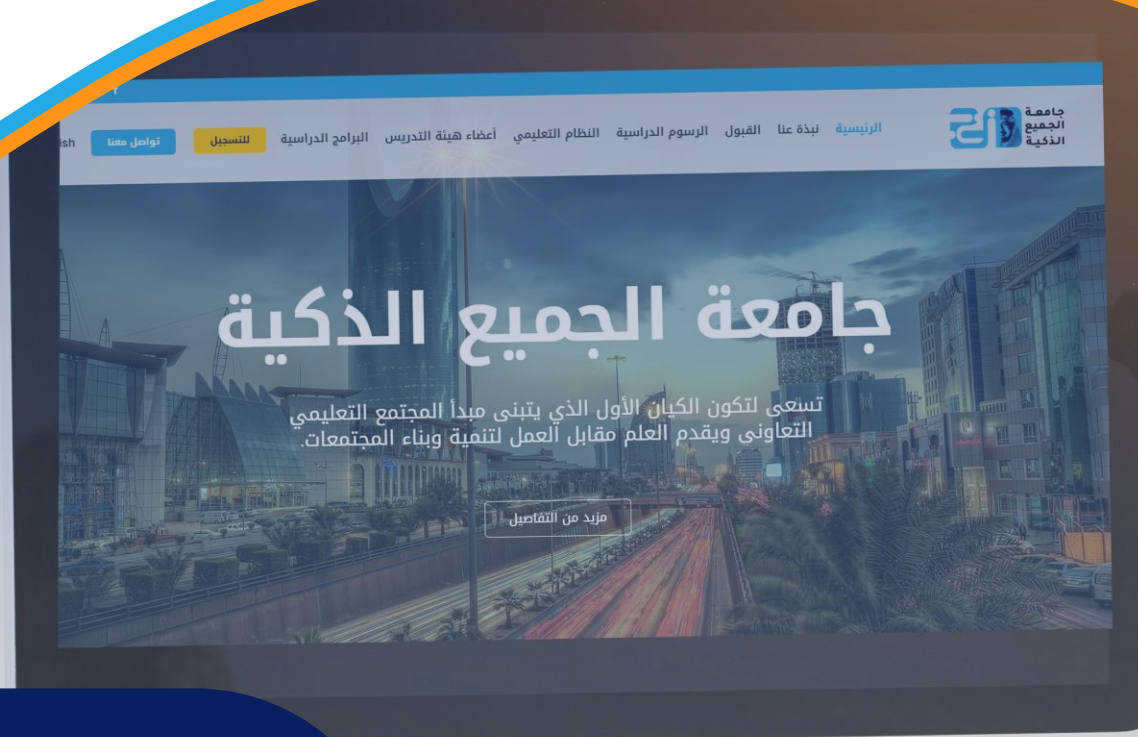




جامعة الجميع الذكية
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Digital Media Leadership
Prepared by Dr. Doaa Rady
Revision – Final Session

DGM 726
Master of Digital Media

About Exam Design

- 20 Questions

- 60 mins

- Each question 3 mins

5 Audio Questions

True or False

MCQ

Models (T or F , MCQ)



W2 – Lecture 1



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

□ 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**



❑ 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.

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.

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

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.

W3 – Lecture 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.

❑ 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.

- ❑ 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.
 - To reinforce members' belief in the leader.

□ Influence:

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

□ Elements of influence

- Communicator
- Message
- Audience



4. Mass Communication:

- ❑ The process through which messages reach the audience via the mass media is called mass communication.
- ❑ This is a complicated process (Why?) Because we should know:
 - Why do people pay more attention to some messages than to others?
 - How does one advertisement generate more sales than another?
 - Is behavior, including violent behavior, triggered through the mass communication process?

The concept “mass” in mass communication is defined as a large, heterogeneous, assorted, anonymous audience.

- 1. ‘Large’ means we can’t exactly count the number of the members of audience. It is large but it doesn’t mean that the audience includes all people.**
- 2. ‘Heterogeneous’ means the audience of mass media includes all types of people with different characteristics –the rich, the poor, farmers, politicians**



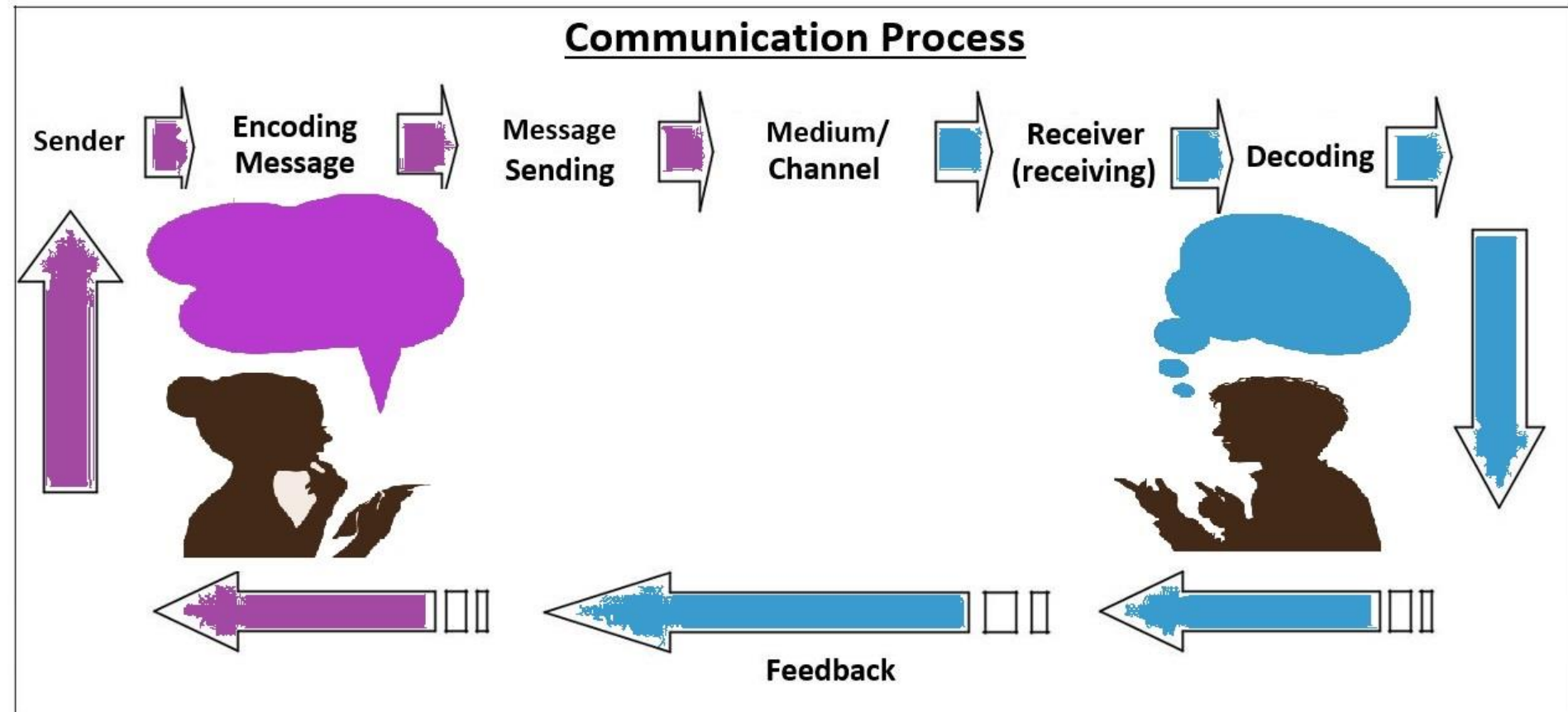
3. 'Assorted' (diverse) means the audience of mass media is not necessarily limited to a particular geographical sector. They may be scattered everywhere. For example, a newspaper may have a reader in every corner of the world.

4. 'Anonymous' means we can't specifically identify a reader of a newspaper with his certain characteristics. Today he may be reader of a particular newspaper. Tomorrow, he may change his media habit.

Anybody at any time may be a member of mass media audience.



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



G) Effect: Communication effects are of three types

Cognitive effects تأثيرات إدراكية	Affective effects تأثيرات عاطفية	Behavioral effects 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.

W4 – Lecture 3



2. Trait Theories of Leadership

- ❑ Theories that sought personality, social, physical or intellectual traits and differentiated leaders from non-leaders.
- ❑ Leaders tend to be described as: confident, iron-willed, determined & decisive (Margaret Thatcher, Mandela, Sadat). Whom else??
- ❑ Other terms used include: Charismatic, Enthusiastic & Courageous
- ❑ Research failed to show consistent attributes that differentiated LEADERS from NON LEADERS
- ❑ However, research was successful in identifying traits that were CONSISTENTLY ASSOCIATED WITH LEADERS.

2. Trait Theories of Leadership

❑ 6 Traits in which LEADERS Differ from Non-Leaders:

- **Ambition & Energy**
- **The Desire to Lead**
- **Honesty & Integrity**
- **Self-Confidence**
- **Intelligence**
- **Job-Relevant Knowledge and more recently,**
- **High self-monitors (high flexibility in adjusting their behavior in different situations)**



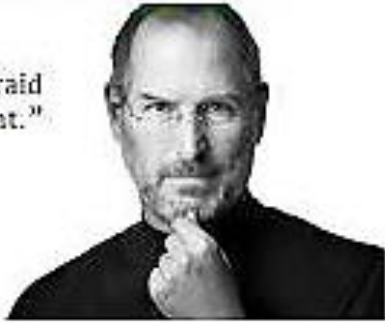
3. Behavioral Theories of Leadership

- ❑ This type of leadership theory focuses on a leader's actions and behavior, with very little emphasis on their qualities and traits.
- ❑ According to behavioral leadership theory, an effective leader has many acquired skills. In addition to it, the theory also considers that an individual can learn skills to become a good leader.
- ❑ So, theories proposing that specific behaviors differentiate leaders from non-leaders.
- ❑ If so, we could train non-leaders to become leaders.
- ❑ These theories had some success in identifying consistent relationships between Leadership & Group Performance.

Behavioral theory

"Don't be afraid to be different."

- Steve Jobs

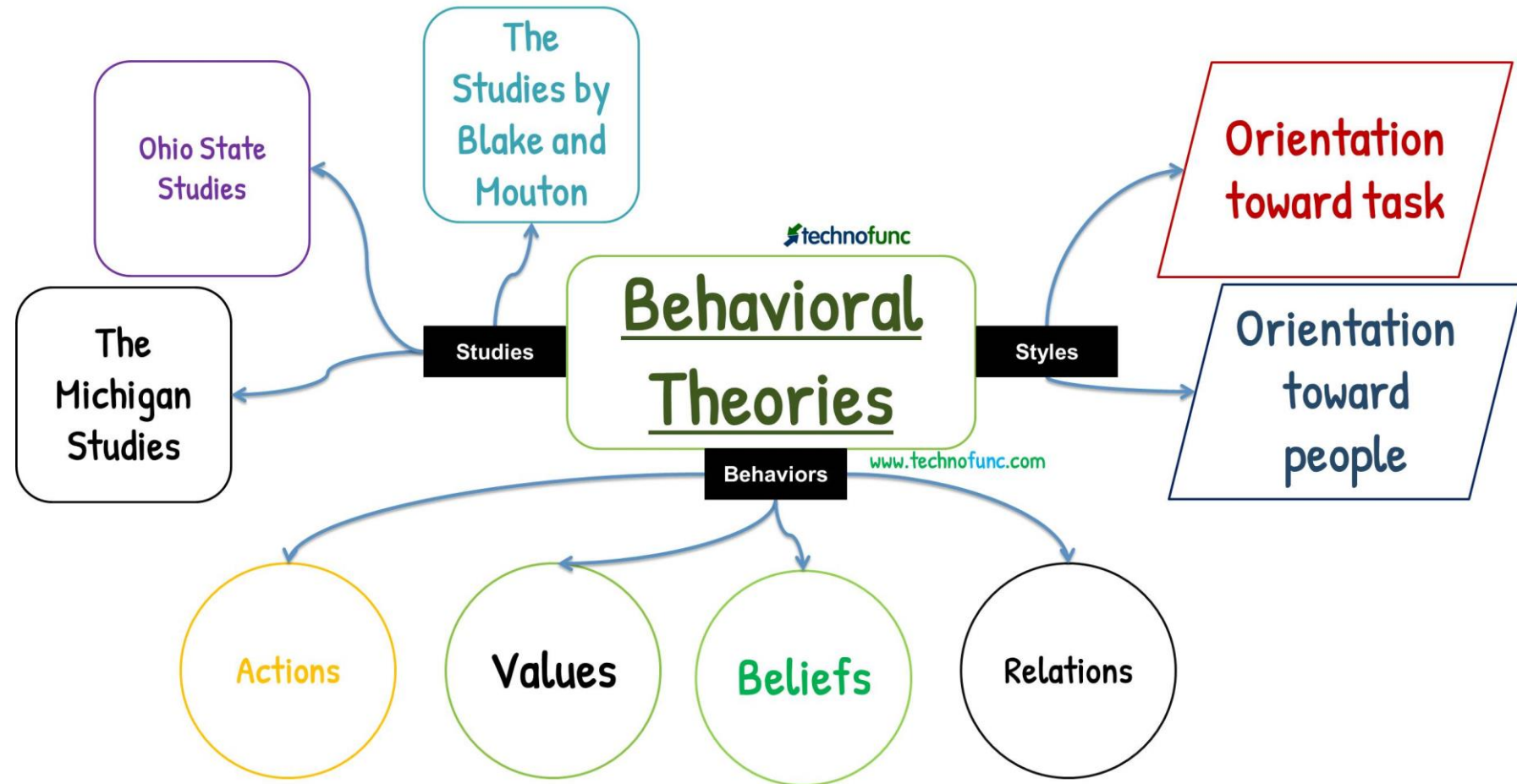


Don't be afraid, you can do it.

Steve Jobs



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4. Transactional & Transformational Theories

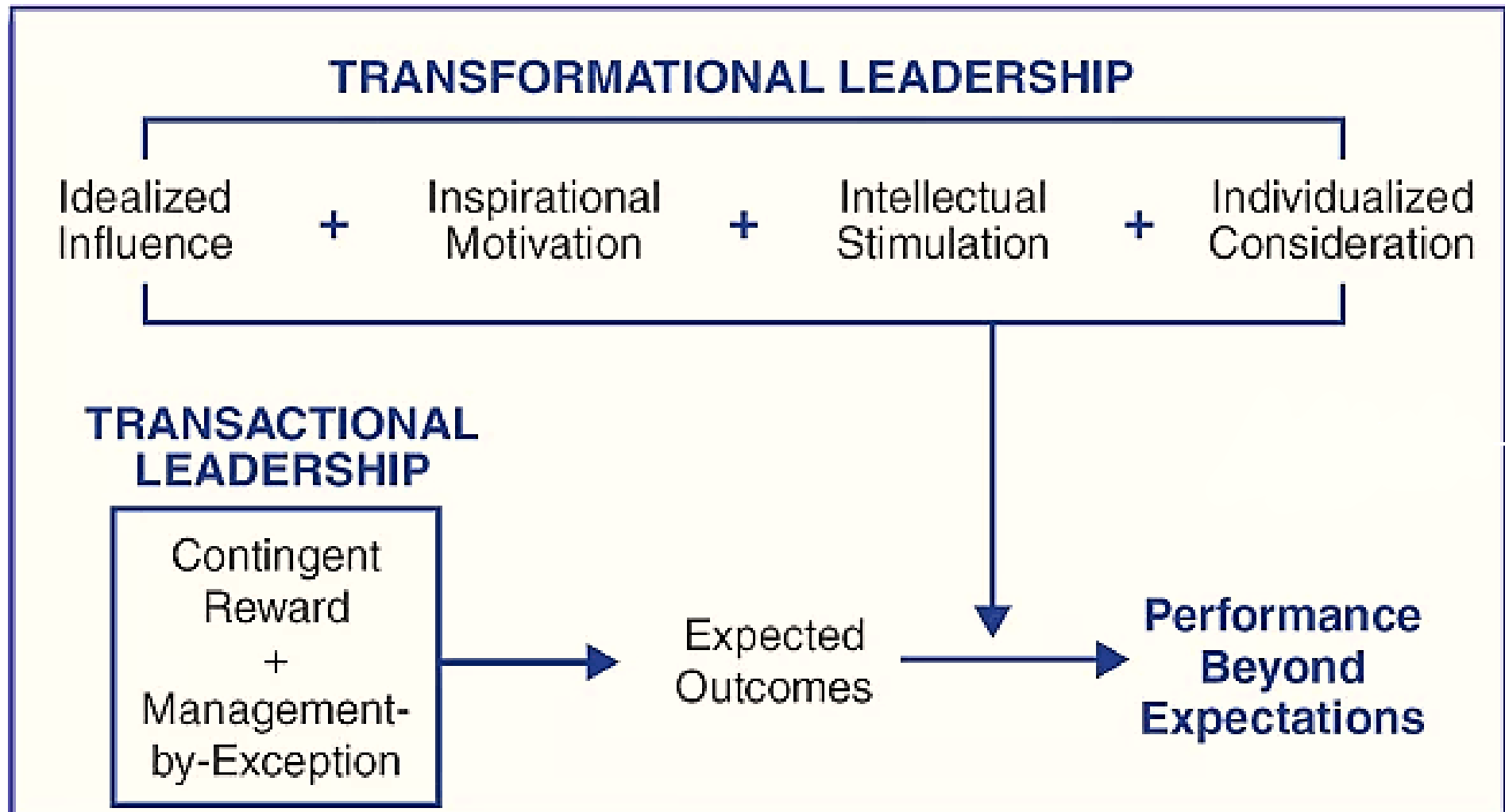
A different view, popularized by James MacGregor Burns, contrasts two styles of leadership: transactional and transformational.

- ❑ **Transactional Leader:** One who guides or motivates their followers in the direction of established goals by clarifying role and task requirements.
- ❑ **Transactional leadership** views leadership as based on transactions between leader and followers. Thus rewards, punishments, exchanges (economic, emotional, physical) and other such "transactions" are the basis of leadership.
 - An organization leads by paying you and telling you what you need to do; you respond by doing what you need to do efficiently and well, and the organization will prosper.

4. Transactional & Transformational Theories

- ❑ **Transformational Leader:** 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).
- ❑ **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.
- ❑ **A transactional leader** thinks of improvement or development as doing the same thing better: an organization that reaches more people, a company that makes more money.
- ❑ **A transformational leader** thinks about changing the world, even if only on a small scale.

4. Transactional & Transformational Theories



W4 Lecture

6. Neo-Charismatic Theories

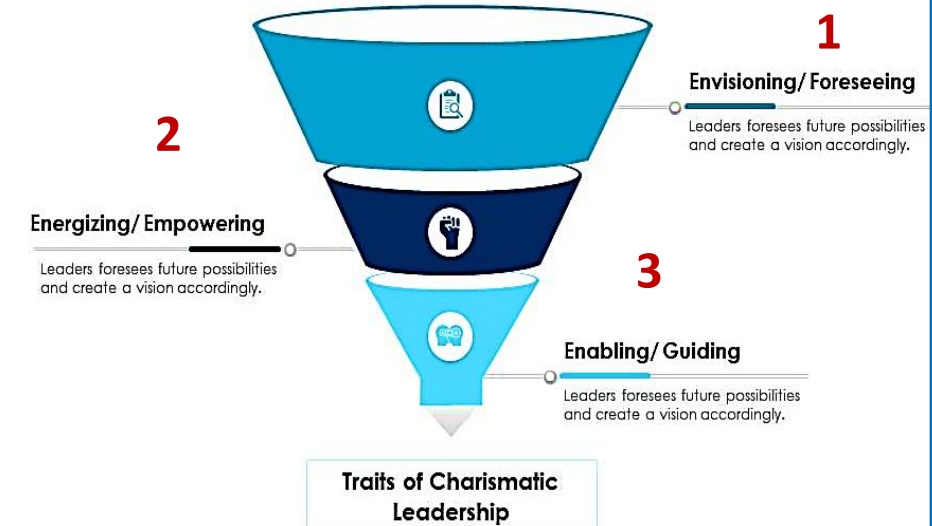
The Charismatic Leader

- ❑ Charismatic leaders may affect an organization and the individuals they lead in a strong, positive way.
- ❑ However, this leadership style can also lead to dangerous situations if used in the wrong manner.
- ❑ Charismatic leadership is defined by three behavioral dimensions: envisioning (communication about vision), energizing (communication about passion), and enabling (communication about care and support).

3Es: Envisioning, Energizing, Enabling
“Vision, Passion, and Care”

Charismatic Leadership Theory

The purpose of this slide is to provide the charismatic theory of leadership to possess some extraordinary and exceptional qualities to become an effective leader.



W4 Lecture

6. Neo-Charismatic Theories

Five Principles Of Visionary Leadership

- **Challenge the Process** - Be a pioneer - encourage innovation and support people with ideas.
- **Be Enthusiastic** - Inspire others through personal enthusiasm to share in a common vision.
- **Help Others to Act** - Be a team player and support the efforts and talents of others.
- **Set the Example** - Provide a consistent role model of how others can and should act.
- **Celebrate Achievements** - Bring emotion into the workplace and rally "hearts" as well as "minds."



W5 – Lecture 4



Leadership styles

- ❑ Leaders' styles encompass how they relate to others within and outside the organization, how they view themselves and their position, and - to a very large extent - whether or not they are successful as leaders.
- ❑ If a task needs to be accomplished, how does a particular leader set out to get it done? If an emergency arises, how does a leader handle it? If the organization needs the support of the community, how does a leader go about mobilizing it? All of these depend on leadership style.

- ❑ We will focus on individual leaders, but leadership can be invested in a team, or in several teams, or in different people at different times.
- ❑ Many - perhaps most - organizations have several levels of leadership, and thus many leaders.
- ❑ The style of an organization's leadership is reflected in both the nature of that organization and its relationships with the community.
- ❑ If a leader is suspicious and jealous of power, others in the organization are likely to behave similarly, in dealing with both colleagues and the community.
- ❑ If a leader is collaborative and open, this behavior is likely to encourage the same attitudes among staff members, and to work collaboratively with other organizations.

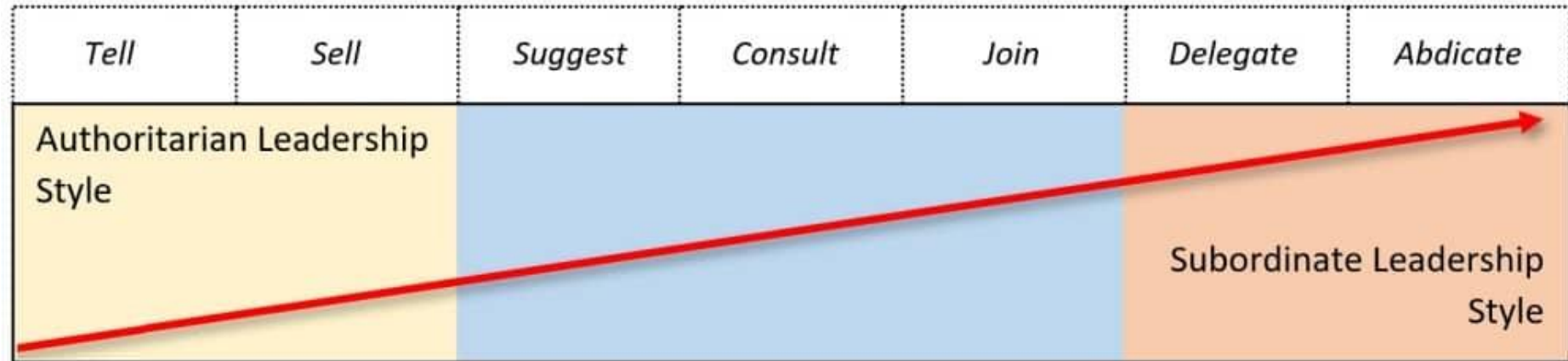
- ❑ 2. **Managerial.** The leader who sees him/herself as a manager is concerned primarily with the running of the organization. Where it's going is not at issue, as long as it gets there in good shape. The leader may pay attention to relationships with and among staff members, but only in the service of keeping things running smoothly. Depending upon the nature and stability of the organization, the main focus may be on funding, on strengthening the organization's systems and infrastructure (policies, positions, equipment, etc.), or on making sure day-to-day operations go well (including making sure that everyone is doing what he's supposed to).



- ❑ 4. **Collaborative.** A collaborative leader tries to involve everyone in the organization in leadership. The leader is truly first among equals, in that he/she may initiate discussion, pinpoint problems or issues that need to be addressed, and keep track of the organization as a whole, rather than of one particular job. But decisions are made through a collaborative process of discussion, and some form of either majority or consensus agreement. Toward that end, a collaborative leader tries to foster trust and teamwork among the staff as a whole.



Tannenbaum and Schmidt Continuum of Leadership



1. Leader makes all decisions and announces them after the fact.

2. Leader makes all decisions and tries to sell the benefits.

3. Leader develops ideas and invites questions from others.

4. Leader presents their choice but is open to change.

5. Leader presents problems, invites suggestions, makes decision.

6. Leader sets framework then asks group to make a final decision.

7. Leader allows group choice, with only constraints being those beyond the manager's control.



What is an appropriate style?

- ❑ There are at least two other factors that have to be considered when choosing a leadership style.
 1. Leadership style must be consistent with what people in the organization expect. You can try to change their expectations and perceptions of how an organization should be run - that's part of leadership - but you have to start by meeting them at least halfway, or you'll never get close enough to talk about it.

What is an appropriate style?

2. Finally, your style needs to be consistent with the goals, mission, and philosophy of your organization. An organization cannot remain faithful to its mission if its internal structure is at odds with its guiding principles. An organization dedicated to empowerment of the target population, for instance, must empower its staff as well. For most grass roots and community-based organizations, this consistency would mean using some variation of a democratic or collaborative style.

- ☐ What kind of leader do you want to be? Perhaps even more important, how would you be most effective as a leader? What kind of leadership style would be of the most benefit to your organization, and would allow you to be the best leader you could be?
- ☐ Most real leaders use a combination of styles.

Develop a leadership style

Finally, Leadership style depends on the leader's and organization's conception of what leadership is, and on the leader's choice of leadership methods. Depending how those fit together, a leader might adopt one of a variety styles, each reflected in the way the organization operates and the way its staff members relate to one another. Some (very stereotyped) possibilities:

- Autocratic - totally in control, making all decisions himself
- Managerial - concerned with the smooth operation, rather than the goals and effectiveness, of the organization
- Democratic - consulting with others, encouraging equality within the organization, but making final decisions herself
- Collaborative - sharing leadership, involving others in all major decisions, spreading ownership of the organization.



Develop a leadership style

- ❑ Another way of looking at leadership is to categorize it as either transactional or transformational.
- ❑ Combining this view with that based on the four styles makes it easier to understand how leaders operate and make decisions. It also makes clear that different styles may be appropriate for different purposes, and that most leaders shift back and forth among several in the course of a day, even if there is one that characterizes them.
- ❑ You can choose and develop leadership styles and skills by assessing your own tendencies and talents; understanding the needs of the organization or initiative; observing other leaders and finding a mentor; believing in yourself and being prepared to change.



W6 – Lecture 5



❑ 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.

Digital Transformation Pyramid



- ❑ 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.
- ❑ Industry 4.0 is revolutionizing the way companies manufacture, improve and distribute their products. It focuses on the combination of Digital Transformation and Digitalization.

❑ 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?

❑ **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.*



- ❑ 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.

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.



W7 – Lecture 6

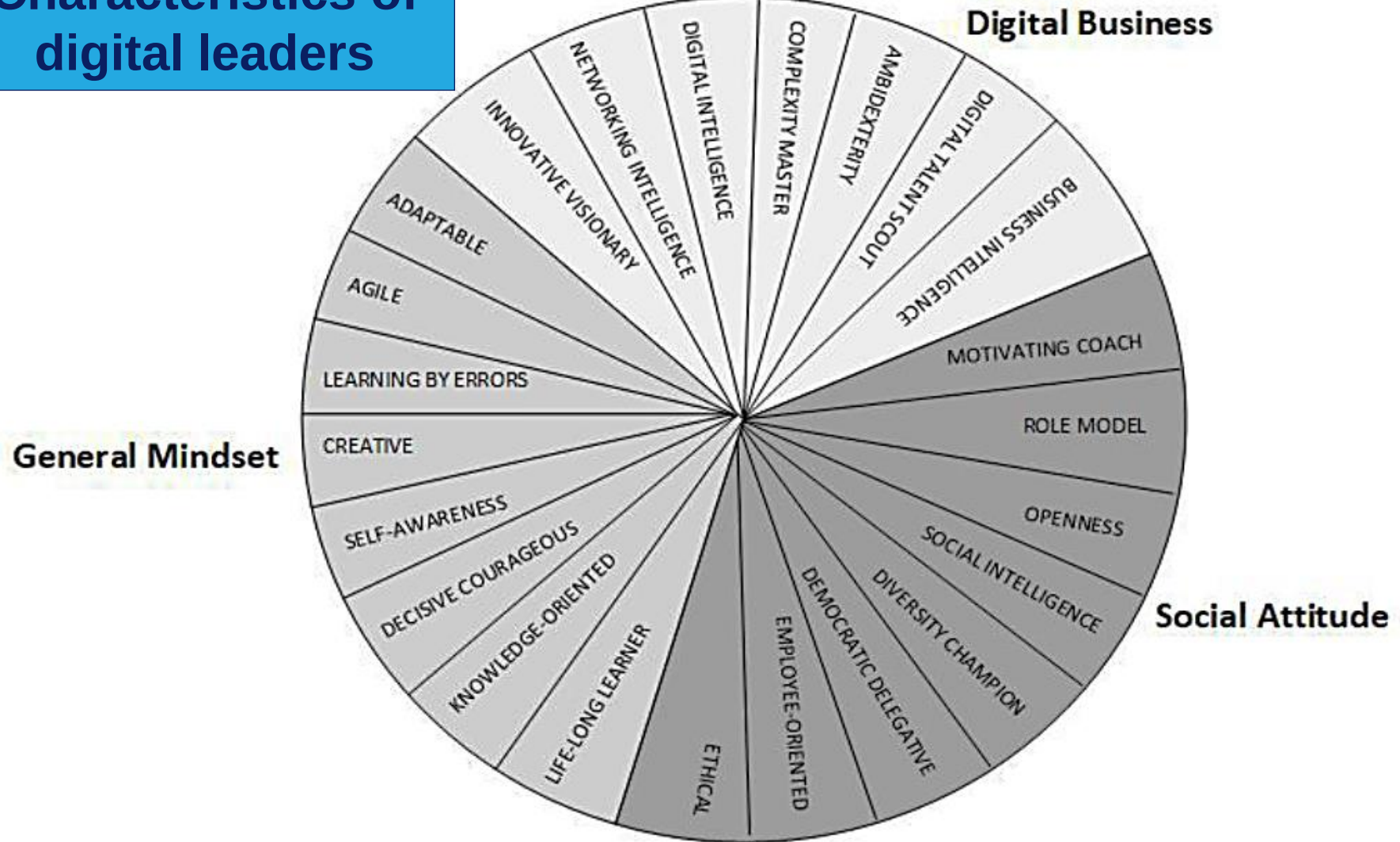


- ❑ Digital leaders act on **three levels**:
 - they encourage members of the organization to consolidate knowledge gained through their individual activities,
 - they consolidate and share knowledge within the team or group to foster deeper understanding,
 - they mediate knowledge between members of the organization or groups, and they bring outside knowledge into the organization .

- ❑ Digital leaders are responsible for maintaining effective communication with employees, the executive team, and the information technology team inside the business, as well as coordinating across these three groups in order to realize digitalization or digital applications.
- ❑ Digital leaders must be transparent, unbiased, and sympathetic in order to facilitate communication between these three groups and to resolve inter-unit issues.

- ❑ According to the evaluations, digital leaders possess a specific amount of digital expertise and experience, a vision for businesses to achieve their digital goals, and the ability to adjust their ideas and policies to changing situations.
- ❑ Due to the qualities of digital leadership, it can be compared to other leadership styles. Digital leadership practices are inextricably linked to emotional intelligence and leadership types such as transformational and transactional leadership

Characteristics of digital leaders



Source: Klein, M. (2020). Leadership Characteristics in the Era of Digital

8 components of digital leadership

1. Media competence: An effective digital leader is technically savvy and knows digital programs and media so well they can use them optimally to achieve business goals.

2. Agility: Nowadays, the demands placed on companies change frequently and at high speed. Being able to react flexibly to these changes is essential to remain competitive. Complex tasks can no longer be planned in detail over the long term, especially when it comes to digital and IT-related projects.

Components for effective Digital Leadership



Media competence



Agility



Personal responsibility and autonomy



Interconnected thinking and acting



Innovation and vision



Clear communication



Focus on people



Transparency

6. Conflict resolution skills

- ❑ Understand an argument's structure (including issues, rationale, and conclusions).
- ❑ Know that language and persuasion have a powerful impact on the portrayal and Conflict occurs when two or more people's interests are not in alignment with each other. It can also occur due to an individual's biases, cultural beliefs, social status, and other factors determining which values they prioritize above the ones others might not.
- ❑ Conflict is an inevitable part of any organization, whether it is between co-workers, managers and employees, or different departments within the company. While conflict can sometimes be beneficial, allowing for creativity and different perspectives to be brought to the table, it can also quickly escalate and become detrimental to the business.
- ❑ Generally, conflict should not be considered good or bad, rather it may be viewed as a necessity to facilitate meaningful relationships between people and groups.



W8 – Lecture 7



Action-Centered Leadership: **The Task**

- ❑ Identify aims and vision for the group, purpose, and direction - define the activity (the task)
- ❑ Identify resources, people, processes, systems and tools (inc. financials, communications, IT)
- ❑ Create the plan to achieve the task - deliverables, measures, timescales, strategy and tactics
- ❑ Establish responsibilities, objectives, accountabilities and measures, by agreement and delegation
- ❑ Set standards, quality, time and reporting parameters
- ❑ Control and maintain activities against parameters
- ❑ Monitor and maintain overall performance against the plan
- ❑ Report on progress towards the group's aim
- ❑ Review, re-assess, and adjust plan, methods and targets as necessary

Action-Centered Leadership: **Individuals**

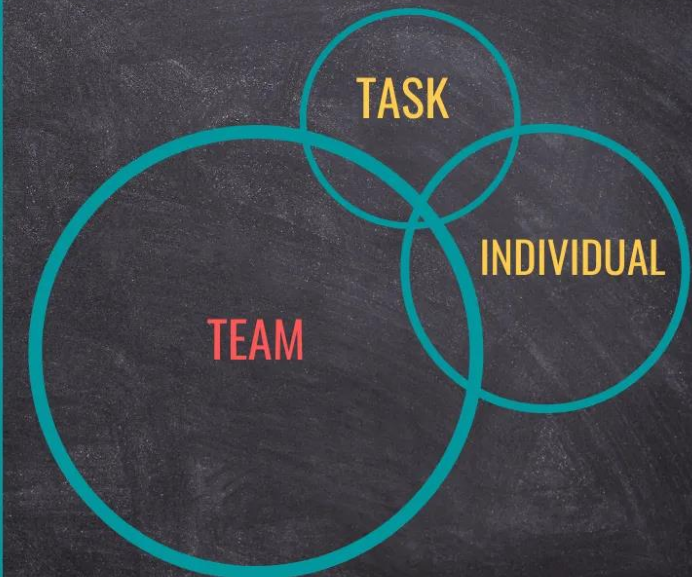
- ☐ Understand the team members as individuals - personality, skills, strengths, needs, aims and fears
- ☐ Assist and support individuals - plans, problems, challenges, highs and lows
- ☐ Identify and agree on appropriate individual responsibilities and objectives
- ☐ Give recognition and praise to individuals - acknowledge effort and good work
- ☐ Where appropriate reward individuals with extra responsibility, advancement and status
- ☐ Identify, develop and utilize each individual's capabilities and strengths
- ☐ Train and develop individual team members
- ☐ Develop individual freedom and authority

Action-Centered Leadership: **Team**

- ☐ Establish, agree and communicate standards of performance and behavior
- ☐ Establish a style, culture and approach of the group - soft skill elements
- ☐ Monitor and maintain discipline, ethics, integrity and focus on objectives
- ☐ Anticipate and resolve group conflict, struggles or disagreements
- ☐ Assess and change as necessary the balance and composition of the group
- ☐ Develop team-working, cooperation, morale and team spirit
- ☐ Develop the collective maturity and capability of the group - progressively increase group freedom and authority
- ☐ Encourage the team towards objectives and aims - motivate the group and provide a collective sense of purpose
- ☐ Identify, develop and agree on the team- and project-leadership roles within the group
- ☐ Enable, facilitate and ensure effective internal and external group communications
- ☐ Identify and meet group training needs
- ☐ Give feedback to the group on overall progress; consult with, and seek feedback and input from the group

- ❑ If your diagram presents a large circle for the team element, then you are more oriented towards a team-focused leadership style.
- ❑ This means that you tend to focus more on team cohesion and less on task completion and the individuals within the team.

TEAM
ORIENTED
LEADER



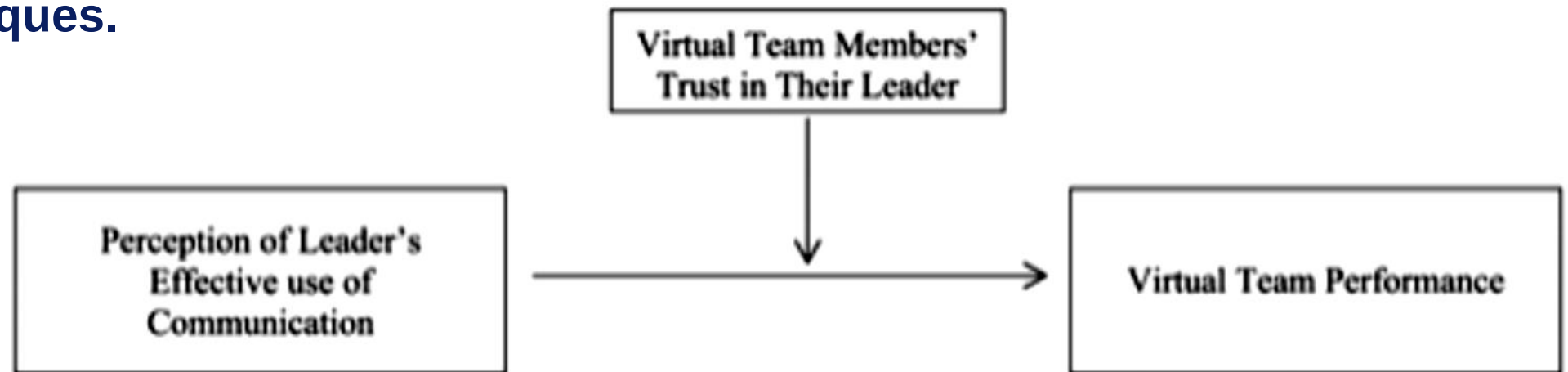
Adaptability of virtual teams

- ❑ Development and change are continuous in the current era of the knowledge culture. Successful changes in organizations and teams, require adaptability.
- ❑ **Adaptability** can be described as a capacity to understand and comprehend changes and as a willingness to being flexible and open-minded.
- ❑ The importance of adaptability of team members in virtual teams, states that adaptive team members form an adaptive virtual time, which in turn contributes to the organization's goals and outcomes.



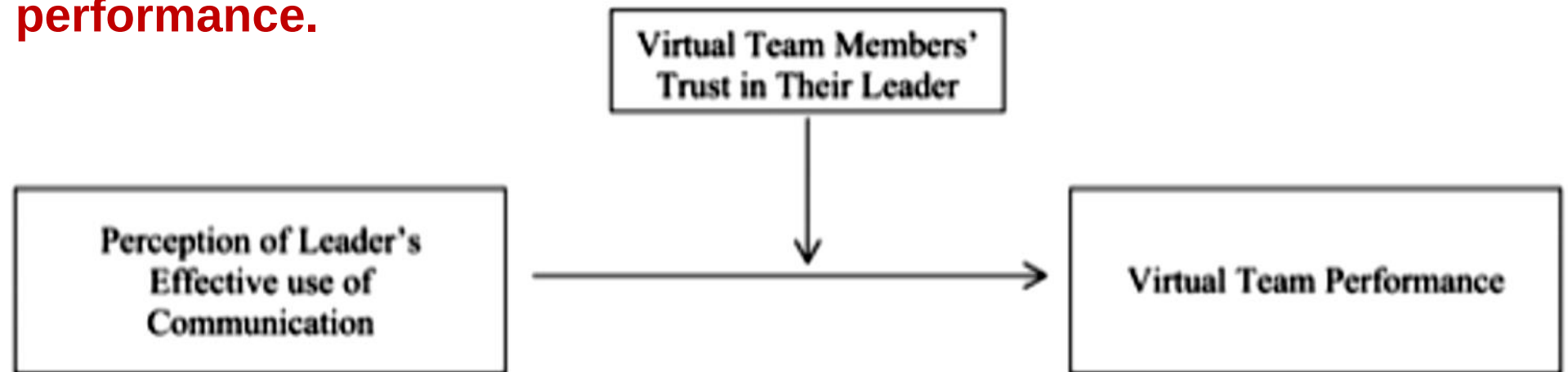
Trust in virtual teams

- ❑ Studies showed that **trust is highly associated with leadership**, which makes leadership in virtual teams a higher factor for successful outcomes. The study showed that a strong connection between leadership skills and trust. The study examined how lack of in-person interactions affect trust in teams. Results showed that in order for a virtual team to be efficient and effective, lack of in-person interaction must be replaced by a leader's effectiveness and proper use of correct communication tools and techniques.



Trust in virtual teams

- ❑ Performance level and behavioral controls affect trust in virtual teams. Studies showed that **team members, who are required to use behavioral controls**, for instance weekly reports, **are more likely to lack faith in the virtual team**. Furthermore, studies showed that **highly performing virtual teams are more successful in maintaining high levels of trust**. Team performance is also affected by the effectiveness of communication in virtual teams and studies showed that **a higher level in trust improves a team's performance**.



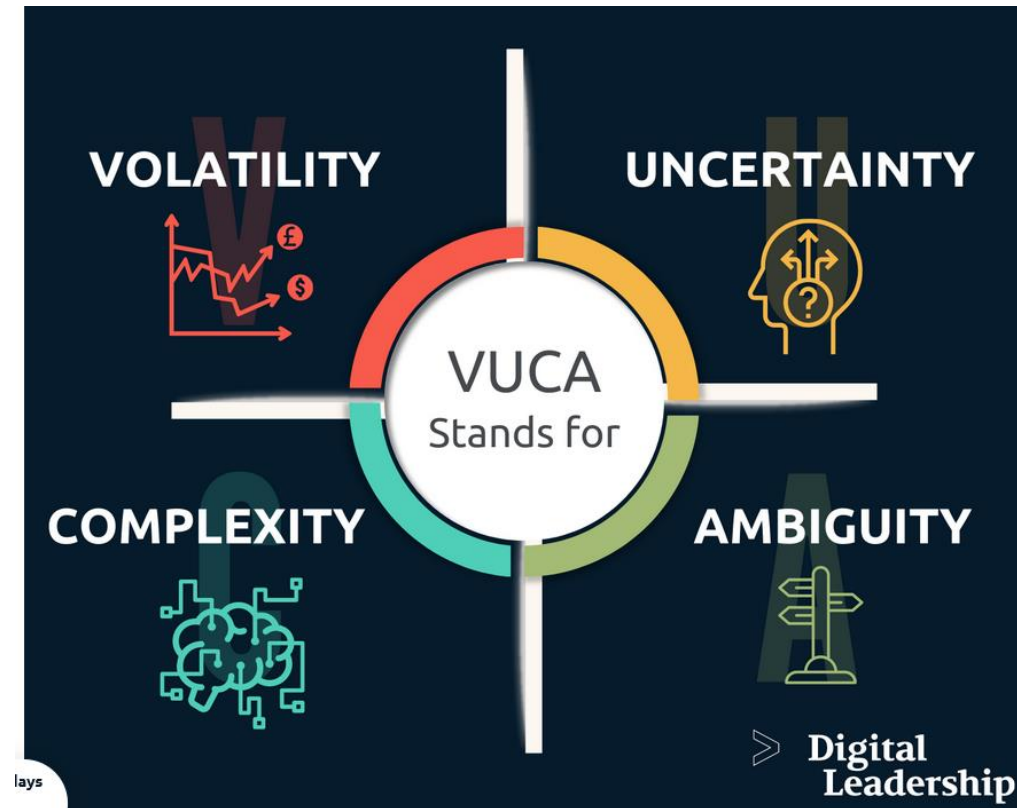
W9 – Lecture 8



- ❑ There have been many changes in Information and Communication Technology, and one thing that can be noticed was it is very agile and dynamic. The U.S. military coined the acronym VUCA (volatility, uncertainty, complexity, and ambiguity) in the late 1990s, and it has become general shorthand for conditions leaders may encounter especially in digital transformation context and leaders need to be prepared for many types of turbulence or upheaval.

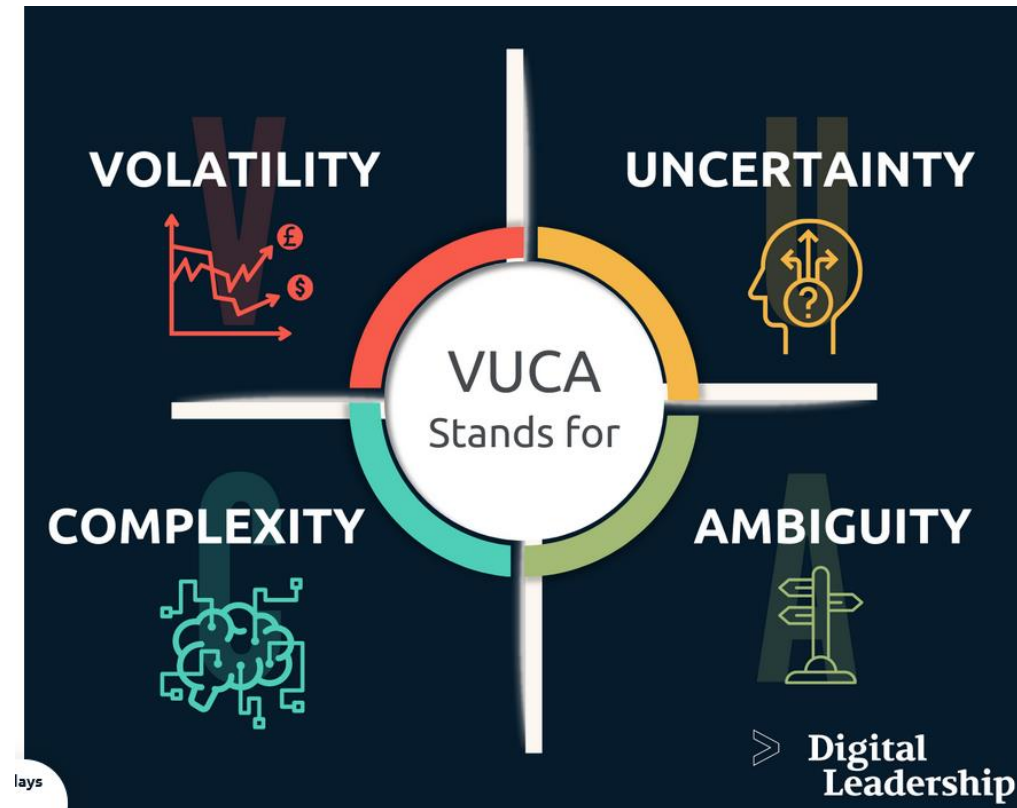
Volatility in VUCA stands for the fact that we live in a world that is constantly changing, becoming more unstable, more unpredictable and more rapid. Volatility refers to frequent and strong changes in the market environment.

Uncertainty in VUCA stands for the rapidly decreasing predictability of events, forecasts, and experiences from the past as a basis for shaping the future losing their validity and relevance.



Complexity in VUCA stands for the fact that our world is more complex than ever. What is the cause? What is the effect? – Problems and their effects are becoming more complex and harder to understand. Decisions become an uncontrollable web of reaction and counter-reaction.

Ambiguity refers to the ambiguity of the information situation. Information that can be interpreted in different ways carries a high risk and often leads to wrong decisions.



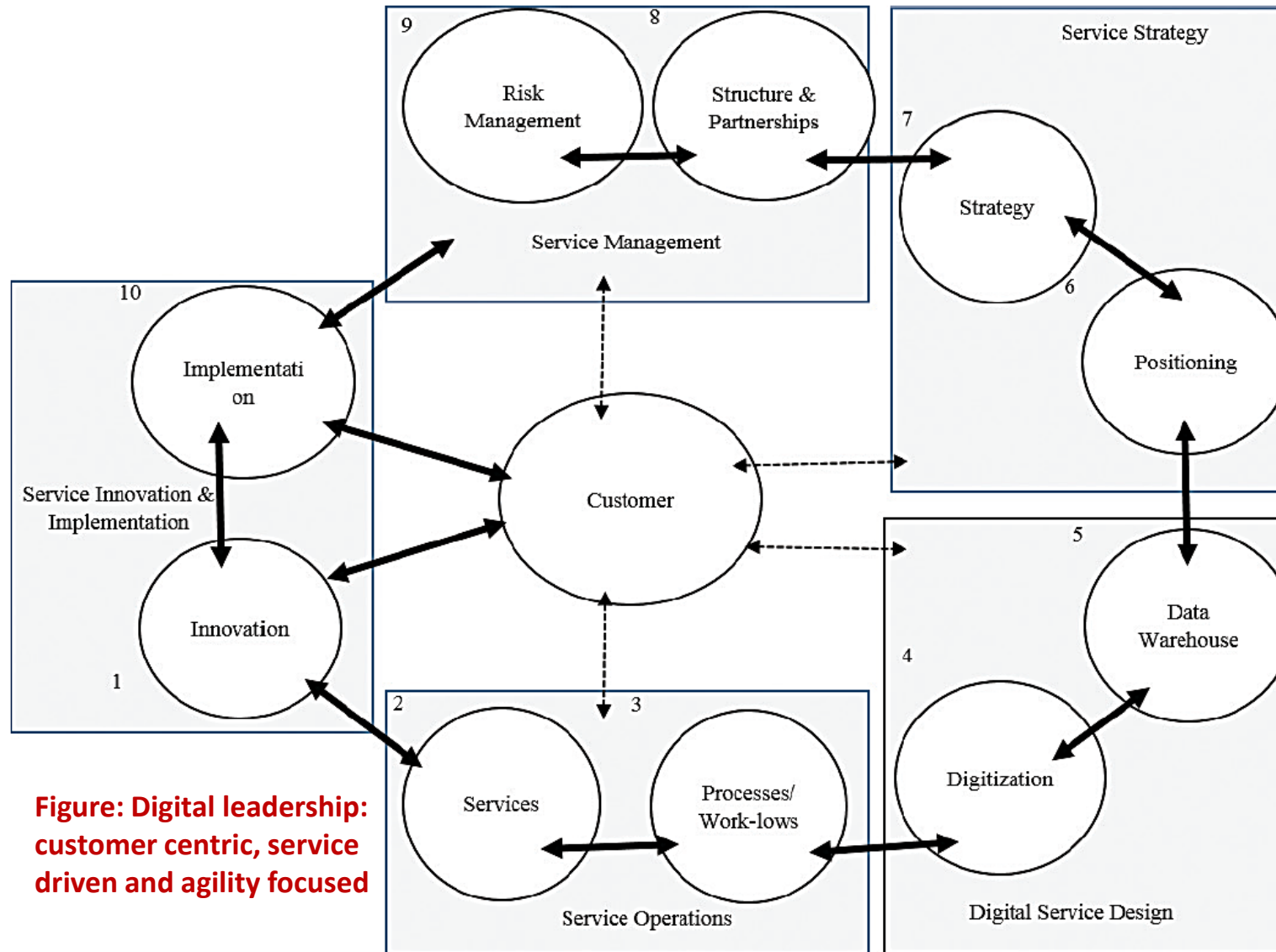


Figure: Digital leadership: customer centric, service driven and agility focused

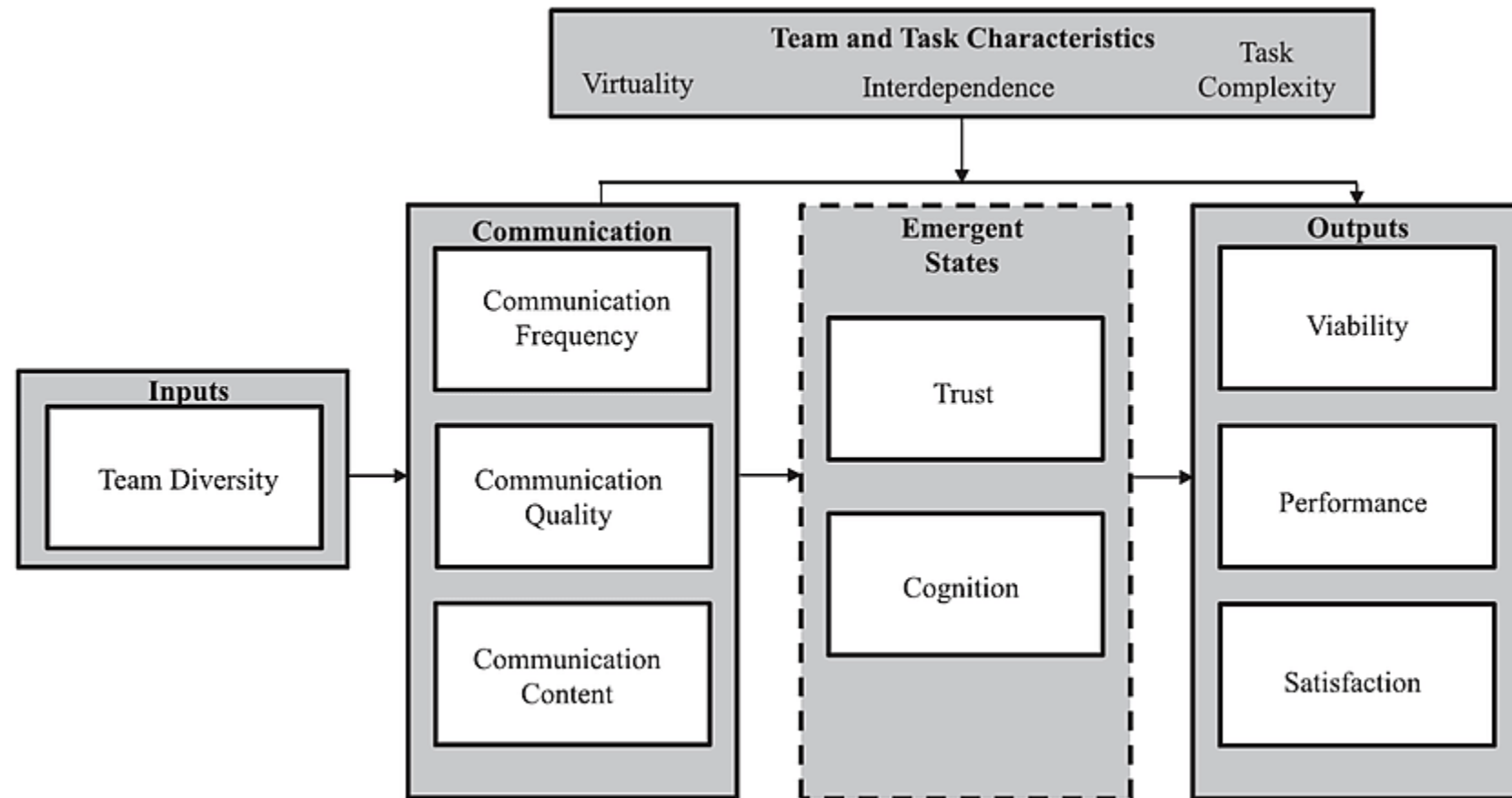
- ❑ This model is customer-centric in value creation, service-driven and evolving as customer expectations and technologies change and agility-focused to support configurability in both the design and delivery of the services.

Effective Communication in virtual organizations

- ❑ Virtual teams communicate via ICT (e.g., email, web conferencing, instant messaging and telephone)
- ❑ Communication in virtual teams separate from communication in traditional teams, as a result of lack of in-person interaction.
- ❑ Poor communication quality is the main problem in virtual teams and that most effort was put in improving communication.
- ❑ A study showed that communication quality – in means of poor communication quality - is a primary reason for failure in virtual teams. All in all, the study showed that communication is the primary factor affecting team effectiveness.

Effective Communication in virtual organizations

- ❑ The process of communication in virtual teams include various factors, however, communication is highlighted as the leading aspect, as shown in the figure.



Effective Communication in virtual organizations

Communication skills and key functions needed in an organization

- ❑ Communication skills includes “The ability to convey information effectively and efficiently through verbal and non-verbal communication”.
- ❑ Companies today are interested in employing people with skills in communication, teamwork, problem-solving, initiative, planning, organizing, self management, learning and technology. The growing interest in these skills are correlating with the development and increase of virtual teams.

Competence area	Competences
1. Information and data literacy	1.1 Browsing, searching and filtering data, information and digital content 1.2 Evaluating data, information and digital content 1.3 Managing data, information and digital content
2. Communication and collaboration	2.1 Interacting through digital technologies 2.2 Sharing through digital technologies 2.3 Engaging in citizenship through digital technologies 2.4 Collaborating through digital technologies 2.5 Netiquette 2.6 Managing digital identity



3. Digital content creation	3.1 Developing digital content 3.2 Integrating and re-elaborating digital content 3.3 Copyright and licenses 3.4 Programming
4. Safety	4.1 Protecting devices 4.2 Protecting personal data and privacy 4.3 Protecting health and well-being 4.4 Protecting the environment
5. Problem solving	5.1 Solving technical problems 5.2 Identifying needs and technological responses 5.3 Creatively using digital technologies 5.4 Identifying digital competence gaps



W10 – Lecture 9



- ❑ Combined with the Internet and personal computing, digital media has caused disruption in publishing, journalism, entertainment, education, commerce and politics.
- ❑ Digital media has also posed **new challenges** to copyright and intellectual property laws, fostering an open content movement in which content creators voluntarily give up some or all of their legal rights to their work.
- ❑ The ubiquity of **digital media and its effects on society** suggest that we are at the start of a new era in industrial history, called the Information Age, perhaps leading to a paperless society in which all media are produced and consumed on computers.



- ❑ **Privacy** is one of the main concerns that has emerged with these new changes, as many aspects of our lives leak into cyberspace. New tools such as cell phones and digital cameras can invade one's privacy, unbeknownst to the victim.
- ❑ Although some people choose to share images with others online, it has also become apparent that others can capture images without consent, and share them online without the knowledge of the victim, risking their reputation, credibility, and relationships.
- ❑ The issue of privacy also interacts with cultural differences. Some cultures have different standards and expectations of communicative practices and privacy than others.



- ❑ The leaders blog is less visible. The possible explanation is that the companies have managers and leadership and are not concerned with the transmission of the vision and mission of the organization they lead.
- ❑ The image transmitted through social media organization should be related to existing organizational culture type. A negative image transmitted from the organization can harm fragile company.
- ❑ This may however have a **boomerang effect** on employees: if their organization is in decline, their own situation may be endangered, employees are the ones who bear direct consequences.



The boomerang effect is a situation where people tend to pick the opposite of what something or someone is saying or doing because of how it is presented to them.

Why practice ethical leadership?

- ☐ Ethical leadership models ethical behavior to the organization and the community.
- ☐ Ethical leadership builds trust.
- ☐ Ethical leadership brings credibility and respect, both for you and for the organization.
- ☐ Ethical leadership can lead to collaboration.
- ☐ Ethical leadership creates a good climate within the organization.
- ☐ If you have opposition, or are strongly supporting a position, ethical leadership allows you to occupy the moral high ground.
- ☐ Ethical leadership is simply the right way to go.
- ☐ Ethical leadership affords self-respect.

Uniqueness of media companies

- ❑ Media companies are social organizations, usually with complex structures, and regulate a series of activities that must be organized and implemented to develop it. They are also important because they exist, because the role they play is to inform, entertain, while others are focused to the social role in order to contribute to development and the correct working of democracy, owing to its controller role. And also, some of them work with a mixture of them.
- ❑ The management of media companies requires making-decisions that incorporate efficiently the content and the audience, where it is understood as all people participating in a communication channel.

- ❑ Therefore, the important aspect in media products is the capacity to satisfy the needs and wishes of the potential clients by means of providing informative, persuasive or entertaining content and not during the material process which tend to be similar. Furthermore, one of the main characteristics that the assets share, such as content, is the multiplication of utilities that can produce. In that sense, they are considered as dual assets, as I previously mentioned, because they are aimed to audience and advertisers who hope to get the attention of that audience.
- ❑ So, most of the society perceives the communication media as a bridge between both; customers see a supermarket where supply and demand are together, and a place where these two customers can satisfy their needs.

W11 – Lecture 10



Developing a Plan for Building Leadership

Why do you need a plan for building leadership?

A plan will get you where you want to go.

A simple leadership plan is just a list of leadership development goals, with a timeline and some actions for accomplishing the goals.

When do you develop a plan?

At the very beginning.

If you haven't done it already, do it now.

Every person needs to continue learning and growing in order to meet the challenges around them.



Building Leadership: 11 Steps

11. Indicate how you will build a great group with strong leadership.

Communicate how you will:

- ☐ Find and attract talented people.
- ☐ Create a situation in which people can apply their talents.
- ☐ Get great projects in which people can work together.
- ☐ Assure that the right people are in the right jobs.
- ☐ Protect members from distractions and demands of the broader environment.
- ☐ Build bridges to those people and resources that can help.
- ☐ Prompt reflection on the meaning of the work.
- ☐ Maintain a climate of optimism in the group.

How to Develop a Personal Leadership Philosophy?

The **four key components** of your personal leadership philosophy are defined as follows:

- ❑ **Theory:** This refers to how you define leadership.
- ❑ **Attitude:** This refers to your feelings about approaching leadership.
- ❑ **Guiding principles:** Your guiding principles refer to your personal beliefs and values you consider when leading others.
- ❑ **Behavior:** Your behavior refers to the way you conduct yourself to ultimately reach a favorable outcome.



How to Develop a Personal Leadership Philosophy?

Why is a personal leadership philosophy important?

- ❑ A personal leadership philosophy is important for several reasons, regardless of your company size. Here are the three benefits of having a personal leadership philosophy:
- ❑ Defines your character: Having a personal leadership philosophy will help you understand your character. This is important because your character affects how you interact with others and in various situations.
- ❑ Provides consistency: When you have a personal leadership philosophy, you're more apt to be consistent with your actions and behaviors.
- ❑ Fosters collaboration: This type of philosophy also helps foster meaningful collaboration. Once your employees understand why you act the way you do, they'll be more apt to collaborate with you because they're aware and comfortable with your leadership style.

3. Start writing your personal leadership philosophy

- ❑ Next, begin writing your personal leadership philosophy. If you write your philosophy, it will help you gather your thoughts and ensure you state all you want to. Doing so will also keep you accountable.
- ❑ Use the four components of a personal leadership philosophy mentioned previously as you write. This includes theory, attitude, principles and behavior.



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Thank You!