هذا التقريغ سيكون صدقة جَارية لصديقي وزَميلي أيهم الجَرادات رحُمه الله وغفر لهُ ورفع درجَاته في عليّينَ في مَقَام آميّن عنَّد رَسوله الكريم صل الله عليه وسلم، فأتمنى كُل مِن وَجد الأنتفاع بهذه التفريغ أنَّ يَترحم عَلى زميلنًا عسنى رُبنا أنَّ يُستَخر لنَّا مَن يَترحم عَلينا عنَّد وَفاتنا والصلاة والسلام على رسول الله مُحَمِد صلى الله عليه وسلم



هناك ثلاث طرق لتطوير نفسك	How to Develop your self	DV Equation & DK Curves + Building Capacity Tables
هناك 6 طرق للتفكير (hat thinking)	How to think	Six thinking hats
واولويانك يوجد كدا	How to lead your time and Priorities	Priority Grid/ Goal setting/Gantt charts/Pomodoro/wellness
طريقة مفهوم القيادة في الحراة ماما 5 أنماط	Understand real-life leadership	Five level of leadership

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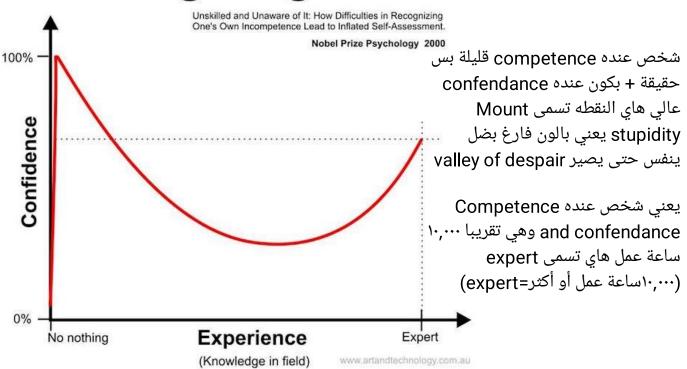
Learning Curve, the DK Effect — □ الطريقه الأولى لتطوير نفسك

1) David Dunning and Justin Kruger research was interpreted to DK effect (5 stages)

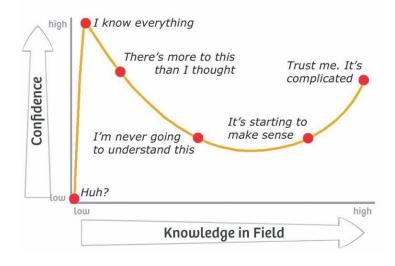
(ناس لديهم قدرة قليلة ونجاح مُزيف)

a cognitive bias in which people of low ability have illusory superiority and mistakenly assess their cognitive ability (Skills, Knowledge) as greater than it is.

Dunning-Kruger Effect



Ref: Kruger, Justin; Dunning, David (1999). "Unskilled and Unaware of It: How Difficulties in Recognizing One's Own Incompetence Lead to Inflated Self-Assessments". Journal of Personality and Social Psychology. 77(6): 1121-1134. doi:10.1037/0022-3514.77.6.1121



What is **Professional Development**?

Why is it described as Tantalization?

Equation for Professional development

معادله التطوير أو الاحتراف.... R (CXC) معادله التطوير أو الاحتراف....

الإلتزام الكفاءة الكفاءة (Competence X Commitment)(Behaviour + Attitude) (السلوك + الموقف

الكفاءة=المعرفة النظرية +التطبيق العملي Lompetence = Knowledge + Skills

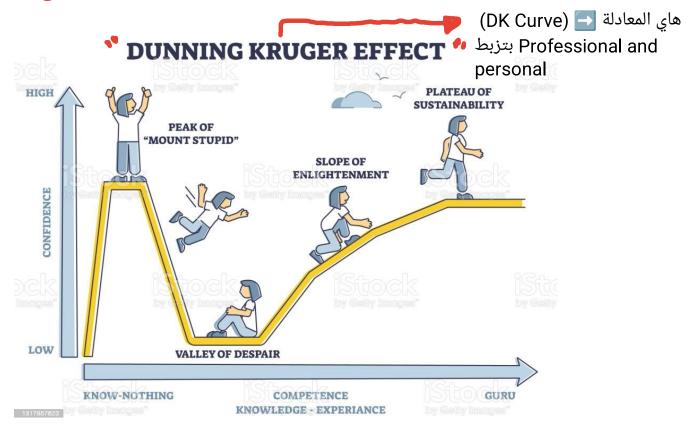
الفرق بين

الجمع

- Knowledge = Knowing + Understanding, formal education.
- والطرح في Skills = Doing it + Practicing it, experience.

الالتزام = الدافع + الثقة Commitment = Motivation + Confidence التالية....

- Motivation = Enthusiasm (Internal + external) + Moral Satisfaction.
- Confidence = Self-awareness + Believes + self-assurance.



expert can known person of Mount stupid (only expert) expert أفضل طريقة للتخلص من حالة mount stupidity هي مرافقة شخص expert أوضل طريقة للتخلص من حالة

وهي إدراك الواقع(Frist station) بداية الاكتشاف والتطور →valley of dispari

الفرق بين الجمع والضرب

الجمع مكملات لبعض ، والضرب بضاعف بعض

مهما كان عندك كفاءة (Competence) يعني مهما عندك (Knowledge + Skills) إذا التزامك كان صفر او يؤول إلى الصفر (Commitment=0) يعني Professional لالك صفر

وكذلك مهما كان عندك إلتزام عالي بس Competence قليلة عندك (يعني المعرفة والتطبيق العملي مش ولا بد) يعني Professional لالك صفر

بالمختصر لازم یکون competence و commitment مع بعض عشان تکون Professional.

به عندك الجامعة بتركز على competence و competence التنميه البشرية بتركز على commitment وال Professional الثنتين مع بعض

Competence = Knowledge + Skills حلت مشكلة صراع الأجيال ديث التخرج بكون عنده knowledge بس محتاج تقوية Skills وشخص عنده خبرة 10سنين محتاج . knowledge

فأنا بهيك معادله خليت الأجيال جيل واحد عقبال ما يجي الجيل يلي رح يحرر آلامه 🤍

(دافع خارجي) or external (دافع داخلي) دافع

(Behaviour + Attitude) ما الفرق بينهم behaviour + الناس وعلاقاتك (الشيء الذي يظهر منك للناس) ال المراقبة يعني سلوكك بين الناس وعلاقاتك (الشيء الذي يظهر منك للناس) أما ال Attitude فهو يلى بينك وبين نفسك وما بتظهره بين الناس

General behaviour and specific behaviour بشكل عام في معادله ال Professional تنطبق على كلاهما

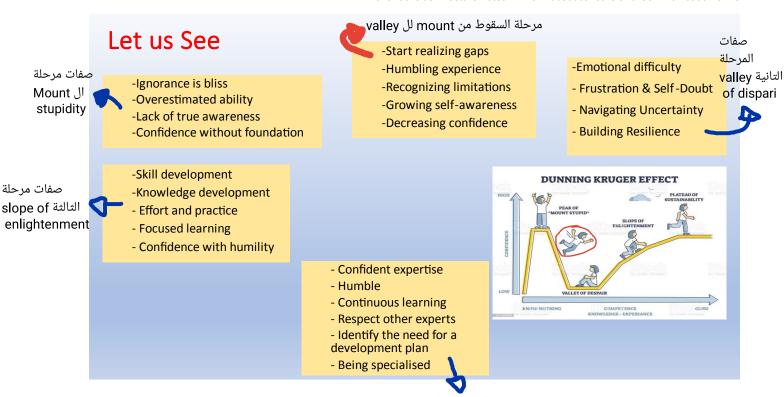
وبالتالي أي شيء مرفوع لشيء سلبي رح (مثلا :الصدق شيء ايجابي والكذب شيء سلبي) General behaviour - يكون أقل من واحد -مهما عندك إلتزام وكفاءة بس عندك سلوك مو كويس للأسف رح تكون أقل من واحد

مثلا نضرب مثال أخر شخص عنده Competence and Commitment بس سلوكه وموقفه صفر يعني شخص شاطر وعنده إلتزام بس بضل ساكت وإذا طلع يشرح بحكي علم دون صفر يعني شخص شاطر وعنده إلتزام بس بضل ساكت وإذا طلع يشرح بحكي علم دون communication وبدون eye contact فهيك رح يضل زي ما هو (not Professional) لأنه حسب المعادلة الاس=0 وبالتالى قيمته =1

الدكتور ضرب مثال على Attitude وزي ما حكينا شيء بينك وبين نفسك وهي أزمه السير اف شو هالباصات هاي ، الحق على الجامعة ، راحت علي نومه ...الخ ☑ Negative attitude Positive attitude ما رحت على الحمدلله عدت إلخ ☑ positive attitude ما رح تفيد ألا سؤال مهم وهو Negative attitude ما رح تضر ألا نفسك وال positive attitude ما رح تفيد ألا نفسك .

عشان نكون واقعيين ، شخص ما عنده Positive attitude عالي ومتفائل بالحياة الصعبة فعشان يوازن بينهم لازم يكون عنده action plan لاسوء سيناريو متوقع عشان

ما يحصل shock 😅



صفات المرحلة الرابعة Plateau of sustainability

Person 4 development

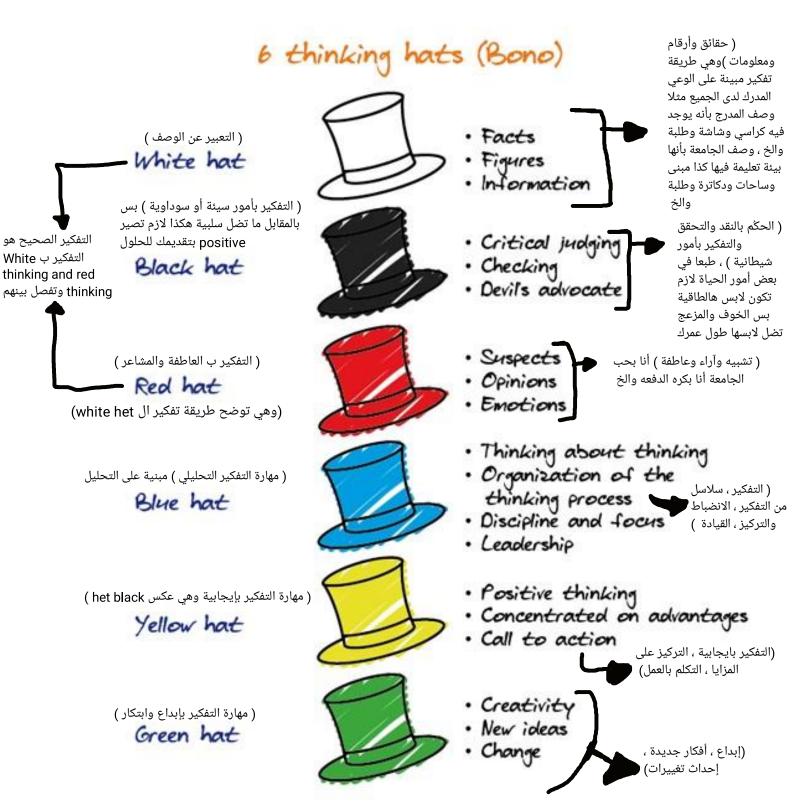
Full list Pharmacy Management & Leadership – Modules in Hashemite University					
Self-management & Leading interaction with others	Management & Leading People (Manage others)	Management & Leading Business Operations	Management & Leading Economy (Microeconomy)		
Self-awareness	Coaching & Mentoring	Strategic planning	Understanding concepts		
Behavioural sciences, Psychometric Analysis (Basic, advanced)	Management (Planning, Organising & controlling)	Business plan development	Budgeting		
Effective Communication skills	Leadership (Basics, Intermediate, advanced)	Marketing & Advertising	Financial reports		
Emotional intelligence	Team building and Motivation	Operation Accounting records			
Time & Priority Management	Delegation	Total Quality Management			
Goal setting	Performance managing	Crises Management	Pharmaco-economy		
Selling Skills (Basic, Advance level) Selling with Clinical Paper	Conflict resolution	Information management	(Basic, Advanced)		
Presentation skills	Hiring & appraisals	Pharmacy _Clinical Management			
Negotiation techniques	Virtual team management	Medication Management, Therapy Management, Medication appropriateness			
Problem Solving and Stress Management	Feedback essentials	Systems for Medication Errors & Codes, Pharmacovigilance, and Side Effect Management			
Decision Making	Change Management	Health-related Qualit	ry of Life & Self Efficacy		
Creative Thinking, Innovation & Entrepreneurship	Risk Management	Adherence-compliance, Belief about medications.			

هذا خاص بالصيادلة ، أما ما سبق مشترك بين جميع التخصصات.

Scientific Learning Process &	For the Public and	Tips for the Leaders to Develop
Stages	Reality	Subordinates Mountain of Stupidity Phase (
Unconscious Incompetence: This is the starting point for most individuals when encountering a new skill or topic. In this phase, a person lacks the necessary competency or ability, yet they tend to overestimate their capabilities. This overconfidence arises from a lack of awareness about the complexity of the task at hand.	Mountain of Stupidity: -Ignorance is bliss -Overestimated ability -Lack of true awareness -Confidence without foundation	Unconscious Incompetence) Assessment: Identify the specific skills & knowledge lack. Provide Information: Clearly explain what competencies are needed and why they are important. Set Goals: Help them set achievable goals to close these skills – knowledge gaps. Exposure: Introduce them to the resources (courses, materials, mentors) that can assist in skill acquisition.
Conscious Incompetence: As individuals learn and gain more experience, they often transition to this phase. Here, they start recognizing their limitations and become more aware of the gaps in their knowledge or skills. Confidence may decrease during this phase as the realization of their incompetence sets in.	The Ascent, Despair - Learning -Start realizing gaps -Humbling experience -Recognizing limitations -Growing self- awareness -Decreasing confidence	The Ascent, Despair – Learning Phase (Conscious Incompetence) Structured Training: Provide organized training sessions to build foundational skills. Constructive Feedback: Give timely and constructive feedback to guide improvement. Practice: Encourage regular practice to enhance competence. Motivation: Recognize their progress, boosting their motivation to keep learning.
The lowest point Individuals grapple with self-doubt and uncertainty. It's a period marked by emotional turbulence as the initial excitement gives way to the realization of the challenges ahead. However, navigating this valley is an opportunity to build resilience, pushing through difficulties and emerging with a deeper understanding of the subject matter. This phase often serves as a turning point, setting the stage for the transition toward the "Conscious Competence" phase, where focused learning and more grounded confidence await.	Valley of Despair The transition from the "Mountain of Stupidity" to the "Starting of Expert Peak," -Emotional difficulty - Frustration & - Self-Doubt - Navigating Uncertainty - Building Resilience	Psychological Support Provide Encouragement: Reassure them that this phase is a natural part of the learning process, and they're not alone in facing these challenges. Foster a Supportive Environment: Create a safe space where they feel comfortable discussing difficulties and seeking help from peers or mentors. Celebrate Learning: Emphasize that mistakes and setbacks are opportunities for growth, fostering a mindset of continuous improvement Goal Setting and Progress Tracking Goal Breakdown: Help them break longterm goals into smaller, achievable milestones to maintain a sense of progress.

Conscious Competence With deliberate practice and continued learning, individuals gradually move into this phase. They become more skilled and competent, but it requires concentrated effort and focused attention. Confidence starts to increase, but it remains tempered by the awareness that there is still more to learn.	Enlightenment Nearing the Summit -Skill development -Knowledge development - Effort and practice - Focused learning - Confidence with humility	Reinforce Purpose: Remind them of the value and reasons they chose to learn the skill, rekindling their motivation. Enlightenment Nearing the Summit Phase (Conscious Competence) Advanced Training: Offer more specialized training to hone specific skills. Encourage Problem-Solving: Ask them to tackle real-world challenges that require critical thinking and creativity. Encourage them to devise solutions independently. Autonomy and Responsibility: Give them more autonomy in decision-making and problem-solving. This boosts confidence and reinforces their conscious competence. Regular Review: Schedule regular reviews to ensure skills remain sharp. Identify areas for refinement and additional
Unconscious Competence (10,000 working hours) This is the mastery phase. Individuals who reach this level have honed their skills to a point where they can perform the task with ease and precision, often without conscious effort. Confidence is high in this phase (80%), but interestingly, it tends to be more grounded and humble compared to the unwarranted confidence displayed in the "unconscious incompetence" phase.	1st level Expert Peak - Confident expertise - Humble - Continuous learning - Respect other experts - Identify the need for a development plan - Being speclialised	Expert Peak Phase (Unconscious Competence) Mentorship Roles: Encourage them to mentor colleagues or new team members in areas where they've achieved unconscious competence. This reinforces their knowledge and fosters a culture of continuous learning. Cross-Training: Introduce opportunities for them to learn skills from other departments or fields. This diversifies their expertise and keeps them engaged. Professional Development: Sponsor attendance at conferences, workshops, and advanced training. Encourage them to stay at the forefront of industry trends. Leadership Skills: Foster leadership skills by involving them in decision-making, guiding projects, or leading a team. This deepens their understanding while nurturing leadership potential.

مهارات تفكير القبعات ال 6 (وهي 6 طرق تفكير مختلفة) 🛶 The Six Thinking Hats



See the more detailed figure for the Six thinking hates

Dr Mohanad Odeh: lecture notes – Pharmaceutical care and Communication skills

	HAT	PERSPECTIVE
FACTUAL	White Hat:	Motto: "The facts, just the facts." Focus: Facts, objective information, data. Questions to explore:
FAC		 What information is currently accessible? What does the data tell us, as it is? What else do we need? How will we obtain any necessary or lacking information?
	Yellow Hat:	Motto: "We can make it work." Focus: Benefits, possibilities, improvement, suggestions, advantages.
OPTIMIST		 Questions to explore: What are benefits or positive outcomes associated with this decision? What are the advantages of this solution? What's the best strategy for handling this situation?
		How do we make it work? Motto: "Yes, but"
Щ	Black Hat:	Focus: Risks, difficulties, problems, issues, failures, concern, caution. Questions to explore:
JUDGE		 Does this work? How could this possibly fail? How can we make this financially feasible? What should we be concerned about? Where should we proceed with caution?
Z O	Red Hat:	Motto: "My gut tells me" Focus: Feelings, emotions, hunches, intuition.
EMOTION		 Questions to explore: What does this feel like to me? How are people feeling? What reactions do we need to anticipate? What impression does this give to others?
	Green Hat:	Motto: "What if? Focus: Creativity, alternatives, new ideas, forward thinking.
CREATIVE		 Questions to explore: What ideas haven't been tried before? Can we approach this in another way? How can I uniquely tackle this problem? How can we embrace a different viewpoint?
8 8	Blue Hat:	Motto: "Analysis and next step actions" What are our next steps?" Focus: Definitions, observations, summaries, conclusions, next steps.
CONDUCTOR & Analysis		 Questions to explore: What have we done so far? Where should we go from here? What results do we want? What is the best pathway of action to take?

Remember



أول خطوة في النجاح أن تضع أهدافك وجميع إشغالك في هذا الصندوق 🔄 Time and Priority Management

Goal Settings and priorities / Eisenhower priority Matrix

		طارئ 🕝
	Urgency	
	Urgent	Not urgent
Important		
Not Important		

أي شيء بتحديد له وقت يصبح important وقد يكون urgent or non urgent أما عدم تحديد الوقت أو وقت مفتوح فأنت في 4 Priority

Priorities/ Eisenhower principle

	Parai	meters	to-do's that shout Now! / reactive mode, one marked by a defensive, negative, hurried, and narrowly-focused mind set	Not urgent Operate in a responsive mode, which helps us remain calm, rational, and open to new opportunities	
	Important (80%)	long-term mission, values, and goals. (Maslo pyramid of needs)	Necessity , به Necessity , Necessity , Demand, طلب Fire fighting Zone Priority 2 - Priority 2	Personal leadership, الشخصية > Core Value Zone الشخصية - Priority 1	القيادة منطقة القيم الأساسية
	Not important (20%)	Time waster, 1 st to blame in failure situation	Deception, والخداع الوهم Illusion, الوهم Distraction Zone - Priority 3	الهدر بهدر کالهدر کالهدر کالهدر کالهدر کالهدر کاله کاله کاله کاله کاله کاله کاله کاله	منطقة الموت البطيء
ومضيعة وقت)	يء بتضيعه من وقتك (لهو	. 1.	تمشي يومك بشكل سريع وفي نهايته ما حققت شي	منطقة اللهو ننا يجب إزالته حتى تستثمر وقتك ومهامك	أي شيء في حياتك موجود ھ

Eisenhower principle-Examples

	Urgent (5-10%)	Not urgent (70-75%)
Important (80%)	Crises , Problems, Deadlines : -Medical Cases, Emergencies -Attending class & assignment -Deadline Manage Project -Reports & other submissions -Meeting & appointments -Last Minute Changes -Unscheduled Re-work -Forcing decision and closure -Critical Demand from supervisor or customer -Dealing with late input from supervisor	Long-term mission, values, and goals & improving yourself -Planning: Vision/Perspective -System & Process Development -Change Directions or Strategies -Balance of the Majors: Physical, Mental, Spiritual, Relationship (Family, society, friends & work) Professional (task commitment and competence, goal achievements and development) -Discipline -Control (preparation, anticipation & crisis prevention, and deadline-avoiding tasks) -Training and development -Thoughtful high quality work
Not important (20%) -I am busy so I must be doing well.	Interruptions Drop-in visitors/Pointless routines or activities/Phone calls/ Public meetings/Logistics/Mail that do not increase productivity & effectiveness/ Interruption/ Routine non essential reports/ Accumulated unresolved trivia	- Over analysis (Paralysis) - Duplicative of paper work - Pointless web surfing/Scrolling through Facebook, Twitter/ Mindless TV watching - Playing video games - Gambling / - Gossip. Idle speculation - Target-less shopping / Smoking, drinking - Excessive relaxation, long vacations.

هنا طبق مهارة إدارة الأزمات (ضرب مثال قصة النملة مع سيدنا سليمان عليه السلام) بذلك تقديم الحلول على المشاكل مع حسن

Priority Matrix in Practice

		Urgent (5-10%)	Not urgent (70-75%)	
Parameters		to-do's that shout Now! / reactive mode, one marked by a defensive, negative, hurried, and narrowly-focused mind set	Operate in a responsive mode, which helps us remain calm, rational, and open to new opportunities	كان المناسب لوضع الأهداف
Important (80%)	long-term mission, values, and goals. Maslo pyramid.	Necessity , Demand, Fire fighting Zone Typically consist of crises, problems, or deadlines. Action: Manage حتصرف بإدارة Apply: Cushion Principles , Stress & Crises Management.	Long-term mission, values, and goals & improving yourself	التركيز والت لإستثمار بأ
Not important (20%) القيمة الحقيقية لتحقيق الأهداف هنا غير موجودة سواء بمهلك أو مراكضة (value=0)	Time waster, 1 st to blame in failure situation	➤ Deception, Illusion, Distraction Zone 15% ➤ Interruptions from other & concern their own priorities. ➤ Action: Ask for rational, Caution, Delay or Delegate or Reject (be smart) ➤ Apply: Value rating, Rational to Say No, Rescheduling.	➤ Waste , Escape , Disaster , Slow killer Zone. 5% ➤ Usually : Extra/ Entertainment ➤ Action: Avoid – Dump it, RESIST AND CEASE ➤ Apply: Time Schedule, Awareness.	التخلص التوة

مضيعة وقت وعدم تحقيق الاهداف

[كيفية وضع الأهداف]

قياس الهدف مثلاً تحديد وقت لإنجاز شيء ما بالهدف (رح أدرس هالشابتر بساعتين)

1) Objective, Goal Settings — (رح أدرس هالشابتر بساعتين)

Method A) SMARTi & SMRTiER وهي بمعنى أي هدف يجب أن يتحقق به حروف ال (Most famous), طريقة الدكتور المعتمدة Should be SMARTi and even SMARTiER

Specific / Measurable / Actionable – Achievable – Agreed*

Realistic, Relevant / Time bond – Tangible / Incremental* /Ethical Approval/Recordable

تحديد الهدف أكثر يساهم في زيادة تحقيق الهدف

عجب أن تكون الأهداف في وصفها أو ضمن النطاق (منو وفييه)

*Effort impact grid الهدف ونفع الآخرين بها تقسيم الهدف إلى أجزاء فاجزاء ومكذا المعداق وصفها أو صفن استو راسو وحييه القسيم الهدف إلى أجزاء فاجزاء ومكذا ضمن وقت معين ومصغرة التقسيم الهدف إلى أجزاء فاجزاء فاجزاء ومكذا القلالية التقسيم الهدف إلى أجزاء فاجزاء فاجزاء وصكنات على المناسبة التقسيم الهدف بحهد قليل (المثالية) المعالية المناصبي المناسبة المناصبي المناسبة المناصبي المناسبة المناسبة المناصبي المناسبة المناسبة

Low

Effort

High

Method B) OATS

أخرى للحصول على نتيجة عالية)

Outcomes: By ... I want to ... I will have

Activities: To do list & Priorities A= Must B= should C= can. D= Nice to do.

Time frame

Scheduled stepwise

Scheduled stepwise

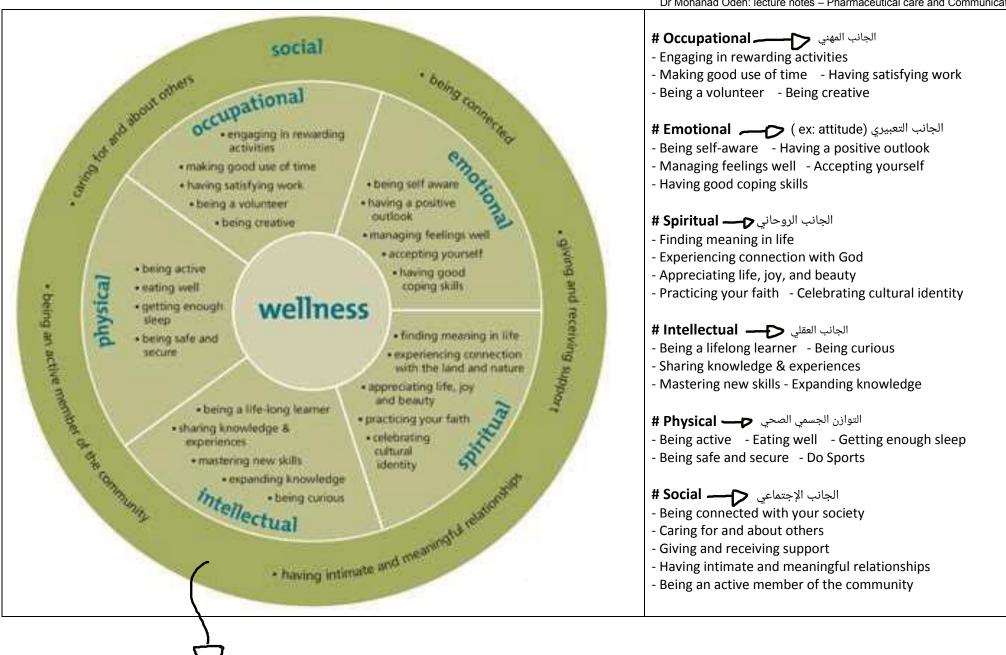
الأحوال ولن يتحقق الهدف (الهدف اللهذف ا

Method C) W Family & H على هذا الاسئلة..... الهدف باجابتك على هذا الاسئلة..... للهدف باجابتك على هذا الاسئلة..... للهدف باجابتك على هذا الاسئلة..... What, why, when, who, where and how. In addition to evaluation of available options by using:

which + specification (which is less cost, which is more better)

2)Balance Model for good wellness

بدونه



عجلة التوازن أو تسمى [will be] هامة ضمن نطاق (important not urgent)

الجدول الزمنى وهو إنجاز المهام ضمن فترة زمنية

جدولة مبنية

على تقسيم

المهام إلى

وانجازها

أقسام

الجدولة 3) Scheduling

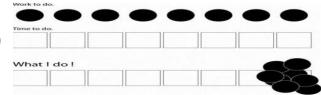


A) Schedule is a written commitment to accomplish tasks within a specific time frame.

- > It lets you visualize your available time and your plan for allocating
- And it permits you to easily see uncommitted blocks of time.
- Most important, it shows you whether your A- and B-priority tasks are occupying most of your time—as they should be.
- B) Schedule is away for you to break large projects into easier-to-manage chunks.

تسلسل Sequence Tasks المهام ا

(Component parts ... Pomodori)



هذا الجدول يتيح لك وضع أهدافك فی منطقة الأولويات (2&1) أي ضمن منطقة **Important**

3) Scheduling - Pomodoro & Gantt _

جدولة رائعة وهي تحديد وقت ما للشغل للدراسه ثم أخذ بريك قصير ثم دراسة ثم بريك أطول من ذى قبلوهكذا

The Pomodoro Technique®



- Was developed by Francesco Cirillo in the 1980s.
- Newsweek listed the Pomodoro Technique as one of the best ways to "Get Smarter in 2012"
- it was voted the "Most Popular Productivity Method" by the Lifehacker community.
- Step1: Divide your work to many pomodori component parts
- Step 2: Set your timer, work on each pomodori for 25 min
- Step3: Take short break 5 -10 minutes
- Step 4: Continue Your Work Sessions and Take a Longer Break.

The Twenty Minute Break: Reduce Stress, Maximize Performance, Improve Health and Emotional Well -Being Using the New Science of Ultradian Rhythms



بناء على حلقة kerbs ولأن دورتها 25 دقيقة فكل 25 دقيقة لازم جسمك يتحرك حتى لو غيرت القعده (توصيه عامة)

Scientific Evidence for the small part components, From MindTools

- 'A 2008 University of Illinois study showed that being tethered to your desk for long hours actually reduces your productivity, while regular short breaks help to keep you focused and energized'
- <u>'research</u> by Swedish sports scientist Dr Elin Ekblom-Bak, published in 2010 BMJ, shows that, while exercise is vital for good health, only regular breaks from your desk can reduce these health risks.'
- **Sedentary time**: should be defined as the muscular inactivity rather than the absence of exercise.



"ومضى الرجالُ إلى جوارِ الله في دارِ الخُلُود لم يرتضوا عيش الذلالةِ إنَّهم نِعم الجُنود".