

# Digital Leadership

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DGM 726  
Lecture 2

Vision and Communication



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## Lecture outline

### Know about

- ☐ Are you a Leader?
- ☐ How to Be a Leader?
- ☐ Developing a Vision
- ☐ Understanding People's Needs
- ☐ Influencing People
- ☐ Communication
  - ☐ Definition
  - ☐ Elements of Communication

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## Introduction & Learning Outcomes

- ☐ Learn how to gain more followers, members, and support for your organization by learning how to develop and communicate your organization's vision.
- ☐ Learn how to understand people's needs and be prepared to act on those needs to boost morale and successfully reach your organization's goals.
- ☐ Learn how to influence an audience successfully by using our overview of some general ideas behind the science of persuasion.

## Lec. 2

ندوة

### التسويق عبر المحتوى والقصة Content Marketing & Storytelling



أ. ثامر المشرفي

مدير عام التسويق والمعارض  
بهيئة تنمية الصادرات السعودية

للتسجيل



السبت 28

يونيو 2025

09:00 مساءً

بتوقيت مكة المكرمة

ندوة

رابط التسجيل في الندوة  
يوجد شهادات حضور

[https://sis.midocean.ae/public-forms/create?public\\_hash=f3450bb7623810312986f54be281605dcff913d6](https://sis.midocean.ae/public-forms/create?public_hash=f3450bb7623810312986f54be281605dcff913d6)

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# Case Study

Amani ElTunsi



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# Case Study

**Entrepreneur:**

**Amani ElTunsi**

**The owner of Banat9Bas  
online radio station and  
Shababooks publishing house**



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### Background

Amani ElTunsi graduated from computer science in 2004.

She worked in **advertisements designing** since 2000 (before her graduation).

She said that : "However, I got good grades in my study; I preferred to be designer than programmer. After 2004, I worked as advertisements designer and art director in magazines."

### The idea

Although the readers of the magazine, that Amani worked in , were asking the magazine to discuss some issues, the owner ignored it in order to focus on issues that bring ads.

Because Amani was caring about **women issues**, when she was listening to international online radio stations, she asked herself : "**Can I make something to girls in Egypt to be listened in the entire world?**"

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### Banat 9 bas station

- Amani aimed through the station to gather girls to express themselves and their problems. **Amani said that: “girls should have the chance to find others who can reply them and suggest solutions.** At this time, I felt I want to do something to girls. So, **I decided to make online radio station.”**
- Amani aimed to target **women in Arab countries** even who are living outside their country.
- She **started** designing the station's website in **May 2004** and called all her friends in the magazine -that she worked at- and they supported the idea.
- She launched the station's website in June 2004 and she got **15 thousands visitors** and listeners by launching the first program.
- Then the famous Egyptian **talk show El Bait Baitak interviewed the station team;** most of the team was Amani's friends from the magazine that she worked at.



## Challenges

- The magazine's owner fired Amani from the magazine after watching her with most of her stuff in El Bait Baitak TV show.
- Amani said in sorrow “What happened affected me too much.”

## Financial Challenges

- She took a loan from the bank then **sold her car** and bought a smaller one.
- In 2009 , she lost the advertisers due to the global economic crisis happened.

## Technical Challenges

- when the money was finished, the live streaming of the broadcast stopped because, it is expensive. She said: "It was the most dramatic sad moment."

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### Turning Point

- The meeting with Mostafa Fathy, the managing editor of the magazine that she was fired from, is a turning point in her life.
- She found that he also was fired from the magazine because, he wrote a book and wanted to publish it.
- **"Because he is creative, he was fired,"** said Amani sarcastically .





## SHABA BOOKS

### Turning Point

- She decided to establish youth book publishing house. She called it ShabaBooks , and this is referring to books published by and to youth.
- She suffered to find a printing house that accepts to print the book.
- After printing it, the bookstores refused to buy the book so; she was disappointed .
- She decided to market the book on the station's website.
- Then, she received many orders and delivered it by herself.
- Many people asked about the book in the bookstores which push book stores to ask for buying it.
- She admired the idea of publishing books because she got money supported her station.

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## SHABA BOOKS

**Amani wrote  
two books:**



This book translated into  
English and German





## Awards

- ✓ May 2010, the BMW Foundation Young Leaders Award.
- ✓ Nov. 2010, the designation of the smallest publisher in the Middle East by the European Union.
- ✓ September 2011, World Summit Youth Award (WSYA) under the category of power to women.

Amani said proudly: *"There were 999 people from the world nominated to (WSYA) award and only four were the winners I was one of them."*



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### Success

✓ Amany ElTunsi said that:

*"I see my success secret lies in my insistence to succeed and hating failure."*



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### Conclusion

✓ Finally, Amani achieved success:



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**What's your expectations about her success now?**



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## What's your expectations about her success now?

أماني التونسي، مؤلفة وكاتبة مصرية، كتبت سيناريو فيلم بين بحرين عام 2018، وسيناريو وحوار فيلم قصة حب عام 2019، وسيناريو وحوار فيلم توأم روحي عام 2020.

– تأليف (7)

Influence  
Audience

بين بحرين  
2018 - فيلم  
(سيناريو)



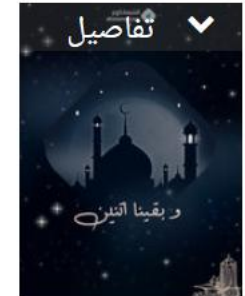
العيلة دي  
2022 - مسلسل  
(مؤلف)



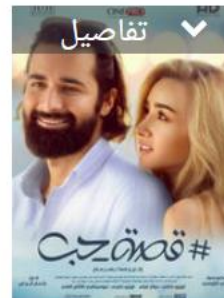
مستر إكس  
2023 - فيلم  
(قصة)



وبقينا اتنين  
2024 - مسلسل  
[جاري إنتاجه]



قصة حب  
2019 - فيلم  
(سيناريو وحوار)



توأم روحي  
2020 - فيلم  
(سيناريو وحوار)



إلا أنا ج2  
2021 - مسلسل  
(مؤلف)



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### What's your expectations about her success now?



#### التكريم والجوانب الاجتماعية

- ✓ تم اختيارها ضمن أقوى 50 امرأة مصرية مؤثرة (منتدى المرأة) تقديرًا لمساهماتها الإعلامية والاجتماعية منذ 2006
- ✓ كُرِّمت من المجلس القومي للمرأة ضمن "16 يومًا لمناهضة العنف ضد المرأة"، وذلك عن أعمالها الفنية مثل "بين بحرين" و"إلا أنا"

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**Are you a Leader?**

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## Are you a Leader?

- ❑ **Are you someone who:**
  - **Wants to improve your community?**
  - **Has something to contribute?**
  - **Doesn't wait around for someone else to get the job done?**



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# How to Be a Leader?

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**Why to be a leader?**

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## How to Be a Leader?

### ☐ Why should you be a community leader?

- To make a difference.
- To grow.
- To fill the need for community leaders.

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## How to Be a Leader?

When should you Lead?

You can *always* lead

- ❑ If you **take initiative to improve a situation**, you will almost always delight, relieve, and surprise people.
- ❑ **You don't have to take over someone's leadership role in order to help things go well.** In fact, one way of helping a group function better is by supporting the official leader. You can do this by **organizing others to help with the work**, by **listening to the leader**, and by **encouraging the leader when she or he feels discouraged**.

**Lec.2****How to Be a Leader?****How do people learn how to lead?**

- ☐ Even the people who seem to do it naturally had to learn the skills of leadership. They might have learned by watching their parents, teachers,..... They might have been given a lot of responsibility when they were young and might have been expected to take charge.
- ☐ You can become a leader by:
  - Jumping in and practicing
  - Observing others lead
  - Finding a mentor
  - Taking a class or workshop
  - Reading books about leaders and leadership
  - Remembering that people who are now successful leaders, once weren't leaders at all

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## How to Be a Leader?

## ▪ Dream big

Maybe you didn't think that **day dreaming was part of being a leader.** Young people often have big hopes and dreams for what they can do to improve their worlds.

## ▪ Listen to people

Listen to what people have to say. **You need their thoughts and input.** They will grow in confidence and become more engaged if they know their opinions are valued.

## ▪ Take responsibility

You have to make a decision to lead and view yourself as a community leader. **No one else can contribute what you can.** You have a point of view that no one else has. **You have a set of skills that is unique.** Your corner of the world will be different if you decide to act on its behalf.

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## How to Be a Leader?

## ▪ Set goals

Give your **vision** a sharper image. Turn up the focus. Set some **long-term and short-term goals**. That is how you carve a real path to your vision.

## ▪ Think about individuals

As a leader, you need to think about how each individual is affecting the group. Are there **individuals** whose **talents** are not being well used? Is someone acting in a way that is **divisive** or is **draining the group** of its **energy**? Is there a person who needs some help learning **how to work in a team**?

## ▪ Think about the group as a whole

Someone has to think about the group as a whole. Is the group **cohesive**? Do people in the group have a **shared vision**? Is there **trust** and a sense of mutual support? Does the group need some **training** to help it function better? Are there some **policies** the group needs to strengthen it?

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## How to Be a Leader?

- Propose programs
  - **Groups need direction and policies** to keep them moving towards their goals. **You don't have to be a dictator** to make proposals. You can **make proposals**, then **listen to people's** responses and then **make appropriate changes**. Someone needs to take responsibility for moving the whole group forward.
- Get the work done
  - This includes getting others to help and making sure that **all the bases are covered** so that the **job gets done right**.
- Recruit and teach others to become leaders
  - One of the central and long-term jobs of a community leader is to **develop other leaders**. Developing leaders is how we build a strong community of individuals that can work together to achieve goals. **It is the basis for how a democracy works.**

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## How to Be a Leader?

- **Leadership development** is a long-term investment. Often community leaders have to put the development of other leaders ahead of achieving short-term goals.
- For example, it may be more important to take the risk of letting a relatively **inexperienced person chair a small meeting and acquire new skills**. If the meeting gets messy, perhaps that is not so bad. Leadership development is not a tidy endeavor.

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# Leader's Qualities

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## Qualities of successful leaders

- ☐ Integrity نزاهة
- ☐ Courage شجاعة
- ☐ Commitment التزام
- ☐ Care for others رعاية الآخرين
- ☐ Creativity إبداع
- ☐ Flexibility المرونة

**Lec.2****Qualities of successful leaders**

- ❑ **Integrity:** To trust you, people have to know that you say what you believe and act accordingly. If people trust you, they may follow you to the ends of the earth.
- ❑ **Courage:** Leadership means that you show others the way through the dark, scary, forest. Go ahead and speak the truth--even when it's not popular.
- ❑ **Commitment:** You have to stick with a task through the good times and the bad. Your commitment will serve as a model.
- ❑ **Ability to care about others:** People will follow you if they know you care about them and about others. The greater your ability to care about all types of people, the more confidence they will have in you.
- ❑ **Creativity and flexibility:** Every situation will call for a different response. Be ready to change and come up with new solutions.

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## How to Be a Leader?

- ❑ If you are going to be a leader, it is necessary to dream big for yourself and for what you want to accomplish.



- ❑ Lili Fini Zanuck, a film director and producer, said, *"Nothing happens without a dream. The daydreaming mind will wander to something greater than the conscious mind could ever have imagined. The more you visualize your dream, the more you understand it. That's how you begin. Soon you're on the road to realizing your dream."*

"لا شيء يحدث بدون حلم. سوف يهيم العقل الحالم إلى شيء أعظم مما يمكن أن يتخيله العقل الواعي. كلما تصورت حلمك أكثر، كلما فهمته أكثر. هكذا تبدأ. وسرعان ما تكون على الطريق إلى تحقيق حلمك".

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**Lec.2****How to Be a Leader?****□ Try these exercises:**

- Interview a young person. Ask him or her what they would do to change the world if they could. Ask them what they wish were different.
- Try to remember when you were a teenager. What did you want to change in the world?
- Put aside practical considerations and fears. Brainstorm a list of dreams you would like to see come true.

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# Developing a Vision

**Lec.2****Developing a Vision**

- ❑ **What is a vision?**
  - **It is a statement that communicates how you would like things to be.**
  - **A vision is your big picture of the way things ought to be. It is your billboard image of what you are working towards.**
- ❑ **What is the vision process?**
  - **Developing your vision.**
  - **Communicating your vision to others.**
  - **Developing the group's vision.**

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## Developing a Vision

- ❑ Why do you need to communicate a vision to others?
  - People have to know what direction you're going in before they will follow you.
- ❑ When do you need to communicate your vision?
  - All the time.

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## Developing a Vision

☐ How do you create a vision?

- Dream big إطمح للكثير
- Brainstorm many ideas طرح العديد من الأفكار
- Clarify your vision وضح رؤيتك
- Trust your hunches ثق بحدسك
- Think without limits فكر بلا حدود

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## Developing a Vision

## □ Exercise

- **What do you envision for yourself in the next five years?**
  - How do you want to grow?
  - What do you envision for your work?
  - What do you envision for your family life or friendships?
  - What do you envision for where you live?
  - What do you envision for fun and recreation?
  - What do you envision for yourself as a leader?
- **A vision for your own life is simply a picture of where you want to be in the future. And a vision for your community, group, or organization is simply your picture of where you want that group to be in the future.**

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## Developing a Vision

- ❑ Help people take ownership of a vision
  - **As a leader**, you have to help people take your vision and make it their own. This is an important step in bringing people together to work toward a common goal.
  - **Members of a group need to have a shared vision** and a sense of ownership in order **to be committed to the group**. That is key in helping people stay with a group for a long time.

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# Understanding People's Needs

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## Developing a Vision

## □ Kinds of needs:

- **Large-scope community needs.** احتياجات المجتمع واسعة النطاق.
- **Root or causal needs.** البحث في أسباب حل المشكلة ("real needs", basic facts and knowledge)  
الاحتياجات الجذرية أو السببية
- **Informational needs.** (basic facts and knowledge)  
الاحتياجات المعلوماتية
- **Physical needs.** (money for the organization, volunteers,...)  
الاحتياجات المادية
- **Personal needs.** (appreciation, understanding, personal caring, etc.)  
الاحتياجات الشخصية

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## Developing a Vision

- ❑ Why should the leader try to understand people's needs?
  - To keep the group moving forward towards shared and desired goals.
  - To strengthen connections with the group and increase the likelihood of success .
  - To keep morale high. إبقاء الروح المعنوية عالية.
  - To reinforce members' belief in the leader.

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## Developing a Vision

- ❑ **Understanding people's needs:**
  - **Ask people their needs.**
  - **Maintain good relationships.**
  - **Do your research.**
  - **Make connections.**
  - **Be accessible.**
  - **Institutionalize the process of getting feedback.**
  - **To reinforce members' belief in the leader.**

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# Influencing People

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## Influencing People

### □ Influence:

- Is the ability to persuade someone to act or think in the way you want.

### □ Elements of influence

- Communicator
- Message
- Audience



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# Communication

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## Communication

- ❑ **Communication = sending ideas and opinions from one person to another.**
- ❑ **People communicate by...talking, writing, moving bodies or eye contact.**

**Lec.2****Communication****Importance of Communication**

- **Communication is important for all beings that lead community life and form relationship.**
- **Communication is essential for development of the society. We attain cultural, social and economic prosperity by sharing out experiences.**

*How can we share experience without better communication?*

- **Personal enjoyment is communication based. Communication helps us interact with our surroundings, thus create positive relationships, share love and build up friendship to enjoy life.**

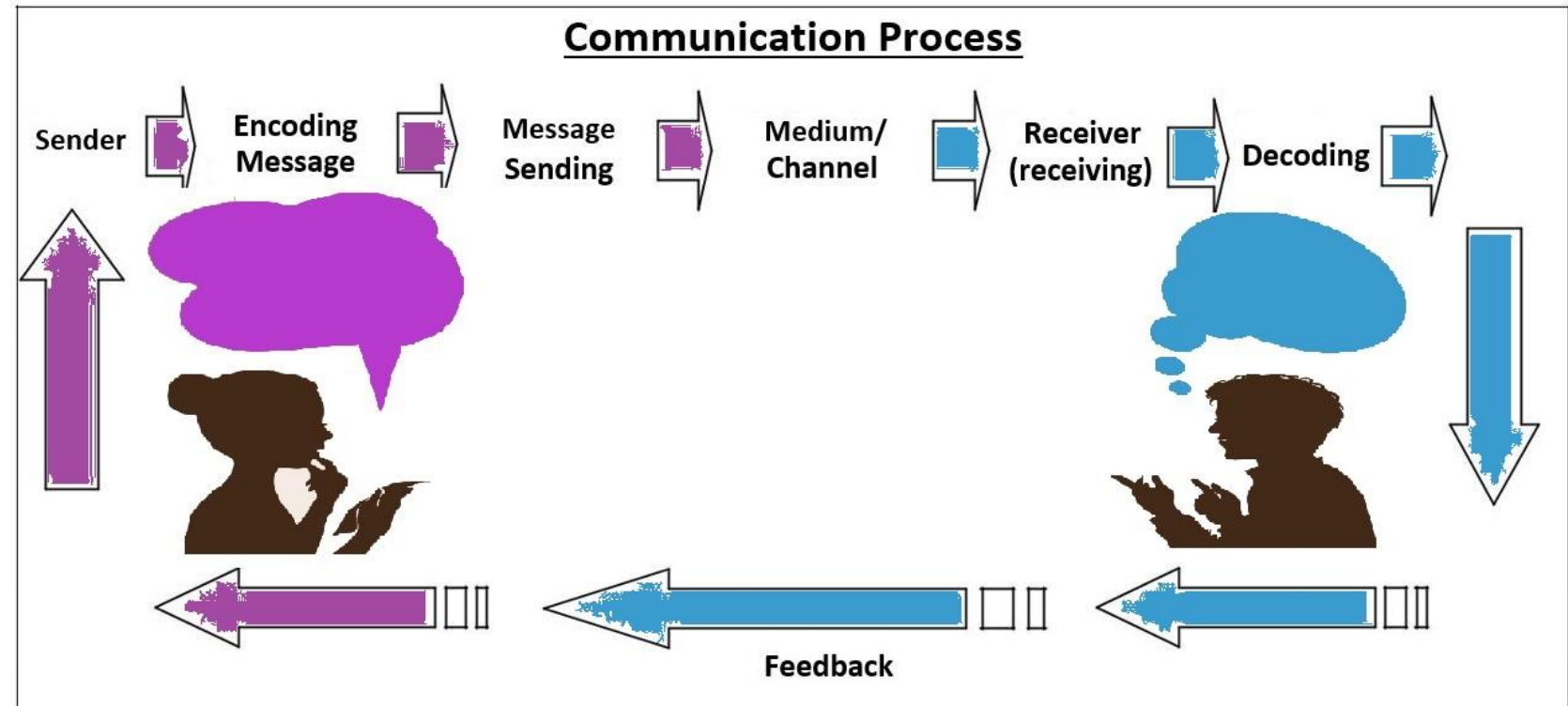
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# Elements of Communication

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## Elements of Communication

- a) Sender
- b) Message
- c) Channel
- d) Receiver
- e) Noise
- f) Feedback
- g) Context
- h) Effect



**Lec.2****Elements of Communication****A) Sender:**

- **Sender may be a person or persons who create or formulate the message to be sent to the receiver. Being the primary source of the message, sender is also termed as source.**
- **In mass media, for example, news reporter is the sender or source as he/she constructs the message (news story).**
- **In a musical performance, the singer is the sender as his message is enjoyed by the audience.**

**Lec.2****Elements of Communication****A) Sender:**

- **Sender is a critical component in communication as his/her social background, personality status, education etc., influence the quality of the message he/she creates. The message is created from the idea generated in the mind of the sender. The idea generation process is called encoding.**
- **The source/sender has three functions:**
  - a) To decide what is to be communicated**
  - b) Encoding (Put the idea in such a way that the receiver understands it)**
  - c) Transmitting the message to the receiver**

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## Elements of Communication

## B) Message:

- **The message** is any verbal or non-verbal method that produces meaning in the mind of the receiver. Simply, **it is the meaning transferred from sender's mind to receiver's mind**. This happens mainly in two ways: verbal and non-verbal methods.
- **Verbal** message means written or oral messages. They are composed of words. Example: A newspaper report or a lecture by a teacher.
- **Non-verbal** messages are those communicated through our behavior, movements, actions, clothes, style of conversation, pitch of the sound etc.

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## Elements of Communication

## B) Message:

What is fundamental in message construction is the agreement between sender and receiver in the code used for it.

What is the Code?

Symbols of the Language used in the message

- If the receiver cannot identify the language or meaning of the message, the communication will be defective.

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## Elements of Communication

## C) Channel:

- **The channel means medium by which sender transmits the message to the receiver.** Our five senses such hearing, touching, smelling , tasting , seeing are basic natural channels of human communication. Communication can be classified based on five basic natural channels. They are:
  - **Tactile communication: Communication by touch or taste**
  - **Olfactory communication: communication by smell**
  - **Audio communication: Communication through sound waves**
  - **Visual communication: Communication through visual elements.**

**Lec.2****Elements of Communication****C) Channel:**

- **We use any technically developed medium (like television, newspaper, books etc) with the help of one or more of these five senses.**
- **Similarly, sender uses one or more channels to maximize the communication effect.**
- **For example: multimedia classroom where teacher uses projector, blackboard, lecture, gestures etc. simultaneously.**

**Lec.2****Elements of Communication****D) Receiver:**

- Idea receiving end in communication process is called receiver. A person or thing may be at the receiving end. The receiver's role is as important as a sender's role. As in the case of a sender, receiver has also three roles to play:
  - a) To receive the message
  - b) To decode the message
    - Decoding is the process of extracting a message from a code and interprets it. For this, sender and receiver should have knowledge about the code (for example: language) used in communication.
  - c) To respond to the message through feedback

**Lec.2****Elements of Communication****D) Receiver:**

- **Receivers may be audience watching movies, persons listening to music, students hearing a lecture or a computer getting E-mail from a remote server.**
- **Communication fails or remains faulty when message is rejected or misinterpreted by the receiver.**

**Lec.2****Elements of Communication****E) Feedback:**

- **Information or message that is fed back to the source is called feedback. If you get clapping for your singing, clapping is the feedback. Questions raised by students in a classroom for more information is another example for feedback.**
- **Feedback originated either from the sources' own message is called self feedback.**
- **Example: When you talk to somebody, you hear yourself and evaluate your tone, pitch etc.**

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## Elements of Communication

## E) Feedback:

- Sometimes you may think that you could have sharpened or softened your tone or pitch or text, because of your own feedback.
- Another type of feedback is that originated from the receiver. It may be in the form of questions, applauses, puzzled look etc.
- Feedback may be negative or positive, immediate or delayed.
- Receiver's indication to the sender that the message was not received well is called negative feedback.
- Eg. Looks of indifference, rejection or boredom may be considered as negative feedback.

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## Elements of Communication

## E) Feedback:

- Receiver's favorable responses like acceptance, applauses etc. are **positive feedback**.
- Feedback at the time of the communication itself or just after it is **immediate feedback**.  
Eg. Applauses a singer gets during the performance.
- Receiver's response relatively much after the communication is **delayed feedback**.  
Eg. Letters to the Editor.

**Lec.2****Elements of Communication****F) Noise:**

- Noise or communication barrier is any thing that distorts message. Noise may originate in any of the components of communication like source, message, channel, context, receiver etc.
- Noise is present when there is difference between the message sent and received.
- Communication is not possible without noise, but its effects may be reduced through various methods such as using good grammar, clear voice, simple language, quality signal etc.
- Noise is of different types depending on the nature and reasons of the distortion.

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## Elements of Communication

### F) Noise: There are four types

تشويش القناة/تقني

| Psychological noise<br>تشويش نفسي                         | Semantic noise<br>تشويش دلالي                                      | Contextual noise<br>تشويش سياقي                                                                   | Channel noise<br>(Static/Technical)                      |
|-----------------------------------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| Any communication error due to the psychological reasons. | Language related problems in communication.                        | If communication takes place in inappropriate time or place, message is not conveyed well.        | Medium related communication barrier.                    |
| Eg. A fearful audience can't enjoy the musical program.   | Eg. Poor grammar, complex sentence structure, rare vocabulary etc. | Eg. Wishing compliments during a funeral function. Or An outdoor meeting at noon in a hot summer. | Eg. Poor signal affecting picture clarity of television. |

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## Elements of Communication

## E) Context:

- Communication takes place in a context. At times it is noticeable and at other times not.
- In other **words, time, place, culture, physical and social condition** and psychology of the participants are important in determining communication effect. If we try to interpret a message out of its context, we may get an entirely different meaning which may result in communication error.
- **Rules and roles** are two important factors related to communication context.

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## Elements of Communication

G) Effect:

**Why do we communicate?** It is a fundamental question.

↳ To make some effect on the receiver is the answer.

**Effect is consequence or result of communication.**

التأثير هو نتيجة للاتصال.

Every communication act makes some effect on the person/s.

Effect may be positive or negative.

Communication is said to be successful when we achieve the intended effect.

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## Elements of Communication

### G) Effect: Communication effects are of three types

| Cognitive effects<br>تأثيرات إدراكية                                             | Affective effects<br>تأثيرات عاطفية                                             | Behavioral effects<br>تأثيرات سلوكية                                                                                     |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| The consequences take place in the receiver's intelligence due to communication. | The consequences occurred in the emotions of the person/s due to communication. | The change in the receiver's behavior or actions due to communication.                                                   |
| Example : Knowledge acquisition                                                  | Eg. Compassion تعاطف , love etc.                                                | Eg. Political campaign and change in people's voting behavior or purchasing new products inspired by the advertisements. |

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# Leadership Self-Assessment



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## Leadership Self-Assessment

## How Flexible Are You?

- **Instructions:** To succeed as a managerial leader, a person needs a flexible style: an ability to be open to others and a willingness to listen. Where do you stand on being flexible? Test yourself by answering often, sometimes, or rarely to the following questions.

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## Leadership Self-Assessment

## How Flexible Are You?

- **8 Statements**
- **Scoring and interpretation:**

If you answered "rarely" to seven to eight questions, you are unusually adaptable. If you answered "sometimes" to at least five questions, you are on the right track, but more flexibility would benefit your leadership. If you answered "often" to more than four questions, you have a long way to go to improve your flexibility and adaptability. You are also brutally honest about your faults, which could be an asset.

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## Leadership Self-Assessment

## How Flexible Are You?

## Scale Statements

1. Do you tend to seek out only those people who agree with your analysis of issues?  
هل تميل إلى البحث فقط عن الأشخاص الذين يتفقون مع تحليلك للقضايا؟
2. Do you ignore most of the advice from coworkers about process improvements?  
هل تتجاهل معظم النصائح من زملاء العمل حول تحسينات العملية؟
3. Do your team members go along with what you say just to avoid an argument?  
هل يوافق أعضاء فريقك على ما تقوله فقط لتجنب الجدل؟
4. Have people referred to you as "rigid" or "close-minded" on several occasions?  
هل أشار إليك الناس على أنك "صارم" أو "منغلق الذهن" في عدة مناسبات؟

## Lec.2

## Leadership Self-Assessment

## How Flexible Are You?

## Scale Statements

5. When presented with a new method, do you immediately look for a flaw? عند تقديم طريقة جديدة ، هل تبحث على الفور عن عيب؟
6. Do you make up your mind early on with respect to an issue, and then hold firmly to your opinion? هل تتخذ قرارك في وقت مبكر فيما يتعلق بقضية ما ، ثم تتمسك برأيك بحزم؟
7. When people disagree with you, do you tend to belittle them or become argumentative? عندما يختلف الناس معك ، هل تميل إلى التقليل من شأنهم أو تصبح جدليا؟
8. Do you often feel you are the only person in the group who really understands the problem? هل تشعر في كثير من الأحيان أنك الشخص الوحيد في المجموعة الذي يفهم المشكلة حقا؟

Lec.2

## Conclusion

### We learned about

- ☐ Are you a Leader?
- ☐ How to Be a Leader?
- ☐ Developing a Vision
- ☐ Understanding People's Needs
- ☐ Influencing People
- ☐ Communication
  - ☐ Definition
  - ☐ Elements of Communication

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Thank You