

**BRIDGING DIGITAL LEADERSHIP GAPS IN U.S. FINANCE: TRAINING AND
CHANGE MANAGEMENT**

by

Project Results: Data Collection and Analysis

Student Name

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Of the Requirements for the Degree

Doctor of Business Administration

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Table 1*Participant Demographics*

Participant Code	Position	Years of Experience	United States Location
P1	Digital Transformation Manager	14	New York
P2	IT Project Manager	12	Illinois
P3	Operations Manager	16	California
P4	Technology Strategy Manager	13	Texas
P5	Senior IT Manager	10	Florida
P6	Digital Innovation Manager	9	Washington
P7	Risk Management Manager	12	North Carolina
P8	Change Management Lead	15	New York
P9	Data Analytics Manager	10	Massachusetts
P10	Digital Program Manager	13	Texas

Note. Table 1 shows participant demographics for each interview.

Table 2*Final Code Table*

Code	Code definition	Alignment with the study	Participant quote
Adaptation to digital transformation as a gradual process	Participants perceived the digital transformation as a gradual evolution where they were able to accept it over time as they "exposed" and "experienced" it.	Workforce adaptation to digital transformation	As teams begin to adjust to new systems and processes, initial resistance is reduced. (P6)
Change communication gaps	Participants recognized that a lack of communication was an important factor that influenced employee perceptions of digital efforts and could result in confusion and resistance in the workplace.	Communication and resistance	"Leadership not making a clear explanation of why change is occurring, sometimes the employee resists." (P2)
Continuous digital skills development	Participants saw digital competence as a dynamic process, requiring constant learning and adaptation to meet the demands of the rapidly changing digital world and industry needs.	Digital competence development	Managers need ongoing training to keep up to date with a fast-changing set of digital tools. (P6)
Digital leadership readiness	Participants viewed leadership readiness as the capacity to navigate teams through uncertainty and the role it played in the successful execution of digital transformation strategies and projects.	Leadership effectiveness in digital transformation	Managers need to be ready to navigate teams through uncertainty in the midst of their digital transformation. (P10)
Employee involvement in digital initiatives	Early employee involvement was seen as a way to improve the engagement, ownership, and acceptance of the digital transformation initiatives.	Engagement strategies	Early employee engagement in digital initiatives helps to make them more accepting of the change. (P8)
Employee resistance to digital	The notion of resistance was seen as a response to uncertainty, lack of	Resistance to change	"It wasn't easy for some team members to use new digital

Code	Code definition	Alignment with the study	Participant quote
transformation	clarity, and discomfort with new technologies instead of resistance to change.		systems and to transition.” (P7)
Engagement through communication and inclusion	Attendees recognized that successful communication with employees and including them is the key to trust and to a decrease in resistance, and this leads to a better end result in the transformation process.	Engagement and communication	Resistance occurs when communication is inadequate, but having employees involved early in projects helps. (P8)
Insufficient digital leadership training	A lack of structured training was identified as one of the key areas in which managers' digitalization competencies needed to be developed, and therefore, self-learning was needed.	Training gaps and leadership readiness	"We were called upon to spearhead digitalization initiatives, but we didn't get any official training in digitalization management." (P3)
Leadership support as a driver of change success	Participants understood the need for leadership engagement as a key element that helped to determine the acceptance and engagement of teams in the digital initiatives and gave them legitimacy.	Leadership influence	Teaming up with top management and streamlining processes are vital to enabling teams to embrace digital initiatives. (P10)
Limited internal training infrastructure	Where training programmes did not exist or were inadequate, participants interpreted this as an organizational problem that prevented the development of good leaders.	Structural training limitations	The organization was expecting managers to know how to use new digital tools, and few managers were trained in the use of the tools. (P1)
Organizational support for training	The respondents viewed resource allocation and leadership support as a sign of an organization's commitment to a successful digital transformation.	Organizational support structures	While the digital transformation was important, “training budgets and resources were limited”. (P1)
Self-directed learning for digital competence	Participants understood their own actions to look outside for external training as a reductive response to a lack of internal organizational support.	Adaptive learning strategies	“You can't rely on internal training, so I attend other workshops for financial technology new trends.” (P2)
Structured digital change management	The importance of formal frameworks to direct digital transformation, to cut ambiguity, and to support in a consistent way was understood by the participants.	Change management processes	If there is no change management model in place, then it can be challenging to take employees on a journey of change. (P5)
Uncertainty in managing digital change	Participants felt that uncertainty has become a hallmark of digital transformation, and when faced with uncertainty, leaders must be able to embrace ambiguity and accompany their staff along the way.	Leadership and uncertainty	“Managers need to be ready to take teams through the murky waters of Digital Transformation.” (P10)

Table 3*Categories Table*

Category name	Category definition	Alignment	Aligned codes
Organizational learning culture and reinforcement	Engagement and reducing resistance were equated with leadership and peer support for the participants.	Employee engagement; resistance	Experience Building; Leadership Involvement in Transformation; Peer Learning and Support;
Structured change management processes	Structured planning, resource alignment, and monitoring were inculcated in the participants' perception as helping to facilitate effective transformation execution.	Employee engagement; resistance	Performance monitoring and feedback; resource planning and acquisition; training strategy alignment; technology integration in workflows.

Note. Table 3 shows how categories are aligned with the codes.

Table 4*Themes*

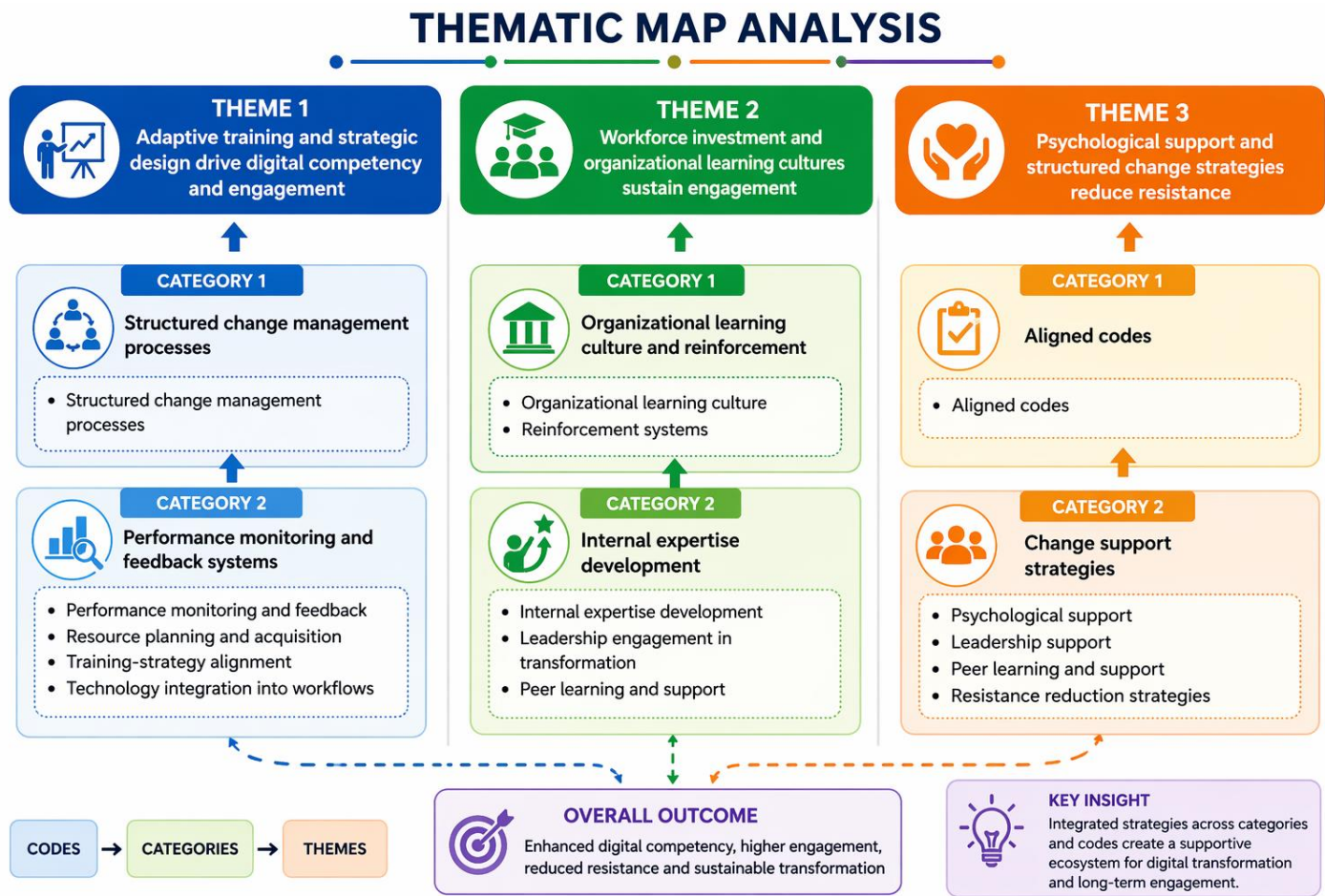
Theme name	Alignment	Theme definition	Aligned categories
Adaptive training and strategic design drive digital competency and engagement	Employee engagement	The use of patterned meaning by displaying adaptive training and planning improves engagement.	Differentiated training design and delivery; diagnostic assessment processes, structured change management processes
Workforce investment and organizational learning cultures sustain engagement.	Employee engagement; resistance	In patterned meaning, showing the culture of investment and learning keeps people interested.	Professional development of employees, investment in employees, organizational learning culture, reinforcement;
Psychological support and structured change strategies reduce resistance	Employee engagement; resistance	Patterned meaning showing support and structured change reduces resistance.	Mentor change and provide psychological support; have structured change management processes;

Note. Table 4 shows all the themes with their definitions from the analysis.

Table 5*Theme Summary Table*

Theme name	Alignment to PQ	Categories
Adaptive training and strategic design drive digital competency and engagement	Employee engagement	Differentiated training design and delivery; diagnostic assessment processes, structured change management processes
Workforce investment and organizational learning cultures sustain engagement.	Employee engagement; resistance	Professional development of employees, investment in employees, organizational learning culture, reinforcement;
Psychological support and structured change strategies reduce resistance	Employee engagement; resistance	Mentor change and provide psychological support; have structured change management processes;

Note. Table 5 shows themes aligned with PQ.

Figure 1*Thematic Analysis Map*

Note. Figure 1 shows a *thematic analysis map* for codes, categories, and themes.