

# The World's Exemplary & Exceptional Leaders, Diplomats, Philanthropists, Academics & Entrepreneurs 1<sup>st</sup> Edition



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## **The World's Exemplary & Exceptional Leaders, Diplomats, Philanthropists, Academics & Entrepreneurs 1<sup>st</sup> Edition**

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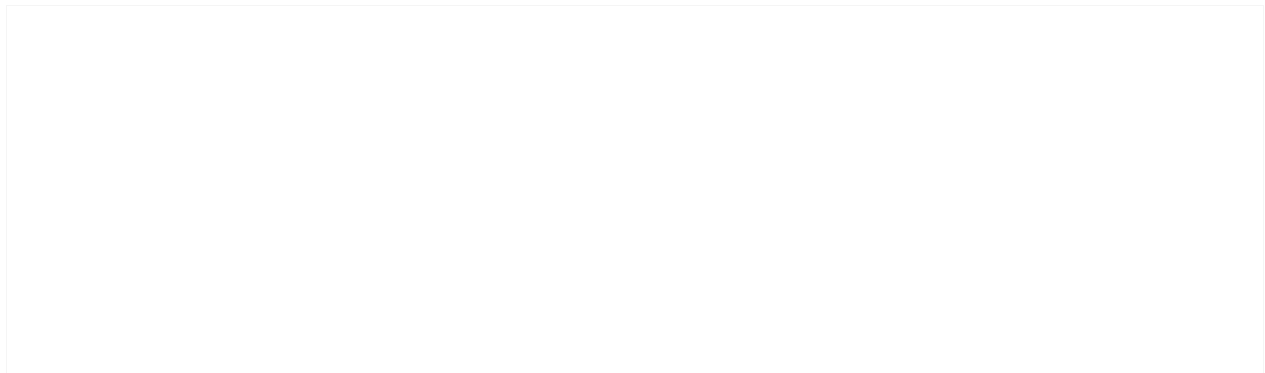
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## **PREFACE TO THE FIRST EDITION**

In general human beings who commit their life to serve, uplift and help others through providing moral guidance are generally categorized as exceptional and exemplary people in our modern day society. Exceptional and exemplary people are generally result-oriented and accountable in their day-to-day work or personal life activities. A leader such as a Royal Monarch, President, Prime Minister, Senior Diplomat, business owner, chief executive officer (*CEO*), chairman/chairwoman, an academic (*for instance a university vice chancellor, pro-vost, rector, president or lecturer*) 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, government diplomat, academic or any highly skilled professional in any career field is now capable of 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, government diplomats and many other professionals. 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, government diplomats 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. Furthermore, I noticed that in this life we live today humanity can only progress through consistent learning or knowledge sharing and the desire for consistent learning can only be strengthened through book writing and rigorously promoting a culture of book writing amongst all people located across the world in various career-fields.

## **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: United States of America, Kingdom of the Netherlands, United Kingdom & Kingdom of Spain

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 typical good examples of exemplary and outstanding entrepreneurs, academics, leaders and diplomats from the United States of America, Kingdom of the Netherlands, United Kingdom & Kingdom of Spain.

## 1.1 Introduction

<sup>1</sup>Climate change policies, the respecting of human rights, embracing of technological innovations and the implementation of effective leadership strategies have become the key factors that influence the day-to-day work activities of leaders. One of 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 (Rudolph Muteswa, 2025:167). The definition of terms will be discussed in the following section in-depth.

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<sup>1</sup> Rudolph Muteswa (2025) *The World's Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>



## 1.2 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. <sup>2</sup>In 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.

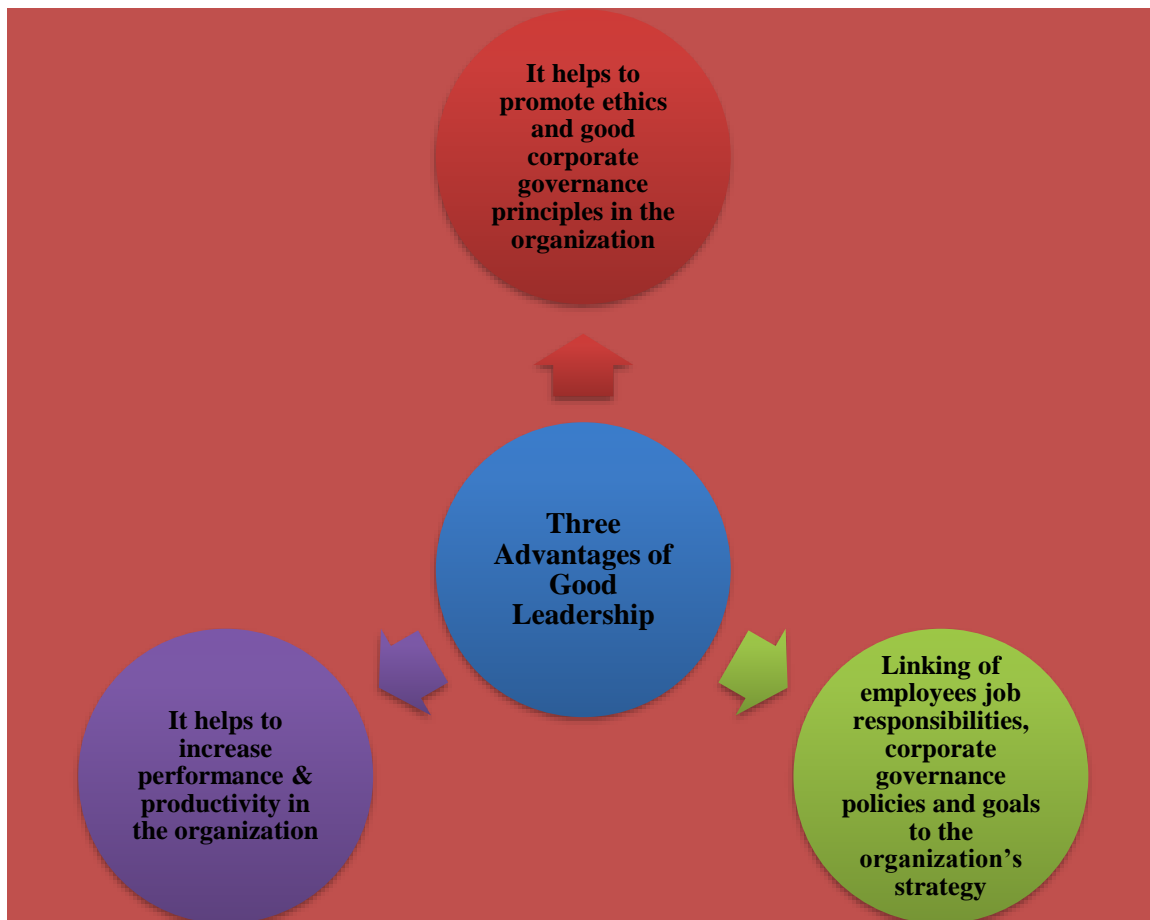
## 1.3 Advantages of good leadership

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 1.1 below.

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<sup>2</sup> 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 1.1 Three advantages of good leadership**



The various advantages identified by Figure 1.1 that are enjoyed by an organization with effective leadership are further discussed as follows:

### **1.3.1 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. <sup>3</sup>Most 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 ethics<sup>4</sup> (Kay, 2016, <https://aboutleaders.com/> cited in Rudolph Muteswa, 2019:122).

### **1.3.2 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).

### **1.3.3 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

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<sup>3</sup> 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>

<sup>4</sup> 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 effectively<sup>5</sup> (Rudolph Muteswa, 2019:122). The following section will cover information about the meaning of leadership sustainability in-depth.

## 1.4 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. <sup>6</sup>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.

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<sup>5</sup> 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>

<sup>6</sup> 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.

<sup>7</sup>The 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 countries with exemplary and outstanding people in-depth.

## 1.5 Examples of countries with exemplary and outstanding leaders, government diplomats, entrepreneurs and academics

In the next section the different examples of exemplary entrepreneurs, academics, leaders and diplomats from the United States of America, Kingdom of the Netherlands, United Kingdom & Kingdom of Spain will be discussed as follows:

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<sup>7</sup> 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]

### 1.5.1 United States of America

<sup>8</sup>“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*) and the greatness of the United States of America will forever remain as long as its society embraces or understands the elements behind their prosperity which is ‘unity’. The greatness of a country can only be destroyed by its adversaries through dismantling its people’s thinking, culture and through vigorously targeting the main pillars holding its ‘unity’ in its entire society” (Rudolph. Patrick. T. Muteswa, 2023:28). <sup>9</sup>“**What is ‘unity’.** <sup>10</sup>The existence of a common history together amongst different communities in a society is unity. Generally ‘unity’ in a society exists when a country establishes highly functional and credible institutions that accommodate, tolerate and value what people think the good is. In addition ‘unity’ occurs when citizens of a country start to live together in peace and harmony as neighbors while at the same time valuing each other’s differences, opinions, ideas and beliefs in a respectful manner” (Levin, Y. cited in George W. Bush Presidential Center, 2021, [www.bushcenter.org](http://www.bushcenter.org) cited in Rudolph. Patrick. T. Muteswa, 2022:15). “The existence of mutual relations amongst people, groups and or entities in a society is based on their willingness to work together and co-exist. Good relations can only be achieved if all the parties involved (*such as people, groups or entities*) are willing to embrace and adopt a unity pact that is based on transparency, truthfulness and good communication”<sup>11</sup> (Rudolph. Patrick. T. Muteswa, 2022:16). <sup>12</sup>“The world’s most famous and

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<sup>8</sup> 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>

<sup>9</sup> George W. Bush Presidential Center (2021) *Creating Unity in a Diverse Society*. Available from: <https://www.bushcenter.org/publications/articles/2021/02/democracy-talks-creating-unity-in-a-diverse-society.html> [Accessed October 24, 2021] © Copyright 2021 George W. Bush Presidential Center

<sup>10</sup> Levin, Y. cited in George W. Bush Presidential Center (2021) *Creating Unity in a Diverse Society*. Available from: <https://www.bushcenter.org/publications/articles/2021/02/democracy-talks-creating-unity-in-a-diverse-society.html> [Accessed October 24, 2021] © Copyright 2021 George W. Bush Presidential Center

<sup>11</sup> Rudolph Muteswa (2022) *World Peace, Dialogue & Unity (Gathered Articles): A North America, Asia, Africa, Latin America, Middle East, Oceania & Europe Perspective 1st Edition*. Self-Published Educational Ebook. ISBN: 978-1-77924-683-7 EAN: 9781779246837, p1-120 and available as a free download on the online library - <https://rudolphmuteswa.com>

powerful nation the United States of America has for many decades been a popular tourist destination and it has been receiving visitors from different parts of the world. <sup>13</sup>The United States of America has successfully managed to go the ‘extra mile’ in distinguishing itself towards the full commitment to uplift the living standards or quality of life of the people living in Africa, South America, Central America, the Caribbean Islands, Asia, Europe and Oceania regions through consistent foreign direct investments (FDI), education programs and so on. Globally the United States of America is celebrated for its pro-democracy, freedom and human rights principles which have become part of its legacy. Remarkably this great nation called the United States of America has also managed to successfully share these pro-democracy, freedom and human rights principles or values to various parts of the world” (Rudolph. Patrick. T. Muteswa, 2022:23 cited in Muteswa, RPT, 2023:28). Remarkably, over the past number of years the people of the United States of America have elected or appointed several exemplary and outstanding Presidents and Vice Presidents into the U.S. White House from both the Republican and Democratic political parties. Some of the previously appointed exemplary and outstanding Presidents of the United States of America from both the Republican and Democratic political parties include the following:

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<sup>12</sup> 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 1<sup>st</sup> Edition*. Self-Published Educational Ebook. ISBN: 978-1-77931-690-5 EAN: 9781779316905 and available as a free download on the online library - <https://rudolphmuteswa.com>

<sup>13</sup> 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, p23. ISBN: 978-1-77927-184-6 EAN: 9781779271846 and available as a free download on the online library - <https://rudolphmuteswa.com>

### 1.5.1.1 His Excellency Former U.S. President George Herbert Walker Bush (sworn January 20, 1989) and His Excellency Former U.S. President Ronald Reagan

<sup>1415</sup>“**A World Transformed.** Sworn in as the 41st President of the United States on January 20, 1989, George Herbert Walker Bush helped usher in a new and more hopeful geopolitical era marked by the spread of freedom and free markets” (The George H.W. Bush Presidential Library and Museum, 2023, <https://www.bush41.org/bush/biography>). The high quality photograph of the exemplary and outstanding Former U.S. President George H.W. Bush alongside Former U.S. President Ronald Reagan will be clearly depicted by Figure 1.2 below.

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<sup>14</sup> 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 1<sup>st</sup> Edition*. Self-Published Educational Ebook. ISBN: 978-1-77931-690-5 EAN: 9781779316905, p47-49

<sup>15</sup> The George H.W. Bush Presidential Library and Museum (2023) *Biography*. Available from: <https://www.bush41.org/bush/biography> [Accessed February 08, 2023]



**Figure 1.2 The high quality photograph of the exemplary and outstanding Former U.S. President George H.W. Bush alongside Former U.S. President Ronald Reagan**



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

<sup>1617</sup>According to The George H.W. Bush Presidential Library and Museum (2023) **"To Make Kinder the Face of the Nation"**. President Bush was the first sitting vice president to ascend to the presidency since 1837, and he was also only the second American president to serve a full term without party control in either chamber of Congress. Nevertheless, President Bush worked with Congress to pass the Americans with Disabilities Act and the Clean Air Act — landmark civil rights and environmental legislation. He also successfully fought for and negotiated the North American Free Trade Agreement (NAFTA), which was later signed into law (The George

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<sup>16</sup> 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 1<sup>st</sup> Edition*. Self-Published Educational Ebook. ISBN: 978-1-77931-690-5 EAN: 9781779316905, p47-49.

<sup>17</sup> The George H.W. Bush Presidential Library and Museum (2023) *Biography*. Available from: <https://www.bush41.org/bush/biography> [Accessed February 08, 2023]

H.W. Bush Presidential Library and Museum, 2023, <https://www.bush41.org/bush/biography>). The following section will cover information about the exemplary and outstanding Former U.S. President Jimmy Carter (James Earl Carter, Jr.) and the remarkable Jimmy Carter Presidential Library & Museum which will be discussed in-depth below.

#### **1.5.1.2 His Excellency Former U.S. President Jimmy Carter (James Earl Carter, Jr.) and Her Excellency Former U.S. First Lady Mrs. Rosalynn Carter**

The distinguished heritage photograph of the exemplary and outstanding Former U.S. President Jimmy Carter (James Earl Carter, Jr.) and Her Excellency Former U.S. First Lady Mrs. Rosalynn Carter will be clearly depicted by Figure 1.3 below.

**Figure 1.3 The distinguished heritage photograph of the exemplary and outstanding Former U.S. President Jimmy Carter (James Earl Carter, Jr.) and Her Excellency Former U.S. First Lady Mrs. Rosalynn Carter**



Source: (Jimmy Carter Presidential Library & Museum, Photograph accessed from the library website on the 18<sup>th</sup> of May 2024, on January 20, 1977 Inaugurated President. Carters on the evening of the inauguration, <https://www.jimmycarterlibrary.gov/the-carters/the-carter-presidency#0>).

18“““**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 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

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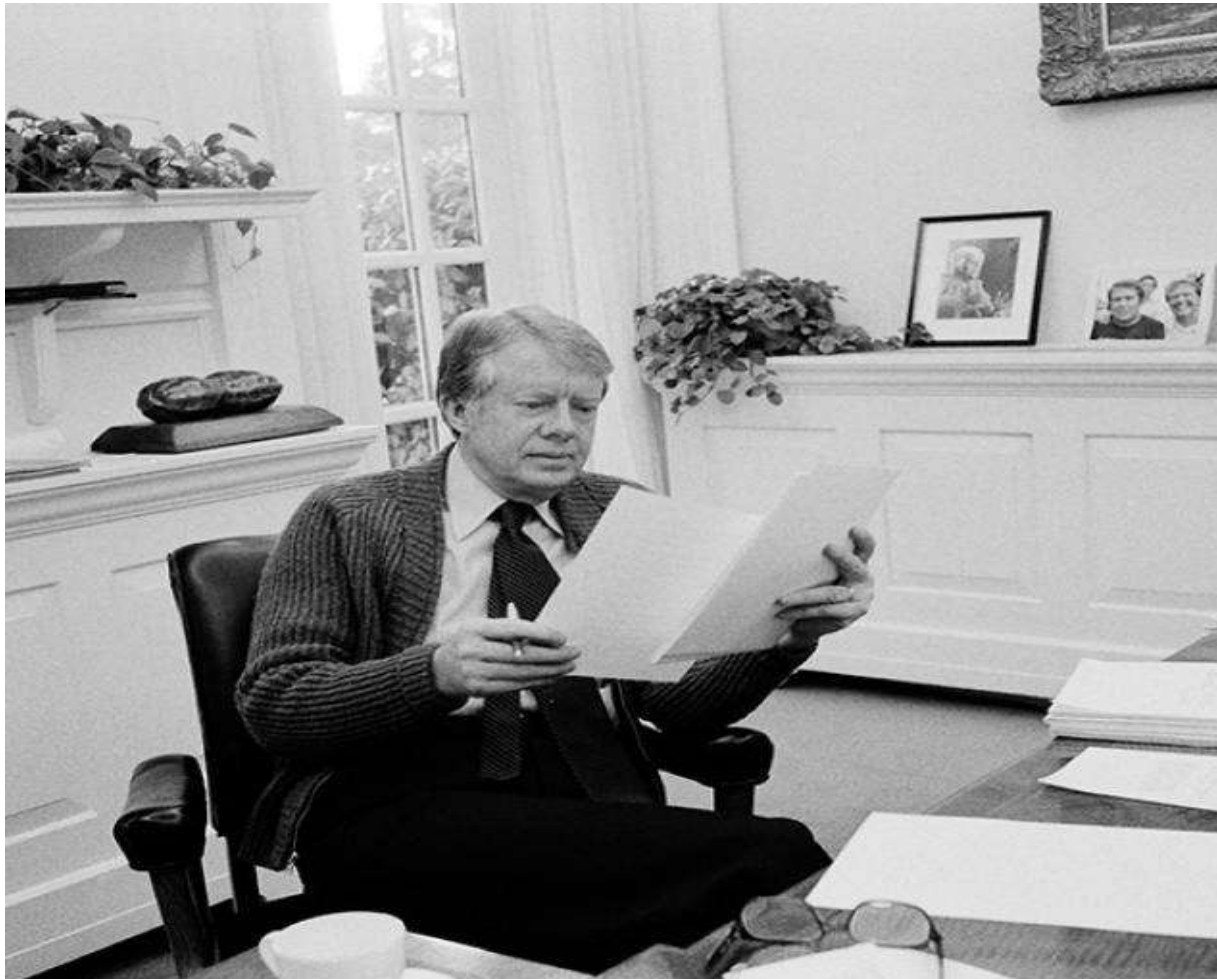
<sup>18</sup> Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]

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. <sup>19</sup>He was the Democratic National Committee campaign chairman for the 1974 congressional and gubernatorial elections"" (Revised July 25, 2018 by Steven H. Hochma. Available from - Jimmy Carter Presidential Library & Museum, 2024, <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter>). The legacy photograph of the exemplary and outstanding Former U.S. President Jimmy Carter (James Earl Carter, Jr.) will be clearly depicted by Figure 1.4 below.

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<sup>19</sup> Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]

**Figure 1.4 The legacy photograph of the exemplary and outstanding Former U.S. President Jimmy Carter (James Earl Carter, Jr.)**



Source: (Jimmy Carter Presidential Library & Museum, *Photograph accessed from the library website on the 18<sup>th</sup> of May 2024*, The Digital Library includes records from the Office of the Chief of Staff and the Office of Staff Secretary during the Carter Administration. Series have been selected in whole or in part and digitized for web access. Office of the Chief of Staff, <https://www.jimmycarterlibrary.gov/research/archives/digital-library>).

<sup>20</sup>“**President Jimmy Carter.** On December 12, 1974, he announced his candidacy for president of the United States. He won his party’s nomination on the first ballot at the 1976 Democratic National Convention, and was elected president on November 2, 1976. Jimmy Carter

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<sup>20</sup> Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]



served as president from January 20, 1977 to January 20, 1981. Significant foreign policy accomplishments of his administration included the Panama Canal treaties, the Camp David Accords, the treaty of peace between Egypt and Israel, the SALT II treaty with the Soviet Union, and the establishment of U.S. diplomatic relations with the People's Republic of China. He championed human rights throughout the world. <sup>21</sup>On the domestic side, the administration's achievements included a comprehensive energy program conducted by a new Department of Energy; deregulation in energy, transportation, communications, and finance; major educational programs under a new Department of Education; and major environmental protection legislation, including the Alaska National Interest Lands Conservation Act. **Books & Accomplishments.** Mr. Carter is the author of 32 books, many of which are now in revised editions: *Why Not the Best?* 1975, 1996; *A Government as Good as Its People*, 1977, 1996; *Keeping Faith: Memoirs of a President*, 1982, 1995; *Negotiation: The Alternative to Hostility*, 1984, 2003; *The Blood of Abraham: Insights into the Middle East*, 1985, 1993, 2007; *Everything to Gain: Making the Most of the Rest of Your Life*, written with Rosalynn Carter, 1987, 1995; *An Outdoor Journal: Adventures and Reflections*, 1988, 1994; *Turning Point: A Candidate, a State, and a Nation Come of Age*, 1992; *Talking Peace: A Vision for the Next Generation*, 1993, 1995; *Always a Reckoning, and other Poems*, 1995; *The Little Baby Snoogle-Fleejer*, illustrated by Amy Carter, 1995; *Living Faith*, 1996; *Sources of Strength: Meditations on Scripture for a Living Faith*, 1997; *The Virtues of Aging*, 1998; *An Hour before Daylight: Memories of a Rural Boyhood*, 2001; *Christmas in Plains: Memories*, 2001; *The Nobel Peace Prize Lecture*, 2002; *The Hornet's Nest: A Novel of the Revolutionary War*, 2003; *Sharing Good Times*, 2004; *Our Endangered Values: America's Moral Crisis*, 2005; *Palestine Peace Not Apartheid*, 2006, 2007; *Beyond the White House: Waging Peace, Fighting Disease, Building Hope*, 2007; *A Remarkable Mother*, 2008; *We Can Have Peace in the Holy Land: A Plan That Will Work*, 2009; *White House Diary*, 2010; *Through the Year with Jimmy Carter: 366 Daily Meditations from the 39th President*, 2011; as general editor, *NIV Lessons from the Life Bible: Personal Reflections with Jimmy Carter*, 2012; *A Call to Action: Women, Religion, Violence, and Power*, 2014; *The Paintings of Jimmy Carter*, 2014; *A Full Life: Reflections at Ninety*, 2015; *The Craftsmanship of Jimmy*

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<sup>21</sup> Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]

Carter, 2018; and *Faith: A Journey for All*, 2018””” (Revised July 25, 2018 by Steven H. Hochma. Available from - Jimmy Carter Presidential Library & Museum, 2024, <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter>). The unique photograph of the exemplary and outstanding Former U.S. President Jimmy Carter (James Earl Carter, Jr.) will be clearly depicted by Figure 1.5 below.

**Figure 1.5 The unique photograph of the exemplary and outstanding Former U.S. President Jimmy Carter (James Earl Carter, Jr.)**



Source: (Jimmy Carter Presidential Library & Museum, Photograph accessed from the library archivist on the 14<sup>th</sup> of November 2025, <https://www.jimmycarterlibrary.gov/the-carters/the-carter-presidency#1>).

““““The Carter Center. In 1982, he became University Distinguished Professor at Emory University in Atlanta, Georgia, and founded The Carter Center. Actively guided by President Carter, the nonpartisan and nonprofit Center addresses national and international issues of public policy. <sup>22</sup>Carter Center staff and associates join with President Carter in efforts to resolve conflict, promote democracy, protect human rights, and prevent disease and other afflictions. The

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<sup>22</sup> Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]

Center has spearheaded the international effort to eradicate Guinea worm disease, which is poised to be the second human disease in history to be eradicated. President Carter and The Carter Center have engaged in conflict mediation in Ethiopia and Eritrea (1989), North Korea (1994), Liberia (1994), Haiti (1994), Bosnia (1994), Sudan (1995), the Great Lakes region of Africa (1995-96), Sudan and Uganda (1999), Venezuela (2002-2003), Nepal (2004-2008), Ecuador and Colombia (2008), and the Middle East (2003-present). Under his leadership The Carter Center has sent 107 election-observation missions to the Americas, Africa, and Asia. These include Panama (1989), Nicaragua (1990), China (1997), Nigeria (1998), Indonesia (1999), East Timor (1999), Mexico (2000), Guatemala (2003), Venezuela (2004), Ethiopia (2005), the Democratic Republic of the Congo (2006), Nepal (2008), Lebanon (2009), Sudan (2010), Tunisia (2011), Egypt (2011-2012), Kenya (2013), Mozambique (2014), Guyana (2015), Myanmar (2016), and Liberia (2017). The permanent facilities of The Carter Presidential Center were dedicated in October 1986, and include the Jimmy Carter Library and Museum, administered by the [National Archives](#). Also open to visitors is the [Jimmy Carter National Historic Site](#) in Plains, administered by the National Park Service. Jimmy and Rosalynn Carter volunteer one week a year for Habitat for Humanity, a nonprofit organization that helps needy people in the United States and in other countries renovate and build homes for themselves. Since 2007, President Carter also has served as a member of The Elders, a group of independent global leaders. He teaches Sunday school and is a deacon in the Maranatha Baptist Church of Plains. For recreation, he enjoys fly-fishing, woodworking, and swimming. The Carters have three sons, one daughter, nine grandsons (one deceased), three granddaughters, five great-grandsons, and eight great-granddaughters. <sup>23</sup>On December 10, 2002, the Norwegian Nobel Committee awarded the Nobel Peace Prize for 2002 to Mr. Carter “for his decades of untiring effort to find peaceful solutions to international conflicts, to advance democracy and human rights, and to promote economic and social development””” (*Revised July 25, 2018 by Steven H. Hochma. Available from - Jimmy Carter Presidential Library & Museum, 2024, <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter>*). The physical environment and the

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<sup>23</sup> Jimmy Carter Presidential Library & Museum (2024) *Jimmy Carter*. Available from: <https://www.jimmycarterlibrary.gov/the-carters/jimmy-carter> [Accessed May 18, 2024]



main building of the Jimmy Carter Presidential Library & Museum will be clearly depicted by Figure 1.6 below.

**Figure 1.6 The physical environment and the main building of the Jimmy Carter Presidential Library & Museum**



Source: (Jimmy Carter Presidential Library & Museum, Photograph accessed from the library archivist on the 14<sup>th</sup> of November 2025, <https://www.jimmycarterlibrary.gov/visit-the-museum>).

<sup>24</sup>“**About the Museum.** The Museum of the Jimmy Carter Library provides a unique experience for the visitor. Through immersive exhibitions of objects, documents, and photographs, videos, and beautiful gifts from world leaders, visitors can get a close-up view of the modern American Presidency. Museum Highlights include a replica Oval Office, unique artifacts, and both permanent and temporary exhibits. The Presidential Library is nestled between two lakes on 30 acres of park land and provides a tranquil setting with a view of the Atlanta skyline. **Visit the Museum. Admissions.** Our current hours of operation are Monday - Saturday, 09:30 am - 4:30

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<sup>24</sup> Jimmy Carter Presidential Library & Museum (2024) *About the museum*. Available from: <https://www.jimmycarterlibrary.gov/visit-the-museum> [Accessed May 18, 2024]

pm. Last admission sale is at 3:30 pm. Tickets may be purchased ONLINE. Visitors may also purchase their tickets on-site” (Jimmy Carter Presidential Library & Museum, <https://www.jimmycarterlibrary.gov/visit-the-museum>). The following section will cover information about the exceptional and exemplary career diplomats of the government of the United States of America in-depth.

**1.5.1.3 His Excellency Ambassador Brian A. Nichols (*Former Assistant Secretary of State for Western Hemisphere Affairs*) and Her Excellency U.S. Ambassador Ms. Pamela M. Tremont (*U.S. Ambassador in the Republic of Zimbabwe*) and Her Excellency Former Deputy Chief of Mission Ms. Elaine French (*Former Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*) and His Excellency Deputy Chief of Mission Phil Nervig (*Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*)**

It is important to point-out that the exemplary and outstanding career diplomats of the government of the United States of America namely His Excellency Ambassador Brian A. Nichols (*Former Assistant Secretary of State for Western Hemisphere Affairs*) and Her Excellency U.S. Ambassador Ms. Pamela M. Tremont (*U.S. Ambassador in the Republic of Zimbabwe*) and Her Excellency Former Deputy Chief of Mission Ms. Elaine French (*Former Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*) and His Excellency Deputy Chief of Mission Phil Nervig (*Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*) are some of the highly distinguished foreign diplomats who have significantly contributed towards the development of the continents of Africa, Asia, South America, Europe and North America (*in terms of promoting peace, entrepreneurship training, humanitarian assistance, job creation programs, promoting U.S. foreign direct investments, creating new export markets, preserving local culture & heritage historical sites, promoting tourist destinations, creating pro-human rights & democracy initiatives, funding of research, education & health programs and so on*) <sup>25</sup> (Rudolph Muteswa, 2022:21). The unique high quality

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<sup>25</sup> 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 1<sup>st</sup> Edition*. Self-Published Ebook, ©2022 ISBN: 978-1-77927-184-6 and it is also available on the free online library – <https://rudolphmuteswa.com>

photographs of the exemplary and outstanding diplomats His Excellency Ambassador Brian A. Nichols (*Former Assistant Secretary of State for Western Hemisphere Affairs*) and Her Excellency U.S. Ambassador Ms. Pamela M. Tremont (*U.S. Ambassador in the Republic of Zimbabwe*) and Her Excellency Former Deputy Chief of Mission Ms. Elaine French (*Former Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*) and His Excellency Deputy Chief of Mission Phil Nervig (*Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*) will be clearly depicted by Figure 1.7 below.

**Figure 1.7** The unique high quality photographs of the exemplary and outstanding diplomats His Excellency Ambassador Brian A. Nichols (*Former Assistant Secretary of State for Western Hemisphere Affairs*) and Her Excellency U.S. Ambassador Ms. Pamela M. Tremont (*U.S. Ambassador in the Republic of Zimbabwe*) and Her Excellency Former Deputy Chief of Mission Ms. Elaine French (*Former Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*) and His Excellency Deputy Chief of Mission Phil Nervig (*Deputy Chief of Mission of the U.S. Embassy in the Republic of Zimbabwe*)



His Excellency Ambassador Brian A. Nichols



Her Excellency U.S. Ambassador Ms. Pamela M. Tremont



Her Excellency Ms. Elaine French



His Excellency Mr. Phil Nervig

Source: (U.S. State Department, 2024, *His Excellency Ambassador Brian A. Nichols*, <https://www.state.gov/biographies/brian-a-nichols/> and *Her Excellency U.S. Ambassador Ms. Pamela M. Tremont*, <https://zw.usembassy.gov/u-s-ambassador-to-zimbabwe/> and *Her Excellency Deputy Chief of Mission Ms. Elaine French*, <https://zw.usembassy.gov/charge-daffaires/> and 2025, *His Excellency Deputy Chief of Mission Phil Nervig*, <https://zw.usembassy.gov/dcm/>)

It is important to point-out the fact that the exemplary and outstanding career diplomat His Excellency Ambassador Brian A. Nichols (*is now the Former Assistant Secretary of State for Western Hemisphere Affairs*). **“Brian A. Nichols ASSISTANT SECRETARY OF STATE FOR WESTERN HEMISPHERE AFFAIRS BUREAU OF WESTERN HEMISPHERE**

**AFFAIRS SEPTEMBER 15, 2021 – PRESENT.** <sup>26</sup>Brian A. Nichols became Assistant Secretary of State for Western Hemisphere Affairs on September 15, 2021. He leads the Bureau's 2,700 employees at our 29 Embassies and 23 Consulates General and 14 domestic offices. He is responsible for an operational budget of \$560 million and a foreign assistance budget of \$2.1 billion. Ambassador Nichols directs all American foreign policy, personnel and programs in the Western Hemisphere. He holds the personal rank of Career Ambassador, the highest rank in the U.S. Foreign Service. He previously served as the U.S. Ambassador to the Republic of Zimbabwe from 2018 to 2021. In that role, he promoted democracy, rule of law and human rights in Zimbabwe while managing multi-dimensional humanitarian crises brought on by corruption, climate change, and the COVID-19 pandemic. He served as the U.S. Ambassador to Peru from 2014 to 2017. He pioneered strategies against environmental crime and degradation. He supported American trade and investment in Peru, increasing agricultural sales to over \$1 billion annually, defending the rights of American investors, and building the Hemisphere's largest public-private partnership. Ambassador Nichols was Principal Deputy Assistant Secretary of State for International Narcotics and Law Enforcement Affairs from 2011 to 2013. In that capacity, he oversaw the full range of rule of law programs, counter-narcotics, and multilateral issues managed by the bureau. He has also served in Colombia, Indonesia, Mexico, and El Salvador during major democratic transitions. A native of Rhode Island, Ambassador Nichols has earned 28 awards during his diplomatic career, including a Presidential Distinguished Service Award, two Presidential Meritorious Service Awards and the Charles E. Cobb, Jr. Award for Initiative and Success in Trade Development" (U.S. Department of State Bureau of Western Hemisphere Affairs, 2024, <https://www.state.gov/biographies/brian-a-nichols/>). According to the U.S. State Department (2024) **MS. PAMELA M. TREMONT, U.S. AMBASSADOR TO ZIMBABWE.** Pamela M. Tremont was confirmed by the U.S. Senate to be the U.S. ambassador to the Republic of Zimbabwe on May 2, 2024. <sup>27</sup>A member of the U.S. Foreign Service since 1992, Ms. Tremont was most recently Deputy Chief of Mission and Chargé d'Affaires in Stockholm, Sweden. Prior to that she was Assistance Coordinator and Deputy Chief of

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<sup>26</sup> U.S. Department of State Bureau of Western Hemisphere Affairs (2024) *Brian A. Nichols*. Available from: <https://www.state.gov/biographies/brian-a-nichols/> [Accessed November 16, 2024]

<sup>27</sup> U.S. State Department (2024) *Ms. Pamela M. Tremont, U.S. Ambassador to Zimbabwe*. Available from: <https://zw.usembassy.gov/u-s-ambassador-to-zimbabwe/> [Accessed November 17, 2024]

Mission in Kyiv, Ukraine 2017-19, for which she was awarded the Baker Award for Outstanding Deputy Chief of Mission. From 2014 to 2017 she was Deputy Chief of Mission at the U.S. Embassy in Nicosia, Cyprus. Previous assignments include Deputy Director for NATO Policy in the State Department's European Bureau; Political-Economic Counselor in Lusaka, Zambia; and political-military officer at the U.S. Embassies in London and Ankara, as well as in the Department's Africa bureau. She has also served in the State Department Operations Center, as well as at the U.S. Embassy in Port Louis, Mauritius and the U.S. Consulate General in Calgary, Canada. Ms. Tremont holds bachelor's and master's degrees from Baylor University and a Master's in National Security Resource Strategy from the National Defense University. She is married to Eric Tremont, and they have one son (U.S. State Department, 2024, <https://zw.usembassy.gov/u-s-ambassador-to-zimbabwe/>). “**Elaine French** arrived as Chargé d’Affaires, a.i. at the U.S. Embassy in Harare, Zimbabwe in August 2022. She was previously the Deputy Chief of Mission at the U.S. Embassy in Freetown, in Sierra Leone. <sup>28</sup>Prior to that, she was the deputy political counselor at the U.S. Mission to the United Nations (USUN) overseeing African, European, peacekeeping and peacebuilding issues at the UN Security Council. Before joining USUN, she served as an advisor on African affairs, refugees and global issues to Under Secretary of State for Political Affairs Thomas Shannon. Previous postings include the United Kingdom, South Sudan, Colombia, Eritrea and the Democratic Republic of the Congo. She has also served as the senior desk officer for the African Union and multilateral issues for the Bureau of African Affairs. Before joining the Department of State in 2001, Elaine worked with the Carnegie Endowment for International Peace, Oxfam America, and the Center for Conflict Resolution in South Africa. Elaine holds a BA from Smith College and a Master of Arts in law and diplomacy from the Fletcher School of Law and Diplomacy, Tufts University” (U.S. State Department, 2024, <https://zw.usembassy.gov/charge-daffaires/>). <sup>29</sup>“**Deputy Chief of Mission Phil Nervig**. Phil Nervig is the Deputy Chief of Mission at the U.S. Embassy in Harare,

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<sup>28</sup> U.S. State Department (2024) *Chargé d’Affaires*. Available from: <https://zw.usembassy.gov/charge-daffaires/> [Accessed November 117, 2024]

<sup>29</sup> U.S. State Department (2025) *Deputy Chief of Mission Phil Nervig*. Available from: <https://zw.usembassy.gov/dcm/> [Accessed November 28, 2025]



Zimbabwe since August 2025. Previously, he served as the Economic Counselor at Embassy Manila since August 2023. Prior to that, he led the Political-Economic Section at the U.S. Embassy in Dar es Salaam, Tanzania and was the Deputy Director in the Office of Economic Policy in the East Asia and Pacific Bureau. His other overseas assignments have included Indonesia, Zambia, Ukraine, and Laos. Originally from Minnesota, Phil went to St. Olaf college for his undergraduate degree in economics and Russian language and received a Master's in international finance from the School of International and Public Affairs at Columbia University. Phil and his wife, Katherine, have two boys” (U.S. State Department, 2025, <https://zw.usembassy.gov/dcm/>). The following section will cover information about one of the many exemplary and outstanding global academics at the leading University of Pennsylvania in-depth.

#### ***1.5.1.4 Professor David Reibstein (Professor of Marketing, The Wharton School at the University of Pennsylvania)***

One of the exemplary and outstanding top academic/lecturer based in the United States of America who has significantly contributed towards the global knowledge pool of the marketing field is Professor David Reibstein (*Professor of Marketing, The Wharton School at the University of Pennsylvania*). The exemplary and outstanding academic of the University of Pennsylvania Professor David Reibstein will be clearly depicted by Figure 1.8 below.

**Figure 1.8 The exemplary and outstanding academic of the University of Pennsylvania  
Professor David Reibstein**



**Professor David Reibstein**

Source: (The Wharton School, The University of Pennsylvania, 2025, *David Reibstein*, <https://executiveeducation.wharton.upenn.edu/faculty/david-reibstein/>). ©2025 The Wharton School, The University of Pennsylvania

<sup>30</sup>According to The Wharton School, The University of Pennsylvania (2025) University of Pennsylvania (2025) **David Reibstein, PhD**. William Stewart Woodside Professor; Professor of Marketing, The Wharton School.

**Research Interests:** Brand equity, marketing metrics, competitive marketing strategies, product line strategy

**About David.** The co-founder of Bizrate.com, David is a marketing expert whose research interests cover marketing ROI, Internet marketing, competitive marketing strategy, market segmentation, marketing models, and understanding brand choice behavior. He has taught at the Harvard Business School and Stanford University, and served as a visiting professor at INSEAD at Fontainebleau, France. An award-winning teacher, Business Week recently named Dave one

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<sup>30</sup> The Wharton School, The University of Pennsylvania (2025) *David Reibstein*. Available from: <https://executiveeducation.wharton.upenn.edu/faculty/david-reibstein/> [Accessed October 15, 2025] ©2025 The Wharton School, The University of Pennsylvania



of the “pick of the B-school crop” of professors (The Wharton School, The University of Pennsylvania, 2025, <https://executiveeducation.wharton.upenn.edu/faculty/david-reibstein/>).

**“Overview.** Professor David J. Reibstein’s research focuses on branding, nation branding, marketing metrics, product line decisions, and competitive marketing strategies, among other issues. Professor Reibstein’s research on product line extensions addresses whether a firm should introduce an extension under an existing brand name or use a new brand. His marketing metrics work has focused on linking marketing metrics to financial consequences, entitled *Marketing Metrics: The Manager’s Guide to Measuring Marketing Performance*, 4th ed. His most recent book was *Resilient Marketing*. Professor Reibstein is the immediate past chair of the Responsible Research in Business & Management (RRBM), was the chairman of the board of the American Marketing Association (AMA) and the executive director of the Marketing Science Institute (MSI). He serves on the advisory board of the Center of Environmental Intelligence (CEI), and several other companies. He consults extensively with companies worldwide, including Google, Verizon, Shell Oil, Intel, Genentech, Novartis, and others. He also has been involved as an expert witness in numerous cases including Apple vs Samsung. His research has been published in top-tier academic journals including *Marketing Science*, *Journal of Marketing Research*, *Journal of Finance*, *Journal of Marketing*, and the *International Journal of Research in Marketing*. Professor Reibstein is also the author or co-author of numerous books and chapters in books on subjects including competitive marketing strategy, global branding, and marketing performance measurement, among others. Professor Reibstein is a dynamic, award-winning teacher who has been honored with more than 30 teaching awards. He also received the John S. Day Distinguished Alumni Academic Service Award of Purdue University’s Krannert School of Management, an honor given to a graduate whose service within the academic community reflects the spirit and service of former Krannert Dean John Day. His teaching interests include Marketing Strategy in the MBA Program, as well as teaching Competitive Marketing Strategy, Marketing Metrics, Pricing Strategies, and various other programs for Wharton’s Executive Education Program. <sup>31</sup>Professor Reibstein received his PhD from Purdue University and his BS

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<sup>31</sup> The Wharton School, The University of Pennsylvania (2025) *David Reibstein*. Available from: <https://executiveeducation.wharton.upenn.edu/faculty/david-reibstein/> [Accessed October 15, 2025] ©2025 The Wharton School, The University of Pennsylvania

and BA degrees from the University of Kansas. Professor Reibstein has conducted a series of in-depth interviews with CEOs and CMOs on the topic of marketing measurement. He is also conducted numerous interviews on how companies have managed during the COVID pandemic” (The Wharton School, The University of Pennsylvania, 2025, <https://executiveeducation.wharton.upenn.edu/faculty/david-reibstein/>). The following section will cover information about the leading ‘University of Indianapolis’ in-depth.

#### **1.5.1.5 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) <sup>32</sup>**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. <sup>33</sup>Before 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

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<sup>32</sup> University of Indianapolis (2024) *President*. Available from: <https://uindy.edu/about-uindy/leadership/president/> [Accessed October 17, 2024]

<sup>33</sup> University of Indianapolis (2024) *Office of the Provost*. Available from: <https://uindy.edu/provost/> [Accessed October 17, 2024]

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 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. <sup>34</sup>We offer market-responsive programs through four academic colleges

<sup>34</sup> University of Indianapolis (2024) *About UINDY*. Available from: <https://uindy.edu/about-uindy/> [Accessed October 17, 2024]

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 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.<sup>35</sup> These experiences are designed to expand your horizons and foster personal growth. At 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.

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<sup>35</sup> University of Indianapolis (2024) *About UINDY*. Available from: <https://uindy.edu/about-uindy/> [Accessed October 17, 2024]



**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.** <sup>36</sup>The 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 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. <sup>37</sup>Both 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

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<sup>36</sup> University of Indianapolis (2024) *History and Mission*. Available from: <https://uindy.edu/about-uindy/history-and-mission> [Accessed October 17, 2024]

<sup>37</sup> University of Indianapolis (2024) *History and Mission*. Available from: <https://uindy.edu/about-uindy/history-and-mission> [Accessed October 17, 2024]

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 RBL Group in-depth.

***1.5.1.6 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.<sup>38</sup> He 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

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<sup>38</sup> 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.

simple solutions that create value.<sup>39</sup>He posts weekly and comments daily on LinkedIn. 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.<sup>40</sup>He 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](#)

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<sup>39</sup> “Used with permission from Microsoft”. [The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21<sup>st</sup> Century Perspective 1<sup>st</sup> Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

<sup>40</sup> 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.

[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 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. <sup>41</sup>Norm 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.

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<sup>41</sup> 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.

**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 organization using our client-centered, business-oriented outside-in approach.<sup>42</sup>Our 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.

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<sup>42</sup> 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.

- **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.

**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”<sup>43</sup> (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.

#### **1.5.1.7 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 1.15 below.

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<sup>43</sup> 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 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. <sup>44</sup>His 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

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<sup>44</sup> 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.

#### ***1.5.1.8 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 1.16 below.



**Figure 1.16** 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. <sup>45</sup>He also led business development, communications, marketing, and partnership creation teams with four public companies in the information solutions, telecommunications, and

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<sup>45</sup> 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. <sup>46</sup>Henry’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. <sup>47</sup>We 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 the Kingdom of the Netherlands in-depth.

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<sup>46</sup> 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

<sup>47</sup> Brentwood Advisory Group (2024) *Board & Executive Management Services*. Available from: <https://brentwoodadvisory.com/> [Accessed November 22, 2024] © 2015 - 2024 Brentwood Advisory LLC

## 1.5.2 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. <sup>48</sup>“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. <sup>49</sup>Organization 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, diplomats, 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.

### 1.5.2.1 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. <sup>50</sup>The 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

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<sup>48</sup> 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

<sup>49</sup> 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>

<sup>50</sup> 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 1.17 below will help to clearly depict the Royal House of The Netherlands King Willem-Alexander and Queen Máxima.

**Figure 1.17 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-2024/2024-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.<sup>51</sup> 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 1.18 below.

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<sup>51</sup> Royal House of The Netherlands (2024) *Orange Fund*. Available from: <https://www.royal-house.nl/topics/orange-fund>  
[Accessed October 04, 2022]



**Figure 1.18 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).** <sup>52</sup>Prince 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>)

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<sup>52</sup> 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.



[queens/king-willem-alexander-b.-1967](#)).<sup>53</sup>“**Education.** King Willem-Alexander received his 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 Crijnssen. 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.<sup>54</sup> 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,

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<sup>53</sup> 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.

<sup>54</sup> 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.

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 Leiden University in-depth.

### **1.5.2.2 Professor Luc Sels (*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 Luc Sels will be clearly depicted by Figure 1.19 below.

**Figure 1.19 The exemplary and outstanding President of the Executive Board of Leiden University Professor Luc Sels**



Source: (Leiden University, 25 September 2025, *Professor Luc Sels*, <https://www.universiteitleiden.nl/en/news/2025/09/luc-sels-new-president-of-leiden-university>). **image: Emy Elleboog**

<sup>55</sup>According to the Leiden University (2025) **Luc Sels new President of Leiden University**. As of 1 November 2025, Professor Luc Sels will assume the role of President of Leiden University’s

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<sup>55</sup> Leiden University (2025) *Luc Sels new President of Leiden University*. Available from: <https://www.universiteitleiden.nl/en/news/2025/09/luc-sels-new-president-of-leiden-university> [Accessed November 01, 2025]

Executive Board, succeeding Annetje Ottow, who held this position until 1 September. Luc Sels served as Rector of KU Leuven in Belgium from 2017 until this summer, and brings a distinguished academic background and a wealth of leadership experience. After studying sociology, he became a professor at the Leuven Faculty of Economics and Business, where he also served as Dean for nine years. **Connection and societal impact.** In his vision for the university, Luc Sels emphasises the importance of trust and connection within the university, along with the ability to build new relationships locally, regionally and internationally. He will draw on his extensive experience in European research programmes, knowledge transfer and the expansion of interdisciplinary consortia to help realise Leiden University's ambitious goals and contribute meaningfully to the society of tomorrow. He views the development of the new strategic plan that will succeed 'Innovating and Connecting' (the 2022-2027 plan) as essential to achieving these aims. As President, Luc Sels will be responsible for the university's overall strategy and leadership, and will play an active role in the continued development of the three campuses in Leiden and The Hague. His priorities will also include consolidating Leiden's knowledge ecosystem (Key Region Leiden) and expanding the alliance with Delft University of Technology and Erasmus Rotterdam (LDE Universities). He recognises that the political climate in which higher education in the Netherlands currently operates requires both decisiveness and diplomacy – skills he has honed through his work at KU Leuven and in Europe. His leadership vision includes a commitment to collaborative decision-making within the Executive Board, direct involvement of the deans and open dialogue with the representative bodies and all other sections of the university (Leiden University, 2025, <https://www.universiteitleiden.nl/en/news/2025/09/luc-sels-new-president-of-leiden-university>). The beautiful natural environment, buildings architectural designs and facilities at the leading Leiden University will be clearly depicted by Figure 1.20 below.

**Figure 1.20 The beautiful natural environment, buildings architectural designs and facilities at the leading Leiden University**



**Studenten buiten Wijnhaven**



**Universiteit Leiden 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. <sup>56</sup>You’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. <sup>57</sup>You’ll be in excellent company too,

<sup>56</sup> Leiden University (2024) *International Students*. Available from: <https://www.universiteitleiden.nl/en/education/international-students> [Accessed October 14, 2024]

<sup>57</sup> 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]

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 University of Groningen in-depth.

**1.5.2.3 Prof J.M.A. Jacquelen 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*)**

In the Kingdom of the Netherlands some of the many exemplary and outstanding senior academics who have positively contributed towards the development of the global higher education and research sector include Prof J.M.A. Jacquelen 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 1.21 below.



**Figure 1.21 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. (Jacqueline) Scherpen. Rector.** Field/Discipline • Automation & Control Systems • Mathematics, Applied • Engineering, Electrical & Electronic. <sup>58</sup>**Expertise.** Her research area covers order reduction methods for networks and nonlinear control systems in order to make control design and 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

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<sup>58</sup> University of Groningen (2024) *prof. dr. ir. J.M.A. (Jacqueline) Scherpen*. Available from: <https://www.rug.nl/staff/j.m.a.scherpen/> [Accessed October 15, 2024]

Courses Groningen (AOG), Supervisory Board University of Groningen <sup>59</sup>Holding 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/>). <sup>60</sup>“**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 the United Kingdom in-depth.

### 1.5.3 United Kingdom

<sup>61</sup>“The United Kingdom is a Western Europe-based nation that is globally recognized as having beautiful nature reserves, art museums, historical architecture, world’s largest library archives, a globally celebrated & popular Monarch & Royal Family, hosting major global events and modern infrastructure” (Rudolph Muteswa, 2025:91 cited from his popular book title ‘*The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists*’). In addition the United Kingdom is also globally renowned for its top notch universities, modern transport infrastructure, highly attractive tourist resorts and visitor-friendly people. Some of the outstanding entrepreneurs, business leaders and philanthropists based in the United Kingdom will be discussed as follows:

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<sup>59</sup> 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]

<sup>60</sup> University of Groningen (2024) *About UG*. Available from: <https://www.rug.nl/about-ug/> [Accessed October 14, 2024]

<sup>61</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook. ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library - <https://rudolphmuteswa.com>

### 1.5.3.1 Sean Doyle (*Chairman and Chief Executive of British Airways*)

One of the exemplary and outstanding business leader who has significantly contributed towards the global aviation industry is Sean Doyle (*Chairman and Chief Executive of British Airways*). The high quality photograph of the exemplary and outstanding business leader Sean Doyle (*Chairman and Chief Executive of British Airways*) will be clearly depicted by Figure 1.21 below.

**Figure 1.22** The high quality photograph of the exemplary and outstanding business leader Sean Doyle (*Chairman and Chief Executive of British Airways*)



Source: (British Airways, 2025, *Sean Doyle - Chairman and Chief Executive*, <https://mediacentre.britishairways.com/factsheet/details/254>). © British Airways - all rights reserved

<sup>62</sup>According to British Airways (2025) **Sean Doyle - Chairman and Chief Executive**. Sean Doyle was appointed Chief Executive of British Airways in October 2020, and Chairman in April 2021. He also sits on the management committee of British Airways' parent company, International Airlines Group. Sean first joined British Airways in 1998, where he began his career as a financial analyst. During his time at British Airways, Sean has held a number of

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<sup>62</sup> British Airways (2025) *Sean Doyle - Chairman and Chief Executive*. Available from: <https://mediacentre.britishairways.com/factsheet/details/254> [Accessed October 18, 2025] © British Airways - all rights reserved



senior roles in London and the US, and in 2016 was appointed to the airline's executive leadership team as Director of Network, Fleet & Alliances. From January 2019, prior to his appointment as Chief Executive of British Airways, Sean was Chief Executive of Aer Lingus. Sean sits on the leadership council of Business In The Community (BITC), on the Government's Aviation Futures Forum, and serves as Vice Chair of British American Business (BAB). Sean is married with a son and is a graduate of University College Cork (British Airways, 2025, <https://mediacentre.britishairways.com/factsheet/details/254>). The British Airways modern aircraft and lounge in Miami will be clearly depicted by Figure 1.22 below.

**Figure 1.23 The British Airways modern aircraft and lounge in Miami**



**Photo 1**



**Photo 2**



**Photo 3**



**Photo 4**

**Photo 1** – Photo credit: British Airways, 2025, *A new generation: British Airways showcases the future of its lounges with brand-new opening in Miami*, <https://mediacentre.britishairways.com/factsheet/details/254> and **Photo 2** - Source: (Photo credit: British Airways, 2015, *A380 Club World cabin*, <https://mediacentre.britishairways.com/image/details/43004> and **Photo 3** - Source: (Photo Credit: British Airways, 2019, *British Airways' A350 Gears Up For Its First Long Haul Flight to Dubai*, <https://mediacentre.britishairways.com/pressrelease/details/86/Aircraft-373/11450> and **Photo 4** - Source: (Photo Credit: British Airways, 2022, <https://www.iairgroup.com/en/our-brands/british-airways>).

<sup>63</sup>“**About British Airways.** Connecting Britain with the world and the world with Britain. British Airways is a global airline, bringing people, places and diverse cultures closer together for more than 100 years. **Message from Sean Doyle, our CEO and Chairman.** British Airways exists today because of you. This is why we want to make every trip you take with us a great experience. Our entire team is here to provide exceptional service – from our signature warm welcome to ensuring that you arrive at your destination safely. As the UK’s flag carrier, we have a long track record of attention to sustainability in the world of aviation, focusing on where we believe we can make the biggest impact for our business, our customers and for society – [People](#), [Planet](#) and [Responsible Business](#). **BA Better World.** Flying is magic – connecting us to our world and bringing people, places and communities closer together. But we recognise that flying comes at a cost to the environment and we need to take urgent action. At British Airways, we’re working to minimise our impact on the planet and maximise our contribution to society. From creating a great place for people to work to reducing our emissions and waste and contributing to the communities we serve to build a thriving, resilient, responsible business. Our actions will help make a more connected world for everyone to live in and we’re excited to bring together our people, our customers and our partners to deliver what we believe will be our greatest achievement”” (British Airways, 2025, <https://www.britishairways.com/content/information/about-ba>). The following section will cover information about the National Portrait Gallery in-depth.

### **1.5.3.2 Victoria Siddall (*Director of the National Portrait Gallery, London*)**

One of the exemplary and outstanding business leader based in the United Kingdom is Victoria Siddall (*Director of the National Portrait Gallery, London*). The unique photograph of the exemplary and outstanding Victoria Siddall (*Director of the National Portrait Gallery, London*) will be clearly depicted by Figure 1.24 below.

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<sup>63</sup> British Airways (2025) *About British Airways*. Available from: <https://www.britishairways.com/content/information/about-ba> [Accessed October 18, 2025] © British Airways - all rights reserved

**Figure 1.24** The unique photograph of the exemplary and outstanding Victoria Siddall (*Director of the National Portrait Gallery, London*)



**Victoria Siddall** (*Director of the National Portrait Gallery*) © Benjamin McMahon

Source: (National Portrait Gallery, 2025, *Victoria Siddall appointed new Director of the National Portrait Gallery, London*, [https://www.npg.org.uk/assets/uploads/files/press/2024/News-release\\_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf](https://www.npg.org.uk/assets/uploads/files/press/2024/News-release_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf)). © 2025 National Portrait Gallery

<sup>64</sup>“**Victoria Siddall Biography.** Victoria Siddall began her career at Christie's in 2000 after graduating from Bristol University with a degree in English literature and Philosophy. She joined Frieze in 2004, first as Head of Development, and in 2012 she launched Frieze Masters as the fair's inaugural Director. Frieze Masters offered a fresh perspective on historical art and Victoria enlisted curators including Adriano Pedrosa, who curated the Spotlight section showcasing lesser-known 20th century artists. In 2015, Victoria took over from the founders of the organisation as Global Director of the Frieze fairs in London and New York. In 2019, she

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<sup>64</sup> National Portrait Gallery (2025) *Victoria Siddall appointed new Director of the National Portrait Gallery, London*. Available from: [https://www.npg.org.uk/assets/uploads/files/press/2024/News-release\\_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf](https://www.npg.org.uk/assets/uploads/files/press/2024/News-release_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf) [Accessed October 22, 2025] © 2025 National Portrait Gallery

oversaw the launch of Frieze Seoul, which took place for the time in September 2022. Victoria is now a Non-executive Director of Frieze and continues to play an ambassadorial and advisory role. Victoria joined the board of Studio Voltaire in 2012 and became Chair of the trustees in 2014. Studio Voltaire is a non-profit gallery and artist studio complex in south London that plays a vital role in the local community as well as on the global stage. During her tenure she oversaw a major capital redevelopment campaign and Studio Voltaire reopened in 2021 with significantly increased and improved artist studio spaces as well as public programmes. She has recently been made an honorary trustee.<sup>65</sup>In 2020, Victoria co-founded Gallery Climate Coalition (GCC), a charity and membership organisation for the art world which has over 1100 members in 40 countries, all of whom have committed to a 50% reduction in carbon emissions by 2030. As a trustee of GCC Victoria has been a global ambassador on this topic, speaking and chairing panel discussions to raise awareness and drive change across the industry. With Thomas Dane and Christie's, Victoria launched Artists for ClientEarth in 2021 which raised over \$6.5m for the leading environmental charity through donations of artists' work. Victoria is the Founding Director of Murmur, a new initiative launched earlier this year that channels funds from the art and music industries into the most impactful environmental projects. Murmur launched over £1m in pledges from art and music organisations. Funds are allocated to industry solutions, environmental charities and empowering artists and musicians to change the conversation and generate positive action. Since 2022, Victoria has been working closely with the Directors and Trustees of Tate as a Strategic Advisor, as well as advising other art organisations. From July 2023 to August 2024, Victoria was a Trustee of the National Portrait Gallery, having served on the Reopening Committee for the year prior to that. She is also a Trustee of the Ampersand Foundation” (National Portrait Gallery, 2025, [https://www.npg.org.uk/assets/uploads/files/press/2024/News-release\\_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf](https://www.npg.org.uk/assets/uploads/files/press/2024/News-release_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf)). According to the National Portrait Gallery (2025) **National Portrait Gallery**. Founded in 1856, the National Portrait Gallery tells the story of Britain through portraits, using art to bring history to life and explore

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<sup>65</sup> National Portrait Gallery (2025) *Victoria Siddall appointed new Director of the National Portrait Gallery, London*. Available from: [https://www.npg.org.uk/assets/uploads/files/press/2024/News-release\\_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf](https://www.npg.org.uk/assets/uploads/files/press/2024/News-release_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf) [Accessed October 22, 2025] © 2025 National Portrait Gallery

living today. From global icons, to unsung heroes, our Collection is filled with the stories that have shaped, and continue to shape a nation. We celebrate the power of portraiture and offer encounters with some of the world's greatest and most exciting new artists, promoting engagement with portraiture in all media to a wide-ranging public by conserving, growing and sharing the world's largest collection of portraits<sup>66</sup> (National Portrait Gallery, 2025, [https://www.npg.org.uk/assets/uploads/files/press/2024/News-release\\_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf](https://www.npg.org.uk/assets/uploads/files/press/2024/News-release_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf)). <sup>67</sup>“**About us.** We tell the story of Britain through portraits, using art to bring history to life and explore living today We look after the world’s greatest collection of portraits. Spanning six centuries, our artworks reveal the inspiring and sometimes surprising personal stories that have shaped, and continue to shape a nation - from global icons to local champions, national treasures to unsung heroes. We are also passionate about portraiture, always progressing our art form, championing artists and encouraging creativity. We celebrate the power of portraiture to create person-to-person connections and the experiences we provide offer encounters with some of the world’s greatest artists as well as the very best in contemporary art. **Our vision.** Lives inspired and society enriched through deeper connections with the nation’s stories. **Our role.** We bring to life the human stories that have shaped and are shaping our ever-changing history. **Who we are.** We are a non-departmental public body of the Department for Culture, Media and Sport, and a charity exempt from registration under the Charities Act of 2011. We are governed by a Board of Trustees appointed by the Prime Minister in accordance with the Museums and Galleries Act 1992. The Director of the Gallery is Victoria Siddall, who leads the Board of Directors” (National Portrait Gallery, 2025, <https://www.npg.org.uk/about/>). The following section will cover information about the Kingdom of Spain in-depth.

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<sup>66</sup> National Portrait Gallery (2025) *Victoria Siddall appointed new Director of the National Portrait Gallery, London*. Available from: [https://www.npg.org.uk/assets/uploads/files/press/2024/News-release\\_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf](https://www.npg.org.uk/assets/uploads/files/press/2024/News-release_Victoria-Siddall-appointed-new-Director-of-the-National-Portrait-Gallery-final.pdf) [Accessed October 22, 2025] © 2025 National Portrait Gallery

<sup>67</sup> National Portrait Gallery (2025) *About Us*. Available from: <https://www.npg.org.uk/about/> . Available from; [Accessed October 22, 2025] © 2025 National Portrait Gallery

### **1.5.4 Kingdom of Spain**

Spain is a democratic, peaceful and developed country that is located in Southwestern Europe and its capital city is Madrid. <sup>68</sup>“The unity, strength and commitment of the people of Spain to achieve success in their day-to-day working lives is part of their strong work ethics culture and honor towards attaining victory. Today the Kingdom of Spain has achieved many milestones under the good leadership of King Felipe VI, the Royal Family of Spain and the Government of Spain” (Rudolph Muteswa, 2023:77 cited from his popular book title ‘*12 Leaders f Various Countries*’). The exceptional and exemplary leader His Royal Majesty King Felipe VI of the Kingdom of Spain will be discussed as follows:

#### **1.5.4.1 His Royal Majesty King Felipe VI of the Kingdom of Spain**

Spain is a prosperous country with good public governance standards and on the continent of Europe it is also rich in natural resources, culture, heritage and historical archives collection. Historically the Royal Family of Spain has extensively invested towards Spain’s educational, climate change, peace, technological, public health, nature conservation and employment creation initiatives through various charity programs and sponsorships. The iconic exemplary and outstanding leaders who have significantly contributed towards the Kingdom of Spain’s prosperity in terms of its economy, nation brand, foreign diplomacy and tourism include His Royal Majesty King Felipe VI of the Kingdom of Spain & Her Royal Majesty Queen Letizia of the Kingdom of Spain. The portrait of His Royal Majesty King Felipe VI of the Kingdom of Spain will be clearly highlighted by Figure 1.25 below.

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<sup>68</sup> 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>

**Figure 1.25 The portrait of His Royal Majesty King Felipe VI of the Kingdom of Spain**



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

<sup>69</sup>“**Biography Of His Majesty the King.** His Majesty King Felipe VI of Bourbon and Greece is the third child of Their Majesties the King Juan Carlos and the Queen Sofía. He was born in Madrid, on 30 January 1968, at Nuestra Señora de Loreto clinic. In the sacrament of Baptism, he was given the names of Felipe, Juan, Pablo, and Alfonso de Todos los Santos, in memory, respectively, of the first Bourbon King to reign in Spain; of his paternal grandfather, the Head of the Spanish Royal Household; of his maternal grandfather, the King of the Hellenes; and of his great grandfather, Alfonso XIII, King of Spain. His godparents were his grandfather, His Royal Highness Juan de Borbón, Count of Barcelona, and his great grandmother, Queen Victoria Eugenie. In 1981, he received the Collar of the Distinguished Order of the Golden Fleece, granted by His Majesty the King Juan Carlos, Head and Sovereign of the Order. On 30 January

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<sup>69</sup> Official Page of The Royal Household of His Majesty the King (2023) *Biography*. Available from: <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx> [Accessed April 06, 2023] © Official Page of The Royal Household of His Majesty the King “© Casa de S.M. the King”



1986, when he turned eighteen, he swore loyalty to the King, before the Spanish Parliament, taking an oath to discharge his duties faithfully, to abide by the Constitution and the law and ensure that they are abided by, and to respect the rights of citizens and the Autonomous Communities, fully undertaking his institutional role as successor to the Crown. On 1 November 2003, Their Majesties the King Juan Carlos and Queen Sofía announced his engagement to Letizia Ortiz Rocasolano. The [religious wedding ceremony](#) was held on 22 May 2004 at the Santa María la Real de la Almudena Cathedral of Madrid. They have two daughters, Leonor, Princess of Asturias, born on 31 October 2005, and Sofía, Infanta of Spain, born on 29 April 20, both in Madrid. His father, King Juan Carlos I, abdicated the Spanish Throne and sanctioned the preceptive Organic Law on 18 June 2014. On 19 June 2014, Felipe took the Oath set forth in Article 61 of the Constitution and was proclaimed King before Parliament, taking the name of Felipe VI. The King holds the military rank of Captain General of the Army, the Navy and the Air Force, the highest military rank, which corresponds exclusively to the supreme commander of the Armed Forces. **EDUCATION.** He went to Santa María de los Rosales School until 1984, for his Infant, Primary and Secondary education. He completed his Secondary education by studying the last year—the equivalent of the university entrance course—at Lakefield College School, in Canada. From September 1985 to July 1988, His Majesty trained at the General Military Academy in Zaragoza, where he pledged allegiance to the Flag on 11 October 1985. He continued his military training at the Military Naval School in Marín, and at the General Air Force Academy in San Javier, successively, and was given the commissions of Infantry Lieutenant, Navy Sub-Lieutenant, and Air Force Lieutenant.<sup>70</sup> He is a helicopter pilot, with instrument flightrating in the 402nd Army Air Force Squadron. He earned Helicopter Pilot Wings from the Army and the Navy. From October 1988 to June 1993, he studied at the Autónoma University of Madrid, where he graduated with a degree in Law, and also studied diverse subjects relating to the degree in Economic Science, in order to complete his education in this area. In September 1993, he enrolled in a Master's Degree Course in International Relations at the Edmund Walsh School of Foreign Service of Georgetown University (Washington, DC),

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<sup>70</sup> Official Page of The Royal Household of His Majesty the King (2023) *Biography*. Available from: <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx> [Accessed April 06, 2023] © Official Page of The Royal Household of His Majesty the King “© Casa de S.M. the King”



from which he graduated on 26 May 1995. From September 1999 to June 2000, he took a refresher course in Security and Defence.”” (Official Page of The Royal Household of His Majesty the King, 2023, <https://www.casareal.es/EN/FamiliaReal/ReyFelipe/Paginas/biografia.aspx>). “© Casa de S.M. the King”. The magnificent and historical high quality portraits of His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander and Her Royal Majesty Queen Máxima and His Royal Majesty The King of the Kingdom of Spain King Felipe & Her Royal Majesty Queen Letizia will be clearly depicted below by Figure 1.26.

**Figure 1.26 The magnificent and historical high quality portraits of His Royal Majesty The King of the Kingdom of the Netherlands King Willem-Alexander and Her Royal Majesty Queen Máxima and His Royal Majesty The King of the Kingdom of Spain King Felipe & Her Royal Majesty Queen Letizia**



**Photo 1**



**Photo 2**



**Photo 3**



**Photo 4**

Source: Royal House of the Netherlands: (Photo 1 - Amsterdam, 17 April 2024, state visit by the King and Queen of Spain to the Netherlands, Image: © Patrick van Katwijk. Available from: <https://www.royal-house.nl/binaries/large/content/gallery/royalhouse/content-afbeeldingen/staatsbezoeken/2024-04-spain/17/staatsbanket-tijdens-staatsbezoek-spanje-1.jpeg> and Photo 2 - Amsterdam, 17 April 2024, state visit by the King and Queen of Spain to the Netherlands, Image: © ANP. Available from: <https://www.royal-house.nl/binaries/large/content/gallery/royalhouse/content-afbeeldingen/staatsbezoeken/2024-04-spain/17/toost-tijdens-staatsbanket-spanje.jpeg> and Photo 3 - The Hague, 18 April 2024, state visit by the King and Queen of Spain to the Netherlands, Image: © RVD. Available from: <https://www.royal-house.nl/binaries/large/content/gallery/royalhouse/content-afbeeldingen/staatsbezoeken/2024-04-spain/18/regeringslunch-staatsbezoek-van-spanje-2.jpeg> and Photo 4 - The Hague, 18 April 2024, state visit by the King and Queen of Spain to the Netherlands, Image: © Clingendael David van Dam. Available from: <https://www.royal-house.nl/binaries/large/content/gallery/royalhouse/content-afbeeldingen/staatsbezoeken/2024-04-spain/18/koning-willem-alexander-en-koning-felipe-clingendael-2.jpeg>). "Used with permission".

<sup>71</sup>“**State visit by the King and Queen of Spain – programme.** At the invitation of His Majesty King Willem-Alexander, His Majesty King Felipe VI of Spain will pay a state visit to the Netherlands on Wednesday 17 and Thursday 18 April. King Felipe will be accompanied by his wife, Her Majesty Queen Letizia. The Netherlands and Spain have a shared history and are bound by common values and interests. The two countries have maintained diplomatic relations since 1648, and historical links stretch back even further. The centuries-old ties connecting the Netherlands and Spain are political, economic, cultural and social in nature. Political cooperation with Spain has intensified over the past few years. The two countries work together closely in areas including open strategic autonomy and organised crime. Economic ties are also strong. Spain is the seventh largest market for Dutch exports, and the Netherlands imports a large proportion of its fruit and vegetables from Spain. There have also been sizeable investments in both directions in green hydrogen to safeguard the future availability and affordability of energy. Many Dutch people feel at home in Spain, sometimes choosing to settle there temporarily or permanently. Conversely, many Spanish people study and work in the Netherlands. There are regular exchanges in the field of art and culture, from the Old Masters to contemporary artists who connect their work to socially relevant themes such as equality and sustainability”” (Royal House of the Netherlands, 2024, <https://www.royal-house.nl/latest/news/2024/04/04/state-visit-by-the-king-and-queen-of-spain-programme>). The following section will cover information about the conclusion of this chapter in-depth.

## 1.6 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

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<sup>71</sup> Royal House of the Netherlands (2024) *State visit by the King and Queen of Spain – programme*. Available from: <https://www.royal-house.nl/latest/news/2024/04/04/state-visit-by-the-king-and-queen-of-spain-programme> [Accessed July 27, 2024] Government Information Service’s copyright

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.

### **1.7 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?

## Chapter 2: French Republic/France, Republic of South Africa, Kingdom of Belgium & Republic of Zambia

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 typical good examples of exemplary and outstanding entrepreneurs, academics and business leaders from the French Republic/France, Republic of South Africa, Kingdom of Belgium & Republic of Zambia.

### 2.1 Introduction

<sup>72</sup>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 vice chancellor, rector, pro-vost or dean at any institution of higher 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. Good corporate governance standards and accountability principles are now the pillar behind the effective functioning of organizations. It can be argued that accountability strongly influences the organization’s leadership styles as they strive to embrace or adopt accountability principles in

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<sup>72</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

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 (Rudolph Muteswa, 2025:139). The definition of terms will be discussed in the following section in-depth.

## 2.2 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. <sup>7374</sup>“*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.

## 2.3 What is ‘accountability’

<sup>7576</sup>“**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

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<sup>73</sup> 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

<sup>74</sup> 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>

<sup>75</sup> “Corporate Finance Institute, *Accountability...*”

<sup>76</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

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 accountee. 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 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.

## 2.4 Contribution of accountability in an organization

<sup>7778</sup>**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

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<sup>77</sup> "Corporate Finance Institute, *Accountability*..."

<sup>78</sup> Rudolph Muteswa (2025) *The World's Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>



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:

2.4.1. **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.

2.4.2. **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.

2.4.3. **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.

2.4.4. <sup>79</sup>**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.

## 2.5 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

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<sup>79</sup> "Corporate Finance Institute, *Accountability*..."

<https://bstate.com/>.<sup>80</sup><sup>81</sup>According 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:

**2.5.1. 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 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.

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<sup>80</sup> 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.

<sup>81</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

**2.5.2.** <sup>82</sup>**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.

**2.5.3. 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.

**2.5.4.** <sup>83</sup>**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

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<sup>82</sup> 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.

<sup>83</sup> 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.

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/> cited in Rudolph Muteswa, 2025:142). The following section will cover information about the different examples of countries with exemplary and outstanding people in-depth.

## **2.6 Examples of countries with exemplary and outstanding entrepreneurs, business leaders, academics and philanthropists**

In the next section the different examples of exemplary entrepreneurs, academics, leaders, diplomats and organizations based in the French Republic/France, Republic of South Africa, Kingdom of Belgium & Republic of Zambia will be discussed as follows:

### **2.6.1 French Republic/France**

“France is globally recognized as one of the happiest, technologically advanced, democratic, economically stable and friendly nation in the world”<sup>84</sup> (Rudolph Muteswa, 2022:48). Some of the various exemplary & outstanding business leaders from France/French Republic will be discussed as follows:

#### **2.6.1.1 Ms. Florence Parly (*Chair of Air France-KLM Board of directors*) and Mr. Benjamin Smith (*Chief Executive Officer of Air France-KLM*)**

Some of the exemplary and outstanding business leaders based in France include Ms. Florence Parly (*Chair of Air France-KLM Board of directors*) and Mr. Benjamin Smith (*Chief Executive Officer of Air France-KLM*). The high quality photographs of the exemplary & outstanding Ms. Florence Parly (*Chair of Air France-KLM Board of directors*) and Mr. Benjamin Smith (*Chief Executive Officer of Air France-KLM*) will be clearly depicted by Figure 2.1 below.

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<sup>84</sup> 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 1<sup>st</sup> Edition*. Self-Published Educational Ebook, ©2022 ISBN: 978-1-77927-184-6 and it is available as a free download on the free online library – <https://rudolphmuteswa.com>

**Figure 2.1 The high quality photographs of the exemplary & outstanding Ms. Florence Parly (*Chair of Air France-KLM Board of directors*) and Mr. Benjamin Smith (*Chief Executive Officer of Air France-KLM*)**



**Florence Parly** Chair of Air France-KLM Board of directors



**Benjamin Smith** CEO of Air France-KLM

Source: (Air France-KLM Group, 2025, *Florence Parly*. <https://www.airfranceklm.com/en/group/governance2025> © AIR FRANCE KLM

**“Florence Parly. Chair of Air France-KLM Board of directors. Chair of the Appointments and Governance Committee.** <sup>85</sup>Born in Boulogne Billancourt on May 8, 1963, Florence Parly is a graduate of Sciences Po and ENA (Fernand Braudel alumnus). In 1997, she joined the Prime Minister's cabinet as advisor on budgetary affairs. In 2000, she was appointed Secretary of State for the Budget, a position she held until 2002. From 2003 to 2004, Florence Parly was a Project Manager at Agence France Trésor, then Chairman of the Executive Board of the Agence Régionale de Développement de l'Ile de France until 2006. In 2006, she joined the Air France-KLM Group, where she held the positions of Investment Strategy Director (2006-08), Executive Vice-President, Cargo (2008-12) and Executive Vice-President, Short-Haul (2013). In 2014, Florence Parly joined SNCF as Deputy CEO before becoming CEO of SNCF Voyageurs in 2016. In June 2017, Florence Parly was appointed Minister of the French Armed Forces, an office she held until May 2022” (Air France-KLM Group, 2025,

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<sup>85</sup> Air France-KLM Group (2025) *Florence Parly*. Available from: <https://www.airfranceklm.com/en/group/governance2025>  
[Accessed October 17, 2025] © AIR FRANCE KLM

<https://www.airfranceklm.com/en/group/governance2025>). According to Air France-KLM Group (2025) **Benjamin Smith Chief Executive Officer of Air France-KLM.** <sup>86</sup>Born August 27, 1971, Benjamin Smith is a reputed senior airline industry executive at international level, having spent twenty years at Air Canada where he was President Airlines and Chief Operating Officer. In 1990, in parallel with his studies, he started out as a customer service agent at Air Ontario before taking an entrepreneurial path in 1992 when he set up his own retail corporate travel agency, which he ran successfully for eight years. In 1999, he also simultaneously took on a consultancy role for Air Canada before finally joining the Group in 2002. As of his 2002 arrival, Benjamin Smith fulfilled a number of high-ranking positions at Air Canada including Head of Network Planning before joining the executive management team as Executive Vice President and Chief Commercial Officer in 2007. In 2014, he was appointed President Airlines (Air Canada, Rouge, Express, Cargo) and Chief Operating Officer of Air Canada with overall responsibility for commercial affairs, operations and customer relations for the Group. He was also responsible for Air Canada's commercial growth strategy. On August 16, 2018, Benjamin Smith was appointed Chief Executive Officer of Air FranceKLM. On December 5, 2018, he was appointed as a member of the Air France-KLM Board of Directors. On March 31, 2022, the Air France-KLM Group renewed Benjamin Smith's mandate as Chief for a five-year term (Air France-KLM Group, 2025, <https://www.airfranceklm.com/en/group/governance2025>). The various top notch airline brands and modern aircraft of the Air France-KLM Group will be clearly depicted by Figure 2.2 below.

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<sup>86</sup> Air France-KLM Group (2025) *Benjamin Smith*. Available from: <https://www.airfranceklm.com/en/group/governance2025>  
[Accessed October 17, 2025] © AIR FRANCE KLM



**Figure 2.2 The various top notch airline brands and modern aircraft of the Air France-KLM Group**



**Photo 1**



**Photo 2**



**Photo 3**



**Photo 4**

Source: (Air France-KLM Group, 2025, **PHOTO 1** - Governance, <https://www.airfranceklm.com/en/group/governance> & **PHOTO 2** - The Paris Air Show Returns: A Look Back at Air France-KLM's Eventful Week, 28 June 2023, <https://www.airfranceklm.com/en/newsroom/paris-air-show-returns-look-back-air-france-klms-eventful-week> & **PHOTO 3** - International recognition – Air France takes home awards, <https://www.airfranceklm.com/en/our-strengths/air-france> & **PHOTO 4** - 2023, <https://corporate.airfrance.com/en/photo-library>).© AIR FRANCE KLM

<sup>87</sup>**Purpose.** At the forefront of a more responsible European aviation, we unite people for the world of tomorrow. Our pioneering spirit is now, more than ever before, a central part of the Air

<sup>87</sup> Air France-KLM Group (2025) *Purpose*. Available from: <https://www.airfranceklm.com/en/group/purpose> [Accessed October 17, 2025] © AIR FRANCE KLM



France-KLM Group's DNA. While Air France and KLM opened up the first routes of commercial aviation, it is our continued desire for exploration and progress that has enabled us to become the largest airline Group in Europe. Over the years, our geographical roots, our culture of innovation, and our boldness have helped us to become an iconic Group with emblematic brands that are known throughout the world. The bridges we create between Europe and the rest of the world help to boost economies and allow us to share our way of life and our history. We bring [people and cultures](#) together, help to open up the world, facilitate international exchanges, and encourage tolerance. *Our 78,000 employees are our greatest strength. We work together to offer our customers travel options that best meet their needs and most closely reflect their values.* In an ever-changing world, we are committed to creating a more [sustainable, responsible, and inclusive aviation](#) industry that respects people of all genders as well as the planet. We must continue to bring the whole world within reach for everyone. Air travel makes it easy to discover new places and brings people together. We reunite families and connect millions of people all over the world. We want to pass the unique [experience of flying](#) on to future generations so that they can discover the world while travelling more responsibly. Our purpose is to keep the adventurous spirit of the Air France-KLM Group alive. *Whatever the purpose of your trip, the adventure begins on board our aircraft”* (Air France-KLM Group, 2025, <https://www.airfranceklm.com/en/group/purpose>). The highly attractive in-flight cabins and advanced aircraft of the ‘Air France La Première, B777 300’ owned by the Air France-KLM Group will be clearly depicted by Figure 2.3 below.

**Figure 2.3 The highly attractive in-flight cabins and advanced aircraft of the ‘Air France La Première, B777 300’ owned by the Air France-KLM Group**



Source: (Air France, 2023, Air France La Première, B777 300 (1).jpg, <https://corporate.airfrance.com/en/photo-library>).

<sup>88</sup>According to the Air France-KLM Group (2025) **Air France**. Since 1933, Air France has been proudly representing France around the world. Structured around three main activities - passenger transport, cargo transport and aircraft maintenance - Air France has become a major player in the airline industry thanks to the hard work and commitment of its employees. In 2004, Air France and KLM Royal Dutch Airlines formed the Air France-KLM Group, which was soon joined by Transavia (Air France-KLM Group, 2025, <https://www.airfranceklm.com/en/our-strengths/air-france>). The following section will cover information about the Republic of South Africa in-depth.

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<sup>88</sup> Air France-KLM Group (2025) *Air France*. Available from: <https://www.airfranceklm.com/en/our-strengths/air-france> [Accessed October 17, 2025] © AIR FRANCE KLM

## 2.6.2 Republic of South Africa

<sup>8990</sup>“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, 2025:74 cited from his famous non-commercial educational book title ‘*The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists*’). Some of the outstanding entrepreneurs, academics and leaders, from the Republic of South Africa will be discussed as follows:

### 2.6.2.1 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’. Remarkably, one of the exemplary and outstanding top academic and Vice Chancellor of the leading ‘University of KwaZulu-Natal’ who has significantly contributed towards the global higher education industry will be clearly depicted by Figure 2.4 below.

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<sup>89</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook. ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library - <https://rudolphmuteswa.com>

<sup>90</sup> 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 2.4 The exemplary and outstanding top academic and Vice Chancellor of the leading ‘University of KwaZulu-Natal’ Professor Nana Poku**



**Professor Nana Poku**

Source: (University of KwaZulu-Natal, 2025, <https://ukzn.ac.za/vice-chancellor/>).

According to the University of KwaZulu-Natal (2025) Professor Nana Poku is the Vice-Chancellor and Principal of the University of KwaZulu-Natal (UKZN) with effect from 24th June 2019. <sup>91</sup>He previously served as the Deputy Vice-Chancellor of the College of Law and

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<sup>91</sup> University of KwaZulu-Natal (2025) *Vice Chancellor*. Available from: <https://ukzn.ac.za/vice-chancellor/> [Accessed November 05, 2025] © University of KwaZulu-Natal: All Rights Reserved

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. Professor 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.<sup>92</sup> 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-going HIV

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<sup>92</sup> University of KwaZulu-Natal (2025) *Vice Chancellor*. Available from: <https://ukzn.ac.za/vice-chancellor/> [Accessed November 05, 2025] © University of KwaZulu-Natal: All Rights Reserved

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. <sup>93</sup>He 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, 2025, <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 2.5 below.

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<sup>93</sup> University of KwaZulu-Natal (2025) *Vice Chancellor*. Available from: <https://ukzn.ac.za/vice-chancellor/> [Accessed November 05, 2025] © University of KwaZulu-Natal: All Rights Reserved



**Figure 2.5 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.<sup>94</sup>**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/>).<sup>95</sup>**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

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<sup>94</sup> 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

<sup>95</sup> 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. <sup>96</sup>Confirmed 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 from South Africa and currently living in the United Kingdom in-depth.

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

In the United Kingdom and the Republic of South Africa one of the most exemplary and exceptional top academic, entrepreneur and senior consultant who has significantly contributed towards the development of the human resources management, change management and leadership careerfields is Dr. Karen Ortlepp (*Co-founder of Leadership Insight, South Africa & United Kingdom*). The exemplary and exceptional 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 2.6 below.

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<sup>96</sup> 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 2.6 The exemplary and outstanding academic, co-founder and senior consultant of ‘Leadership Insight’ - Dr. Karen Ortlepp**



<sup>97</sup>Source: LinkedIn, 2025, 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 Exemplary & Exceptional Leaders, Diplomats, Philanthropists, Academics & Entrepreneurs, 1<sup>st</sup> 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.<sup>98</sup> **Karen Ortlepp (Cape).** 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

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<sup>97</sup> LinkedIn (2025) Karen Ortlepp. Available from: <https://uk.linkedin.com/in/karen-ortlepp-37183b110> [Accessed October 12, 2024] “Used with permission from Microsoft”. [The World’s Exemplary & Exceptional Leaders, Diplomats, Philanthropists, Academics & Entrepreneurs, 1<sup>st</sup> Edition] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

<sup>98</sup> Leadership Insight (2024) About Leadership Insight. Available from: [https://leadershipinsight.co.za/wp-content/uploads/2023/08/About\\_Leadership\\_Insight.pdf](https://leadershipinsight.co.za/wp-content/uploads/2023/08/About_Leadership_Insight.pdf) [Accessed October 12, 2024] © 2024 Leadership Insight

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?**<sup>99</sup> **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 Kingdom of Belgium in-depth.

### 2.6.3 Kingdom of Belgium

<sup>100</sup><sup>101</sup> According 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).  
<sup>102</sup>“**Belgium's strong points. Belgium, in the heart of Europe.** Belgium is in the heart of

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<sup>99</sup> Leadership Insight (2024) *About Leadership Insight*. Available from: [https://leadershipinsight.co.za/wp-content/uploads/2023/08/About\\_Leadership\\_Insight.pdf](https://leadershipinsight.co.za/wp-content/uploads/2023/08/About_Leadership_Insight.pdf) [Accessed October 12, 2024] © 2024 Leadership Insight

<sup>100</sup> Michigan State University (2021) *Belgium*. Available from: <https://globaledge.msu.edu/countries/belgium> [Accessed November 16, 2021]

<sup>101</sup> 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>

<sup>102</sup> 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

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, and so on. <sup>103</sup>**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). <sup>104105</sup>**Belgium.** The Kingdom of Belgium is renowned for its rich cultural diversity, pro-human rights protection stance, good governance, diplomacy excellence, modern tech-savvy

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<sup>103</sup> 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 1<sup>st</sup> 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>

<sup>104</sup> 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>

<sup>105</sup> 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 1<sup>st</sup> 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>

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 1<sup>st</sup> Edition*’). The following section will cover information about Brussels Airlines in-depth.

#### **2.6.3.1 Mr. Dieter Vranckx (*Chairman of the board of Brussels Airlines*) and Ms. Dorothea von Boxberg (*Chief Executive Officer of Brussels Airlines*)**

Some of the exemplary and outstanding business leaders based in the Kingdom of Belgium include Mr. Dieter Vranckx (*Chairman of the Board of Brussels Airlines*) and Ms. Dorothea von Boxberg (*Chief Executive Officer of Brussels Airlines*). The high quality photographs of the exemplary and outstanding business leaders of Brussels Airlines based in the Kingdom of Belgium will be clearly depicted by Figure 2.7 below.

**Figure 2.7 The high quality photographs of the exemplary and outstanding business leaders of Brussels Airlines**



Dieter Vranckx *Chairman of the board*

Dorothea von Boxberg *Chief Executive Officer*

Source: (Brussels Airlines, 2025, *Organisation*, <https://www.brusselsairlines.com/xx/en/our-company/organisation>).

<sup>106</sup>According to Brussels Airlines (2025) **ORGANISATION. Shareholders.** Brussels Airlines is for almost 100% owned by the SN Airholding (1,811,308 shares out of 1,811,309 actions). Since December 2016, SN Airholding is 100% owned by Deutsche Lufthansa AG (Brussels Airlines, 2025, <https://www.brusselsairlines.com/xx/en/our-company/organisation>). Figure 2.8 below will help to provide an example of the various types of aircraft used by the Brussels Airlines to transport its passengers.

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<sup>106</sup> Brussels Airlines (2025) *Organisation*. Available from: <https://www.brusselsairlines.com/xx/en/our-company/organisation>  
[Accessed October 18, 2025]



**Figure 2.8 Brussels Airlines Airplane Photo**



**PHOTO 1**



**PHOTO 2**

Source: (Brussels Airlines at Brussels Airport, **PHOTO 1** - 2023 & Brussels Airlines, **PHOTO 2** - 2025, <https://www.brusselsairlines.com/xx/en/our-company/organisation>). ©Brussels Airlines.

<sup>107</sup>“**OUR COMPANY**. As Belgium’s national airline, Brussels Airlines was founded in 2002 and has its base at Brussels Airport. The airline operates flights to Europe, Africa and North America and is one of the hub airlines of the Lufthansa Group” (Brussels Airlines, 2025, <https://www.brusselsairlines.com/xx/en/our-company>). The onboard delicious food services in the ‘Boutique Hotel in the air - new Long-Haul experience’ of Brussels Airlines will be clearly depicted by Figure 2.9 below.

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<sup>107</sup> Brussels Airlines (2025) *Our Company*. Available from: <https://www.brusselsairlines.com/xx/en/our-company> [Accessed October 18, 2025]

**Figure 2.9 Brussels Airlines onboard delicious food services in the ‘Boutique Hotel in the air - new Long-Haul experience’**



Source: (Brussels Airlines, 2023, Boutique Hotel in the air - new Long-Haul experience, <https://press.brusselsairlines.com/media/album/7344>). ©Brussels Airlines.

**“BRAND FACTS & FIGURES.** <sup>108</sup>Brussels Airlines is the home carrier of Belgium and one of the four network airlines of the Lufthansa Group. It connects the European capital from Brussels Airport with over 90 destinations, 18 of which are in Sub Saharan Africa. The company employs 3,500 people and the fleet counts 44 aircraft. Brussels Airlines aims to emit 50% less CO<sub>2</sub> by 2030 compared to 2019 and plans to be carbon neutral by 2050. The airline is participating in the Stargate Project led by Brussels Airport and is therefore part of the testing ground for sustainable aviation at its home base. In addition, the airline signed the Circular Economy agreement of the Antwerp Management School in 2021. Since 2023, Brussels Airlines welcomes state-of-the-art Airbus A320neo allowing the airline to significantly lower its CO<sub>2</sub>- and noise-emissions on its

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<sup>108</sup> Brussels Airlines (2025) *Brand Facts and Figures*. Available from: <https://www.brusselsairlines.com/hr/en/our-company/brand-facts-and-figures.html> [Accessed October 18, 2025]

medium-haul network. As an ambassador of its country, Brussels Airlines brings the world to Belgium and the best of Belgium to the world, among others through collaborations with Belgian Star Chefs, Belgian culinary products and the Belgian Icons, specially painted aircraft that honor a Belgian iconic person, team or event to promote Belgian culture worldwide. Brussels Airlines offers cargo capacity on all its flights, commercialized by Lufthansa Cargo. The airline also handles the daily maintenance of its aircraft fleet. Brussels Airlines is one of the four Lufthansa Group network airlines (Austrian, Brussels Airlines, Lufthansa and SWISS) and member of Star Alliance. The company was founded in 2002 and is 100% owned by Deutsche Lufthansa AG” (Brussels Airlines, 2025, <https://www.brusselsairlines.com/hr/en/our-company/brand-facts-and-figures.html>). The world class ‘Boutique Hotel in the air - new Long-Haul experience’ of Brussels Airlines will be clearly depicted by Figure 2.10 below.

**Figure 2.10 Brussels Airlines world class ‘Boutique Hotel in the air - new Long-Haul experience’**



Source: (Brussels Airlines, 2023, Boutique Hotel in the air - new Long-Haul experience, <https://press.brusselsairlines.com/media/album/7344>). ©Brussels Airlines.

<sup>109</sup>“**OUR COMPANY.** As Belgium’s national airline, Brussels Airlines was founded in 2002 and has its base at Brussels Airport. The airline operates flights to Europe, Africa and North America and is one of the hub airlines of the Lufthansa Group” (Brussels Airlines, 2025,

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<sup>109</sup> Brussels Airlines (2025) *Our Company*. Available from: <https://www.brusselsairlines.com/hr/en/our-company> [Accessed October 18, 2025]

<https://www.brusselsairlines.com/hr/en/our-company>). The following section will cover information about the Republic of Zambia in-depth.

## **2.6.4 Republic of Zambia**

<sup>110</sup>According to Rudolph Muteswa (2025:86) 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, 2025:86 cited from his popular book titled ‘*The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists*’). <sup>111</sup>“Furthermore, according to The International Trade Administration, U.S. Department of Commerce (2021) Zambia is a politically stable, multi-party democracy, rich in natural resources, with an estimated population of 17.8 million, 42 percent of which live in urban areas” (The International Trade Administration, U.S. Department of Commerce, 2021 cited in Rudolph Muteswa, 2022:34 cited in his famous book title ‘*28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity*’). Some of the exemplary and outstanding entrepreneurs and business leaders based in Zambia will be discussed as follows:

### **2.6.4.1 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 2.11 below.

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<sup>110</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook. ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is also available as a free download on the free online website – <https://rudolphmuteswa.com>

<sup>111</sup> 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 available for as a free download on the online library - <https://rudolphmuteswa.com>



**Figure 2.11 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. <sup>112</sup>With 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 2.12 below.

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<sup>112</sup> Green Safaris (2024) *About Us*. Available from: <https://greensafaris.com/about-us.php> [Accessed October 23, 2024] © 2024 Green Safaris.

**Figure 2.12 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. <sup>113</sup>Our 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

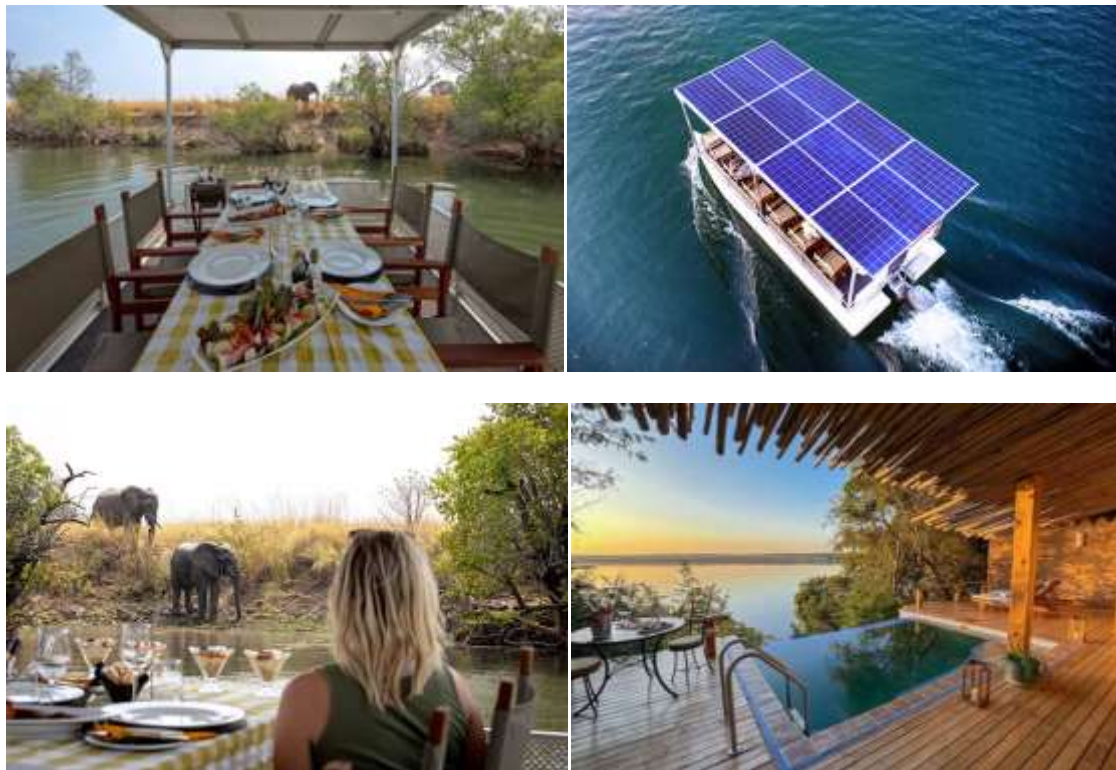
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<sup>113</sup> Tongabezi Lodge Victoria Falls (2024) *Tongabezi*. Available from: <https://greensafaris.com/tongabezi/> [Accessed October 23, 2024] © 2024 Green Safaris.



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 2.13 below.

**Figure 2.13 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.<sup>114</sup> From 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

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<sup>114</sup> 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 conclusion of this chapter in-depth.

## **2.7 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.

## **2.8 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 3: Republic of Namibia, Kingdom of Norway, Kingdom of Thailand & Republic of Kenya

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 typical good examples of exemplary and outstanding entrepreneurs, academics, philanthropists and organizations from the Republic of Namibia, Kingdom of Norway, Kingdom of Thailand & Republic of Kenya.

### 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’. <sup>115</sup>“Transparency and accountability need each other and can be mutually reinforcing. <sup>116</sup>Together 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](http://www.transparency-initiative.org) cited in Rudolph Muteswa, 2025:115). 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

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<sup>115</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

<sup>116</sup> 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/>

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 organization.<sup>117</sup> The 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

<sup>118</sup> <sup>119</sup> The 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"<sup>120</sup> <sup>121</sup> (Institute

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<sup>117</sup> 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>

<sup>118</sup> 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

<sup>119</sup> 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>

<sup>120</sup> 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](https://www.ibe.org.uk/userassets/briefings/ibe_briefing_57_ethics_ambassadors.pdf)

<sup>121</sup> IBE Good Practice Guide (2010) *Ethics Ambassadors*

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.

### 3.3 What is ‘transparency’

<sup>122</sup>“**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”<sup>123124</sup> (Transparency-Initiative.org, 2017, [www.transparency-initiative.org](http://www.transparency-initiative.org) cited in Rudolph Muteswa, 2025:115). 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”<sup>125126</sup> (University of Florida Training and Organizational Development, Office of

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<sup>122</sup> Encyclopædia Britannica, Inc. (2022) *Transparency*. Available from: <https://www.britannica.com/dictionary/transparency> [Accessed October 08, 2022] © 2022 Encyclopædia Britannica, Inc.

<sup>124</sup> Rudolph Muteswa (2025) *The World's Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

<sup>125</sup> 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>

Human Resource Services, 2019:1, [www.training.hr.ufl.edu/](http://www.training.hr.ufl.edu/) cited in Rudolph Muteswa, 2019:71). According to the University of Florida Training and Organizational Development, 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 flourishes<sup>127</sup>.

**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

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<sup>126</sup> 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](https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingaCultureofTransparency.pdf) [Accessed 2019, 27 September] p1-2

<sup>127</sup> 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](https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingaCultureofTransparency.pdf) [Accessed 2019, 27 September] p1-2



needed to continue to build the culture of transparency they desire. Being vulnerable in this way also models for employees that feedback is a powerful tool for improvement and building a high performance team<sup>128</sup>.

**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 needed<sup>129</sup>.

**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

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<sup>128</sup> Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21<sup>st</sup> Century Perspective 1<sup>st</sup> Edition*, ISBN 978-1-77920-212-3 EAN 9781779202123. Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

<sup>129</sup> 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](https://www.training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/CreatingaCultureofTransparency.pdf) [Accessed 2019, 27 September] p1-2



conversations, when needed.<sup>130</sup> There 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 accountability<sup>131</sup>.

**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.

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<sup>130</sup> Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21<sup>st</sup> Century Perspective 1<sup>st</sup> Edition*, ISBN 978-1-77920-212-3 EAN 9781779202123. Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

<sup>131</sup> 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](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. <sup>132</sup>Delivering 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](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. <sup>133</sup>**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 contexts of fragility and violence, as corruption fuels and perpetuates the inequalities and

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<sup>132</sup> Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21<sup>st</sup> Century Perspective 1<sup>st</sup> Edition*, ISBN 978-1-77920-212-3 EAN 9781779202123. Self-Published Ebook available as a free download on the online library - <https://rudolphmuteswa.com>

<sup>133</sup> 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.

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. <sup>134</sup>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.

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<sup>134</sup> 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 countries with exemplary and outstanding people in-depth.

## **3.6 Examples of countries with exemplary and outstanding entrepreneurs, business leaders, academics and philanthropists**

In the next section information about the different examples of exemplary entrepreneurs, business leaders, academics and philanthropists based in the Republic of Namibia, Kingdom of Norway, Kingdom of Thailand & Republic of Kenya will be discussed as follows:

### **3.6.1 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 <sup>135</sup><sup>136</sup>Walvis Bay, the country is positioning itself as a gateway to the more than 240 million people in the

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<sup>135</sup> 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>

<sup>136</sup> 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 available as a free download on the free online library – <https://rudolphmuteswa.com>

broad 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:

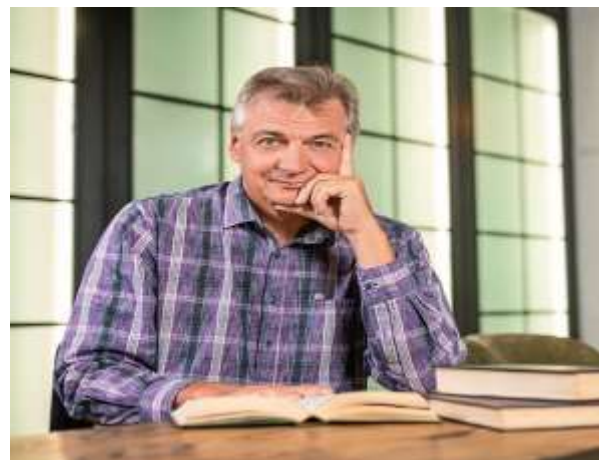
**3.6.1.1 Gysbert (Gys) Johannes Joubert (Executive Director / Managing Director of Gondwana Collection Namibia Pty Ltd) & Mannfred (Manni) Goldbeck (Executive Director / Brand Director of Gondwana Collection Namibia Pty Ltd)**

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.

**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)*



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

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.** <sup>137</sup>Gondwana Collection’s sustainable hospitality business

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<sup>137</sup> 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.

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 quaint century-old German farmhouse as the reception area. <sup>138</sup>**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.

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<sup>138</sup> 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 and Camps*, [https://gondwana-collection.com/?lodges\\_and\\_camps=show](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.<sup>139</sup> **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](https://gondwana-collection.com/?lodges_and_camps=show)). The following section will over information about the Kingdom of Norway in-depth.

### 3.6.2 Kingdom of Norway

<sup>140</sup>“Norway is a country that is located on the continent of Europe and it is regularly ranked as one of the most peaceful, democratic and economically advanced country in the world with vast natural resources. In general there are many tourist attraction sites in Norway” (Rudolph Muteswa, 2024:75 cited from his famous book titled ‘*Global Destinations to Visit & Popular Airports, Cruise Ships, Airlines & Trains*’). The following section will discuss information about

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<sup>139</sup> Gondwana Collection Namibia Pty Ltd (2024) *About Us*. Available from: [https://gondwana-collection.com/?lodges\\_and\\_camps=show](https://gondwana-collection.com/?lodges_and_camps=show) [Accessed October 23, 2024] Copyright 2024. All Rights Reserved.

<sup>140</sup> 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>

the exemplary and outstanding academics and philanthropists based in Norway and these include the following:

**3.6.2.1 Professor Ragnhild Hennum (*Rector of the University of Oslo, Kingdom of Norway*) and Professor Bjørn Jamtveit (*Pro-Rector of the University of Oslo, Kingdom of Norway*) and Professor Svein Stølen (*Professor of Chemistry of the University of Oslo, Kingdom of Norway*) and Professor Åse Gornitzk (*Professor of the University of Oslo*)**

In the Kingdom of Norway some of the many exemplary and outstanding senior academics who have significantly contributed towards the global higher education and research sector include Professor Ragnhild Hennum (*Rector of the University of Oslo, Kingdom of Norway*) and Professor Bjørn Jamtveit (*Pro-Rector of the University of Oslo, Kingdom of Norway*) and Professor Svein Stølen (*Professor of Chemistry of the University of Oslo, Kingdom of Norway*) and Professor Åse Gornitzk (*Professor 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 3.3 below.



**Figure 3.3 The high quality photographs of the exemplary and outstanding academics, Rector and Pro-Rector of the leading University of Oslo**



**Professor Ragnhild Hennum (Rector)**



**Professor Bjørn Jamtveit (Pro-Rector)**



**Photo: UiO/Jarli & Jordan - Professor Svein Stølen**



**Photo: UiO/Jarli & Jordan – Dr. Åse Gornitzka**

Source: (University of Oslo, 2025, **Photo 1** - Ragnhild Hennum is rector at The University of Oslo (2025-2029), [https://www.uio.no/english/people/leadership-team/rhennum/rhennum\\_13a5934-presse.jpg?alt=original&vrtx=view-as-webpage](https://www.uio.no/english/people/leadership-team/rhennum/rhennum_13a5934-presse.jpg?alt=original&vrtx=view-as-webpage) and **Photo 2** - Bjørn Jamtveit is pro-rector at The University of Oslo (2025-2029), <https://www.uio.no/personer/ledelsen/jamtveit/pressebilder/bjorn-jamtveit.jpg?alt=original&vrtx=view-as-webpage> and **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>).

<sup>141</sup>“**Ragnhild Hennum** is rector at The University of Oslo (2025-2029). **Background.** Ragnhild Hennum was born in 1967. She is a trained lawyer (graduating as cand. jur in 1991), holds a dr.

<sup>141</sup> University of Oslo (2025) *Ragnhild Hennum Rector*. Available from: <https://www.uio.no/english/people/leadership-team/rhennum/index.html> [Accessed November 06, 2025]

philos. degree (1999) from the University of Oslo and is a professor at the Department of Public and International Law. In addition to research and teaching, she has held various leadership positions at UiO. Hennum has served as Dean at The Faculty of Law (2019-2025), was Vice-Rector (2009-2014), and Acting Pro-Rector (Vice-Chancellor 2014-2017). Hennum has also participated in several public inquiries, serves on the board of PRIO, and chairs the (national) Committee for Gender Balance and Diversity in Research. On August 1, 2025, Hennum assumed the role of rector at the University of Oslo. **Field of research.** Hennum has carried out multidisciplinary research in Criminal law/procedure and Sociology of law on various subjects: evidence, sexualized violence, euthanasia, sentencing and forced marriages. At present she teaches criminal law and procedure” (University of Oslo, 2025, <https://www.uio.no/english/people/leadership-team/rhennum/index.html>).<sup>142</sup> According to the University of Oslo (2025) **Bjørn Jamtveit** is pro-rector at The University of Oslo (2025-2029). **Background.** Jamtveit was previously Vice-Dean of research at the Faculty of Mathematics and Natural Sciences since January 2021. He holds a dr. scient degree in geology and became a Professor at UiO in 1993. Bjørn Jamtveit led the interdisciplinary Centre of Excellence (SFF) Physics of Geological Processes, received an ERC Advanced Grant in 2015, and has been awarded numerous research prizes. **Research leadership.** From January 1st 2018 until the end of 2020, I was director of the Njord centre at the Faculty of Mathematics and Natural Sciences (MN). *Njord* is a cross-disciplinary physics-geoscience centre, including the first-generation Norwegian Centre of Excellence (CoE) *Physics of Geological Processes* (PGP) and the Oslo-node of the current [CoE Porous Media Laboratory \(PoreLab\)](#). Before that, I was section leader of the PGP section at the Department of Geosciences (2013-2018) and co-director (2003-2006) and Director (2006-2013) of PGP during the CoE period. I have also been leading a Strategic Research Initiative ([EarthFlows](#)) at MN (2014-2018), a project at the Center of Advanced studies at the Norwegian Academy of Science and Letters (*Dynamics of fluid-rock interfaces*, 2000-2001), and a Strategic University Project (*Fluid rock interactions*) funded by the Norwegian Research Council (1997-2001). **Research.** My main research interests: Dynamic transformation processes in the Earth’s crust, in particular processes controlled by fluid-rock interactions and involve coupled heterogeneous reactions and deformation. I am particularly interested in

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<sup>142</sup> University of Oslo (2025) *Bjørn Jamtveit*. Available from: <https://www.uio.no/english/people/leadership-team/jamtveit/index.html> [Accessed November 06, 2025]

processes that operate far from equilibrium and involve spontaneous patterns formation. As a hobby project, I have also studied structures and communication networks in public agencies, notably research and health organizations (University of Oslo, 2025, <https://www.uio.no/english/people/leadership-team/jamtveit/index.html>).<sup>143</sup> According to the University of Oslo (2025) **Svein Stølen Professor**. Professor of Chemistry and former Rector of the University of Oslo. I work with colleagues at UiO and externally to establish the Global University Academy as a sustainable international alliance that will be able to contribute significantly to higher education for refugees and internally displaced persons. (University of Oslo, 2025, <https://www.globe.uio.no/english/people/aca/sveinst/>).<sup>144</sup> **Åse Gornitzka Professor** - Institutt for Statsvitenskap.

## Academic background

### Academic Interests

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

### Teaching

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

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<sup>143</sup> University of Oslo (2025) *Svein Stølen Professor*. Available from: <https://www.globe.uio.no/english/people/aca/sveinst/> [Accessed November 06, 2025]

<sup>144</sup> University of Oslo (2025) *Åse Gornitzka Professor*. Available from: <https://www.sv.uio.no/isv/english/people/aca/aasego/> [Accessed November 06, 2025]

- [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” (University of Oslo, 2025, <https://www.sv.uio.no/isv/english/people/aca/aasego/>). The following section will be cover information about the Kingdom of Thailand in-depth.

### 3.6.3 Kingdom of Thailand

<sup>145</sup>“Thailand is one of the most popular tourist destinations in the world that is rich in biodiversity, modern hotels, restaurants and a multi-cultural environment. Interestingly, Thailand is generally a rich country in terms of natural resources, cultural heritage and this ultimately strengthens its economic power including its international stature (*nation brand*). The people of Thailand are globally known to be very hospitable, eco-friendly and peaceful” (Rudolph Muteswa, 2025:60 cited from his popular book ‘*Global Destinations to Visit & Popular Airports, Cruise Ships, Airlines & Trains*’). One of the exemplary and outstanding business leader based in Thailand will be discussed as follows:

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<sup>145</sup> 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 Ebook. ©2024 ISBN: 978-1-77933-712-2 EAN: 9781779337122 and it available as a free download on the free online library – <https://rudolphmuteswa.com>

### **3.6.3.1 Sean Mosher (*General Manager of Four Seasons Tented Camp Golden Triangle and Four Seasons Resort Chiang Mai*)**

In general every organization thrives through effective communication or marketing to all its internal and external stakeholders thereby making marketing, public relations and communication activities a vital aspect of the organization's success. One of the most exemplary and exceptional business leader based in Thailand who has significantly contributed towards the development of international tourism and hospitality on the continent of Asia is Sean Mosher (*General Manager of Four Seasons Tented Camp Golden Triangle and Four Seasons Resort Chiang Mai*). The unique photograph of the exemplary and exceptional business leader of the Four Seasons Tented Camp Golden Triangle and Four Seasons Resort Chiang Mai in Thailand will be clearly depicted by Figure 3.4 below.

**Figure 3.4 The unique photograph of the exemplary and exceptional business leader of the Four Seasons Tented Camp Golden Triangle and Four Seasons Resort Chiang Mai in Thailand**



Source: (Four Seasons Tented Camp Golden Triangle and Four Seasons Resort Chiang Mai in Thailand - **Photo 1** – Sean Mosher (*General Manager of Four Seasons Tented Camp Golden Triangle and Four Seasons Resort Chiang Mai*))



<sup>146</sup>According to the Four Seasons Tented Camp Golden Triangle, Thailand (2025) **SEAN MOSHER**

#### General Manager

*"How our guests experience the destination and what they take away from their travels to Northern Thailand remain paramount."*

#### Four Seasons Tenure

- Since 2002
- First Four Seasons Assignment: Communications Supervisor, Four Seasons Hotel Vancouver

#### Employment History

- Four Seasons Resort Koh Samui; Four Seasons Resort Bali at Sayan; Four Seasons Resort Langkawi, Malaysia; Four Seasons Hotel Hampshire, England; Four Seasons Hotel Toronto; Four Seasons Hotel Vancouver (formerly a Four Seasons hotel); The Pan Pacific Hotel Vancouver, Canada

#### Education

- Hospitality Services Management, Nova Scotia Community College, Bridgewater, Nova Scotia; Park View Education Center, Nova Scotia, Canada

#### Birthplace

- Nova Scotia, Canada

#### Languages Spoken

- English

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<sup>146</sup> Four Seasons Tented Camp Golden Triangle, Thailand (2025) *Sean Mosher*. Available from: <https://press.fourseasons.com/chiangmai/hotel-team/sean-mosher.html> [Accepted November 06, 2025]

"For me, the interest in joining the hotel industry came very early on as I saw my hometown transform each summer from a quiet, traditional Canadian fishing town, to a bustling, prosperous destination for tourists from all over the world. The beauty of the landscape and warm hospitality were a natural draw," reminisces Sean Mosher, General Manager of Four Seasons Resort Chiang Mai and Four Seasons Tented Camp Golden Triangle. Originally from Nova Scotia, Sean graduated with a Diploma in Hospitality Services from Nova Scotia Community College and began his hospitality career at The Delta Barrington Hotel in Halifax before moving to the Pan Pacific Hotel in Vancouver. Now with a career spanning over two decades, Sean joined Four Seasons as Communications Supervisor at a Four Seasons hotel that was operated in Vancouver.<sup>147</sup> His career took him to England where he spent six years at Four Seasons Hotel Hampshire, working his way up from Assistant Front Office Manager to Director of Rooms, before moving with his family to Langkawi and then to Bali as a Resort Manager. Having grown up by the sea, his love for the palm-fringed islands and excitement to move to Koh Samui as a General Manager were easily explained. *"I became enraptured as soon as I visited the Resort and I can understand why so many guests come back year after year to enjoy the island life here!"* Having spent three years on one of Thailand's best-loved islands, Sean feels he has landed his dream role as the General Manager of Four Seasons Resort Chiang Mai and Four Seasons Tented Camp Golden Triangle. *"I am excited to further discover the deep-rooted culture and rich legacy of this country. To be able to bring our guests close to that, in a truly Four Seasons way, is special,"* he smiles. How guests experience the destination and make meaningful connections, remain priorities for Sean, even as he continues his odyssey in the "Land of Smiles."<sup>148</sup> (Four Seasons Tented Camp Golden Triangle, Thailand, 2025, <https://press.fourseasons.com/chiangmai/hotel-team/sean-mosher.html>). The 'Four Seasons Tented Camp Golden Triangle, Thailand' is one of the most popular tourist attraction site in Thailand that will be discussed in this section. Furthermore, the spectacular landscape views and

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<sup>147</sup> Four Seasons Tented Camp Golden Triangle, Thailand (2025) *Sean Mosher*. Available from: <https://press.fourseasons.com/chiangmai/hotel-team/sean-mosher.html> [Accepted November 06, 2025]

<sup>148</sup> Four Seasons Tented Camp Golden Triangle, Thailand (2025) *Sean Mosher*. Available from: <https://press.fourseasons.com/chiangmai/hotel-team/sean-mosher.html> [Accepted November 06, 2025]

nature reserves at the Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand will be clearly depicted by Figure 3.5 below.

**Figure 3.5 The spectacular landscape views and nature reserves at the Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand**



Source: (Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand, 2023, <https://www.fourseasons.com/goldentriangle/photos-and-videos/>) ©Four Seasons Hotels Limited 1997-2023. All Rights Reserved.

<sup>149</sup>“**Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand.** A MAGICAL ESCAPE IN TENTED CAMP LUXURY Welcome to the adventure of a lifetime in the natural

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<sup>149</sup> Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand (2023) *Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand*. Available from: <https://www.fourseasons.com/goldentriangle/> [Accessed December 23, 2023]

surroundings of northern Thailand, bordering Myanmar and Laos. Interact with rescued elephants, explore spectacular mountain trails or bamboo jungles and unwind in luxury tents. Let the adventurer's spirit in you come to life – while enjoying our signature hospitality and all-inclusive experiences”” (Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand, 2023, <https://www.fourseasons.com/goldentriangle/>). The stunning interior décor and swimming pool at the Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand will be clearly depicted by Figure 3.6 below.



**Figure 3.6 The stunning interior décor and swimming pool at the Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand**



Source: (Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand, 2023, <https://www.fourseasons.com/goldentriangle/photos-and-videos/>) ©Four Seasons Hotels Limited 1997-2023. All Rights Reserved.

<sup>150</sup>“**THAILAND’S GLAMPING ADVENTURE AWAITS.** Four Seasons invites you to explore the diverse cultures, landscapes and experiences in the “Land of Smiles.” Reconnect

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<sup>150</sup> Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand (2023) *Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand*. Available from: <https://www.fourseasons.com/goldentriangle/> [Accessed December 23, 2023]

with loved ones and experience the joy of spending time together at our Resorts in Chiang Mai, Chiang Rai and Koh Samui. **UNPACKING LIST**. It's not the things you take with you that define your journey; it's the experiences you have and the memories you bring home. Explore our Camp Guides' five sensory "souvenirs." (Four Seasons Tented Camp GOLDEN TRIANGLE, Thailand, 2023, <https://www.fourseasons.com/goldentriangle/>). The following section will cover information from the Republic of Kenya in-depth.

### 3.6.4 Republic of Kenya

<sup>151152</sup>“Kenya was one of the fastest growing economies in Africa, with an annual average growth of 5.9% between 2010 and 2018. With a GDP of \$95 billion, Kenya recently reached lower-middle income status, and has successfully established a diverse and dynamic economy. It also serves as the point of entry to the larger, 300 million East African market. The agricultural sector is the backbone of the economy, contributing approximately 33 percent of Kenya's Gross Domestic Product (GDP). The agriculture sector employs more than 40 percent of the total population and 70 percent of the rural population. Kenya has one of the most developed power sectors in sub-Saharan Africa, with an active private sector, a strong national power utility, and abundant renewable energy resources, especially geothermal, wind, and solar. Sustainable electricity is needed for strong economic growth” (U.S. Agency for International Development – USAID, 2021, <https://www.usaid.gov/kenya/economic-growth-and-trade> cited in Rudolph Muteswa, 2022:70 in his famous book title ‘*28 Amazingly Beautiful Countries in the World & Our World Heroes Towards Humanity*’). One of the exemplary and outstanding global academic based in Kenya will be discussed as follows:

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<sup>151</sup> 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, p1-120, ISBN: 978-1-77924-684-4 EAN: 9781779246844 and it is available as a free download on the online library - <https://rudolphmuteswa.com>

<sup>152</sup> U.S. Agency for International Development – USAID (2021) *Economic Growth and Trade*. Available from: <https://www.usaid.gov/kenya/economic-growth-and-trade> [Accessed November 15, 2021]

### **3.6.4.1 Prof. Hutchinson (Acting Vice Chancellor and Full Professor of Horticulture of the University of Nairobi)**

One of the exemplary and outstanding top academic based in Kenya who has significantly contributed towards the global higher education and research sector is Prof. Hutchinson (*Acting Vice Chancellor and Full Professor of Horticulture of the University of Nairobi*). The exemplary and outstanding top academic Prof. Hutchinson (*Acting Vice Chancellor and Full Professor of Horticulture of the University of Nairobi*) will be clearly depicted by Figure 3.7 below.

**Figure 3.7 The exemplary and outstanding top academic Prof. Hutchinson (Acting Vice Chancellor and Full Professor of Horticulture of the University of Nairobi)**



Source: (University of Nairobi, 2025). © University of Nairobi. All Rights Reserved.

<sup>153</sup>**The Vice-Chancellor.** Prof. Hutchinson is the Acting Vice Chancellor and Full Professor of Horticulture of the University of Nairobi. She is also the Substantive Deputy Vice Chancellor (Research, Innovation and Enterprise) and Immediate Acting Deputy Vice Chancellor (Finance, Planning and Development) at the University of Nairobi. Prof Hutchinson holds a PhD from the University of Guelph, Canada, and MSc and BSc from the University of Nairobi. She has over 43 years of experience in Agricultural research, extension, Innovation and Technology transfer and strategic administration. At the university, she holds several administrative positions,

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<sup>153</sup> University of Nairobi (2025) *Vice Chancellor*. Available from: <https://www.uonbi.ac.ke/vice-chancellor> [Accessed October 15, 2025] © University of Nairobi. All Rights Reserved.



supporting management to deliver the university mandate. She is widely published and a mentor and role model for students and researchers across Africa. Prof Hutchinson consults with many organizations in matters Agriculture, Food and Nutrition Security, Gender Mainstreaming in Agriculture, Leadership, governance and Transformation nationally and internationally. She is a member of several professional bodies such as the International Society of Horticultural Science, African Crop Science Society, Horticultural Association of Kenya, Kenya Professional Association of Women in Agriculture and Environment, the Agricultural Society of Kenya and Institute of Directors. Prof Hutchinson is a highly motivated, self-driven, results-focused person who is passionate about economic, social and spiritual and societal transformation of individuals, persons, Country and the African Continent” (University of Nairobi, 2025, <https://www.uonbi.ac.ke/vice-chancellor>). Table 3.1 will help to depict the educational history and qualifications of the exemplary and outstanding top academic Prof. Hutchinson (*Acting Vice Chancellor and Full Professor of Horticulture of the University of Nairobi*) in-depth.

**Table 3.1 The educational history and qualifications of the exemplary and outstanding top academic Prof. Hutchinson (*Acting Vice Chancellor and Full Professor of Horticulture of the University of Nairobi*)**

**“Education/ Qualification**

DATE ATTENDED	INSTITUTION	QUALIFICATION AND KEY AREAS OF STUDY
1992-1996	University of Guelph, Canada	PhD in Horticulture
1983-1986	University of Nairobi, Kenya	Master of Science in Agronomy
1978-1981	University of Nairobi, Kenya	Bachelor of Science in Agriculture
1976- 1977	Ng’iya Girls High School	East African Advanced Certificate of Education
1972-1975	Kapkenda Girls Secondary School	East African Certificate of Education
1965-1971	Kapkenda Primary School	Certificate of Primary Education”

Source: (University of Nairobi, 2025, <https://www.uonbi.ac.ke/vice-chancellor>). © University of Nairobi. All Rights Reserved.

The unique student accommodation building facilities at the University of Nairobi will be clearly depicted by Figure 3.8 below.

**Figure 3.8 The unique student accommodation building facilities at the University of Nairobi**



Source: (University of Nairobi, 2025, Student Accommodation, <https://www.uonbi.ac.ke/sites/default/files/Hostel-Raw.jpg>). © University of Nairobi. All Rights Reserved.

<sup>154</sup>According to the University of Nairobi (2025) **Fact File**

11 campuses

10 faculties

332 academic programmes

38,000 students

2,072 academic staff with

1,474 administrative & technical staff

500 Project Staff

1,350 International Collaborations

800 Students/Faculty Exchange

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<sup>154</sup> University of Nairobi (2025) *Fact File*. Available from: <https://uonbi.ac.ke/fact-file> [Accessed October 15, 2025] © University of Nairobi. All Rights Reserved.

Over 500 Scholarships

Kshs 4.5 B Annual Research Kitty

Over 276,000 alumni (University of Nairobi, 2025, <https://uonbi.ac.ke/fact-file>). 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 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: Switzerland, Republic of Singapore & United Republic of Tanzania

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 typical good examples of exemplary and outstanding entrepreneurs, academics, leaders, diplomats and philanthropists from Switzerland, Republic of Singapore & United Republic of Tanzania.

### 4.1 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 rector, vice chancellor, dean or provost at any institution of higher 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”<sup>155</sup> (The Ethics Centre, 2019, <https://ethics.org.au/why-were-here/what-is-ethics/> cited in Rudolph

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<sup>155</sup> The Ethics Centre (2019) *What is Ethics?* Available from: <https://ethics.org.au/why-were-here/what-is-ethics/>

Muteswa, 2019:13). <sup>156</sup>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 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 (Rudolph Muteswa, 2025:85). The definition of terms will be discussed in the following section in-depth.

## 4.2 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. <sup>157</sup>“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). <sup>158</sup>According 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.

## 4.3 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

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<sup>156</sup> Rudolph Muteswa (2025) *The World's Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

<sup>157</sup> 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>

<sup>158</sup> 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*. 1<sup>st</sup> Edition, ISBN 978-1-77921-415-7, Self-Published Ebook & it is available as a free download on the online library – <https://rudolphmuteswa.com>

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). <sup>159</sup>“By definition, *business ethics* are the moral principles that act as guidelines for the way a business 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*..”). <sup>160</sup><sup>161</sup>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/](http://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. <sup>162</sup>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”<sup>163</sup> (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,

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<sup>159</sup> “Corporate Finance Institute. *Business Ethics*..”

<sup>160</sup> 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]

<sup>161</sup> Rudolph Muteswa (2019) *Corporate Governance (Gathered Articles): A North America, Europe, Africa, Oceania & Asia 21<sup>st</sup> Century Perspective 1<sup>st</sup> 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>

<sup>162</sup> Rudolph Muteswa (2019) *Ethics & Compliance by Board of Directors (Gathered Articles): A North America, Europe, Africa, Oceania & Asia Perspective 1<sup>st</sup> 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>

<sup>163</sup> Upcounsel (2019) *Types of Business Ethics*. Available from: <https://www.upcounsel.com/different-types-of-business-ethics>



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 you, and ultimately [kill your business](#) (Upcounsel, 2019, <https://www.upcounsel.com> cited in Rudolph Muteswa, 2019:18). <sup>164</sup>“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”<sup>165</sup> (“Corporate Finance Institute. *Business Ethics..*”). According to Upcounsel (2019) <sup>166</sup>the 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.

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<sup>164</sup> Rudolph Muteswa (2025) *The World's Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

<sup>165</sup> “Corporate Finance Institute. *Business Ethics..*”

<sup>166</sup> 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>

- 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.

## 4.4 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”<sup>167</sup> (Villanova University, 2019, [www.villanovau.com](http://www.villanovau.com) cited in Rudolph Muteswa, 2019:92). According to the 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.<sup>168</sup> *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.**<sup>169</sup><sup>170</sup> According 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:

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<sup>167</sup> Villanova University (2019) *What is Ethical Leadership?* Available from:

<https://www.villanovau.com/resources/leadership/what-is-ethical-leadership/>

<sup>168</sup> Ethical Systems.org (2019) *Leadership*. Available from: <https://www.ethicalsystems.org/content/Ethical-Systems-Services>

<sup>169</sup> Villanova University (2019) *What is Ethical Leadership?* Available from:

<https://www.villanovau.com/resources/leadership/what-is-ethical-leadership/>

<sup>170</sup> 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>

#### 4.4.1 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.

#### 4.4.2 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 leader, it's important to teach peers about ethics, especially in cases where they are faced with an ethical issue in the workplace<sup>171</sup>.

#### 4.4.3 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/](http://www.villanovau.com/) cited in Rudolph Muteswa, 2019:99). The following section will cover information about the different examples of countries with exemplary and outstanding people in-depth.

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<sup>171</sup> Villanova University (2019) *What is Ethical Leadership?* Available from: <https://www.villanovau.com/resources/leadership/what-is-ethical-leadership/>

## 4.5 Examples of countries with exemplary and outstanding academics, business leaders and philanthropists

In the next section the different examples of entrepreneurs, academics, leaders, diplomats and organizations based in Switzerland, Republic of Singapore & United Republic of Tanzania will be discussed as follows:

### 4.5.1 Switzerland/Swiss Confederation

<sup>172</sup>“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. <sup>173</sup>Over 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” (Rudolph Muteswa, 2025:24 cited from his popular book titled ‘*The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists*’). The various outstanding tourism business leaders from Switzerland will be discussed in the following section as follows:

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<sup>172</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook. ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is also available as a free download on the free online website – <https://rudolphmuteswa.com>

<sup>173</sup> 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>

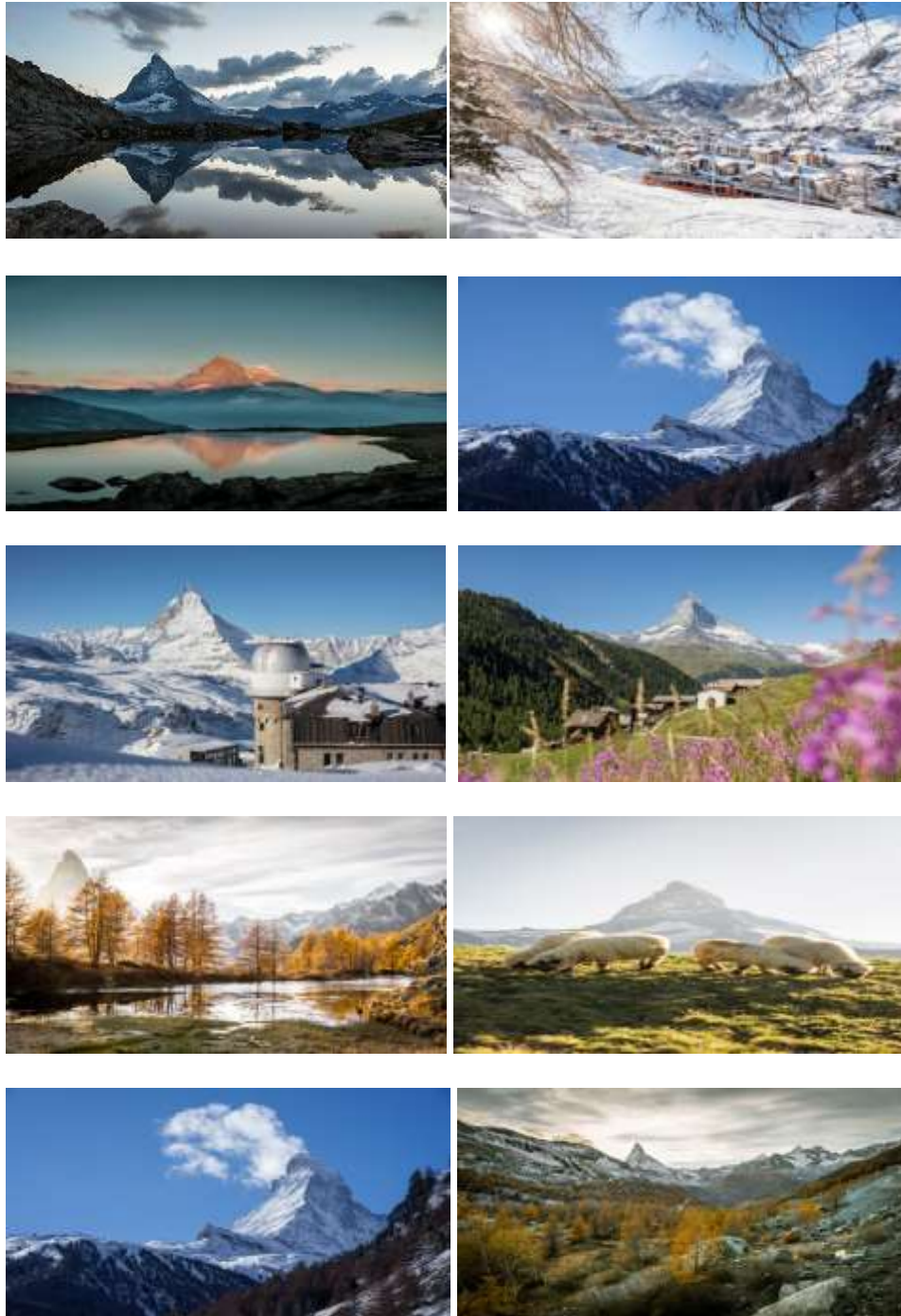
**4.5.1.1 Daniel Luggen (*Director of Tourism of Zermatt Tourismus, Switzerland*) and Selina Gull (*Head of Marketing of Zermatt Tourismus, Switzerland*) and Fabrizio Gull (*Head of Destination Service of Zermatt Tourismus, Switzerland*) and Jana Lauber (*Teamlead E-Commerce of Zermatt Tourismus, Switzerland*)**

Some of the exemplary and outstanding tourism business leaders who have contributed towards the development of the nation brand of Switzerland and international tourism branding of the Swiss Alps include: Daniel Luggen (*Director of Tourism of Zermatt Tourismus, Switzerland*) and Selina Gull (*Head of Marketing of Zermatt Tourismus, Switzerland*) and Fabrizio Gull (*Head of Destination Service of Zermatt Tourismus, Switzerland*) and Jana Lauber (*Teamlead E-Commerce of Zermatt Tourismus, Switzerland*).<sup>174</sup>“One of the popular tourist destination in the world and in Switzerland is ‘Matterhorn’ (*Swiss Alps*). The Swiss Alps is a world renowned tourist attraction site in the beloved great nation of Switzerland that tourists from different parts of the world like to regularly visit to experience and view its natural pristine beauty” (Rudolph Muteswa, 2023:56). The aerial views of the Matterhorn mountain will be clearly depicted by Figure 4.1 below.

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<sup>174</sup> 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 1<sup>st</sup> Edition*. Self-Published Ebook. ISBN: 978-1-77931-690-5 EAN: 9781779316905 and it also available as a free download on the online library – <https://rudolphmuteswa.com>

**Figure 4.1 Aerial views of the Matterhorn mountain**



© “Zermatt Tourismus”

Source: (Zermatt Tourismus, 2025, *Matterhorn*, <https://fotodatenbank.zermatt.swiss/collections/693166943/media>). [Accessed November 06, 2025] © Zermatt Tourismus 2025



<sup>175</sup>“**Matterhorn: The Jewel of the Swiss Alps.** At 4,478 metres, the majestic Matterhorn – certainly the most famous mountain in Europe – looms over the breathtaking Alpine panorama. This Switzerland landmark is at the border of the western Swiss canton of Valais between Zermatt and the Italian resort of Breuil-Cervinia, and offers a paradise for all nature-lovers looking for peace and quiet. Its symmetric pyramid shape, the rocky tooth reaching the sky and the light reflections of the nearby Stellisee make the Matterhorn’s landscape a unique natural spectacle in Zermatt. **Attractions and Excursions near the Matterhorn.** There are a wide variety of different attractions to be discovered around the Matterhorn. A top excursion is [Gornergrat](https://www.zermatt.ch/en/gornergrat). On this three-thousand metre mountain ridge there is a viewing platform with a truly unforgettable view of the Matterhorn and the surrounding mountain world. Or if you prefer, the Matterhorn can also be admired from the [Rothorn](https://www.zermatt.ch/en/rothorn). The [Matterhorn Glacier Paradise](https://www.zermatt.ch/en/matterhorn-glacier-paradise) is the highest summer ski region in Europe and is open 365 days a year. And there is still plenty to do when the sun isn’t shining! The [Matterhorn Museum](https://www.zermatt.ch/en/matterhorn-museum) explains the historic development of Zermatt from a mountain village to an Alpine holiday resort and also has many photographs and facts about the first ascent of the Matterhorn.” (Zermatt Tourismus, 2023, <https://www.zermatt.ch/en/matterhorn>). <sup>176</sup>According to Zermatt Tourismus (2023) **The village experience. Small village – Big effect. The village experience.** A small mountain village becomes a world-class resort. This development can be experienced step-by-step in Zermatt. Wandering through the village, in the museum, strolling. And something is always going on: events, festivals, happenings (Zermatt Tourismus, 2023, <https://www.zermatt.ch/en/village-experience>). The village life of Zermatt and the Forest Fun Park activities will be clearly depicted by Figure 4.2 below.

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<sup>175</sup> Zermatt Tourismus (2023) *Matterhorn*. Available from: <https://www.zermatt.ch/en/matterhorn> [Accessed February 08, 2023]

© Zermatt Tourismus 2023

<sup>176</sup> Zermatt Tourismus (2023) *Village Experience*. Available from: <https://www.zermatt.ch/en/village-experience> [Accessed February 08, 2023] © Zermatt Tourismus 2023

**Figure 4.2 Zermatt village life and the Forest Fun Park activities**



Source: (Zermatt Tourismus, 2023, **Photo 1** - Playgrounds & **Photo 2** - Gift Vouchers, <https://www.zermatt.ch/en/village-experience> and **Photo 3 & 4** - Forest Fun Park, [Forest Fun Park, https://www.zermatt.ch/en/Media/Attractions/Forest-Fun-Park](https://www.zermatt.ch/en/Media/Attractions/Forest-Fun-Park)).  
[Accessed February 08, 2023] © Zermatt Tourismus 2023

<sup>177</sup>“**Forest Fun Park.** The Forest Fun Park, with his five big parcours for grownups and the largest kids trail in Switzerland, promises an adrenaline-filled experience with lots of fun. The Adventure park is situated in a calm location at the end of the village, direction Matterhorn. It offers 31 amazing zip lines and 95 various obstacles in between the trees to exercise balance and strength of adventurers for 1-3 hours” (Zermatt Tourismus, 2023,

<sup>177</sup> Zermatt Tourismus (2023) *Forest Fun Park*. Available from: Zermatt Tourismus (2023) *Village Experience*. Available from: <https://www.zermatt.ch/en/Media/Attractions/Forest-Fun-Park> [Accessed February 08, 2023] © Zermatt Tourismus 2023

<https://www.zermatt.ch/en/Media/Attractions/Forest-Fun-Park>). The following section will cover information about the Republic of Singapore in-depth.

## **4.5.2 Republic of Singapore**

<sup>178</sup>“In general Singapore is an amazing, multicultural and peace-loving country with a vibrant economy that is located in Southeast Asia” (Rudolph Muteswa, 2024:91). Singapore is an island country that is economically prosperous with a consistent high international visitor rate as a result of its highly attractive nature-based tourism. The following section will discuss information about some of the exemplary and exceptional business leaders and academics based in Singapore and these include the following:

### **4.5.2.1 Mr. Lim Ming Yan (*Chairman of Changi Airport Group*) and Mr. Yam Kum Weng (*Chief Executive Officer of Changi Airport Group*)**

In Southeast Asia some of the exceptional and exemplary business leaders who have significantly contributed towards the global airports construction, management, international tourism and good traveler experience include Mr. Lim Ming Yan (*Chairman of Changi Airport Group*) and Mr. Yam Kum Weng (*Chief Executive Officer of Changi Airport Group*). The magnificent tourist attractions at the Jewel Changi Airport will be clearly depicted by Figure 4.3 below.

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<sup>178</sup> Rudolph Muteswa (2024) *Tourist Destinations & International Airlines: Travel Guide for Diplomats, Academics, Students, Entrepreneurs, Executive Board of Directors, Tourists & Other Professionals Revised Edition* ©2024 ISBN: 978-1-77933-437-4 EAN: 9781779334374 and it is also available on the free online library – <https://rudolphmuteswa.com>

**Figure 4.3 The magnificent tourist attractions at the Jewel Changi Airport**



Shiseido Forest Valley

Mastercard® Canopy Bridge

(Jewel Changi Airport, 2024, *Attractions*, <https://www.jewelchangiairport.com/en/attractions/>). ©2024 JEWEL CHANGI AIRPORT DEVT PTE. LTD.

<sup>179</sup>“**LIM MING YAN.** Mr Lim Ming Yan is the Chairman of CAG. He was appointed to the Board as its Deputy Chairman on 1 January 2025, and now serves as Chairman of the Board with effect from 1 April 2025. Mr Lim is an Independent Director on the boards of SembCorp Industries Limited, DLF Cyber City Developers Limited and China Vanke Co. Limited. Mr Lim is also the Chairman of The Esplanade Co Ltd, NS Square Ltd as well as a Board member of Enterprise Singapore and Singapore Non-Resident High Commissioner to the Republic of Mauritius. He previously served as Chairman of Workforce Singapore and a Board Director of the Housing Development Board. In his 22 years at CapitaLand Limited, Mr Lim was President and Group CEO from 2013 to 2018. He was also CEO of The Ascott Limited from 2009 to 2012 and CEO of CapitaLand China from 2000 to 2009. Mr Lim graduated with a first-class honours degree in Mechanical Engineering and Economics from the University of Birmingham, United Kingdom, in 1985. He also attended the Advanced Management Program at Harvard Business School in 2002”” (Changi Airport Group, 2025, <https://www.changiairport.com/en/corporate/about-us/our-leaders.html>). According to the Changi Airport Group (2025) **YAM KUM WENG.** Mr Yam Kum Weng is the Chief

<sup>179</sup> Changi Airport Group (2025) *Our Leaders*. Available from: <https://www.changiairport.com/en/corporate/about-us/our-leaders.html> [Accessed October 29, 2025] © 2025 Changi Airport



Executive Officer (CEO) of Changi Airport Group. He was appointed to the Board on 1 July 2024. Mr Yam is concurrently Chairman of Changi Airports International Pte Ltd and Jewel Changi Airport companies. He is also a Director on the ACI Asia-Pacific & Middle East Regional Board and The Theatre Practice Limited. Prior to his appointment as CEO, Mr Yam was Executive Vice President (Airport Development). In this capacity, Mr Yam led the development of Changi's Terminal 4 and spearheaded Changi East Development, which comprises the future Terminal 5, Runway 3, Cargo and Logistics zone and underground infrastructure connecting T5 and existing terminals. He concurrently served as Advisor (Air Hub Development) to strengthen Singapore's air network and grow Changi Airport's traffic. Mr Yam started his career with the Civil Aviation Authority of Singapore and has accumulated over 30 years of experience in various leadership roles ranging from commercial development, airport management, aviation policy formulation, traffic rights negotiations, air hub development to airport infrastructure development. Mr Yam graduated from the National University of Singapore with a Bachelor of Science Degree (Honours), and holds a Master of Business Administration Degree from Nanyang Technological University. He was conferred the Public Administration Medal (Silver) in 2003<sup>180</sup> (Changi Airport Group, 2025, <https://www.changiairport.com/en/corporate/about-us/our-leaders.html>). The beautiful various fun tourist attractions at the Jewel Changi Airport will be clearly depicted by Figure 4.4 below.

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<sup>180</sup> Changi Airport Group (2025) *Our Leaders*. Available from: <https://www.changiairport.com/en/corporate/about-us/our-leaders.html> [Accessed October 29, 2025] © 2025 Changi Airport

**Figure 4.4 The beautiful various fun tourist attractions at the Jewel Changi Airport**



Walking Net



Mirror Maze



Discovery Slides



Hedge Maze

(Jewel Changi Airport, 2024, *Attractions*, <https://www.jewelchangiairport.com/en/attractions/>). ©2024 JEWEL CHANGI AIRPORT DEVT PTE. LTD.

<sup>181</sup>“**OUR VISION AND MISSION.** **Our Vision** To be a first-in-class, leading global aviation hub run by exceptional people, connecting lives and businesses, contributing to the economic growth of Singapore. **Our Mission** To be a global leading airport company, anchored in the heart of Asia, pioneering safe, secure, sustainable and vibrant air hubs, ready for our future. **Our Values** Our values and culture guide us in everything we do. They are the foundation for our decisions and the heart of our organisation. Changi Airport Group is about world-class service, delivered through our passion and culture of excellence. We value our People. We succeed with our Partners. We are committed to our Customers. We lead in our Business. Integrity and service are at the heart of everything we do” (Changi Airport Group, 2025, <https://www.changiairport.com/en/corporate/about-us/the-changi-airport-story/our-belief.html>).

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<sup>181</sup> Changi Airport Group (2025) *Our Belief*. Available from: <https://www.changiairport.com/en/corporate/about-us/the-changi-airport-story/our-belief.html> [Accessed October 29, 2025] © 2025 Changi Airport



The Changi Airport world class environmentally friendly infrastructure facilities will be clearly depicted by Figure 4.5 below.

**Figure 4.5 Changi Airport world class environmentally friendly infrastructure facilities**



Source: (Changi Airport Group, 2023, <https://gallery.changiairport.com/content/cag-corp/en/media-centre/resources.mgimage.vkTYEWaPXV.view.low.jpg> and <https://gallery.changiairport.com/content/cag-corp/en/media-centre/resources.mgimage.g9KXO1jcF9.view.low.jpg> and <https://gallery.changiairport.com/content/cag-corp/en/media-centre/resources.mgimage.4SN44Jgvak.view.low.tif> and <https://gallery.changiairport.com/content/cag-corp/en/media-centre/resources.mgimage.6IU0imTCgL.view.low.jpg> and <https://gallery.changiairport.com/content/cag-corp/en/media-centre/resources.mgimage.SFWzv3M7sl.view.low.jpg> and <https://gallery.changiairport.com/content/cag-corp/en/media-centre/resources.mgimage.8k1Ow9Nj5w.view.low.jpg>).

<sup>182</sup>According to the Changi Airport Group (2025) **ABOUT CHANGI AIRPORT GROUP**. As the group behind the world-renowned Changi Airport, we are dedicated to delivering exceptional airport experiences. Here, we share our story of growth, and our commitment to innovation, service excellence and sustainable development. Driven by our purpose, Exceptional People, Connecting Lives, we believe in the potential of our people to create extraordinary impact in the

<sup>182</sup> Changi Airport Group (2025) *About Us*. Available from: <https://www.changiairport.com/en/corporate/about-us.html>  
[Accessed October 29, 2025] © 2025 Changi Airport

communities we serve (Changi Airport Group, 2025, <https://www.changiairport.com/en/corporate/about-us.html>). The Changi Airport Terminal 4 infrastructure will be clearly depicted by Figure 4.6 below.

**Figure 4.6 Changi Airport Terminal 4 infrastructure**



Source: (Changi Airport Group, 2022, Terminal 4, <https://www.changiairport.com/corporate/partnerships/office-and-warehouse-leasing.html>).

<sup>183</sup>“**A HISTORY OF FIRSTS.**

#### • **A BRIGHT FUTURE**

##### **Future of Changi**

Today, Changi Airport is renowned for its unrivalled passenger experiences, which have become synonymous with global connectivity, clockwork efficiency and unique, thoughtful services. As

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<sup>183</sup> Changi Airport Group (2022) *Our Story*. Available from: <https://www.changiairport.com/corporate/about-us/our-story.html> [Accessed December 13, 2022]

the number of passengers we welcome continues to rise, and the needs of those passengers become increasingly sophisticated, our challenge is to raise our standards even higher. It's a challenge we are already embracing, with creative solutions and signature experiences that will redefine air travel for generations to come.

### **Changi East**

Passenger traffic at Changi Airport is expected to grow by 3–4% every year for the next 20 years. At this rate, current airport capacity will be reached by the late 2020s. The Changi East development is a response to this expected growth. It's a bold strategy to maintain Changi Airport's and Singapore's competitive edge for the long term. With a new, third runway, one of the world's largest mega terminals, and a range of exciting new facilities, Changi East will ensure Changi Airport is equipped to accommodate and delight ever more passengers and their ever-increasing demands" (Changi Airport Group, 2022, <https://www.changiairport.com/corporate/about-us/our-story.html>). The following section will cover information about the National University of Singapore in-depth.

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

Today in the Republic of Singapore one of the top academics who has significantly contributed towards the global higher education and research sector is Professor Tan Eng Chye (*President of the National University of Singapore – NUS*). The exemplary and outstanding Professor Tan Eng Chye (*President of the National University of Singapore – NUS*) will be clearly depicted by Figure 4.7 below.



**Figure 4.7 The exemplary and outstanding Professor Tan Eng Chye (*President of the National University of Singapore – NUS*)**



**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. <sup>184</sup>Prof Tan, who attended Raffles

<sup>184</sup> National University of Singapore Office of the President (2025) *Biography*. Available from:

<https://nus.edu.sg/president/biography> [Accessed November 20, 2025] © National University of Singapore. All Rights Reserved.

Institution (1974 to 1979), obtained his Bachelor in Mathematics (First Class Honours, 1985) at NUS and his PhD (1989) at Yale University. He 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 Wilbur Lucius Cross Medal, which honours exceptional alumni in the areas of scholarship,

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teaching, academic administration, and public service, by Yale University in 2018. Prof 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. In 2025, Prof Tan was awarded the President’s Science and Technology Medal for his transformative contributions in advancing Singapore’s research and innovation landscape and elevating our global standing in science and technology, as well as for nurturing future leaders. At NUS, he led the transformation of education from a disciplinary model into one that is flexible and interdisciplinary, steering academic departments to achieve world-class excellence in recruitment, talent development and research”<sup>185</sup> (National University of Singapore Office of the President, 2025, <https://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. <sup>186</sup>Our 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.

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<sup>185</sup> National University of Singapore Office of the President (2025) *Biography*. Available from: <https://nus.edu.sg/president/biography> [Accessed November 20, 2025] © National University of Singapore. All Rights Reserved.

<sup>186</sup> 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.



**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, to serve the needs of the local community. <sup>187</sup>Today, 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 the United Republic of Tanzania in-depth.

### **4.5.3 United Republic of Tanzania**

Tanzania is a natural resource rich nation located on the continent of Africa (*Southern Africa region*). In general Tanzania has a high tourist attraction rate, beautiful mountainous landscapes and highly ranked universities. One of the many exemplary and outstanding global academics from Tanzania will be discussed in this section as follows:

#### **4.5.3.1 Assoc. Prof. Dr. Moh'd Makame Haji (Vice Chancellor at the State University of Zanzibar - SUZA)**

The high quality photograph of the exemplary and outstanding top academic and executive leader of the leading 'State University of Zanzibar' will be clearly depicted by Figure 4.8 below.

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<sup>187</sup> 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 4.8 The high quality photographs of the exemplary and outstanding top academics and leadership team of the leading ‘State University of Zanzibar’**



**Assoc. Prof. Dr. Moh'd Makame Haji**

Source: (State University of Zanzibar, 2024, <https://suza.ac.tz/?personnel=assoc-prof-dr-mohd-makame-haji>)

**“Assoc. Prof. Dr. Moh'd Makame Haji** Vice Chancellor State University of Zanzibar - (SUZA). <sup>188</sup>**Bio.** Prof. Moh'd Makame Haji is a Vice-Chancellor in the State University of Zanzibar (SUZA). Prof. Moh'd Makame Haji holds a PhD, Doctor of Philosophy (Law), International Islamic University Malaysia (IIUM) – MALAYSIA (2012). His Master of Comparative Laws (MCL), International Islamic University Malaysia (IIUM) – MALAYSIA (2007). His Bachelor of Law and Shariah (LL.B), Zanzibar University (ZU), ZANZIBAR (2004)” (State University of Zanzibar, 2024, <https://suza.ac.tz/?personnel=assoc-prof-dr-mohd-makame-haji>). The magnificent campus facilities of the leading State University of Zanzibar will be clearly depicted by Figure 4.9 below.

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<sup>188</sup> State University of Zanzibar (2024) *Assoc. Prof. Dr. Moh'd Makame Haji*. Available from: <https://suza.ac.tz/?personnel=dr-ali-m-ussi/> [Accessed October 24, 2024] The website is Developed And Maintained By SUZA ICT - CENTER © Copyright 2024, All Rights Reserved

**Figure 4.9 The magnificent campus facilities of the leading State University of Zanzibar**



(Source: State University of Zanzibar, 2024, [https://suza.ac.tz/?page\\_id=10106](https://suza.ac.tz/?page_id=10106)).

**“Suza History.** The State University of Zanzibar (SUZA) was established by Act No. 8 of 1999 of the Zanzibar House of Representatives which was then amended by Act No. 11 of 2009, and further re-amended by Act No. 7 of 2016. <sup>189</sup>The latter amendment has justified SUZA to merge with other Zanzibar higher learning institutions; these are the then Zanzibar Institute of Financial Administration (ZIFA), College of Health Sciences (CHS) and the Zanzibar Institute of Tourism Development (ZIToD). His Excellency Dr. Hussein Ali Mwinyi, the President of Zanzibar and Chairman of the Revolutionary Council is the Chancellor of the University. The University became operational in September 2001. Currently, SUZA consists of nine campuses that are found at equally beautiful but different locations within the islands. Eight campuses are located in Unguja and one campus in Pemba Island” (State University of Zanzibar, 2024, [https://suza.ac.tz/?page\\_id=2876](https://suza.ac.tz/?page_id=2876)). The following section will cover information about the conclusion of this chapter in-depth.

## **4.6 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’

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<sup>189</sup> State University of Zanzibar (2024) *SUZA History*. Available from: [https://suza.ac.tz/?page\\_id=2876](https://suza.ac.tz/?page_id=2876) [Accessed October 24, 2024] The website is Developed And Maintained By SUZA ICT - CENTER © Copyright 2024, All Rights Reserved

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.

#### **4.7 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 5: Republic of Austria, Republic of Rwanda & Republic of the Union of Myanmar

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 typical good examples of exemplary and outstanding entrepreneurs, academics, leaders, diplomats and philanthropists from the Republic of Austria, Republic of Rwanda & Republic of the Union of Myanmar.

## 5.1 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. <sup>190</sup>Today 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’*). 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, vice chancellor, rector, pro-rector, provost or dean at any institution of higher*

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<sup>190</sup> 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>

*learning*) is crucial in any society. Generally any community or workplace requires some form of leadership to maintain order, discipline and civilization. <sup>191</sup>Leadership 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”<sup>192</sup> (“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.

## 5.2 Definition of terms

<sup>193</sup>In general the terms ‘leader’ and ‘leadership’ are often used when discussing any topic that is related to leadership. A *leader* is an individual with an inner ability to unite or persuade others to walk towards a certain path through inspiring their morale and gaining their trust (Rudolph 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 next section will cover information about the meaning of an entrepreneur, academic and philanthropist.

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<sup>191</sup> 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>

<sup>192</sup> “Corporate Finance Institute. *What Are Leadership Theories..*”

<sup>193</sup> 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



### 5.3 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.

<sup>194</sup>Another 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).

<sup>195</sup>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

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<sup>194</sup> 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>

<sup>195</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

sentence: <sup>196</sup>**Philanthropy includes every voluntary private action for a charitable purpose.**

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/> cited in Rudolph Muteswa, 2025:16). The following section will cover information relating to the importance of leadership branding in entrepreneurship, academic institutions and organizations.

## **5.4 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, rector, vice chancellor, provost, pro-rector or dean*) who is considered to be powerful nowadays has somehow managed to build a leadership brand. Interestingly, the

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<sup>196</sup> University of Basel (2024) *What is Philanthropy?* Available from: <https://ceps.unibas.ch/en/what-is-philanthropy/> [Accessed December 03, 2024] © University of Basel

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](http://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.

<sup>197</sup>According 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.

<sup>198</sup>The 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

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<sup>197</sup> 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]

<sup>198</sup> 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]

have above average P/E ratios with corresponding higher market value. It's clear that leadership brand matters. So why do so 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.

## 5.5 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. <sup>199</sup>Numerous research studies have been done in the area of leadership competencies today. The various aspects of leadership competencies were clearly highlighted in an article authored by the United States of America-based leading author and global academic Professor Ronald Riggio (2014) titled ‘*The Top 10*

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<sup>199</sup> 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](http://www.psychologytoday.com).<sup>200</sup> 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.

**5.5.1 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.](#)

**5.5.2 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.](#)

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<sup>200</sup> 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.”

**5.5.3 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](#).”<sup>201</sup>

**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.](#)

**5.5.4 Prudence.** Prudence is one of Aristotle’s cardinal virtues.<sup>202</sup> A synonym is “[wisdom](#),” but it comes from being able to see others’ perspectives and through being open to and considering others’ points of view.

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

**5.5.5 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.](#)

**5.5.6 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

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<sup>201</sup> 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.

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<sup>202</sup> 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 situations<sup>203</sup>.

***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)<sup>204</sup>.

**5.5.7 *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.

**5.5.8 *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.

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<sup>203</sup> 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>

<sup>204</sup> 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.

**5.5.9 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 role<sup>205</sup>.

**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.

**5.5.10 Area Expertise/Competence.** <sup>206</sup>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 countries with exemplary and outstanding people in-depth.

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<sup>205</sup> 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.”

<sup>206</sup> 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>

## **5.6 Examples of countries with exemplary and outstanding leaders, academics and philanthropists**

In the next section the different examples of entrepreneurs, academics, leaders, diplomats and philanthropists from the Republic of Austria, Republic of Rwanda & Republic of the Union of Myanmar located in different parts of the world will be discussed as follows:

### **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”<sup>207</sup> (Rudolph Muteswa, 2023:47). In the 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 and the First Lady of the Republic 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 5.1 below.

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<sup>207</sup> 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>

**Figure 5.1 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, 2025, *Nice to have you here! Open Day: Alexander Van der Bellen and Doris Schmidauer welcome visitors to the Hofburg*, <https://www.bundespraesident.at/aktuelles/detail/tag-der-offenen-tuer#flickr-72157711503459151-2>) Photos: Carina Karlovits and Peter Lechner/HBF

<sup>208</sup>“**CV Federal President of the Republic of Austria Dr. Alexander Van der Bellen.** Born on 18 January 1944 in Vienna and raised in Tyrol. Married to Mag.a Doris Schmidauer. Parents: Van der Bellen’s mother is a native Estonian, and his father is a native Russian with Dutch ancestors. After repeatedly fleeing from the Soviets, his family found a new home in Austria, first in Vienna and then in Tyrol.

### **Political Career**

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<sup>208</sup> Presidential Chancellery (2025) *CV Federal President of the Republic of Austria Dr. Alexander Van der Bellen*. Available from: [https://www.bundespraesident.at/fileadmin/user\\_upload/BP\\_VdB\\_Lebenslauf\\_engl.pdf](https://www.bundespraesident.at/fileadmin/user_upload/BP_VdB_Lebenslauf_engl.pdf) [Accessed October 15, 2025]

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

4 Dec 2016 Elected Federal President of the Republic of Austria

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

1994 – 2012 Member of the Austrian National Council

1999 – 2008 Chairman of the Greens' Parliamentary Group

1997 – 2008 Federal Spokesperson for the Austrian Greens

### **<sup>209</sup>Professional Background**

1980 –2009 Full Professor of Economics at the University of Vienna (1999 –2008 statutory leave)

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

1977 –1980 Federal Academy of Public Administration in Vienna

1976 –1980 Associate Professor at the University of Innsbruck

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

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

### **<sup>210</sup>Education**

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

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<sup>209</sup> Presidential Chancellery (2025) *CV Federal President of the Republic of Austria Dr. Alexander Van der Bellen*. Available from: [https://www.bundespraesident.at/fileadmin/user\\_upload/BP\\_VdB\\_Lebenslauf\\_engl.pdf](https://www.bundespraesident.at/fileadmin/user_upload/BP_VdB_Lebenslauf_engl.pdf) [Accessed October 15, 2025]

<sup>210</sup> Presidential Chancellery (2025) *CV Federal President of the Republic of Austria Dr. Alexander Van der Bellen*. Available from: [https://www.bundespraesident.at/fileadmin/user\\_upload/BP\\_VdB\\_Lebenslauf\\_engl.pdf](https://www.bundespraesident.at/fileadmin/user_upload/BP_VdB_Lebenslauf_engl.pdf) [Accessed October 15, 2025]

1954 –1962 Akademisches Gymnasium Innsbruck (secondary school)

1950 –1954 Elementary school in Innsbruck Honorary Functions and Awards (selection)

2010 –2015 Honorary function as Commissioner of the City of Vienna for Universities and Research 2004 Grand Decoration of Honour in Gold with Star for Services to the Republic of Austria”” (Presidential Chancellery, 2025,

[https://www.bundespraesident.at/fileadmin/user\\_upload/BP\\_VdB\\_Lebenslauf\\_engl.pdf](https://www.bundespraesident.at/fileadmin/user_upload/BP_VdB_Lebenslauf_engl.pdf)). The high quality 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 high quality 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, March 5, 2021, "On stage. On track. On the situation of women. Online."

<https://www.bundespraesident.at/aktuelles/detail/doris-schmidauer-ehrenamt-und-engagement> Photos: Peter Lechner/HBF),

*"Austria is our homeland, where everyone has the right to live in peace and dignity. This is an integral dimension of human rights, and I truly believe in them."* Federal President Alexander

Van der Bellen (Presidential Chancellery, 2025,



<https://www.bundespraesident.at/en/index#c1625>). The unique photograph 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 unique photograph of the exemplary and outstanding Federal President of the Republic of Austria His Excellency Professor Alexander Van der Bellen**



Source: (Presidential Chancellery, *Countries celebrated the founding of the Republic 100 years ago*, <https://www.bundespraesident.at/aktuelles/detail/laender-feierten-die-gruendung-der-republik-vor-100-jahren>, Photos: HBF/Carina Karlovits).

211“**The Federal President. Cohesion and Our Homeland.** Homeland means cohesion, not division. Love, not hate. It means to act confidently, not out of fear. Our common homeland is Austria. And it is our duty to make sure that it continues to thrive! Our homeland, our country blossoms when cohesion is ensured. Hundreds of thousands of volunteers are selflessly working for the community as paramedics, firefighters, emergency responders, facilitators of integration and inclusion, or assisting their neighbours. Our common celebrations, be it village or city fairs, are not just popular meeting points, they often also support a good cause. I believe in cooperation

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<sup>211</sup> Presidential Chancellery (2025) *The Federal President*. Available from: <https://www.bundespraesident.at/en/index#c1625>  
[Accessed October 15, 2025]

between all the people of our country. This cohesion is extremely valuable, especially in uncertain times. We must remain able to open up and listen to each other, to respect different opinions and focus on what unites us rather than what divides us. Austria has a wealth of strength, talent and potential. Let us put it to good use! A homeland is something you can have. Your homeland can be taken away from you. And you can find a new homeland. Cohesion and unity – both external and internal – are important for a strong Austria, anchored in our European family. We cannot ignore the major developments of our time. We want to stay a strong member of Europe and together, keep a solid standing worldwide. This is the only way for us to master the challenges ahead of us. Let us embrace them and tackle them with decency, reason and with our hearts, and together, we will succeed. <sup>212</sup>**Fighting the Climate Crisis – Doing the Right Thing Now.** The climate crisis is the greatest challenge humanity has to face. Our generation is the first one to feel the dire consequences of global heating, and probably the last one who has a chance to take effective measures and steer clear of a disaster. The climate crisis is an obstacle to global economic development, a threat to agriculture, tourism, water and energy supply, and therefore, to peace, security, social cohesion and prosperity for all. Let us make the right decisions now. Our action – or lack thereof – today will determine our quality of life and our survival, but especially that of our children and grandchildren. **Europe – Together We Simply Are Stronger.** A united Europe is the best idea we ever had. It is this grand idea of peace, which arose from our determination to avoid repeating the deadly mistakes of the past. It is this grand idea of togetherness, bringing the capacities of our individual nations together as one force, which the major global powers, too, have no choice but to take seriously. The simple truth is that in Europe, we are stronger together than alone. All major challenges, be it the climate crisis, energy policy, unemployment, poverty, war, displacement, flight and migration, violence, terrorism or digital transformation, can only be met together. If we do not act together, our policies cannot be truly global. "*Austria is all of us.*" Federal President Alexander Van der

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<sup>212</sup> Presidential Chancellery (2025) *The Federal President*. Available from: <https://www.bundespraesident.at/en/index#c1625>  
[Accessed October 15, 2025]

Bellen”<sup>213</sup> (Presidential Chancellery, 2025, <https://www.bundespraesident.at/en/index#c1625>). The following section will cover information about the Republic of Rwanda in-depth.

## **5.1 Republic of Rwanda**

Rwanda is a country located in East Africa and its citizens use four languages (*English, French, Kinyarwanda and Kaswahili*) and its capital city is Kigali. In general Rwanda is globally recognized as having modern transport infrastructure networks (*road, airports and railway*) and beautiful hotels/restaurants in Africa. The following section will discuss information about one of the many exemplary and outstanding academics based in Rwanda.

### **5.1.1 Associate Professor Didas Kayihura Muganga (*Associate Professor of Business Law and The Acting Vice Chancellor of the University of Rwanda*)**

One of the exemplary and outstanding top academic based in Rwanda who has significantly contributed towards the development of the global higher education industry is Associate Professor Didas Kayihura Muganga (*Associate Professor of Business Law and The Acting Vice Chancellor of the University of Rwanda*). The unique photograph of the exemplary and outstanding top academic Associate Professor Didas Kayihura Muganga (*Associate Professor of Business Law and The Acting Vice Chancellor of the University of Rwanda*) will be clearly depicted by Figure 5.4 below.

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<sup>213</sup> Presidential Chancellery (2025) *The Federal President*. Available from: <https://www.bundespraesident.at/en/index#c1625>  
[Accessed October 15, 2025]

**Figure 5.4** The unique photograph of the exemplary and outstanding top academic Associate Professor Didas Kayihura Muganga (*Associate Professor of Business Law and The Acting Vice Chancellor of the University of Rwanda*)



Source: University of Rwanda, 19-07-2022, Associate Professor Didas Kayihura Muganga The Acting Vice Chancellor, University of Rwanda, <https://ur.ac.rw/?Prof-Alexandre-Lyambabaje-The-Vice-Chancellor-University-of-Rwanda> © University of Rwanda. All Right Reserved

<sup>214</sup>According to the University of Rwanda (2025) **Prof Didas Kayihura Muganga The Acting Vice Chancellor, University of Rwanda. Our Story. About the University of Rwanda.** The University of Rwanda (UR), a public higher learning institution, exemplifies the transformative power of education in shaping societies. Established in 2013 by Law N° 71/2013 of 10/09/2013, UR emerged from the Government of Rwanda's bold vision to unify the country's fragmented higher education system into a single, world-class university. This historic merger brought together 14 institutions, including 7 public higher learning institutions (notably, the former National University of Rwanda, established in 1963 and 6 other higher learning institutions), 5

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<sup>214</sup> University of Rwanda (2025) *Our history*. Available from: <https://ur.ac.rw/spip.php?page=Our-history> [Accessed October 19, 2025] © University of Rwanda. All Right Reserved

nursing schools, and 2 teacher-training colleges. Together, they contributed their unique legacies and expertise to create a university dedicated to driving Rwanda's development goals through excellence in education, research, and community service. UR operates a collegiate model. Governed by the revised Law N° 053/2024 of 07/06/2024, the UR is led by a Vice-Chancellor and CEO, supported by three Deputy Vice-Chancellors, with seven Colleges headed by Principals and under each college are schools, research centers, and departments. The seven colleges include:

- College of Arts and Social Sciences (CASS)
- College of Agriculture, Forestry and Food Sciences (CAFF)
- College of Business and Economics (CBE)
- College of Education (CE)
- College of Medicine and Health Sciences (CMHS)
- College of Science and Technology (CST)
- College of Veterinary Medicine and Animal Sciences (CVAS)

This structure ensures that the university is well-positioned to deliver specialized and multidisciplinary programs that address national and global challenges (University of Rwanda, 2025, <https://ur.ac.rw/spip.php?page=Our-history>). The campus building infrastructure and natural environment of the University of Rwanda will be clearly depicted by Figure 5.5 below.

**Figure 5.5 The campus building infrastructure and natural environment of the University of Rwanda**



Source: University of Rwanda, 28-09-2025, [UR shines at 2025 financial reporting and excellence awards](https://ur.ac.rw/spip.php?page=news-and-events). *UR has been ranked top in the education sector at the Third Financial Reporting and Excellence Awards (FREA 2025, <https://ur.ac.rw/spip.php?page=news-and-events>)*. © University of Rwanda. All Right Reserved

“As a leader in research and innovation, UR collaborates globally to champion transformative solutions in fields such as public health, climate change, educations, business and technology. Its nine (9) Centers of Excellence highlight its commitment to advancing knowledge and fostering sustainable development. UR is dedicated to inclusivity, ensuring equitable access to education while aligning programs with labor market needs and emerging trends like Artificial Intelligence and Aviation. Over its first decade, UR has produced thousands of graduates who are driving Rwanda’s transformation and making a global impact. With a vision rooted in national development, the University of Rwanda is more than an institution of higher learning; it is a beacon of hope, resilience, and innovation—empowering the next generation of leaders and innovators to build a better Rwanda and a better world”<sup>215</sup> (University of Rwanda, 2025,

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<sup>215</sup> University of Rwanda (2025) *Our history*. Available from: <https://ur.ac.rw/spip.php?page=Our-history> [Accessed October 19, 2025] © University of Rwanda. All Right Reserved



<https://ur.ac.rw/spip.php?page=Our-history>). The following section will cover information about the Republic of the Union of Myanmar in-depth.

## **5.6.4 Republic of the Union of Myanmar**

<sup>216</sup>“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” (Rudolph Muteswa, 2025:163). A typical good example of an outstanding top academic based in Myanmar will be discussed as follows:

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

Today in the Republic of the Union of Myanmar one of the top academic and university executive leader who has significantly contributed towards the development of the higher education sector of Myanmar is Dr. Tint Tint (*Rector at the Mandalay University of Foreign Languages, Myanmar*). The exemplary and outstanding top academic and Rector of the ‘Mandalay University of Foreign Languages’ based in Myanmar will be clearly depicted by Figure 5.6 below.

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<sup>216</sup> Rudolph Muteswa (2025) *The World’s Outstanding Entrepreneurs, Academics, Leaders, Diplomats & Philanthropists: 21st Century Perspective 1st Edition*. Self-Published Ebook, ©2025 ISBN: 978-1-77934-407-6 EAN: 9781779344076 and it is available as a free download on the online library – <https://rudolphmuteswa.com>

**Figure 5.6 The exemplary and outstanding top academic and Rector of the ‘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. <sup>217</sup>With 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 5.7 below.

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<sup>217</sup> Mandalay University of Foreign Languages (2024) *Mandalay University of Foreign Languages*. Available from: <https://www.mufl.edu.mm/> [Accessed October 23, 2024]

**Figure 5.7 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.

<sup>218</sup>**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

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<sup>218</sup> 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.

## **5.7 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 higher 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.

## **5.8 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?

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## Chapter 5



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