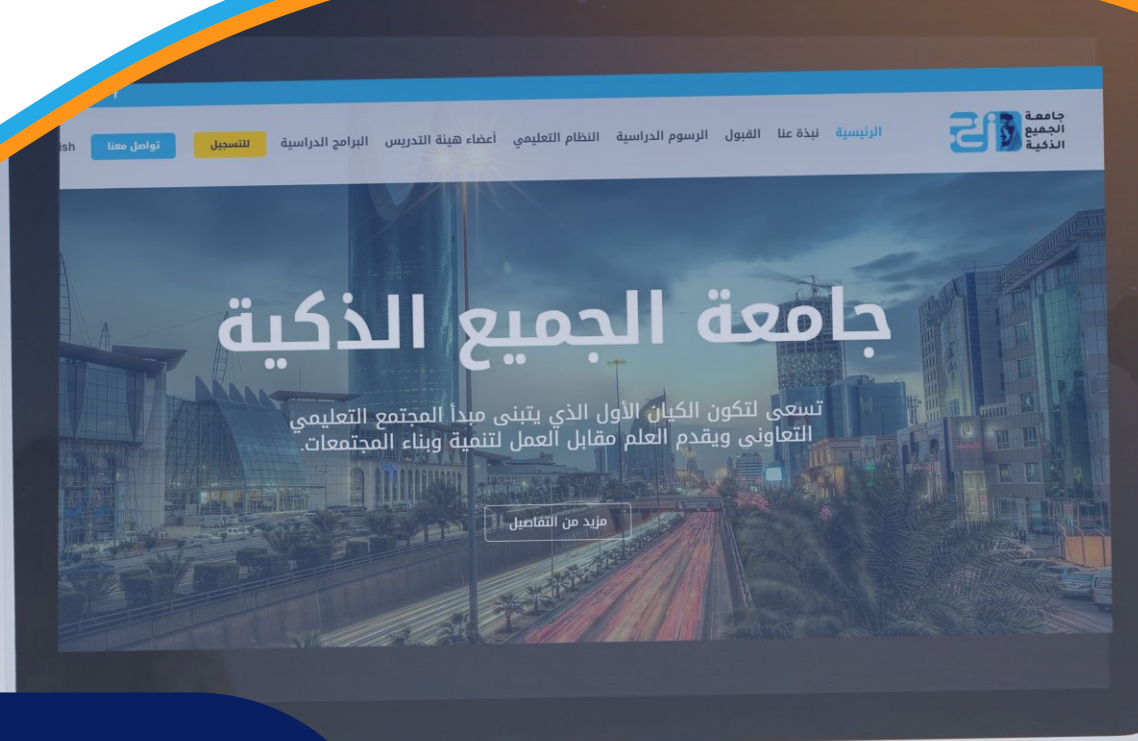




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Digital Media Leadership
Prepared by Dr. Doaa Rady
W2 Lecture1 – Live Session

DGM 726
Master of Digital Media

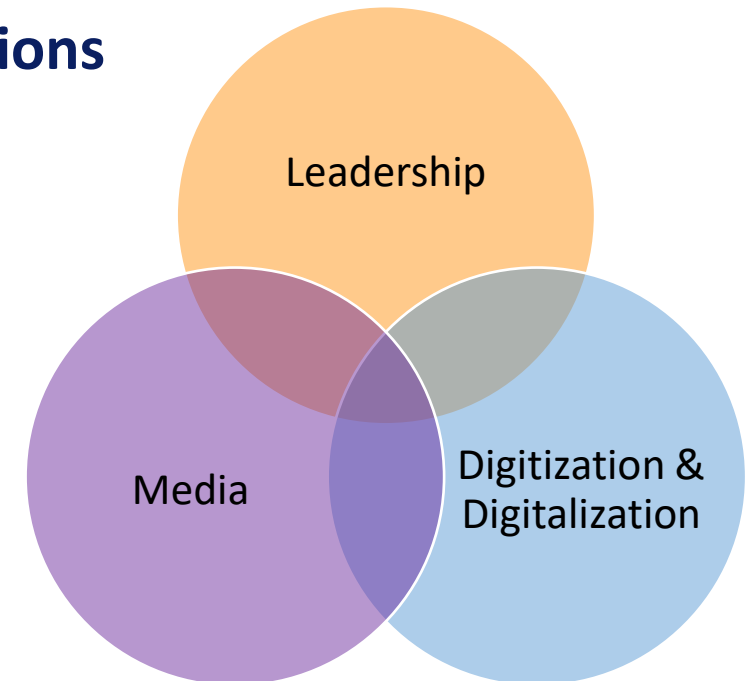


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W2 Lecture1 Live session

Learning Aims from Live sessions

- ❑ Go deep by discussion and examples
- ❑ Connect Lectures' Topics
- ❑ Answer Questions





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W2 Lecture

Discussion

**What is the difference between
a Manager and a Leader?**

Planning

Manager

- Budgeting
- Sets targets
- Detailed steps
- Allocates resources

Leader

- Devises strategy
- Sets direction
- Creates vision

Organizing

Manager

- Creates structure
- Job descriptions
- Staffing
- Hierarchy
- Delegates
- Training

Leader

- Gets people on board for strategy
- Communication
- Networks



Leading / Directing Work

Manager

- Solves problems
- Negotiates
- Brings to consensus

Leader

- Empowers people
- Cheerleads
- Encourages

Controlling

Manager

- Implements control systems
- Performance measures
- Identifies variances
- Fixes variances

Leader

- Motivates
- Inspires
- Gives sense of accomplishment





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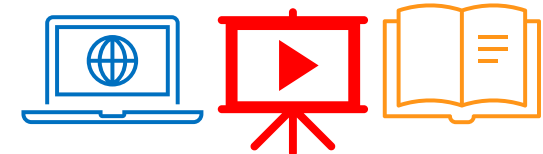
W2 Lecture

Case Study





In March 2008, Dave Carroll, a musician from Halifax, NS and his band, the Sons of Maxwell, traveled from Halifax to Nebraska via O'Hare Airport in Chicago. What happened on the journey became the subject of outrage, embarrassment, amusement, and transformed Carroll from country singer to customer service guru. Carroll claimed that his guitar was severely damaged by United Airlines baggage handlers at O'Hare. His attempts to pursue a damage claim with United having been frustrated, he posted two amusing videos about the incident on YouTube. The overwhelming response raised questions about brands and the nature of marketing communications in the internet age.



It was now seven months since the process began, but Carroll felt that at last the matter was being addressed. When the email arrived, however, the representative said she was sorry about what had happened to the guitar, but that standard airline policy held that claims be made within 24 hours of damage (a precaution against fraudulent claims). She told him that his claim was going to be denied. Carroll asked to speak with a supervisor, but was refused. His final request was for \$1,200 worth of United flight vouchers, the amount he had paid to repair his guitar. The representative told him no, United considered the case closed, and there would be no further communication on the matter. "At that moment," wrote Carroll in his blog, "it occurred to me that I had been fighting a losing battle. . . . The system is designed to frustrate affected customers into giving up their claims and United is very good at it." In his final exchange with the representative, he told her that he would be writing three songs with video about United Airlines and sharing them on YouTube. His goal, he said, was to get one million hits in one year.¹⁰

Carroll wrote the first song, and with his friends at Curve Productions in Halifax, produced a biting video to accompany it. The budget for the video was \$150, with people donating time, props, and locations for the shoot.¹¹ The location that stood in for the O'Hare airport tarmac was the fire station in Waverly, Nova Scotia, where Dave Carroll worked as a volunteer firefighter. On July 6, 2009, the video was posted to YouTube.



W2 Lecture

Case Study

New and Traditional Media Activity per Day, July 2009

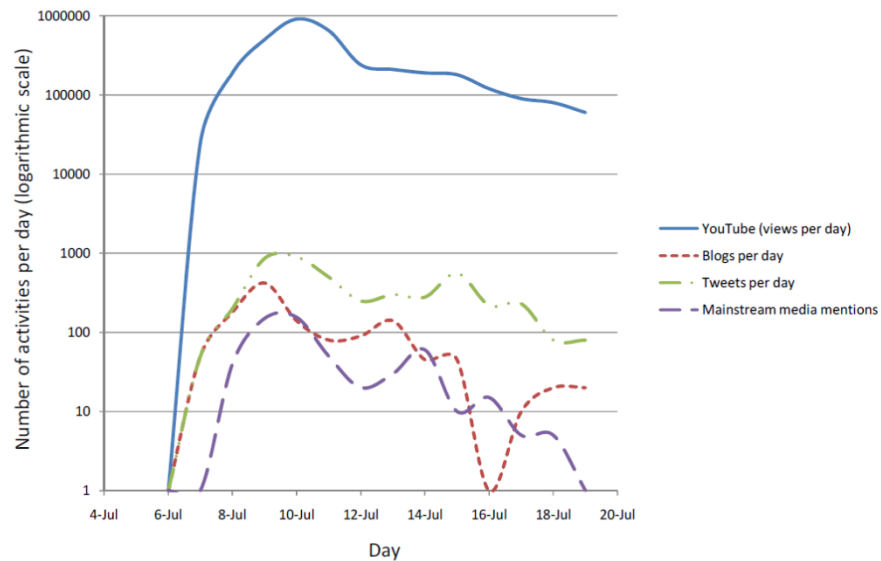
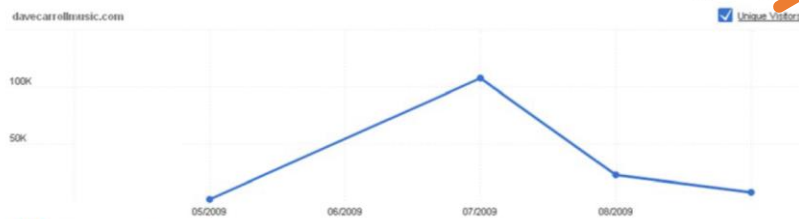


Exhibit 4 Website Traffic at www.davecarrollmusic.com, May–August 2009



United Breaks Guitars



sonsofmaxwell
32.8K subscribers

Subscribe

298K



Share

22,323,229 views Jul 7, 2009

You saw the video, now GET THE BOOK: <http://www.UnitedBreaksGuitarsBook.com>. Looking for a unique speaker for your next event: <http://www.UnitedBreaksGuitars.com> for case studies and highlights of Dave's speaking tour.



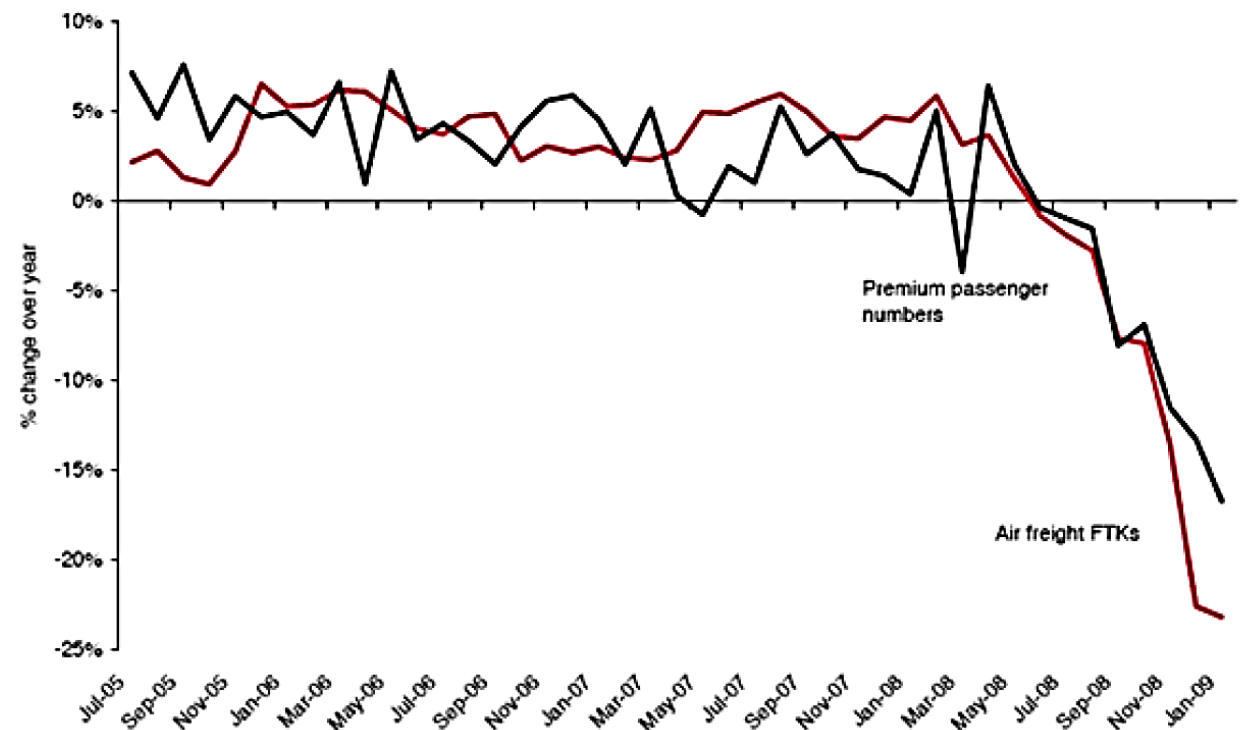
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Case Study

- Industry net losses would reach US\$4.7 billion;
- Airline revenues would decline by 12%, or US\$63 billion
- Cargo traffic would fall by 13%, passenger traffic by 7%, and airlines would cut capacity by 6%.

(i) Passenger & Freight Traffic Growth/Decline



The power of one voice in the age of social media



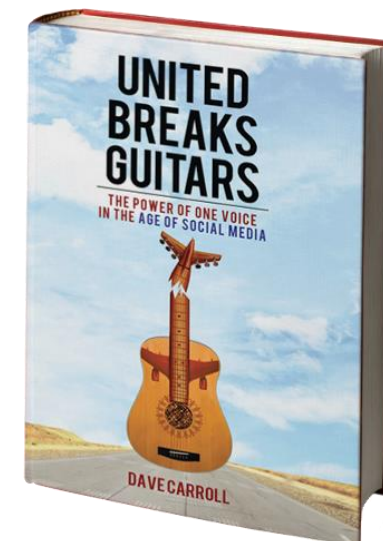
The first United Breaks Guitars Song became one of YouTube's greatest hits and caused an instant media frenzy across all major global networks and sources (including the likes of CNN, the LA Times, Chicago Tribune, Rolling Stone Magazine & the BBC to name a few).



Dave takes a closer look at his dealings with Ms. Irlweg and the flawed policies that she was forced to uphold. Song 2 is an appeal to United to do the right thing because their policies are putting a real strain on what could be a terrific friendship between Ms. Irlweg and Dave.



The latest video acknowledges that Dave's unfortunate experience with United has given his career an unexpected lift, and that he wishes United well with the changes that they say are coming, but that many people continue to face their own customer service nightmares.





- Download Dave Carroll's Case Study files from here:

<https://www.davecarrollmusic.com/speaking/#case-studies>





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W2 Lecture

Discussion

What is Effective change leadership?

THE 3 C'S OF

EFFECTIVE CHANGE LEADERSHIP



Organizational change initiatives are more likely to succeed if leaders:

- 1. COLLABORATE**
Break down silos, encourage boundary spanning, and don't tolerate competition.
- 2. COMMUNICATE**
Focus on the "why" — not just the "what" — of change to increase buy-in.
- 3. COMMIT**
Model persistence, adapt to challenges, and stay positive and patient.

- Leading people
- Influencing people
- Commanding people
- Guiding people

Leadership in Times of Change

Good leaders are sensitive to the impact of change & uncertainty

“**Effective change leadership** is the key to shifting people’s **perceptions** from seeing change as a threat to seeing it as an exciting challenge”

Hooper & Potter



Perception can be defined as our recognition and interpretation of sensory information.



- An effective leader focus on working with a **team** to create a shared understanding of the **what** and **why**.

Great Change Leaders Focus on People & Process

3 main categories “the 3 C’s of change”

leading the process
leading the people

9 critical leadership competencies

- 3 skills provide the necessary connection between the process part of change and the people part of change
 1. **Communicate:** Successful leaders communicated the “what” and the “why.”
 - Leaders who explained the purpose of the change and connected it to the organization’s values or explained the benefits created stronger urgency for the change.

2. Collaborate: Bringing people together to plan and execute change is critical.

- Successful leaders worked across boundaries, **engage employees** early and often **in the change process**, and **refused** to tolerate **unhealthy competition**.
- They also included **employees** in decision-making early on, **strengthening their commitment to change**.

3. Commit: Successful leaders made sure their own beliefs and behaviors supported change, too.

- Change is difficult, but leaders who negotiated it successfully were resilient and persistent, and willing to step outside their **comfort zone** and **adapt to challenges**.
- They also devoted more of their own time to the change effort and focused on the big picture.

**Competency:**

Knowledge, behaviors, attitudes and even skills that lead to the ability to do something successfully or efficiently. The ability to make business decisions would be a competency.

Skill: Learned and applied abilities that use one's knowledge effectively in execution or performance.



Leading Through the Process of Change

- Effective change leaders guide the process from start to finish. Here are the 3 key **competencies**:
 - **1. Initiate** After understanding the need for change, effective change leaders **begin by making the case for the change** they seek. This can include **evaluating** the business **context**, understanding the **purpose of the change**, developing a **clear vision** and **desired outcome**, and identifying a **common goal**.

Leading Through the Process of Change

- **2. Strategize** Successful leaders developed a strategy and a clear action plan, including priorities, timelines, tasks, structures, behaviors, and resources. They identified what would change, but also what would stay the same, and *listen enough to questions and concerns.*

Leading Through the Process of Change

- **3. Execute** Translating strategy into execution is one of the most important things leaders can do. Successful change leaders focused on **getting key people into key positions** (or removing them, in some cases). They also **broke big projects down into small wins** to get early victories and build momentum. And they developed **metrics and monitoring systems** to measure progress.

Leading People Through Change

- 3 crucial qualities of leading people:

➤ **1. Support** Successful change projects were characterized by leaders **removing barriers to employee success.**

- These include **1personal barriers**, such as wounded egos and a sense of loss, as well as **2professional barriers**, such as the time and resources necessary to carry out a change plan.
- Leaders of unsuccessful change focused exclusively on results, so employees didn't get the support they needed for the change.



Remember
Interpersonal
Role



Leading People Through Change

- 3 crucial qualities of leading people:

➤ **2. Sway** Influence is about gaining not only **compliance**, but also the **commitment** necessary to drive change. توافق والتزام

- Effective change leaders **identified key stakeholders** — including board members, executives, clients, and others — and **communicated their vision** of successful change **to them**.
- Unsuccessful leaders told us they were more likely to avoid certain stakeholders rather than try to influence them.



Remember
Decisional
Role



Leading People Through Change

- 3 crucial qualities of leading people:

➤ **3. Learn** Finally, successful change leaders never assumed they had all the answers.

- They asked lots of questions and **gathered formal and informal feedback**. The input and feedback allowed them to **make continual adjustments during the change**.
- In the case of unsuccessful changes, leaders didn't ask as many questions or gather accurate information, which left them without the knowledge they needed to make appropriate adjustments along the way.



Remember
Informational
Role





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