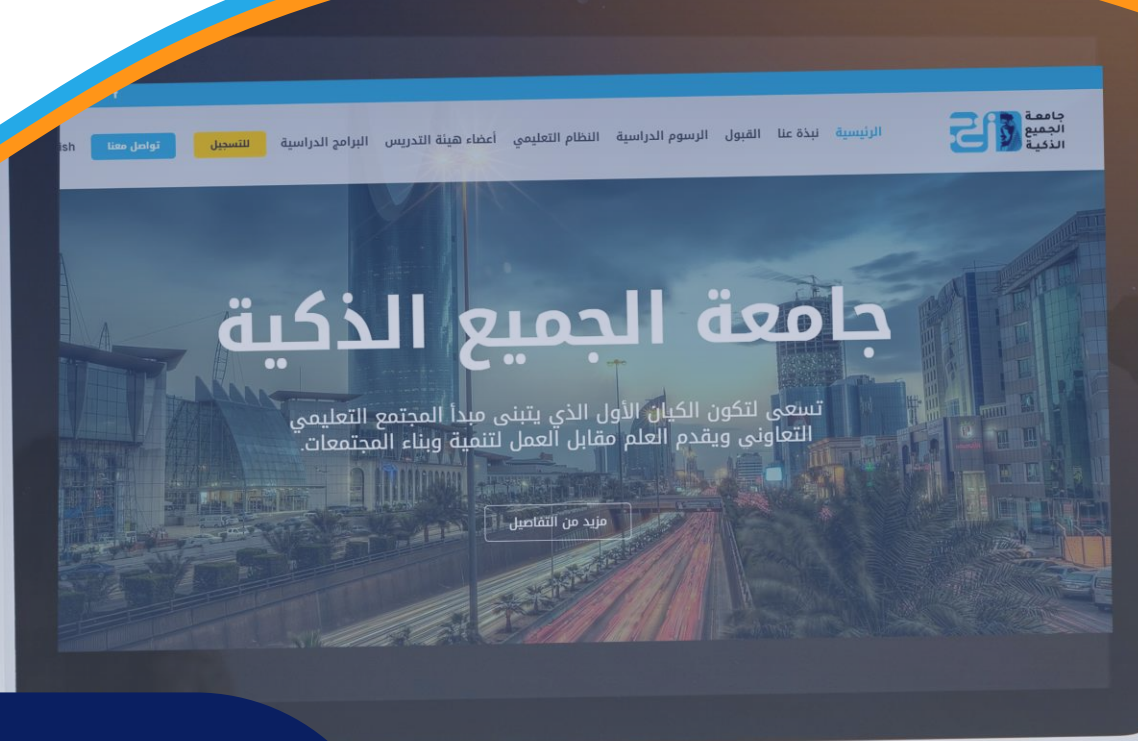




جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY



Digital Media Leadership
Prepared by Dr. Doaa Rady
W7 Lecture

DGM 726
Master of Digital Media



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W7 Lecture outline

Last Lecture, we leaned 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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W7 Lecture outline

Today's Lecture we will Know about

☐ Digital Leaders

☐ 8 components of digital leadership

1. Media competence,
2. Agility,
3. Personal responsibility and autonomy,
4. Interconnected thinking and acting,
5. Innovation and vision,
6. Clear communication,
7. People in focus,
8. Transparency

☐ 8 key leadership strengths

1. Self-awareness,
2. communication,
3. Presentation Skills,
4. negotiation
5. Critical Thinking,
6. Conflict resolution skills,
7. creative problem-solving,
8. Decision Making



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W7 Lecture Objectives

Introduction & Learning Outcomes

- ❑ Digital leadership, however, doesn't just happen like that, it has to be learned. Simply knowing the current technologies and transferring traditional management tools one-to-one to the virtual space is not enough to meet the demands of modern everyday working life. Instead, you need a new way of working, tailored to digital transformation and true "digital leaders" who lead by example.
- ❑ Learn about digital leaders and the strengths they should have.
- ❑ Learn about the 8 components of digital leadership



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W Lecture

Leadership Self-Assessment



Leadership Self-Assessment Exercise

The Interpersonal Skills Checklist

- **Instructions:** Below are a number of specific aspects of **behavior** that suggest that a person needs to improve his or her **interpersonal skills** related to **leadership and influence**. Check each statement that is generally true for you.
- You can add to the **reliability** of this exercise by asking one or two other people who know you well to rate you. Then compare your self-analysis with their analysis of you.

Leadership Self-Assessment Exercise

Scale Statements: Developmental Needs and Areas for Improvement

The Interpersonal Skills

1. I'm too shy and reserved. أنا خجول جداً ومتحفظ.
2. I bully and intimidate others too frequently. أنا أتمر وأرهب الآخرين بشكل متكرر.
3. I tell others what they want to hear rather than emphasizing the truth. أقول للآخرين ما يريدون سماعه بدلاً من التأكيد على الحقيقة.
4. I have trouble expressing my feelings. أجد صعوبة في التعبير عن مشاعري.
5. I make negative comments about group members too readily. أنا أدلي بتعليقات سلبية حول أعضاء المجموعة بسهولة شديدة.
6. Very few people pay attention to the ideas I contribute during a meeting. قلة قليلة من الناس ينتبهون إلى الأفكار التي أسهمت بها خلال الاجتماع.



Leadership Self-Assessment Exercise

The Interpersonal Skills

7. My personality isn't colorful enough. شخصيتي ليست ملونة بما فيه الكفاية.
8. People find me boring. الناس يجدونني مملاً.
9. I pay too little attention to the meaning behind what team members and coworkers are saying. إنني لا أهتم كثيراً بالمعنى الكامن وراء ما يقوله أعضاء الفريق وزملاء العمل.
10. It is very difficult for me to criticize others. من الصعب للغاية بالنسبة لي انتقاد الآخرين.
11. I'm too serious most of the time. أنا جاد للغاية في معظم الأوقات.
12. I avoid controversy in dealing with others. أتجنب الجدل في التعامل مع الآخرين.



The Interpersonal Skills

13. I don't get my point across well. لا أعبر عن وجهة نظري بشكل جيد.
14. It's difficult for me to make small talk with others. من الصعب على إجراء محادثة قصيرة مع الآخرين.
15. I boast too much about my accomplishments. أنا أفخر كثيراً بإنجازاتي.
16. I strive too much for individual recognition instead of looking to credit the team. أنا أبذل قصارى جهدي للحصول على التقدير الفردي بدلاً من التطلع إلى تكريم الفريق.
17. Self-confidence is my weak point. الثقة بالنفس هي نقطة ضعفي.
18. My spoken messages are too bland. رسائلي المنطوقة لطيفة للغاية.



Leadership Self-Assessment Exercise

The Interpersonal Skills

19. My written messages are too bland. رسائل المكتوبة لطيفة للغاية.

20. I read people poorly. أنا أقرأ الناس بشكل سيء.

21.(Fill in your own statement).

Now that you have identified specific behaviors that may require change, draw up an action plan.

Skills

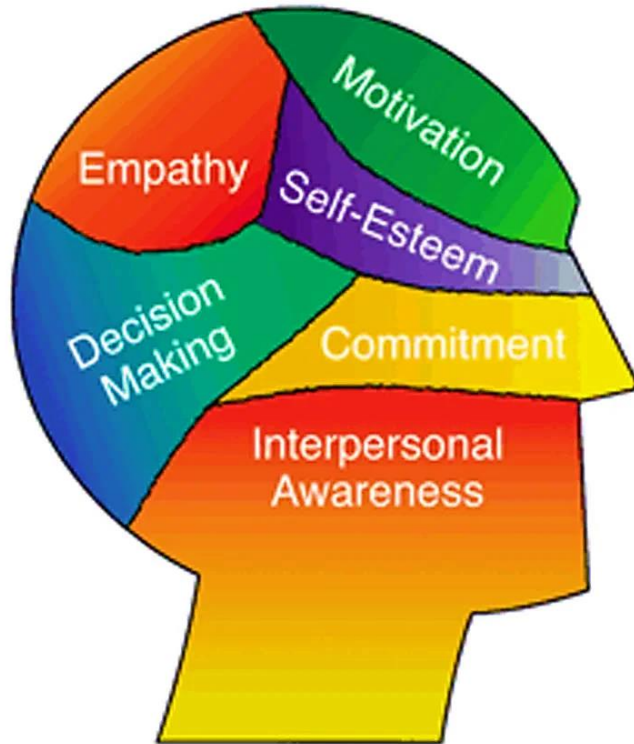
Leadership Skills



Skills

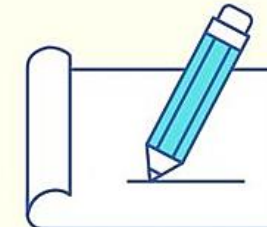
Leadership Skills





29 TIPS TO IMPROVE INTERPERSONAL SKILLS

- Give a smile
- Listen more than you talk
- Ask open-ended questions
- Use body language effectively
- Be interested rather than interesting
- Get to the point quickly
- Ask questions about the other person
- Let people feel good about themselves
- Highlight others' strengths and successes
- Eliminate distractions and interruptions
- Make eye contact with the person you're talking to
- Don't interrupt people when they're speaking
- Use "I" statements instead of making generalizations about yourself/others
- Know your strengths and weaknesses
- Don't take everything personally
- It's also important not just to listen without saying anything back
- When listening, show empathy
- Emphasize where appropriate.
- Express your thoughts, feelings, and emotions in a healthy way
- Learn to forgive others for their mistakes
- Be engaged
- Establish rapport
- Defer judgment
- Observe others' body language
- Don't make assumptions
- Practice active listening
- Strengthen your memory
- Use other's names when you talk to them
- Avoid offending people by considering their feelings beforehand





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Digital Leaders



- ❑ 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 . مشاكل بين الوحدات

- ❑ Additionally, the digital leader's **expertise of business, digital literacy, and management science** will enhance the success of the open, unbiased, and empathic **policies and behaviors** that the digital leader is expected to exhibit.
- ❑ **Successful digital leaders** of the future will possess great coaching abilities, enabling them to foster dynamic, empowering, and high-performance cultures.

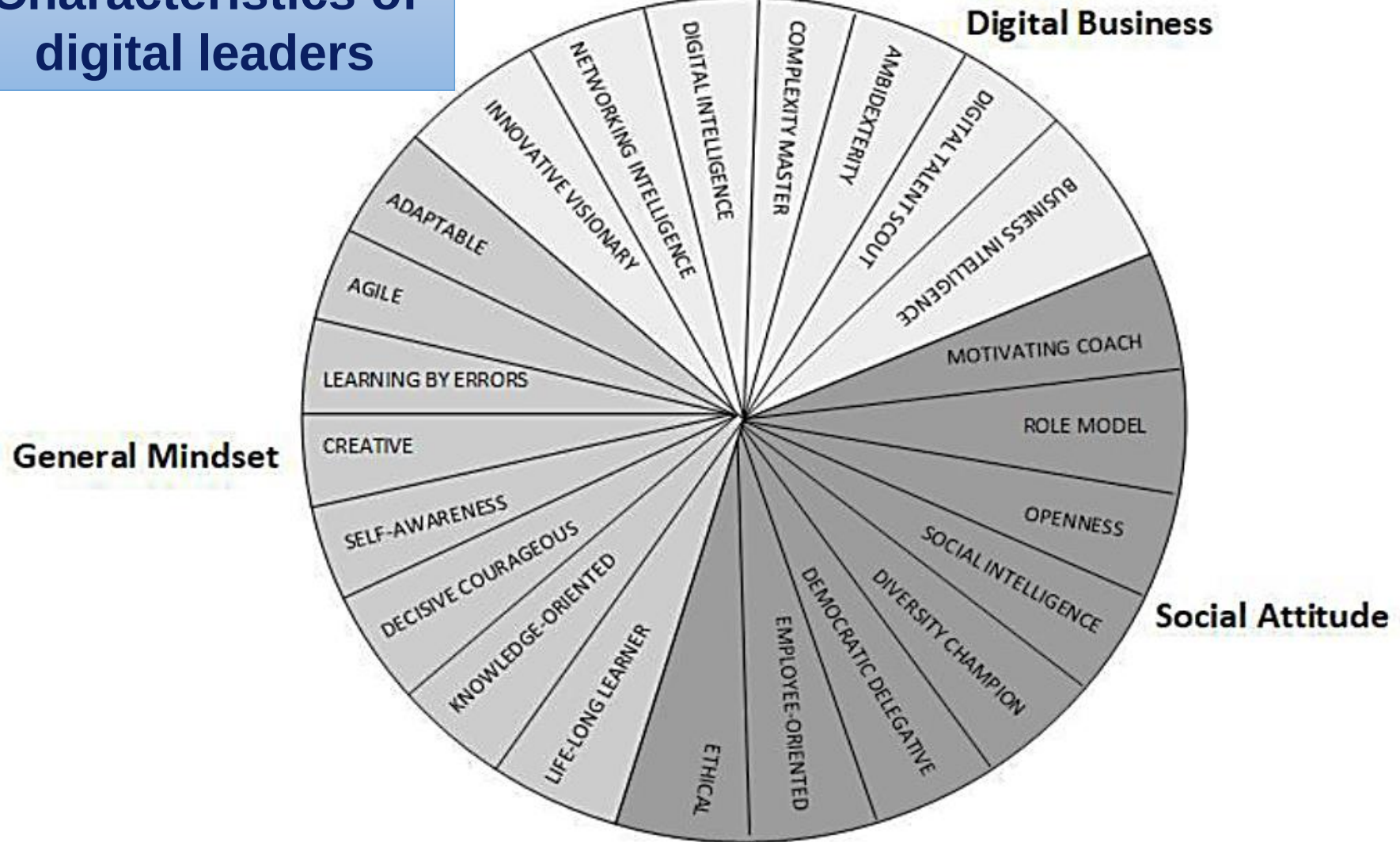
- ❑ Digital leaders are characterized by an inventive mindset عقلية مبتكرة , networking intelligence, adaptability, motivational coaching, digital intelligence, democratic compromise behaviors, and a capacity to learn from their failures.
- ❑ Digital leaders with vision, courage, inspiration, intellectual stimulation, passion, strategic thinking/planning, focus, collaboration, innovation, adaptability, communication, emotional intelligence, spiritual intelligence, responsibilities and accountability, technology, entrepreneurial, and adaptive ideas should be able to shape societies, solve problems, and think critically.



Emotional Intelligence is the ability to manage both your own emotions and understand the emotions of people around you.

- ❑ 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



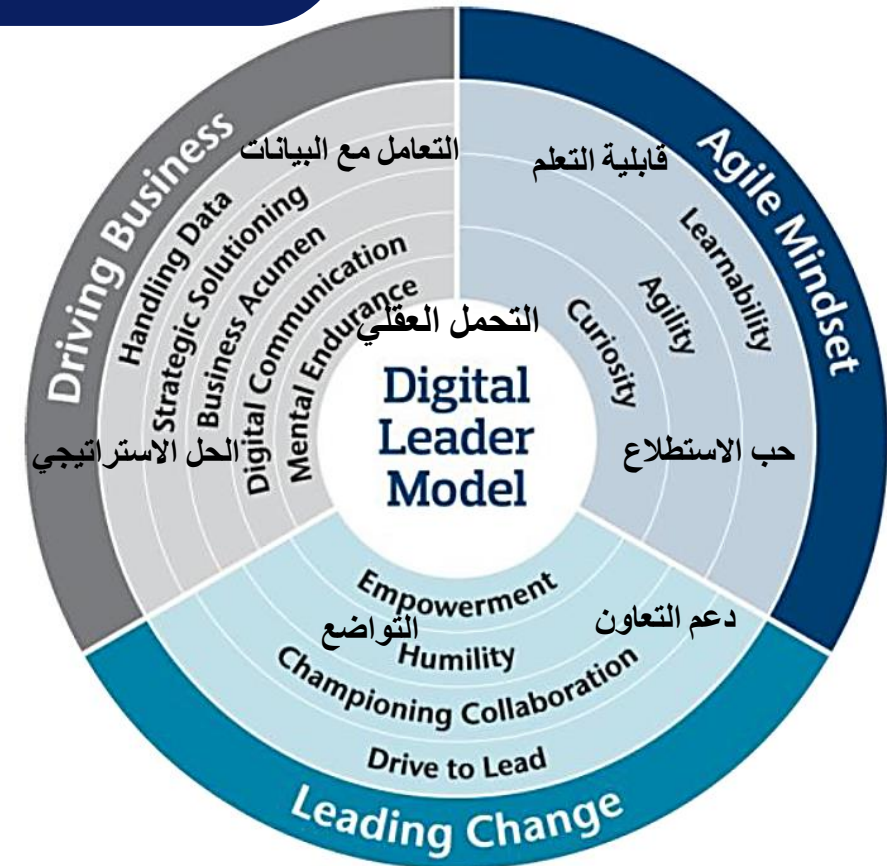
Source: Klein, M. (2020). Leadership Characteristics in the Era of Digital

- ❑ An Agile leader / قائد رشيق is a combination of Digital Strategist, Digital Innovator, and Digital Driver.
 - A **digital strategist** / الخبير الاستراتيجي الرقمي stays ahead of **emerging trends and technologies**, experiments with them personally where possible, and finds ways to apply them to drive transformative change for customers and/or business operations.
 - A **digital innovator** / مبتكر رقمي disrupts the status quo / تعطيل الوضع الراهن and keeps **moving** the organization **toward the vision** for winning in the future.
 - Lastly, a **digital driver** / محرك رقمي builds trust and collaborates across the organization with diverse stakeholders to enable rapid action.



Critical Skills of Digital Leaders

- ❑ **Digital Leader Model** shows the important skills sets that are required to be a digital leader.
- ❑ **Leading change** قيادة التغيير is about steering توجيه people in a volatile work environment بيئة عمل متقلبة, promoting and inspiring التعاون وإلهامه collaboration, empowering team members to embrace change and drive their self-development تطويرهم الذاتي, being self-aware and be willing to move into the role of a humble facilitator الميسر المتواضع.



Digital Leader Model

- ❑ To overcome the **challenges** derived from the digital transformation, **leaders are required to develop a combination of digital and human skills**, mainly related to the ability to communicate effectively in a digitalized context, **create cohesion between geographically distant followers**, foster initiative and **change attitudes**, and deal with complex and fast problem solving.
- ❑ Inspirational leaders **القادة الملهمون** will remain pivotal **محوري** in making the right decisions, as **“humans will continue to enjoy a strong comparative advantage over machines.”**

"سيستمر البشر في التمتع بميزة نسبية قوية على الآلات".



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8 Components of Digital Leadership



8 components of digital leadership

1. Media competence : الكفاءة الإعلامية : An effective digital leader is technically savvy ذكي في الفنيات and knows digital programs and media so well they can use them optimally الأمثل to achieve business goals.
2. Agility الرشاقة: 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

8 components of digital leadership

3. Personal responsibility and autonomy **المسؤولية الشخصية والاستقلالية**: Digital leadership means **creating the framework for teams** to work autonomously. An open culture of feedback, individual appreciation and plenty of room for maneuver ensure that employees are motivated to get to work and are willing to contribute to the company achieving its goals.

4. Interconnected thinking and acting **التفكير المترابط والعمل**: digital leaders **must link existing knowledge within their network in a meaningful way and bring employees together** in interdisciplinary teams. After all, it is practically essential these days for people to work on projects across departments or companies.

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

8 components of digital leadership

5. Innovation and vision الابتكار والرؤية

Good digital leaders take a courageous approach, develop innovative solutions and a vision together with their team, and strive to use creative approaches to solve tomorrow's problems today. e.g. launching new digital initiatives or revising business processes.

6. Clear communication تواصل واضح : Communicating openly and clearly is one of the most important digital leadership skills. When teams work independently and from different locations, it is all the more crucial that there is plenty of communication.



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

8 components of digital leadership

7. People in focus الأشخاص في مقدمة الاهتمام

Employees, with their needs, potential, strengths and weaknesses, are the focus of digital leadership. A better approach would be to use digital business models that put the employee at the center and that are based on structural support and inspiration.

8. Transparency الشفافية, in terms of corporate values and goals or strategies for the future: **Employees no longer just want to know what they have to do, but also why they should do it.** Communicating this “purpose” transparently and providing all employees with the necessary information at all times is the main task of digital leaders.



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



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8 key leadership strengths

CORE LEADERSHIP SKILLS

FOR EVERY CAREER



SELF-AWARENESS



COMMUNICATION



INFLUENCE



LEARNING AGILITY



Center for Creative Leadership®

W7 Lecture 8 key leadership strengths

1. Self-awareness الوعي الذاتي

- ❑ Self-awareness is, in essence, **the ability to monitor your own emotions and reactions as a leader.**
- ❑ Practicing self-awareness allows you to **better react** to situations or people who may trigger you.
- ❑ Developing self-awareness better equips you as a leader to become **aware of your emotions** and build a toolkit for how to handle them in a professional situation.
- ❑ Being more self-aware can lead to **avoiding unnecessary conflict**. It will also help you set a good example for your team.

W7 Lecture 8 key leadership strengths

1. Self-awareness الوعي الذاتي

- ❑ Leaders who display self-awareness are also able to **adapt their leadership style** to the needs of their team. *For example, if a team is feeling stressed or under increased pressure, a leader with good self-awareness will know how to provide the support and encouragement needed.*
- ❑ Here are some **quick tips** to help you become more self-aware as a leader:
 1. *Keep an open mind*
 2. *Stay focused*
 3. *Understand your own strengths and weaknesses*
 4. *Know your emotional triggers*
 5. *Practice self-discipline*
 6. *Seek feedback from your team*



W7 Lecture 8 key leadership strengths

2. Communication الاتصال

- ❑ Leadership is communication. To be an effective leader, you must be able to communicate effectively. Your success, and that of your organization is reliant on it.
- ❑ As a leader, you need to be a skilled communicator in relationships at many levels, and with a wide range of different audiences.
- ❑ Therefore, it is vital that you are able to **think clearly, and critically** you must learn to handle the **rapid flow of information within your organization, and among customers, partners, employees, and other stakeholders and influencers.**

W7 Lecture 8 key leadership strengths

2. Communication الاتصال

- ❑ Your communication as a leader must be purposeful, and intentional.
- ❑ The ability to know when, what and exactly **how to communicate is an art.**
- ❑ Delivering effective communication is vital to gain trust, align in pursuit of targets and goals, and inspire change.
- ❑ Leaders who lack strong communication skills often find themselves in situations where information is misunderstood or lacking. This can ultimately lead to relationships souring and place barriers between you, and your teams which can inhibit success.



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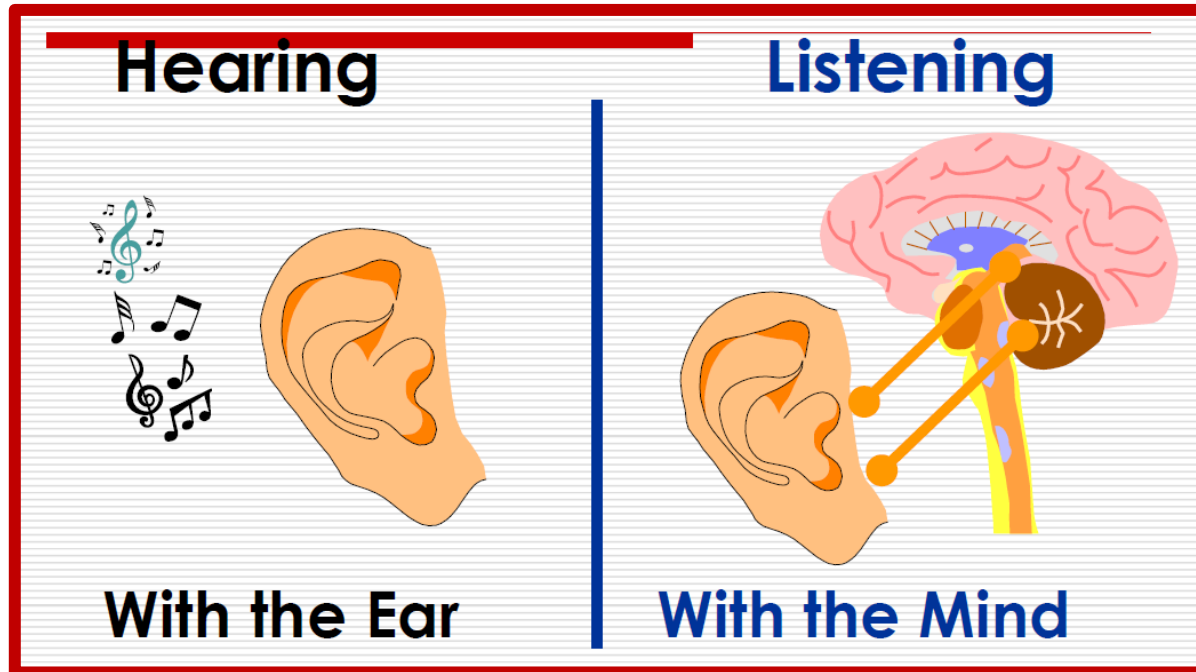
8 key leadership strengths

2. Communication الاتصال

- ☐ Communication
 - ☐ Verbal
 - ☐ Non-Verbal
 - ☐ Active Listening

☐ **ACTIVELY Listen—Not Hear**

- ☐ Listen **ACTIVELY** to your customers, your supervisors, your colleagues, and anyone else who comes inContact with your business.
- ☐ Active Listening is one of the main **KEYS** to **SUCCESS**



W7 Lecture

8 key leadership strengths

2. Communication الاتصال

❑ Did You Know That

- 93** {
- 55% *Body Language*
 - 38% *Tone* نبرة / نغمة / لهجة
 - 7% *Verbal*
- 100% TOTAL**

❑ 8 P's of Office Meeting Protocol

- *Punctual* منضبط
- *Prepared* مستعد
- *Participatory* تشاركي
- *Positive* إيجابي
- *Productive* منتج
- *Polite* مهذب
- *Proactive* استباقي
- *Professional*

- ❑ A good presentation skills must include:
 - **Know Your Audience's Needs and connect with your audience.**
 - Leaders match information with the needs and desires of others who share their vision. Persuasion, enlightenment and inspiration require engaging not only the minds but also the hearts of listeners.
 - **Sharpen your message: The 3 Cs: Have a Clear, Concise, and Consistent Message.**
 - Clarity: Identifying your main ideas
 - Keep it concise: Aim for short, direct sentences.
 - Consistency in communication usually means two things: repetition and frequency
 - **Tell a story with data and specific examples**
 - **Use Effective Nonverbal Communication**
 - **Closing statement**

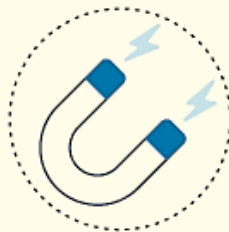


PRESENTATION SKILLS FOR PERSUASIVE PRESENTATIONS

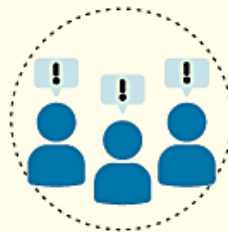
IDENTIFYING
PROBLEMS AND NEEDS



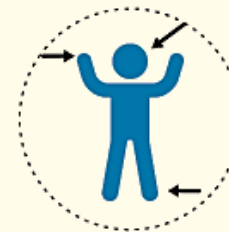
ELABORATING
"THE HOOK"



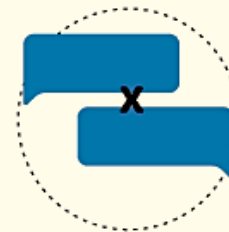
KNOWING HOW TO
"TIE" YOUR AUDIENCE



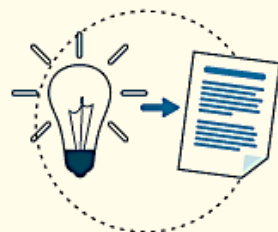
KNOWLEDGE OF
BODY LANGUAGE



PREPARE TO DEFEND
YOUR POINT OF VIEW



HANDLING REJECTION



CONVERT OPPORTUNITIES
INTO NEW PROJECTS



HAVING
CONFIDENCE



USE OF HUMOR
AND OTHER ELEMENTS



SUMMARIZE
INFORMATION IN
VISUALLY APPEALING WAYS

W7 Lecture 8 key leadership strengths

4. Negotiationالتفاوض

- ❑ Negotiation is a process of interaction by which two or more parties who consider they need to be jointly involved in an outcome, but who initially have different objectives, seek by the use of argument and persuasion to resolve their differences in order to achieve a mutually acceptable solution.
- ❑ Getting to YES

❑ *What is Negotiation?*

The only game where both parties WIN

❑ Negotiation **Golden Rules**

- Don't Give it--Trade it
- There is Always a Better Offer than 1st one
- Everything is Open to Change
- Always Aim High



Basic Concepts

- Two Parties
- No Unilaterally imposed decision
- Negotiation is a process

W7 Lecture 8 key leadership strengths

4. Negotiationالتفاوض

- ❑ In a negotiation, an effective leader will look to understand the needs and interests of those they lead and work to satisfy those needs. **Effective negotiators are able to find common ground between parties, build trust, and manage conflict.** They are also able to see **the “big picture” and possess long-term thinking.**
- ❑ The way we view things determines how they will be perceived in reality. As an effective negotiator, it's vital to keep your viewpoints open and avoid involving ego and bias. This ultimately means you need to keep your emotions in check throughout any negotiation. Managing emotions can have a positive impact in any negotiation situation. This can ultimately translate into easier negotiations, problem-solving, and decision-making.



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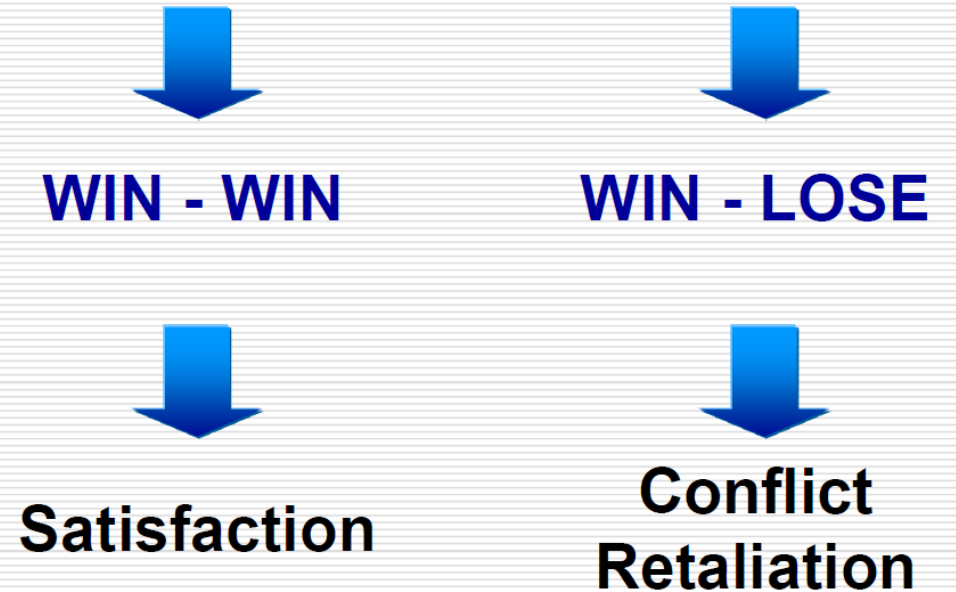
8 key leadership strengths

4. Negotiationالتفاوض

Elements of Negotiation

- ☐ Two or more parties
- ☐ Involved for desired outcome
- ☐ Different interests and objectives
- ☐ Some possibility to modify position
- ☐ Hope of desirable acceptable outcome
- ☐ Degree of POWER over other
- ☐ Verbal Interaction between people
- ☐ Negotiation is a mean to resolve differences

Outcome of Negotiation



W7 Lecture 8 key leadership strengths

5. Critical Thinking التفكير النقدي

- هو طريقة للتفكير تضع المعايير والمبادئ الفكرية على هياكل وعمليات التفكير المنظمة.
- ❑ Critical Thinking:
 - ❑ Is a manner of reasoning which places intellectual standards and principles on ordered thinking structures and processes.
 - ❑ Involves contemplation and reasoning التأمل والاستدلال with regard to what results will be brought about if any of a **number of alternatives** are **chosen in a decision-making** or action process.
 - ❑ Focuses on important aspects of information; it involves the asking of **questions about data**, then **creating arguments and ideas خلق الحجج والأفكار** that help in decision-making and problem-solving processes.
 - ❑ In critical thinking, an individual must utilize control over the following thought-process attributes:
 - ❑ Direction provided by the person. الاتجاه المقدم من قبل الشخص.
 - ❑ Monitoring done by individual. المراقبة تتم من قبل الأفراد.
 - ❑ Self-discipline applied. تطبيق الانضباط الذاتي.
 - ❑ Self-correction made by the critical thinker. التصحيح الذاتي الذي يقوم به المفكر الناقد.

5. Critical Thinking التفكير النقدي

❑ Critical thinkers:

- ❑ Understand an argument's structure (including issues, rationale الأساس المنطقي, and conclusions).
- ❑ Know that language and persuasion have a powerful impact on the portrayal and framing of arguments.
- ❑ Understand that arguments used in the critical thinking process are based on individual assumptions of reality, values, and ethics.
- ❑ Are fully aware of the patterns of inductive and deductive reasoning and how they are used in critical thinking (inductive reasoning involves going from the known data to previously unknown information; deductive reasoning involves supporting an idea with evidence and examples).
- ❑ Understand that emotions can affect judgment.
- ❑ Are willing to give fair hearing to all sides of an issue.
- ❑ Recognize implications and suggestions that are made by media sources.
- ❑ Can detect reasoning errors.



6. Conflict resolution skills **مهارات حل النزاعات**

- ❑ 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.**



W7 Lecture 8 key leadership strengths

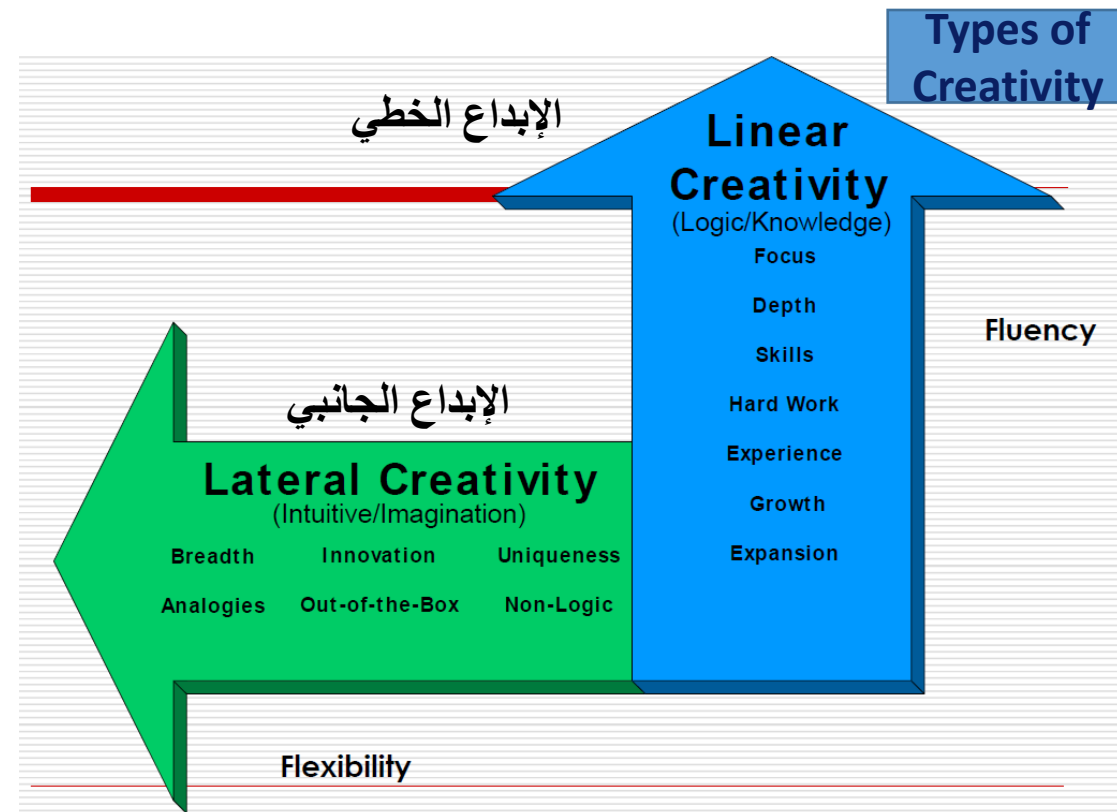
7. Creative Problem Solving الحل الإبداعي للمشكلات

- ❑ What is Creativity?
- ❑ A way of thinking and doing that brings unexpected and original ideas to fruition; to produce novel and useful ideas.

“The best way to have a good idea is to have lots of them”

Linus Pauling (2-time Nobel prize winner)

Linear thinking focuses on logical and deductive reasoning where you go from one step to the other. On the other hand, **lateral thinking** focuses on finding more creative, “out of the box” solutions to problems.



- ☐ How the Mind Works
 - ☐ Information is placed in zones (files)
 - ☐ Logical links are automatically created (index)
 - ☐ Information from all the senses can be converted and stored as regular data

**“Accept that creativity is not something that we learn,
it’s something that we’ve forgotten but can relearn”**

Edward de Bono

Which do YOU think came first Problem-Solving or Decision Making?

- ☐ If you don’t have a problem to solve or improve; or an opportunity to seize or are looking for one, then you don’t have a decision to make.

W7 Lecture 8 key leadership strengths

8. Decision Making اتخاذ القرار

- ❑ Decisions are choices made from among options recognized by the decision maker. The decision-making process involves alternative development and analysis followed by the selection of an option.
- ❑ There are various types of decisions, including:
 - ❑ **Programmed decisions** قرارات مبرمجة (standard or regular responses to routine or uncomplicated problems allowing for pre-programmed solutions).
 - ❑ Programmed decisions involve familiar and straightforward solutions. They are the most common type of decision faced by individuals in the office, and they are often handled by the use of the use of a routine approach.



W7 Lecture 8 key leadership strengths

8. Decision Making اتخاذ القرار

- ❑ **Non-programmed decisions** قرارات غير مبرمجة (responses to unique and unstructured problems and situations requiring special or custom-made solutions).
- ❑ Non-programmed decisions are made in situations where standard procedures, policies, and rules cannot be applied to attain an adequate solution. They include situations such as crisis, in which case judgment, creativity, and intuition must be used. Principles and basic problem-solving processes are also utilized in the marketing of non-programmed decisions.

8. Decision Making اتخاذ القرار

□ The Decision-Making Process

Decision making is a process. The rational or classical model of decision making involves the following:

1. Problem definition and identification.
2. The setting of priorities, criteria, and objectives.
3. The consideration of causes and development of alternatives.
4. Analysis of perceived alternatives.
5. Selection of an alternative.
6. Development of a plan.
7. Implementation of the plan.
8. Follow up and control—till you reach follow through.

We learned about

☐ Digital Leaders

☐ 8 components of digital leadership

1. Media competence,
2. Agility,
3. Personal responsibility and autonomy,
4. Interconnected thinking and acting,
5. Innovation and vision,
6. Clear communication,
7. People in focus,
8. Transparency

☐ 8 key leadership strengths

1. Self-awareness,
2. communication,
3. Presentation Skills,
4. negotiation
5. Critical Thinking,
6. Conflict resolution skills,
7. creative problem-solving,
8. Decision Making

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