

# President's News Digest

## Message From the Editor

Welcome to the 41th 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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من روائع الأديب العربي

## A weekly Diagram/Model from the President

### Golden Rules for Great Educators

- ❖ Keep your course portfolios up to date
- ❖ Keep your curriculum up to date, informed by your research and community engagement activities, recommended reading materials should be updated all the time
- ❖ Make your teaching exciting and not boring, practical examples, problems solving, case studies, etc
- ❖ Make sure that your course assessment helps the students achieve their learning outcomes, grade your assessment material on time, make sure that answers respond to questions, have an answer model and follow strictly
- ❖ Make sure that the learning outcomes are fully met
- ❖ Make sure that quality is at the heart of all what you do
- ❖ Make sure that you are students centered, students should be at the heart of all what we do
- ❖ Post your course materials on Moodle
- ❖ Do not reschedule or cancel lectures, students do not like this
- ❖ Respond to students' feedback by improving what you do
- ❖ Respect your students, because respect given is respect earned. Students do not like it when we approach them arrogantly
- ❖ Always work as a team and encourage your team.
- ❖ Be loyal and committed to your organization
- ❖ Always remember that quality means institution is reaching the top of the mountain, Quality assurance means institution remains on top of the mountain
- ❖ Adopt a student centric approach that will create a real interactive platform for both diversified teaching & learning strategies that are capable to achieve our intended learning outcomes.
- ❖ Encourage the voluntary work for students to participate in events inside and outside the university.
- ❖ Co-operate with students who are members in national teams.
- ❖ Support ASU students' council members and co-operate with them.
- ❖ Instructors should keep in touch all the time with program leaders to share their opinions and make the educational process developed continuously
- ❖ Build common trust between you and your students
- ❖ Devote enough time for the student is a must. In this case there will be mutual understanding and deep concern from both sides. As long as the barriers are broken and there is commitment from both sides, the target can be achieved and the fruits of the real interacting will appear crystal clear on the surface.



Written By  
Professor Ghassan Aouad  
The President of Applied  
Science University

## لبيروت ... من قلبى سلامٌ لبيروت

لبيروت ... من قلبى سلامٌ لبيروت ... وقُبلاً للبحر والبيوت  
من قلوب الناس لبيروت سلامٌ ... من قلوبنا جميعاً لهذي العروس البحرية الوداعة سلامٌ... سلامٌ لباريس الشرق ومدينة  
الأدباء والشعراء ...  
قُلنا لبيروت القصيدة كُلها , لبيروت محبتنا وتعاطفنا، لبيروت دمعتنا، بيروت يا وردة جورية تزين البحر ماذا تبقى منك  
غيرُ قصيدة الروح المحلَّق في الدخان، حماكي الله يا عروس الشرق وحمى أهلك، وندعوه عز وجل أن يرحم الشهداء  
برحمته ويشفي المصابين والضحايا، ويلهم أهلهم جميعاً الصبر والسلوان على هذا المصاب الجلل.  
من جامعة العلوم التطبيقية وجميع منتسبيها قلوبنا معكم وأيادينا مرفوعة للسماء تدعو لكم.



## Leadership and Organizational Performance:

### Part 3: Leadership and Change Management

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



In the past 2 articles “Evolution of Leadership Theories” and “The Four-Frame Model of Leadership”, we presented a brief history of the main theories and styles of leadership and then we presented the four-frame model of leadership which gives organizations different perspectives to look at organizational issues and solve them using the right frame or lens. In this week’s article, we’ll present *Kotter’s Change Model* with its famous 8-step process and how the four-frame model can further improve its odds of success.

Let’s start with the famous 8-step change model developed by John P. Kotter, Emeritus Professor at Harvard Business School, in his book “Leading Change” back in 1996 (Kotter, 1996):

1. Create a sense of urgency
2. Build a powerful coalition
3. Create a vision for change
4. Communicate the Vision / enlist a volunteer army
5. Enable Action by removing barriers
6. Create Short-Term Wins
7. Build on the Change / Sustain Acceleration
8. Anchor the Changes in Corporate Culture / Institute Change / Making it stick

It is worth noting that the author of this 8-step process remained active and published further works on how to accelerate change management and strategic implementation within organizations, namely in his book “Accelerate: Building Strategic Agility for a Faster-Moving World” (Kotter, 2014). More recently (in 2020), he published an update on how to implement the 8-step change model in the Covid-19 era (see references below to download the eBook).

The implementation of this 8-step change model by the leadership of any organization that is taking on a major change initiative certainly maximizes its odds of success, however it sometimes fails to predict certain barriers that could hinder the change process and lead to underwhelming results. That’s where the four-frame model comes in (Structural, Human Resources, Political, and Symbolic).

In fact, reframing organizational change through these four lenses enable the organization’s leadership to anticipate the barriers to change and identify the essential strategies to outmaneuver them from each of the four frames, i.e. perspectives. While many may underestimate it, I believe this is critical for the success of any change management endeavor.

For example, when you reframe organizational change from the lens of Human Resources, you should be able to understand that people will feel anxious about change with all the uncertainty and challenges that come with it, and they may even feel incompetent or needy. The remedy would be to anticipate this by showing empathy and understanding to the staff and make them feel ready for the change by training them or getting them involved in devising the plan or providing them with psychological support. This is important to ensure their early buy-in to the change project.

Another example is the symbolic frame, which is often forgotten, yet could be the most problematic. Averse to change those who don't understand the motive behind it and what to gain from it. Staff members may feel lost and purposeless amidst change and they may hold on to the past dearly. They may even see change efforts as an act of betrayal to the organization's heritage and values (think Kodak and Olympia for instance). Change Leaders should acknowledge and honor the past of the organization, clearly justify the need for change, create transition rituals, and celebrate the future of the organization, to get everyone onboard.

The best example that comes to mind is Allan Mullaly, who was appointed Ford CEO in 2016 when it was chalking up a \$13 billion loss. Mullaly worked on the four lenses, streamlining processes, handling the politics of the transition, signing a historic deal with United Automobile Workers (UAW) to keep wages in check, and knew how to honor and celebrate the past and heritage of the Ford brand while ushering it to a new bright future.

The table below, taken from Lee Bolman and Terrence Deal's book "Reframing Organizations: Artistry, Choice and leadership" (Bolman and Deal, 2017), summarizes how the 4 frames can help identify barriers to change and find strategies to solve them:

To conclude, as a choreographer of change, a leader must be able to implement the 8-step change model while adequately moving from one frame to another so that he can uncover the challenges associated with the change steps and devise the necessary solutions to solve them.

In next week's article, we will explore the impact of leadership on the organizational performance through a literature review and a lot of real-life examples that demonstrate that great leadership lead to great organizational performance.

**References:**

Bolman, L.G., Deal, T.E., 2017. Reframing Organizations: Artistry, Choice, and Leadership. John Wiley & Sons.  
 Bradford, D.L., Cohen, A.R., 1984. The postheroic leader. Train. Dev. J. 38, 40–49.  
 Cottrell, D., 2000. The need for speed in new millennium leadership styles. Employ. Relat. Today 27, 61–71. <https://doi.org/10.1002/ert.3910270106>

Frame	Barriers to Change	Essential Strategies
Human resource	Anxiety, uncertainty; people feel incompetent and needy	Training to develop new skills; participation and involvement; psychological support
Structural	Loss of direction, clarity, and stability; confusion, chaos	Communicating, realigning, and renegotiating formal patterns and policies
Political	Disempowerment; conflict between winners and losers	Developing arenas where issues can be renegotiated and new coalitions formed
Symbolic	Loss of meaning and purpose; clinging to the past	Creating transition rituals; mourning the past, celebrating the future

## Quote of the Week

"Believe you can and you're halfway there" —

Theodore Roosevelt

من روائع الأدب العربي

لا تكن يابسا فتكسر\*\*\* ولا ليننا فتعصر.

- جبران خليل جبران