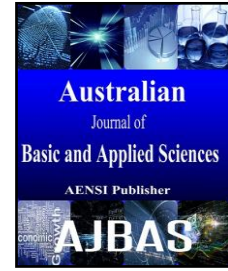




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From Vision to Strategy Achievement - A Strategic Leadership Case in Focus: HH Sheikh Mohammed bin Rashid Al Maktoum, Ruler of Dubai

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ABSTRACT

Strategy development and execution of strategies are two key areas where leaders cannot simply delegate responsibility. Just like an organization, a State can only make things happen, drive change, and deliver strategic objectives if a leader's heart and soul are immersed in the State. Whilst vision is also about action, in order to make strategy happen from a strategic leadership point-of-view, vision requires an understanding of what exactly a leader, who is in charge of execution, does. This study aims at exploring and analyzing the impact of leadership towards an organization or a State's performance. In specific, the study aims at identifying the common base component factors of leadership attributes or characteristics, which may have linkages and might have contributed towards the achievement of the performance success of organizations and States. The study focuses on an exemplary strategic leader of our time: His Highness Sheikh Mohammed Bin Rashid Al Maktoum, U.A.E. Vice President, Prime Minister and Ruler of Dubai. The study also explores and confirms how His Highness Sheikh Mohammed has driven the achievement of Dubai's success to this day and how he has managed to make Dubai become internationally known for its competitiveness in achieving its strategic programs and initiatives performance through three key leadership attributes or characteristics: Vision, Determination and Engagement, or the VDE Factor.

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INTRODUCTION

Having a vision is a must for any true leader. Leaders know where they want to go and how to get there. Burns (1978) stated that leadership provides change and movement in an organization. These leaders do so by providing a vision for change (Bennis & Nanus, 1997). To be effective, leaders must have a clear sense of goals in order to guide their organization in new directions. They need the capacity to stand back with their minds uncluttered by the organization's everyday activities to enable them to see the processes of strategic change over the long term.

In today's intense and highly competitive world, the goal of any organization is not only to survive, but also to sustain its existence by improving performance. In order to meet the needs of highly competitive markets, organizations must continually increase performance (Arslan & Staub, 2013). And this is nowadays true not only for organizations but also for countries and States. Creating a State or national competitiveness and sustaining national

prosperity has become more complex in recent years with the rise of the modern global economy. It is more pressing for leaders and policymakers nowadays to determine ways of improving their country's competitive performances and raise the standards of living of their nations. Numerous literature suggests that the role of leadership is critically important for achieving the performance of organizations (e.g. Boal & Hooijberg 2000; Peterson, Smith, Martorana & Owens, 2003), and this may also apply to States or nations. Within these roles, however, there is also a need to identify and understand the attributes or characteristics of the leadership that promulgates performance achievements.

Aim of the study:

This study aims at exploring and analyzing the impact of leadership towards an organization or a State's performance. In specific, the study aims at identifying the common base component factors of leadership attributes or characteristics, which may have linkages and might have contributed toward the

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achievement of the performance success of organizations and States. These identified component factors of leadership attributes or characteristics are subsequently applied to analyze performance success in the context of HH Sheikh Mohammed Bin Rashid Al Maktoum's leadership impact towards the Emirate of Dubai.

Literature review:

Defining Leadership:

Leadership is generally defined as the process of influencing employees to work towards the achievement of objectives (Lussier, 1990). Leadership is also the art of motivating a group of people to act towards achieving a common goal. The leader is the inspiration and the director of action and is the person in the group that possesses the combination of personality and skills that makes others want to follow his or her direction (Odom, 2014).

Ann Marie E. McSwain, Assistant Professor at Lincoln University, explains that leadership is about capacity i.e. the capacity of leaders to listen and observe and to use their expertise as a starting point to encourage dialogue between all levels of decision-making. She added that leadership is also about the capacity to establish processes and transparency in decision-making and to articulate values and visions clearly without imposing them. In support of McSwain, Pearce (2008) stresses that leadership is about setting and not just reacting to agendas. Leadership is also about identifying problems and initiating change that enables substantial improvement.

According to Nicole Fallon (2014), a leader is someone who brings people together and guides them toward a common goal. It is not about telling others what to do; effective leadership requires much more than the ability to assign tasks to a group. Throughout history, much has been written about what it means to be a leader. Chinese military general and "Art of War" author Sun Tzu described a leader as one who "cultivates the moral law, and strictly adheres to proper methods and discipline." Nineteenth-century historian Thomas Carlyle believed leaders were born and not made, while English philosopher Herbert Spencer argued that leaders were the result of the society in which they lived.

The decades that followed brought countless studies and research reports that detailed a wide variety of skills, styles and characteristics related to leadership. Researchers at the University of Michigan identified three specific types of leaders (task-oriented, participative and relationship-oriented) in the 1940s and 1950s. In the 1970s, author Ralph Stogdill listed capacity, achievement, responsibility, participation, status and situation as the six categories of personal factors associated with leadership. Research published in the Harvard

Business Review in 2000 by author and psychologist Daniel Goleman uncovered six different leadership styles: commanding, visionary, affiliative, democratic, pace-setting and coaching.

With these differing schools of thought, it is clear that there is no single definition of leadership, and what works for one leader may not necessarily work for another, depending on the circumstances and personality type. There is one thing that nearly every academic, historian and even leaders themselves agree upon: a true leader must be able to inspire his or her team.

Fallon and Brooks (2014) took the initiative to speak with five business leaders about what leadership means to them and how leaders can achieve the ultimate goal of inspiring others. The feedback from these leaders is as follows:

Leadership requires ambition:

"Leaders are described with a mouthful of adjectives, such as passionate, visionary, charismatic, motivational and encouraging. However, I propose that leadership is something simpler. It is ambition. Ambition creates hard work, determination and an unconditional desire to achieve. It generates an absolutely contagious energy that people follow and join naturally. If you are a leader in your organization, there is only one thing you need to understand about your role: never let your ambition fade." – Corey Baggett, co-founder of ad technology firm AdBoom Group

Good leaders have a good attitude:

"A good leader can hold his or her emotions in check, especially in tough situations. For example, maybe you lost your best client, or a deal you've been working on falls through. Regardless, it's important for leaders to guide a team through challenging times, encouraging them and remaining positive along the way. Team morale is heavily contingent upon a leader's attitude." – David Moore, regional vice president of the finance and accounting practice at Addison Group staffing firm

Leadership means being in touch with your people:

"A leader places the people around him or her in a position that sets them up for success. This is a difficult task because a leader must have an in-depth understanding of each individual, such as understanding their career goals and knowing what motivates them. By being committed to helping each person achieve their own personal goals, the leader sets the organization up for greatness. Leaders are also good listeners. They listen to verbal and nonverbal cues to understand what is occurring in the organization. This allows you to address problems before they become big issues."

– Andor Kovacs, CEO and founder of property restoration brand Restoration 1

Leaders set the right example:

"Leadership is setting an example in the way you act each day, while focusing on the bigger picture. It's about setting the tone for your team and organization in the way you interact with your own staff, your business partners and your customers. As a leader, it is your responsibility to establish goals, innovate, motivate and trust. A passionate and compassionate leader can energize a company. Set an example of cooperation, trust and openness. Focus on solutions and positivity instead of finding faults and blame for actions." – *Richard Kissane, president and CEO of Premium Franchise Brands, parent company of JAN-PRO and Maid Right Franchising*

Leaders can't stand alone:

"The out-and-out leader in today's volatile and uncertain business environment had better not distance him or herself from the heat of the action. Demonstrating the competence to assess, decide and execute in a growing business drives confidence in the leader. Similarly, a great leader of an enterprise stands on the shoulders not of 'managerial Muppets' who obediently do as they are directed but of other leadership giants who have different and complementary leadership skills. A business with only one leader will remain forever a small business." – *Richard Hyner, deputy chairman of Saatchi & Saatchi Worldwide, an adjunct professor of marketing at London Business School and author of "Consigliari: Leading from the Shadows"*

Strategic Leadership:

Rowe and Guerrero (2011) state that strategic leadership is the ability to influence others to voluntarily make day-to-day decisions that enhance the long term viability of the organization while at the same time maintaining its short term financial stability. Davies, Barbara and Davies (2004) defines strategic leaders as those having organizational ability and strategically orientated, who translate strategy into action, align people and organizations, determine effective strategic intervention points and develop strategic competencies. A strategic leader displays a dissatisfaction or restlessness with the present. They exhibit absorptive and adaptive capacity and wisdom. Davies *et al*, as quoted by Sanders and Carpenters (1998), highlight the concept of "adaptive capacity" as a strategy that enables leaders to change and learn through mastering chaos, complexity and change, that requires the leader to embrace new ways of seeing and thinking. A strategic leader is strategically future oriented. A strategic leader's eyes are always on the horizon, not just on the near at hand. A strategic leader influences the organization by aligning their systems, culture, and organizational structure to ensure consistency with the strategy (Beatty & Quinn, 2010, p. 3-7). Influencing employees to voluntarily make decisions that enhance the organization is the most important

part of strategic leadership. A strategic leader, in both instances, prepares for the future and considers both the long-term goal as well as understanding the current contextual setting of the organization.

A leadership model that was introduced by Beatty and Quinn (2010) consists of three components of leadership: who, how, and what. The three interdependent processes of this model are: thinking, acting, and influencing (Beatty & Quinn, 2010, p. 3-7). Strategic leaders have the ability to determine effective intervention points. This means that the strategy of an effective leader is to develop new visions, create new strategies and move in new, sometimes unexpected, directions. At these strategic opportunity points, the most important component is the timing of when to intervene and directing change versus what the intervention is put in place. Strategic leaders think strategically. Strategic thinking, as Beatty and Quinn affirm, involves gathering, making connections, and filtering information or formation of ideas and strategies that are focused, relevant, and sound (Beatty & Quinn, 2010, p. 5). The significance of strategic leadership is making decisions about whether and when to act (Beatty & Quinn, 2010, p. 6).

Strategic leadership is also about innovators and change agents, seeing the big picture, thinking strategically about how to attain goals, and working with the help of others to achieve the goals (Kouzes & Posner, 2009, p. 20). Strategic orientation is the ability to be innovative in connecting long-range visions and concepts to daily work. Quong and Walker (2010) based their works describing the definitive terms and segments of strategic leadership. In their article titled Seven Principles of Strategic Leadership, Quong and Walker describe a framework of seven principles: 1.Strategic leaders are futures oriented and have a futures strategy; 2.Strategic leaders are evidence based and research led; 3.Strategic leaders get things done; 4.Strategic leaders open new horizon; 5.Strategic leaders are fit to lead; 6.Strategic leaders make good partner; and 7.Strategic leaders do the 'next' right thing. As such, strategic leadership is not only the ability to lead but the development of vision and strategies, the alignment of relevant people behind these strategies, and the empowerment of individuals to make the vision happen despite obstacles (Odom, 2014).

Transformational leadership:

Closely related to strategic leadership is transformational leadership. However, charisma and inspiration are the main two features of transformational leadership. The leader earns the respect of others and develops a deep emotional connection with them. The leader's clear vision is a source of inspiration and motivation to others around him. In the transformational leadership model, leaders set direction and help themselves and others do the right thing to move forward. To do this, they

create an inspiring vision, and then motivate and inspire others to reach that vision. They also manage delivery of the vision, either directly or indirectly, and build and coach their teams to make them even stronger. The transformational leadership model was first proposed by James MacGregor Burns (1978) and then developed by Bernard Bass (1985). This model highlights visionary thinking and bringing about change, instead of management processes that are designed to maintain and steadily improve current performance. According to Bass (1985), the idea of transformational leadership is that an effective leader is a person who does the following:

- Creates an inspiring vision of the future.
- Motivates and inspires people to engage with that vision.
- Manages delivery of the vision.
- Coaches and builds a team, so that it is more effective at achieving the vision.

The transformational leadership brings together the skills needed to do these things:

Creating an inspiring vision of the future:

In business, a vision is a realistic, convincing and attractive depiction of where a leader wants to be in the future. Vision provides direction, sets priorities, and provides a marker, so that leaders can tell that they have achieved what they wanted to achieve. To create a vision, leaders focus on an organization's strengths by using tools such as Porter's Five Forces, PEST Analysis, USP Analysis, Core Competence Analysis and SWOT Analysis to analyze their current situation. They think about how their industry is likely to evolve and how their competitors are likely to behave. They look at how they can innovate successfully and shape their businesses and their strategies to succeed in future marketplaces. They test their vision with appropriate market research and assess key risks using techniques such as Scenario Analysis. Therefore, a leader is proactive: problem solving, looking ahead, and not being satisfied with things as they are. Once they have developed their vision, leaders must make them compelling and convincing. A compelling vision is one that people can see, feel, understand and embrace. Effective leaders provide a rich picture of what the future will look like when their vision has been realized. They tell inspiring stories and explain their vision in ways that everyone can relate to. Here, leadership combines the analytical side of vision creation with the passion of shared values, creating something really meaningful to the people being led.

Motivating and inspiring people:

A compelling vision provides the foundation for leadership, but it is a leader's ability to motivate and inspire people that helps him or her to deliver that vision. For example, when a team starts a new project, the team will probably have lots of

enthusiasm and it is often easy to win support for the project at the beginning. However, it can be difficult to find ways to keep the leader's vision inspiring after the initial enthusiasm fades, especially if the team or organization needs to make significant changes in the way that they do things. Leaders recognize this, and they work hard throughout the project to connect their vision with people's individual needs, goals, and aspirations. One of the key ways they do this is through Expectancy Theory. Effective leaders link together two different expectations: 1. The expectation that hard work leads to good results and 2. The expectation that good results lead to attractive rewards or incentives. These motivate people to work hard to achieve success because they expect to enjoy rewards intrinsic and extrinsic as a result. Other approaches include restating the vision in terms of the benefits it will bring to the team's customers and taking frequent opportunities to communicate the vision in an attractive and engaging way. Particularly helpful is when leaders have expert power. People admire and believe in these leaders because they are experts in what they do. They have credibility and they have earned the right to ask people to listen to them and follow them. This makes it much easier for these leaders to motivate and inspire the people they lead. Leaders can also motivate and influence people through their natural charisma and appeal and through other sources of power such as the power to pay bonuses or assign tasks to people. However, good leaders do not rely too much on these types of power to motivate and inspire others.

Managing delivery of the vision:

This is the area of leadership that relates to management. According to the Hersey-Blanchard Situational Leadership Model, there is a time for the leadership to tell, a time to sell, a time to participate, and a time to delegate. Knowing which approach the leader needs to use, and when he or she needs to use it, is key to effective leadership. Leaders must ensure that the work needed to deliver the vision is properly managed either by themselves, by a dedicated manager or by a team of managers to whom the leader delegates this responsibility. They also need to ensure that their vision is delivered successfully. To do this, team members need performance goals that are linked to the team's overall vision. For day-to-day management of delivering the vision, the leader should apply the Management By Wandering Around (MBWA) approach which helps to ensure that what should happen, really happens. Leaders also need to make sure they manage change effectively. This helps to ensure that the changes needed to deliver the vision are implemented smoothly and thoroughly, with the support and backing of the people affected.

Coaching and building a team to achieve the vision:

Individual and team development are important activities carried out by transformational leaders. To develop a team, leaders must first understand team dynamics. Several well established and popular models describe this, such as Belbin's Team Roles approach and Bruce Tuckman's Forming, Storming, Norming, and Performing theory. A leader will then ensure that team members have the necessary skills and abilities to do their job and achieve the vision. They do this by giving and receiving feedback regularly, and by training and coaching people to improve individual and team performance. Leadership also includes looking for leadership potential in others. By developing leadership skills within the team, the leader creates an environment that can continue success in the long term. This another measure of great leadership.

Beyond transformational: the leadership's IQ, EQ, MQ, PQ:

"Know thyself. It comes down to the Greeks," said Zafer Achi, a McKinsey director and the manager of the consulting firm's Montreal office. Standing before 30 first year MBA students in Jon M. Huntsman Hall on a Friday in August 2005, Achi was describing the concept of self-awareness. The precept, once engraved on the temple of the Delphic oracle, is now considered one component of emotional intelligence—which itself is one of three characteristics of a great leader (Wharton Now, Wharton Magazine, 'Emotional Intelligence Leadership Training Offered During MBA Pre-Term Through McKinsey).

More characteristics of great leaders are being stressed by Tarek Mansour, a McKinsey associate based in Montreal, who had experienced his firm's success in coaching peak performance through a three-pronged approach incorporating IQ (intelligence quotient), EQ (emotional intelligence quotient), and MQ (meaning quotient). The training itself had been developed as an outcome of McKinsey's work with an Australian call center (Wharton Now, Wharton Magazine, 'Emotional Intelligence Leadership Training Offered During MBA Pre-Term Through McKinsey).

Reffo and Wark (2014) claims that there is another characteristic of great leadership that should be considered which is Leadership PQ which is Political Intelligence and how this sets successful leaders apart. MQ, IQ and EQ alone are not enough for leaders to be effective. Political Intelligence (PQ) is the capability to interact strategically in a world where government and business share power and it is critical in determining the success of large organizations. Traditionally, large businesses have relied on public affairs specialists to help them lobby government, and in turn, government has banked on occasional business professionals to guide them. This outdated model cannot cope with the challenges of

increasing inter-dependency, and PQ as a leadership requirement allows governments and businesses to build relationships and work together more easily.

PQ is now a critical leadership requirement and many authors are now presenting case studies to demonstrate the impact of PQ in action. The case studies highlight how international leaders make things happen in a complex world, where no one individual, company, government, country or international organization can make progress alone. It is not about navigating office politics, but rather about developing the leadership capacity to interact strategically in a world where government, business and the wider society have to share power (Reffo&Wark, 2014). Five main facets are identified relating to the concept of leadership PQ, which are Futurity, Power, Empathy with Purpose, Trust, and Versatility. Analytical and creative skills are of definite importance to leadership but perhaps the ability to build relationships of trust, communicate clearly and manage competing interests lie at the heart of this view of leadership.

Leadership and organizational performance: leadership's vision, determination and engagement components (VDE factor):

The above literature suggests the existence of a causal relationship and effect between leadership and the performance of an organization. Leadership is one of the key driving forces for improving organizational performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are potent sources of managerial rents and hence sustained competitive advantage (Avolio, 1999; Lado, 1992; Rowe, 2001). Subsequently, leaders and their leadership style influence both their subordinates and organizational outcomes (Tarabishy, Solomon, Fernald, & Sashkin, 2005). Further observation highlights that there are underlying component factors of leadership attributes, behaviour and actions that help support leadership's impact towards the performance of an organization. Whilst these component factors of leadership are several, they can easily be grouped, categorized and elaborated under the following themes:

Vision:

"Where there is no vision, the people perish." — Proverbs 29:18

A leader must have a vision. Without a vision the leadership will not be able to change the status quo into a more inspiring state of an organizational future. Eleanor Roosevelt, the longest-serving First Lady of the United States, for example, envisioned a world of equal opportunity for women and

minorities. Wendy Kopp, the Founder and Chair of the Board of Teach For America, was still a college student when she dreamed of making American schools better by creating a cadre of young, enthusiastic teachers. Leadership vision should be compelling and compelling visions can truly change the world (Gilbert, 2013). The very essence of leadership, according to Hesburgh (1987), is simply that the leader has to have a vision. In addition, it's got to be a vision where the leader articulates clearly and forcefully on every occasion (as reported by Bowen, 1987).

Leadership success always starts with vision. Visioning for leadership may be defined as the process of forming a mental image in order to set goals, make plans, and solve problems that guide the organization into the future (Clark, 2004). Thus, it is the first step in goal-setting, while mission statements guide the organization in its day-to-day operations. Bennis and Nanus (2007), describe leaders as "creating dangerously" in that they change the basic metabolism of the organization. Tom Peters (1988) explains that leaders must create new worlds, and then they destroy them, and then they will create anew.

On May 25, 1961, John F. Kennedy, the 35th President of the United States, famously dreamed of putting a man on the moon. His vision of putting man on the moon became a reality when Apollo 11 commander Neil Armstrong stepped off the Lunar Module's ladder and onto the Moon's surface on July 20, 1969.

Kennedy (1968) quotes, "Some believe there is nothing one man or one woman can do against the enormous array of the world's ills against misery, against ignorance, or injustice and violence. Yet many of the world's great movements, of thought and action, have flowed from the work of a single man. A young monk began the Protestant reformation, a young general extended an empire from Macedonia to the borders of the earth, and a young woman reclaimed the territory of France. It was a young Italian explorer who discovered the New World, and 32 year old Thomas Jefferson who proclaimed that all men are created equal. 'Give me a place to stand,' said Archimedes, 'and I will move the world.' These men moved the world, and so can we all" (speech extract from *Tribute to Robert F. Kennedy*, 1968).

A leader believes in his or her vision of the futuristic state of an organization or a State. Visionary leaders are able to fully comprehend what the future state would mean for the organization or a State. John Scully (2014), the former Apple CEO, stresses that the future belongs to those who see possibilities before they become obvious. With this belief and vision, the leadership must strive to make strategic changes and in many cases, transformational changes of the organization or a State, to actualize the futuristic state or in some cases called 'the blue print' envisioned. Nanus (1995)

stresses that the leader should have the right vision for the organization, the vision should be *realistic, credible, an attractive future for that organization*, and can accomplish a number of things for the organization such as:

- It attracts commitment and energizes people
- It creates meaning in workers' lives
- It establishes a standard of excellence
- It bridges the present and the future

Determination:

"Vision without execution is hallucination." — Thomas Edison

Visions are quite often the simple part, with the hard part being the execution, that is, turning the vision into reality. For example, Kennedy's vision of putting a man on the moon was the simple part. The hard part was the actual accomplishment of the vision.

As such, whilst leaders have vision, they should also share a dream and direction that other people want to share and follow. The leadership vision should go beyond the written organizational mission statement and vision statement. For the vision of the leadership to work, it must permeate the workplace and manifest in the actions, beliefs, values and goals of the organization or State. In an HBR interview by Tichy and Charan (1989), Welch stresses that good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.

Collins and Porras (1994) stated that the leadership function, especially the one universal requirement of effective leadership, is to catalyze a clear and shared vision of the organization and to secure commitment to and vigorous pursuit of that vision. Whilst some leadership schools of thought emphasize on the importance of the framework or method used to create a vision, a more grounded and pragmatic approach on leadership thoughts advocate the path that leadership must take after the vision is created and which is far more imperative than the latter. For example, Lee Iacocca's vision pulled Chrysler away from their deathbed, not because Iacocca created the vision, but because they had the guts to walk the vision. Steve Job's vision of Apple being the epicenter of the technology industry held true until IBM entered the PC scene and this was only after they saw what Apple was doing. Later, Apple came close to going under, but Jobs held true to his vision when he returned to Apple, as no one technology company has had as many innovations as Apple has, and it is why they still survive and lead in a very competitive environment.

Ryan (2009) admits that even though he has worked with many great leaders throughout his career, he still finds it hard to learn exactly what it is that makes leaders so effective. He confirms that vision has always been one of them. Great leaders give real thought to the values, ideas and activities

they are most passionate about and those are the things they pursue, rather than money or prestige or options forced on them by someone else. The visions these leaders have should be challenging to put them into action. They realize them only by setting realistic, demanding goals and then going after them relentlessly with the help of other talented men and women who are equally committed and engaged (Ryan, 2009).

Indeed, having a clear and shared vision is a fundamental pre-requisite for a truly functional and inspiring leadership, but when it comes to living out a vision, the leadership's persistence in his or her determination in realizing the vision and making it happen matters just as much as vision and inspiration. In their article concerning leadership traits and determination, Lim, Ong and Law (2015) admit that the power of leadership determination in making things, allows the team members to accomplish the right goals at the right time, regardless of obstacles. Alexander Graham Bell, an eminent scientist, inventor and innovator, most noted as the inventor of the telephone, states, "What this power is, I cannot say; all I know is that it exists and it becomes available only when a man is in that state of mind in which he knows exactly what he wants and is fully determined not to quit until he finds it" (Douglas, 1999, p. 45).

As such, for a leadership to truly make impact and drive an organization or a State to achieve success, determination is definitely one of the prime key factors that differentiate him or her from an only visionary leader. Tommy Lasorda (1927) said, "The difference between the impossible and the possible lies in a person's determination" (Centre for Sports Ethics, Josephson Institute, 2015).

Engagement:

"I consider my ability to arouse enthusiasm among men the greatest asset I possess. The way to develop the best that is in a man is by appreciation and encouragement." – Charles Schwab

To be a visionary, a leader need have nothing more than a clear vision of the future. The difficult task is communicating that vision with clarity and passion in order to motivate and inspire people to take action. A visionary leader who clearly and passionately communicates his or her vision can motivate employees to act with passion and purpose, thereby ensuring that everyone is working toward a common goal. The end result is that everyone contributes to the organization's forward momentum. Zinger (2010) stresses the importance of employee engagement and he confirms that it is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and happiness in order to leverage, sustain, and transform work into results.

A leader needs to understand that one of the key component factors that drive the organization or the State to achieve success and performance is by having employees that are fully engaged toward the fulfillment of the leader's vision and inspiration. Leaders from all industries are preaching the importance of employee engagement in the workplace. Jack Welch, former CEO of GE, stresses this mindset, stating that there are only three measurements that tell a leader nearly everything the leader needs to know about his or her organization's overall performance: employee engagement, customer satisfaction, and cash flow (Haydon, 2014). This understanding is further supported by Warren Bennis, a professor of business administration at the University of Southern California's Marshall School of Business, where he affirms that in order to take the organization to the highest possible level, leaders must engage their people with a compelling and tangible vision.

The demand to engage employees was more compelling during the 2009 recession where company leaders were intensively looking for solutions to boost morale, increase productivity, and help gain competitive advantage. Whilst employee engagement is rapidly becoming the answer for many organizations, many leaders remained confused and doubtful about the benefits of employee engagement, what it is, and how to foster it in their organizations. However, evidence from research indicates the impact on the bottom-line benefits for leadership that practices employee engagement. Towers Perrin (2008) found that companies with engaged employees boosted operating income by 19% compared with companies with the lowest percentage of engaged employees, which saw operating income fall by 33%. In an analysis of the S&P 500 companies, Watson Wyatt reports that a significant improvement in employee engagement increases revenue by \$95 million (Irvine, 2009). The Watson Wyatt report also highlighted that effects of engagement on employee productivity, retention, and recruitment, where companies with highly engaged employees experienced 26% higher employee productivity, lower turnover risk, greater ability to attract top talent, and 13% higher total returns to shareholders over the last five years. Additionally, highly engaged employees are twice as likely to be top performers and miss 20% fewer days of work. They also exceed expectations in performance reviews and are more supportive of organizational change initiatives (Irvine, 2009).

Ready (2011) shares an insight, from his 30 years of research, that there are five essential skills that leaders must have if they are going to succeed in increasing employee engagement and they are mainly:

- Building Trust
- Mentoring
- Inclusion

- Alignment
- Team Development

To have engaged employees and followers in order to achieve organizational or a State performance and success is simply not enough. The leadership should ensure that they themselves are engaged with their employees and followers in the particular goal to achieve performance and success. Leaders who lead by example are mentors and role models, building business results through relationships and integrity (Zmoreski, 2012). Great leaders lead by example, demonstrating their values through their actions. These leaders build relationships by mentoring and providing guidance, creating cohesive teams and earning the loyalty of their employees. In doing so, they exhibit their 'internal assuredness and attractiveness'. These leaders are confident but humble and their being, for who they are, is attractive to others in the sense that they have a natural presence that engages with others and appeals to others at a deeper emotional level.

At times, leaders often make the mistake of thinking that change and evolution comes in the form of orders and policies from top management and that they get automatically implemented and complied by the rest of the organization or State. Change must happen at every level simultaneously for a smooth transition to occur. There is a need to apply hands-on leadership. Meaning, leadership must work on developing new plans and approaches at the top and then spending time on daily implementation throughout the organization or State, inviting employee participation and initiative to get results in the field. A leader often gains trust and admiration simply by being present on the job site, making himself or herself available for questions and feedback and engaging in work with his or her employees (Ray, 2013). Ray (2013) also confirms that the presence of a leader among employees is a good sign that the leadership is engaged and is concerned with the final product or service. Travis (2013) stresses that such leaders blend leadership and management by providing regular feedback, conducting employee coaching sessions, demonstrating by example, keeping communication open, clear and honest and sometimes taking part in business operations, such as answering customer phone calls. A strong hands-on leader invites feedback and responds to employee comments or concerns (Travis, 2013).

One of the approaches in hands-on leadership is when a leader practices Management By Walking Around (MWBA). MBWA can have a beneficial impact on organizational or State outcomes (Dow *et al.* 1999, Powell 1995). MBWA relies on leaders and

managers to make frequent, learning-oriented visits to their organization's frontlines to observe work and solicit employees' opinions (Packard, 1995). Hewlett-Packard, the company in which MBWA originated, attributed its success in using MBWA to good listening skills, willing participation, a belief that every job is important and every employee is trustworthy, and a culture where employees felt comfortable raising concerns (Packard, 1995). Performance is also enhanced because the leadership's presence on the frontlines sends a visible signal that the organization or the State is serious about resolving problems. This increases the already engaged employees' beliefs that leadership values improvement, which in turn spurs employees to engage in the discretionary behaviors necessary for process improvement (McFadden *et al.* 2009, Zohar & Luria, 2003).

A brief background of dubai and its success:

Some 800 members of the BaniYas tribe, led by the Maktoum Family, settled at the mouth of the creek in 1833. The creek was a natural harbour and Dubai soon became a center for the fishing, pearling and sea trade. By the turn of the 20th century, Dubai was a successful port. The souk (Arabic for market) on the Deira side of the creek was the largest on the coast with 350 shops and a steady throng of visitors and businessmen. By the 1930's, Dubai's population was nearly 20,000, a quarter of whom were expatriates. In the 1950's, the creek began to silt, a result perhaps of the increasing number of ships that used it. The late Ruler of Dubai, His Highness Sheikh Rashid bin Saeed Al Maktoum, decided to have the waterway dredged. It was an ambitious, costly, and visionary project. The move resulted in increased volumes of cargo handling in Dubai. Ultimately it strengthened Dubai's position as a major trading and re-export hub.

Dubai's proximity to Iran, which was a hub for trade in the early 20th century, helped the city establish itself as a port and pearl export center. After the Great Depression and development of cultured pearls, Dubai's growth stagnated until the discovery of oil in 1966 (Investopedia.com). Oil revenue from 1969 onwards helped Dubai's economy grow. However, its leaders were quick to realize that their oil reserves were limited compared to other Middle Eastern countries. The future of declining production prompted them to use oil money to develop Dubai's infrastructure of roads, ports, business centers, educational institutes and medical facilities. Their foresight freed Dubai from oil revenue dependence, which went from around 25% of real GDP in early 1990s to around 1.5% now (Zawya.com).

DUBAI GROSS DOMESTIC PRODUCT								
	2008	2009	2010	2011	2012	2013	2014F	2015F
Nominal GDP, USD Bn	94.2	79.2	81.6	84.7	89.9	97	107.1	113.9
Nominal GDP, AED Bn	345.8	290.8	299.5	311.2	330.3	356.3	393.2	418.5
GDP per capita, US\$	57,201	47,170	46,270	45,773	45,161	45,282	46,455	45,948
Share of oil in GDP (real)	1.9	1.9	1.8	1.6	1.5	1.4	1.4	1.3
Average oil production (mbpd)	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1
Population, million	1.6	1.7	1.8	1.9	2	2.1	2.3	2.5
Real GDP, % yoy	3.5	-4.3	2.8	3	4.1	4.7	6.1	6.4
Real per capita GDP, % yoy	-3.8	-6.1	-1.4	-1.9	-3.3	-2.7	-1.4	-1.1
Real non-oil GDP, % yoy	-4.3	3.7	3.2	4.1	4.8	6.2	6.5	6.5
Government revenues	9.4	9.8	10	10.5	9.2	9.2	9	9.1
o/w oil revenues	2.5	1.6	1.7	1.8	1.1	1.1	1	0.9
Government expenditure	11	13.9	11.1	10.8	9.4	9	8.7	8.7
o/w capital expenditures	4.1	4.6	3	2.3	1.8	1.6	1.5	1.5
Government balance	-1.6	-4.1	-1.1	-0.3	-0.2	0.1	0.3	0.4
Non-oil balance, % of non-oil GDP	-4.1	-5.8	-2.9	-2.1	-1.2	-1	-0.7	-0.4

Source: Citibank

Dubai's expected GDP growth in 2014 (6.1% or \$107.1 billion) is expected to beat its earlier 5% goal. Compared to just 4.4% growth for the rest of the UAE (Tradingeconomics.com), the payoff of Dubai's commitment to diversification becomes evident.

Dubai managed to lift the economy to such robust levels on the support and contribution of its construction, finance, trade, tourism, transport and aviation sectors. Dubai continues to be investors' choice in the region. These sectors are the main drivers of the present day economy of Dubai and have contributed to the following success:

- **International Trade:** Official figures (Dubai.ae) quote a healthy and consistent record of 11% growth per year since 1988.
- **Aviation and Ports:** State run Emirates Airlines remains profitable and continues to expand. Beyond that, Dubai Airport links 85 global airlines and more than 130 destinations, establishing itself as a transport hub for connecting Europe & Africa to the Eastern world. Dubai's port hosts more than 120 shipping lines.
- **Business Atmosphere:** Dubai's political stability and pro-business attitude have resulted in liberal (economic) regulations and business friendly policies.
- **Open and Free Economic System:** Foreign investors and private sector businesses enjoy low taxes with minimal regulations and government intervention. There are no foreign exchange controls, no trade barriers, minimal restrictions on profit and capital flows and flexible visa policies. Moreover, Dubai's reliable power supply and established infrastructure has attracted international business.
- **A Booming Real Estate Market:** Reports by Arabianbusiness.com indicate Dubai's real estate market continues to boom. Concerns similar to those raised during the bust of the 2003 – 2008 real estate bubble are being raised again, but the situation seems to be different this time. According to HSBC,

“leverage levels – indicated by loan growth – remain low at 5% compared to 50% during the peak cycle.”

- **Diversified Global Trade Partners:** India, Iran, Saudi Arabia, Switzerland, China and the USA are Dubai's leading trade partners, a diversified group that mitigates country specific risks.
- **Manufacturing and Exports:** Dubai's manufacturing base, made up of metals (aluminum, gold and fabricated metals), garments and textiles, jewelry and chemicals, is strong and diverse for a country of its size.
- **Diversified Human Capital:** After the discovery of oil, high-skilled workers immigrated to Dubai, a trend that has continued well into the 21st century. The variety of human capital includes experts in business, finance, logistics and manufacturing.
- **External Factors:** Sporadic unrest in the region, from the First Gulf War to the Shia uprising in Bahrain, has helped Dubai's economy indirectly and made Dubai far more attractive to international business than neighbors like Iran, Bahrain, Kuwait, Oman, Yemen and Iraq.

Dubai's formula for development has become evident to everyone: visionary leadership, high-quality infrastructure, an expatriate-friendly environment, zero tax on personal and corporate income and low import duties. The result was that Dubai quickly became a business and tourism hub for a region that stretches from Egypt to the Indian sub-continent and from South Africa to what is now called the CIS countries. Dubai's success story is the result of its ruling leadership and its government's entrepreneurial mindset and investor oriented, business friendly attitude. Even after forty years of double-digit growth, its economy is still highly dynamic and robust. The future looks strong, with major events like World Expo 2020 (Expo2020dubai.ae) scheduled to attract 22 million tourists. Zawya.com reports indicate that Dubai already has USD \$705 billion worth of projects

spread over the next 10 years, with expectations of another USD \$8.1 billion worth of new projects getting added to the pipeline following the World Expo 2020.

His highness sheikh mohammed bin rashid al maktoum:

UAE Vice President, Prime Minister and Ruler of Dubai His Highness Sheikh Mohammed bin Rashid Al Maktoum was born on July 15, 1949 at the Al Maktoum family home in Shindagha, near Dubai's famous creek. He is the third of HH Sheikh Rashid bin Saeed Al Maktoum's four sons. Sheikh Maktoum, Sheikh Hamdan and Sheikh Ahmed are his brothers. He was privately tutored before beginning his formal education, eventually attending the Bell School of Languages at Cambridge University. In 1995, HH Sheikh Mohammed became Crown Prince of Dubai, with a chief objective of overseeing the transformation of this small patch of desert into the world's most luxurious resort and business destination.

On January 4th, 2006, after the death of his elder brother, HH Sheikh Mohammed became the Ruler of Dubai. By the very next day, the members of the Supreme Council elected HH Sheikh Mohammed as the Vice President of the UAE. On February 11th, 2006, the UAE President His Highness Sheikh Khalifa bin Zayed Al Nahyan nominated HH Sheikh Mohammed for the UAE Prime Minister position, and the Council approved this nomination. HH Sheikh Mohammed and the members of his Cabinet took their oaths in front of Sheikh Khalifa at the Al Bateen Palace in Abu Dhabi, UAE.

HH Sheikh Mohammed embodies an energetic and successful leadership. He is a man who makes promises and keeps them. He has insisted on nothing less other than the achievement of excellence in everything he does. Through his leadership, Sheikh Mohammed has competently authored the Dubai success story in record time and has successfully put Dubai and the United Arab Emirates on a unique course, which nations around the world compete to replicate. Since becoming the Vice President and Prime Minister of the UAE, and the Ruler of Dubai, HH Sheikh Mohammed has made ground breaking and innovative initiatives, rolled out at an astonishing rate, transforming the Emirate of Dubai within a short period of time into one of the most renowned cities in the world.

The year 2007 witnessed many unique achievements of HH Sheikh Mohammed, both locally and regionally. On February 3rd 2007, he announced the acclaimed Dubai Strategic Plan 2015, which aims to bolster Dubai's leading position in the region and boost its role as an international economic and financial hub. The strategy will be used as a road map for development of the Emirate of Dubai in the coming years. On April 17th, 2007, Sheikh Mohammed unveiled the UAE Government

Strategy Plan with the aim of achieving sustainable development not just for Dubai but throughout the country, investing federal resources more efficiently and ensuring due diligence, accountability and transparency across federal bodies.

There is simply too much to be reported and elaborated on HH Sheikh Mohammed's strategic initiatives and efforts for the successful transformation of Dubai, and it is only fair that more of these are cited under the Analysis and Findings section of this paper. Since his accession in 2006, he has undertaken major reforms in the UAE's government, starting with the UAE Federal Government Strategy in April 2007. In 2010 he launched the UAE Vision 2021 with the aim of making the UAE "One of the best countries in the world" by 2021 (Gulf News, 2010). He is responsible for the growth of Dubai into a global city as well as the launch of a number of major enterprises including Emirates Airline, DP World and the Jumeirah Group. Many of these are held by Dubai Holding, the holding company with multi-diversified businesses and investments. He currently owns 99.67% of the company (Wikiwand.com). Sheikh Mohammed has overseen the development of numerous economically transformational projects in Dubai including the creation of Technology Park and Free Economic Zone, Dubai Internet City, Dubai Media City, the Dubai International Finance Centre, the Palm Islands and the iconic Burj Al Arab hotel. He also drove the construction of the Burj Khalifa, the tallest building in the world.

A keen equestrian, he is the founder of the Maktoum family-owned Godolphin racing stable and the owner of Darley, the thoroughbred breeding operation with operations in six countries. In 2012, he rode the horse *Madji Du Pont* 160 km to take the FEI World Endurance Championship (Wikiwand.com). He is also a recognised poet in his native Arabic.

Methodology:

An explorative research approach is used in this study where common base component factors of leadership attributes or characteristics that may have linkages and might have contributed toward the achievement of performance successes of organizations and States are identified and further applied to analyze the admirable performance success in the context of HH Sheikh Mohammed Bin Rashid Al Maktoum's leadership impact towards the Emirate of Dubai. This research approach is chosen because of the versatility and wide-ranged approach it offers to the preliminary investigation. The exploratory research approach used in this study draws upon the already and widely available secondary data sources, both from electronic and non-electronic means.

Analysis and findings:

Upon analysis of the data, it was found that the key leadership attributes or characteristics behind HH Sheikh Mohammed's success are namely: vision, determination and engagement, or the VDE Factor. In 2012, HH Sheikh Mohammed admitted that three key leadership attributes contribute to his success: first, having a vision that adds value to people's lives, and fully and completely believing in the realization of the vision; second, having a team who is dedicated and pulsing with the same positive energy, enthusiasm, and determination to accomplish his vision; and lastly, diligently working on building the vision, non-stop, and inspiring and engaging his team to achieve benefits for the Emirate of Dubai and its people (Liwen, 2012). It is this VDE Factor that propels HH Sheikh Mohammed and Dubai to new heights, day-to-day, year on year. This following section details the V, D and E of the VDE Factor and gives examples of each attribute.

Vision:

Dubai is known for its luxurious, beyond-imagination hotels and shopping malls; events, conferences, exhibitions and festivals; everything from concerts and fashion shows to food festivals and business and political events; breaking over 110 Guinness World Book of Records along the way, even including a world record for the world's first cloned camel in 2009. The other emirates of the U.A.E. each have their own complementary and equally-attractive pull factors, such as Abu Dhabi's Masdar city, Ferrari World, the Louvre Museum or the Emirates Palace; or the Sorbonne, INSEAD or NY Film Academy, also in Abu Dhabi. In the United Arab Emirates (U.A.E.), there is something for everyone, be it tourists seeking culture, sandy beaches, indoor snow skiing or shopping; business people seeking to set-up their own companies or investors seeking a slice of the growing property market; home-makers seeking a clean, safe, vibrant place to live; or students seeking high-quality tertiary education. The UAE is a country buzzing with life and activity and full of opportunity for people of all nationalities, age categories and interests.

For Dubai, none of its achievements would have been possible without the vision of HH Sheikh Mohammed. Upon being appointed as Crown Prince of Dubai in 1995, HH Sheikh Mohammed commented: "I do not know if I am a good leader, but I am a leader. And I have a vision. I look to the future, 20, 30 years. I learned that from my father, Sheikh Rashid. He was the true father of Dubai" (www.sheikhmohammed.ae). Even as this research is being published, newer, more creative initiatives to expedite HH Sheikh Mohammed's vision will have been announced and put into full-force implementation mode with deadlines, targets and KPIs starting from top-level government authorities and cascading right down to each employee in each

government department across each sector.

Contagious and electrifying vision:

A leader with a clear vision and with a full belief in the vision is key to an organization and for a State's success (Mayo, 2007). In fact, HH Sheikh Mohammed has himself tweeted in Nabati Arabic poetry about the importance of having a vision:

Take wisdom from the wise,

It takes a man of vision to write on water,

Not everyone who rides a horse is a jockey,

Great men rise to greater challenges.

In the above tweet, HH Sheikh Mohammed highlights the importance of having a vision. HH Sheikh Mohammed re-affirmed this when he said, "A man has two choices, either to be a follower or to show initiative, and we greatly desire to be pioneers" (Ghazal, 2011). Tom Wright, architect of the world-famous 7-star Burj Al Arab hotel in Dubai, relates HH Sheikh Mohammed to the great kings who built Barcelona and Rome: "Who else has done it? Other places, like Saudi Arabia and Libya, they have loads of money but they haven't got the vision" (Krane, 2009). Georges Makhoul, Head of Morgan Stanley Operations in Dubai, discusses the fascinating ability of HH Sheikh Mohammed to understand complex details at a glance like "a great hitter seeing the stitching on a fastball before knocking it out of the park" (Krane, 2009). HH Sheikh Hamdan bin Mohammed Al Maktoum, Crown Prince of Dubai, has described his father HH Sheikh Mohammed as "a constant source of inspiration (...) perhaps most importantly, he has a vision for Dubai (...) this is the mark of a great man, and his achievements are there for all to see" (Stall, 2012).

In 2012, CBS interviewer Steve Kroft asked Abdul Rahman Al Rashed, GM of Al Arabiya, whether the success and formula of Dubai could be adopted and implemented in any other Arabic country. Al Rashed responded that in no way could other Arab countries replicate what Dubai has accomplished. Al Rashed's reasoning behind this statement was that other Arab countries have heavy bureaucracy, lousy governments, corruption and most importantly, they lack the vision which is unique to HH Sheikh Mohammed. In the transformational leadership model, leaders set direction and move forward by creating an inspiring vision (Rooke&Torbert, 2005). It is HH Sheikh Mohammed's vision, enthusiasm and belief in the realization of his vision that translates to those who work closely with him. Ananta Mehra Homayoun, Head of Marketing at the Dubai Airport, says of HH Sheikh Mohammed, "HH Sheikh Mohammed makes you believe you can do anything (...) his vision is contagious" (Molavi, 2007). HE Reem Al-Hashimy, Federal Minister and a top aide of HH Sheikh Mohammed, describes HH Sheikh Mohammed's vision as "electrifying" (Krane, 2009). Georges Makhoul explains, "You have to stretch your

imagination to see what he [HH Sheikh Mohammed] has in his mind. I know he sees it all in his mind. It's not just the same abstract vision" (Krane, 2009). Not only is HH Sheikh Mohammed's vision clear in his mind, but HH Sheikh Mohammed takes the time to ensure that his team and those who work with him clearly see and feel his vision. Instrumental to performance is a leader's ability to inspire and motivate his or her team by ensuring each member of the team clearly understands and feels the vision (Rooke&Torbert, 2005).

Bending reality and envisioning the impossible:

When thinking of what he wants for Dubai, HH Sheikh Mohammed imagines the impossible, the unthinkable and the unfeasible (under normal circumstances). HE Sultan Ahmed bin Sulayem, Chairman of Dubai World in 2008, who also runs a significant part of HH Sheikh Mohammed's business empire, explains that HH Sheikh Mohammed looks at Dubai, ascertains what is missing compared to other world-class cities and sets plans to fill in the gaps to offer what Dubai is missing. For instance, HH Sheikh Mohammed saw that with 60 miles of coastline, Dubai's growth was limited. So, HH Sheikh Mohammed decided that what Dubai requires is more coastlines, more beaches and more waterfront properties. HE Bin Sulayem recalls, "After two months, I came to him [HH Sheikh Mohammed] and I showed him [a] picture of a prospective (...) island. He [HH Sheikh Mohammed] said, 'How much beach is this going to give us?' I said seven kilometers. He said 'Why not 70?' (Kroft, 2008). "So, HH Sheikh Mohammed gave you the land and told you to start building?" asked Kroft to which HE Bin Sulayem responded, "He gave us the water; we had to make the land." Business consultants told HE Bin Sulayem that the project was unfeasible, but with no environmental regulations to stop him, he began dredging a hundred million cubic yards of sand from the Persian Gulf, along with seven million tons of rock to form a man-made Island in the shape of a palm (Kroft, 2008). While most consultants laughed at and labeled the project as a crazy, terrible idea and absolutely unfeasible, HH Sheikh Mohammed believed in his vision and it was this belief that transferred to HE Bin Sulayem who helped realize the vision. Today, the Palm Jumeirah development has more than doubled the coastline of Dubai, and created waterfront condos and homes for 150,000 people, not including over 35 hotels (Kroft, 2008). The success of the Palm Jumeirah is a result of HH Sheikh Mohammed always asking for the impossible, pushing people who work with him to think outside of the box and outside of this world and bend reality as we know it. HH Sheikh Mohammed's ability to push people to deliver the impossible is reminiscent of Steve Jobs' ability to push people to do the impossible, dubbed by colleagues as his Reality Distortion Field, after an

episode of *Star Trek* in which aliens create a convincing alternative reality through sheer mental force (Isaacson, 2012).

Vision for infrastructure, buildings and development:

The main inspiration behind HH Sheikh Mohammed's Dubai vision were his trips to Europe as young boy with his father where he witnessed first-hand roads, buildings and infrastructure (Sopel, 2014). On building BurjKhalifah, the world's tallest tower, HH Sheikh Mohammed explains, "In the beginning, the project's initial designs didn't exceed 80 floors, but I thought thoroughly and pondered deeply to make BurjKhalifah the most wonderful structure and tallest building in the region, so that it would be a tourist destination par excellence" (<http://m.arabianbusiness.com>, 2013). Currently, BurjKhalifah, with the world's largest Dubai Mall at its base, attracts millions of tourists each year from all corners of the world. At the launch of the Museum of the Future in Dubai on March 10, 2015, HH Sheikh Mohammed stated, "The future belongs to those who can imagine it, design it and execute it (...) here in the UAE, we think differently. While others try to predict the future, we create it." The Museum of the Future will open in Dubai in 2017 and will showcase futuristic inventions, all the while supporting HH Sheikh Mohammed's vision of positioning the UAE as the most innovative country in the entire world (gulfbusiness.com, 2015). On May 6, 2015, HH Sheikh Mohammed declared that the first Arab probe to Mars called 'Hope' will create the first truly global picture and model of the Martian atmosphere. The Emirates Mars Mission aims to launch 'Hope', a six-sided spacecraft, in July 2020 and it will travel for approximately 200 days and will reach the Mars orbit by the first quarter of 2021, which will coincide with the UAE's 50th anniversary (gulfnews.com, 2015). Aptly called 'Hope' or 'Al Amal' in Arabic, the mission will help fill information gaps in the five-decade old Mars missions and bring to the fore once again the Arab world's historic role in contributing to human knowledge (gulfnews.com, 2015).

In 2014, Dubai Holdings Chairman HE Mohammed Abdullah Al Gergawi stated that the new Innovation Powerhouse projects representing an AED 4.5 billion investment for Dubai's Internet City and Dubai Media City will be completed within five years, which will in effect establish a global powerhouse for innovation, media and content (TECOM website, 2014). In his speech, Al Gergawi said that the project was inspired by HH Sheikh Mohammed. HH Sheikh Mohammed had a lot of insight and foresaw the Internet revolution in its earliest days. HH Sheikh Mohammed chose a large site in what was then just an empty desert space because he understood the scale of the technological revolution that would take place, and how much

space it would need to grow (TECOM website, 2014). As HH Sheikh Mohammed had commented in 1995, "I have a vision. I look to the future, 20, 30 years. I learned that from my father, Sheikh Rashid" (www.sheikhmohammed.ae). It is HH Sheikh Mohammed's foresight of 20-30 years into the future that has made Dubai what it is today. This extraordinary advanced foresight can be witnessed across numerous developments all over Dubai, the American University in Dubai (AUD) being another example. Although AUD was initially set up in 1995 in the middle of an empty desert space, now in 2015, the same space is in the heart of new Dubai, next to the upscale Dubai Marina property development area and at the footstep of the Dubai metro Nakheel station. It is precisely this visionary foresight that sets leaders apart (Rooke&Torbert, 2005).

Vision for being number one in the world for education, healthcare, housing, and standards of living – with deadlines:

HH Sheikh Mohammed wants Dubai to be number one in the region and in the world. His vision is for Dubai to be the world leader in everything from higher education to healthcare and housing, while offering the highest standards of living for his people (Kroft, 2009). Kroft asked HH Sheikh Mohammed to explain the reasons for wanting to be at the forefront of everything and the reasons for the rush and hurry in accomplishing these projects. HH Sheikh Mohammed explained, "(...) if you can have it in New York, why can't we have it here? (...) I want my people to live better now. To go to high school [and have good quality higher tertiary education opportunities] now. To [have] good health care [facilities] now. Not after 20 years." Marywam Benham, author and Iranian diplomat turned Emirati citizen says of HH Sheikh Mohammed, "How can you find someone with more love and passion for his country? (...) he wants to be a precious stone in a vicious ring, in the Middle East" (Krane, 2009). HH Sheikh Mohammed's journey of development has been and will always remain "a race for excellence; a race to consolidate Dubai's position as an evolving, leading and unrivalled contender for the title of the Middle East's financial and commercial capital" (sheikhmohammed.ae, 2015). This statement alone portrays HH Sheikh Mohammed's leadership and visionary capabilities. HH Sheikh Mohammed is most definitely not just a good manager but indeed a true leader.

Know thyself: never one to take small steps when giant strides would do:

Zafer Achi, director emeritus of McKinsey & Company's Dubai office, has said, "Know thyself" while describing the concept of self-awareness, a component of emotional intelligence, which itself is one of the three characteristics of a great leader (Wharton Now, 2005). In tandem with what Achi

explains on the concept of self-awareness, Berger and Johnston explain in *Simple Habits for Complex Times* (2015), "by taking multiple perspectives, asking different questions, and seeing more of their system, leaders can better understand themselves, their roles, and the world around them." In relation to this, HH Sheikh Mohammed understands very much who he is and he knows precisely where he wants to be and where he intends to position Dubai. Georges Makhoul, Head of Morgan Stanley Operations in Dubai, says, "You have to stretch your imagination to see what he [HH Sheikh Mohammed] has in his mind. I know he sees it all in his mind. It's not just the same abstract vision" (Krane, 2009). "Destination Dubai" was the tourism concept so long championed by HH Sheikh Mohammed. Late in 1995, he announced the creation of the Dubai Shopping Festival (DSF), one of his first initiatives as Crown Prince of Dubai. The DSF (Dubai Shopping Festival) is an annual festival aimed at bringing together all aspects of Dubai's economy. The centrepiece of the Dubai Shopping Festival had to be memorable. HH Sheikh Mohammed announced that the following March, at the height of the new Dubai Shopping Festival, the inaugural Dubai World Cup would be staged. The idea for hosting the Dubai World Cup, the world's richest horse race would boast a purse of \$4 million, \$2.4 of which would go to the winner. In 1994, HH Sheikh Mohammed also established Godolphin Racing, the Al Maktoum family's private thoroughbred horseracing stable. Twenty-one years and more than 200 championship victories later, the days when Godolphin was dismissed as HH Sheikh Mohammed's desert experiment are so distant that few can recall them.

Determination:

The words *leader* and *leadership* are often misused to describe people who are highly skilled, good at their jobs, valuable to their organizations and excellent managers, but not leaders (Rooke&Torbert, 2005). Leadership is about dynamically directing one's strategy to win both as a team and as an organization (Peters & Waterman, Jr., 2012). Although setting the direction and strategy is important, leaders should equally focus on the delivery of the vision, using management skills to effectively and efficiently guide people to the right destination (Rooke&Torbert, 2005).

HH Sheikh Mohammed states, "We are proud of our past and our present and we face the future with unflagging determination" (www.sheikhmohammed.ae). HH Sheikh Hamdan bin Mohammed Al Maktoum, Crown Prince of Dubai, credits his father HH Sheikh Mohammed as "a constant source of inspiration (...) perhaps most importantly, he has a vision for Dubai and the determination, strength of will and character to pursue it. Whatever difficulties we have encountered, nothing has swayed him from the continued pursuit

of this dream, not even a global crisis. This is the mark of a great 7+-man, and his achievements are there for all to see" (Stall, 2012).

It is precisely this determination which differentiates leaders who dream from leaders who actualize their dreams. HH Sheikh Mohammed explains, "Some people daydream all day and when they go to sleep they continue to dream. This is just dreaming and they have no way to turn their dreams into reality. The way we turn our dreams into reality is: when other people talk about working, we actually work; when other people are making their plans, we carry out our plans; and when other people are having doubts, we move boldly ahead" (Liwen, 2012).

Determination in recognizing and inculcating education:

HH Sheikh Mohammed supports education and knowledge at all levels. In March 2015, HH Sheikh Mohammed and former US president Bill Clinton honoured American teacher Nancie Atwell with the Varkey Foundation Global Teacher Prize of \$1million, considered the 'Nobel Prize' for teaching (Hanif& Pennington, 2015). At the event, HH Sheikh Mohammed said that support for education is support for human progress. In 2012, HH Sheikh Mohammed launched the Mohammed bin Rashid Initiative for Smart Learning covering all State schools at a cost of one billion Dirhams (approximately US\$ 272 million) with the aim to create new learning environments in schools including smart classes in all schools. HH Sheikh Mohammed wants to provide the new generations with the skills needed for the future and considers this a national duty to his people (WAM, 2012). Also in 2012, HH Sheikh Mohammed honoured UAE Government Leaders Programme graduates and advised them to, "(...) never look back, he who wants development always looks ahead. Believe in yourselves, inspire your employees and create a challenging work environment where teams work in perfect harmony with aims to achieve goals" (<http://www.emirates247.com>, 2012).

On 7 December 2014, the Mohammed Bin Rashid Al Maktoum Foundation inaugurated the first Mohammed bin Rashid Al Maktoum Knowledge Award, amounting to \$1 million, to computer scientist and inventor of the World Wide Web, Sir Tim Berners-Lee and entrepreneur and co-founder of Wikipedia, Jimmy Wales, in recognition of their efforts and contributions in the field of spreading knowledge throughout the world" (<http://www.sheikhmohammed.ae>). When honouring the UAE Government Leaders Programme graduates in 2014, HH Sheikh Mohammed commented, "I take pride in distinct Emirati leaders and executives who have fulfilled their national duty and worked relentlessly to benefit their institutions and the UAE community. Successful leaders hold the key to a bright future (...) it is they who will see to it that

UAE Vision 2021 is fulfilled" (sheikhmohammed.ae).

Determination for investing in human capital:

In an interview with Liwen (2012), HH Sheikh Mohammed stated, "There is a saying in Europe, 'Let the lion lead the sheep.' My thinking is: If I am a lion and I am leading, I should be leading lions. I encourage talented young people to love their work. They shouldn't be punished for their mistakes. Making mistakes is the best way to learn to do something. What do the young people of the UAE need most? Success! I feel proud of everyone who works together with me to achieve our goals." HH Sheikh Mohammed states, "Our strategy is to start where others finished, and we are determined to shape our development model to guarantee that we are able to face future obstacles (...) our model prioritizes our human resources and places people at top of our agenda" (sheikhmohammed.ae).

Leadership includes looking for leadership potential in others (Isaacson, 2012). By developing leadership skills within the team, leaders create an environment where people can continue success in the long term, and this is a true measure of great leadership (Rooke&Torbert, 2005). HH Sheikh Mohammed is determined in investing in the people who work for him, in investing in their personal and professional development, and in preparing them to become leaders in their respective fields in order for them to support him in fulfilling his vision. HH Sheikh Mohammed has re-affirmed this determination by stating, "I carry glad tidings to the younger Emirati generation (...) you rank top on the list of priorities of HH the UAE President (...) you are our future and hope" (sheikhmohammed.ae). According to the transformational leadership model, individual and team development are important activities carried out by transformational leaders (Rooke&Torbert, 2005). HH Sheikh Ahmed bin Saeed Al Maktoum, Chairman of Emirates Airlines and uncle of HH Sheikh Mohammed states of his nephew, "he is not a man to be messed with (...) he is pushy. He is aggressive (...) he is the main driver behind pushing everybody (...) he wants things to happen yesterday if you decide today. But at the same time he gives you all the support you need. He will push you to do things but he will always be there to support you" (Krane, 2009). To develop a team, leaders must first understand team dynamics. A leader then ensures that team members have the necessary skills and abilities to do their job and achieve the vision (Isaacson, 2012). They do this by giving and receiving feedback regularly, and by training and coaching people to improve individual and team performance (Peters & Waterman, Jr., 2012).

Determination in Government excellence:

HH Sheikh Mohammed is a perfectionist, and

seeks to attain excellence in everything he does (Krane, 2009). He describes his vision of the ideal government as, “a government that toils 24 hours a day, just like an airline. I want it to be close to people, welcoming all clients akin to that welcome received by hotels’ guests. I want the citizens to be able to process all their government transactions in one place, on a mobile one-stop shop” (Attwood, 2013). Embodying dynamic, energetic and successful leadership, HH Sheikh Mohammed expects unwavering dedication and positive focus from everyone else who works for the Dubai government (Krane, 2009).

In May 2013, HH Sheikh Mohammed approved Dubai’s New Tourism Vision for 2020 with an aim of 20 million visitors per year. In his speech, HH Sheikh Mohammed emphasized, “Today is not just about launching a vision for one of the emirate’s priority economic sectors. It is about sharing the story of our great city. Over the last eight years, we have doubled the number of visitors to Dubai from five million to 10 million. Over the next eight years, we will double that number again (...) These are ambitious aims- of course, we are Dubai- but they are achievable. The Department of Tourism and Commerce Marketing will receive the full support of all other government departments and work closely with our partners in the tourism industry to ensure that the welcome and the experiences offered to our guests are without parallel” (Gulf News, 2013).

According to Emaar Properties Chairman Mohamed Alabbar, “In BurjKhalifa, we see the triumph of Dubai's vision (...) The project is a declaration of the emirate's capabilities and of the resolve of its leaders and people to work hand in hand on truly awe-inspiring projects. Emaar had but one inspiration, the unflagging enthusiasm set in motion by HH Sheikh Mohammed (...) who inspires us to reach for the stars” (<http://www.burjkhalifa.ae>). At the launch of the Dubai Plan 2021 in December 2014, HH Sheikh Mohammed tweeted, “The first objective for the Dubai Plan 2021 is achieving people’s happiness. We have full confidence in those responsible to fulfill this goal (...) We will thoroughly monitor the plan’s implementation and measure the workflow through a set of KPI’s along the six main pillars” (Nagraj, 2014). HH SheikhHamdan, Crown Prince of Dubai and Chairman of The Executive Council of Dubai, also re-confirmed the platform of cascading KPIs, “(...) I am working to ensure that government departments are incentivized to meet new performance targets, which are clearly defined and measurable. How do we do this? First, by introducing performance-measurement tools and service-level agreements for various government services, which are benchmarked against past performance and global best practices. We believe that these kinds of initiatives will motivate public-sector staff to achieve the best results, while ensuring that they are focused

on further developing our service-oriented mindset in Government while efficiently meeting the needs of individuals and businesses. This is important for our citizens and residents – and it is critical to our global competitiveness as a city” (Liwen, 2012).

Determination for gender equality:

HH Sheikh Mohammed’s vision is to construct a new society based on religious tolerance and gender equality, especially in the work place. HH Sheikh Mohammed has made recruiting and promoting women a priority. The government of Dubai is doing everything it can to ensure that women are being concentrated on (Kroft, 2008). When HH Sheikh Mohammed recruited Anita Mehra Homayoun as Head of Marketing for Dubai’s Airport in 1996, he told her, “Hire the best women you can find” (Molavi, 2007). Mehra Homayoun herself rose through the ranks of the Airport’s duty-free shopping operation and caught HH Sheikh Mohammed’s attention by organizing car raffles, celebrity golf and tennis tournaments, and by attracting top retailers to the airport’s duty-free empire. HH Sheikh Mohammed has expressed his pride of the strong role that women play in the Dubai society. Women have complete equality. In Dubai, 70 per cent of all of university graduates are women. Over 65 per cent of all jobs in government are held by women. Thirty per cent of government employees hold managerial positions. Over 80 per cent of staff in HH Sheikh Mohammed’s office are women. HH Sheikh Mohammed does not just talk about the important role women should have in our society; he delivers (Liwen, 2012).

Determination: Deadlines and Ultimatums:

In relation to time, HH Sheikh Mohammed has said, “Unlike others, we are not content to settle for what has been accomplished in the past, because life doesn't stop and it doesn't care about those who stop because they are content with what they have achieved” (<http://www.sheikhmohammed.ae>). HH Sheikh Mohammed has also said, “I request one thing from you, but I request that you do it today and not tomorrow, for in my terminology there is no such thing as ‘doing tomorrow,’ but rather ‘doing today’ ” (www.sheikhmohammed.ae). HH Sheikh Mohammed is always setting deadlines for stages of the implementation and HH Sheikh Mohammed expects results, fast. To illustrate, one morning, in January 1985, Maurice Flanagan, General Manager of the Dubai National Tourism Authority, received a summons to HH Sheikh Mohammed's Za'abeel Palace (<http://english.princesshaya.net/hh-sheikh-mohammed>). “I want to start an airline, as soon as possible. How much will it cost? How long will it take?” asked HH Sheikh Mohammed. Flanagan knew that his inquisitor was not a man to wait around for an answer and replied, “Ten million dollars.” Sheikh Mohammed set up a small team to develop the

concept, working in secret. On October 25 the same year, Emirates flew for the first time. According to Achi and Berger (2015), HH Sheikh Mohammed and the initial start-up team at Emirates “used unconventional approaches to try new, unexpected moves—with enormous payoffs. But it’s not just large innovations that make a difference. When people think in new ways, very small shifts can have unexpected and significant consequences.”

In 1999, HH Sheikh Mohammed announced to a gathering of senior officials at the Dubai Quality Awards that within 18 months, the Dubai Government as a whole will be on-line, a factor that will increase efficiency and make the government processes run more smoothly. Among other things, HH Sheikh Mohammed wanted to see visa applications and other transactions carried out on-line and government departments communicating with each other electronically. HH Sheikh Mohammed’s deadline was met and Dubai had the world’s first fully online government. On the subject of leadership and success, High Highness told the youth of the UAE, “Time is on your side to produce and prosper so don’t stop until you seize the opportunity” (<https://mobile.dewa.gov.ae>). On Twitter, HH Sheikh Mohammed announced a new “government vision of the future” following a meeting with 1,000 government officials (www.thenational.ae, 2013). HH Sheikh Mohammed vowed UAE government will be mobile and work 24/7, 365 days a year and urged all government ministries to adopt mgovernment. HH Sheikh Mohammed also added that failure to adopt mgovernment would not be tolerated (www.thenational.ae, 2013). Again in April 2015, HH Sheikh Mohammed released a press release reminding all government officials to ensure implementation of the mgovernment (WAM, 2015).

Determination in philanthropy:

In September 2003, HH Sheikh Mohammed set up Dubai Humanitarian City, which has since grown to be the world’s largest logistics hub for humanitarian aid. The hub is used by nine UN aid agencies and some 50 NGOs and commercial operators (Leyne, 2007). HH Sheikh Mohammed very much cares about helping his fellow country-people as much as helping neighbouring countries and those in need. HH Sheikh Mohammed has proclaimed, “UAE people are not living in a state of luxury disconnected from the world around us; we feel the pain and suffering of our fellow man around the world, and we make a positive and effective contribution to alleviate the suffering of others; we help the needy to combat poverty, hunger and disease around the globe” (sheikhmohammed.ae). In September 2007, HH Sheikh Mohammed launched the Dubai Cares campaign to raise money to educate 1 million children in poor countries. The amount donated by the public to the inaugural 2007

campaign exceeded AED 1.65 billion (approximately US\$450 million) and this sum was matched by HH Sheikh Mohammed to make a total of Dh3.5bn (approximately US\$1 billion). In August 2012, Dubai Cares, five years after its inception, held a ceremony to thank the UAE community for its role in providing 7 million children in 28 developing countries access to quality primary education (<http://www.dubaicare.ae>, 2012). HE Reem Al-Hashimy, Chairperson of Dubai Cares, credited Dubai Cares’ success to the long-term vision of HH Sheikh Mohammed and to his involvement in instilling in the community a sense of responsibility to those who are in need. Leadership is defined as the process of influencing employees to work toward the achievement of objectives (Lussier, 1990). The transformational leadership model states that a compelling vision provides the foundation for leadership, but it is the leader’s ability to motivate and inspire people that enables them to deliver that vision. For leaders, it can be difficult to find ways to keep their vision inspiring after the initial enthusiasm fades, especially if the team or organization needs to make significant changes in the way they do things, and leaders need to work hard to connect their vision with people’s individual needs, goals and aspirations (Peters & Waterman, Jr., 2012).

Determination for integrity:

Signalling a zero tolerance policy towards corruption in government, in 2001 HH Sheikh Mohammed ordered the arrest of Obaid Saqr bin-Busit, the head of Dubai Customs and the Chairman of the World Customs Association (Gulf News, 2001). Busit and two aides, as well as three other employees, had been the subject of a two-year investigation for corruption. The high-profile arrests caused widespread shock and were followed by a slew of arrests of public officials later that month; in all, 14 officials, including 6 senior officers, were arrested and charged with offences related to corruption. Unusually, the officials were ‘named and shamed’ publicly (Gulf News, 2001). More recently, the downturn exposed issues related to corruption at government-owned Dubai real estate company Deyaar. The investigation team was granted ‘unprecedented powers of scrutiny’ by HH Sheikh Mohammed (Marten, 2009). The CEO of the company was found guilty of earning Dh20 million by misusing his powers and sentenced to a 10-year jail term (Amir, 2014). In 2009, just days before Dubai World’s Nov. 25 announcement about its debt, HH Sheikh Mohammed removed three of his four top advisers from the board of the Investment Corporation of Dubai, which oversees all government business. The board is now made up entirely of members of the ruling family (Worth & Trimmons, 2009). In addition, in December 2010 (WAM), HH Sheikh Mohammed Bin Rashid issued a decree restructuring the Board of Directors of Dubai

World under the Chairmanship of HH Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Civil Aviation and Chairman of the Higher Committee, to oversee Dubai World (WAM, 2010).

Determination to conquer the impossible:

From his father HH Sheikh Mohammed, HH Sheikh Hamdan bin Mohammed Al Maktoum, Crown Prince of Dubai, has learnt about leadership and the reason why it is important to continue to strive to achieve HH Sheikh Mohammed's vision (Stall, 2012). HH Sheikh Hamdan believes he has inherited his father HH Sheikh Mohammed's determination to achieve these goals, and he will draw on the strength of character HH Sheikh Mohammed has given him to overcome them (Stall, 2012). HH Sheikh Mohammed himself has explained, "When people see someone succeed, they often say that person was lucky. In my mind, luck favours people who are prepared. If there is always a hesitant voice in your heart saying, "It's not possible" then it is really impossible for you. But me, I always encourage people to try again, and maybe try to do it differently. Conquering "the impossible" means refusing to give up hope. You have to think, "Somewhere there is a way to find a solution. Let's work together to find it" (Liwen, 2012). This sums up precisely HH Sheikh Mohammed's determination not only for himself, but also for the efforts he puts and the enablers he places to ensure the platforms are in place for his people to succeed.

Engagement:

Engagement in finding, trusting and delegating power to the right people:

HH Sheikh Mohammed involves the right people who has the right background, the capability of delivery, and who believe in his vision and support his vision. It is these people who possess the qualities that propel and enable his vision to become a reality. People are the key to making it happen and HH Sheikh Mohammed understands the importance of putting in place the right people in every project he oversees. HH Sheikh Mohammed hand-picks people with the right background, with the right capabilities of delivering what he wants and with the right mind-set to deliver what he wants. In particular, he chooses people who believe in his vision and who support his vision all the way. Thus, it is not only about having an amazing project but equally important and just as well about finding the right people, trusting them and delegating them the power to make it happen. In 1985, HH Sheikh Mohammed took charge of Jebel Ali Free Zone, a port-based industrial area centred around Jebel Ali port. This was a project that illustrates HH Sheikh Mohammed's overwhelming confidence in his vision, and his involvement in making it happen (<http://english.princesshaya.net/hh-sheikh-mohammed>). HE Sultan bin Sulayem, Chairman of

Jebel Ali Free Zone Authority (JAFZA) states, "One of the main points that Sheikh Mohammed stressed was the need to keep things simple. He worked to ensure that JAFZA was served by the best in infrastructure that would empower us to offer the best services possible" (<http://english.princesshaya.net/hh-sheikh-mohammed>). HH Sheikh Mohammed has stressed in his speeches the importance of taking care of his employees: "All that is in Dubai and Abu Dhabi is for the UAE and its people (...) Employees are the force that leads to the proper execution of the UAE federal government strategy. Thus, we must take care of our human capital, for what we want is distinction and the achievement of top performance levels".

HH Sheikh Mohammed's form of leadership is not an introvert-ish type of leadership that is solo-flying and self-centred, or a "superman" doing everything on his own, as what critics dub him. On the contrary, he is very much about relying on his team, empowering his team and counting on people he can trust to get things done. HH Sheikh Mohammed invites foreign participation, like having high-profile delegates over. HH Sheikh Mohammed also accepts invitations to go overseas to meet delegates in order to build relationships. HH Sheikh Mohammed likes to learn from people, look at the way that other people do things and get inspired by the way they do things. He is humble in learning from others, and he is not afraid to borrow ideas from others or to draw inspiration from others. He welcomed the idea of Singapore's Lee Kwan Yew model to be implemented in his MBRSG (Mohammed bin Rashid School of Government). With organizing the World Economic Forum, he brings the best of brains in economy to Dubai to discuss and share their intellectual thinking.

Engagement through accessibility:

HH Sheikh Mohammed's phone number is publicized throughout Dubai, and anyone can call him if they have a problem (Sopel, 2014). HH Sheikh Mohammed is active on Twitter, boasting an impressive 2.4 million followers back in 2014 (Sopel, 2014). As such, let no one accuse him of being out of touch with his citizens. HH Sheikh Mohammed is "a grounded visionary and implementer (...) and although he's adulated in Dubai and his personal net worth is more than US\$ 18 billion, he still acts and behaves like one of the people" (Keijzer, 2015). HH Sheikh Mohammed can be seen out and about town, driving on his own, walking around malls without any bodyguards and interacting face-to-face with the public in the most humble and relatable way possible (Kroft, 2008). Kroft (2008) notes, "The inspirational ruler's daily practice when in Dubai is to roll up early in the morning at one of his major projects and talk to the leaders and workers. This is not an example of micromanaging but an expression of effective

leadership by motivating and problem solving” (Kroft, 2008). It is this ability to be accessible, to be humble and to relate to each employee and each person in the city on an individual level, and to care about what they are doing, that enables people to respect leaders even more (Peters & Waterman, Jr., 2012). This is the case of HH Sheikh Mohammed.

Engagement through balancing IQ, EQ, MQ and PQ:

In terms of influences on his management style, HH Sheikh Mohammed’s greatest influence was his late father HH Sheikh Rashid bin Saeed Al Maktoum who taught him “to be patient and to deliberate before passing judgment” (www.sheikhmohammed.ae). HH Sheikh Mohammed is gifted at balancing his role between being a tribal sheikh and his role as a twenty-first-century politician. HH Sheikh Mohammed is comfortable mingling with the average-joe commoner at a traditional wedding and just as comfortable speaking with Bill Gates or Warren Buffet and asking them for investments (Krane, 2009). According to Krane (2009), HH Sheikh Mohammed is charming and understated. Although HH Sheikh Mohammed hires slick public relations companies, consultants and lobbyists to work behind the scenes, he gets his message across through personal charisma that stems from unrivaled power (Krane, 2009). He is a master of gesture and style, always in control (Krane, 2009). Undeniably, HH Sheikh Mohammed knows how to manage the delicate balance between IQ, EQ, MQ and PQ. It is rare to find leaders of State or organizations today that are so well-balanced. While HH Sheikh Mohammed does one project, he also takes care of another one. HH Sheikh Mohammed attracts foreign talent and he is not afraid to ask investors to come up with new ideas. HH Sheikh Mohammed is not afraid to draw inspiration from other concepts that are already working very well and he is not afraid of borrowing ideas from other people or countries. Reffo and Wark (2014) explain that IQ, EQ and MQ are not enough for leaders to be effective. Political Intelligence (PQ), which is the capability to interact strategically in a world where government and business share power, is critical in determining the success of large organizations (Reffo&Wark, 2014). It is about developing the leadership capacity to interact strategically in a world where government, business and the wider society have to share power (Reffo&Wark, 2014). Analytical and creative skills are important but perhaps the ability to build relationships of trust, communicate clearly and manage competing interests lies at the heart of this view of leadership (Reffo&Wark, 2014).

Engagement through his projects and encouraging people along the way:

Other than engaging the right people in the right

projects, HH Sheikh Mohammed engages himself fully in his projects, and it is his engagement that encourages people around him to become motivated in the project, to want to prove to him that it can happen, and to work hard to make it happen. When people work hard and deliver, HH Sheikh Mohammed rewards them. This type of engagement of always looking after the employees, monitoring their improvement, checking up on them and evaluating them, this is the type of engagement that shows employees that the boss really cares and really knows what is going on in their organization. It shows that their work is valuable and gives them a sense of self-esteem. Of course, for underperforming employees, this type of personal, hands-on engagement style shows exactly what HH Sheikh Mohammed stands for: he means business and when he wants something done, he wants it done properly and on time, within budget and exceeding his expectations. Underperforming employees are definitely in a position of being on the spot for he may take immediate action on them.

Engagement through MBWA:

As mentioned earlier, HH Sheikh Mohammed’s greatest influence is his late father HH Sheikh Rashid bin Saeed Al Maktoum from whom he learnt to engage, to be patient and to deliberate before passing judgment (www.sheikhmohammed.ae). From his father HH Sheikh Mohammed learned how to engage with projects and how to engage directly with the people who work on those projects. In 1995, upon being appointed as Crown Prince of Dubai, HH Sheikh Mohammed commented: "I learned (...) from my father, Sheikh Rashid. He was the true father of Dubai. I follow his example. He would rise early and go alone to watch what was happening on each of his projects. I do the same. I watch. I read faces. I take decisions and I move fast. Full throttle" (www.sheikhmohammed.ae).

The management style HH Sheikh Mohammed acquired from his father can be related to Management By Wandering Around or Management By Walking About, abbreviated as MBWA. MBWA was first famously used by William Hewlett and David Packard, founders of Hewlett Packard (HP), and highlighted in *In Search of Excellence*, the 1982 hugely successful book written by McKinsey & Company consultants Tom Peters and Robert H. Waterman, Jr. *In Search of Excellence* (1982) gives illustrations of lessons learned from HP and other companies that use MBWA. MBWA is not easy and it takes determination and genuine effort, but if practiced correctly, MBWA can increase approachability, trust, business knowledge, accountability, morale, and productivity within an organization (Peters and Waterman, Jr., 1982).

HH Sheikh Mohammed is famous for visiting government offices unannounced and sometimes firing public officials who are not working (Worth &

Timmons, 2009). HH Sheikh Mohammed personally follows up the implementation of projects and pays surprise visits to government departments in order to assess their real performance on the job (Worth & Timmons, 2009). "Besides keeping a full schedule of public appearances, he's often seen driving himself around the backlots of Dubai, surveying his construction sites, as his father [HH Sheikh Rashid bin Saeed Al Maktoum] did, at the crack of dawn. He'll sometimes show up unannounced in the workplace to ask tough questions, fire poor managers on the spot, and reward the hardest workers. From these [surprise visits] he [personally] handpicks Dubai's next generation of executives, including many who are women" (Molavi, 2007). According to Peters and Waterman, Jr. (1982), while practicing MBWA, if a leader sees something good, he or she should complement the person. This type of spontaneous recognition is a perfect way for the leader to show his or her gratitude (Peters, 1988).

From reliable sources, Liwen (2012) found out that HH Sheikh Mohammed "(...) trusts his government employees, but he never relies solely on their written or oral reports. He walks very fast, and no one dares to lag behind." In order to improve the quality of service, HH Sheikh Mohammed has a third party from the secretarial pool to carry out oversight work (Liwen, 2012). Sometimes, one can see HH Sheikh Mohammed with a stopwatch at the airport recording how long it takes for visitors to clear Customs and Immigration (Liwen, 2012). HH Sheikh Mohammed believes in raising work efficiency and effectiveness and ensuring visitors get fast and high-quality service when they enter the country (Liwen, 2012). HH Sheikh Mohammed always likes to continually raise the benchmark for good customer service. For example, he says that if visitors expect it to take an hour to clear customs and immigration, Dubai Customs and Immigration should get them through in 30 minutes (Liwen, 2012). HH Sheikh Mohammed stresses, "If you don't keep improving your service to your customers, for example by cutting the time down to 20 minutes, you aren't providing [the] best [possible] service" (Liwen, 2012). Sometimes HH Sheikh Mohammed uses the Mystery Shopper approach and files complaints in the guise of an ordinary citizen just to see how fast and well they are dealt with (Liwen, 2012). Just like what HH Sheikh Mohammed is currently practicing, Peters and Waterman Jr. (2012) found that MBWA should not be done out of obligation, but out of a genuine desire to want to get to know one's staff and operations and an obligation to committing to following up on concerns and seeking continuous improvement.

HH Sheikh Mohammed is a clear example of MBWA in action, whether it is relating to his interactions at the government level, the organizational level or when interacting with members of the public. Steve Kroft (2012) found that

HH Sheikh Mohammed is frequently described as "a workaholic (...) and is always in motion. The Sheikh [HH Sheikh Mohammed], who likes to stay on his feet, walks around without a security detail. He is famous for dropping in unannounced at construction sites and government offices to see how things are going. He uses his cars as mobile offices, traveling most of the time by himself" (Kroft, 2012).

Former UAE British ambassador Anthony Harris describes HH Sheikh Mohammed as someone who is very direct and someone with terrific energy who can ride in an endurance race in Spain on one day and then be back in Dubai the next day to engage in work and his people (Krane, 2009). Lussier (1990) defines leadership as the process of influencing employees to work toward the achievement of objectives (Manktelow & Carlson, 2015). Eisenhower stated, "Leadership is the art of engaging someone else to do something you want done because he wants to do it" (Manktelow & Carlson, 2015). HH Sheikh Mohammed not only engages with his employees at work but he motivates them to reach within themselves and push to the highest level of excellence. Ananta Mehra Homayoun, the Head of Marketing for Dubai's Airport, says of HH Sheikh Mohammed, "HH Sheikh Mohammed makes you believe you can do anything (...) his vision is contagious" (Molavi, 2007). HE Reem Al-Hashimy, Federal Minister and a top aide of HH Sheikh Mohammed, re-affirms Homayoun's statement by stating, "He [HH Sheikh Mohammed] is electrifying" (Krane, 2009). From these examples, one can ascertain that it is not only HH Sheikh Mohammed's vision that is propelling things to happen, but it is also the energy he produces along with the vision, and how he transfers this energy to people all around him. HH Sheikh Mohammed's ambition never fades and those who work with him mirror his ambition and strong energy. This is confirmed by Corey Baggett, co-founder of ad technology firm AdBoom Group, who states that a leader should never let ambition fade and let those around him or her feel that ambition (Fallon & Brooks, 2014).

Engagement through recognition:

Amal Loring, inter-cultural guru and founder of MBD (MindBodyDynamix), pointed out the Dec. 2012 HH Sheikh Mohammed report on dedicating his seventh anniversary accession to honoring general labour employees, such as gardeners, janitors, construction workers, and domestic workers (the National, 2012). On Dec. 30th, 2012, HH Sheikh Mohammed tweeted, "These groups play an active role in society. Some have spent many years doing a great job and they deserve a big 'thank you' from all of us (...) We want to let them know that their services are valued and appreciated as they make our lives easier and better" (Twitter, 2012). HH Sheikh Mohammed credited these "unknown soldiers" for keeping the streets, buildings and other facilities

ready, clean, and decorated every day (the National, 2012). In response to HH Sheikh Mohammed's tweet, Dubai Municipality immediately announced a series of events to honour its labourers. This is just one example of how HH Sheikh Mohammed's engagement through recognition can influence and motivate other government entities to follow his example.

Peters and Waterman Jr. (2012) found that it is important for a leader not to always talk to the same people and not to talk only to people with certain ranks. Instead, a leader should be approachable to everyone, regardless of job title or position, and spend time equally with people of different backgrounds, job titles and positions (Peters & Waterman Jr., 2012). In line with what Peters and Waterman Jr. (2012) recommend, HH Sheikh Mohammed recognizes everyone who adds value to Dubai, no matter what their job title, rank or positions. For example, upon hearing of the Emirates Airline Festival of Literature and Festival Director Isobel Abulhoul's efforts to make the festival a success, HH Sheikh Mohammed himself offered to be the patron of the festival (www.emirateslitfest.com, 2011). This portrays another example of HH Sheikh Mohammed becoming directly involved and engaged in endorsing events to ensure they are a success. Another example is Colm McLoughlin, Executive Vice Chairman of Dubai Duty Free, who was bestowed with the 'Most Distinguished Employee Award' from the Dubai Government Excellence Awards for leading Dubai Duty Free to grow in the past 32 years from US\$20 million in 1984 to US\$1.917 billion in 2014 (www.dubaidutyfree.com, 2015). This example demonstrates how HH Sheikh Mohammed supports, encourages and rewards hard workers in his team to strive to deliver the best.

In addition, HH Sheikh Mohammed spontaneously recognizes employees for their hard work. For instance, upon winning the right to host the Expo 2020, HH Sheikh Mohammed dedicated Dubai's Expo 2020 victory to the UAE's president HH Sheikh Khalifa bin Zayed Al Nahyan and expressed his pride at the team who earned this victory for Dubai with two years of hard work, dedication and commitment (Sambidge, 2013). Another example of HH Sheikh Mohammed's engagement through recognition is when he recognizes employees who are not normally recognized (HH Sheikh Mohammed's speech at the DGEP, 17 April 2002). This is evident in the speech HH Sheikh Mohammed gave at the Dubai Government Excellence Program in Dubai in 2009, "We are committed to honouring distinguished performers through the Dubai Government Excellence Programme. However, there are unsung heroes, who carry out their work silently, to satisfy Allah [God], and to serve their country and their

conscience. Today, I thank these people. I tell them that they are in my mind and we know who they are. I appreciate their efforts. Today, I congratulate them all for their effort and loyalty. I would like to call on them to come up here now," after which HH Sheikh Mohammed went on to individually name and describe 12 specific employees, whose positions ranged from nurse, fire fighter, treasurer, Imam to counter attendant, porter, clerk, all of whom had contributed in very significant ways to the Dubai government (HH Sheikh Mohammed's speech at the DGEP, 17 April 2002). HH Sheikh Mohammed took the time to find out about these employees and to show them that he knows who they are and how they are contributing to Dubai and that he values their contribution to Dubai. What better way to reward employees than by recognition.

Engagement directly with the public:

In March 2014, Dubai Smart Government's 'Smart Ideas Day' was held to formulate ideas that would improve the quality of service to customers, and the brainstorming session resulted in more than 500 suggestions by Dubai's smart government employees (Hanif, 2014). HH Sheikh Mohammed personally thanked the Dubai Smart Government staff members who came up with the 500 bright ideas (Hanif, 2014). Also, in January 2013, in order to improve the health and education sectors in Dubai, HH Sheikh Mohamed personally set up the "brainstorming" initiative and opened it up to the entire public. Everyone from Dubai and all over the UAE were encouraged to give feedback and suggestions to further develop the health and education sectors. Within only three days of the initiative, HH Sheikh Mohammed received more than 50,000 ideas from the public about improving and better developing the health and education sectors. HH Sheikh Mohammed thanked everyone for their distinctive and unique ideas, and he vowed that the development in these sectors would continue (Gulf News, 2013). In relation to HH Sheikh Mohammed's brainstorming initiative, *In Search of Excellence* (2012) authors Peters and Waterman Jr. found that leaders should let everyone know that ideas for improvement are welcome. Peters and Waterman Jr. (2012) also found that it is particularly beneficial for the leader to hold back from saying what their thoughts or opinions are. This encourages the flow of ideas; after all, the goal is to see what others have to say (Peters & Waterman Jr., 2012). This is precisely the strategy adopted by HH Sheikh Mohammed in his idea sharing sessions with the public.

Another example of HH Sheikh Mohammed engaging with the public can be seen in how he engaged with the public to spread the importance of leading a healthy lifestyle. In *Flashes of Thought* (2013), HH Sheikh Mohammed writes about the most valuable asset a country has: its people and

their health, and these give time its meaning and life its taste. HH Sheikh Mohammed has also openly spoken of his daily walks of three, ten or twenty kilometers and his love of all types of sports, including horse riding and other sports that develop both body and mind (arabianbusiness.com, 2013). In fact, in 2012, HH Sheikh Mohammed, aged 63, won the 2012 World Endurance Championship over a 160 km course (Parkes, 2012). Whenever HH Sheikh Mohammed engages with the public, he is genuine and an exemplary leader who 'walks the talk'. In March 2015, HH Sheikh Mohammed led the children's march on the Abu Dhabi seaside to encourage citizens and expatriates to adopt a healthy lifestyle while living in the U.A.E. (WAM, 2015). Also in March 2015, when the Pink Caravan ride was organized to raise awareness about breast cancer across the UAE, HH Sheikh Mohammed showed his full support by accompanying his two daughters who were riding horses for the Dubai leg of the Pink Caravan ride (the National, 2015). When engaging in these public events, HH Sheikh Mohammed can be seen as being relaxed and approachable, and when people sense his genuineness, they really respond to him. Peters and Waterman Jr. (2012) found that it is important for leaders to avoid stiff, formal conversations which will only encourage equally rigid responses. The key is to relax and to be genuine (Peters & Waterman Jr., 2012). Another example of engaging can be seen when HH Sheikh Mohammed called upon Dubai to embrace "positive energy." In response to HH Sheikh Mohammed's call, telecommunications company 'du' launched the 'Every Step Counts' national wellness initiative and campaign (du website, 2013). This is another example of how HH Sheikh Mohammed's engagement spreads though and encourages change not only in the public but in organizations as well.

Conclusion:

Dubai has much to be appreciated, not because of its skyscrapers, spacious streets, or rewarding companies, but for its administrative model that can be reproduced in modern cities suffering from mismanagement. The secret behind the success of Dubai is in its leadership. Dubai Ruler HH Sheikh Mohammed knows what he wants, and it is impossible for these projects to happen without his consent and personal supervision. It is obvious that he is giving men and women in Dubai full empowerment, but at the same time, he holds them accountable for the outcome and the promises they make. HH Sheikh Mohammed not only exhibits strategic leadership qualities and practices them, but much beyond these, he is a transformational leader. And unlike most leaders who may have vision, HH Sheikh Mohammed goes beyond leadership visioning. Through his persistent determination and people engagement, the vision he shares with his people becomes a reality and a successful

achievement for the Emirate of Dubai, recognized the world over. The study confirms that there are possible linkages between the component factors of leadership attributes or characteristics of Vision, Determination and Engagement (VDE) in terms of their contribution towards the performance success of an organization as shown in the case of HH Sheikh Mohammed Bin Rashid Al Maktoum, the performance success of the Emirate of Dubai.

Recommendations for future research:

The study above uses the explorative research approach where the component factors of leadership attributes or characteristics that may have linkages and might have contributed toward the achievement of performance success of organizations and States are identified and further applied to analyze performance successes in the context of HH Sheikh Mohammed Bin Rashid Al Maktoum's leadership impact towards the Emirate of Dubai. It is recommended that further research on the common-base component factors of leadership attributes or characteristics that may have linkages and might have contributed toward the achievement of performance success of organizations and States be undertaken using either a qualitative or quantitative approach or a combination of both approaches to provide more detailed evidences on their impact toward performance success. It is also recommended that a comparative analysis be undertaken of other leaders that impact performance to further ascertain the robustness of the common-base component factors of leadership attributes or characteristics identified.

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