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The Digital Leadership Practice Test

Learning to Think and Act Smarter with Digital and AI

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- Leadership, not tech: Digital transformation is framed as a leadership discipline, not a one-off IT project
- 4V framework: A generative, flexible structure guiding choices while preserving local creativity
- Practical execution: The 4V framework comes alive through daily routines and ten rules that ensure effective, lasting leadership
- Paradox management: Balances exploration/exploitation, thinking/doing, and autonomy/cohesion productively
- Continuous organizational learning: Shared, practice-based leadership builds sustainable, agile capabilities

Digital opportunities and threats emerge faster than organizations can fully absorb them. AI accelerates change even further, reshaping decisions and work across the organization. In this environment, leadership enables digital progress that is continuous, coherent, and shared. Grounded in leadership-as-practice thinking and extensive real-world research, ***The Digital Leadership Practice Test*** offers a practical way to make sense of this challenge. It explains why organizational agility has become the defining measure of progress and how digital-agile practices take shape in everyday work. Leadership is treated not as something individuals possess, but as work that people accomplish together. At the heart of the book is the 4V digital transformation leadership framework. It brings clarity by distinguishing four recurring contexts in which leadership work takes shape: Vigilant, Voyager, Visionary, and Vested. Each context calls for specific jobs to be done and distinct forms of collective energy to help digital-agile practices take root. Rather than offering prescriptions or best practices, the book provides a shared language and a disciplined way of working with leadership in practice. Through cases, reflective prompts, and exercises, readers learn to examine concrete situations in their own organization and reflect together on how digital transformation work unfolds in practice.

Stijn Viaene is Full Professor bij Vlerick Business School en KU Leuven. He is partner and Director of the Research Centre for Enterprise Architecture & Digital Design.

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