

CONTENTS

Acknowledgements	11
Preface	13
Foreword	15
Introduction	17
1. Background to the research.....	17
2. Questions	19
3. Methodology	20

Part I.

Theoretical Insight: Liaising two fields of research	23
---	-----------

Chapter 1.

Digital Transformation, a contemporary field of research	25
1. What does digital mean?.....	26
2. What is Digital Transformation?	35
3. Digital Transformation in banking	44
4. Agile and the impact on organisations.....	48

Chapter 2.

Leadership, a rich field of research.....	53
1. What is Leadership?	53
2. Leadership Theories	56
3. Leadership in Digital Transformation	66
4. Leader's role in Digital Transformation	70

Part II.

Methodology and Research Design	73
1. The research field	73
2. The research Process	74

Part III.
Thematic analysis and results.....77

Chapter 1.
 Digital Transformation, as seen by CEOs from the banking industry 79

1. How do CEOs define Digital Transformation? 79
2. How do leaders view the bank of tomorrow? 87

Chapter 2.
 The Journey to Digital Transformation95

1. How leaders put in place a Digital Transformation strategy.....96
2. What were the main projects and initiatives put in place? 103

Chapter 3.
 The impact on the organisational structure..... 111

1. The organisational structure 111
2. Agile and Agility 114
3. Agile at Scale at Komerční Banka – A Case Study (October 2019)..... 119

Chapter 4.
 The CEOs' role and Leadership in conducting Digital Transformation..... 123

1. How involved were the CEOs in Digital Transformation? 123
2. Which Leadership for conducting Digital Transformation?.... 129
3. How did CEOs live the Digital Transformation experience? ... 141

Part IV.
Discussion..... 147

Theme 1.
 The leader's understanding of Digital Transformation 149

Theme 2.
 The journey to Digital Transformation 154

Theme 3.
 The impact of Digital Transformation on the organisational structure..... 160

Theme 4.
The leader’s role in Digital Transformation 163

Theme 5.
The Leader’s Traits for Digital Transformation..... 168

Theme 6.
The Leader’s style for Digital Transformation..... 173

Theme 7.
Leadership of Digital Transformation 178

Part V.
The CEO’s guide to successful Digital Transformation 183

- 1. Digital Transformation is a substitution, not a complement... 183
- 2. A successful Digital Transformation strategy is a top-down strategy..... 184
- 3. Agile and Agility, both are the question... and the answer 186
- 4. Digital Transformation is not delegable 187
- 5. In Digital Transformation, Leadership is key 188

Epilogue 191

- 1. Digital Transformation 192
- 2. Leadership of Digital Transformation 194
- 3. Final remarks..... 195

Bibliography 197