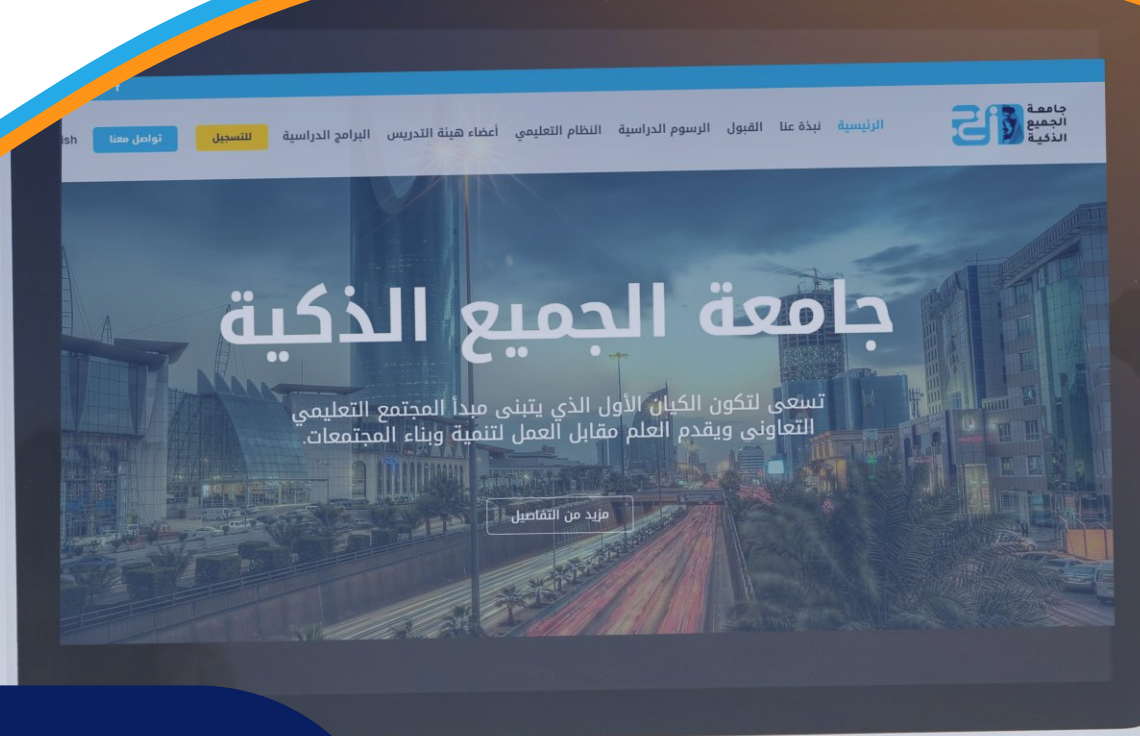




Digital Media Leadership
Prepared by Dr. Doaa Rady
W2 Lecture

DGM 726
Master of Digital Media

W2 Lecture outline

Previous Lecture

- Introduction about Leadership & Management
- Managers vs. Leaders
- Values, Attitude & Behavior

W2 Lecture outline

Know about

- What is Management?
- Why management is important?
- Levels of Management
- Management Functions
- Organizational Performance
- What are Management Roles?
- Qualities of Successful Managers
- What is Leadership and Digital Leadership?
- Leadership Functions
- Comparison Bet. Managers & Leaders Activities

W2 Lecture Objectives

Learning Outcomes

- ❑ This lecture aims to understand management & leadership definitions and functions with examples in media industry.
- ❑ It aims to compare between Managers & Leaders

Activities

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What is Management?

What is Management?

- **Management is a process which exists to get results by making the best use of the human, financial & material resources available.**
- **The planning, organizing, leading, and controlling of human and other resources to achieve organizational goals effectively and efficiently.**

What is Management?

- Resources include people, skills, know-how and experience, machinery, raw materials, computers and IT, patents, financial capital, and loyal customers and employees.

“It is the art of getting things done through others.”

(Mary Parker Follet)

Why management is important?

1. The more efficient and effective use of resources that organizations make of those resources, the greater the relative well-being and prosperity of people in that society
2. Helps people deal with their bosses and coworkers
3. Opens a path to a well-paying job and a satisfying career

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What are Management Levels?

□ Areas of Managers

- Department

A group of managers and employees who work together and possess similar skills or use the same knowledge, tools, or techniques



- **First line managers - Responsible for daily supervision of the non-managerial employees who perform many of the specific activities necessary to produce goods and services**
- **Middle managers - Supervise first-line managers. Responsible for finding the best way to organize human and other resources to achieve organizational goals**

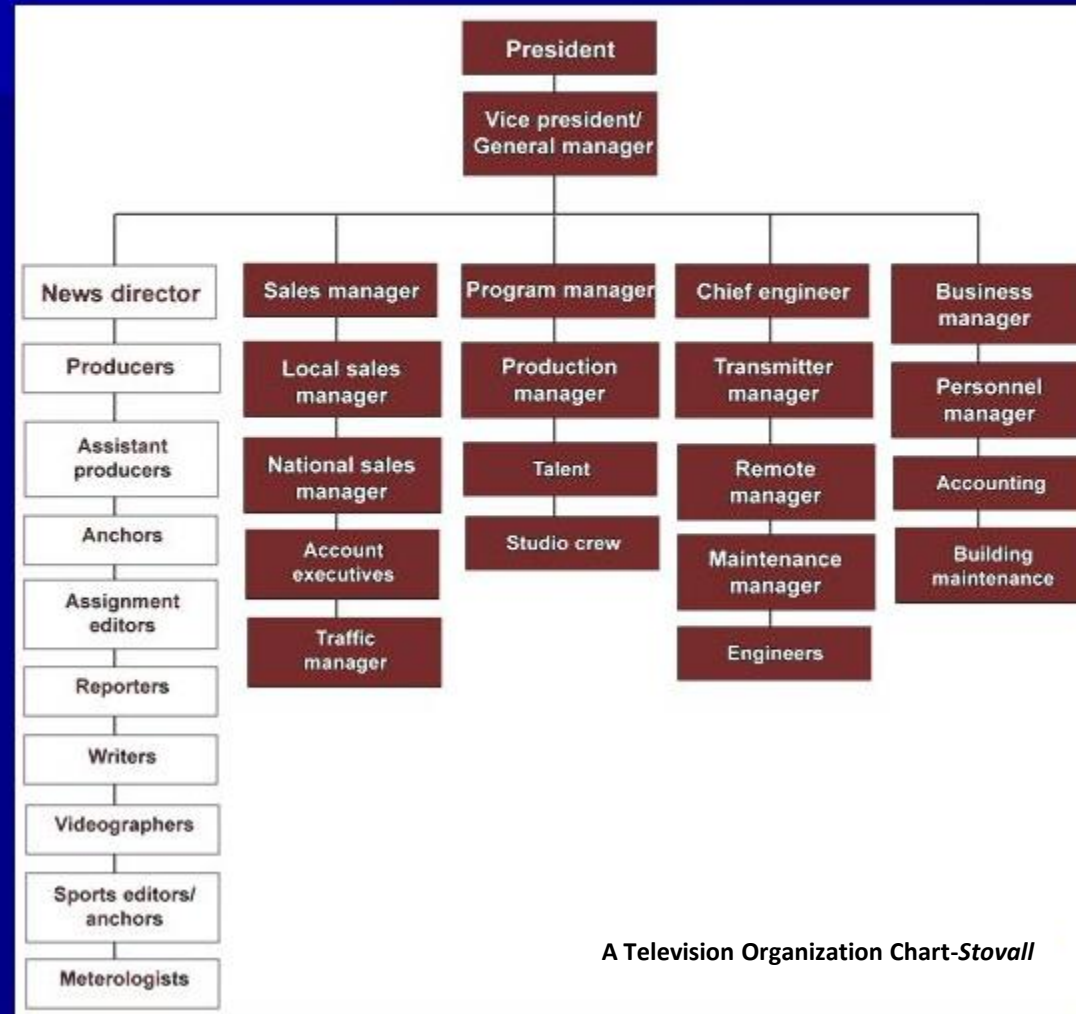
- **Top managers – Responsible for the performance of all departments and have cross-departmental responsibility.**
 - **Establish organizational goals and monitor middle managers**
 - **Decide how different departments should interact**
 - **Ultimately responsible for the success or failure of an organization**
- ❑ **Chief executive officer (CEO) is company's most senior and important manager**

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Management Functions

- **Managers at all levels in all organizations perform each of the four essential managerial tasks of planning, organizing, leading, and controlling.**
 - **Lower – Closely supervise work of subordinates.**
 - **Middle – Carry out activities to further goals of organization. (ex.: heads of sales, programming, marketing, etc.)**
 - **Top – Coordinate company's activities and provide overall direction.**

■ Television station organizational chart



A Television Organization Chart-Stovall

- ❑ **Four Functions of Management Includes defining goals, establishing strategy, and developing plans to coordinate activities.**
- ❑ **Determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made.**
- ❑ **Includes motivating subordinates, directing others, selecting the most effective communication channels, and resolving conflicts.**
- ❑ **Monitoring activities to ensure they are being accomplished as planned and correcting any significant deviations.**



- ❑ **Planning is the process of identifying and selecting appropriate organizational goals and courses of action**
- ❑ **Steps in the Planning Process**
 - Deciding which goals, the organization will pursue
 - Deciding what courses of action to adopt to attain those goals
 - Deciding how to allocate organizational resources
 - Complex, difficult activity
 - Strategy to adopt is not always immediately clear
 - Done under uncertainty

- ❑ **Organizing is a task that managers perform to create a structure of working relationships that allow organizational members to interact and cooperate to achieve organizational goals**
 - **Involves grouping people into departments according to the kinds of job-specific tasks they perform**
 - **Managers lay out lines of authority and responsibility**
 - **Decide how to coordinate organizational resources**

- ❑ **Organizational Structure**

A formal system of task and reporting relationships that coordinates and motivates members so that they work together to achieve organizational goals

EXAMPLES

**Organizing process
in Media Organization**

Organizing process in Media Organization

- ❑ Sales department – sale of time to advertisers, principal source of revenue for broadcast stations. Subdivided to national sales, local or regional sales
- ❑ Program department – Headed by program manager/director. Plans, selects, schedules and monitors programming, provides content for website
- ❑ Promotion and Marketing department – Attract and maintain audiences
- ❑ News department – Usually kept separate from entertainment function, supervised by news director.
- ❑ Production department – Headed by production or creative director. Writes and produces commercials, technical support for newscast production, master control.

Organizing process in Media Organization

- ❑ Engineering department – Headed by chief engineer. Selects, operates, maintains studio, control room, transmitting equipment, computers.
- ❑ Business department – Accounting, secretarial, billing, payroll, HR
- ❑ [Sometimes] Traffic – Daily scheduling of all content to be aired, compiles availability sheet for times available for purchase by advertisers, monitoring of ad content to ensure compliance with contracts. Sometimes with Sales department.
- ❑ [Sometimes] Continuity – Writing of commercial copy, often with Sales department.

- ❑ **Leading is articulating a clear organizational vision for its members to accomplish, and energize and enable employees so that everyone understands the part they play in achieving organizational goals**
 - **Leadership involves using power, personality, and influence, persuasion, and communication skills**
 - **Outcome of leadership is highly motivated and committed workforce**

- ❑ **Leading/Influencing/Directing: Getting employees to carry out their responsibilities with enthusiasm and effectiveness.**
 - **Motivation – basic “hygiene” needs, then motivators**
 - **Communication – Top-down, and bottom-up**
 - **Training – Must make certain employees have opportunities to gain the skills they need. Make sure it is directly related to employee’s responsibilities.**
 - **Personal influence – Must command respect, loyalty**
 - **Related to competence, willingness to listen and act on employee complaints, honesty, integrity, etc.**

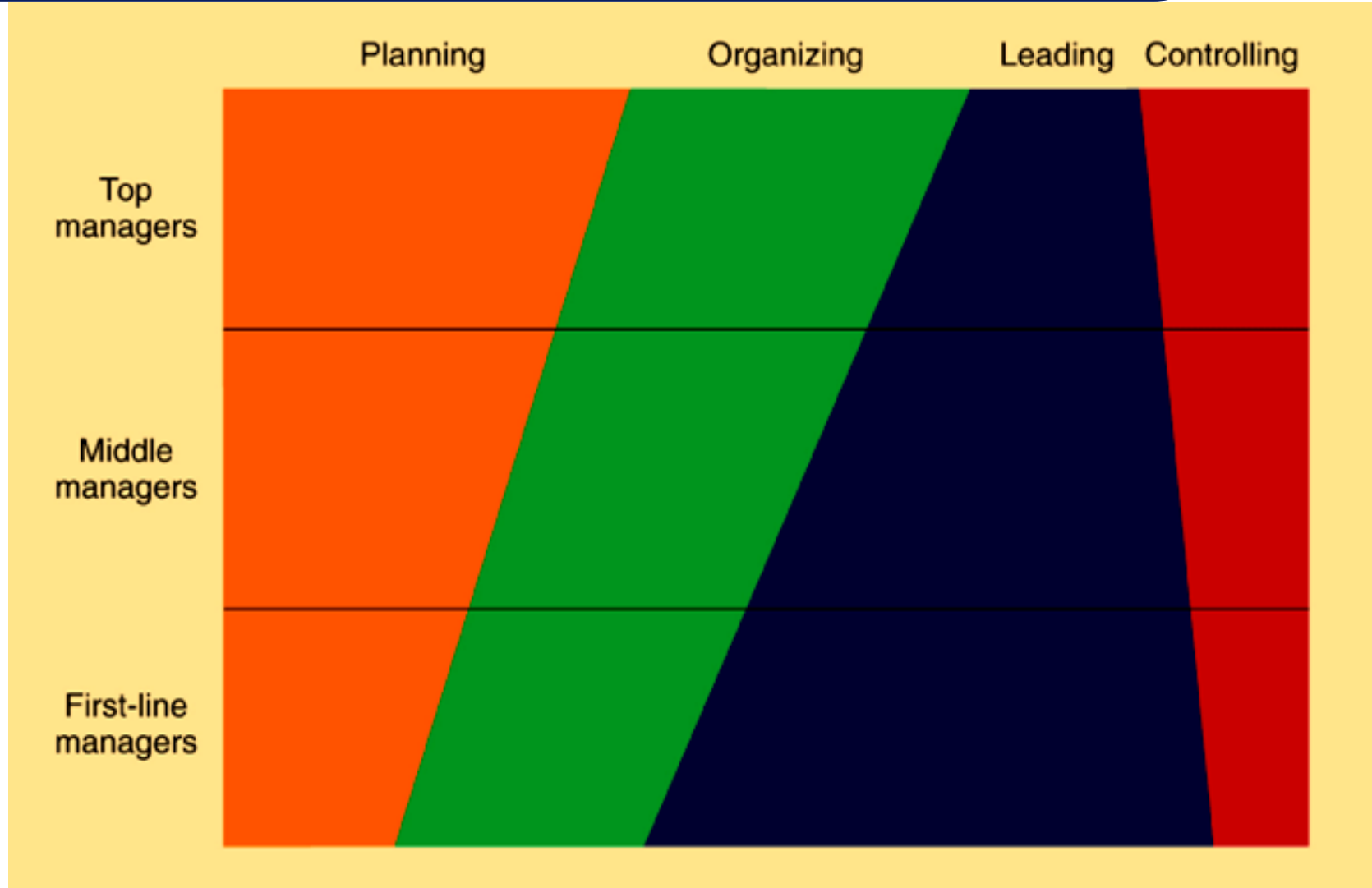
❑ **Controlling is determining degree to which objectives are being achieved.**

- **Task of managers is to evaluate how well an organization has achieved its goals and to take any corrective actions needed to maintain or improve performance**
- **The outcome of the control process is the ability to measure performance accurately and regulate organizational efficiency and effectiveness**
- **Periodic evaluations of individuals and departments**
- **Based on objective, measurable, known criteria.**

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Management Functions & Levels of Management

Management Functions & Levels of Management



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What is Organizational Performance?

□ Organizational Performance

Is a measure of how efficiently and effectively managers use available resources to satisfy customers and achieve organizational goals.

- Efficiency

is a measure of how well or how productively resources are used to achieve a goal

- Effectiveness

is a measure of the appropriateness of the goals an organization is pursuing and the degree to which they are achieved.

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Organizational Performance

EFFECTIVENESS

EFFICIENCY			
		LOW	HIGH
EFFECTIVENESS	HIGH	Low efficiency/ High effectiveness Manager chooses the right goals to pursue, but does a poor job of using resources to achieve these goals. Result: A product that customers want, but that is too expensive for them to buy.	High efficiency/ High effectiveness Manager chooses the right goals to pursue and makes good use of resources to achieve these goals. Result: A product that customers want at a quality and price that they can afford.
	LOW	Low efficiency/ Low effectiveness Manager chooses wrong goals to pursue and makes poor use of resources. Result: A low-quality product that customers do not want.	High efficiency/ Low effectiveness Manager chooses inappropriate goals, but makes good use of resources to pursue these goals. Result: A high-quality product that customers do not want.

High-performing organizations are efficient *and* effective.



What are Management Roles?

3 types of managerial roles



- ❑ **Interpersonal Roles** that managers assume to provide direction and supervision to both employees and the organization as a whole.
- ❑ **Figurehead**—symbolizing the organization’s mission and what it is seeking to achieve.
- ❑ **Leader**—training, counseling, and mentoring high employee performance.
- ❑ **Liaison**—linking and coordinating the activities of people and groups both inside and outside the organization (owners and employees).

- ❑ **Informational Roles** associated with the tasks needed to obtain and transmit information in the process of managing the organization.
- ❑ **Monitor**—analyzing information from both the internal and external environment.
- ❑ **Disseminator**—transmitting information to influence the attitudes and behavior of employees.
- ❑ **Spokesperson**—using information to positively influence the way people in and out of the organization respond to it.

- ❑ **Decisional Roles** associated with methods managers use in planning strategy and utilizing resources. associated with the tasks needed to obtain and transmit information in the process of managing the organization.
- ❑ **Entrepreneur**—deciding which new projects or programs to initiate and to invest resources in.
- ❑ **Disturbance handler**—managing an unexpected event or crisis.
- ❑ **Resource allocator**—assigning resources between functions and divisions, setting the budgets of lower managers.
- ❑ **Negotiator**—reaching agreements between other managers, unions, customers, or shareholders.

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Qualities of Successful Managers



- ☐ **Willingness to work hard--Passion**
- ☐ **Perseverance & determination**
- ☐ **Willingness to take risk**
- ☐ **Ability to inspire enthusiasm**
- ☐ **Toughness yet Empathetic**

❑ 10 Most Common Managerial Behaviors

1. Communication
2. Achievement Result Orientation
3. Customer Focus
4. Teamwork
5. Leadership
6. Planning & Organizing
7. Commercial/Business Awareness
8. Flexibility/Adaptability
9. Developing Others
10. Problem Solving

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What is Leadership?



What is Leadership?

- 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

What is Leadership?

- ❑ Leadership has increasingly become a concept more relevant to organizations because leading means managing change.
- ❑ Nowadays, we live in an ever-changing world and the media and entertainment industry is affected.
- ❑ The technological changes, the citizen journalism, the lowering of entry barriers and the rising competition have forced companies to look for talented and trained people who can lead.

What is Leadership?

- ❑ A leader can make changes and evolves through the years.
 - Children identify themselves with football players, ballerinas, action heroes and even their parents.
 - Youngsters turn to look for identity in social leaders.
 - An adult will try to identify themselves with persons related to their field of work.
- ❑ Following with this definition, we could say that not only those elected, not even the senior managers of the organizations can be considered leaders.
 - Those who manage an area of the company, a section, whether be a supervisor of a group, leader of a syndicate, coach, leader of a football team or dean at university's school will be leaders, in different areas, but at the end will perform some kind of leadership.

What is Leadership?

- ❑ **Becoming a leader is not easy, but learning how to lead is easier than it is believed since we all have the ability to lead.**
- ❑ **Leaders must know themselves**
 - **must know their strengths and weaknesses,**
 - **what they want,**
 - **how to communicate it,**
 - **how to convince others,**
 - **how to get the necessary support to reach their goals.**

What is Leadership?

- ☐ Leaders can overcome their weakness and boost their strength.
- ☐ They focus on relationships and trust in others.
- ☐ They are not focusing on the number of followers that they have, but the quality of work that results from working with them.
- ☐ They are responsible for the efficiency of the organizations; therefore, the final responsibility will fall upon them.

What is Leadership?

- ❑ **Digital leadership** is currently considered a necessity in improving organizational performance by creating competitive advantage in the era of the industrial revolution 4.0.
- ❑ **Digital leadership:** practice-oriented research has linked digitization and leadership.
- ❑ **Digital leadership** refers to the leadership abilities to manage the staff's online activities (e.g., posting product descriptions & handling customer queries), leading marketing activities, problem-solving, and decision-making concerning online activities of the business.



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Leadership Functions

❑ Managers vs. Leaders - Common Activities

- Planning
- Organizing
- Leading / Directing
- Controlling

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

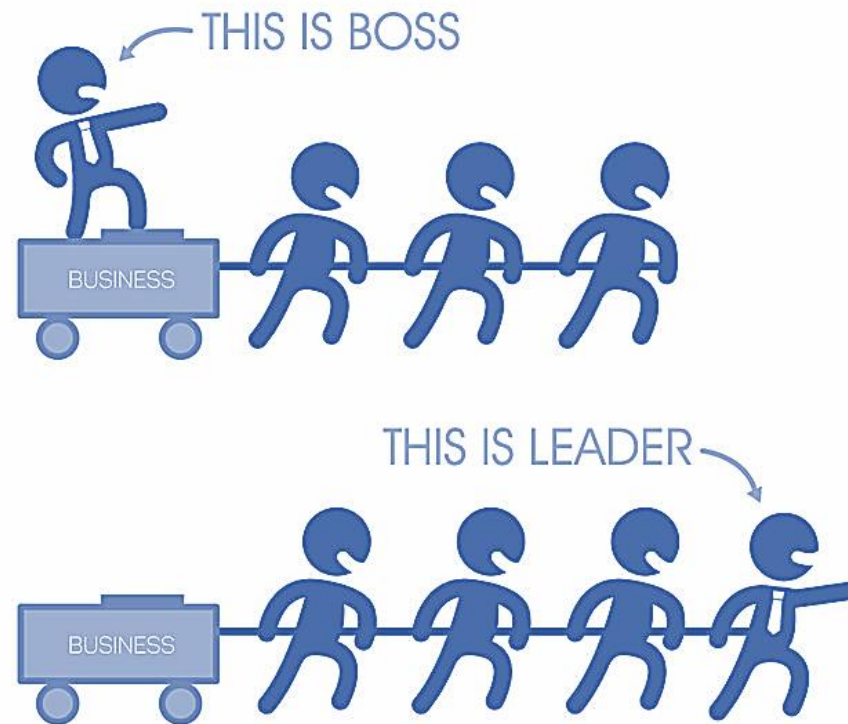
Leader

- 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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Comparison & Discussion Mangers & Leaders Activities



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How to apply on Media Organization?

Broadcast Programming Influences

- **Broadcast programming is determined by four influences:**
 1. **The Audience:** Want to hear or view program content that satisfies their need at a particular time. Programs must attract listeners or viewers and satisfy their needs.
 2. **The Broadcaster:** Responsible for operating the station profitably for its owners. General rule: the greater the audience, the greater the profit. Must select and schedule programs to attract as big an audience as possible.
 3. **The Advertiser:** Uses radio or TV station to bring a product or service to the attention of those most likely to use it. Wants programming that attracts as big a number of people as possible among target audience, plus competitive cost.
 4. **The Regulator:** Goal is to ensure station is operated in a way that serves the public interest. Compels or encourages broadcasters to use programming practices to satisfy that goal.

The programming you see on TV results from effective interaction of these four influences

The Program Department

- Programming most important factor in determining station's success.
 - Need to attract large segment of target audience.
 - If successful, will attract advertisers.
- Responsibility of Program Department
- Major functions:
 - Planning or selection of program content
Drama, television movies, comedy (satire, sitcom), game shows, talk shows, news programs (newscast), documentaries, infomercials.
 - Acquisition or production of programs
 - Program scheduling
 - Monitoring of programs to ensure compliance with station's standards and regulations and legal requirements.

- Organization
 - Headed by program manager or program director, who reports to general manager.
 - Program Department Staff – Radio:
 - Music director – station's playlist of music, preparation of playlist, supervision of its execution, auditioning of new recordings, liaison with reps from recording companies to obtain new releases, contact with music stores on sale of CDs, cataloguing and filing CDs
 - Announcers – DJs, working on-air shifts which include introducing music and programs, reading of live commercials, public service announcements, station ID, delivery of weather and traffic reports, operating control room equipment.
 - Continuity writers – responsible for variety of copy, including commercials, public service announcements, promos, etc. Check copy for adherence to standards and regulations.
 - For news programming, news director, anchor, reporters
 - For talk programming, producers, hosts, and telephone screeners.

The Program Department

- Organization:
 - Television:
 - Program director – develops program schedules, acquires syndicated programming, reports to general manager
- Program Manager:
 - Differences in responsibilities based on station in small or large market, radio or TV, affiliate or independent
 - All program managers have four main tasks:
 - Program planning
 - Program acquisition
 - Program execution
 - Program control

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Do you Remember?

Leading Managers

The Program Department

- Program Manager's Responsibilities:
 - Program Planning
 - Development of short-, medium- and long-range plans
 - Radio: Format selection, program content, hiring announcers or hosts
 - TV: Selection and scheduling of program to reach largest target audience. Affiliates consider which network programs to broadcast.
 - Planning done in consultation with general manager and sales manager.
 - Program Acquisition
 - Implements plan by producing programs or acquiring them from other sources. Done in consultation with general manager and sales manager.
 - Program Execution – coordinates scheduling of content with traffic personnel and promotion and marketing director.
 - Program Control
 - Protects station's license, develops standards, ensures adherence to policies and regulations, maintains records of broadcast programs, ensures compliance with contracts and program licenses, budget

- Program Manager's Qualities:
 - Knowledge:
 - **Station ownership and management** – goals and objectives of station
 - **Station and staff** – programming strengths and weaknesses, skills and weaknesses of staff
 - **Market** – size, demographics, economy, work and leisure pattern of population, community's problems and needs, music tastes (radio), program preferences (TV)
 - **Competition** – programming of competitors, successes and failures, plans
 - **Program management** – duties of program manager, how to discharge them, including sources and availability of program content, production processes and costs, salability of programming, sources of audience research, programming trends and latest developments in broadcast technology, regulations, etc.
 - **Content and audiences** – formats, programs, demographic appeal, listening and viewing practices of audiences.

- Program Manager's Skills:
 - Administrative and professional skills
 - Ability to develop program plans and budget
 - Ability to evaluate ideas for local programming and coordinate staff activities, analyze and interpret ratings and other audience research, assess potential for success of programs
 - Ability to select and schedule content to maximize appeal to target audiences
 - Ability to negotiate contracts with program suppliers, talent, music licensing organizations, etc.
 - Personal qualities
 - Patience in listening to different viewpoints from viewers, listeners, colleagues, and staff
 - Understanding of needs and interests of audiences and motivation of employees, flexible in adapting to changing tastes, preferences, and technologies
 - Creative in developing and promoting program ideas
 - Ethical

- Program Manager's Influences
 - Decisions and actions are influenced by:
 - Direct feedback from the audience
 - Regulatory environment
 - Ratings (inferential feedback)
 - Comments of critics, etc. (conditional)
 - Production staff
 - Personal judgment
 - Financial factors
 - Tactical – arrangement of schedule, program planning, etc.

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Leadership Self-Assessment Exercise 2



Leadership Self-Assessment Exercise 2

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.

Leadership Self-Assessment Exercise 2

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.

Leadership Self-Assessment Exercise 2

Scale Statements

1. Do you tend to seek out only those people who agree with your analysis of issues?
2. Do you ignore most of the advice from coworkers about process improvements?
3. Do your team members go along with what you say just to avoid an argument?
4. Have people referred to you as "rigid" or "close-minded" on several occasions?

Leadership Self-Assessment Exercise 2

Scale Statements

5. When presented with a new method, do you immediately look for a flaw?
6. Do you make up your mind early on with respect to an issue, and then hold firmly to your opinion?
7. When people disagree with you, do you tend to belittle them or become argumentative?
8. Do you often feel you are the only person in the group who really understands the problem?

We learned about

- What is Management?
- Why management is important?
- Levels of Management
- Management Functions
- Organizational Performance
- What are Management Roles?
- Qualities of Successful Managers
- What is Leadership?
- Leadership Functions
- Comparison Bet. Managers & Leaders Activities

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