirical research on the role of leadership in the intertwined digital and social transformation.

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