

PRESIDENT'S NEWS DIGEST

2 JUNE 2019 – VOLUME 4 - ISSUE 31



ASU
جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

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MESSAGE FROM THE PRESIDENT

Welcome to the 31st issue of the 4th year of the President's News Digest. In this issue of the News Digest, I will address the subject of “why leaders fail?”



Leadership is a very interesting subject as it is the engine that drives all organisations and institutions in the public and private sectors and in charitable and community associations. It is what makes businesses flourish or collapse. In other words, leadership is all about making a big difference and creating a legacy for future generations. In addition, it is about creating internal capacity and human development as successful leaders have strong confidence in their own people's abilities and potential reflecting Gibran's great quote “Pity the nation that wears a cloth it does not weave and eats a bread it does not harvest”. The big question is that why some leaders fail and some succeed? There are many reasons and some are articulated as follows:

1. Lack of vision: it is disastrous when a leader cannot articulate a clear vision, which inspires people around them. In many cases, this lack of vision makes people feel lost and without a clear identity or sense of belonging.
2. Lack of charisma: successful leaders tend to be charismatic with high emotional intelligence and ability to influence the people around them. Lack of charisma could be detrimental, as leaders will fail to connect with their own people and those outside. When charisma is linked with passion, leaders can have a very powerful impact and that can lead to major achievements.
3. Time management: many unsuccessful leaders have no appreciation of time and this makes people around them lose confidence in their ability to deliver.
4. Failing to lead by example: failing leaders have always underestimated the importance of showing the way and creating excitement when they embark on new initiatives and projects. It is vital for leaders to “walk the walk and talk the talk.”

INTERVIEW OF THE WEEK

5. **Arrogance and listening skills:** when a leader thinks that he/she knows everything and they are not prepared to listen to their own people they are bound to fail.
6. **Lack of moral compass:** failing leaders are not able to judge the difference between right and wrong as they lack moral values and they usually have very low standards. A successful leader should have strong values related to professionalism, integrity, high ethics, and equal treatment of people.
7. **Incentives and rewards:** failing leaders are those who have not promoted good incentive and reward schemes. People perform better when they feel that they are appreciated and recognised for their good work. Good leaders consider people as the most important asset of their organisation.
8. **Failing to see the big picture:** some unsuccessful leaders adopt the “nit picking” approach focussing on minute issues and trying to discover mistakes rather than seeing the big picture and thinking big.
9. **Difficult personality:** failing leaders think that by adopting a tough approach they can transform organisations; however, it generally has the opposite effect as people become demotivated. Leaders with difficult personalities may succeed in the short term but will fail in the long run. The best approach is to be tough on the principles and soft on the people without letting them abuse the system through the adoption of a fair and rigorous performance management model.
10. **Lack of communication skills:** it is vital for leaders to have exceptional communication skills in order to engage with their own people and the community at large. Inspirational leaders have exceptional communication and presentation skills coupled with solid knowledge, a sense of humour and the ability to inspire.
11. **Recognition of quality work:** good leaders embrace quality and make it at the heart of all they do. They never accept a half done job as they are driven by high standards and excellence.
12. **Risk aversion:** good leadership is about managing risks. When a risk aversion attitude dominates an organisation, it is bound to fail. Successful leaders usually take risks, but they manage to put in place a good strategy to manage their environment and the risks associated with new initiatives and opportunities.

We would like to feature the interview this week with:



Name: Dr. Eiman Elgewely

Position: Assistant Professor of Interior Design

1. **Tell us about yourself: (Your childhood, academic background)**

I was raised in the eternal city of Alexandria, which lies along the Mediterranean Sea in the north coast of Egypt. I consider myself to be very lucky to have lived in such a historically rich place which has unquestionably fueled my love for Art, Architecture, and design. I have been interested since an early point in my academic career in digital architecture and virtual reality. Both my Master and Ph.D. from Alexandria University (2006, 2011) are in the field of virtual and Cyberspace Design. I have joined the Experiential Technologies Center, School of Art and Architecture, University of California Los Angeles (UCLA) in 2013 as a Fulbright Postdoctoral fellow.

After completing my PhD, I was appointed as an Assistant Professor of Interior Architecture at the Faculty of Fine Arts, Alexandria University in 2011. In 2017, I joined the Liberal Arts & Culture Center at Egypt-Japan University for Science and Technology (EJUST) as an Assistant Professor.

My research interests lie in the field of Digital Cultural Heritage and museum studies. I have worked in several projects in the field of Digital Cultural Heritage in Egypt since 2007, including 3D scanning, documentation and virtual reconstruction of historical sites; some of these projects are “The Virtual Pyramid Plateau” and “Virtual Luxor.”

13. **Fragmented leadership:** it is very difficult to be a good leader when the lines of responsibility and accountability are not clearly defined.
14. **Becoming selfish and greedy:** leaders start to fail when they become self-obsessed and self-centred. In many cases they become interested in massaging their own ego and become power hungry. Such leaders forget that they are there to support their team instead of themselves. Instead of giving advice and mentoring their team for the benefit of the organisation, failing leaders start to play politics in order to seek control and that damages their own people and the essence of team spirit, which is a vital ingredient of a successful work environment.
15. **Failing to accept criticism:** good leaders are usually talented in dealing with criticism and listening to different views in order to synthesise a good solution that is beneficial to their own organisations.
16. **Lack of understanding of cultural issues:** leadership is not about a one-size-fits-all approach. Usually people from different cultures exist within the same organisation. It is the duty of a good leader to assimilate the benefits and good values of these cultures that can help in developing a working environment that promotes diversity and acceptance of each other despite all the differences.
17. **Lack of experience:** some leaders, especially immature ones, lack experience in taking the right decision. In some cases they are influenced by their own emotions and this leads to wrong decisions. Experience usually comes from maturity and a wider exposure to issues and problems.
18. **Lack of common sense:** good leadership is all about common sense and good judgement. Failing leaders usually lack both.
19. **Lack of rigour:** successful leaders tend to be rigorous in everything they do, especially in producing reports that summarise the achievements of their organisations.
20. **Obsession with short term gains:** good leadership is about long term sustainability and bigger gains in the future. Failing leaders become obsessed with short term gains that could be detrimental to the long term survival of their own organisations.
21. **Preferential treatment:** good leaders treat people equally based on their performance.

I have always tried to keep the balance between my academic and professional career, so on the professional level, I have more than 15 years of professional experience as an interior designer as I have designed several projects including apartments, villas, stores, and exhibitions.

2. Tell us about your job at ASU

I have joined the Arts & Design Department, College of Arts & Science in September 2018. I mainly teach Interior Design Studio courses where students are required to design different projects that range from residential to retail and hospitality, etc., in addition to graduation projects. This year, we participated in Bahrain Design week where we were able to exhibit a brilliant selection of our students work. My point of specialty is Digital visualization; therefore, I teach several Computed Aided Design courses which include an introduction to digital drafting and 3D modeling software, as we believe gaining strong computer skills is crucial for our students to be competitive in the job market and pave their transition from the university to employment. I always try to integrate some virtual and augmented reality applications in my courses, one of the projects that I am so proud to achieve this year is the 3D visualization of ASU university lobby, where students created a 3D model of the hall of ASU administration building which was then displayed on VR glasses.

3. Tell us about your aspirations for the University

I believe that in the recent years ASU proved to be one of the top universities both in Bahrain and in the Gulf region. My wish for ASU is to play a key role in the promotion of Art and culture in the whole Arab region.

Therefore, I hope there could be more collaboration opportunities with both national and international museums and Art centers so that the University could help open an eye not just for ASU students but for the whole community to learn more about Art and culture through talks, exhibitions, and workshops.

There should be no preferential treatment if they want to create a positive culture. Preferential treatment demotivates the work force leading to disastrous results.

22. Wrong team: good leaders are usually surrounded by a strong and competent team. When a leader is ill advised, the organisation will become dysfunctional leading to serious consequences.
23. Lack of opportunities for development: leaders are lifelong learners and they should regularly attend training and developmental programmes in order to keep up to date with topical issues and recent developments in the area of leadership.
24. Lack of succession planning: good leaders put strong succession plans in order to ensure the continuity of the business.
25. Ambassadorial role: the focus of great leaders should be on the networks they can generate and their role as ambassadors for their organisations. A shift of focus from operational/technical issues to strategic/ambassadorial is therefore needed in order to create impact within and outside their organisations or institutions.

Leadership is a very vast subject and I have only touched the tip of the iceberg. The above list of reasons is only a snapshot of why leaders fail. At our University, we are fortunate to be inspired by Prof. Waheeb's big vision and supportive leadership style. Our achievements over the years are testimony that we continuously strive to be good leaders in order to ensure the University's success and its long-term sustainability. We are ambitious and we are taking calculated risks, but we are also learning every day from each other and from all of the University's stakeholders and external experts in order to take the University to new heights.

ASU SUBMITS ITS SELF-EVALUATION REPORT FOR THE BQA INSTITUTIONAL REVIEW – BY HATEM DAMMAK

On Thursday 30 May 2019, ASU has successfully submitted its Self-Evaluation Report (SER) along with all its Supporting Materials (SMs) to the BQA in the context of its Institutional Review (IR).



Professor Ghassan gathered the BQA IR Group at the Clock Tower Meeting Room and gave a heartfelt speech about this

I also hope the newly established British programs could be extended to include the Arts & Design Department.

4. What do you enjoy most about your job?

What I enjoy the most about my job is the relationship that evolves between my students and me through time, I love to encourage them and help maintain a creative atmosphere inside my classes to keep them inspired and get the most from them. I usually stay in touch with my students even after years of their graduation.

5. Tell us about your hobbies

My main hobby has always been sketching, drawing, and painting, which turned to be part of my profession. I also love to read novels, watch movies, and travel.

6. Tell us about your favourite food

I love traditional Egyptian food in general, but being an Alexandrian makes seafood on top of my list as we have several delicious Alexandrian seafood recipes that you can never resist, especially if you enjoy it with a sea view.

7. Tell us about the book you are reading now

I am very curious to explore more about the rich history of Bahrain, especially after attending a fascinating lecture about the civilization of ancient Dilmun at Bahrain museum which encouraged me to borrow several books about Bahrain History from ASU library. One of which documents is the Danish archaeological excavations in Bahrain which started in the middle of the last century.

8. Final words

Thanks a lot for having me in this issue of the President's News Digest; I wish all the best for all ASU staff and happy Eid.

important milestone in the University's road towards excellence.

He explained that, after achieving the HEC Institutional Accreditation, the BQA IR is probably the last major institutional quality review that the University will undergo. Succeeding in getting the SER (173 pages) and the SMs (266 supporting evidences) ready for submission by the deadline was no easy feat, and is a testimonial of the strong team spirit, dedication and loyalty that drive the university's staff to deliver again and again.



He thanked the entire BQA IR Group, including the Project Coordination Team, and took with them some celebratory pictures to mark the occasion.

As per the guidance offered in the BQA IR Handbook, the University has prepared 9 hard copies of the SER that were all signed by the President, and 9 Flash Memories with both the SER and the SMs included.

Professor Ghassan insisted that this only marks the beginning of a new phase of preparation for the BQA visit that will take place from 20 to 24 October 2019. This phase is to be taken as seriously if not more, and it will consist of ensuring that -among other things- the course portfolios prepared by the academic staff are of the highest standards, that additional evidence is prepared in anticipation of what the review panel may ask for, and that the staff members that are likely to be interviewed are ready to answer any question the panelists may ask, namely through conducting mock interviews before the visit.

He concluded by saying that the successful on-time submission of the SER and the SMs has created a momentum that the University must build upon to ready itself for the visit, and that he remains confident that a positive outcome is well within reach.

THE COMMUNITY ENGAGEMENT OFFICE ACTIVITIES

Applied Science University Painted a House at Al Eker Village

In conjunction with the holy month of Ramadan, the Community Engagement Office in cooperation with the volunteers club at the University and in coordination with the Al Eker Charitable Society implemented a campaign to paint a house in the village of Al Eker on Tuesday 28 May 2019.

A number of ASU staff and students participated in painting the house. Al Eker Charitable Society thanked ASU for the continuous support to the community and Al Eker Village.



INTERVIEW WITH ALUMNUS



Name:	Yahya Zakareya Alharam
Workplace:	Aluminium Bahrain (Alba)
Academic Degree	Bachelor
Academic Major	Business Administration
Tell us about your Experience at ASU in terms of learning environment and teaching methods.	The case study format which involved a professor leading students through a historical analysis of a business situation. The “cases” have pioneered the use of the case method. In case studies, students are expected to come up with a solution to some of history’s business problems. Cases are commonly used as the driver for interactive classroom discussions and there is an expectation of strong class participation from all students.
What did you enjoy the most about your experience at ASU?	Supporting and enhancing the 'student experience' throughout the student lifecycle (from first contact through to becoming alumni) is critical to the success in higher education for both the student and the institution. The student experience encompasses all aspects of student life (i.e. academic, social and support) with the academic imperative at the heart of it.
Tell us a success story inspired by ASU.	I learned how to manage my time and balance my work-study life as I was a full time employee. The reason for that is that I started planning things, then I stayed informed: It means I knew when I will be able to finish a particular assignment or college project. It worked as an incentive to stick to schedule, knowing when to do what; writing things up, making notes, planning well, and I found it much easier to balance my life between study, work, and personal life.
In your Opinion, What are the improvement areas you would like to see at ASU in the future?	Nothing
Final words	The harder you work for something, the greater you will feel when you finally achieve it

Interviewed By: Maheera Faisal, Alumni Affairs Committee Chair; ASU Alumni Club

QUOTE OF THE WEEK

"Leadership is a two-way street, loyalty up and loyalty down. Respect to one's superiors, care for one's crew."

Grace Hopper

Happy Reading!