

# Leadership In A Digital Age



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**DAVID DUBOIS**

**INSEAD**

# Influence

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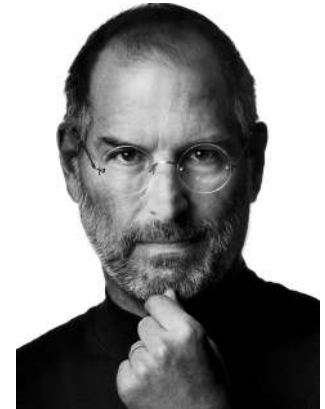
“Obtain desired outcome(s) from others ”

Get a job

Win negotiations

Convince an audience

...



...

# Authority

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# Mock Interviews

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## ■ Design:

- 3 (Communicator Power : baseline, high, low)

## ■ Procedure:

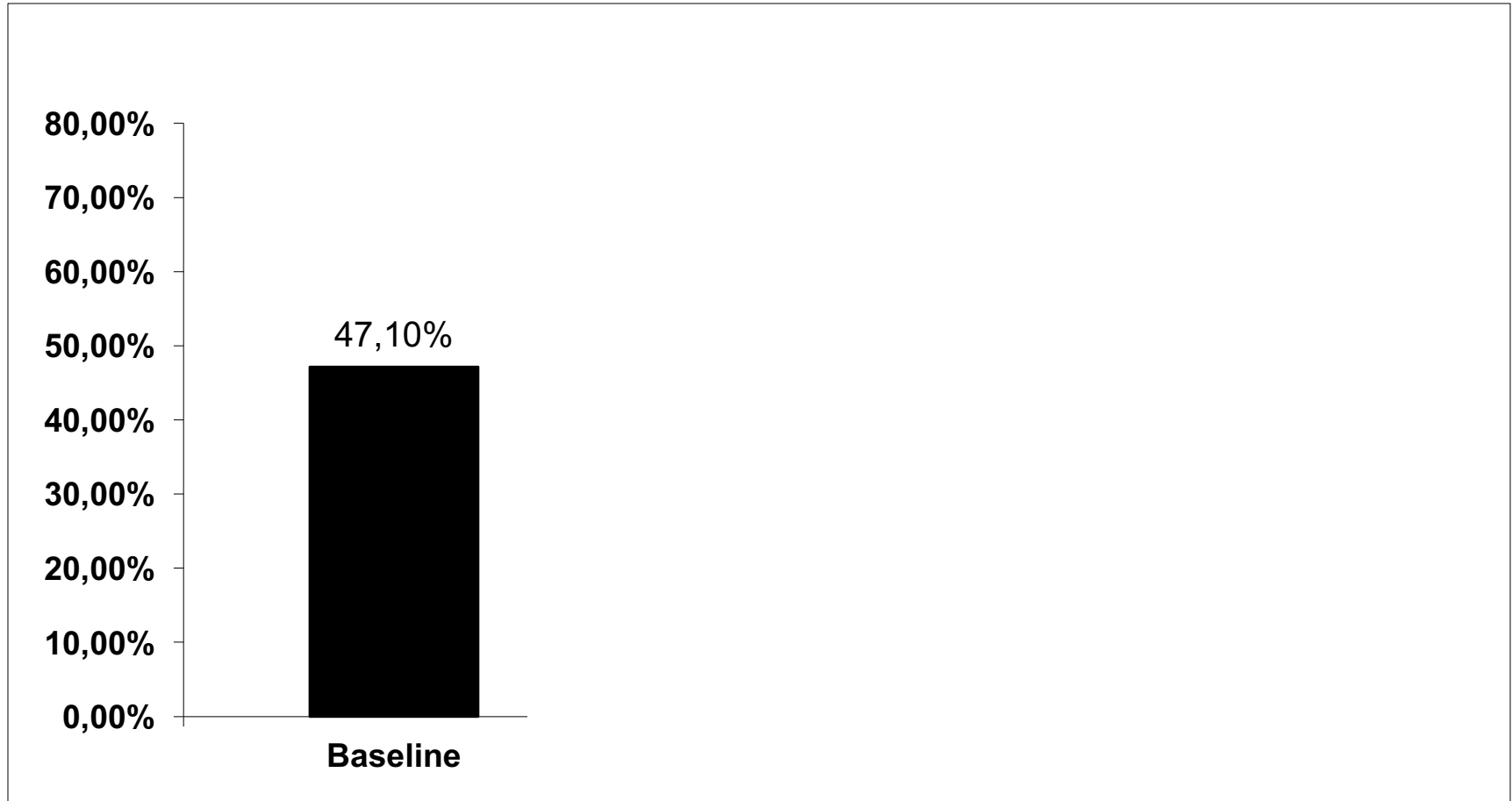
- Power manipulation (episodic recall)
- 15 min interviews

## ■ Dependent Variable:

- Likelihood to get accepted (Y/N)

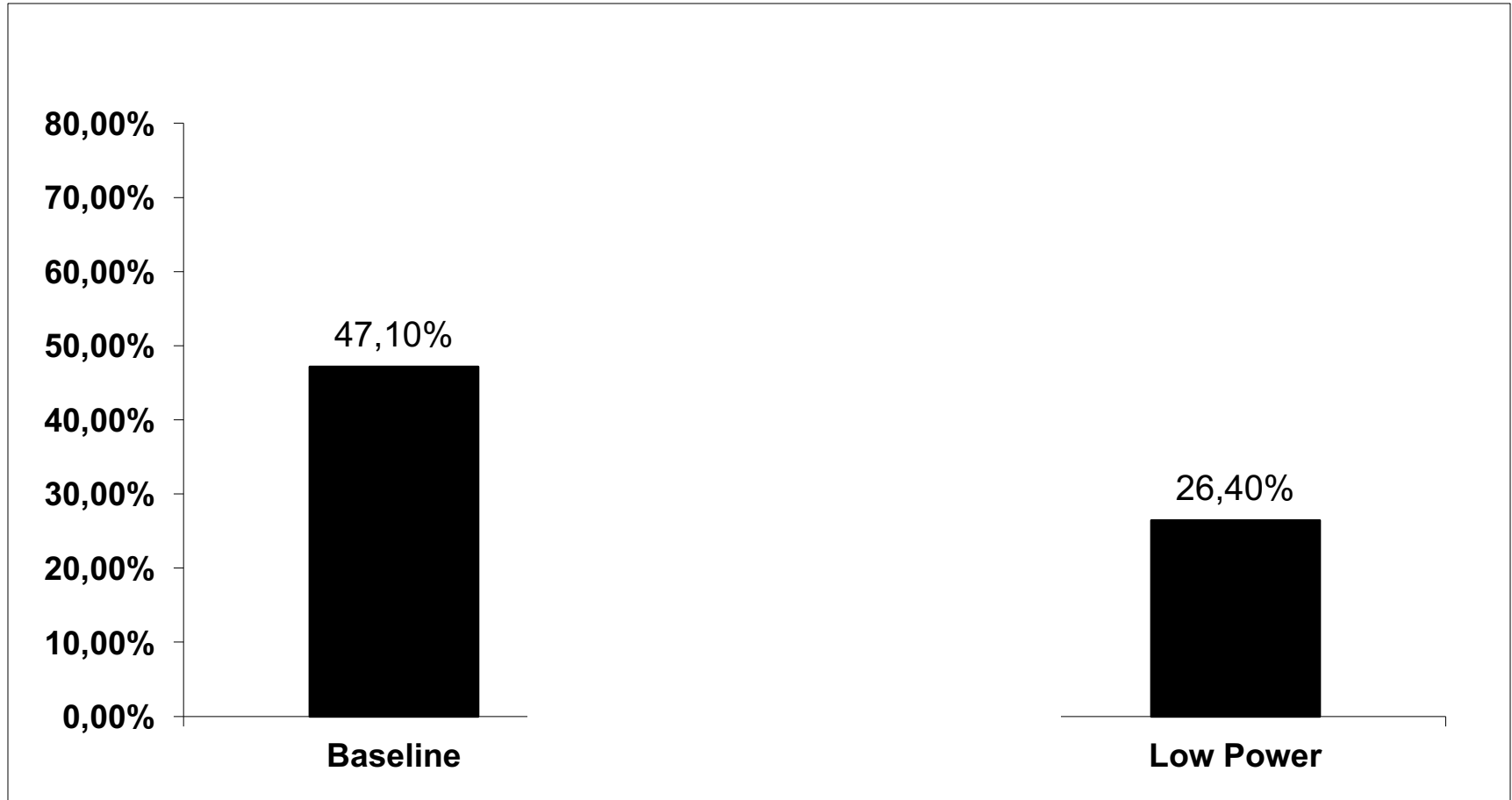
# Authority on Admission Success

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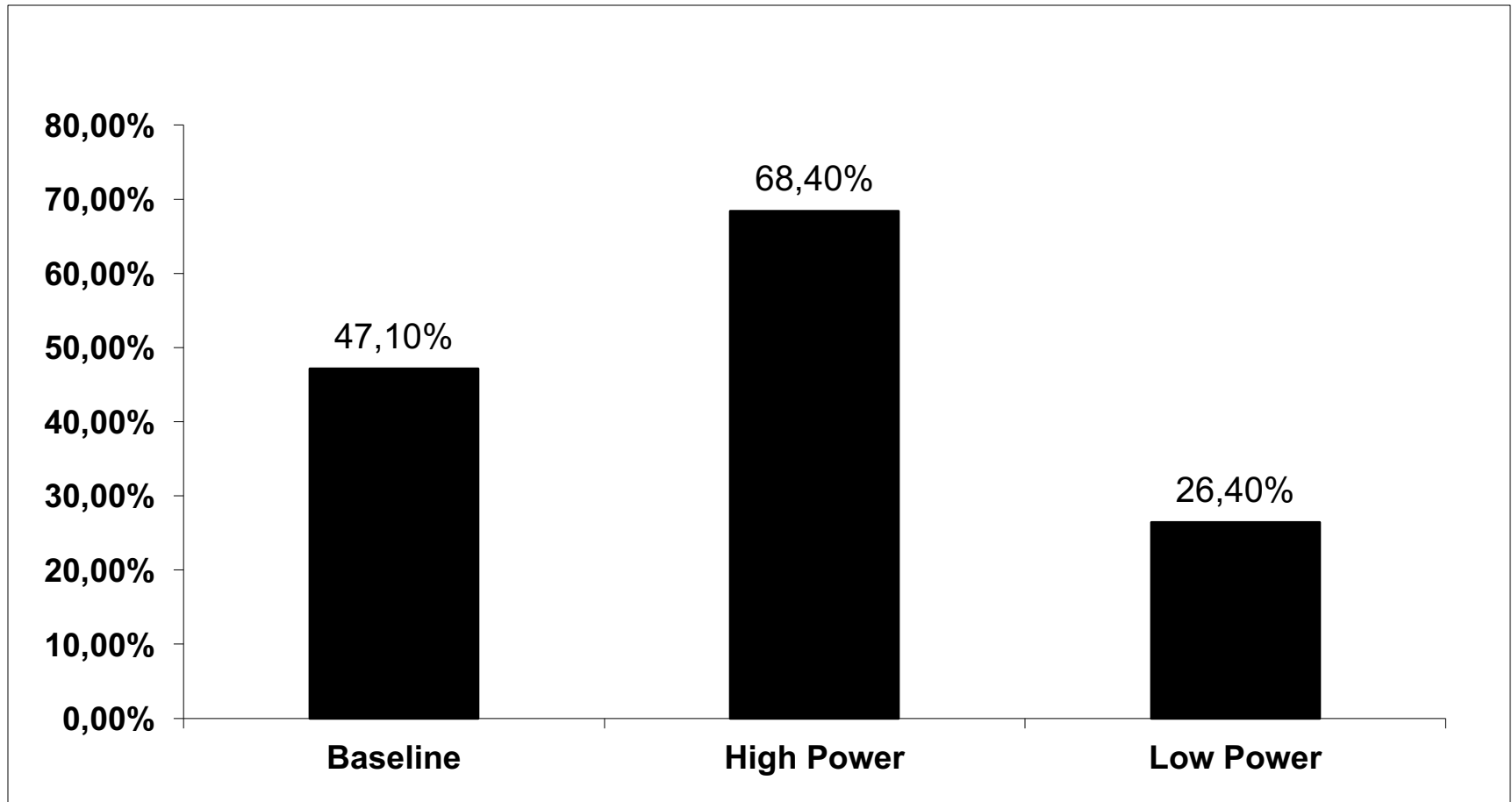
# Authority on Admission Success

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# Authority on Admission Success

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# Application letters

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## ■ Design:

- 2 (Communicator Power: high, low) × 2 (Role: communicator, interviewer) N = 177

## ■ Procedure:

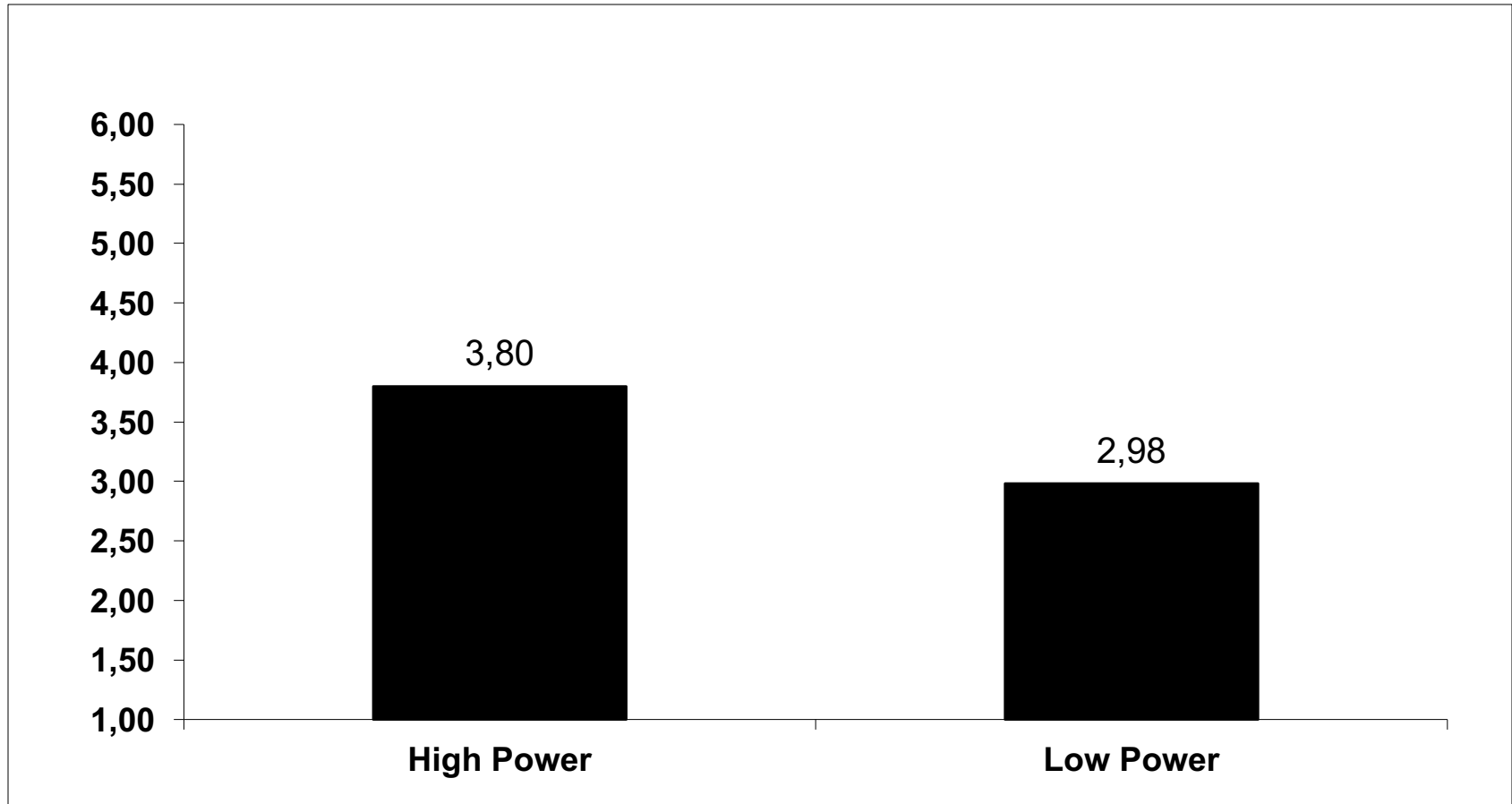
- Power manipulation (episodic recall), interviewer not primed
- Applicants wrote a letter for a job of “Sales analyst at Corporate Clients & Solutions”

## ■ Dependent Variable:

- Likelihood to get the job (1-9)

# Authority on Job Offer

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# Scarcity

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## ■ Design:

- 2 (Leader: scarce, non scarce), N = 125

## ■ Procedure:

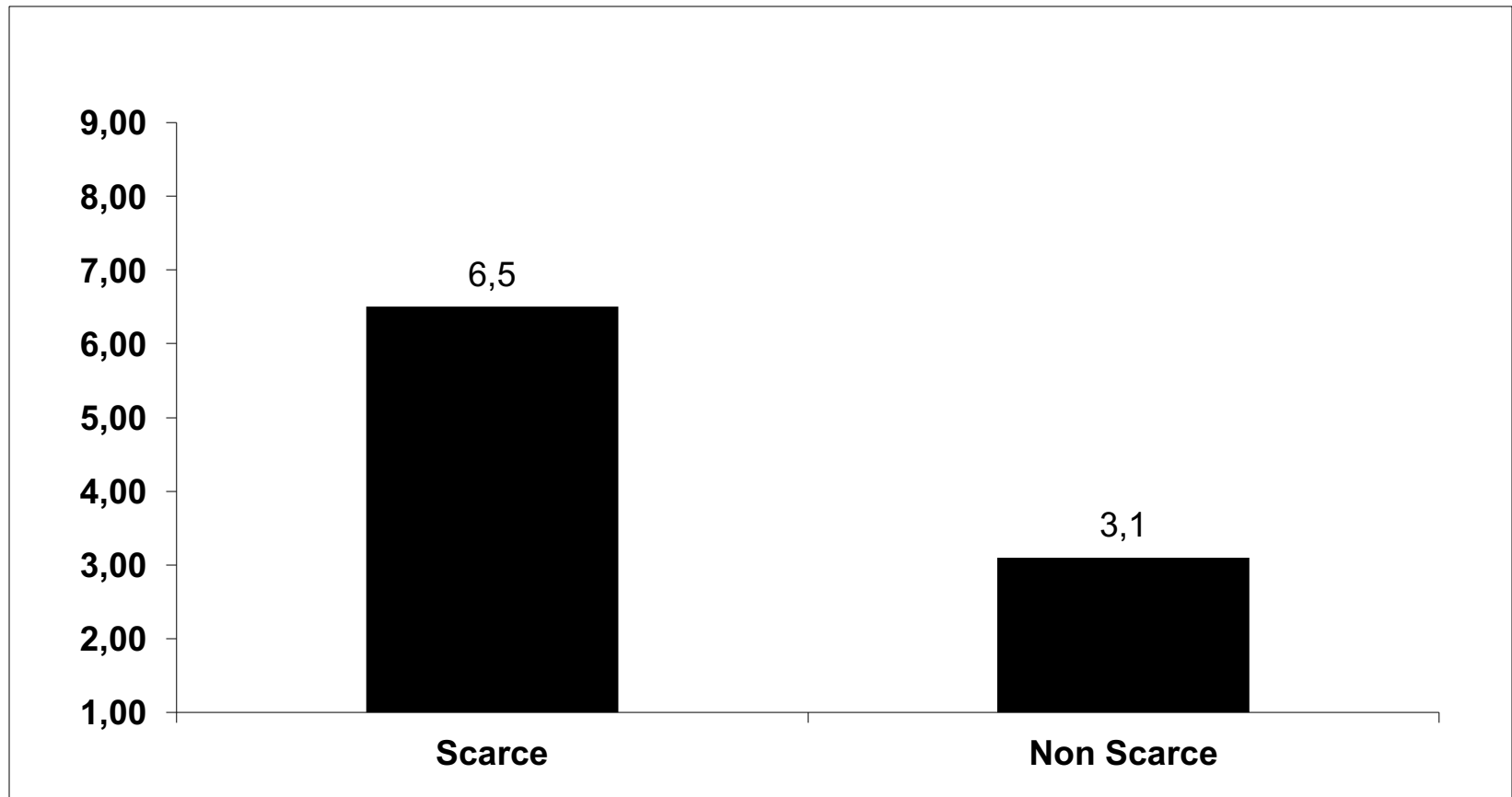
- Scarcity manipulation: leader time on the phone unlimited vs. limited
- Participants complete a group task with potential help from leader

## ■ Dependent Variable:

- How instrumental is the leader in task completion (1-9)?

# Scarcity on Leader Instrumentality

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# Commitment on negotiation

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## ■ Design:

- 2 (commitment: low, high), N = 111

## ■ Procedure:

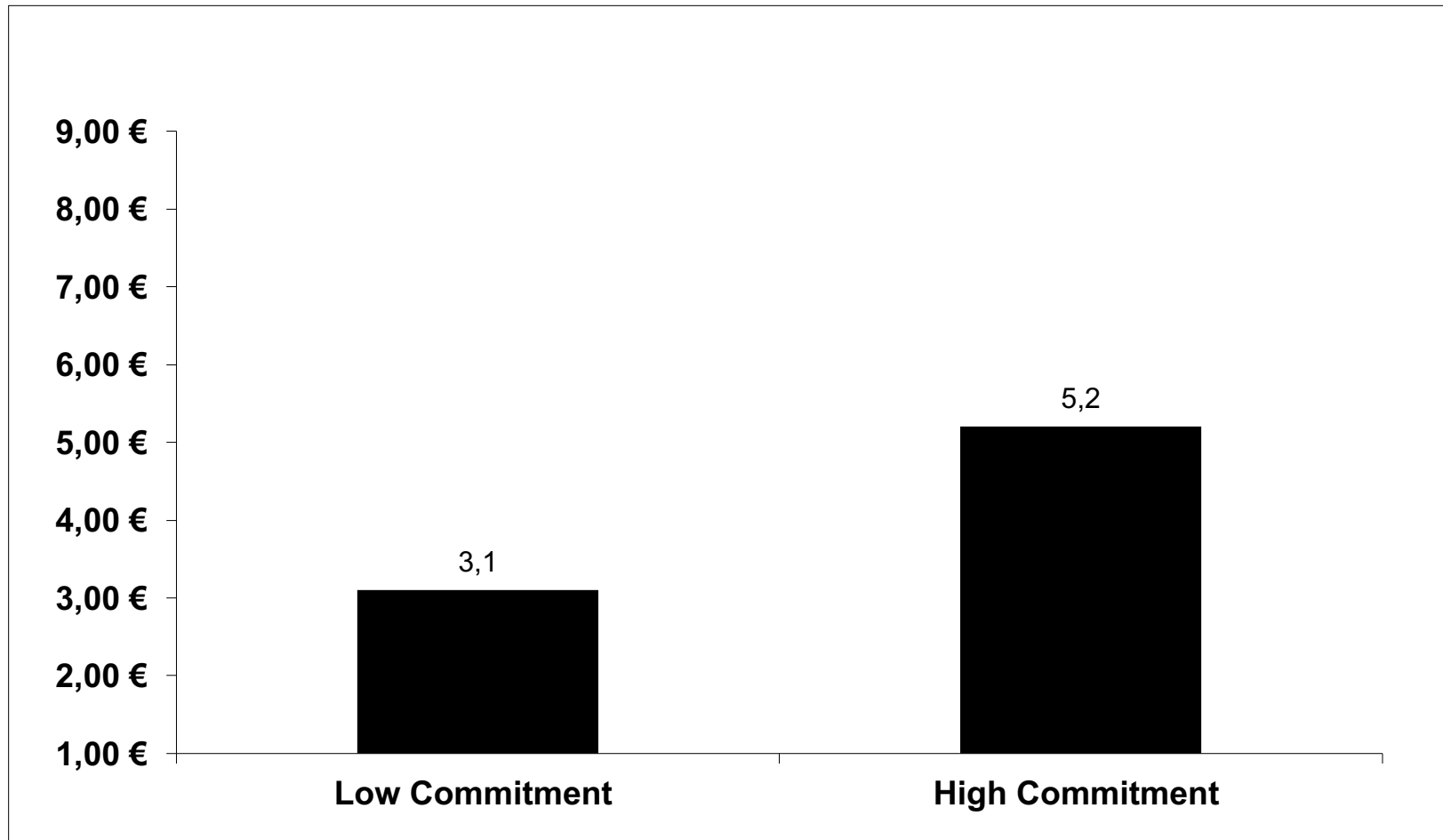
- Commitment manipulation: negotiation task with small vs. no commitment (spend 10 minutes on questionnaire for charity)
- Participants negotiate the price of a mug

## ■ Dependent Variable:

- WTP for the mug (euros)

# WTP

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2005

Via Della Conciliazione





# 2015

Via Della Conciliazione



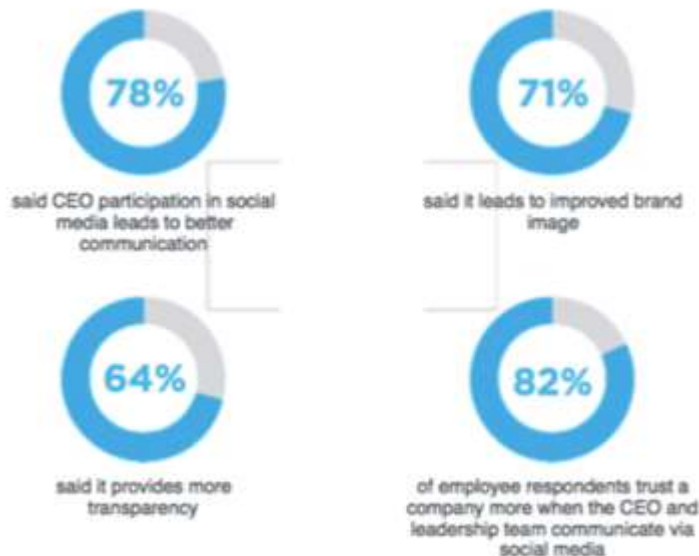


# Leaders on digital, but why?

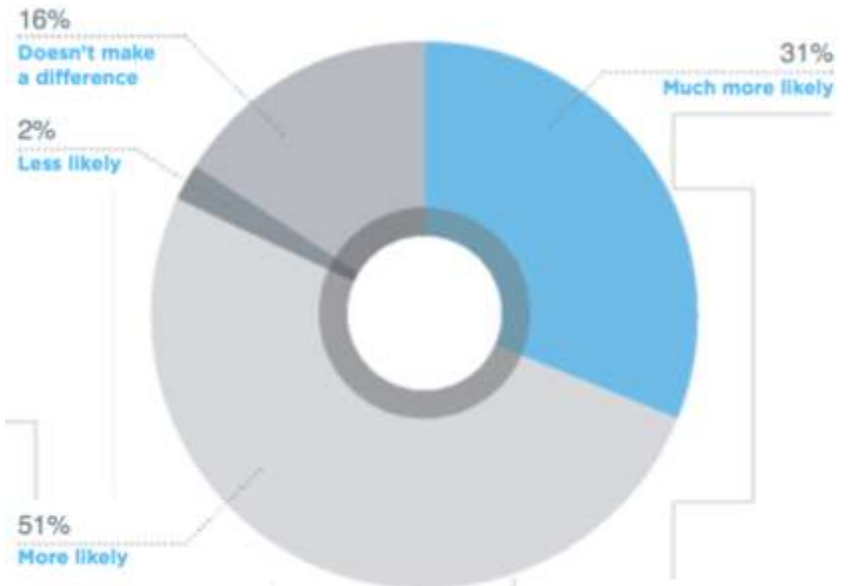
78% of professionals prefer working for a company whose leadership is active on social media. CEO sociability adds a "powerful dose of openness, transparency and employee empowerment".

"Who's on Twitter? My customers, my employees, my competitors' customers, and I hear every minute of every day how we're doing and what we need to do differently. And when I touch as many people as I can, I not only learn and become a better CEO, but I see customers coming in... [By being on Twitter,] we've created another competitive advantage."<sup>31</sup>

## Consumers...



Likelihood of Trusting a Company Whose CEO Communicates by Social Media Channels According to Employees\* Worldwide, Oct 2011  
% of total



Note: \*of Fortune 1000 companies.  
Source: BRANDlog "2012 CEO, Social Media & Leadership Survey", March 12, 2012

# The Twitter Influence Index (TII)

$$\#TII = \frac{\text{Tweet Engagement (Replies + Likes + Retweets)}}{\text{Total Number of Tweets}}$$

1.

Tim Cook



@tim\_cook  
Apple

2.

Bill Gates



@BillGates  
Bill & Melinda Gates  
Foundation

3.

Elon Musk



@elonmusk  
Tesla Motors

4.

Donald Trump



@realDonaldTrump

5.

Richard Branson



@richardbranson  
Virgin

6.

Rupert Murdoch



@rupertmurdoch  
21st Century Fox

7.

Aaron Levie



@levie  
Box

8.

Ash Ashutosh



@ashutosh838  
Actifio

9.

Satya Nadella



@satyanadella  
Microsoft

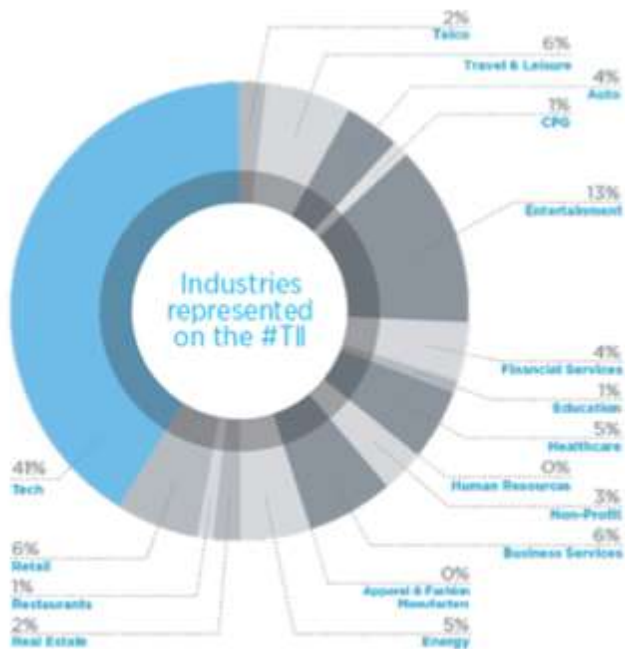
10.

Brian Chesky



@bchesky  
Airbnb

The majority (73%) of CEOs in the #TII are from North America, followed by Asia Pacific.



1. Marissa Mayer of Yahoo  
[@marissamayer](#) ranked #19
2. Mary Barra of General Motors  
[@mtbarra](#) ranked #25
3. Elizabeth Holmes of Theranos  
[@eholmes2003](#) ranked #55
4. Randi Zuckerberg of Zuck Media  
[@randizuckerberg](#) ranked #65
5. Jacqueline Gold of Ann Summers  
[@Jacqueline\\_Gold](#) ranked #69
6. Charlene Li of Altimeter Group  
[@charleneli](#) ranked #71
7. Michelle Rhee of Students First  
[@michellerhee](#) ranked #73

Authority

Scarcity

Consistency

Liking

Reciprocity

Embeddedness

# Leadership on Twitter

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## Survival of the Twittest<sup>™</sup>

Leadership in the age of digital Darwinism

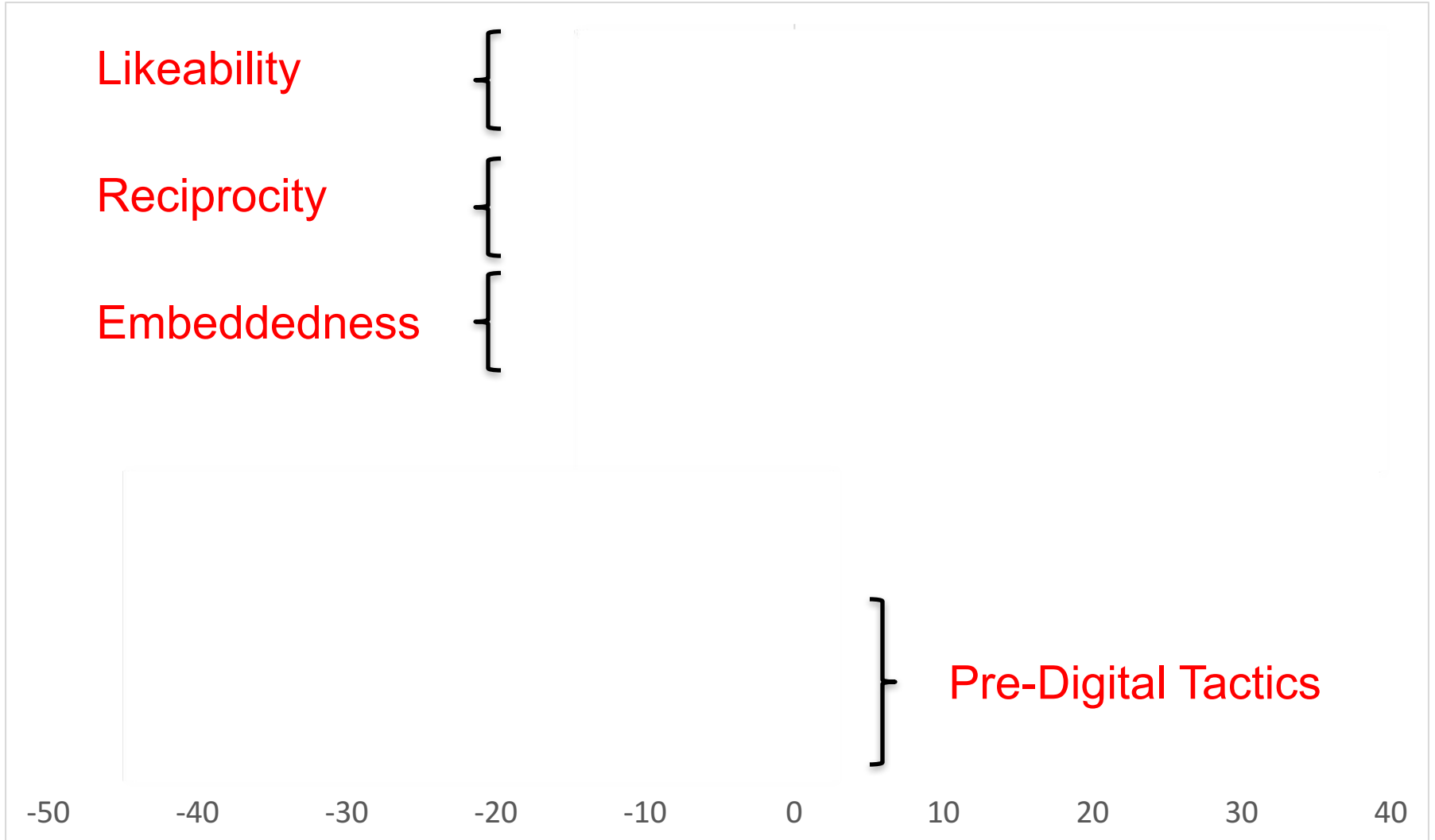
**#TwitterInfluenceIndex**





# Effective Leadership on Twitter

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Correlation between Tweet styles and #TII score of all #TII CEOs

# Likeability

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**Richard Branson** ✓

@richardbranson

Follow

Tip no. 1: Be passionate. Read more of my 65 lessons learned in business: [virg.in/0pwwf](http://virg.in/0pwwf) #ChallengeRichard

3:01AM - 5 Sep 2015



**Richard Branson** ✓

@richardbranson

Follow

I've failed so many times that I couldn't list them all. Those failures are the reason why i succeed [virg.in/bfh](http://virg.in/bfh)

10:01 PM - 31 Aug 2015





**Bill Gates** ✓

@BillGates

 Follow

We're lucky to have such a passionate advocate for women & girls. My daughters are going to be jealous of this photo.

7:11 AM - 27 Sep 2015



**Bill Gates** ✓

@BillGates



We've reached an important milestone in the fight to end polio. Now let's make history: [b-gat.es/1NznhDn](https://www.b-gat.es/1NznhDn)  
[@CNN](https://www.cnn.com)

10:03 AM - 25 Aug 2015



**Bill Gates** ✓

@BillGates



Exciting progress!  
Researchers have moved one step closer to a one-dose malaria cure:  
[b-gat.es/1MEIrx](https://www.b-gat.es/1MEIrx)

5:25 AM - 21 Jul 2015



# Reciprocity

Cook's Tweets are typically short and personal.



**Tim Cook** 

@tim\_cook

 Follow

Thank you Vitor in Sydney! One of the very first customers in the world to buy an iPhone 6s.

6:30 PM - 24 Sep 2015



**Tim Cook** 

@tim\_cook

 Follow

A huge thank you to the talented team at Apple who make days like this possible. It's a privilege to work along side of you.

12:25 PM - 9 Mar 2015



# Embeddedness

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**Tony Fernandes**   
@tonyfernandes



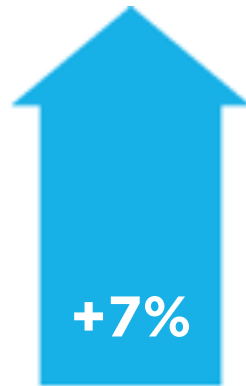
We will be putting out another statement soon. Thank you for all your thoughts and prays.we must stay strong.

8:52 PM - 27 Dec 2014

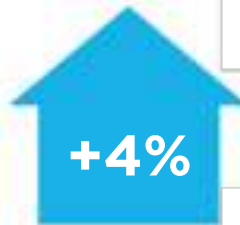


# Impact on Employee Perceptions

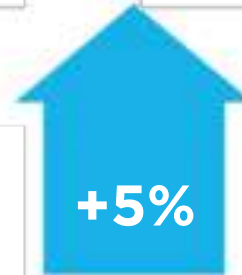
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Company culture and values

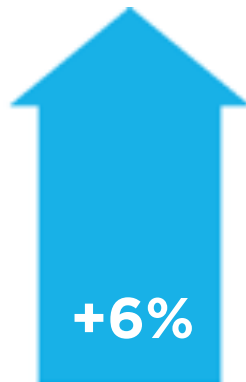


Work/life balance

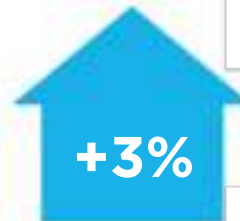


Senior management approval

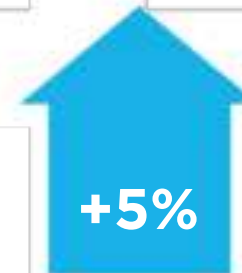
In addition, differences were also statistically significant when asking employees to think about the future. Companies with #TII CEOs rated higher on:



Positive business outlook



Likelihood to recommend the company to a friend



CEO approval

# Some tips

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**Cher Wang** ✓

@CherWang

ICT entrepreneur, Chairwoman and CEO of @HTC Corp. Enjoys tennis, jogging, and exploring how technology can be used to improve lives.

## Setting up your account...

### Tip #1: A good bio sells

When people want to know who you are, their first point of reference is your Twitter profile.

Writing a Twitter bio is easier than you think. It's good to share your company and role. But if your company has strict social media policies, you can also state that your account reflects your personal views and only share your personal passions and interests. To establish your digital identity, put up a photo of yourself (if you don't, your picture will show up as an "egg").

### Tip #2: Define your mission

Here's a tip on how to write a good Twitter bio: share your mission, philosophy and interests.



**Richard Branson**

@richardbranson

Tie loving adventurer and thrill seeker, who believes in turning ideas into reality. Otherwise known as Dr. Yes @virgin.



**Bill Gates**

@billgates

Sharing things I'm learning through my foundation and other interests.



**Beth Comstock**

@bethcomstock

Marketer on a mission. Intrigued by ideas at the intersection of design and technology. CMO at GE. Aspiring innovator. Sometime writer. Relentless traveler.

We often say that Twitter is the shortest distance between you and your passion - interests are how Twitter users decide who to follow. It's essential to let them know what you are interested in. It will connect you to them, and them to you. Remember, it is YOU, the person, that the Twitterverse wants to know!

To help you define your mission, here are some ideas on what CEOs use Twitter for:

1. Staying up-to-date with industry affairs
2. Celebrating their people
3. Celebrating culture
4. Moving the market
5. Thought leadership



### **Tip #3: Build your network via interests**

You are now part of the larger Twitter community; just as people use Twitter to follow their interests, so should you. A great way to start is to follow leaders from your industry: CEOs, influencers and relevant experts.

Following someone on Twitter allows you to view their Tweets on your homepage, and to engage if you wish. It is a great way for content discovery and interaction. We recommend you start following the #TII CEOs to get started. After a week, decide whose Tweets are closest to your interests and style and unfollow the others. Then look at who your favourite CEOs follows - chances are you will want to follow them too.

### **Tip #4: Listen to what's going on**

Everyday, people Tweet about what is happening and what they care about. Twitter is a massive collection of organic, real-time sentiment. It is the quickest way for CEOs to gain access to industry news, identify business challenges and to discover the latest trends.

Twitter could be your competitive advantage; all you need to do is listen.

### **On to the actual Tweeting...**

### **Tip #5: Sharing articles is a safe place to start**

Many CEOs find Twitter daunting, but it doesn't have to be. If creating your own content is too big a leap of faith, sharing or Retweeting articles written by others is a great way to start. It allows you to experiment with interaction without putting your own ideas on the line. When you become comfortable Retweeting, you can start to experience with quoting and adding your own commentary on someone else's Tweet.

### **Tip #6: Always write your own Tweets**

Ghostwritten Tweets are a no-no. Twitter is a platform for the individual voice; people want to know you, not your assistant or your public relations team. It is your wisdom, thoughts and personality that will move the market.

You can also leverage on the power of your personal brand. As we showed earlier, the more personal your Tweets, the greater the engagement and influence.

### **Tip #7: Don't Tweet too much**

While people do want to read your thoughts, Tweeting excessively can be a turnoff. Tweet about a mix of things: day-to-day activities, what inspires you, hobbies and work. No one's life revolves exclusively around work, so neither should your Twitter feed.

As a rule of thumb, try Tweeting once a day but avoid the Tweet storm effect in a concentrated amount of time and then silence.

### **Tip #8: Tweet during prime time**

When you are comfortable with Tweeting, you can begin to think about the best time to Tweet. As Twitter is a real-time, conversational platform, the time of your Tweet affects engagement.

Morning hours - during the daily commute to work - are the prime time for getting clicks. On the other hand, evenings are when Tweets receive the most likes and Retweets.<sup>41</sup>

Consider your target audience and tailor your Tweet timing to your audience's Twitter consumption patterns and to your travel time zone.

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### **Tip #9:** **Use #hashtags to join the conversation**

The hashtag is an excellent conversational tool: it tags and identifies Tweets, making it easier to discover conversations on a specific theme or event.

Including a #hashtag will make your Tweets discoverable and allow you to be a part of a larger conversation. This will drive traffic to your @handle and improve engagement rates.

### **Tip #10:** **Interact!**

Once people start responding to your Tweets, conversations get going. A little personal touch goes a long way, and a great way to drive engagement is to interact with your followers personally.

You can do this by answering their questions and joining in existing conversations. It only takes 140 characters. Personal interaction can also be as simple as Retweeting or liking the Tweets of your followers.

# Obama vs. Clinton 2008



Obama/Biden campaign website screenshot. The header features the Obama/Biden logo and a quote: "I'M ASKING YOU TO BELIEVE. Not just in my ability to bring about real change in Washington... I'm asking you to believe in yours." Below the header is a navigation menu with links for LEARN, ISSUES, MEDIA, ACTION, PEOPLE, STATES, BLOG, and STORE. A prominent banner reads "BECAUSE IT'S ABOUT YOU" with a photo of Michelle Obama. Below the banner, there is a section titled "Our online tools make local organizing easy" and a "Create Your Account" form with fields for First Name, Last Name, Zip Code, Email Address, Password, and Password (confirm), along with a "Sign Up" button.



Hillary Clinton campaign website screenshot. The header features the "Hillary Clinton - President 2008" logo and the slogan "BOLD LEADERSHIP FOR A STRONGER AMERICA". Below the header is a navigation menu with links for MEET HILLARY, MEETUP, MEDIA, and TAKE ACTION. A central banner reads "THE TIME IS NOW" and "WE NEED HILLARY" with a photo of Hillary Clinton at a campaign event. Below the banner, there is a section titled "JOIN THE MOVEMENT TO ELECT HILLARY RODHAM CLINTON PRESIDENT OF THE UNITED STATES" and a "JOIN OUR ONLINE COMMUNITIES" section with links for Facebook, flickr, myspace, and YouTube. On the right side, there is a "Lead The Way for Hillary" sign-up form with fields for First Name, Last Name, Email, and Zip, and a "TAKE THE LEAD" button. Below the form is a "SEND DICK ON A TRIP!" graphic with a photo of a child and a globe.





# Tools of Influence

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1. Authority
  - We defer decision making to those owning the markers of power
2. Scarcity
  - Absence management fuels perceptions of leadership
3. Commitment
  - We tend to be more likely to follow a leader we've made a small commitment to.
4. Liking
  - We are influenced by those we like and feel close to
5. Reciprocity
  - we feel obliged to respond and follow those who pay attention to us
6. Embeddedness
  - we tend to do leaders who are socially and contextually tuned

# The Digital Shift

---

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**Thank you!**

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**Questions?**

# Thank you

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