President's News Digest

ASU
جامعة العلوم التطبيقية
APPLIED SCIENCE UNIVERSITY

معتمدة من مجلس التعليم العالي
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Message From the Editor

Welcome to the 43th issue of the 05th 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 the President

A Lecturer role model:

❖ goes the extra mile to support their students
❖ inspires students and unlocks their potential
❖ creates a "team spirit" environment and harmony amongst students
❖ cares about students and their future
❖ has empathy towards their students
❖ never gossips about their colleagues or their students
❖ respects their students and colleagues delivers inspirational teaching combining leadership, knowledge, passion and innovation
❖ is always available to support their students
❖ is always remembered by their students especially after graduation
❖ has strong values, ethics, and integrity
❖ is driven by their professional conscience leads by example

Written By
Professor Ghassan Aouad
The President of Applied Science University

Leadership and Organizational Performance:
Part 5 (Final): ASU as a Case Study
Written by : Mr. Hatem Dammak - Head of Audit and Compliance Unit and Acting Secretary General of University Councils

In the past 4 articles "Evolution of Leadership Theories", "The Four-Frame Model of Leadership", "Leadership and Change Management" and "Impact of Great Leadership on Organizational Performance", we presented a brief history of the main theories and styles of leadership, 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, then we presented Kotter's Change Model with its famous 8-step process (Kotter, 1996) and how the four-frame model (Bolman and Deal, 2017) can further improve its odds of success, and we finally established the evidence linking top-quality leadership to improved organizational performance and better achievement of the vision, mission and strategy of the organization (Harris, et al., 2007).

Throughout the past 4 articles, we illustrated the various concepts with real-life examples of exceptional leaders who made a great difference for their organizations (Canon, Ford, Chrysler, Prudential UK, etc.). In this week's article, which is the last in this series, we will look at the leadership style and behaviour at ASU as a case study by taking the Presidency of the University as an example.

ASU Leadership: Style and Characteristics

In the 1st Article "Evolution of Leadership Theories", we presented the various theories of leadership across the 20th century, and the most recent one: "Transformational Leadership", seems to be the most fitting to describe ASU leadership. Transformational Leadership focuses more on how leaders inspire and influence their followers, as opposite to transactional leadership (Conger and Kanungo, 1998).

In the same Article, we presented the leadership styles presented by the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research conducted on 62 societies surveying more than 17,000 middle managers in 950 organizations (House et al., 2004). It identified six different leadership styles. In the following table, we present them and we identify the ones that match best ASU Leadership Style:

Leadership Style	Characteristics	ASU Style	Justification
Charismatic/ values based	leader sets high standards, seeks to inspire people around a vision, and emphasizes core values	✅	Presidency at ASU is strongly championing the University values, mission and vision. Among the first things the President did is update the Strategic Plan and build momentum around it.
Team-oriented	leader evokes pride, loyalty, and cooperation, values team cohesiveness and shared goals	✅	Presidency at ASU is keen on installing a strong team spirit within staff. Among the first things the President did is update the Committees Structure and create a real culture of working together.

Leadership Style	Characteristics	ASU Style	Justification
Participative	leader encourages input in decisions, emphasizes delegation and equality	✅	Presidency at ASU is big on widening the circle of consultations for decision-making, extending the University Management Committee for example well beyond its original core membership.
Humane	leader is patient, supportive, concerned for others' welfare	✅	ASU President has been thoroughly praised as a very compassionate, supportive, empowering and respectful leader by current and departed colleagues (in Lebanese Dialect: آدمي).
Autonomous	leader is independent and individualistic and puts self at the center	❌	Although he can be 100% autonomous, ASU President is opposed to individualism and strongly promotes teamwork. He never takes credit and always gives it to colleagues by name. Example: at All Staff meetings, he invites colleagues to the stage to talk about their work (to be acknowledged publicly).
Protective	leader emphasizes procedure, status, face-saving, and safety and security of individual and group	❌	The President of ASU is not at all about face-saving. He is not afraid of taking risks and putting himself out there for the benefit of the University, its staff and its students.

As we can see from the table above, although ASU Leadership style borrows from all of the styles identified by the 'GLOBE' study, we can say that it is more in line with the following four styles: "Charismatic/values based", "Team-oriented", "Participative" and "Humane".

ASU Leadership: The Use of the Four Frames of Leadership
In the 2nd Article "The Four-Frame Model of Leadership", we explained the four frames and how it is essential for the modern leader to use most of them, if not all of them, to lead his/her organization to success. In the following table, I demonstrate that ASU leadership has indeed used all of the four frames:

Frame	Focus	ASU Leadership Behaviour
Structural	Organizational Structure (OS), Processes and Procedures	The President is all about installing good practices and sound processes and continuously improving the policies and procedures and the OS.
Human Resources	People in the organization	The President promotes the career development of the staff, namely through the HEA Fellowship scheme
Political	Political dynamics, alliances and strategic partnerships	The President is always out there on the lookout for new partners and advocates for the University
Symbolic	Meaning and Culture in the Organization	The Presidents creates symbols and leads by example to install a strong sense of belonging and consolidate the teamwork culture. Example: he came on a weekend to lead group work to deliver HEC Institutional Accreditation deliverables in time

From the table above, we can see that the Presidency at ASU has been successful in using the four frames of leadership and switching from one lens/perspective to another whenever necessary.

ASU Leadership: The Use of Kotter's Change Management Model

In the 3rd Article "Leadership and Change Management", we presented *Kotter's Change Model* with its famous 8-step process (Kotter, 1996). In the table below, we will examine ASU leadership when it comes to change management using the example of its efforts to obtain the HEC Institutional Accreditation (IA):

Kotter's Change Model Steps	ASU Leadership Behaviour
1. Create a sense of urgency	When Professor Ghassan first joined the University in 2015, there were still no specific date for the HEC IA visit (which ended up happening in 2018). However, he immediately started working on it and used it as a change agent to undertake the necessary improvements.
2. Build a Guiding Team/ a Powerful Coalition	Among the first things the President did is create a HEC IA Work Group and a change management team to do the gap analysis and implement all the necessary changes.
3. Create a vision for change	One other thing the President did upon arrival is update and reinvigorate the University's Strategic Plan including a vision of ASU as a top-quality accredited university in Bahrain.
4. Communicate the Vision / enlist a volunteer army	Another thing the President did soon after arriving is launch the President's News Digest to communicate the Vision and Mission of the University and its achievements with all the internal and external stakeholders to garner the necessary support for the achievement of its strategic plan and keep the momentum going.
5. Enable Action by removing barriers	Professor Ghassan started working upon arrival on removing barriers such as inefficient processes and established an open door policy to remove bureaucracy. He introduced a new term: "Closing the loop", which entails removing any barriers that hinder the full achievement of any given process.
6. Create Short-Term Wins	While keeping his eyes on the big prize (HEC IA), Professor Ghassan helped create quick wins to pave the way for the big achievement: HEA Fellowship, ISO 9001:2015, launching hosted programs, and Adequate Progress for the "Arts & Science" programs, leading the path up to the HEC Institutional Accreditation.
7. Build on the Change / Sustain Acceleration	Professor Ghassan pressed even harder after obtaining the HEC IA and immediately started working on the BQA Institutional Review. Famous expressions he used are "No rest for the wicked" and "we must avoid complacency", all these to keep the momentum going and sustain the achieved performance.
8. Anchor the Changes in Corporate Culture / Institute Change / Making it stick	After achieving the HEC IA, Professor Ghassan immediately instructed the Acting Secretary General of University Councils to write a report with all the lessons learned from this exercise to institutionalize the good practices identified and make it part of the University Culture.

From the table above, we can see that ASU President has masterfully used the 8 steps of Kotter's Change model to not only take ASU from a non-accredited University to an accredited University but also to institutionalize the good practices leading to that achievement in order to ensure that the University will go beyond the Institutional Accreditation and achieve many other successes in the future.

Conclusion:
Acting upon the grand vision of Professor Waheeb Alkhaja -Founding President and Chairman of the Board of Trustees of ASU- and under his guidance and with his support, Professor Ghassan exhibited a unique style of Leadership that coupled compassion with firmness, and combined art with science, to lead the University to new heights. Indeed, in the span of just five years (from 2015 to 2020), ASU went from being one of the best private Universities in Bahrain, to arguably *the* best Private University in Bahrain, and the best in yet to come insha'Allah.

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Quote of the Week

"It is our attitude at the beginning of a difficult task which, more than anything else, will affect its successful outcome."

-William James

من روائع الأدب العربي

يمتلك المعلم أعظم مهنة ،

إذ تتخرج على يديه جميع المهن الأخرى.

ـ نجيب محفوظ