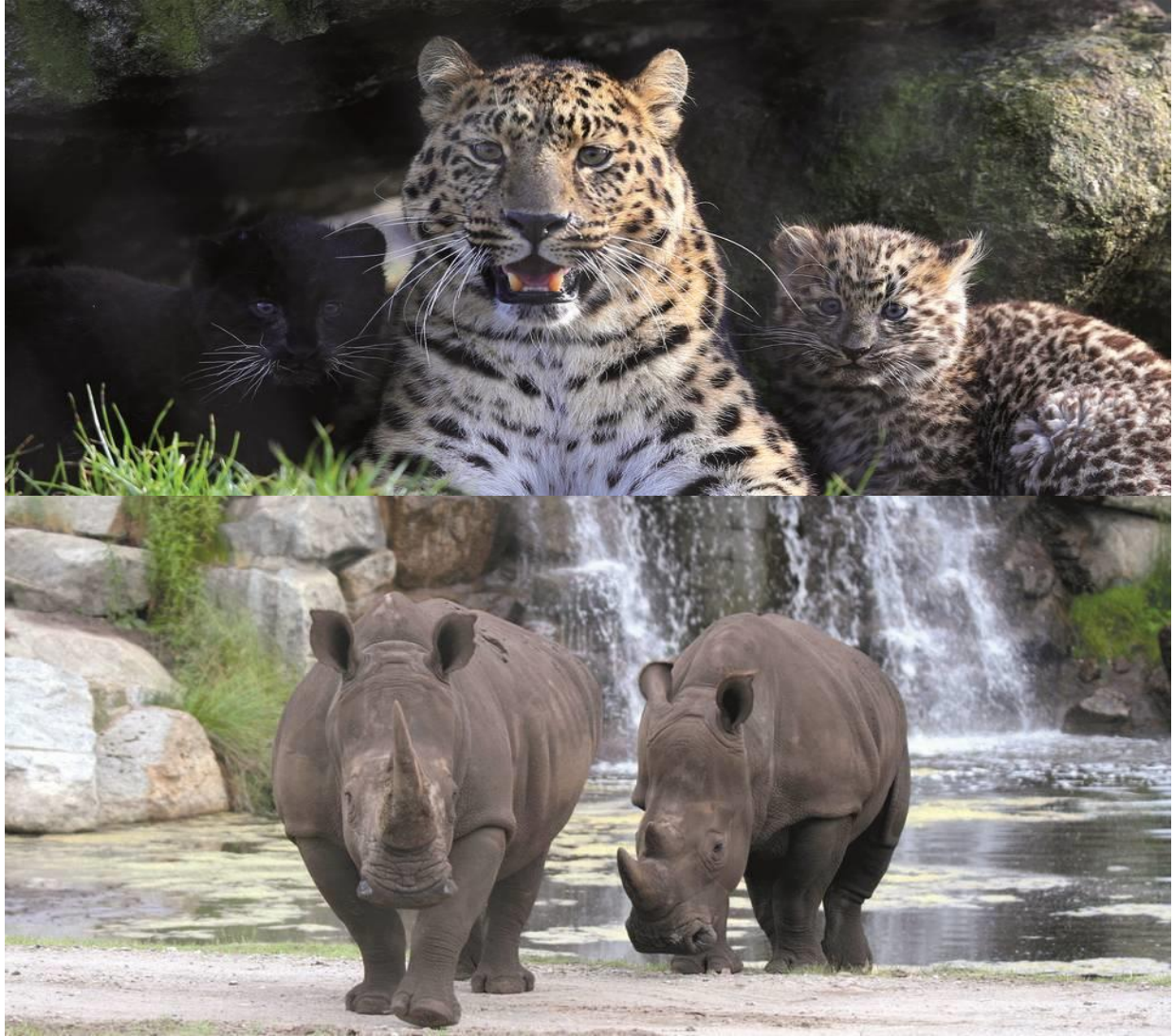


12 Leaders of Various Countries Around the World (*Gathered Articles*): A North America, Europe, Africa & Oceania 21st Century Perspective 1st Edition



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Authored & Self-Published By Rudolph. Patrick. T. Muteswa

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at the end of the verbatim sentence clearly acknowledging the name and year of the source document that has been used by the author as shown (Rudolph, 2019, www.rptmuteswa.ca.us). Furthermore, as the author of this textbook I have clearly highlighted the term '*Gathered Articles*' on the book title meaning that the strategy I am using to write my book is using direct quotes I have gathered from various publications written by various authors and presenting them in a logical manner that creates a Book Chapter despite the fact that I will often at times present my own interpreted words in certain parts of the book. I was granted permission by the publishers of the information sources I obtained the information to use during my book writing process. In addition in certain instances there can be a full website link where the article or publication used in writing this textbook can be directly downloaded or viewed by the readers of this textbook for instance: during in-text referencing, the footnotes and or the bibliography section of the chapter as this enables the author of this textbook to clearly show the readers who the original owners of the published work are and also to fully acknowledge them. In addition readers please note that all the information sources used in this book are owned by the publishers/owners of the various websites, books, newspapers, magazines and journals used by the book author. Therefore readers of this textbook if you want to use any of the information from any of these referenced sources please may you directly contact the original owner(s)/publisher(s) of the information source for permission to use their information for whatever purpose you want to use it for.

Author: Rudolph. Patrick .Tawanda. Muteswa

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Author & Book Editor

Rudolph. Patrick. Tawanda. Muteswa is a global Human Resources Management, Entrepreneurship and Business Management Specialist. He received his Master of Commerce (MCom), Bachelor of Commerce Honors (BCom Hons) and Bachelor of Business Administration in Management (BBA) from the University of KwaZulu-Natal in Pietermaritzburg, South Africa. Rudolph P.T. Muteswa is passionate about leadership, human resources management, board of director development, global travel, tourism management, aviation, and business ethics related topics in organizations. Rudolph. P. T. Muteswa in his personal life enjoys doing the following: writing inspirational poetry, athletics, vegetable gardening, rearing rabbits, listening to music, travelling & learning more about the different cultures found in different parts of the world.

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PREFACE TO THE FIRST EDITION

As mentioned in Chapter 1 the history of leadership dates back to the ancient times of mankind and it has continued to exist until today. In general the essence of true leadership is the ability to motivate others to: be creative, innovative, ethical, honest, result-orientated, team-oriented, learn from mistakes, embrace change and mentor others to become great leaders. The main aim of this textbook is to educate readers about the biographies, photographs and roles of different political leaders or heads of State in various countries around the world such as Former Prime Ministers, the Current Prime Ministers, Royal Monarchy, Former Presidents, the Current Presidents, Vice Presidents and Chancellors despite the fact that some of the Prime Ministers/Presidents will be 'reelected' or 'not re-elected' to serve in their current leadership office in the near future by citizens of their respective countries. It can be argued that people around the world generally have limited access or updated information of the current heads of State (*such as Presidents/Prime Ministers/Chancellors/Royal Monarchy*) of various countries for instance their biographies/photographs since this information is critical general knowledge for tourists, entrepreneurs, international students, foreign government diplomats, academics, universities/colleges, hotels, airlines, foreign investors, business professionals and so on. In addition one of the main aims of this textbook is to educate readers about the fact that one of the qualities that leaders of today must possess is 'resilience' especially during the time of a global crisis that affect their day-to-activities. Another aim of this textbook is to educate readers that there is a strong relationship between ethics and leadership. In general ethical leaders are trustworthy, display unshakeable honesty and a strong work ethic. The other aim of this textbook as mentioned in Chapter 4 is to educate readers that countries with leaders that embrace openness and nation building end up achieving prosperity. Effective leadership in a country often yields the following: (1) international cooperation with various global institutions, (2) increased foreign direct investments, (3) a globally recognized university education system, (4) a highly skilled and talented workforce, (5) a culturally friendly society, (6) peacebuilding initiatives and (7) high quality agricultural exports and local food security. This book specifically targeted people on the continents of Africa, North America, South America, Europe, the Caribbean, Oceania, the Middle East and Asia in order to provide them with basic knowledge about leadership and different biographies of various leaders across the world.

Acknowledgement:

I would like to thank my 6 siblings (*four brothers & two sisters*) for tirelessly supporting me towards my education and personal life goals. I would also like to take this opportunity to greatly thank my late parents, aunties and uncles for the great role they played in my childhood. Furthermore, I shall forever be grateful all the people based on the continent of Africa, North America, Europe, South America, the Middle East, the Caribbean, Oceania and Asia who contributed towards the writing of this book in particular all the named national leaders, governments, business leaders, governments, organizations & the various information sources cited in this book.

Chapter 1: Introduction to leadership

After studying this chapter you should be able to:

- Define the following two terms ‘leader’ and ‘leadership’. Discuss the theories of leadership. Identify the key characteristics of an ethical leader.
- List the characteristics of bad leaders. Describe the key leadership competencies.
- Explain what is ‘leadership sustainability’. Discuss the importance of women leaders today. Describe the common myths and or misconceptions about leadership.

1.1 Introduction

It can be argued that people around the world generally have limited access or updated personal information of the current heads of State (*such as Presidents/Prime Ministers/Chancellors/Royal Monarchy*) of various countries for instance their biographies/photographs since this information is critical general knowledge for tourists, entrepreneurs, international students, foreign government diplomats, academics, universities/colleges, hotels, airlines, foreign investors, business professionals and so on. **The main aim of this textbook is to educate readers starting from Chapter 2 – 5 about the biographies, photographs and roles of different political leaders or heads of State in various countries around the world such as Former Prime Ministers, the Current Prime Ministers, Former Presidents, the Current Presidents & Vice Presidents who will be ‘reelected’ or ‘not re-elected’ to serve in their current leadership office by the citizens of their respective countries.** Generally any community or workplace requires some form of leadership to maintain order, discipline and civilization. Leadership is the foundation of human evolution and on a daily basis a new leader is born or created across the world. However, for the past decades or century there has been a mystery surrounding the origins of the term ‘leadership’ since it is still arguable today that a leader is born with the ability to lead whilst another school of thought believes that the qualities of a true leader come after learning to follow other leaders. Hence this leads to the successful learning of new leadership skills in order for an individual to become a good-to-great leader (“Corporate Finance Institute. *What Are Leadership Theories..*”). ***“Leadership at a Glance.*** A leader is crucial to the success of every team. Take an orchestra, for instance, one that consists of all the best musicians in the world but lacks a conductor. Even

though every member of the orchestra can play perfectly by themselves, they will only produce an incompatible melody in the absence of a conductor. The same concept applies to communities, [companies](#), and countries. Without a leader, nothing will ever run smoothly. So, what makes leaders who they are? Why are some people elected as managers and presidents while the rest remain followers? Leadership theories were developed to find answers to these questions”¹ (“Corporate Finance Institute. *What Are Leadership Theories..*”). The modern-day business environment now requires leadership that embraces change since it is now occurring everyday at an accelerated pace leading to new developments taking place in organizations on a regular basis due to technological advancements. The issue that has made leadership a subject of interest for many academics or researchers is that today in this highly globalized economy some of the organizations are still either overled or underled. In general highly competent-to-great business leaders (*such as CEOs, COOs, Chairpersons and so on*) that are found in most organizations are usually a result of effective succession planning programs within the organization while a few of them are a result of family inheritance. Almost each and every sector of an economy requires good-to-great leaders and this filters down to individual organizational level (Rudolph. Patrick. T. Muteswa, 2020). There are numerous definitions of leadership and these will be discussed in the following section.

1.2 Definition of terms

²Numerous publications such as journals, newspapers, magazines, websites and textbooks have highlighted the definition of leadership over the past number of years. In general the terms ‘leader’ and leadership’ are often used when discussing any topic that is related to leadership. A *leader* is an individual with an inner ability to unite or persuade others to walk towards a certain path through inspiring their morale and gaining their trust (Rudolph. Patrick. T. Muteswa, 2019). The term ‘*leadership*’ refers to the inner power that enables an individual to successfully motivate others in a convincing, thrilling and inspiring manner to accomplish a desired vision,

¹ “Corporate Finance Institute. *What Are Leadership Theories..*”

² Rudolph. Patrick. T. Muteswa (2020) Leadership (*Gathered Articles*): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition. Self-Published Education Ebook, ISBN 978-1-77921-414-0

set goal or objective with a victorious mindset (Rudolph. Patrick. T. Muteswa, 2020). The next section will cover information about the theories of leadership.

1.3 Theories of leadership

³“*Leadership theories* are schools of thought brought forward to explain how and why certain individuals become leaders. The theories emphasize the traits and behaviors that individuals can adopt to boost their own leadership abilities. Early studies on the psychology of leadership pointed to the fact that leadership skills are inherent abilities that people are born with. It was not until recently that formal leadership theories emerged, despite leadership becoming a concept of interest at the beginning of time.

1.3.1 Key Leadership Theories:

1.3.1.1 Great Man Theory. According to the Great Man Theory (which should perhaps be called the Great Person Theory), leaders are born with just the right traits and abilities for leading – charisma, intellect, confidence, communication skills, and social skills. The theory suggests that the ability to lead is inherent – that the best leaders are born, not made. It defines leaders as valiant, mythic, and ordained to rise to leadership when the situation arises. The term “Great Man” was adopted at the time because leadership was reserved for males, particularly in military leadership.

1.3.1.2 Trait Theory. The Trait Theory is very similar to the Great Man Theory. It is founded on the characteristics of different leaders – both the successful and unsuccessful ones. The theory is used to predict effective leadership. Usually, the identified characteristics are compared to those of potential leaders to determine their likelihood of leading effectively. Scholars researching the trait theory try to identify leadership characteristics from different perspectives. They focus on the physiological attributes such as appearance, weight, and height; demographics such as age, education, and familial background; and intelligence, which encompasses decisiveness, judgment, and knowledge.

³ “Corporate Finance Institute. *What Are Leadership Theories..*”

1.3.1.3 Contingency Theory. The Contingency Theory emphasizes different variables in a specific setting that determine the style of leadership best suited for the said situation. It is founded on the principle that no one leadership style is applicable to all situations⁴.

1.3.1.4 Situational Theory. The Situational Theory is similar to the Contingency Theory as it also proposes that no one leadership style supersedes others. As its name suggests, the theory implies that leadership depends on the situation at hand. Put simply, leaders should always correspond their leadership to the respective situation by assessing certain variables such as the type of task, nature of followers, and more.

1.3.1.5 Behavioral Theory. In Behavioral Theory, the focus is on the specific behaviors and actions of leaders rather than their traits or characteristics. The theory suggests that effective leadership is the result of many learned skills. Individuals need three primary skills to lead their followers – technical, human, and conceptual skills. Technical skills refer to a leader’s knowledge of the process or technique; human skills means that one is able to interact with other individuals; while conceptual skills enable the leader to come up with ideas for running the organization or society smoothly” (“Corporate Finance Institute. *What Are Leadership Theories..*”). The following section will cover information about the characteristics of an ethical leader.

1.4 Characteristics of an ethical leader

“Good leaders display certain personality traits that are common across cultures and history; those of intelligence and imagination to create a compelling vision of the future, and bring those who can deliver it with them. A good leader must also be trustworthy and display unshakeable integrity, be action-oriented, resilient in the face of setbacks while treating people with respect, not as mere units of production. They have rid themselves of delusion and are brutally honest with themselves, know when to take risks and when to play it safe. Leaders are courageous, defy

⁴ “Corporate Finance Institute. *What Are Leadership Theories..*”

group-think and accept the backlash against their unorthodox practices” (Tuffley and Antonio, 2015, <http://theconversation.com>).⁵According to Tuffley and Antonio (2015):

1.4.1 The ability to set a good example. The defining feature of the ethical leader is that in addition to the foundational qualities mentioned above, they are seen to act from their own well developed set of ethical principles, setting a consistently good example for others to follow. The steady force of their attitude over time trickles down and becomes embedded in the culture. They have created a moral matrix that people internalise and operate from day to day.

1.4.2 Selflessness. Ethical leaders are strong on selfless service in the interests of the greater good.

1.4.3 Their door is always open. The whole topic of ethics is open for discussion, and everyone is encouraged to become part of the ongoing conversation. The moral DNA of the organisation is a work in progress; a living entity that evolves, becomes stronger. It is not enshrined in a framed mission statement, then forgotten about.

1.4.4 They're not afraid to be challenged. Having one's subordinates call you out, disagree with you, challenge your judgement; all of this calls for great understanding and tolerance. Ethical leaders understand that it's part of a culture of continuous improvement. There can be no “*I'm the boss, don't you dare challenge my authority*”. It is part of not taking oneself too seriously. Self-deprecating humour is used to good effect. Ethical leaders do not identify too closely with the position they occupy, such that they will be tempted to overstay their welcome. They cultivate successors and know when to step aside, leaving on a high rather than being pushed. New blood rejuvenates; it's often the best strategy for moving with the times.

1.4.5 They take responsibility for everything. The ethical leader accepts that they are either directly or indirectly responsible for everything that happens in the organisation. The ethical

⁵ Tuffley, D. and Antonio, A. (2015) *Five Traits of An Ethical Leader*. Available from:

<http://theconversation.com/five-traits-of-an-ethical-leader-51181>

leader does not resort to the “plausible deniability” defence⁶ (Tuffley and Antonio, 2015, <http://theconversation.com>). The next section will cover the traits of bad leaders in-depth.

1.5 Characteristics of bad leaders

“*Leadership* refers to the ability of an individual or an organization to guide individuals, teams, or organizations toward the fulfillment of goals and objectives. It plays an important function in management, as it helps maximize efficiency and achieve strategic and organizational goals. Leaders help motivate others, provide guidance, build morale, improve the work environment, and initiate action”⁷ (“Corporate Finance Institute. *What Are Leadership Traits..*”). However, nowadays there are certain leaders that are classified as bad leaders due to the fact that they lack the basic competency skills that are required in order for them to become highly functional leaders. “Traits of a Bad Leader. Listed below are the traits that bad leaders commonly exhibit:

- Too bossy
- Fearful of change
- Unwilling or unable to communicate effectively
- Dismissive of ideas other than their own
- Lacking empathy
- Inconsistent
- Prone to blame others rather than accept responsibility themselves
- Indecisive”⁸ (“Corporate Finance Institute. *What Are Leadership Traits..*”). The following section will cover information about the key leadership competencies in-depth.

⁶ Tuffley, D. and Antonio, A. (2015) *Five Traits of An Ethical Leader*. Available from: <http://theconversation.com/five-traits-of-an-ethical-leader-51181>

⁷ “Corporate Finance Institute. *What Are Leadership Traits..*”

⁸ “Corporate Finance Institute. *What Are Leadership Traits..*”

1.6 Key leadership competencies

In general a competent leader is an able and intelligent leader with the necessary tools needed to deliver positive results at the workplace. Leadership competencies are essential skills leaders must possess in the current modern-day business world which is highly characterized by fast paced change as a result of new technological developments. Numerous research studies have been done in the area of leadership competencies today. The various aspects of leadership competencies were clearly highlighted in an article authored by United States of America-based leading author and global academic Professor Ronald Riggio (2014) titled ‘*The Top 10 Leadership Competencies*’ published in www.psychologytoday.com.⁹ According to Riggio (2014) managers, aspiring managers, and top-level leaders are all concerned with developing the competencies they need to become more effective leaders. More than 100 years of [leadership](#) research has outlined the successful skills and abilities that are associated with leadership effectiveness. Here are my top 10, derived from our own research and the broader research literature.

1.6.1 Social Intelligence (SI). This is not only one of the best predictors of effective leadership, but it is poorly understood and under-researched. Social intelligence is quite broad, but can best be seen in terms of understanding of social situations and dynamics, and ability to operate effectively in a variety of social situations. Our research suggests that social intelligence, which we define as a constellation of social performance, sensitivity to social situations, and role-playing skill are critically important for effective leadership.

How to develop SI? Expose yourself to different people, different social situations, and work to develop your social perceptiveness and ability to engage others in conversation. [More on this here.](#)

⁹ Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

1.6.2 Interpersonal Skills. *Interpersonal skills could be seen as a subset of social intelligence, but these are the more relationship-oriented aspects of social effectiveness. We often talk about the “soft skills” of the leader, and these are best represented by interpersonal skills.*

How to develop interpersonal skills? Become an active listener, work on conversational and speaking skills, (join toastmasters; networking groups), and work on your personal relationships with friends, relatives, and your significant other. These skills will generalize to workplace relationships. [More on soft skills here.](#)

1.6.3 Emotional Skills/Intelligence (EI). A complement to social intelligence, [emotional intelligence](#) is our ability to communicate at the emotional level, understand emotions and emotional situations, and be in tune with our own emotions. These are particularly related to leadership “[charisma.](#)”¹⁰

How to develop EI? Practice “reading” others’ nonverbal cues, particularly cues of emotion. Learn to regulate and control your emotions and your emotional outbursts. Practice expressing feelings and become an effective emotional “actor” – learning how to express emotions appropriately. [More on emotional communication here.](#)

1.6.4 Prudence. Prudence is one of Aristotle’s cardinal virtues. A synonym is “[wisdom,](#)” but it comes from being able to see others’ perspectives and through being open to and considering others’ points of view.

How to develop prudence? Listen to others. Work to be more open and more broad-minded. Learn to ask for others’ opinions and consider them as you choose a course of action.

1.6.5 Courage. A second cardinal virtue is “Fortitude,” or courage. This is having the courage to take calculated risks and the courage to: (a) stand up for what you believe; (b) do the right thing.

¹⁰ Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

How to develop courage? This takes some effort but is rooted in developing and holding onto strong personal values. If you truly value something or someone you will have the courage to stand by your principles (and your people). [More on leader virtues here.](#)

1.6.6 Conflict Management. This is a “higher order” interpersonal skill that involves helping colleagues to avoid or resolve interpersonal conflicts. Leaders are often called upon to adjudicate when members are in conflict, but it also involves having the ability to either avoid or resolve your own conflict situations.

How to develop conflict management skills: There are courses and workshops available to help you understand and learn conflict management strategies. A big part of conflict management is helping conflicting parties to collaborate (a win-win outcome) or to compromise (each party needs to be flexible and give up something)¹¹.

1.6.7 Decision-Making. One of the core competencies for leaders is the ability to make good decisions or lead a good decision-making process. There are better and worse ways to make decisions, and a good leader understands when to make a decision, when to consult subordinates or peers and bring them into the decision-making process, and when it’s time to step back and let others decide.

How to develop decision-making skills: Experience and studying when decisions have gone wrong and gone right is the best way to hone these skills. We often learn more from our mistakes than from our successes.

1.6.8 Political Skills. Let’s face it. Every group or organization is, at its core, full of politicking. People will try to bend rules, gain allies, push their personal agenda, etc., in order to try to get

¹¹ Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

ahead. An effective leader is a good political player, who knows how the game is played but can also manage political behavior so that it does not lead to group or organizational dysfunction.

How to develop political skills: Similar to many of the more highly-developed leadership competencies, political skills are learned through experience and learning about people and social dynamics.

1.6.9 Influence Skills. At its core, leadership is about influencing others, so a great leader is a master of social influence, and able to wield power effectively and fairly. Calling on your interpersonal ("soft") skills can make you much more influential in a leadership role¹².

How to develop influence skills: Training in debate helps with making reasoned, well-thought-out arguments. Seeing things from another's perspective can help you understand what they want from a negotiation, and allows you to focus on win-win situations.

1.6.10 Area Expertise/Competence. Many people might list this first, but in today's world, knowledge of all aspects of the job is not as important as it used to be. In high-tech industries, or creative firms, team members may have more relevant knowledge and expertise than leaders. Still, it is important that leaders develop their expertise in the particular situation, organization, or industry in which they lead. ***How to develop area expertise:*** Like all of these competencies, development is a lifelong process. Effective leaders gain expertise and competence and try to learn as much as they can about their product, their organization, and their team members. Study the organization. Study competitors. Continue your [education](https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies) (Riggio, 2014, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies>). The following section will cover information about leadership sustainability.

¹² Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies> [Accessed April 29, 2020] "Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC."

1.7 Explain what is ‘leadership sustainability’

Leadership can easily be sustained if continuous learning is embraced, applied and entrenched as part of the organizational culture in an organization. The benefits of leadership sustainability were clearly highlighted in a (2013) article titled ‘*Leadership Sustainability*’ authored by global academic Professor Dave Ulrich and Mr. Norm Smallwood co-founders of the leading United States of America-based consulting firm the RBL Group. ¹³According to Ulrich and Smallwood (2013) every day, thousands of people put great effort--and money--into becoming more effective leaders, through seminars, personal coaching, and employee development plans. These undertakings can do wonders to help leaders of all stripes improve their effectiveness. But not every leader finishes what he or she starts--and many revert back to less effective habits, often without even realizing it. Leadership Sustainability is key to ensuring you stick with all the positive changes you’ve made. Dave Ulrich teams up with leadership expert Norm Smallwood to go where no leadership guide has gone. This dream team provides sophisticated, proven leadership sustainability ideas and tools that you can put to use immediately.

Leadership Sustainability helps you turn good intentions into effective actions by mastering seven critical disciplines:

- ***Simplicity***: Focus on the few key behaviors that will have the most impact.
- ***Time***: Allocate your time so your calendar matches your intentions.
- ***Accountability***: Take personal responsibility for doing what you say you will do.
- ***Resources***: Support your leadership with effective, ongoing coaching and HR systems.
- ***Tracking***: Develop metrics for measuring your leadership improvement.
- ***Melioration***: Learn from your mistakes and demonstrate resilience.

¹³ Ulrich, D. and Smallwood, N. (2013) *Leadership Sustainability*. Available from:

<https://www.rbl.net/insights/books/leadership-sustainability-seven-disciplines-to-achieve-the-changes-great-leaders-know-they-must-make> [Accessed April 29, 2020]

• **Emotion:** Draw on deep personal values to keep yourself motivated.

¹⁴The journey to great leadership doesn't end with learning and implementing effective new skills. Great leadership is about consistency, and the drive for consistency is a never-ending process. Use *Leadership Sustainability* to ensure leadership greatness today, tomorrow, and for the rest of your life (Ulrich and Smallwood, 2013, <https://www.rbl.net/insights/books/leadership-sustainability-seven-disciplines-to-achieve-the-changes-great-leaders-know-they-must-make>). In the following section the importance of women leaders will be covered in-depth.

1.8 Importance of women leaders today

Over the past decades the world has experienced a consistent rise of female leaders and so far the track record has proven that women are highly effective leaders. Most of the female leaders tend to possess good leadership qualities that generally make them succeed in outmaneuvering failure or certain weaknesses at the workplace. Some of the benefits of female leadership were properly outlined in an article authored by the United States of America-based renowned global academic & book author Professor Ronald Riggio (2013) titled ‘*Why We Need More Women Leaders*’ published in www.psychologytoday.com.¹⁵ According to Riggio, R. (2013) there is a large and growing body of research on [gender](#) and [leadership](#). I am at the annual conference of the International Leadership Association in Montreal, and listening to renowned psychologist Alice Eagly pose the question of *what would happen if more women attained leadership position in the U.S. (and the world)*. Here are some of the potential outcomes (of course this is extrapolating from the research on gender and leadership):

¹⁴ Ulrich, D. and Smallwood, N. (2013) *Leadership Sustainability*. Available from: <https://www.rbl.net/insights/books/leadership-sustainability-seven-disciplines-to-achieve-the-changes-great-leaders-know-they-must-make> [Accessed April 29, 2020]

¹⁵ Riggio, R. (2013) *Why We Need More Women Leaders*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201311/why-we-need-more-women-leaders> [Accessed April 30, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

- There would be greater focus on childcare, healthcare, and [education](#)—issues that women, who have more social compassion and caring than men, champion
- There would be less corruption (women are [more ethically-minded](#) than men)
- There would be more focus on equality and eliminating poverty (men focus more on free market issues and individualism)
- There would be less [bullying](#) and misbehavior in the workplace (women are more transformational, and more effective leaders—[a point I’ve discussed before](#))
- The markets would likely be more stable, without the recent meltdowns (women are less [risk-taking](#) than men)
- It would be a more peaceful world (Riggio, 2013, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201311/why-we-need-more-women-leaders>). The following section will cover the myths about leadership.

1.9 Common myths and or misconceptions about leadership

There are numerous myths related to leadership nowadays and some of these were highlighted in an article published by Shizardi, R. (2020) titled ‘8 *Leadership Myths and Their Corresponding Facts*’ published via <https://aboutleaders.com>. Some of the myths about leadership include the following:

1.9.1. ¹⁶“**Effective Leaders Have a High Standard of Education.** Leadership isn’t a degree. It’s a personality trait. It is often thought that successful leaders need to have the right kind of education. The premise of this belief often lies in the fact that education helps you cultivate a behavioral skill set that allows you to lead. While this is partially true, this skillset can be acquired outside of formal education” (Shizardi, 2020, <https://aboutleaders.com>).

¹⁶ Shizardi, R. (2020) *8 Leadership Myths and Their Corresponding Facts*. Available from: <https://aboutleaders.com/8-leadership-myths-facts/#gs.zgfun5> [Accessed April 24, 2021]

1.9.2. **“Leaders Are Born.** You will often hear the phrase “great leaders are born.” Leadership is not genetic. This concept needs to be debunked. Leadership is about having a strong vision for both short-term and long-term success. It involves developing the skills to analyze problems and their best possible solutions” (Shizardi, 2020, <https://aboutleaders.com>).

1.9.3. **“Great Leaders Must Have Technical Expertise in Their Industry.** There is a common belief that leaders need technical skills for success. This is a misrepresentation of the kind of knowledge that leaders need. Leaders need to be knowledgeable and have the right information about their respective industries. They need to know about what the right step forward is and not necessarily the technical understanding of how to do that” (Shizardi, 2020, <https://aboutleaders.com>).

1.9.4. **“Leaders Talk a Lot.** It is often assumed that leaders need to be great orators and be word heavy in their interpersonal dealings. While this is a trait that is more commonly found in leaders, it’s not a necessity. Leaders need to be precise. They need to be bold and to the point. The clarity in their words is what sets them apart from everyone else” (Shizardi, 2020, <https://aboutleaders.com>).

1.9.5. **“Failure is Not an Option.”¹⁷** Leadership is all about risk-taking. Critical-thinkers will plan. They’ll analyze and implement what they think is the best course of action. More often than not, leaders will fail or struggle to find success” (Shizardi, 2020, <https://aboutleaders.com>).

1.9.6. **“Leaders Are Perfect.** Leaders are revered as a beacon for guidance. But they’re not perfect by any means. They are as human as any other person. The crucial difference between a leader and the rest of the world is that they’re introspective. They reflect on their weaknesses and work on overcoming them. The constant struggle to be a better version of yourself is what makes you a leader” (Shizardi, 2020, <https://aboutleaders.com>).

1.9.7. **“Charisma and Being Extroverted Defines a Leader.** Charisma and being extroverted are not qualifiers for people to become leaders. Leadership is about taking charge of situations and

¹⁷ Shizardi, R. (2020) *8 Leadership Myths and Their Corresponding Facts*. Available from: <https://aboutleaders.com/8-leadership-myths-facts/#gs.zgfun5> [Accessed April 24, 2021]

taking ownership. It's perfectly acceptable for leaders to be less public or not overtly-confident. They don't even have to be in a decision-making position. Leaders exist at each level of employment. They improve themselves, help others grow, and have a clear direction in mind, without necessarily preaching it on a loudspeaker"¹⁸ (Shizardi, 2020, <https://aboutleaders.com>). The next section will cover the conclusion of this chapter.

1.10 Conclusion

The history of leadership dates back to the ancient times of mankind and it has continued to exist until today. Effective leadership is one of the most critical ingredients towards achieving organizational success. Organizations when they are underled or overled numerous inefficiencies emerge at every level of the organizational structure at a continuous accelerated rate. The essence of true leadership is the ability to motivate others to: be creative, innovative, ethical, honest, result-orientated, team-oriented, learn from mistakes, embrace change and mentor others to become great leaders. It can therefore be concluded that one of the qualities that leaders of today must possess is resilience especially during the time of a global crisis that affect their day-to-activities. It can be concluded that ethics alone cannot deliver great leaders but certain essential leadership competencies must be present in an individual in order for him/her to successfully perform at the workplace.

1.11 Review questions

- 1) Define the following terms 'leader' and 'leadership'? Discuss the theories of leadership. Identify the key characteristics of an ethical leader?
- 2) List the characteristics of bad leaders? Describe the key leadership competencies?
- 3) Explain what is 'leadership sustainability'? Discuss the importance of women leaders today? Describe the common myths and or misconceptions about leadership?

¹⁸ Shizardi, R. (2020) *8 Leadership Myths and Their Corresponding Facts*. Available from: <https://aboutleaders.com/8-leadership-myths-facts/#gs.zgfun5> [Accessed April 24, 2021]

Chapter 2: Leaders from the United States of America, United Kingdom & the Republic of Austria,

After reading this chapter you should be able to:

- Define the following two terms ‘dialogue’ and ‘national dialogue’. List six political leaders of the United States of America highlighted in this chapter?
- Describe the name of the Royal King of the United Kingdom and the current Prime Minister of the United Kingdom highlighted in this chapter.
- Describe the President of the Republic of Austria highlighted in this chapter.

2.1 Introduction

The two key leadership guidelines that help to improve the effectiveness of any leader nowadays include leading from the front and embracing humor on a day-to-day basis. ¹⁹According to Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) last year, we pulled data from over 13,000 global leaders and over 80,000 rater data points collected over the past ten years to look at how the Leadership Code varies at these different levels. What exactly is different about the work of an executive? A middle manager? A front-line leader? This article summarizes these findings. Over ten years ago, RBL laid out *The Leadership Code*, a simple model which we feel captures the foundational elements of good leadership practice. **Front-Line Leadership.** The term *front-line leader* is used here to describe anyone who is leading a team of individual contributors, regardless of the content of that work. In most organizations, front-line leaders make up the vast majority of the leadership population, receive the least development support, and often have the most direct impact on both employees and customers. In looking at the data, we found seven unique groupings of front-line leadership behaviors. *First*, they build the workforce. They develop the talent on their team but with an eye to the future—looking for ways to develop promising employees in the context of what tomorrow’s critical roles will be. They provide resources to make sure they can develop and perform in their current roles. They coach

¹⁹ Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) *Leadership Code: Increasing Effectiveness and Impact at Different Levels*. Available from: <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels> [Accessed May 06, 2020]

their team members on what they need to do to succeed and act as a talent magnet—drawing people with the skills and competencies into the organization and retaining them. *Second*, they deliver results. They make decisions, drive change, create accountability, monitor progress, and provide feedback. They communicate consistently and focus their time and their team’s time on the right priorities. *Third*, they are authentic. They live by a moral code and are trusted by others. They also genuinely believe what they do is important and adds value and are able to maintain energy and passion for their work. This trust and genuine commitment to the goals of the organization is essential for high-producing organizations; it enables performance well beyond the norm and (at the same time) the growth of high potential people. *Fourth*, they resolve complex issues. They can see the bigger picture, cut quickly to the heart of issues, and make tough decisions. At this level, this likely suggests the ability to see the path ahead and help the team/group transition smoothly forward from completion of today's work to what must be started tomorrow. ²⁰*Fifth*, they are steady and predictable. Even when the going gets tough, they don’t get frustrated. They are resilient, open to feedback, and create a positive work environment. *Sixth*, they are curious. They seek out information and new ideas. *Seventh*, they connect employees to the organization’s strategic direction. They can describe the organization’s goals in ways that inspire and engage employees and are more likely to have or articulate a point of view about how the future will impact the organization (Burns, Smith, Smallwood and Ulrich, 2019, <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels>).

Why humor is a good leadership quality. When a leader is humorous their ability to attract attention, influence others, educate, develop long term relationships and delegate tasks becomes very easy for them to conduct them. Humor comes in different forms and at the end of the day a leader has to choose a type of humor that relates to their target audience, type of organization or purpose of the meeting with their followers. The different types of humor were clearly highlighted in an article authored by United States of America-based top author and global academic Professor Ronald E. Riggio (2015) titled ‘*The 4 Styles of Humor*’ published in

²⁰ Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) *Leadership Code: Increasing Effectiveness and Impact at Different Levels*. Available from: <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels> [Accessed May 06, 2020]

www.psychologytoday.com.²¹ According to Ronald E. Riggio (2015) What do you find funny, and what sort of humor appeals to you? Research has focused on different humor styles, and distinguishes four types.

2.1.1²² Affiliative humor. This involves telling jokes about things that everyone might find funny. The goal is to use humor to bring people together to find the humor in everyday life. The goal is to create a sense of fellowship, [happiness](#), and well-being. If you are fond of jokes about animals or everyday occurrences, then you are using affiliative humor.

2.1.2 Aggressive humor. This involves put-downs or insults targeted toward individuals. When it is intended to threaten or psychologically harm others, it is the type of humor used by bullies. While some of the audience to this type of humor will find it funny, others might laugh to cover up a feeling of discomfort.

2.1.3 Self-enhancing humor. This is being able to laugh at yourself, such as making a joke when something bad has happened to you. Trying to find the humor in everyday situations, and making yourself the target of the humor in a good-natured way. It is related to healthy coping with [stress](#).

2.1.4 Self-defeating humor. Putting yourself down in an aggressive or “poor me” fashion is called self-defeating humor (Riggio, 2015, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201504/the-4-styles-humor>). The following section will cover information about the definition of terms in-depth.

²¹ Riggio, R. (2015) *The 4 Styles of Humor*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201504/the-4-styles-humor> [Accessed May 06, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

²² Martin, Rod; Patricia Puhlik-Doris; Gwen Larsen; Jeanette Gray; Kelly Weir (February 2003). "Individual differences in uses of humor and their relation to psychological well-being: Development of the Humor Styles Questionnaire". *Journal of Research in Personality* 37 (1): 48–75. doi:10.1016/S0092-6566(02)00534-2.

2.2 Definition of terms

²³“There are many definitions of the term dialogue in academic publications and dictionaries. The term ‘*dialogue*’ refers to any form of planned interaction, communication, talking or liaising of two or more individuals or groups with the aim of creating a mutual, consensual, joint, viable and meaningful long lasting outcome/decision from the planned conversation whilst at the same time ensuring that bias is eliminated by any means necessary during the dialogue process” (Rudolph. Patrick. Tawanda. Muteswa, 2022). ²⁴“*National dialogue* is an increasingly popular tool for conflict resolution and political transformation. It can broaden debate regarding a country’s trajectory beyond the usual elite decision makers; however, it can also be misused and manipulated by leaders to consolidate their power. National dialogues are becoming an increasingly popular tool for conflict resolution and political transformation” (Stigant, S. & Murray, E. of The United States Institute of Peace, 2015, <https://www.usip.org/publications/2015/10/national-dialogues-tool-conflict-transformation>). The following section will cover information about the United States of America in-depth.

2.3 United States of America (USA)

It is unquestionable that the prosperity, international stature and global power of the United States of America is centred on its unity (51 United States) despite one’s political opinion especially around its national leaders (*Presidents, Former Presidents, Vice Presidents, Former Vice Presidents, Military Commanders, Judiciary, Security Agencies, Academia, Media houses and so on*) and the greatness of the United States of America will forever remain as long as its society embraces or understands the elements behind their prosperity which is ‘unity’. The greatness of a country can only be destroyed by its adversaries through dismantling its people’s thinking, culture and through vigorously targeting the main pillars holding its ‘unity’ in its entire

²³ Rudolph. Patrick. Tawanda. Muteswa (2022) *28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity (Gathered Articles): A Training Guide for Business Executives, Foreign Diplomats, International Students & Travelers 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77924-684-4 EAN: 9781779246844, p158

²⁴ Stigant, S. and Murray, E. of The United States Institute of Peace (2015) *National Dialogues: A Tool for Conflict Transformation?* Available from: <https://www.usip.org/publications/2015/10/national-dialogues-tool-conflict-transformation> [Accessed October 26, 2021]

society (Rudolph. Patrick. T. Muteswa, 2023). ²⁵²⁶“**What is ‘unity’**. The existence of a common history together amongst different communities in a society is unity. Generally ‘unity’ in a society exists when a country establishes highly functional and credible institutions that accommodate, tolerate and value what people think the good is. In addition ‘unity’ occurs when citizens of a country start to live together in peace and harmony as neighbors while at the same time valuing each other’s differences, opinions, ideas and beliefs in a respectful manner” (Levin, Y. cited in George W. Bush Presidential Center, 2021, www.bushcenter.org cited in Rudolph. Patrick. T. Muteswa, 2022:15). “The existence of mutual relations amongst people, groups and or entities in a society is based on their willingness to work together and co-exist. Good relations can only be achieved if all the parties involved (*such as people, groups or entities*) are willing to embrace and adopt a unity pact that is based on transparency, truthfulness and good communication”²⁷ (Rudolph. Patrick. T. Muteswa, 2022:16). ²⁸“The world’s most famous and powerful nation the United States of America has for many decades been a popular tourist destination and it has been receiving visitors from different parts of the world. ²⁹The United States of America has successfully managed to go the ‘extra mile’ in distinguishing itself towards the full commitment to uplift the living standards or quality of life of the people living in

²⁵ George W. Bush Presidential Center (2021) *Creating Unity in a Diverse Society*. Available from: <https://www.bushcenter.org/publications/articles/2021/02/democracy-talks-creating-unity-in-a-diverse-society.html> [Accessed October 24, 2021] © Copyright 2021 George W. Bush Presidential Center

²⁶ Levin, Y. cited in George W. Bush Presidential Center (2021) *Creating Unity in a Diverse Society*. Available from: <https://www.bushcenter.org/publications/articles/2021/02/democracy-talks-creating-unity-in-a-diverse-society.html> [Accessed October 24, 2021] © Copyright 2021 George W. Bush Presidential Center

²⁷ Rudolph. Patrick. T. Muteswa (2022) *World Peace, Dialogue & Unity (Gathered Articles): A North America, Asia, Africa, Latin America, Middle East, Oceania & Europe Perspective 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77924-683-7 EAN: 9781779246837, p1-120.

²⁸ Rudolph. Patrick. T. Muteswa (2023) *Amazing Global Tourist Destinations & Airlines (Gathered Articles): Travel Guide for Executive Board of Directors, Tourists, Government Diplomats, International Students, Academics, Entrepreneurs & Other Professionals 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77931-690-5 EAN: 9781779316905, p28

²⁹ Rudolph. Patrick. T. Muteswa (2022) *The Magnificence & Importance of the United States of America, United Kingdom, Germany, France, Australia, Belgium, Canada, Switzerland, Italy, South Africa, Norway, Denmark & Spain International Relations with the Continent of Africa 1st Edition*, Self Published Educational Ebook, p23. ISBN: 978-1-77927-184-6 EAN: 9781779271846

Africa, South America, Central America, the Caribbean Islands, Asia, Europe and Oceania regions through consistent foreign direct investments (FDI), education programs and so on. Globally the United States of America is celebrated for its pro-democracy, freedom and human rights principles which have become part of its legacy. Remarkably this great nation called the United States of America has also managed to successfully share these pro-democracy, freedom and human rights principles or values to various parts of the world” (Rudolph. Patrick. T. Muteswa, 2022:23 cited in Muteswa, RPT, 2023:28). Remarkably, over the past number of years the people of the United States of America have elected or appointed several Presidents and Vice Presidents into the White House both Republicans and Democrats. Some of the recent political leaders/Presidents and Vice Presidents of the United States of America include the following:

2.3.1 His Excellency Current U.S. President Joe Biden (*appointed from 2021 - 2024*)

“JOE BIDEN

THE PRESIDENT

From Scranton to Wilmington to the White House — with thousands of train rides in between”³⁰

(U.S. National Archives and Records Administration, 2023, <https://www.whitehouse.gov/>).

³⁰ U.S. National Archives and Records Administration (2023) *President Biden*. Available from: <https://www.whitehouse.gov/administration/president-biden/> [Accessed April 01, 2023]

Figure 2.1 Portrait of His Excellency Current U.S. President Joe Biden



Source: (U.S. National Archives and Records Administration, *His Excellency U.S. President Joe Biden*, 2023, <https://www.whitehouse.gov/wp-content/uploads/2021/04/P20210303AS-1901.jpg>).

“President Biden represented Delaware for 36 years in the U.S. Senate before becoming the 47th Vice President of the United States. As President, Biden will restore America’s leadership and build our communities back better. A NEW CHAPTER. On April 25, 2019, Biden announced his candidacy for President of the United States. Biden’s candidacy was built from the beginning around 3 pillars: the battle for the soul of our nation, the need to rebuild our middle class — the backbone of our country, and a call for unity, to act as One America. It was a message that would only gain more resonance in 2020 as we confront a pandemic, an economic crisis, urgent calls for racial justice, and the existential threat of climate change”³¹ (U.S. National

³¹ U.S. National Archives and Records Administration (2023) *President Biden*. Available from: <https://www.whitehouse.gov/administration/president-biden/> [Accessed April 01, 2023]

Archives and Records Administration, 2023, <https://www.whitehouse.gov/administration/president-biden/>). The following section will cover information about the current U.S. Vice President in-depth.

2.3.2 Her Excellency Current U.S. Vice President Kamala Harris (appointed from 2021 - 2024)

“KAMALA HARRIS

THE VICE PRESIDENT

A career for the people — breaking barriers and fighting for working families”³² (U.S. National Archives and Records Administration, 2023, <https://www.whitehouse.gov/>).

³² U.S. National Archives and Records Administration (2023) *Vice President Harris*. Available from: <https://www.whitehouse.gov/administration/vice-president-harris/> [Accessed April 01, 2023]

Figure 2.2 Portrait of Her Excellency Current U.S. Vice President Kamala Harris



Source: (U.S. National Archives and Records Administration, *Her Excellency U.S. Vice President Kamala Harris*, 2023, <https://www.whitehouse.gov/wp-content/uploads/2021/04/V20210305LJ-0043.jpg>).

³³“Kamala D. Harris is the Vice President of the United States of America. She was elected Vice President after a lifetime of public service, having been elected District Attorney of San Francisco, California Attorney General, and United States Senator. Vice President Harris was born in Oakland, California to parents who emigrated from India and Jamaica. She graduated from Howard University and the University of California, Hastings College of Law. In 2017, Vice President Harris was sworn into the United States Senate. On August 11, 2020, Vice

³³ U.S. National Archives and Records Administration (2023) *Vice President Harris*. Available from: <https://www.whitehouse.gov/administration/vice-president-harris/> [Accessed April 01, 2023]

President Harris accepted President Joe Biden’s invitation to become his running mate and help unite the nation. She is the first woman, the first Black American, and the first South Asian American to be elected Vice President, as was the case with other offices she has held. She is, however, determined not to be the last”³⁴ (U.S. National Archives and Records Administration, 2023, <https://www.whitehouse.gov/administration/vice-president-harris/>). The following section will cover information about the Former U.S. President Donald Trump in-depth.

2.3.3 His Excellency Former U.S. President Donald Trump (*appointed from 2017 - 2021*)

“Donald J. Trump is the 45th President of the United States. He believes the United States has incredible potential and will go on to exceed even its remarkable achievements of the past”³⁵ (U.S. National Archives and Records Administration, 2017, <https://trumpwhitehouse.archives.gov/people/donald-j-trump/>).

³⁴ U.S. National Archives and Records Administration (2023) *Vice President Harris*. Available from: <https://www.whitehouse.gov/administration/vice-president-harris/> [Accessed April 01, 2023]

³⁵ U.S. National Archives and Records Administration (2017) *Donald J. Trump*. Available from: <https://trumpwhitehouse.archives.gov/people/donald-j-trump/> [Accessed April 01, 2023]

Figure 2.3 Portrait of His Excellency Former U.S. President Donald Trump



Source: (U.S. National Archives and Records Administration, *His Excellency Former U.S. President Donald Trump*, 2017, <https://trumpwhitehouse.archives.gov/wp-content/uploads/2017/11/President-Trump-Official-Portrait.jpg>)

³⁶“Donald J. Trump defines the American success story. Throughout his life he has continually set the standards of business and entrepreneurial excellence, especially in real estate, sports, and entertainment. Mr. Trump built on his success in private life when he entered into politics and public service. He remarkably won the Presidency in his first ever run for any political office. A graduate of the University of Pennsylvania’s Wharton School of Finance, Mr. Trump followed in his father’s footsteps into the world of real estate development, making his mark in New York City. There, the Trump name soon became synonymous with the most prestigious of addresses in

³⁶ U.S. National Archives and Records Administration (2017) *Donald J. Trump*. Available from: <https://trumpwhitehouse.archives.gov/people/donald-j-trump/> [Accessed April 01, 2023]

Manhattan and, subsequently, throughout the world. Mr. Trump is also an accomplished author. He has written more than fourteen bestsellers. Mr. Trump announced his candidacy for the Presidency on June 16, 2015. He then accepted the Republican nomination for President of the United States in July of 2016, having defeated 17 other contenders during the Republican primaries”³⁷ (U.S. National Archives and Records Administration, 2017, <https://trumpwhitehouse.archives.gov/people/donald-j-trump/>). The following section will cover information about the Former U.S. President Michael R. Pence in-depth.

2.3.4 His Excellency Former U.S. Vice President Michael R. Pence (*appointed from 2017 - 2021*)

³⁸“**Michael R. Pence is the 48th Vice President of the United States.** As a young boy he had a front row seat to the American Dream. After his grandfather immigrated to the United States when he was 17, his family settled in the Midwest. The future Vice President watched his Mom and Dad build everything that matters—a family, a business, and a good name. Sitting at the feet of his mother and his father, who started a successful convenience store business in their small Indiana town, he was raised to believe in the importance of hard work, faith, and family. Vice President Pence set off for Hanover College, earning his bachelor’s degree in history in 1981. While there, he renewed his Christian faith which remains the driving force in his life. He later attended Indiana University School of Law and met the love of his life, Second Lady Karen Pence” (U.S. National Archives and Records Administration, 2017, <https://trumpwhitehouse.archives.gov/people/mike-pence/>).

³⁷ U.S. National Archives and Records Administration (2017) *Donald J. Trump*. Available from: <https://trumpwhitehouse.archives.gov/people/donald-j-trump/> [Accessed April 01, 2023]

³⁸ U.S. National Archives and Records Administration (2017) *Mike Pence*. Available from: <https://trumpwhitehouse.archives.gov/people/mike-pence/> [Accessed April 01, 2023]

Figure 2.4 Portrait of His Excellency Former U.S. Vice President Michael R. Pence



Source: (U.S. National Archives and Records Administration, *His Excellency Former U.S. Vice President Michael R. Pence*, 2017, <https://trumpwhitehouse.archives.gov/wp-content/uploads/2017/11/VicePresidentPence.jpg>).

“It was Indiana’s success story, Vice President Pence’s record of legislative and executive experience, and his strong family values that prompted President Donald Trump to select Mike Pence as his running mate in July 2016. The American people elected President Donald Trump and Vice President Pence on November 8, 2016. President Donald Trump and Vice President Pence entered office on January 20, 2017”³⁹ (U.S. National Archives and Records Administration, 2017, <https://trumpwhitehouse.archives.gov/people/mike-pence/>). The following section will cover information about the Former U.S. President Barack Obama in-depth.

³⁹ U.S. National Archives and Records Administration (2017) *Mike Pence*. Available from: <https://trumpwhitehouse.archives.gov/people/mike-pence/> [Accessed April 01, 2023]

2.3.5 His Excellency Former U.S. President Barack Obama (*appointed from 2009 - 2017*)

⁴⁰“Barack Obama is the 44th President of the United States. His story is the American story -- values from the heartland, a middle-class upbringing in a strong family, hard work and education as the means of getting ahead, and the conviction that a life so blessed should be lived in service to others” (U.S. National Archives and Records Administration, 2017, <https://obamawhitehouse.archives.gov/administration/president-obama>).

Figure 2.5 Portrait of His Excellency Former U.S. President Barack Obama



Source: (U.S. National Archives and Records Administration, *His Excellency Former U.S. President Barack Obama*, 2017, <https://obamawhitehouse.archives.gov/>).

“With a father from Kenya and a mother from Kansas, President Obama was born in Hawaii on August 4, 1961. He was raised with help from his grandfather, who served in Patton's army, and his grandmother, who worked her way up from the secretarial pool to middle management

⁴⁰ U.S. National Archives and Records Administration (2017) *President Obama*. Available from: <https://obamawhitehouse.archives.gov/administration/president-obama> [Accessed April 01, 2023]

at a bank. He went on to attend law school, where he became the first African-American president of the *Harvard Law Review*. Upon graduation, he returned to Chicago to help lead a voter registration drive, teach constitutional law at the University of Chicago, and remain active in his community. President Obama's years of public service are based around his unwavering belief in the ability to unite people around a politics of purpose. He was elected the 44th President of the United States on November 4, 2008, and sworn in on January 20, 2009. After being re-elected in 2012, President Obama is currently serving his second and final term, which will end in January 2017”⁴¹ (U.S. National Archives and Records Administration, 2017, <https://obamawhitehouse.archives.gov/administration/president-obama>). The following section will cover information about the Former U.S. President George H.W. Bush in-depth.

2.3.6 His Excellency Former U.S. President George Herbert Walker Bush (sworn January 20, 1989)

⁴²⁴³“**A World Transformed.** Sworn in as the 41st President of the United States on January 20, 1989, George Herbert Walker Bush helped usher in a new and more hopeful geopolitical era marked by the spread of freedom and free markets” (The George H.W. Bush Presidential Library and Museum, 2023, <https://www.bush41.org/bush/biography>).

⁴¹ U.S. National Archives and Records Administration (2017) *President Obama*. Available from: <https://obamawhitehouse.archives.gov/administration/president-obama> [Accessed April 01, 2023]

⁴² Rudolph. Patrick. T. Muteswa (2023) *Amazing Global Tourist Destinations & Airlines (Gathered Articles): Travel Guide for Executive Board of Directors, Tourists, Government Diplomats, International Students, Academics, Entrepreneurs & Other Professionals 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77931-690-5 EAN: 9781779316905, p47-49

⁴³ The George H.W. Bush Presidential Library and Museum (2023) *Biography*. Available from: <https://www.bush41.org/bush/biography> [Accessed February 08, 2023]

Figure 2.6 Former U.S. President George H.W. Bush alongside Former U.S. President Ronald Reagan photograph



Source: (The George H.W. Bush Presidential Library and Museum, 2023, Former U.S. President George H.W. Bush alongside Former U.S. President Ronald Reagan, <https://www.bush41.org/bush/biography>).

⁴⁴⁴⁵According to The George H.W. Bush Presidential Library and Museum (2023) "**To Make Kinder the Face of the Nation**". President Bush was the first sitting vice president to ascend to the presidency since 1837, and he was also only the second American president to serve a full term without party control in either chamber of Congress. Nevertheless, President Bush worked with Congress to pass the Americans with Disabilities Act and the Clean Air Act — landmark civil rights and environmental legislation. He also successfully fought for and negotiated the

⁴⁴ Rudolph. Patrick. T. Muteswa (2023) *Amazing Global Tourist Destinations & Airlines (Gathered Articles): Travel Guide for Executive Board of Directors, Tourists, Government Diplomats, International Students, Academics, Entrepreneurs & Other Professionals 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77931-690-5 EAN: 9781779316905, p47-49.

⁴⁵ The George H.W. Bush Presidential Library and Museum (2023) *Biography*. Available from: <https://www.bush41.org/bush/biography> [Accessed February 08, 2023]

North American Free Trade Agreement (NAFTA), which was later signed into law (The George H.W. Bush Presidential Library and Museum, 2023, <https://www.bush41.org/bush/biography>). The following section will cover information about the United Kingdom in-depth.

2.4 United Kingdom (UK)

⁴⁶“The United Kingdom is a Western Europe-based nation that is globally recognized as having beautiful nature reserves, art museums, historical architecture, world’s largest library archives, military prowess, a globally celebrated & popular Monarch & Royal Family, hosting major global events (*for example, sports, music, the G-7 summits, climate change & so on*), culinary exploration, multicultural diverse population, tourist attraction destinations, modern infrastructure accompanied by a highly functional education system, democratic institutions and rule of law. Historically the United Kingdom is globally known for its contribution towards promoting education and critical initiatives around peacebuilding and conflict resolution advocacy around the world” (Rudolph. Patrick. T. Muteswa, 2022:21). Historically the United Kingdom has elected or appointed several outstanding Prime Ministers to lead its government. In this section information about the King of the United Kingdom and the current Prime Minister of the United Kingdom will be covered as follows:

2.4.1 His Royal Majesty King Charles III of the United Kingdom

The United Kingdom is generally one of the best places to live in the world that is consistently ranked as one of the happiest, romantic, peaceful, environmentally-friendly, well governed and most visited country on a regular basis. The pillar behind the prosperity of the United Kingdom is the fountain of diplomacy and exemplary leadership of His Royal Majesty King Charles III and Her Royal Highness The Queen Consort Camilla, the Royal Family and the Government of the United Kingdom. ⁴⁷“The Coronation of The King and

⁴⁶ Rudolph. Patrick. Tawanda. Muteswa (2022) *28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity (Gathered Articles): A Training Guide for Business Executives, Foreign Diplomats, International Students & Travelers 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77924-684-4 EAN: 9781779246844, p20-158

⁴⁷ The Royal Household (2023) *Coronation Weekend*. Available from: <https://www.royal.uk/coronation-weekend> [Accessed April 02, 2023] The Royal Household © Crown Copyright This information is licensed under the Open

The Queen Consort will be marked with events across the country and a concert at Windsor Castle. Their Majesties want to encourage people to spend the Coronation Weekend celebrating with friends, families and their communities” (The Royal Household, 2023, <https://www.royal.uk/coronation-weekend>).⁴⁸“**Accession of The King**. Following the death of Queen Elizabeth II, a new Sovereign has acceded to The Throne. King Charles III, formerly known as The Prince of Wales, was born in 1948 and became heir apparent on the accession of Queen Elizabeth II in 1952. In addition to his official and ceremonial duties in the United Kingdom and overseas as The Prince of Wales, His Majesty has taken a keen and active interest in all areas of public life for decades. The King has been instrumental in establishing more than 20 charities over 40 years, including [The Prince's Trust](#), [The Prince's Foundation](#) and [The Prince of Wales's Charitable Fund \(PWCF\)](#). His Majesty has worked closely with many organisations, publicly supporting a wide variety of causes relating to the environment, rural communities, the built environment, the arts, healthcare and education” (The Royal Household, 2023, <https://www.royal.uk/the-king>). The following section will cover information about the current United Kingdom Prime Minister in-depth.

2.4.2 His Excellency The United Kingdom Prime Minister Rt Hon Rishi Sunak

The portrait of the current United Kingdom Prime Minister Rt Hon Rishi Sunak will be clearly depicted by Figure 2.7 below.

Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/OGLv3.0>

⁴⁸ The Royal Household (2023) *The King*. Available from: <https://www.royal.uk/the-king> [Accessed April 02, 2023] The Royal Household © Crown Copyright This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/OGLv3.0>

Figure 2.7 Portrait of the current United Kingdom Prime Minister Rt Hon Rishi Sunak



Source: Photo/Image of the United Kingdom Prime Minister Rt Hon Rishi Sunak, 2023, https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachmentatachment_data/file/1191191 [Accessed April 25, 2023]

49. Biography

Rishi Sunak became Prime Minister on 25 October 2022. He was previously appointed Chancellor of the Exchequer from 13 February 2020 to 5 July 2022. He was Chief Secretary to the Treasury from 24 July 2019 to 13 February 2020, and Parliamentary Under Secretary of State at the Ministry of Housing, Communities and Local Government from 9 January 2018 to 24 July 2019.

⁴⁹ Government of the United Kingdom (2023) *Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service The Rt Hon Rishi Sunak MP*. Available from: <https://www.gov.uk/government/people/rishi-sunak#biography> [Accessed April 25, 2023] © Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service, 2023. This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/OGLv3.0>

Education

Rishi went to Winchester College and studied Politics, Philosophy and Economics at Oxford University. He was also a Fulbright Scholar at Stanford University (USA) where he studied for his MBA.

Political career

Rishi was elected Conservative MP for Richmond (Yorks) in May 2015 and served as a Parliamentary Private Secretary at the Department for Business, Energy and Industrial Strategy from June 2017 until his ministerial appointment.

Career before politics

⁵⁰Rishi spent his professional career before politics in business and finance, working internationally. He co-founded an investment firm working with companies in multiple geographies. He then used that experience to help small and entrepreneurial British companies grow.

Personal life

Rishi is married with two young daughters.

Prime Minister

The Prime Minister is the leader of His Majesty's Government and is ultimately responsible for the policy and decisions of the government. As leader of the UK government the Prime Minister also:

- oversees the [operation of the Civil Service](#) and government agencies
- chooses members of the government

⁵⁰ Government of the United Kingdom (2023) *Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service The Rt Hon Rishi Sunak MP*. Available from: <https://www.gov.uk/government/people/rishi-sunak#biography> [Accessed April 25, 2023] © Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service, 2023. This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/OGLv3.0>

- is the principal government figure in the House of Commons

As [Minister for the Union](#), the Prime Minister works to ensure that all of government is acting on behalf of the entire United Kingdom: England, Northern Ireland, Scotland, and Wales.

[More about this role](#)

[Cabinet Office](#) and [Prime Minister's Office, 10 Downing Street](#)

First Lord of the Treasury

The First Lord of the Treasury is one of the Lords Commissioners of the Treasury. This role is usually held by the [Prime Minister](#). Since the 17th century, the Lords Commissioners of the Treasury have collectively carried out duties that were previously held by the Lord High Treasurer (head of His Majesty's Treasury). The Lords Commissioners of the Treasury also include:

- the Second Lord of the Treasury - the [Chancellor of the Exchequer](#), who has most of the functional financial responsibilities⁵¹
- Junior Lords Commissioners of the Treasury - other members of the government, usually [government whips in the House of Commons](#)

10 Downing Street is the official residence of the First Lord of the Treasury, and not of the Prime Minister.

[More about this role](#)

[Cabinet Office](#) and [Prime Minister's Office, 10 Downing Street](#)

Minister for the Union

As Minister for the Union, the Prime Minister works to ensure that all of government is acting on behalf of the entire United Kingdom: England, Northern Ireland, Scotland, and Wales.

⁵¹ Government of the United Kingdom (2023) *Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service The Rt Hon Rishi Sunak MP*. Available from: <https://www.gov.uk/government/people/rishi-sunak#biography> [Accessed April 25, 2023] © Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service, 2023. This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/OGLv3.0>

[More about this role](#)

[Cabinet Office](#) and [Prime Minister's Office, 10 Downing Street](#)

Minister for the Civil Service

The Minister for the Civil Service is responsible for regulating the [Civil Service](#). The [Civil Service \(Management Functions\) Act of 1992](#), allows the Minister for the Civil Service to delegate power to other ministers and devolved administrations. This role was created in 1968 and is always held by the [Prime Minister](#).

[More about this role](#)

[Cabinet Office](#)

Previous roles in government

- [Chancellor of the Exchequer](#)

- 2020 to 2022

- [Chief Secretary to the Treasury](#)

- 2019 to 2020

- [Parliamentary Under Secretary of State \(Minister for Local Government\)](#)

- 2018 to 2019⁵² (Government of the United Kingdom, 2023, <https://www.gov.uk/government/people/rishi-sunak#biography>). The following section will cover information about Austria in-depth.

⁵² Government of the United Kingdom (2023) *Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service The Rt Hon Rishi Sunak MP*. Available from: <https://www.gov.uk/government/people/rishi-sunak#biography> [Accessed April 25, 2023] © Prime Minister, First Lord of the Treasury, Minister for the Union, and Minister for the Civil Service, 2023. This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/OGLv3.0>

2.5 Republic of Austria

Historically, Austria has become very popular around the world as a nation that is consistently governed by charismatic and servant leaders in government. The portrait of the current Federal President of the Republic of Austria His Excellency Alexander Van der Bellen will be clearly highlighted by Figure 2.8 below.

Figure 2.8 Portrait of the Republic of Austria Federal President Alexander Van der Bellen



Source: (Presidential Chancellery, 2023, Traveling with the "Railjet One". Federal President Alexander Van der Bellen travels by train as often as possible, https://www.bundespraesident.at/fileadmin/processed/7/f/csm_CAR9931_c48f263ab7.jpg).

⁵³According to the Presidential Chancellery (2023) **Can the Federal President...? A FAQ** Every day, the Federal President and his team receive questions from citizens on a wide variety

⁵³ Presidential Chancellery (2023) *Can the Federal President...? A FAQ*. Available from: <https://www.bundespraesident.at/aktuelles/detail/fragen-und-antworten> [Accessed April 09, 2023]

of topics. Here you will find frequently asked questions and the corresponding answers. Can the Federal President refuse to certify federal laws? **Does the Federal President have his own plane?** *No, in Austria there is no presidential aircraft like the "Air Force One" in the USA or the "Konrad Adenauer" in Germany. If the Federal President travels by plane, he usually gets into a scheduled airliner. Whenever possible, President Alexander Van der Bellen travels by train* (Presidential Chancellery, 2023, <https://www.bundespraesident.at/aktuelles/detail/fragen-und-antworten>). The Curriculum Vitae (CV) or Resume of the Federal President of the Republic of Austria Dr. Alexander Van der Bellen is discussed as follows:

⁵⁴CV

Federal President of the Republic of Austria Dr. Alexander Van der Bellen

Born on 18 January 1944 in Vienna and raised in Tyrol. Married to Mag.a Doris Schmidauer.

Parents: Van der Bellen's mother is a native Estonian, and his father is a native Russian with Dutch ancestors. After repeatedly fleeing from the Soviets, his family found a new home in Austria, first in Vienna and then in Tyrol.

Political Career

26 Jan 2017 Inaugurated as Federal President of the Republic of Austria

4 Dec 2016 Elected Federal President of the Republic of Austria

2012 – 2015 Member of the Vienna State Parliament and the Vienna City Council

1994 – 2012 Member of the Austrian National Council

1999 – 2008 Chairman of the Greens' Parliamentary Group

1997 – 2008 Federal Spokesperson for the Austrian Greens

Professional Background

1980 –2009 Full Professor of Economics at the University of Vienna

⁵⁴ Presidential Chancellery (2023) CV - Alexander Van der Bellen. Available from:

https://www.bundespraesident.at/fileadmin/user_upload/BP_VdB_Lebenslauf_engl.pdf [Accessed April 09, 2023]

(1999 –2008 statutory leave)

1990 –1994 Deputy Dean and then Dean of the University of Vienna School of Social and Economic Sciences

1977 –1980 Federal Academy of Public Administration in Vienna

1976 –1980 Associate Professor at the University of Innsbruck

1968 –1975 Research Assistant and then University Assistant at the University of Innsbruck, Institute for Public Finance; post-doctoral lecturing qualification (Habilitation) in 1975

1972 –1974 Research Fellow at the Berlin Social Science Center (WZB)

Education

1962 –1970 Studied economics at the University of Innsbruck (diploma in 1966, doctorate in 1970)

1954 –1962 Akademisches Gymnasium Innsbruck (secondary school)

1950 –1954 Elementary school in Innsbruck⁵⁵

Honorary Functions and Awards (selection)

2010 –2015 Honorary function as Commissioner of the City of Vienna for Universities and Research

2004 Grand Decoration of Honour in Gold with Star for Services to the Republic of Austria⁵⁵
(Presidential Chancellery, 2023, https://www.bundespraesident.at/fileadmin/user_upload/BP_VdB_Lebenslauf_engl.pdf). The

following section will cover information about the conclusion of this chapter.

2.13 Conclusion

It can be concluded that front line leadership is an effective leadership strategy that helps leaders to achieve their set goals and loyalty by their followers/subordinates. Leaders who are able to identify and nurture talent often end up becoming good-to-great leaders since they associate their

⁵⁵ Presidential Chancellery (2023) *CV - Alexander Van der Bellen*. Available from:

https://www.bundespraesident.at/fileadmin/user_upload/BP_VdB_Lebenslauf_engl.pdf [Accessed April 09, 2023]

productivity with high quality results and recognition. Front line leadership helps to boost effective communication between a leader and his/her team members while simultaneously initiating positive change in the organization. It can be concluded that trust is a critical ingredient towards successful front line leadership since people follow leaders they feel they can trust and identify with at the workplace.

2.14 Review questions

- (1) Define the following two terms ‘dialogue’ and ‘national dialogue’? List six political leaders of the United States of America highlighted in this chapter?
- (2) Describe the name of the Royal King of the United Kingdom and the current Prime Minister of the United Kingdom highlighted in this chapter?
- (3) Describe the Federal President of the Republic of Austria highlighted in this chapter?

Chapter 3: Leaders from Australia, Kingdom of The Netherlands & the Republic of South Africa

After reading this chapter you should be able to:

- Define the following two terms ‘celebrate’ and ‘world’. Describe the current Prime Minister of Australia highlighted in this chapter.
- Describe the Royal King of the Kingdom of The Netherlands highlighted in this chapter.
- Describe the first Black/African Former President of the Republic of South Africa.

3.1 Introduction

Why ethics and leadership are related. “When it comes to ethics, we look to leaders to lead on ethics and take responsibility for both good and bad results. Philosophers have been discussing ethical leadership (as in what leaders should do) for quite some time but the topic is relatively new as an area of social scientific study. Leaders who lead ethically are role models, communicating the importance of ethical standards, holding their employees accountable to those standards, and- crucially- designing environments in which others work and live. Ethical leadership has been shown to cause a host of positive outcomes, and to reduce the risk of many negative outcomes. *Leadership may therefore be the most important lever in an ethical system designed to support ethical conduct*”⁵⁶ (Ethical Systems.org, 2019, <https://www.ethicalsystems.org/content/Ethical-Systems-Services>). **Characteristics of an ethical leader.** “Good leaders display certain personality traits that are common across cultures and history; those of intelligence and imagination to create a compelling vision of the future, and bring those who can deliver it with them. A good leader must also be trustworthy and display unshakeable integrity, be action-oriented, resilient in the face of setbacks while treating people with respect, not as mere units of production. They have rid themselves of delusion and are brutally honest with themselves, know when to take risks and when to play it safe”⁵⁷ (Tuffley

⁵⁶ Ethical Systems.org (2019) *Leadership*. Available from: <https://www.ethicalsystems.org/content/Ethical-Systems-Services>

⁵⁷ Tuffley, D. and Antonio, A. (2015) *Five Traits of An Ethical Leader*. Available from: <http://theconversation.com/five-traits-of-an-ethical-leader-51181>

and Antonio, 2015, <http://theconversation.com>). The following section will cover information about the definition of terms in-depth.

3.2 Definition of terms

⁵⁸Words become easier to grasp if what they mean is properly defined in a much simpler manner by authors to clearly highlight the logic of whatever they intend to communicate to readers. “The term ‘*celebrate*’ refers to the carrying-out of planned and well designed fun activities to commemorate a positive result or a worthy accomplishment in life” (Rudolph. Patrick. Tawanda. Muteswa, 2021:139). In addition the definition of the term ‘*world*’ refers to everything that we see and touch from the North, South East or West in all the countries (Rudolph. Patrick. Tawanda. Muteswa, 2021:139). The following section will cover information about Australia in-depth.

3.4 Australia

It is now inevitable for countries to benchmark their living standards, happiness, prosperity and human rights indexes against each other to become better at everything they do for their citizens whilst boosting their nation brand. Australia is generally rich in terms of natural resources, cultural heritage and this ultimately strengthens its economic power including its international stature. Today the quality of life in Australia is considered to be much better if compared to other countries in various parts of the world. It can be argued that the Australian people are globally recognized as one of the most friendliest, peaceful, democratic, educated, travel adventure and tech-savvy citizens in the world compared to other countries. The portrait of His Excellency The Current Prime Minister of Australia The Hon Anthony Albanese MP will be clearly highlighted by Figure 3.1 below.

⁵⁸ Muteswa, R.P.T. (2021) *The Magnificence of Respecting Human Rights, Democracy & Freedoms in a Country & Organizations: (Gathered Articles): A North America, Asia, Africa, Oceania & Europe a 21st Century Perspective*. 1st Edition, ISBN 978-1-77921-415-7, Self Published Book, p42 and p139.

Figure 3.1 Portrait of His Excellency The Current Prime Minister of Australia The Hon Anthony Albanese MP



Source: (Prime Minister of Australia, 2023, <https://www.pm.gov.au/contact-your-pm>). Source: Licensed from the Commonwealth of Australia under a Creative Commons Attribution 4.0 International Licence. The Commonwealth of Australia does not necessarily endorse the content of this publication.

⁵⁹ **YOUR PRIME MINISTER.** *The Hon Anthony Albanese MP was sworn in as Australia's 31st Prime Minister on 23 May 2022.* Anthony Albanese previously served as Deputy Prime Minister and Leader of the House of Representatives. As Infrastructure Minister and Communications Minister, he delivered nation-building projects, connecting the country through thousands of kilometres of roads and rail, and rolling out the high-speed fibre National Broadband Network. He was widely recognised for his ability to bring stakeholders, businesses, and communities together to deliver projects that boosted the economy, enhanced productivity,

⁵⁹ Prime Minister of Australia (2023) *Your Prime Minister*. Available from: <https://www.pm.gov.au/your-prime-minister> [Accessed April 02, 2023] Source: Licensed from the Commonwealth of Australia under a Creative Commons Attribution 4.0 International Licence. The Commonwealth of Australia does not necessarily endorse the content of this publication.

and improved Australia's quality of life. Anthony was first elected to the Australian Parliament as the member for the Sydney seat of Grayndler in 1996. Anthony grew up with his mother, Maryanne, in a council house in Sydney. As he watched his mum juggling the challenges of life on a disability pension, Anthony came to understand the power of a parent's love in the face of hardship – and the power of government to change lives for the better. This knowledge still drives him today – both as Prime Minister and as a father – as he works to building a stronger Australia to hand to his son Nathan's generation" (Prime Minister of Australia, 2023, <https://www.pm.gov.au/your-prime-minister>). The following section will cover information about The Netherlands in-depth.

3.5 Kingdom of The Netherlands

The historical success story of the Kingdom of The Netherlands will forever be alive across the world (*for instance consistently being ranked as one of the most environmentally-friendly, happiest, internationally recognized nation brand, economically stable, visitor-friendly and democratic country on a regular basis*) with much of the hard work being accredited to the globally renowned Royal House of The Netherlands under the leadership of His Royal Majesty The King of the Kingdom of The Netherlands King Willem-Alexander & Queen Maxima and the Government of The Netherlands. The portrait of His Royal Majesty The King of the Kingdom of The Netherlands King Willem-Alexander & Queen Maxima will be clearly highlighted by Figure 3.2 below.

Figure 3.2 Portrait of His Royal Majesty The King of the Kingdom of The Netherlands King Willem-Alexander & Queen Maxima & family



Source: Royal House of The Netherlands Official Photographs: (*King Willem-Alexander and his family* - 2022. Image: ©RVD. Available from: <https://www.royal-house.nl/binaries/content/gallery/royalhouse/content-afbeeldingen/portretfoto-s/photo-sessions/2022/de-nieuwe-kerk/king-willem-alexander-queen-maxima-the-princess-of-orange-princess-alexia-and-princess-ariane.jpeg?download>) “Used With Permission”

⁶⁰“**King’s Office.** The King’s Office supports the King in the exercise of his constitutional duties and acts as a link between the King and his ministers and state secretaries. The King’s Office is based on the Korte Vijverberg in The Hague. Its tasks are set out in a Royal Decree of 18 December 2003, and the Prime Minister bears ministerial responsibility for the Office. It has a staff of about 30 and consists of three divisions. The primary task of the Constitutional Law and Public Administration Division (SOB) is to gather, organise and analyse information on matters that may be relevant to the King. It also prepares the King’s discussions with the Prime Minister, other members of the government, and Dutch and foreign dignitaries. In addition, it compiles briefing materials for the King prior to state and working visits. These visits, whether in the

⁶⁰ Royal House of The Netherlands (2023) *King’s Office*. Available from: <https://www.royal-house.nl/topics/king%E2%80%99s-office> [Accessed April 02, 2023] Government Information Service’s copyright.

Netherlands or abroad, are prepared in close cooperation with the Royal Household and the Government Information Service. The Legislation and Petitions Division (WRV) has three main tasks. It submits all state documents, like Acts of Parliament, Royal Decrees and treaties to the King for signature. It also informs the King about petitions that have been received and passes them on to the member of government responsible for the relevant policy area. Finally, it organises and files all state documents and transfers them to the National Archives after the statutory retention period has elapsed. The Support Unit is responsible for internal operational management, including personnel policy, financial management, IT and facilities”⁶¹ (Royal House of The Netherlands, 2023, <https://www.royal-house.nl/topics/king%E2%80%99s-office>). The following section will cover information about the Republic of South Africa in-depth.

3.6 Republic of South Africa

⁶²“Today the Republic of South Africa is recognized as one of Africa’s most successful economy with a highly advanced globally ranked research-innovation oriented higher learning system and transport infrastructure network. South Africa is a key player on the continent of Africa in terms of promoting: peace, security, economic development, international trade, foreign direct investments (*FDI*), climate change literacy, infrastructure development initiatives, technology transfer initiatives, energy exports, food security, human rights, democracy and so on. It can be academically argued that the success of South Africa as a country is naturally a ‘key positive contributing factor’ towards the economic-political success of the Southern, Eastern, West and North Africa regions and this is why South Africa is globally known as the unquestionable ‘powerhouse or gateway of Africa’. South Africa is an undisputable global economy with many bilateral relations in almost each and every country on the continent of Africa and this is easily made possible by its foreign policy and constitution” (Rudolph. Patrick. T. Muteswa, 2022:57). The portrait of the first democratically elected African/Black President of the Republic of South

⁶¹ Royal House of The Netherlands (2023) *King’s Office*. Available from: <https://www.royal-house.nl/topics/king%E2%80%99s-office> [Accessed April 02, 2023] Government Information Service’s copyright.

⁶² Rudolph. Patrick. T. Muteswa (2022) *The Magnificence & Importance of the United States of America, United Kingdom, Germany, France, Australia, Belgium, Canada, Switzerland, Italy, South Africa, Norway, Denmark & Spain International Relations with the Continent of Africa 1st Edition. Self-Published Educational Ebook, ISBN: 978-1-77927-184-6 EAN: 9781779271846*, p1-60.

Africa His Excellency Former President Nelson Mandela and Her Excellency Graça Machel will be clearly highlighted by Figure 3.3 below.

Figure 3.3 Portrait of the first African/Black President of the Republic of South Africa His Excellency Former President Nelson Mandela & Her Excellency Graça Machel



Source: (Nelson Mandela Foundation, *His Excellency Former President of the Republic of South Africa Nelson Mandela & Her Excellency Graça Machel*, 2023, https://tpy.nelsonmandela.org/uploads/_imager/uploads/files/4111/Mandela-and-Graca_W400_H300_upscale_CZ1_I1_Q80_P51-17-63-19.jpg) “Photo by Louise Gubb, copyrighted”

⁶³“Rolihlahla Mandela was born into the Madiba clan in the village of Mvezo, in the Eastern Cape, on 18 July 1918. **President**. On 10 May 1994 he was inaugurated as South Africa’s first democratically elected President. On his 80th birthday in 1998 he married Graça Machel, his third wife. True to his promise, Mandela stepped down in 1999 after one term as President. He continued to work with the Nelson Mandela Children’s Fund he set up in 1995 and established

⁶³ Nelson Mandela Foundation (2023) *Biography of Nelson Mandela*. Available from: <https://www.nelsonmandela.org/content/page/biography> [Accessed April 02, 2023] © 2023 Nelson Mandela Foundation

the Nelson Mandela Foundation and The Mandela Rhodes Foundation” (Nelson Mandela Foundation, 2023, <https://www.nelsonmandela.org/content/page/biography>). The following section will cover the conclusion of this chapter.

3.7 Conclusion

In general there is a strong relationship between ethics and leadership. It can be concluded that ethical leaders are trustworthy, display unshakeable honesty and a strong work ethic. Leaders with strong ethics tend to be humble and they freely accept their mistakes instead of deceiving/blaming others since this helps them to practice exemplary leadership. Ethical leaders ensure that they uphold high standards of work results at the workplace and they rigorously support accountability as well. One of the most critical traits of an ethical leader is the ability to properly share their future goals with the people they believe can help them to achieve these goals.

3.8 Review questions

- (1) Define the following two terms ‘celebrate’ and ‘world’?
- (2) Describe the current Prime Minister of Australia highlighted in this chapter? Describe the Royal King of the Kingdom of The Netherlands highlighted in this chapter?
- (3) Describe the first Black/African Former President of the Republic of South Africa highlighted in this chapter?

Chapter 4: Leaders from the Kingdom of Belgium, Ireland & Republic of Latvia

After reading this chapter you should be able to:

- Define the following two terms ‘achieve’ and ‘trust’.
- Describe the Royal King of the Kingdom of Belgium highlighted in this chapter.
- Describe the current President of Ireland highlighted in this chapter. Describe the current President of the Republic of Latvia highlighted in this chapter.

4.1 Introduction

⁶⁴Today it has become the main priority of many countries to achieve global goals and rankings in order to boost their nation brand values. ⁶⁵“[About the Good Country Index](#). Since 2014, the Good Country Index has provided a different way of looking at the world. **The idea of the Good Country Index is simple: to measure what each country on earth contributes to the common good of humanity, and what it takes away, relative to its size.** The Good Country Index doesn’t make moral judgments: it simply reports on each country’s external impacts, positive and negative, outside its own borders, using the most reliable data available. The Good Country Index is one of many projects Simon Anholt has devised to start a global debate about what countries are for. Should they exist only to serve their own interests, or do they have a wider responsibility to humanity and the planet? Today as never before, we desperately need a world made of good countries. We will only get them if we strive for them: with our leaders, our companies, our societies, and of course ourselves”⁶⁶ (Professor Simon Anholt, 2021,

⁶⁴ Rudolph. Patrick .T. Muteswa (2022) *28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity (Gathered Articles): A Training Guide for Business Executives, Foreign Diplomats, International Students & Travelers 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77924-684-4 EAN: 9781779246844, p56.

⁶⁵ Professor Simon Anholt (2021) *About the Good Country Index*. Available from: <https://www.goodcountry.org/index/about-the-index/> [Accessed December 06, 2021]

⁶⁶ Rudolph. Patrick .T. Muteswa (2022) *28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity (Gathered Articles): A Training Guide for Business Executives, Foreign Diplomats,*

<https://www.goodcountry.org/index/about-the-index/>).⁶⁷“The ability to improve yourself for the better after you have failed to make a good judgement when making a business decision is one key characteristic that helps to differentiate a great leader and a poor leader. A great leader accepts his/her own mistakes and they go the ‘*extra mile*’ in making an effort to ensure that such mistakes do not happen again” (Rudolph. Patrick. T. Muteswa, 2020:140). The following section will cover information about the definition of terms in-depth.

4.2 Definition of terms

⁶⁸In general words can only become meaningful when readers get the gist of what they are trying to communicate. The term ‘*achieve*’ refers to something accomplished, a goal attained, victory accomplished and so on (Rudolph. Patrick. T. Muteswa, 2020:180).⁶⁹“*Trust* is an emotional brain state, not just an expectation of behavior. But *what is trust?* Here are some possibilities:

- *Trust* is a set of behaviors such as acting in ways that depend on another.
- *Trust* is a **belief** in a probability that a person will behave in certain ways.
- *Trust* is an abstract mental attitude toward a proposition that someone is dependable” (Thagard, 2018, www.psychologytoday.com). The following section will cover information about Belgium in-depth.

International Students & Travelers 1st Edition. Self-Published Educational Ebook. ISBN: 978-1-77924-684-4 EAN: 9781779246844, p56.

⁶⁷ Rudolph. Patrick. T. Muteswa (2020) *Leadership (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*. Self-Published Educational Ebook. ISBN 978-1-77921-414-0, p140

⁶⁸ Rudolph. Patrick. T. Muteswa (2020) *Leadership (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*. Self-Published Education Ebook, ISBN 978-1-77921-414-0

⁶⁹ Thagard, P. (2018) *What is Trust*. Available from: <https://www.psychologytoday.com/us/blog/hotthought/201810/what-is-trust> [Accessed April 02, 2023] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

4.3 Kingdom of Belgium

Today the Kingdom of Belgium is globally renowned for its unquestionable commitment towards the promotion of peace, democracy, good governance, economic diplomacy and tourism initiatives around the world. ⁷⁰“**Belgium.** The Kingdom of Belgium is renowned for its rich cultural diversity, pro-human rights protection stance, good governance, diplomacy excellence, modern tech-savvy lifestyle, strong nation brand, high tourist arrivals numbers and so on. Over the past number of years the Kingdom of Belgium has been ranked by many ‘nation branding & better quality of life’ country ranking firms/institutions as one of the many countries in the world that enjoys a consistent year-on-year positive growth trajectory in terms of its nation brand value” (Rudolph. Patrick. T. Muteswa, 2022:74). The Kingdom of Belgium’s prosperity has been professionally nurtured by The Royal Monarchy of the Kingdom of Belgium under the exemplary leadership of King Philippe (*seventh King of Belgium*), the Royal Family and the Belgian Government. The portrait of the Royal Monarchy of the Kingdom of Belgium King Philippe will be clearly depicted by Figure 4.1 below.

⁷⁰ Rudolph. Patrick. Tawanda. Muteswa (2022) *28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity (Gathered Articles): A Training Guide for Business Executives, Foreign Diplomats, International Students & Travelers 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77924-684-4 EAN: 9781779246844, p20-158

Figure 4.1 Portrait of the Royal Monarchy of the Kingdom of Belgium King Philippe



Copyrights: Royal Palace

⁷¹“**The King.** His Majesty the King was born on 15 April 1960 in Brussels, the eldest son of King Albert II and Queen Paola. The King is the first Crown Prince not to receive private education and to follow a classical and bilingual educational path in primary and secondary schools in Belgium. In 1978, as Prince Philippe, he began his university studies at the Royal Military Academy. Interested in aerospace since childhood, he chose to join the Air Force, where

⁷¹ The Royal Palace, Brussels, Belgium (2023) *The King*. Available from: <https://www.monarchie.be/en/royal-family/the-king> [Accessed April 03, 2023] © The Royal Palace, Brussels, Belgium.

he qualified as a fighter pilot. He completed his military training with a certification as a parachutist and a commando. He then continued his studies abroad. After a trimester at Oxford University in the United Kingdom and two years at Stanford University in the United States, he obtained a master's in Political Science. Back in Belgium in 1985, he delved into the political, economic, and social realities of his country. Over a period of eight years, he got to know Belgium and the Belgians through numerous meetings, visits, conferences, and missions. He also gained various experiences in the field during humanitarian visits. During this period, he greatly expanded his knowledge in areas of particular personal interest, such as history, literature, and philosophy. He travelled widely and met all kinds of committed people the world over, both leaders and ordinary citizens. He also closely followed the European integration process. The death of King Baudouin in 1993 marked a turning point in Prince Philippe's life. Following the accession of his father, King Albert II, Philippe became heir apparent to the throne at the age of 33. From then on, his public role took precedence, and he worked primarily in a number of areas closely related to the major challenges of the time, undertaking international missions to promote the Belgian economy and Belgium's image abroad, promoting sustainable development, encouraging dialogue among Belgium's various communities, fostering support for vulnerable people, and helping nurture talent. In 1993, he took over the Honorary Presidency of the Belgian Foreign Trade Agency (BFTA), and over the next 20 years led no fewer than 85 economic missions. He forged links between Belgian and foreign companies, and among Belgian companies themselves. After his accession to the throne in 2013, he remained Honorary President of the BFTA, and asked his sister, Princess Astrid, to represent him on economic missions.⁷² Another of the Prince's signature issues is sustainable development. From 1993 to 2013, he was Honorary Chair of the Federal Council for Sustainable Development, which brings together the country's economic, social, scientific, and environmental components, and which advises the federal government. He also agreed to be Honorary Chair of the International Polar Foundation. He also actively supports dialogue among the country's communities. With the establishment of the Prince Philippe Fund in 1998, he helped to promote dialogue among citizens of different language communities and to encourage greater mutual recognition and respect for

⁷² The Royal Palace, Brussels, Belgium (2023) *The King*. Available from: <https://www.monarchie.be/en/royal-family/the-king> [Accessed April 03, 2023] © The Royal Palace, Brussels, Belgium.

everyone's individuality and culture. The King is fully aware of the many forms of marginalisation that beset society, and therefore meets with those whom it affects. Here, too, he gets a full sense of the needs of people affected by illness, social exclusion, accidents, and natural disasters. He is also inspired by the many talents that Belgium has to offer, from sportsmen and women, artists, and scientists, to explorers and young talents. The King encourages them all with keen attention. In 1999, he married Mathilde d'Udekem d'Acoz. They have four children: Elisabeth, Gabriel, Emmanuel and Eléonore. They combine family life with ceremonial and official obligations.⁷³ Their children carry on tradition, getting their schooling in classical education, and are growing up in a multilingual environment. On 3 July 2013, King Albert II announced his abdication. On the National Day, which follows a few weeks later, Prince Philippe took the oath and became the seventh King of the Belgians. His daughter Elisabeth, who turned 20 on 25 October 2021, is now first in line to the throne. As Head of State, the King grants audiences to visitors each day: members of the Federal Government and of the regional and community governments, members of parliament, and other political leaders, as well as representatives of the economic, social, cultural, and scientific worlds, and of universities, the military, and of the media. The King also receives many foreign dignitaries, such as heads of state and ambassadors who come to pay a state visit or present their credentials. Since the start of his reign, the King has welcomed six state visits. Several times a week, sometimes together with Her Majesty the Queen, he visits organisations, companies, and various initiatives in Belgium. During these visits, the King is keen to get a clear picture of the state of the country, the projects that are being implemented, and the concerns and expectations of the people. In the case of national disasters, such as the attacks of 22 March 2016 and the floods of July 2021, the King goes to the scene to pay his sympathies. His Majesty regularly travels abroad to promote Belgium's positive image and to highlight and strengthen relations with the host country. Since ascending to the throne in July 2013, the King and Queen have made ten state visits to countries in Europe and beyond. His Majesty puts his signature on laws and royal decrees every day. He also mediates with ministers on behalf of citizens who appeal to him for justice in their dealings with the political and administrative system. In his more than nine years

⁷³ The Royal Palace, Brussels, Belgium (2023) *The King*. Available from: <https://www.monarchie.be/en/royal-family/the-king> [Accessed April 03, 2023] © The Royal Palace, Brussels, Belgium.

on the throne, the King has overseen two government negotiations, and has played a role in tackling the coronavirus pandemic in Belgium. Their Majesties spend their holidays with family and friends. In their free time, they like to read and play sports. The King goes jogging regularly, and is especially keen on kite surfing. In May 2013 and 2014, he took part in the 34th and 35th edition of Brussels 20km. He also plays the piano and is an avid painter”””⁷⁴ (The Royal Palace, Brussels, Belgium, 2023, <https://www.monarchie.be/en/royal-family/the-king>). The following section will cover information about Ireland in-depth.

4.4 Ireland

Ireland is located in Europe and the current President of Ireland is His Excellency Michael D. Higgins. The portraits of His Excellency The Current President of Ireland Michael D. Higgins will be clearly depicted by Figure 4.2 below.

Figure 4.2 Portraits of His Excellency The President of Ireland Michael D. Higgins



Source: (Office of the President, ICT, 2023, *His Excellency President of Ireland Michael D. Higgins*, <https://president.ie/>).

⁷⁵ ⁷⁶“According to This is Ireland (2022) **Life & Culture**. Inspired by nature, heritage and story – a culture we are proud to share. Life & Culture. Ireland is a place of stunning natural beauty

⁷⁴ The Royal Palace, Brussels, Belgium (2023) *The King*. Available from: <https://www.monarchie.be/en/royal-family/the-king> [Accessed April 03, 2023] © The Royal Palace, Brussels, Belgium.

⁷⁵ This is Ireland (2022) *Life & Culture*. Available from: <https://ireland.ie/life-culture/> [Accessed January 17, 2022]

and home to a people known for passion, humour and imagination. Steeped in history and mythology, ours is a creative tradition expressed through art, music, dance, theatre, literature and film. We relish the opportunity to play, to share, to compete and to challenge ourselves. We value our sense of community and we embrace difference. We believe that work must harmonise with life. Ireland – a great place to live. *10th most peaceful country globally (Global Peace Index 2017), 96.9% of Irish people say they have someone to rely on (EuroStat)*” (Global Peace Index, 2017, Eurostat, 2022, This is Ireland, 2022, <https://ireland.ie/life-culture/> cited in Rudolph. Patrick. T. Muteswa, 2022:58). Another portrait of His Excellency The Current President of Ireland Michael D. Higgins will be clearly depicted by Figure 4.3 below.

⁷⁶ Rudolph. Patrick. T. Muteswa (2022) *28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity (Gathered Articles): A Training Guide for Business Executives, Foreign Diplomats, International Students & Travelers 1st Edition*. Self Published Educational Ebook, p31, ISBN: 978-1-77924-684-4 EAN: 9781779246844

Figure 4.3 Portrait of His Excellency The President of Ireland Michael D. Higgins



Source: (Office of the President, 2023, *President delivers opening address at the Africa Food Summit Conference “Feed Africa: Food Sovereignty and Resilience”*., His Excellency President of Ireland Michael D. Higgins, <https://president.ie/en/media-library/photos/president-delivers-opening-address-at-the-africa-food-summit-conference-feed-africa-food-sovereignty-and-resilience>).

⁷⁷“**Michael D. Higgins** 2011 - Present Day. **Michael D. Higgins – Biography**. On 11 November 2011, Michael D. Higgins was inaugurated as the ninth President of Ireland. On 11 November 2018 he was inaugurated for a second term. A passionate political voice, a poet and writer, academic and statesman, human rights advocate, promoter of inclusive citizenship and champion of creativity within Irish society, Michael D. Higgins has previously served at almost every level of public life in Ireland, including as Ireland’s first Minister for Arts, Culture and the Gaeltacht. Michael D. Higgins was born on 18 April 1941 in Limerick city and was raised in County Clare. He was a factory worker and a clerk before becoming the first in his family to access higher education. He studied at the University College Galway, the University of Manchester and Indiana University. Michael D. Higgins is married to Sabina Higgins, and they

⁷⁷ Office of the President (2023) *Michael D. Higgins*. Available from: <https://president.ie/en/the-president/michael-d-higgins> [Accessed April 03, 2023] © 2023 President of Ireland

have four children. Sabina Higgins attended the Dublin Stanislavski Acting Studio and was a founding member of the Focus Theatre. As a lecturer in political science and sociology in National University of Ireland, Galway, and in the United States, Michael D. Higgins was a passionate proponent for the extension of access to third level education beyond the walls of established Universities. He was centrally involved in the development of extra-mural studies at National University of Ireland, Galway, and he travelled extensively across the West of Ireland to provide accessible evening classes for interested citizens. A desire to work more directly for equality and justice led Michael D. Higgins to enter public life and he went on to serve as a public representative at many levels from Councillor and Mayor to 9 years in the Seanad and 25 in Dáil Éireann. As Ireland's first Minister for the Arts in 1993-97, Michael D. Higgins' achievements included the reinvigoration of the Irish film industry, the establishment of Teilifís na Gaeilge, now TG4, and the repeal of censorship under Section 31 of the Broadcasting Acts. He also established a rich network of local arts and cultural venues which brought a crucial access to citizens across Ireland to these facilities. Moreover, he drove the revitalisation of Ireland's canal network, resulting in over 1,000 kilometres of navigable waterways, supporting thousands of jobs, and creating wealth in many rural and economically-deprived areas of the State. Michael D. Higgins has, like many in Ireland, seen generations of his family emigrate. He has a strong interest and solidarity with the Irish abroad and has been a regular visitor to Irish Centres in Britain. Throughout his life, Michael D. Higgins has campaigned for human rights and for the promotion of peace and democracy in Ireland and in many other parts of the world, from Nicaragua and Chile to Cambodia, Iraq and Somalia. ⁷⁸In 1992, Michael D. Higgins was the first recipient of the Seán MacBride Peace Prize from the International Peace Bureau in Helsinki, in recognition of his work for peace and justice in many parts of the world. Michael D. Higgins is also a writer and poet, contributing to many books covering diverse aspects of Irish politics, sociology, history and culture. He has published two collections of essays — *'Causes for Concern — Irish Politics, Culture and Society'*, *'Renewing the Republic'*, and two collections of speeches: *'When Ideas Matter: Speeches for an Ethical Republic'* and *1916 Centenary Commemorations and Celebrations: Speeches by President Michael D. Higgins*. He

⁷⁸ Office of the President (2023) *Michael D. Higgins*. Available from: <https://president.ie/en/the-president/michael-d-higgins> [Accessed April 03, 2023] © 2023 President of Ireland

has also published four collections of poetry — *The Betrayal; The Season of Fire; An Arid Season* ; and *New and Selected Poems*.

Among the other appointments Michael D. Higgins has held are:

- Member of Dáil Éireann for 25 years;
- Member of Seanad Éireann (the Irish Senate) for 9 years;
- Ireland’s first Cabinet Minister for Arts, Culture and the Gaeltacht 1993-97;
- As Minister, he had direct responsibility for the promotion of the Irish language and for the economic and social development of Irish-speaking areas in the State;
- Labour Party Spokesperson for Foreign Affairs in the Irish Parliament and founder member of the Joint Oireachtas Committee on Foreign Affairs;
- Lord Mayor of Galway on two occasions;
- Honorary Adjunct Professor at the Irish Centre for Human Rights at the National University of Ireland, Galway;
- Regular columnist for the popular ‘Hot Press’ magazine over the period 1982—1992, during which he engaged a young audience in the social issues of the day”⁷⁹(Office of the President, 2023, <https://president.ie/en/the-president/michael-d-higgins>). The following section will cover information about the current President of Latvia in-depth.

4.5 Republic of Latvia

In general over the past decades the great nation of Latvia has enjoyed the remarkable opportunity to be led by various Heads of State (*Presidents & Prime Ministers from its past up until to the current leadership*) who have left a lifetime legacy of democracy, peace and foreign

⁷⁹ Office of the President (2023) *Michael D. Higgins*. Available from: <https://president.ie/en/the-president/michael-d-higgins> [Accessed April 03, 2023] © 2023 President of Ireland

diplomacy excellence that will forever inspire and guide future leaders of this thriving Europe based country. Latvia is globally renowned for its highly skilled workforce, highly attractive tourist attraction destinations and investor-friendly business environment. The portrait of the current President of Latvia His Excellency Egils Levits will be clearly depicted by Figure 4.4 below.

Figure 4.4 Portrait of the current President of Latvia His Excellency Egils Levits



Source: (Biography of President of Latvia, 15/03/2021, <https://www.president.lv/en/biography-president-latvia>).

⁸⁰“President of Latvia Egils Levits

The President of Latvia Egils Levits is a Latvian lawyer and political scientist.

He was born in Riga on 30 June 1955.

⁸⁰ President of Latvia (2021) *Biography of the President of Latvia*. Available from: <https://www.president.lv/en/biography-president-latvia> [Accessed April 07, 2023]

In 1972, he graduated from Riga Secondary School No. 2, and then he immigrated with his family to Germany, where he graduated from the Munster Latvian Grammar School in 1973.

In 1982, Mr Levits graduated from the Faculty of Law of the University of Hamburg.

In 1986, he graduated from the Faculty of Philosophy and Public Science at the University of Hamburg.

Mr Levits has actively participated in the restoration of Latvia in 1989–1991. He was a Member of the Council of the Latvian People’s Front and the Congress of Citizens. He is an author of the concept of the Declaration on the Restoration of Independence of Latvia of 4 May 1990.

Mr Levits was the first Minister of Justice after full restoration of the Constitution, the first Ambassador of Latvia to Germany after restoration of the country, the first Latvian judge at the European Court of Human Rights (1995–2004), and the first Latvian judge at the European Court of Justice.

⁸¹He has been a co-author of many significant draft laws (including the Law on the Constitutional Court of Latvia, Administrative Procedure Law, Law on the Structure of the Cabinet of Ministers, etc.). Mr Levits is also the author of the Preamble or Introduction to the Constitution adopted in 2014.

Author of many scientific publications on the issues regarding state law, administrative law, human rights, and democracy. Mr Levits has provided many opinions on various legal and political and legal issues to the Latvian Parliament (Saeima), the Cabinet of Ministers, various ministries, the Constitutional Court, other courts, public authorities, the institutions of the European Union, and international institutions. He publishes regularly on development challenges in Latvia.

⁸¹ President of Latvia (2021) *Biography of the President of Latvia*. Available from: <https://www.president.lv/en/biography-president-latvia> [Accessed April 07, 2023]

Mr Levits has been the Ambassador of Latvia to Germany, Austria, Hungary, and Switzerland, as well as Deputy Prime Minister, Minister of Justice, and Member of the Parliament.

He has chaired the Commission of the Constitutional Law of the President of Latvia (2007–2013).

Judge at the European Court of Justice (2004–2019).

Apart from the native Latvian language, he mastered four foreign languages – English, French, German, and Russian.

Awards:

Order of the Three Stars, Class IV (2000).

Honorary Doctor of the Latvian Academy of Sciences (2002).

Cross of Recognition, Class I (2005).

Public Dignity Award Cicero in the international category for advocating high standards of justice (2011).

Memorial Award of Dietrich André Loeber of the Latvian Academy of Sciences for an outstanding contribution to the development of Latvian jurisprudence (2013).

Class I insignia of the judicial system for the outstanding lifelong contribution to the development of the Latvian judicial system, the strengthening of democracy and the rule of law in Latvia and in the world (2013).

⁸²Letter of Recognition by the Cabinet of Ministers on outstanding contribution to the development of jurisprudence and legislation (2016).

⁸² President of Latvia (2021) *Biography of the President of Latvia*. Available from: <https://www.president.lv/en/biography-president-latvia> [Accessed April 07, 2023]

Award by the Cabinet of Ministers for significant contribution to the development of the Latvian judicial system, the strengthening of democracy and the rule of law, and scientific achievements in justice (2018).

European of the Year 2018 in Latvia (2018).

⁸³Honorary Doctor of the School of Business Administration Turība (2019).

Order of Prince Yaroslav the Wise, Class I (2021)''' (President of Latvia, 2021, <https://www.president.lv/en/biography-president-latvia>). The following section will cover information about the conclusion of this chapter.

4.6 Conclusion

It can therefore be concluded that countries with leaders that embrace openness and nation building end up achieving prosperity. Effective leadership in a country often yields the following: (1) international cooperation with various global institutions, (2) increased foreign direct investments, (3) a globally recognized university education system, (4) a highly skilled and talented workforce, (5) a culturally friendly society, (6) peacebuilding initiatives and (7) high quality agricultural exports and local food security. Humanity is key to national building and good-to-great leaders inspire their followers to love, respect and promote their nation brand in their day-to-day activities. It can be concluded that mistakes are common in decision making since leaders are human beings as well thus every leader must ensure that he/she places more emphasis towards making calculated decisions in order to reduce mistakes or poor judgments.

4.7 Review question

- (1) Define the following two terms 'achieve' and 'trust'?
- (2) Describe the Royal King of the Kingdom of Belgium highlighted in this chapter?

⁸³ President of Latvia (2021) *Biography of the President of Latvia*. Available from: <https://www.president.lv/en/biography-president-latvia> [Accessed April 07, 2023]

(3) Describe the current President of Ireland highlighted in this chapter? Describe the current President of the Republic of Latvia highlighted in this chapter?

Chapter 5: Leaders from the Republic of The Gambia, Kingdom of Spain & the Principality of Monaco

After reading this chapter you should be able to:

- Define the following two terms ‘building’ and ‘peace’. Describe the current President of the Republic of The Gambia highlighted in this chapter.
- Describe the Royal King of the Kingdom of Spain highlighted in this chapter.
- Describe the H.S.H. Prince of Monaco highlighted in this chapter.

5.1 Introduction

⁸⁴ “*Emotional intelligence sets effective leaders apart.* Ei deepens our coaching, reasoning and relationship skills where personal one-to-one attention is preferred, such as: • Learning and development • Realising innovation • Planning • Aligning roles to capability • Ei and social engagement, and • Change (for growth). Ei is a learnt quality and can be coached. Appreciation of a big-picture future awareness is fully dependent on how much we empathise and engage with all aspects of life. What broadens our awareness is a future focussed doing and application mindset rather than relying on our reflective logical learning and knowing ability. Our environment dictates our success or failure. On a personal level, behaviours influence our thoughts, our emotions, which in turn influence our behaviours. Behaviours are how we learn. Being respected, accepted and challenged to grow enables high-performing workplaces. Leaders who understand behaviour are transforming businesses and changing the way employees interact. Values-based organisations inspired by social purpose help employees to embrace change. With inclusive, respectful organisations, employees appreciate how and why their contributions

⁸⁴ Holmwood, T. (2020) *Why Transformative Leadership Supercharges Profitability*. Available from: https://www.iidmglobal.com/expert_talk/expert-talkcategories/leadership/leader_styles_qualities/id126142-why-transformative-leadership-supercharges-profitability.html [Accessed April 30, 2020]

enhance their organisation's success⁸⁵ (Holmwood, 2020, <https://www.iidmglobal.com/>). The following section will cover the definition of terms in-depth.

5.2 Definition of terms

⁸⁶Generally there are many definitions that are used in numerous books, career fields and academic journals to define the term 'building'. For the purposes of this textbook the term '*building*' refers to starting, initiating, proposing, developing, creating and implementing something that is valuable, visible, measurable, sustainable, worth and so on (Rudolph. Patrick. T. Muteswa, 2022:27). ⁸⁷According to Peace Direct (2021) For some, *peace* means the absence of violence. To others, *peace* means freedom from fear. But what does it mean to you? (Peace Direct, 2021, <https://www.peacedirect.org/world-peace-day/>). The following section will cover information about The Gambia in-depth.

5.3 Republic of The Gambia

The Gambia is one of Africa's growing democracies that has a values centered culture (*high work ethics*) with one of the most-friendliest people in the world. The portrait of the current President of The Gambia His Excellency Adama Barrow will be clearly highlighted by Figure 5.1 below.

⁸⁵ Holmwood, T. (2020) *Why Transformative Leadership Supercharges Profitability*. Available from: https://www.iidmglobal.com/expert_talk/expert-talkcategories/leadership/leader_styles_qualities/id126142-why-transformative-leadership-supercharges-profitability.html [Accessed April 30, 2020]

⁸⁶ Rudolph. Patrick. T. Muteswa (2022) *World Peace, Dialogue & Unity (Gathered Articles): A North America, Asia, Africa, Latin America, Middle East, Oceania & Europe Perspective 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77924-683-7 EAN: 9781779246837

⁸⁷ Peace Direct (2021) *World Peace Day*. Available from: <https://www.peacedirect.org/world-peace-day/> [Accessed October 24, 2021] © Peace Direct 2021. Peace Direct is a Registered Charity, Number 1123241

Figure 5.1 Portrait of the current President of The Gambia His Excellency Adama Barrow



Source: (Office of the President, State House of The Gambia, 2023, <https://www.facebook.com/photo/?fbid=546737684234989&set=a.258193016422792>)
“Facebook does not endorse or sponsor this book project”

⁸⁸His Excellency President Adama Barrow was sworn into office of the President of The Gambia during the year 2017 and he was recently re-elected during the year 2021. Professionally he is both a politician and a real estate developer in The Gambia (President, 2021, <https://presidentbarrow.com>). The following section will cover information about the Kingdom of Spain in-depth.

5.4 Kingdom of Spain

The unity, strength and commitment of the people of Spain to achieve success in their day-to-day working lives is part of their strong work ethics culture and honor towards attaining victory. Today the Kingdom of Spain has achieved many milestones under the good leadership of King Felipe VI, the Royal Family of Spain and the Government of Spain. The portrait of His Royal

⁸⁸ President (2021) *His Excellency President Adama Barrow*. Available from: <https://presidentbarrow.com>
[Accessed April 06, 2023] Copyright © 2021 President. All Rights Reserved.

Majesty of the Kingdom of Spain King Felipe VI will be clearly highlighted by Figure 5.2 below.

Figure 5.2 Portrait of His Royal Majesty of the Kingdom of Spain King Felipe VI



Credit: (© Casa de S.M. el Rey, 24.03.2023, *Intervención de Su Majestad el Rey en el XIV Encuentro Empresarial Iberoamericano Puerto San Souci. República Dominicana*, https://www.casareal.es/EN/ArchivoMultimedia/Paginas/archivo-multimedia_galerias-de-fotos.aspx?pageSize=5&page=2). “© Casa de S.M. the King”

⁸⁹“**Biography Of His Majesty the King.** His Majesty King Felipe VI of Bourbon and Greece is the third child of Their Majesties the King Juan Carlos and the Queen Sofía. He was born in Madrid, on 30 January 1968, at Nuestra Señora de Loreto clinic. In the sacrament of Baptism, he was given the names of Felipe, Juan, Pablo, and Alfonso de Todos los Santos, in memory, respectively, of the first Bourbon King to reign in Spain; of his paternal grandfather, the Head of the Spanish Royal Household; of his maternal grandfather, the King of the Hellenes; and of his great grandfather, Alfonso XIII, King of Spain. His godparents were his grandfather, His Royal

⁸⁹ Official Page of The Royal Household of His Majesty the King (2023) *Biography*. Available from: <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx> [Accessed April 06, 2023] © Official Page of The Royal Household of His Majesty the King “© Casa de S.M. the King”

Highness Juan de Borbón, Count of Barcelona, and his great grandmother, Queen Victoria Eugenie. In 1981, he received the Collar of the Distinguished Order of the Golden Fleece, granted by His Majesty the King Juan Carlos, Head and Sovereign of the Order. On 30 January 1986, when he turned eighteen, he swore loyalty to the King, before the Spanish Parliament, taking an oath to discharge his duties faithfully, to abide by the Constitution and the law and ensure that they are abided by, and to respect the rights of citizens and the Autonomous Communities, fully undertaking his institutional role as successor to the Crown. On 1 November 2003, Their Majesties the King Juan Carlos and Queen Sofía announced his engagement to Letizia Ortiz Rocasolano. The [religious wedding ceremony](#) was held on 22 May 2004 at the Santa María la Real de la Almudena Cathedral of Madrid. They have two daughters, Leonor, Princess of Asturias, born on 31 October 2005, and Sofía, Infanta of Spain, born on 29 April 20, both in Madrid. His father, King Juan Carlos I, abdicated the Spanish Throne and sanctioned the preceptive Organic Law on 18 June 2014. On 19 June 2014, Felipe took the Oath set forth in Article 61 of the Constitution and was proclaimed King before Parliament, taking the name of Felipe VI. The King holds the military rank of Captain General of the Army, the Navy and the Air Force, the highest military rank, which corresponds exclusively to the supreme commander of the Armed Forces. **EDUCATION.** He went to Santa María de los Rosales School until 1984, for his Infant, Primary and Secondary education. He completed his Secondary education by studying the last year—the equivalent of the university entrance course—at Lakefield College School, in Canada. From September 1985 to July 1988, His Majesty trained at the General Military Academy in Zaragoza, where he pledged allegiance to the Flag on 11 October 1985. He continued his military training at the Military Naval School in Marín, and at the General Air Force Academy in San Javier, successively, and was given the commissions of Infantry Lieutenant, Navy Sub-Lieutenant, and Air Force Lieutenant.⁹⁰ He is a helicopter pilot, with instrument flying in the 402nd Army Air Force Squadron. He earned Helicopter Pilot Wings from the Army and the Navy. From October 1988 to June 1993, he studied at the Autónoma University of Madrid, where he graduated with a degree in Law, and also studied

⁹⁰ Official Page of The Royal Household of His Majesty the King (2023) *Biography*. Available from: <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx> [Accessed April 06, 2023] © Official Page of The Royal Household of His Majesty the King “© Casa de S.M. the King”

diverse subjects relating to the degree in Economic Science, in order to complete his education in this area. In September 1993, he enrolled in a Master's Degree Course in International Relations at the Edmund Walsh School of Foreign Service of Georgetown University (Washington, DC), from which he graduated on 26 May 1995. From September 1999 to June 2000, he took a refresher course in Security and Defence. **OFFICIAL ACTIVITIES.** In 1990, he began to make a series of official visits to Spain's Autonomous Communities, in order to gain more profound knowledge of Spain and become closer to all Spaniards. After completing his academic studies in the United States, Felipe fulfilled the institutional commitments deriving from his status as Crown Prince, both in Spain and abroad, and he participates in the most important events of the different sectors and areas of Spanish public life. He held regular meetings with the Constitutional bodies and with the main institutions of Spain's Central Administration and Autonomous Communities, to learn about their activities. He granted public and private audiences to a large number of people from the political, economic and cultural spheres, and from the media, in order to be informed of national and international affairs. **MILITARY ACTIVITIES.** His Majesty is in close contact with the Armed Forces and with the Civil Guard, following a programme of activities that includes giving commissions at the Academies for Officers and Non-Commissioned Officers, attending exercises and manoeuvres, visiting units, centres and institutions, and, since 2010, attending military audiences.⁹¹ In addition to keeping in touch with his classmates at the Military Academies, King Felipe is informed about current military affairs through private audiences with senior Military and Civil Guard Officers, and through working meetings. **ACTIVITIES ABROAD.** As the Prince of Asturias he carried out many activities abroad, playing a very active role in promoting Spain's economic and commercial interests. He was also especially interested in promoting knowledge of Spanish language and culture, through support for the network of Instituto Cervantes centres and the creation of Chairs to spread knowledge of the history and current reality of Spain at the principal foreign universities. To this end, he made official visits every year, accompanied by Queen Letizia, to an Ibero-American country and to another country in the European Union, the Middle

⁹¹ Official Page of The Royal Household of His Majesty the King (2023) *Biography*. Available from: <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx> [Accessed April 06, 2023] © Official Page of The Royal Household of His Majesty the King “© Casa de S.M. the King”

East or the Far East in which Spain has strategic interests. Since January 1996, he has represented Spain at the swearing-in ceremonies of the Ibero-American Presidents. **FOUNDATIONS.** In addition to his official activities, King Felipe is Honorary President of diverse Associations and Foundations, to whose activities he is especially committed, participating in working meetings and chairing the meetings of their Boards of Trustees. Noteworthy among these are the Prince of Asturias Foundation, the Prince of Girona Foundation, and the Hesperia Foundation. The [Prince of Asturias Foundation](#) was constituted in Oviedo (Asturias) on 24 September 1980, and seeks, among other goals, to enhance and promote the cultural and moral values that contribute to the progress of humankind. As a symbol, the internationally-renowned "Prince of Asturias" Awards are granted each year, at a ceremony presided over by His Majesty each October in Oviedo. La [Prince of Girona Foundation](#) was born in 2009 with the purpose of supporting young people, promoting their entrepreneurial spirit in the business, social, scientific, academic and cultural spheres. Its central event is the Impulsa Forum, which is held each year in Girona. Together with the Queen, he presides the [Hesperia Foundation](#), created in 2010 to promote projects of a social nature involving youth, especially young people in the most underprivileged situations.⁹² He also holds regular working meetings with the Codespa Foundation, dedicated to combating poverty through economic and social development, and with the Elcano Royal Institute, the principal Spanish think tank generating thought and ideas in the field of international and strategic relations” (Official Page of The Royal Household of His Majesty the King, 2023, <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx>). “© Casa de S.M. the King”. The following section will cover information about the Principality of Monaco in-depth.

5.5 Principality of Monaco

H.S.H. Prince Albert II of Monaco is globally renowned as an exemplary leader and he has received many accolades from various higher learning institutions around the world. Today Monaco is a top tourist destination with a globally renowned exemplary leader H.S.H. Prince

⁹² Official Page of The Royal Household of His Majesty the King (2023) *Biography*. Available from: <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx> [Accessed April 06, 2023] © Official Page of The Royal Household of His Majesty the King “© Casa de S.M. the King”

Albert II who is committed towards environmental protection initiatives and modern oceanography.⁹³“**Biography**

H.S.H. Prince Albert, Alexandre, Louis, Pierre, Sovereign Prince of Monaco, was born on 14 March 1958.

His Highness is the son of Prince Rainier III, Louis Henri-Maxence-Bertrand (31st May 1923 - 6th April 2005) and Princess Grace, née Kelly (Philadelphia, United States, 12th November 1929 - Monaco, 14th September 1982). H.S.H. Prince Albert II succeeded his father, Prince Rainier III who died on 6h April 2005. On 12th July 2005, at the end of the period of official mourning, the Prince's accession to the throne was celebrated. Since 1984, H.S.H. Prince Albert had assisted his father in conducting the affairs of State.

STUDIES

1976: H.S.H. Prince Albert II obtained his baccalauréat "with distinction" at the end of his secondary school studies at Lycée Albert 1st in Monaco.

1976 to 1977: familiarisation courses with different branches of the Principality's Government.

1977 to 1981: H.S.H. Prince Albert II studied political science, economics, psychology, English literature, the history of art, anthropology, geology, philosophy, sociology, German and music at Amherst College, Massachusetts, in the United States.

During the summer of 1979, H.S.H. Prince Albert toured Europe and the Middle East with the "Amherst College Glee Club" Choir.

30th May 1981: H.S.H. Prince Albert II graduated in political science. His degree was awarded to him in the presence of his parents, Prince Rainier III and Princess Grace, and his sister, Princess Caroline.

September 1981 - April 1982: H.S.H. Prince Albert II trained on board the French Navy's helicopter-carrier "Jeanne d'Arc", with the rank of Ship-of-the-Line Ensign (2nd class). His Highness is currently a reserve Lieutenant Commander⁹⁴.

⁹³ Prince's Palace of Monaco (2023) *Biography*. Available from: <https://www.palais.mc/en/princely-family/h-s-h-prince-albert-ii/biography-1-5.html> [Accessed April 10, 2023] Copyright © 2014 Prince's Palace of Monaco

January 1983 to late 1985: training courses with various international groups in the United States and Europe in the fields of communication, financial management and marketing ("Morgan Guaranty Trust", in New York, "Moët-Hennessy", in Paris, "Rogers & Wells" law firm, "Wells Rich and Greene" in New York.

20th September 1996: H.S.H. Prince Albert II received an Honorary Doctorate in philosophy from the Pontifical University of Maynooth in Ireland.

26th October 2000: His Serene Highness was made an Honorary Professor of International Studies at Tarrant County College, Forth Worth, Texas.

19th June 2009: H.S.H. Prince Albert II received the distinction of Commander of the Order of the Academic Palms.

20th October 2009: HSH Prince Albert II of Monaco was awarded The Teddy Roosevelt Medal at the United States Congress in Washington.

23rd October 2009: HSH the Sovereign Prince was awarded the « Roger Revelle » prize at the University of California, San Diego.

6th November 2009: H.S.H. Prince Albert II of Monaco was awarded The Docteur Honoris Causa Insignia of Nice-Sophia-Antipolis University.

19th October 2010: H.S.H. Prince Albert II of Monaco was made an Honorary Member of the Ligurian Academy of Science and Letters and of the Italian Geographical society.

21st October 2010: H.S.H. Prince Albert II of Monaco was elevated to the rank of Grand Cross of the National Order of the Lion by the President of the Republic of Senegal.

29th March 2011: H.S.H. Prince Albert II of Monaco was awarded The Docteur Honoris Causa Insignia at The Portalis Law and Political Science Institute of Aix en Provence.

13th February 2012: H.S.H. Prince Albert II of Monaco was appointed Grand Croix of the National Order of Mali

17th February 2012: H.S.H. Prince Albert II of Monaco was appointed Grand Officier of the National Order of Burkina Faso

8th December 2015: H.S.H. Prince Albert II of Monaco was appointed Commander of the Ordre National du Mérite Maritime

⁹⁴ Prince's Palace of Monaco (2023) *Biography*. Available from: <https://www.palais.mc/en/princely-family/h-s-h-prince-albert-ii/biography-1-5.html> [Accessed April 10, 2023] Copyright © 2014 Prince's Palace of Monaco

1st March 2016: H.S.H. Prince Albert II of Monaco received the distinction of Membre de la Légion de Marathon⁹⁵

27th March 2017: H.S.H. Prince Albert II of Monaco was awarded The Docteur Honoris Causa Insignia from the University Pierre and Marie Curie in Paris

5th May 2017: H.S.H. Prince Albert II of Monaco was awarded The Docteur Honoris Causa Insignia from the State University of Moldavia

9th October 2017: H.S.H. Prince Albert II of Monaco was awarded The Docteur Honoris Causa Insignia in ecology of the sea, from the University of Palermo (Sicilia)

6th March 2018: H.S.H. Prince Albert II of Monaco was awarded in Monaco with the 2018 European Medal of Tolerance by the European Council on Tolerance and Reconciliation (ECTR)

16th May 2018: H.S.H. Prince Albert II of Monaco was awarded The Docteur Honoris Causa Insignia in Sciences and Techniques of navigation from the University of Naples "Parthénope"

INTERNATIONAL

H.S.H. Prince Albert has travelled all over the world including visits to France, Italy, the United States, Russia, Great Britain, Germany, Japan, and China. In these countries he was received by the principal heads of State and political and economic leaders. At the same time, he receives credentials from over fifty countries which now maintain diplomatic relations with the Principality.

Since 28th May 1993, the Prince has led the Monegasque delegation to the General Assembly of the United Nations. Since the opening of the 48th Session in September 1993 in New York, His Highness has regularly taken the floor on behalf of the Principality of Monaco. At the 36th Plenary Assembly of the Mediterranean Science Commission (CIESM) held in the Principality from 21st to 28th September 2001, representatives of the member states unanimously elected Monaco to head the Commission. H.S.H. Prince Albert II, Head of the Monegasque delegation, chairs this Commission. Created at the beginning of the century on the initiative of Prince Albert I, the CIESM is an intergovernmental body with 23 member states, 20 of which are located along

⁹⁵ Prince's Palace of Monaco (2023) *Biography*. Available from: <https://www.palais.mc/en/princely-family/h-s-h-prince-albert-ii/biography-1-5.html> [Accessed April 10, 2023] Copyright © 2014 Prince's Palace of Monaco

the Mediterranean coast. ⁹⁶Its objectives are to promote multilateral international research and facilitate the exchange of information, in particular between countries on the north and south sides of the Mediterranean Sea. The CIESM cooperates with 500 specialised institutes.

On 5th October 2004, H.S.H. the Prince presided over the delegation of Monaco in Strasbourg for the official ceremony of accession of the Principality to the Council of Europe as the 46th member state of that organisation.

In April 2006, H.S.H. Prince Albert II visited the North Pole by dog sled from the Russian base of Barneo 120 kilometres away. This journey was the opportunity for him to pay tribute to his great-great grandfather, Prince Albert I of Monaco, a pioneer of modern oceanography, who, in 1906, set out to Spitzberg, in the archipelago of Svalbard, the most successful of his four Arctic exploration campaigns. The trip also helped to raise the world's awareness of the planetary challenges which, in the short term, represent risks related to climate change and the dangers of industrial pollution.

In June 2006, H.S.H. the Prince set up the Prince Albert II of Monaco Foundation dedicated to protecting the environment. It encourages sustainable and fair management of natural resources and places man at the centre of its projects. It supports the implementation of innovative and ethical solutions in three broad areas: climate change, water and biodiversity.

In January 2009, Prince Albert II of Monaco undertook a three week scientific journey in the Antarctic. He visited a large number of scientific stations and rejoined the South Pole in the company of the explorer Mike Horn. They made a film of this journey "Antarctique 2009, Terre en Alerte" [Antarctic 2009, Earth on Alert] which was presented to the Principality's inhabitants in April 2009.

DOMESTICALLY

H.S.H. Prince Albert II has proved to be particularly concerned with the Principality's economic development in a spirit of ethics and transparency. He is committed to a policy of developing facilities and conducting major works, enabling in particular the construction of a new hospital (the Princess Grace General Hospital), the creation of community facilities (hotel school, new

⁹⁶ Prince's Palace of Monaco (2023) *Biography*. Available from: <https://www.palais.mc/en/princely-family/h-s-h-prince-albert-ii/biography-1-5.html> [Accessed April 10, 2023] Copyright © 2014 Prince's Palace of Monaco

secondary school) on "abandoned" railway tracks and the launch of many operations, accommodating social housing and offices.

⁹⁷Various initiatives have been conducted with a view to promoting economic activity and making company operations more transparent while maintaining a high level of ethics:

- creation of the legal status of Limited Liability Company,
- introduction of the offence of tax fraud into Monegasque criminal law,
- introduction of the general principle of the criminal liability of people,
- adoption of systems to combat money laundering, organised crime and corruption.

H.S.H. Prince Albert is committed to carrying out an exemplary policy in his country in terms of the environment, by favouring the development of public transport, ecological vehicles, renewable energies and high environmental quality buildings.

In the field of Human Rights, during the first years of the reign of H.S.H. Prince Albert II, several important legislative modifications emerged, in particular:

- the introduction and regulation of custody, the establishment of a judicial system for telephone taps, the restructuring and rationalisation of temporary detention procedures and the reorganisation of the in absentia procedure,
- the strengthening of the judicial protection of individuals, their personal data and their private life, as part of the exponential growth in new technologies,
- the reaffirmation of the principle of freedom of expression for the media and the organisation of a system of responsibility within the respect of basic human rights and public order,
- the modernisation of the law on education (integration of handicapped children) and the increased protection of child rights,
- the introduction of the principle of freedom of association and different laws on the transfer of nationality aimed at perfect equality between men and women.

A COMMITMENT TO SPORT ON A WORLD LEVEL

HSH the Prince participated in five Olympic Games, from Calgary in 1988 to Salt Lake City in 2002, as a member of the national bobsleigh team. A member of the International Olympic

⁹⁷ Prince's Palace of Monaco (2023) *Biography*. Available from: <https://www.palais.mc/en/princely-family/h-s-h-prince-albert-ii/biography-1-5.html> [Accessed April 10, 2023] Copyright © 2014 Prince's Palace of Monaco

Committee since 1985, He is President of the Monegasque Olympic Committee. He is Honorary President of the International Union of Modern Pentathlon and the International Athletics Foundation. ⁹⁸He is also a member of the Honorary Board of the International Paralympic Committee.

Since 2007, He is Patron of the International Organization Peace & Sport " l'Organisation pour la Paix par le Sport" and Patron of the World Olympians Association since 2011 2014 - Chairman of the IOC Sport and Environment Commission"" (Prince's Palace of Monaco, 2023, <https://www.palais.mc/en/princely-family/h-s-h-prince-albert-ii/biography-1-5.html>). The following section will cover information about the conclusion of this chapter.

5.5 Conclusion

It can be concluded that transformational leaders often have emotional intelligence and there are more creative and are highly flexible whilst simultaneously successfully inspiring their followers to achieve their assigned work and set goals. One of the critical ingredients to effective leadership is emotional intelligence since it enhances an individual's analytical skills, learning abilities, innovativeness and so on. In addition transformational leaders are generally more open to finding business opportunities for the organization or country. The performance of an organization or country is enhanced when its leaders are consistently learning on a regular basis as this helps to boost their creativity levels, technical knowhow and other skills needed to drive the organization or country towards achieving its set objectives.

5.6 Review questions

(1) Define the following two terms 'building' and 'peace'? Describe the current President of The Gambia highlighted in this chapter?

(2) Describe the Royal King of the Kingdom of Spain highlighted in this chapter?

(3) Describe the H.S.H. Prince of Monaco highlighted in this chapter?

⁹⁸ Prince's Palace of Monaco (2023) *Biography*. Available from: <https://www.palais.mc/en/princely-family/h-s-h-prince-albert-ii/biography-1-5.html> [Accessed April 10, 2023] Copyright © 2014 Prince's Palace of Monaco

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