4.  And then there are blended human–nonhuman online interactions – for instance, if a person engages with a chatbot, or if you are working together with some form of artificial intelligence (such as a digital assistant) that takes care of routine tasks for you.

For managers in digitalizing mode it is a crucial element of their responsibility to ensure that this blending of work life is managed in the most ethical, responsible, and sustainable way for the people managed, oneself, and the organization.

## DIGITAL WORK WELLBEING AND IMPACTS

**3 GOOD HEALTH AND WELL-BEING**

**Digital well-being** is centred on digitalizing practices and interaction with technology's influence on human well-being

**Digital well-being** [63] in the workplace encompasses a wide variety of elements, including emotional elements like feelings of trust online, isolation, mental well-being, stress, physical well-being related to sedentary lifestyles, eye strains from screen use, as well as social elements like feelings of isolation and trust online, or in extreme cases even becoming 'digital work otakus' – unable to engage in social work life outside the digital realm. Figure 11.4 offers an overview that connects these digital well-being concerns to digital management practices building on managers' digital competence, which in turn allows a manager to actively foster positive impacts of digital work life and to proactively mitigate potential negative impacts on digital workers and stakeholders.
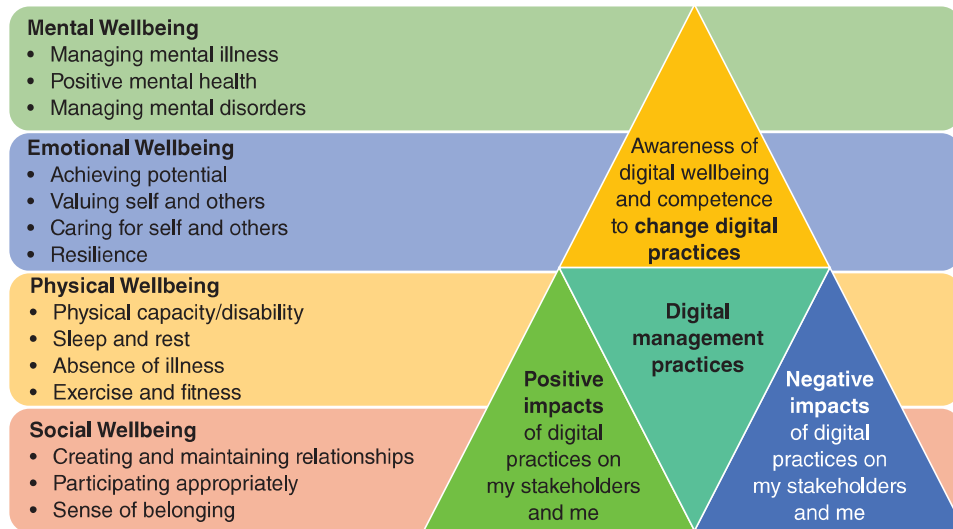
**Mental Wellbeing**
- Managing mental illness
- Positive mental health
- Managing mental disorders

**Emotional Wellbeing**
- Achieving potential
- Valuing self and others
- Caring for self and others
- Resilience

**Physical Wellbeing**
- Physical capacity/disability
- Sleep and rest
- Absence of illness
- Exercise and fitness

**Social Wellbeing**
- Creating and maintaining relationships
- Participating appropriately
- Sense of belonging

Awareness of digital wellbeing and competence to **change digital practices**

**Digital management practices**

**Positive impacts** of digital practices on my stakeholders and me

**Negative impacts** of digital practices on my stakeholders and me

**FIGURE 11.4**    Digital well-being

IMAGE SOURCE: Adapted from Jisc [62]

In the digitalizing mode, managers have a responsibility for the digital well-being of employees and those they manage, as well as stakeholders including families, communities, customers, among many others.

The actions digitalizing managers might take to achieve this are varied. For instance, one could address physical well-being related to sedentary work lives by installing Peloton-bike workstations, or encouraging managed colleagues to join certain online meetings while exercising, and/or being outside. One could counteract a stressful, always-on culture by discouraging or even disabling work-related messaging during certain times of the day. On the customer side, it could involve proactively designing digital products so that they maximize their positive impacts on users and minimize the negative ones.

Not only should professional managers assume responsibility for the impact of their digitalizing practices on human beings in terms of digital wellbeing, but also for their environmental impact. For instance, professional digitalizing requires being aware of, mitigating, and offsetting the environmental impact of digital work life. This could involve practices such as actively tracking and managing the carbon impact of emails and digital infrastructure more widely. It should also involve active management of digital electronics equipment, from mobile devices to headsets and laptops, in particular when it comes to electronic waste management. It could also involve actively scheduling and placing occasional on-site meetings in a way that allows team members to choose the most environmentally friendly means of transport and, by default, offsetting and paying for all travel emissions.

## DIGITALIZING BUSINESSES: BUSINESS MODELS AND BUSINESS FUNCTIONS

Digitalizing businesses requires both the digitalization of the higher-level business model and of all of the more fine-grained digitalization in individual business functions.

A distinction can be made between digital business models and digitalized business models. **Digital business models** are wholly centred on digital market offers and are often 'born digital' (see Table 11.3), while digitalized business models more selectively include digitalized practices across functions of an originally non-digital business model. Digital and digitalized business models both rely on digitalizing business functions, albeit to different degrees.

**Digital business models** generate digital value propositions and/or fully digitalized value creation, exchange, and capture of value