Building digital capability: Leading and managing an effective digital organisation (team, service, department)

This is a version of the Jisc ‘Six Elements of Digital Capabilities’ model, specifically to support Jisc’s offer in the area of Digital Leadership. It is one example of the base model being used in a particular context and is not meant to be definitive.

| ICT proficiency | Develop and communicate a strategy for digital technologies.  
| Identify emerging technologies, opportunities and threats relevant to the organisation.  
| Embed these into other strategies for which you are responsible.  
| (Work with specialists to) assess IT needs of the organisation.  
| (Work with specialists to) scope, procure, adapt/develop and implement robust IT systems.  
| Establish IT policies and processes.  
| Lead, enable or advocate for digital change initiatives.  
| Negotiate and implement strategic plans.  
| **Specialist:** Lead IT services and initiatives |

| Information, media and data literacy (critical use) | Develop strategies for managing content across the organisation.  
| Establish processes for gathering, managing, analysing and using organisational data.  
| Develop a protocol for the safe, ethical use of personal digital data by the organisation (e.g. in learner analytics).  
| Establish protocols for information and data governance and compliance.  
| Help develop a digital media strategy at organisational level.  
| **Specialist:** Lead library (services).  
| **Specialist:** Lead data, content and information services/initiatives.  
| **Specialist:** Lead digital media services or content creation departments. |

| Digital creation, scholarship and innovation (creative production) | Lead or create opportunities for organisational research using digital tools and data.  
| Use the outcomes of organisational research for decision making.  
| Lead organisational change initiatives.  
| Model a creative, innovative approach to digital challenges and opportunities. |
## Digital communication, collaboration and participation (participating)

Use digital networks to:
- Build strategic partnerships
- Lead / manage consortia
- Lead / manage projects
- Lead / manage people
- Lead / manage units

**Specialist:** Lead public engagement teams with an awareness of the role digital technology plays in engagement.

**Specialist:** Lead careers/employability teams (employer-facing) or other outreach teams.

## Digital learning and personal/professional development (learning)

Develop a strategy for e-learning and support its implementation in departments and services.

Develop a strategy for staff and student digital capability.

Support, recognise and reward digital talent across the organisation.

**Specialist:** Lead curriculum teams.

**Specialist:** Lead learning, staff and educational development services, with an awareness of the role digital technology plays in the learning/teaching process.

**Specialist:** Lead e-learning teams (staff/student facing).

**Specialist:** Lead learning/academic development teams with an awareness of the role digital technologies play in student learning.

**Specialist:** Lead careers/employability teams (student-facing).

## Digital identity and wellbeing (self-actualising)

Develop a coherent organisational digital brand.

Develop a strategy for staff/student engagement in digital initiatives.

Ensure organisational health and safety policies cover digital issues.

Ensure organisational access, inclusion and equality policies cover digital issues.

**Specialist:** Lead marketing teams with an awareness of the role digital technology plays in organisational branding.

**Specialist:** Lead workplace initiatives; lead student experience initiatives; lead initiatives in access and inclusion, all with an awareness of the digital risks and opportunities.

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## Digital capabilities: the six elements

[Diagram showing the six elements of digital capabilities: Information, data and media literacies, Digital creation, innovation and scholarship, ICT proficiency, Communication, collaboration and participation, Digital learning and self development, Digital identity and wellbeing]