

ALSHANTI SAED
UD3765BBA8828 ID

ZAYED as a Role Model of Leadership

A Final Thesis Presented to the Academic
Department of the School of Business and Economic
In Partial Fulfillment of the Requirements for the Degree
Of Doctor in Business Administration

ATLANTIC INTERNATIONAL UNIVERSITY
HONOLULU, HAWII
SUMMER 2008

Table of Contents

	Page
Acknowledgments	3
Dedication	4
Abstract	5
Chapter 1: United Arab Emirates (UAE).....	7
Chapter 2: Sheikh Zayed Bin Sultan Al Nahayan	37
Chapter 3: Zayed and UAE	57
Chapter 4: Leadership	86
Chapter 5: Zayed and Leadership.....	105
Chapter 6: Is Zayed a Role Model of Leadership	122
Chapter 7: Conclusion and Recommendation	135
References	144
List of Figures	150
List of Tables	152

Acknowledgements

My sincere thanks and gratitude is extended to my wife and my kids for their patience because of my being away from their every day activity and also for their encouragement while I was preparing and searching through this project

I would like to thank Dr. Valcin for his valuable help and assistance to accomplish this thesis

Dedication

To His Highness Sheikh Zayed Bin Sultan Al Nahyan, His Highness Sheikh Khalifa Bin Zayed Al Nahyan, His Highness Mohammad Bin Rashed Al Maktoom, and His Highness .Sheikh Mohammad Bin Zayed Al Nahyan

Abstract of Thesis

My thesis is focused on a very valued man in the history of his people and his nation. He was also a legend and the key role for many important and vital events in the world. So the research effort was undertaken to examine the specific character of this man in relation to the roles he could play in the world theater as described leadership in Henry Mintzberg's and Farid Muna's books and other current management literature. For getting the best results I selected seven roles from many leadership roles because it will give the research the essential product for other effective promised leaders to learn and continue what others real leader did in very difficult and complicated environment. The United Arab Emirates today is his memorial – not just the physical infrastructure but, more importantly, its people – while the international response to his passing is testimony to the way in which he gave to his country a voice listened to, with respect, around the world.

I will use in my thesis the comparison techniques, historical evidence and experience, personal speeches, statements, and many other famous theories researches and leadership studies in this field. Inspiring quotations of Sheikh Zayed are also included in the thesis, with the hope that they may shed light on some aspects of the leader's care for human beings and all humanity.

Many expressions will be put in this thesis about this great leader but I will choose these words to try hopefully explaining what does this man means to his people, his country, Arab nation, and the world. Zayed was a man in a class of his own. Sheikh Zayed had steered the ship of this nation with wisdom and dexterity. His presence will always be felt like a perpetual breath of fresh air. He was a man who had planted the seeds of affection in the hearts of all, as much as he had painted his land with opulent greenery, at a time the entire world thought it would forever remain a desolate waste land.

By studying this lovely and brilliant character we will reach to understand the real meaning of leadership. From his attitude and behavior, concepts and practice, and theory and performance we can explore the term of leadership as it is about managing energy, starting in yourself and then in those who follow you. The level of this energy is the same level of leadership which means they are equal in meaning. If the energy level is low, the leadership will sure will be low. Anyone can be a leader, but there is a specialty has to be available in his character to be so and not everyone chooses to be a leader.

Many people have positive ideas and believe in them, but they are so low energy in their beliefs that nothing much happens. The leadership we noticed through the life of this leader is a relationship between him and everything around him. And he could generate energy to focus his efforts and millions others.

Chapter 1: United Arab Emirates (UAE)

Setting

United Arab Emirates is located in the Middle East. The climate in the entire region is desert and the temperature is very high in summer season. The Population according to the latest statistics is issued officially 2006 was 3, 870,936 and the total area for this country is 82,880 Sq. Km. The capital city of United Arab Emirates is Abu Dhabi. The main language that local people speak is Arabic but they have other languages such as Urdu, English, Hindi, Bengali, Filipino, Persian and many others. United Arab Emirates has boundaries with two other gulf countries Saudi Arabia and Oman. The second largest city in this country is Dubai that has a well-known prestige and incredible international development in the world. We can find in United Arab Emirates many ethnic groups such as south Asians who represent 50 % of the total population, Arabs and Iranian represent 23 %, Emiri represent only 19 %, and finally other expatriates form 8 % of the whole population. The dominating religion is Islam. (See figure no. 2)

History

The United Arab Emirates (UAE) was formed from the group of tribally organized Arabian Peninsula as small societies called Sheikhdoms along the southern coast of the Arabian Gulf and the northwestern coast of the gulf of Oman. This area was converted to Islam in the seventh century; for centuries it was involved in several disputes. It became known as the Pirate Coast, as raiders based there harassed foreign shipping, while both European and Arab navies patrolled the area from the 17th century into the 19th century.

Early British expeditions to protect the India trade from raiders at Ras al-Khaimah --one of the seven emirates located at the west north of the today UAE, led to campaigns against the pirates' headquarters and other ports along the coast in 1819. The next year, a general peace agreement was signed to which all the leaders sheikhs of the coast adhered.

Raids continued intermittently until 1835, when the sheikhs agreed not to engage in hostilities at sea. In 1853, they signed a treaty with the United Kingdom, under which the sheikhs (the "Trucial Sheikhdoms") agreed to a "perpetual maritime truce." It was enforced by the United Kingdom, and disputes among sheikhs were referred to the British for settlement. Therefore in reaction to the ambitions of other European countries, the United Kingdom and the Sheikhdoms established closer bonds in an 1892 agreement, similar to treaties entered into by the U.K. with other Gulf leaders. The sheikhs agreed not to dispose of any territory except to the United Kingdom, and not to enter into relationships with any foreign government other than the United Kingdom without its consent. In return, the British promised to protect the Trucial coast from all aggression by sea, and to help out in case of land attack.

In 1968, the U.K. announced its decision, reaffirmed in March 1971, to end the treaty relationships with the seven Trucial Sheikhdoms, which had been, together with Bahrain and Qatar, under British protection. The nine attempted to form a union of Arab emirates, but by mid-1971 they were unable to agree on the terms of the union, even though the termination date of the British treaty relationship was the end of 1971. Bahrain became independent in August and Qatar in September 1971. When the British- Trucial Sheikhdoms treaty expired on Dec. 1, 1971, the Sheikhdoms became fully independent. On Dec. 2, 1971, six of them entered into a union called the United Arab Emirates; the seventh, Ras al-Khaimah, joined in early 1972.

The government was centralized further in 1976 when the federal government attained control over defense, immigration and foreign relations. This move resulted in some minor disputes between some of the states. In 1979, further measures were taken toward centralization. The constitution, provisional since 1971, was made permanent in June 1996.

Political Conditions

Since achieving independence in 1971, the United Arab Emirates (UAE) has worked to strengthen its federal institutions. Nonetheless, each emirate still retains substantial autonomy, and progress toward greater federal integration has slowed in recent years. A basic concept in the UAE government's development as a federal system is that a significant percentage of each emirate's revenues should be devoted to the UAE central budget. The UAE has no political parties, and there has been little movement toward a democratic government. The rulers hold power on the basis of their dynastic position and their legitimacy in a system of tribal consensus. Rapid modernization, enormous strides in education, and the influx of a large foreign population have changed the face of the society, but have not fundamentally altered this traditional political system.

In 1994, Shariah courts were established throughout the UAE to try crimes such as murder, theft and adultery. The punishments issued for these crimes are traditionally very severe under Sharia law. The secular, federal court system is responsible for all other crimes. The cabinet of the United Arab Emirates experienced a shuffle in mid-1997. Eight new cabinet members were introduced. The most significant policy change has been the implementation of a new environmental law, punishable by death, to anyone convicted of polluting the sea surrounding the territory of the UAE. This law was promulgated in 1999 and is arguably one of the strictest environmental laws in existence across the globe. Over the last three decades, UAE has set up 41 major wildlife reserves. The implementation of new residency laws in late 1996 resulted in the expulsion of more than 200,000 foreign nationals. Nevertheless, by April 2000 the Labor Ministry registered more than 1.4 million expatriate workers. In addition, more than a million domestic workers and other laborers were believed to be working in the country. In recent years, the UAE has undertaken several projects to diversify its economy and reduce its dependence on oil and gas revenues. The federal government has invested heavily in sectors such as aluminum production, tourism, aviation,

re-export commerce and telecommunication. The UAE is a rapidly developing nation, and continues to be a leading trading center. The UAE has embraced the Internet age, and has held programs and seminars to help educate the business community on the Internet and its capabilities.

The United Arab Emirates regards information technology to be of great importance to the development and strengthening of its vulnerable oil-economy. The country is one of the most wired states in the region with a quarter of the population using the Internet, the highest Internet penetration rate in the region. The authorities claim to censor only sexually explicit material, and do not track individual users' online activities. In April 2001, the UAE launched the first phase of its e-government system in federal ministries and departments.

In January 2001, Dubai opened a high-tech, multimillion dollar Media City. Ruler of Dubai encouraged greater transparency, openness and press freedom, but warned that freedoms must be in accordance with the law. Together with the Dubai Media City, the Dubai Ideas Oasis and the Dubai Internet City (all enjoying favorable tax regimes) are essential building blocks in establishing the UAE as the Middle East e-capital. The UAE is one of the most liberal countries in the Gulf, with other cultures and beliefs generally tolerated.

Dubai aspires to be a regional and international center for television and media services. While the constitution provides for freedom of speech there is strong regulatory and political control of the media content. Journalists tend to practice self-censorship when reporting on government policy, ruling families, national security and defense, religion and relations with neighboring countries.

Human rights organizations voice concern over the use of arbitrary detention, expansion of the number of crimes punishable by death, restrictions on free speech, prohibition of labor unions, and the use of cruel, inhuman and degrading punishments, such as flogging.

During 1999, drug-related offenses rose by 60 percent, triggering a crackdown on drug offenders. While released drug offenders were promised employment provided that they undergo routine medical checkups.

The key to UAE stability and success lies within its liberal economic policies. With a more diversified economy than its Gulf neighbors.

Following the Sept. 11, 2001, attacks in the United States, the UAE took its own steps in the US-led "war against terrorism." In November 2001, the UAE government ordered financial institutions to freeze the assets of 62 organizations and individuals suspected by the United States of funding terrorist movements. Then, in November 2002, the central bank of the United Arab Emirates began tightening regulations on the informal money transfer system known as "hawala," in an attempt to curb money laundering. Government emphasis on education, modern technological infrastructure, a business-friendly climate, and comparatively more freedom than other Gulf States has maintained the Emirates' status as one of the most dynamic economies in the region. UAE seems to be economically fit for the near future, and its political future is stable too.

At the close of 2004, Sheikh Zayed Bin-Sultan Al Nahyan died and was succeeded by his eldest son, Sheikh Khalifa. The succession came after an election held in November 2004. In that election, he achieved the unanimous vote of the electors of the Federal Supreme Council.

Government Functions

Administratively, the United Arab Emirates (UAE) is a federation of seven emirates, each with its own ruler. Under the provisional constitution of 1971, each emirate reserves considerable powers, including control over mineral rights (notably oil) and revenues. In this constitution, federal powers have developed slowly, and the pace of development in each emirate is therefore highly dependent on the local ruler.

The constitution established the positions of president (chief of state) and vice president, each serving five-year terms; a Council of Ministers (cabinet), led by a prime minister (head of government); a supreme council of rulers; and a 40-member National Assembly, a consultative body whose members are appointed by the emirate rulers (this is changed newly to another rule that half of the members will be appointed from the president and other half will be elected). President Sheikh Zayed bin Sultan al-Nahyan was president of the UAE since it was founded until his death in 2004; he was then succeeded by his son, Sheikh Khalifa. The relative political and financial influence of each emirate is reflected in the allocation of positions in the federal government. The ruler of Abu Dhabi, the major oil producer, is the president of the UAE. The ruler of Dubai, which is the UAE's commercial center and a significant oil producer, is vice president and prime minister.

UAE Relations

General Relations

The United Arab Emirates (UAE) is a member of the United Nations and the Arab League. The country has established diplomatic relations with more than 60 countries, including the U.S., Japan, the Soviet Union, the People's Republic of China and most Western European countries. It has played a moderate role in the Organization of Petroleum Exporting Countries, the Organization of Arab Petroleum Exporting Countries, the United Nations, and the Gulf Cooperation Council.

Regional Relations

The UAE has been a member of the Gulf Cooperation Council, or GCC, since the founding of the regional political and economic alliance in 1981. The other members include Saudi Arabia, Kuwait, Bahrain, Oman and Qatar. Leaders of GCC member states usually meet at a summit in December every year and hold a consultative meeting in May. In recent years, the GCC countries have expanded their cooperation into the field of defense.

The members of the GCC signed an agreement in December 2002 that called for the integration of an economic union in 2003 by combining customs tariffs at five percent. The agreement also called for the introduction of a single currency by 2010. The UAE is expected to raise tariff rates from four to five percent in preparation for the 2003 GCC agreement.

Relations between the UAE and Iran have been severely strained since a dispute began over three strategically important and possibly oil-rich Gulf islands, Abu Musa and the Greater and Lesser Tunbs, in 1971. Both countries controlled the islands until Iran claimed complete control over the islands in 1992. Since late 1997, the foreign ministers of the two nations have been meeting to move toward reconciliation in the matter. Negotiations over the islands were initiated in March 1998 in hopes of resolving the dispute and boosting unity among the Gulf States. In March 1999, Iran opened a municipal office in preparation for local elections on the islands and also engaged in naval operations in the waters around the islands. The UAE strongly protested these moves.

Attempts to resolve the crisis have continually failed as Iran wants to settle the issue bilaterally and the UAE wants international mediation. At the Manama summit in January 2001, GCC leaders voiced full support for the UAE sovereignty claims over the disputed areas, but called for a peaceful solution to the conflict. Following the summit, UAE leaders urged Iran to agree to a direct dialogue, or the dispute would be taken to the International Court of Justice at The Hague.

Other Significant Relations

The United States has enjoyed friendly relations with the UAE since 1971. Private commercial ties, especially in petroleum, have developed into friendly government-to-government ties, which include security assistance. The breadth, depth and quality of American-Emirati relations increased dramatically as a result of the UAE's contribution to the allied forces in the Gulf War. The United States was the third country to establish formal

diplomatic relations with the UAE and has had an ambassador resident in the UAE since 1974. The UAE ranks consistently among the U.S.' top ten trading partners.

National Security

External Threats

No foreign nation poses an immediate threat to the United Arab Emirates (UAE). As I mentioned before the government of the UAE contests Iran's occupation of the Greater and Lesser Tunb Islands and Abu Musa Island. In addition to direct talks with the Iranian government, it has sought the assistance of the Arab League of Nations to resolve the matter.

Crime

The overall rate of crime in the United Arab Emirates (UAE) is low. It does serve as an interim destination for narcotics flowing from Southwest Asia, and the rules in this country fight against money laundry and corruption in all means. There are no insurgent organizations inside or outside the United Arab Emirates that directly threaten its government or general population.

Terrorism

There are no specific threats of terrorist attacks against targets in the United Arab Emirates (UAE) or its interests abroad. I did not hear that foreign countries warn of the possibility of attacks against their interest there. The UAE is party to eight of the twelve protocols and conventions pertaining to terrorism.

Economic Overview

Overview

As we said that the United Arab Emirates (UAE) is a federation of seven emirates. Before oil was discovered in the 1950s, the country's economy was dependent on fishing and pearling industries. Since Abu Dhabi first started exporting oil in 1962, the UAE has since been transformed socially and economically.

With about 10 percent of the world's proven oil reserves, the UAE's economy is heavily dependent on oil exports, which account for over 30 percent of GDP. Holding the world's fifth-largest natural gas reserves, the country also exports significant amounts of liquefied natural gas. To reduce its dependence on oil and natural gas revenues, the UAE has undertaken efforts in recent years to diversify its economy by investing in tourism, aluminum production, re-export commerce, and telecommunications.

Over the years, an outward-oriented development strategy and favorable fiscal and financial policies, with the government's prudent management of the oil wealth, have contributed to impressive economic growth. Strong economic fundamentals and a pro-business approach to economic management have led to high levels of domestic and foreign investment in the manufacturing, services, and real estate sectors. While economic outlook remains favorable, higher oil revenue, strong liquidity, and cheap credit led to a surge in asset prices in the equity and real estate and consumer price inflation, and rising prices are increasing the operating costs for businesses in the UAE. In addition, a major long-term challenge is the country's heavy dependence on its expatriate workforce (accounting for around 80 percent of the UAE population), which creates the problem of potential marginalization of UAE nationals.

Economic Performance

In recent years, the UAE's economic growth has been impressive, reflecting higher oil prices, increased oil production, strong investor confidence, and a significant increase in foreign direct investment (FDI). Real GDP growth averaged around 10 percent from 2003 to 2006, compared to an annual average of 4 percent from 1998 to 2002. The country's growing business sector and its tourist industry have helped to fuel a construction boom. As a result, non-oil GDP has been the main engine for the overall growth in recent years, averaging 11.5 percent from 2003 to 2006, compared to an annual average rate of 7 percent from 1998 to

2002. Inflation, however, has been on the rise -- driven by the strength of domestic demand, a hike in gasoline prices and a significant increase in the prices. Inflation rose to 7.8 percent in 2005 and 10.1 in 2006 from 5 percent in 2004, driven by a surge in asset (equity and real estate) prices. Meanwhile, increased revenue on the back of high oil prices and expenditure reduction led to a remarkable improvement in the fiscal position in 2005 and 2006, with the overall fiscal surplus widening to 26.8 percent of GDP and 25.8 percent of GDP, respectively, compared with a surplus of 18.4 percent of GDP in 2004. At the same time, the non-oil fiscal deficit declined to around 16 percent of GDP in 2005 and 2006 from 21.3 percent of GDP in 2004. (See table No.2).

Balance of Payments

The UAE's current account balance has been in surplus owing to its large surplus in the merchandise trade balance. The current account surplus has widened substantially in recent years with rising world oil prices and growing non-oil exports. As a result, in 2005 and 2006, the current account surplus rose to 15.8 percent of GDP and 16.2 percent of GDP, respectively, from 10 percent of GDP in 2004. International reserves also increased substantially, to US\$27.6 billion in 2006 from US\$21 billion in 2005. (See table No. 1).

Regional Situation

The UAE has been a member of the World Trade Organization (WTO) since 1995, and has one of the most open economies in the region. The country has been a member of the Gulf Cooperation Council

(GCC) since the founding of the regional political and economic alliance in 1981, and has continued its commitment toward regional integration. The UAE participates in a wide range of GCC activities that focus on economic issues, including regular consultations and development of common policies covering trade, investment, banking and financing, and transportation. In the trade policy area, the GCC countries are negotiating a free trade

agreement (FTA) with the EU. The UAE has continued to forge ahead with closer economic integration beyond the GCC countries, and is negotiating an FTA with the United States. (See figure No.3).

Investment Overview

Background

The United Arab Emirates (UAE) has an open economy with a high per capita income and a sizable annual trade surplus. Its wealth is based on oil and gas output (about 33 percent of GDP), and the fortunes of the economy fluctuate with the prices of those commodities. Since 1973, the UAE has undergone a profound transformation from an impoverished region of small desert principalities to a modern state with a high standard of living. At present levels of production, oil and gas reserves should last for more than 100 years. The government has increased spending on job creation and infrastructure expansion and is opening up its utilities to greater private sector involvement.

Foreign Investment Assessment The laws and regulations in the United Arab Emirates (UAE) are generally conducive to foreign investment due to a transparent system without the taint of significant institutional corruption. That said, the regulatory and legal framework favors local over foreign investors and there is no national treatment for investors in the UAE. Foreign ownership of land and stocks is extremely restricted. Therefore, it is recommended that potential investors consult a local attorney to obtain the most current investment information at an early stage of planning. (See table No. 3)

Legal System and Considerations

Union Supreme Court, judges appointed by the president; some crimes (murder, theft, adultery, drug offenses) are subject to Sharia (Islamic law) courts. With regards to settlement of disputes involving foreign investors, typically situations have been satisfactorily handled through arbitration. The arbitration process is usually pushed through as a result of a petition

to the federal courts on the basis of mutual consent, a written arbitration agreement, independently by nomination of arbitrators, or through a referral to an appointing authority without recourse to judicial proceedings. The enforcement of judgments has at times been difficult and lengthy. Finally, the United Arab Emirates (UAE) is a member of the International Center for the Settlement of Investment Disputes.

Cultural Considerations

Western norms dominate in business in this modern Middle Eastern country. As expected, the handshake is an acceptable form of greeting. However, much of the population is Muslim. As such, men and women who are not related may choose not to shake hands with each other. Other Islamic conventions, such as prohibitions of food and drink, as well as conventions of behavior, should be respected.

Taxation

Each of the seven Emirates has a distinct set of tax regulations. The taxes on petroleum companies are different in each Emirate and often for each company, depending on production. Insurance companies bear a turnover tax of 0.2 percent and hotels and property leases are subject to municipal levies.

Any organization, foreign or domestic, which establishes a permanent establishment in the U.A.E., is, in theory, subject to income tax. However, in practice, only petroleum companies and branches of foreign banks are subject to taxation in the United Arab Emirates. The taxes on petroleum companies are different in each Emirate and often for each company, depending on production. The general profit tax rate for foreign banks is 20 percent. Insurance companies bear a turnover tax of 0.2 percent and hotels and property leases are subject to municipal levies.

There is no income tax in the UAE. Foreign banks pay a 20 percent tax on their profits. Foreign oil companies with equity in concessions pay taxes and royalties on their

proceeds. There are no consumption taxes. A four percent customs duty is imposed on almost all imports except tobacco products and alcoholic beverages. There is no minimum wage.

Business Opportunities

Further to its strategic location between Europe and Asia, the UAE has established numerous Free Trade Zone Areas to give businesses an additional incentive to be located there. The Free Trade Zones in the UAE are well equipped with all the amenities, facilities and communication infrastructure required to set up a business. Furthermore, 100% foreign ownership is allowed with no recruitment or sponsorship requirements. Corporate tax and customs duty exemption on imported raw materials and equipment and no levy on exports and imports are some of the other benefits

Tourism

Due to its location the UAE has been able to act as a connecting link between Europe and the Indian subcontinent, the Far East and Africa since time immemorial. It is still playing the role of intermediary between these vastly different cultures. The only difference being that air travel has significantly increased the number of visitors who come to the UAE. Traditional Arab hospitality and a delightful winter climate complemented by a highly sophisticated infrastructure and crime-free environment, have also contributed in recent years to creating an ideal atmosphere for the development of tourism.

The UAE is also endowed with an extensive coastline, sandy beaches and varied landscape, where a wide variety of activities can be indulged, ranging from powerboat races to sand-skiing. Manicured golf courses provide ready enjoyment and for those less active, shopping opportunities are plentiful. In addition, the country's deep-rooted cultural heritage, accessible in the various cultural centers and the traditional sports such as falconry, camel-racing and horse-racing, has been a powerful attraction for tourists. The UAE has also become a much sought after venue for regional and international conferences, exhibitions and

major sports events such as the Dubai World Cup, the Dubai Desert Classic Golf Tournament, World Powerboat Racing, Polo and Cricket competitions.

Social Overview

The population of the United Arab Emirates, or UAE, totals around 3.3 million, but less than 20 percent are ethnic Emiris. Non-nationals include significant numbers of other Arabs-Palestinians, Egyptians, Jordanians, Yemenis, Omanis-as well as many Iranians, Pakistanis, Indians, Filipinos and West Europeans.

The majority of UAE citizens are Sunni Muslims with a small Shia minority. Most foreigners also are Muslim, although Hindus and Christians make up a portion of the UAE's foreign population. Arabic is the official language, while Persian, English, Hindi and Urdu are also spoken.

Christopher Davidson's doctoral dissertation at Saint Andrews University in Scotland., an assistant professor of political science at Sheikh Zayed University in Abu Dhabi, in his book is a revised version , argues that the United Arab Emirates (UAE) is a seemingly anachronistic political structure that has succeeded despite "a number of problems, many of which appear to be deeply ingrained. Among the problems identified are a patrimonial traditional monarchy, a reliance on a single commodity (oil), and the important role of foreign influences, in the form of both Western powers and the expatriate community. (Calvin Jr., 2007).

Education and Literacy

Educational standards among UAE citizens are rising rapidly. Enrollment in private schools has risen. In the same period, public schools experienced a growth. Both citizens and temporary residents have taken advantage of numerous facilities throughout the country. There are several institutions of higher learning. The UAE University in al-Ain has around 15,000 students in an academic year, and female students usually constitute 80 percent of the

student body. A network of technical-vocational colleges opened in 1989. The functional literacy rate for the total population is 77.9 percent. The number is gender-balanced with 76.1 percent for males and 81.7 percent for females.

Culture

Cultural identity in the UAE is a rich blend of traditional Arab, Islamic and contemporary elements. Following the foundation of the state and the increased availability of educational opportunities private and public cultural centers and libraries began to spring up around the country, helping to promote cultural awareness and assisting in the preservation of the country's rich heritage.

The main objective of the Ministry of Information and Culture is to promote and support the country's cultural activities at home and abroad. The Ministry has under its administration 11 public libraries throughout the state's seven emirates. This is in addition to 30 cultural groups, which perform dance, drama and music during festivals, exhibitions and ceremonies in the UAE or held outside the country. The Ministry's Cultural Department also plays an important role, publishing books related to heritage, culture art and theatre, organizing lectures, seminars and other cultural activities and participating in international book fairs. The Ministry's Exhibitions Department participates in international exhibitions which serve to introduce the UAE's rich heritage to a global audience.

Health and Welfare

In terms of health and welfare, the infant mortality rate in the UAE is 15.58 deaths per 1,000 live births. Life expectancy at birth for the total population is 74.75 years-72.28 years of age for males and 77.35 years of age for females, according to recent estimates. The population growth was estimated to be 1.5 percent in recent years, and the fertility rate of three children per woman.

Human development and workers rights is an important issue

The UAE economy is a high growth economy .It is rapidly diversifying into areas of tourism, manufacturing, logistics, banking and finance. The economy has attracted a large number of international companies, which operate inside and outside the free zones, and are attracted to the UAE because of its advanced infrastructure, modern investment laws, and the available young and wide pool of expatriate professionals who tend to be highly skilled. The majority of these workers come from the Indian subcontinent (51.3 per cent), Arab region (37.4 per cent), Eastern and Western Europe, North America, Australia and New Zealand (2.2 per cent) (Ministry of Planning, 2003). The Indian subcontinent and Arab country nationals consist of the largest grouping of expatriates in the UAE (Ministry of Planning, 2005).

Construction workers went on strike in Dubai in the United Arab Emirates in late October 2007. The workers, most of whom were of foreign origin, decided to take industrial action to protest over salaries and living conditions. Experts have noted that the economy of Dubai has flourished, particularly in the construction industry, as a result of the use of low-paid foreign workers. But those very workers complained about the state of their housing, as well as the fall in the value of the currency, which adversely affected the remittances they can send home to their families. As such, the workers -- many of whom were from South Asia -- were demanding higher wages, pointing to alternative employment options in India, which was experiencing its own economic boom. After the striking workers barricaded roads and threw stones at security forces. Then this strike resulted in a riot and accusations by Human Rights Watch that the government was carrying out abusive labor practices. It resulted in an edict by Dubai's ruler mandating improved working conditions.

One notable measure used to determine a country's quality of life is the Human Development Index (HDI), which has been compiled annually since 1990 by the United Nations Development Program (UNDP). The HDI is a composite of several indicators, which measure a country's achievements in three main arenas of human development: longevity,

knowledge and education, as well as economic standard of living. In a ranking of 177 countries, the HDI placed the United Arab Emirates in the high human development category, at 50th place. Although the concept of human development is complicated and cannot be properly captured by values and indices, the HDI, this is calculated and updated.

Additionally and recently UAE Labor Ministry published a draft of a revised labor law on the internet and invited [public comment](#). Human Rights Watch welcomed the move, but has provided critiques and recommendations on a number of issues.

In a [15-page report](#), Human Rights Watch details how the UAE's draft labor law violates international standards – and how it needs to be revised. The law fails to address a series of abuses against workers that Human Rights Watch has documented in two reports published within the past year. Migrant workers, who comprise 95 percent of the country's workforce, are particularly at risk of abuse.

The Labor Ministry's request for comments on the draft law represents an important step toward reform and transparency in the UAE. Later on the labor department and government organizations started to fulfill the major requirements of labor and human rights.

The Ministry of Labor and the United Arab Emirates (UAE) Government welcomed constructive input and discussion from international bodies and organizations, with regards to the area of guest worker welfare in the UAE and have invited public feedback on the draft of the new labor law.

And it is mentioned the steps taken by both Federal and local Governments over the course of the last period. Towards the end of 2006, the UAE Government announced a package of new measures and legislation aimed at bringing about immediate improvements in this area. Many of these measures are already in place.

Labor accommodation complexes have been notified that they will be closed unless they meet the standards stipulated by law. Some of these have already been closed. A large

scale public information program is under way to ensure that employers and employees are fully aware of their rights and responsibilities but also of the recourse available through the authorities in case of dispute. The Ministry of Labor has established a new labor court in Dubai to handle cases locally and ensure speedy and effective resolution of disputes. A labor relations office will be established at the court in Dubai to provide assistance to laborers and ensure that employers adhere to the decisions of the court "If employers do not comply, their records will be blocked at the Ministry, making it impossible for them to continue their operations" The Ministry will also have the power to pay workers' entitlements from the employer's bank deposits, following approval from the courts. The Ministry of Labor will increase the number of inspectors dedicated to labor issues. Encouraging landlords to exceed the statutory requirements for labor accommodation through an industry award scheme sponsored by government.

New labor agreements have been signed this year with the governments of India and Pakistan to prevent possible exploitation of laborers by labor agents and middle men in the countries of origin. This agreement is to be extended to other countries which traditionally have supplied labor to the UAE, including Thailand, Bangladesh, Sri Lanka and the Philippines. The Civil Defense Department has announced it will suspend the license applications and renewals of all companies that fail to obtain safety compliance certificates for all labor accommodations. The Government has announced the prohibition of labor accommodation within industrial sites, workshops and warehouse premises. Finally, other key facts relating to the progressing changes in legislation and measures to improve the welfare of workers include: Protection of Expatriate Workers. (Arabia 2000, 2004).

Status of Women

Overview

The role of women in the United Arab Emirates (UAE) has gradually expanded in the past 40 years. Before the 1960s, few opportunities existed for women outside of domestic and family life. However, with the discovery of oil and the subsequent expanding economic sector, women have fought to increase their access to education and employment. Though women are still largely excluded from the formal economy and roles in government, some progress has been made. No laws exclusively prohibit women from holding senior level government positions, although only a handful of women have ever done so. It was only in November 2004 that the UAE appointed a woman to a ministerial position. The late Sheikh Zayed appointed Sheikha Lubna Al-Qasimi as Minister of Economy and Trade.

Women now have the same educational opportunities as men in the UAE. An estimated 86 percent of boys and 87 percent of girls are enrolled in primary education in recent years. More women than men are enrolled in higher education in the UAE as well. Over 70 percent of the student body at the National University in Al-Ain is female. Most males, however, tend to travel overseas for their higher education.

Employment and Social Security

Although there are no concrete or formal figures, it is widely believed that expatriates comprise approximately 85 per cent of the workforce in the UAE. The conditions for employment among the UAE nationals and expatriates differ vastly. UAE nationals mostly seek public sector jobs and are assured of life long employment. Even those who work in the private sector are almost guaranteed long-term employment as it is very difficult in practice to dismiss them for redundancies or low performance. The UAE government has initiated several programs, under the Emaratization strategy, to encourage the recruitment of nationals in the private sector, proposing certain recruitment targets for specific sectors including banking, insurance and education. More recent efforts have also started under various schemes. On the other hand, expatriate employees are hired on renewable three year contracts

and can be terminated within the terms of the contract with a specified term notice. In addition, expatriates are very diverse in terms of professions and nationalities, therefore, the employees perception of what is organizational justice may differ due to the contractual terms and different backgrounds and predispositions (Cedwyn & Awamleh, 2006).

This study has explored for the first time in the UAE and other Arab countries the role of organizational justice in influencing employees' satisfaction and performance, the impact of satisfaction on self-rated and supervisor-rated performance, as well as examining the mediation role of satisfaction in justice-performance relationship. The results uncover that justice plays a significant role in affecting employees' satisfaction and performance and that satisfied employees are higher performers than the less satisfied.

Although the strength of character of the Emirati people derives, in part, from the struggle that they were obliged to wage in order to survive in the harsh and arid local environment, the remarkable social advantages that economic prosperity has brought in just a few short decades have been welcomed by all.

Since its inception, the UAE has seen remarkable progress in health care. Today, the UAE has a comprehensive free health service funded by the government, and a developing private health sector.

State-funded educational opportunities have also blossomed since the establishment of the federation, when only a tiny minority of the population had access to formal education. A comprehensive free education system is now available to all students, male and female. In addition, the UAE's youth have ready access to higher education, both federally funded and at the many internationally accredited private institutions that are being established throughout the Free access to education has meant that women in the UAE have been able to play a significant role in development with the complete support and commitment of Sheikh Zayed and the UAE government. The belief that women are entitled to take their place in society is

grounded in the UAE Constitution. These constitutional guarantees have been carried through into implementing legislation.

The challenge is to develop a dynamic labor policy to absorb this large outflow of national graduates and to tap both human and natural resources for the welfare of the country. A key element of this policy is a renewed focus on educational curricula and training so that graduates are equipped with the specialties and skills required in the job market. Emiratisation of the workforce, a process which has already commenced in the public sector, is also a high priority on the national agenda.

Development and training of the UAE's youth is a major focus of Government policy. With over half of the UAE's citizens under 18 years of age, there is an urgent need to create new employment opportunities. This is coupled with a recognition that high quality training is essential if the country's growth is to continue. Besides conventional training opportunities in institutes of higher education, industry-based training is growing rapidly in the oil industry and in organizations like telecommunications company Etisalat, Emirates Airline and the Gulf Aircraft Maintenance Company, GAMCO, the largest dedicated overhaul facility in the region. The Abu Dhabi-based Centre of Excellence for Applied Research and Training, CERT, provides channel through which modern technological skills can be transferred to the UAE, through joint venture training arrangements with leading international academic institutions and Industrial Corporation. A special Cabinet Manpower Committee supervises the development of the UAE's human resources, with the objectives of maximizing local employment and reducing dependence on expatriate labor.

Corporate social responsibility

In a region that makes headlines for wars and political turmoil, the United Arab Emirates (UAE) is an oasis of political and economic stability rarely found in the Middle East. This stability, among other factors, has allowed the UAE to carve a place among the

world's most significant business centers, with impressive multinational corporations such as DHL, Shell, Intel, and many others establishing their offices in the country. If current trends continue, these multinational corporations will be followed by many more. With both global and local firms operating side by side in a rapidly expanding economy, one of the most important business issues in the UAE in recent years is corporate social responsibility (CSR) and its role, present and future, in the country's business environment.

The United Arab Emirates is a young country, established in 1971 when six states of the Arabian Gulf - Abu Dhabi, Ajman, Al Fujairah, Sharjah, Dubai, and Ummal Qaywayn merged to form the UAE. In 1972 Ra's al Khaymah joined, so today there are seven emirates. The UAE's per capita GNI, at \$24,860 is not far below the average of developed nations (\$26,310). Its generosity with oil revenues and moderate foreign policy stance has allowed the UAE to play a vital role in the affairs of the region. The UAE has an open economy: its wealth is grounded on oil and gas output (about 33% of the GDP), and the economy's health fluctuates with the prices of those commodities.

Since 1973, the UAE has undergone a profound transformation from an impoverished region of small desert municipalities to a modern state with a high standard of living. The government has increased spending on job creation and infrastructure expansion and is opening up its utilities to greater private-sector involvement. Financial services have become one of the most important parts of the modern UAE economy. The UAE now has one of the largest and most advanced financial services and banking sectors in the Arab world, which, unfortunately, makes it vulnerable to money laundering; anti-money laundering legislation was signed into law in 2002.

The UAE, like many Gulf States, is also characterized by the high percentage of youth in its national demographics. According to the National Human Resources Development and Employment Authority's ("Tamnia") 2005 Human Resource Report, 45% of the UAE's

nationals are under 15 years of age. When expatriates are brought into the calculation, this figure is estimated to be around 25%. Tamnia also reports alarming rates of unemployment among UAE nationals, nearly 20% for women and 9% for men. In coming decade, the UAE labor market will experience an enormous influx of young national workers looking for meaningful work, and projected growth rates may not be enough to accommodate them. The problem is exacerbated because Gulf Cooperation Council countries like the UAE (the others are Saudi Arabia, Qatar, Bahrain, Kuwait, and Oman) employ large numbers of expatriate workers. These workers are often recruited from relatively poor countries and are paid a fraction of what it would cost to employ a national of the same qualifications, or train a national to the same level as an expatriate. In addition, low skilled laborers are a constant feature of the region's construction sites.

In the UAE, the government has responded to this challenge by issuing "Emiratization" targets for different industries. These targets are set for each industry and specify that individual businesses hire a certain percentage of nationals or face fines and other penalties from the government.

In short words we could say that Islam is the Invisible Foundation for CSR Awareness in the UAE.

One of the most intriguing aspects of the UAE is the integration of Western modernity with deeply rooted religious beliefs and cultural traditions that combine to produce a unique business atmosphere. A prominent feature of this atmosphere is the strong influence of Islam, the country's official religion.

Charity in itself is not a new concept in the Middle East. For centuries the Holy Qur'an has deemed that every adult, stable, free, and financially-able Muslim male or female has a responsibility to support specific categories of people through a process deeply ingrained in Islamic values called Zakat, giving alms to the poor. The difference between this

practice and CSR, however, is that the former is a private, potentially nontransparent, affair. This holds advantages for donors who feel the need to see how their money was spent; a service the Zakat system may not necessarily provide (Kapur, V. 2006).

This influence on business practices is most evidenced by Zakat, a requirement under the religion's Holy Scripture to provide financial support for specific categories of people, including, widows, the disabled, and orphans, for the purpose of ensuring a "better society." Although this is technically a private affair, Zakat is a common feature of corporations all over the Gulf Region, including the UAE, with major companies donating significant amounts of money at specific times each year for different charity projects.

Although CSR may include philanthropic giving, it also necessarily involves stewardship of resources and the balancing of interests among different stakeholders, something absent in Zakat. However, the practice of Zakat by corporations settles an important issue in CSR in the context of the UAE, and this is the question of a firm's responsibility toward society as a whole as opposed to shareholders, which is yet to be resolved in Europe and America. Clearly, businesses in the UAE are expected to satisfy obligations to society as a whole as well as their own shareholders. This has two important implications for businesses in the UAE. The first is a need to develop clearly defined CSR practices that serve the interests of local firms and also facilitate mutual understanding with the international firms operating in the country; the absence of such clarity could lead to future disagreements between local and international firms, which could hamper business development. Second, the heavy influence of Islam on businesses in the region implies a strong foundation upon which to establish CSR policies and practices.

A sense of awareness of CSR prevails among the business community in the UAE. The fact that a high percentage of companies (93%) indicate a strong commitment to CSR reveals the importance attached to this concept by local companies. There is evidence of

some linkage between CSR and business performance as 86% of respondents agreed that ignoring CSR will harm the commercial and financial performance of the company. The research study points out some major drivers of CSR, such as the impact of CSR activities on business performance, in addition to the fulfillment of legal and regulatory obligations.

On environmental issues, a large number of companies commit to compliance with the local environmental laws. However, not many actually engage in conducting environmental impact assessments, consider the environmental impacts of the supply chain, or install internal measures to prevent environmentally harmful activities. Therefore, there is an overarching need for companies to focus more on issues of environmental protection and responsible initiatives that go above and beyond the letter of local laws.

Companies in the UAE are generally socially responsible to community needs and many are engaged in goodwill projects. A few also allocate resources for societal objectives that are mutually beneficial to their business and the community, recognizing that the extent and type of involvement by business with the community can help companies streamline and direct their social initiatives. However, this research illustrates that little strategic alignment currently exists between most firms' social giving and their business objectives.

One of the interesting aspects of this study is that a majority of the companies records and benchmark consumer complaints as key performance indicators to assist in the continuous improvement of business processes. In addition, three-quarters of all respondents stated that their company conducted trials of new products or services for safety or security purposes before launching them in the market, with the manufacturing sector being the best performer in this area.

Putting these results together, it's possible to conclude that there is a strong, yet perhaps indirect, awareness of the importance of CSR in the UAE. This is suggested by the evident sense of responsibility held by firms toward the environment, community affairs, and

consumers, all of which are supported by the strong influence of Islam, which not only makes such responsibility an important part of the lives of individuals but also a necessity for business success. However, in spite of such an awareness it can be clearly seen that UAE firms lack a firm grasp of the concept of CSR as promulgated in Europe and America; clearly defined CSR policies and practices are rare --except in the cases where they simply comply with the country's laws in specific areas. In fact, it seems as though UAE firms don't know where to begin formulating CSR policies and practices that would satisfy international standards. When asked about the biggest challenges to improving the company's CSR practices, respondents either did not answer, or provided answers that were unrelated to CSR; 50% of the answers were irrelevant to CSR. All of this suggests that although UAE firms are aware of the importance of CSR (86% of them agreed that ignoring CSR could harm the commercial and financial performance of the company) they lack an understanding of what these CSR policies and practices are and how they should be implemented.

The challenge facing the UAE and the international firms that operate within it and interact with its local firms is to formulate clearly defined CSR policies that are consistent with those adopted by American and European firms yet reflect the country's particular social norms. The best chance of demonstrating the importance of CSR in the context of the UAE is to show that the business practices it advocates, while not necessarily mandated by Islam, like Zakat, are nonetheless consistent with and complementary to the moral and social teachings of the religion. Turning those policies into actual performance can then be facilitated through regular training and education that would apply to all levels of the firm, from workers to CEOs, and this coupled with constant governmental support would then encourage these firms not only to practice CSR policies, but also accurately to report on them to improve their efficiency. The benefits of this are twofold: it would not only facilitate the emergence of UAE firms on the international business scene, it would also improve profitable relations

with the existing foreign firms. This in turn, would attract even more international firms to the country. It is clear that for the UAE and other Islamic countries, CSR, if adopted and implemented successfully, holds great promise for the country's business development. If ignored, however, the consequences could be of great magnitude. The time to act has come (Marios & Brodtkorb, 2007).

Emiratisation

The process of emiratisation has been pursued aggressively by the Ministry of Labor and Social Affairs over the last two years with some success, as we have seen, in sectors such as telecommunications and banking. In April 1999 an agreement giving priority to graduates of the Higher Colleges of Technology (HCT) in recruitment for jobs in both the public and private sectors was signed between HCT and the Ministry of Labor and Social Affairs. However, the Ministry is in favor of simultaneous development of the economy and human resources and is reluctant to alienate the private sector by forcing a quota for employment of nationals.

Nearly 1,000 nationals seeking work registered with the ministry in 1998, of which approximately 80 per cent were women. The difficult task ahead is to assist jobseekers in finding suitable employment. This was borne out by a recent study entitled 'Attitudes to the Private Sector' which showed that 96.5 per cent of students at Abu Dhabi Women's Higher College of Technology wanted to work after graduation, of which 62 per cent favored the oil sector, a further 48 per cent said they would like to work in the government sector and only a meager 11.5 per cent opted for the private sector. Most students cited high salaries, greater benefits, job security and shorter working hours as their reasons for preferring the state and semi-state sectors.

Reorganization of the workforce

Another significant difference between the 1970s and the 1990s is that today there is a surplus of unskilled manpower in the UAE. The Ministry of Labor and Social Affairs has started a major reorganization of the labor market in order to discourage a further influx of foreign unskilled manpower and to try to absorb the present surplus of manual workers. New guidelines have been issued to all visa committees for processing applications to import foreign manpower. In 1996 the Government granted an amnesty to all those foreigners who were staying illegally. They were given a chance either to obtain new employment under a sponsor or leave the country without facing a fine or punishment. As a result 150,000 expatriate workers found new jobs and sponsors, and 170,000 left with the help of their embassies. Despite all these efforts there are still violations of the labor law, a situation which the Ministry is addressing, for example with the introduction of new high-tech labor cards. These cards will help the Ministry update its files and obtain an accurate picture of the labor market.

Moreover, The Ministry of Labor and Social Affairs is also launching a new website, comprising a data bank on job vacancies in the country's private and public establishments and on available job seekers. The site will provide potential job applicants with a chance to file their application forms and CVs directly with the website. Alternatively, private companies or government establishments looking for employees in specific specializations will be able to access the data bank. The ministry will not be actively seeking jobs for the unemployed registered in its system.

However, job seekers will also be able to access the Ministry's site looking for job vacancies advertised on the site by companies registered with the Ministry. The service for both job seekers and companies is free of charge. Although the Ministry will not be directly involved in the recruitment process it plans to allocate a computer at its premises to enable job seekers to visit its site and submit their applications. In addition to the recruitment

service, the site will also provide information on UAE Labor Law. Queries on labor related issues can also be submitted.

Greenberg (1990) refers to organizational justice as the just and fair manner in which organizations treat their employees. Organizational justice is generally considered to encompass three different components distributive justice, procedural justice and interaction justice.

We suspect that in the case of UAE nationals, there is an understanding that their continuous employment and career progress is more dependent on government programs and policies than on organizational procedures. In most cases, it is quite common to have different inconsistent procedures dealing with employees based on their nationalities and backgrounds, including compensation, leave time, career paths, performance appraisals and others. As the federal government is trying to reduce unemployment amongst the nationals, it has embarked on the Emaratization program where businesses are required to demonstrate good efforts to recruit and maintain nationals; otherwise they may suffer some sanctions.

As mentioned earlier, the UAE labor environment consists of overwhelming majority of expatriate workers who reside temporarily in the UAE but do not settle there permanently (currently they cannot by law become citizens of UAE). Accordingly, the turnover in staff in organizations is higher than the average elsewhere. Laws are still developing and changing including labor and general business laws. There are no labor unions or labor advocacy organizations, and hence there is no enterprise bargaining agreements. Salary and benefits often times differ even within the same organization, and that includes multinational corporations. The terms of employment are governed by individual contracts that are explicitly and implicitly tilted towards the employer. The general sense is that inequalities are part of the norm and common practice reinforced by a system of individual negotiations of salaries, benefits, power structures, workloads and so on.

Although it is far too early to conclude that expatriate employees in the UAE will always de-link their performance from organizational justice factors, as provocative as that can be, companies in the UAE can improve levels of satisfaction and performance and create a more positive work environment if they address equity and fairness issues at all levels. We believe that it is well worth the effort for companies to train and educate their managers as to the impact of perceptions of lack of justice on the motivation and commitment of their employees (Cedwyn & Awamleh, 2006).

Pension and social security

From September 1999 UAE nationals working for private companies are entitled to the same social security and pension benefits as UAE nationals working for the Government. Through the provision of benefits in the private sector, the Government hopes to attract more nationals to non-government jobs, thereby speeding up emiratization of the work force. Under the new national pension and social security scheme, which took effect in the public sector in May 1999, nationals who have contributed to the scheme will be eligible for retirement benefits, disability benefits and compensation on death. Current end-of-service entitlements for government employees have been transferred to the new programme.

The General Authority for Pensions and Social Security (GAPSS), an independent entity which invests employer and employee contributions to fund the social security program, was set up to operate the scheme. The Government allocated the required capital of Dh 500 million in the 1998 budget for the establishment of the authority, which commenced functioning as an investment body from 15 December 1998.

Chapter 2: Sheikh Zayed Bin Sultan Al Nahayan

It was a hard job to separate Sheikh Zayed's biography from his environment or his country because surely they started together and there is a very solid relation between them. (See figure No. 1).

President H.H. Sheikh Zayed bin Sultan Al Nahyan, has always been the main target of writers and historians who were overwhelmed by his unique personality and his ability to get his people to rally round him to help them solve their problems and for his ambition to change life in the desert.

Those writers and historians who wrote about Sheikh Zayed described him as the man who was polished by desert life so much, making him one of the desert's bravest knights, who loves so much and gains mastery in horse and camel riding, and who is obsessed with falconry as one of his major hobbies. These hobbies have molded Sheikh Zayed into a personality with the habit of Bedouin, including boldness, simplicity and fairness.

Despite being a simple man, Sheikh Zayed is an open-hearted natural philosopher, who has great love for the environment.

He has been calling repeatedly for Arab solidarity, cooperation and unity and for burying of differences and mending of fences between Arab leaders. He has also mediated successfully on several occasions between Arab leaders.

Perhaps one of his most significant achievements for his country is his ability to steer his country far away from any conflict that abounds on the Arab front and his ability to win the trust and love of all at both the Arab and international levels through his balanced stance on Arab and international issue (Durham, 2001).

Biography of Sheikh Zayed bin Sultan Al Nahyan

Zayed was born in 1918 and named after his grandfather, Sheikh Zayed bin Khalifa Al Nahyan, who has the longest reign in the emirate's history, ruling Abu Dhabi from 1855 to 1909. His grandfather is also known as “Zayed the Great” and “Zayed the First”, and had played a large role in forging unity between the tribes of Oman and leading the Bani Yas tribe.

Zayed's father, Shiekh Sultan bin Zayed Al Nahyan, ruled Abu Dhabi between 1922 and 1926. Then Zayed's uncle, Shaikh Saqr bin Zayed Al Nayhan, reigned followed by Zayed's eldest brother, Sheikh Shakhbut in 1928. After his father died in 1927, Zayed moved to the oasis of Al Ain, approximately 160 kilometers east of the island of Abu Dhabi, where he spent the rest of his youth. There he underwent religious education, and learned the Noble Quran and was deeply moved by the biography of Prophet Muhammad (peace be upon him).

At that time, the seven emirates, known then as the seven Trucial States, had been under British influence since 1820. Abu Dhabi was poor and undeveloped and its economy was based upon fishing and pearl diving along the coast. The economy suffered when the market for Gulf pearls collapsed in the 1930s after Japanese scientists invented the cultured pearl.

From his desert journeys, Sheikh Zayed learned to understand the relationship between man and his environment and in particular, the need to ensure that sustainable use was made of natural resources. Once an avid shot, he abandoned the gun for falconry at the age of 25, aware that hunting with a gun could lead rapidly to extinction of the native wildlife.

His travels in the remoter areas of Abu Dhabi provided Sheikh Zayed with a deep understanding both of the country and of its people. In the early 1930s, when the first oil company teams arrived to carry out preliminary surface geological surveys, he was assigned by his brother the task of guiding them around the desert. At the same time he obtained his first exposure to the industry that was later to have such a great effect upon the country.

In 1946, Sheikh Zayed was chosen to fill a vacancy as the Ruler's Representative in the Eastern Region of Abu Dhabi, centered on the oasis of Al Ain, approximately 160 kilometers east of the island of Abu Dhabi itself. Inhabited continuously for at least 5,000 years, the oasis had nine villages, six of which belonged to Abu Dhabi, and three, including

Buraimi, by which name the oasis was also known, belonged to the Sultanate of Oman. The job included the task of not only administering the six villages, but the whole of the adjacent desert region, providing Sheikh Zayed with an opportunity to learn the techniques of government. In the late 1940s and early 1950s when Saudi Arabia put forward territorial claims to Buraimi he also gained experience of politics on a broader scale.

Sheikh Zayed brought to his new task a firm belief in the values of consultation and consensus, in contrast to confrontation. Foreign visitors, such as the British explorer Sir Wilfred Thesiger, who first met him at this time, noted with approbation that his judgments “were distinguished by their astute insights, wisdom and fairness.”

Sheikh Zayed swiftly established himself not only as someone who had a clear vision of what he wished to achieve for the people of Al Ain, but also as someone who led by example.

A key task in the early years in Al Ain was that of stimulating the local economy, which was largely based on agriculture. To do this, he ensured that the subterranean water channels, or falajes, were dredged and personally financed the construction of a new one, taking part in the strenuous labor that was involved.

He also ordered a revision of local water ownership rights to ensure a more equitable distribution, surrendering the rights of his own family as an example to others. The consequent expansion of the area under cultivation in turn generated more income for the residents of Al Ain, helping to re-establish the oasis as a predominant economic centre throughout a wide area.

With development gradually beginning to get under way, Sheikh Zayed commenced the laying out of a visionary city plan, and, in a foretaste of the massive afforestation program of today, he also ordered the planting of ornamental trees that now, grown to maturity, have made Al Ain one of the greenest cities in Arabia.

In 1953 Sheikh Zayed made his first visit abroad, accompanying his brother Shakhbut to Britain and France. He recalled later how impressed he had been by the schools and hospitals he visited, becoming determined that his own people should have the benefit of similar facilities: “There were a lot of dreams I was dreaming about our land catching up with the modern world, but I was not able to do anything because I did not have the wherewithal in my hands to achieve these dreams. I was sure, however, that one day they would become true”.

Despite constraints through lack of government revenues, Sheikh Zayed succeeded in bringing progress to Al Ain, establishing the rudiments of administrative machinery, personally funding the first modern school in the emirate and coaxing relatives and friends to contribute towards small-scale development programs.

However, the export of Abu Dhabi’s first cargo of crude oil to the world market in 1962 was to provide Sheikh Zayed with the means to fund his dreams. Although prices for crude oil were then far lower than they are today, the rapidly growing volume of exports revolutionized the economy of Abu Dhabi and its people began to look forward eagerly to some of the benefits that were already being enjoyed by their near-neighbors in Qatar, Bahrain, Kuwait and Saudi Arabia. The pearling industry had finally come to an end shortly after the Second World War, and little had emerged to take its place. Indeed, during the late 1950s and early 1960s, many of the people of Abu Dhabi left for other oil-producing Gulf States where there were opportunities for employment.

On 6 August 1966 Sheikh Zayed became Ruler, with a mandate from his family to press ahead as fast as possible with the development of Abu Dhabi.

He was a man in a hurry. His years in Al Ain had not only given him experience in government, but had also provided him with the time to develop a vision of how the emirate could progress. With revenues growing year by year as oil production increased, he was

determined to use them in the service of the people and a massive program of construction of schools, housing, hospitals and roads got rapidly under way.

One early step was to increase contributions to the Trucial States Development Fund established a few years earlier by the British; Abu Dhabi soon became its largest donor. At the beginning of 1968, when the British announced their intention of withdrawing from the Arabian Gulf by the end of 1971, Sheikh Zayed acted swiftly to initiate moves towards a closer relationship with the other emirates.

Together with the late Ruler of Dubai, Sheikh Rashid bin Saeed Al Maktoum, who was to become Vice-President and Prime Minister of the UAE, Sheikh Zayed took the lead in calling for a federation that would include not only the seven emirates that together made up the Trucial States, but also Qatar and Bahrain. When early hopes of a federation of nine states eventually foundered, with Qatar and Bahrain opting to preserve their separate status, Sheikh Zayed led his fellow Rulers in agreement on the establishment of the UAE, which formally emerged on to the international stage on 2 December 1971.

While his enthusiasm for federation – clearly displayed by his willingness to spend the oil revenues of Abu Dhabi on the development of the other emirates – was a key factor in the formation of the UAE, Sheikh Zayed also won support for the way in which he sought consensus and agreement among his brother Rulers: “I am not imposing unity on anyone. That is tyranny. All of us have our opinions, and these opinions can change. Sometimes we put all opinions together, and then extract from them a single point of view. This is our democracy.”

Sheikh Zayed was elected by his fellow Rulers as the first President of the UAE, a post to which he has been successively re-elected at five-yearly intervals.

Sheikh Zayed has been re-elected as president at five-year intervals by the Supreme Council Members, who are ruling members of each of the seven emirates. Sheikh Rashid was

re-elected vice-president until he died in 1990, at which time his son, Sheikh Maktoum, took his father's place. Sheikh Zayed continues to utilize the oil revenues of Abu Dhabi to fund projects throughout the UAE. Sheikh Zayed also played a major role in the formation of the Gulf Cooperation Council (GCC), which officially started in Abu Dhabi in 1981.

Sheikh Zayed's health was deteriorating in the 1990s and he continuously travels to the United States for medical check ups. He traveled to the United States in 1996 for a spinal surgery and then again in August 2000 for a kidney transplant, both of which he has recovered successfully. His son, Sheikh Khalifah, who was the Crown Prince and Deputy Supreme Commander of the UAE Armed Forces, succeeded him after he passed away on the 2nd of November 2004 , will succeed him. (See table No. 4).

On land, demarcation of the borders between the individual emirates and its neighbors had not been completed, although a preliminary agreement had already been reached between Abu Dhabi and Oman.

Foreign observers, lacking an understanding of the importance of a common history and heritage in bringing together the people of the UAE, predicted that the new state would survive only with difficulty, pointing to disputes with its neighbors and to the wide disparity in the size, population and level of development of the seven emirates.

Better informed about the nature of the country, Sheikh Zayed was naturally more optimistic. Looking back a quarter of a century later, he noted: "Our experiment in federation, in the first instance, arose from a desire to increase the ties that bind us, as well as from the conviction of all that they were part of one family, and that they must gather together under one leadership. We had never (previously) had an experiment in federation, but our proximity to each other and the ties of blood relationships between us are factors which led us to believe that we must establish a federation that should compensate for the disunity and fragmentation that earlier prevailed. That which has been accomplished has

exceeded all our expectations, and that, with the help of God and a sincere will, confirms that there is nothing that cannot be achieved in the service of the people if determination is firm and intentions are sincere.”

During his years in Al Ain, he was able to develop a vision of how the country should progress, and, since becoming first Ruler of Abu Dhabi, and then President of the UAE, he has devoted more than three decades into making that vision a reality.

To know the man better from his own words, he addressed the graduation ceremony of the first class of students from the Emirates University in 1982, Sheikh Zayed said: “The building of mankind is difficult and hard. It represents, however, the real wealth (of the country). This is not found in material wealth. It is made up of men, of children and of future generations. It is this which constitutes the real treasure.”

Within this framework, Sheikh Zayed believes that all of the country’s citizens have a role to play in its development. Indeed he defines it not simply as a right, but a duty. Addressing his colleagues in the Federal Supreme Council, he noted: “The most important of our duties as Rulers is to raise the standard of living of our people. To carry out one’s duty is a responsibility given by God, and to follow up on work is the responsibility of everyone, both the old and the young.”

Both men and women, he believes, should play their part. Recognizing that in the past a lack of education and development had prevented women taking a full role in much of the activity of society, he has taken action to ensure that this situation does not continue.

Although women’s advocates might argue that there is still much to be done, the achievements have been remarkable and the country’s women are now increasingly playing their part in political and economic life by taking up senior positions in the public and private sectors. In so doing, they have enjoyed full support from the President:

In his culture and belief sheikh Zayed considers that women have the right to work everywhere. Islam affords to women their rightful status, and encourages them to work in all sectors, as long as they are afforded the appropriate respect. The basic role of women is the upbringing of children, but, over and above that, we must offer opportunities to a woman who chooses to perform other functions. What women have achieved in the Emirates in only a short space of time makes me both happy and content. We sowed our seeds yesterday, and today the fruit has already begun to appear. We praise God for the role that women play in our society. It is clear that this role is beneficial for both present and future generations.

Sheikh Zayed has made it clear that he believes that the younger generation, those who have enjoyed the fruits of the UAE's development program, must now take up the burden once carried by their parents. Within his immediate family, Sheikh Zayed has ensured that his sons have taken up posts in government at which they are expected to work and not simply enjoy as sinecures. Young UAE men who have complained about the perceived lack of employment opportunities at an unrealistic salary level have been offered positions on farms as agricultural laborers, so that they may learn the dignity of work:

Many times Sheikh Zayed clearly has said that work is of great importance, and of great value in building both individuals and societies. The size of a salary is not a measure of the worth of an individual. What is important is an individual's sense of dignity and self-respect.

Sheikh Zayed thought always that it is his duty as the leader of the young people of his country to encourage them to work and to exert themselves in order to raise their own standards and to be of service to the country. Furthermore, he believes that the individual who is healthy and of a sound mind and body but who does not work commits a crime against himself and against society.

He was looking forward to seeing in the future sons and daughters of UAE playing a more active role, broadening their participation in the process of development and shouldering their share of the responsibilities, especially in the private sector, so as to lay the foundations for the success of this participation and effectiveness. At the same time, Sheikh Zayed greatly concerned to raise the standing and dignity of the work ethic in our society, and to increase the percentage of citizens in the labor force. He believed this can be achieved by following a realistic and well-planned approach that will improve performance and productivity, moving towards the long-term goal of secure and comprehensive development ([Calvin Jr.](#), 2007).

In this sphere, as in other areas, Sheikh Zayed has long been concerned about the possible adverse impact upon the younger generation of the easy life they enjoy, so far removed from the resilient, resourceful lifestyle of their parents. One key feature of Sheikh Zayed's strategy of government, therefore, has been the encouragement of initiatives designed to conserve and cherish aspects of the traditional culture of the people, in order to familiarize the younger generation with the ways of their ancestors. In his view, it is of crucial importance that the lessons and heritage of the past are not forgotten. They provide, he believes, an essential foundation upon which real progress can be achieved:

History is a continuous chain of events. The present is only an extension of the past. He who does not know his past cannot make the best of his present and future, for it is from the past that we learn. We gain experience and we take advantage of the lessons and results (of the past). Then we adopt the best and that which suits our present needs, while avoiding the mistakes made by our fathers and our grandfathers. The new generation should have a proper appreciation of the role played by their forefathers. They should adopt their model, and the supreme ideal of patience, fortitude, hard work and dedication to doing their duty.

Once believed to have been little more than an insignificant backwater in the history of mankind in the Middle East, the UAE has emerged in recent years as a country which has played a crucial role in the development of civilization in the region for thousands of years.

The first archaeological excavations in the UAE took place 40 years ago, in 1959, with the archaeologists benefiting extensively from the interest shown in their work by Sheikh Zayed. Indeed he himself invited them to visit the Al Ain area to examine remains in and around the oasis that proved to be some of the most important ever found in southeastern Arabia. In the decades that have followed, Sheikh Zayed has continued to support archaeological studies throughout the country, eager to ensure that knowledge of the achievements of the past becomes available to educate and inspire the people of today.

Appropriately, one of the most important archaeological sites has been discovered on Abu Dhabi's western island of Sir Bani Yas, which for more than 20 years has been a private wildlife reserve created by Sheikh Zayed to ensure the survival of some of Arabia's most endangered species.

If the heritage of the people of the UAE is important to Sheikh Zayed, the conservation of its natural environment and wildlife is important to him as well. After all, he believes the strength of character of the Emirati people derives, in part, from the struggle that they were obliged to wage in order to survive in the harsh and arid local environment.

His belief in conservation of the environment owes nothing to modern fashion. Acknowledged by the presentation of the prestigious Gold Panda Award from the Worldwide Fund for Nature, it derives, instead, from his own upbringing, living in harmony with nature. This has led him to ensure that conservation of wildlife and the environment is a key part of government policy, while at the same time he has stimulated and personally supervised a massive program of afforestation that has now seen over 150 million trees planted.

In a speech on the occasion of the UAE's first Environment Day in February 1998 Sheikh Zayed spelt out his beliefs saying "We cherish our environment because it is an integral part of our country, our history and our heritage. On land and in the sea, our forefathers lived and survived in this environment. They were able to do so only because they recognized the need to conserve it, to take from it only what they needed to live, and to preserve it for succeeding generations. With God's will, we shall continue to work to protect our environment and our wildlife, as did our forefathers before us. It is a duty: and, if we fail, our children, rightly, will reproach us for squandering an essential part of their inheritance, and of our heritage."

Like most conservationists Sheikh Zayed is concerned wherever possible to remedy the damage done by man to wildlife. His program on the island of Sir Bani Yas for the captive breeding of endangered native animals such as the Arabian Oryx and the Arabian gazelle has achieved impressive success, so much so that not only is the survival of both species now assured, but animals are also carefully being reintroduced to the wild.

As in other areas of national life, Sheikh Zayed has made it clear that conservation is not simply the task of government. Despite the existence of official institutions like the Federal Environmental Agency and Abu Dhabi's Environmental Research and Wildlife Development Agency, (empowered by a growing catalogue of legislation), the UAE's President has stressed that there is also a role both for the individual and for non-governmental organizations, both of citizens and expatriates.

He believes that society can only flourish and develop if all of its members acknowledge their responsibilities. This does not only to concerns such as environmental conservation, but also to other areas of national life.

Members of the Al Nahyan family, of which Sheikh Zayed is the current head, have been Rulers of Abu Dhabi since at least the beginning of the eighteenth century, longer than

any other ruling dynasty in the Arabian Peninsula. In Arabian bedu society, however, the legitimacy of a Ruler, and of a ruling family, derives essentially from consensus and from consent. Just as Sheikh Zayed himself was chosen by members of his family to become Ruler of Abu Dhabi in 1966, when his elder brother was no longer able to retain their confidence, so does the legitimacy of the political system today derive from the support it draws from the people of the UAE. The principle of consultation (shura) is an essential part of that system.

At an informal level, that principle has long been put into practice through the institution of the majlis (council) where a leading member of society holds an “open-house” discussion forum, at which any individual may put forward views for discussion and consideration. While the majlis system- the UAE’s form of direct democracy – still continues, it is naturally, best suited to a relatively small community.

In 1970, recognizing that Abu Dhabi was embarking upon a process of rapid change and development, Sheikh Zayed created the Emirate’s National Consultative Council, bringing together the leaders of each of the main tribes and families which comprised the population. A similar body was created for the UAE as a whole, the Federal National Council, the state’s parliament,

Both institutions represent the formalization of the traditional process of consultation and discussion and their members are frequently urged by Sheikh Zayed to express their views openly, without fear or favor.

At present, members of both the National Consultative Council and the Federal National Council continue to be selected by Sheikh Zayed and the other Rulers, in consultation with leading members of the community in each emirate. However, in the future, Sheikh Zayed has said, a formula for direct elections will be devised. He notes, however, that in this, as in many other fields, it is necessary to move ahead with care to ensure that only such institutions as are appropriate for Emirati society are adopted.

Once Sheikh Zayed replied when he was questioned by the New York Times on the topic of the possible introduction of an elected parliamentary democracy” Why should we abandon a system that satisfies our people in order to introduce a system that seems to engender dissent and confrontation? Our system of government is based upon our religion, and is what our people want. Should they seek alternatives, we are ready to listen to them. We have always said that our people should voice their demands openly. We are all in the same boat, and they are both captain and crew. Our doors here are open for any opinion to be expressed, and this is well known by all our citizens. It is our deep conviction that God the Creator has created people free, and has prescribed that each individual must enjoy freedom of choice. No-one should act as if he owns others. Those in a position of leadership should deal with their subjects with compassion and understanding, because this is the duty enjoined upon them by God Almighty, who enjoins us to treat all living creatures with dignity. How can there be anything less for man, created as God’s vice-gerent on earth? Our system of government does not derive its authority from man, but is enshrined in our religion, and is based on God’s book, the Holy Quran. What need have we of what others have conjured up? Its teachings are and complete, while the systems conjured up by man are transitory and incomplete.”

Sheikh Zayed imbibed the principles of Islam in his childhood and it remains the foundation of his beliefs and philosophy today. Indeed, the ability with which he and the people of the UAE have been able to absorb and adjust to the remarkable changes of the past few decades can be ascribed largely to the fact that Islam has provided an unchanging and immutable core of their lives. Today, it provides the inspiration for the UAE judicial system and its place as the ultimate source of legislation is enshrined in the country’s constitution.

Islam, like other divinely revealed religions, has those among its claimed adherents who purport to interpret its message as justifying harsh dogmas and intolerance. In Sheikh

Zayed's view, however, such an approach is not merely a perversion of the message but is directly contrary to it. Extremism, he believes, has no place in Islam. In contrast, he stresses that: "Islam is a civilizing religion that gives mankind dignity. A Muslim is he who does not inflict evil upon others. Islam is the religion of tolerance and forgiveness, and not of war, of dialogue and understanding. It is Islamic social justice which has asked every Muslim to respect the other. To treat every person, no matter what his creed or race, as a special soul is a mark of Islam. It is just that point, embodied in the humanitarian tenets of Islam that makes us so proud of it."

Within that context, Sheikh Zayed has set his face firmly against those who preach intolerance and hatred: "In these times we see around us violent men who claim to talk on behalf of Islam. Islam is far removed from their talk. If such people really wish for recognition from Muslims and the world, they should themselves first heed the words of God and His Prophet. Regrettably, however, these people have nothing whatsoever that connects them to Islam. They are apostates and criminals. We see them slaughtering children and the innocent. They kill people, spill their blood and destroy their property, and then claim to be Muslims."

Sheikh Zayed is an eager advocate of tolerance, discussion and a better understanding between those of different faiths, recognizing that this is essential if mankind is to ever move forward in harmony. His faith is well summed up by a statement explaining the essential basis of his own beliefs.

That faith, with its belief in the brotherhood of man and in the duty incumbent upon the strong to provide assistance to those less fortunate than themselves, is fundamental to Sheikh Zayed's vision of how his country and people should develop. It is, too, a key to the foreign policy of the UAE, which he has devised and guided since the establishment of the state.

The UAE itself has been able to progress only because of the way in which its component parts have successfully been able to come together in a relationship of harmony, working together for common goals.

Within the Arabian Gulf region, and in the broader Arab world, the UAE has sought to enhance cooperation and to resolve disagreement through a calm pursuit of dialogue and consensus. Thus one of the central features of the country's foreign policy has been the development of closer ties with its neighbors in the Arabian Peninsula. The Arab Gulf Cooperation Council, (AGCC) grouping the UAE, Kuwait, Saudi Arabia, Bahrain, Qatar and Oman, was founded at a summit conference held in Abu Dhabi in 1981, and has since become, with strong UAE support, an effective and widely-respected grouping.

Intended to facilitate the development of closer ties between its members and to enable them to work together to ensure their security, the AGCC has faced two major external challenges during its short lifetime: first, the long and costly conflict in the 1980s between Iraq and Iran, which itself prompted the Council's formation and second, the August 1990 invasion by Iraq of one of its members, Kuwait.

Following the invasion of Kuwait, President Zayed was one of the first Arab leaders to offer support to its people and units from the UAE armed forces played a significant role in the alliance that liberated the Gulf state in early 1991.

While fully supporting the international condemnation of the policies of the Iraqi regime and the sanctions imposed on Iraq by the United Nations (UN) during and after the conflict, the UAE has, however, expressed its serious concern about the impact that the sanctions have had upon the country's people.

Another key focus of the UAE's foreign policy in an Arab context has been the provision of support to the Palestinian people in their efforts to regain their legitimate rights to self-determination and to the establishment of their own state. As early as 1968, before the

formation of the UAE, Sheikh Zayed extended generous assistance to Palestinian organizations, and has done so throughout the last three decades, although he has always believed that it is for the Palestinians themselves to determine their own policies.

Following the establishment of the Palestinian Authority in Gaza and on parts of the occupied West Bank, the UAE has provided substantial help for the building of a national infrastructure, including not only houses, roads, schools and hospitals, but also for the refurbishment of Muslim and Christian sites in the city of Jerusalem. While much of the aid has been bilateral, the UAE has also taken part in development program funded by multilateral agencies and groupings and has long been a major contributor to the United Nations Relief Works Agency (UNRWA).

Substantial amounts of aid have also been given to a number of other countries in the Arab world, such as Lebanon, to help it recover from the devastation caused by over a decade of civil war, and to less-developed countries such as Yemen.

Sheikh Zayed has a deeply held belief in the cherished objective of greater political and economic unity within the Arab world. At the same time, however, he has long adopted a realistic approach on the issue, recognizing that to be effective any unity must grow slowly and with the support of the people. Arab unity, he believes, is not something that can simply be created through decrees of governments that may be temporary, political phenomena.

On a broader plane, Sheikh Zayed has sought consistently to promote greater understanding and consensus between Arab countries and to reinvigorate the league of Arab States. Relations between the Arab leaders, he believes, should be based on openness and frankness: "They must make it clear to each other that each one of them needs the other, and they should understand that only through mutual support can they survive in times of need. A brother should tell his brother: you support me, and I will support you, when you are in the right. But not when you are in the wrong. If I am in the right, you should support and help

me, and help to remove the results of any injustice that has been imposed on me. Wise and mature leaders should listen to sound advice, and should take the necessary action to correct their mistakes. As for those leaders who are unwise or immature, they can be brought to the right path through advice from their sincere friends.

The UAE President acknowledges, however, that unanimity, although desirable, cannot always be achieved. He has, therefore, been the only Arab leader to openly advocate a revision of the Charter of the league of Arab States to permit decisions to be taken on the basis of the will of the majority. Such has been the experience of the society from which he comes, and such has been one of the foundations of the success of the federal experiment in the UAE. It is time, he believes, and that a similar approach was adopted within the broader Arab world.

This should not, however, mean that essential rights and principles should be set aside; these include, of course, the principle of the inviolability of the integrity of Arab territories.

Here, as on other foreign policy issues, Sheikh Zayed has consistently adopted a firm but calmly worded approach, eschewing rhetoric that could make the search for a solution to problems more difficult.

In recent years, the conflicts ensuing from the disintegration of the former Yugoslavia have been the cause of considerable concern. Prior to the imposition of a peace in Bosnia by the western industrialized powers, Sheikh Zayed's frustration with the continued slaughter of Bosnian Muslims was scarcely concealed.

Commenting to the Emirates News Agency, WAM, at the height of the Serbian campaign of 'ethnic cleansing' against the Muslims, he said that the UN seemed "enfeebled like a dead machine' in the face of Serbian atrocities: "It is as if the United Nations has been turned into stone, with no feeling or compassion for the agony of the Bosnian people. We call

on all people with a conscience, those who believe in justice and who deplore aggression and unjust wars to stand up against the horrors being perpetrated against the innocent people of Bosnia-Herzegovina. The world has to move forcefully to put an end to the horrifying tragedy. Governments must move now to enable the people of that besieged country to defend themselves. The right of self-defense is the most basic human and elementary right.”

Once the international community had forced the Serbs to cease their campaign of slaughter in Bosnia, Sheikh Zayed promptly moved to ensure that substantial assistance was sent by the UAE to enable the Bosnian Muslims to begin the task of rebuilding their society.

The lessons of the Bosnian tragedy were not, however, lost on Sheikh Zayed. The time had come, he recognized, for the UAE itself to play a more proactive role in international peacekeeping operations.

While ensuring that the UAE should now increasingly come to shoulder such international responsibilities, however, Sheikh Zayed has also made it clear that the UAE’s role is one that is focused on relief and rehabilitation.

In the Balkans and in other countries, the policy adopted by the UAE clearly reflects the desire of Sheikh Zayed to utilize the good fortune of his country to provide assistance to those less fortunate. Through bodies like the Zayed Foundation and the Abu Dhabi Fund for Development, established by Sheikh Zayed before the foundation of the UAE, as well as through institutions like the Red Crescent Society, chaired by his son, Sheikh Hamdan bin Zayed Al Nahyan, the country now plays a major role in the provision of relief and development assistance worldwide.

In essence, the philosophy of Sheikh Zayed, derived from his deeply held Muslim faith, is that it is the duty of man to seek to improve the lot of his fellow man. His record in over half a century in government, first within the UAE and then concurrently on a broader

international plane, is an indication of the dedication and seriousness with which he has sought to carry out that belief.

Over the decades, Sheikh Zayed has been the one constant, reassuring feature of a rapidly changing landscape. The news of his death will reverberate far and wide, but nowhere more than in the UAE, where he commanded genuine respect and affection among the population. For 30 years, he led his people safely through times of upheaval and dramatic change, and he leaves behind him the legacy of a prosperous, stable country with solid foundations on which others can build (Meed, 2004).

As a proof for his kindness and generosity Joseph A. Kechichian, who is writing a book on succession in Persian Gulf said "He is one of the few leaders of the Arab world who actually displayed generosity in a clever and wise fashion". (Douglas M., 2004).

One early European visitor to Al Ain shortly after Sheikh Zayed took over was an oil company representative, Edward Henderson, who, more than forty years later, is now an Adviser in the Centre for Documentation and Research in Abu Dhabi. In his memoirs, he recalls the impression that Sheikh Zayed made upon him.

Zayed was then about thirty years old, Henderson recalls. "He was handsome, with humorous and intelligent eyes, of fine presence and bearing, simply dressed, and clearly a man of action and resolution.

Never happier than when he is able to slip away from the cares of office to visit the people in the desert, mountains and offshore islands, Sheikh Zayed ensures in this way that he preserves the traditional custom of unimpeded access to a tribal sheikh, and, at the same time, ensures that he can keep his finger firmly upon the pulse of public opinion.

Such a process is, inevitably, a two-way affair, as it always has been. Sheikh Zayed uses such occasions not only to listen, but to talk, to urge people to work together for the good of all. They also give him the opportunity to explain his own pre-occupations and

concerns, such as his determination to realize his old dream of making the desert green, of fuming this and desert land into one of forests, parks and gardens.

Like his people, Sheikh Zayed knows what it is to be poor, to be thirsty and to be hungry. It is, after all, only three decades since oil was first discovered in Abu Dhabi. Since then, and, more especially since the United Arab Emirates was established, progress has been so fast as to be almost unimaginable a generation ago. Only some-one with extra-ordinary vision could have conceived of the possibility of such changes - let alone to have worked to see them come true.

The people of UAE have been fortunate in having such a man as leader, who in more than forty years of Government, in Al Ain, then in Abu Dhabi, then in the UAE as a whole, has guided and presided over the change. In that task, he has been guided by his deeply-held faith of Islam. In Sheikh Zayed's eyes, Islam is not a fatalistic faith. It is one of submission to the will of God, but not of accepting one's lot without seeking to improve it; one that enjoins every believer to do what he can to help the less fortunate, and to treat every human being as equal. That faith is the key to the man, and to an understanding of why he has succeeded so well.

Chapter 3: Zayed and UAE

When we hear Sheikh Mohammad Bin Rashid Al Maktoum saying that Zayed is the real builder of United Arab Emirates, who knew sheikh Zayed as a leader and learn from him valuable concepts about the human well and how to beat the difficulties and pass it for better future, we should know that this man was the spirit of his country. He added more “to the people of the United Arab Emirates, Sheikh Zayed was more than a President. He was frequently referred to as the father of the nation. He led them through economic and political change which could not have been imagined when many were born.

Sheikh Zayed will be remembered as the architect of the modern UAE. He presided over the birth of the federation in 1971 and went on to transform it from a desert backwater into a modern and vibrant commercial centre. On the regional and international stage, he was known for his moderating influence, advocating consensus and co-operation. Across the region, hundreds of schools, charities and hospitals bear his name in testament to his philanthropy to just causes.

The past was also used to justify the creation of the UAE. "We cannot forget the state of backwardness and disintegration we suffered before the unification," Sheikh Zayed said in 1985. "But by the time the federation was formed, we were able to forge a successful path for ourselves."

Despite the rapid physical transformation of the UAE, its ruler never lost sight of the human dimension. "No matter how many buildings, foundations, schools or hospitals we build... all these are material entities," Sheikh Zayed said in 1973. "The real spirit behind the progress is the human spirit." He urged his citizens to play their part in the development process.

When it came to the work ethic, Sheikh Zayed certainly practiced what he preached. Anecdotes abound of the Abu Dhabi ruler arriving unannounced on construction sites to check on their progress, and of driving around the capital in the dead of night or middle of the day whatever the weather was to monitor the latest changes to the Abu Dhabi skyline. Engineers also tell fond stories of the octogenarian turning up in his black Mercedes and personally directing dredging work with his cane. Despite neck surgery in 1996 and a kidney transplant in 2000, Sheikh Zayed kept a close eye on the emirate's development, personally approving new projects until only a few months ago.

Reconciliation was a feature of Sheikh Zayed's foreign policy initiatives in the 1990s, which saw him offering to mediate between warring factions in Yemen, and on border

disputes between Qatar and Bahrain and Qatar and Saudi Arabia. Although he strongly condemned Iraq's 1990 invasion of Kuwait, he became in 1995 one of the first Arab leaders to call for sanctions on Baghdad to be lifted on humanitarian grounds. In the run-up to the 2003 US-led invasion of Iraq, he made a last-ditch attempt to avert war by offering Saddam Hussain and his family safe passage and sanctuary in another country (Meed, 2004).

In a statement on all rulers who will come after him and the members of the UAE Supreme Council noted their keen desire to be loyal to the principles of leadership and the values of justice and right laid down by His Highness Sheikh Zayed and pledged to follow his path. This will prove certainly that all selected leadership roles in this simple, wise, builder, desert planter, leader, and human character. From his love to desert, Sheikh Zayed developed an understanding of the relationship between man and his environment and, in particular, the need to ensure that sustainable use was made of natural resources. This great leader was an active personality who did not stop moving around all his country. Searching lessons from different environments and people he succeeded to be his own teacher. These lessons enabled Sheikh Zayed to learn the techniques of government as well as deepening his knowledge of the tribes. Additionally, Sheikh Zayed brought to his new task a firm belief in the values of consultation and consensus, in contrast to confrontation. If you have the chance to meet him at any time, you will be noted with approbation that his judgments were distinguished by their acute insights, wisdom and fairness. Sheikh Zayed swiftly established himself not only as someone who had a clear vision of what he wished to achieve for the people of U A E , but also as someone who led by example. His years in desert and associating with its inhabitants had not only given him valuable experience in government, but had also provided him with the time to develop a vision of how the emirate could progress.

Oil producing activities in his time has flourished and with its revenues growing year by year, he was determined to use them in the service of the people, and a massive program

of construction of schools, housing, hospitals and roads got rapidly under way. One foundation of his philosophy as a leader and statesman was that the resources of the country should be fully used to the benefit of the people.

As a young man, Sheikh Zayed bin Sultan al-Nahyan was said to be an excellent marksman and enjoyed nothing more than hunting in the desert. But as the former Abu Dhabi ruler and founder of the federation grew older, he hung up his rifle and turned his attentions to conservation.

The environmental legacy left by Zayed is an impressive one. To the north of the emirate he established kilometers of forests, and to the south on Baniyas Island he created a wildlife park as a home for endangered species. Sheikh Zayed believed Abu Dhabi's resources should be handed over to the next generation either in the same quality or better quality.

In his great ideas for environment has been transferred to the leaders to UAE environment officials is that the challenge for the Environment Agency activity is to make sure Abu Dhabi's rapid development does not damage the environment (**Zayed's legacy, 2006**).

"It is almost impossible to overstate his importance," said Gary Sick, who is a professor of international relations at Columbia University and served on the National Security Council for Presidents Ford, Carter and Reagan. "He really is the father of the country."

His people enjoyed cradle-to-grave government services, including free schools, free health care and some of the world's highest personal incomes. He built cities, towns, hospitals and universities (Douglas M., 2004).

Under Sheik Zayed, the Emirates took enormous steps toward sexual equality. Ninety-nine percent of its girls are in school, and illiteracy among girls and women ages 10 or older dropped to 11.3 percent. Women serve in the armed forces and as police officers.

Sheik Zayed, for all his delight in projects like bringing forests of palm trees to the Chelsea Flower Show, remained a Bedouin at heart. The language he spoke was not the sophisticated Arabic of Cairo and Beirut but the heavier, guttural dialect of the desert.

He reveled in the regular meeting, called the majlis, at which Arab royalty welcome one and all.

"He is one of the few leaders of the Arab world who actually displayed generosity in a clever and wise fashion," said Joseph A. Kechichian, who is writing a book on succession in Persian Gulf royal families.

The emirate is blessed with no less than one tenth of the world's proven oil reserves and 4 per cent of global natural gas deposits. Its petrodollar surplus has made Abu Dhabi one of the world's leading institutional investors, an external creditor that dwarfs any other Mideast sovereign in the Euro markets.

Abu Dhabi Investment Authority (ADIA), the emirate's window to the world financial markets, is the model of good governance and professional management.

Sheikh Zayed's starting with wisdom, courage, and proper vision the management of Abu Dhabi's oil industry that eschewed nationalization or confrontations with Western oil companies, the fashionable ideology of the 1970s in the Middle East.

He created a unique partnership and joint venture model with Adnoc --Abu Dhabi National Oil Company that consider the main major petroleum semi governmental company and as the holding company owned 100 percent by the government and its joint ventures with global energy giants such as Total, BP, Mobil, and Chevron etc. This model gave Abu Dhabi

sovereignty over its oil wealth yet enabled it to benefit from the Western oil companies' technological and management resources.

Abu Dhabi's oil infrastructure is state of the art, its downstream petrochemical firms have access to global markets, and its security has become a priority for France, Britain and the UAE (Al Bawaba, 2000).

I would like to give the readers a very clear picture about sheikh Zayed by citing the following statement which was issued the day United Arab Emirates announced sheikh Zayed death by the Spokesman for Secretary-General Kofi Annan saying “The Secretary-General learned with profound sadness yesterday of the death of Sheikh Zayed bin Sultan al-Nahayan, President of the United Arab Emirates. Sheikh Zayed al-Nahayan was a most distinguished statesman, who had led the UAE since its formation in 1971. He devoted tireless efforts to building the State and nation, and in so doing, earned the respect of the population for his wisdom, his generosity, and his achievements in constructing a prosperous economy. Sheikh Zayed's wisdom, strong belief in diplomacy and generous assistance to developing countries also won him wide renown outside his own country - in the Islamic world and even in the whole world. And he was a friend of the United Nations, who sought always to strengthen relations between the Organization and his country.”(UN, 2004).

After a generous donation for liver disease research Professor Roger Williams as a director of the Institute of Hepatology, University College London writes: Your obituary of Sheikh Zayed bin Sultan al-Nahyan (November 4) spoke warmly of how he had ensured for his people great benefits from the oil wealth of his country. It made no mention though of his equally generous, though less known, philanthropic work and particularly of his support for medical research. Of this I can speak personally. (Sheikh Zayed, 2004).

In the horrible gulf war nobody thought wisely as it should be except this great man, the Emirates' widely respected president, Sheik Zayed bin Sultan Al Nahyan, he is the first

Arab leader has the power and wisdom to say publicly what until now had only been whispered in closed-door government meetings and debated in coffeehouses around the Arab world: [Saddam Hussein] should step down and go into exile to spare his people and the region. The idea was adequate to the condition the Arab people in that period of time. It was aimed at saving the Iraqi leadership, protecting the Iraqi people and the region from a devastating war. No body should think the idea is insult for any political system or regime (Gulf States, 2003).

Despite such charges on labor rights, the UAE is generally considered an easy-going, liberal oasis of stability.

I would like to end my research about this great man by simple words said by one UAE's citizen who expressed by a naive and normal way about his sorrow and sadness the moment in his entire life: "Sheik Zayed was not just the president of the UAE; he was our father, our guide and our leader." Thanks to him, we live the way we do today, in prosperity and peace. ... Words cannot express my sorrow, but this is God's will".

Zayed reinvested oil profits in hospitals, roads and schools, and planned for the day when the wells would run dry. (Obituary, 2004).

Long-time UAE President Zayed is a forceful and extremely generous leader and his country, despite its relatively small area and population, contains nearly 10 percent of the world oil reserves. It has become his personal campaign to mobilize all Arabs and Muslims to coordinate their efforts to create for themselves greater political and economic weight in international affairs (Killgore I., 1999).

Legacy

Zayed was extremely popular in his home country. He was admired as a relatively simple man who guarded his people's culture and traditions and presented a civilized image of the UAE to the rest of the world; he was the undisputed father of his nation. He was

especially respected in the US and Europe due to his pro-western stance, and his reputation as a moderate and gentle ruler.

It is obvious that possession of oil wealth does not guarantee the economic survival and prosperity for the population. Abu Dhabi and the UAE's status in the international financial market as model citizens of the global village have everything to do with the inspired leadership, pragmatic management and, above all, unique stature of the late UAE President Sheikh Zayed bin Sultan Al Nahyan.

The most striking economic legacy of Sheikh Zayed has been the prudent, professional management of Abu Dhabi's extraordinary oil wealth.

We value highly the unlimited support, , whether material, immaterial, political or economic, the UAE under the leadership of Sheikh Zayed renders to alleviate the suffering of our people under the Israeli occupation," said Dr. Abdulrahman Hamad, , Minister of Public Works and Housing, in an interview with the Emirates News Agency (WAM).

"Our people highly appreciate the generous gestures President Sheikh Zayed has proclaimed before the Intifada up to the recent initiative to reconstruct what the occupation forces have destroyed in Rafah and Zaitouna neighborhood in Gaza Strip," he noted.

The Palestinian minister, who left for Gaza following a three-day visit to Abu Dhabi, said Zayed's attitudes towards the Palestinians would "remain ever engraved on memories and hearts of us all."

He added that the fund-raising drive launched by the UAE Red Crescent Society (RCS) for the construction of more than 400 housing units in Rafah and Zaitouna was a major move to ease the suffering of our people.

Dr. Abdulrahman said one of the most salient projects carried out by the UAE in the West Bank and Gaza Strip were Sheikh Zayed city in North Gaza, Sheikh Zayed Hospital in Ramallah, reconstruction of the Jenin camp, repair of the Al Aqsa Mosque and different kinds

of assistance in education, services, social affairs and health sectors as well as other relief materials.

He described his talks with Sheikh Hamdan bin Zayed Al Nahyan, Deputy Prime Minister, Minister of State for Foreign Affairs and RCS Chairman, as "fruitful and constructive."

He said it was agreed during the talks that the UAE and the Palestinian National Authority (PNA) should join forces to reconstruct Rafa and Zaitouna camps in coordination with the United Nations Works Agency (UNRWA).

On the present tragic situation in Rafah, Hamad said the Israeli military machinery has so far demolished 2350 houses and that there are more than 2900 families made homeless.

He estimated the amount of damage incurred by the construction sector in Palestine at \$ 445 million (Arabia 2000, 2004).

Sheikh Zayed has made it his personal mission to protect as much of Arabia's wildlife as possible at the nature reserve, as well as a variety of threatened species from Africa and Asia. Moreover, Zayed has successfully cultivated plants and shrubs on the island that botanists once believed could not survive under local conditions.

In his youth, during journeys into the desert, Sheikh Zayed became fascinated by the relationship between man and his environment - in particular how necessary it was to make sustainable use of available resources.

Much has changed in the United Arab Emirates since its establishment in 1971. The people of this part of the Arab world have much to be proud of and few would ever wish to turn the clock back. What was once a handful of desert settlements are today a dynamic and vital state alive with promise. UAE nationals are among the most privileged people in the world, enjoying the benefits of their country's oil wealth in every area of life.

Sheikh Zayed has described all the creatures living on the conservations and some islands as his guests. However, while it may be tempting to think of these places as the whimsical indulgence of a wealthy elderly statesman with a love of nature, in reality these conservations represents a visionary ecological experiment. Much of the Middle East and particularly the Gulf region provide a hostile environment for flora and fauna. In recent years the problem has been exacerbated by an increase in industrial development, residential construction projects and tourism. Increased wealth has led to bizarre and destructive practices, such as the hunting of animals with automatic weapons. This is not sport, it is butchery. Once referred to as an Arabian ark, the occupants of conservations are protected from such barbarity and from extinction. Meanwhile, serious agricultural research projects on the islands that performed to conservations contribute to the vast achievements already made in the Gulf region towards the goal of achieving improved levels of food self-sufficiency.

He believed that helping other Emirates is an important thing to do “One of Sheikh Zayed’s early steps was to increase contributions to the Trucial States Development Fund, established a few years earlier by the British. Abu Dhabi soon became its largest donor.” (UAE Ministry of Information and Culture, 2002).

His first taste of government came in 1946 when he was appointed Ruler's Representative based in the oasis town of al-Ain. Seen as someone who led by example, he used consultation and consensus to deal with the tribes.

Oil was first exported from Abu Dhabi in 1962 and, as the ruling al-Nahyan family lost confidence in the then ruler to use their new-found wealth for development, Sheikh Zayed replaced his older brother. There followed a massive building program- schools, hospitals, housing and roads were constructed on a huge scale.

When, in 1968, the British decided to pull out of the area known as the Trucial States, Sheikh Zayed quickly established closer ties with other emirates, taking a leading role in forming a federation.

The UAE came into being in December 1971. Sheikh Zayed became president and was re-elected to the post ever since. At the time, pessimists questioned the viability of the new federation, but over the past 33 years or more it has survived and developed beyond all recognition. The UAE has endured not least because Sheikh Zayed continued to distribute Abu Dhabi's oil wealth throughout the country, ensuring the status quo politically and socially. Sheikh Zayed was loved by the people of the Emirates, and respected by the expatriates who make up the vast majority of the population.

This adoration goes beyond the sycophancy associated with many other Arab rulers. There is a real sense of gratitude for the sharing of wealth. Sheikh Zayed is also credited with everything from greening the Emirates by planting vast tracts of vegetation, to keeping its heritage alive through teaching young people about the region's disappearing history.

Emiratis will undoubtedly be mindful that a crucial era of their history is passing with the death of their first president. The smooth succession was decided by the Supreme Council, which includes the leaders of the seven constituent emirates, their brothers and their crown princes (Daily Press, 2004).

Sheikh Zayed is a widely respected Arab and world statesman, for a lifetime of positive contributions, wisdom and determined efforts, the combination of which has played a vital role in the U.A.E.'s formation and economic success. Zayed's sphere of influence has extended far beyond the Emirates. As a direct result of his impetus and determination, the region has also developed into a global business, leisure and economic hub of note. All UAE citizens admit in recognition of the principal characteristic of late President and Rulers

intelligence and good judgment, something that was the key to unlocking many of his greatest ambitions for the Arab world (Albawaba, 2007).

Professor Roger Williams, director of the Institute of Hepatology, University College London, writes: Your obituary of Sheikh Zayed bin Sultan al-Nahyan (November 4) spoke warmly of how he had ensured for his people great benefits from the oil wealth of his country. It made no mention though of his equally generous, though less known, philanthropic work and particularly of his support for medical research. Of this I can speak personally. In 1977 I was introduced to Sheikh Zayed by the late Sir Geoffrey Arthur, the political resident for the Trucial States at the time they were granted their independence, and for whom Sheikh Zayed had the greatest personal affection.

In his palace at al-Ain, Abu Dhabi, where we had journeyed, in a vast reception hall with hundreds of advisers and friends sitting around, we talked of the problems of liver disease in the Gulf. I was also able to explain something of the research that we were doing in my unit at King's College Hospital into liver disorders, as well as of my desire and plans to increase the laboratory space and facilities that I had there. Before others came to take our place in audience, meetings had been arranged for the following day with various health officials and with the British Ambassador to the United Arab Emirates.

A few weeks later, to my great joy, I received a call from the Embassy of the UAE in London. There I received from Mahdi Al Tajir, the Ambassador at that time, and a cheque for the first installment of a donation of Pounds 750,000 towards the new building. The Sheikh Zayed Centre for Liver Diseases that we were able to build at King's remains as a permanent memorial to the great generosity of Sheikh Zayed to this country -and I know other units also benefited, including the John Radcliffe Hospital, Oxford -and to his belief in medical research (Sheikh Zayed, 2004).

He inspired a beautification campaign throughout the UAE, planting over 18 million palm trees and an additional 10 million other trees, now full-grown and lush, which line the emirates' streets and highways. He built experimental farms and encouraged agricultural research in order to create plants capable of thriving despite the country's heat and saline groundwater.

Sheikh Zayed's wife, Sheikha Fatimah bint Mubarak, worked to improve education in the emirates. As chairperson of the UAB Women's Federation, she helped advance the rights of her fellow countrywomen.

Making the most of oil revenues, Sheikh Zayed transformed the UAE into a modern glittering business and tourism center, the "gateway" to the Middle East for Europe, Asia and the United States. He also played a major role in the formation of the Gulf Cooperation Council (GCC), which was launched in Abu Dhabi in 1981. For 33 years Sheikh Zayed worked to advance a pan-Arab approach to solving conflicts. He used the UAB's oil income for good purposes, abroad as well as at home-such as rebuilding the Palestinian refugee camp in Jenin after the Israelis destroyed it in 2002. He was also planning to finance a new housing project for Palestinians in Gaza.

In 2003, Sheikh Zayed tried to avert the impending U.S. war on Iraq by calling on Saddam Hussain to step down (Killgore I., 2004).

On social field also United Arab Emirates Sheikh Zayed bin Sultan al-Nahyanh, president of the United Arab Emirates, was dismayed to find in 1992 that the forbidding cost of dowries was making it difficult for his male subjects to marry.

"Families of brides demand a lot of money before giving their consent to a marriage
"They want the money to buy gold for the bride and buy furniture for the couple."Family rivalry is strong here. "If you get more money, you can show your neighbors that your daughter is worth more.

The dowry demands were such a hardship that many UAE men found brides among this desert kingdom's 1.8 million expatriates, who outnumber the indigenous population 3-1. They wed Filipino, Indian, Pakistani and European women working in the UAE. The government was very worried indeed. More and more men were marrying foreigners. It was turning into a huge problem.

Because of that Zayed created the UAE Marriage Fund that gives away 250 million dirhams (\$68 million) a year to oil the wheels of marriage in the UAE. The fund gives each "not-so-well-off-man" 70,000 dirhams (\$19,000). The money is free, although the potential bridegroom must meet certain conditions. He must earn less than 13,000 dirhams (\$3,550), which is about the average working person's annual salary in the UAE; must choose a local bride, and be marrying for the first time. In addition, the couple must come from one of the UAE's seven constituent emirates of Abu Dhabi, Dubai, Sharjah, Ajman, Ras al-Khaimah, Fujairah and Umm al-Quwain.

Getting money from the fund is straightforward. A would-be bridegroom supplies his local review committee with personal details and photographs of himself and the bride-to-be. The committee then evaluates applicants. The number of UAE couples married each year has doubled to 6,000 from 1992. Most men now get married from ages of 23 to 26. In the past, they often had to wait until even 35 to save enough money to satisfy the dowry demand (Shirkhani, N., 1995).

"We firmly believe that women, wherever they may be, will always be multi-dimensional. A woman can thus be, simultaneously, a loving housewife and a valiant guardian; she is a haven for her children, a full partner to her husband and a worthy sentinel for her race," Sheikha Fatima told the representatives of the U.N. agencies in Abu Dhabi, the capital of the UAE.

Sheikh Zayed was a leader who appreciates that women form the other half of the society if this half ignored and did not participate in daily activity of the government half of the society will not be effective then development will be delayed for centuries. So I will use his own words to prove his high consideration of women role in emirate's society. Zayed said" The achievement of women in the United Arab Emirates (UAE) in such a short time has me happy and convinced me that what we planted yesterday will today start to bear fruit. (Salloum H. 2003).

Sheikha Fatima, the wife of the UAE President, Sheikh Zayed bin Sultan Al Nahyan, has pledged to continue her relentless efforts to raise awareness of human development issues in the Gulf state, which has one of the highest per capita incomes (Mardini A., 1997).

Sheikh Zayed bin Sultan Al Nahyan, has a passion for greenery, trees and shrubs were planted along every major road in Abu Dhabi, Al Ain and other settled areas of the Emirate. The trees also extend in continuous belts flanking the highways connecting Abu Dhabi's settled areas, in extensive agricultural areas reclaimed from the desert, and in parks along what has become a spectacular, wooded "corniche" built along Abu Dhabi's high-rise-lined seafront.

Early on, Sheikh Zayed became concerned that the historic landmarks of his capital could easily become lost among the modern buildings spreading from the seafront across much of the island and even onto additional land being reclaimed from the sea. However, from the beginning of the construction boom, the city's many old mosques were protected from the demolition that made way for high-rise office and apartment buildings. Land around the mosques also was left open, allowing them to modernize to keep pace with the beautification of the city, and to expand to keep up with the booming population growth.

The same concern for historic preservation also was applied to the old fort, whose walls of pebbles and coral rock had been expanded considerably from their original 1793

outlines, and which had continued to serve as the seat of government until 1966. Again, with a remarkable prescience exhibited as the construction frenzy continued, the area around the fort was kept clear, so that the high-rises to come would not dwarf what had for more than 150 years been the major building on the island. The entire complex is testimony to a strong sense of history by Abu Dhabi's ruler, Sheikh Zayed.

In the parts of the fort vacated when Sheikh Zayed moved his administrative offices to the Al Manhal Palace, a Center for Documentation and Research was founded in 1968. In 1982, after restoration of all wings of the old fort was completed, the Center for Documentation and Research occupied all of the building.

Two years later, the Center was attached to Abu Dhabi's Cultural Foundation, which is constructed in part of the large open area surrounding the Old Fort. The building features characteristics of Islamic architecture including multiple arches and arcades with lofty pillars. The center's openness enables it to absorb the crowds sometimes attending simultaneous programs in a comfortable 1,000-seat auditorium, another auditorium that holds 250 people, two major exhibit halls, and a large library.

In addition to its book collection area, which has the capacity for two million volumes, the library has several attached rooms in which patrons may use computers for online reference services including Internet access and also take computer and other instructional courses. Separate large and well-lighted rooms housing book collections and computer, audio-visual and instructional facilities also are available for children in the interest of keeping the research areas quiet and orderly.

The Cultural Foundation also has a third building, in a different part of the city, which houses the National Archives. There all government documents are stored temporarily and then, according to a set time schedule, are reviewed to determine which documents should be preserved for historical research, and which eventually may be discarded.

Just as impressive as the Cultural Foundation's meticulous concern with preserving and documenting the UAE's past, however, is its concern with introducing the people of the UAE to the best of other cultures of the world. The program for April 1997 showed a remarkable diversity, including the annual Abu Dhabi International Book Fair, which brought publishers from all over the world, concerts, a poetry recital, a natural history lecture, Arabic, American and European films, a photography exhibition, an exhibition by a Japanese artist and ongoing Children's Center activities.

It seems certain that as Abu Dhabi continues its spectacular commercial and industrial growth into the 21st century, the values and traditions of its past will be faithfully preserved, and its openness to the ideas and culture of its global neighbors will be maintained by this most spectacular regional cultural institution (Curtiss, R.1998).

The sheikh was the principal architect of the UAE, the federation of seven emirates formed when the British withdrew from the Gulf in 1971. It became the longest and most successful example of regional integration in modern Arab history.

Sheikh Zayed's foresight ensured that the UAE's citizens pursued the road from poverty to riches in less than a generation, moving within years of his accession into urban settlements built by oil wealth, but without losing too much of their cultural or religious heritage. The freedom of worship offered to Christians, and allowances made for expatriates to follow Western ways, helped fuel development but sometimes sat uncomfortably with his credentials as a Muslim head of state.

Pious and disciplinarian, Sheikh Zayed's secret was that he never forgot his desert origins, his Islamic faith or his youthful passion for traditional sports and conservation.

The late Sir Wilfred Thesiger recalled his first meeting with Sheikh Zayed in 1948 in a famous passage from his masterpiece *Arabian Sands*: "He was a powerfully built man of

about 30 with a brown beard. He had a strong intelligent face, with steady observant eyes, and his manner was quiet and masterful."

A noted philanthropist, he believed oil wealth was a gift from God that should be shared with countries and people in need. Abu Dhabi sits astride a tenth of the world's known oil reserves and a major proportion of its natural gas. The Abu Dhabi Fund for Arab Economic Development was set up a few months before independence from Britain to handle aid flows, and Sheikh Zayed subsequently channeled economic assistance to at least 40 countries on three continents. He also endowed many charitable appeals (The Daily Telegraph, 2004).

The felicitous discovery of oil certainly helped. Nearly 10% of global oil reserves and 4% of gas lie in the UAE. But where other Gulf leaders squandered their wealth, Zayed reinvested oil profits in hospitals, roads and schools, and planned for the day when the wells would run dry. At \$20,000, the UAE's annual per capita GDP equals America's and far surpasses Saudi Arabia's.

Politics was very much a family business. Zayed rejected multi-party democracy as "transitory and incomplete, engendering dissent and confrontation". Re-elected UAE president every five years by a conclave of fellow emirs, Zayed populated his cabinet with relatives.

Sheikh Zayed owned much of London's Berkeley Square, and, in 2000, paid a Surrey firm pounds 250,000 to construct a beguiling "garden of the night" for the Chelsea Flower Show. Such extravagance was exceptional. More typical was his generous, under-publicized funding of 240 development projects in 51 Asian and African countries.

In his life and even after his death, Zayed insisted that UAE to be generally considered an easy-going, liberal oasis of stability.

Zayed defended its federal unity, as "lesser entities have no standing in the world" (Lawrence J., 2004).

A driving force in the creation of the federation, Zayed has worked to achieve his vision of a society with high quality welfare, education, health and housing for all citizens by utilizing Abu Dhabi's oil revenues to fund projects throughout the federation. Overseas, he has gained a reputation as a sagacious statesman, keen to promote conciliation where possible, but at the same time firmly on the side of justice and international law.

Sheikh Zayed was concerned to ensure that the country's wildlife is protected and preserved. In the 1970s, recognizing the threat that uncontrolled hunting posed to the survival of the country's wildlife, he promoted federal legislation that effectively outlawed hunting throughout the country, following this up with establishment of a Higher Environmental Council which was charged with ensuring that man's constructions do not have a damaging effect upon the land; and also with preserving the country's flora and fauna.

At a personal level, on his island reserve of Sir Bani Yas, Sheikh Zayed has created a reserve free of predators, so that endangered species like the Arabian Oryx and the sand gazelle may breed freely. Sheikh Zayed believes that care for the environment is important not simply because it is held upon trust for future generations, but also because an understanding of it is an essential part of comprehending the heritage and history of the people of the UAE themselves. Only through their own recognition of the structure of the local environment and its fragility was it possible for man to survive in the harsh climate of the Emirates, but, by doing so, the ancestors of today's UAE citizens were able to create a society that did not simply survive: it also flourished over thousands of years, establishing trading links that stretched as far away as China.

Sheikh Zayed's abiding interest in the environment and in agricultural development has been marked in a variety of ways over the last couple of years. The establishment of the

Abu Dhabi based Environmental Research and Wildlife Development Agency (ERWDA) took place with Zayed's encouragement and his firm belief that its objectives: "enhancement of sustainable development of Abu Dhabi's wildlife and environment", are as important, if not more so, than many of the major industrial projects that gain international attention.

The preservation of the national heritage, Sheikh Zayed believes, is important in helping today's generation to prepare for tomorrow, and within that context he has displayed an active interest in the country's past, supporting the establishment of research institutes and ordering the creation of the Abu Dhabi Islands Archaeological Survey (ADIAS), which is charged with investigating the evidence of past civilizations. "The country's young people must enquire about our history, and go back to study it again and again," he stresses, "whether it be our recent history, or that of the far distant past, until they understand what has taken place in this country, and how past generations were able to cope with life here. They should do this because he who does not know his past will certainly not understand the present. If man knows the past, he will, too, understand the present, and will from that understand what lies ahead in the future."

The whole process of development has benefited substantially from the energy and devoted leadership offered by Sheikh Zayed, now involved for over fifty years in the governance of his people. He is, with due cause, satisfied with the results of the federal experiment.

Much of what has been achieved can be ascribed to Sheikh Zayed's own style of government, which has always been one of direct involvement, rather than of giving orders from afar. As the process of development got under way, he embarked upon a regular program of visits to construction sites, often appearing unannounced and unaccompanied to see for himself how work was progressing.

He was urged by other senior officials to leave the task of following up on projects to others, he once commented "I am the Number One responsible official in the state. Therefore how can I leave the work to those under me without follow-up? Who will make sure that the work has been done, step by step, without defects or shortcomings?"

The traditional form of government among the people of the United Arab Emirates has, since time immemorial, been one where the sheikh of a tribe has led his people on the basis of consent and consultation. In the modern society that the United Arab Emirates has now become, Sheikh Zayed has been at pains both to ensure that the channels of communication remain open, and that he and his fellow members of the Supreme Council of Rulers continue to rule in the same manner. Speaking at a meeting of the Supreme Council, he told his colleagues "The most important of our duties as Rulers is to raise the standard of living of the people. I bear the prime responsibility for looking after the country and its citizens. To carry out one's duty is a responsibility given by God, and to follow up on work is the responsibility of everyone, both the old and the young. In such a way, we can do all that is within our power because the people always focus their attention on the leadership, and what that leadership is doing on their behalf ...Many things may remain concealed from a man, and there are many things that I may not know even though I am the first among the state's officials." Sheikh Zayed added: "You must tell me if there are any shortcomings. You are my aides in performing my duty, and I cannot blame anyone other than you as Rulers and as my partners who are responsible to me in dealing with shortcomings. I will accept every comment with an open mind and a capacious heart."

Consultation and mediation are the stuff of Bedouin life, and Sheikh Zayed has been a skilled practitioner of both since early manhood. Now the skills honed in Al Ain are being put to good use far beyond the borders of the UAE. Deeply committed to the long-term objective of Arab unity, Sheikh Zayed has spared no effort to build co-operation between his

fellow Arabs. He was a prime mover in the establishment in 1981 of the Arab Gulf Co-operation Council, which groups the UAE, Kuwait, Saudi Arabia, Bahrain, Qatar and Oman, which he saw, not without reason, as a logical outgrowth of the successful experiment in co-operation represented by the UAE itself. Commitment to the AGCC, and to the principles of international law and brotherhood enshrined in the Charter of the United Nations saw Sheikh Zayed and the UAE first offer support to fellow AGCC member Kuwait after its invasion by Iraq in 1990, and then commit UAE troops to UNOSOM TWO, the force created to restore peace and order to strife-ridden Somalia.

Not just an Arab nationalist, but also a devout Muslim, Sheikh Zayed has ensured that the UAE adopts a policy of support for the poor and down-trodden. Peoples throughout the developing world have benefited from a steady flow of development assistance as well over five billion dollars has been provided in aid to more than forty countries in three continents, while in a further expression of his commitment to help the needy, Sheikh Zayed has created a special humanitarian fund that is offering assistance overseas. Among its earliest donations were several million dollars to help in the restoration of Muslim and Christian holy places in the city of Jerusalem. Although he has attained international status as a statesman of wisdom and moderation as Sheikh, as Ruler and as President, has always been with his own people. One such concern has been the impact of the wealth now available in UAE society upon traditional values, and, in particular, the way in which those who are less wealthy are spending far beyond their means. He has been particularly critical of the growing habit of extravagant weddings and of the reluctance of some young people to contribute in a positive way towards society.

Extremely high dowries, extravagance at wedding parties and everything else which burdens young people with debt when they are on the threshold of their lives as a family are matters for which there can be no justification. Such are in contradiction with the principles

of the Islamic Sharia law, and, furthermore, they are in contradiction with the customs of our ancestors.

To counteract this trend, Sheikh Zayed ordered the creation of a special Marriage Fund to offer grants to young men wishing to marry, and also urged the country's tribes to take action to discourage expensive parties and large dowries. The response was immediate, both from tribal elders throughout the UAE, and from young nationals, who flocked to apply for help from the Marriage Fund. Unique of its kind in Arabia, the Fund seems set to make a major contribution to the stability of society and the

At the same time, he has urged young people to be realistic, and to live within their means. He urges parents to take more care to ensure that their children are properly raised. Regardless of an individual's wealth, or that of his family, it is important that young people should work, thereby contributing to society, Sheikh Zayed believes. "Work is of great importance, and of great value in building both individuals and societies, both of which are dependent on the strong arms of a country's young people. The size of a salary is not a measure of the worth of an individual. What is important is an individual's sense of dignity and self respect."

Sheikh Zayed is also keen to promote a proper understanding of Islam amongst his people. In so doing, he stands uncompromisingly against the extremist tendencies now affecting the Muslim world. Extremism, as shown, for example, by the killing of foreigners, has no place in Islam, Sheikh Zayed believes. Instead, he stresses, "Islam is a civilizing religion that gives mankind dignity ... (and) is not basically inconsistent with progress." He notes that "Islamic principles call for building progress, prosperity and raising the standard of living of society. We in our country are bound by those principles. We do not deviate by one iota from them, and nor do we abandon our heritage, customs or traditions.

"All men are equal, and social justice cannot play its (proper) role without this concept," he adds. "It is Islamic social justice which has asked every Muslim to respect the other. To treat every person, no matter what his creed or race, as a special soul is a mark of Islam. It is just that point, embodied in the humanitarian tenets of Islam that makes us so proud of it." With such a clear view of the essential tolerance of Islam, Sheikh Zayed has spelt out very plainly his rejection of those who would follow an extremist path.

Sheikh Zayed has called continually for a better understanding between people of the world's faiths: "A Moslem should know what the true teachings of Christianity are, and a Christian should know what the true teachings of Islam are. Sincere people from both sides should enter into dialogue, and should not leave the floor to the extremists who are there amongst both Christians and Moslems. A true dialogue between religions is the real deterrent and a strong defense against fundamentalism and extremism."

In thirty-one years as a Ruler, and twenty-six years as a President, Sheikh Zayed has shown a vision, wisdom and understanding that has not only served him and his country well abroad, but has also deservedly won him the loyalty and affection of his people.

The following extracts from the address by Sheikh Zayed, on the occasion of the Twenty-fifth Anniversary of the establishment of the United Arab Emirates on 2 December 1996, encapsulate his pleasure in the progress already achieved in the UAE and his hopes for the future. He said "... 0 sons of the United Arab Emirates, States cannot be built upon wishes, nor can hopes be achieved by dreams. Our federation has stood firm in the face of crises. It has prospered through hard work, perseverance and sacrifice and by placing the interest of the nation above any other. Our federation could not have been established nor could it have prospered, had we not followed from the outset a clear path of mutual interdependence and collaboration, a path in which each part is of service to the whole, and in which each part will do all that is required in order to help the whole, the federation. Only

thus can we attain our goals, strengthen the foundations of our state, preserve its stability and safeguard its achievements. Such is a summary of our past experiences, but it is, too, our path for the future if we are to achieve our hopes and dreams. Twenty-five years after the establishment of the federation, we can say with full confidence that the building of cities and of schools, of roads and of hospitals and the provision of a decent life for the citizens are important aspects of the state's achievements.

Achievement of all has been the educating of an aware and conscientious individual, who knows both his rights and his duties, who respects and safeguards the heritage of his forefathers, who learns from the experiences of the past, and who is equipped to cope with scientific developments and the requirement of the modern age in order to build a bright future. The Constitution has been endorsed, an important, indeed a crowning, point in our progress.

This year, we have also begun the process of regulating the status of residency in our country in a legal and humane way, in accordance with prevailing rules and norms. We shall continue to do this, taking into full consideration the higher interests of our country, so that we may protect its security, stability and prosperity.”

Sheikh Zayed Bin Sultan al-Nahyan’s death represents the end of an extremely successful era in the UAE. As expected, Crown Prince Sheikh Khalifa was immediately appointed federal president and ruler of Abu Dhabi, regarded as the most important emirate. However, while the UAE has avoided any division during the succession, calls for political reform are likely to be heard over the medium term. While the risk of instability is relatively low due to high living standards and the absence of radical Islamic groups, the UAE faces a period of uncertainty for the first time in decades (UAE, 2005).

When visitors land at the Abu Dhabi International Airport, then drive to the heart of the city some 22 miles away, they are overwhelmed by flowers, shrubs, date palms, and other

trees lining both sides of the multilane thoroughfare. Not many travelers who see all this greenery know that this is a recent phenomenon. A little over a quarter century ago, not only Abu Dhabi, the capital of the United Arab Emirates (UAE), but the whole country consisted of towns built of adobe atop a landscape covered with sand.

Today, camel tracks have become six-lane highways, greenery dots the once barren sands, and ancient dirt-trodden souks(markets) are now air-conditioned plazas. The towns, with their clusters of dirt huts, have been transformed into cities of luxurious villas and hotels, overshadowed by elegant apartments and skyscrapers. Where migrating birds used to fly over inhospitable, barren terrain, they now stop and breed in countryside dotted with dams, man-made oases, and ever-expanding farms.

Farms and forests cover 4.5 percent of the land, and more than 200 of the UAE's islands have been partially "Greenfield." There are 6,313 greenhouses and 21,700 farms spread throughout the country. Around the Liwa Oasis alone, more than 100,000 acres of desert have been converted into cultivated land. Using a variety of ultramodern and traditional irrigation techniques, orchards, grain and vegetable fields, flowers, and forests now flourish in every corner of the country (Salloum H., 1997).

As Abu Dhabi embarked on development, Sheikh Zayed also turned his attention rapidly to the building of closer relations with the other emirates so he stated that Federation is the way to power, the way to strength, the way to well-being. Moreover, he was sure through his logical conclusion that also lesser entities have no standing in the world today, and so has it ever been in history.'

Sheikh Zayed was naturally more optimistic. Therefore if we looked back to his dreams and predictions we easily can see that he proved that no place for impossible in the world of strong well and honest enthusiasm. Over the course of the past 28 years, the UAE has not only survived, but has developed at a rate that is almost without parallel. The country

has been utterly transformed. Its population has risen from around 250,000 to a 1999 estimate of 2.94 million. Progress, in terms of the provision of social services, health and education, as well as in sectors such as communications and the oil and non-oil economy, has brought a high standard of living that has spread throughout the seven emirates, from the ultra-modern cities to the remotest areas of the desert and mountains.

The change has, moreover taken place against a backdrop of enviable political and social stability; despite the insecurity and conflict that has dogged much of the rest of the Gulf region.

At the same time, the country has also established itself firmly on the international scene, both within the Gulf and Arab region and in the broader community of nations. Its pursuit of dialogue and consensus and its firm adherence to the tenets of the Charter of the United Nations, in particular those dealing with the principle of non-interference in the affairs of other states, have been coupled with a quiet but extensive involvement in the provision of development assistance and humanitarian aid that, in per capita terms, has few parallels.

There is no doubt that the experiment in federation has been a success and the undoubted key to the achievements of the UAE has been the central role played by Sheikh Zayed.

One foundation of his philosophy as a leader and statesman is that the resources of the country should be fully utilized to the benefit of the people. The UAE is fortunate to have been blessed with massive reserves of oil and gas and it is through careful utilization of these, including the decision in 1973 that the Government should take a controlling share of the oil reserves and assume total ownership of associated and non-associated gas, that the financial resources necessary to underpin the development program have always been available. Indeed, there has been sufficient to permit the Government to set aside large amounts for investment on behalf of future generations and, through the Abu Dhabi investment Authority

created by Sheikh Zayed, the country now has reserves unofficially estimated at around US \$300 billion.

The financial resources, however, have always been regarded by Sheikh Zayed not as a means unto themselves, but as a tool to facilitate the development of what he believes to be the real wealth of the country – its people, and in particular the younger generation: “Wealth is not money. Wealth lies in men. That is where true power lies, the power that we value. They are the shield behind which we seek protection. This is what has convinced us to direct all our resources to building the individual, and to using the wealth with which God has provided us in the service of the nation, so that it may grow and prosper. Unless wealth is used in conjunction with knowledge to plan for its use, and unless there are enlightened intellects to direct it, its fate is to diminish and to disappear. The greatest use that can be made of wealth is to invest it in creating generations of educated and trained people.”

Sheikh Zayed has made it clear that he believes that the younger generation, those who have enjoyed the fruits of the UAE’s development program, must now take up the burden once carried by their parents. Within his immediate family, Sheikh Zayed has ensured that his sons have taken up posts in government at which they are expected to work and not simply enjoy as sinecures. Young UAE men who have complained about the perceived lack of employment opportunities at an unrealistic salary level have been offered positions on farms as agricultural laborers, so that they may learn the dignity of work:

The first archaeological excavations in the UAE took place 40 years ago, in 1959, with the archaeologists benefiting extensively from the interest shown in their work by Sheikh Zayed. Indeed he himself invited them to visit the Al Ain area to examine remains in and around the oasis that proved to be some of the most important ever found in southeastern Arabia. In the decades that have followed, Sheikh Zayed has continued to support

archaeological studies throughout the country, eager to ensure that knowledge of the achievements of the past becomes available to educate and inspire the people of today.

Appropriately, one of the most important archaeological sites has been discovered on Abu Dhabi's western island of Sir Bani Yas, which for more than 20 years has been a private wildlife reserve created by Sheikh Zayed to ensure the survival of some of Arabia's most endangered species.

The UAE itself has been able to progress only because of the way in which its component parts have successfully been able to come together in a relationship of harmony, working together for common goals.

Sheikh Zayed has a deeply held belief in the cherished objective of greater political and economic unity within the Arab world. At the same time, however, he has long adopted a realistic approach on the issue, recognizing that to be effective any unity must grow slowly and with the support of the people. Arab unity, he believes, is not something that can simply be created through decrees of governments that may be temporary, political phenomena.

The UAE President acknowledges, however, that unanimity, although desirable, cannot always be achieved. He has, therefore, been the only Arab leader to openly advocate a revision of the Charter of the league of Arab States to permit decisions to be taken on the basis of the will of the majority. Such has been the experience of the society from which he comes, and such has been one of the foundations of the success of the federal experiment in the UAE. It is time, he believes, and that a similar approach was adopted within the broader Arab world ([Calvin Jr.](#), 2007).

Using skilful negotiation, he brought together seven separate emirates, formally founding the United Arab Emirates on 2 December 1972. This is universally acknowledged as Sheikh Zayed's most significant achievement.

In the 1970s the great oil boom years brought huge prosperity to the UAE and Sheikh Zayed invested the money in the infrastructure of the nation with a further construction boom following on from the first boom in the late 1960s.

Sheikh Zayed got off to a characteristically generous start. He literally handed out the oil revenues to his people. Word soon passed around and there was a long queue outside his palace. Nobody went away empty handed, and this was a sign of things to come.

Sheikh Zayed also began to rapidly transform the country: assembling a government from the ground up, creating departments for water and electricity, finance, municipal planning, police, defense, communications, internal affairs, external affairs, health, education and the judiciary.

Sheikh Zayed built housing facilities, schools, and hospitals for his people. He constructed an airport, a sea port, roads, and a bridge to link Abu Dhabi to the mainland. He transformed Abu Dhabi into a green emirate with irrigation and the planting of hundreds of thousands of trees.

It was an exceptional achievement for a man who had no formal education and had lived the nomadic life of a Bedouin for much of his life. But Sheikh Zayed was an excellent judge of men and always opens to expatriate advice and assistance in developing Abu Dhabi. Today, this advanced and elegant city is a fitting monument to Sheikh Zayed's legacy.

Even the downturn in the oil price in the 1980s and 1990s affected the UAE far less than in many countries because of the policy of economic diversification from early times. The development of Dubai, in particular, as the commercial hub of the UAE and increasingly the lower Gulf region played an important part in this process.

Chapter 4: Leadership

Leadership in each field matters. In countries, political parties, profit and non-profit organizations, governmental institutions, companies, families, business, etc. And it matters

more in times of uncertainty and instability than in times of stability and security. We can see that the world is exposed to a dangerous situation where businesses become a matter of risk than profit. It is recommended more than ever to return to the basics and to take to heart the fundamentals of leadership. However, each one of us will ask himself the logical question” are leaders born leaders? Or they have to learn how to be leaders?” simply, the answer is yes. They are born leaders. The skills are there inside them and the spirit is full of leadership. The distance between the birth and the death is what we should notice and analyze. This distance associated with time is considered in a leader’s life. Leadership is not a place or position that could be had when somebody decided to do so. Leadership is an observable set of skills and abilities .The combination of these two elements builds the leadership in the individual. Moreover, Leadership is a relationship. It is a relation between those who have the skills and ability to lead and those who chose to follow.

In this chapter and also through my deep research I could not found any author who had power to say that he found the medicine or the gene for leadership! Many may not be agree that everyone can become a leader, but there is agreement that leadership is a set of skills and abilities that people can master. While others do believe that leadership is more of a mindset than a skill set. The main tool for leaders is the character. How he could master himself and how he could develop it for better position. In other words, leadership development is self development. In this paper I will give an overview about how leaders must be, what leaders do, the impact leaders’ actions have on others, the role of leaders in challengeable times and situation, and the drivers that lead leaders for success or failure.

1. What is Leadership?

The art of leadership requires us to think about the leader as in terms of relationships: of assets and legacy, of momentum and effectiveness, of civility and values. Leadership is an identifiable set of skills and practices that are available to all of us, not just a few charismatic

men and women. Leadership is not something that you find only at the highest levels of organizations and society. We can find it everywhere and in everybody. Leadership is a relationship. It is a relationship between those who aspire to lead and those who choose to follow. Success in leadership, success in business, and success in life has been, is now, and will continue to be a function of how well people work and play together. We are even surer of this today than we were many years back. Success in leading will be wholly dependent upon the capacity to build and sustain those human relationships that enable people to get extraordinary things done on a regular basis.

We define leadership as “the process of influencing an organized group toward accomplishing its goals” (Hughes et al, 2002). There are several implications of this definition which are worth further examination

Additionally, Prentice defined leadership as "the accomplishment of a goal through the direction of human assistants" and a successful leader as one who can understand people's motivations and enlist employee participation in a way that marries individual needs and interests to the group's purpose (Prentice H., 2004).

However, Leadership is more of a mindset than a skill set. It is not also simply that we can fill the box of leadership with tools or skills. I don't wish to diminish the importance of skills, but I believe strongly that a leadership mindset recognizes the critical importance of relationships and the interaction between leaders and followers. This is the heart of leadership. Leadership is a relational concept where the effect comes from networked relationships based on trust, respect and reciprocity. Of course, one person can make a difference, but there is never one person that has all of the resources to make all of the decisions, to have all of the knowledge, to do everything by himself.

Leadership is the accomplishment of a goal through the direction of human assistants. The man who successfully marshals his human collaborators to achieve particular ends is a

leader. A great leader is one who can do so day after day, and year after year, in a wide variety of circumstances (Prentice H., 2004).

Leadership research can be grouped into six broad categories according to the research approaches behind them, namely as trait theories, behavioral theories, power and influence approach, situational theories, charismatic leadership theories and transformational leadership theories⁵. Research on trait theories highlights the importance of personal traits of leaders for being effective. Behavioral theories emphasize what leaders actually do on the job and research here has focused on identifying differences in behavior patterns of effective and ineffective leaders. The power and influence approach aims to explain leadership effectiveness in terms of the power and authority possessed by a leader, the types of power and the ways in which the power is exercised. Situational theories, like behavioral theories, emphasize the importance of situational factors such as nature of the work, subordinate ability and motivation, role expectations of the leader and the external environment. The last two approaches – charismatic leadership and transformational leadership — rely on the charisma of leaders and their ability to inspire subordinates (Gaur A., 2006).

From the research perspective, leadership is a social process in which locally produced understandings of reality are enacted through talk. The leader or leaders emerge from this process to the extent that they have a greater influence on such a sense making process. Leader, like any other identity, is not an a priori label that participants carry with them. Identities are made procedurally relevant through the talk, and participants literally talk themselves into being as the leader (i.e., craft their own identities in and through talk) by gaining predominance in the process of constructing organizational reality. Thus, the identity of leader is not necessarily attributed to the hierarchically established superior but has to be actively enacted through talk by doing leadership acts or speaking “like” a leader (Clifton J., 2006).

2. Can you teach leadership or are people born with leadership qualities?

We know that leadership is a mix of the potential and the learned. Essential motivation draws from both, providing the intense drive to make a difference, but this is where potential gives way to opportunities which is what really makes the difference. Opportunities that are challenging, that you could fail at, that make you feel discomforted, are the opportunities that you should embrace. Leadership is learnt experientially and if you search for situations where you have meaningful experiences and can make sense of those experiences, then you can definitely develop your leadership capacity. Therefore, some people start with more natural advantages and essential motivation, those with most commitment to take development opportunities, reflect on them and learn, will in all likelihood become the most effective leaders. It is quite possible that the very great leaders are born very gifted but generally speaking leadership can be learnt.

When we are looking for leadership, we are looking for a collective process where individuals are intentionally and consciously committed to achieving an important goal. The notion that one person gets to become a leader while another person gets to become a follower is neither credible nor motivational. It is possible to develop aspiration for leadership in everyone. It is also possible to encourage people to want to become a fully motivated part of a collective that is working towards a general goal, whether they are playing a leader role or a follower role at any one time. Leaders often come from very supportive homes, particularly homes where they are encouraged, given confidence and aspiration and have positive role models to study and respect. At the other extreme, leaders also frequently emerge from very under-privileged homes where they are starved of support and attention, but develop a profound desire to change the status quo. Most of the qualities such as confidence, integrity, connection and aspiration, are things that people possess to differing extents. But they are also qualities that most people can learn. People differ in their levels of confidence, but people can

improve their confidence. People differ with respect to their aspirations, but they can learn to aspire for more. People differ with respect to their capacity to have vision for their collective, but they can learn through reflection to have greater vision. So it is like most things in life. There is a component of individual difference, but we can learn to do better.

On the other hand, history is filled with examples of great leaders who have changed world events, reshaped organizations, and mobilized legions of followers. Interestingly, the great leaders who immediately come to mind are not always positive models for leadership. The challenge is for organizations to find leaders who can get superior results without making sacrifices in terms of how those results are achieved (Bernthal, & Wellins, 2006).

Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas. But the reality is much more primal: Great leadership works through the emotions. No matter what leaders set out to do—whether it’s creating strategy or mobilizing teams to action—their success depends on *how* they do it. Even if they get everything else just right, if leaders fail in this primal task of driving emotions in the right direction, nothing they do will work as well as it could or should.

3. What is the difference between management and leadership?

In trying to answer “What is leadership?” it is natural to look at the relationship between leadership and management. To many, the word management suggests words like efficiency, planning, paperwork, procedures, regulations, control, and consistency. Leadership is often more associated with words like risk taking, dynamic, creativity, change, and vision. Some say leadership is fundamentally a value-choosing, and thus a value-laden, activity, whereas management is not. Leaders are thought to do the right things; whereas managers are thought to do things right (Huges et al, 2002).

Management and leadership are so different from each other. However, they are also so dependent upon each other. They contrast and yet are absolutely complementary. They are like a piece of coin that share common material but can never be separated. When we talk or define a management or leadership, the terminology that is used is so precise and actionable. But, in leadership characteristics can be described as romantic and fantastic, because here we talk about courage, vision, and inspiration. But I am sure that both are incredibly important. In each decision making process you need to have the mind of a manager and the soul of a leader. In businesses, there are many examples from the real life where leaders have not supported their management and the companies have collapsed. Or the opposite, where leaders do support companies and they flourished and grew significantly such as EMAAR Prosperities in UAE which has been supported from the ruler of Dubai Sheik Mohamed Bin Rashed Al Maktoum. Management and leadership need to be blended together to work effectively.

Now need to be as informed as senior managers about strategic business issues, as well as cultural, human-resource, and marketing issues. And there is a growing requirement for managers to have a global mind-set and manage across regions" (Verespej MA., 2001).

It is important to see there are different emphases, but they need to be blended and intertwined to work effectively together. For good business organizations you may need management and leadership in the same people or you may need them in different people, but you need them both to function well. Most huge organizations today are over managed and under led. They need to develop their capacity to exercise leadership. Successful corporations don't wait for leaders to come along. They actively look for people with leadership potential and expose them to career experiences designed to develop that potential. But while improving their ability to lead, companies should remember that strong leadership with weak management is no better, and is sometimes actually worse, than the reverse. The real challenge is to combine strong leadership and strong management and use each to balance the other. Of

course, not everyone can be good at both leading and managing. Some people have the capacity to become excellent managers but not strong leaders. Others have great leadership potential but, for a variety of reasons, have great difficulty becoming strong managers. But commonly, smart companies try to develop leader-managers. Without good management, complex enterprises tend to become chaotic in ways that threaten their very existence. Good management brings a degree of order and consistency to key dimensions like the quality and profitability of products. Leadership has become so important in recent years because the business world has become more competitive and more volatile. Major changes are more and more necessary to survive and compete effectively in this new environment. More change always demands more leadership. So in short words, each system of action involves deciding what needs to be done.

In the past decade, organizations have encountered more and more evidence that leadership and human capital can make a real difference in organizational performance. Several studies have statistically proven the relationship; it is easy to find examples of individual leaders who have dramatically affected organizational performance. Belief in the power of leadership has reached new heights, and it is now time for organizations to propel belief into reality (Bernthal & Wellins, 2006).

The leader's new challenge in a society of knowledge workers is to define a motivating mission and vision for the organization. Knowledge people are volunteers and we know what attracts and holds volunteers. The first thing is a clear mission. People need to know what their organization stands for and what is trying to accomplish.

There are two important things should be fixed in our minds. First, leadership is the ability to manage for the organization's mission and to mobilize people around the mission. Second, although strategy and tactics change all the time, the fundamentals of leadership do not.

Management and leadership are so distinct from each other that it is paradoxical that they are also so dependent upon each other. They contrast and yet are absolutely complementary. I see them as two connected bodies that share common organs and can never be separated. On the other hand, the language of leadership is so romantic and fantastic – it is all about vision, courage and inspiration. It is needed to look through the language and realize that both are incredibly important. In each individual you need to have the mind of a manager and the soul of a leader. One way to look at it is that you have leadership and management gas tanks, that both need to be filled. If it is only your management gas tank that is full, as is often the case, then you will be in an environment that is over-managed and under-led. That's a recipe for disaster.

The separateness with which we view management and leadership has generally been quite unhelpful. We frequently present a fantasy of leadership. If you think of the old cowboy movies, the white hat coming to defend the town is leadership. The outlaws in the black hats are management! In real life, I have seen the consequences where leaders have not supported their management and the companies have collapsed. It is important to see there are different emphases, but they need to be blended and intertwined to work effectively together. For good organizations you may need management and leadership in the same people or you may need them in different people, but you need them both to function well.

I see both management and leadership as necessary. Management involves the every day motivation of people through the control of their self interest. You establish a motivation system to reward behavior that you want enacted for the good of the organization. You make sure that the system operates well so that when people do their work they get paid in the way that they expect to get paid. You make this system reliable, and people know that if they do what they are supposed to do, they go home at the end of the week with their pay cheque. That is good management. Leadership is about inspiring something more – a desire to strive

for the good of the collective – and about giving some greater vision and some greater excitement about the work). Both are necessary. If you just have management, it is boring. If you just have leadership, it is exciting, but it is scary. If you do both together, then people feel safe but excited at the same time.

4. Can someone become a great leader?

The Leadership Challenge is about how leaders mobilize others to want to get extraordinary things done in organizations. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about leadership that creates the climate in which people turn challenging opportunities into remarkable successes (Kouzes & Posner, 2002).

“Are leaders born or made?” the answer without doubt that all of them are born leaders. But is this important more than what you do before your time come over. Leadership is not contained in a gene any more or any less than other pursuits. Leadership is not a place, it's not a position, and it's not a secret code that can't be deciphered by ordinary people. Leadership is an observable set of skills and abilities (Cashman K., 2003).

Furthermore, Leadership is as much craft as science. Analytical methods suffice for the latter, but the main instrument or tool for the leader-as-a-craftsman is himself, and how creatively he can use his own personality. (Bennis et al, 2001). Therefore I would say that leader can be a leader when he believes in himself as a leader if he has other important aspects in his character.

On the other hand, it is known that Leadership is about managing energy, first in yourself and then in those around you. When you walk into an organization, you can tell quickly what the energy level is—and therefore the quality of the leadership in the place. If the energy level is low, the leadership is likely to be weak. Anyone can be a leader, but not everyone chooses to do so. Many people have good ideas and believe in them, but they are so

low energy in their beliefs that nothing much happens (Clawson J., 2006). If you cannot generate the energy to focus your efforts, how could you expect to focus the energy of 5, 50,500 others?

Leadership and self interest is not in a common relationship, however self interest is inherent to a degree in almost everybody. However, if self interest is what dominates person, it might be very difficult to move beyond a transactional form of leadership and has real capacity to influence people. It is required also to be aware that there is a negative side of leadership. Unfortunately, not everybody who has positional power will exercise it with moral authority and ethics. Not all people who turn bad in terms of how they use power, started off as destructive. Many of them began as constructive individuals. This is why the notion of distributed leadership, where leadership is not held in a single person, is very good. The leader in businesses should make his interests aligned with the interests of the shareholders, the employees and the customers. So a great deal of what we see great leaders doing is a result of personal effort. If you subscribe to the belief that leadership is not a person, but a series of behaviors that are displayed by a great many in an organization, then it becomes easy to argue that everyone can get better at leadership (Zenger & Folkman, 2002). I can confirm what Max DePree said that Leadership is much more an art, a belief, a condition of the heart, than a set of things to do. The visible signs of artful leadership are expressed, ultimately, in its practice (DePree M., 1989).

There are those who argue that all development is self-development. It has been noticed that the majority of what people learn while working in organizations, they gain on the job, casually and informally. No matter how powerful the academic experience, it always pales in comparison to the learning that comes from experience. Leaders should create dimensions in a great place to work in their organization to be successful. These outlines have the following

characteristics: credibility, respect, fairness, friendliness and mutual trust, and pride (Verschoor C., 2006).

5. Leadership in the ethical and global context

Culture, according to most definitions, is the way people and societies behave based on their beliefs, values, norms, customs, and attitudes; which are usually rooted in their geography, history, religion and philosophy. In brief, culture is a way of life. Worldly leaders are those that can manage with relative ease across cultural boundaries, be they departmental, corporate, or country cultures. The term global mind-set accepts, understands, and respects cultural differences. Global mind-set, on the other hand, implies convergence over time towards a common culture (Muna F., 2006).

Leadership, they said, starts at the top and ethical leadership filters throughout the organization. In other words, while personal ethics are important, organizational culture is critical. It appears that the emphasis on building ethically strong individuals seems to be shifting toward creating wholesale cultures of integrity across entire businesses. Supporting a focus on organizational ethics, many survey respondents also said that good ethics is good business because it builds brands, draws customers, and saves money in the long run (Verschoor C., 2006).

Many business leaders believe that a company with soul is more likely to do the right things and become successful over the long term. What do we mean when he talks about soul? For organizations, groups, or families, soul is a bedrock sense of who we are, what we care about, and what we believe in. Organizational ethics must ultimately be rooted in soul—an organization understands of its deeply held identity, beliefs, and values. Each frame offers a perspective on the ethical responsibilities of organizations and the roles of leaders. Every organization needs to evolve for itself a sense of its own ethical and spiritual core. The frames offer guidelines for that process. Signs are everywhere that institutions in many developed

nations are at a critical juncture because of a crisis of meaning and moral authority. Rapid change, high mobility, globalization, and racial and ethnic conflict tear at the fabric of community. The most important responsibility of managers is not to answer every question or always to make the right decision. They cannot escape their responsibilities to track budgets, motivate people, respond to political pressures, and attend to symbols. As leaders, they serve a deeper, more powerful, and more durable function when they are models and catalysts for such values as excellence, caring, justice, and faith.

With prior organizational and cultural experiences, a common set of assumptions can only be forged by clear and consistent messages as the group encounters and survives its own crises. The culture creation leader therefore needs persistence and patience, yet as a learner must be flexible and ready to change. As groups and organizations develop, certain key emotional issues arise. These have to do with dependence on the leader, with peer relationships, and with how to work effectively. Leadership is needed to help the group identify the issues and deal with them. During this process leaders must often absorb and contain the anxiety that is unleashed when things do not work as they should. Leaders may not have the answer, but they must provide temporary stability and emotional reassurance while the answer is being worked out. This anxiety-containing function is especially relevant during periods of learning, when old habits must be given up before new ones are learned. Moreover, if the world is increasingly changing, such anxiety may be perpetual, requiring learning leaders to assume a perpetual supportive role. The traumas of growth appear to be so constant and so powerful that unless a strong leader takes the role of anxiety and risk absorber, the group cannot get through its early stages of growth and fails. Being in an ownership position helps because everyone then realizes that the founder is in fact taking a greater personal financial risk; however, ownership does not automatically create the ability to absorb anxiety. For many leaders this is one of the most important things they have to learn. When leaders launch new

enterprises, they must be mindful of the power they have to impose on those enterprises their own assumptions about what is right and proper, how the world works, and how things should be done. Leaders should not apologize for or be cautious about their assumptions. Rather, it is intrinsic to the leadership role to create order out of chaos, and leaders are expected to provide their own assumptions as an initial road map into the uncertain future. The more aware leaders are of this process, the more consistent and effective they can be in implementing it.

The process of culture creation, embedding, and reinforcement brings with it problems as well as solutions. Many organizations survive and grow but at the same time operate inconsistently or do things that seem contradictory. One explanation of this phenomenon that has been pointed out repeatedly is that leaders not only embed in their organizations what they intend consciously to get across, but they also convey their own inner conflicts and the inconsistencies in their own personal makeup. The most powerful signal to which subordinates respond is what catches leaders' attention consistently, particularly what arouses them emotionally. But many of the things to which leaders respond emotionally reflect not so much their conscious intentions as their unconscious conflicts. The organization then either develops assumptions around these inconsistencies and conflicts and they become part of the culture, or the leader gradually loses a position of influence if the behavior begins to be seen as too disruptive or actually destructive. In extreme cases the organization isolates or ejects the founder. In doing so, however, it is not rejecting all of the founder's assumptions but only those that are inconsistent with the core assumptions on which the organization was built. The period of culture creation, therefore, puts an additional burden on founders—to obtain enough self-insight to avoid unwittingly undermining their own creations. Founding leaders often find it difficult to recognize that the very qualities that made them successful initially, their strong convictions, can become sources of difficulty later on and that they also must learn and grow as their organizations grow. Such insights become especially important when organizations

face issues of leadership succession because succession discussions force into the open aspects of the culture that may not have been previously recognized.

Thayer summed the entire international concept of leadership up by saying, “A leader is a meaning maker, his or her concerns are not the things of the world but the way people .(mind the things of the world” (Thayer L., 1995

6. Leadership and change

In a complex and changing world, highly skilled and experienced leaders at all levels—not just senior leaders—arc becoming harder to find. Leaders at all levels are asked to play multiple roles, including strategist, coach, global thinker, change driver, and entrepreneur (Bernthal & Wellins, 2006).

It is commonly believed that in order for organizations to succeed in today's environment (Whatever their sphere of activity), they must dramatically change their business processes and, simultaneously, develop and draw on the commitment of their people to implement these new processes. This is both the challenge and the contribution of leadership in our time—to engineer change and to evoke commitment (McGill & Slocum, 1998). There is widespread belief that leadership is sorely needed at every level of every organization.

I think leadership is especially necessary in times of change, because you are asking people to step outside their self interest and that is when leadership is especially important. It is a time when the leader needs to ensure that people have absolute clarity in their vision. You have to influence them to set aside their narrow interest for a period of time and work for the collective good. You need to give them a lot of support and encouragement along the way, much more than most people realize. I think a true test of leadership and one of life's cruel ironies is that your most intense test of leadership occurs when you first join an organization and when things go really bad. Unfortunately, that is when we are least prepared to have the

answers and feel least capable of exercising appropriate leadership. One very important aspect of the leadership role in a crisis is the ability to define the situation.

Leaders have to step forward and get involved with change. Although each idea on how to ‘do change’ is somewhat different—and they all have some good parts—without leadership, nothing works.” Leadership is not a fad. It’s a fact. It’s not here today, gone tomorrow. It’s here today, here forever. Leadership matters. And it matters more in times of uncertainty than in times of stability (Cashmana K., 2003).

Leading people effectively is a tremendous challenge, a great opportunity, and a serious responsibility. Today’s organizations, more than ever, need effective leaders who understand the complexities of our ever-changing global environment; who have the intelligence to deal with complex problems and the sensitivity and ability to empathize with their followers to motivate them to strive for excellence(Nahavandi A.,2006).

The reality of our contemporary context is that our organizations are in a state of great changing all of the time. If we are not an active process of change, we should be in a state of renewal, because if we are not in a state of renewal, we will find ourselves forced into a state of turbulent change. The leader needs to recognize and be able to respond to a multitude of complexities in any situation of great change. First, there is dynamic complexity caused by the space and time between cause and effect. Second there is generative complexity with events unfolding in unpredictable and unfamiliar ways. In these situations, every question seems to spawn ten new questions rather than the one simple answer we desire. The third reason is social complexity because we are dealing with a group of diverse individuals who all have their own world view. So whilst crisis and transition is the great test for leadership, we face that test more often than we think and therefore great leadership is not something to be kept in reserve for some special circumstance. We have to recognize that all progress is a result of change, but not all change results in progress.

Furthermore the impact of leadership on innovation goes well beyond the motivating effect of the actual inspirational or charismatic leader. Leaders also affect innovation through organizational design, and must create appropriate organizational environments to suit the different innovation processes. Of course, Administrative Managers have a vital part to play in ensuring that this business philosophy achieves the desired results.

It's true that one person alone can't change the world, or even a moderate-sized organization. It takes the concentrated energy, ideas, and enthusiasm of many people. But without a leader, the movement doesn't get started in the first place, or it quickly dies for lack of direction or momentum. Without leaders, good results are a matter of random chance, and therefore unsustainable. Another reason that leadership takes precedence over the contributions of culture and management tools is that it's the leaders who create the cultures and use the tools. Although, I believe in the attraction of the theory of culture dominant of organization's success, but it holds out to non-leaders the hope that they can attain excellence if they can only get themselves into the right culture. Additionally, successful cultures didn't just spring up by themselves and start shaping their members. As long as a culture fits the marketplace, it succeeds, but when the external realities change, the culture has to change as well. That's where the proponents of cultural determination go astray. They argue that good cultures will mend themselves. But that's simply not true. At certain critical stages, radical cultural shifts are needed, and without leadership, they just don't happen.

What leaders do is stage revolutions. They are constantly challenging the status quo and looking around to see if they are doing the right things, or if those things can be done better or smarter. And most importantly, when they do spot something that needs to be changed, they do something about it. In more concrete terms, they do two specific things:

° See reality—size up the current situation as it really is, not as it used to be or as they would like it to be, and

- Mobilize the appropriate responses

Facing reality is the first crucial step that leaders must take if their organizations are going to respond appropriately. But that is just the starting point. Once the leader has figured out the problem/challenge/opportunity, he or she has to:

- Decide on a response,
- Determine what actions need to be taken to deliver that response, and
- Make sure those actions get implemented promptly and well.

On the other hand, Implementation of a massive organizational change is the hardest part, because it requires selling the new response and weeding out the resisters and the superfluous work. Implementation of an idea requires values, emotional energy, and the edge, or guts, to see it through to the end. Implementation is where you tackle the tough day-to-day issues.

On other hand I noticed that leaders mentor leadership; that is, they exhibit a personal interest in the leader behaviors of others, teaching leadership as they practice it, encouraging from the heart, and fostering collaboration by giving power away (McGill & Slocum, 1998). Sheikh Zayed as an example of this behavior tried to teach his sons from the beginning of their childhood how to behave, think, and decide as future leaders.

7. Leadership in practice

I believe that leaders are people that others respect, but I think the idea of a great leader is someone who works not for glory but for the betterment of others, like many famous leaders in the history Mau Tsi Tong or mother Teresa or Gandhi or Nelson Mandela or Napoleon or our great leader sheikh Zayed. Leaders do it for other people—if you're only in it for glory; you're not really a leader. Leadership is found in everyday acts. Many leaders lived and died calmly because they did their own role privately without media and publicity. They are for me and for their associates real leaders.

In this century we should admit it that really we need great leaders who can give answers for our pains and solve problems in our world. Who can foresee what we must know and do to negotiate the constant change and ambiguity facing us in every moment in these uncertain times. Because it is generally agreed that leadership is vital for our survival as a society, we should hasten to prepare people to be leaders (Lloyd et al, 2002). The new leadership should be built on these basic elements:

1. Where we are in our understanding of leadership is a function of where we once were. We should understand leadership in the past and in our current needs so we can predict how it should be.
2. Leadership comes in many shapes and forms. There is no one formula for leadership. What is effective in one situation may not be useful in another.
3. Any study for leadership should be written not only for those who aspire to organizational or political leadership, but also for anyone who wishes to make a difference by exerting leadership for a valued cause.
4. The correct understanding of leadership requires the vantage point of multiple perspectives.
5. Studying leadership across a range of human differences is the only way to approach the subject.
6. Leadership can best be understood through metaphors and described indirectly through paradigms.
7. Leadership is the process by which people work together to achieve mutual goals. It is a work. It is not a word but a verb.

8. Conclusion

In a complex and changing world, highly skilled and experienced leaders at all levels are becoming harder to find. Leaders at all levels are asked to play multiple roles, including

strategist, trainer, global thinker, change driver, and entrepreneur. Because decision making often occurs at lower levels, line managers need to be informed about strategic business issues, as well as cultural, human-resource, and marketing issues. And there is a growing requirement for managers to have a global mind-set and manage across regions.

Influence is the essence of leadership. To be effective as a leader, it is necessary to influence people to carry out requests, support proposals, and implement decisions. In large organizations, the effectiveness of managers depends on influence over superiors and peers as well as influence over subordinates. Influence in one direction tends to enhance influence in other directions.

The success of a manager depends greatly on the manner in which power is exercised. Effective leaders are likely to use power in a subtle, careful fashion that minimizes status differentials and avoids threats to the target person's self-esteem. In contrast, leaders who exercise power in an arrogant, manipulative, domineering manner are likely to engender resentment and resistance.

Because we reached the conclusion that leaders can be found everywhere and in everybody, to me this is inspiring and should give everyone hope. Hope, because it means that no one needs to wait around to be saved by someone riding into town on a white horse. Hope, because there's a generation of leaders searching for the opportunities to make a difference. Hope, because right down the block or right down the hall there are people who will seize the opportunity to lead you to greatness. They're your neighbors, friends, and colleagues. And you are one of them, too. This also will lead us to our target, to Sheikh Zayed and his great leadership. This is what Sheikh Zayed tried to do as a matter of fact with his sons. He created in them the soul of responsibility and locality to the country. So we can see that each of them is a future leader.

Chapter 5: Zayed and Leadership

It is not hard to state in a few words what successful leaders do that makes them effective. But it is much harder to tease out the components that determine their success. The usual method is to provide adequate recognition of each worker's function so that he can foresee the satisfaction of some major interest or motive of his in the carrying out of the group enterprise. Crude forms of leadership rely solely on single sources of satisfaction such as monetary rewards or the alleviation of fears about various kinds of insecurity. The task is adhered to because following orders will lead to a paycheck, and deviation will lead to unemployment (Kouzes & Posner, 2002).

When successful leaders talk about their personal best achievements, they talk about the importance of being clear about values and standing for principles. Leaders serve as role models for what constituents are expected to be and do, and how leaders set the example by their deeds and not just their words (Kouzes & Posner, 2002).

With all of the attention to great leaders, it is increasingly difficult to separate who leaders are from what leaders do. It is hard to distinguish the person from the process. For this reason, theory-building has been virtually indistinguishable from personality profiles (McGill & Slocum 1998). This is, in my opinion, a very important issue in our in the entire research. We can not separate leader's performance from his character and his soul. Sheikh Zayed was a man with a leader charisma. His works proved that he is from the first class leaders. According to the above, this incredible achievement is a concrete testament to Sheikh Zayed's leadership at a time when other nationalist leaders took an entirely different but ruinous route (Emirates Arabia 2000, 2004).

The basic academic education did not limit Sheikh Zayed from having a vision; he displayed an early thirst for knowledge, the harsh desert realities promoted him as natural leader, who listens for his countrymen and during the falconry seasons, he developed better understanding, of the people and the environment. He wrote a book titled: "Falconry:

Our Arab Heritage, he noted that “the companionship of a hunting party permits each and every member of the expedition to speak freely and express his ideas and viewpoints without inhibition and restraint, and allows the one responsible to acquaint himself with the wishes of his people, to know their problems and perceive their views accurately, and thus to be in a .(position to help and improve their situation (Al Nahyan Z., 1977

Sheikh Zayed had steered the ship of this nation with wisdom and dexterity. His presence among us will always be felt like a perpetual breath of fresh air. He was a man who had planted the seeds of affection in the hearts of all, as much as he had painted his land with opulent greenery, at a time the entire world thought it would forever remain a desolate waste land. Zayed was a man in a class of his own.

He believed that learning is an essential part of the leadership process for everyone involved. What carries us through life is our ability to grow, to discover new possibilities in ourselves, in others, and in our worlds. Successful artists, inventors, scientists, executives, and leaders in any field never lose that spirit. When they don't know what they're doing, they embrace the experience, realizing with every fiber of their being that they're learning and that learning is what life is all about. Just like fruit on the tree, when we stop growing, we start to rot. That's precisely why leadership has to be everyone's business. Why leadership will always be a relationship. How action brings forth the leader within. And, in the end, how leadership is about developing oneself to be an instrument for making a difference (Bennis et al, 2001). Additionally, these principles ring true—whatever the future has in store for all of us. We can see that obvious in our great leader and through his entire life. Zayed was eager to learn more and more. He was able to develop himself, his people, and his country in speedy and deep steps to reach the highest level of civilization in the world. Within his age and his travels he did not stop searching importing the know-how to his country spending a

reasonable percentage of the national income to find different resources of incomes to the UAE beside the oil income.

Sheikh Khalifa the current president of UAE said “by virtue of this glorious Day which we are commemorating today, Zayed's leadership was the corner stone of UAE Unity, which shall undoubtedly be pursued with sure and confident steps by his successors, under the guidance of Sheikh the UAE is now placed on a high pedestal among its regional and international peers. It has become a respectable member of the world's community, thanks to Our Federation which made this possible. This condition has concretely enabled UAE to translate all its dreams into reality on the ground and we are a sturdy and confident nation under the banner of this Federation. Our economy is now powerful due to excellent investment program and well-planned development policies. The progress we have achieved so far is also evident in the areas of education and culture throughout the emirates. Our diversified sources of learning have tangibly contributed in creating generations of UAE young citizens who are fortified with knowledge and technical-know-how" (Arabia 2000, 2005). Sheikh Khalifa continued his father's path in giving his people and country all of his power and consideration.

In Zayed's life, UAE government was taking good care of the families by providing them with their basic needs in life, in form of accommodation, jobs and the like, as could be seen in Zayed's Housing Project which provided comfortable living to all citizens. The Federation has accomplished countless feats at the regional and international levels, providing the UAE with practical tools to inculcate the principles of cooperation and fraternity among Arab and Islamic nations by supporting their causes and through continual efforts to establish peace, security and stability in the entire world (Arabia 2000, 2004). UAE government did not stop the services that have been provided in Zayed's life because his

spirit exists in each activity or movement in the current government. We can say that Zayed's leadership continued also in his sons.

In all countries in the world you can hear this statement that the UAE had through, wise and farsighted leadership of late Sheikh Zayed's, achieved tremendous economic progress, social stability, national unity and a clear-cut cultural identity. Sheikh Zayed had managed to bring together emirates which were scattered and forged them into one powerful state marked by unprecedented development in all aspects.

Writers said that the success of case management interventions is observable and measurable, because the models are generally based on observable and measurable objectives (Hartman et al, 1994) and also we could say that the case management focuses on the person/leader- in- environment perspective (Germain C., 1990). So when we look to Zayed's life and environment we could see clearly that it started tough in the worst ever condition in social, economical, ecological, and political aspects. From this circumstance his leadership has been formed gradually to bear the hops and pains of his people to promising .future from almost nothing in hand

Through his leadership the UAE had given the best example for comprehensive integration between Arab countries and their hopes towards a prosperous future. Sheikh Zayed had established the values of Shura in UAE political life and steered his country's internal affairs and its local and global relations with great dexterity at a time the region was rocked by various forms of conflicts (Ghandoor S., 2000).

I would like more to highlights the remarkable deeds of the late unrivalled leader in all aspects of life. Focusing in an idea is that: the late Sheikh Zayed bin Sultan Al Nahyan was not an ordinary leader. Knowing that by his grievous demise we lost his kind heart and tenderness. His leadership was incomparable. All detailed activity in his life indicates that

Sheikh Zayed's good reputation and life have been identified with the stage of nation building.

It is really hard to cover activities of late Sheikh Zayed in the main economic and social aspects, in addition to the humanitarian assistance he gave to brotherly countries. But his people do not stop saying that God endowed him with wisdom and sagacity to put the solid base for the comprehensive development in the country.

He built the basic structure, founded health and educational institutions in all parts of the country, and established giant industrial schemes that made the UAE a solid industrial base that attracts the international economic communities, the study points out.

It affirms that sustainability of development is conditioned by building man, who is the first tool and the final end, as Sheikh Zayed made man building one of the pillars of his policy. Additionally, he believed that the human being is the basis of any civilization and the core of any real progress.

The people could not forget him as saying: "Whatever we establish of buildings, schools, hospitals and whatever we extend of bridges, all these will remain material things that lack soul and are unable to sustain - the soul of all this is the human being."

Recognizing that man is the core of development, the study notes, Sheikh Zayed was keen to provide special and full care to the youth of the UAE in all different categories.

All the writers who know him closely also point out that Sheikh Zayed gave a lot of care to children of the UAE and considered the proper upbringing and preparing of children to be a guarantee for the future of the nation and a protection to the most precious wealth of the country.

Many studies clarify that he was keen to make child care one of the pillars of the comprehensive development plans through providing schools, clinics, nurseries, playgrounds, teachers, and social works so as to provide all means for preparing a good, successful youth.

His consideration was not limited to the men but also it goes to provide care to the women of the UAE whom he described as maker of generations. It mentions that he noted that women are active elements contributing in the building and developing of the country.

Sheikh Zayed opted to see the women of UAE abreast with women of the nations that have proceeded in the road of progress and development. His statements and instructions explain that his belief that equipping women with education and science was "a driving force for respecting their right to live an honest life, to have a happy home, and to be able to bring up good generations."

It also points out that late leader Sheikh Zayed did not overlook the potentialities of the persons with special needs, but rather he established programs and institutions whose aims have been to activate the dormant skills of this category of people, so that they can assume their role and realize their humanity through participation in the various national activities. By doing so, he made them active contributors to the nation building and development. Additionally, he ordered the building of rehabilitation centers for young handicapped to educate them and furnish them with the necessary skills and vocations.

By doing this, he affirms, the unique leader turned the barriers of disability to a stimulant to creativity, and brought to light ingenuities that have long been captive in darkness of marginalization and isolation.

Late Sheikh Zayed was keen to provide means of decent living to the aged people in the country, thus he ordered the establishment of homes for caring for aged people so as to provide them with their needs, alleviate their suffering and provide them with means of decent living, for in their past days they gave the community their best endeavors..

Sheikh Zayed's benevolence was not limited to this blessed land, but was extended generously to those inflicted by or suffering from catastrophes (Arabia 2000, 2005). His vision on human beings transcended color, race and gender, says the book.

In other words, Sheikh Zayed's wise leadership helped the UAE to become one of the most influential countries in the region and the whole world. His great vision was characterized by its simplicity and sincerity. He was the embodiment of visionary and foresight. If we go deeply in Zayed's illuminating words and many of his sayings on different issues, as well as articles by leading publications from different parts of the world, we can conclude easily his wise leadership and achievements (Arabia 2000, 2005).

UAE economy has been evolving gradually, so have our educational, legal and social systems. All the fundamental elements of society are gradually progressing. The philosophy adopted Zayed's leadership which was based on patience and not jumping to solutions with slim chances of success. He often stated: "What is accepted today may not be accepted tomorrow". That's why there is no need for rushing that may lead one to stumble (Arabia 2000, 2006).

Sheikh Zayed bin Sultan Al Nahyan's vision has lifted the UAE to the top ranks of world countries and established it as a safe and secure country, according to Sheikh Saif bin Zayed, Interior Speaking in an interview with Insured media magazine, Sheikh Saif said the people of the UAE celebrated the 38th anniversary of Sheikh Zayed's accession to power on Aug.6 by remembering the great achievements of Sheikh Zayed. "Every year we celebrate this occasion as if we are doing it for the first time," he said. Sheikh Saif Bin Zayed –son of sheikh Zayed and the current minister of interior affairs outlined the priorities of the UAE. These included ensuring a peaceful environment of safety and security for the people and the state. He pointed out that the UAE was the first country in the region to introduce the system of personal identification through iris scan. Through the system, the authorities have been able to prevent 9,500 criminals who were deported from returning to the country, he said.

He said the concept of safety and security was directly linked to the insurance sector and the government should adopt a new approach to the sector with a view to upgrading its

professionalism. In this context, he said, Insured media should propagate an "insurance culture" in the country and act as a vehicle to ensure the spirit of healthy competition. Sheikh Saif said: "The UAE enjoys an unparalleled environment of peace and security under the wise leadership of His Highness Sheikh Zayed, a fact which has endowed our beloved country with a distinctive global status."

"The Accession Day is a particularly joyous occasion in our country that may almost be quite unique due to the fact that we feel, as we celebrate the day every year, that we are going through this experience for the first time ever. A whole new world separates us from those days 38 years ago. The changes are breathtaking and the progress is dazzlingly marvelous.

By Allah's grace and thanks to the deed and inspired far-sightedness of His Highness Sheikh Zayed, we have become what we are today, a country admired by all. The most distinctive aspect of our country and the trait which we are eager to remember in all our happy occasions is the inspired and ever-fresh vision of Sheikh Zayed. Peace, safety and security are the Almighty God's great blessings to our country. Our country is very hospitable and our leadership is keen on providing its people with prosperity.

Our leadership is perfectly aware of the responsibility towards the millions who live and work in the country. Our country is privileged with social stability and is distinguished by the independence of its judiciary. We are also proud of our strong economy and maintain significant and consistent growth. These are factors of great prominence since any flaw or defect in the economic, social or judicial system would lead to creating a fertile breeding ground for destabilizing factors in any country in the world" (Arabia 2000, 2004).

"Money will be of no use if it is not utilized for the benefit of the people," Sheikh Zayed once said. Such a philosophy has been translated into deeds in the Abu Dhabi emirate in particular and the UAE in general. Over Dh 217 billion has been spent on development and

service projects in the emirate during the period from 1968 and 2003, a fact that shows the commitment of the political leadership in employing the country's resources and oil revenues to build a prosperous nation.

The Gross Domestic Product (GDP) of the Abu Dhabi emirate amounted to more than Dh 166.5 billion in 2003. The contribution of the non-oil sector as reached over Dh 88.8 billion and its balance of trade posted a surplus of more than Dh 70 billion in 2003 as the strategy of diversification of income sources proved to be successful.

The utilization of oil resources that Sheikh Zayed has vowed to make has never been a hollow promise. Great accomplishments and radical changes that have taken place over the past 38 years speak volumes for the President's sincerity.

Sheikh Zayed's style of leadership has involved maintaining close links with his people, regularly visiting them in cities and villages throughout the country, making himself available for their comments.

During his inspection tours of development project, he meets with his citizens away from the office or palace, and listens to their concerns. Pursuing an open-door policy, Sheikh Zayed said: "Our door is always open for our citizens and will remain so." He believes that the President's tour is part of his keenness to inspect the progress of various projects in different areas through field visits. It also comes within the context of Sheikh Zayed's policy to extend prosperity to all UAE nationals.

Soon after the federation of the United Arab Emirates was declared on December 2, 1971, Sheikh Zayed ordered that all material resources and administrative and technical expertise of the government of Abu Dhabi be put at the disposal of the fledgling state.

He said clearly: "The federation has always been my wish and the most sublime goal I have aspired to achieve for the people of the UAE," the President once said.

We have realized from the very beginning, he remarked, that the federation is the path of strength and progress and the tool to make the people happy. The formation of the federal state has given rise to one of the most ambitious development processes in the region. And in a few years the UAE has become a modern and prosperous state.

"The wishes have come true with the set up of the federal state of the United Arab Emirates, which has contributed a lot to changing the pattern of life in this land," the President maintained" (Arabia 2000, 2004).

No body can deny that sheikh Zayed had an effect on his own followers and especially on his own family, Sheika Fatima, his wife, was affected by his concepts of life through her participation in his life and experience. She was focused in the UAE'S woman issue and how to build the other half of the society in a solid and modern way to the coming future by the satisfaction and blessing of her husband the UAE's leader and builder. So she openly said the representatives of the U.N. agencies in Abu Dhabi, the capital of the UAE. "We firmly believe that women, wherever they may be, will always be multi-dimensional. A woman can thus be, simultaneously, a loving housewife and a valiant guardian; she is a haven for her children, a full partner to her husband and a worthy sentinel for her race,"(Mardini A., 1997). This valuable statement means Without doubt her status as the president's wife that has helped her improve the status of women and none of this could have been possible without the support and encouragement of Sheikh Zayed Bin Sultan Al Nahyan.

She believed that social progress in any society is contingent upon the provision of opportunity for women to assume their natural role in society. Only with this can they give and work freely and also contribute meaningfully to the social and economic development of their country.

Wildlife likewise received attention from Sheikh Zayed. To ensure the protection of his country's biological diversity, he outlawed hunting. He went even further by creating, on

his own island reserve of Sir Bani Yas, a sanctuary for endangered species, such as the Arabian Oryx and the sand gazelle. Thanks to his efforts, the symbol of Abu Dhabi, the Dorcas Gazelle, is a protected species whose numbers are now increasing under special programs. Other endangered species, under agreement with international conventions such as CITES, are protected and helped to multiply such as the rare Arabian Leopard, the Ibex, Turtles and dugong (manatee).

Sheikh Zayed received a gold medal from the Food and Agriculture Organization (FAO) of the United Nations, for his agricultural development efforts, not only in his country, but in other developing countries. He was honored by the President of Pakistan with a special Decoration in 1997 for his role in environmental conservation. This was the first time that Pakistan bestowed such an accolade on a Head of State. That same year, Prince Philip, the Duke of Edinburgh and President Emeritus of the Worldwide Fund for Nature (WWF) presented Sheikh Zayed with the “Golden Panda” - WWF’s highest conservation award. This was the first time in the history of the award that a Head of State was so honored. Again in 1997, he received the region’s first ever Gulf Business Award for Environmental Action. Further, Sheikh Zayed was chosen as Man of the Year twice; in 1991 by a referendum held by the Lebanese (Monday Magazine) which covered more than 30,000 readers and in 1997 by the World Arab Newspaper published in London by virtue of his fundamental achievements related to restoration between various Arab Countries that went through serious disputes. Sheikh Zayed died, Mercy be upon him, on the First day of November 2004. His achievements live on. The United Nations Environment Program granted him the "Champion of the Earth Award" (2005) which was received by His Highness sheikh Khalifa Bin Zayed Al Nahyan, President of the United Arab Emirates. Being of such caliber and commitment, this prize is honored to bear his name.

The main statements that could form the real value for this great leader can be concluded from Sheikh Mohammad Bin Rashid Al Maktoum—vice president of UAE and the ruler of Dubai when he said, “Zayed the leader, the wise and the father of the nation is still with us because he departed this world in form only; his soul, wisdom and achievements will endure forever. We pray to Almighty Allah that his soul rests in peace as we commemorate the first anniversary of the death of Sheikh Zayed, the father who loved his sons and people and devoted his life to the service of his nation.

Today, our belief in Allah's will and destiny is combined with our pride, admiration and respect for Sheikh Zayed, whom Allah rewarded with his people's love during his lifetime. Allah has also rewarded Sheikh Zayed by including his name among the immortal leaders and reformers with his reputation for good deeds that benefit people. With the dawn of every new day, we wake up feeling that Sheikh Zayed is still with us. He will be remembered forever because his good deeds and great achievements are evidence of his rich legacy.

We feel Sheikh Zayed among us. His image, ways and legacy live with us every day. We feel his shadow with us and his thoughts provide us with determination and optimism. We sense him speaking in his warm, tender voice, encouraging us to work, do good deeds and seek glory.

When we are alone, Sheikh Zayed shares our isolation. Whether for one year, decades or forever, the memory of Sheikh Zayed and his life will remain immortal throughout history and among mankind, not only because of his great achievements as a veteran leader and founder who carried his Arab and Islamic nation in his heart but also because he shared the morals of our noble ancestors.

Sheikh Zayed is one of those rare leaders who were not spoiled by leadership, fortune, achievement and prestige. In fact, these things strengthened his belief in Allah and inspired

him to follow in the footsteps of Prophet Mohammed (Peace Be upon Him) by loving people, helping the needy and being a kind-hearted, gentle, soft-spoken, decent and pure man.

His deeds and achievements reduce the pain of separation and loss.

On this day, the Arab nation and the Islamic world miss Sheikh Zayed very much. They miss his wise voice at this time of turmoil when a bold stance is needed and when there is confusion and there are no longer any creative initiatives.

On the first anniversary of his death, we pray to Allah that Sheikh Zayed's soul is resting in peace and we promise to carry his legacy in our consciences and minds and to pass it on to our sons and grandsons and cultivate it as we would a fruit-bearing plant that will benefit future generations.

Oh master, absent and present. Your generosity to us was endless. You lifted and rewarded our country and set an example to the entire world. You were so generous to me that I had two fathers - Rashid and Zayed - and there is no honor greater than this. Your image is still in my eyes. Your voice stills in my ears. Your memory remains in my heart. So you will never be gone (Gulf news, 2005).

Joseph A Kechichian, one writer who knows Zayed closely, said also that Sheikh Zayed Bin Sultan Al Nahyan is indeed a unique leader. Any objective assessment of his accomplishments during the past five decades indicates that, while many people spoke, Zayed acted. He had vision, but he was and is a man who is very much in a hurry. The UAE leadership has been healthy in more ways than one. What was accomplished was done against immense odds, and Sheikh Zayed and his fellow rulers solidified, as well as earned, their legitimacy. And he believes that the loyalty of the populations of the seven emirates to their respective leadership was really never questioned. As a consequence, the hostile physical environment and the colonial pressures did not prevent the coming together of the federation because loyalty was present on both sides (Kechichian J., 2001).

I think that the essence of successful leadership brought Zayed to be the Ruler of Abu Dhabi. It is important to know that vision is characterized by both continuity and change, so the coming years will be marked by further advancement of Zayed's vision. Of his first few weeks as a Ruler of Abu Dhabi, Sheikh Zayed said, "the entire picture was prepared. It was not a matter of fresh thinking, but of simply putting into effect the thoughts of years and years. First, I knew we had to concentrate on Abu Dhabi and public welfare. In short, we had to obey the circumstances: the needs of the people as a whole.

Second, I wanted to approach other Emirates to work with us. In harmony, in some sort of federation, we could follow the example of other developing countries" (UAE Ministry of Information and Culture, 2002)

One of the attributes of a strategic leader is power, which enables the leader to meet the challenges that confront his vision. Power is important for the achievement of any vision.

Warren Bennis and Burt Nanus described power as the basic energy to initiate and sustain action translating intention into reality (Bennis & Nanus, 1985). Clearly, Sheikh Zayed as a ruler exercised his power to bring about his vision of the enhancement of the standard of living and prosperity of the people of Abu Dhabi. In discharging this responsibility, he has devoted all his efforts to serve his land and people, utilizing the country's oil resources to this end.

Despite being a simple man, Sheikh Zayed is an open-hearted philosopher, who has great love for the environment. Being a man of history, President H.H. Sheikh Zayed bin Sultan Al Nahyan, has always been the main target of writers and historians who were overwhelmed by his unique personality and his ability to get his people to rally round him to help them solve their problems and for his ambition to change life in the desert.

Those writers and historians who wrote about Sheikh Zayed described him as the man who was polished by desert life so much, making him one of the desert's bravest knights, who

loves so much, and he masters horse and camel riding, and who is obsessed with falconry as one of his major hobbies. These hobbies have molded Sheikh Zayed into a personality with the habit of Bedouin, including boldness, simplicity and fairness.

Sheikh Zayed brought to his new task a firm belief in the values of consultation and consensus, in contrast to confrontation. Foreign visitors, such as the British explorer Sir Wilfred Thesiger noted with approbation that his judgments were distinguished by their acute insights, wisdom and fairness.

While his enthusiasm for federation was a key factor in the formation of the UAE, Sheikh Zayed also won support for the way in which he sought consensus and agreement among his fellow rulers. Even before having the presidency of the new state, Sheikh Zayed's major ambition was to develop the country and provide comfort for the citizens of the country.

He also aimed high at preparing his people to be able to shoulder effectively the responsibility of building the country. He used to say: "Money is useless if it is not used in serving the people." Based on this philosophy, Sheikh Zayed made the rehabilitation of UAE citizens as his major target.

He made the provision of services of all kinds to all the citizens of his country as his major goal. He tackled the problem of water scarcity and worked to improve the quality of land for farming purposes.

Soon farmlands stretched everywhere in the country and his afforestation project turned the desert into green land. His deep faith in unity led him to work with leaders of other Gulf countries to form the Gulf Cooperation Council, GCC, which brought together six Gulf States, including the UAE, Saudi Arabia, Kuwait, Oman, Qatar and Bahrain.

He has been calling repeatedly for Arab solidarity, cooperation and unity and for burying of differences and mending of fences between Arab leaders. He has also mediated successfully on several occasions between Arab leaders.

Perhaps one of his most significant achievements for his country is his ability to steer his country far away from any conflict that abounds on the Arab front and his ability to win the trust and love of all at both the Arab and international levels through his balanced stance on Arab and international issues (Durham, 2001).

As a step of clear thinking and wise decision he sent a letter to a weekend Arab summit in Egypt to become the first Arab leader to say publicly what until now had only been whispered in closed-door government meetings and debated in coffeehouses around the Arab world: Saddam should step down and go into exile to spare his people and the region (Farouqi A., 2003).

In simple words, anyone who can turn a desert into an oasis of wealth, opportunity and development must be a brilliant visionary. And Sheikh Zayed Bin Sultan founder and president of the United Arab Emirates (UAE), was such a man. Zayed was Seen as a man of integrity who led by example, using consultation and consensus to deal with tribes.

An early example of the political wisdom Zayed was to show throughout his life was an early decision to share Abu Dhabi's oil wealth with his neighboring emirates. It is a tribute to his leadership that most of the UAE's population today, two thirds of which are under 30, identify themselves more closely with UAE than with the emirates in which they were born (Lancaster P.,2004).

Zayed laid down his targets and determined his perspective as regards oil revenues, treating them as a means rather than an end. In a few consistent words, he outlined the function of money, when he brought forward the saying: “money is worthless unless dedicated for the interest of the people”. To him money is means to an end, and that end is

the welfare of his people. Money should be the servant of man. Not his master” (Hamdi T., 1981).

Sheikh Zayed believed that the active participation of the citizens in the government is very important for a democratic society. This is very similar in the tribal system but in a larger scale for a modern state. He issued an order to form the Consultative Council of Abu Dhabi in July 1971, this council convened in September. Sheikh Zayed addressed the members and said: “The duty of the members of the Consultative Council is to take part in the building of the country and to set its rule on a sound basis of true democracy, ensuring for our people a free and dignified life. My faith in you is great. I trust that you will be able to realize the people’s hopes and aspirations in progress, dignity and prosperity”.

Sheikh Zayed planned to support younger writers and more experimental work from the region. His strategy is to create a cultural hub in Abu Dhabi at the international level, not just the Arab level. And the awards are shot through with this distinct lack of literary goodwill. It is hard to imagine the Sheikh Zayed winners, vetted by Abu Dhabi’s decidedly undemocratic government, becoming so popular – and hard to imagine writers flocking to an emirate whose cultural aspirations are undercut by deep political conservatism (Aspden, R., 2008).

Chapter 6: Is Zayed a Role Model of Leadership

Leaders who have achieved success are able to overcome many difficulties by virtue of self-discipline, listening to and seeking input from others, and being willing to change their outlook. They deal honestly with problems and quickly weed out non-performers. They establish strategic priorities and make concerted efforts to do what does not come naturally to them for the organization’s sake. And, they learn to work and communicate with diverse employees, customers, and external constituencies. Most important, they make the company’s continuing health and welfare their top priority (Bhattacharyya & Vikalpa, 2006). Therefore

sheikh Zayed always has been accompanied with close, experienced old people from different families to consult with them about many different aspects of life.

This paper explained that vision is not restricted to those persons with high academic degrees, but vision can be learned from the religious teaching, coupled with the willingness to create a change and to lead by example. I have articulated Sheikh Zayed's competencies. This exceptional strategic leader derived his competencies from, The Holy Quran, and The Sunnah, which provided him with unmatched guidance, in his private and official endeavors. What he said is true: "Our system of government does not derive its authority from man, but is enshrined in our religion, and is based on God's book, The Holy Quran. What need have we of what others have conjured up? Its teachings are eternal and complete, while the systems conjured up by man are transitory and incomplete." Sheikh Zayed developed his frame of reference as one of leadership, conceptual competencies through reading and studying the historical events of the region and of the whole of Arabian Peninsula. Most of the Emirate's history had not been documented. Thus Zayed's most trusted source of history was from his elders, who would relate what they gathered from their ancestors.

One of the most important national objectives in Sheikh Zayed's vision is utilization of the country's wealth in the development and investment in younger generations. He said, "Wealth is not money. Wealth lies in men. This is where true power lies, the power that we value. They are the shield, behind which we seek protection." He added, "This is what has convinced us to direct all our resources to building the individual and to using the wealth with which God has provided us in the service of the nation, so that it may grow and prosper". That he strongly supports the participation of women in the development, and revitalization of the society is significant since Islam venerates and respects women. His Highness says, "We praise God that the role of women in the society has become more prominent, so that they may achieve good things for our present and future generations." He is a very strong

believer in unity and has played an important role in the search for greater unity within the Arab world, as a whole. He has been for more than thirty years, a powerful proponent of the need for consultation, discussion, and reconciliation among the Arab states.

Sheikh Zayed is a strong believer in Shura (consultations) as a democratic approach that is deeply rooted in UAE society as, indeed, it has been since the people of the Emirates accepted the revelation of Islam. Two verses of the Holy Quran address consultations and relationships directly. God in The Holy Quran links the consultations with the prayer (Salat). Prayer is the second pillar and [Zakat] charity is the third pillar of Muslim duties. This means that consultation is essential and has a top priority in the Muslim Society.

This is truly a vision consistent with the modern definition by William E. Rosenbach and Robert L. Taylor: "Is the ability to create a mental image of the possible and to identify a desirable future state of affairs" (Rosenbach & Taylor, 1989). It also agrees with the definition by General Gordon Sullivan, former Chief of the staff of the US Army, "Vision is a sense of the future. It is an imagined possibility, stretching beyond today's capability, providing an intellectual bridge from today to tomorrow, and forming a basis for looking ahead, not for affirming the past or the status quo" (Sullivan & Harper, 1996).

The leaders of the future must not only manage the day-to-day operational decisions but also have the ability to stay focused and connected to the big picture. These individuals are responsible for breathing life and energy into the employees and stakeholders of an organization. They must keep the teams in the organization focused. They must be adaptive, responsive, flexible, and a driving force in helping the company respond to .changes

Let us in this chapter study some of the basic characteristics that sheikh

Zayed had it and analyze it to get the final result that he can be as a role model for leadership

or not. According to Farid Muna's book I selected the same aspect to follow because it give a clearer picture about Zayed's activities and personality

1. Zayed as gardener

Gardeners have four main tasks: they prepare the soil; select the seeds; take care of the garden; and harvest. And so do leaders when cultivating human resources. Was sheikh Zayed a gardener? The answer is definitely positive. He was literary a real gardener. Moreover, as the father of the nation he prepared the environment to serve him and his people by selecting the correct persons putting them in suitable places to do the work for the country. As we mentioned before many sites has been defined, selected, constructed, and finished by his continuous care and intensive visits.

Sheikh Zayed said:" philosophy of life is that I believe that everything in this universe is in God's hands. Man, inspired by his faith in the Almighty, must work hard. Therefore, if, I was successful I would thank Him, but if I failed I would think matters over and try again. Everything in this life is dependent on the will of God, who disposes as he thinks fit, under God's will who disposes it the way he likes. God bestows peace of mind upon whoever believes devoutly in Him. That is the ultimate happiness" (Yakheek M., 2003). From his wise words we can see that he believe in god's well but this is also encouraged him) to try to do his best to realize his dreams.

He explained by his words the specific meaning of democracy by saying "I am not imposing change on anyone. That is tyranny. All of us have our opinions, and these opinions can change. Sometimes we put all opinions together, and then extract from them a single point of view. This is our democracy."

1. Zayed as Canada goose

This is also was one of the main virtues of this leader. He was the man who founded the United Arab Emirates with a unity and collaboration with six other rulers. His leadership

was appreciated by them to choose him as a president for this unity. As a wise leader he was known that many decisions have been taken in a very clever and responsible ways. His humanity attitude witnesses on his care of people around the world . Zayed;'s generosity reached everywhere.

Some articles have risen that there is a danger for the UAE is facing after Zayed death some tensions exists between emirates and these tensions may escalate and damage the important cohesion that has ensured its federal integrity (The Gulf News, 2004).

I would say, it was a wrong analysis because with UAE President Zayed in advanced years, there was a solid and confirmed guarantee that future leaders will have the same commitment to unity as the country's founding father. But also we should admit that there are critical issues for the emirates, even as its impressive economic-development continues apace. With the efforts of Zayed's followers and good well to continue his clear path never emirates will disappoint their people for more prosperity , homogenous integrity and unity The UAE's economic future is booming day by day as it is a daily development that can be seen and watched by eyes of normal resident in this country. Furthermore the visitor can see obviously that stability, coherence and effectiveness are assured.

3. Zayed as abacus

The ancient talent of handling numbers with a Chinese abacus is a must for today's business leaders. Zayed's standpoints in dealing with the oil revenue and keeping a percentage from the oil income for investment proves his right feeling in numbers and economy. Insisting for more different incomes in the country also proves his correct vision for future.

In this case also he was not looking for money as the magic stick to get all what is needed from life. We should read carefully what he said" Wealth is not money. Wealth lies in men. This is where true power lies, the power that we value. They are the shield behind

which we seek protection. This is what has convinced us to direct all our resources to building the individual, and to using the wealth with which God has provided us in the service of the nation, so that it may grow and prosper. Unless wealth is used in conjunction with knowledge to plan for its use, and unless there are enlightened intellects to direct it, its fate is to diminish and to disappear. The greatest use that can be made of wealth is to invest it in creating generations of educated and trained people.”

4. Zayed as captain

Leaders are like captains. Captains certainly know their destination and how to get there. Similarly, effective leaders set the direction and the strategy for their organizations. As we said in other chapters, Zayed was directing all aspects of the country.

Sheikh Mohammad Bin Rashed remembered the difficulties in making a huge steps for unity. So some of you may say that Sheikh Mohammed is overwhelmed by his emotions, and perhaps he is over-reacting. But those of you who knew the area in the '50s and earlier would realize that the unification of seven Emirates, with all their governors, tribes, their bitter conditions and historical heritage, in one constitutional state, leading them to their present situation, is one embodiment of a major operation of change and reform in the history of the area.

Two distinct features, his own personality as a leader who sets an example of how responsibilities be discharged, and his belief in the principle of “Shura,” democratic consultation, characterize Sheikh Zayed’s style of leadership (Yakheeq M., 2003).

The late Sheikh Zayed had achieved this great success by good rule, sharing advice, sincerity, dedication to work and service of his country and nation, and concentration on development in every field, and openness to human civilization in all its components. The late Sheikh Zayed had a vision of change, and the will to introduce that change. This is exactly what we need in the Arab world today.

5. Zayed as worldly mind-set

Culture, according to most definitions, is the way people and societies behave based their beliefs, values, norms, customs, and attitudes; which are usually rooted in their geography, history, religion and philosophy. In brief, culture is a way of life. Worldly leaders are those can manage with relative ease across cultural boundaries, be they departmental, corporate, country cultures. The term “worldly mind-set’ is borrowed from Mintzberg (Kaplan&. Norton, 1996); it is different than “global mind-set” in that it accepts, understands, and respects cultural differences.

Although the technological revolution, the Web, and the internet have shrunk the world, differences seem to endure. In short, a leader’s worldly mind-set requires:

- a. The ability to use the helicopter view, that is, the ability to see the big picture, the context.
- b. Keen awareness and respect for different cultures: inter-organizational (departmental), total organization, industry, regions, nations, multinational or multicultural.
- c. Bridging various cultures: the skills of empathy and cross-cultural communication.
- d. Developing business strategies: taking into account local needs and product/ preferences; and viewing the whole world as an assortment of diverse marketplaces.
- e. Formulating strategies for developing next-generation worldly managers and leaders.

Since globalization knocked at UAE’’s doors, Zayed and his people have been constantly talking about its dangers and effects, and about the need of the Arab states to stand together to face the evils of that globalization. But is it not more urgent that the Arab states should start with themselves, to secure the cooperation of all vital powers in their

communities to provide a hope to get out of the stagnant state and enter into an active one in order to make Arab cooperation possible and profitable.

In fact, globalization does not make cooperation inevitable for the Arabs only, but for all nations and peoples of the world, to face the problems of poverty, disease, global warming, terrorism, extremism and dissension in the field of knowledge. All geographical communities in the world are on the lookout for common denominators. Quite recently, a gathering of Latin American states materialized. So why do we in the Arab world disperse our common denominators and not behave even according to geographical logic?

6. Zayed as negotiator

Every one of us has been negotiating since childhood; we did it with our parents, friends, and teachers. However, the nature of sports, ranking systems at school, and other competitive events actively encouraged and rewarded win-lose outcomes. In the business world, where long-term relationships are required, the difficult (and un-natural) shift to a win-win negotiation style becomes imperative.

Leaders negotiate with a variety of parties from within their own organizations and from the outside, from within the same culture and across other national cultures. They negotiate with employees, customers, suppliers, partners, government officials, just to mention a few. Incidentally, studies show that national culture is a very important variable which influences the negotiating style as well as the final outcome. A successful negotiation is one that leads to an agreement whereby a larger pie is distributed to the parties.

Of course, not all negotiations end with win-win outcomes; an astute leader knows when to walk away from either lose-win or win-lose situations. A leader must also effectively communicate to his team members that sometimes "no deal" is far better in the long run than a one-sided or ill-conceived transaction.

Finally, when it comes to strategic decision-making processes in organizations, studies show that negotiating, bargaining, and coalition building among managers shape the decisions that an organization makes.

7. Zayed as acrobat

There are two sides to this role:

- a) Handling multiple tasks in a rapidly-changing business environment; and
- b) Balancing work, family, and personal life.

Therefore, I would like to point out here that the wealth God has given to the Emirates was not the decisive factor in change and reform. Wealth is usually a factor of dissension among states and not one of unification; it is an invitation to stagnation and rest, not to activity. You may know that oil income in the Emirates does not form more than 30% of the gross national income. For Dubai, it is not more than 7%.

In any case, the concept of wealth is wide. Water is a wealth, so is agricultural land, heritage, and human resources are an inexhaustible wealth. We live in an age where the importance of the components of wealth has changed. Man, knowledge and information have become the most important components. It is very clear that sheikh Zayed had a great role to reach this position in the world.

Zayed was considering the work is the real need to build the country. He said once “Work is of great importance, and of great value in building both individuals and societies. The size of a salary is not a measure of the worth of an individual. What is important is an individual’s sense of dignity and self-respect. It is my duty as the leader of the young people of this country to encourage them to work and to exert themselves in order to raise their own standards and to be of service to the country.”

“The individual who is healthy and of a sound mind and body but who does not work commits a crime against himself and against society. We look forward in the future to seeing

our sons and daughters playing a more active role broadening their participation in the process of development and shouldering their share of the responsibilities, especially in the private sector, so as to lay the foundations for the success of this participation and effectiveness. At the same time, we are greatly concerned to raise the standard and dignity of the work ethic in our society, and to increase the percentage of citizens in the labor force. This can be achieved by following a realistic and well-planned approach that will improve performance and productivity, moving towards the long-term goal of secure and comprehensive development.”

An effective leader is one that has the ability to keep several “balls in the air” and is keenly aware of the differences between urgent and important tasks. He or she is excellent at identifying, setting, and communicating business priorities—especially during fast-changing times. Long-term goals and objectives are always taken into account when setting these priorities. Equally important, but possibly much more difficult, is the leader’s ability to balance the time and energy between one’s career demands, family pleasures and obligations, and personal life. Try this: draw three circles to represent these areas of your life; the size of each circle should represent the time and energy you are now spending on each. Are they different sizes? Is there a large overlap? We know that with age and maturity priorities do change. Ideally, the circles would be almost the same size for the majority of people who are in mid career, as shown below.

You will perhaps conclude that the seven leadership roles described above are not new or surprising in any manner. You are right— they represent simple lessons that we learned early in our life. For sheikh Zayed, the seven leadership descriptions are available obviously in his character through his long life servicing his people and lovely country. But as we grow older and become more competitive, and as work pressure increases, we tend to overlook the need for applying these simple lessons at work and daily leadership. Yet despite

their simplicity, it is difficult to ignore their significance for developing effective leadership, whether on the playground or in the board room.

It is normally easy to state in a few words what successful leaders do that makes them effective and perform excellent in their life. But it is very hard to tease out the elements that determine their success. From this fact we can see that the love and loyalty for sheikh Zayed is a major and solid proof of success that also continues after his death years and years. Humane beings are not machines with switches to be put on or put off for love and hate. They have their rules, models, and assessments for each leader ruled them in period of time (Prentice H, 2004). A leader's duty is to provide the recognition of roles and functions within the society that will permit each member to satisfy and fulfill some major motive or interest (Prentice H, 2004).

Simply said, the one who wants to lead effectively should understand people's goals and purposes. He must be in a position to satisfy them; he must understand the implications of his own actions; he must be consistent and clear in his decisions.

Some of the worst difficulties in relationships between leaders and people come from misperceiving reality. For people to recognize their leader as he really is may be as difficult as it is for him to understand them completely. It is two way roads. The leader should understand him first and this will be his circle then he should understand the people with whom he is dealing, after that the last circle will be the entire world (Prentice H, 2004).

A leader must use his skills and his human insight as does an orchestra leader-to capture individual satisfactions in the common enterprise and to create fulfillment that holds the subordinate to his part. But leadership can be democratic in the sense of providing the maximum opportunity for growth to each worker without creating anarchy. Controlling their margin or limit of good thinking and execution is the best way to provide democracy in societies (Prentice H, 2004).

Effective leaders model leadership set examples of the behaviors they seek in others, consistent in their own words and actions. Effective leaders manage leadership so they see every conversation with others as an opportunity to exert a little leadership by constantly engaging in the little acts of leadership while monitoring relationships. Therefore leaders mentor leadership and exhibit a personal interest in the leader behaviors of others, teaching leadership as they practice it, encouraging from the heart, and fostering collaboration by giving power away (McGill & Slocum, 1998).

The Leadership Challenge: In a complex and changing world, highly skilled and experienced leaders at all levels—not just senior leaders—are becoming harder to find. Leaders at all levels are asked to play multiple roles, including strategist, coach, global thinker, change driver, and entrepreneur. Because decision making often occurs at lower levels, line managers "now need to be as informed as senior managers about strategic business issues, as well as cultural, human-resource, and marketing issues. And there is a growing requirement for managers to have a global mind-set and manage across regions" (Verespej A., 2001). No wonder when organization try to fill a vacant leadership position many candidates seems to come up short in some critical skill area. Furthermore, the rush to fill open positions means that many leaders are unprepared when they start their new jobs. Sourcing leaders has always been a challenge, and the situation is only getting more difficult. The ability to find leaders capable of handling complex leadership roles will be heightened by the gradual drain of seasoned and experienced leaders (Bernthal & Wellins, .(2006

The impact of leadership on innovation goes well beyond the motivating effect of the actual inspirational or charismatic leader. Leaders also affect innovation through organizational design, and must create appropriate organizational environments to suit the

different innovation processes. Of course, Administrative Managers have a vital part to play in ensuring that this business philosophy achieves the desired results

Leaders of many successful companies suggest that central to its success is a shift towards innovation. Firms need to innovate more frequently and effectively if they are to continue to compete on a global stage by delivering higher value products and services.

But what does this mean for leaders of organizations? How should they respond, and what role can they play in creating innovation

It is important to think about leadership both in terms of its motivational and structural role. In essence, leaders of organizations perform two main roles in relation to innovation. First, they are motivators. They inspire people to transcend the ordinary, and to innovate. Second, they are architects in an administrative sense – designing an organizational environment that enables employees to be innovative. It is important to recognize, too, that when we think about leadership and innovation, leadership is not restricted to those at the very top of the organizational pyramid. Leaders are important at all levels in the organization

Innovation itself can be seen as having two dimensions. First is the thing that is being innovated – for example, the product service, process, organization and/or market. Second is the degree of novelty involved. This can range from incremental innovation – improving an existing product, for instance, to radical – inventing an entirely new one. These two

dimensions -- type of innovation and degree of novelty -- determine which organizational environment is appropriate. An organizational environment consists of a set of structures, systems, culture and recruitment policies, which are coherent and mutually reinforcing

Leaders affect innovation through their use of “innovation enablers” such as, leadership systems organization design, competencies and networks. As motivators or architects, they use these innovation enablers to create an appropriate organizational

(environment or context (Anonymous, 2005

Creativity was expected only from those considered to be creators (Bourguignon A., 2006). Changes in organizational strategies brought about a renewed interest in creativity. Thus, under the pressure of an environment perceived as increasingly turbulent and competitive, reactivity and flexibility emerged as key factors in new strategies. Creativity is viewed as a necessary condition for a company to survive. All the firm's processes—buying, selling, producing, delivering, and managing human resources—are now areas for creativity.

Innovation is considered the crucial cornerstone of strategies, and there cannot be innovation without creativity. Of strategies, and there cannot be innovation without creativity first. A second argument for creativity is associated with the perceived need for highly committed employees who “invent solutions to problems” and do not “just do what is required of them (5), whatever their area of responsibility (production, sales, administrative activities, etc.). Consequently, creativity is now considered a major skill for each participant and, furthermore, a new leadership skill. Leaders should not only be creative persons, they should also “energize the know-how and creativity of their workforce” (Bennis W., 1999). Finally, creativity is considered a factor in motivation and personal development (Weaver J., 2000). Even management control cares about creativity and develops associated performance measurement (Kaplan S., 1996).

Creativity is defined as “the production of novel and useful ideas in any domain,” whereas innovation is viewed as “the successful implementation of creative ideas within an organization.” Hence “creativity by individuals and teams is a starting point for innovation; the first is a necessary but not sufficient condition for the second” (Amabile et al, 1996).

Zayed grew up amidst Bedouin traditions. Characterized by Arab nobility, thus we find him a good listener to his elders whom he respects. He was very close to his mother, Sheikah Sallamah daughter of the Chieftain of Al-Qubaisat tribe, who is renowned for her

sagacity, and gained a lot from her, particularly after his father's death when he was only eight" (Douglas M., 2004).

Zayed the man of vision, climbed the hills of Al Ain and said in confidence," Here we shall build the school, here the hospital and there the university" (Hamdi T., 1981). This image of the future was a vision as defined by James M Kouzes and Barry Z. Posner: "an ideal and unique image of the future for the common good" (Kouzes & Posner, 1985). Sheikh Zayed's vision was fulfilled when he set up the Emirates University in Al Ain in 1975, and hundreds of schools in contrast to the one that existed in 1959. This is the third element of sheikh Zayed's conceptual competencies envisioning the future.

As Sheikh Zayed grew to manhood he displayed an early thirst for knowledge that took him out into the desert with the bedu tribesmen to learn all he could about the way of life of the people and the environment in which they lived. He recalls with pleasure his experience of desert life and his initiation into the sport of falconry, which has been a lifelong passion.

In his book, *Falconry: Our Arab Heritage*, published in 1977, Sheikh Zayed noted that the companionship of a hunting party: "Each and every member of the expedition to speak freely and express his ideas and viewpoints without inhibition and restraint, and allows the one responsible to acquaint himself with the wishes of his people, to know their problems and perceive their views accurately, and thus to be in a position to help and improve their situation".

Chapter 7: Conclusion and Recommendation

History is filled with examples of great leaders who have changed world events, reshaped organizations, and mobilized legions of followers. Interestingly, the great leaders who immediately come to mind are not always positive models for leadership. The challenge

is for organizations to find leaders who can get superior results without making sacrifices in terms of how those results are achieved.

When leaders are strong and growing, the people they lead have greater confidence, feel more engaged, and execute the business strategy more effectively.

“The best way to predict the future is to create it.” Said by Peter Drucker, Author, Management Consultant, Professor Claremont Graduate University. I would say definitely that this wise phrasing is very close to Zayed made to the UAE.

Sheikh Zayed is one of the rare leaders whom leadership, fortune, achievements and prestige had not spoiled. In fact, it strengthened his belief in God and inspired him to follow in the footsteps of Prophet Mohammad (Peace Be upon Him) in loving people and helping the needy, and being a kind-hearted, gentle, soft-spoken, decent and pure man.

Leadership is a matter of how to be, not how to do. Peter Drucker said that the leaders spend most of their lives to do things, but in the end it is the quality and character of the individual that defines the performance of the great leaders.

Leaders succeed through the efforts their people. The basic task of the leader is to build a highly motivate, highly productive workforce. Leaders build bridges. The main challenge for a leader is to build a cohesive relationship between all part of the society or organization. Leaders today have to be healers and unifiers. They are responsible what lies outside the walls as well as what lies within (Cohen & Hesselbein, 1999).

One characteristic you’ll discover that all great leaders have in common is a positive attitude that gives them daily inspiration to meet challenges and overcome unforeseen obstacles. They don’t get mired down in what went wrong. Great leaders choose to take the most positive approach to what many people would perceive as a huge problem; they fix it, work around it or figure out how to turn that “problem” into a solution (O’Neil W., 2004).

On the other hand, often the only difference between chaos and a smoothly functioning operation is leadership. Every leader who makes it to the top of whatever pyramid he or she happens to be climbing does so by building on earlier experiences. The successful leaders are those who learn from these earlier experiences, by reflecting on and .analyzing them to help solve larger future challenges

Leadership is a process, not a position. One is not a leader because he or she holds a title or position. Leadership involves something happening as a result of the interaction between a leader and followers.

Leadership involves both the rational and emotional sides of human experience. Leadership includes actions and influences based on reason and logic as well as those based on inspiration and passion.

Leadership in my opinion is not a show for using power and force to reach the targets or having a specific gifted skills, it is an art of behavior among employees, team members and people to show, guide, and lead them to get to the required aims. This leadership should believe that the humane assistance and knows how to motivate them in purpose to have a self-trust for accomplishing the potential goals. Leadership is the accomplishment of a plan through the guidance of human help. We can call the person who successfully marshals his human collaborators to achieve particular ends is a leader. A successful leader is one who can do so week after week, and year after year, in different of circumstances (Prentice H, 2004).

On the other hand, it is important to mention that no country is without sources of wealth. But the important point is the good management, administration, development and use for the welfare of the people. The centre of gravity in development today is the human capital; the one in advancement is the good ruler. It does not help to turn away from the centre of gravity to the margins and ramifications. To substitute decisive action by turning

around in vicious circles, disagreement about the tiger's skin before shooting it, looking for a conspiracy or a wicked plan behind every new thing is all to fossilize the current situation, resist reform and postpone change.

Additionally, Among the first duties of leaders, intellectuals and active members in the Arab life while looking forward to the future is to confront ideas that deviate from our orthodox faith, to expose eccentric opinions and defeat the efforts of vicious people who try to push the world into a clash of cultures. Islam is a religion of dialogue, human unity and equality among people. It is a religion of gentleness and kindness. Our Lord says, "Call to the course of your Lord by wisdom and good advice" and, "Argue with them in the better way".

Also we could conclude from this search that fairness is also a very important element of good leadership. Leaders have to be fair and supportive. The behavior of the leader impacts directly how people feel, and if they feel that they have been treated fairly, then their level of engagement and consequent performance will improve.

At the end of the day, leadership is about getting things done, so never underestimate the importance of execution capacity to leadership. It is about action and momentum.

We know that leadership is a mix of the potential and the learned. Intrinsic motivation draws from both, providing the intense drive to want to make a difference, but this is where potential gives way to learning opportunities which is what really makes the difference. Opportunities that are challenging, that you could fail at, that make you feel discomforted, are the opportunities that you should embrace. Leadership is learnt experientially and if you seek out situations where you have meaningful experiences and can make sense of those experiences, then you can definitely develop your leadership capacity. Therefore, whilst some people start with more natural advantages and intrinsic motivation, those with most commitment to take development opportunities, reflect on them and learn, will in all likelihood become the most effective leaders. It is quite possible that the very great leaders

are born very gifted but generally speaking leadership can be learnt. Those who work internationally at the intersection between leadership teaching and research support this view.

When we are looking for leadership, we are looking for a collective process where individuals are willingly and consciously committed to achieving a mutually important goal. The notion that one person gets to become a leader while another person gets to become a follower is neither credible nor motivational. We need to develop aspiration for leadership in everyone. We need to encourage people to want to become a fully motivated part of a collective that is working towards a common goal, whether they are playing a leader role or a follower role at any one time.

One thing we do know from the little research that has been done in this area that the early childhood period is vital in fostering the desire to lead. Leaders often come from very supportive homes, particularly homes where they are encouraged, given confidence and aspiration and have positive role models to study and respect. At the other extreme, leaders also frequently emerge from very under-privileged homes where they are starved of support and attentions but develop a profound desire to change the status quo. The literature claims that either end of the spectrum fosters more quality leaders. This is interesting area of research that is worthy of much deeper investigation.

Most of the qualities, such as confidence, integrity, connection and aspiration, are things that people possess to differing extents. But they are also qualities that most people can learn. People differ in their levels of confidence, but people can improve their confidence. People differ with respect to their aspirations, but they can learn to aspire for more. People differ with respect to their capacity to have vision for their collective, but they can learn through reflection to have greater vision. So it is like most things in life. There is a component of individual difference, but we can learn to do better.

Self interest is inherent to a degree in almost everybody. However, if self interest is what dominates you, it might be very difficult to move beyond a transactional form of leadership and have real capacity to influence people. We also have to be aware that there is a “dark side” of leadership. Sadly, not everybody who has positional power will exercise it with moral authority and ethics. In fact charisma is an interesting element in this regard, because in my view charisma sits on the cusp between the dark side and the light side of leadership. Not all people who turn bad in terms of how they use power, started off as destructive. Using power in the favor of good gives leadership the positive shape and multiply the development of the humanity in this cosmos.

When we talk about leadership and when we teach leadership we have to recognize it is an extremely powerful force and not necessarily a force for good. Leadership is a power that needs to be coupled with ethics. It is easy to lead to bad purpose. We have seen that often in history, and it is a dangerous road to go down. I think when followers’ sense that the leader is interested more in their personal gain then that undermines leadership.

I think leadership is especially necessary in times of change, because you are asking people to step outside their self interest and that is when leadership is especially important. It is a time when the leader needs to ensure that people have absolute clarity in their vision. You have to influence them to set aside their narrow interest for a period of time and work for the collective good. You need to give them a lot of support and encouragement along the way, much more than most people realize.

I think a true test of leadership and one of life’s cruel ironies is that the most intense test of leadership occurs when you first join an organization and when things go really bad. Unfortunately, that is when we are least prepared to have the answers and feel least capable of exercising appropriate leadership.

The reality of our contemporary context is that our organizations are in a state of great changing all of the time. If we are not an active process of change, we should be in a state of renewal, because if we are not in a state of renewal, we will find ourselves forced into a state of turbulent change.

The leader needs to recognize and be able to respond to a multitude of complexities in any situation of great change. First, there is dynamic complexity caused by the space and time between cause and effect. Second there is generative complexity with events unfolding in unpredictable and unfamiliar ways. In these situations, every question seems to spawn ten new questions rather than the one simple answer we desire. The third reason is social complexity because we are dealing with a group of diverse individuals who all have their own world view. So whilst crisis and transition is the great test for leadership, we face that test more often than we think and therefore great leadership is not something to be kept in reserve for some special circumstance. We have to recognize that all progress is a result of change, but not all change results in progress.

Finally, according to the all information collected, historical research, leader's bio data, wise words, and leader's performance in whole life we can confirm definitely that Sheikh Zayed is a role model of leadership that can without doubt affect on other followers and motivate them even after his death. That is the great leader who has been called in his life and up to this moment "Zayed the Gracious ."

References

- Amabile, T.M., R. Conti, H. Coon, J. Lazenby, and M. Herron. (1996). Assessing the Work Environment for Creativity. *Academy of Management Journal*, 39 (5).1154–1184.
- Anonymous, (2005). Administrative Managers 'as important as Inspirational Leaders'. New UK Report. *The British Journal of Administrative Management*. 8.
- Aspden, R. (2008). Written in the sand. *New Statesman*, 137 (4893). 18-19.
- Awamleh, R. and Cedwyn, F. (2006). Impact of Organizational Justice in an Expatriate Work Environment . *Management Research News*. 29, (11). 701.
- Bhattacharyya, S. and Vikalpa(2006). Entrepreneurship and Innovation: How Leadership Style Makes the Difference? *The Journal for Decision Makers*, 31 (1). 107-115.
- Bennis, W. (1999). Five Competencies of New Leaders. *Executive Excellence* 16 (7).4–5.
- Bennis W. and Nanus B. (1985).*Leaders the Strategies for Taking Charge*. Harper & Row Publishers: NY.
- Bernthal, P. and Wellins, R. (2006). Trends in Leader Development and Succession. *HR. Human Resource Planning*. 29, (2), 10.
- Book-Leader-Abudhabi (2004).News Agency, Emirates, Arabia 2000.

- Bourguignon, Annick. (2006). Creativity in Organizations. *Int. Studies of Mgt. & Org*, 36(1). 3-7
- Calvin H Allen Jr. (2007). The United Arab Emirates: A Study in Survival. *Journal of Third World Studies*. 24, (1). 293.
- Cashmana, Kevin (2003). *Awakening the Leader Within. A Story of Transformation*. John Wiley & Sons, Inc: NJ.
- Clawson, G. James. (2006). *Level Three Leadership: Getting below the Surface, Third Edition*. Pearson Education, Inc.: NJ.
- Clifton, J. (2006). A Conversation Analytical Approach to Business Communication: The Case of Leadership. *Journal of Business Communication*, 43(3).3.
- Cohen, M. Paul and Hesselbein, Frances (1999). *Leader to Leader*. John Wiley & sons: NJ.
- Curtiss, H. Richard. (1998). UAE's Dynamic and Modern Cultural Foundation Just Keeps on Growing. *The Washington Report on Middle East Affairs*. XVII, (4). 35.
- Durham. (2001). Accession Day: Zayed's Early Life and Ideology. *Middle East News Online*.
- Douglas Martin. (2004). Zayed bin Sultan Is Dead; Gulf Leader and Statesman. *New York Times*.
- Farouqi A (2003). Gulf States want Saddam exiled. *Associated Press writer. Columbian. Vancouver, A.1*.
- Gaur, S. Ajai. (2006). Changing Demands of Leadership in the New Economy: A Survey of Indian Leaders. *IIMB Management Review*, 18(2).149-158.
- Ghandoor S. (2005). Zayed founded a nation that...*News Agency, Emirates. Arabia 2000. International Security & Counter Terrorism Reference Center*
- Germain, C. (1990). *Human Behavior in the Social Environmental Ecological View*, Columbia University Press: NY.

- Greenberg, J. (1993). *The Social Side of Fairness: Interpersonal and Informational Classes of Organizational Justice*. Human Resource Management, Lawrence Erlbaum Associates, Inc., England, Hillsdale, NJ.
- Hamdi T. (1981). Zayed Bin Sultan Al-Nahayyan. The Leader and the March. *Tokyo, Japan. Dai Nippon Printing Co. Limited, 56.*
- Hartman. J. David, Sullivan B. William, and Wolk I. James. (1994). The managerial nature of case management. *Social Work, 39(2).*
- H. H. Sheikh Mohammed Bin Rashid Al Maktoum. (2005). *Military Technology. 29 (2). 17.*
- Hughes L. Richard, Ginnett C. Robert and Curphy J. Gordon. (2002). *Leadership: Enhancing the Lessons of Experience, 4/e.* The McGraw–Hill Companies:NY.
- Kaplan, R.S., and D.P. Norton. (1996). *The Balanced Scorecard*. Business School Press. Boston: Harvard.
- Kapur, V. (2006). A Sense of Purpose. *Gulf Business, H(S), 128-130.*
- Kechichian A. Joseph (2001). Zayed's Letter to Arab Summit. Middle East News Online.
- Kets de Vries, M. & Florent-Treacy, E. (1999). *The New Global Leaders*. Jossey-Bass Inc., San Francisco.
- Killgore, I. Andrew. (2005). In Memoriam: Sheikh Zayed bin Sultan Al Nahyan (1918-2004). *The Washington Report on Middle East Affairs. Washington, 24 (2). 41.*
- Kouzes M. James and Posner Z. Barry (1985). *The Leadership Challenge*. Jossey-Bass Publishers : SN.
- Kouzes, M. James and Posner, Z Barry (2002). *The leadership challenge 3rd ed.* John Wiley & Sons, Inc: SF.
- Lancaster P. (2004). Sheikh Zayed Bin Sultan Al Nahayan 1918-2004. President of the UAE and ruler of Abu Dhabi. *Middle East .*

- Lawrence J. (2004).Obituary: Sheikh Zayed bin Sultan Al Nahyan: Progressive Arab leader and friend of Palestine and the west. *The Guardian. Manchester (UK). 29.*
- Lloyd C., Shriberg A., and Shriberg D. (2002). *Practising Leadership: Principles and Applications 2nd ed.* John Wiley & Sons, Inc: N Y
- Max DePree. (1989). *Leadership Is an Art.* Doubleday: NY.
- Mahfooz M. Yakheek. (2003). Strategic Vision of His Highness Sheikh Zayed Bin Sultan Al Nahyan.
- Mardini, A. (1997).UAE Women Reap the Benefits of Dramatic Change. *Inter Press Service.*
1.
- Marios, I. K.and Brodtkorb, T. (2007). Corporate Social Responsibility: An Exploratory Study in the United Arab Emirates. *S.A.M. Advanced Management Journal.* 72, (4). 9.
- McGill, E. Michael, and Slocum, W. John, Jr. (1998). A Little Leadership, Please? *Organizational Dynamics* 26(3).
- Ministry of Planning (2005) .United Arab Emirates Economic Report.
- Ministry of Planning (2003) .United Arab Emirates Economic Report.
- Muna, F. (2006).Seven leadership roles. *International Journal of Commerce & Management,*
16 (1), 4.
- Nahavandi, Afsaneh (2006). The art and science of leadership 4th ed. Pearson Prentice Hall: NJ.
- Obituary of Sheikh Zayed Bin Sultan Al-Nahyan Arab leader Whose Stewardship of the United Arab Emirates made it a Model of Stability and Progress. (2004). *The Daily Telegraph. London. 29.*
- O’Neil, J. William. (2004).*Business Leaders & Success: 55 Top Business Leaders & How They Achieved Greatness.* Introduction by McGraw-Hill: NY.
- Peck, M. (1968). *The United Arab Emirates: A venture in unity.* London: Croom Helm.

Prentice, W. C. H. (2004). Understanding Leadership. *Harvard Business Review*, 82(1).

Recent Developments on labor-related issues in the United Arab Emirates: AWAM study (2007). *UPI Arabia 2000*. Washington.

Rosenbach William E. and Taylor Robert L. (1989). *Contemporary Issues in Leadership*. Westview Press Inc: Colorado.

Salloum, H. (2003). Women in the United Arab Emirates. *Contemporary Review*, 283(1651), 101.

Salloum, H. (1997). How Sheikh Zayed Turned the Desert Green. *Christian Science Monitor*, 19.

Sheikh's Death Means UAE Transition: Handover of Power Goes Smoothly. (2004). *Final Edition, Daily Press*. C4.

Sheikh-Study-Leader. (2005). News Agency, Emirates, Arabia 2000.

Sheikh Zayed bin Sultan Al Nahyan the Leader and the Nation. (2004) the Emirates Centre for Strategic Studies and Research.

Shirkhani, N. (1995). Emirates Offer Funds to Help Their Men Marry. *Bloomberg Business News . The Plain Dealer*. 5E.

Sullivan, Gordon R. and Harper Micheal V. (1996). Hope Is Not A Method. *New York Times Business*.

Thayer, L. (1995). Leadership/communication: A critical review and a modest proposal. *Handbook of organizational communication* .231-263.

The end of an era. (2004). MEED: Middle East Economic Digest, 48(45).

The Vision of His Highness Sheikh Zayed Bin Sultan Al Nahyan Lives on through The Wisdom Tower. (2007). *Al Bawaba. London*.1.

Time to Get a Grip. (2004). *Middle East Monitor, The Gulf*, 14(4).

UAE is laying foundation of democracy 1st. (2006). *News Agency Emirates, Arabia 2000*.

UAE has become peace oasis under Zayed (2004). *News Agency, Emirates, Arabia 2000.*

UAE marks 38th Accession Day -- 1st add (2004). *News Agency, Emirates, Arabia 2000.*

UAE. Middle East Monitor (2005). *The Gulf News.* 15 (1).5-5.

UAE Ministry of Information and Culture (2002). *United Arab Emirates Yearbook 2002.*

Trident Press Ltd: London. UK

UN: Secretary-General saddened by death of United Arab Emirates President Sheikh Zayed

bin Sultan Al-Nahayan.(2004). *M2 Presswire. Coventry:* 1.

Verespej, MA. (2001). A Dearth of good Managers. *Industry Week.* 250. 35-36.

Verschoor, C. (2006). Strong Ethics Is a Critical Quality of Leadership. *Strategic Finance.*

87(7), 19.

Weaver, J. (2000). Creativity: An Essential Skill for the New Economy. *Community*

Banker 9 (1).16–19.

.Zayed gestures remain engraved on. (2004). *News Agency, Emirates, Arabia 2000*

Zayed's vision and the Abu Dhabi economic miracle. (2004). *News Agency, Emirates, Arabia 2000.*

Zenger, H. and Folkman, J.(2002). *The extraordinary leader: turning good managers into great leaders.* The McGraw-Hill Companies, Inc. New York.

List of Figures



.Figure 1: Sheikh Zayed Bin Sultan Al Nahyan 1918-2004

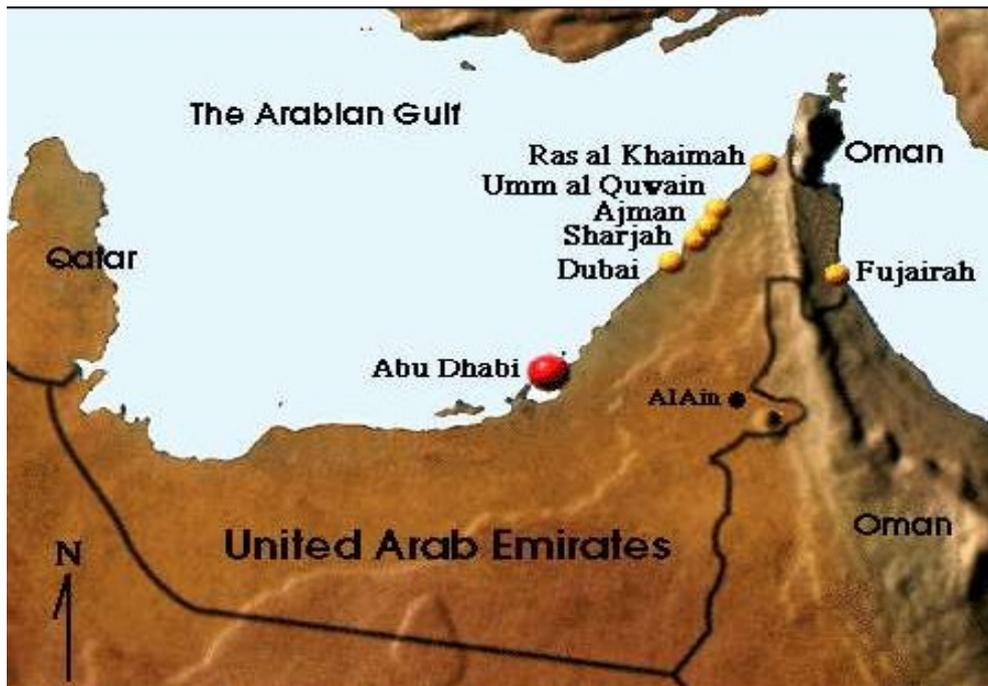


Figure 2: Map of the United Arab Emirates with major cities



Figure 3: Regional map

List of Tables

United Arab Emirates Macroeconomic Activity Balance of Payment					
	2002	2003	2004	2005	2006
<i>Current Account Balance</i>	7.400 E	8.574	8.183	19.816	23.379
Goods and Services	7,760 E	9.020	8.600	24.816	28.379
Net Investment Income	3.324	3.371	3,335	1.000	1.000
Net Current Transfer	-3.684 E	-3.817	-3.772	-6.000	-6.000
<i>Capital and financial account</i>	-2.932 E	-5.663	-4.752	-10.000	-10,000
<i>Net errors and Omissions</i>	-6.142 E	-6.050	-6.081	0.000	0.000
Overall Balance	-1,674 E	-3.138	-2.650	9.816	13.370
Official Reserves Stock	15.219	15.088	18.530	21.010	27.617
<i>Current Account Percent of GDP</i>	10.4% E	11.8%	11.0%	23.6%	25.5%

Table No. 1

United Arab Emirates Macroeconomic Activity Government Sector dirhams-billions					
	2002	2003	2004	2005	2006
Expenditures	40.88 E	41.70	42.53	44.66	46.89
Revenues	20.35 E	34.21	59.72	94.80	142.70
Deficit (-) or Surplus (+)	-20.53 E	-7.48	+17.19	+50.14	+95.84

Table No. 2

United Arab Emirates Macroeconomic Activity Cross Domestic Products dirhams-billions					
	2002	2003	2004	2005	2006
Private Consumption	114.0 E	116.3	118.6	102.4	109.3
Gross Fixed Capital Formation	62.1 E	63.3	64.6	70.0	
Increase/Decrease(-)in Stocks	2.800 E	2.900	3.000	3.000	
Government Consumption	40.9 E	41.7	42.5	44.7	
Exports of Goods and Services	188.4 E	192.0	196.0	263.7	292.8
Imports of Goods and Services	146.6 E	149.6	152.5	172.6	188.6
Gross Domestic Product	261.6	266.9	272.2	308.2	
GDP Growth Rate (%)	2.0% E	2.0%	2.0%	13.2%	

Table No.3

Sheikh Zayed Activities

Year	Activity
1918	Born into the Bani Yas tribe of Abu Dhabi, the fourth son of Shaikh Sultan bin Khalifa al-Nahyan. The exact date of his birth is unknown.
1920s	Spends his youth in the Jebel Hafit mountains and the desert. Picks up the tenets of Islam and learns traditions of local tribesmen. Said to have memorized much of the Quran by the age of 10.
1935	Asked to guide the first Anglo-Persian Oil Company party to Abu Dhabi across areas controlled by local tribesmen.
1946	Appointed ruler's representative for Al-Ain. Nurtures economy and learns the fundamentals of government.

1953	First state visit abroad includes France, Britain and the US. Becomes convinced that his country must undergo speedy development for the welfare of the people.
1961	Invests personal wealth in infrastructure development. Oversees the construction of first mud road running from the palace to Al-Maqta Bridge.
1962	Marries Sheikha Fatima Bint Mubarak. She was the daughter of a noble Bedouin family. Later marries three more times, fathering 19 sons and a number of daughters. First barrels of Abu Dhabi crude oil exported
1966	Abu Dhabi's leaders call for change, resulting in Sheikh Zayed replacing his elder brother Sheikh Shakhbout as ruler of Abu Dhabi
1968	The UK announces its intention to withdraw troops from the Trucial States. Sheikh Zayed calls for union and begins negotiating with neighboring states.
1970	Love of falconry and animals sees him create the first animal sanctuary in the Trucial States.
1971	The United Arab Emirates (UAE) is formed. Sheikh Zayed is elected president on 2 December.
1976	Creates the Abu Dhabi Investment Authority (ADIA) to invest money generated from oil into future infrastructure development.
1983	On the inauguration of the Abu Dhabi Women's Association he calls for women to have a wider role in society.
1986-1990	Calls for an end to the wars in Yemen and Iran/Iraq. Sides with Kuwait in the 1990-91 Gulf War. Urges the Arab nation to stand firm either through negotiations or by force in the Palestinian-Israeli conflict.
1996	His health forces him to reduce public appearances. Celebrates his 25th year as UAE president.
1999	Sends troops to Kosovo to participate in Nato-led peacekeeping force. First Arab country to do so.

2000/20001	Celebrations take place across the UAE after Sheikh Zayed returns safely from a kidney transplant operation. In 2001 he is re-elected for a fifth term
2004	Passes away on 2 November, leaving the UAE as one of the wealthiest nations in the world.

Table No. 4