

# CHAIR ACTIVITY REPORT

\_\_for year 1\_\_\_\_\_



2019-2020



Chair Holder: Professor **Virginia Bodolica**, PhD



## **TABLE OF CONTENTS**

About the Chair: BACKGROUND	3	
Summary: 3 MAJOR AREAS OF CHAIR ACTIVITY	4	
Activity Area I: YOUTH ENGAGEMENT		4
Activity Area II: SCHOLARLY PRODUCTION		10
Activity Area III: NON/ACADEMIC OUTREACH		14
Conclusion: ONGOING CHAIR ACTIVITIES	20	



## About the Chair: BACKGROUND

The Said T. Khoury Chair of Leadership Studies at American University of Sharjah (AUS) was established in 2019 to honor the legacy of a prominent entrepreneur, business person, philanthropist and father. In early 1950s, Mr. Said T. Khoury co-founded Consolidated Contractors Company (CCC) and led its transformation from a small subcontracting firm into an international construction engineering giant. Headquartered in Athens, Greece, CCC is now one of the top 25 companies in the world in its industry of operation, having a workforce of approximately 130,000 employees and executing major projects in more than 40 countries.

The Said T. Khoury Chair of Leadership Studies is dedicated to the development and dissemination of impactful knowledge about leadership that manifests itself across different levels of analysis, transcending disciplinary silos, functional areas and industry boundaries. The distinctiveness of the Chair is found in its balanced approach to leadership theory and practice, which is materialized through a fruitful combination of academic endeavors and practice-focused initiatives. The Chair strives to conduct a series of closely interrelated activities in three mutually reinforcing areas, namely youth engagement, scholarly production, and non/academic outreach.

#### **Vision Statement of the Chair**

The Said T. Khoury Chair of Leadership Studies at American University of Sharjah seeks to develop a well-established knowledge platform in the region for the generation, dissemination and promotion of impactful leadership studies, practices and insights.

#### **Mission Statement of the Chair**

The Said T. Khoury Chair of Leadership Studies at American University of Sharjah provides an open venue for students, alumni, scholars and practitioners to create and share relevant knowledge about leadership in its broadest sense and its various manifestations. Through a mix of synergistic and mutually reinforcing actions and initiatives that strike a balance between research and practice, the Chair is committed to producing outcomes that have impact and span across levels, industries, sectors and spheres of activity.

#### **Chair Website:**

www.aus.edu/sba/partnerships/our-partners/the-said-t-khoury-chair-of-leadership-studies

#### **Chair Holder:**

Professor Virginia Bodolica, PhD, vbodolica@aus.edu



## Summary: 3 MAJOR AREAS OF CHAIR ACTIVITY

To achieve its vision and keep the promise made in its mission statement, The Said T. Khoury Chair of Leadership Studies at AUS initiated and conducted a series of closely interrelated activities in three mutually reinforcing areas.

Activity Area I:
YOUTH
ENGAGEMENT

Areas of
ACTIVITY
SCHOLARLY
PRODUCTION

Activity Area III:
NON/ACADEMIC
OUTREACH

Figure 1. The 3 Interrelated Areas of Activity of the Chair

## **Activity Area I: YOUTH ENGAGEMENT**

A number of initiatives were conceptualized and implemented with the purpose of developing youth skills, enhance the practical relevance of their knowledge, and contribute to their employability in the market. These initiatives aimed to boost the connectivity between the current and former students of the Chairholder at AUS to enhance the overall learning experience within and beyond the classroom boundaries.

Throughout the year, the Chairholder taught multiple sections of four different courses, including:

- MGT 406 Business Policy and Strategy (multiple sections)
- MGT 313 Managing Change and Innovation (1 section)
- MGT 303 Management and Leadership Development (1 section)
- MGT 201 Fundamentals of Management (multiple sections)



## Field Trip in Collaboration with CCC

Students from the MGT 406 course had the exclusive opportunity to visit Sharjah's Al Zahia City Center, which is currently being built by CCC—the largest construction company in the Middle East. Mr. Samer S. Khoury and other members of the Khoury family, who assume the leadership of this successful organization, are the generous donors of The Said T. Khoury Chair of Leadership Studies at AUS.

Business students were taken out of their comfort zone during the site visit to see first-hand the daily challenges of executing and managing a construction project of such a large scale. They were also briefed about waste management practices and other sustainability initiatives deployed at CCC.



The Chair expresses a deep gratitude to the management and staff members from the HR and Sustainability departments at CCC, Mr. **Shadi Abdul Baki**, Mr. **Bassam Mjaes**, Mr. **Fakher Saleh**, Ms. **Dana Mahboobeh** and others, who were extremely helpful and responsive in making this visit possible. This is just one of the many initiatives of collaboration between CCC and The Said T. Khoury Chair at AUS.





## > Former Student as Guest Speaker

The Said T. Khoury Chair was proud to host Ms. **Aliaa Fakhreddine** as a guest speaker in the strategy (MGT 406) and innovation management (MGT 313) classes at the AUS School of Business Administration (SBA). Ms. Fakhreddine graduated from SBA in 2012 and currently enjoys a successful career in the field of market research at Kantar.

Ms. Fakhreddine gave a very insightful and inspiring talk about market research in the Middle East and shared her perspectives on how soon-to-be graduates could approach current labor market dynamics. She has also graciously agreed to attend students' presentations of innovative solutions to customer pain-points made in the innovation class. Students were able to benefit from her practical, real-life knowledge through the detailed comments and feedback she provided.



#### Guest Speaker from Lebanon



The Chair hosted Dr. **Nada Khaddage**, an Assistant Professor at the Lebanese University and MBA program coordinator at the Arts, Sciences and Technology University in Beirut, Lebanon. Dr. Khaddage delivered an interactive presentation to students on the topic of "Entrepreneurial Leadership Characteristics: The Case of Innovative Start-Ups in Lebanon". All students—past, present and future start-uppers— were cordially invited to join us.



## **Presentation Summary:**

Dreaming about starting your own company and leading it all the way to sustainable success? Wondering about what is needed to thrive as an entrepreneur in today's instable and constantly changing business environment? Uncertain about what role the specific context plays in the success of your entrepreneurial endeavor? Learn about how start-uppers approach those pressing business dilemmas, manage to seize multiple opportunities, and overcome an array of different challenges in the specific context of Lebanon. These and other entrepreneurial leadership topics were discussed during the talk, using specific examples of innovative start-ups in Lebanon.

## Social Leaders Project with Al Ahli Group

Students in the Business Policy and Strategy course and Leadership and Management Development course had an exclusive opportunity to initiate a semester-long project that is relevant, practice-based and meaningful for the society in which we live. For this purpose, the Chair partnered with the CSR Division of Al Ahli Holding Group to launch the Social Leaders Project for students in these courses. CSR Al Ahli was founded "with an aim to develop Arab and Global youth, build their skills and widen their horizons and exposure." CSR Al Ahli's strives to help youth all over the world develop social leadership capabilities, entrepreneurial skills and social enterprises.



Ms. **Lina Hourani**, the Director of Al Ahli Holding Group CSR Division, was invited to speak in both courses and explain the fundamentals of the Social Leaders Project to students. Ms. Hourani is responsible for several youth development programs and initiatives at Al Ahli that aim to help today's youth become job providers rather than job seekers. As a guest speaker, she provided a motivational speech to encourage youth to "harness their energies and channel them to create valuable social change." Students received practical advice on how to design a social initiative, how to tackle social problems that our society is confronted with, and how to conceptualize workable solutions for successfully addressing these challenges to generate a positive social effect for the wider community.

#### Note:

The practical component related to the implementation of the Social Leaders Project was subsequently cancelled due to the pandemic-induced lockdown. Nonetheless, students have successfully completed the conceptual part of their social enterprise and presented their written projects at the end of the semester.



## > Leadership Challenge with Kanoo Shipping

The Chair partnered with the Shipping Division of The Kanoo Group based in Bahrain to offer students the real-life possibility to step into the leaders' role and experience the challenges they face on a daily basis. Mr. **Jonathan Bygrave**, CEO of the Shipping Division at The Kanoo Group, delivered a presentation about his executive role in the company and the way he approaches his career choices. He provided the three main leadership challenges that he has faced in his executive position and asked students to provide their innovative solutions for addressing those challenges. Students in the Leadership and Management Development course have enthusiastically approached this practical exercise, offering unconventional ways of solving these leadership challenges.

## **Three Leadership Challenges at Kanoo Shipping**

- 1. How do you go about changing the culture and work ethic of the organization, while maintaining staff motivation and introducing digitization?
- 2. How would you set about ensuring a diverse multi-location, multi-country organization works in-tune in terms of service delivery standards and that sales, operations and finance all work together?
- 3. How would you go about managing the expectations within your own organization, while balancing those of the shareholders/business owners?

## Co-Authoring Articles with Students/Alumni

The Chair is actively engaged in mentoring and coaching AUS students and alumni to help them develop their research and writing skills. This year in particular, these mentoring activities resulted in joint publications with Mona Abou Soueid (former graduate student), and George Marachli and Nadia Saleh (former undergraduate students).

- Article co-authored with Ms. Saleh, N. (2020). Innovative leadership in leisure and entertainment industry: The case of the UAE as a global tourism hub. International Journal of Islamic and Middle Eastern Finance and Management, 13(2), 323–337. (Impact Factor 1.206)
- Case co-authored with Mr. **Marachli, G.** (2020). Misakyan Technical Solutions: Between two mindsets and the emergence of the new generation. <u>Case study</u>. *Emerald Emerging Markets Case Studies*, 10(1), 1–17.
- Notes co-authored with Mr. Marachli, G. (2020). Misakyan Technical Solutions: Between two mindsets and the emergence of the new generation. <u>Teaching notes</u>. Emerald Emerging Markets Case Studies, 10(1), 18–30.
- Article co-authored with Ms. Abou Soueid, M. (2019). Innovation drivers and trends in the retail industry: An application to emerging markets and the case of the Gulf region. *International Journal of Comparative Management*, 2(1), 51–66.



## Developing Students' Creative Skills

A number of students have been mentored on unconventional story-telling techniques and interpreting narratives in order to develop their creativity, inquisitiveness and out-of-the-box way of thinking. In particular, students were trained in interpreting a critical series of events in a corporate lifecycle and make sense of these organizational stories through the development of artwork for several business case studies.

The Chair worked with several AUS students and alumni (Ms. Maya Al Kharaz, Ms. Monahil Nida, Ms. Vani Ramankutty, Ms. Samin Shahid, Ms. Haiqa Syed, Ms. Ayesha Alhashmi and Ms. Sama Al Taie) to create case study comic strips, anime stories, hand drawings and other types of artwork. Additionally, through a professional collaboration with Ms. Nadia Saleh, an AUS alumna who currently works as a Senior Graphic Designer at Jumeirah Hotels & Resorts in Kuwait, the Chair succeeded in developing a logo that artfully captures the vision of The Said T. Khoury Chair of Leadership Studies at AUS.

## Reconnecting with Alumni

<u>In the Spotlight</u>: Ms. **Nafisa Mehraj** graduated from SBA in 2017 with a bachelor's degree in management information systems. As a student at SBA, she took the elective course MGT 313 Managing Change and Innovation taught by the Chair. In 2018, she enrolled in the Master of Science program at Birkbeck, University of London, UK. She graduated in 2019, having written her dissertation entitled "The Internet of Things Industry: Smart City Dubai." She is now working as a corporate alignment intern with ACWA Power in Dubai.



## Ms. Mehraj's Testimonial:

"The innovation course was very different from the rest of the courses I had taken. It really caught my attention and I enjoyed learning it, so, I decided to pursue my future studies in a similar field as innovation. Professor Bodolica and I continued to interact after graduation and she wrote letters of recommendation for each university I had applied to. Although initially I had planned to pursue a degree in MIS, after spending a semester with Professor Bodolica learning innovation, I was inspired to do different, or, in her words, 'to dive into an unexplored market space', adopting a blue ocean strategy! If it wasn't for that innovation course that she taught, I wouldn't have graduated with a Master's degree in Business Innovation and Entrepreneurship."



## **Activity Area II: SCHOLARLY PRODUCTION**

The Chair has initiated a number of collaborative research projects, some of which have already resulted in scholarly publications in various academic outlets.

#### Macro-Level Research

- (2020). Innovative leadership in leisure and entertainment industry: The case of the UAE as a global tourism hub. *International Journal of Islamic and Middle Eastern Finance and Management*, 13(2), 323–337 (with AUS student Saleh N.) (Impact Factor 1.206).
- (2020). Will patient empowerment help build a global healthcare system in the UAE? *Harvard Business Review Arabia*, May 31 https://hbrarabic.com/?p=211500.
- (2019). Toward patient-centered care and inclusive healthcare governance: A review of patient empowerment in the UAE. *Public Health*, 169(4), 114–124 (Impact Factor 1.774).
- (2019). Innovation drivers and trends in the retail industry: An application to emerging markets and the case of the Gulf region. *International Journal of* Comparative Management, 2(1), 51–66 (with AUS student Abou Soueid M.).

## Meso-Level Research

- (Forthcoming). On the heterogeneity and equifinality of knowledge transfer in small innovative organizations. *Management Decision* (Impact Factor 2.723).
- (In press). Leadership in times of organizational decline: A literature review of antecedents, consequences, and moderators. *International Journal of Organizational Analysis*.
- (2020). At the intersection of corporate governance and performance in family business settings: Extant knowledge and future research. *Business Ethics: A European Review*, 29(1), 143–166 (with AUS faculty **Dupuis D.**) (Impact Factor 2.919).
- (2020). How to build an integrated governance system in your organization. Harvard Business Review Arabia, June 2. https://hbrarabic.com/?p=211554.
- (2019). Editorial: Multilevel analysis of corporate governance and leadership. *Corporate Ownership & Control*, 17(1), 4–6.



#### Micro-Level Research

- (2020). Misakyan Technical Solutions: Between two mindsets and the emergence of the new generation. <u>Case study</u>. <u>Emerald Emerging Markets Case Studies</u>, 10(1), 1–17 (with AUS student Marachli G.).
- (2020). Misakyan Technical Solutions: Between two mindsets and the emergence of the new generation. <u>Teaching notes</u>. *Emerald Emerging Markets Case Studies*, 10(1), 18–30 (with AUS student Marachli G.).
- (2020). How do we benefit from informal play in organizations? *Harvard Business Review Arabia*, April 15. Available at: https://hbrarabic.com/?p=187227.
- (2020). Almajid Limited: The tumultuous journey of a mutigenerational enterprise in Saudi Arabia. Parts A, B, C, & D. <u>Case study</u>. *Emerald Emerging Markets Case Studies*, 10(1), 1–24.
- (2020). Almajid Limited: The tumultuous journey of a mutigenerational enterprise in Saudi Arabia. Parts A, B, C, & D. <u>Teaching notes</u>. *Emerald Emerging Markets Case Studies*, 10(1), 25–40.
- (2020). What are the boundary management strategies in family-run businesses?
   (in Arabic) Harvard Business Review Arabia, March 17. Available at: https://hbrarabic.com/?p=165096.
- (2020). The media roller coaster: The down and evolution of Multimedia Ventures in Middle East in beyond. <u>Case study</u>. <u>Emerald Emerging Markets Case Studies</u>, 10(1), 1–14.
- (2020). The media roller coaster: The down and evolution of Multimedia Ventures in Middle East in beyond. <u>Teaching notes</u>. <u>Emerald Emerging Markets Case</u> Studies, 10(1), 15–25.
- (2020). What we discovered from studying 195 family businesses in the Emirates (in Arabic). Harvard Business Review Arabia, February 27. Available at: https://hbrarabic.com/?p=165799.
- (2020). How two female entrepreneurs succeeded in launching their own projects in the UAE (in Arabic). Harvard Business Review Arabia, February 16. https://hbrarabic.com/?p=156127.

Several collaborative research projects with peers from the region and beyond, on topics across the three levels of leadership studies, are currently planned and are at different stages of conceptualization and development. In this area, specific attention is being paid to **mentoring junior scholars** in various research techniques and paper development practices with the purpose of contributing to knowledge sharing.



## Paper Presentations at Conferences

The research projects conducted by the Chair were presented at various scholarly conferences and received developmental feedback from international peers.

- (2020). Cultural diversity in top management teams—Review and agenda for future research. Academy of Management Online Meeting, August 7–12 (with Ponomareva Y.).
- (2020). Country soft power using international brands: The humanitarian context. Academy of International Business Annual Conference, Virtual (Online), July 1–9 (with Stephens M., Al Nahyan S.S., & Mouawiya A.).
- (2020). Cultural diversity in top management teams—Review and agenda for future research. Corporate Governance Research Symposium (Seventh Critical and Alternative Thinking in Governance), Virtual (Online), June 25–27 (with Umans T., Ponomareva Y., & Wennberg K.).
- (2020). Leading the transformation of healthcare sector in the fourth industrial revolution: Leadership and governance initiatives at the macro and micro levels. Eurasia Business and Economics Society (EBES) Conference, Virtual (Online) April 15–17 (with **Arida A.I.**).
- (2019). Agency or stewardship? Leadership and governance in family firms.
   Eurasia Business and Economics Society Conference, Lisbon (Portugal),
   October 10−12.
- (2019). Revisiting the work-play relationship: Empirical vignettes and practice analysis of spontaneous play. Academy of Management Annual Meeting, Boston (USA), August 9–13.
- (2019). Family firm governance and performance: A literature review and future research directions. Eurasia Business and Economics Society Conference, Coventry (UK), May 29–31 (with AUS faculty **Dupuis D.**).

#### **Honors and Awards**

(2020). Winner of the 2019 EFMD Case Writing Competition MENA Business Cases Category for the case study "Almajid Limited: The Tumultuous Journey of a Multigenerational Enterprise in Saudi Arabia (Parts A, B, C, & D)."

(2019). **Outstanding Reviewer for 2017–2018**, *International Journal of Comparative Management*, Inderscience Publishers.



## Visiting PhD Student from Russia

During the Spring 2020 semester, the Chair hosted Ms. **Louisa Selivanovskikh**, a current PhD Student at the Graduate School of Management, Saint Petersburg State University (Russian Federation). Ms. Selivanovskikh made a four-month (February–May) research visit at The Said T. Khoury Chair of Leadership Studies and worked on a collaborative project on the topic of knowledge management and corporate leadership.



#### Research Visitor from UK

The Chair was pleased to host at AUS Dr. Amon Chizema, who is a Professor of Corporate Governance and Strategy at the University of Birmingham (UK) and the Director of Research for the Department of Strategy and International Business. Dr. Chizema's research, which explores strategic leadership and corporate governance issues, has been published in leading journals such as the Strategic Management Journal, Journal of Management Studies, The Leadership Quarterly, Journal of World Business, Review of Quantitative Finance and Accounting, and Corporate Governance: An International Review. Dr. Chizema made a research presentation entitled "Under These Conditions We Shall Work Better Together: Cooperation between the CEO and the Board Chair."

## Presentation Summary:

Agency theory emphasizes the importance of an independent board chair in balancing CEO power and controlling management's self-interest. Such has been known to be the key reason for separating the roles of the CEO and the board chair. The working relationship between the CEO and the board chair is, therefore, important and could determine the success or failure of the firm. Yet, despite the fact that the leadership roles of the CEO and the board chair form one of the most important dyadic relationships in large firms, anchored on goal interdependence, we know very little about it, especially on how this relationship develops and indeed on its consequences. Under what circumstances is this relationship likely to be stronger or weaker? What is the impact of this relationship on firm performance? Drawing on social interdependence theory, this paper explores these questions, contributing to the theory and literature of corporate governance, in general, and board dynamics, in particular.



## **Activity Area III: NON/ACADEMIC OUTREACH**

#### Academic Outreach

- (2020). Presented "Building meaningful international collaborations"
   Professional Development Workshop, **Academy of Management** Online Meeting, August 7–12.
- (2020). Chaired "Management I" session, Eurasia Business and Economics Society (EBES) Conference, Virtual (Online), August 5–7.
- (2020). Chaired "Management & Education" session, Eurasia Business and Economics Society (EBES) Conference, Virtual (Online), August 5–7.
- (2020). Co-Organized "Leadership in the Making: Crossing Silos in Leadership Research and Practice" **Special Session** (with five paper presentations), Eurasia Business and Economics Society Conference, Virtual (Online), April 15–17.
- (2019). Presented at the "International research and teaching collaboration in an epoch of inclusive organizations" Professional Development Workshop at the **Academy of Management** Annual Meeting, Chicago (USA), August 9–13.
- (2019). Participated in the "Fun, engaging, and inclusive research presentations" session, Managerial and Organizational Cognition division, at the **Academy of Management** Annual Meeting, Boston (USA), August 9– 13.
- (2019). Chaired the "Team learning and team affect in organizations" session, Managerial and Organizational Cognition division, at the **Academy** of Management Annual Meeting, Boston (USA), August 9–13.
- (2019). Chaired the "Corporate governance in family firms" session,
   Strategic Management division, at the **Academy of Management** Annual Meeting, Boston (USA), August 9–13.
- (2019). Member of the **International Committee**, International Conference on Business, Information and Tourism, organized by Tamkang University, Taiwan.

#### Media Diffusions

- Author of Concept & Cases for Virtual Issue of Emerald Emerging Markets Case Studies (UK). "Cartoon Storybook Cases – Virtual Issue", June 12, 2020. <a href="https://www.emeraldgrouppublishing.com/sites/default/files/2020-06/Cartoon%20story%20book%20virtual%20issue.pdf">https://www.emeraldgrouppublishing.com/sites/default/files/2020-06/Cartoon%20story%20book%20virtual%20issue.pdf</a>
- Interview for Emerald Emerging Markets Case Studies (UK). "Questions & Answers with Dr. Virginia Bodolica, Associate Editor of EEMCS", January 20, 2020.
   https://www.emeraldgrouppublishing.com/products/case\_studies/pdf/yb
  - https://www.emeraldgrouppublishing.com/products/case studies/pdf/vb-qa.pdf



#### Journal Editorial Boards

- Associate Editor: Eurasia Business Review (Springer), Emerging Markets
   Case Studies (Emerald Group Publishing), and Asian Journal of Management
   Cases (Sage Publications).
- Editorial Board Member: Middle East Journal of Management (Inderscience Publishers), International Journal of Organizational Analysis (Emerald Group Publishing), and Corporate Ownership & Control (Virtus Interpress).
- Advisory Board Member: International Journal of Comparative Management (Inderscience Publishers).
- Ad-hoc reviewer: A broad range of academic journals, case study journals, and scientific conferences

The Chair aimed to provide constructive feedback to submitting authors to help them develop their manuscripts and successfully publish their research in academic journals.



#### Ensuring global relevance

The case was managed by Dr. Virginia Bodolica, one of our eight Associate Editors, who is also the Said T. Khoury Chair of Leadership Studies and a Professor of Management at American University of Sharjah. In addition to providing oversight of the process and guidance to Hemant about how to prioritise the reviewer feedback, Virginia also needed to provide specific advice about meeting our quality requirements: "It was very important to provide the author with clear point-by-point guidance on how to proceed, and what exactly to do in order to enhance both the case and teaching note." Virginia and Hemant discussed how to enhance the case in order to be better received by students and instructors around the world (in 2018, over 75,000 EMCS cases were downloaded from institutions in the UK, Australia, Malaysia, India, South Africa, Egypt, Hong Kong, Pakistan, China, Mexico, and others). Virginia noticed that Hemant's responsiveness to her guidance increased through the process, while Hemant sometimes wondered whether the law of diminishing returns might apply to some of the final revisions. In the end, Virginia was "very pleased to see how the case was maturing and improving throughout the review process, to become a really valuable teaching tool that many finance instructors would enjoy using in their classes."

## Professional Memberships

- o (2007 to date). Member of the Academy of Management (AOM)
- (2020 to date). Member of the Eurasian Business and Economics Society (EBES)



## > Invited Keynote Speaker at Academic Conferences

- (2020). Keynote Speaker in Opening Ceremony, Topic "Technological Disruption and Innovative Leadership in Today's Business World", First International Conference on Business & Technological Trends, Dubai (UAE), January 21.
- (2020). Keynote Speaker in Plenary Session, Topic "Expanding Opportunities at the Top: Compensation, Diversity, and Innovation in the C-Suite and Corporate Boards", Fifth International Conference on Emerging Research Paradigms in Business and Social Science, Dubai (UAE), January 15.
- (2019). Invited Speaker at the World Conference on Business and Management 2019 Global Great Debate on "Rethinking Business Principles, Leadership, Markets and the World". The Chair animated the debate by making a presentation entitled "Reinventing Leadership in the Era of Borderless Economy: Agile, Plural(istic), Responsible and Meaningful."

## WCBM 2019

Global Great Debate (GGD) Speakers & Presenters Announcement!

Rethinking Business Principles, Leadership, Markets and the World



# The 5th World Conference on Business and Management

Kuala Lumpur, Malaysia June 26th - June 29th, 2019

#### **GGD Speakers & Presenters**



Dr. Virginia Bodolica

The Said T. Khoury Chair in Leadership Studies and Professor of Strategy and Innovation. School of Business Administration, American University of Sharjah, UAE



Dr. Mohd Yaziz Bin Mohd Isa

Assistant Professor / Dean, Bank Rakyat School of Business & Entrepreneurship. Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia



Dr. Jeong-Gil Choi

Professor, Kyung Hee University, South Korea President, P&GBA Editor-in-Chief, GBFR



## **Presentation Summary:**

Rapid technological developments and breakthrough innovations witnessed in the past decade have significantly altered the traditional way of thinking, making decisions and leading people in organizations. Disruptions in the field of artificial intelligence, advanced robotics, big data analytics and smart applications are quickly reconfiguring business boundaries and landscapes across regions, countries, industries and sectors. To successfully navigate change in the era of the borderless economy, all players ought to embrace a nimble mentality of dynamic adaptation to the constantly evolving world of work. Private and public institutions would benefit greatly from revisiting their dominant operating models and talent management practices, while individuals should strive to develop a portfolio of transversal, value-adding skills that would allow creating an intelligent and sustainable enterprise. Reinventing the underlying leadership principles, which would draw upon a diversity of thoughts and perspectives, becomes a key imperative for overcoming the critical challenges faced by decision makers across all businesses and fields. This requires inclusiveness through an enhanced recognition that leadership is not merely associated with a single individual, but can also be a property of a group of individuals or organization. This Global Great Debate speech made a case for a new paradigm of leadership that artfully integrates meaningfulness and agility, while revealing its responsible nature and plural(istic) connotations.

#### Non-Academic Outreach

The Chair continued to strengthen the relationship with the donor's company, CCC, by contributing a section on the topic of women's empowerment in the *CCC Bulletin*, Third Quarter 2019, Issue 130, pp. 31–33. <a href="https://www.ccc.net/wp-content/uploads/2020/02/bulletin130.pdf">https://www.ccc.net/wp-content/uploads/2020/02/bulletin130.pdf</a>.

The Chair was interviewed by Ms. **Lila Angelopoulou** (Sustainability and Communications Coordinator) and Ms. **Vicky Kefalas** (Head, Investment and Development Projects) from CCC headquarters in Greece. The company's bulletin is published quarterly and shared with the CCC community of more than 120,000 employees spread across 40 countries.

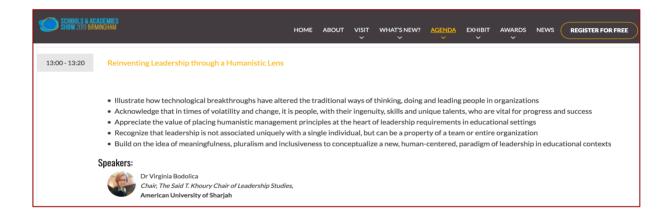
## Invited Guest Speaker at Professional Events

The Chair was invited as a guest speaker at Bett MEA, a conference of professionals from the education industry that took place in Abu Dhabi (UAE). A presentation was made to industry leaders from the region to share insightful perspectives on leadership requirements for creating a successful educational ecosystem.





- Delivered an interview for Bett MEA 2019, UAE. Speaker spotlight (on the transformation of education in the MEA region). <a href="https://mea.bettshow.com/news/speaker-spotlight-virginia-bodolica">https://mea.bettshow.com/news/speaker-spotlight-virginia-bodolica</a>
- Member of the judging panel, Bett MEA 2019 Awards Recognizing Educational Excellency in two categories, including Leadership and Collaboration.



In November, the Chair was invited to Schools & Academies Show 2019 in Birmingham (UK) to deliver a keynote speech to conference attendees on the topic of "Reinventing Leadership through a Humanistic Lens."



 Roundtable Host and Moderator on the Topic of "Leading with Humanistic Principles in Mind," Schools & Academies Show, Birmingham (UK).



 Roundtable Host and Moderator on the Topic of "Transform Curricula to Close the Skills Gap," Schools & Academies Show, Birmingham (UK).



## Leading with Humanistic Principles in Mind

Hosted by Dr Virginia Bodolica, The Said T. Khoury Chair of Leadership Studies and Professor of Management at American University of Shariah.

Humanistic management theory places a great emphasis on interpersonal relationships. This theory supports a style of management that does not just focus on productivity and reducing costs by developing efficiency standards, but puts the people at the centre of it, recognising different quotas and standards for each worker.

In this roundtable we will debate the following questions:

- How humanistic management principles can assist with overcoming leadership challenges in educational institutions?
- What leadership skills should be emphasised to lead educational institutions to success?
- How should we reinforce humanistic principles in schools curricula to better prepare future generations for the evolving world of work?

13-11-2019 13:30 - 14:15



# Transform Curricula to Close the Skills Gap

Hosted by Dr Virginia Bodolica, The Said T. Khoury Chair of Leadership Studies and Professor of Management at American University of Sharjah

The education industry is facing serious challenges today to adapt the school curriculum and address the skills gap. We will be discussing what are the skills of the future, where are the gaps and what changes need to made to the curriculum. These changes will help pupils understand what they excel at and better prepare themselves to self-select their future professional careers.

14-11-2019 13:45 - 14:30

#### Executive Education Sessions

- Delivered a two-day session hosted at AUS on "Time and Task Management" to managers of Sharjah Statistics and Community Development Authority, Sharjah (UAE).
- Delivered a two-day session hosted at AUS on "Authentic Leadership" to future potentials of **The Executive Council of Dubai**, Dubai (UAE).
   Learned and employed "Lego Serious Play" techniques to animate the session and help participants uncover their authentic leadership style.
- Delivered virtually a two-day session on "Translating Strategy into Action" to future potentials of **The Executive Council of Dubai**, Dubai (UAE).

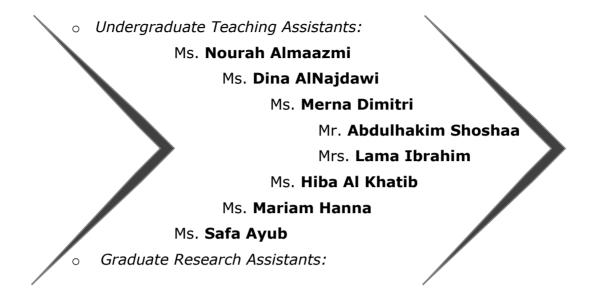
#### Professional Development

 (2019). Certificate of Completion, "Teaching with Cases" seminar delivered by Harvard Business Publishing Education, Sharjah (UAE), December 11.



#### **ACKNOWLEDGEMENTS:**

The Chair would like to acknowledge the valuable work of several teaching and research assistants, including:



## Conclusion: ONGOING CHAIR ACTIVITIES

The Said T. Khoury Chair of Leadership Studies at AUS continues to perform a series of activities across all the three areas.

Coming events include:

<u>Virtual Symposium</u>: "RESHAPING PARADIGMS: LEADING INTO THE FUTURE"

https://www.aus.edu/conferences/reshaping-paradigms-leading-into-the-future