

The World's Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition



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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.

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PREFACE TO THE FIRST EDITION

As mentioned in Chapter 1 the world has become a single economy due to globalization mainly attributed by the Internet and this has also led to the revolution of the ‘world of entrepreneurship’ through e-commerce, internet marketing, low cost social media marketing communications and so on. A leader such as a Royal Monarch, President, Prime Minister, business owner, chief executive officer (*CEO*), chairman/chairwoman, an academic (*for instance a university chancellor, university rector, university vice chancellor, pro-rector, dean, head of school and or a senior lecturer at any institution of learning*) is crucial in any society. The main aim of this textbook is to educate readers about the fact that the modern day entrepreneur, executive director, politician, academic or any highly skilled professional in any career field is now positively contributing towards the field of philanthropy through their day-to-day work activities. The other aim of this textbook as mentioned in Chapter 4 is to educate readers about the general topic of ‘ethics’ or ‘business ethics’ and how it generally applies to everyone including Royal Monarchs, Presidents, Prime Ministers, business owners, chief executive officers (*CEOs*), executive directors, philanthropists, academics, politicians and many other professionals. As mentioned in Chapter 5 the other main aim of this textbook is to educate readers of this textbook about one of the most critical question ‘*who is a great leader and what makes them a great leader*’? The importance of understanding the aspects that help to determine what makes one individual to become a great leader has become a key priority in modern organizations that are aiming to gain a competitive edge via effective leadership. In addition one of the main aims of this textbook is to educate readers about how leaders (*such as Royal Monarchs, Presidents, Prime Ministers, business owners, chief executive officers, executive management, philanthropists and academics*) have become international tourism marketers themselves since their good reputation or work activities help to add value to their home countries’ nation brand. This book specifically targeted people located on the continents of Africa, North America, South America, Europe, Oceania and Asia in order to provide them with basic knowledge about leadership, philanthropy and examples of various exemplary academics, entrepreneurs, leaders, diplomats and philanthropists based in different countries.

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 to the people based on the continents of Africa, North America, South America, Europe, Oceania and Asia who contributed towards the writing of this book in particular all the named Royal Monarchs, Presidents, Prime Ministers, business leaders, entrepreneurs, academics, universities, governments, organizations & the various information sources cited in this book.

Chapter 1: Switzerland, Kingdom of the Netherlands, United States of America, Canada & Republic of South Africa

After studying this chapter you should be able to:

- Define the following terms ‘leader’ and ‘leadership’.
- Describe the meaning of the following terms ‘entrepreneur’, ‘academic’ and ‘philanthropist’.
- Describe the importance of leadership branding in entrepreneurship, academic institutions and organizations.
- Identify the various key leadership competencies.
- Discuss the good typical examples of exemplary and outstanding entrepreneurs, academics, leaders, diplomats and philanthropists from Switzerland, Kingdom of the Netherlands, United States of America, Canada & Republic of South Africa.

1.1 Introduction

“The world has become a single economy due to globalization mainly attributed by the Internet and this has also led to the revolution of the ‘world of entrepreneurship’ through e-commerce, internet marketing, low cost social media marketing communications and so on. ¹Today the Internet has successfully led to the creation of many global startups that have so far played a significant role in the introduction of life changing new products/services into the global marketplace” (Rudolph Muteswa, 2018:13 cited from his famous book title ‘*Entrepreneurship & Business Innovation: A North America, Europe, Asia, Africa & Oceania Perspective 1st Edition*’ available on the free online library - <https://rudolphmuteswa.com>). A leader such as a Royal Monarch, President, Prime Minister, business owner, chief executive officer (CEO), chairman/chairwoman, an academic (*for instance a university chancellor, university rector, university vice chancellor, university pro-rector, university provost, dean, head of school and or*

¹ Rudolph Muteswa (2018) *Entrepreneurship & Business Innovation (Gathered Articles): A North America, Europe, Asia, Africa & Oceania Perspective 1st Edition*. Self-Published Ebook, ISBN 978-1-77920-214-7 EAN 9781779202147& it is available as a free download on the online library – <https://rudolphmuteswa.com>

a senior lecturer at any institution of learning) is crucial in any society. Generally any community or workplace requires some form of leadership to maintain order, discipline and civilization. ²Leadership is the foundation of human evolution and on a daily basis a new leader is born or created across the world (“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”³ (“Corporate Finance Institute. *What Are Leadership Theories..*”). Nowadays the modern day entrepreneur, executive director, politician, academic or any highly skilled professional in any career field is now positively contributing towards the field of philanthropy through their day-to-day work activities. The next section will cover information about the definition of terms.

1.2 Definition of terms

⁴In 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 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, set goal or objective with a victorious mindset (Rudolph Muteswa, 2020). The

² Rudolph 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, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

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

⁴ Rudolph 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

next section will cover information about the meaning of an entrepreneur, academic and philanthropist.

1.3 What is an entrepreneur, academic and philanthropist

What is an entrepreneur? “For the context of this textbook the meaning of the term ‘*entrepreneur*’ is a person who takes a bold step to establish his/her own business with the main aim of making a profit and in most instances they proceed to gather all the needed resources (*namely; money, labour, technology and the formation of an effective business model*) without fearing their immediate negative environmental factors that may hinder their chances of success.

⁵Another definition of the term ‘*entrepreneur*’ clearly states that ‘an entrepreneur’ is someone who takes calculated risks by first carrying-out two activities: (1) they conduct a market research to first test-out their business idea and (2) they draw up business plans, before they start their business in order to identify possible problems or competition the business will face in the future.

While on the otherhand the term ‘*entrepreneurship*’ refers to a career field whereby individuals or entities form their own new businesses to make a profit, create jobs and contribute to economic growth without fearing their immediate negative environmental factors that may hinder their chances of success” (Rudolph Muteswa, 2018:20). **What is an academic.**

For the context of this textbook the meaning of the term ‘*an academic*’ is a highly distinguished, exemplary and patient teacher or lecturer (*for instance a Professor*) who is an employee of any institution of learning (*such as a university, college and or polytechnic*) that consistently carries-out research, innovation and teaching activities that aim to provide human skills development and global economic-political-technological-societal development (Rudolph Muteswa, 2024).

According to the University of Basel Center for Philanthropy Studies (2024) **What is Philanthropy?** Human beings, who perform good deeds for others, are characterized as philanthropists. Our understanding of philanthropy can be described in one simple sentence: **⁶Philanthropy includes every voluntary private action for a charitable purpose.**

⁵ Rudolph Muteswa (2018) *Entrepreneurship & Business Innovation (Gathered Articles): A North America, Europe, Asia, Africa & Oceania Perspective 1st Edition*. Self-Published Ebook, ISBN 978-1-77920-214-7 EAN 9781779202147& it is available as a free download on the online library – <https://rudolphmuteswa.com>

⁶ University of Basel (2024) *What is Philanthropy?* Available from: <https://ceps.unibas.ch/en/what-is-philanthropy/> [Accessed December 03, 2024] © University of Basel

We are faced with the question why we do not choose another – more familiar – term to describe our range of activity. One could choose the terms public utility, welfare or civil society. From an organizational perspective, terms like nonprofit organization (or not-for-profit organization), or non-governmental-organization (NGO) could be used. We have chosen the term philanthropy because it contains many aspects that are important to us. **Philanthropy is individual-related.** Philanthropy places the focus on the acting person, whereas other terms have a societal reference. Many philanthropic activities are not generated within an organized framework. This includes neighborly help, spontaneous donations or social movements. In a world, affected by individualism, philanthropy is the answer to why people support common welfare. Every person has his or her own “philanthropic autobiography”, which means that everyone has come into contact with philanthropy at some point. **Philanthropy is value-related.** Philanthropy expresses a value system which can be characterized (in the broadest sense) as human kindness. Philanthropic actions express ethical behavior towards other people. This distinguishes philanthropy clearly from governmental and market-based actions. A clarification based on values seems more important to us than a distinction based on economic purpose. **Philanthropy is universal.** Philanthropy exists worldwide and has its roots in the beginning of civilization. Every world religion has philanthropic rules and recommendations. Nevertheless, philanthropy is free from political, religious or other dogmatic affiliations (University of Basel Center for Philanthropy Studies, 2024, <https://ceps.unibas.ch/en/what-is-philanthropy/>). The following section will cover information relating to the importance of leadership branding in entrepreneurship, academic institutions and organizations.

1.4 Importance of leadership branding in entrepreneurship, academic institutions and organizations

A leader such as a business owner, CEO, chairman/chairwoman, an academic (*for instance a university chancellor, university rector, university vice chancellor, university provost, university pro-rector, dean or head of school at any institution of learning*) who is considered to be powerful nowadays has somehow managed to build a leadership brand. Interestingly, the endeavors of business leaders to create their leadership brands also improve the organization’s

image. The organization's image is improved in the process since the corporate identity of an organization is strongly associated with its leaders' reputation. Aspects about leadership branding were clearly highlighted in a (2019) article titled '*The Value of a Leadership Brand*' published in www.rbl.net authored by Professor Dave Ulrich and Mr. Norm Smallwood co-founders of the leading United States of America-based consulting firm the RBL Group.

⁷According to Ulrich, D. and Smallwood, N. (2019) in our research, we've found that companies who are known for their leadership all have one obvious connection: they build leadership brand. Think about a company you admire for their leadership. What do all these firms have in common? How did they get to be known for their leadership? In our research, we've found that companies who are known for their leadership all have one obvious connection: they build leadership brand. Leadership brand is a reputation for developing exceptional managers with a distinct set of talents that are uniquely geared to fulfill customer and investor expectations. A company with favorable leadership brand inspires faith that employees and managers will consistently make good on their [brand promises](#) to customers. It also embeds those promises into the company's culture and integrates them into its policies and expectations of employees. To possess a leadership brand, leaders must think and act consistently with customer promises made by the firm's brand. When a firm has an identity in the mind of customers, the expectations that flow from that identity need to be made real to employees through the firm's policies and [culture](#). Leaders at all levels of an organization can transfer customer hopes and expectations into leadership actions.

⁸The benefits to building leadership brand are significant. Companies with a strong leadership brand produce generation after generation of excellent leaders. They're not as affected by changes in management as firms with weaker leadership brands. In fact, change of leadership often turns out to be positive. Because they've secured the ongoing confidence of their stakeholders whose expectations are consistently met, they also tend to enjoy fairly steady profits year after year. What's more, leadership brand also wins with investors—we've found that companies with strong leadership brands tend to have above average P/E ratios with corresponding higher market value. It's clear that leadership brand matters. So why do so

⁷ Ulrich, D. and Smallwood, N. (2019) *The Value of a Leadership Brand*. Available from: <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand> [Accessed April 29, 2020]

⁸ Ulrich, D. and Smallwood, N. (2019) *The Value of a Leadership Brand*. Available from: <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand> [Accessed April 29, 2020]

few companies succeed in establishing one that generates confidence and results? One reason is a misguided focus on leaders versus leadership. Many companies tend to focus on building individuals as leaders instead of building leadership as an organizational capability for the firm. Being a leader focuses on the person; building leadership focuses on the organization that creates leaders. Investing too much time developing an individual leader often creates the kind of celebrity leadership that can end up hurting a firm once that leader moves on or fails to live up to expectations. Another issue that hinders leadership brand are development programs that are too generic or too internally focused. Leadership can and should focus on the things that go on outside the company as much or more than what happens inside the company. It's smart to develop strong individual leaders. But given the short tenure of most CEOs and the shifting fortunes of the corporation in a rapidly changing marketplace, we think it's smarter to create bench strength with an outside-in leadership brand that's tailored to a firm's unique requirements. A focus on leadership brand emphasizes the methods that secure the ongoing good of the firm and also builds future leaders (Ulrich and Smallwood, 2019, <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand>). The following section will cover information about the key leadership competencies in-depth.

1.5 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. ⁹Numerous 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 the United States of America-based leading author and global academic Professor Ronald Riggio (2014) titled ‘*The Top 10*

⁹ Rudolph 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, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

Leadership Competencies’ published in www.psychologytoday.com.¹⁰ 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.

1.5.1 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.](#)

1.5.2 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.](#)

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.”

1.5.3 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](#).”¹¹

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.](#)

1.5.4 Prudence. Prudence is one of Aristotle’s cardinal virtues. ¹²A 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.

1.5.5 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.

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.](#)

1.5.6 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

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.”

¹² Rudolph 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, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

when members are in conflict, but it also involves having the ability to either avoid or resolve your own conflict situations¹³.

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)¹⁴.

1.5.7 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.

1.5.8 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 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.

¹³ Rudolph 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, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

¹⁴ 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 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.

1.5.9 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 role¹⁵.

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.

1.5.10 Area Expertise/Competence.¹⁶ 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> cited in Rudolph Muteswa, 2020:52). The following section will cover information about the different examples of entrepreneurs, academics, leaders, diplomats and philanthropists from Switzerland, Kingdom of the Netherlands, United States of America, Canada & Republic of South Africa located in different parts of the world.

¹⁵ 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.”

¹⁶ Rudolph 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, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

1.6 Examples of countries with exemplary and outstanding entrepreneurs, academics, leaders, diplomats and philanthropists

The following section will cover information about the different business leaders, academics and philanthropists based in Switzerland in-depth.

1.6.1 Switzerland/Swiss Confederation

Switzerland (*or officially called Swiss Confederation*) is a Western Europe-based nation that is globally known as the hub of international diplomacy excellence, humanity, banking, modern green energy architecture, museums, higher learning education, culinary tourism, a top tourist destination and so on. ¹⁷Over the past number of years Switzerland has been ranked as having the highest: quality of life, valuable nation brand, diverse culture and natural beauty in the world. Switzerland is also home to world class universities and a top notch schooling system that is offered using different languages. The outstanding philanthropists, business leaders and academics based in Switzerland will be discussed in the following section as follows:

1.6.7.1 Prof Martin Hilb (*Honorary Chairman of the Swiss Institute of Directors and the Managing Partner of the International Center for Corporate Governance*) and Prof. Dr. Roland Müller (*Vice Chair of the Board Foundation*)

Switzerland is globally renowned for its top notch learning institutions and business gurus. Some of the exemplary and outstanding academics and board of directors of the leading Switzerland-based board of director training & development organization called the ‘Board Foundation’ will be clearly depicted by Figure 1.1 below.

¹⁷ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

Figure 1.1 Some of the exemplary and outstanding academics and board of directors of the ‘Board Foundation’



Prof. Dr. Martin Hilb



Prof. Dr. Roland Müller



Board Foundation



Prof. Dr. Michael Hilb (Chairman) & his team

Source: (Board Foundation, Prof. Dr. Martin Hilb Managing Partner, International Center for Corporate Governance and Prof. Dr. Roland Müller Vice Chair, Board Foundation, <https://boardfoundation.org/wp-content/uploads/2024/02/Hilb-Martin-600x400.jpg> and <https://boardfoundation.org/wp-content/uploads/2023/06/Muller-Roland-1-600x400.jpg> and Board Foundation Partners with ECGI to Foster the Exchange of Governance Theory and Practice, <https://boardfoundation.org/en/insight/board-foundation-partners-with-ecgi-to-foster-the-exchange-of-governance-theory-and-practice/> and Insights Changes in Leadership at the Board Foundation, https://boardfoundation.org/wp-content/uploads/2023/05/CS_601564-1-1200x800.jpg)

““Martin Hilb, founder of the International Board Foundation and its Swiss Board School and the Swiss Institute of Directors has decided to step down as Academic Director of the Swiss Board School as of June 30, 2023 and as President of the Swiss Institute of Directors and Delegate of the Board Foundation as of December 31, 2023. Martin Hilb is appointed Honorary Chairman of the SIoD Board of Governors and continues to serve as Managing Partner of the International Center for Corporate Governance and the International Female Board Pool.

¹⁸Michael Hilb, Chair of the Board Foundation, is appointed as his successor. Martin Hilb has played a key role in shaping the development of corporate governance in Switzerland. In 2003, for example, he founded the Swiss Board School, which became the leading board training institute. He also founded what is now Switzerland's leading network of board members, the Swiss Institute of Directors, the Swiss representative in the international (GNDI) and European (ecoDa) association of board institutes. With the foundation of the Female Board Pool, Martin Hilb was a pioneer in the promotion of women on boards of directors, for which he was awarded the prize of the "Wirtschaftsfrauen Schweiz" (Board Foundation, 2024, <https://boardfoundation.org/en/insight/changes-in-leadership-at-the-board-foundation/>).

According to the Board Foundation (2024) **A Tribute to Martin Hilb**. At the Swiss Board Day 2023 in Bern, Martin Hilb was honored for his decade-long contribution to the further development of corporate governance in ¹⁹Switzerland. 10 years after the establishment of the Board Foundation and 20 years after the initiation of the Swiss Board School, Martin Hilb handed over the reins to Michael Hilb. The entire team and the 250 attendees wished Martin Hilb all the best and continued energy and entrepreneurial flair (Board Foundation, 2024, <https://boardfoundation.org/en/insight/a-tribute-to-martin-hilb/>). **“Prof. Dr. Roland Müller.** Roland Müller is founder of the law firm ME Advocat AG. On a consultant basis, he works as a lawyer and notary public. He is a Titular Professor at the Universities of St.Gallen and Bern and teaches business law, corporate governance and labor law. Roland is President of the Foundation for Aviation Competence and Vice-Chair of the Board Foundation. ²⁰He advises numerous companies on legal and strategic issues. He is also trained as a commercial pilot and is now an aerobatic instructor and aviation law instructor. Previously, Roland was Chair of the Boards of Directors of the Financial Market Authority in Liechtenstein, Soehnle Waagen, Ebnat, Airport Altenrhein and Aero Club of Switzerland. He was a member of the Federal Committee for

¹⁸ Board Foundation (2024) *Changes in leadership at the Board Foundation*. Available from: <https://boardfoundation.org/en/insight/changes-in-leadership-at-the-board-foundation/> [Accessed October 23, 2024] © 2013-2024 Board Foundation

¹⁹ Board Foundation (2024) *A Tribute to Martin Hilb*. Available from: <https://boardfoundation.org/en/insight/a-tribute-to-martin-hilb/> [Accessed October 23, 2024] © 2013-2024 Board Foundation

²⁰ Board Foundation (2024) *Prof. Dr. Roland Müller*. Available from: <https://boardfoundation.org/en/people/muller-roland-prof-dr/> [Accessed October 23, 2024] © 2013-2024 Board Foundation

Aviation in Switzerland and the Board of Trustees of REGA”” (Board Foundation, 2024, <https://boardfoundation.org/en/people/muller-roland-prof-dr/>). According to the Board Foundation (2024) **Board Foundation**. The Board Foundation (BF) is a Swiss-based non-profit organization committed to the pursuit of excellence in corporate governance. It aims to create value for individuals, organizations, and society by providing a global platform for development, networking, and innovation to board directors, governance professionals, and academics in the field of corporate governance. ²¹The BF has three operating units: the Swiss Board School (SBS), the Swiss Institute of Directors (SIoD), and the International Center for Corporate Governance (ICCG). Founded in 2013, the BF is committed to promoting good governance practices. It provides guidance on corporate governance principles, promotes transparency and accountability, and advocates for maintaining high standards of board professionalism. It firmly believes that combining practical and academic, national, and international, and legal and economic perspectives leads to the best governance solutions. BF’s activities are guided by four core principles:

Independent: The BF strives to be independent of any particularistic or commercial interests in order to provide an impartial and unbiased perspective on corporate governance.

Integrated: The BF strives to combine theory and practice, organizational and legal considerations, as well as Swiss and international perspectives on corporate governance.

Innovative: The BF strives to be at the forefront of new trends in corporate governance and to help practitioners and academics put them into perspective.

Impactful: The BF strives to make a positive impact on an individual, organizational, and societal level in all activities in which it is involved (Board Foundation, 2024, <https://boardfoundation.org/en/institution/board-foundation/>). The following section will cover information about the leaders, academics and universities based in The Netherlands in-depth.

²¹ Board Foundation (2024) *Board Foundation*. Available from: <https://boardfoundation.org/en/institution/board-foundation/>
[Accessed October 23, 2024] © 2013-2024 Board Foundation

1.6.2 Kingdom of the Netherlands

The Kingdom of The Netherlands is known for having the friendliest, values centered, high work ethic, health-conscious, travel explorative, culinary explorative, happiest and open people in the world. ²²“The Dutch people are friendly. One of the best things to experience when you’re in an unfamiliar environment is friendly people. Fortunately, the Dutch people are open, welcoming and don’t hesitate to engage when they pass you on the street. The Netherlands offers good organization and infrastructure. ²³Organization is extremely important when it comes to any type of setting, but it makes a living in a particular country with a balanced and well-thought-out infrastructure so much simpler and enjoyable” (Federica, 2021, <https://housinganywhere.com/Netherlands/living-in-the-netherlands> cited in Rudolph Muteswa, 2022:48). The exemplary and outstanding leaders, academics and philanthropists based in the Kingdom of the Netherlands will be covered in this chapter. Furthermore, the following section will cover information about the Royal House of the Netherlands in-depth.

1.6.2.1 His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander and Her Royal Majesty The Queen of the Kingdom of the Netherlands Queen Máxima (*Patrons of the Orange Fund, The Netherlands*)

One of the most effective non-profit organization with good corporate governance practices is the Orange Fund of the Royal House of The Netherlands. ²⁴The exemplary leadership and highly distinguished leaders of this independent charity organization includes: His Royal Majesty The King of the Netherlands King Willem-Alexander and Her Royal Majesty The Queen of the

²² Federica (2021) *Living in the Netherlands: 11 Reasons why it's Perfect for Internationals*. Available from: <https://housinganywhere.com/Netherlands/living-in-the-netherlands> [Accessed November 14, 2021] HousingAnywhere © 2009 - 2021

²³ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

²⁴ Royal House of The Netherlands (2022) *Orange Fund*. Available from: <https://www.royal-house.nl/topics/orange-fund> [Accessed October 04, 2022]

Kingdom of the Netherlands Queen Máxima (*both currently serving as patrons of The Orange Fund*) (Royal House of The Netherlands, 2022, <https://www.royal-house.nl/topics/orange-fund>).
Figure 1.2 below will help to clearly depict the Royal House of The Netherlands King Willem-Alexander and Queen Máxima.

Figure 1.2 Portraits of His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander & Her Royal Majesty Queen Maxima & the Royal Family



Photo 1



Photo 2



Photo 3



Photo 4



Photo 5



Photo 6

Source: Royal House of the Netherlands Official Photographs: (Photo 1 - King Willem-Alexander, 2020. Image: © RVD - Martijn Beekman. Available from: <https://www.royal-house.nl/binaries/content/gallery/royalhouse/content-afbeeldingen/portretfoto-s/koning-willem-alexander/king-willem-alexander-2020-01.jpg?download> and Photo 2 - King Willem-Alexander – 2018. Image: © RVD - Erwin Olaf. Available from: <https://www.royal-house.nl/binaries/content/gallery/royalhouse/content-afbeeldingen/portretfoto-s/koning-willem-alexander/king-willem-alexander---2018---erwin-olaf---landscape.jpg?download> and Photo 3 - King Willem-Alexander and his family – Den Haag, 24 June 2022. Image: ©RVD – Patrick van Emst. Available from: <https://www.royal-house.nl/binaries/content/gallery/royalhouse/content-afbeeldingen/portretfoto-s/photo-sessions/2022/zomer/photo-session-june-2022-king-willem-alexander-and-family-3.jpg?download> and Photo 4 - The Hague, 7 June 2024. Image: ©RVD - Patrick van Katwijk. Available from: <https://www.royal-house.nl/binaries/content/gallery/royalhouse/content-afbeeldingen/portretfoto-s/photo-sessions/2024/zomer-2024-royal-family-1.jpg?download> and Photo 5 - The Hague, 22 December 2023. Image: ©RVD. Available from: <https://www.royal-house.nl/binaries/content/gallery/royalhouse/content-afbeeldingen/portretfoto-s/photo-sessions/2023/winter-2023/king-willem-alexander-and-the-princess-of-orange-2023.jpeg?download> and Photo 6 - Den Haag, 24 June 2022. Image: © RVD - Patrick van Emst. Available from: <https://www.royal-house.nl/binaries/content/gallery/royalhouse/content-afbeeldingen/portretfoto-s/photo-sessions/2022/zomer/photo-session-june-2022-king-willem-alexander-and-family-1.jpg?download> “Used With Permission”.

“**Orange Fund.** The Orange Fund was founded in 2002 as the National Wedding Gift from the people of the Netherlands to the Prince of Orange and Princess Máxima on the occasion of their

marriage. As its patrons, King Willem-Alexander and Queen Máxima are closely involved with the Fund. In the same year the Orange Fund merged with the Juliana Welfare Fund.²⁵ An independent charity organisation in the field of social welfare, the Orange Fund supports thousands of initiatives in the Netherlands and the Caribbean part of the Kingdom that aim to promote social engagement. The Orange Fund supports projects relating to social cohesion and participation, such as small-scale community initiatives, mentoring projects for young people and meeting places. In addition to supporting projects, the Fund encourages organisations to acquire knowledge and skills and to exchange experiences. Not only do King Willem-Alexander and Queen Máxima regularly visit projects that receive support from the Fund, they are also present on festive occasions such as the launch or closure of programmes. Every year Queen Máxima presents the Appeltjes van Oranje awards at Noordeinde Palace to three outstanding or innovative projects that have succeeded in bringing different groups of people together. King Willem-Alexander is also present at the award ceremony. The award is a bronze sculpture of an apple, designed by Princess Beatrix” (Royal House of The Netherlands, 2024, <https://www.royal-house.nl/topics/orange-fund>). The high quality portrait of His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander and Her Royal Majesty Queen Máxima will be clearly highlighted by Figure 1.3 below.

²⁵ Royal House of The Netherlands (2024) *Orange Fund*. Available from: <https://www.royal-house.nl/topics/orange-fund>
[Accessed October 04, 2022]

Figure 1.3 The high quality portrait of His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander and Her Royal Majesty Queen Máxima



Source: Royal House of the Netherlands Official Photographs: (Amsterdam, 4 November 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-and-queen-maxima.jpeg?download>) “Used With Permission”.

““**King Willem-Alexander (b. 1967)**.²⁶Prince Willem-Alexander succeeded his mother, Queen Beatrix, in 2013. In 2002 he married Máxima Zorreguieta. They have three daughters: Catharina-Amalia, the Princess of Orange (b. 2003), Alexia (b. 2005) and Ariane (b. 2007). In 2003 the family moved to Eikenhorst on the De Horsten estate in Wassenaar. Like his mother, the King uses Noordeinde Palace in The Hague as his place of work. Before ascending the throne, King Willem-Alexander held a number of posts and was involved in a range of activities reflecting his commitment to Dutch society, including water management, infrastructure and ICT, sport and defence”” (Royal House of the Netherlands, 2024, <https://www.royal-house.nl/topics/kings-and-queens/king-willem-alexander-b.-1967>).²⁷““**Education**. King Willem-Alexander received his

²⁶ Royal House of the Netherlands (2024) *King Willem-Alexander*. Available from: <https://www.royal-house.nl/topics/kings-and-queens/king-willem-alexander-b.-1967> [Accessed July 16, 2024] Government Information Service’s copyright.

²⁷ Royal House of the Netherlands (2024) *Education*. Available from: <https://www.royal-house.nl/members-royal-house/king-willem-alexander/education> [Accessed July 16, 2024] Government Information Service’s copyright.

primary education at the Nieuwe Baarnse School in Baarn. He started his secondary education at the Baarns Lyceum and after moving to Huis Ten Bosch Palace in 1981 attended the Eerste Vrijzinnig Christelijk Lyceum in The Hague. He completed his secondary education at Atlantic College in Llantwit Major in Wales, where he gained an International Baccalaureate in 1985.

Military service. The King performed his military service in the Royal Netherlands Navy from August 1985 to January 1987. He received training at the Royal Netherlands Naval College in Den Helder, after which he served on board the frigates HNLMS Tromp and HNLMS Abraham Crijnsen. In 1988 he received refresher training, serving as a duty officer on board the frigate HNLMS Van Kinsbergen.

Leiden University. After completing his military service in 1987, the King enrolled as a history student in the Arts Faculty of Leiden University. His studies gave him a wide-ranging knowledge of a broad spectrum of subjects, including general and Dutch history, economic history, political science and constitutional law, EC law, international law, human rights and economics. He was awarded a degree in history in 1993. The King concluded his studies with a dissertation on the Dutch response to France's decision under President de Gaulle to leave NATO's integrated command structure. While he was at university, he was a member of the Minerva students' society.

Royal Netherlands Air Force. After graduating in 1993, King Willem-Alexander gained his Military Pilot's Licence with 334 Transport Squadron of the Royal Netherlands Air Force. In 1994 the King spent several months at the Netherlands Defence College, studying aspects of the work of the Royal Netherlands Army and Air Force.

Preparing to be King. After his studies and his military career, the King completed an intensive programme in which he became familiar with every facet of Dutch society.²⁸ He studied the constitutional and legal systems and learned how central government and other authorities function. He visited European institutions, Dutch ministries and the High Councils of State. He then went on to complete an extensive introductory programme with the Dutch business community and an Advanced Development Programme at the Kellogg School of Management, Northwestern University, USA”” (Royal House of the Netherlands, 2024, <https://www.royal-house.nl/members-royal-house/king-willem-alexander/education>). The following section will cover information about the University of Groningen in-depth.

²⁸ Royal House of the Netherlands (2024) *Education*. Available from: <https://www.royal-house.nl/members-royal-house/king-willem-alexander/education> [Accessed July 16, 2024] Government Information Service's copyright.

1.6.2.2 Prof J.M.A. Jacquélien Scherpen (*Rector of the University of Groningen, Kingdom of the Netherlands*) and Prof. dr. J. (Jouke) de Vries (*President of the University of Groningen, Kingdom of the Netherlands*)

The amazing historical architecture of the academy building at the leading University of Groningen will be clearly depicted by Figure 1.4 below.

Figure 1.4 The amazing historical architecture of the academy building at the leading University of Groningen



Source: (University of Groningen, 2024, *Academy Building*, <https://www.rug.nl/>).

According to the University of Groningen (2024) **prof. dr. ir. J.M.A. (Jacquélien) Scherpen. Rector.** Field/Discipline • Automation & Control Systems • Mathematics, Applied • Engineering, Electrical & Electronic. ²⁹**Expertise.** Her research area covers order reduction methods for networks and nonlinear control systems in order to make control design and

²⁹ University of Groningen (2024) *prof. dr. ir. J.M.A. (Jacquélien) Scherpen*. Available from: <https://www.rug.nl/staff/j.m.a.scherpen/> [Accessed October 15, 2024]

implementation feasible for complex nonlinear systems. Furthermore, she studies the design of nonlinear and often distributed controllers for complex applications, using passivity and dissipativity concepts, as well as optimization methods. Examples of such systems can be found in industry, robotics, micro systems, semi-conductors, space applications, smart energy systems and smart grids (University of Groningen, 2024, <https://www.rug.nl/staff/j.m.a.scherpen/>). “**prof. dr. J. (Jouke) de Vries. President. Field/Discipline** Public Administration. **Other positions** Chairman Supervisory Board Groningen University Foundation (GUF), Board Ubbo Emmius Foundation (UEF), Supervisory Board Founding Universitair Sportcentrum University of Groningen, Steering Group University of the North, Chairman Board Academic Postgraduate Courses Groningen (AOG), Supervisory Board University of Groningen ³⁰Holding company, Supervisory Board New Energy Coalition (NEC), Steering Group Akkoord van Groningen, Board and General Board Nationaal Programma Groningen, Supervisory Board Foundation ISPT-AFT, Chemport Europe, Board Association Circulair Groningen, Chair UNL Strategy, Public Affairs & Governance, Steering Group, Supervisory Board Wetsus, Supervisory Board Foundation Groningen Confucius Institute, Board Dutch Scientific Institutes Abroad, Board European Medical School Oldenburg Groningen, Verbund Norddeutscher Universitäten, The Guild of European Research-Intensive Universities” (University of Groningen, 2024, <https://www.rug.nl/staff/jouke.de.vries/>). ³¹“**About us.** The University of Groningen is a research university with a global outlook, deeply rooted in Groningen, City of Talent. Quality has had top priority for four hundred years, and with success: the University is currently in or around the top 100 on several influential ranking lists” (University of Groningen, 2024, <https://www.rug.nl/about-ug/>). The following section will cover information about Leiden University in-depth.

1.6.2.3 Prof Annetje Ottow (President of the Executive Board of Leiden University, Kingdom of the Netherlands)

The exemplary and outstanding President of the Executive Board of Leiden University Professor Annetje Ottow will be clearly depicted by Figure 1.5 below.

³⁰ University of Groningen (2024) prof. dr. J. (Jouke) de Vries, President. Available from: <https://www.rug.nl/staff/jouke.de.vries/> [Accessed October 14, 2024]

³¹ University of Groningen (2024) *About UG*. Available from: <https://www.rug.nl/about-ug/> [Accessed October 14, 2024]

Figure 1.5 The exemplary and outstanding President of the Executive Board of Leiden University Professor Annetje Ottow



Source: (Leiden University, 2024, *Prof Annetje Ottow*, <https://www.universiteitleiden.nl/>).

According to Leiden University (2024) **Annetje Ottow President of the Executive Board**. Annetje Ottow is President of the Executive Board of Leiden University. She is also a professor of Public Economic Law at the Faculty of Law. In the Board, she is responsible for the portfolios of: • Strategy • Valorisation • Alliances, external and international relations • Communication • Alumni policy • Social safety • Diversity and inclusion • Sustainability.³² She is also the contact person for the (development of the) Leiden inner city campus. Annetje Ottow studied at Leiden University, receiving a Master of Laws (cum laude) in business law, and went on to receive a Master of Laws from Queen Mary College in London in 1990. She then worked in the legal profession for 16 years, first at De Brauw Blackstone Westbroek and later as a partner at Houthoff Buruma. From 2006 to 2013, she was a member of the Board of the Independent Post

³² Leiden University (2024) *Annetje Ottow President of the Executive Board*.

<https://www.universiteitleiden.nl/en/staffmembers/annetje-ottow#tab-2> [Accessed October 15, 2024]

and Telecommunications Authority (OPTA). In 2006, Ottow obtained her PhD from the University of Amsterdam, with a study on regulation of the telecoms sector. In her research, which focuses on regulators and market forces, she combines academic expertise with practical experience. In 2007, Ottow was appointed professor of Public Economic Law at Utrecht University. From 2014 to 2018, she was dean of the Faculty of Law, Economics, Governance and Organisation there, and Vice President of the Executive Board from 2018 to 2021 (Leiden University, 2024, <https://www.universiteitleiden.nl/en/staffmembers/annetje-ottow#tab-2>). The beautiful natural environment, buildings architectural designs and facilities at the leading Leiden University will be clearly depicted by Figure 1.6 below.

Figure 1.6 The beautiful natural environment, buildings architectural designs and facilities at the leading Leiden University



Studenten buiten Wijnhaven



Universiteitleiden foto



Leidse Grachten



Studenten buiten Leiden Centraal

Source: (Leiden University, 2024).

“**International Students.** By choosing Leiden University, you’ll be choosing to broaden your personal and academic horizons. ³³You’ll be in excellent company too because you’ll be part of an inspiring community of students, lecturers and professors from all over the world. Founded in 1575, ours is the oldest university in the Netherlands” (Leiden University, 2024, <https://www.universiteitleiden.nl/en/education/international-students>). According to Leiden University (2024) **Studying at Leiden University.** By choosing Leiden University, you’ll be choosing to broaden your personal and academic horizons. ³⁴You’ll be in excellent company too, because you’ll be part of an inspiring community of students, lecturers and professors from all over the world. Founded in 1575, ours is the oldest university in the Netherlands. **Teaching and research.** Leiden University enjoys an excellent reputation as a research university, attracting talented researchers who are eager to share the most recent insights into their specialist fields. With people like these as your teachers, you will be a part of a research-rich environment that will encourage you to develop your own scientific perspective (Leiden University, 2024, <https://www.universiteitleiden.nl/en/education/international-students/studying-at-leiden-university>). The following section will cover information about the different leaders, diplomats, academics and universities based in the United States of America in-depth.

1.6.3 United States of America

³⁵³⁶“The United States is a country located in North America bordering the Atlantic Ocean and Pacific Ocean. Neighboring countries are Canada and Mexico. The geography of the United States is varied with mountains in the west, a broad central plain, and low mountains in the east”

³³ Leiden University (2024) *International Students*. Available from: <https://www.universiteitleiden.nl/en/education/international-students> [Accessed October 14, 2024]

³⁴ Leiden University (2024) *Studying at Leiden University*. Available from: <https://www.universiteitleiden.nl/en/education/international-students/studying-at-leiden-university> [Accessed October 14, 2024]

³⁵ Michigan State University (2021) *United States of America*. Available from: <https://globaledge.msu.edu/countries/united-states> [Accessed November 11, 2021] © 1994 - 2021 [Michigan State University](https://www.msu.edu/). All rights reserved

³⁶ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

(Michigan State University, 2021, <https://globaledge.msu.edu/countries/united-states> cited in Rudolph Muteswa, 2022:15). The United States of America is a country that is globally renowned for its leading research, teaching and innovation oriented universities/academics, entrepreneurs, exemplary leaders, diplomats and philanthropists. In the following section various exemplary & outstanding leaders/diplomats, academics and entrepreneurs based in the United States of America will be discussed as follows:

1.6.3.1 His Excellency The Current U.S. President and Commander-in-Chief Donald J. Trump (Since January 2025 – the U.S. President Guides and Manages the U.S. Government Diplomatic Relations with the assistance of the U.S. Secretary of State) and His Excellency The Former U.S. President Joe Biden (Previously Guided and Managed U.S. Government Diplomatic Relations from 2021 – January 2025 with the assistance of the U.S. Secretary of State) and His Excellency The Former U.S. President Barack Obama and His Excellency The Former U.S. President George W. Bush and His Excellency The Former U.S. President William J. Clinton and His Excellency The Former U.S. President George H.W. Bush and His Excellency The Former U.S. President Jimmy Carter

³⁷“It is unquestionable that the prosperity, international stature and global power of the United States of America is centred on its unity (50 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*). 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 society” (Rudolph Muteswa, 2023:28). Some of the job titles that oversee the United States of America government’s foreign diplomatic relations include the following: the U.S. President, U.S. Secretary of State, U.S. Assistant Secretary of State, U.S. Ambassadors, U.S. Deputy Chief of Missions, U.S. Embassies diplomatic staff and other U.S. government employees.

³⁷ Rudolph Muteswa (2023) *12 Leaders of Various Countries Around the World (Gathered Articles): A North America, Europe, Africa & Oceania 21st Century Perspective 1st Edition*, p1-80, ISBN: 978-1-77931-813-8, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

Remarkably, over the past 100 years the people of the United States of America have elected or appointed several exemplary and outstanding U.S. Presidents and U.S. Vice Presidents into the U.S. White House (*both Republicans and Democrats*). Some of the recently elected or appointed U.S. Presidents include: **(1)** His Excellency The Current U.S. President and Commander-in-Chief Donald J. Trump (*Since January 2025*), **(2)** His Excellency The Former U.S. President Joe Biden (*from 2021 – January 2025*), **(3)** His Excellency The Former U.S. President Barack Obama, **(4)** His Excellency The Former U.S. President George W. Bush, **(5)** His Excellency The Former U.S. President William J. Clinton, **(6)** His Excellency The Former U.S. President George H.W. Bush and **(7)** His Excellency The Former U.S. President Jimmy Carter. The high quality photographs of the exemplary and outstanding Current Commander-in-Chief and U.S. President Donald J. Trump and the Former U.S. President Joe Biden will be clearly depicted by Figure 1.7 below.

Figure 1.7 The high quality photographs of the exemplary & outstanding Current Commander-in-Chief and U.S. President Donald J. Trump and the exemplary/outstanding Former U.S. President Joe Biden



Photo 1

Photo 2

Source: **Photo1** - (Donald J. Trump Presidential Library, Photographs accessed on the library website from the 18th of May 2024, <https://www.trumplibrary.gov/>). Credit: Courtesy Donald J. Trump Presidential Library and **Photo 2** - “Joe Biden *THE PRESIDENT From Scranton to Wilmington to the White House — with thousands of train rides in between.*” NARA— THE BIDEN-HARRIS ADMINISTRATION. — Official Portrait Records. [Online version, <https://www.whitehouse.gov/wp-content/uploads/2021/04/P20210303AS-1901.jpg>, National Archives and Records Administration, May 21, 2024.]

“NOVEMBER 13, 2024 Remarks by President Biden and President-Elect Trump in a Meeting. Oval Office

11:07 A.M. EST.

³⁸**PRESIDENT BIDEN:** Well, Mr. President-Elect and former president —

PRESIDENT TRUMP: Thank you very much, Joe.

PRESIDENT BIDEN: — and — Donald, congratulations.

PRESIDENT TRUMP: Thank you very much.

³⁸ “Remarks by President Biden and President-Elect Trump in a Meeting.” NARA— Oval Office. [Online version, <https://www.whitehouse.gov/briefing-room/speeches-remarks/2024/11/13/remarks-by-president-biden-and-president-elect-trump-in-a-meeting/>, National Archives and Records Administration, November 13, 2024.]

PRESIDENT BIDEN: And looking forward to having a, like we said, smooth transition — do everything we can to make sure you’re accommodated, what you need. And we’re going to get a chance to talk about some of that today. So —

PRESIDENT TRUMP: Good.

PRESIDENT BIDEN: — welcome. Welcome back.

PRESIDENT TRUMP: Thank you very much. And thank you very much.

And politics is tough. And it’s, many cases, not a very nice world, but it is a nice world today. And I appreciate it very much — a transition that’s so smooth it’ll be as smooth as it can get.

And I very much appreciate that, Joe.

PRESIDENT BIDEN: You’re welcome.

Thank you all.

11:08 A.M. EST” *“Remarks by President Biden and President-Elect Trump in a Meeting.”* NARA— Oval Office. [Online version, <https://www.whitehouse.gov/briefing-room/speeches-remarks/2024/11/13/remarks-by-president-biden-and-president-elect-trump-in-a-meeting/>, National Archives and Records Administration, November 13, 2024.]. **President Donald J. Trump Profile.** *“America is the place where anything can happen. America is the place where anyone can rise. And here, on this land, on this soil, on this continent, the most incredible dreams come true.”*³⁹ Donald J. Trump State of the Union Address, February 2, 2020 (Donald J. Trump Presidential Library, 2024, <https://www.trumplibrary.gov/>). ⁴⁰“**President Donald J. Trump.** Donald J. Trump was born on June 14, 1946 in Queens, New York to parents Fred and

³⁹ Donald J. Trump Presidential Library (2024) *Donald J. Trump Presidential Library*. Available from: <https://www.trumplibrary.gov/> [Accessed May 18, 2024] The Trump Presidential Library is part of the Presidential Libraries system administered by the National Archives and Records Administration, a federal agency. Credit: Courtesy Donald J. Trump Presidential Library.

⁴⁰ Donald J. Trump Presidential Library (2024) *Donald J. Trump Presidential Library*. Available from: <https://www.trumplibrary.gov/trumps/president-donald-j-trump> [Accessed May 18, 2024] The Trump Presidential Library is part of the Presidential Libraries system administered by the National Archives and Records Administration, a federal agency. Credit: Courtesy Donald J. Trump Presidential Library.

Mary Trump. He has three older siblings and one younger brother. Trump attended the New York Military Academy and the Wharton School of Finance and Commerce at the University of Pennsylvania. Following his father's footsteps, Trump began a notable career as a real estate developer and businessman. He has written more than fourteen books. His first book, *The Art of the Deal*, was published in 1987. From 2004 to 2015, Trump hosted and produced the popular television show, *The Apprentice*. Trump announced his candidacy on June 16, 2015. He accepted the Republican nomination in July of 2016. On November 8, 2016, Trump was elected President. He was inaugurated as the 45th President of the United States on January 20, 2017. The work of the Trump Administration included reforming the U.S. tax code; renegotiating trade agreements with Mexico, Canada, China, Japan, and South Korea; expanding the military; defeating the self-proclaimed Islamic State (ISIS); responding to the opioid crisis; improving access to healthcare for veterans; responding to the COVID-19 global pandemic; appointing Federal judges, including the nomination of three U.S. Supreme Court justices; and lowering the cost of prescription drugs. President Trump has been married to his wife, Melania, since 2005. Together they have one son, Barron. Trump also has four adult children, Donald Jr., Ivanka, Eric, and Tiffany. He has 10 grandchildren” (Donald J. Trump Presidential Library, 2024, <https://www.trumplibrary.gov/trumps/president-donald-j-trump>). **Former U.S. President Joe Biden Profile.** ⁴¹“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”⁴² (Source) - “*Joe Biden THE PRESIDENT From Scranton to Wilmington to the White House —*

⁴¹ “*Joe Biden THE PRESIDENT From Scranton to Wilmington to the White House — with thousands of train rides in between.*” NARA— THE BIDEN-HARRIS ADMINISTRATION. — People Records. [Online version, <https://www.whitehouse.gov/administration/president-biden/>, National Archives and Records Administration, April 01, 2023.]

⁴² “*Joe Biden THE PRESIDENT From Scranton to Wilmington to the White House — with thousands of train rides in between.*” NARA— THE BIDEN-HARRIS ADMINISTRATION.— People Records. [Online version, <https://www.whitehouse.gov/administration/president-biden/>, National Archives and Records Administration, April 01, 2023.]

with thousands of train rides in between.” NARA— THE BIDEN-HARRIS ADMINISTRATION.— People Records. [Online version, <https://www.whitehouse.gov/administration/president-biden/>, National Archives and Records Administration, April 01, 2023.]. The high quality photograph of the exemplary and outstanding leaders Former U.S. President Barack Obama, Former U.S. President George W. Bush, Former U.S. President William J. Clinton, Former U.S. President George H.W. Bush & Former U.S. President Jimmy Carter will be clearly depicted by Figure 1.8 below.

Figure 1.8 The high quality photograph of the exemplary & outstanding leaders Former U.S. President Barack Obama, Former U.S. President George W. Bush, Former U.S. President William J. Clinton, Former U.S. President George H.W. Bush & Former U.S. President Jimmy Carter



Source: (George W. Bush Presidential Library and Museum, 2024, *United States of America Former President Barack Obama, Former President George W. Bush, Former President William J. Clinton, Former President George H.W. Bush & Former President Jimmy Carter*, <https://www.georgewbushlibrary.gov/get-involved/about-us>). ‘Courtesy of the George W. Bush Presidential Library’.

Former U.S. President Barack Obama. “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”⁴³ (Source) - “*President Barack Obama.*” NARA—Barack Obama is the 44th President of the United States. — People Records. [Online version, <https://obamawhitehouse.archives.gov/administration/president-obama>, National Archives and Records Administration, April 01, 2023.]. ⁴⁵“**George W. Bush. Political.** George W. Bush was inaugurated as the 43rd President of the United States on January 20, 2001. Early decisions in the George W. Bush Administration focused on public education. President Bush’s first major initiative, the No Child Left Behind Act of 2002, created reforms that raised standards and improved test scores in the public education system. President Bush increased the size of Pell Grants available to college students to an all-time high and also created the Helping America’s Youth Initiative. This was led by Mrs. Laura W. Bush to help adults connect with at-risk children. Economically, President Bush created a tax relief package, which reduced individual income tax rates and doubled the child tax credit, in addition to other reforms⁴⁶” (George W. Bush Presidential Library and Museum, 2024, <https://www.georgewbushlibrary.gov/bush-family/george-w-bush>). ‘*Courtesy of the George W. Bush Presidential Library.*’ ⁴⁷“**WILLIAM J. CLINTON THE 42ND PRESIDENT OF THE UNITED STATES.** Bill Clinton is an American politician from Arkansas who served as the 42nd President of the United States (1993-2001). He took office at the end of the Cold War, and was the first baby-boomer generation President”. (Source) - “*WILLIAM J. CLINTON THE 42ND*

⁴³ “*President Barack Obama.*” NARA—Barack Obama is the 44th President of the United States. — People Records. [Online version, <https://obamawhitehouse.archives.gov/administration/president-obama>, National Archives and Records Administration, April 01, 2023.]

⁴⁴ Rudolph Muteswa (2023) *12 Leaders of Various Countries Around the World (Gathered Articles): A North America, Europe, Africa & Oceania 21st Century Perspective 1st Edition*, p1-80, ISBN: 978-1-77931-813-8, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

⁴⁵ George W. Bush Presidential Library and Museum (2024) *George W. Bush*. Available from: <https://www.georgewbushlibrary.gov/bush-family/george-w-bush> [Accessed May 18, 2024]

⁴⁶ George W. Bush Presidential Library and Museum (2024) *George W. Bush*. Available from: <https://www.georgewbushlibrary.gov/bush-family/george-w-bush> [Accessed May 18, 2024]

⁴⁷ (Source) - “*WILLIAM J. CLINTON THE 42ND PRESIDENT OF THE UNITED STATES.*” NARA— The 42nd President of the United States.. — People Records. The biography for President Clinton and past presidents is courtesy of the White House Historical Association. [Online version, <https://www.whitehouse.gov/about-the-white-house/presidents/william-j-clinton/>, National Archives and Records Administration, May 21, 2024.]

PRESIDENT OF THE UNITED STATES.” NARA— The 42nd President of the United States. — People Records. The biography for President Clinton and past presidents is courtesy of the White House Historical Association. [Online version, <https://www.whitehouse.gov/about-the-white-house/presidents/william-j-clinton/>, National Archives and Records Administration, May 21, 2024.].⁴⁸“**George H. W. Bush** THE 41ST PRESIDENT OF THE UNITED STATES. The biography for President Bush and past presidents is courtesy of the White House Historical Association. George H. W. Bush, as the 41st President (1989-1993), brought to the White House a dedication to traditional American values and a determination to direct them toward making the United States “a kinder and gentler nation” in the face of a dramatically changing world. George Bush brought to the White House a dedication to traditional American values and a determination to direct them toward making the United States “a kinder and gentler nation.” In his Inaugural Address he pledged in “a moment rich with promise” to use American strength as “a force for good.” Coming from a family with a tradition of public service, George Herbert Walker Bush felt the responsibility to make his contribution both in time of war and in peace”” (Source) - “*George H.W. Bush.*” NARA—The 41st President of the United States. — People Records. The biography for President Bush and past presidents is courtesy of the White House Historical Association. [Online version, <https://www.whitehouse.gov/about-the-white-house/presidents/george-h-w-bush/>, National Archives and Records Administration, May 21, 2024.].⁴⁹“**Jimmy Carter. Biography of the 39th President of the United States.** Jimmy Carter (James Earl Carter, Jr.), thirty-ninth president of the United States, was born October 1, 1924, in the small farming town of Plains, Georgia, and grew up in the nearby community of Archery. His father, James Earl Carter, Sr., was a farmer and businessman; his mother, Lillian

⁴⁸ (Source) - “*George H.W. Bush.*” NARA—The 41st President of the United States. — People Records. The biography for President Bush and past presidents is courtesy of the White House Historical Association. [Online version, <https://www.whitehouse.gov/about-the-white-house/presidents/george-h-w-bush/>, National Archives and Records Administration, May 21, 2024.].

⁴⁹ Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]

⁵⁰ Rudolph Muteswa (2024) *The Uniqueness of the 'European Union', Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs', Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*, Self-Published Educational Ebook, ISBN: 978-1-77934-025-2 EAN: 9781779340252 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

Gordy Carter, a registered nurse. He was educated in the public school of Plains, attended Georgia Southwestern College and the Georgia Institute of Technology, and received a B.S. degree from the United States Naval Academy in 1946. In the Navy he became a submariner, serving in both the Atlantic and Pacific fleets and rising to the rank of lieutenant. Chosen by Admiral Hyman Rickover for the nuclear submarine program, he was assigned to Schenectady, New York, where he took graduate work at Union College in reactor technology and nuclear physics and served as senior officer of the pre-commissioning crew of the *Seawolf*, the second nuclear submarine. On July 7, 1946, he married Rosalynn Smith of Plains. When his father died in 1953, he resigned his naval commission and returned with his family to Georgia. He took over the Carter farms, and he and Rosalynn operated Carter's Warehouse, a general-purpose seed and farm supply company in Plains. He quickly became a leader of the community, serving on county boards supervising education, the hospital authority, and the library. In 1962 he won election to the Georgia Senate. He lost his first gubernatorial campaign in 1966, but won the next election, becoming Georgia's 76th governor on January 12, 1971.⁵¹ He was the Democratic National Committee campaign chairman for the 1974 congressional and gubernatorial elections⁵² (Revised July 25, 2018 by Steven H. Hochma. Available from - Jimmy Carter Presidential Library & Museum, 2024, <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> cited in Rudolph Muteswa, 2024:130 from his book title '*The Uniqueness of the European Union, Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs, Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*'). The following section will cover information about the leading University of Indianapolis in-depth.

⁵¹ Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]

⁵² Rudolph Muteswa (2024) *The Uniqueness of the European Union, Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs, Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*, Self-Published Educational Ebook, ISBN: 978-1-77934-025-2 EAN: 9781779340252 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

1.6.3.2 Dr. Tanuja Singh (President of the University of Indianapolis) and Dr. Chris Plouff (Provost and Executive Vice President of the University of Indianapolis)

Research, teaching and innovation have been the core business areas of each and every university/college located in different parts of the world. It is important to point-out the fact that some of the leading global universities have gone the extra mile in carrying-out their research, teaching and innovation activities for example the leading University of Indianapolis, United States of America. Some of the exemplary and outstanding academics at the University of Indianapolis (UIndy) will be clearly depicted by Figure 1.9 below.

Figure 1.9 Some of the exemplary and outstanding academics at the University of Indianapolis (UIndy)



Dr. Tanuja Singh (President)

Dr. Chris Plouff (Provost)

Source: (University of Indianapolis, 2024, <https://uindy.edu/about-uindy/leadership/president/>).

“**UNIVERSITY OF INDIANAPOLIS PRESIDENT Dr. Tanuja Singh.** “I am so excited to join UIndy at a time when we are positioned for tremendous growth. Just as Indianapolis is moving forward, so too is the University of Indianapolis moving forward with it. Helping our students discover their potential and supporting them in their endeavors is one of our most important goals. My charge is to make sure that we achieve this by increasing opportunities for them through collaborative participation; both within our campus community, but just as importantly, in how we engage with the city and beyond. Our highly engaged faculty, staff and students will be our greatest asset moving forward. I am really looking forward to working closely with our alumni and other supporters to engage them fully with our vision and plans” –

Dr. Tanuja Singh, UIndy President”” (University of Indianapolis , 2024, <https://uindy.edu/about-uindy/leadership/president/>). According to the University of Indianapolis (2024) ⁵³**BRIEF BIOGRAPHY** Tanuja Singh became president of the University of Indianapolis in July 2023. She previously served as the Provost and Senior Vice President of Academic Affairs at Loyola University New Orleans. Dr. Singh’s career includes positions at St. Mary’s University in San Antonio, TX, where she was the Dean of its Greehey School of Business for 11 years, and at Northern Illinois University in DeKalb, IL, where over the course of 13 years she held various academic and administrative roles, including department chair and professor of marketing. Dr. Singh earned her doctorate in Business Administration from Southern Illinois University in Carbondale, IL, her MBA from Millsaps College in Jackson, MS, and her M.Sc. in Physics from University of Allahabad in India (University of Indianapolis, 2024, <https://uindy.edu/about-uindy/leadership/president/>). “**OFFICE OF THE PROVOST Dr. Chris Plouff.** Chris Plouff, Ed.D. is Provost and Executive Vice President at the University of Indianapolis. Prior to joining UIndy in July 2022, he spent 25 years at Grand Valley State University where he served most recently as Interim Provost and Executive Vice President leading Academic and Student Affairs. ⁵⁴Before his tenure as Interim Provost, his work in the Provost’s Office as Senior Associate Vice President for Academic Affairs included coordinating response efforts to the COVID pandemic for Academic Affairs, and overseeing operational activities within the division. His portfolio included providing leadership for planning, assessment and accreditation activities at the institution and program/department levels. Plouff is an Associate Professor in the R.B. Annis School of Engineering. At GVSU, he served as the Interim Director of the School of Engineering and the James R. Sebastian Chair of Engineering Cooperative Education and Educational Development, where he led the School of Engineering educational enterprise, oversaw assessment and accreditation efforts, and coordinated the mandatory cooperative education program. Prof. Plouff has a Doctorate in Education from Eastern Michigan University, Master’s and Bachelor degrees in Civil/Environmental Engineering from Michigan Technological

⁵³ University of Indianapolis (2024) *President*. Available from: <https://uindy.edu/about-uindy/leadership/president/> [Accessed October 17, 2024]

⁵⁴ University of Indianapolis (2024) *Office of the Provost*. Available from: <https://uindy.edu/provost/> [Accessed October 17, 2024]

University, and has been a licensed Professional Engineer in Michigan. Prior to joining GVSU he was an environmental engineer at Earth Tech, Inc. His research interests include socialization of students to workplace organizations and occupational roles through experiential education experiences” (University of Indianapolis, 2024, <https://uindy.edu/provost/>). The amazing world class facilities and natural environment at the leading University of Indianapolis will be clearly depicted by Figure 1.10 below.

Figure 1.10 The amazing world class facilities and natural environment at the leading University of Indianapolis



Source: (University of Indianapolis, 2024, *Campus Visit Options*, <https://attend.uindy.edu/portal/visit-options>).

According to the University of Indianapolis (2024) **ABOUT UINDY. Education for impact. ENGAGE. ENRICH. EMPOWER. TRANSFORM. ENGAGING THE WORLD WITH PASSION.** The University of Indianapolis delivers an oversized impact as an anchor institution in Indianapolis. ⁵⁵We offer market-responsive programs through four academic colleges comprising seven schools and a strong faculty, whose interactions with the students are profoundly impactful creating lifelong connections. Framed by an applied liberal arts foundation and formed by an experiential education, students are trained to be critical thinkers and creative problem solvers. They are lifelong learners who thrive in a diverse, inter-connected, evolving and interdependent world. **ENRICHING LEARNERS' LIVES WITH PURPOSE.** The University of Indianapolis provides an enriching learner experience by fostering an environment

⁵⁵ University of Indianapolis (2024) *About UINDY*. Available from: <https://uindy.edu/about-uindy/> [Accessed October 17, 2024]

where innovation, knowledge, passion, curiosity, and purpose enable diverse people and ideas to thrive. Our graduates are leaders and changemakers whose work shapes the society. **EMPOWERING WITH REAL-WORLD SKILLS.** In a rapidly evolving world characterized by swift technological advancements and a growing emphasis on relevance, the University is dedicated to equipping all learners with essential life skills through an applied, experiential approach that bridges classroom learning with real-world application. Our faculty bring their academic expertise and extensive real-world experience to address the diverse needs of our learners. **THE PILLARS OF OUR PROMISE.** As an institution of choice, as articulated by our vision, UIndy will be supported by the following pillars, and actuated by the interplay among them.

- We will be a modern University defined by relevance for diverse learners in all our academic programs to support applied skills and experiential learning through curricular, and co-curricular offerings.
- We will be a gateway for social mobility for our learners and we will be a university that changes lives.
- We will be locally rooted, with a global commitment, reach and impact.
- We will serve as partners to our learners—delivering relevant education in multiple modalities, formats, and modules that are congruent with the learning preferences of our audiences.
- We will be a community engine for growth, driving strong partnerships and engaging with important communities in Indianapolis and beyond.

TRANSFORMING POTENTIAL INTO PURPOSE. Since our founding in 1902, the University of Indianapolis has cultivated a culture of connectedness, uniquely emphasizing service for impact through community engagement and volunteerism. Positioned as an integral part of the Indianapolis community, the university offers a wealth of opportunities, including internships, experiential learning, and access to local museums, music, cultural and sporting events. ⁵⁶These experiences are designed to expand your horizons and foster personal growth. At

⁵⁶ University of Indianapolis (2024) *About UINDY*. Available from: <https://uindy.edu/about-uindy/> [Accessed October 17, 2024]

the University of Indianapolis, you extend beyond personal achievement to make a meaningful impact on the communities you engage with. Our students and alumni are catalysts for change, not only locally but globally. Here, education is just the beginning. You are challenged to advance, inspired to broaden your perspective, and equipped to surmount challenges, you transform potential into purpose. Graduating from the University of Indianapolis means more than stepping into the real world; it means leading the way (University of Indianapolis, 2024, <https://uindy.edu/about-uindy/>). The magnificent unique campus facilities, culture and environment at the University of Indianapolis will be clearly depicted by Figure 1.11 below.

Figure 1.11 The magnificent unique campus facilities, culture and environment at the University of Indianapolis



Source: (University of Indianapolis, 2024, *Campus Visit Options*, <https://attend.uindy.edu/portal/visit-options> and <https://uindy.edu/admissions-international-students/>).

According to the University of Indianapolis (2024) **HISTORY & MISSION. A solid foundation. OUR MISSION.** ⁵⁷The University of Indianapolis champions lifelong learning through relevant and innovative education that fosters experiential learning, diverse perspectives, service for impact, and a global mindset. **OUR VISION** The University of Indianapolis will be the institution of choice for a diverse group of learners who wish to engage with the world and enrich their lives through relevant and impactful education, and are empowered to transform the world with their knowledge and skills— *Anywhere. Anytime. For life* (University of

⁵⁷ University of Indianapolis (2024) *History and Mission*. Available from: <https://uindy.edu/about-uindy/history-and-mission>
[Accessed October 17, 2024]

Indianapolis, 2024, <https://uindy.edu/about-uindy/history-and-mission>). ““**CLOSELY CONNECTED TO OUR NEIGHBORHOOD** The story of the University of Indianapolis, which was founded in 1902, is closely tied to its surrounding University Heights neighborhood. The two grew from infancy together, and UIndy's commitment to its neighborhood remains strong to this day. ⁵⁸Both trace their roots back to the turn of the 20th century when William L. Elder, a local real estate developer, offered the Church of the United Brethren in Christ eight acres of real estate southeast of downtown Indianapolis to establish its desired college, as well as construction of a college building, in return for help in selling homesites around it. Though all 446 parcels had not been sold, Indiana Central University opened its doors in 1905 when the first building, now called Good Hall, was completed. From its beginning, the University has been coeducational and open to all races. **THE EARLY YEARS** At that time, instruction was offered by eight departments: the College of Liberal Arts, Teachers' College, Conservatory of Music, School of Oratory, School of Commerce, Bible Institute, School of Arts, and the Academy, in which students completed their preparatory work and earned high school diplomas. The University granted both bachelor of arts and master of arts degrees. In 1927, the academy was discontinued; also, by that time, most of the other departments had been embraced by the College of Liberal Arts. The North Central Association of Schools and Colleges accredited the university in March of 1947. **CHURCH AFFILIATION AND CHANGING NAMES** From 1946 to 1968, following the merger of the Church of the United Brethren in Christ and the Evangelical Church, the University was an Evangelical United Brethren institution. Since 1968, when the Evangelical United Brethren and Methodist churches merged, it has been affiliated with the United Methodist Church. The University was popularly known as Indiana Central College from 1921 to 1975, when use of the word university was resumed. In 1986, the name was changed to University of Indianapolis”” (University of Indianapolis, 2024, <https://uindy.edu/about-uindy/history-and-mission>). The following section will cover information about the University of Michigan in-depth.

⁵⁸ University of Indianapolis (2024) *History and Mission*. Available from: <https://uindy.edu/about-uindy/history-and-mission>
[Accessed October 17, 2024]

1.6.3.3 Professor Dave Ulrich (*Rensis Likert Professor at the Ross School of Business, University of Michigan and a Partner at The RBL Group Inc., a leading global consulting firm based in the United States of America*) and Mr. Norm Smallwood (*Partner and co-founder of The RBL Group Inc., United States of America*)

Professor Dave Ulrich and Mr. Norm Smallwood are some of the globally renowned outstanding and exemplary academics, entrepreneurs and philanthropists who have significantly contributed in the global higher learning, business consulting, organization development and leadership branding industries. The high quality photographs of the outstanding and exemplary entrepreneurs Professor Dave Ulrich and Mr. Norm Smallwood will be clearly depicted by Figure 1.12 below.

Figure 1.12 The high quality photographs of the outstanding and exemplary entrepreneurs Professor Dave Ulrich and Mr. Norm Smallwood



Professor Dave Ulrich (*Academic, Consultant & Philanthropist*)

Mr. Norm Smallwood (*Entrepreneur, Consultant & Philanthropist*)

Source: (The RBL Group, Inc., 2024, <https://www.rbl.net/about-us/consultants/norm-smallwood>). © 1999–2024 The RBL Group, Inc. All rights reserved.

According to The RBL Group, Inc. (2024) Dave Ulrich is the Rensis Likert Professor at the Ross School of Business, University of Michigan and a partner at the RBL Group (<http://www.rbl.net>)

a consulting firm focused on building human capability that creates value for all stakeholders. He has published over 200 articles and book chapters and over 30 books.⁵⁹He edited Human Resource Management for ten years, served on editorial board of four other journals and on the Board of Directors for Herman Miller (16 years), has spoken to large audiences in 90 countries; performed workshops for over half of the Fortune 200; coached successful business leaders, and is a Distinguished Fellow in the National Academy of Human Resources. He is known for ideas with impact by continually learning, doing extensive research, and turning complex ideas into simple solutions that create value.⁶⁰He posts weekly and comments daily on LinkedIn.

Organization. With co-authors, he has influenced thinking about modern organizations (*Reinventing the Organization*) by empirically showing how organization delivers four times business results over talent (*Victory Through Organization*), defined organizations as bundles of capabilities (*Organization Capability*) and worked to delineate capabilities of talent management (*Why of Work; Talent Accelerator*), culture change (*GE Workout*), learning (*Learning Organization Capability*), and collaboration (*Boundaryless Organization*). **Leadership.** With colleagues, he has also articulated the basics of effective leadership (*Leadership Code* and *Results Based Leadership*), connected leadership with customers (*Leadership Brand*), shown how leadership delivers market value (*Why the Bottom Line Isn't*), shapes investor expectations with an ability to measure leadership (*Leadership Capital Index*), and synthesized ways to ensure that leadership aspirations turn into actions (*Leadership Sustainability*). **Human Resources.** He and his colleagues have shaped the HR profession and he has been called the “father of modern HR” and “HR thought leader of the decade” by focusing on HR outcomes, governance, competencies, and practices (*HR Champions; HR Value Added; HR Transformation; HR Competencies; HR Outside In*). He spearheaded a “gift” book on the future of HR (*The Rise of HR*) distributed to over 1,500,000 HR professionals), in which 70 thought leaders freely shared

⁵⁹ The RBL Group, Inc. (2024) *Dave Ulrich*. Available from: <https://www.rbl.net/about-us/consultants/dave-ulrich> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

⁶⁰ “Used with permission from Microsoft”. [*The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

their insights. He posts articles (over 200) and newsletter⁶¹ (<https://lnkd.in/gbRqJHkW>) on LinkedIn weekly.

Honors include:

2024 *I4CP industry legend award

*LinkedIn Top Voice (300 out of 1 billion users)⁶²

*#2 global HR influencer out of 50 by PeopleBox <https://lnkd.in/dhCmuYKb>

*#10 USA most important people in management by Academic Influence

<https://academicinfluence.com/people?ranking=usa&discipline=management#search-results>

Other notables (#1 Edward Deming, #4 Jeff Pfeffer, #5 Warren Bennis, #7 Peter Drucker #11 Jay Galbraith)

2023 *Patron of the Dave Ulrich HR Excellence Award sponsored by Indian Institute of Social Welfare (IISWBM)

*Listed as one of the top100 inspirational global leaders by <https://globalleaderstoday.online/global-100-inspirational-leaders-2023/>

*#5 (out of 200) thought leader in leadership by LeadersHum

*#12 of 20 of leadership thought leaders by Thinkers360

2022: *Ranked #1 (of 50) HR leaders shaping the future of work by LeadersHum

*LinkedIn “Influencer” (LinkedIn’s top 500 thought leaders, experts, innovators, and thinkers)⁶³

*One of top 10 voices on culture by LinkedIn⁶⁴

*Listed in Who’s Who in the Future of Work by analytica

*One of top 30 People Analytics leaders by Perceptyx

⁶¹ “Used with permission from Microsoft”. [The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

⁶² “Used with permission from Microsoft”. [The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

⁶³ “Used with permission from Microsoft”. [The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

⁶⁴ The RBL Group, Inc. (2024) Dave Ulrich. Available from: <https://www.rbl.net/about-us/consultants/dave-ulrich> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

- *#6 (out of 200) thought leader in leadership by LeadersHum
- 2021: *Lifetime Achievement Award from Institute of Management Studies
 - *#3 (out of 200) thought leader in 2021 by PeopleHum
 - *"Most Influential Global HR Leader, 2021" sponsored by PeopleFirst and HRD Forum
 - *"Honorary Member" of IFTDO (500,000 person training/development organization)
- 2020: *Distinguished Fellow (one of 15 total), National Academy of Human Resources
 - *Michael R. Losey Excellence in Human Resource Research Award by SHRM
 - *Honorary Doctorate from Utah Valley University
 - *Initiated the *Dave Ulrich Impact Award* by the Academy of Management to honor contribution in HR
- 2019: *Named one of the 100 top influencers in HR (in leadership & development category)
 - *Named one of the top 20 influential HR leaders
 - *Ranked #1 thought leader in HR by HRD Connect
- 2018: Named one of the 20 most influential business professors in the world by top-business-degree (#13)
- 2017: *Named to the Thinkers50 "Hall of Fame", a recognition of lifetime achievement in influencing management
 - *Chartered Fellow of the Human Resources Institute of New Zealand
- 2016: Presidential lecture "in defense of organization" for Utah Valley University
- 2015: *Named the most "influential HR thinker of the decade"
 - *Listed in Thinkers50 as management thought leader
 - *Commencement Speaker Southern Virginia University
- 2014: *Ranked #1 speaker in Management/Business by Speaking.com
 - *Commencement speaker, University of Michigan Ross School of Business
- 2013: *Lifetime Leadership Award from the *Leadership Forum at Silver Bay*
 - *Listed in Thinkers50 as a management thought leader
- 2012: Lifetime Achievement Award from HR Magazine for being the "father of modern human resources"
- 2011: *Ranked #1 most influential international thought leader in HR by HR Magazine

- *Listed in Thinkers50 as a management thought leader
- *Ranked in Top 100 Thought Leaders in Trustworthy Leadership Behavior
- 2010: *Nobels Colloquia Prize for Leadership on Business and Economic Thinking
- *Lifetime Fellowship in Australia Human Resources Institute (AHRI)⁶⁵
- *Ranked #1 most influential international thought leader in HR by HR Magazine
- *Kirk Englehardt Exemplary Business Ethics Award from Utah Valley University
- **Why of Work* (co-authored with Wendy Ulrich) was #1 best seller for Wall Street Journal and USA Today
- 2009: *Listed in Thinkers 50 as a management thought leader
- *Ranked #1 most influential person in HR by HR Magazine
- 2008: *Ranked #1 most influential person in HR by HR Magazine
- 2007: *Lifetime Achievement Award from American Society of Training and Development (ASTD)
- *Honorary Doctorate from University of Abertey, at Dundee Scotland
- 2006: *Ranked #1 most influential person in HR by HR Magazine in vote by influential HR thinkers
- *Dyer Distinguished Alumni Award from Brigham Young University, Marriott School of Management
- 2005: *Ranked #2 management guru by Executive Excellence
- *Named by Fast Company as one of the 10 most innovative and creative thinkers of 2005
- 2002-2005 President, Canada Montreal Mission, Church of Jesus Christ of Latter-day Saints
- 2001: Ranked #1 management educator and guru by Business Week⁶⁶
- 2000: *Lifetime achievement award from World Federation of Personnel Management
- *Listed in Forbes as one of the "world's top five" business coaches
- 1998: *Society for Human Resource Management award for Professional Excellence for lifetime contributions
- *Lifetime achievement (PRO) award from International Association of Corporate and Professional Recruitment, and Employment Management Association
- 1997: *Warner W. Stockberger Lifetime Achievement Award from International Personnel Management Association

⁶⁵ The RBL Group, Inc. (2024) *Dave Ulrich*. Available from: <https://www.rbl.net/about-us/consultants/dave-ulrich> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

⁶⁶ The RBL Group, Inc. (2024) *Dave Ulrich*. Available from: <https://www.rbl.net/about-us/consultants/dave-ulrich> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

Dave and Wendy live in Alpine, Utah, have 3 children and 10 grandchildren (The RBL Group, Inc., 2024, <https://www.rbl.net/>). ““Norm Smallwood Partner. Norm Smallwood is a partner and co-founder of The RBL Group. His research and consulting focuses on helping organizations increase business value by building organization, leadership, and people capabilities that measurably impact market value. ⁶⁷He has written extensively about leadership and organization effectiveness in eight books and over a hundred articles. Norm Smallwood is a recognized authority in developing businesses and their leaders to deliver results. His current work relates to increasing value by building human capability- organization, talent, leadership, and HR. Norm co-founded The RBL Group in late 1999 with Dave Ulrich. Before this, he was a founding partner of the Novations Group where he led business strategy, organization design, and other change management projects for a wide variety of clients spanning multiple industries. Norm has received various awards and recognitions over the years. Including:

- Change Driver of the Decade - HR Digest, 2024
- Lifetime HR Achievement Award - Utah Business magazine, 2019
- Distinguished Alumni, BYU Department of Organization Behavior

The Harvard Business Review recognized Norm for doing “innovative and groundbreaking work on effective leadership.” Norm’s approach is to partner with clients to align leaders and their organizations to foster a high-performance culture that resonates with customers and employees. Intended outputs include distinctive organization capabilities and recognizable leadership brand. Success is defined as increased confidence in the future by investors, customers, and employees leading to higher market value. Norm has co-authored eight books: *Real Time Strategy*, [Results Based Leadership](#), [Why the Bottom Line Isn’t/How Leaders Build Value](#), *Change Champions Field Guide*, [Leadership Brand](#), [Leadership Code](#), *Agile Talent*, and [Leadership Sustainability](#). He has also published more than a hundred articles in leading journals and newspapers including Harvard Business Review, Wall Street Journal, and Washington Post. His Harvard Business

⁶⁷ The RBL Group, Inc. (2024) *Norm Smallwood*. Available from: <https://www.rbl.net/about-us/consultants/norm-smallwood>
[Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

Online blog on Personal Leader Brand was highlighted as one of the ten most read for the year. Norm was a faculty member in executive education at the University of Michigan in the Ross School of Management between 2001 and 2003. He has also served on the HRCI board during 2019-2020. ⁶⁸Norm and his wife Tricia enjoy their children and grandchildren as well as their pets including a school of koi fish, Frank the Great Dane, and Stein the Bengal cat”” (The RBL Group, Inc., 2024, <https://www.rbl.net/about-us/consultants/norm-smallwood>). The unique high quality photograph of the globally leading consulting firm ‘The RBL Group, Inc.’ outstanding staff team will be clearly depicted by Figure 1.13 below.

Figure 1.13 The unique high quality photograph of the globally leading consulting firm ‘The RBL Group, Inc.’ outstanding staff team



Source: (The RBL Group, Inc., 2024, *RBL Group Staff Team*, <https://www.rbl.net/>). © 1999–2024 The RBL Group, Inc. All rights reserved.

According to The RBL Group, Inc. (2024) **About Us Building human capability that delivers business results.** The RBL Group helps you maximize the impact of your people and

⁶⁸ The RBL Group, Inc. (2024) *Norm Smallwood*. Available from: <https://www.rbl.net/about-us/consultants/norm-smallwood> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

organization using our client-centered, business-oriented outside-in approach. ⁶⁹Our groundbreaking research and high impact, results-based guided learning solutions build human capability that delivers results that matter to your stakeholders. **We help organizations in four key areas:**

- **Talent:** Enable leaders to develop and coach people to increase their competence, ensure engagement, and discover meaning in their work.
- **Leadership:** Build leadership capability that ensures leaders at every level get the right results the right way.
- **Strategic HR:** Develop HR professionals with an outside-in perspective and the tools to add value and build human capability.
- **Organization:** Identify and design the capabilities that drive your business and create distinctiveness with customers and competitive advantage in the marketplace (The RBL Group, Inc., 2024, <https://www.rbl.net/about-us>). The unique high quality photograph of the globally leading consulting firm ‘The RBL Group, Inc.’ and philanthropists will be clearly depicted by Figure 1.14 below.

⁶⁹ The RBL Group, Inc. (2024) *About Us*. Available from: <https://www.rbl.net/about-us> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

Figure 1.14 The unique high quality photograph of the globally leading consulting firm ‘The RBL Group, Inc.’ co-founders and philanthropists



Professor Dave Ulrich (Co-Founder of The RBL Group, Inc.)

Mr. Norm Smallwood (Co-Founder of The RBL Group, Inc.)

Source: (The RBL Group, Inc., 2024, *About Us*, <https://www.rbl.net/about-us>). © 1999–2024 The RBL Group, Inc. All rights reserved.

“How it all began: The RBL Group began with a dynamic duo, Dave Ulrich and Norm Smallwood, two of the most well-respected minds in the fields of organizational leadership development and HR practice. Their mission—to change the way HR approached its responsibilities within organizations and to ensure that the foundation upon which leadership was built wasn’t full of cracks. The key to their success, focus on results. Quickly, they assembled a great team of thinkers, consultants, analysts, and researchers that could expand this vision and expertise. Now, over 25 years later, The RBL Group continues to expand minds and practice through meaningful workshops and interactions with clients large and small throughout the world”⁷⁰ (The RBL Group, Inc., 2024, <https://www.rbl.net/about-us>). The top notch leadership, organization development and human capital solutions consulting services of the globally leading consulting firm ‘The RBL Group, Inc.’ will be clearly depicted by Figure 1.15 below.

⁷⁰ The RBL Group, Inc. (2024) *About Us*. Available from: <https://www.rbl.net/about-us> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

Figure 1.15 The top notch leadership, organization development and human capital solutions consulting services of the globally leading consulting firm ‘The RBL Group, Inc.’



Source: (The RBL Group, Inc., 2024, <https://www.rbl.net/about-us> and LinkedIn, 2024, Celebrating HR Agenda over 25 years best Yet Ahead Dave Ulrich, <https://www.linkedin.com/pulse/celebrating-hr-agenda-over-25-years-best-yet-ahead-dave-ulrich-1s8sc/>). “Used with permission from Microsoft”. [The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

According to The RBL Group, Inc. (2024) **Research that drives results**. Always at the cutting edge of fresh ideas grounded in empirical research, The RBL Group is uniquely positioned to deliver insights with impact, leading to sustainable results for our clients. Dave Ulrich and Norm

Smallwood, have written over 30 [books](#) and hundreds of [articles](#).⁷¹The RBL Group’s forward thinking continues to evolve today, and it doesn’t stop at theory. We embed our innovative ideas into a full menu of [services](#) proven to create value for your business (The RBL Group, Inc., 2024, <https://www.rbl.net/about-us>). The following section will cover information about ‘Dr. Ronald E. Riggio Leadership & Organizational Psychology’ in-depth.

1.6.3.4 Dr. Ronald E. Riggio Leadership & Organizational Psychology (*Leadership Consultant, Author & Academic, United States of America*)

One of the globally renowned exemplary and outstanding academic and leadership consultant based in the United States of America is Professor Ronald Riggio, Ph.D. The unique high quality photographs of the outstanding academic and leadership consultant Professor Ronald Riggio, Ph.D will be clearly depicted by Figure 1.16 below.

⁷¹ The RBL Group, Inc. (2024) *About Us*. Available from: <https://www.rbl.net/about-us> [Accessed November 27, 2024] © 1999–2024 The RBL Group, Inc. All rights reserved.

Figure 1.16 The unique high quality photographs of the outstanding academic and leadership consultant Professor Ronald Riggio, Ph.D



Professor Ronald Riggio (Academic & Leadership Consultant)

Professor Ronald Riggio (Academic & Leadership Consultant)

Source: (Dr. Ronald E. Riggio Leadership & Organizational Psychology, 2024, **Photo 1** - <https://www.riggioladership.org/about> and **Photo 2** - <https://www.riggioladership.org/>). ©2020 by Dr. Ronald Riggio.

“**Ron Riggio.** Ronald E. Riggio, Ph.D. is the Henry R. Kravis Professor of Leadership and Organizational Psychology and former Director of the Kravis Leadership Institute at Claremont McKenna College. Ron is also a Visiting Leadership Scholar at Churchill College, Cambridge University, UK. ⁷²His undergraduate degree in Psychology is from Santa Clara University. His graduate degrees are in Social/Personality Psychology from UC Riverside, and his initial research interests were in the area of emotional communication, nonverbal communication, and communication skill. This led him to begin studying charisma (in social interaction), which then led to an interest in leadership, particularly charismatic and transformational leadership. He is the author of a well-known textbook, *Introduction to Industrial/Organizational Psychology* (now in its 7th edition) and co-author, along with Bernard Bass of *Transformational Leadership* (2nd edition). Dr. Riggio is a psychologist and leadership scholar with over a dozen authored or edited

⁷² Dr. Ronald E. Riggio Leadership & Organizational Psychology (2024) *About*. Available from: <https://www.riggioladership.org/about> [Accessed November 28, 2024] ©2020 by Dr. Ronald Riggio.

books and more than 150 articles/book chapters. In addition to teaching leadership and organizational psychology, he has been very active in leadership development efforts at Claremont McKenna College. He is a member of the International Leadership Association, the Academy of Management, the Society of Industrial and Organizational Psychology, and a Fellow of the American Psychological Association and the Association for Psychological Science. Dr. Riggio has also served as a consultant to dozens of organizations, large and small, across the business, education, and non-profit sectors. He has conducted training seminars and workshops for a variety of organizations, including many Fortune 500 companies, and has been a featured speaker at company-wide events. Dr. Riggio is part of the Fullerton Longitudinal Study that has been studying leadership development across the lifespan (beginning at 1 year of age and continuing through adulthood). Besides research on leadership development, he has been actively involved in training young (and not so young) leaders at the college level, and beyond. His leadership blog at Psychology Today, Cutting-Edge Leadership, can be found at: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership>”” (Dr. Ronald E. Riggio Leadership & Organizational Psychology, 2024, <https://www.riggioleadership.org/about>). The following section will cover information about the Brentwood Advisory Group outstanding business leader in-depth.

1.6.3.5 Mr. Henry Stoever (CEO, Marketing Communications, and Growth-Focused Leader at the Brentwood Advisory Group, United States of America)

The high quality photograph of the globally renowned United States of America based exemplary and outstanding business leader Mr. Henry Stoever (*CEO, Marketing Communications, and Growth-Focused Leader at the Brentwood Advisory Group*) will be clearly depicted by Figure 1.17 below.

Figure 1.17 The high quality photograph of the exemplary and outstanding business leader **Mr. Henry Stoever** (*CEO, Marketing Communications, and Growth-Focused Leader at the Brentwood Advisory Group*)



Source: (Brentwood Advisory Group, 2024, *CEO, Marketing Communications, and Growth-Focused Leader*, <https://brentwoodadvisory.com/contact/henry-stoever/>).

According to the Brentwood Advisory Group (2024) **CEO, Marketing Communications, and Growth-Focused Leader**. Henry Stoever is a strategic, outcomes-focused business leader who has served as a CEO and CMO with two member-centric, board governance-focused associations. ⁷³He also led business development, communications, marketing, and partnership creation teams with four public companies in the information solutions, telecommunications, and

⁷³ Brentwood Advisory Group (2024) *CEO, Marketing Communications, and Growth-Focused Leader*. Available from: <https://brentwoodadvisory.com/contact/henry-stoever/> [Accessed November 22, 2024] © 2015 - 2024 Brentwood Advisory LLC

consumer packaged goods industries. Further, he launched an online student loan platform with a nonprofit education finance corporation. His diverse leadership experience has been enhanced by serving on the governing boards of private and nonprofit organizations. Throughout Henry's career, he collaboratively shaped well-informed B2B and B2C growth-oriented strategies, priorities, and initiatives to generate outcomes that exceeded stakeholders' expectations. This experience enabled Henry to develop, evolve, and utilize his TCPS (Teams, Customers, Products, and Strategies) leadership style. His TCPS leadership style develops growth-minded cultures and Teams; that intentionally deepen their understanding of Customers', members', and clients' priorities; to create and deliver unique Products and services through data-informed Strategies; and generate results that build favorably memorable experiences, strong brands, distinct value propositions, and encouraging financial and non-financial results. As the President and CEO of the Association of Governing Boards of Universities and Colleges (AGB), Henry's growth-oriented leadership – in collaboration with the AGB board of directors, grew revenue by +42% by expanding engagement with members across content, consulting, events, executive search, and partnerships. Critical to realizing this growth was his leadership to create the One AGB culture focused on deepening AGB's understanding of its members' strategic priorities and driving cross-functional service with higher education governing boards, chief executive officers, board professionals, and leadership teams. Previously, Henry was the Chief Marketing Officer for the National Association of Corporate Directors (NACD), and his team developed and executed strategic communications, marketing, and partnership initiatives that empowered this association to triple revenue in seven years. Additionally, Henry led the business development team and shaped NACD's account management strategy – in collaboration with his leadership team colleagues, to maximize members' awareness of products and services designed to empower board members to govern with knowledge and confidence. Earlier in Stoever's career, he launched StudentLoans.com becoming a leading originator of private and federally guaranteed student loans. He also served as Vice President of Marketing for the CoStar Group (NASDAQ: CSGP), Senior Director of Vertical Marketing at Sprint-Nextel (now T-Mobile NASDAQ: TMUS), Director of Marketing, Communications, and Business Development for LexisNexis (NYSE: RELX), and Senior Brand Manager for Kraft Foods (NASDAQ: KHC). After graduating from the United States Naval Academy with a BS in Economics, Henry spent five years in the United States Marine Corps as an Infantry Officer. Henry earned a Master of

Business Administration (MBA) from Northwestern University’s Kellogg Graduate School of Management with an emphasis in marketing, strategy, and innovation. ⁷⁴Henry’s board experience includes serving as a director on the boards of Cycurion, Inc. and the Marine Corps Scholarship Foundation and as a trustee for the United States Naval Academy Athletic & Scholarship Programs. Previously, Stoever served on the board of Boulder Crest Foundation and as a board advisor for the United Arab Emirates University (Brentwood Advisory Group, 2024, <https://brentwoodadvisory.com/contact/henry-stoever/>). **Brentwood Advisory Group. “Board & Executive Management Services.** Brentwood Advisory Group is a team of experienced executives to help mid-market companies fill key resource gaps, solve mission critical issues, improve operating results, develop and identify talent and realize opportunities. ⁷⁵We bring together extraordinary business minds with backgrounds in all C-Suite disciplines from a broad spectrum of industries, who can immediately deliver independent thinking, specialized expertise and focused execution, allowing clients to tap into the Brentwood talent pool in a cost variable fashion. The breadth of our experience includes Board of Director and Board committee leadership. Our Principals have deep experience in mid-tier organizations with an emphasis on global operations, including public companies, private-equity groups, foreign-owned U.S.-based subsidiaries and entrepreneurial ventures. The Brentwood methodology is flexible and collaborative. We partner with our clients’ Board and leadership teams to help clearly define and agree on issues to be addressed, establish goals and align planned projects. We provide clients with results oriented deliverables and key performance indicators to track progress. When faced with critical staffing or operational issues, Brentwood will provide our clients with resources and results they require... when they need them” (Brentwood Advisory Group, 2024, <https://brentwoodadvisory.com/>). The following section will cover information about Canada in-depth.

⁷⁴ Brentwood Advisory Group (2024) *CEO, Marketing Communications, and Growth-Focused Leader*. Available from: <https://brentwoodadvisory.com/contact/henry-stoever/> [Accessed November 22, 2024] © 2015 - 2024 Brentwood Advisory LLC

⁷⁵ Brentwood Advisory Group (2024) *Board & Executive Management Services*. Available from: <https://brentwoodadvisory.com/> [Accessed November 22, 2024] © 2015 - 2024 Brentwood Advisory LLC

1.6.4 Canada

⁷⁶⁷⁷In general for the past number of years the beautiful great nation of Canada has been consecutively ranked as having one of the world's highest quality of life standards and a nation brand (Rudolph Muteswa, 2022:94). "Canada is one of the leading developed nations in the world that has gone the extra mile in taking a positive step towards attaining a climate friendly economy" (Rudolph Muteswa, 2021:60 from his famous book title '*Climate Change & the Global Business Community's Viewpoint*'). ⁷⁸"Every day weather and climate play a significant role in shaping human behaviour and business operations. Adequate climate change literacy can only be achieved in many countries by the implementation of basic teaching and training initiatives in science, geography and climate change science studies to achieve sustainable growth" (Rudolph Muteswa, 2021:61). Canada is a country that is home to the world's top entrepreneurs, academics, leaders, diplomats and philanthropists that have significantly contributed towards global economic development. A typical good example of an exemplary and outstanding top entrepreneur and philanthropist from Canada will be discussed as follows:

1.6.4.1 Colonel Gordon Debenham Dailley (*Founder of African Lion Safari*)

Interestingly, the globally renowned and the late Colonel Gordon Debenham Dailley (*Founder of African Lion Safari*) is one of the exemplary and outstanding business leader, environmentalist and philanthropist whose animal recreational area (safari) still continues to play a significant role towards teaching/promoting eco-tourism and promoting the importance of the natural environment in Canada. The unique high quality portrait of the exemplary and outstanding

⁷⁶ Rudolph Muteswa (2021) *Climate Change & the Global Business Community's Viewpoint (Gathered Articles): A North America, Asia, Africa, Oceania & Europe a 21st Century Perspective*. Self Published Humanitarian Educational Book ISBN 978-1-77921-416-4 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

⁷⁷ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

⁷⁸ Rudolph Muteswa (2021) *Climate Change & the Global Business Community's Viewpoint (Gathered Articles): A North America, Asia, Africa, Oceania & Europe a 21st Century Perspective*. Self-Published Ebook, ISBN 978-1-77921-416-4 & it is available as a free download on the online library – <https://rudolphmuteswa.com>

business leader, environmentalist and philanthropist the late Colonel Gordon Debenham Dailley (*Founder of African Lion Safari*) in Canada will be clearly depicted by Figure 1.18 below.

Figure 1.18 The unique high quality portrait of the exemplary and outstanding business leader, environmentalist and philanthropist the late Colonel Gordon Debenham Dailley (*Founder of African Lion Safari*) in Canada



Source: (African Lion Safari, 2024, <https://lionsafari.com/our-founder>). © African Lion Safari 2022. All Rights Reserved.

““**COLONEL G.D. DAILLEY, MBE, CD** Founder of African Lion Safari. **IN HIS EARLY YEARS.** Colonel Gordon Debenham Dailley was born July 24th, 1911 in Winnipeg, Manitoba. He attended St. John’s College and the University of Manitoba and began his military career in 1940. ⁷⁹In 1943 he attended the Canadian War Staff College and then served in England. He held a number of executive positions at Army Headquarters in Ottawa and on the United Nations Armistice Commission in Korea. In 1940, he married Miss Virginia Johnston a ballet dancer from Texas and they had four children, Don, Susan, James and Virginia. He was promoted to the rank of Colonel in 1955 when he was assigned to Belgrade, Yugoslavia, as Canadian Military Attaché. Colonel retired from his military career in 1964 and became the Co-Director of the New

⁷⁹ African Lion Safari (2024) *COLONEL G.D. DAILLEY, MBE, CD*. Available from: <https://lionsafari.com/our-founder> [Accessed November 28, 2024] © African Lion Safari 2022. All Rights Reserved.

Brunswick Centennial Administration. Before joining the army, Colonel was active in sporting circles in Canada and England. He was a “playing-Captain” of England’s Olympic Hockey Team, which won the Olympic title and gold medal in 1936. **HIS DREAM FOR OUR SAFARI.** In mid 1968 Colonel Dailley began pursuing his dream of creating an exciting new attraction in Canada — a drive-through wildlife park dedicated to the conservation of declining wildlife species. He selected a 700-acre parcel of land in Rockton, Ontario and African Lion Safari & Game Farm Ltd. was founded. On Friday August 22, 1969 the safari opened its doors to its first visitors and today 50 years later, Colonel’s dream continues. Colonel Dailley was an active member of many associations and a founding member of two organizations that still exist today; Canada’s Accredited Zoos and Aquariums (CAZA) and Attractions Ontario. Colonel Dailley passed away in the spring of 1989 at the age of 77. Attractions Ontario created a scholarship (The Colonel Don Dailley/Attractions Ontario Scholarship) in his memory. Two scholarships are awarded yearly to second or third year students of a post-secondary tourism program in Ontario. The students must be interested in pursuing a career in the attractions sector of the tourism industry. The scholarship commemorates Colonel’s outstanding contributions and commitment to attractions and Ontario tourism”” (African Lion Safari, 2024, <https://lionsafari.com/our-founder>). The amazing adventure and wildlife animals at the African Lion Safari will be clearly depicted by Figure 1.19 below.

Figure 1.19 The amazing adventure and wildlife animals at the African Lion Safari



Source: (African Lion Safari, 2024, <https://lionsafari.com/>). © African Lion Safari 2022. All Rights Reserved.

According to the African Lion Safari (2024) **AFRICAN LION SAFARI®**. The story of how Canada's Original Safari Adventure™ became a Canadian landmark and global leader in conservation for decades. ⁸⁰**IN THE NAME OF CONSERVATION SINCE '69**. African Lion Safari® is a Canadian owned family business created in the name of conservation by the late Colonel G.D Dailley. The park opened its gates to the public on August 22, 1969 with 40 lions in 3 reserves; today the park houses in excess of 1,000 animals comprised of over 100 species. Our manner of exhibiting animals is completely different from the traditional approach; that is, the visitor is caged in the car, and the animals roam in 2 to 20 hectare (5 to 50 acre) reserves. The park is comprised of over 750 acres, 250 of which provide animals with large areas of bush, grasslands or forest in which they can interact naturally with other animals. In several Game Reserves, mixed species roam and interact as they would in the wild. 25 to 30 acres has been developed for walk through areas and exhibits and the balance of the property is comprised of farm, bush and other habitat, including 40 acres of provincially significant wetland which we maintain and monitor (African Lion Safari, 2024, <https://lionsafari.com/about/>). The following section will cover information about the Republic of South Africa in-depth.

⁸⁰ African Lion Safari (2024) *About*. Available from: <https://lionsafari.com/about/> [Accessed November 28, 2024] © African Lion Safari 2022. All Rights Reserved.

1.6.5 Republic of South Africa

⁸¹“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. 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 Muteswa, 2022:57). Some of the outstanding entrepreneurs, academics, leaders, philanthropists and organizations based in the Republic of South Africa will be discussed as follows:

1.6.5.1 His Excellency Former President Nelson Mandela (*Republic of South Africa*) & Her Excellency Graça Machel (*Wife of the Former President Nelson Mandela of the Republic of South Africa*)

In the Republic of South Africa some of the exemplary and outstanding leaders and philanthropists who have played a significant role towards the field of philanthropy and maintaining good foreign diplomac relations in the great nation of South Africa and other countries to this present day include His Excellency The Late Former President Nelson Mandela (*Republic of South Africa*) & Her Excellency Graça Machel (*Wife of the Former President Nelson Mandela of the Republic of South Africa*) and the Nelson Mandela Foundation. The portrait of the first democratically elected African/Black President of the Republic of South Africa His Excellency Former President Nelson Mandela and Her Excellency Graça Machel will be clearly highlighted by Figure 1.20 below.

⁸¹ Rudolph 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* and it is available as a free download on the online library - <https://rudolphmuteswa.com>

Figure 1.20 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”

⁸²“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 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 information about the globally leading University of KwaZulu-Natal in-depth.

⁸² 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

1.6.5.2 Professor Nana Poku (*Vice-Chancellor and Principal of the University of KwaZulu-Natal, South Africa*)

Today on the continent of Africa many universities and colleges are significantly investing their scarce financial-human resources towards research, innovation and teaching activities in order to produce ground breaking new technologies, educational programs, scarce skills graduates and so on. One of the many Africa-based universities that is globally recognized and leading in terms of research, innovation and teaching activities is the ‘University of KwaZulu-Natal’. One of the exemplary and outstanding top academic and Vice Chancellor of the leading ‘University of KwaZulu-Natal’ will be clearly depicted by Figure 1.21 below.

Figure 1.21 One of the exemplary and outstanding top academic and Vice Chancellor of the leading ‘University of KwaZulu-Natal’



Source: (University of KwaZulu-Natal, 2024, *Vice Chancellor and Principal Professor Nana Poku*, <https://ukzn.ac.za/vice-chancellor/>)

According to the University of KwaZulu-Natal (2024) Professor Nana Poku is the Vice-Chancellor and Principal of the University of KwaZulu-Natal (UKZN) with effect from 24th June 2019. He previously served as the Deputy Vice-Chancellor of the College of Law and

Management Studies at UKZN, and as Acting Vice-Chancellor and Principal from 1 October 2018. He holds a PhD in International Political Economy and has a distinguished career in research on the political economy of health and HIV and AIDS in sub-Saharan Africa and substantial managerial experience in international organizations. ⁸³Professor Poku also brings with him a wealth of experience in Higher Education. He has served as Professor of African Politics at the University of Bradford in the United Kingdom and was subsequently appointed Dean for the School of Social and International Studies and later Pro-Vice-Chancellor for Research. He returned to Africa to lead the African Union preparation for the Sustainable Development Goals; and within UKZN, served as the Executive Director of the Health Economics and AIDS Research Institute (HEARD). He took up his post as Deputy Vice Chancellor of the College of Law and Management Studies at UKZN in 2017. Alongside his managerial and academic roles, Professor Poku has maintained his external development roles in Africa. In 2007, he was an expert witness to United States Congressional Committee on the President's Emergency Plan for AIDS Relief (PEPFAR). During 2006-7, he was a member of the Expert Advisory Group to the EU Africa Governance Project; and from 2007 to 2010, he served as a Special Advisor to British Government on Africa. Since 2007, Professor Poku has been senior advisor on HIV and AIDS policies within Poverty Reduction Strategy Papers for the governments of Botswana, Ghana, Mozambique, Malawi, Namibia, Kenya and Zambia, and over the past two decades has worked in a senior capacity with the World Health Organisation, World Bank, United Nations Development Programme, UNAIDS, International Labour Organisation, European Union, African Union, African Development Bank, Southern African Development Community, and various national development agencies. The new Vice-Chancellor and Principal is passionate about research. His early research examined how Africa responded to the socio-political and economic challenges posed by the HIV and AIDS epidemic. The findings have been significant in shaping global policy and led to Professor Poku being appointed by then-UN Secretary-General Kofi Annan to lead the Commission on HIV and AIDS and Governance in Africa. Professor Poku also directed a World Bank programme of operational research (the Treatment Acceleration Programme) to test the feasibility of strengthening and scaling up on-

⁸³ University of KwaZulu-Natal (2024) *Vice Chancellor*. Available from: <https://ukzn.ac.za/vice-chancellor/> [Accessed October 12, 2024] © University of KwaZulu-Natal: All Rights Reserved

going HIV and AIDS treatment initiatives in Africa. The outcome of the programme was significant in influencing the World Health Organisation's global policy framework on the provision of complex AIDS-related medication in resource-poor settings. Professor Poku has a wide array of published work on globalisation and security, the HIV and AIDS epidemic in Africa, global health, governance, migration and human security. He has authored/edited/co-authored numerous books and is widely published in peer-reviewed, internationally recognised journals, including *Lancet*, *British Medical Journal*, *International Affairs*, *Review of International Studies*, *International Relations*, and *Third World Quarterly*. Professor Poku was educated in the United Kingdom. ⁸⁴He received his BA (Hons) in Politics and Economics from the University of Nottingham, his MA in International Political Economy was from Nottingham Trent University and subsequent MSc in Third World Economics and Development from Coventry University. He read for his PhD in International Political Economy at Nottingham Trent University (University of KwaZulu-Natal, 2024, <https://ukzn.ac.za/vice-chancellor/>). The beautiful unique building architecture and facilities at the University of KwaZulu-Natal will be clearly depicted by Figure 1.22 below.

⁸⁴ University of KwaZulu-Natal (2024) *Vice Chancellor*. Available from: <https://ukzn.ac.za/vice-chancellor/> [Accessed October 12, 2024] © University of KwaZulu-Natal: All Rights Reserved

Figure 1.22 The beautiful unique building architecture and facilities at the University of KwaZulu-Natal



PMB Campus



Westville Campus



Howard College



Edgewood Campus



Medical School



CAMPUSES

Source: (University of KwaZulu-Natal, 2024, UKZN-Campuses, <https://ukzn.ac.za/ukzn-campuses/> and CAMPUSES, <https://ww2.clms.ukzn.ac.za/>). © University of KwaZulu-Natal: All Rights

According to the University of KwaZulu-Natal (2024) **VISION & MISSION GOALS & CORE VALUES. VISION** To be the Premier University of African Scholarship. **MISSION** A truly South African university that is academically excellent, innovative in research, critically engaged with society and demographically representative, redressing the disadvantages,

inequities and imbalances of the past. ⁸⁵**VALUES STATEMENT** UKZN is at work to establish a value-driven organisational culture that empowers the institution and its people to achieve institutional goals. The guiding values are respect, excellence, accountability, client orientation, honesty and trust - represented as **R.E.A.C.H.T.** (University of KwaZulu-Natal, 2024, <https://ukzn.ac.za/vision-mission-goals-core-values/>).⁸⁶**HISTORY.** The University of KwaZulu-Natal was formed on 1 January 2004 as a result of the merger between the University of Durban-Westville and the University of Natal. The new university brings together the rich histories of both the former Universities. The University of Durban-Westville was established in the 1960s as the University College for Indians on Salisbury Island in Durban Bay. Student numbers throughout the 1960s were low as a result of the Congress Alliances policy of shunning apartheid structures. This policy gave way in the 1980s to a strategy of education under protest which sought to transform apartheid institutions into sites of struggle. Student numbers grew rapidly and in 1971, the College was granted University status. The following year, the newly-named University of Durban-Westville moved into its modern campus in Westville and was a site of major anti-apartheid struggle. UDW became an autonomous institution in 1984, opening up to students of all races. Founded in 1910 as the Natal University College in Pietermaritzburg, the University of Natal was granted independent University status in 1949 owing to its rapid growth in numbers, its wide range of courses and its achievements in and opportunities for research. By that time, the NUC was already a multi-campus institution, having been extended to Durban after World War 1. The distinctive Howard College building was opened in 1931, following a donation by Mr T B Davis, whose son Howard Davis was killed during the Battle of Somme in World War I. In 1946, the government approved a Faculty of Agriculture in Pietermaritzburg and, in 1947, a Medical School for African, Indian and Coloured students in Durban. The two KwaZulu-Natal universities were among the first batch of South African institutions to merge in 2004 in accordance with the governments higher educational restructuring plans that will eventually see the number of higher educational institutions in South

⁸⁵ University of KwaZulu-Natal (2024) *VISION & MISSION GOALS & CORE VALUES*. Available from: <https://ukzn.ac.za/vision-mission-goals-core-values/> [Accessed October 12, 2024] © University of KwaZulu-Natal: All Rights Reserved

⁸⁶ University of KwaZulu-Natal (2024) *History*. Available from: <https://ukzn.ac.za/history/> [Accessed October 12, 2024] © University of KwaZulu-Natal: All Rights Reserved

Africa reduced from 36 to 21. ⁸⁷Confirmed by a Cabinet decision in December 2002, the mergers are the culmination of a wide-ranging consultative process on the restructuring of the Higher Education Sector that began in the early 1990s” (University of KwaZulu-Natal, 2024, <https://ukzn.ac.za/history/>). The following section will cover information about the exemplary and outstanding academic, business leader and entrepreneur Dr. Karen Ortlepp in-depth.

1.6.5.3 Dr. Karen Ortlepp (Co-founder of Leadership Insight, South Africa & United Kingdom)

The exemplary and outstanding academic, co-founder and senior consultant of the Republic of South Africa and the United Kingdom-based ‘human resources management, leadership coaching, change management consulting company’ called ‘Leadership Insight’ will be clearly depicted by Figure 1.23 below.

⁸⁷ University of KwaZulu-Natal (2024) *History*. Available from: <https://ukzn.ac.za/history/> [Accessed October 12, 2024] © University of KwaZulu-Natal: All Rights Reserved

Figure 1.23 The exemplary and outstanding academic, co-founder and senior consultant of ‘Leadership Insight’ - Dr. Karen Ortlepp



⁸⁸Source: LinkedIn, 2024, Dr. Karen Ortlepp Industrial/organisational psychologist (HPCSA), Chartered Occupational Psychologist (BPS), leadership coach, organisational development specialist, academic Horsham, England, United Kingdom. “Used with permission from Microsoft”. [The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

Dr. Karen Ortlepp is a United Kingdom based human resources management top academic, consultant and entrepreneur who has significantly contributed towards the knowledge pool of various higher tertiary educational fields such as Organizational Psychology, Human Resources Management, Leadership Coaching, Change Management and so on. ⁸⁹“**Karen Ortlepp (Cape).**

⁸⁸ LinkedIn (2024) Karen Ortlepp. Available from: <https://uk.linkedin.com/in/karen-ortlepp-37183b110> [Accessed October 12, 2024] “Used with permission from Microsoft”. [The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

⁸⁹ Leadership Insight (2024) About Leadership Insight. Available from: https://leadershipinsight.co.za/wp-content/uploads/2023/08/About_Leadership_Insight.pdf [Accessed October 12, 2024] © 2024 Leadership Insight

Karen is an Industrial/Organisational Psychologist with a PhD from Wits University. She has held senior lecturing positions in the Wits Psychology Department, the Wits Business School and within the School of Management at the University of KwaZulu-Natal. Karen has over 20 articles published in accredited journals and has supervised numerous research studies at postgraduate level. In addition to these academic roles Karen has extensive experience in the areas of leadership coaching and the facilitation of customised team and leadership interventions. She is a co-founder of Leadership Insight and is currently based in Cape Town” (Leadership Insight, 2024, <https://leadershipinsight.co.za/>). According to the Leadership Insight (2024) Facilitating organisational growth through leadership development and strategic alignment. **INDIVIDUAL COACHING** - • Building Self-Awareness • Development of EQ • Creating resolve & action planning • Individual alignment to organisational values, strategy and goals. **What makes us unique?** ⁹⁰**Customisation** - building on where your organization is going and what you have done before. **Sustainability** - key focus on creating sustainable change through progress reviews, feedback and anchoring into the organization. **Partnering** - deep collaboration and co-creation within organisational context Experience of our partners.... (Leadership Insight, 2024, <https://leadershipinsight.co.za/>). The following section will cover information about the conclusion of this chapter in-depth.

1.7 Conclusion

It can be concluded that globalization has successfully made the world to become a single economy due to the rapid rise of the Internet that has revolutionized e-commerce. Leaders generally play a critical role in our modern day society for example a Royal Monarch, President, Prime Minister, business owner, chief executive officer (CEO), chairman/chairwoman, an academic (*for instance a university chancellor, university rector, university vice chancellor, university pro-rector, university provost, dean, head of school and or a senior lecturer at any institution of learning*). It can also be concluded that the human evolution was guided by leadership therefore making it the foundation of civilization in every society. In general ‘exemplary leaders’ inspire and unite their followers whilst at the same time gaining their trust.

⁹⁰ Leadership Insight (2024) *About Leadership Insight*. Available from: https://leadershipinsight.co.za/wp-content/uploads/2023/08/About_Leadership_Insight.pdf [Accessed October 12, 2024] © 2024 Leadership Insight

1.8 Review Questions

- 1) Define the following terms 'leader' and 'leadership'?
- 2) Describe the meaning of the following terms 'entrepreneur', 'academic' and 'philanthropist'?
- 3) Describe the importance of leadership branding in entrepreneurship, academic institutions and organizations?
- 4) Identify the various key leadership competencies?

Chapter 2: United Kingdom, Kingdom of Belgium, Republic of Zambia & Republic of Ireland

After studying this chapter you should be able to:

- Define the following two terms ‘principle’ and ‘support’.
- Discuss the importance of ethics in any organization or institution.
- Describe the importance of business ethics.
- Explain the meaning of ethical leadership.
- Discuss the good typical examples of exemplary and outstanding entrepreneurs, academics, leaders, diplomats and philanthropists from the United Kingdom, Kingdom of Belgium, Republic of Zambia & Republic of Ireland.

2.1 Introduction

In general the topic of ‘ethics’ or ‘business ethics’ applies to everyone including Royal Monarchs, Presidents, Prime Ministers, business owners, chief executive officers (*CEOs*), executive directors, philanthropists, academics (*for instance a university chancellor, university rector, university vice chancellor and university provost at any institution of learning*), politicians and many other professionals. “Part of what makes humans unique is our freedom to determine how we’ll act. Whenever we make a choice, it was possible for us to have made a different one. Ethics is only possible because we can act against our nature, based on our conscience. It stops us from simply describing what is likely to happen, and allows us to make judgements about what *should* happen. Of all the ways you might act, which is the best? Of all the possibilities, which one should you bring into reality? That’s the question ethics seeks to answer. Ethics asks us to take responsibility for our beliefs and our actions, and live a life that’s our own”⁹¹ (The Ethics Centre, 2019, <https://ethics.org.au/why-were-here/what-is-ethics/> cited in Rudolph Muteswa, 2019:13). The number one question most of the world’s largest corporations keep asking themselves is ‘*who will get there first?*’ in terms of being considered to be a 100% ethical & compliant organization in the global marketplace. This golden question has immensely

⁹¹ The Ethics Centre (2019) *What is Ethics?* Available from: <https://ethics.org.au/why-were-here/what-is-ethics/>

put pressure on board of directors, CEOs and managers in organizations around the world to continuously shift their focus on re-inventing their core beliefs, principles and corporate culture to reduce their ethics and compliance risk. The definition of terms will be discussed in the following section in-depth.

2.2 Definition of terms

It is critical for words or terms to be defined in educational books as this helps learners or readers of the books to have basic and in-depth understanding of the meaning of the words being discussed. ⁹²“A *principle* refers to a rule, norm, a habitual belief that shapes behavior in a manner that upholds what an individual, society or organization strongly values” (Rudolph Muteswa, 2021:27). ⁹³According to Rudolph Muteswa (2021:96) the term ‘*support*’ for the context of this book refers to the assisting, helping, facilitating and working together of an individual or organization to achieve a uniform goal (Rudolph Muteswa, 2021:96). The following section will cover information about the importance of ethics in an organization in-depth.

2.3 The importance of ethics in any organization/institution

The term ‘*ethics*’ refers to a set of principles that help to shape an individual’s or an organization’s culture, thinking or mindset towards their behavior, morality, conscience and ethos on what they believe is right or wrong in general (Rudolph Muteswa, 2019). According to The Ethics Centre (2019) *Ethics* defines the best option as the one which best achieves what is good, right and consistent with the nature of the things in question (The Ethics Centre, 2019, <https://ethics.org.au/why-were-here/what-is-ethics/> cited in Rudolph Muteswa, 2019:13). ⁹⁴“By definition, *business ethics* are the moral principles that act as guidelines for the way a business

⁹² Rudolph Muteswa (2021) *Climate Change & the Global Business Community’s Viewpoint (Gathered Articles): A North America, Asia, Africa, Oceania & Europe a 21st Century Perspective*. Self-Published Ebook, ISBN 978-1-77921-416-4 & it is available as a free download on the online library – <https://rudolphmuteswa.com>

⁹³ Rudolph Muteswa (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 Ebook & it is available as a free download on the online library – <https://rudolphmuteswa.com>

⁹⁴ “Corporate Finance Institute. *Business Ethics..*”

conducts itself and its [transactions](#). In many ways, the same guidelines that individuals use to conduct themselves in an acceptable way – in personal and professional settings – apply to businesses as well” (“Corporate Finance Institute. *Business Ethics*..”).⁹⁵⁹⁶ According to Duffy (2017) in a business context, *ethics* involves the exercise of values – such as trust and integrity – which influence and determine the day-to-day behaviours and actions of a company. A *code of ethics* is a written set of guidelines issued by a company to its management and staff to help them conduct their behaviour and actions in accordance with its values and ethical standards (Duffy, 2017, www.charteredaccountants.ie/ cited in Rudolph Muteswa, 2019:13). “In general, ethics are a set of morals and principals that define what is good and bad. The implementation of business ethics begins at the top. Business leaders, directors, and CEO's have the responsibility to show good business morals.⁹⁷ Employees will follow the lead of those in charge. If their bosses adhere to ethics, so will they. And the opposite is also true: if the leadership ranks don't use ethics as their driving force, the employees below them won't, either. You must motivate everyone in your company to have good ethics by setting a good example and defining the consequences of being unethical”⁹⁸ (Upcounsel, 2019, <https://www.upcounsel.com/different-types-of-business-ethics> cited in Rudolph Muteswa, 2019:13). **Importance of Business Ethics.** According to Upcounsel (2019) it is important for businesses to have ethics, because of the wide-reaching impact they have on a globalized world. Businesses have a responsibility to workers, shareholders, and customers to influence their lives in a positive way. If a company takes an action that has a negative effect on others, then they also have the responsibility to fix that mistake. Adhering to business ethics isn't just a moral responsibility; it is a legal one. Many countries, including the United States, have civil and criminal laws that a business must follow in regards to operating in an ethical manner. Having no ethics can lead to moral bankruptcy, erode your customers' faith in

⁹⁵ Duffy, D. (2017) *Ethics and the Role of the Board*. Available from: <https://www.charteredaccountants.ie/Accountancy-Ireland/Articles2/Spotlight/Latest-News/ethics-and-the-role-of-the-board> [Accessed 2019, 27 July]

⁹⁶ Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*. Self-Published Educational Ebook, ISBN 978-1-77920-212-3 EAN 9781779202123 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

⁹⁷ Rudolph Muteswa (2019) *Ethics & Compliance by Board of Directors (Gathered Articles): A North America, Europe, Africa, Oceania & Asia Perspective 1st Edition*. Self-Published Educational Ebook, ISBN 978-1-77920-216-1 EAN 9781779202161 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

⁹⁸ Upcounsel (2019) *Types of Business Ethics*. Available from: <https://www.upcounsel.com/different-types-of-business-ethics>

you, and ultimately [kill your business](#) (Upcounsel, 2019, <https://www.upcounsel.com> cited in Rudolph Muteswa, 2019:18). “Business ethics are important for every company. They keep workers safe, help trade and interactions between companies to remain honest and fair, and generally the making of better goods and services. Distinguishing what a company will and won’t stand for is not always the same for each organization, but knowing what guidelines need to be followed helps to keep a company honest and productive”⁹⁹ (“Corporate Finance Institute. *Business Ethics*..”). According to Upcounsel (2019) ¹⁰⁰the benefits of business ethics go far beyond just being a moral business. There are great economic effects of being an ethical business. The relationships you create encourage people to invest both their time and resources into your company. You will spend less time managing relationships between your employees because there will be less conflict. And you will attract customers with your good reputation.

Understanding business ethics and having high ethical standards can also produce other benefits:

- Employees with high morale.
- Customer loyalty.
- Positive impacts on the community.
- Negate the risk of negative press (Upcounsel, 2019, <https://www.upcounsel.com/> cited in Rudolph Muteswa, 2019:18). The following section will cover information about ethical leadership in-depth.

2.4 Ethical leadership

“*Ethical leadership* is a form of leadership in which individuals demonstrate conduct for the common good that is acceptable and appropriate in every area of their life”¹⁰¹ (Villanova University, 2019, www.villanovau.com cited in Rudolph Muteswa, 2019:92). According to the

⁹⁹ “Corporate Finance Institute. *Business Ethics*..”

¹⁰⁰ Rudolph Muteswa (2019) *Ethics & Compliance by Board of Directors (Gathered Articles): A North America, Europe, Africa, Oceania & Asia Perspective 1st Edition*. Self-Published Educational Ebook, ISBN 978-1-77920-216-1 EAN 9781779202161 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

¹⁰¹ Villanova University (2019) *What is Ethical Leadership?* Available from: <https://www.villanovau.com/resources/leadership/what-is-ethical-leadership/>

Ethical Systems.org (2019) 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.¹⁰²*Leadership may therefore be the most important lever in an ethical system designed to support ethical conduct* (Ethical Systems.org, 2019, <https://www.ethicalsystems.org/content/Ethical-Systems-Services> cited in Rudolph Muteswa, 2019:92). **Key elements of ethical leadership.**¹⁰³According to Villanova University (2019) ethical leadership is a form of leadership in which individuals demonstrate conduct for the common good that is acceptable and appropriate in every area of their life. It is composed of the following three major elements:

2.4.1 Be the Example

A noble quality of a leader is leading by example. As an ethical leader, it's important to remember that actions often speak louder than words. People are more likely to judge someone based on how they act, rather than what they say. By practicing and demonstrating the use of ethical, honest and unselfish behavior to subordinates, ethical leaders may begin to earn the respect of their peers. People may be more likely to follow a leader who respects others and shows integrity.

2.4.2 Champion the Importance of Ethics

One role of an ethical leader is focusing on the overall importance of ethics, including ethical standards and other ethical issues, and how these factors can influence society. As an ethical

¹⁰² Ethical Systems.org (2019) *Leadership*. Available from: <https://www.ethicalsystems.org/content/Ethical-Systems-Services>

¹⁰³ Villanova University (2019) *What is Ethical Leadership?* Available from: <https://www.villanovau.com/resources/leadership/what-is-ethical-leadership/>

leader, it's important to teach peers about ethics, especially in cases where they are faced with an ethical issue in the workplace¹⁰⁴.

2.4.3 Communicate

Successful ethical leaders tend to be good communicators. People communicate in different ways. Some may feel comfortable speaking in public, regardless of personnel or situation, while others may be hesitant to speak with a leader because of fear, anxiousness or simply not knowing how to articulate what they are trying to say. They might be better talking via email, rather than in person. It's an ethical leader's job to communicate with each member of the team, but also allow for open conversation, as some people may have questions and concerns that need addressed. It's important for leaders to build camaraderie with their team. Quality relationships tend to be built on trust, fairness, integrity, openness, compassion and respect (Villanova University, 2019, www.villanovau.com/ cited in Rudolph Muteswa, 2019:99). The following section will cover information about the different examples of entrepreneurs, academics, leaders, diplomats and organizations based in the United Kingdom, Kingdom of Belgium, Republic of Zambia & Republic of Ireland in-depth.

2.5 Examples of countries with exemplary and outstanding entrepreneurs, academics, leaders, diplomats and philanthropists

The following section will cover information about a typical good example of an exemplary entrepreneur and leader/diplomat based in the United Kingdom in-depth.

2.5.1 United Kingdom

¹⁰⁵The 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, a

¹⁰⁴ Villanova University (2019) *What is Ethical Leadership?* Available from: <https://www.villanovau.com/resources/leadership/what-is-ethical-leadership/>

¹⁰⁵ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

globally celebrated & popular Monarch & Royal Family, hosting major global events and modern infrastructure (Rudolph Muteswa, 2022:21). In the United Kingdom (UK) the government foreign diplomatic relations are guided and managed by the UK Prime Minister, the Cabinet and the Foreign, Commonwealth & Development Office (FCDO) and its staff team since they all serve as diplomats of the country. Typical good examples of outstanding and exemplary entrepreneurs, leaders and diplomats based in the United Kingdom will be discussed as follows:

2.5.1.1. The Rt Hon Sir Keir Starmer KCB KC MP (*Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union*)

The high quality portrait of the current United Kingdom Prime Minister The Rt Hon Sir Keir Starmer KCB KC MP (*Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union*) will be clearly depicted by Figure 2.1 below.

Figure 2.1 The high quality portrait of the current United Kingdom Prime Minister The Rt Hon Sir Keir Starmer KCB KC MP (*Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union*)



Source: (UK Government Cabinet Office and Prime Minister's Office, 10 Downing Street, *Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union The Rt Hon Sir Keir Starmer KCB KC MP.*, https://assets.publishing.service.gov.uk/media/66881349d9d35187868f454c/s465_53836009867_63fd6cdffe_b.jpg). © Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union, 2024. This information is licensed under the Open Government Licence v3.0. To view/ this licence, visit <https://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

“Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union The Rt Hon Sir Keir Starmer KCB KC MP

¹⁰⁶**Biography**

Sir Keir Starmer became Prime Minister on 5 July 2024.

¹⁰⁶ United Kingdom Government Cabinet Office and Prime Minister's Office, 10 Downing Street (2024) *Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union The Rt Hon Sir Keir Starmer KCB KC MP.* Available from: <https://www.gov.uk/government/people/keir-starmer> [Accessed November 16, 2024] © Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union, 2024. This information is licensed under the Open Government Licence v3.0. To view/ this licence, visit <https://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

Education

Keir attended Reigate Grammar School, before studying Law at the University of Leeds. He went on to do postgraduate studies at the University of Oxford, receiving a Bachelor of Civil Law (BCL) degree.

Political Career

Keir was elected a Member of Parliament for Holborn and St Pancras in May 2015. He was elected leader of the Labour Party in April 2020.

Career before politics

Keir qualified as a barrister in 1987 working in private practice before working as a legal advisor to the Northern Ireland Policing Board. He was appointed Queen's Counsel (QC) in 2002. In 2008, Keir was appointed Director of Public Prosecutions, leading the Crown Prosecution Service until 2013. He received a knighthood in 2014 for services to criminal justice.

Personal Life

Keir is married and has two children.

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
- is the principal government figure in the House of Commons

[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 responsibilities
- 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 Civil Service

¹⁰⁷The 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](#)

Minister for the Union

¹⁰⁷ United Kingdom Government Cabinet Office and Prime Minister's Office, 10 Downing Street (2024) *Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union The Rt Hon Sir Keir Starmer KCB KC MP*.

Available from: <https://www.gov.uk/government/people/keir-starmer> [Accessed November 16, 2024] © Prime Minister, First Lord of the Treasury, Minister for the Civil Service, and Minister for the Union, 2024. This information is licensed under the Open Government Licence v3.0. To view/ this licence, visit <https://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

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](#)” (United Kingdom Government Cabinet Office and Prime Minister's Office, 10 Downing Street, 2024, <https://www.gov.uk/government/people/keir-starmer>). The following section will cover information about Hill Helicopters in-depth.

2.5.1.2 Jason Hill (Founder, Chairman and Chief Engineer of Hill Helicopters, United Kingdom)

The exemplary and outstanding entrepreneur, business leader and founder of the top United Kingdom-based helicopter manufacturing company called ‘Hill Helicopters’ will be clearly depicted by Figure 2.2 below.

Figure 2.2 The exemplary and outstanding entrepreneur, business leader and founder of the top United Kingdom-based helicopter manufacturing company called ‘Hill Helicopters’



Source: (Hill Helicopters, *Jason Hill*, 2024, <https://www.hillhelicopters.com/about-us>). © 2024 HILL HELICOPTERS. “By permission of Hill Helicopters Limited”.

According to Hill Helicopters (2024) **JASON HILL FOUNDER, CHAIRMAN AND CHIEF ENGINEER**. The HX50 evolved from the childhood dream of Jason Hill. Growing-up in

England in the 1980s, he watched *Airwolf*, the American TV military drama series featuring a fictional advanced supersonic assault helicopter with stealth capabilities.¹⁰⁸ That experience triggered a burning ambition in Jason to fly a helicopter just like the one in the TV show. When Jason learned that his dream aircraft with supercar styling, performance and comfort did not exist in real life, he decided to design and built it himself. That became his life-long mission. After taking a first-class honours degree in Mechanical Engineering degree from Aston University, Jason went to work in Yeovil with AgustaWestland (now Leonardo), the military and commercial helicopter manufacturer. AgustaWestland sponsored his doctorate in Computational Aerodynamics at Cranfield University. Jason also travelled to California where he trained and obtained his private pilot licence for helicopters (PPL(H)). Jason left AgustaWestland in 2007 to establish his own engineering consulting business, Dynamiq Engineering. When he and his engineering team were not solving complex engineering problems for their clients, they were designing and developing the HX50. By 2020, the HX50 project was sufficiently advanced and had gained enough interest and support among other, equally frustrated helicopter pilots for Dr Hill to accept advance orders for the HX50. The Hill Group was formed in July 2020 and the first orders were signed (Hill Helicopters, 2024, <https://www.hillhelicopters.com/about-us>). “By permission of Hill Helicopters Limited”. The magnificent modern world class facilities and helicopter products of the leading Hill Helicopters will be clearly depicted by Figure 2.3 below.

¹⁰⁸ Hill Helicopters (2024) *About Us*. Available from: <https://www.hillhelicopters.com/about-us> [Accessed October 15, 2024] © 2024 HILL HELICOPTERS “By permission of Hill Helicopters Limited”.

Figure 2.3 The magnificent modern world class facilities and helicopter products of the leading Hill Helicopters



Source: (Hill Helicopters, 2024, <https://www.hillhelicopters.com/about-us> and <https://www.hillhelicopters.com/contact>). © 2024 HILL HELICOPTERS “By permission of Hill Helicopters Limited”.

“HELICOPTER FLIGHT MORE ATTAINABLE THAN EVER. Experience the HX50, where advanced technology meets unparalleled design to redefine helicopter flight. Our innovative approach removes the complexity of traditional controls, replacing them with an intuitive, immersive, and joyful flying experience.¹⁰⁹ Rediscover the essence of flight with the HX50's vertical lift-off capabilities, smooth handling, and seamless integration with the sky. Whether you're a seasoned pilot or a newcomer, the HX50 invites you to explore new horizons and embark on journeys limited only by your imagination” (Hill Helicopters, 2024,

¹⁰⁹ Hill Helicopters (2024) *About Us*. Available from: <https://www.hillhelicopters.com/about-us> [Accessed October 15, 2024] © 2024 HILL HELICOPTERS “By permission of Hill Helicopters Limited”.

<https://www.hillhelicopters.com/about-us>). “By permission of Hill Helicopters Limited”. The following section will cover information about the Kingdom of Belgium in-depth.

2.5.2 Kingdom of Belgium

¹¹⁰¹¹¹According to Michigan State University (2021) Belgium is a country in Western Europe that borders the North Sea. Neighboring countries include France, Germany, Luxembourg, and the Netherlands. Flat coastal plains take up most of the northwest, but rugged mountains of the Ardennes Forest lie in the southeast (Michigan State University, 2021, <https://globaledge.msu.edu/countries/belgium> cited in Rudolph Muteswa, 2022:76).
¹¹²“**Belgium's strong points. Belgium, in the heart of Europe.** Belgium is in the heart of Europe, surrounded by Germany, the Netherlands, France and the Grand Duchy of Luxembourg. Its excellent airport, road, rail, harbour and port facilities bring the country closer to several other European countries. This privileged strategic position has helped make the country a force to be reckoned with on the international scene, as much in political terms as in terms of the economy or tourism. With its 70 kilometres of coastline in the north and its hilly south, Belgium has plenty of tourist attractions to offer anyone who also wishes to discover its numerous cities, rich in art and history. **The country where life is good.** It is commonly said about Belgium that it’s a country where you can live well. With a high human development index (17th in the UNDP ranking for 2012/2013), the country enjoys a high quality of life. Furthermore, Belgium has a lot of strong points: a healthcare system that is among the most highly developed in the world, its particularly dense transport network, its numerous green spaces, its open, diversified economy,

¹¹⁰ Michigan State University (2021) *Belgium*. Available from: <https://globaledge.msu.edu/countries/belgium> [Accessed November 16, 2021]

¹¹¹ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

¹¹² Council of Europe (2021) *A modern Federal European State*. Available from: <https://www.coe.int/en/web/portal/belgianchairmanship-federalstate> [Accessed November 16, 2021] © Council of Europe 2021

and so on. ¹¹³**A major economic player.** Situated along a major economic and urban axis, Belgium also has a North Sea coastline. Enriched by its three national languages – French, Dutch, and German – it is at the top of many European competitiveness and productivity rankings. The Belgian economy is known for its great diversity, a guarantee of a certain stability. Most of Belgium's multicultural workers are therefore deployed in the food, automotive, or aerospace sectors, or in industries specialising in pharmaceutical products, biotechnology, and transport and logistics”” (Council of Europe, 2021, <https://www.coe.int/en/web/portal/belgianchairmanship-federalstate> cited in Rudolph Muteswa, 2022:77). ¹¹⁴¹¹⁵**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. 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” (Rudolph Muteswa, 2024:69 cited from his famous book title ‘*The Uniqueness of the ‘European Union’, Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs’, Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*’). In the Kingdom of Belgium the government foreign diplomatic relations are guided and managed by His Royal Majesty the King of the Kingdom of Belgium, the Prime Minister of the Kingdom of Belgium, the Cabinet and the Kingdom of Belgium Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation department

¹¹³ Rudolph 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 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

¹¹⁴ Rudolph Muteswa (2023) *12 Leaders of Various Countries Around the World (Gathered Articles): A North America, Europe, Africa & Oceania 21st Century Perspective 1st Edition*, p1-80, ISBN: 978-1-77931-813-8, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

¹¹⁵ Rudolph Muteswa (2024) *The Uniqueness of the ‘European Union’, Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs’, Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*, Self-Published Educational Ebook, ISBN: 978-1-77934-025-2 EAN: 9781779340252 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

and its staff team since they all serve as diplomats of the country. The outstanding and exemplary leader and Royal Monarch of the Kingdom of Belgium will be discussed as follows:

2.5.2.1 Royal Monarch of the Kingdom of Belgium King Philippe

The globally renowned Royal Monarch of the Kingdom of Belgium King Philippe is one of the exemplary and outstanding Belgian philanthropists who have played a critical role towards the development of the Belgian and the European Union society/community. In general the Royal Monarch of the Kingdom of Belgium King Philippe is the one of the highly distinguished exemplary and outstanding Belgian diplomat who has successfully maintained the Kingdom of Belgium's good foreign diplomatic relations with various countries located around the world. The portrait of the exemplary Royal Monarch of the Kingdom of Belgium King Philippe will be clearly depicted by Figure 2.4 below.

Figure 2.4 Portrait of the Royal Monarch of the Kingdom of Belgium King Philippe



Copyrights: Royal Palace

¹¹⁶¹¹⁷““**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

¹¹⁶ 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.

¹¹⁷ Rudolph Muteswa (2024) *The Uniqueness of the 'European Union', Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs', Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*, Self-Published Educational Ebook, ISBN: 978-1-77934-025-2 EAN: 9781779340252 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

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. ¹¹⁸In 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. ¹¹⁹Another 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

¹¹⁸ Rudolph Muteswa (2024) *The Uniqueness of the 'European Union', Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs', Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*, Self-Published Educational Ebook, ISBN: 978-1-77934-025-2 EAN: 9781779340252 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

¹¹⁹ 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.

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 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.¹²⁰ 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

¹²⁰ 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.

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 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”””¹²¹¹²² (The Royal Palace, Brussels, Belgium, 2023, <https://www.monarchie.be/en/royal-family/the-king>). The magnificent historical high quality portraits of the exemplary leaders the Royal Monarch of the Kingdom of Belgium King Philippe and Queen Mathilde of Belgium and His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander and Queen Máxima will be clearly depicted by Figure 2.5 below.

¹²¹ 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.

¹²² Rudolph Muteswa (2024) *The Uniqueness of the 'European Union', Kingdom of Belgium, Kingdom of the Netherlands & United States of America: Guide for Prime Ministers, Presidents, Royal Monarchs', Ministers, Senators, Tourists, Foreign Diplomats, Students, Academics & Other Professionals 1st Edition*, Self-Published Educational Ebook, ISBN: 978-1-77934-025-2 EAN: 9781779340252 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

Figure 2.5 The magnificent historical high quality portraits of the exemplary leaders the Royal Monarch of the Kingdom of Belgium King Philippe and Queen Mathilde of Belgium and His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander and Queen Máxima



Photo 1



Photo 2



Photo 3



Photo 4

Source: Royal House of the Netherlands: (Photo 1 - Amsterdam, 28 November 2016: King Willem-Alexander and Queen Máxima officially welcome King Philippe and Queen Mathilde at the Royal Palace on Dam Square in Amsterdam at the beginning of their three-day state visit. Image: © Robin Utrecht. Available from: <https://www.royal-house.nl/photos/state-visits-incoming/belgium-2016> and Photo 2 - Amsterdam, 28 November 2017: Official photo of King Willem-Alexander, Queen Maxima, King Philippe, Queen Mathilde, Princess Beatrix, Prince Constantijn, Princess Laurentien, Princess Margriet and Professor Pieter van Vollenhoven in the small reception room of the Royal Palace Amsterdam. Image: © Patrick van Katwijk. Available from: <https://www.royal-house.nl/binaries/large/content/gallery/royalhouse/content-afbeeldingen/staatsbezoeken/belgium-incoming-november-2016/state-banquet-belgique.jpg> and Photo 3 - Amsterdam, 29 November 2016: The King and Queen of the Belgians host a concert at the Muziekgebouw aan 't IJ, with performances by the National Orchestra of Belgium and Ozark Henry. Image: © Robin Utrecht. Available from: <https://www.royal-house.nl/binaries/large/content/gallery/royalhouse/content-afbeeldingen/staatsbezoeken/belgium-incoming-november-2016/concert.jpg> and Photo 4 - Amsterdam, 28 November 2016: King Willem-Alexander and King Philippe at the Royal Palace on Dam Square. Image: © Patrick van Katwijk. Available from: <https://www.royal-house.nl/binaries/large/content/gallery/royalhouse/content-afbeeldingen/staatsbezoeken/belgium-incoming-november-2016/state-visit-belgium-two-flags.jpg>. “Used with permission”.

“The excellent foreign relations and cooperation of the Kingdom of Belgium and the Kingdom of the Netherlands have existed for many years. In addition the good foreign relations between the

Kingdom of Belgium and the Kingdom of the Netherlands will continuously be cemented¹²³ and empowered by the two countries' common goals towards: economic development, democracy, peace, climate change, tourism, education, human rights protection and many other goals” (Rudolph Muteswa, 2025:45 cited from his famous book ‘*Biographies of the Exemplary & Outstanding Global Leaders: His Royal Majesty King Willem-Alexander and Her Royal Majesty Queen Máxima of the Kingdom of the Netherlands 1st Edition*’). The following section will cover information about the Republic of Zambia in-depth.

2.5.3 Republic of Zambia

¹²⁴“Zambia is one of the true success stories of a transforming developing nation on the continent of Africa and it has become the pride and jewel of people living on the continent of Africa as a result of its exemplary journey towards attaining prosperity (*such as its current economic development programs, peaceful environment, highly attractive investment opportunities, aviation/airport projects, technological innovations, infrastructure development projects and so on*)” (Rudolph Muteswa, 2024:87 cited from his famous book title ‘*20 Popular Global Destinations, Airports, Cruise Ships & Trains Revised Edition*’). The outstanding academics, entrepreneurs and organizations based in the Republic of Zambia will be discussed as follows:

2.5.3.1 Dr. Vincent Kouwenhoven (Founder & MD of Green Safaris, Zambia) and Daniel Allcock (MD & CFO of Green Safaris, Zambia)

The photography of the exemplary and outstanding entrepreneurs and leadership team of Green Safaris will be clearly depicted by Figure 2.6 below.

¹²³ Rudolph Muteswa (2025) *Biographies of the Exemplary & Outstanding Global Leaders: His Royal Majesty King Willem-Alexander and Her Royal Majesty Queen Máxima of the Kingdom of the Netherlands 1st Edition*, Self-Published Educational Ebook, ISBN: 978-1-77934-136-5 EAN: 9781779341365 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

¹²⁴ Rudolph Muteswa (2024) *20 Popular Global Destinations, Airports, Cruise Ships & Trains Revised Edition*. Self-Published Educational Ebook, ISBN: 978-1-77933-870-9 EAN: 9781779338709 and it available as a free download on the free online library – <https://rudolphmuteswa.com>

Figure 2.6 The photography of the exemplary and outstanding entrepreneurs and leadership team of Green Safaris



Dr. Vincent Kouwenhoven (Founder & MD)

Daniel Allcock (MD & CFO)

Source: (Tongabezi Lodge Victoria Falls, 2024, <https://greensafaris.com/tongabezi/>). © 2024 Green Safaris.

“Green Safaris. FROM AFRICA WITH LOVE. We are driven by our passion to preserve the most pristine areas of African nature. And we want to share our passion with you, by offering unique experiences. Intimate encounters in the most beautiful and remote locations. ¹²⁵With the greatest care we handpicked our destinations where we operate our premier camps. Every place has a special story to tell and is part of an important ecosystem. We take the greatest care to help protect and nurture these places, so that generations to come may enjoy it as we do. And that's where our mission comes from: We design and operate our camps in the most sustainable way and actively involve the local communities. Now it's time to invite you to experience Africa in a truly personal and unique way. Intimately fall in love with its nature and its people, whilst helping to sustain these pristine areas at the same time. We take pride in exceeding your expectations. - Vincent Kouwenhoven and Daniel Allcock Founder and Managing Director of Green Safaris” (Green Safaris, 2024, <https://greensafaris.com/about-us.php>). The amazing natural environment and facilities at the Tongabezi Lodge Victoria Falls will be clearly depicted by Figure 2.7 below.

¹²⁵ Green Safaris (2024) *About Us*. Available from: <https://greensafaris.com/about-us.php> [Accessed October 23, 2024] © 2024 Green Safaris.

Figure 2.7 The amazing natural environment and facilities at the Tongabezi Lodge Victoria Falls



Tongabezi Lodge Victoria Falls



Tongabezi + Chisa Busanga Camp

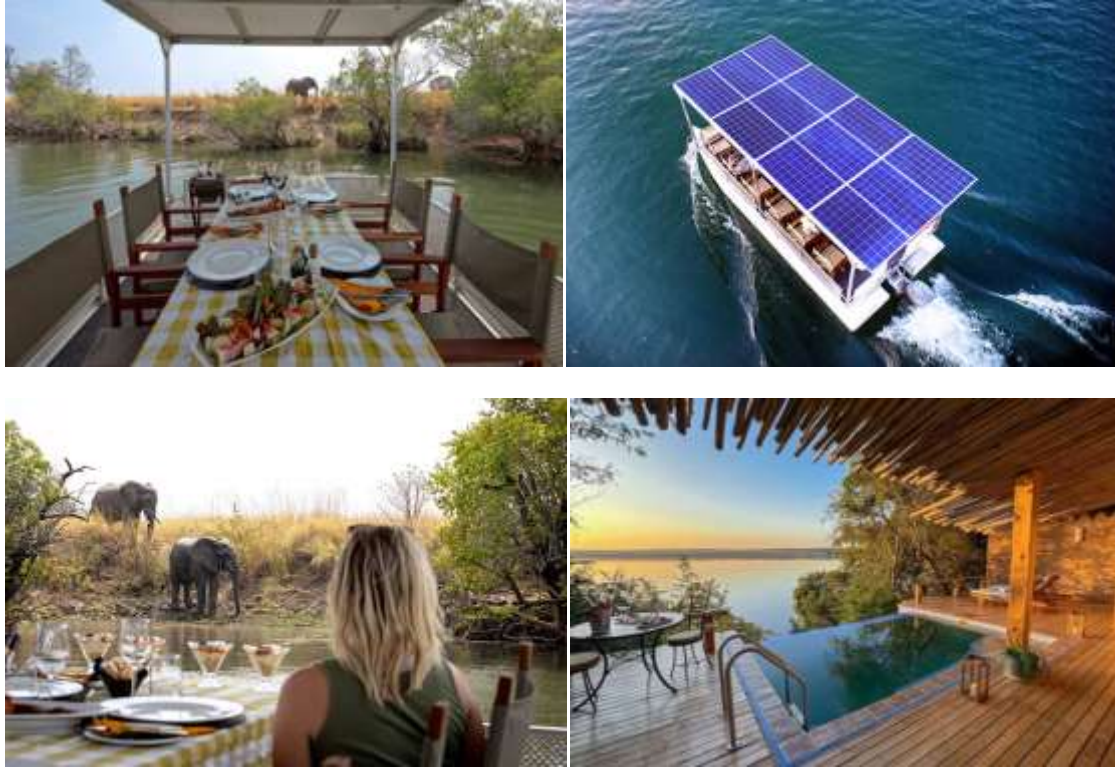
Source: (Tongabezi Lodge Victoria Falls, 2024, <https://greensafaris.com/tongabezi/>).

“WELCOME TO TONGABEZI. This award winning eco-lodge in Zambia leans into the tranquillity of its hidden location on the banks of the Zambezi River. Combine romance and luxury with a hint of adventure as you relax just 12km upstream of Victoria Falls. ¹²⁶Our joyous team welcome guests to a selection of Houses and Cottages, each embellished with interiors lovingly chosen from around Africa. Immerse yourself in nature and experience unique dining and river activities. Conde Nast may have called Tongabezi one of the top 20 Hotels in the World, but would you believe we started out as tents with bucket showers?” (Tongabezi Lodge

¹²⁶ Tongabezi Lodge Victoria Falls (2024) *Tongabezi*. Available from: <https://greensafaris.com/tongabezi/> [Accessed October 23, 2024] © 2024 Green Safaris.

Victoria Falls, 2024, <https://greensafaris.com/tongabezi/>). The beautiful wildlife and facilities at the ILA Safari Lodge (owned by Green Safaris) will be clearly depicted by Figure 2.8 below.

Figure 2.8 The beautiful wildlife and facilities at the ILA Safari Lodge (owned by Green Safaris)



ILA Safari Lodge - The first lodge in Zambia to offer electric game drives and river cruises.

Source: (Green Safaris, 2024, <https://greensafaris.com/ila/>). © 2024 Green Safaris.

“WELCOME TO ILA. As a luxury tented lodge sensitive to the pristine ecosystem of Kafue National Park, Ila Safari Lodge is intimately woven into the stillness of its place on the Kafue River. ¹²⁷From environmentally friendly, locally sourced building materials and solar-powered electricity to development of Zambia’s first electric game drive vehicle, Ila is a truly environmentally conscious safari experience. Yet it still manages to effortlessly infuse modern African style, elegance and comfort to make this your unique bush retreat in the heart of Kafue. Green Safaris’ sustainability ethos began with Ila Safari Lodge. Ila’s history though is much

¹²⁷ Green Safaris (2024) *ILA*. Available from: <https://greensafaris.com/ila/> [Accessed October 23, 2024] © 2024 Green Safaris.

older and a fascinating story we love telling” (Green Safaris, 2024, <https://greensafaris.com/ila/>). The following section will cover information about the Zambian Open University in-depth.

2.5.3.2 Prof. Kavwanga Yambayamba (*Vice Chancellor of The Zambian Open University – ZAOU*)

The high quality photograph of the exemplary and outstanding top academic and Vice Chancellor of the leading Zambian Open University will be clearly depicted by Figure 2.9 below.

Figure 2.9 The high quality photograph of the exemplary and outstanding top academic and Vice Chancellor of the leading Zambian Open University



Vice Chancellor Prof. Kavwanga Yambayamba



ZAOU Facilities

Source: (Zambian Open University, 2024, *Prof. Kavwanga Yambayamba*, <https://zaou.ac.zm/vice-chancellor/> and <https://zaou.ac.zm/about-zaou/>). © 2024. All rights reserved.

¹²⁸“**Vice Chancellor. Vice Chancellor Prof. Kavwanga Yambayamba.** Kavwanga Yambayamba is Associate Professor of Animal Science and current Vice Chancellor of Zambian Open University. He has 37 years of experience as an academic in the higher education sector. He is an accomplished educationist, manager and human development expert. He holds a

¹²⁸ Zambian Open University (2024) *Vice Chancellor*. Available from: <https://zaou.ac.zm/vice-chancellor/> [Accessed October 11, 2024] © 2024. All rights reserved.

Bachelor of Science (Agricultural Sciences) from the University of Zambia (UNZA), a Postgraduate Diploma in Animal Science from the Agricultural University of Norway, a Master of Science and Doctor of Philosophy in Animal Growth and Developmental Physiology from the University of Alberta in Canada. Academically, as a lecturer and researcher, Professor Yambayamba has taught courses including Endocrinology & Metabolism at the Postgraduate level; Anatomy & Physiology of Domestic Animals, Animal Products & By-products and Management of Farm Animals at the Undergraduate level” (Zambian Open University, 2024, <https://zaou.ac.zm/vice-chancellor/>).¹²⁹“**The Beginnings. About ZAOU.** The Zambian Open University (ZAOU) was the first private university to operate in Zambia. In February 2002, six founding members, working with other colleagues from the University of Zambia, mooted the idea of establishing the University to meet the demand for higher education that had arisen in the country. At the time, there were only two public universities in the country: The University of Zambia and Copperbelt University. Government was increasingly demanding for higher qualifications from its employees, particularly in the teaching sector. The founders learnt that there were more than 32,000 and 7,000 Primary and Secondary school teachers, respectively, with certificate and diploma qualifications who needed upgrading to university qualification. It was quickly realized that such demand could not be met through traditional methods (face-to-face) of teacher education. Education could be brought to their doorsteps through new, flexible methods and approaches. To this effect, the founders conceived and settled on an ‘Open University’ concept. In November 2002, ZAOU was registered as a private company under the Companies Act No. 26 of 1998. In December 2004, ZAOU was registered with the then Ministry of Education, thus heralding the birth of the first private, open university in Zambia. ZAOU’s first 369 students were enrolled in January, 2005, in the School of Education and the School of Social Sciences and Law” (Zambian Open University, 2024, <https://zaou.ac.zm/about-zaou/>). The following section will cover information about Ireland in-depth.

¹²⁹ Zambian Open University (2024) *About ZAOU*. Available from: <https://zaou.ac.zm/about-zaou/> [Accessed October 11, 2024]
© 2024. All rights reserved.

2.5.4 Republic of Ireland

¹³⁰According 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 and home to a people known for passion, humour and imagination. ¹³¹Steeped 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)* (This is Ireland, 2022, <https://ireland.ie/life-culture/> cited in Rudolph Muteswa, 2022:58). The following section will cover information about the exemplary and outstanding academics based in the Republic of Ireland in-depth.

2.5.4.1 Dáire Keogh (President of Dublin City University) and Professor Anne Sinnott (Deputy President of Dublin City University)

According to Dublin City University (2024) **Who we are**. The President is the highest ranking administrative and academic officer of the University. Reporting to the University’s Governing Authority, the President has full responsibility for the strategic planning, operation, management, and policies of DCU. The President’s Office website contains information on the role and key responsibilities of the President and his staff as well as the structure and membership of DCU’s Senior Management team. It also hosts information related to Honorary Conferings at DCU, as well as the annual DCU President’s Awards. You will also find guidance for staff who wish to invite the President to speak at an event, or to officially welcome dignitaries and international delegations to DCU (Dublin City University, 2024, <https://www.dcu.ie/>). ““**DCU Deputy President**. Professor Anne Sinnott was appointed Deputy President of DCU in July 2020, and

¹³⁰ This is Ireland (2022) *Life & Culture*. Available from: <https://ireland.ie/life-culture/> [Accessed January 17, 2022]

¹³¹ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

also holds the position of Vice President for Diversity and Equality.¹³² Prior to her appointment as Deputy President, Professor Sinnott was Executive Dean of DCU Business School and a member of both the Senior Management Group and Executive of the University. She has held the roles of Deputy Dean, Director of International Development, Associate Dean for Teaching and Learning and Head of the Marketing Group during her time in DCU. Prof Sinnott has previously worked in both market research and in education. She is an IRCA certified Internal Quality Auditor and a member of the Marketing Institute of Ireland. Since leading DCU Business School to AACSB accreditation in 2015 she has served on a number of AACSB peer review panels and as mentor to a number of International business schools. She is a member of the AACSB Continuous Review Committee and the European Advisory Panel. She is the Aurora Champion in DCU and sits on the University's Women in Leadership Steering Group. Her current interests include women in leadership and business education for women in Saudi Arabia. Prof Sinnott holds a PhD and MBA from NUI, Galway and a BA and Higher Diploma in Education from University College Dublin. Recent research projects have included the marketization of higher education and the development of a customer centric approach to policing” (Dublin City University, 2024, <https://www.dcu.ie/president/dcu-deputy-president>). According to Dublin City University (2024) **Welcome**.¹³³ DCU is proud to be one of the world's leading Young Universities, with a mission to transform lives and societies. Through education, research and innovation, we are focused on delivering real impact, and addressing global challenges in collaboration with our partners and stakeholders - **Dáire Keogh President** (Dublin City University, 2024, <https://www.dcu.ie>). “I am proud to lead Dublin City University on the next phase of its remarkable journey. DCU is a beacon of excellence in research, innovation, engagement, and opportunity.¹³⁴ Now with more than 19,000 students, we are recognised for providing life-changing educational opportunities, backed by world class expertise in teaching and learning. Our mission to ‘transform lives and societies’ is reflected in DCU’s many initiatives to broaden access to higher education, and in our impactful research addressing the

¹³² Dublin City University (2024) *DCU Deputy President*. Available from: <https://www.dcu.ie/president/dcu-deputy-president> [Accessed October 14, 2024]

¹³³ Dublin City University (2024) *Welcome*. Available from: <https://www.dcu.ie> [Accessed October 14, 2024]

¹³⁴ Dublin City University (2024) *Fáilte | Welcome*. Available from: <https://www.dcu.ie/president> [Accessed October 14, 2024]

challenges facing our world today. DCU ranks among the world's top young universities (QS and THE rankings) and in the world's Top 100 in the Times Higher Education Impact Rankings” - **Dáire Keogh President** (Dublin City University, 2024, <https://www.dcu.ie/president>). The following section will cover information about the conclusion of this chapter in-depth.

2.6 Conclusion

It can be concluded that ethics are principles that help to shape an individual's or an organization's culture towards their morality and ethos. The topic of 'ethics' or 'business ethics' applies to everyone including Royal Monarchs, Presidents, Prime Ministers, business owners, chief executive officers (*CEOs*), executive directors, philanthropists, academics, politicians and many other professionals. It can also be concluded that ethics helps human beings to make their day-to-day decisions, plans and actions in a manner that is in direct alignment with their conscience. It can also be concluded that ethics are moral principles that help any leader or individual to choose the appropriate decision or action that will help them to attain good results that do not compromise their ethical behaviors, values and principles. It can also be concluded that ethical leadership occurs when leaders perform their duties in a manner that is exemplary, productive and motivating.

2.7 Review questions

- 1) Define the following two terms 'principle' and 'support'?
- 2) Discuss the importance of ethics in any organization or institution?
- 3) Describe the importance of business ethics?
- 4) Explain the meaning of ethical leadership?

Chapter 3: Republic of India, Republic of Namibia, Republic of Kosovo & Kingdom of Norway

After studying this chapter you should be able to:

- Define the following terms ‘exemplary leadership’ and ‘ethics ambassador’.
- Discuss how an organization can create a culture of transparency.
- Describe the meaning of the term ‘transparency’.
- Explain how ‘transparency’ helps to fight corruption in organizations, institutions and government.
- Discuss the good typical examples of exemplary and outstanding entrepreneurs, academics, philanthropists and organizations from the Republic of India, Republic of Namibia, Republic of Kosovo & Kingdom of Norway.

3.1 Introduction

The new buzz word that helps to create an environment of honesty and integrity in all types of institutions or organizations is ‘transparency’. “Transparency and accountability need each other and can be mutually reinforcing. ¹³⁵Together they enable citizens to have a say about issues that matter to them and a chance to influence decision-making and hold those making decisions to account. Each concept is part of a strategy used for and by citizens to have the means, resources and opportunities to influence decision making and affect development outcomes” (Transparency-Initiative.org, 2017, www.transparency-initiative.org). Exemplary leadership is a topic that applies to every individual who leads others including business owners, chief executive officers, executive management, philanthropists, academics, politicians and many other professionals. True leaders ensure that they lead by example and nowadays this is a common synonym in the modern day business world since business leaders generally have a fiduciary duty to behave in an ethical and transparent manner when conducting the affairs of their

¹³⁵ Transparency-Initiative.org (2017) *How Do We Define Key Terms? Transparency and Accountability Glossary?* Available from: <https://www.transparency-initiative.org/blog/1179/tai-definitions/>

organization. ¹³⁶The world's leading organizations often invest a lot of financial resources in talent acquisition and retention of effective leaders so that they continue to innovate and strengthen their competitive advantages in the marketplace. A unique boardroom is one that is flagged by 'exemplary leadership' that is founded on strong ethical practices accompanied by good corporate governance standards. When leaders of global organizations behave in an ethical, transparent, accountable and honest manner they tend to positively impact other upcoming business leaders around the world to do the same in terms of upholding or establishing strong ethical culture and practices in their organizations. Globalization has led to the creation of global business leaders who have successfully managed to grow their small businesses into large global organizations by simply adhering to strong ethical practices and as a result this has led to them becoming 'exemplary global business leaders' (Rudolph Muteswa, 2019:122). There are numerous definitions of leadership and these will be discussed in the following section.

3.2 Definition of terms

¹³⁷ ¹³⁸The term '*exemplary leadership*' refers to leaders who perform their duties in a way that is considered to be admirable, respectable, humble, ethical, accountable and recognizable to the people they lead to the extent that they are willing to follow in their footsteps in order to achieve what they have accomplished at the workplace or in their lifetime (Rudolph Muteswa, 2019:123). "*Ethics ambassadors* can be defined as employees that assist senior management in promoting an ethical culture based on shared core values within the organization"¹³⁹ ¹⁴⁰(Institute of Business Ethics, 2017:1, <https://www.ibe.org.uk/> cited in Rudolph Muteswa, 2019:115). The following section will cover information about the meaning of transparency in-depth.

¹³⁶ Rudolph Muteswa (2019) *Ethics & Compliance by Board of Directors (Gathered Articles): A North America, Europe, Africa, Oceania & Asia Perspective 1st Edition*. Self-Published Educational Ebook, ISBN 978-1-77920-216-1 EAN 9781779202161 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

¹³⁷ Rudolph 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

¹³⁸ Rudolph Muteswa (2019) *Ethics & Compliance by Board of Directors (Gathered Articles): A North America, Europe, Africa, Oceania & Asia Perspective 1st Edition*. Self-Published Educational Ebook, ISBN 978-1-77920-216-1 EAN 9781779202161 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

¹³⁹ Institute of Business Ethics (IBE) (2017) *Ethics Ambassadors: Promoting Ethics on the Front Line. Business Ethics Briefing, Issue 57*. Available from: https://www.ibe.org.uk/userassets/briefings/ibe_briefing_57_ethics_ambassadors.pdf

¹⁴⁰ IBE Good Practice Guide (2010) *Ethics Ambassadors*

3.3 What is ‘transparency’

¹⁴¹“**Britannica Dictionary definition of TRANSPARENCY 1** [noncount]: the quality of being transparent: such as **a**: the quality that makes it possible to see through something ▪ the *transparency* of a piece of glass **b**: the quality that makes something obvious or easy to understand” (Encyclopædia Britannica, Inc., 2022, <https://www.britannica.com/dictionary/transparency>). “*What is transparency?* As a principle, public officials, civil servants, managers and directors of companies and organisations and board trustees have a duty to act visibly, predictably and understandably to promote participation and accountability”¹⁴² (Transparency-Initiative.org, 2017, www.transparency-initiative.org). The following section will cover information about how to create a culture of transparency in-depth.

3.4 How to create a culture of transparency

There are several ways an organization can use to establish a transparency culture that may be adopted organization wide. “In creating a culture of transparency, a leader's actions and behaviors fabricate a workplace climate that generates trust, engagement, and buy-in from employees. Many books describe systems, modes of communication, and methods to employ to yield higher transparency. Those are important tools, but without a leader consistently behaving in ways that enlist willing employees to accomplish strategic objectives, those approaches are not sufficient”¹⁴³¹⁴⁴ (University of Florida Training and Organizational Development, Office of Human Resource Services, 2019:1, www.training.hr.ufl.edu/ cited in Rudolph Muteswa, 2019:71). According to the University of Florida Training and Organizational Development,

¹⁴¹ Encyclopædia Britannica, Inc. (2022) *Transparency*. Available from: <https://www.britannica.com/dictionary/transparency> [Accessed October 08, 2022] © 2022 Encyclopædia Britannica, Inc.

¹⁴³ Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*, ISBN 978-1-77920-212-3 EAN 9781779202123. Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

¹⁴⁴ University of Florida Training and Organizational Development, Office of Human Resource Services (2019) *Creating a Culture of Transparency*. Available from: https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingACultureofTransparency.pdf [Accessed 2019, 27 September] p1-2

Office of Human Resource Services (2019:1) *Eight Things Leaders Can Do to Create Transparent Cultures*:

3.4.1. Show others that you care. Leaders must daily answer the unspoken question in employees' minds "Do you care about me?" When employees feel seen, heard, affirmed, and supported, that question turns into a conviction: "I will follow you because I know you will help me succeed." To do this leaders must intentionally nurture their relationships with direct reports and ensure that what employees need to develop professionally is provided. Human beings thrive when personal connections are forged and maintained. Relationship building creates safety, understanding, appreciation, and reliability. What people expect from their leaders is often embedded in these basic interpersonal leader-follower connections. Some leaders mistakenly believe these factors are not necessary in a workplace environment. Nothing could be further from the truth. Once leaders build this platform and maintain it, execution of strategic objectives often flourishes¹⁴⁵.

3.4.2. Be vulnerable. Some leaders might wince at that phrase, thinking that it will somehow diminish them in the eyes of their employees. However, most employees greatly appreciate a leader who allows them to get to know their leader's authentic self. Vulnerability demonstrates sincerity of being and builds credibility. It does require leaders to have a certain level of maturity, judgment, and self-awareness, though, to gauge the ability of employees' accurately interpreting and disseminating the information that is revealed. A key indicator of a vulnerable leader is one who asks for feedback about his/her own performance. Discovering how others perceive them, can allow leaders to better align their intentions with reality and course correct as needed to continue to build the culture of transparency they desire. Being vulnerable in this way

¹⁴⁵ University of Florida Training and Organizational Development, Office of Human Resource Services (2019) *Creating a Culture of Transparency*. Available from: https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingaCultureofTransparency.pdf [Accessed 2019, 27 September] p1-2

also models for employees that feedback is a powerful tool for improvement and building a high performance team¹⁴⁶.

3.4.3 Be fiercely honest. In our work with employees across campus, at least half reveal that their leaders could be more honest. Today's employees place a premium on workplace environments that remove the fog of unknowns and deficiencies that usually creep into their minds about how decisions are made and the impact on them. When leaders hold onto information, for whatever reason, they erode trust. If leaders don't have all the pieces in place or are waiting on more data to come in, they should say so. This shows respect for employees and understanding of their concern and need for information. This type of honesty goes a long way to eliminating that pervasive feeling that there are hidden agendas. There is no better role-model than a courageous leader who is willing to be fiercely honest with good news and bad news. This sends the message to your employees that they can handle the information and that they can count on you to connect the dots for them when needed¹⁴⁷.

3.4.4. Hold the tough conversations. If you want to be a leader of a mediocre team or organization, then dance around issues of performance. This avoidance results in a loss of confidence and security. It also creates a climate where employees hold back in giving their full commitment. Why? Because employees need a workplace environment that does not tolerate uncivil interactions, unproductive gossiping, the blaming of others, and negative behaviors that jeopardize the teams' performance towards goals and objectives. Being a transparent leader means making sure that employees are crystal clear on your commitment to holding those

¹⁴⁶ Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*, ISBN 978-1-77920-212-3 EAN 9781779202123. Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

¹⁴⁷ University of Florida Training and Organizational Development, Office of Human Resource Services (2019) *Creating a Culture of Transparency*. Available from: https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingaCultureofTransparency.pdf [Accessed 2019, 27 September] p1-2

conversations, when needed. ¹⁴⁸There should be no question that inconsiderate and disrespectful behavior will not be tolerated.

3.4.5. Pay attention to the mood in the office. Emotions have a profound effect on just about everything we do in the workplace. They influence our thoughts, behaviors and attitudes. When leaders are transparent about letting employees know they are paying attention to these factors, it sends the message that they are listening, observing, and, yes, caring about the experiences employees are having within the workplace. It also reinforces a leader's awareness of how her/his own moods can "infect" the team, both positively and negatively.

3.4.6 Keep your promises. Leaders who keep their promises on the little things build trust for the big things. This sets the tone for the entire organization. Showing up on time for meetings, returning emails promptly, and following up on requests you have made of employees are examples of the little things. Being a transparent leader in this area means that you are communicating your promises clearly and cleanly so there are no misunderstandings. You avoid using vague language, such as "I will try to make the meeting," or "You will hear from me ASAP." And, you model for your employees, using language that is specific increases levels of accountability¹⁴⁹.

3.4.7. Be composed. Leaders who have self-control, poise, and patience minimize workplace anxiety and uncertainty. A leader's composure is reflected in his/her attitude, body language and overall presence. Even in the most pressure-packed moments, leaders can acknowledge that a problem is happening and still remain calm. Employees are always watching their leaders, especially in difficult times, so staying strong and confident, smiling often and authentically showing a sense of compassion neutralizes workplace chaos and creates certainty that a confident, caring, and fearless leader is in charge.

¹⁴⁸ Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*, ISBN 978-1-77920-212-3 EAN 9781779202123. Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

¹⁴⁹ University of Florida Training and Organizational Development, Office of Human Resource Services (2019) *Creating a Culture of Transparency*. Available from: https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingaCultureofTransparency.pdf [Accessed 2019, 27 September] p1-2

3.4.8. Deliver bad news well. Yes, as leaders, there are times that do try men's (and women's) souls. But leaders who downplay tough situations, blame others, or flat-out lie about them are not creating cultures of transparency. ¹⁵⁰Delivering bad news well demonstrates courage, showing that you are a leader who, despite being personally uncomfortable, will do things for the good of the organization and team. Bad news is usually obvious to everyone, so addressing it quickly with employees is critical. Say as much as you can to employees without divulging confidences and don't play the blame game. When employees voice concern or appear upset, listen to them so they feel that you are "in it with them" and not throwing a mess on them and walking away. Make sure employees know what the steps are to correct a situation and communicate often on where you are in the process of mitigation (University of Florida Training and Organizational Development, Office of Human Resource Services, 2019:1-2, https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingaCultureofTransparency.pdf cited in Rudolph Muteswa, 2019:71). The following section will cover information about how transparency helps to fight corruption in-depth.

3.5 Transparency helps to fight corruption in organizations, institutions and government

Corruption is one of the most unproductive activity that is found in modern day organizations, institutions and governments across the world thus many business and government leaders are now joining hands to combat it. ¹⁵¹“**Combating Corruption.** The World Bank Group considers corruption a major challenge to its twin goals of ending extreme poverty by 2030 and boosting shared prosperity for the poorest 40 percent of people in developing countries. Corruption has a disproportionate impact on the poor and most vulnerable, increasing costs and reducing access to services, including health, education and justice. Corruption erodes trust in government and undermines the social contract. This is cause for concern across the globe, but particularly in

¹⁵⁰ Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*, ISBN 978-1-77920-212-3 EAN 9781779202123. Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

¹⁵¹ World Bank Group (2021) *Combating Corruption*. Available from: <https://www.worldbank.org/en/topic/governance/brief/anti-corruption> © 2022 The World Bank Group, All Rights Reserved.

contexts of fragility and violence, as corruption fuels and perpetuates the inequalities and discontent that lead to fragility, violent extremism, and conflict. Corruption impedes investment, with consequent effects on growth and jobs. Countries capable of confronting corruption use their human and financial resources more efficiently, attract more investment, and grow more rapidly” (World Bank Group, 2021, <https://www.worldbank.org/en/topic/governance/brief/anti-corruption>). There are various ways that can be used to help fight corruption in a society or country.¹⁵² According to Hunja, R. published in the World Bank Group Blog (2015) **Here are the 10 ways to fight corruption.**

3.5.1. Corruption is not only about bribes: People especially the poor get hurt when resources are wasted. That’s why it is so important to understand the different kinds of corruption to develop smart responses.

3.5.2. Power of the people: Create pathways that give citizens relevant tools to engage and participate in their governments – identify priorities, problems and find solutions.

3.5.3. Cut the red tape: Bring together formal and informal processes (this means working with the government as well as non-governmental groups) to change behavior and monitor progress.

3.5.4. It’s not 1999: Use the power of technology to build dynamic and continuous exchanges between key stakeholders: government, citizens, business, civil society groups, media, academia etc.

3.5.5. Deliver the goods: Invest in institutions and policy – sustainable improvement in how a government delivers services is only possible if the people in these institutions endorse sensible rules and practices that allow for change while making the best use of tested traditions and legacies – imported models often do not work.

3.5.6. Get incentives right: Align anti-corruption measures with market, behavioral, and social forces. Adopting integrity standards is a smart business decision, especially for companies interested in doing business with the World Bank Group and other development partners.

3.5.7. Sanctions matter: Punishing corruption is a vital component of any effective anti-corruption effort.

¹⁵² Hunja, R. published in the World Bank Group Blog (2015) *Here are the 10 ways to fight corruption*. Available from: <https://blogs.worldbank.org/governance/here-are-10-ways-fight-corruption> [Accessed October 08, 2022]

3.5.8. Act globally and locally: Keep citizens engaged on corruption at local, national, international and global levels – in line with the scale and scope of corruption. Make use of the architecture that has been developed and the platforms that exist for engagement.

3.5.9. Build capacity for those who need it most: Countries that suffer from chronic fragility, conflict and violence– are often the ones that have the fewest internal resources to combat corruption. Identify ways to leverage international resources to support and sustain good governance.

3.5.10. Learn by doing: Any good strategy must be continually monitored and evaluated to make sure it can be easily adapted as situations on the ground change (Hunja, R. published in the World Bank Group Blog, 2015, <https://blogs.worldbank.org/governance/here-are-10-ways-fight-corruption>). The following section will cover information about the different examples of exemplary entrepreneurs, academics and philanthropists based in the Republic of India, Republic of Namibia, Republic of Kosovo & Kingdom of Norway in-depth.

3.6 Examples of countries with exemplary and outstanding entrepreneurs, academics and philanthropists

A typical good example of an exemplary business leader and philanthropist based in the Republic of India will be covered in the following section.

3.6.1 Republic of India

India is one of Asia’s most beautiful country that is rich in natural resources, culture, new technologies and so on. One of the outstanding business leader and philanthropist based in the Republic of India will be discussed as follows:

3.6.1.1 Natarajan Chandrasekaran (*Chairman of Tata Sons Private Limited, India*)

In the Republic of India one of the most outstanding and exemplary business leader is Mr. Natarajan Chandrasekaran the current Chairman of the leading ‘Tata Sons Private Limited’. According to the Tata Group (2024) **N Chandrasekaran Chairman, Tata Sons**. Natarajan Chandrasekaran (Chandra) is the Chairman of Tata Sons, the holding company and promoter of all Tata Group companies. Chandra joined the Board of Tata Sons in October 2016 and was

appointed Chairman in January 2017.¹⁵³ He also chairs the Boards of several group operating companies, including Tata Steel, Tata Motors, Tata Power, Air India, Tata Chemicals, Tata Consumer Products, Indian Hotel Company, and Tata Consultancy Services. Before becoming the Chairman, he was the Chief Executive of TCS, a company in which he served 30 years, including eight, until 2017, as its CEO. Under Chandra's leadership, TCS became the country's most valuable company. At the Tata Group, Chandra has pursued the "One Tata" strategy, based on the themes of simplification, scale, and synergy. Now he is driving transformation of the Tata group towards a sustainable future. He has steered the group into new businesses including semiconductors, electronics manufacturing, consumer internet platform, mobile technology and battery giga-factories. The Tata group has expanded its aviation presence with the acquisition of Air India and is building a large global airline.¹⁵⁴ The group's turnover exceeded US\$168 billion with a market cap of US\$365 billion as on 31st March, 2024. Chandra is on the International Advisory Council of Singapore's Economic Development Board, Mitsubishi's International Advisory Committee and on the Board of Governors of New York Academy of Sciences. He is the Co-Chair of the India US CEO Forum. The numerous recognitions conferred on him include, the Padma Bhushan, one of India's highest civilian awards in 2022 and France's highest civilian award Légion d'Honneur, in 2023. Chandra has been awarded several honorary doctorates by leading Universities in India and internationally, including an honorary Doctor of Letters from Macquarie University, Australia, Doctor Honoris Causa by Nyenrode University, The Netherlands, and Doctor of Letters from the Regional Engineering College, Trichy, Tamil Nadu. Chandra is also the author of Bridgital Nation, a groundbreaking book on harnessing technological disruptions to bring Indians closer to their dreams. He is an avid photographer, and a passionate long-distance marathon runner. He is a Six Star Finisher of the World Marathon Majors and continues to champion fitness. Born in 1963, Chandra is a Bachelor in Applied

¹⁵³ Tata Group (2024) *N. Chandrasekaran*. Available from: [https://www.tata.com/management-team/n-chandrasekaran#:~:text=Natarajan%20Chandrasekaran%20\(Chandra\)%20is%20the,appointed%20Chairman%20in%20January%202017](https://www.tata.com/management-team/n-chandrasekaran#:~:text=Natarajan%20Chandrasekaran%20(Chandra)%20is%20the,appointed%20Chairman%20in%20January%202017). [Accessed November 14, 2024]

¹⁵⁴ Tata Group (2024) *N. Chandrasekaran*. Available from: [https://www.tata.com/management-team/n-chandrasekaran#:~:text=Natarajan%20Chandrasekaran%20\(Chandra\)%20is%20the,appointed%20Chairman%20in%20January%202017](https://www.tata.com/management-team/n-chandrasekaran#:~:text=Natarajan%20Chandrasekaran%20(Chandra)%20is%20the,appointed%20Chairman%20in%20January%202017). [Accessed November 14, 2024]

Sciences and has Masters in Computer Applications. He lives in Mumbai, with his wife Lalitha, and they have a son (Tata Group, 2024, [https://www.tata.com/management-team/n-chandrasekaran#:~:text=Natarajan%20Chandrasekaran%20\(Chandra\)%20is%20the,appointed%20Chairman%20in%20January%202017.](https://www.tata.com/management-team/n-chandrasekaran#:~:text=Natarajan%20Chandrasekaran%20(Chandra)%20is%20the,appointed%20Chairman%20in%20January%202017.)). The following section will cover information about Namibia in-depth.

3.6.2 Republic of Namibia

“Namibia is globally recognized for its strong political and economic stability. Namibia has a population of 2.5 million, but with the recently completed expansion of the port at ¹⁵⁵¹⁵⁶Walvis Bay, the country is positioning itself as a gateway to the more than 240 million people in the broader Southern Africa market. Namibia enjoys one of the most stable, peaceful political environments in Africa” (The International Trade Administration, U.S. Department of Commerce, 2021, <https://www.trade.gov/country-commercial-guides/namibia-market-overview> cited in Rudolph Muteswa, 2022:105). The different outstanding business leaders based in Namibia will be discussed in this section as follows:

3.6.2.1 Gysbert (Gys) Johannes Joubert (Executive Director/Managing Director of Gondwana Collection Namibia Pty Ltd) & Mannfred (Manni) Goldbeck (Executive Director/Brand Director of Gondwana Collection Namibia Pty Ltd)

The high quality photographs of the exemplary and outstanding leadership team of the Gondwana Collection Namibia Pty Ltd will be clearly depicted by Figure 3.1 below.

¹⁵⁵ Rudolph 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 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

¹⁵⁶ Rudolph Muteswa (2024) *Tourist Destinations & International Airlines: Travel Guide for Diplomats, Academics, Students, Entrepreneurs, Executive Board of Directors, Tourists & Other Professionals Revised Edition*. Self-Published Educational Ebook, ISBN: 978-1-77933-437-4 EAN: 9781779334374 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

Figure 3.1 The high quality photographs of the exemplary and outstanding leadership team of the Gondwana Collection Namibia Pty Ltd



Gysbert (Gys) Johannes Joubert (*Executive Director / Managing Director*)



Manfred (Manni) Goldbeck (*Executive Director / Brand Director*)



ECOTOURISM. SUSTAINABILITY



GONDWANA CARE TRUST

Source: (Gondwana Collection Namibia Pty Ltd, 2024, <https://gondwana-collection.com/en/about-us>).

“**ABOUT US. Namibia, Our Inspiration.** The Gondwana Collection Namibia combines its tourism business with nature conservation and social commitment in a sustainable manner. **ECOTOURISM. SUSTAINABILITY.**¹⁵⁷ Gondwana Collection’s sustainable hospitality business strongly promotes nature conservation and social commitment in Namibia. **GONDWANA CARE TRUST.** Gondwana lodges are run as tight-knit groups with close connections to their surrounding communities in Namibia” (Gondwana Collection Namibia Pty Ltd, 2024, <https://gondwana-collection.com/en/about-us>). “**Honouring the Past.** Dreams were discovered and history unravelled when the first Gondwana lodge was built on the farm Karios retaining the

¹⁵⁷ Gondwana Collection Namibia Pty Ltd (2024) *About Us*. Available from: <https://gondwana-collection.com/en/about-us>
[Accessed October 23, 2024] Copyright 2024. All Rights Reserved.

quaint century-old German farmhouse as the reception area. ¹⁵⁸**Honouring Nature**. A seed was planted when the first piece of land was purchased near the Fish River Canyon in 1995. Over the years, fences were dismantled, waterholes established and wildlife reintroduced” (Gondwana Collection Namibia Pty Ltd, 2024, <https://gondwana-collection.com/en/about-us>). The beautiful interior/exterior building designs and aerial views of the different lodges and camps owned by Gondwana Collection Namibia Pty Ltd will be clearly depicted by Figure 3.2 below.

¹⁵⁸ Gondwana Collection Namibia Pty Ltd (2024) *About Us*. Available from: <https://gondwana-collection.com/en/about-us>
[Accessed October 23, 2024] Copyright 2024. All Rights Reserved.

Figure 3.2 The beautiful interior/exterior building designs and aerial views of the different lodges and camps owned by Gondwana Collection Namibia Pty Ltd



OKAPUKA SAFARI LODGE.



THE WEINBERG.

KALAHARI ANIB LODGE.



CANYON ROADHOUSE.



PALMWAG LODGE.

Source: (Gondwana Collection Namibia Pty Ltd, 2024, *Lodges an Camps*, https://gondwana-collection.com/?lodges_and_camps=show).

“Lodges & Camps. OKAPUKA SAFARI LODGE. Experience Africa’s wild side at the doorstep of Namibia’s capital Windhoek, just a 30 minute drive from the center of town.

Surrounded by a 7300 ha living escape of prime African savanna. ¹⁵⁹**THE WEINBERG.** Enjoy the pleasures of city life and the serene atmosphere of Africa in style in. The Weinberg Windhoek. Its iconic styling seamlessly blends old-world splendour with modern lines as well as state of the art amenities. **KALAHARI ANIB LODGE.** On the Eastern fringes of Namibia, the red sands of the Kalahari beckon. Let us introduce you to the place of burnished sands at Kalahari Anib Lodge. Easily accessible by sedan car and 30km from Mariental, this Kalahari lodge is a good overnight stop if travelling between Windhoek and the south or continuing to the Kgalagadi. **CANYON ROADHOUSE.** Fill up on smiles at this extraordinary and out-of-the-ordinary lodge. Resembling a roadhouse of old, the lodge is a veritable treasure-trove and a 'must-do' stop when visiting the canyon. The outside area hints of the wonderland interior with its rusty old Chevys and Fords from a bygone era, adorned with corky quiver trees and desert flora. Park your vehicle and step inside. **PALMWAG LODGE.** Between Kaokoland and the Skeleton Coast, where the flat-topped Etendeka mountains and the carpet of rich red rock greet the tributaries of the Uniab River, lies Palmwag Lodge and Camp. Amid swaying makalani palms and robust mopane trees nourished by underground water, the lodge overlooks the sweeping northern Damaraland landscape peppered with green euphorbias” (Gondwana Collection Namibia Pty Ltd, 2024, https://gondwana-collection.com/?lodges_and_camps=show). The following section will cover information about the Republic of Kosovo in-depth.

3.6.3 Republic of Kosovo

Kosovo is globally known as the fountain of diverse culture, historical architecture and tourism. Every year many international tourists travel to Kosovo to visit its fun and spectacular tourist sites located in various parts of the country. One of the most outstanding top academic and Rector based in Kosovo will be discussed as follows:

¹⁵⁹ Gondwana Collection Namibia Pty Ltd (2024) *About Us*. Available from: https://gondwana-collection.com/?lodges_and_camps=show [Accessed October 23, 2024] Copyright 2024. All Rights Reserved.

3.6.3.1 Prof. dr. Arben Hajrullahu (*Rector of the University of Prishtina, Republic of Kosovo*)

The high quality photograph of the exemplary and outstanding top academic and Rector of the leading University of Prishtina will be clearly depicted by Figure 3.3 below.

Figure 3.3 The high quality photograph of the exemplary and outstanding top academic and Rector of the leading University of Prishtina



Source: (University of Prishtina, 2024, *Prof. dr. Arben Hajrullahu (Rector of the University of Prishtina, Republic of Kosovo)*, <https://uni-pr.edu/page.aspx?id=2.11>)

“Welcome to the University of Prishtina - the largest higher education institution in Kosovo! UP offers a wide range of academic programs to meet the diverse needs of our student body. We take pride in providing our students with a supportive and inclusive learning environment that fosters creativity, critical thinking, and innovation. ¹⁶⁰At UP, we believe that

¹⁶⁰ University of Prishtina (2024) *Welcome to the University of Prishtina*. Available from: <https://uni-pr.edu/page.aspx?id=2.177>
[Accessed October 23, 2024] © All Rights Reserved. Powered by University of Prishtina

education is the key to unlocking the potential of our students and empowering them to make a positive impact in their communities and the world. So whether you're a local or international student, we welcome you to join our UP community and embark on an exciting journey of learning, discovery, and personal growth. University of Prishtina - a step UP in your education!” (University of Prishtina, 2024, <https://uni-pr.edu/page.aspx?id=2,177>). The unique art and history of the University of Prishtina will be clearly depicted by Figure 3.4 below.

Figure 3.4 The unique art and history of the University of Prishtina



Source: (University of Prishtina, *Historical Legacy*, <https://uni-pr.edu/page.aspx?id=2.2>). © All Rights Reserved. Powered by University of Prishtina

“**Historical Legacy.** Prior to the establishment of Kosovo as an independent state, the University of Prishtina was initially enacted by the then Social Autonomous Province of Kosova on 18 November 1969, which provided a legal status and mandate of the institution as a degree awarding body. ¹⁶¹In 2003, during the Balkans post-conflict period, reforms were solicited through a new strategy for higher education policy, which resulted in the adoption of the

¹⁶¹ University of Prishtina (2024) *Historical Legacy*. Available from: <https://uni-pr.edu/page.aspx?id=2.2> [Accessed October 23, 2024] © All Rights Reserved. Powered by University of Prishtina

University Statute in 2004. Processes and regulations were set in place to serve as a foundation for future capacity development and quality assurance. The contribution of the Organisation for Security and Cooperation in Europe (OSCE) was instrumental in securing enhancement in areas of quality assurance and curricula implementation through cooperation with foreign universities. Presently, the University of Prishtina comprises fourteen faculties: 1. Faculty of Philosophy 2. Faculty of Mathematics and Natural Sciences 3. Faculty of Philology 4. Faculty of Law 5. Faculty of Economics 6. Faculty of Civil Engineering and Architecture 7. Faculty of Electrical and Computer Engineering 8. Faculty of Mechanical Engineering 9. Faculty of Medicine 10. Faculty of Arts 11. Faculty of Agriculture and Veterinary Medicine 12. Faculty of Sports Sciences 13. Faculty of Education 14. Faculty of Architecture”” (University of Prishtina, 2024, <https://uni-pr.edu/page.aspx?id=2,2>). The following section will cover information about Norway in-depth.

3.6.4 Kingdom of Norway

¹⁶²Norway is globally renowned for the following: foreign diplomacy excellence, powerful nation brand status, attractive airports infrastructure, vast natural resources (energy), democracy and so on. In general there are many popular tourist destinations or attraction sites in Norway (Rudolph Muteswa, 2023:103 cited from his famous book title *‘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’*. A good typical example of some of the outstanding and exemplary top academics based in the Kingdom of Norway will be discussed as follows:

¹⁶² Rudolph 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 and it available as a free download on the free online library – <https://rudolphmuteswa.com>

3.6.4.1 Professor Svein Stølen (*Rector of the University of Oslo, Kingdom of Norway*) and Dr. Åse Gornitzk (*Pro-Rector of the University of Oslo*)

The high quality photographs of the exemplary and outstanding academics, Rector and Pro-Rector of the leading University of Oslo will be clearly depicted by Figure 3.5 below.

Figure 3.5 The high quality photographs of the exemplary and outstanding academics, Rector and Pro-Rector of the leading University of Oslo



Photo: UiO/Jarli & Jordan - Professor Svein Stølen

Photo: UiO/Jarli & Jordan – Dr. Åse Gornitzk

Source: (University of Oslo, Photo: UiO/Jarli & Jordan, 2021, <https://www.uio.no/personer/ledelsen/sveinst/svein-stolen-2021.jpg?alt=original&vrtx=view-as-webpage> and Photo: UiO/Jarli & Jordan, 2021, <https://www.uio.no/personer/ledelsen/aasego/aase-gornitzka-2021.jpg?alt=original&vrtx=view-as-webpage>).

According to the University of Oslo (2024) [Svein Stølen is Rector of the University of Oslo](#) for the period 2017-2025. He is a professor of chemistry, with research interest in inorganic materials, and especially relationships between structure and functional properties. Stølen is engaged internationally and acted until recently as president of the European University Alliance, [Circle U](#), and as chair of the board of [The Guild of European Research-Intensive](#)

Universities.¹⁶³ He chairs the board of Norway's first innovation district, [Oslo Science City](#), and the Anders Jahres Foundation for the Promotion of Science. Recently, Stølen has taken initiative to create a global university consortium in response to the urgent need for improved higher education programs for refugees and internally displaced people. Prof. Stølen has been vice dean for research at the Faculty of Mathematics and Natural Sciences (2013-2016) and head of the Department of Chemistry (2009-2012). He headed the Center for Materials Science and Nanotechnology, and was the first chairman of the board, both for UiO: Life Sciences and for Digital Life Norway. He has been a member of the board of the Department of Energy Technology (2012-2017), the Research Council's division board for science (2015-2017) and Oslo University Hospital (2017-2023). He is member of the Royal Norwegian Academy of Science and Letters and the Norwegian Academy of Engineering Sciences. He previously blogged on "[Svein's blog](#)", while now blogging with the rest of the team at [Rector's Blog](#) (University of Oslo, 2024, <https://www.uio.no/english/people/leadership-team/sveinst/index.html>). ““Åse Gornitzka is Pro-Rector of the University of Oslo for the period 2021-2025. **Academic background. Academic Interests**

- Public policy and public administration
- Organisation theory and institutional theory
- EU governance and decision making, multilevel administration
- ¹⁶⁴Public reforms and organisational change
- Informational foundations of public policy
- Knowledge policy

Teaching

- [STV1400 – Offentlig politikk og administrasjon](#)

¹⁶³ University of Oslo (2024) *Svein Stølen Rector*. Available from: <https://www.uio.no/english/people/leadership-team/sveinst/index.html>

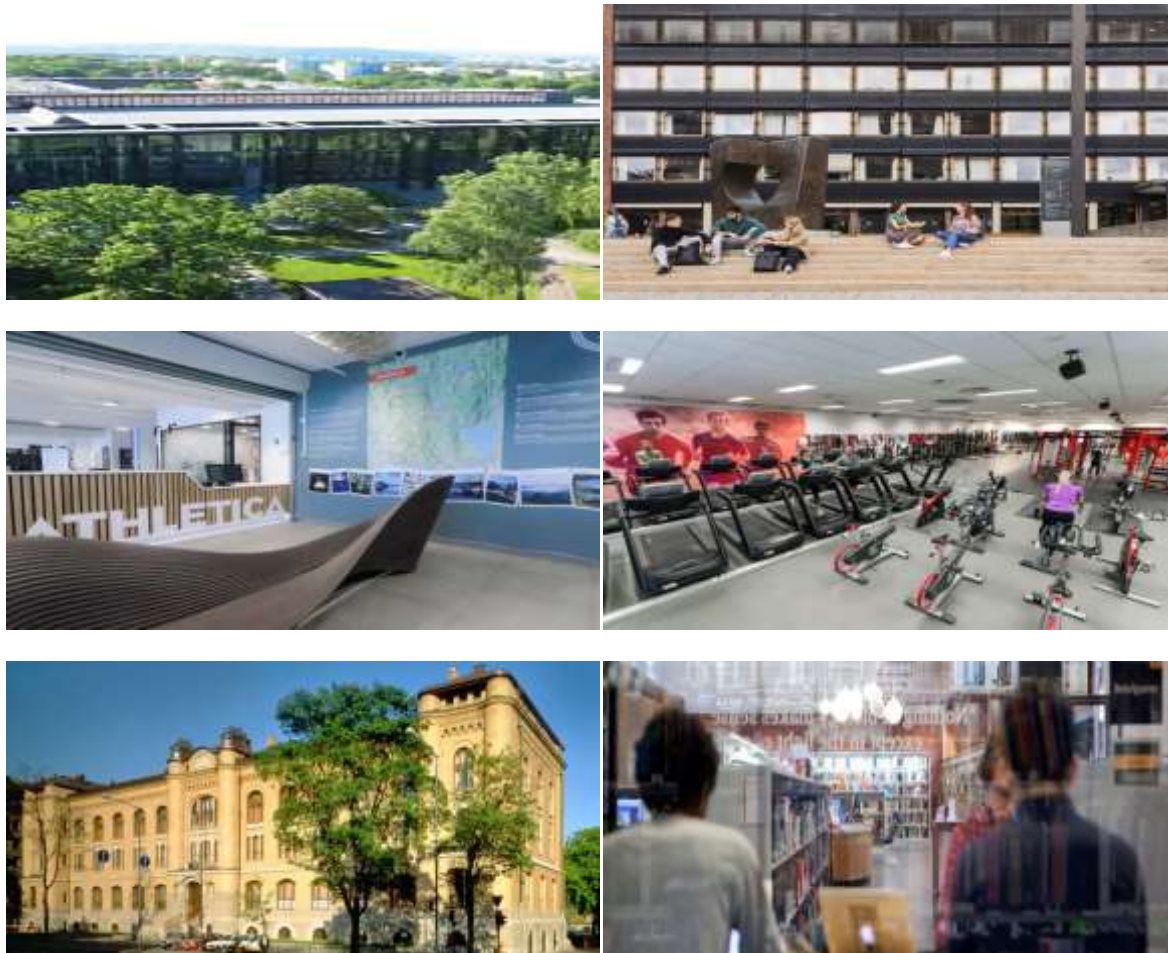
¹⁶⁴ University of Oslo (2024) *Åse Gornitzka Pro-Rector*. Available from: <https://www.uio.no/english/people/leadership-team/aasego/index.html> [Accessed October 17, 2024]

- [STV2410 – Organisering og reform av offentlig virksomhet \(discontinued\)](#)
- STV 4445B EU and the nation states: Policy formulation and implementation <http://www.uio.no/studier/emner/sv/statsvitenskap/STV4445B/>

Higher education and employment history

Degree in political science from University of Oslo and Doctoral degree from Faculty of Public Administration, University of Twente, Researcher at Arena Centre for European Studies, University of Oslo from 2004. Board member SCANCOR The Scandinavian Consortium for Organizational Research - SCANCOR Stanford University /SCANCOR Weatherhead Center, Harvard University. I'm blogging with the rest of the team at [Rector's blog](#) (University of Oslo, 2024, <https://www.uio.no/english/people/leadership-team/aasego/index.html>). The amazing campus facilities of the leading University of Oslo will be clearly depicted by Figure 3.6 below.

Figure 3.6 The amazing campus facilities of the leading University of Oslo



Source: (University of Oslo, 2024, **Photo 1** - <https://www.uio.no/english/student-life/campus-guide/index.html> and **Photo 2** - Strategic research initiatives From 2024 to 2028 the Faculty of Humanities promotes four interdisciplinary research initiatives, <https://www.hf.uio.no/english/research/> and **Photo 3** - **Athletica Kringsjå** Athletica Kringsjå is a small club in the middle of Kringsjå Student Village with its own outdoor gym and training park. Here you can also rent outdoor equipment and **Photo 4** - **Athletica Domus** Athletica Domus is our largest club, located between Blindern and Ullevål Stadium. Athletica Domus offers a wide range of training options, including group training classes, swimming pool, multipurpose hall and tennis and squash courts, <https://www.sio.no/en/sports/our-clubs>). Studentsamskipnaden SiO 2024 and **Photo 5** - Photo: UiO/ Nina Wallin Hansen, <https://www.ub.uio.no/english/libraries/etnografisk/> and **Photo 6** - Science Library in Vilhelm Bjerknes' hus, <https://www.ub.uio.no/english/libraries/realfag/index.html>).

According to the University of Oslo (2024) **About UiO**. Through knowledge, responsibility and commitment we shall contribute to a sustainable future. We have shaped society for over 200 years and are a leading European university. ¹⁶⁵For the next ten years, the University will promote independent, pioneering and long-term research and offer outstanding education

¹⁶⁵ University of Oslo (2024) *About UiO*. Available from: <https://www.uio.no/english/about/> [Accessed October 17, 2024]

(University of Oslo, <https://www.uio.no/english/about/>). “**Campus guide**. The University's buildings are spread out over several parts of Oslo. ¹⁶⁶The main campus, Blindern, is located on the western outskirts of the city centre, and most of the faculties are located here. The Faculty of Law is located in the centre of Oslo. **Faculties and administration**. At the UiO main campus, Blindern, you will find the administration for The Faculty of Humanities, the Faculty of Social Sciences, the Faculty of Education, the Faculty of Mathematics and Natural Sciences and the Faculty of Theology. The central university administration is also located at the main campus. The University of Oslo’s original campus is located in the city centre, and here you find the Faculty of Law” (University of Oslo, <https://www.uio.no/english/student-life/campus-guide/index.html>). “**UiO in numbers and facts**. The University of Oslo is a leading European university. As Norway’s oldest of its kind, UiO has been committed to excellence in education, research, science communication and innovation since 1811.

¹⁶⁷**UiO in numbers – 2023**

• 7 200 employees • 26 100 students • 8 faculties • 2 museums • 1 university library • 241 study programmes • 4 921 students graduated • 10 centres of excellence • 4 centres for excellence in education • 1 centre for research-based innovation • 1 centre for environment-friendly energy research • 105 ERC-funded projects • 427 doctorates awarded • 5 Nobel Prize laureates • About 70 percent international co-publications • World's 73rd best research university (Shanghai ranking) • Total income: 9530 million NOK • Basic funding: 6421 million NOK • Result-based funding: 2652 million NOK • Other income: 457 million NOK” (University of Oslo, 2023, <https://www.uio.no/english/about/facts/>). The conclusion of this chapter will be covered in the following section.

3.7 Conclusion

It can be concluded that integrity and honesty form the foundation of a clear transparency culture of any leader or organization. Accountability helps to create ethical practices and a clear

¹⁶⁶ University of Oslo (2024) *Campus Guide*. Available from: <https://www.uio.no/english/student-life/campus-guide/index.html> [Accessed October 17, 2024]

¹⁶⁷ University of Oslo (2023) *UiO*. Available from: <https://www.uio.no/english/about/facts/> [Accessed October 17, 2024]

transparency culture in an organization or society. It can be concluded that exemplary leadership is founded on strong ethical practices accompanied by good corporate governance standards. A leader must generally be able to create a working environment that is able to nurture trust, moral behavior and strategic objectives in order to be able to create a culture of exemplary leadership and transparency. It can be concluded that a culture of transparency is strongly associated with the building of good relationships between the leader and his/her followers.

3.8 Review questions

- 1) Define the following two terms ‘exemplary leadership’ and ‘ethics ambassador’?
- 2) Discuss how an organization can create a culture of transparency?
- 3) Describe the meaning of the term ‘transparency’?
- 4) Explain how ‘transparency’ helps to fight corruption in organizations, institutions and government?

Chapter 4: Republic of Latvia, Federal Republic of Germany, Republic of Singapore & Republic of the Union of Myanmar

After studying this chapter you should be able to:

- Define the following two terms ‘fairness’ and ‘accountability’.
- Explain what is ‘accountability’.
- Describe the contribution of accountability in an organization.
- Explain how a leader can become accountable.
- Discuss the good typical examples of exemplary and outstanding entrepreneurs, academics, leaders, diplomats and organizations from the Republic of Latvia, Federal Republic of Germany, Republic of Singapore & Republic of the Union of Myanmar.

4.1 Introduction

In general accountability is inevitable to every individual who leads others including Royal Monarchs, Presidents, Prime Ministers, business owners, chief executive officers, chairman/chairwoman, philanthropists and academics (*for instance a chancellor, rector, vice chancellor, pro-rector or dean at any institution of learning*) since they are all answerable to their organization or institution’s (1) internal and external stakeholders and (2) rules or code of conduct. Accountability derives its strength from its ability to provide the power to hold the following: (1) people, (2) organizations and or (3) leaders accountable for their actions, decisions and voices in an organization or institution. The two key benefits of accountability include: good governance and benchmarked corporate governance standards in an organization and its executive board. Good corporate governance standards and accountability principles are now the pillar behind the effective functioning of organizations or boards. It can be argued that accountability strongly influences the organization’s executive management leadership styles as they strive to embrace or adopt accountability principles in their day-to-day activities at the workplace. In addition accountability is one of the most critical ingredient that is used to ensure the achievement of each and every goal that is set for a team in an organization. The definition of terms will be discussed in the following section in-depth.

4.2 Definition of terms

There are numerous definitions of terms and in general the context in which a definition is used is greatly dependent on the subject or topic of discussion at a particular time. ¹⁶⁸¹⁶⁹ “*Accountability* is whereby an individual, organization, institution or any legal entity is willing to become liable for any act, decision or results that may be considered to be unethical, wrong and unjust. *Fairness* is whereby equal treatment is uniformly applied to everyone dealing with an organization, institution, person or any form of legal entity and it is done in a way that is in direct alignment with relevant legislation and or rules” (Rudolph Muteswa, 2022:55). The following section will cover information about the meaning of ‘accountability’ in-depth.

4.3 What is ‘accountability’

¹⁷⁰“**What is Accountability?** Accountability is the concept of answerability by an individual or a department for the performance or outcomes of specific activities. Essentially, the accountable party is responsible for the execution of the desired role. The principal party delegates roles to other parties but remains liable if an action is not executed well or in the event of a loss. It is commonly practiced in the financial sector and the business world in its entirety. For example, the two elements of accountability can be seen in a case where an accountant delegates the power to the addressee. Still, it is the accountant who takes responsibility and goes the extra mile to put measures in place to prevent future reoccurrence of a mistake. The concept is further dependent on the ethical behavior of the party held to account for the activity and influence of regulations. The benefit of accountability is that it assures that an auditor presented an accurate and fair view of a company’s financial health. The auditor is, therefore, legally and criminally liable for [fraud](#) or breach of contract resulting from the audited financial statements. Accountability commands care, knowledge, and skills during accounting practice since a slight omission or an

¹⁶⁸ Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective* 1st Edition, Educational Ebook, ISBN 978-1-77920-212-3 EAN 9781779202123

¹⁶⁹ Rudolph Muteswa (2022) *Transparency, Integrated Reporting & Ethics Basics for Board of Directors (Gathered Articles): A North America, Europe, Africa, Middle East, South America, Oceania & Asia Perspective 1st Edition*. Self-Published Educational Ebooks, ISBN: 978-1-77927-901-9 EAN: 9781779279019 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

¹⁷⁰ “Corporate Finance Institute, *Accountability...*”

act is tantamount to professional negligence. The accountant gives the mandate and delegates the power, while the accountee receives power. **Understanding Accountability.** Accountability helps to improve the quality of financial reporting. In essence, the integrity of the [capital markets](#) depends on credible checks and balances. The accountability objective is the basis for constructive dialogue between investors and management. It shows how the management utilizes the resources with which it is entrusted” (“Corporate Finance Institute, *Accountability*”). The following section will cover information about the contribution of accountability in an organization in-depth.

4.4 Contribution of accountability in an organization

¹⁷¹“**Roles of Accountability.** The view of accountability continues to broaden in modern times. Shifts in the socio-political environment are driving the changes in accountability relationships. As a result, accountability relations in the financial sector are becoming diversified. They come as a result of notable developments – such as the role of media, the emergence of participatory democracy, and the growing need to keep investors and the public up-to-date and directly involved in a company’s activities. In the case of structured accountability, business agencies now realize legitimacy and a high level of governance and financial positioning are needed to continue to exist. Some of the key roles of accountability include:

4.4.1. **Improve a company’s governance.** Accountability, alongside other key underpinnings, such as integrity and transparency, has proven to be the driving force behind a good governance arrangement. Reporting the returns on a portfolio of investments in an accountable and transparent manner reduces the chances of [corporate mischief](#), implying that the administration of a company is based on good governance.

4.4.2. **Provide oversight.** The two elements of accountability ensure that responsibility is delegated and not merely forsaken. It suggests that there is a hierarchy in which the principal retains the consequences of the responsibility. However, the powers that are necessary to achieve objectives usually limit the allocation of roles to other parties.

¹⁷¹ “Corporate Finance Institute, *Accountability...*”

4.4.3. **Maintain and enhance legitimacy.** A clear legal ground for various accountability mechanisms can generate the legitimacy of a company. If the actions of a company bear legitimacy in the eyes of investors, it can effectively use the granted independence.

4.4.4. ¹⁷²**Improve performance.** Although accountability is mostly concerned with [financial monitoring](#), it is also concerned with using internal controls to enhance performance. A sound management system defines the rules and actions against which reviews are subjected. It, as a result, minimizes the scope for ad hoc and, instead, enhances financial performance. For example, the condition under which a company may be subjected to litigation is captured by a structured judicial review. Thus, a well-designed accountability mechanism can help strengthen a company's independence" ("Corporate Finance Institute, *Accountability...*"). The following section will cover information about how to become an accountable leader in-depth.

4.5 How to become an accountable leader

Issues related to accountability in leadership were clearly highlighted in an article by Samuel, M. (2022) titled *'The Four Steps To Becoming An Accountable Leader'* published via <https://bstate.com/>. ¹⁷³According to Samuel, M. (2022) the steps to follow to become an accountable leader. "Leader" isn't just a title you're given at your job. It's a way of being in which you take accountability not only for your actions but your outcomes. A leader isn't afraid to commit to their vision because they know that failure is a mindset, not a reality. Anyone can be an accountable leader if they follow these four steps:

4.5.1. Take a personal inventory. Every leader must take personal inventory of their strengths, weaknesses and the ego traps they're likely to get caught up in. Strengths are the things a person is really good at it, either naturally or because they've had practice. For example, someone might be a great orator or they might have a knack for seeing complex patterns. They might have tremendous compassion and be a great manager of people, or they might be a visionary who can

¹⁷² "Corporate Finance Institute, *Accountability...*"

¹⁷³ Samuel, M. (2021) *The Four Steps To Becoming An Accountable Leader*. Available from: <https://bstate.com/2021/10/19/accountable-leader/> ©Mark Samuel, IMPAQ. 2017-2022 B STATE. All Rights Reserved.

see where culture is headed before everyone else. It's important for a leader to know their strengths so that they can capitalize on them, hone them and put their energy and time into activities that utilize those strengths. Weaknesses are the opposite of strengths — things that a person isn't that great at. The person who is a great manager of people might not be a great project manager due to poor organizational skills. The great orator might be bad at planning ahead and the creative visionary may not be very good at everyday administration. The leader should also know their weaknesses so that they can either try to strengthen them or delegate tasks that require those skills to someone else. Knowing your common ego traps is perhaps the most important personal inventory a leader can take. Ego traps are those reactivities you're likely to have. For example, one leader might be quick to anger when someone disagrees with them, while another leader might become fearful in unknown situations. Falling into our ego traps is easy to do and totally human, but it prevents leaders from being accountable and is something all leaders must actively work on.

4.5.2. ¹⁷⁴**Get clear on outcomes.** One of the ways leaders avoid accountability is not being clear on what they're being accountable for. When we have vague or nonexistent ideas of where we're going, we don't have to be accountable because we don't even know where we're going or what we're trying to accomplish. Purposeful and clear outcomes are the prerequisite to accountability. When determining desired outcomes, really think about where you want to go and why. In a business setting, this will be your business outcome. What is your vision for the company? If your goals were achieved, what would that look and feel like, and what would be the ultimate purpose? Business leaders often get lost in standard metrics and goals, but as leaders, we need to look towards what kind of world we're creating, both inside and outside of our organization. In personal leadership accountability, your outcomes will likely be the experience you want to have. If you want more money, think about why you want it and what the purpose is. If you have a health goal, think of your purpose for being healthy and what kind of life experience you're looking for. Only when we have clear, specific and purposeful outcomes can we be accountable to them.

¹⁷⁴ Samuel, M. (2021) *The Four Steps To Becoming An Accountable Leader*. Available from: <https://bstate.com/2021/10/19/accountable-leader/> ©Mark Samuel, IMPAQ. 2017-2022 B STATE. All Rights Reserved.

4.5.3. Take action. This one might seem obvious, but you'd be surprised how many leaders avoid taking action. Why? Because once you take action, you *have* to be accountable for your goals. It's easy to plan and imagine and think about the action you want to take, but actually doing it puts you in the vulnerable position of being able to fail. The good news, as I said before, is that failure is a mindset, not a reality. No one fails unless they stop learning. Taking action is courageous and required if you want to be an accountable leader.

4.5.4. ¹⁷⁵**Learn and adjust.** Perhaps the most important step of being an accountable leader is the commitment to learning and adjusting. We can't know what lies ahead in the unknown, so we can only plan and predict to the best of our ability based on a guess and look at patterns from history. To reach our desired outcomes, we *must* be willing to let ourselves fail so that we can learn and make adjustments. Accountable leaders never stop learning, and they know that getting on the field or in the ring, even if they get knocked out sometimes, is the best and quickest way to learn. When we move towards our goals, dreams or desired outcomes in life and in business, we are going to fumble along the way and leaders know that the obstacles and difficulties they encounter are not there to thwart them but rather to help them learn (Samuel, M., 2021, <https://bstate.com/2021/10/19/accountable-leader/>). The following section will cover information about the different examples of exemplary entrepreneurs, academics, leaders, diplomats and organizations based in the Republic of Latvia, Federal Republic of Germany, Republic of Singapore & Republic of the Union of Myanmar in-depth.

4.6 Examples of countries with exemplary and outstanding entrepreneurs, leaders, diplomats, academics and philanthropists

The following section will cover information about the exemplary and outstanding leader, philanthropist and diplomat of the Republic of Latvia in-depth.

¹⁷⁵ Samuel, M. (2021) *The Four Steps To Becoming An Accountable Leader*. Available from: <https://bstate.com/2021/10/19/accountable-leader/> ©Mark Samuel, IMPAQ. 2017-2022 B STATE. All Rights Reserved.

4.6.1 Republic of Latvia

¹⁷⁶Latvia is globally renowned for its highly skilled workforce, highly attractive tourist attraction destinations and investor-friendly business environment. In the Republic of Latvia the government foreign diplomatic relations are guided and managed by the Prime Minister, the President, the Cabinet and the Ministry of Foreign Affairs and its staff team since they all serve as diplomats of the country. The outstanding and exemplary leader, philanthropist and diplomat of the Republic of Latvia will be discussed as follows:

4.6.1.1 President of the Republic of Latvia His Excellency Edgars Rinkēvičs

The high quality portrait of the outstanding and exemplary President of the Republic of Latvia His Excellency Edgars Rinkēvičs will be clearly depicted by Figure 4.1 below.

¹⁷⁶ Rudolph Muteswa (2024) *20 Popular Global Destinations, Airports, Cruise Ships & Trains Revised Edition*. Self-Published Educational Ebook, ISBN: 978-1-77933-870-9 EAN: 9781779338709 and it available as a free download on the free online library – <https://rudolphmuteswa.com>

Figure 4.1 The high quality portrait of the outstanding and exemplary President of the Republic of Latvia His Excellency Edgars Rinkēvičs



Author of Presidential Portrait: Jānis Deīnats

Source: (Chancery of the President of Latvia, 04.07.2023, *President of Latvia Edgars Rinkēvičs*, <https://www.president.lv/en/president-latvia-edgars-rinkevics>).

According to the Chancery of the President of Latvia (2023) **President of Latvia Edgars Rinkēvičs**.¹⁷⁷ President of Latvia, Edgars Rinkēvičs, is a Latvian public and political figure and the long-serving Minister of Foreign Affairs of the Republic of Latvia (from 25 October 2011 until 7 July 2023). Born in Jūrmala on 21 September 1973. In 1991 he graduated from Jūrmala High School No 4 (now Pumpuri High School). In 1995 acquired Bachelor's degree in History at the Faculty of History and Philosophy of the University of Latvia. From 1994 to 1995 he

¹⁷⁷ Chancery of the President of Latvia (2023) *President of Latvia Edgars Rinkēvičs*. Available from: <https://www.president.lv/en/president-latvia-edgars-rinkevics> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

completed his studies at the University of Groningen (The Netherlands) in the study programme of Political Science and International Relations (certificate). In 1998 he graduated from the Faculty of History and Philosophy of the University of Latvia with a Master's degree in Political Science. From 1999 to 2000 he studied at the Industry Studies Program for National Security and Resource Strategy at the US National Defence University in Washington, D.C., obtaining a Master's degree in National Security Resource Strategy. On 8 July 2023, Edgars Rinkēvičs officially became the President of Latvia. He is the longest serving Foreign Minister in the history of the Latvian State (from 25 October 2011 until 7 July 2023).¹⁷⁸ From October 2008 to July 2011, he worked as Head of the Chancery of the President of Latvia during the presidency of President Valdis Zatlers (2007–2011). Long-serving State Secretary at the Ministry of Defence of the Republic of Latvia (from August 1997 to October 2008), serving as Head of the Office for the Organisation of the NATO Summit of Heads of State and Government (2005–2007) and Deputy Head of Delegation for the negotiations on Latvia's accession to NATO (2002–2005). From May 1997 to August 1997, he was Acting State Secretary of the Ministry of Defence of the Republic of Latvia, and between September 1996 and May 1997 he was Deputy State Secretary for Defence Policy of the Ministry of Defence of the Republic of Latvia. Between March 1996 and September 1996, he worked as Director of the Policy Department of the Ministry of Defence of the Republic of Latvia, having joined the Ministry in 1995 as Senior Policy Officer. In addition to his studies at the University, he worked as a journalist on foreign policy and international relations for Radio Latvia (1993–1994). His native language is Latvian, he also speaks English and Russian, as well as French.

¹⁷⁹ Awards

2024 – The Grand Cross of the Order of Redeemer of the Hellenic Republic

¹⁷⁸ Chancery of the President of Latvia (2023) *President of Latvia Edgars Rinkēvičs*. Available from: <https://www.president.lv/en/president-latvia-edgars-rinkevics> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

¹⁷⁹ Chancery of the President of Latvia (2023) *President of Latvia Edgars Rinkēvičs*. Available from: <https://www.president.lv/en/president-latvia-edgars-rinkevics> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

2024 – The National Order of Merit of the Republic of Malta, Companion of Honour

2023 – The Order of the Three Stars, Commander of the Grand Cross

2023 – The Cross of Recognition, Commander of the Grand Cross

2023 – The Order of the Oak Crown, Grand Officer, the Grand Duchy of Luxembourg

2022 – The Order of Merit of Ukraine, First Class

2019 – The Order of the Cross of Terra Mariana, First Class, the Republic of Estonia

2019 – The Order of Merit of the Federal Republic of Germany, Grand Cross, 1st Class

2018 – The Order of Merit of the Italian Republic, Grand Officer

2018 – The Order of Orange-Nassau, the Kingdom of the Netherlands, Grand Officer

2015 – The Royal Norwegian Order of Merit, Grand Cross, First Class¹⁸⁰

2013 – The Order of the Lion of Finland, Commander, First Class

2007 – Grand Officer of the Order of Three Star

2007 – NATO award For Meritorious Service

2006 – The Order of Orange-Nassau, the Kingdom of Netherlands

2005 – The Order of Merit, the Republic of Estonia

2005 – The Order of Merit, the Italian Republic

¹⁸⁰ Chancery of the President of Latvia (2023) *President of Latvia Edgars Rinkēvičs*. Available from: <https://www.president.lv/en/president-latvia-edgars-rinkevics> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

2005 – Commander’s Cross of the Order of Merit of the Republic of Poland

2004 – Commander of the Great Cross of the Order of Viesturs of the Republic of Latvia

2004 – Republic of Latvia Minister of Defence Award – Commemorative Medal for Advancing Latvia’s Accession to NATO¹⁸¹

2000 – Republic of Latvia Minister of Defence Award – Medal of Honourable Merit for Contribution to Armed Forces Development (Chancery of the President of Latvia, 2023, <https://www.president.lv/en/president-latvia-edgars-rinkevics>). The historical photograph of the Riga Castle (*Presidential Residence*) will be clearly depicted by Figure 4.2 below.

¹⁸¹ Chancery of the President of Latvia (2023) *President of Latvia Edgars Rinkēvičs*. Available from: <https://www.president.lv/en/president-latvia-edgars-rinkevics> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

Figure 4.2 The historical photograph of the Riga Castle (*Presidential Residence*)



Author of Riga Castle Photograph: Ilmars Znotins

Source: (Chancery of the President of Latvia, 2024, <https://www.president.lv/en/riga-castle>). © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

“Riga Castle. The Riga Castle has been the residence of the President of Latvia since 1922 when the authority of the presidency was established. The Castle is situated in the very centre of Old Riga on the bank of River Daugava. ¹⁸²The Riga Castle is an important part of the historical and cultural heritage of Latvia as one of the greatest medieval castles in Latvia. Its foundation stone was laid on 15 June 1330. The Castle was destroyed several times; it also underwent significant redevelopment and extension. The last large-scale renovation was carried out on the eve of Latvia’s centenary. All rooms have been restored to their historical appearance and adapted to modern requirements and intended use. After extensive reconstruction and restoration work, President of Latvia Raimonds Vējonis resumed his work in the Riga Castle on 22 August 2016.

The foundation stone and construction. The foundation stone of the Castle was laid on 15 June 1330. Over the centuries, the Castle was destroyed several times; it also underwent significant

¹⁸² Chancery of the President of Latvia (2021) *Riga Castle*. Available from: <https://www.president.lv/en/riga-castle> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

redevelopment and extension. Whereas in the result of the renovation works carried out before the upcoming Centenary of the Republic of Latvia, the Riga Castle has regained its original splendour. **Presidential residence.** The Soviet regime was an exception when the Castle was given over to the communist children's organisation, the pioneers. President of Latvia Jānis Čakste, Gustavs Zemgals, Alberts Kviesis, and Kārlis Ulmanis both worked and lived in the Castle. After the restoration of independence, President of Latvia Guntis Ulmanis returned to work in the Riga Castle in June 1995. However, some official visits of presidents from countries like Poland, USA, and Portugal were received in the Riga Castle before that"¹⁸³ (Chancery of the President of Latvia, 2021, <https://www.president.lv/en/riga-castle>). The beautiful natural waterfront environment and historical architectural building designs of the Riga Castle (*Presidential Residence*) will be clearly depicted by Figure 4.3 below.

¹⁸³ Chancery of the President of Latvia (2021) *Riga Castle*. Available from: <https://www.president.lv/en/riga-castle> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

Figure 4.3 The beautiful natural waterfront environment and historical architectural building designs of the Riga Castle (*Presidential Residence*)



Author of Riga Castle Photograph: **Ilmars Znotins**

Source: (Chancery of the President of Latvia, 2024, <https://www.president.lv/en/riga-castle>). © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

According to the Chancery of the President of Latvia (2021) **Premises and interior**. Residence of the President of Latvia in the Riga Castle occupies the major part of the building block that had been built instead of the former castle-front and is situated on four floors. The interiors of the premises depict centuries-long formation and historical periods of the Castle¹⁸⁴ (Chancery of the President of Latvia, 2021, <https://www.president.lv/en/riga-castle>). The following section will cover information about Germany in-depth.

¹⁸⁴ Chancery of the President of Latvia (2021) *Riga Castle*. Available from: <https://www.president.lv/en/riga-castle> [Accessed November 22, 2024] © 2024 Valsts prezidenta kanceleja, all rights of published content reserved. © 2020 Valsts kanceleja, all rights reserved for the Unified Web Platform.

4.6.2 Federal Republic of Germany

“In general Germany enjoys a strong positive international reputation that significantly contributes towards its tourist attraction/arrival rates”¹⁸⁵¹⁸⁶ (Rudolph Muteswa, 2023:74 cited from his famous book title – ‘*Amazing Global Tourist Destinations & Airlines*’ and Rudolph Muteswa, 2024:49 cited from his famous book title - *20 Popular Global Destinations, Airports, Cruise Ships & Trains Revised Edition*). The different outstanding and exemplary entrepreneurs, environmentalists and philanthropists based in Germany will be discussed in this section as follows:

4.6.2.1 Mr. Fabrizio Sepe (Owner & Managing Director of the Serengeti Park Ltd in Hodenhagen, Germany) and Dr. Idu Azogu-Sepe (Head of the Department of Research at Serengeti-Park Hodenhagen GmbH)

In the Federal Republic of Germany the conservation of wildlife animals and the natural environment is part of the country’s environment and climate change policies. A typical good example of the exemplary and outstanding wildlife animal ecologists/environmentalists, entrepreneurs and philanthropists based in Germany include Mr. Fabrizio Sepe (*Owner & Managing Director of the Serengeti Park Ltd in Hodenhagen*) and Dr. Idu Azogu-Sepe (*Head of the Department of Research at Serengeti-Park Hodenhagen GmbH*). The Serengeti Park over the past numbers of years up to this present day it continues to play a significant role towards teaching and promoting eco-tourism and climate change science. In addition the Serengeti Park also continues to promote the importance of the natural environment through implementing various environmental protection initiatives for the general public, tourists, students and academics under the leadership of Mr. Fabrizio Sepe (*Owner & Managing Director of the*

¹⁸⁵ Rudolph Muteswa (2024) *20 Popular Global Destinations, Airports, Cruise Ships & Trains Revised Edition*. Self-published Educational EBooks, ISBN: 978-1-77933-870-9 EAN: 9781779338709 and it is available as a free download via the online library – <https://rudolphmuteswa.com>

¹⁸⁶ Rudolph 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 EBooks ISBN: 978-1-77931-690-5 EAN: 9781779316905 and it is available as a free download via the online library – <https://rudolphmuteswa.com>

Serengeti Park Ltd in Hodenhagen) and Dr. Idu Azogu-Sepe (*Head of the Department of Research at Serengeti-Park Hodenhagen GmbH*). The high quality photographs of Mr. Fabrizio Sepe (*Owner & Managing Director of the Serengeti Park Ltd in Hodenhagen*) and Dr. Idu Azogu-Sepe (*Head of the Department of Research at Serengeti-Park Hodenhagen GmbH*) will be clearly depicted by Figure 4.4 below.

Figure 4.4 The high quality photographs of the exemplary wildlife animal ecologists/environmentalists, entrepreneurs and philanthropists Mr. Fabrizio Sepe (*Owner & Managing Director of the Serengeti Park Ltd in Hodenhagen*) and Dr. Idu Azogu-Sepe (*Head of the Department of Research at Serengeti-Park Hodenhagen GmbH*)



Source: (Serengeti Park Ltd, 2023, <https://www.serengeti-park.de/>). "Serengeti-Park Hodenhagen, Germany"

¹⁸⁷According to the Serengeti Park Ltd (2023) **THE HISTORY OF THE PARK. About the Serengeti Park in Hodenhagen. Our philosophy.** “We connect our guests and especially children with fun, nature and beauty. In a very free and spontaneous way we let our guests feel fun and love for nature and give them a lasting sense of hope, joy and excitement for the future.”

¹⁸⁷ Serengeti Park Ltd (2023) *About the Serengeti Park in Hodenhagen*. Available from: <https://www.serengeti-park.de/ueber-den-serengeti-park/> [Accessed February 08, 2023] "Serengeti-Park Hodenhagen, Germany"

Our history. Africa in the Lüneburg Heath – we, the Sepe family, have been implementing an innovative and unique zoo concept since 1974. On a total of 220 hectares you will find an animal reserve with 1500 exotic animals and an amusement world with over 40 rides and various shows. This makes the Serengeti Park unique in Europe. The famous zoologist and wildlife filmmaker Prof. Dr. In the early 1970s, Bernhard Grzimek advised our family on the planning and construction of the park. Our parents, Paolo and Lia Sepe, have run the park with great dedication since the arrival of the first wild animals from Africa in 1974. To this day, it is our highest goal to strengthen the nature awareness of the guests through the proximity to the species-appropriately kept animals that live almost freely in spacious enclosures. "An animal must always retain the right to be an animal in order to live as undisturbed as possible - this is a question of respect for nature." You can feel the coexistence of humans and animals and consciously experience a piece of nature in our numerous spacious, natural and driveable landscape facilities. In such a moment you can free yourself from your everyday life and find yourself. In 1997, the siblings Veronica and Fabrizio Sepe, together with our cousin Giovanni, took over the management of the Serengeti Park in the second generation. From childhood they have taken on many tasks in the park and their hearts beat for the park. Since April 1st, 2017 Fabrizio Sepe has been the sole owner of the park and since October 2020 also the sole managing director of the park. We have introduced many significant innovations in both the animal park and the amusement park in recent years. In the "Serengeti Safari", for example, the elephant breeding facility, a spacious outdoor area for white tigers and a 3000 square meter outdoor area for the cheetahs. In the new "jungle safari" over 200 monkeys have found a new home on a 15-hectare, completely new island area. Here you can observe the animals without cage barriers or meet them up close in the five walk-through parts of the modernized facility. Europe's largest jeep safari course, our jungle safari tour, the aqua safari with airboats that opened in 2010 and the "Black Mamba" jetboats, which have been new since 2015 and were specially made for the Serengeti Park, are further highlights. Our park is the only amusement park in Germany where guests can ride jet boats. Over the years, new attractions have constantly been added, which have made our park more and more attractive. We are proud to offer you a unique destination and wish you an exciting adventure on your personal safari through the Serengeti! Your family Sepe (Serengeti Park Ltd, 2023, <https://www.serengeti-park.de/ueber-den-serengeti-park/>). "Serengeti-Park Hodenhagen, Germany". The amazing wildlife and the

natural environment at the ‘Serengeti-Park Hodenhagen’ will be clearly depicted by Figure 4.5 below.

Figure 4.5 The amazing wildlife and the natural environment at the ‘Serengeti-Park Hodenhagen’



The Addax (also called Mendes antelope)



Amur Leopa



Bactrian camel



The King Tiger, also known as the Bengal tiger



The bison is also known as the “Indian buffalo”



White Lion



Mandrill



The water hog is the largest rodent on earth

Source: (Serengeti Park Ltd, 2023, <https://www.serengeti-park.de/en/addax-addax-nasomaculatus/> & <https://www.serengeti-park.de/en/amur-leopard-panthera-pardus-orientalis/> & <https://www.serengeti-park.de/en/bactrian-camel-camelus-ferus-bactrianus/> & <https://www.serengeti-park.de/en/bengal-tiger-panthera-tigris/> & <https://www.serengeti-park.de/en/bison-bison-bison/> & <https://www.serengeti-park.de/en/white-lion-panthera-leo-krugeri/> & <https://www.serengeti-park.de/en/mandrill-mandrillus-sphinx/> & <https://www.serengeti-park.de/en/capybara-hydrochoerus-hydrochaeris/>). "Serengeti-Park Hodenhagen, Germany"

Serengeti-Park Hodenhagen. “The Serengeti-Park Hodenhagen is the largest safari park in Europe. More than 1,500 wild and exotic animals from far away countries live in a natural environment! On an area of 120 hectares you will find, among others, lions, tigers, rhinos, antelopes and bears.¹⁸⁸Wildlife conservation, research and sustainability are an important part of our philosophy” (Serengeti Park Ltd, 2023, <https://www.serengeti-park.de/en/our-animals-from-a-to-z/page/7/>). "Serengeti-Park Hodenhagen, Germany". The exciting comfortable tents at lake Victoria at the Serengeti Park resort will be clearly depicted by Figure 4.6 below.

Figure 4.6 Comfortable tents at lake Victoria at the Serengeti Park resort



Source: (Serengeti Park Ltd, 2023, <https://www.serengeti-park.de/en/tent-lodges/>). "Serengeti-Park Hodenhagen, Germany"

The Serengeti Park accommodation in the form of overnight stays in the Ranger Lodges and the overnight stay on the Masai Masai compound will be clearly depicted by Figure 4.7 below.

¹⁸⁸ Serengeti Park Ltd (2023) *Our Animals from A-to-Z*. Available from: <https://www.serengeti-park.de/en/our-animals-from-a-to-z/page/7/> [Accessed February 08, 2023] "Serengeti-Park Hodenhagen, Germany".

Figure 4.7 Overnight stays in the Ranger Lodges and the overnight stay on the Masai Mara compound



Overnight stays in the Ranger Lodges

Masai Mara compound

Source: (Serengeti Park Ltd, 2023, <https://www.serengeti-park.de/en/ranger-lodges/> & <https://www.serengeti-park.de/en/on-safari-with-a-caravan-pitches-in-the-midst-of-the-masia-mara/>). "Serengeti-Park Hodenhagen, Germany"

¹⁸⁹“**STAY OVERNIGHT IN THE SERENGETI-PARK. On safari with a caravan – pitches in the midst of the Masai Mara!** You have the chance to stay overnight in your own caravan in the middle of Africa – on the Masai Mara compound which opened in 2014. From your pitch you can watch the animals on the Masai Mara compound” (Serengeti Park Ltd, 2023, <https://www.serengeti-park.de/en/on-safari-with-a-caravan-pitches-in-the-midst-of-the-masia-mara/>). "Serengeti-Park Hodenhagen, Germany". The following section will cover information about the different entrepreneurs, academics, universities and organizations based in Singapore in-depth.

¹⁸⁹ Serengeti Park Ltd (2023) *On Safari with a caravan pitches in the midst of Masai Mara*. Available from: <https://www.serengeti-park.de/en/on-safari-with-a-caravan-pitches-in-the-midst-of-the-masia-mara/> [Accessed February 08, 2023] "Serengeti-Park Hodenhagen, Germany".

4.6.3 Republic of Singapore

In general Singapore is an amazing, multicultural and peace-loving country with a vibrant economy that is located in Southeast Asia. ¹⁹⁰There are many tourist attraction sites in Singapore (Rudolph Muteswa, 2024:140). One of the typical good example of an outstanding and exemplary academic based in Singapore will be discussed in this section as follows:

4.6.3.1 Professor Tan Eng Chye (*President of the National University of Singapore – NUS*)

The exemplary and outstanding top academic and President of the leading National University of Singapore will be clearly depicted by Figure 4.8 below.

¹⁹⁰ Rudolph Muteswa (2024) *20 Popular Global Destinations, Airports, Cruise Ships & Trains Revised Edition*. Self-Published Educational Ebooks, ISBN: 978-1-77933-870-9 EAN: 9781779338709 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

Figure 4.8 The exemplary and outstanding top academic and President of the leading National University of Singapore



Photo 1



Photo 2



Photo 3



Photo 4

Source: (National University of Singapore, **Photo 1** – President Tan Eng Chye at NUS Faculty of Science’s 95th Anniversary Mural Launch in September 2024 and **Photo 2** – President Tan Eng Chye signing a Memorandum of Understanding with University of Toronto President Meric Gertler in May 2023 and **Photo 3** - A Memorandum of Understanding, signed between NUS and Université Paris Cité in November 2023, was witnessed by Singapore’s Deputy Prime Minister Heng Swee Keat and France’s Minister of Higher Education and Research Sylvie Retailleau and **Photo 4** - NUS President Professor Tan Eng Chye with NUS alumni at Plant it Forward Challenge 2023). © National University of Singapore. All Rights Reserved.

““**BIOGRAPHY.** Professor Tan Eng Chye was appointed President of the National University of Singapore (NUS) on 1 January 2018. He is the University’s 5th president, and the 23rd leader to head Singapore’s oldest higher education institution. Prof Tan, who attended Raffles Institution (1974 to 1979), obtained his Bachelor in Mathematics (First Class Honours, 1985) at

NUS and his PhD (1989) at Yale University. ¹⁹¹He joined NUS as a faculty member in the Department of Mathematics in 1985, as a Senior Tutor, and has held visiting positions at various leading universities such as the Rutgers University, University of Washington at Seattle, University of California at Berkeley and University of Maryland, USA; Universities of Tokyo and Kyoto, Japan; as well as the Hong Kong University of Science and Technology. Prof Tan's research interests are in the Representation Theory of Lie Groups and Lie Algebras; and Invariant Theory and Algebraic Combinatorics. He has been invited to speak in numerous top global conferences, and has published more than 20 articles in top internationally-refereed journals and conference proceedings. He has co-authored three books on mathematics, including a well-known graduate text on non-Abelian harmonic analysis. Prof Tan is a passionate and award-winning educator. As a pioneer architect of the current academic system and interdisciplinary educational approach in NUS, he has seeded many initiatives such as the Special Programme in Science, University Scholars Programme, University Town Residential College Programme, Grade-free Year, and Technology-enhanced Education. He was recognised with the University Teaching Award for Innovative Teaching in 1998, and was President of the Singapore Mathematical Society (2001 to 2005) as well as the Southeast Asian Mathematical Society (2004 to 2005). Prof Tan currently serves on the boards of the National Research Foundation; National University Health System; NUS High School of Mathematics and Science; Singapore Economic Development Board; and the University of Sharjah. He also sits on the International Advisory Council of the Southern University of Science and Technology in China, and is an advisor with the global nonprofit think tank, The Conference Board. Prof Tan is a member of Singapore's Future Economy Advisory Panel and the Association of Pacific Rim Universities Steering Committee, and serves on the Board of Directors of the Geneva Science and Diplomacy Anticipator. He is also the immediate former chair of Universitas 21, a leading global network of 29 research-intensive universities. For his outstanding contributions to education, as well as his community and leadership roles in Singapore and globally, Prof Tan was awarded the Meritorious Service Medal at Singapore's National Day Awards in 2024. He had earlier received the Public Administration Medal (Gold) in 2014. He was awarded the

¹⁹¹ National University of Singapore (2024) *Biography*. Available from: <https://www.nus.edu.sg/president/biography> [Accessed October 11, 2024] © National University of Singapore. All Rights Reserved.

Wilbur Lucius Cross Medal, which honours exceptional alumni in the areas of scholarship, teaching, academic administration, and public service, by Yale University in 2018. ¹⁹²Prof Tan was conferred an Honorary Doctor of Science from the University of Southampton in 2018 in recognition of his achievements as “an innovative and exceptional teacher, and then as a distinguished and respected leader in academia”; and an Honorary Doctor of Management from Universiti Malaya in 2023 for his contributions to the university’s journey towards academic and intellectual excellence. In 2022, Prof Tan was conferred the title of Knight of the French Order of the Legion of Honour (Chevalier de la Légion d’Honneur) – the highest French distinction for military and civil accomplishments – for his distinguished contributions in education and research”” (National University of Singapore, 2024, <https://www.nus.edu.sg/president/biography>). According to the National University of Singapore (2024) **About**. The National University of Singapore aspires to be a vital community of academics, researchers, staff, students and alumni working together in a spirit of innovation and enterprise for a better world. ¹⁹³Our singular focus on talent will be the cornerstone of a truly great university that is dedicated to quality education, influential research and visionary enterprise, in service of country and society.

VISION a leading global university shaping the future.

MISSION to educate, inspire and transform.

VALUES innovation, resilience excellence, respect, integrity.

In numbers 3 Campuses: Kent Ridge, Bukit Timah and Outram. 16 Colleges, faculties and schools. 37 University-level research institutes and centres. 6 Research Centres of Excellence. 60 Bachelor's degrees. 54 Second majors. 24 Concurrent degrees. 35 Joint degrees.

Founded by the community for the community. We started out as a modest medical school with 23 students in 1905, founded by a determined group of businessmen led by Tan Jiak Kim,

¹⁹² National University of Singapore (2024) *Biography*. Available from: <https://www.nus.edu.sg/president/biography> [Accessed October 11, 2024] © National University of Singapore. All Rights Reserved.

¹⁹³ National University of Singapore (2024) *About. Corporate Information*. Available from: <https://nus.edu.sg/about#corporate-information> [Accessed October 11, 2024] ©National University of Singapore. All Rights Reserved.

to serve the needs of the local community. ¹⁹⁴Today, more than 100 years on, as Singapore's flagship university, we continue to be in service of country and society. Learn more about our rich heritage and leaders of this institution (National University of Singapore, 2024, <https://nus.edu.sg/about#corporate-information>). The following section will cover information about Myanmar in-depth.

4.6.4 Republic of the Union of Myanmar

Today it has become the main priority of many countries to achieve global goals and rankings in order to boost their nation brand values, economic stability, peace, academic literacy rates, natural environment conservation programs, international trade and so on. Generally the Republic of the Union of Myanmar is a natural resources rich nation with numerous beautiful tourist attraction sites and many higher learning institutions. A typical good example of an outstanding top academic based in Myanmar will be discussed as follows:

4.6.4.1 Dr. Tint Tint (*Rector at the Mandalay University of Foreign Languages, Myanmar*)

The exemplary and outstanding top academic and Rector of the leading 'Mandalay University of Foreign Languages' based in Myanmar will be clearly depicted by Figure 4.9 below.

¹⁹⁴ National University of Singapore (2024) *About. Corporate Information*. Available from: <https://nus.edu.sg/about#corporate-information> [Accessed October 11, 2024] ©National University of Singapore. All Rights Reserved.

Figure 4.9 The exemplary and outstanding top academic and Rector of the leading ‘Mandalay University of Foreign Languages’ based in Myanmar



Source: (Mandalay University of Foreign Languages, 2024, *Background History*, <https://www.mufl.edu.mm/about-us/background-history.html> and <https://www.mufl.edu.mm/>).

“**Mandalay University of Foreign Languages.** Language is the essential medium for communication. If equipped with the language skills, we can make efficient transactions to the success of our lives. ¹⁹⁵With the aim of producing language experts, training good citizens and cultivating the sense of responsibility and accountability, our Alma Mater Mandalay University of foreign Languages has set out its mission under the auspice of the Department of Human Resources Development” (Mandalay University of Foreign Languages, 2024, <https://www.mufl.edu.mm/>). The high quality and unique university facilities and culture at the Mandalay University of Foreign Languages will be clearly depicted by Figure 4.10 below.

¹⁹⁵ Mandalay University of Foreign Languages (2024) *Mandalay University of Foreign Languages*. Available from: <https://www.mufl.edu.mm/> [Accessed October 23, 2024]

Figure 4.10 The high quality and unique university facilities and culture at the Mandalay University of Foreign Languages



Recent News & Events

Traditional Festivals

Source: (Mandalay University of Foreign Languages, 2024, *Facilities. Library*, <https://www.mufl.edu.mm/about-us/facilities.html> and <https://www.mufl.edu.mm/>)

According to Mandalay University of Foreign Languages (2024) **VISION AND MISSION.**

Vision. MUFL is a source of higher education to produce human resources equipped with the empowerment of language skills and knowledge to enhance multi-cultural understanding.

¹⁹⁶**Mission.**

- To provide academic services to the Local community in line with the national language policy, developing human resources whose knowledge and language skills meet the international standards
- To produce graduates who serve the country with good moral virtue that enables them to take the role of leadership in society

¹⁹⁶ Mandalay University of Foreign Languages (2024) *Vision and Mission*. Available from: <https://www.mufl.edu.mm/about-us/vision-and-mission.html> [Accessed October 23, 2024]

- To maintain Myanmar cultural heritage, Myanmar Literature and Myanmar classical arts through multi-cultural understanding, and to promote teaching Myanmar language to foreigners (Mandalay University of Foreign Languages, 2024, <https://www.mufl.edu.mm/about-us/vision-and-mission.html>). The following section will cover information about the conclusion of this chapter in-depth.

4.7 Conclusion

It can be concluded that accountability is inevitable to every individual who leads others. Some of the key benefits of accountability amongst leaders is that it helps to achieve good governance and benchmarked governance standards. Fairness is strongly associated with accountability since equal treatment must be consistently applied to everyone. It can be concluded that accountability is one of the most critical ingredient that is used to ensure the achievement of each and every goal that is set for a team in an organization, society or institution. It can also be concluded that accountability generally helps to improve an organization's or leader's legitimacy through improved performance.

4.8 Review questions

- 1) Define the following two terms 'fairness' and 'accountability'?
- 2) Explain what is 'accountability'?
- 3) Describe the contribution of accountability in an organization?
- 4) Explain how a leader can become accountable?

Chapter 5: Republic of Austria, Republic of Liberia & The Republic of Uganda

After studying this chapter you should be able to:

- Define the following two terms ‘innovation’ and ‘technology’.
- Identify the advantages of good leadership.
- Describe the meaning of ‘leadership sustainability’.
- Explain how leaders become climate change and technology influencers in an organization.
- Discuss the good typical examples of exemplary and outstanding entrepreneurs, academics, leaders, diplomats and organizations from the Republic of Austria, Republic of Liberia & The Republic of Uganda.

5.1 Introduction

Climate change policies, the respecting of human rights, embracing of technological innovations and effective leadership have become the key factors that influence the day-to-day work activities of leaders. ¹⁹⁷¹⁹⁸“The global climate is changing, and will continue to change, in ways that affect the planning and day to day operations of businesses, government agencies and other organisations. The manifestations of climate change include higher temperatures, altered rainfall patterns, and more frequent or intense extreme events such as heatwaves, drought, and storms” (Australian Greenhouse Office in the former Australian Government Department of the Environment & Heritage - which is now called the Australian Government Department of Agriculture, Water and the Environment, 2006:8 cited in Rudolph Muteswa, 2021:12). One of

¹⁹⁷ Australian Greenhouse Office in the former Australian Government Department of the Environment & Heritage (which is now called the Australian Government Department of Agriculture, Water and the Environment) (2006) *Climate Change, Risks and Challenges*. Available from: <https://www.environment.gov.au/system/files/resources/21c04298-db93-47a6-a6b0-eaaaae9ef8e4/files/riskmanagement.pdf> [Accessed June 12, 2021] ISBN: 1 921 120 56 8 © Commonwealth of Australia 2006 p3 – 67.

¹⁹⁸ Rudolph Muteswa (2021) *Climate Change & the Global Business Community's Viewpoint (Gathered Articles): A North America, Asia, Africa, Oceania & Europe a 21st Century Perspective*. Self-Published Ebook, ISBN 978-1-77921-416-4 & it is available as a free download on the online library – <https://rudolphmuteswa.com>

the critical question that still puzzles some of the leadership experts in this 21st century is ‘*who is a great leader and what makes them a great leader*’? The importance of understanding the aspects that help to determine what makes one individual to become a great leader has become a key priority in organizations that are aiming to gain a competitive edge via effective leadership. It is important to point-out the fact that nowadays leaders (*such as Royal Monarchs, Presidents, Prime Ministers, business owners, chief executive officers, chairman/chairwoman, philanthropists and academics*) have become international tourism marketers themselves since they help to add value to the nation brand of their home countries through globalization. The definition of terms will be discussed in the following section in-depth.

5.2 Definition of terms

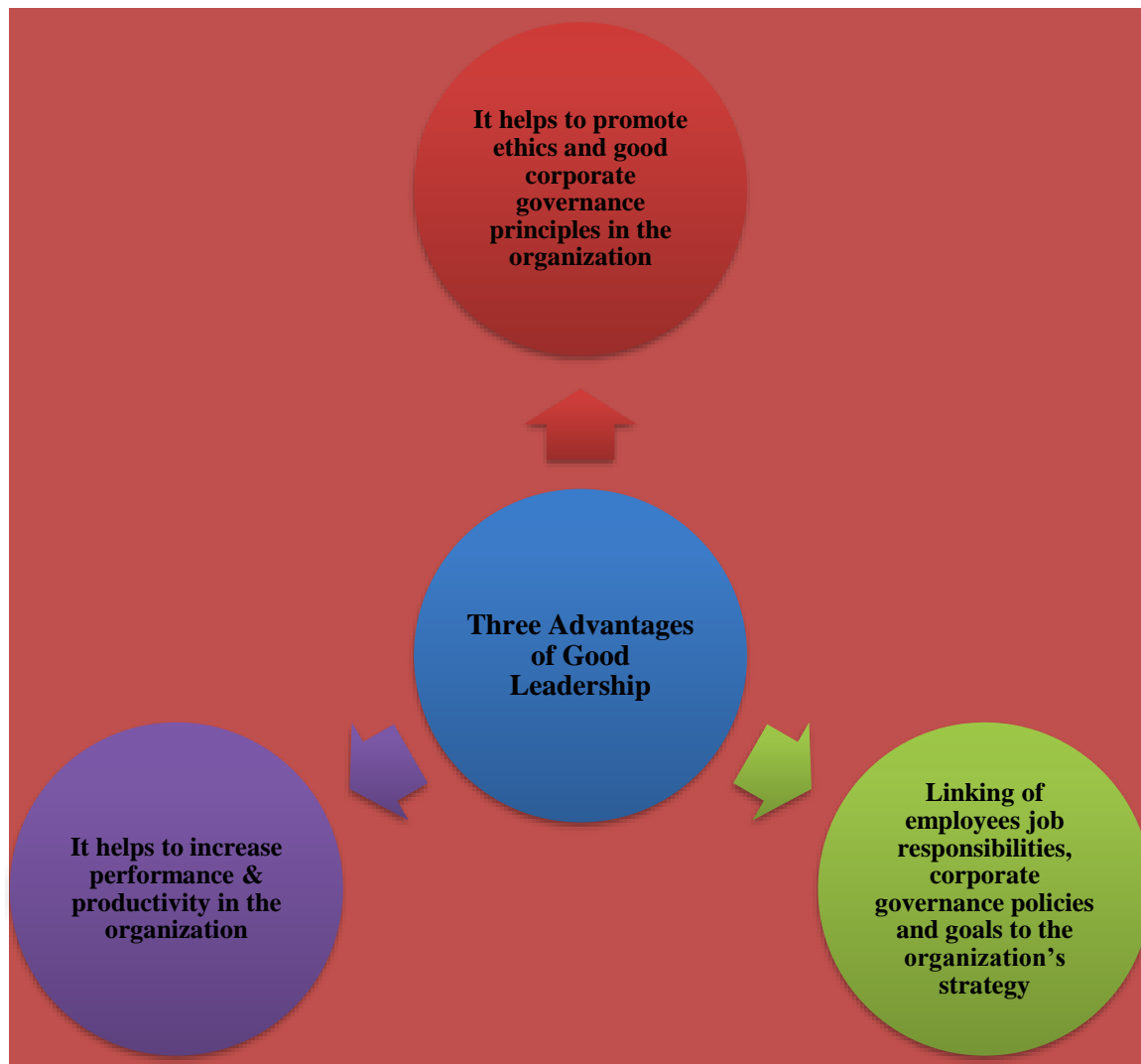
The term ‘*innovation*’ is generally perceived to be a process that is adopted to achieve a certain goal or result in a manner that helps the organization to move forward from the position it was earlier. ¹⁹⁹In addition the term ‘*technology*’ in this book refers to the modern day electronic devices, information communication networks, computer software or systems, processes, engineering components or parts and the world wide web (Internet) (Rudolph Muteswa, 2019:109). The following section will cover information about the advantages of good leadership in-depth.

5.3 Advantages of good leadership

An outstanding business leader understands the importance of corporate governance and what it aims to achieve in the organization. The three advantages of good leadership in organization are depicted by Figure 5.1 below.

¹⁹⁹ Rudolph 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, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

Figure 5.1 Three advantages of good leadership



The various advantages identified by Figure 5.1 that are enjoyed by an organization with effective leadership are further discussed as follows:

5.3.1 It helps to promote ethics and good corporate governance principles in the organization

A good leader leads by example and will do anything to ensure that moral values, principles and ethics of the organization are maintained by his or her followers to protect the employees from losing focus on the organization's mission and vision. Great leaders ensure that they create a long lasting exemplary way of doing things by upholding ethical behavior on a daily basis with the aim of encouraging their followers to do the same as this helps to build and maintain a good

image of the organization. ²⁰⁰Most ethical leaders consistently ensure that they take into consideration the positive and negative opinions of the people they are leading before making a decision that affects them and they also ensure that all their decisions adhere to the organization's codes of ethics²⁰¹ (Kay, 2016, <https://aboutleaders.com/> cited in Rudolph Muteswa, 2019:122).

5.3.2 It helps the organization to link employees' job responsibilities, corporate governance policies and goals to the organization's strategy

Leaders help to ensure that they properly inform and educate all the organization's stakeholders in particular its employees about what the organization intends to accomplish (*purpose*) and the strategies it will implement to attain its purpose. Corporate governance guidelines adopted by an organization must enable everyone in the organization to align their routine tasks on the job towards achieving the organizational strategy. One of the qualities of a true business leader is that they continuously guide the actions of their followers towards attaining the organization's vision, mission and strategy. Therefore, by doing so the employees become accustomed to the idea of aligning their behavior, personal goals, work responsibilities to the overall organizational strategy. This helps to increase the pace at which an organization can accomplish its planned goals and objectives (Rudolph Muteswa, 2019:122).

5.3.3 It helps to increase performance and productivity in the organization

The upholding of the principles of corporate governance such as fairness, ethics, respect, accountability, transparency and the disclosure of information often results in the adoption and implementation of effective leadership styles by the board of directors, executive directors and senior management. Employees are human beings therefore the style of leadership a leader uses at the workplace plays a great role in influencing their motivation, work performance and organizational commitment. Organizations with great leaders often perform exceptionally well in

²⁰⁰ Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*. Self-Published Educational Ebook, ISBN 978-1-77920-212-3 EAN 9781779202123 & it is available as a free download on the online library – <https://rudolphmuteswa.com>

²⁰¹ Kay, M. (2016) *Leadership Skills #7: Great Leaders Have Ethics*. Available from: <https://aboutleaders.com/leadership-skills-7-great-leaders-have-ethics/>

the market and at their maximum capacity. Generally organizations that invest in leadership training tend to have better qualified board of directors, executive directors and senior managers who can lead the employees more effectively²⁰² (Rudolph Muteswa, 2019:122). The following section will cover information about the meaning of leadership sustainability in-depth.

5.4 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.²⁰³ According 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.

²⁰² Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*. Self-Published Educational Ebook, ISBN 978-1-77920-212-3 EAN 9781779202123 & it is available as a free download on the online library – <https://rudolphmuteswa.com>

²⁰³ 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]

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

²⁰⁴The 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>).

The following section will cover information about the different examples of exemplary entrepreneurs, academics, leaders and diplomats based in the Republic of Austria, Republic of Liberia & The Republic of Uganda in-depth.

5.5 Examples of countries with exemplary and outstanding leaders, diplomats and academics

The following section will cover information about the exemplary and outstanding leader, diplomat and philanthropist based in Austria in-depth.

5.5.1 Republic of Austria

“Historically, Austria is very popular around the world as a nation that is consistently governed by charismatic and servant leaders in government”²⁰⁵ (Rudolph Muteswa, 2023:47). In the

²⁰⁴ 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]

²⁰⁵ Rudolph Muteswa (2023) *12 Leaders of Various Countries Around the World (Gathered Articles): A North America, Europe, Africa & Oceania 21st Century Perspective 1st Edition*, p1-80, ISBN: 978-1-77931-813-8, Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

Republic of Austria the government foreign diplomatic relations are guided and managed by the Federal President, the Prime Minister, Federal Minister for European and International Affairs and the staff employed in the Federal Ministry for European and International Affairs of Austria since they all serve as diplomats of the country. Information relating to the Federal President of the Republic of Austria and the First Lady of Austria will be discussed as follows:

5.5.1.1 His Excellency Professor Alexander Van der Bellen (*Federal President of the Republic of Austria*) and the First Lady of Austria Doris Schmidauer (*Republic of Austria*)

The unique photograph of the exemplary and outstanding Federal President of the Republic of Austria His Excellency Professor Alexander Van der Bellen and the First Lady of Austria Doris Schmidauer will be clearly depicted by Figure 5.2 below.

Figure 5.2 The unique photograph of the exemplary and outstanding Federal President of the Republic of Austria His Excellency Professor Alexander Van der Bellen and the First Lady of Austria Doris Schmidauer



Source: (Presidential Chancellery, August 10, 2018, *His Excellency Austrian President Alexander Van der Bellen and the First Lady of Austria Doris Schmidauer*, <https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen>). “Carina Karlovits/HBF”.

“*“My home is Tyrol, Vienna, Austria and Europe,” says Federal President Alexander Van der Bellen. A short journey through countries, decades and life”*” (Presidential Chancellery, 2018, <https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen>). The amazing and historical photographs of the exemplary and outstanding Federal President of the Republic of Austria His Excellency Professor Alexander Van der Bellen will be clearly depicted by Figure 5.3 below.

Figure 5.3 The amazing and historical photographs of the exemplary and outstanding Federal President of the Republic of Austria His Excellency Professor Alexander Van der Bellen



Photo 1



Photo 2



Photo 3



Photo 4



Photo 5



Photo 6

Source: (Presidential Chancellery, **Photo 1 – 3**, August 10, 2018, *His Excellency Austrian President Alexander Van der Bellen*, <https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen> and **Photo 4**: Josef Fischnaller - *Alexander Van der Bellen as head of the Greens*, <https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen> and **Photo 5**: Peter Lechner/HBF - 2024, "Austria needs a stable, effective, honest government", <https://www.bundespraesident.at/aktuelles/detail/was-sich-ausgeht-und-was-nicht> and **Photo 6**: Peter Lechner/HBF, 2024, *At the EARTH Talks, Alexander Van der Bellen calls for more speed in measures against global warming*, <https://www.bundespraesident.at/aktuelles/detail/erdgespraeche>).

According to the Presidential Chancellery (2018) **In the world**. Alexander Van der Bellen was born in Vienna on January 18, 1944. His mother was Estonian by birth, his father was Russian by

birth with Dutch ancestors. After fleeing the Soviets several times, the family finally found a new home in Austria, first in Vienna, then in Tyrol. From now on, the Kaunertal is the place that defines the feeling of home for Alexander Van der Bellen.²⁰⁶ Alexander Van der Bellen grew up as a Protestant immigrant child in the Tyrolean mountains. After elementary school, he attended the Academic Gymnasium in Innsbruck, where he graduated in 1962. His passion is literature, especially American crime novels. Austria is close to my heart. Austria is my home. **Our home.**

Alexander Van der Bellen

educational path

- 1950–1954 Elementary School Innsbruck
- 1954–1962 Akademisches Gymnasium Innsbruck (Matura)
- 1962–1970 studied economics at the University of Innsbruck, 1966 diploma, 1970 doctorate.

At the University

Alexander Van der Bellen followed in his father's footsteps and studied economics at the University of Innsbruck, where he received his doctorate in 1970. He worked as an assistant at the Institute of Public Finance at the University of Innsbruck and then at the International Institute of Management and Administration in Berlin. In 1975 he received his habilitation in the field of finance. He became an associate professor at the University of Innsbruck, then went to Vienna and taught at the Federal Academy of Administration from 1977 onwards. In 1980 he was appointed full professor of economics at the University of Vienna. From 1990 to 1994 he was Dean and Deputy Dean of the Faculty of Social and Economic Sciences at the University of Vienna. The interaction between business, politics and research will accompany him throughout his life.

²⁰⁶ Presidential Chancellery (2018) *Alexander Van der Bellen*. Available from:

<https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen> [Accessed November 22, 2024]

²⁰⁷Professional background

- 1968–1970 Research Assistant at the Institute of Public Finance at the University of Innsbruck
- 1971–1975 Assistant at the Institute of Public Finance at the University of Innsbruck
- 1972–1974 Research Fellow at the Social Science Center Berlin
- 1976–1980 Associate Professor, University of Innsbruck
- 1977–1980 Federal Academy of Administration Vienna
- 1980–2009 Full Professor of Economics, University of Vienna (1999–2009 on statutory leave)
- 1990–1994 Dean and Deputy Dean, Faculty of Social and Economic Sciences, University of Vienna

In politics. John F. Kennedy, Bruno Kreisky – Alexander Van der Bellen developed his political worldview in the historical wake of great names and their ideas. In the mid-1970s he joined the SPÖ, which he later left again. He found his way to the Greens through the issues closest to his heart – environmental protection, the climate crisis and human rights. *“Black turtleneck, typically unshaven, self-confident, but without any arrogance” – this is how the Neue Zürcher Zeitung described Alexander Van der Bellen in 1997, when he was elected federal spokesman for the Greens. To be a good politician, you have to be patient and keep your nerve. You have to be able to wait for the right moment and judge it intuitively.* Alexander Van der Bellen

Political mandates

- 1994-2012 Green Member of the National Council
- 2012-2015 Member of the Vienna State Parliament and Member of the Vienna City Council

²⁰⁷ Presidential Chancellery (2018) *Alexander Van der Bellen*. Available from:

<https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen> [Accessed November 22, 2024]

Political functions

- 1997–2008 Federal Spokesperson of the Austrian Greens
- 1999–2008 Chairman of the Green Club

²⁰⁸**For Austria.** On January 8, 2016, Alexander Van der Bellen announced his candidacy for the office of Austrian Federal President via video message. An election campaign followed that lasted longer than anyone had planned - more than ten months. Voters were also asked to do a lot. The cancellation of the runoff election by the Constitutional Court and the postponement of the repeat of the runoff election due to poorly sealed envelopes is a unique event in the history of the Republic of Austria. On December 4, 2016, the Austrians finally elected Alexander Van der Bellen as the ninth Federal President with 53.8 percent of the vote. On January 26, 2017, he was sworn in before the Federal Assembly. On May 22, 2022, Alexander Van der Bellen announced his candidacy for re-election: *"To be there for our Austria with all my life experience and strength."* In the election on October 9, 2022, he was confirmed in office by 56.7 percent of the voters and was sworn in again as Federal President on January 26, 2023 before the Federal Assembly in the newly revamped Parliament. *Austria is all of us. We belong to one another, we depend on one another. We are as strong as our solidarity.* Alexander Van der Bellen. Federal President Alexander Van der Bellen is married to Doris Schmidauer and has two grown-up sons from his first marriage. He is a passionate reader, starts his day with espresso and Sudoku, enjoys hiking and loves dogs. He lives with his wife in Vienna and in Kaunertal.

²⁰⁹Voluntary Activities and Awards – Selection

- 2010-2015 voluntary work as Commissioner of the City of Vienna for Universities & Research

²⁰⁸ Presidential Chancellery (2018) *Alexander Van der Bellen*. Available from: <https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen> [Accessed November 22, 2024]

²⁰⁹ Presidential Chancellery (2018) *Alexander Van der Bellen*. Available from: <https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen> [Accessed November 22, 2024]

- 2004 Award of the Grand Golden Decoration of Honour with the Star for Services to the Republic of Austria
- Vice President of the non-partisan Austrian Society for Foreign Policy and the United Nations (ÖGAVN)
- 2016 Award of the Grand Star of the Decoration of Honour for Services to the Republic of Austria (Presidential Chancellery, 2018, <https://www.bundespraesident.at/aktuelles/detail/lebenslauf-alexander-van-der-bellen>). The following section will cover information about the Republic of Liberia in-depth.

5.5.2 Republic of Liberia

Liberia is located on the continent of Africa and it is a peaceful and very democratic country with excellent foreign diplomatic relations. ²¹⁰Today Liberia is globally known as a thriving tourism and hospitality hub in Africa. The beautiful country of Liberia is rich in arts, culture, culinary tourism, music and agriculture (Rudolph Muteswa, 2024:35 cited from his famous book title '*Global Destinations to Visit & Popular Airports, Cruise Ships, Airlines & Trains: Travel Guide for Tourists, Diplomats, Entrepreneurs, Executive Directors, Academics, Students & Other Professionals 1st Edition*'). Some of the outstanding top academics based in the republic of Liberia will be discussed in this section as follows:

5.5.2.1 Dr. Yar Donlah Gonway-Gono, Ph. D. (PRESIDENT of the United Methodist University – UMU, Liberia) and Rev. Dr. Anthony G. Dioh (Vice President for Academic Affairs)

The high quality photographs of the exemplary and outstanding top academics and university leadership team of the leading 'The United Methodist University' (UMU) will be clearly depicted by Figure 5.4 below.

²¹⁰ Rudolph Muteswa (2024) *Global Destinations to Visit & Popular Airports, Cruise Ships, Airlines & Trains: Travel Guide for Tourists, Diplomats, Entrepreneurs, Executive Directors, Academics, Students & Other Professionals 1st Edition*. Self-Published Educational Ebook, ISBN: 978-1-77933-712-2 EAN: 9781779337122 and it is available as a free download on the free online library –<https://rudolphmuteswa.com>

Figure 5.4 The high quality photographs of the exemplary and outstanding top academics and university leadership team of the leading ‘The United Methodist University’ (UMU)



Dr. Yar Donlah Gonway-Gono, Ph. D. (PRESIDENT)



Rev. Dr. Anthony G. Dioh (Vice President)

Source: (The United Methodist University, 2024, <https://umu.edu.lr/leadership.php>). Copyright © 2024 - The United Methodist University. All rights reserved.

²¹¹“**About UMU.** The United Methodist University (UMU) is a private four-year liberal arts institution of higher learning owned by the Liberia Annual Conference of the United Methodist Church, and is located in Monrovia, Liberia. The University has about 5000 students enrolled on four campuses (Monrovia, Gbarnga, Ganta, and Gbazon Town, Sinoe) across Liberia. Affiliated with the General Board of Higher Education and Ministry of the United Methodist Church, the University is the only United Methodist Church institution of higher learning in the West Africa Central Conference. The United Methodist University is accredited by the National Commission on Higher Education in the Republic of Liberia, and currently offers five undergraduate degrees, the Bachelor of Arts, Bachelor of Science, Bachelor of Business Administration, Bachelor of Social Work, Bachelor of Theology, and one graduate degree, the Master of Divinity. The University also offers diplomas and associate degrees” (The United Methodist University, 2024, https://umu.edu.lr/mission_statement.php). The unique building architecture at The United Methodist University will be clearly depicted by Figure 5.5 below.

²¹¹The United Methodist University (2024) *About UMU*. Available from: https://umu.edu.lr/mission_statement.php [Accessed October 11, 2024] Copyright © 2024 - The United Methodist University. All rights reserved

Figure 5.5 The unique building architecture at The United Methodist University



Source: (The United Methodist University, 2024, https://umu.edu.lr/Student_Activities.php and https://umu.edu.lr/mission_statement.php).

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²¹²According to The United Methodist University (2024) **Vision**. The vision/goal of the University is to prepare a new generation of men and women schooled on the African continent to build nations that are spiritually, socially, economically, and politically independent and self-sustaining. **Mission**. The mission of the University is to provide quality education within a Pan African context through which persons can acquire general professional knowledge and skills within the framework of Christian values and ethics. UMU is a member of the Association of Liberian Universities; member of the Association of African Universities, African Association of Methodist Institutions of Higher Education, African Association of United Methodist Theological Institutions, The International Association of Methodist Schools, Colleges, and Universities. Currently, the UMU and Salem State University in Salem, Massachusetts, USA, have a Memorandum of Understanding for five (5) years to work together to improve the existing programs at the University (The United Methodist University, 2024, https://umu.edu.lr/mission_statement.php). The following section will cover information about The Republic of Uganda in-depth.

²¹²The United Methodist University (2024) *Student Activities*. Available from: https://umu.edu.lr/Student_Activities.php

[Accessed October 11, 2024] Copyright © 2024 - The United Methodist University. All rights reserved.

5.5.3 The Republic of Uganda

Uganda is globally known for its significant contribution in the global athletics sporting field, higher education research and nature-based tourism. In general Uganda is a beautiful natural resources country with stunning mountainous landscapes, rivers and forests that have successfully positioned it as a leading nature-based tourist destination in Africa. A typical good example of an outstanding top academic based in Uganda will be discussed as follows:

5.5.3.1 Professor Barnabas Nawangwe (*The Vice Chancellor, Makerere University, Uganda*)

The high quality photograph of the exemplary and outstanding top academic and The Vice Chancellor of the leading ‘Makerere University’ in Uganda will be clearly depicted by Figure 5.6 below.

Figure 5.6 The high quality photograph of the exemplary and outstanding top academic and The Vice Chancellor of the leading ‘Makerere University’ in Uganda



The Vice Chancellor Professor Barnabas Nawangwe

Source: (Makerere University, 2024, <https://news.mak.ac.ug/> and <https://news.mak.ac.ug/2024/09/masters-phd-research-fellowships-in-water-society-climate-change-programmes/>).

²¹³According to Makerere University (2024) **Arch. Prof. Barnabas Nawangwe** is the current Vice Chancellor of Makerere University, having assumed office in September 2017, and been reappointed for a second five-year term in August 2022. He holds a PhD in Architecture from the Kyiv National University of Construction and Architecture (KNUCA). He also holds a number of certificates in Management. Prior to his appointment as Vice Chancellor, Prof. Nawangwe

²¹³ Makerere University (2024) *Vice Chancellors Office*. Available from: <https://www.mak.ac.ug/university-governance/university-management/central-university-management-committee/vice-chancellors-office> [Accessed October 25, 2024] Copyright @2024 Makerere University

served Makerere University as the Deputy Vice Chancellor (Finance and Administration) from 2013 to 2017, Acting Principal of the College of Engineering, Design, Art and Technology-CEDAT (2011-2013), Dean of the Faculty of Technology (2002-2011) and Head of the Department of Architecture right from its inception in 1989 until 2002. He has chaired several University committees, including the University Research, Administrative and Financial Reforms Committee. Prof. Nawangwe has published more than 40 articles in peer-reviewed journals and has served as external examiner at several universities within and outside Africa. He has chaired boards of several national, regional and international professional organisations. He currently chairs the Steering Committee of the Centre for Tobacco Control in Africa (CTCA) and is the Patron of the ResilientAfrica Network (RAN). He is the Director of the UK-based Worldwide Universities Network (WUN). WUN is a not-for-profit association of 23 universities, spanning 15 countries on six continents, whose principal activity is the creation of new multilateral opportunities for international collaboration in research and graduate education. He is also a member of Executive Committee of the Council of the Association of Commonwealth Universities (ACU), a unique network of over 500 universities in 50 countries dedicated to building a better world through higher education. Prof. Nawangwe is a Registered Professional Architect and has worked widely as a consulting Architect in Uganda and beyond. His research interests are in Vernacular Architecture and Informal Settlements. As a Vice-Chancellor, he is responsible for the academic, administrative and financial affairs of the University (Makerere University, 2024, <https://www.mak.ac.ug/university-governance/university-management/central-university-management-committee/vice-chancellors-office>). **“About Makerere University.** Opening its doors to only 14 students in 1922, Makerere University has grown to become one of the most prestigious Universities in Africa and the World over. **Our Motto. We build for the Future.** ²¹⁴Established in 1922 as a humble technical school, Makerere University is one of the oldest and most prestigious Universities in Africa. In January of that year, the school, which was later renamed Uganda Technical College, opened its doors to 14 day students who began studying Carpentry, Building and Mechanics. The College soon began offering various other courses in Medical Care, Agriculture, Veterinary Sciences and Teacher Training. It expanded

²¹⁴ Makerere University (2024) *About Makerere University*. Available from: <https://www.mak.ac.ug/about-makerere-university>
[Accessed October 25, 2024] Copyright @2024 Makerere University

over the years to become a Center for Higher Education in East Africa in 1935. In 1937, the College started developing into an institution of higher education, offering post-school certificate courses” (Makerere University, 2024, <https://www.mak.ac.ug/about-makerere-university>). The following section will cover information about the conclusion of this chapter in-depth.

5.6 Conclusion

It can be concluded that a great leader is always well educated about current world events such as climate change policies, the respecting of human rights, technological advancements and economic-political factors. The importance of understanding the aspects that help to determine what makes one individual to become a great leader has become a key priority in our modern day society. It can also be concluded that great leaders adopt an innovation culture that aims to achieve an exemplary behavior. Leadership can easily be sustained if continuous learning is embraced, applied and entrenched as part of the organizational culture in an organization. It can also be concluded that great leaders ensure that they create a long lasting exemplary way of doing things by upholding ethical behavior on a daily basis.

5.7 Review questions

- 1) Define the following two terms ‘innovation’ and ‘technology’?
- 2) Identify the advantages of good leadership?
- 3) Describe the meaning of ‘leadership sustainability’?
- 4) Explain how leaders become climate change policies and technology influencers in an organization?

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