

# President's News Digest



جامعة العلوم التطبيقية  
APPLIED SCIENCE UNIVERSITY

معتمدة من مجلس التعليم العالي  
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#### Message From the Editor

Welcome to the 40th issue of the 05<sup>th</sup> volume of the President's News Digest.

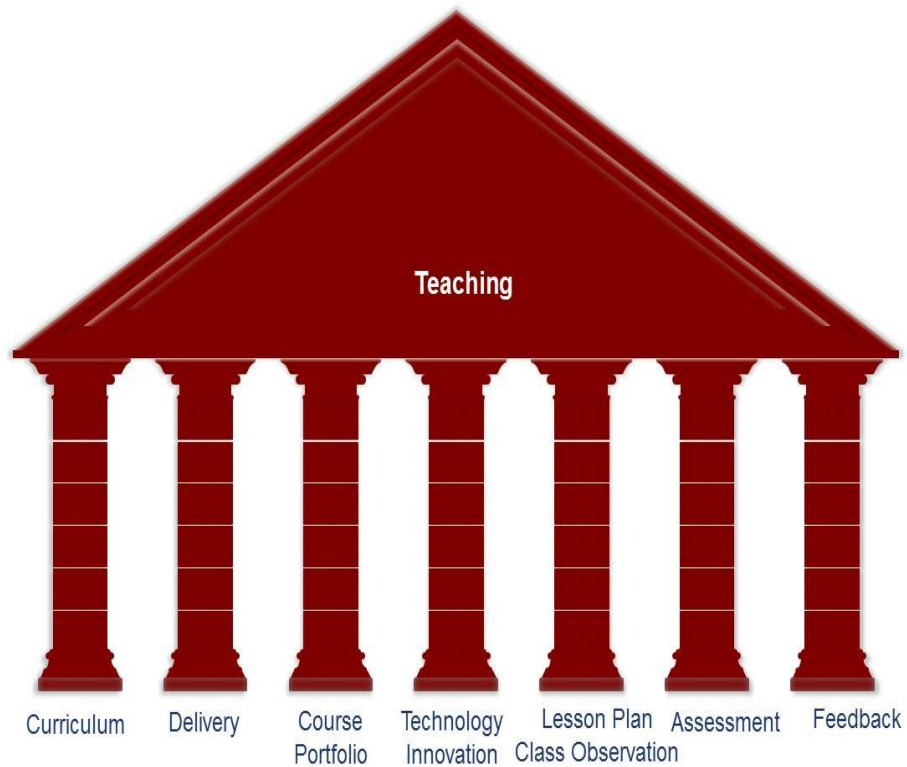
In this issue Prof. Ghassan Aouad , President of the University shares A weekly Diagram/Model



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## A weekly Diagram/Model from



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من روائع الأدب العربي



Written By  
Professor Ghassan Aouad  
The President of Applied  
Science University

## + Thinking

Written by : Ms. Maheera Fasial - Head of Administrative Services Unit  
Directorate of Library and Information Services



Positive Thinking is a mental attitude in which you expect good results, generating thoughts that lead you to convert energy into reality without ignoring less pleasant life's circumstances but thinking of them in a more productive and positive way. In simple words, expecting the best is happening not the worst.

A Positive mind helps you manage your daily issues and brings optimism into your life, it also makes avoiding negative thinking and worries easier. Adopting it as a way of life would bring happiness, brightness and success into your life and it could be reflected on your job performance and evaluation as it is observed that positive people are performing better as they are more effective and motivated.

So, if you tend to think positive, you will gain a number of benefits associated with positive emotions in many aspects:

Health benefits >> you will be physically healthier as you will have lower heart rate, lower blood pressure, and stronger immune systems. Further, you will sleep better which improves your productivity.

Psychological benefits >> you will be more energetic and more self-confident, as an outcome, you will be able to set up higher goals and invest more efforts towards reaching your goals.

Mental benefits >> while a negative mind will narrow your focus to respond to threats, positive mind does just the opposite; it opens your mind up, expands the range of ideas that come to mind so you sight multiple solutions to those threats, make better decisions.

Social benefits >> by having a positive mindset, you tend to have a built-in psychological resilience which allows you to better respond to unpleasant moments. As an Outcome, it will lead you to a high quality relationships at workplace that are related to motivation, creativity, and productivity and certainly towards personal growth and development.

Here are some tips on how to think positive thoughts:  
Look at the bright side of the situation.  
Practice gratitude.  
Surround yourself with positive people.  
Start your day with a positive note.



## **The Most Valuable Career Skills and Traits that our Students Should Possess**

**Written by : Mr. Noel Lavin**

**Director of Foundation and English Delivery Services**

**Acting Office Manager of International Partnerships**



In Semester II of this academic year I taught English to a group of approximately 25 students. For many, it would be their final semester in university and that got me thinking about what they would do upon graduation. After talking to the students, it was clear that some were already working and had aspirations of promotion in their current workplaces, while others intended to seek employment rather than continue their studies. Indeed, their replies tie in with Al Balooshi's (2013) observation that societal consensus in Bahrain suggests that the primary aim of obtaining a university degree is to "improve one's wellbeing by obtaining a suitable well-paid position after graduation". That, in turn, got me interested in the key skills and traits, apart from theoretical knowledge and a good GPA, that our students would need to demonstrate to either secure a promotion or land that first job.

To answer the question, I decided to do some research on the regional job market and the key skills and personal traits that employers look for in potential candidates. Of course, presenting a parchment and strong transcript is important, but there is much more to being a well-rounded candidate who stands out from the crowd. According to literature from the region, human resource managers are looking for what they call "updated skills and traits of a new generation". As such, this short article seeks to highlight some of the key skills and personal traits that regional employers seek, and why it is important for our students to recognize their significance as they prepare and ultimately present themselves before future interview panels.

The Middle East, as with most other regions of the world, is in constant change and according to Kim Truong, Head of HR for Edelman Middle East, being adaptable and open to change is an incredibly important personal trait. In order to have a competitive edge in the job market, both current and potential employees need to keep up-to-date with relevant industry trends and be agile enough to adopt new ways of thinking and working. As Truong states "doing something just because that's how you've always done it isn't going to get you very far." As such, to stand out from the crowd, it is crucial that our students leave university equipped with the inner confidence of not being afraid to learn new things and, consequently, the desire to then use newly acquired knowledge to explore different ways of working and doing things.

In the same vein as above, having a positive attitude and being self-motivated are highly desirable traits. If a person has the right attitude they can overcome new challenges, learn and adapt to any situation. Being positive in the face of adversity or new challenges makes all the difference and helps individuals stand out from the crowd. Similarly, the difference between an employee and a great employee is the personal drive and self-motivation that they display. While an employee just goes through the motions, a great employee is always striving to be better. Both of these traits, self-motivation and a positive attitude, are easily distinguishable not just to hiring managers, but to supervisors and co-workers alike. Having the ability to remain positive and motivated at all costs ensures that an employee will always emerge as a winner.

Strong communication skills are a priority in today's working environment. The diverse society in which we live, and our modern work environment open doors to connect with people from all around the world and this requires an employee to be confident in communicating with a wide range of peoples (Belwal et al., 2017). Indeed, superior communication is considered as one of the most important life skills, especially where verbal and non-verbal communication play a vital role in sending the right information, clarifying a message when needed, and ensuring unambiguous understanding by the receiver.

The aspect of Emotional Intelligence (EI) and its sub-domains of self-awareness, self-management, social awareness, and relationship management is sometimes overlooked as advantageous skill to bring to the work place. However, understanding your own emotions and knowing how to manage them in a positive way is a key skill in communicating effectively, managing situations and sympathising with others in the work place. As with EI, having a strong sense of ethics and ethical practices is a fundamental trait that must be inherent within employees. As the world transitions to a more on-line and artificially intelligent driven society, basing decisions on a strong sense of ethics becomes ever more important. In doing so, an employee will be able to maintain strong emotional capital and a great reputation, especially in a region such as the Middle East where strong interpersonal relationships are a cornerstone of society.

To conclude, as our students continue to develop their careers, or take their first steps into the world of work, displaying the skills and traits mentioned above would certainly demonstrate that their time at university involved more than simply "putting in the time" to obtain a degree certificate. When shared with my students, the response to the findings was very positive with many being appreciative for advice about how to stand out from the crowd in a very competitive job market.

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## Leadership and Organizational Performance:

### Part 2: The Four-Frame Model of Leadership

Written by : Mr. Hatem Dammak - Head off Audit and Compliance Unit and Acting Secretary General of University Councils



In past week's article (Evolution of Leadership Theories), I presented a brief history of the main leadership theories and styles and their characteristics. In this week's article, I'll present a simple yet powerful concept about leadership that was introduced by Lee Bolman and Terrence Deal in their book "Reframing Organizations: Artistry, Choice and leadership" (Bolman and Deal, 2017).

Bolman and Deal stated that leaders should look at and approach organizational issues from four perspectives or lenses, which they called "Frames". Each frame describes a different style of leadership that is best suited to meet a particular need or solve a particular issue within the organization. The 4 frames are: Structural (the *Rational* side of organization), Human Resources (the *People* side of organization), Political (the *Conflict* side of organization), and Symbolic (the *Cultural* side of organization).

The Structural Leadership is based on a clear and reliable set of rules, processes, policies and procedures, that are maintained and respected to achieve the same results over and over again. The best examples are Jeff Bezos who created Amazon (Cottrell, 2000) and P. Sloan Jr., former President of General Motors (Lee, 1988). The characteristics of effective Structural Leaders are their attention to details and field knowledge.

The Human Resources Leadership is a well-researched theme (Bradford and Cohen, 1984) (Waterman, 1995). HR leaders are typically known for openness, their strong faith in people, caring, mutuality, listening, coaching, participation, and empowerment. A good example is Martín Varsavsky who went on from a broke Argentinian teenager in New York fleeing violence from his homeland to a multi-billion successful serial entrepreneur with strong presence and influence in the tech industry in America and Europe (Ganitsky and Sancho, 2002) .



Political Leadership takes a different set of skills, the skills that can get you the governmental and public support you need to get your company where it should be. The best example is Lee Iacocca who has joined Chrysler in the late 70s when its bankruptcy seemed almost inevitable, but he managed -against all odds- to persuade the U.S. government to guarantee massive loans to the company to help him turn things around. Political Leaders are very good with networking and building linkages, persuasion, conflict resolution, and negotiating skills, and they also know when to use power to move things ahead.

The Symbolic Frame or the Symbolic Leadership represent the lens from which leaders bring meaning to their employees and create a strong sense of belonging within the organization that becomes like a temple, a community of faith, bonded by shared beliefs and traditions. Good examples are Ann Mulcahy who saved Xerox in 2001 (Morris, 2003) and also Lee Iacocca from the previous frame who reduced his salary to 1 dollar per year to create a symbol, an image that will make everyone trust him and follow him.

Most leaders usually tend to use one or two frames, but a successful and well-rounded leader should be flexible enough to be able to move from one lens/frame to another depending on what the circumstances need.

In next week's article, we will talk about organizational change and see how leaders use the aforementioned frames and *Kotter's Change Model* to bring about the desired change in their organizations. And because everybody loves a great comeback story, we will illustrate the theoretical concepts with real-life examples of leaders who came to the rescue of troubled organizations and successfully turned things around to get them back to their past glory.

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## Eid Mubarak

Dear Colleagues

On the happy occasion of Eid Al Adha, and on behalf of Professor Waheeb and myself, this is to wish you and your families peace, happiness and good health. Inshallah next Eid, we will celebrate without corona.



## Quote of the Week

*"What you get by achieving your goals is not as important as what you become by achieving your goals."*

—Zig Ziglar

من روائع الأدب العربي