

**Special timing only this time 6pm Egy 7pm KSA 8pm UAE**

# **#127<sup>th</sup> Marketing Club**

**7<sup>th</sup> Dubai 87<sup>th</sup> Business Club**

## **Marketing Leadership in VUCA World**

**Tuesday 30-1-2024**

**6 PM EGY 7 PM KSA 8 PM UAE**

**FOUNDER & HOST**

**Dr. Mahmoud Bahgat**



**INSTRUCTOR**

**Dr. Tamer Mamdouh Abass**

Director of Organizational Effectiveness  
EMEA Johnson & Johnson

# ***Leadership in VUCA world***

***Tamer Abbas***

***Jan. 2024***

***Marketing Club***





# What is VUCA?

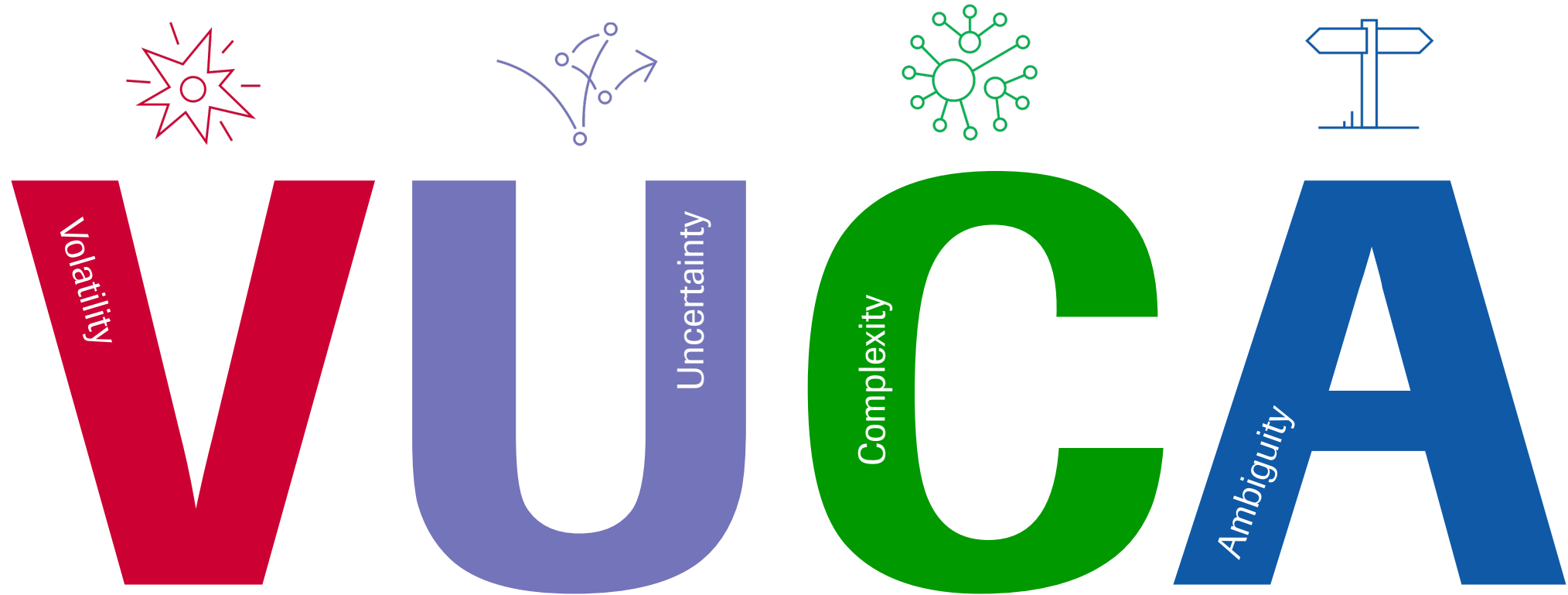


# What is happening with the World?

- Covid19
- Russia – Ukraine
- Gaza
- Inflation – economy recession
- Downsizing
- AI evolution



**External forces are reshaping leadership and driving us to think differently It's a VUCA world**



# Outcomes of VUCA & How to lead?



## Outcomes:

- Confusion
- Stress – conflicts
- Politics & Agendas
- AI evolution

## What do we need?

- Self awareness – priorities
- Positive mindset & Clarity
- Emotional intelligence (stress management and conflict resolution)



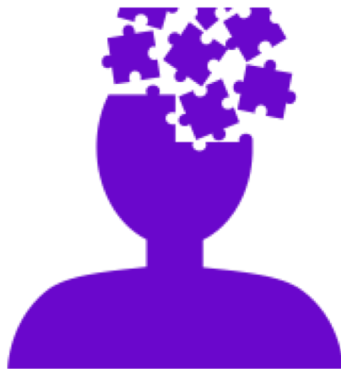


# Leadership & Mindset



# But what makes a great leader?

Mindset



Behaviors





# But what makes a great leader?

## Fixed mindset

- Low self awareness
- Feedback is a criticism
- Avoid challenges
- Give up easily/ blame others
- Others are threat and competitors.
- Stressed under uncertainty

## Growth Mindset

- High self awareness
- Feedback is a gift
- Embrace/ enjoy challenges
- Never give up/ assume accountability
- Collaborative
- Composed/ adapt quickly



# When you think differently you will act differently:

From

To

CONSERVATIVE



**EXPERIMENTING AND RISK TAKING**

PERFECTIONIST



**PRAGMATIC**

CONTROLLING



**TRUSTING and COLLABORATING**

CONSENSUS



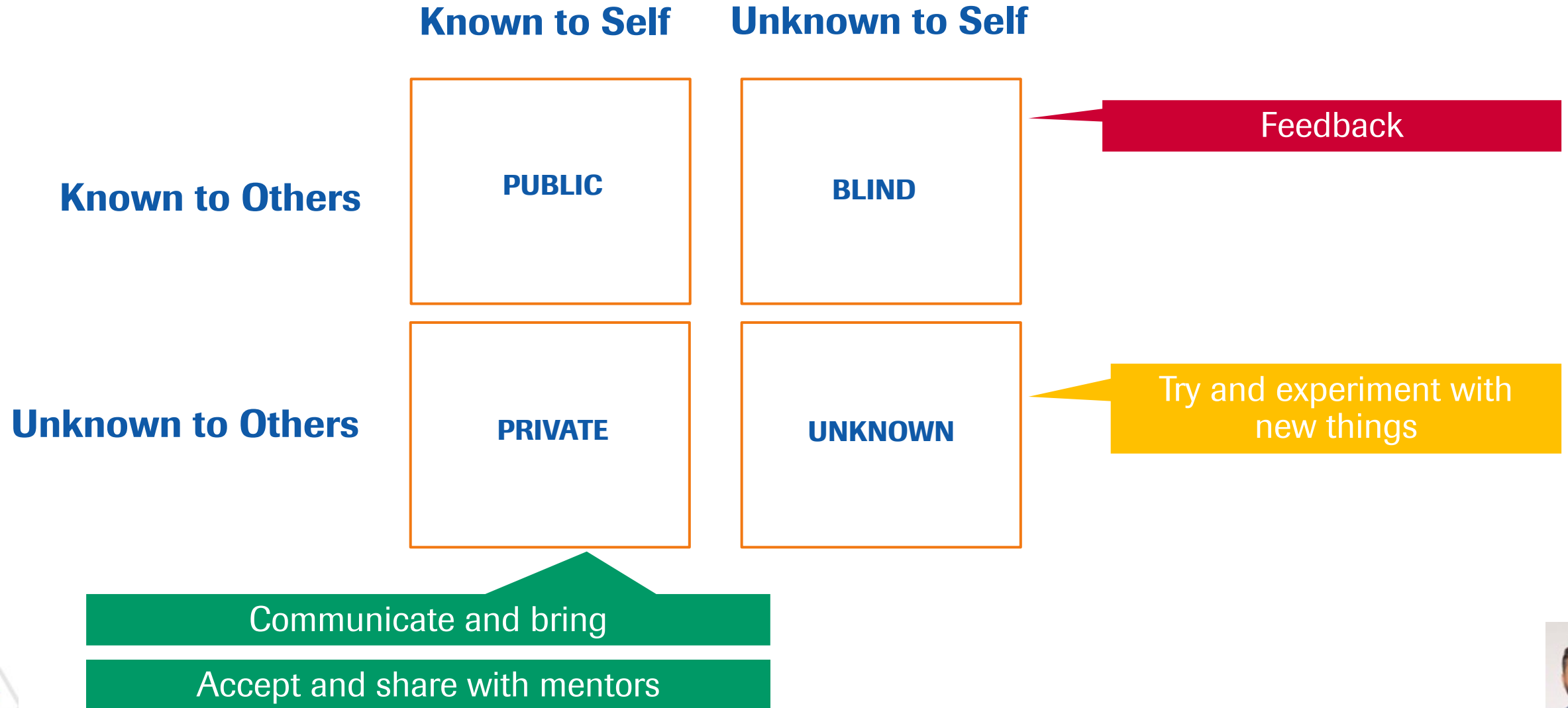
**QUESTIONING and CHALLENGING**

# Understanding Self





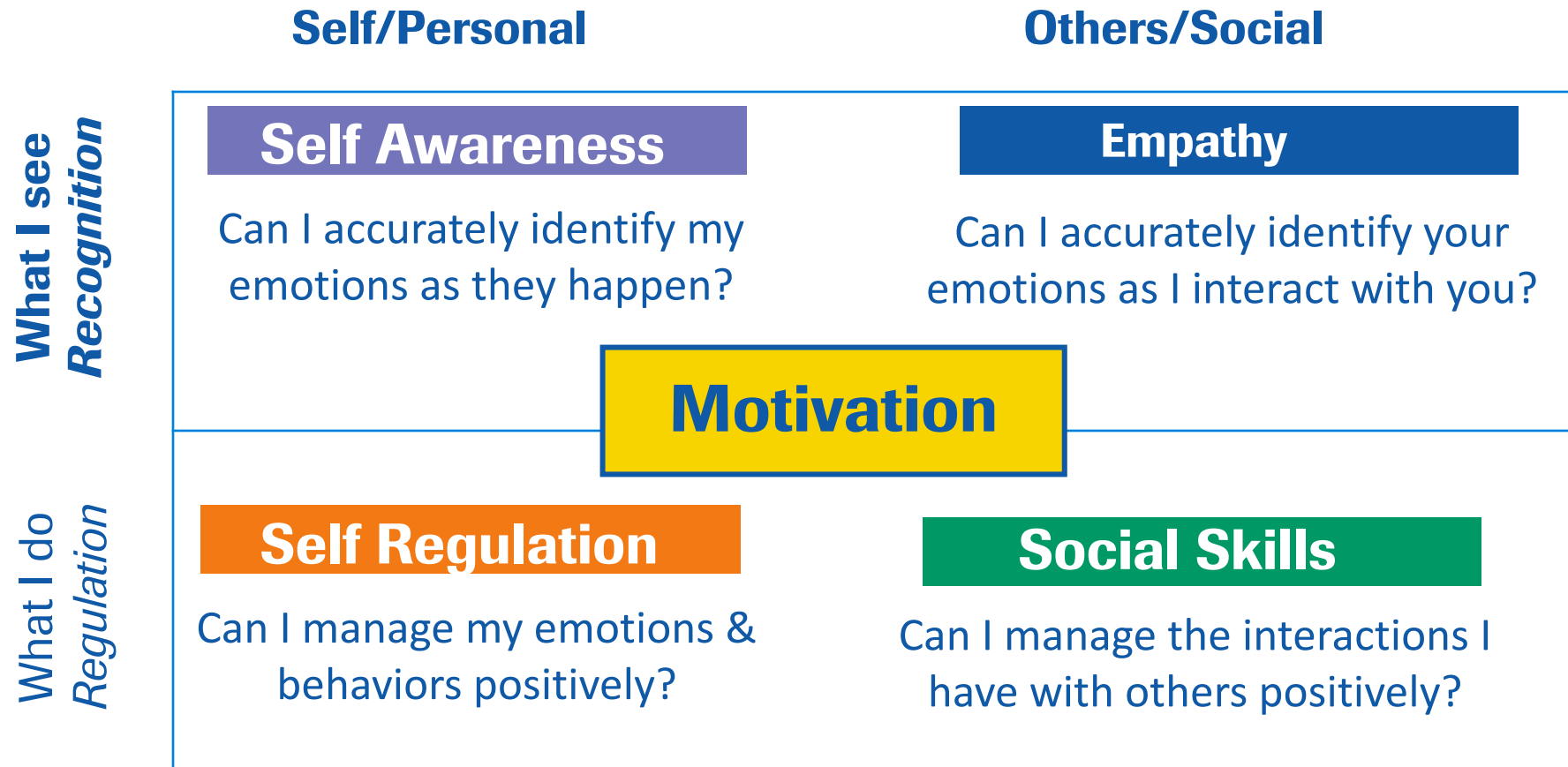
# The Johari Window



# Emotional intelligence



## 4. Emotional intelligence





# What is Emotional Intelligence?

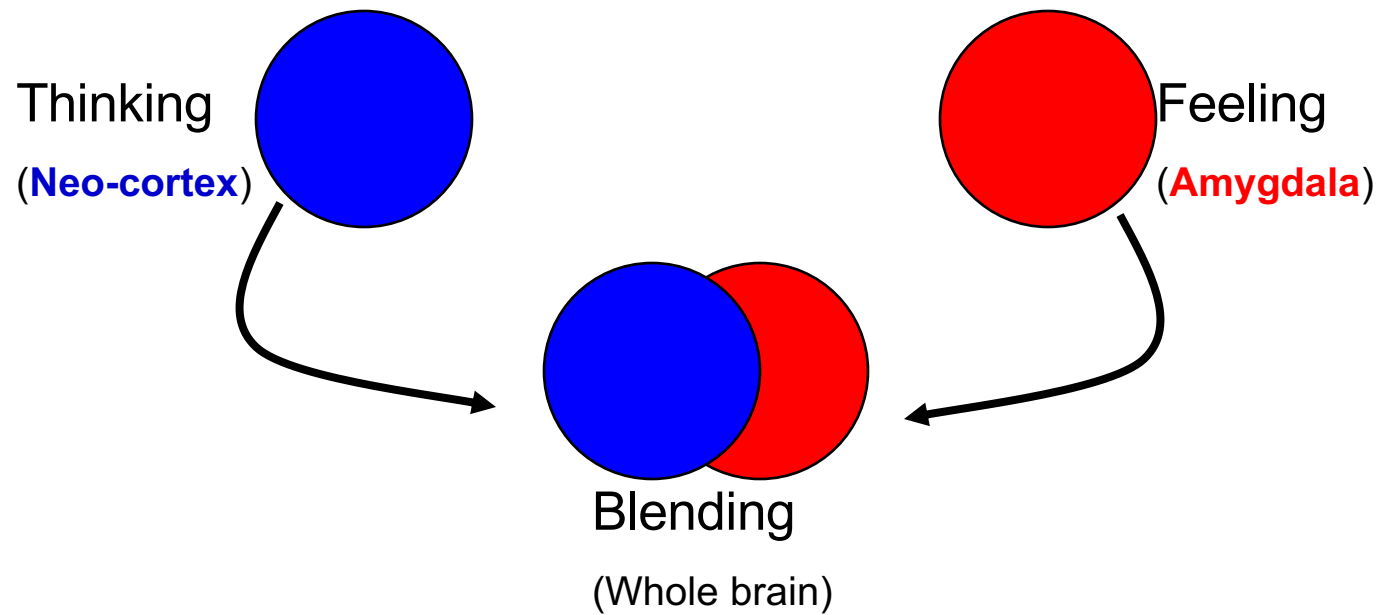
- A **conscious effort** where a person...
  - Identifies his/her current emotional state,
  - Determines the emotional trigger or source of the emotional state, and
  - Chooses a reaction from a range of possibilities.

*Marcia Reynolds, Outsmart Your Brain, 2004*



# EQ is Blending

- We are most powerful when emotion and thought work together...



# 1. Self awareness: Early Warning System

Your body is your EWS...

... it responds to the amygdala  
in .85 milliseconds!





## 2. Self regulation: SOSS

- **S**oss – Stop
- **s****O**ss – Oxygenate
- **so****S**s – Strengthen Appreciation
- **sos****S** – Seek Information

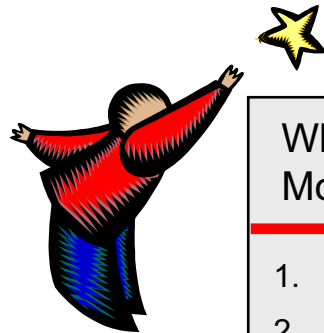


# 3. Motivation

- What is motivation?
- Is it extrinsic or intrinsic ?



# What Motivates People?



## What Managers Think Motivates Employees

1. Good wages
2. Job Security
3. Promotion opportunities
4. Good working conditions
5. Interesting work
6. Loyalty from management
7. Tactful discipline
8. Appreciation
9. Sympathetic help with personal problems
10. Feeling "in" on things

## What Motivates Employees

1. Appreciation
2. Interesting work
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*Sheryl & Don Grimme, GHR Training Solutions (1997-2001)*





# Hygiene Factors - basic

- Basic needs that must be met to avoid unsatisfactory conditions
- If these factors are considered inadequate by employees, then employees can be dissatisfied with work
- Improving hygiene factors only decreases dissatisfaction – cannot motivate, no matter how much they are improved
- What are some examples of “hygiene factors”?
  - working conditions managers focusing on a task
  - job security pay and benefits
  - good wages policies & administration



# Motivator Factors

- Based on an individual's need for growth
- When they exist, motivator factors create job satisfaction
- Only true job motivators – provided hygiene factors have been satisfied
- What are some examples of “motivator factors”?
  - achievement recognition
  - interesting work responsibility
  - advancement growth
  - quality interpersonal relationships leadership focusing on people



## 4. Empathy

- Your ability to accurately recognize emotions in other people and understand what is really going on.
- This often means understanding what other people are thinking and/or feeling, even if you don't think/feel the same way.
- Can I accurately identify your emotions and tendencies as I interact with you or a group?*



# Sympathy versus Empathy

## What is Sympathy?

A relationship in which whatever affects one person affects the other in a similar way

e.g. *You're frustrated, therefore, I'm frustrated.*

## What is Empathy?

The identification and understanding of the thoughts or feelings of the other

e.g. I can see that you are frustrated. *What is frustrating you?*





# Remember Titanic??



# Strategy: Intention vs. Impact

- Don't confuse *impact* with *intention*.

We judge ourselves by our...

*Intention*

- We judge others by their...

*Impact*



## 5. Social Skill

- Your ability to use your awareness of your emotions and the emotions of others to manage interactions effectively.
- Letting emotional awareness guide clear communication and effective handling of interpersonal tension.
- Can I manage the interaction I have with others constructively and to a positive outcome?*



# What Do You Think?

- Harvard Business Review
- What percentage of business issues are due to **the lack of inter-personal communication skills** not the competencies of the parties?

87%

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# Effective Communication



- A two-way process in which the listener interprets the speaker's message **the way the speaker intended.**



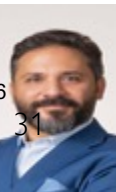
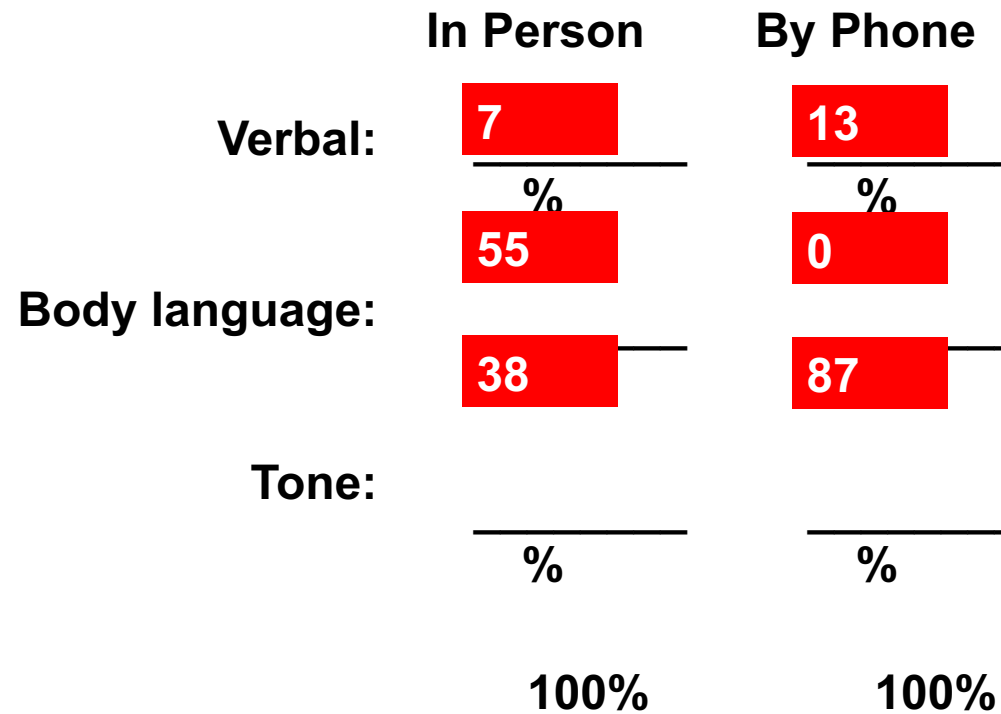
# Elements of Communication



1. Environment
2. Tool & Timing
3. Sender
4. Receiver
5. Message



### 3 Ingredients of Communication



# Components of Emotional Intelligence

## SELF-AWARENESS

*The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.*

- Self-confidence
- Realistic self-assessment
- Self-deprecating sense of humor

## SELF-REGULATION

*The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgment to think before acting.*

- Trustworthiness & Integrity
- Comfort with ambiguity
- Openness to change

## MOTIVATION

*A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy & persistence.*

- Strong drive to achieve
- Optimism, even in the face of failure
- Organizational commitment

## EMPATHY

*The ability to understand the emotional makeup of other people. Skill in treating people according to their emotional reactions.*

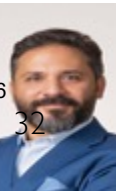
- Expertise in building and retaining talent
- Cross-cultural sensitivity
- Service to customers

## SOCIAL SKILL

*Proficiency in managing relationships and building networks. An ability to find common ground and build rapport.*

- Effectiveness in leading change
- Persuasiveness
- Expertise in building and leading teams

Source: Harvard Business Review, © Nov-Dec 1998, pp 92-102



# What should I do? Action .....

- Know self – starve for feedback
- Surround yourself with good people
- Work on your mindset – be honest
- Empathy & communication are the KFY
- Experiment things





**Thank you**

**Q&A**





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