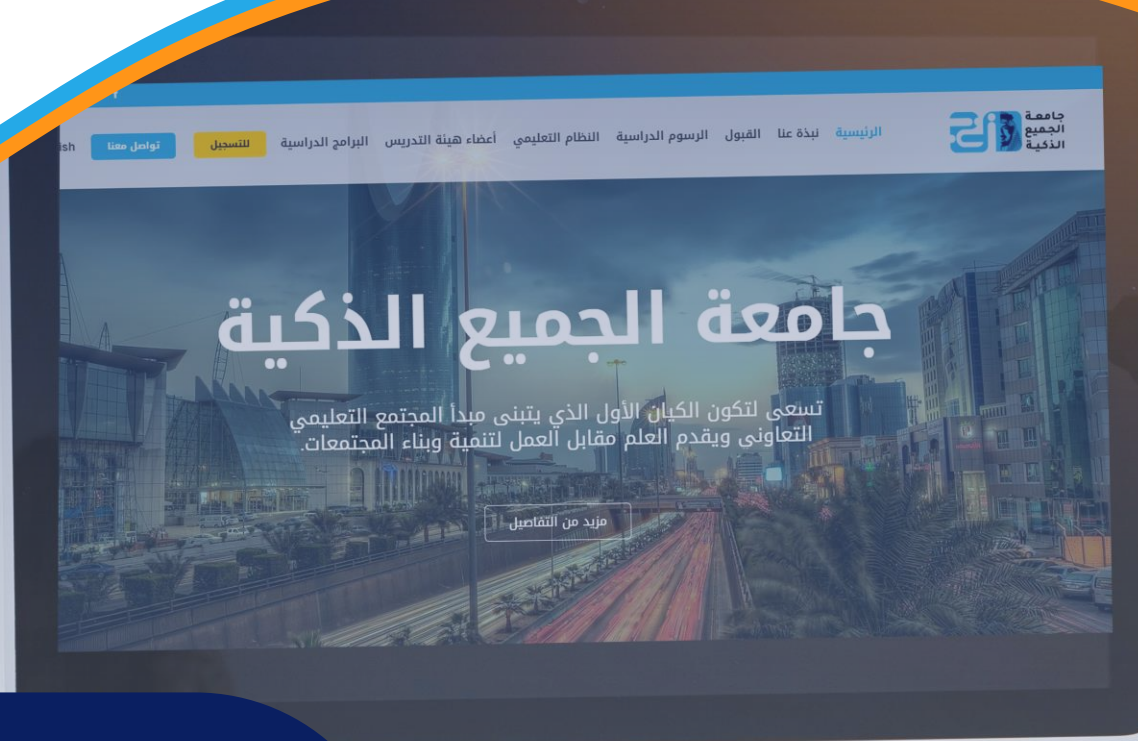




جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY



Digital Media Leadership
Prepared by Dr. Doaa Rady
W6 Lecture

DGM 726
Master of Digital Media



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مواعيد الحلقات في رمضان

الأربعاء من الساعة 10م إلى 10:45م
بتوقيت السعودية



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W5 Lecture outline

Last Lecture, we leaned about

☐ Styles of Leadership

1. Autocratic
2. Managerial
3. Democratic
4. Collaborative

☐ How do you determine what is an appropriate style?

☐ How do you choose and develop a leadership style?



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W6 Lecture outline

Today's Lecture we will Know about

- ❑ The Digital Revolution
 - ❑ Digitization
 - ❑ Digitalization
 - ❑ Digital Transformation
 - ❑ Digital transformation in media
- ❑ Digital Leadership
 - ❑ Definition
 - ❑ Goals & strategy
- ❑ Digital leadership & Digital Transformation
- ❑ Importance of Digital Leadership in the Era of Digitalization



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W6 Lecture Objectives

Learning Outcomes

- ❑ Learn about the digital revolution and how it led to digital transformation and what are its tools.
- ❑ Learn how Digital leadership can effectively achieve successful digital transformation, and what is the importance of digital leadership in the era of digitalization.



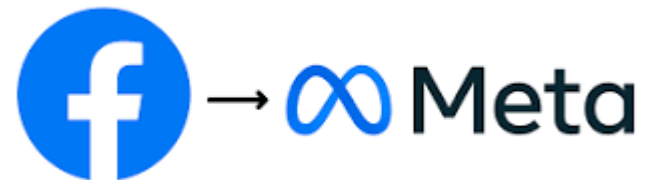
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W6 Lecture

Introduction

- ❑ Accuracy in communication is one of the most critical communication skills.
- ❑ This applies to both verbal and written communications. Accuracy in communication puts you and your audiences on the same page. Your message is clearly and accurately delivered.
- ❑ The possibility of misunderstandings, misinterpretations and even poor decisions, is radically reduced. Consistent communications also make future conversations easier, because the definitions are concrete, discussions about misunderstandings and ambiguities are avoided, and trust is built.
- ❑ Many people have begun to conflate terminology **دمج المصطلحات** either out of ignorance or for their own benefit, which creates confusion, because suddenly we're talking about different things but calling them the same.
- ❑ Some have begun labeling digitalization as digital transformation so, it is important to clarify difference between Digitization, Digitalization, and Digital Transformation.

Zuckerberg's Case Study



- ❑ Mark Elliot Zuckerberg (/ˈzʌkərbɜːrg/; born May 14, 1984) is an American business magnate رجل أعمال , computer programmer, internet entrepreneur, and philanthropist فاعل خير .
- ❑ He co-founded the social media service Facebook and its parent company Meta Platforms (formerly Facebook, Inc.), of which he is executive chairman, chief executive officer and controlling shareholder.
- ❑ Zuckerberg attended Harvard University, where he launched Facebook in February 2004 with his roommates Eduardo Saverin, Andrew McCollum, Dustin Moskovitz and Chris Hughes.

- ❑ Originally launched in only select college campuses, the site expanded rapidly and eventually beyond colleges, reaching one billion users in 2012.
- ❑ Zuckerberg took the company public in May 2012 with majority shares. In 2007, at age 23, he became the world's youngest self-made billionaire.
- ❑ He has since used his funds to organize multiple philanthropic endeavors, including the establishment of the Chan Zuckerberg Initiative.
- ❑ Mark Zuckerberg also has the distinction of being the world's youngest billionaire, which he achieved in 2008 at the age of 24.
- ❑ He was named "Man of the Year" by Time magazine in 2010.

- ❑ As of November 2020, Zuckerberg's net worth is \$101.2 billion, making him the fourth richest person in the world and he is also the only person under 40 years of age in Forbes list of 20 richest people in the world.

So, what can we learn from Mark Zuckerberg's leadership?



<https://www.youtube.com/watch?v=VI74ypiwlA4>



□ القيم الثقافية "الحرية" و"القرارات الجريئة" و"النفوذ والتأثير"

□ Newsfeed الشبكات الاجتماعية كمنصات لتطوير البرامج الاجتماعية

□ مليون مهندس برمجة (مهندس لكل مليون مستخدم)

□ هناك قدر كبير من النفوذ يشجع أفضل الأشخاص على الانضمام إلى الشركة.

So, what can we learn from Mark Zuckerberg's leadership?

- ❑ One major factor that has contributed to his success is his leadership style.
- ❑ His style can be described as **democratic**, belligerentمحارب , and encouraging.
- ❑ This is because Zuckerberg has a tendency to focus on sensitivity to group relationships.
- ❑ He also allows employees to select their projects and set their own work schedule.



So, what can we learn from Mark Zuckerberg's leadership?

- ❑ He consistently motivates encourages and his group members to share ideas and suggestions.
- ❑ As a democratic leader Mark Zuckerberg also encourages better job satisfaction and high levels of productivity that are based on innovation and creativity.
- ❑ Zuckerberg also utilizes his five P's elements for success. These five P's include passion, purpose, people, product, and partnerships

العاطفة والغرض والناس والمنتج والشراكات

Remember

3. **Democratic.** A democratic leader understands that there is no organization without its people. The leader **looks at his/her and others' positions in terms of responsibilities** rather than status, and **often consults in decision-making**. While he/she solicits, values, and takes into account others' opinions, however, the leader sees the **ultimate responsibility for decision-making as his/her own**. The leader accepts that authority also means the buck stops with him. Although he/she sees the organization as a cooperative venture, he knows that he ultimately has to face the consequences of the decisions alone.



Remember

Democratic leadership invites the participation of staff members and others, not only in decision-making, but in shaping the organization's vision. It allows everyone to express opinions about how things should be done, and where the organization should go. By bringing in everyone's ideas, it enriches the organization's possibilities. But it still leaves the final decisions about what to do with those ideas in the hands of a single person.

- ❑ Some models of democratic leadership might put the responsibility in the hands of a small group - a management team or executive committee - rather than an individual.



Remember

Effects on the organization. Democratic leadership, with its emphasis on equal status, can encourage friendships and good relationships throughout the organization. (In more hierarchical organizations, clerical staff and administrators are unlikely to socialize, for instance; in a democratically-led organization, such **socialization** often happens.) It helps people feel valued when their opinions are solicited, and even more so if those opinions are incorporated into a **final decision** or policy.



So, what can we learn from Mark Zuckerberg's leadership?

- ❑ Mark Zuckerberg can also be described as **a transformational leader**.
- ❑ This is because he motivates his employees through goal setting, offering incentives, and providing opportunities that allow his employees to grow. Additionally, Zuckerberg inspires and empowers his employees with a clear vision and goal

4. Transactional & Transformational Theories

Remember

- ❑ **Transformational Leader القائد التحويلي** : One who inspires followers to transcend (go beyond) their own self-interests for the good of the organization, provide personal consideration and intellectual stimulation, and who possess charisma (heroic or extraordinary leadership abilities observed by the followers).

الشخص الذي يلهم أتباعه لتجاوز مصالحهم الذاتية من أجل مصلحة المنظمة ، وتقديم الاعتبار الشخصي والتحفيز الفكري، والذين يمتلكون الكاريزما (قدرات القيادة البطولية أو الاستثنائية التي يلاحظها الأتباع).

- ❑ **Transformational leadership** sees a true leader as one who can distill the values and hopes and needs of followers into a vision, and then encourage and empower followers to pursue that vision.

يرى القائد الحقيقي باعتباره الشخص الذي يمكنه استخلاص قيم وآمال واحتياجات الأتباع في رؤية ، ثم يشجع المتابعين ويمكنهم من متابعة هذه الرؤية.



Remember

- ❑ **A transformational leader** thinks about changing the world, even if only on a small scale.

يفكر القائد التحويلي في تغيير العالم ، حتى لو كان ذلك على نطاق ضيق.





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W6 Lecture

Leadership Self-Assessment Attitudes Toward Technology



LEADERSHIP SELF-ASSESSMENT EXERCISE

Attitudes Toward Technology

Directions: Indicate your strength of agreement with each of the following statements: strongly disagree, SD; disagree, D; neutral, N; agree, A; strongly agree, SA.

1. Few organizations can succeed without continually moving toward higher forms of technology.	SD (1)	D (2)	N (3)	A (4)	SA (5)
--	-----------	----------	----------	----------	-----------

2. I regularly use high-technology devices at home, such as a camcorder, CD player, or personal computer.	SD (1)	D (2)	N (3)	A (4)	SA (5)
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3. When I use a personal computer or camcorder, I make frequent use of the advanced features.	SD (1)	D (2)	N (3)	A (4)	SA (5)
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4. I enjoy interacting with technical people.	SD (1)	D (2)	N (3)	A (4)	SA (5)
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LEADERSHIP SELF-ASSESSMENT EXERCISE

Attitudes Toward Technology

	الأدوات	5. Electronic gadgets in the workplace have contributed very little to productivity.	SD (5)	D (4)	N (3)	A (2)	SA (1)
التسريح	تقليص الحجم	6. During a downsizing, the first area I would recommend for <u>layoffs</u> would be the research and development group.	SD (5)	D (4)	N (3)	A (3)	SA (1)
مبالغ فيه		7. The contribution of technology to society is <u>overrated</u> .	SD (5)	D (4)	N (3)	A (2)	SA (1)
		8. Placed in an executive position, I would keep a computer on my desk and use it regularly.	SD (1)	D (2)	N (3)	A (4)	SA (5)
		9. Most of the great business firms of the world are high-tech companies.	SD (1)	D (2)	N (3)	A (4)	SA (5)
	المهوسين	10. Most technical people are nerds.	SD (5)	D (4)	N (3)	A (2)	SA (1)

Total score: __

LEADERSHIP SELF-ASSESSMENT EXERCISE

Attitudes Toward Technology

Scoring and interpretation: Find your total score by summing the point values. A score of 40 to 50 suggests very positive attitudes toward technology and technical people. Scores of 20 to 39 suggest a somewhat neutral, detached attitude toward technology and technical people; scores of 10 to 19 suggest negative attitudes.

This quiz is linked to skill development. To lead an organization or subunit toward effective use of technology, you should have favorable attitudes toward technology and technical people. If you scored 19 or lower, you would need to become more interested in advanced technology to inspire others to make good use of it.





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W6 Lecture

Digitalization & Digitization



❑ Digitization

- ❑ The Digitization refers to creating **a digital representation of physical objects or attributes**. For instance, we scan a paper document and save it as a digital document (e.g., PDF). In other words, **digitization is about converting something non-digital into a digital representation or artifact**. Computerized systems can then use it for various use cases.
- ❑ Digitization is foundational. **This is the connection between the physical world and software**. This is what we been doing since the 1960s. It is an enabler for all the processes that provide business value because of the need for consumable data.

❑ Digitalization

- ❑ Digitalization refers to enabling or improving processes by leveraging digital technologies and digitized data. Therefore, digitalization presumes digitization. Digitalization improves an existing business process or processes but doesn't change or transform them.
- ❑ Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business.
- ❑ Digitalization affects many aspects of organizations, including information technology, strategy and business models, products and services, internal and external processes, organization, and company culture.

❑ Digitalization

- ❑ Digitalization has started showing its effect in day to day lives. From reading an e-newspaper to ordering food from an app to be delivered at one's doorstep, from using a digital toothbrush that tracks the progress and effectiveness on a mobile device to shopping online for groceries and other items, most things are becoming digital. The continuous integration of digital technologies into businesses strategies has led to fundamental changes.

- ❑ The 20th century saw a massive change in the creation and spread of information. Beginning with the radio, moving through television and, eventually, the Internet, new technologies of mass dissemination could supply information directly to large numbers of people with unprecedented speed and efficiency.
- ❑ Digitalization allowed to connect more than 8 billion devices worldwide, modified information value and management, and started to change the nature of organizations, their boundaries, work processes, and relationships.

- ❑ A Randstad US report, “Workplace 2025: The Post-Digital Frontier,” reveals that just over half (52%) of companies are still in the early stages of digital transformation. To remain competitive, companies must embrace technology and stay ahead of digital disruption and to do so digital leaders play a very important role.

يكشف تقرير صادر عن مؤسسة Randstad في الولايات المتحدة، بعنوان "مكان العمل: 2025 حدود ما بعد الرقمية"، أن ما يزيد قليلاً عن نصف الشركات (52%) لا تزال في المراحل الأولى من التحول الرقمي. لكي تظل الشركات قادرة على المنافسة، يجب عليها أن تتبنى التكنولوجيا وتظل في صدارة الاضطراب الرقمي، وللقيام بذلك، يلعب القادة الرقميون دوراً مهماً للغاية.

Digitalization & Digitization

	Digitization	Digitalization
Definition	Converting data, documents and processes from analog to digital.	Transforming business processes by leveraging digital technologies, ultimately resulting in opportunities for efficiencies and increased revenue.
Examples	• Scanning a photograph to create a digital file. • Converting a paper report to a digital file, such as a PDF. • Inputting an existing paper checklist into a digital checklist app, such as Apple Reminders. • Recording a presentation or phone call, turning physical sound into a digital file.	• Analyzing data collected by Internet-connected devices to find new revenue streams. • Using digital technology to transform your reporting processes, collecting and analyzing data in real time and using insights to mitigate risk and promote efficiency on future projects.



Digital Transformation Pyramid





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W6 Lecture

Digital Transformation



- ❑ Digital Transformation is really business transformation enabled by digitalization. The “digital” moniker is a little bit of a misnomer because the essence of digital transformation is the changing of business processes enabled or forced by digitalization technologies. إن جوهر التحول الرقمي هو تغيير العمليات التجارية التي تتيحها أو تفرضها تقنيات الرقمنة.
- ❑ Industry 4.0 is revolutionizing the way companies manufacture, improve and distribute their products. It focuses on the combination of Digital Transformation and Digitalization.

W6 Lecture Digital Transformation

الثورة الصناعية هي انتشار وإحلال المكننة محل العمل اليدوي.

الثورة الصناعية الرابعة هي العصر الصناعي الرئيسي الرابع منذ الثورة الصناعية الأولى في القرن الثامن عشر. يتميز بدمج التقنيات التي تطمس الخطوط الفاصلة بين المجالات المادية والرقمية والبيولوجية. ويتميز هذا البرنامج باختراق التكنولوجيا الناشئة في عدد من المجالات، بما في ذلك الروبوتات، والذكاء الاصطناعي، و blockchain، وتكنولوجيا النانو، والحوسبة الكمومية، والتكنولوجيا الحيوية، وإنترنت الأشياء، والطباعة ثلاثية الأبعاد، والمركبات المستقلة.

أبرز التغيرات في الثورة الصناعية الخامسة .
اتساع نطاق العمل عن بعد بشكل كبير ومنظم.

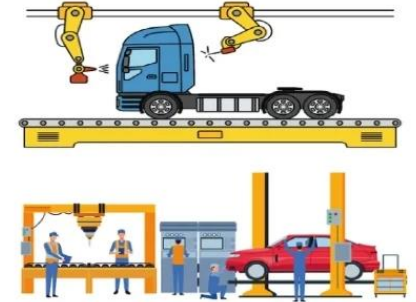
Industry 1.0

- Steam Engine
- Mass Production by Machine



Industry 2.0

- Assembly Lines



Industry 3.0

- Automation
- IT Systems



Industry 4.0

- Digitisation



Industry 5.0

- Cyber-Physical Cognitive Systems
- Green Manufacturing
- Cultural Collaboration
- Mass Customisation



- ❑ The ability to **redesign businesses digitally** is largely driven by a clear digital strategy that is supported by executives that **promote an adaptable and innovative culture**.
- ❑ It encompassed the incorporation of new digital technologies such as **social media, artificial intelligence, and big data** into business processes, as well as the subsequent development of **new business models**

❑ What is digital transformation in media?

❑ **D2C video streaming:**

One of the most notable trends is the move from traditional broadcasting to Direct-to-consumer (D2C) video streaming. The result is that viewers now have more control than ever over what they watch, when they watch it, and how they access it.



❑ What is digital transformation in media?

❑ The role of artificial intelligence

AI is being used to create more personalized content, improve audience targeting, and enhance the overall user experience. As a result, AI is becoming an essential tool for media companies looking to stay ahead of the curve. One of the most exciting trends in AI-driven media is the use of creative intelligence. By harnessing the power of AI, media companies are able to create better, more original content that resonates with audiences.



- ❑ What is digital transformation in media?

- ❑ **Deeper Forays into the Metaverse**

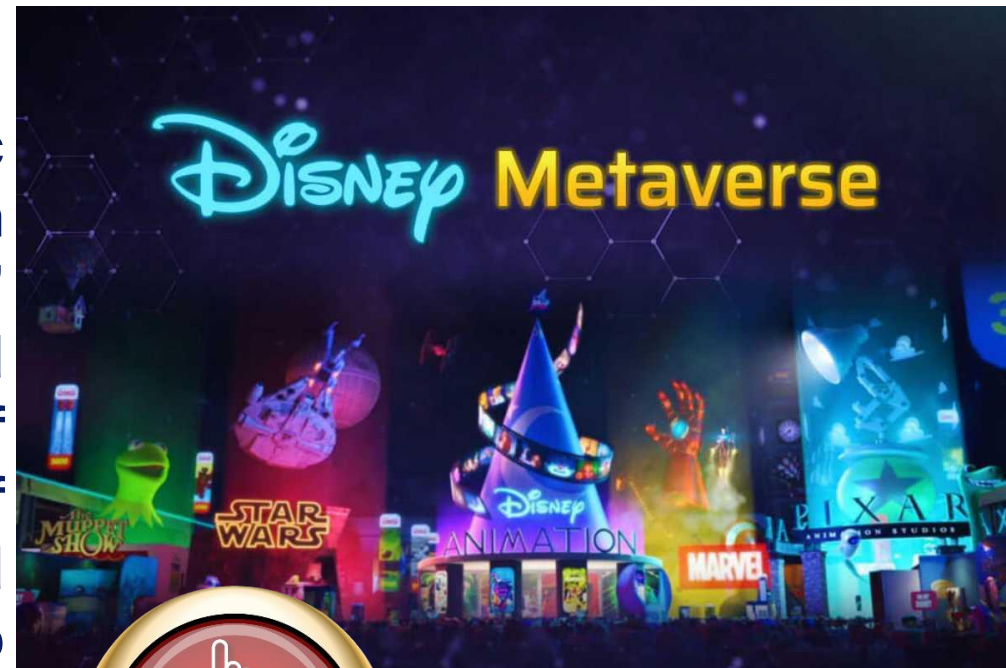
The metaverse is still, at best, an ambiguous concept to most enterprises and consumers alike. This is changing fast, however, as metaverse features and technologies like play-to-earn gaming, online property, non-fungible tokens (NFTs), and cryptocurrencies are becoming all the rage in 2022 and beyond. And despite crypto's recent downturn, the metaverse and its foundational technologies are continuing to create new opportunities for media and entertainment businesses.



❑ What is digital transformation in media?

❑ Deeper Forays into the Metaverse

For instance, Disney launched its strategic initiative around the metaverse recently, in what it calls “next-generation storytelling.” And in June 2022, former Disney, Sony, and Lucasfilm creatives announced the kick-off of land sales for its “Notorious Frogs of Frogland” NFT collection and associated metaverse called “NewPangea.” It’s safe to assume that major film development and entertainment studios are looking towards the metaverse for blending physical and digital environments in new entertainment offerings.



❑ What is digital transformation in media?

❑ **Personalized content**

By using data about their readers, media companies can deliver tailored content that is more likely to engage and retain readers. This approach has already yielded success for some publishers, and it is expected to become even more widespread in the years to come.

In conclusion, *there are many benefits of embracing digital transformation in media, such as increased audience engagement, new revenue opportunities, and cost savings.*



Digital Leadership



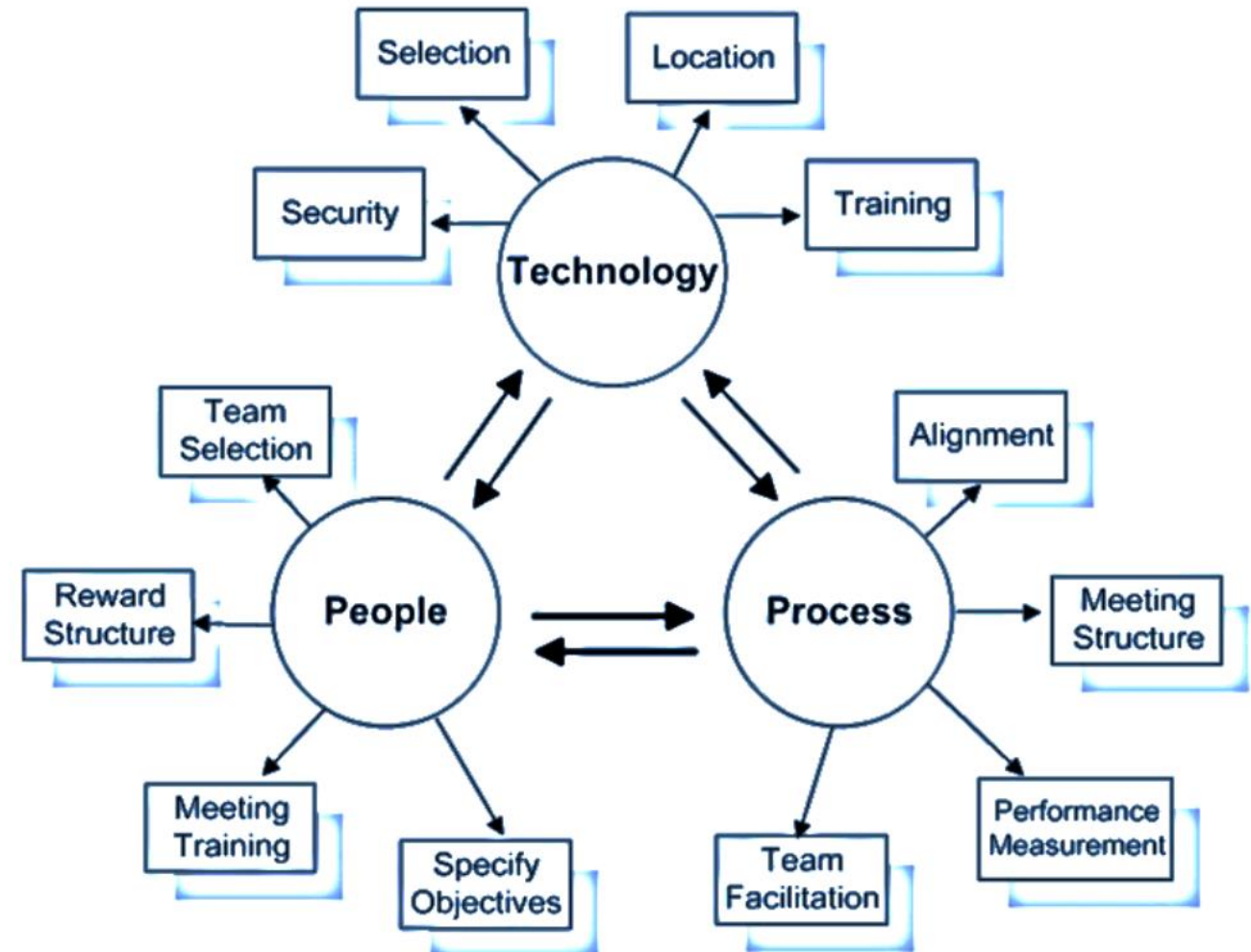
- ❑ Digital technology has significant implications for leadership theory, practice, and development.
- ❑ Leadership practices will face challenges in the future, because geographical and physical presence will be less important. Everything will be on virtual platforms including sharing, learning, and communicating. Workplaces will be more mobile, flexible, adaptable, multilingual, and culturally sensitive.

- ❑ Yet there are practices and skills which are difficult or cannot be computerized: perception and manipulation (physical flexibility, dexterity, and balance); creative intelligence (artistic ability, originality); and social intelligence (persuasion, negotiation, caregiving) .
- ❑ Leaders in the future would have to learn to keep up with new challenges of the digitalized world to lead their teams with highest efficiency.

- ❑ Digital leadership is a process that is essential to developing and sustaining a culture of innovation by bringing ideas to fruition quickly using an agile IT and business architecture.
- ❑ Digital leadership is going to be the topic of discussion in the coming years; this leadership style will be more important than ever to face the wave of digitalization. The topic of digital leadership is a perfect combination of management and technology.

- ❑ Digital leadership contributes to business organizations achieving optimal management and optimal team collaboration, which in turn are crucial to the development of the global high-tech economy.
- ❑ Companies need to invest in training, re-educating, and motivating their employees so that they can manage the steep learning curves and increased cognitive requirements of digitalization.

- ❑ In conclusion, the concept of e-leadership is defined as a “social influence process mediated by Advanced Information Technology to produce a change in attitudes, feelings, thinking, behavior, and/or performance with individuals, groups, and/or organizations.”





Digital leadership & Digital Transformation





- ❑ The leader will increasingly act as an online influencer and integrator of virtual identities that are aligned around their own ideals and objectives. **Digital leadership** has been demonstrated to have a bigger impact on **digital disruption** than **innovation management**.
- ❑ The sustainable competitive advantage afforded by technology and digitalization enables businesses to create a digitalization objective and guides organizations in determining how to accomplish this goal.

يشير الاضطراب الرقمي إلى تغيير في التوقعات والسلوكيات ناجم عن أو يتم التعبير عنه من خلال القدرات أو القنوات أو الأصول الرقمية، مما يؤدي إلى تغيير الثقافة أو السوق أو الصناعة أو العملية بشكل جذري.

إدارة الابتكار هي مزيج من إدارة عمليات الابتكار والتغيير. يتضمن مجموعة من الأدوات التي تسمح للمديرين والعاملين المستخدمين بالتعاون مع فهم مشترك للعمليات والأهداف.

Digital disruption refers to a change in expectations and behaviors caused by, or expressed through, digital capabilities, channels, or assets, that radically alters the culture, market, industry, or process.

Innovation management is a combination of the management of innovation processes, and change management. It includes a set of tools that allow managers plus workers or users to cooperate with a common understanding of processes and goals.

- ❑ In firms that have completed their digital transformation, the strategies that must be designed for digital environments have driven employees to seek answers to questions about digital environment orientation.
- ❑ It has raised the question of how the leaders charged with these responsibilities should tackle the situation.
- ❑ According to a study, responsive leadership, community leadership, learning and innovative leadership, open leadership, agile leadership, participatory leadership, network leadership, trust leadership, digital leadership, and collaborative leadership are all examples of leadership in the Industry 4.0 era.



Digital leadership & Digital Transformation

- ❑ The reason for the rising interest in digital leadership during the Industry 4.0 period is that companies and academics are gradually noticing the changes and benefits brought about by digitalization and digital environments for institutions.
- ❑ Leaders should understand that the transformation brought about by technology has the potential to significantly boost productivity and provide a competitive edge.
- ❑ The digital leader's important variables are agility, participation, trust, networking, and openness.



تستفيد عملية القيادة
الرقمية من أربع
منصات مهمة لتسهيل
تحولات الأعمال

• منصة ابتكار تشجع
الفرق على اكتشاف
أفكار خلق القيمة من
خلال التحولات الرقمية
• نظام مرن ومنصة
أعمال لتصميم تطبيقات
تكنولوجيا المعلومات
وتقديمها بسرعة
• منصة تعليمية تعزز
الخطاب التأملي وبناء
القدرات التنظيمية
• أنها بمثابة منصة
اعتماد لتحديد متى
وكيف يتم تنفيذ
التحولات الرقمية.

The digital leadership process leverages **four critical platforms** to facilitate business transformations:

- **An innovation platform** that encourages teams to discover value-creating ideas through digital transformations;
- **An agile system and business platform** for rapidly designing and delivering IT applications;
- **A learning platform** that fosters reflective discourse and organizational capacity building;
- They serve as **an adoption platform** for determining when and how to implement digital transformations.

Essential tools for Digital Transformation

1. Digital adoption platforms (DAPs)
2. Digital workplace suites
3. Team collaboration & communication tools
4. Social intranet tools
5. Cloud CRMs
6. HCM platforms
7. Employee self-service platforms
8. Cloud storage tools
9. Project management software
10. Digital accounting tools
11. CMS platforms

Digital leadership & Digital Transformation

- ❑ Digital leadership is founded on the systematic interaction and interdependence of three functional areas (strategic leadership, entrepreneurialism, and digital technology).
- ❑ Employee identification with the organization should be enabled or encouraged through digital leadership. It entails considering online self-awareness and harmony, navigating the debate surrounding cyber kindness, and figuring out how to be a digital citizen capable of inspiring positive social change.



- ❑ Governance is the process of establishing a digital organization, including its vision, values, structure, culture, and decision-making procedures, as well as adjusting personnel management, virtual teams, knowledge management, and communication and cooperation on an individual basis.
- ❑ The most successful digital transformations begin with a change in the mentality of leaders, who need to develop for this challenge.

- ❑ Just as digital transformation is more about people rather than technology, the key technological skills are soft skills rather than hard skills.
- ❑ The best way to make an organization more data-centric and digital is to selectively invest in those who are most adaptable, curious, and flexible in the first place.



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W6 Lecture

Importance of Digital Leadership in the Era of Digitalization



- ❑ **“Why digital leadership is important in the era of digitalization?”**
 - ❑ Every industry had to go through some level of digitalization to sustain.
 - ❑ Digital Leadership plays a very important role during crises. (e.g., COVID-19)
 - ❑ Empowers the company's agility, efficiencies, and differentiation
 - ❑ Significantly enables sensing market changes, seizing opportunities, and reconfiguring organizations

We learned about

- ☐ The Digital Revolution
 - ☐ Digitization
 - ☐ Digitalization
 - ☐ Digital Transformation
 - ☐ Digital transformation in media

- ☐ Digital Leadership
 - ☐ Definition
 - ☐ Goals & strategy

- ☐ Digital leadership & Digital Transformation

- ☐ Importance of Digital Leadership in the Era of Digitalization

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