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From the Desert to the City: The Innovative Leadership of Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE) and Ruler of the Emirate of Dubai

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FROM THE DESERT TO THE CITY:
THE INNOVATIVE LEADERSHIP OF SHEIKH MOHAMMED BIN RASHID AL
MAKTOUM, VICE PRESIDENT AND PRIME MINISTER OF THE UNITED ARAB
EMIRATES (UAE) AND RULER OF THE EMIRATE OF DUBAI

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Of the Requirements for the Degree
Doctor of Education

By
Saeed Al Mansoori

December 2018
FROM THE DESERT TO THE CITY:
THE INNOVATIVE LEADERSHIP OF SHEIKH MOHAMMED BIN RASHID AL MAKTOUM, VICE PRESIDENT AND PRIME MINISTER OF THE UNITED ARAB EMIRATES (UAE) AND RULER OF THE EMIRATE OF DUBAI

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The main purpose of this research is to explore and analyze the leadership of Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE) and Ruler of the Emirate of Dubai, and how his leadership has transformed the culture of a society. The research focuses on Sheikh Mohammed Bin Rashid’s leadership styles and how he transformed a desert in the Middle East into one of the world’s premier cities. The study analyzes the persuasion he used with the citizens to encourage and help them adapt to this rapid change. He dealt with a long-established culture embedded with strict traditions. This study uses a qualitative research method approach. The approach uses in-depth studies and interviews with the UAE Cabinet members to guide and support the construction of the hypotheses. The results are descriptive rather than predictive. Analysis of the interviews was done with basis of facts and examples of changes implemented. The individuals chosen were all Ministers and members of the Cabinet, both male and female, who were led by Sheikh Mohammed and have worked directly with him. The interview questions are standard questions approved by the committee, in addition to the discussions that took place during the interviews, which led to other questions. Interviews are a learning process and experience. The results are interpreted, drawing conclusions and answering the research question/hypothesis. Implications for practice and further research were drawn, which
acknowledge the limitations of the study. The data from the interviews were backed by books, quotes, and all policies and strategies he put in place. A qualitative research design was preferred in order to get personal responses from interviewed Cabinet members of the UAE. Approved open-ended questions were used. These types of questions allowed the participants to express their knowledge and experiences and gave the researcher the ability to have adequate data to analyze. The researcher read in detail about each Cabinet member’s biography and leadership before interviewing or sending them the questions.

All participants agreed that Sheikh Mohammed is an extraordinary leader with a futuristic vision. He is the only leader in the Middle East to have such unique vision. He achieved all his original goals for Dubai and the UAE and is working on others. Planning for the future is a key in his successful leadership, and Sheikh Mohammed sees no limit in how forward his plans should be. He launched a plan for the year 2071, the centennial of the UAE's birth.

The results of this case study demonstrate that Sheikh Mohammed Bin Rashid is an innovative, transformational, charismatic, and authentic leader. He faced many challenges to achieve his goals to make UAE number one in the Middle East and the world to provide his citizens with the best standards of living and visitors the best experience available in the Middle East. He proved to be a transformational, servant, adaptive, and ethical leader. He is an example of a great leader.
CHAPTER I: INTRODUCTION

Review of the Literature

Are Managers and Leaders the Same or Different?

The purpose of this chapter is to explore the review of the literature about leadership. Managers and leaders are different; each has different roles in an organization, as well as different traits. While a manager may lead at times and a leader may manage at times, each is different and both are necessary for successful outcomes. This is important for any potential leader or manager to understand in order to facilitate optimal growth for the organization being led.

Leader and Manager Roles Differ

Leaders inspire others, set goals, challenge the status quo, and find new ways of reaching goals, while managers maintain the status quo (Educational Business Articles [EBA], 2016). Leaders strive to inspire others to follow them, and managers manage those who work for them. Both are needed for a successful organization. Thus, there is a difference between leadership and management. The primary difference is that people follow leaders, and people work for managers (Employer Resources, 2016). Leaders must inspire others to believe in their vision and work toward common goals, and managers ensure that day-to-day activities are successful in reaching these goals. The roles are distinctly different.

Toor and Ofori (2008) presented a thorough discussion of the differences between leaders and managers. These authors noted that, while many may know these roles differ, they may not fully comprehend the differences. Leaders and managers work differently and use different methods to deal with organizational issues. While there are
early writings of leadership such as Aristotle’s, literature on management basically begins with the 20th century.

Today, scholars strive to differentiate leadership from management and it has been argued that “leadership and management are opposing styles of employee supervision” (Kumle & Kelly, 1999, p. 62). Even when argued that each is just one side of the same coin (Bryman, 2004), it is still recognized that each has unique functions and activities (Gokenbach, 2003). However, the majority of literary arguments and theories support the fact that leadership and management are completely different from each other” (Kotter, 2006; Kumle & Kelly, 1999; Perloff, 2004; Toor & Ofori, 2008; Zaleznik, 1977).

Toor and Ofori (2008) discussed management and leadership by quoting Stephen R. Covey: “Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall” (Toor & Ofori, 2008, p. 68). According to Toor and Ofori, while different, leaders and managers are still interrelated and may even perform similar functions to achieve goals. However, even in these instances, each differs in the skills used. Both are focused on reaching goals, but leadership is focused more on the long-term future of the organization and ways to reach these goals. Visionary leadership and high-quality management are both needed for a successful organization. One is not better or more important than the other. A successful organization needs good leaders and capable managers. There may be times when a leader manages and when a manager leads, but there is still an overall difference.

Toor and Ofori (2008) further noted that the word leadership has evolved in meaning but included issues of influence, persuasion, direction, and ability to lead in
different contexts. The leader influences others via his/her credibility, ability, persuasiveness, and vision. This view of a leader and leadership is consistent with those of Lao Tzu, a Chinese philosopher and poet who wrote the following over 2500 years ago:

A leader is best
When people barely know he exists
Not so good when people obey and acclaim him
Worse when they despise him
But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will say: we did it ourselves. (Toor & Ofori, 2008, p.63)

Alternatively, management and managers are about supervising, controlling, applying skills, caretaking, and dealing with the status quo. A manager is “a person who organizes, directs, or plots something; a person who regulates or deploys resources; a person who manages (a department of) a business, organization, institution, etc.; a person with an executive or supervisory function within an organization, etc.” (Toor & Ofori, 2008, p. 63).

Table 1 presents the extremes of a continuum showing differences between leadership and management with regard to thinking process, goal setting, employee relations, operation, and governance (Lunenburg, 2011).
Table 1

Comparisons between Leadership and Management

<table>
<thead>
<tr>
<th>Category</th>
<th>Leadership</th>
<th>Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thinking Process</td>
<td>Focuses on people</td>
<td>Focuses on things</td>
</tr>
<tr>
<td></td>
<td>Looks outward</td>
<td>Looks inward</td>
</tr>
<tr>
<td>Goal Setting</td>
<td>Articulates Vision</td>
<td>Executes plans</td>
</tr>
<tr>
<td></td>
<td>Creates the future</td>
<td>Improves the present</td>
</tr>
<tr>
<td></td>
<td>Sees the forest</td>
<td>Sees the trees</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>Empowers Colleagues</td>
<td>Controls subordinates</td>
</tr>
<tr>
<td></td>
<td>Trusts &amp; develops</td>
<td>Directs &amp; coordinates</td>
</tr>
<tr>
<td>Operation</td>
<td>Does right things</td>
<td>Does things right</td>
</tr>
<tr>
<td></td>
<td>Creates change</td>
<td>Manages change</td>
</tr>
<tr>
<td></td>
<td>Serves subordinates</td>
<td>Serves subordinates</td>
</tr>
<tr>
<td>Governance</td>
<td>Uses influence</td>
<td>Uses authority</td>
</tr>
<tr>
<td></td>
<td>Uses conflict</td>
<td>Avoids conflict</td>
</tr>
<tr>
<td></td>
<td>Acts decisively</td>
<td>Acts responsibly</td>
</tr>
</tbody>
</table>


**Traits among Leaders and Managers**

Many traits among leaders and managers overlap. However, key leader traits include honesty and integrity, vision, inspiration, communication skills, and ability to challenge others. Key manager traits include ability to execute a vision with strategic actions; ability to direct daily activities and resources; able to focus on people's needs; and able to establish work processes, standards, rules, and operations (Employer Resources, 2016).

While leaders may manage, and managers may lead at times, an individual with both leader-manager traits is more inspiring, futuristic, and visionary. One leader
empowers others and values their contributions through encouragement and the use of participatory management. Another leader-manager inspires by developing trust, coaching and teaching, and attracting and nurturing talent. Leaders and managers need to combine their skills to direct daily activities effectively. The main activities of managers include organizing, planning, directing/leading, and controlling. This implies that the manager-leader should lead and manage others in an effective manner. Visions can be achieved only through the effective actions of many managers. Thus, while leaders are important, managers are critical to sustain quality, service, and financial outcomes. However, good leaders are essential in ensuring the international competitive stance of the company or organization.

These distinctions support the conclusion that leadership and management are distinct and different. However, organizations need to develop leadership skills within management. Organizations require strong and effective leadership, as well as strong and effective management, for optimal performance. This is particularly important in today’s changing culture. Leaders are needed to challenge the status quo and to inspire organization members. Managers are needed to assist in the development and maintenance of a smoothly running workplace (Lunenburg, 2011).

In conclusion, managers and leaders are different, and this notion is supported by researchers and experts in leadership. Each has different roles in an organization and also different traits and skills. At times, a manager may lead and at times a leader may manage, but they use different methods and have a different focus. Both are necessary for successful organizational outcomes. This knowledge is important for any potential leader
or manager to understand in order to facilitate his or her optimal growth as a leader or a manager and for a leader to work well with any manager.

Managerial work has become unrelenting boot camp. Keep marching, keep driving and don’t slow down. Some management development programs even promise more boot camp—you won’t get a chance to be lazy here, they claim. No company needs lazy managers. But neither does any company need unrelenting boot camp. Boot camps train soldiers to march and obey, not to stop and think. Managers today desperately need to stop and think. They need to step back from the action and reflect thoughtfully on the experience. (Gosling & Mintzberg, 2004 p. 151)

Leaders should find a way to balance this matter; the idea of employees working like a conveyer belt is outdated and ineffective in the modern age. Productivity is based simply on how much employees feel they can deliver, which is when a leader’s or a manager’s motivational skills come in to play.

**Are Leaders Born or Made?**

Leaders are made, not born. Behavioral theories of leadership (Leadership Central, 2016) support the notion that a leader can be made by learning appropriate behavioral responses to any given situation. Thus, leaders can be taught, through learning and observations, specific skills. They can practice these skills and learn through the experience of this practice to increase learning abilities.

**Behavioral Theory of Leadership**

The Great Man Theory has been replaced with behavioral theories of leadership (Leadership Central, 2016). In the past, it was thought by some that a great leader is
God-gifted rather than man-made. This is consistent with the Great Man Theory of Leadership, which posits that leadership traits are inborn. With this theory, an individual is born with leadership traits, and education and life experiences have no impact on his/her ability. This theory was popular during the 19th century and was developed by analyzing behaviors of mostly military figures. However, arguments against the Great Man Theory, such as stated by Herbert Spencer, a famous sociologist, were that leaders are products of the society they live in and, therefore, their life experiences (Leadership Central, 2016).

According to behavioral theorists, the behavior of the leader predicts leadership influences and success (Leadership Central, 2016). Two behavioral studies that have supported this notion include the Ohio State University (1940s) and the University of Michigan (1950s) studies. The Ohio State University study involved a group of people from the university who developed a list of 150 statements from 1,800 generated questionnaire responses that measured nine behavioral leadership dimensions, which became known as the Leaders Behavior Description Questionnaire (LBDQ).

In the Ohio State University study, the LBDQ was administered to college students and administrators, private companies, and military personnel. The goal was to identify typical leadership behaviors. Study results showed that two groups of behaviors, Consideration (People-Oriented Behavioral Leaders) and Initiating Structure (Task-Oriented Leaders), were strongly correlated. The people-oriented leaders focused on the inner needs of the people, with an emphasis on human relationships. While goals also included completing tasks and achieving positive results, methods used to inspire others included listening to, observing, and encouraging others with coaching and mentoring.
Alternately, task-oriented leaders focused on the organizational structure and operating procedures. These leaders sought control and used behaviors such as organizing, clarifying, initiating, and information gathering to reach goals (Leadership Central, 2016). It is important to understand that these skills, whether people-oriented or task-oriented, can be taught to make a good leader and increase leadership skills (Leadership Central, 2016).

The University of Michigan study was led by the well-known organizational psychologist, Dr. Rensis Likert (Leadership Central, 2016). Leadership studies at this university resulted in the identification of three effective leadership characteristics. Two were those found in the Ohio studies, and a third was participative leadership. Again, it was shown that these characteristics could be taught and, thus, a leader made by teaching a set of skills that could be practiced and improved with experience over time (Leadership Central, 2016).

Further proof that people can learn leadership skills was provided through a study conducted by Keating, Rosch, and Burgoon (2014). These authors reported findings of a study with 165 undergraduate students who took part in an introductory leadership theory course. The study considered student reports of changes in areas of leadership from the beginning to the end of the course. Students reported significant increases in leadership self-efficacy, transformational and transactional leadership skills, as well as forms of motivation to lead. Another finding was that students reported different outcomes depending on levels of self-efficacy and motivation to lead at the beginning of the course.

The University of Illinois College of Agricultural, Consumer and Environmental Sciences (ACES) (2014) reported on study findings by Keating et al. (2014) in their
discussion about whether leaders are born or made. According to ACES, Keating et al. supported the conclusion that leadership skills could be developed and; therefore, leaders are made. ACES reported research findings that leadership is 30% genetic and 70% a result of life experiences. However, the authors provided information to support the more efficient way to develop a leader, which is through learning.

According to Keating et al. (2014) a teacher at the University of Illinois ACES, "in only 15 weeks in our introductory class, students reported significant gains in three important components of leadership: self-efficacy, or confidence in their ability to lead; skills; and motivation to lead" (ACES, 2014, p. 1). While students needed to be ready to learn about becoming a leader, they could learn and practice skills. Even when students were less ready for leadership, with lower levels of motivation and self-efficacy they could learn to increase this readiness and their skills.

While in the past leaders have been understood to be powerful and typically male, today the leader possesses many skills. A leader is one who is able to influence others toward a common goal. This influence involves skills that can be learned (ACES, 2014; Keating et al., 2014). Since their inception, higher education institutions have had a strong commitment to leadership development and have strived to prepare professional and societal leaders. Education offers formal leadership programs based on the assumption and knowledge that leadership can be learned and leaders can be made (Keating et al., 2014).

According to Stephenson (2004), former Dean of the Ivey Business School, regarding the debate about whether leaders are born or made, this debate is "as timeless as the age-old controversy about the chicken and the egg" (p. 1). The question has
always been: "Do effective leaders learn to become superior communicators and relationship builders? Or do people with exemplary communication and teamwork abilities naturally have an aptitude for leadership?” (Stephenson, 2004, p. 1). According to *The Wall Street Journal’s* online edition, there is a lack of and need for leadership qualities in business and a need for an understanding of whether leaders are made or born. While differences in opinion exist, it is agreed that business schools could strive to look for students with superior communication and relationship abilities but should also strive to teach leadership skills. Effective leaders need good communication and interpersonal skills, and these can be taught. People can learn to communicate and relate effectively with others. They can learn to listen to others, speak meaningfully, and interact with people. In this way, the best leaders are those who learn to lead. The effective leader must learn to appreciate the value of good communication, honesty, and trust. Thus, the leader must learn how to understand and be understood by others. In this way, the leader is made, and even a “born” leader can be made to be better.

In conclusion, leaders are made rather than born, and this notion has been supported by behavioral theories of leadership. Studies have shown that students can be taught leadership skills and appropriate behavioral responses to any given situation. Through learning and observations, people can be taught specific skills to apply and then practice them and learn through reflection and experience in order to further increase skills. This knowledge is important for any potential leader to understand in order to facilitate his or her optimal growth as a leader. These all show how Sheikh Mohammed Bin Rashid Al Maktoum (MBR) was a leader who learned the skills to become great. This proves he accepted new ideas in this rapidly changing world and implemented them.
Sheikh Mohammed Bin Rashid, Vice President and Prime Minister of the United Arab Emirates (UAE) and ruler of the Emirate of Dubai, leadership skills in management was one of the ways he changed the culture of the working environment in Dubai. He is a prime example of that leaders are made, not born. His decision to remove the clock-in and clock-out system at government organizations illustrates productivity by love of one’s work and consciousness. Sheikh Mohammed’s reasoning was simple; he replaced clock-in clock-out with what he called a “citizen’s conscience,” giving responsibility to the individual employee. This new labor law caused a controversy among UAE locals and neighboring countries. Many believed it was an easy way for employees to slack off or trick the system, but Sheikh Mohammed’s response was that he was giving them the trust and power to build Dubai to become a better, more sustainable city; The love they have for their home should be the reason they go to work. Sheikh Mohammed looked at the why of the decision, which was to build Dubai as a city of the future. While critics of this decision looked at the what, all they saw was an easier way for employees to get paid without earning it (Abu Naama, 2016).

Sheikh Mohammed, known for his great leadership in managing the government, implemented a foolproof system to make sure anyone living in Dubai received the proper treatment and service from employees. Throughout the full spectrum of government services in Dubai, “mystery shoppers” were sent to all outlets, to include shops, ministries, and other originations, to test the quality of the services provided. These mystery shoppers came from various socio-economic backgrounds, as well as different age groups, to ensure complete anonymity. An effective manager will finds ways to test his/her team in the most natural scenario possible to obtain a true report of the
department’s performance. Sheikh Mohammed’s method was an excellent test for his large government team (Department of Economic Development, 2017).

Effective managers and leaders understand the power and influence of awards for their teams.

In September 1997, His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai ordered the establishment of Dubai Government Excellence Program, the first integrated program for Governmental excellence in the world, to be the driving force behind the development of the public sector in Dubai and enable it to provide distinctive services for all the customers and benefactors. (The Dubai Government Excellence Program, 2018a)

The program criteria of selection are based on “fairness, innovation, transparency, teamwork, initiatives, integrity, continual learning and improvement,” traits that any leader in a management position should nourish in their team members (The Dubai Government Excellence Program, 2018a). Sheikh Mohammed stated that:

This program grew to be the force behind improvements of the public sector. It propagated a spirit of competition not known by governmental departments before. All managers, officials, and employees seek to compete to provide the best and win one of the awards. (The Dubai Government Excellence Program, 2018b)

The Dubai Government Excellence Program include many individual awards in categories such as Best New Employee, Best Innovative Employee, and Best Employee. The awards took it to a new level of teamwork encouragement with its group
awards such as Best Joint Service, Best Achievement of Dubai Plan 2021, and Happiest Work Environment (The Dubai Government Excellence Program, 2018b). These awards have led to Sheikh Mohammed reaching one of his many goals of always being Number One, which is an attitude of being the best in anything the country accomplishes, as he stated during the Government Summit in 2017. No one remembers the second-place winners. This also led to improving organizations productivity by introducing a healthy competition.

**Purpose of the Study**

The main purpose of this study was to explore and analyze the leadership of Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE) and Ruler of the Emirate of Dubai and how his leadership is transformed the culture of a society. The research focuses on Sheikh Mohammed Bin Rashid’s leadership styles and how he was able to transform a desert in the Middle East into one of the world’s premier cities. The study analyzed how Sheikh Mohammed used his leadership skills to win over the citizens and help them adapt to this rapid change as a long-established culture was embedded in the country with strict traditions. This study used a qualitative research method approach using in-depth interviews to guide and support the construction of the hypotheses.

The results of this case study show the ways in which Sheikh Mohammed utilized innovative, transformational, charismatic, and authentic leadership skills to confront the challenges in transforming UAE and making it number one in everything and offering his citizens the best standards of living and visitors with the best experience. He has
illustrated to have the following leadership styles in molding the UAE from a desert to a world-class country:

- A transformational leader: A transformational leader is an individual who encourages and inspires (transforms) people he/she leads to achieve extraordinary outcomes (Robbins & Coulter, 2007).
- A servant leader: “Servant leadership begins with the natural feeling one wants to serve, to serve first” (Greenleaf, 1977, p. 27).
- An innovative leader: “Leaders must learn how to create an organizational climate where others apply innovative thinking to solve problems and develop new products and services” (Horth & Buchner, 2014, p. 5).

Sheikh Mohammed is an example of a great leader as viewed by people not only from the UAE but also from around the world.

**Research Questions**

Sheikh Mohammed Bin Rashid has helped make what Dubai and the UAE are today. His vision, after what Sheikh Zayed Al Nahyan (Peace be Upon Him) began, has turned the UAE from a desert into a land of opportunity. The following research questions enable the participants to shed light on his leadership because they are led by him and work directly with him.

1. What leadership styles and characteristics does Sheikh Mohammed possess? Discuss examples.
2. What challenges, cultural and others, did he face while implementing the changes? How did he find solutions? Discuss examples.
3. What is his vision for Dubai and the UAE?
4. How do you, as a member of the Cabinet led by Sheikh Mohammed, have a role in his leadership strategies for the UAE? Discuss examples.

**Significance of the Study**

A review of the literature has revealed no similar studies. This research contributes to the field of leadership regarding leaders from the Middle East. This research sheds light on this futuristic and innovative leader who is speeding the UAE toward greater accomplishment, in addition to providing insight on change and culture. This study involves in-depth views of Ministers who work directly with His Highness and shows how his leadership changed Dubai and the UAE. It also outlines the challenges he faced in transforming his country to the highest status in the Middle East and its citizens to some of the happiest in the world (Helliwell, Layard, & Sachs, 2018). The study will be helpful to scholars and researchers who are interested in cultural changes and leadership styles appropriate for change. Sheikh Mohammed was able to modernize Dubai and allow its citizens to retain many traditions which were embedded in the culture.

According to Schein and Schein (2017), an organization’s culture is divided into three aspects: *artefacts/symbols* (surface cultures and everyday observations), *espoused values* (revealed goals and philosophies), and *assumptions* (unconscious beliefs and values that comprise an organization. The authors explained how the organization of a culture changes over time, with a delicate balance of the three aspects. A slow progression of changes has begun to shape the UAE government to align with the standards set by Sheikh Mohammed, an effective government that better serves the citizens of the UAE.
As a visionary leader, Sheikh Mohammed was able to convince citizens to look beyond the present and think in a broad perspective about the future. Emirati leaders have been described as “Bedouins at heart,” products of both the desert environment and the Bedouin culture. Leaders in this culture have been characterized as having humility and gratitude or being servant leaders who possess much tolerance to accommodate diverse views. A major skill these leaders possess is their ability to listen (Al Maktoum, 2017). Sheikh Mohammed described these characteristics as follows:

It was as if they were saying, don’t bother, it’s harder than you imagine, bigger than you can attempt to tackle and changing anything is almost impossible! Do you know what my response to them was? I smiled, just listened and smiled. I smiled because I saw things differently, I saw a great opportunity ahead of me to accomplish something new in my life. I saw the government become one of the best governments in the world in the span of only a few years. I saw a blessing and the trust that God had placed in our hands to serve people, make them happy, and make an entire nation prosper. (Al Maktoum, 2017, p. 16-17)

Sheikh Mohammed explained that an individual has two choices in front of challenges, either stop and retreat or to be creative and to break through.

Two factors that contributed to Sheikh Mohammad’s success were his understanding of diversity and the consistency of his approach. This study examines the methods he used in reaching his goals. By some definitions, his methods would be called unconventional, although he achieved success. He envisioned a new style of leadership that others had not seen.
One example of Sheikh Mohammed’s ability to see the future was exemplified in his Cabinet appointments. Leading both males and females to various posts. He explained, “We seek to achieve major steps forward in all vital sectors, in line with our vision for the UAE Centennial in 2071.” He added:

We are leading a new phase for the UAE, enriched with science and technology, and we seek to build the future for many more generations to come. We announced the UAE centennial Strategy during the Annual meetings of the UAE Government and today we are implementing it. (Staff Report, 2017)

There have been many changes with the new centennial vision. Sheikh Mohammed tweeted:

The vision is based on the lecture of His Highness Shaikh Mohammad Bin Zayed Al Nahyan, Abu Dhabi Crown Prince and Deputy Supreme Commander of the UAE Armed Forces, for future generations, and the goal is for future generations to live a happier life in a better environment, with bigger opportunities and stronger communication with the world. (Ministry of the Cabinet Affairs & Future, 2018f)

He further explained:

UAE Centennial 2071 is based on four aspects: Education, economy, government development, and community cohesion. The goal is for the UAE to be the best country in the world by 2071. The vision’s objectives also include the development of education, with a focus on advanced technology and engineering, and instilling an Emirati moral values system in future generations. (Ministry of the Cabinet Affairs & Future, 2018f)
He stressed, “A consultative youth council will be set up in all sectors to glean their opinions. A national strategy will also be developed to boost the country’s reputation and its soft power” (Ministry of the Cabinet Affairs & Future, 2018f).

Finally, Sheikh Mohammed stated:

We have plans up to 2021, and with the UAE Centennial 2071 we will have a vision for generations of the next five decades. It sets a clear map for long-term government work. Future generations will need foundations and pre-set tools that we introduce today, there needs to be an environment for growth, and this is something that we should think about from now (Ministry of the Cabinet Affairs & Future, 2018a). Rapid changes require us to prepare future generations with new tools and knowledge, and different skills that enable them to succeed in a world that will be very different from the times we live in today. (Ministry of the Cabinet Affairs & Future, 2018f)

*Gulf News* (2017) reported: “He has a clear vision for the future. Not only is he working hard for Dubai, but for the rest of the emirates in the United Arab Emirates” (Staff Report, 2017).

**Definition of Terms**

**Transformational leadership:** A transformational leader is an individual who encourages and inspires (transforms) his/her followers to achieve extraordinary outcomes (Robbins & Coulter, 2007). He/she pays attention to the concern and developmental needs of individual followers; they change followers’ awareness of issues by helping them to look at old problems in a new way; and they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals. Transformational leadership theory is all
about leadership that creates positive change in the followers whereby they take care of each other's interests and act in the interests of the group as a whole (Odumeru & Ifeanyi, 2013; Warrilow, 2012;).

*Transactional leadership*: “Also known as managerial leadership, focuses on the role of supervision, organization, and group performance; transactional leadership is a style of leadership in which the leader promotes compliance of his followers through both rewards and punishments. Unlike transformational leadership, leaders using the transactional approach are not looking to change the future, they are looking to merely keep things the same. These leaders pay attention to followers' work in order to find faults and deviations. This type of leadership is effective in crisis and emergency situations, as well as when projects need to be carried out in a specific fashion” (Odumeru & Ifeanyi, 2013, p. 358).

*Authentic leadership*: Avolio, Walumbwa, and Weber (2009) defined authentic leaders as those individuals who are deeply aware of how they think and behave and are perceived by others as being aware of their own and others’ values/moral perspective, knowledge, and strength; aware of the context in which they operate; and are confident, hopeful, optimistic, resilient, and high have on moral character. Although authentic leadership shows some overlap with other contemporary perspectives such as transformational, charismatic, servant, and spiritual leadership, the construct is gaining legitimacy in its own right, as researchers are beginning to differentiate authentic leadership from related constructs by grounding it in theory and seeking support in empirical research (Klenke, 2007).
Servant leadership: “Servant leadership begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. He is sharply different from the person who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve after leadership is established. The leader first and the servant first are two extreme types. Between them, there are shadings and blends that are part of the infinite variety of human nature” (Greenleaf, 1977, p. 27).

Adaptive leadership: Adaptive leadership cultivates a diversity of viewpoints in order to generate a large number of options. This type of leader has empathy and rewards performance with autonomy and independence (Heifetz & Linsky, 2002).

Charismatic leadership: A charismatic leader relies on conviction, commitment, vision, charm, and persuasion while simultaneously being a skilled communicator, especially on a deep emotional level (Weber, 1984).

Innovative leader: “Leaders must learn how to create an organizational climate where others apply innovative thinking to solve problems and develop new products and services. It is about growing a culture of innovation, not just hiring a few creative outliers. How can you help others to think differently and work in new ways to face challenges? What can be done to innovate when all resources are stressed and constrained? How can you stay alive and stay ahead of the competition?” (Horth & Buchner 2014, p. 5).

Culture and leadership: A perspective that understands the norms, values, and practices of a particular organization or community (Schein, 1986).
Globalization: The encasement of the world economy in a system of rules and regulations (Slobodian, 2018).

Chapter Summary

This chapter presented an introduction to the study, to include a review of the literature regarding differences between managers and leaders and whether leaders are born or made. In addition, the purpose of this study, research questions, significance of the study, and definition of terms were presented. Chapter II reviews the history of the UAE and Sheikh Mohammed Bin Rashid’s leadership and achievements. In addition, Chapter II reviews the literature on transformational leadership and leadership traits. Chapter III presents the methodology, research design, data collection, and assessment process. Chapter IV briefly introduces the Cabinet members and discussion of findings, as well as an analysis of the data collected, findings, and results. Finally, Chapter V consists of a discussion of the findings and future recommendations.
CHAPTER II: THE UNITED ARAB EMIRATES (UAE)

History of the United Arab Emirates

The recorded history of the UAE has been traced back to the Paleolithic Age around 6000 BC when evidence of pottery was found in the emirates of Sharjah, Umm Al Quwain, Ras Al Khaimah, and Abu Dhabi. Evidence of the Bronze and Iron Ages has been found throughout all emirates in the form of ancient markets and primitive irrigation systems. The first major change that came to the Arabian Peninsula was the arrival of Islam in AD 630, when the religion rapidly spread in the region. The message of Islam was sent to the kings of Oman, Bahrain, and present-day UAE. “The Gulf region willingly accepted the invitation to Islam” (The Official Portal of the UAE Government, 2018).

The first of the Europeans to arrive in the Arabian Peninsula were the Portuguese in 1498 during the height of their maritime power when they controlled the spice and pepper trade of the region. Just over 100 years later, the power of the Portuguese in the diminished as the Dutch entered the middle eastern markets, becoming a dominant naval power in the Indian Ocean and Arabian Gulf. During the 1800s, the British and Sheikhs (or tribe leaders) signed a series of peace agreements for areas along the Gulf. By the late 1800s, the modern-day UAE was under the protection of the United Kingdom from any foreign aggression, an arrangement that was in place until the official withdrawal of the British in 1971 (The Official Portal of the UAE Government, 2018a).

The native people of the UAE are nomadic Bedouins. Harn (2017) noted: “Bedouin originally got their name from the Arabic word ‘badawiyin,’ which means
‘people of the desert’ although the Bedouin peoples are not confined to the regions of the UAE and in fact stretch all the way to North Africa.”

The Bedouins of the UAE were essentially nomadic camel herders who used their camels as a source of meat and milk, as well as an effective means for transportation in the desert. Due to its location which faces the Gulf, the Bedouins of the UAE were skilled fishermen, and pearl divers, due to their location as a dynamic port for trade in the region. “The wooden dhow boats, now most commonly associated with Emirati tradition, are originally products of the Bedouin peoples, who built the boats to go fishing and pearl diving off the coasts of what is now Dubai and other northern emirates” (Harn, 2017). Those same wooden dhow boats are exciting tourist activities throughout the UAE, giving visitors a taste of its rich past (Harn, 2017). Life in the desert was challenging for Bedouins; the climate was harsh; and resources such as water, food, clothing, etc., were scarce. Many families in the area gathered wealth from the pearling industry (The Official Portal of the UAE Government, 2018a).

Bedouin society consisted of tightly-bonded families who worked together to protect and provide for their group. Harn (2017) stated: “Each Bedouin tribe has a leader or head of the tribe, called a Sheikh, who runs the social rules and roles.” It is of the utmost importance in Bedouin culture for the Sheikh to be respectful and fair to all while working hard for the betterment of his people. He added: “Their hospitality, however, is one of the most famous and wonderful traits of the Bedouin people that has captivated people from all corners of the globe.” Today, even the youngest of Emirati children are taught the importance of hospitality and mutual respect in those same Bedouin traditions (Harn, 2017).
The official UAE government portal (2018a) wrote:

The culture of sharing and participation is intrinsic to the Emirati culture. In the olden days, the ruling Sheikhs used to travel to remote lands in the UAE and camp in villages where they would hold meetings in large tents. These meetings were informal in nature and largely involved sharing, discussing, and resolving local issues relating to society, agriculture, trade and economy, housing, medical, and other topics relating to the well-being and happiness of the people.

This style of brainstorming and problem solving has remained a common practice amongst the Sheikhs of the UAE. The roots of the UAE people run deep relative to their social and cultural heritage. Emiratis are social; they enjoy meeting people and continue to hold regular gatherings at home or in social venues. They are warm hosts and treat their guests with utmost honor. An Emirati man greets another Emirati man by rubbing his nose against the other's nose. A handshake, an embrace, and greetings of peace follow (The Official Portal of the UAE Government, 2018a).

The first glimmer of modern-day UAE appeared with the late Sheikh Zayed bin Sultan Al Nahyan, the founding father of the UAE. Sheikh Zayed was:

Born in 1918 in Al Ain City, the largest conurbation in the Emirate of Abu Dhabi at that time. Growing up in Al Ain City with its harsh desert surroundings had a clear impact on his character. He became renowned for his patience, forward-looking vision and wisdom, later earning him the moniker “the wise man of the Arabs.” His forward-thinking attitude and vision helped him gain the respect of tribe leaders of the region (Crown Prince Court of Abu Dhabi, 2018).
A BBC News article (2018) reported, “Before oil was discovered in the 1950s the UAE's economy was dependent on fishing and a declining pearl industry. But since oil exports began in 1962, the country's society and economy have been transformed.” The discovery of oil was a vast resource, a way for the coastal settlements of the Bedouins to change for the better. Known for his resourcefulness and wise ruling, Sheikh Zayed was appointed the ruler of Abu Dhabi, the modern-day capital of the UAE (Crown Prince Court of Abu Dhabi, 2018).

The National archives of the Ministry of Presidential Affairs stated the following: Soon after assuming power on August 6, 1966 as the Ruler of Abu Dhabi, Sheikh Zayed bin Sultan Al Nahyan underscored the importance of the union and remarked, “in harmony and in some sort of federation, we could follow the example of other developing countries.” The significance of the union and the need to work in cooperation with the other Emirates was thus ingrained in Sheikh Zayed’s thinking early on in his career. Although he was fully aware that federation was a novel concept in the region, he had a firm conviction that it could be established based on common ties between the different Emirates and the history and heritage that they had shared together for centuries. (National Archives, 2016)

The first initial moves towards a federation were made by Sheikh Zayed and the ruler of Dubai at the time Sheikh Rashid bin Saeed AL Maktoum (father of Sheikh Mohammed bin Rashid Al Maktoum, current ruler of the Emirate of Dubai, Prime Minister of the UAE and Vice President). A meeting was held between the borders of Abu Dhabi and Dubai on February 18, 1968, at an area named Al Sameeh. The meeting
allegedly involved discussions that included social, defense, security, and immigration policies. Many rulers from nearby tribes and from the Trucial States were invited to join the federation, including modern-day Bahrain and Qatar (National Archives, 2016).

After the withdrawal of the British in 1971, a formal independent, sovereign state of Dawlat al Imarat al Arabiyya al Muttahida or the UAE, was formed on December 2 1971, consisting of Six states: Abu Dhabi, Dubai, Sharjah, Ajman, Umm al Quwain, and Fujairah followed by Ras Al Khaimah that joined later). The National Archives (2016) reported:

The Ruler of Abu Dhabi, Sheikh Zayed bin Sultan Al Nahyan, was elected by his fellow Rulers as the first President of the UAE, a post to which he was successively re-elected at five-year intervals. The former Ruler of Dubai, Sheikh Rashid bin Saeed Al Maktoum, was elected as Vice President, a post that he held until his death in 1990 when his eldest son, Sheikh Maktoum bin Rashid Al Maktoum, was elected to succeed him. In a meeting held on May 20, 1996, the Federal Supreme Council approved a draft amendment that made the country’s Provisional Constitution the permanent Constitution of the UAE and named Abu Dhabi as the capital of the federation.

Soon after the formation of the UAE, the new nation lobbied to join the United Nations, as well as the Arab League. Joining the Arab League is an example of the UAE’s foreign policy that heavily emphasized being reliable and strong neighbors in the formation of the Gulf Co-operation Council (GCC) comprised of the UAE, Oman, Qatar, Bahrain, Saudi Arabia, and Kuwait and occurred after a summit held in Abu Dhabi (National Archives, 2016).
Since its inception, the UAE has served as an example of a high functioning government in the region. The UAE is unique due to the way the Bedouins or small tribes leaders have carried out their hospitality and caring for their people and the Sheikh, which has continued to the present. Sheikh Mohammed aims to make Dubai the happiest and smartest city in the world (Bonime, 2018).

“The success of the UAE’s political system lies in the fact that it represents a unique blend of the traditional and modern forms of government” (National Archives, 2016). According to Crown Prince Court of Abu Dhabi (2018):

Sheikh Zayed passed away on November 2, 2004. His Highness Sheikh Khalifa bin Zayed Al Nahyan, the then Crown Prince of Abu Dhabi and the eldest son of Sheikh Zayed, succeeded him to the Presidency of the UAE and Rulership of Abu Dhabi, while His Highness Sheikh Mohamed bin Zayed Al Nahyan, another of Sheikh Zayed's sons, was appointed the Crown Prince of Abu Dhabi. Under their leadership and direction, both guided by their father's values, the Emirate of Abu Dhabi has continued to prosper.

The new generation of UAE leaders have worked closely with all emirates, and especially the Emirate of Dubai, making Sheikh Mohammed bin Rashid Al Maktoum a vital member of UAE leadership along the sons of Sheikh Zayed.

**Biography of Sheikh Mohammed Bin Rashid Al Maktoum**

Sheikh Mohammed bin Rashid Al Maktoum was born on July 15, 1949, in the Al Maktoum home in Shindagha in Dubai, UAE. He was born into the Bani Yas tribe which is the most highly regarded tribe of Southern Arabia (Government of Dubai Media Office, 2015). He was born the third of four sons, was very athletic, and had a happy
childhood. He was very close to his grandfather, Sheikh Saeed bin Maktoum Al Maktoum, who held daily gatherings ‘majlas’ by the entrance of their home. He often was seen seated near his grandfather. Although these gatherings were casual, they built the foundations of a learning environment for the Sheikh (Government of Dubai Media Office, 2015).

From age 4, Sheikh Mohammed was tutored in Arabic and Islamic studies, after which he attended the Al Ahmadiya Primary School in Deira, Dubai. He studied classical Arabic, English, mathematics, geography, and history (Government of Dubai Media Office, 2015). He was then transferred to Al Shaab School at the age of 10 and at age 12 he attended Dubai Secondary School where he excelled and graduated from high school. His grandfather passed away in 1958, and his father Sheikh Rashid Al Maktoum was crowned ruler of Dubai.

Sheikh Rashid began preparing Sheikh Mohammed in October 1958 at the age of 9 to join the public service. In the 1950s, he invited elite individuals to his inner circle, to include bankers, builders, merchants, and intellectuals from different parts of the world, to help in the development of Dubai. Therefore, Sheikh Mohammed was able to befriend these leaders who also were interested in helping him develop leadership skills. (Government of Dubai Media Office, 2015). His father believed that, as Dubai was developing, a man with Sheikh Mohammed’s personality and characteristics would be capable of managing its security demands; thus, he began looking for a military school for Sheikh Mohammed. It was first necessary that his son complete his English language proficiency. In order to do so, Sheikh Mohammed attended The Bell School of Languages in 1966 in Cambridge, United Kingdom. As this school had an international
reputation, students from all over the world attended to learn English. Sheikh Mohammed took the opportunity to learn about different cultures and his classmates’ countries, fully submerging himself into the student life (Government of Dubai Media Office, 2015).

Sheikh Mohammed was known for his poetry, falconry, and hunting. Horsemanship was of great interest to him as well. He attended his first horse show on May 5 1967. His father had many friends from Britain; therefore Sheikh Mohammed received invitations to large estates for hunting and shooting trips (Government of Dubai Media Office, 2015). Other than being an innovative and visionary leader, he also is well known for his poems. His book, Poems from the Desert, has been on the bestseller lists internationally for more than two years. “He uses poetry to express the creative, sensitive side of his nature, which he has little chance to display in the political arena” (Government of Dubai Media Office, 2015). He is also known internationally as Sheikh Mohammed Bin Rashid the equestrian and received the Special Eclipse Award in 2001. He is an extraordinarily talented rider, which is not widely known (Government of Dubai Media Office, 2015).

Sheikh Mohammed attended Mons Officer Cadet School-Aldershot in England to prepare for his future military role in Dubai. This school is now part of the Royal Military Academy Sandhurst (Government of Dubai Media Office, 2015). He was exposed to strict military training, which put him in an environment in which his leadership skills were built. He was promoted to senior during the end of the six-month course and later awarded the Sword of Honor for achieving the highest mark of any Foreign and Commonwealth officer cadet in his class (Government of Dubai Media Office, 2015).
As he entered his 20s, Sheikh Mohammed was well rounded and knowledgeable in all areas of importance for his future role. He returned to Dubai with an excellent knowledge of military, sports, politics, and literature. He was appointed the Head of Dubai Police and Public Security on November 1, 1968, which was his first public position. He also served as Minister of Defense, being the world’s youngest to hold that position (Government of Dubai Media Office, 2015).

In October 1968 in a desert camp, Sheikh Mohammed’s father and the President of Abu Dhabi Sheikh Zayed Al Nahyan (PBUH), who became the President of the UAE after the union, met to discuss the possibility of forming a union between Abu Dhabi and Dubai (Government of Dubai Media Office, 2015). Sheikh Mohammed still remembers the very words that initiated the union for what is today the UAE. He recalls Sheikh Zayed’s words, “What do you think Rashid? Should we establish the union?” With no hesitation Sheikh Rashid, the president of Dubai, said, “Give me your hand Zayed, let’s vow on that and you shall be the president.” On December 2, 1971, all leaders from Abu Dhabi, Dubai, Sharjah, Ajman, Fujairah, and Umm Al Quwain came together and signed the Constitution to establish the UAE (Government of Dubai Media Office, 2015).

Sheikh Rashid, in 1977, announced the formation of a committee headed by Sheikh Mohammed to manage The Dubai Airport, which has become an international hub and tourist attraction, as well as one of Sheikh Mohammed’s most outstanding achievements. “Sheikh Mohammed adopted the ‘open skies’ policy and established fundamentals of the tourist industry” (Government of Dubai Media Office, 2015). By also investing and nourishing Dubai’s local airline, Emirates, it became a large part of the growth of Dubai and the flow of tourists coming into the country due to its extensive
route options from around the world to its main hub in Dubai. Emirates has become one of the best airlines in the world, according to Skytrax, appearing multiple times on the Skytrax awards top 10 airlines and winning in multiple other categories (Skytrax, 2018). “Dubai Airport consists of 3 terminals and a total capacity of 80 million passengers annually. Terminal 3 is the second largest building in the world by floor space and the largest airport terminal in the world” (Dubai International Airport, 2018). During the same time, Sheikh Mohammed supervised Dubai’s oil fields, as oil exports were the main economic source.

Sheikh Mohammed’s majlis (area or room of sitting or gathering at one’s house or in the context of council) was known to be “an environment that prompts innovation and freedom of speech; Sheikh Mohammed does not force any restrictions on thoughts and speech. This open free space produced genuine and open discussion and encouraged people to think beyond limits, and that produced their very best,” said Mr. Mohammed Al Naboodah, one of the most distinguished Arab businessmen (Government of Dubai Media Office, 2015).

On January 4, 1995, both the UAE and the emirate of Dubai woke to the groundbreaking news that Sheikh Maktoum, the leader of Dubai and the elder brother to Sheikh Mohammed, had appointed Sheikh Mohammed as the Crown Prince of Dubai and his younger brother Sheikh Hamdan as the Deputy leader of the emirate. Sheikh Mohammed commented:

I do not know if I am a good leader, but I am a leader. And I have a vision. I look to the future 20, 30 years. I learned that from my father, Sheikh Rashid. He was the true father of Dubai. I follow his example. He would rise early and go alone to
watch what was happening on each of his projects. I do the same. I watch. I read
faces. I take decisions and I move fast; full throttle. (Government of Dubai Media
Office, 2015)

All three brothers took the approach of “full throttle” and promised to work hard
on behalf of their emirate. They continued in their father’s footsteps, and the foundation
of their visions was the framework laid down by Sheikh Rashid. In late 1995, Sheikh
Mohammed began one of his many tourism projects, “Dubai Destination,” including the
creation of the Dubai Shopping Festival that has been ongoing each year since its
inception. It is an annual festival that brings together aspects of the Emirates economy as
part of a promotion, attracting tourists from all over the world during the equine
competition and the shopping festival. Sheikh Mohammed always plans for the big and,
taking huge strides, he included the Dubai World Cup horse racing at the same time as
the Dubai Shopping Festival. Dubai World Cup is the world’s richest horse race, with a
prize of $4 million in the first year. With Dubai attracting more and more tourists, Sheikh
Mohammed expanded the airport in 1998. Today, Dubai Airport is one of the world’s
busiest. His other projects included building an artificial island on which the Burj Al
Arab Hotel (60 meters shorter than the Empire State Building in New York) was built.
This hotel to date has been the only 7-star rated hotel in the world, with restaurants and
rooms under the sea and parts of the hotel having gold-plated features (Government of
Dubai Media Office, 2015).

Sheikh Mohammed has the reputation for creating the extraordinary. One such
project in 2001 was Palm Islands, a huge resort over two islands in the shape of a palm
tree. At the same time, he was building the Emirates Airline, which launched in 1985, and bought 60 new aircrafts in 2001 (Government of Dubai Media Office, 2015).

The Sheikh’s boldest project, in 1995, was “e-Dubai,” which included plans for the economy, promoting awareness of culture, and improving education by modernizing the curriculum. E-Dubai also initiated infrastructure projects to embrace the new digital economy. Sheikh Mohammed took further action in advancing Dubai’s growth in the digital world. In a press conference on October 29, 1999, he announced: “One year from today, we will inaugurate, on this site, a new initiative, not only for Dubai but for the rest of the world. We call it Dubai Internet City.” He explained his vision that “Internet City would encompass the infrastructure, environment and attitude to enable new economic enterprises to operate out of Dubai with significant competitive advantage” (Government of Dubai Media Office, 2015).

By September of 2000, Dubai had licensed more than a hundred IT companies to operate in Dubai Internet City, with another 350 firms awaiting approval. These licensed companies included giant IT industries such as Microsoft, Oracle, and Compaq. With this project succeeding and on time, another project was announced on May 11, 1999, with an 18-month deadline. The project improved efficiency of the Dubai government by requiring all transactions, visas, and governmental departments to work together and communicate electronically. Not only was this project successful, but Dubai became the world’s first fully-online government (Government of Dubai Media Office, 2015). Other projects he built for the future of Dubai were Dubai Media City and Dubai International Financial Centre.
Sheikh Mohammed was instrumental in making Dubai what it is today and also was involved in humanitarian projects. He has helped refugee camps, countries in economic need, countries that have experienced natural disasters, etc., and was the first to donate from either his foundation or his personal funds. For example, he donated $5 million to the World Trade Center victims. Another example occurred when Sheikh Mohammed’s Godolphin team (race horses) were in New York for the Breeders’ Cup in October 2001. Organizers had dedicated the amount raised to be given to the families of New York firefighters, police officers, emergency service personnel, and other victims who lost their lives in 9-11. The goal was to raise $1 million, but Sheikh Mohammed was amazingly successful with his Godolphin team, winning a prize of nearly $2.5 million, all of which he donated to the cause (Government of Dubai Media Office, 2015).

Sheikh Mohammed’s projects and visions flourished over the years and he made the impossible possible. In 2006, he became the leader of Dubai, Prime Minister and Vice President of the UAE in 2006. After the death of his brother, Sheikh Maktoum, he continued to make Dubai’s transformation into a lavish business destination. With his leadership, vision, and persistence, he led the Dubai success story from desert to opportunity in record time. He put Dubai and the UAE on a unique course, with nations around the world attempting to replicate it (Government of Dubai Media Office, 2015).

In 2007, Dubai witnessed achievements of Sheikh Mohammed that were both locally and regionally recognized. He announced the “Dubai Strategic Plan 2015,” with its goal to reinforce Dubai’s leading position in the region and enhance its role as an international economic and financial hub (Government of Dubai Media Office, 2015). He noted that the strategy would be used as a blueprint for the base development of the
country in the years to come. In the same year, he revealed the “UAE Government Strategy Plan” to develop the entire country. This plan included investing federal resources more efficiently and ensuring transparency across the offices (Government of Dubai Media Office, 2015). In addition, one of his outstanding regional achievements was the initiation of the Mohammed Bin Rashid Al Maktoum Foundation, into which he endowed $10 billion. This was one of the largest charitable donations in history. The announcement of the foundation was made at the World Economic Forum in Jordan in 2007. The foundation’s purpose was to promote human development by investing in education and knowledge in the region as well as and by developing future leaders in both the private and public sectors. It also promoted scientific research, awareness of knowledge, and encouraged business leadership; empowered youth; renewed the concept of culture; preserved heritage; and promoted the understanding of various cultures (Government of Dubai Media Office, 2015).

Sheikh Mohammed unveiled “Dubai Cares” in 2007, which has become one of the major international humanitarian movements focusing on fighting poverty, movement raising close to $1 billion within two months of being launched. The movement spread knowledge and provided education for children in the world’s poorest countries (Government of Dubai Media Office, 2015). The following year, Sheikh Mohammed launched the “Noor Dubai,” with the goal of to promoting awareness and preventative eye care to more than one million people in developing countries. This initiative was part of a drive toward a world free from curable forms of blindness (Government of Dubai Media Office, 2015).
One of his many ideas to motivate people toward innovation consisted of a wide range of awards, both in Dubai and the UAE, including the Arab Journalism Award, the Dubai Government Excellence Program Award, the Dubai Holy Qur’an Award, and the Young Business Leader Award (Government of Dubai Media Office, 2015). With these and more awards in place, a healthy competitive atmosphere was created for the public and private sectors to strive for quality and excellence.

Dubai was transformed, with significant progress in all aspects of the country’s economic and social development, through companies forming global partnerships in the fields of industry, commerce, tourism, sports management, and real estate investments; e-government being introduced; and the Dubai Metro providing a light rail system to transport tens of thousands of commuters daily (Government of Dubai Media Office, 2015). Cultural projects included The Muhammed the Messenger Museum, the Universal Museum project and the Mohammed bin Rashid Gardens. Sheikh Mohammed shared his vision with the public in his book, My Vision in which he vividly explained his philosophy and his political and economic vision. In 2015 this book became the best-seller in the Middle East and elsewhere (Government of Dubai Media Office, 2015).

**Sheikh Mohammed’s Leadership**

When his highness Sheikh Mohammed bin Rashid Al Maktoum became the Prime Minister of the UAE, his position came with many disadvantages, including inheriting a government that was “set in its ways, slow, financially and administratively underequipped, and burdened by debts, issues and grievances” (Al Maktoum, 2017, p. 16). People were inclined to avoid challenges, primarily due to the difficulty of turning the ship around. The likelihood of success was low, and leaders shied away from the
possibility of failure. Upon receiving his new position, the Sheikh received many cautionary calls insisting the country was too far into the problem to find a real solution.

It was as if they were saying, don’t bother, it’s harder than you imagine, bigger than you can attempt to tackle and changing anything is almost impossible! Do you know what my response to them was? I smiled, I just listened and smiled. I smiled because I saw things differently. I saw a great opportunity ahead of me to accomplish something new in my life. (Al Maktoum, 2017, pp.16-17)

A trait of a successful leader is looking beyond the hurdles and visualizing what lies ahead. Coupled with patience and grace in the face of naysayers, leaders can become unstoppable in the dealing with adversity (Government of Dubai Media Office, 2015). Every leader’s purpose begins with a spark, a vision for a future only the leader himself can see. Sheikh Mohammed’s inspiration for a modern Dubai was ignited during a visit to New York City in the 1960s (McFarlane, 2016). A photo released by Sheikh Mohammed in 2016, via his social media channels, showed him with his father and other associates on the viewing deck of the Empire State Building, with a caption that read: “This is a photo of me and my late father in the 1960s at the Empire State, the tallest skyscraper worldwide… It was a beginning of a dream that turned into a reality in Dubai” (McFarlane, 2016). At a very young age, decades before assuming his leadership positions in Dubai and the UAE, he saw the potential in his desert oasis. Sheikh Mohammed knew the way forward included building and investing in the future beyond the oil boom experienced by his region. His father, Sheikh Rashid, famously said: “My grandfather rode a camel, my father rode a camel, I drive a Mercedes, my son drives a Land Rover, his son will drive a Land Rover, but his son will ride a camel” (McFarlane,
2016), reflecting his knowledge that a reliance on oil would not sustain Dubai’s economy.

His father’s ideas about looking forward to a future that is not reliant on oil were instilled in him. A diversity in assets and economy is clearly present in the Sheikh’s vision for the UAE. A brief review of literature revealed an article by Hall, Johnson, Wysocki and Kepner (2013) who explained that leadership is defined as a process involving one person who influences others, in order to reach a specific objective. The leader must influence others and the transformational leader does just this. Transformational leadership involves a process that inspires and transforms others. The leader is able to get others to desire to achieve the goals. With this approach, the leader is able to understand the needs and motives of others and meet those needs (Hall et al., 2013).

The essence of Sheikh Mohammed’s leadership style is transformational. One man was able to convince an entire nation that they were more than their current state. Dubai and the UAE at the time did not have as many resources as other countries that had gained wealth over the decades due mostly to oil. Sheikh Mohammed bin Rashid, being the leader he is, put together a plan for these resources, invested in local merchants to boost the economy, and finally invested in education of both adults and young children. He planted a seed of love for their home; if one asks any Dubai local working in the public sector why they work so hard, their answer may not be because of monetary compensation. It will be as simple as wanting to make Dubai achieve newer and higher goals. The Sheikh was a driving force of motivation and leadership, leading the people to achieve more; learn more; and, most important build a more modern,
innovative, and trailblazing nation to inspire the world. Many Emiratis are fortunate to be born in a time when they are witnessing that transformation.

Change and adaptation are important leadership qualities. Improving information management practices is a key focus for many organizations, in both the public and private sectors. Effective organizational change requires blending knowledge of psychology and business, relating the internal to the external context, as well as the rational and irrational aspects of organizational life. While management and leadership have a great deal in common, they differ in their primary functions (Kotter, 1990). Kotter (1990) asserted:

Management's main function is to produce order and consistency through processes such as planning, budgeting, organizing, staffing, and problem solving.

While leadership's main function is to produce movement and constructive or adaptive change through processes, such as establishing direction through visioning, aligning people, motivating, and inspiring.

Burns (2003) described key characteristics of transformational leaders, referencing such stellar figures as Nelson Mandela, Franklin D. Roosevelt, and Mohandas K. Gandhi in a text that explored issues of moral, charismatic, and consensus-building leadership efforts. The styles of Mandela, Roosevelt, and Gandhi were different in a number of critical ways, but Burns made the case that they shared a strong sense of moral necessity related to the actions they took, the policies they proposed, and the paths they walked through life. Those joint characteristics of these individuals are present in Sheikh Mohammed’s leadership style as well.
Nelson Mandela, as briefly described by Burns (2003), was an individual who moved from an aggressive leadership posture to one of conciliatory, consensus-building posture after being released from decades in prison. A freedom fighter much like Gandhi, Mandela devoted his life to transforming the society in which he lived. Where Gandhi created, or at the very least formalized, the nonviolent protest strategy of Satyagraha, Mandela was more aggressive in his earlier life in combating the racism of apartheid society. Nevertheless, Mandela shared with Gandhi a deep moral conviction regarding the nature of evil and the necessity of putting an end to those institutionalized practices that were discriminatory and oppressive.

As Burns (2003) pointed out, Franklin Roosevelt lived in a challenging time when economic dislocations and world war called for innovation and initiative. He was a transformational leader with a moral conscience. Mandela, Gandhi, and Roosevelt believed in the necessity of partnering with those who opposed them, building coalitions, and innovating when confronted with challenges that could not be resolved in typical ways. The three leadership characteristics of each of these great leaders must include awareness of what Burns would identify as the exigencies of their disparate situations, a strong sense of personal agency and obligation, the willingness to innovate, and an understanding of the complexity of the leader-follower relationship.

Roosevelt’s sociable personality made it easy to foster productive relationships with the heads of countries, including personalities as ideologically diverse as Winston Churchill and Joseph Stalin. One of his most important traits as a leader was his ability to empathize with his citizens, showing he cared for them and would do everything to help them. “This enhanced his political power by connecting him irrevocably to everyday
people. Through successful relationship-building, FDR’s plan for the allies’ victory in World War II was ultimately revealed” (Walsh, 2015). Transformational leaders inspire others by addressing individuals’ self-actualization needs to support the greater good rather than their own self-interests (Kuhnert, 1994) This style of leadership proved to be effective for Nelson Mandela’s efforts to seek justice for the population of South Africa. A focus on the greater good and common purpose of the people helps any leader succeed in achieving their goals. Like Roosevelt and Mandela, Sheikh Mohammed’s charisma made him a great leader and communicator, and a successful representative of his country to global leaders. His genuine care for his fellow citizens and connecting with them have made him reach his goals for the UAE due to the trust he built.

Ghandi’s ability to reach and effect most socio-economic groups of India illustrates the power of an effective leader. According to Moore (2011):

Gandhi’s greatest ability was to walk his talk at every level and in every way. India continues to be a nation of many diverse nationalities, but never did they so unanimously identify with another leader as they identified with Gandhi and this was across classes and communities which were even more sharply divided than they are these days.

Like Gandhi, Sheikh Mohammed’s personality is very humbling making him approachable to all. It is important that leaders have skill sets that can shift but still be an effective communicator, in all circumstances.

In the old customs of Arab tribes, the tribe leader was in a position of power that gave him both power of fear by the people and respect; a level of high formality existed between the leader and his people. Sheikh Mohammed is known throughout the region
for his humility and approachability. He uses public transportation in Dubai and during official visits to other countries. It is not an unlikely sight to see Sheikh Mohammed walking around Dubai Mall. He also is an authentic leader, being honest and down-to-earth. He projects a sense of security and mutual respect when he speaks to any individual.

One of Sheikh Mohammed’s talents is this ability to speak to the people of Dubai, reaching their hearts through his body language and calm, refined voice. All that he does in his day-to-day work is centered around the goal of making everyone’s experience in Dubai better than the day before; he motivates people based on a common purpose. He established a plan when he took office and has made vast advances in achieving his goals. He put Dubai on the global map of tourism, sports, business, and innovation.

Many individuals look at successful people and believe that luck played a role in their success, that magic combination of circumstances resulted in success rather than hard work. The media in the past has described Dubai and UAE’s growth as luck, and Sheikh Mohammed revealed an interesting viewpoint on success in his book:

Many people wait for conditions to change, situations to transform, or environments to improve, in order to achieve success in their lives. They wait for luck to pay them a visit. They wait for perfect opportunity, the perfect time, or the perfect person, who will realize their dreams and ambitions, and improve their lives! The positive person has a different point of view. They make their own luck. They do not wait for luck to smile at them; they smile at life and seek to fulfill their dreams. The positive person knows that he or she will find luck, opportunities and success when they pursue their ambitions with all their energy.
They start their day early, set a plan for themselves, and begin working without procrastination or delay. Positive people know that it’s not luck that’s makes them; it is they who make their luck. (Al Maktoum, 2017, pp. 76-77)

A leader must work hard, must be prepared to take on any challenges at any moment. A daily practice of hard work, dedication, and planning for the future. Sheikh Mohammed continued:

Dubai was not built by luck or by chance, it was built by staying up at night and working all day. It was constructed by effort of men who did not wait for a situation to get better; they adapted circumstances to serve their ambitions. They did not wait for conditions to change; they believed they could change their lot for the better. (Al Maktoum, 2017, p. 80)

One’s ambitions can be limitless in the ventures one pursues. The equivalent of a person’s lifelong success can be a mere milestone in another’s. A prominent Arab journalist and TV personality named George Kordahi mentioned on the Lebanese TV show “Akaabir” his admiration of Sheikh Mohammed in 2014. George Kordahi was shocked at a comment by the host saying that Sheikh Mohammed recently reported that only 6% of his dreams have come true. George replied by saying, “I respect his achievements because they are different, innovative. He has a clear vision for the future. Not only is he working hard for Dubai, but the rest of the emirates in the United Arab Emirates” (Kordahi, 2016).

One can assume leadership is most effective when accompanied by consistency of mental stamina and energy to stay motivated and to motivate others. Many successful
people choose meditation to rejuvenate their motivation reserves, as does Sheikh Mohammed.

I walk for approximately 10 kilometers everyday alone in the desert, and I use this time to meditate. Meditation is a spiritual and mental exercise that is indispensable for any leader. Meditation while walking significantly impacts on stimulating ideas, generating creativity and allowing for reflection (Al Maktoum, 2017, p. 131). He added meditation leads to understanding, understanding leads to wisdom, and wisdom is the goal of the believer, wherever he finds it, for he is the worthiest of it among people. (Al Maktoum, 2017, p. 133)

Sheikh Mohammed leaped at every opportunity to diversity Dubai’s achievements, whether to introduce the world to a local cultural element or the opposite, bringing a global element to Dubai. He not only embraces his own heritage and culture but he pursues connections between his and other cultures around the world. A great example is Meydan, Mohammed bin Rashid Al Maktoum City, a city dedicated to horse racing that presented the largest award in the world. The love of horses can be traced back many years in the Bedouin culture; they are symbols of beauty and continually mentioned in traditional poetry. Horses were the main source of transportation and racing in the desert. As a serious patron of horse stables and training, Sheikh Mohammed is a dedicated horse racer and was a usual participant and winner of international horse races.

Mohammed bin Rashid City is “approximately 47 million square feet of prime freehold development in the heart of Dubai” (Meydan, 2015). The city has the facilities for state-of-the-art horse racing, world championship endurance races, free-hold condos
and housing projects, golf courses, luxury resorts, and hotels. As a leader, Sheikh Mohammed had the mind-set to see beyond simply building a horse racetrack; he built an entire city devoted to the love of horses and racing that hosts one of the largest and highest rewarded races in the world. Sheikh Mohammed brought the culture of refined horse racing to the Middle East, making it a multi-cultural hub of sports.

A group’s trust in their leader can be invaluable. All great leaders know that their achievements are directly related to the people they lead. A great leader also reminds his people of their responsibility toward their roles. During the third session of the 16th legislative term of the UAE’s Federal National Council that was opened by Sheikh Mohammed, he addressed the members by calling upon them to exercise their “duties and responsibilities with transparency and sincerity” (AlKuttab, 2017).

One of the best ways to earn people’s trust is being transparent, a trust that takes a long time to build into a relationship where the people feel they are heard as a whole and as individuals in the community. An example of that care for individuals surfaced in newspapers and social media when, on April 2018, an incident was reported of a man calling for help on a UAE national radio channel. When a citizen of Ras Al Khaimah, one of the emirates of UAE, called to plead for a decent home for him and his nine children and was met with a rude response by the radio host, Sheikh Mohammed took immediate action (Dajani, 2018). The caller had health conditions that prevented him from working and found it difficult to rely completely on his social affairs salary. Morning radio shows like this one “highlight needs of Emiratis with limited incomes. Since media channels are the platform for all locals to deliver concerns to the leaders” (Dajani, 2018). Sheikh Mohammed reacted by ordering all needs of the citizen met in 24
hours, along with an order to the Minister of Community Development to provide a full report and investigation regarding the incident in the next Cabinet meeting. As one of countless moments when UAE leadership stepped in to help locals improve their lives, it increased and reinforced trust and approachability in leaders like Sheikh Mohammed.

A wise and trustworthy leader knows that without actions his words are mere letters on a piece of paper. Following the Cabinet meeting with the citizen from Ras Al Khaimah, it was announced that an 11 billion dirhams fund (roughly $3 billion) was allocated toward low-income Emirati’s. It was followed by an announcement of hiring the citizen as a social researcher for the Ministry of Social Affairs (AlNowais, 2018). Such actions give any leader the ability to directly impact and empower those around him. By doing so, a leader sets a precedent of approachability and reliability that can lead to a stronger bond and higher success rates in any venture. Sheikh Mohammed also went on to say, "A nation moves when a citizen is hurt," (AlNowais, 2018) signifying his care for the individual and the nation as a whole.

Leaders should keep in mind the importance of investing in the future of their leadership’s legacy. It is wise to keep in mind that one day the torch must be passed on, and a true leader must ensure it goes to someone who shares their beliefs and values and will carry them forward with an open mind and a futuristic vision. Given Sheikh Mohammed’s extensive knowledge of Dubai and the UAE’s social and economic histories, he developed several plans to advance Dubai further into the future. As such, he appointed two ministries to his Cabinet, a Minister of Happiness and a Minister of Youth. As the Minister of Youth, he appointed a young, highly educated woman who was only 22, the youngest Minister in the world. Sheikh Mohammed has been more accessible and
relatable to the younger generation—an excellent move for any leader to include and engage young and fresh minds.

Sheikh Mohammed's goal was to create a government that nurtures an environment in which people create and enjoy their happiness (Al Maktoum, 2017). His leadership as Prime Minister focuses on making prosperity accessible, so resulting in a happy and motivated population. In that spirit, Sheikh Mohammed added a Minister of Happiness to his Cabinet to ensure the UAE becomes a place in which happiness prospers.

Since the dawn of history, humanity has sought happiness. “Aristotle said that the purpose of the government is to achieve happiness” (Al Maktoum, 2017, pp. 9-10). He further explained that the “government is a living creature” (Al Maktoum, 2017, p. 10) that benefits from constant improvement as it seeks moral perfection and happiness for each citizen. Ibn Khaldun agreed. Likewise, the United States’ Declaration of Independence upholds the pursuit of happiness as every person's right (Al Maktoum, 2017). Sheikh Mohmmed wrote that “happy people produce more, live longer and are better drivers of economic development according to many studies” (Al Maktoum, 2017, p. 10).

We have learned that failure to respond effectively to aspirations of young people who represent more than half of the population in the Arab countries, is like swimming against the tide. Without the energy and optimism of youth, societies cannot develop and grow; indeed such societies are doomed. (Al Maktoum, 2017, p. 146)
Planning for the future is key to successful leadership. Sheikh Mohammed sees no limit in how far forward his plans should be, launching a plan for the year 2071, the centennial of the UAE’s birth (Ministry of Cabinet Affairs, 2018f). During the announcement he commented that the:

UAE Centennial 2071 is based on four aspects: education, economy, government development, and community cohesion. The goal is for the UAE to be the best country in the world by 2071. Striving to be “the best” is an attitude and way of thinking that Sheikh Mohammed wants every Emirati citizen to strive. The vision’s objectives also include the development of education, with a focus on advanced technology and engineering, and instilling an Emirati moral values system in future generations. (Ministry of Cabinet Affairs, 2018f)

The goals are for the UAE to have the best education in the world, best global economy, happiest communities, and the best government that achieves happiness for its citizens and empowers people. (Chand, 2017)

Sheikh Mohammed's leadership reach extended beyond the geographical boundaries of the UAE; he planned to help in developing other countries under his organization (Mohammed Bin Rashid Al Maktoum Global Initiatives, 2016).

"Mohammed Bin Rashid Al Maktoum Global Initiatives comprises four sectors that are essential for improving human life: combating poverty and disease, spreading knowledge, empowering communities, and entrepreneurship and innovation for the future" (Mohammed Bin Rashid Al Maktoum Global Initiatives, 2016). Sheikh Mohammed’s leadership and vision is focused not only on the UAE he also believes that giving to other countries in need will help lay the foundation for a better future. The achievements of his
initiative can be seen in Figures which clearly illustrate infographics from the official website (Mohammed Bin Rashid Al Maktoum Global Initiatives, 2016).

*Figure 1.* Pillars and entities (http://www.almaktouminitiatives.org).
Figure 2. What we have done so far (http://www.almaktouminitiatives.org).

One of the main initiatives of his organization is the “Arab Hope Maker Initiative.”

The Arab Hope Makers initiative is the largest initiative dedicated to celebrating flashes of hope in the Arab World. The initiative seeks to honor the people that launch humanitarian initiatives, projects and programs that improve their communities, the quality of life in their environments and help those in need, making a positive impact on the lives of people around them. (Arab Hope Makers, 2018)

The award for the initiative is a sum of 1 million dirhams (roughly $378,000). Sheikh Mohammed said the following about this initiative:

There are thousands of people who work silently and tirelessly to help others - these are the true heroes who deserve to be honored. We will take these people's extraordinary stories and continue to fight despair and pessimism with their spirit
of positive change. In the face of frustration, future generations need to hear their inspiring experiences. I invite everyone in the Arab world to join us on our journey of spreading hope - everyone has something to contribute. (Khaleej Times, 2018)

Sheikh Mohammed used his very popular twitter feed to announce the initiative in the form of a job listing, adding in the job description that he was looking for a hope maker (HH Sheikh Mohammed@HHShkMohd/status/967339178433409025). A leader who transcends and inspires those outside his direct circle is a truly influential and trailblazing individual positively impacting lives of others.

Dubai has been guided by His Highness since his first job in 1968 as head of police in Dubai (The Official Portal of the UAE Government, 2018a) to the present day and is highly regarded internationally with Sheikh Mohammed’s leadership style. UAE is known for its high quality in commercial and financial services, luxury tourism, and his drive toward humanitarian and supportable structure. With his dedication and generosity, he has achieved impressive success in his endeavors, while also carrying the great responsibility of leading Dubai and the government (Government of Dubai Media Office, 2015). Sheikh Mohammed personifies energetic and successful leadership through his leadership, visions, and innovation as he leads the people of Dubai and the UAE to a path of progress and a brighter future. He has been known as a man of his word, insisting on quality, and has been successful. He defined the role of leadership and fulfilled it (Government of Dubai Media Office, 2015).
Transformational Leadership

A brief review of literature revealed an article by Hall et al. (2013) that explained that managers are not necessarily leaders. Leadership is defined as a process involving one person who influences others in order to reach a specific objective. As stated by Robbins and Coulter (2007), to achieve great and extraordinary outcomes, it is important for leaders to inspire and stimulate their followers. Transformational leadership involves a process that inspires and transforms others, and the leader is able to get others to want to achieve the desired goal. With this approach, the leader is able to understand the needs and motives of others and meet their needs.

According to Hall et al. (2013), the transformational leader values others. The authors also pointed out an example of a transformational leader, Sam Walton, who is the founder of Wal-Mart. Walton frequently visited the many Wal-Mart stores countrywide in order to meet and understand associates and to ensure they understood his appreciation for their efforts. He believed that, in order to be successful, a leader must appreciate his or her associates and give them praise.

Research has found that factors involved in transformational leadership include "idealized influence, inspirational motivation, intellectual stimulation, and individual consideration" (Dionne, Yammarino, Atwater, & Spangler, 2004; Hall et al., 2013). Idealized influence refers to leaders who serve as trusted and respected role models for their associates. Inspirational motivation refers to leaders who motivate others to make a commitment to the vision for the organization. Intellectual stimulation refers to a leader who encourages innovation and creativity in others. Individual consideration refers to a leader who considers and encourages others, coaching and advising them to reach goals.
When a transformational leader is effective, and all individuals perform beyond expectations. An effective transformational leader helps to transform others to become more successful and productive as individuals. (Dionne et al., 2004; Hall et al., 2013).

While there are strengths of transformational leadership, research findings have pointed out that there also are weaknesses. Hall et al. (2013) reported this approach focuses on the needs and values of others and results in effective leadership and influence. However, this theory has many components and may refer to personality traits more than leadership abilities that are learned. There is a potential for this type of leader to abuse leadership power. On a positive note, the transformational leader is able to: empower others; serve as a role model with high ideals and values; create a vision, listen to others, and inspire cooperation; set an example for change; and help others to contribute to the organizational goals. Thus, transformational leadership helps managers and organizations to be effective (Hall et al., 2013).

Research studies have shown that transformational leadership has been examined in context (Dionne et al., 2004; Givens, 2008; Purvanova & Bono, 2009). Givens (2008) reviewed the literature and reported findings that transformational leadership impacts organizational and personal outcomes of the follower. Specifically, the positive impact of this style on organizational culture, vision, and citizenship behavior/performance was delineated. In addition, the positive impact of transformational leadership on trust, empowerment, job satisfaction and commitment, self-efficacy beliefs, and motivation of the follower was shown. Givens pointed out this understanding of the impact of transformational leadership must be understood, as the transformational leader has the potential power to influence employee behavior and organization outcomes.
Research findings have supported the use of transformational leadership to enhance team performance. Dionne et al. (2004) and Purvanova and Bono (2009) explored the relationship between transformational leadership and team performance. Dionne et al. presented a conceptual model based on their position that “idealized influence/inspirational motivation, intellectual stimulation and individualized consideration” would lead to outcomes of “shared vision, team commitment, an empowered team environment, and functional team conflict.” The authors also contended that these intermediate outcomes would positively impact team communication, cohesion, and conflict management.

Purvanova and Bono (2009) examined transformational leadership in the context of team outcomes, with a focus on face-to-face communication and virtual team computer-mediated communication. For their study, 39 leaders were involved and each led face-to-face and virtual teams. Findings showed that transformational leadership levels were similar in each context, but the most effective leaders were found in virtual teams with increased transformational leadership. In fact, the transformational leadership style had a stronger impact on team performance in virtual teams, as compared to face-to-face teams. Team members rated transformational leadership equally for both settings with regard to project satisfaction. Thus, it had an even stronger impact in teams using computer-mediated communication. When the leaders increased transformational leadership behaviors, this led to increased levels of team performance.

Groves and Larocca (2011) reported on another issue related to transformational leadership, that of responsible leadership. The authors used a values-centered model that included a focus on leader-stakeholder and economic values, follower-values congruence,
and responsible leadership outcomes. Findings showed that leader-stakeholder values were a predictor of transformational leadership. Follower-values congruence was related to transformational leadership. Follower-values congruence partially influenced the relationships between transformational leadership and follower-organizational citizenship behaviors. Follower-values congruence also influenced the relationship between transformational leadership and follower beliefs in the stakeholder view of corporate social responsibility. As follower-values congruence was related to transformational leadership and stakeholder view of corporate social responsibility, transformational leadership was seen as a factor in responsible leadership. In summary, inherent in transformational leadership is a successful relationship between the leader and the follower.

The findings from a study by Matykiewicz and McMurray’s (2013) supported leadership as a socially constructed and relational phenomenon. Leadership involves tensions due to different temporal, spatial, and experiential factors; and relationships must be negotiated continually. Consideration for the relationship between leader and follower is an important factor in many leadership styles, to include servant leadership, transformational leadership, cross-cultural leadership, and even e-leadership (Avolio et al., 2009; Hall et al., 2013). Leadership becomes a social act focused on human processes related to relationships. How people make decisions and act accordingly is the topic of study (Cunliffe & Eriksen, 2011; Uhl-Bien, 2006).

**Chapter Summary**

Chapter II presented the history of the UAE and an introduction to Sheikh Mohammed Bin Rashid’s biography, leadership, and achievements throughout the years
to date. In addition, the chapter discussed transformational leadership and leadership traits. Chapter III presents the methodology, research design, data collection and assessment process. Chapter IV briefly introduces the Cabinet members and discussion of findings, as well as an analysis of the data collected, findings, and articulates results finally, Chapter V includes the discussion and future recommendations of this study.
CHAPTER III: METHODOLOGY

Introduction

The methodology of this study was to conduct and document a study of Sheikh Mohammed Bin Rashid Al Maktoum. This methodology included collecting data and information about his leadership history using a qualitative research method approach. The approach used in-depth studies and interviews with the participants to guide and support the construction of the hypotheses. The results were descriptive rather than predictive. Analysis of the interviews was done on the basis of facts and examples of changes implemented. The interviewees were members of the Cabinet, both male and female ministers who were chosen by Sheikh Mohammed and have worked directly with him. The interview questions were approved by the committee, in addition to the discussions that occurred during the interview that led to other questions. Interviews are a learning process; the results are interpreted, drawing conclusions and answering the research question/hypothesis. Data from the interviews were backed by the books, quotes, and all policies and strategies he put in place.

Research Questions

The following were some of the main questions asked in each of the interviews:

- What leadership styles and characteristics does Sheikh Mohammed possess?
  
  Discuss Examples.

- What challenges cultural or not did he face while implementing the changes?
  
  And how did he find solutions? Discuss Examples

- What is his vision for Dubai and the UAE?
• How you as a member of the Cabinet led by Sheikh Mohammed have a role in his leadership strategies for the UAE? Discuss Examples.

**Research Design**

This step involved attempting to put the data into perspective relative to comparing the results with the original research questions and data already available. Interpretation goes beyond description. Research design means attaching significance to what the data are telling us, making sense of the findings, offering explanations, drawing conclusions and lessons learned, and limitations to the study. The findings should do the following:

- Confirm what is known that is supported by the data
- Eliminate of any misconceptions
- Illuminate important things that were not known but learned through this study

*Figure 3. Qualitative research design.*
Qualitative Research

Qualitative research is a method used in many fields. It has both advantages and disadvantages as with any method of data collection. Qualitative research is defined as “research that emphasizes elaborate description of social or instructional setting” (Slavin, 2007, p. 121). Furthermore, “formulating good questions, matching questions, with the appropriate methodology, collecting high-quality data that are valid and reliable, and interpreting those data with thoughtful care still are the name of the game, even when the names given to those problems change” (Locke, Silverman, & Spirduso, 2010, p. 182). An excellent way to articulate thoughts into research questions is to ask basic and small questions to build up to those that become academic research questions for an interview.

What you are trying to do is problematize an episode of action: bring it out in the open, examine it from various angles, and figure out if there are reasons to go any further with it. If all else fails, if you’re at a loss for articulating good questions, there is always the root question of qualitative inquiry: What is going on here? Many successful research projects had their origins in that one question. (Lindlof & Taylor, 2018, p. 96)

Its influence in social sciences is on the rise. Qualitative research is diversified as shown in Table 2.

Slavin (2007) explained the characteristics of qualitative research to include “the use of natural setting as the direct source of data and the researcher as the key instrument . . .descriptive . . .concerned with process, rather than simply with outcomes or products,” includes “inductive analysis of data . . .in the qualitative approach, meaning
is subjective and of essential concern,” and finally, “qualitative researchers are aware of their subjective perspective” (Slavin, 2007, p. 122). Qualitative methods of research are the more fitting choice for the study of human behavior. Can human behavior be reduced to ones and zeros? It would be difficult, if not impossible. To maintain a certain level of credibility for a non-numeric method of research, the researcher should possess an extensive knowledge of the topic.

Table 2

*Purpose, Names, and Examples of Research Techniques Used in Qualitative Research*

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Interpretive</th>
<th>Critical Theory</th>
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<tr>
<td></td>
<td>To understand a situation from the perspective of the participant</td>
<td>To understand and critique power within society</td>
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</tbody>
</table>
| Common Forms | • Ethnographic  
• Constructive  
• Phenomenological  
• Grounded theory  
• Participant observation  
• Interpretive interactionism  
• Hermeneutics  
• Case study | • Feminist  
• Marxist  
• Critical ethnography  
• Deconstruction  
• Postmodernism  
• Foucauldian |
| Examples of Research Techniques | • Observation and use of field notes  
• Examination of documents  
• Interviews | • Analysis of print materials, popular culture, and social structures  
• Documentation of empowerment activities, often using interpretive research techniques |

Case Studies and Limitations

Case study was defined by Slavin (2007) as “an evaluation of a single example of a program or setting through extensive data collection” (p. 150). There are different kinds of case studies: an individual, groups of people, organizations, locations, etc. One of the most important aspects in a case study is that the researcher must determine the goals and objectives of the study. It is then critical to know what data to collect, which is guided by the objectives of the study. The data from a case study tend to be descriptive and comprehensive, “ranging from precise counts of inventory to open-ended interviews” (Slavin, 2007, p. 150).

One of the main limitations of case studies is generalizability. The researcher must collect and write data that are very detailed to the topic. One challenge is to determine which of the collected data will be the most representative of the objective. He is critical to know who to interview and frame the questions clearly to match the objectives. “It takes careful planning, sensitivity, patience, and flexibility to figure out what data to collect” (Slavin, 2007, p. 153).

Population and Sample

The target population of the study was the current members of the UAE Cabinet. They were chosen because they are all in leadership positions and led by Sheikh Mohammed Bin Rashid Al Maktoum. They work firsthand with him and would have the insider information about Sheikh Mohammed’s leadership and future plans for Dubai and the UAE. Currently there are 31 members in the Cabinet, of whom nine are women. The youngest member is a 22-year old female Minister. The plan was to interview 12 members but was limited to four (3 males and 1 female).
Data Collection and Confidentiality

Data were collected through open-ended interviews after the consent forms were signed. All communication prior to the interviews was handled through each Cabinet member’s secretary. Most preferred to answer the questions without an interview due to the time difference and their schedules. Only one member had a phone interview, which was a very educational experience. The open-ended questions led to even more questions that were very informative. The interview was recorded after approval from the member and all members answered the questions in great detail and with examples. Some preferred to answer in Arabic; in that case the data were sent for translation and notarized. All interviewees had the option of reviewing the translated data for approval. Data confidentiality was essential and used only as explained to the participants, who understood their names would be used in the study.

Chapter Summary

Chapter III presented the methodology, research design, data collection, and assessment process. Chapter IV briefly introduces the Cabinet members and their response to the research questions, as well as analyzes all data collected, presents findings, and articulates the results. Finally, Chapter V includes the discussion and future recommendation of this study.
CHAPTER IV: RESULTS

Introduction

Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and leader of the Emirate of Dubai, is an extraordinary leader not only to Dubai and the UAE, but to the world. Since taking office, he has transformed Dubai’s traditional Bedouin desert into an oasis of luxury and business in a few decades. Being the Prime Minister as well as being the leader of Dubai provides a unique position of power in which his methodologies can be applied to all seven of the UAE separate states, not only Dubai.

Dubai and the UAE had no more resources than their neighbors. Many countries in the region gained wealth for several decades due mostly to oil, but Sheikh Mohammed developed a plan for these resources, invested in local merchants to boost the economy, and invested in education of both adults and young children. He planted a seed of love for their home, for the present, and for the future. Most citizens work hard, not only for monetary compensation but to make Dubai achieve newer and higher goals. The Sheikh, a driving force of motivation and leadership and a forward thinker, is a prime example of a transformational leader and a true trailblazer in the region.

Many theories and definitions of leadership have been developed, modified, and challenged over the decades. As the social dynamics of our species change with time, it is the logical course of action for contemporary leadership methods to evolve as well. Abraham Maslow’s famous Hierarchy of Needs was a revelation that stirred up the scientific community—a theory not meant to explain motivation or leadership, but a
generalized theory or outline for all types of behavior, largely by Maslow’s observation of the behavior of others.

Maslow’s Hierarchy can be easily explained and visualized in the form of a pyramid. People are motivated to do something related to about each tier when its content is unfulfilled or unsatisfying. One’s basic needs should be met before they can move to satisfying other “higher-order” needs. At the bottom lies a human’s physiological needs such as oxygen, food, and water—basic elements needed to stay alive. When these needs are met, another tier of needs arises, which is safety needs that consist of protection from the elements of nature and from possible predators. Next are love/belonging needs, to “form meaningful social relationships with others and desire a sense of belonging” (Jex & Britt, 2015, p. 237). From this tier, Maslow’s Hierarchy of Needs moves to motivation, social connections, interactions, and communication, all aspects which are essential to a leader. The next tier is esteem needs connected to feelings of having a certain skill that is valuable or adequate toward dealing with a project or task related one’s life, whether personal or professional.

“Existence, relatedness, and growth” (ERG), developed by Alderfer (Jex & Britt, 2015, p. 238) has a similar structure to Maslow’s Hierarchy but is reduced to three tiers rather than five: (1) existence combines physiological and safety needs; (2) relatedness, equivalent to social belongingness in Maslow’s theory; and (3) growth, which includes both esteem and self-actualization. Although Alderfer’s theory was closely related to Maslow, a major aspect not present in Maslow’s theory was that Alderfer believed the three elements do not need to be in that particular order of importance, which allows an individual to diversify motivations and priorities at any given time and for any given
reason. In this theory, it was not an uphill climb like Maslow suggested, but a fluid, ever-changing path.

McClelland’s theory of motivation *Need of Achievement Theory*, involves a different structure than the Maslow and Alderfer theories. McClelland’s theory, in its simplest form, is that humans have a need or a hunger to achieve, which is what motivates them. He also explained that each individual has a unique amount of *Need for Achievement* and, therefore, is the goal-oriented path chosen. McClelland’s theory goes beyond an individual; it is applicable to a society or nation. His theory suggests that “to promote economic development in poor countries is to promote higher levels of Need for Achievement among native or indigenous populations” (Jex & Britt, 2015, p. 239). By “raising the bar” of need, a country’s productivity and success increases. Maslow and Alderfer had a different approach to prioritizing needs and believed in a “climb the hill” method, while McClelland’s theory revolved around a point A to point B approach.

Sheikh Mohammed’s leadership is very interesting and effective due to its vast diversity as well as consistency. His methods may differ from previous leaders, but the goal is always similar; having Dubai reach its highest achievements. He saw the possibility of a better and new style of leadership that others did not see. He was and is a leader who embraces any idea or leadership initiative he believes to be beneficial to his cause.

The most effective way to understand Sheikh Mohammed’s leadership style is through a narrative and anecdotal manner-stories that are like puzzle pieces putting together this great man’s methods and reasoning. In his latest book published in early 2017, titled *Reflections on Happiness and Positivity*, includes lessons, examples and
stories based on a different life philosophy: Positivity as a perspective, and happiness of people as a goal and a lifestyle (Al Maktoum, 2017). Sheikh Mohammed indicated that, through the book he tried to answer profound questions about development in a rather simple storytelling style to make the book relatable to the young generation. It is an attempt to contribute towards transferring the UAE’s experience and creating hope for the rest of the region, to reignite development in the Arab World. He noted: it is a book through which his leadership and vision uses a different philosophy: Positivity as a perspective, and happiness of people as a goal and a lifestyle (Al Maktoum, 2017).

Throughout the book, Sheikh Mohammed posed a different vision of administrative, developmental, and civilized work based on positivity, confidence, and faith in citizens. He further noted; that there is no harm in trying to be positive for some time. Wars can destroy buildings, but what is more dangerous are the wars that destroy man, undermine his self-confidence and his hopes in the future, and remove him from the civilizational race and global competition (Al Maktoum, 2017).

Sheikh Mohammed shed light on his beginnings as the UAE Prime Minister and Vice President in 2006. In his book, he said:

I was told, don’t bother yourself, the matter is harder than you imagine, bigger than you trying to change it. Change is close to impossible. Do you know how I responded? I smiled, just smiled and listened. Do you know why I smiled? Because I saw things differently, I saw a huge opportunity to accomplish something new in my life. I saw the government as one of the best governments in the world in the near future. I saw a blessing and responsibility that has been out in my hands. It was an opportunity to serve the people, to make people happy, to
make an entire nation happy. A person has two choices in front of challenges, either to stop and retreat or to be creative and to break through. (Al Maktoum, 2017, pp. 16-17)

A recent news article by *The National UAE*, a daily English newspaper, highlighted a punishment adjustment made by Sheikh Mohammed regarding the issue of reckless drivers, more specifically unauthorized 4x4 vehicles. In the past, the punishment included confiscation, as well as a hefty fine. He modified the punishment to the crime and ordered the drivers to dedicate four hours a day cleaning the streets of Dubai for 30 days. The concept of community service was neither new nor revolutionary; it has been in existence for a while and is implemented in many countries. In the Middle East region, it was not the norm. Sheikh Mohammed wanted the punishment to be educational and rehabilitative as well. By cleaning the streets, it teaches respect for public spaces as well as interacting with the very people who were put in danger (Ruiz, 2017).

A positive outcome from a negative experience was Sheikh Mohammed’s objective in this case, as it was a major part of his leadership style. Part of his philosophy was that rules apply to all regardless of social class or income levels. By ordering the reckless drivers to community service, the punishment is both fair and beneficial. The modified punishment law was a way to avoid a situation in which a higher-income offender could pay the fee comfortably without consequence. In his book, he stated that “to be a positive role model and leader, is to believe in your ideas, and to be the first to apply them before you ask others to apply them as well” (Al Maktoum, 2017, p. 55).

Sheikh Mohammed, known for his generous praise and reward to both employees and citizens that help to move UAE’s goals forward is a great application of transactional
leadership. His rewards range from young business awards to peace effort awards. Sheikh Mohammed has a no-nonsense policy relative to anything that stands in the way of development or UAE citizens’ and residents’ best interests. His surprise inspections are frequent and unexpected, and he usually appears with no security or associates, truly using the element of surprise.

Not only does he conduct surprise inspections as mentioned, but he has ghost informants who pretend to be regular people going about their day finishing paperwork at each ministry and office. Sheikh Mohammed mentioned in his book that “a positive employee is confident in his or her ability, they don’t stop, they don’t hesitate and never look back. But applies her or his self to always be the best” (Al Maktoum, 2017, p. 38). Serving in quality assurance, those ghost workers are false travelers secretly reviewing their experience at Dubai airport. Shortly after the false travelers give us a visit, the quality assurance office receives a review.

Sheikh Mohammed is a true visionary. As a leader, fulfilling one’s vision and actually bringing it to light increases his confidence and credibility. Doing what he sought to do, despite the magnitude of hurdles and difficulties, has motivated many to be part of his vision of a better UAE and Dubai. One of the chapters in his book is entitled “Close your eyes so you can see,” in which he explains the importance of having a vision, the importance of seeing beyond what your eyes can see, and to let creativity and innovation guide you. Always start with the end image in your mind, nothing is worse than a leader shaken by doubt, reluctant in the work, and pessimistic of the future. He wrote that there is no leader who does not thank their people. It is not for the leader to be
called a leader if they don’t thank their team. A leader should appreciate and thank their team, which is something he does consistently.

Being the best leader possible is a difficult aspect in any leadership position. Each individual must find a way to release energy and also recharge. Sheikh Mohammed bin Rashid takes this to meditation. He wrote “I do on a regular basis, which I think it plays a major role in reigniting enthusiasm and determination, and renewing my energy, is meditation. I walk for approximately 10 kilometers every day, alone in the desert and I use this to meditate” (Al Maktoum, 2017 p. 131). His walks and meditation help him restore his energy and think. The desert reminds him what Dubai was and what he made it today. Sheikh Mohammed was open to change but made sure the culture was not lost with all the changes.

A leader should always be available to his team, whether to communicate concern or an idea. In the past during the time of the old Bedouin traditions, a ruler’s “majlis,” or place of sitting/gathering, was where their people visited them to convey their concerns, comments, and requests. It also was a place where ideas were discussed and developed for the greater good of the group. The tradition of the majlis stayed with the people of the UAE and many nations the region. Sheikh Mohammed has a very open policy that allows anyone to visit his majlis. Because he wants to reach a large number of people in this Bedouin fashion, he added the technology of the 21st century into the formula. He launched the concept of a “smart majlis” in the form of a website accessible to anyone, anywhere, and at any time. Anyone can go to the website to “submit an idea” or “submit a comment.” By doing so Sheikh Mohammed is giving a voice to everyone in the country (Mohammed bin Rashid Smart Majlis, 2018).
Citizens and residents alike can feel heard; they can feel important and valuable. With the launch of the smart majlis, Sheikh Mohammed made himself accessible to each of his “team members,” which are the residents, travelers, and citizens. Using this website is extremely user-friendly and provides options to further explain an idea or comment by allowing users to submit an image, URL, video, or PDF. And best of all, the person submitting can track, edit, and view their submissions.

Many leaders in the world are sources of inspiration. Their actions inspire millions to better themselves. What sets Sheikh Mohammed aside is his close proximity to his roots, values, futuristic vision, and seeing a challenge as an opportunity.

**Introduction to the UAE Cabinet**

The UAE’s Cabinet of Ministers is “the executive branch of the federation. This Cabinet executes all internal and external affairs of the Federation as per the provisions of UAE Constitution and the federal laws. Ministers work under the supervision of the President and the Federal Supreme Council” (The Official Portal of the UAE Government, 2018b). The cabinet is led by the Prime Minister, Sheikh Mohammed bin Rashid Al Maktoum, who announced in October 2017 a reshuffle of the UAE cabinet after consultation with both Sheikh Mohammed Bin Zayed, Crown Prince of Abu Dhabi, and the approval of Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE (The Official Portal of the UAE Government, 2018b).

As part of the UAE’s Centennial Plan, the reshuffle “introduced new ministry portfolios and made structural changes to existing ones. Six new ministers were appointed, including three women. The new government is set to develop knowledge, support science and research and involve youth in leadership of the nation towards 2071.”
(The Official Portal of the UAE Government, 2018b). Being an innovative thinker, that he is, since Sheikh Mohammed was appointed in 2006 he arranged informal Cabinet retreats to various areas around the UAE to discuss national issues and to organize brainstorming sessions outside work (Ministry of Cabinet Affairs, 2018e). Four of the 31 current Cabinet members were interviewed about Sheikh Mohammed’s leadership and plans for the UAE.

**Discussion of Findings**

**Findings for Research Question 1**

*What leadership styles and characteristics does Sheikh Mohammed possess? Discuss examples.*

The Cabinet members agree Sheikh Mohammed’s leadership style expands beyond a single style or type. He combines multiple styles to cater to a specific challenge. When a challenge is at hand, he morphs his collective skill set to be prepared for the journey. Sheikh Mohammed’s Cabinet members believe their leader is very confident, and they spoke about how he inspired them for the greater challenges before the nation. An adaptive leader’s confidence always influences their team; team members who see their leader charging on toward the goal, fully believing in its success, will work harder to achieve the goal.

**Findings for Research Question 2**

*What challenges cultural or not, did he face while implementing the changes? How did he find solutions? Discuss examples.*

The Cabinet members spoke that change can be difficult but was undertaken by Sheikh Mohammed wholeheartedly. A leader leads by example, and Sheikh Mohammed has been doing just that. As mentioned in the interview question, culture can be a hurdle
in the way of change, because change of any type requires the culture itself to change. Cultural change involves the masses; when the leaders of a community implement those changes themselves, the rest of the community is likely to follow. The UAE, due to its leadership principles, has become a beacon of cultural open-mindedness and globalization and at a staggering rate, as the bulk of the change has happened in recent years. Sheikh Mohammed and the other leaders of the UAE opened their nation to the world and welcomed the world’s technology, education, and culture, among other things, while maintaining their local history and culture. As H.E. Dr. Thani mentioned during his interview, “International city statues in which more than 200 citizenships coming from various intellectual, religious and socialized cultures are merging together, and in the same time keeping the identity of the local Emirates.”

**Findings for Research Question 3**

*What is his vision for Dubai and the UAE?*

The Cabinet members were very clear on Sheikh Mohammed’s vision: be the best and work hard toward building a happy and sustainable UAE in the coming post-oil era. Sheikh Mohammed is working hard toward leading a forward-thinking UAE that not only excels on a global level, but also competes on the highest levels of government service, safety, education, and citizen happiness. Based on his vision, the UAE will be an example of empowerment of women and youth utilization for the world. The number of younger Emiratis and women has increased during Sheikh Mohammed’s time as Prime Minister of the UAE, including groundbreaking new Cabinet positions that included Minister of Youth and appointing one of the youngest Cabinet members in the world; Minister in charge of food safety, a rising global concern; and Minister of Happiness and Well-being,
a global first in government management. During the World Government Summit in 2017, Sheikh Mohammed spoke about the strength of Emirati women, describing them by saying “each Emirati woman was equal to 1000 men,” a common phrase of endearment. A notable moment during his speech was when he stated the UAE does not “empower women . . . we empower our society with women.” Perhaps the most memorable moment of his speech was his announcement that, in the near future, the Cabinet will consist of 50% women, an unprecedented regional move toward equality (Fam Properties Dubai, 2017). The UAE has made large leaps toward the rights of women since the conception of the nation. One of the most impressive of the advancements is the number of university graduates over the last several decades. A comparison of Emirati women education levels from 1971 to 2018 should that 70% of Emirati women in 2018 are university students, versus only 11.1% in 1971. As for literacy, it reached 95.8%, a number of which to be truly proud.

The presence of women in the UAE is woven into the fabric of the UAE government; 66% of government jobs are held by women, making them a vital part of Sheikh Mohammed’s team, as shown in the Figure 4. In 2015 the rate of female literacy in the UAE was 95.8% and in the neighboring countries was as follows: Bahrain 93.5%, Oman 86%, Qatar 96.8%, Saudi Arabia 91.1% and Kuwait 94.5% (The World Factbook, 2017).
Findings for Research Question 4

How do you as a member of the Cabinet, led by Sheikh Mohammed, have a role in his leadership strategies for the UAE? Discuss examples.

The Cabinet members believed the responsibility that had been entrusted to them by Sheikh Mohammed as key members of his team is to help in achieving the future plans of the UAE. A charismatic leader, Sheikh Mohammed possessed influential power to make his Cabinet members confident in their task without underestimating the huge undertaking they accepted. The Cabinet members vary in degrees of experience in their respective fields, as well as in age. Sheikh Mohammed sees the potential in his team members, sometimes betting on their passion and hard work rather than on their
respective past experiences. Self-awareness is a vital trait of leaders; they should not only apply leadership styles, but they should know in their core what makes a leader good or bad. As stated by Kuhnert (1994), transformational leaders inspire others by addressing individuals’ self-actualization needs to support the greater good rather than their own self-interests (Kuhnert, 1994). Furthermore, Maslow and Alderfer explained both esteem and self-actualization, which are apparent in Sheikh Mohammed’s leadership. Sheikh Mohammed tweeted saying, “#LifeHasTaughtMe that leaders (or executives) are two types . . . one type are the keys to goodwill . . . they love serving people . . . their happiness is in making people’s lives easier . . . their value is in what they give and receive . . . their true achievement is how they change life to the better . . . they open doors and provide solutions . . . they always persevere to do what is good for others” (HH Sheikh Mohammed @HHShkMohd, 2018, 1033735836733456384). A second tweet: followed “And the second type . . . block all that’s good . . . they make the simple difficult . . . they make the plenty feel little . . . they suggest things that make life harder . . . their happiness is in peoples need for them, standing outside their offices . . . countries and governments don’t succeed unless there are more of the first type around rather than the second #LifeHasTaughtMe” (HH Sheikh Mohammed @HHShkMohd 2018, 1033736149179817985).

Leaders may be on top of their respective food chains, but a good one would makes sure his network for team leaders, executives and in this case, Cabinet members, share their vision. A team leader goes through a lengthy process to ensure they select the right team members who will also propel their vision forward. Sheikh Mohammed is the type of leader who bets on his carefully chosen team members, and that what they have to
offer is a leader with great positive motivation and persuasion. His backing and belief can inspire team members to work just as hard toward a goal and pursue it just as passionately.

**Chapter Summary**

Chapter IV briefly introduced the UAE Cabinet, analyzed all the data collected, presented findings, and articulated the results. Finally, Chapter V includes the discussion, limitations, and future recommendations of this study.
CHAPTER V: DISCUSSION AND RECOMMENDATIONS

Introduction

A common thread in the participant interviews was the clarity of Sheikh Mohammed’s future plans, regardless of their vastness. Each Minister had a specific set of short-term and long-term goals that fit together like puzzle pieces in the master plan for the UAE. A sign of an effective and influential leader is how clearly he can communicate his message, ideas, and plans to his team. Sheikh Mohammed not only communicates that to his team, but also to the general public. Another common thread in the Ministers’ answers was Sheikh Mohammed’s focus on the future and on youth. He is known to inspire the youth by entrusting them with his plans and goals. The current Cabinet of the UAE has an average age of 38, with the youngest Minister a 22-year-old woman. This proves a direct indicator of the amount of faith of Sheikh Mohammed in the younger population of the nation (The Official Portal of the UAE Government, 2018b).

A great leader inspires everyone in his team to do their best and to fight for their common goal. It is clear that Sheikh Mohammed inspires the Cabinet members to work hard with each of their respective teams. The era of Sheikh Mohammed is one of team work, productivity, and dedication, a time when the collective team has the power to execute the plans. Sheikh Mohammed ensures all work environments within his government not only run well for public service, but also that all government employees are happy and motivated. Ultimately, the group effort of the whole nation that will bring Sheikh Mohammed’s vision into reality. He has been an inspiration to those who work with him, and his reach has been global through many efforts to improve the living conditions and lives of millions around the world through his foundation.
Finally, Sheikh Mohammed Bin Rashid Al Maktoum possesses all the traits of a transformational, charismatic, authentic, and adaptive leader. He has shown many traits of a great leader that changed Dubai and UAE into a world-class country, to include visions with specific objectives, self-confidence, innovation, continued learning, attachment with followers, effective communication, determination, persistence, unity, and risk taking (Hassan, 2017). The Sheikh has shown almost all the traits of a great leader, especially with his belief in the value of effective communication which he has done with his Ministers and the public throughout his leadership of Dubai. He stresses the importance of communication to be available in all organization management. Many researchers have stated that one of the important traits of a great leader is effective communication and interpersonal skills, which is apparent in Sheikh Mohammed’s leadership (Employer Resources, 2016; Hassan, 2017; Purvanova & Bono, 2009; Stephenson, 2004). With all he has done and is doing for Dubai and the UAE, he is indeed innovative. He is a very strong leader who has faced and is facing all challenges. As he wrote in his book, “challenges are, in reality, our chance to create new solutions, to think differently and to increase our knowledge and expertise” (Al Maktoum, 2017, p. 18). Positivity is one of the main visions he has followed. He wrote, “positivity is the pair of glasses through which a person views the world” (Al Maktoum, 2017, p. 21). Furthermore, he stated, “with positive outlook, you will see challenges as opportunities, the future full of success and people packed with potential abilities, talents and goodness” (Al Maktoum, 2017, p. 22).

Sheikh Mohammed used the happiness index of the UAE as a measure of a government’s success, with the biggest example in proving the importance of the matter
was to appoint a Cabinet member in charge of happiness and well-being, Her Excellency Ohood Al Roumi (Bonime, 2018). Based on the 2018 World Happiness Report, the UAE ranks in the top 20 globally, the only country in the Middle East to be in the top 20 nations (Helliwell et al., 2018). In the World Government Summit’s report entitled “Global Happiness Policy Report, 2018,” the shift toward happiness is discussed, along with policies on how to achieve it on a global level in a critical time in humankind’s history.

The paradoxical condition of modernity was stated by President John F. Kennedy in his inaugural address of January 20, 1961: “For mankind holds in his mortal hands the ability to end all forms of human poverty, and all forms of human life.” When Kennedy uttered those famous words, the grave danger was thermonuclear war. Today there are other global dangers as well, most notably human-induced global warming, but also the rapid spread of emerging diseases and the human-caused destruction of biodiversity. Choosing happiness over power is therefore our path to global safety and survival. (Global Happiness Council, 2018)

The notion of happiness, as a strong enough force to be linked to the survival of the human race, makes it an important factor to be considered in leadership. A leader’s team, in a miniature version, is a small community where overall happiness could be harnessed toward a better environment for all. “Since humans created ideas such as ‘governments’ and ‘businesses,’ the measure of success has been a worker = costs = decreased profits spreadsheet scenario, in which companies do their best to reduce workers whenever the bottom line is threatened. Hence the current trend to replace humans with machines without regard to what those humans are supposed do. It’s an
economic model that isn’t healthy or sustainable. That’s why a world focus on happiness represents tremendous hope at a time when we need it most” (Bonime, 2018). Sheikh Mohammed sees the potential in a happier UAE and has therefore, made it an important aspect of his plans for the UAE. As a great leader, he believes, “the greatest accomplishment of leadership is not measured in monetary targets, but in the positive impact the leader has on his or her people” (Al Maktoum, 2017, p. 84).

Sheikh Mohammed successfully combines multiple styles of leadership in his governance of Dubai and in overseeing all seven emirates as Prime Minister and as Vice President. He shows he is a transformational leader by having big hopes for Dubai from a young age; his inspiration was the skyline of New York from the top of the Empire State Building (McFarlane, 2016). His transformational ideals made Dubai what it is today. He is known for his candid and informative tweets regarding many domestic and international matters, which is one of the reasons he tallied a large follower base of 9.38 million as of September 2018 (HH Sheikh Mohammed @HHShkMohd, 2018). Sheikh Mohammed frequently shares his plans and achievements that are in line with his visions and values. Although a public figure such as the Sheikh is not accessible to all, as a transactional leader he tries to find innovative ways to get public feedback and ideas, such as the creation of his “e-majlis” (Mohammed bin Rashid Smart Majlis, 2018).

Planning in the face of adversity and change is a key characteristic of an adaptive leader; an adaptive leader studies the problem and thinks of innovative solutions. Sheikh Mohammed is an adaptive leader because of his fearless attitude to be the first to do something. He has Cabinet members that focus solely on issues of environment, as well as climate change and their effects, a global reality that all governments will need to plan
for. The servant leadership style fits Sheikh Mohammed well; his Cabinet members speak highly of him and how he inspires them to work harder and better to reach their goals for the UAE. They speak about how well he understands the issues and how determined he is in his plan, which makes him an ideal charismatic leader. Sheikh Mohammed’s work inspires many people in the UAE and the region as a true trailblazer of his time; many personalities in the region speak very highly of him and his achievements (Kordahi, 2016). Sheikh Mohammed is unique in his leadership through preserving his traditions and culture while opening his leadership and plans to a global community, e.g., the Dubai Horse Racing World Cup. By hosting an annual race that brings together teams and horse fanatics from around the world to Dubai, he helps in building bridges between different people through a common form of entertainment and sport. His charisma as a leader makes him a fan favorite at this annual event (Meydan, 2015). Sheikh Mohammed’s unique combination of multiple leadership styles makes him a very effective and respected leader among his peers and team members. His attitude toward the future of the nation bestows hope in the hearts of UAE nationals for a very bright future.

**Overview of the Study**

The main purpose of this study was to explore, study, and analyze the leadership of Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE), and Ruler of the Emirate of Dubai, and how his leadership is transforming the culture of a society. The research focused on his leadership styles and how he was able to transform a desert in the Middle East into one of the world’s premier cities. The study analyzed the persuasion he used with the citizens to encourage and to help them adapt to this rapid change, as he dealt with a long-established culture
embedded with strict traditions. This study used a qualitative research method approach, using in-depth studies and interviews with the people to guide and support the construction of the hypotheses.

The result of this case study was to prove that Sheikh Mohammed Bin Rashid is an innovative, transformational, charismatic, and authentic leader who faced all challenges to achieve his goals and to make UAE number one, as well as to offer his citizens the best standards of living and visitors the best experience. He has shown he is a transformational, servant, and innovative leader-an example of a great leader.

**Limitations**

As to any study, there are limitations. This study’s limitation was the sample size and time. All data, except for one participant were collected in Arabic and translated to English and notarized. Although the interviews covered the objectives, additional participants would have resulted in more informative data. Participants range from high-level individuals in the country to managers, general public, youth, residents, and tourists which is a base for future studies.

**Future Research**

The findings of this case study lead to opportunities for aspects to be researched in the future. This study interviewed members of the UAE Cabinet. First, it would be an opportunity to interview not only more UAE Cabinet members, but also high-level UAE military personnel and managers in both the public and private sectors. Second, interviewing the youth and obtaining their input on Sheikh Mohammed’s leadership would help to determine how they are affected. Finally, interviewing the general public in the UAE, as well as tourists, and getting their points of view on his leadership could prove informative.
Sheikh Mohammed’s leadership has been known worldwide for the way in which he is leading Dubai and helping other countries. There are many opportunities to widen this topic and examine how his leadership affects not only the youth, but also countries around the world.
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APPENDIX A: IRB Approval and Informed Consent Documents

INSTITUTIONAL REVIEW BOARD
OFFICE OF RESEARCH INTEGRITY

DATE: January 26, 2018
TO: Saeed Almansoori, PhD
FROM: Western Kentucky University (WKU) IRB
PROJECT TITLE: [1167584-1] Sheikh Mohammed Bin Rashid Almaktoum-Innovative Leader
REFERENCE #: IRB 18-229
SUBMISSION TYPE: New Project
ACTION: APPROVED
APPROVAL DATE: January 26, 2018
EXPIRATION DATE: September 1, 2018
REVIEW TYPE: Expedited Review

Thank you for your submission of New Project materials for this project. The Western Kentucky University (WKU) IRB has APPROVED your submission. This approval is based on an appropriate risk/benefit ratio and a project design wherein the risks have been minimized. All research must be conducted in accordance with this approved submission.

This submission has received Expedited Review based on the applicable federal regulation.

Please remember that informed consent is a process beginning with a description of the project and insurance of participant understanding followed by a signed consent form. Informed consent must continue throughout the project via a dialogue between the researcher and research participant. Federal regulations require each participant receive a copy of the consent document.

Please note that any revision to previously approved materials must be approved by this office prior to initiation. Please use the appropriate revision forms for this procedure.

All UNANTICIPATED PROBLEMS involving risks to subjects or others and SERIOUS and UNEXPECTED adverse events must be reported promptly to this office. Please use the appropriate reporting forms for this procedure. All FDA and sponsor reporting requirements should also be followed.

All NON-COMPLIANCE issues or COMPLAINTS regarding this project must be reported promptly to this office.

This project has been determined to be a Minimal Risk project. Based on the risks, this project requires continuing review by this committee on an annual basis. Please use the appropriate forms for this procedure. Your documentation for continuing review must be received with sufficient time for review and continued approval before the expiration date of September 1, 2018.

Please note that all research records must be retained for a minimum of three years after the completion of the project.

If you have any questions, please contact Paul Mooney at (270) 745-2129 or irb@wklu.edu. Please include your project title and reference number in all correspondence with this committee.

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WESTERN KENTUCKY UNIVERSITY

Institutional Review Board
Continuing Review Report

If this is your third year for your Continuing Review Request, please complete a new application. Otherwise, DO NOT include the complete application in describing modifications and requests for additional time to collect data.

Name of Project: Sheikh Mohammed Bin Rashid AlMaktoum-Innovative leader
Name of Researcher: Saeed Almansoori
Department: Education- Organization Leadership

How many total subjects have participated in the study since its inception? #4

How many subjects have participated in the project since the last review? #

Is your data collection with human subjects complete? ☐ Yes ☐ No

1. Has there been any change in the level of risks to human subjects? (If “Yes”, please explain changes on a separate page). ☐ Yes ☐ No

2. Have informed consent procedures changed so as to put subjects above minimal risk? (If “Yes”, please describe on a separate page). ☐ Yes ☐ No

3. Have any subjects withdrawn from the research due to adverse events or any unanticipated risks/problems? (If “Yes”, please describe on a separate page). ☐ Yes ☐ No

4. Have there been any changes to the source(s) of subjects and the Selection criteria? (If “Yes”, please describe on a separate page). ☐ Yes ☐ No

5. Have there been any changes to your research design that were not specified in your application, including the frequency, duration and location of such procedure. (If “Yes”, please describe on a separate page). ☐ Yes ☐ No

6. Has there been any change to the way in which confidentiality of the Data is maintained? (If “Yes”, please describe on a separate page). ☐ Yes ☐ No

7. Is there desire to extend the time line of the project? ☐ Yes ☐ No
On what date do you anticipate data collection with human subjects to be completed? ___December 2018

WKU IRB# 18-229
Approval - 8/09/2018
End Date - 12/01/2018
Expedited
Original - 1/26/2018
INFORMED CONSENT DOCUMENT

Project Title: Sheikh Mohammed bin Rashid Almaktoum-Innovation Leader

Investigator: Saeed Almansoori, Organization Leadership, salmansoor80@gmail.com or 949-267-8198

You are being asked to participate in a project conducted through Western Kentucky University. The University requires that you give your signed agreement to participate in this project.

You must be 18 years old or older to participate in this research study.

The investigator will explain to you in detail the purpose of the project, the procedures to be used, and the potential benefits and possible risks of participation. You may ask any questions you have to help you understand the project. A basic explanation of the project is written below. Please read this explanation and discuss with the researcher any questions you may have.

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2. **Explanation of Procedures**: Interview with your Excellency will take about an hour. There will be baseline questions about the leadership of Sheikh Mohammed Bin Rashid Al Maktoum that will be asked in English. You have the option of answering in English or Arabic. If you prefer to answer in Arabic a certified translation will be done after documenting your answers and will be sent back to you for your approval.

3. **Discomfort and Risks**: There will be no known discomfort risks in participating in this study. If you feel discomfort in answering the questions, you can withdraw from the interview at anytime.

4. **Benefits**: Your participation will help shed light on Dubai’s leader’s vision and his leadership styles. After the completion of this dissertation, a copy will be presented to Sheikh Mohammed Bin Rashid Al Maktoum. A copy will also be given you and to the UAE library.

5. **Confidentiality**: Your signed consent will provide the researcher the right to use your name and other identifiable information in publications and presentations regarding this research.

WKU IRB# 18-228
Approval - 1/26/2018
End Date - 9/1/2018
Expedited
Original - 1/26/2018
6. **Refusal/Withdrawal**: Refusal to participate in this study will have no effect on any future services you may be entitled to from the University. Agreeing to participate in this study has the freedom to withdraw from the study at any time with no penalty.

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- I agree to the audio/video recording of the research. *(Initial here)__________*

THE DATED APPROVAL ON THIS CONSENT FORM INDICATES THAT THIS PROJECT HAS BEEN REVIEWED AND APPROVED BY THE WESTERN KENTUCKY UNIVERSITY INSTITUTIONAL REVIEW BOARD Paul Mooney, Human Protections Administrator TELEPHONE: (270) 745-2129

WKU IRB# 18-229
Approval - 1/26/2018
End Date - 9/1/2018
Expedited
Original - 1/26/2018
APPENDIX B: Signed Consent Forms of Participants

His Excellency, Dr. Abdullah bin Mohammed Belhaif Al Nuaimi,
Minister of Infrastructure Development

INFORMED CONSENT DOCUMENT

Project Title: Sheikh Mohammed bin Rashid Al Maktoum-Innovation Leader

Investigator: Saeed Almansoori, Organization Leadership, salmansoori89@gmail.com or 949-267-8198

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[Signature]

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End Date - 9/1/2018
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101
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Paul Mooney, Human Protections Administrator  

TELEPHONE: (270) 745-2129
His Excellency, Nasser bin Thani Juma Al Hamli,
Minister of Human Resources and Emiratization

INFORMED CONSENT DOCUMENT

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Investigator: Saeed Almansoori, Organization Leadership, salmansoori80@gmail.com or 949-267-8198

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WKU IRB# 18-229
Approval - 1/26/2018
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[Institutional Review Board Approval Stamp]

WKU IRB# 18-229
Approval - 1/26/2018
End Date - 9/1/2018
Expedited
Original - 1/28/2018
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Paul Mooney, Human Protections Administrator
TELEPHONE: (270) 745-2129

[Stamp with WKU IRB# 18-229, Approval - 1/26/2018, End Date - 9/1/2018, Expedited, Original - 1/26/2018]
Her Excellency, Mariam Bint Mohammed Saeed Hareb Al Muhairi, Minister of State for Food Security

INFORMED CONSENT DOCUMENT

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Investigator: Saeed Almansoori, Organization Leadership, salmansoori89@gmail.com or 949-267-8198

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**Signature of Participant**

**Date** 18/04/18

**Witness**

**Date** 18/04/18

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Paul Mooney, Human Protections Administrator
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WKU IRB# 18-229
Approval - 1/26/2018
End Date - 9/1/2018
Expedited
Original - 1/26/2018
APPENDIX C: Members of the UAE Cabinet Who Participated – Brief Biography

His Excellency, Dr. Abdullah bin Mohammed Belhaif Al Nuaimi, Minister of Infrastructure Development

His Excellency, Dr. Abdullah bin Mohammed Belhaif Al Nuaimi, cabinet member and Minister of Infrastructure Development, was appointed into the UAE cabinet in 2013 as Minister of Public Work. He was later reshuffled in the 2016 cabinet changes to the Minister of Infrastructure Development (Ministry of Cabinet Affairs, 2018a). H.E. Dr. Abdullah Al Nuaimi has served in the Ministry of Public Work, Chairman of Sheikh Zayed Housing Program, as well as Chairman of Federal Transport Authority- land and maritime, before being appointed in public office (Ministry of Cabinet Affairs, 2018a).

H.E. Dr. Abdullah recently reached out to the CSCEC ME (China State Construction Engineering Corporation – Middle East) to discuss a joint cooperation in the UAE, specifically regarding the Sheikh Zayed Housing Program (Alfaham, 2018). Leaders know that reaching to others with different or better resources can be beneficial for any leader’s cause. As the cabinet member for infrastructure, His Excellency is diligent in finding new ways to improve and plan for the future needs of the UAE. By collaborating with large corporations and entities such as this one, he is expanding and strengthening international relationships beyond politics.

In the administrative leadership topic, it is difficult to determine the only method that His Highness Sheikh Mohammed Bin Rashid Al Maktoum follows in the leadership of the administrative team. The working style of His Highness Sheikh Mohammed Bin Rashid Al Maktoum is to encourage and motivate his team. When His Highness knows that the upcoming phase requires greater efforts, there is no problem in raising the ceiling of work for the individual. So, he has worked on the process of (Functional Extension),
and he focused on such work for the past five years. His Highness believed that the next phase is more competitive and aimed to put UAE among an advanced competitive rank. His Highness began his career in the administrative work in the competition in the institutional work, and His Highness initiated (The Dubai Government Excellence Program (DGEP)) in 1997 and then he worked in all the other Emirates of the State.

His Highness was nominated as a Prime Minister for UAE, and in a meeting with all Ministers, he set up an agenda aimed at increasing the quality and the service level to the first rank. They initiated and started working with the spirit of one team to achieve the goal of excellence and the goal of 2021.
His Excellency, Nasser bin Thani Juma Al Hamli,  
Minister of Human Resources and Emiratization

As per Sheikh Mohammed’s vision for the UAE cabinet, His Excellency, Nasser bin Thani Juma Al Hamli, Minister of Human Resources and Emiratization’s responsibility includes “creating an attractive working environment for UAE national cadres in the public and private sectors” (Ministry of Cabinet Affairs, 2018b). Sheikh Mohammed’s care toward encouraging the youth of the UAE and the importance of it shows in the agenda of his cabinet members such as H.E. Nasser Al Hamli. In July 2018, a decree was issued by His Excellency that allows UAE’s school pupils to be able to work part time during their holidays (Kumar, 2018) The encouragement of the youth of the UAE is an important strategy for Sheikh Mohammed’s vision for the future. Giving the youth a chance to be part of the working force enriches their work ethic in the future, gives them real life experience, and teaches them the importance of public service.
His Excellency, Dr. Thani bin Ahmed Al Zeyoudi, Minister of Climate Change and Environment

Sheikh Mohammed, being the forward thinker that he is, during the reshuffle of the cabinet added a cabinet member in charge of climate change and environment, His Excellency Dr. Thani bin Ahmed Al Zeyoudi. H.E. Dr. Thani “began his career as a reservoir engineer at the Abu Dhabi Marine Oil Company and then moved to Masdar, where we worked on advancing renewable energy technologies and solutions” (Ministry of Cabinet Affairs, 2018c). Passionate about renewal sources of energy, H.E. Dr. Thani serves as “permanent representative of the UAE to the international renewable energy agency (IRENA)” (Ministry of Cabinet Affairs, 2018c).

As part of His Excellency’s efforts to prepare the UAE for a future where climate change is a reality, officials in the UAE are trying to enhance the production of local produce and encourage agricultural investments (Wan, 2018). He stated: “Enhancing the productivity of local agriculture is crucial to ensure the UAE is food-secure in the future” (Wan, 2018). Because local supplies only cover 20% of local needs he stated the importance of growing local produce. An attentive leader who examines all aspects of their work looks towards what needs to be reduced sometimes in order to grow. His Excellency explained by saying “storing these crops to make them available in the market all year round consumes a considerable amount of energy for cooling, which increases their final cost” (Wan, 2018). Resourcefulness is a great trait for any team member to have which ties back to Sheikh Mohammed’s strategic selection of his cabinet.
Her Excellency, Mariam Bint Mohammed Saeed Hareb Al Muhairi, Minister of State for Food Security

Another UAE Cabinet Minister who focuses on the important issues such as the future of food security is Her Excellency, Mariam Bint Mohammed Saeed Hareb Al Muhairi. Appointed in October 2017 as the Minister of State for Food Security, she is in-charge of “overseeing the development of necessary infrastructure to achieve food security objectives in line with “UAE Centennial 2071” (Ministry of Cabinet Affairs. 2018d). Her Excellency has worked in the Water and Natural Conservation Affairs at the Ministry of Climate Change and Environment as well as working at the Sheikh Khalifa bin Zayed Al Nahyan Center for Marine Research (Ministry of Cabinet Affairs. 2018d).

Great leaders’ study and understand their obstacles and study them well before taking up a challenge. With climate change on the rise, it can be tricky to predict. Her Excellency said “In the UAE, we are not strangers to these challenges. Our land is dry, our resources are scant, and our seas are overfished. Yet with our investments in agriculture and food processing, we are making great strides in sustainable food industry” (Abdul Kader, 2018). Leaders always inspire others to follow in their path and support their goals. Her Excellency explained the importance of individual efforts in reducing food waste (Abdul Kader, 2018). She stated: “However small, they can affect market behavior, forcing private businesses to match consumer demands and needs” (Abdul Kader, 2018). Leaders need the support of their team members who, in this case, are the locals and expatriates that live in the nation to create a greener and more conscious future for all.
APPENDIX D: Responses of Cabinet Members to the Research Questions

His Excellency, Dr. Abdullah bin Mohammed Belhaif Al Nuaimi,
Minister of Infrastructure Development
07/18/2018

1. In the administrative leadership topic, it is difficult to determine the only method that His Highness Sheikh Mohammed Bin Rashid Al Maktoum follows in the leadership of the administrative team. The working style of His Highness Sheikh Mohammed Bin Rashid Al Maktoum is to encourage and motivate his team. Sometimes, His Highness follows what I call with the disablement in order to increase the work efforts. When His Highness knows that the upcoming phase requires greater efforts and there is no problem in raising the ceiling of work for the individual. So he has worked on the process of (Functional Extension), and he focused on such work since the past five years. His Highness believed that the next phase is more competitive and aimed to put UAE among an advanced competitive rank. His Highness began his career in the administrative work in the competition in the institutional work, and His Highness initiated (The Dubai Government Excellence Program (DGEP)) in 1997 and then he worked in all the other Emirates of the State.

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2. The UAE community is difficult to manage because it is a community in its composition, a mixture of all the societies of the world, as well as the people of UAE from different categories and origins, the unification here requires double work and requires the leader and his team to connect the cultural system of people.

In the UAE community, we currently enjoy freedom in the culture, thoughts and reactions of the people. In addition, the communication of His Highness with the people, and solving problems, and talking directly with the citizens, and in my point of view, his leadership style is one of the most successful solutions that any leader can practice.
Currently, UAE is a major center for hosting the book publishers from all over the Arab world, and it is rare to reject any work. The freedom limit that was developed in UAE is that the people knew their needs which is considers one of the most successful solutions in the cultural thought standards of the community. Thus the UAE community is a young society and that UAE has been established since forty-six years, many great changes happened within the eleventh year period of the leading of His Highness Sheikh Mohammed Bin Rashid.

The work achieved by His Highness Sheikh Mohammed Bin Rashid Al Maktoum for the UAE community is a real cultural revolution in both UAE and the Arab Nation.

Woman has a major role in the leadership and also a larger role compared to other societies. His Highness provided the woman with a competitive environment to take so that they play their role in society. The work environment of the country also enabled them through laws and legislations, encouraging them, their presence in the ministries and universities, their leadership of social affairs, and all other matters in the State.

Some other countries preceded us in the renaissance of the woman, but His Highness Sheikh Mohammed Bin Rashid Al Maktoum and his team worked hardly to achieve a quantum leap through which the Woman in UAE ranked firstly in the Arab region with no social opposition. Nowadays, a father or a husband may look for a job for his daughter or his wife, as the cultural atmosphere has been changed during the last ten years where the Woman working limited to the education and few other fields.

His Highness Sheikh Mohammed Bin Rashid Al Maktoum introduced many speeches about the Woman, and he is leading us towards a true social work for accepting the abilities, the thoughts, and the participation of the Woman in our society.

3. In my opinion, His Highness Sheikh Mohammed Bin Rashid Al Maktoum is a creator in establishing the unique models of the United Arab Emirates. Since Fifteen years, Dubai is a giant city with its streets, buildings, markets and hospitals, unlike the other emirates of UAE. Today, there is a little difference between Dubai and all other Emirates. Why? This is because the real experience of His Highness Sheikh Mohammed Bin Rashid Al Maktoum is Dubai, and it is the ideal model, and also the whole region followed Dubai. So when His Highness led the Federation march in the Council of Ministers, he led it by a real live model that is Dubai and its people are the people of UAE.
Sheikh Mohammed Bin Rashid Al Maktoum is a great example of modeling based on great visions that few of us were thinking about it. His Highness worked for Dubai for twenty years and for UAE for ten years, today the difference is too little.

The way of working in the institutional excellence and choosing national leaders to lead such institutions is undoubtedly seen clearly in UAE which is led today by young men and women. Currently, half of the ministers are young. His Highness is working on preparing his citizens as through thinking, science, and knowledge, and to get them ranked first among leaders and in the leadership field.

4. Currently, His Highness Sheikh Mohammed Bin Rashid Al Maktoum gave each employee a role in the institutional work. The ministry is no longer has a minister, and the minister is not leading the work anymore, but the staff and the teams are leading the institutional work from the clerk to the minister who is only supervising the work. All employees have responsibilities, and every employee is responsible for his work to the feeling of belonging. Employee can’t go forward and achieve any progress away from his team and without the work team. Work should be as a partnership, and the employee should be in touch with other employee till work achieved. Today, there is no manager at work, as the work is gradual from the smallest job name to the general manager. Everyone perform his job sincerely. In addition, there is competition between teams and the goal is excellence.

Page 3 of 3

19 July 2018
CERTIFICATION OF TRANSLATION

I, Nazeer Nakhlah declare under penalty of perjury that I am fluent in both Arabic and English languages and competent to translate between them. I certify the attached English translation from Arabic is true and accurate to the best of my ability and belief.

Description of Translation

Questions and answers about Sheikh Mohammed Bin Rashid Al Maktoum, by Nasser Bin Thani Al Hamli

Executed, 16th day of July 2018

Signature:

Nazeer Hafiz Nakhlah
American Translator's Association "ATA" member ID # 62141

CERTIFICATE OF ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Orange

On July 16, 2018 before me, Heideh Vakhsh, Notary Public, personally appeared Nazeer Hafiz Nakhlah who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and his signature on the instrument the person or the entity upon behalf of which the person acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

Witness my hand and Official Seal.

Heideh Vakhsh
Notary Public

4570 Campus Drive, Suite 21 • Newport Beach, California 92660
Email: info@ocmobiletranslationandnotary.com • Telephone: 949-748-0615 • Fax/Telephone (949) 252-2100
What leadership styles and characteristics does Sheikh Mohammed possess? Examples.

His Highness Sheikh Mohammed Bin Rashid Al Maktoum, May God Protect Him, has a brilliant leadership personality whereas he is characterized as an exceptional leader who is armed with resolve, strong will, and unlimited ambitious, in addition to his wisdom, his sophistication in management, and his strategic thinking. He is also able to prepare the young people leaders, and consolidate and promote working in the spirit of one team.

To give an example, but not to exclude other possibilities, His Highness adopted a step by step approach for the development of government services which was representing a big challenge for him since his accession as the Vice President and Prime Minister of the United Arab Emirates (UAE), and Ruler of the Emirate of Dubai. His approach has achieved brilliant results where he directed the government authorities for introducing services electronically. After succession in implementing the modern concept of an innovative electronic government, His Highness launched the smart government which means a government that the society members can utilize its services over the phone around the clock. His Highness also has set a specific period of time for completing the current transformation of the government.

On the other hand, His Highness has exceptional human characteristics where his initiatives reached the whole country and outside it as well through launching leading human initiatives which aimed to institutionalization of human works for example but not limited to launching the initiative of Noor Dubai for treating and preventing visual impairment, and establishing the Mohammed Bin Rashid Al Maktoum International Institution as the largest human society development institution in the area.

What challenges cultural or not did he face while implementing the changes? And how did he find solutions? Examples

His Highness Mohammed Bin Rashid Al Maktoum May God Protect Him has established a new style in the government management based on the strategic planning, along with whatever is required such as setting indicators for measuring the percentage of completing any set strategic goals, which has been reflected in the quantum leap that is happening right now in the government performance in general.

Such strategic change in management requires adopting the culture of a new approach in the society for achieving the goals of change whether on the short term, the mid-term or the long term along with the participation of all, so we can see that His Highness was able to establish and promote such approach in the society in general, and among all levels of government employees in special through many initiatives which created a positive competition among most of the government institution to introduce the best with uniqueness and high quality, for example but not limited to Sheikh Khalifa Excellence Award that all institutions are competing to win with its various categories.
Moreover, His Highness has established for an important thing among the government employees, which is that each and every one of them is a leader which motivated all of them for uniqueness in performing their employee tasks and unleashing their creative potentials.

To summarize, His Highness has established an integrated government work system, and the accomplishments that we see nowadays along with the international prominent positions.

What is his vision for Dubai and the UAE?

The vision of His Highness sheikh Mohammed Bin Rashid Al Maktoum May God Protect Him is that Dubai and UAE to be ranked number one internationally in various fields, and whatever is required to achieve that like setting strategic plans for getting ready to post-oil stage. Many accomplishments and gains have been achieved till now which proves that we are confidently and surely heading towards achieving such vision that will lead us, willing God, to a promising future.

How you as a member of the cabinet appointed by Sheikh Mohammed have a role in his leadership strategies for the UAE? Examples.

When I was honored to take over as Minister of Human Resources and Emiratization, the directions of His Highness Sheikh Mohammed bin Rashid Al Maktoum May God Protect Him were clear and to the point, which to consider the necessity of accelerating the pace of housing as top priority for me and for the Ministry team, and to work on achieving that in partnership with strategic partners, and consequently achieving the goals of National Agenda for Emirates Vision 2021 which is mainly to increase the percentage of housing in the work market with emphasizing on the private sector.

The ministry has adopted new approach to deal with the housing. This approach is based on three main principles that should be applied within the years from 2018 to 2021. The first principle is to consider housing as a mutual responsibility. The second one is to develop a strategic framework for planning the workforce through emphasizing on typical housing in the targeted sectors and jobs in accordance with strategic plans and a futuristic vision for the workforce Market directions for the development and ideal investment of the national Workforce. The third one is the continuation of motivating institutions for housing along with encouraging citizens to join the targeted sectors and jobs continuously. We set a package of initiatives, policies, and sponsored programs for each principle of these three that guarantee achieving the goals of such adopted approach.
This to come in parallel with the commitment of the Ministry of the ideal management of the workforce in the work Market which is supposed to empower citizens and attract competencies in the form that will make us able to achieve the strategic government goals assigned to the Minister of Human Resources and Emiratization to achieve them through applying an integrated system of policies, criteria, monitoring tools, institutional partnerships and unique services.

For the assistive workforce file which was assigned to the Ministry recently, we have taken the necessary arrangements for controlling and organizing the recruitment and operation procedures in the way that will be aligned with the Federal Law No. 10 of Year 2017 concerning the assistive workers which provide legislative protection for such category of workforce regarding their relationship with the other party, and guarantees their full rights, and provide the suitable work and living conditions in compliance with the legislative framework of the other workforce categories in the economic sectors of the State.

The workforce Market has witnessed recently strategic transformation in the clarity of all the work stages, promoting shifting work flexibility, and increasing of productivity. This was a result as the Ministry has applied a package of decisions that came in parallel with the continuation of considering the basic rights of working in regards to getting the worker to his salary at the specified time, and providing suitable housing, and applying mechanisms and procedures that guarantee filing complaints and deciding about them quickly, in addition to applying an advanced system for inspection and workforce controlling.

The ministry also aims continuously to cooperate with the countries which send workers concerning whatever contributes to applying the best practices during all the stages of the temporary contractual work cycle.

The ministry works on enabling its employees as they are the basic for achieving its vision and consequently the effective participation in achieving the vision of UAE through providing a work environment that motivates them for creativity and innovation, and the Ministry has adopted many initiatives such as applying the flexible working hours, where it is considered as the first federal Authority to apply such, and the Ministry also processed the initiative of remote work, in addition to launching the Institutional Leadership Award of the Minister of Human Resources and Emiratization which targets promoting the performance level, the individuals, the regulating units, and applying the recent administrative concepts which emphasize on achieving the pleasure of whoever doing any transaction, and focusing on simplifying operations, procedures, documenting the administrative systems, motivating employees and encouraging them towards uniqueness, and creating a competitive work environment which encourages innovation and establishing the leadership concepts.
As for providing featured services for whoever do transactions, the Ministry is committed to the directions and vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum May God Protect Him in such field especially the transformation of the service where the Ministry has achieved brilliant results in providing its services through smart applications which qualified us for winning the award of the best mobile government services for three years in a row. Also the Ministry of Human Resources and Emiratization has launched an award for services and smart applications for encouraging its employees and whosoever does any transactions for innovation concerning launching relevant initiatives.

Also the Ministry has achieved featured successes in delegating its services to be provided by the private sector on behalf of it, and by national employees and under the supervision of the Ministry in accordance with institutional partnership, and this to be through the license for establishing a service center provides such services under conditions, controls and criteria that are aligned with the criteria of UAE program for featured government services which received the praise of His Highness Sheikh Mohammed Bin Rashid Al Maktoum May God Protect Him.
His Excellency, Dr. Thani bin Ahmed Al Zeyoudi,
Minister of Climate Change and Environment

Orange County Translation & Notary
www.ocmobiletranslationandnotary.com

CERTIFICATION OF TRANSLATION

I, Nazeer Nakhlah declare under penalty of perjury that I am fluent in both Arabic and English languages and competent to translate between them. I certify the attached English translation from Arabic is true and accurate to the best of my ability and belief.

Description of Translation
- Questions and answers about Sheikh Mohammed Bin Rashid Al Maktoum, by Dr Thani Al Zeyoudi

Executed, 16th day of July 2018

Signature:

Nazeer Hafiz Nakhlah
American Translator’s Association “ATA” member ID # 62141

CERTIFICATE OF ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Orange

On July 16, 2018 before me, Heideh Vakhsh, Notary Public, personally appeared Nazeer Hafiz Nakhlah who proved to me on the basis of satisfactory evidence to be the person whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his authorized capacity, and his signature on the instrument the person or the entity upon behalf of which the person acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

Witness my hand and Official Seal.

Heideh Vakhsh  Notary Public
What leadership styles and characteristics does Sheikh Mohammed possess? Examples.

The most important characteristic and feature of the leader is the strong personality, standing presence, and the ability to influence others, which we have experienced in the late Sheikh Zaid Bin Sultan Al Nahyan, the Father and the Founder, and it is also the main characteristic of His Highness Sheikh Mohammed Bin Rashid Al Maktoum.

His personal presence and ability to speak and influence others simultaneously without any previous preparation, is very powerful which made him, beside the strategic vision and planning, a very symbolic for renaissance and creativity in various fields as he always aims to be the best.

One of the additional characteristics of the leader is to be featured in some fields such as sport or art, which makes him a role model for many categories of the society who are interested in such fields. Such characteristics are easily noticeable in His Highness as he is a first - rank knight and a creative poet.

As to the scientific aspect of leadership, Sheikh Mohammed Bin Rashid emphasizes on many leadership basics:

First: Sheikh Mohammed Bin Rashid Al Maktoum tends to coping with international changes, and understanding the various point of views for keeping the strategic international and regional position.

Also Sheikh Mohammed Bin Rashid Al Maktoum emphasizes on enabling the human element especially the youth as he keen of their participation in the society whether through employment or helping them to be entrepreneurs, whereas he promotes this approach through establishing training centers that helps in directing their potentials for providing the best and developing their skills for accomplishing the achievement required for the State.

His Highness realizes the utmost importance of work with the spirit of one team and interchangeable brainstorm which produces creative and innovative ideas and mindsets contribute in achieving a better future for the State, and also he always supports the openness on other cultures for utilizing the experiences of others.

Innovation is one of the most important characteristics that Sheikh Mohammed Bin Rashid is emphasizing on it whereas he aims to support the new leading ideas for creating the competition spirit, and challenging and overcoming difficulties.
This is clear from his saying "I don't put accountability on any person that makes a mistake, as whoever works shall mistake, and we always support the person who tries and innovate, even if he makes mistakes". Sheikh Mohammed Bin Rashid possess a clear vision of the future which is considered one of the most important leadership features that helps in planning with the aim of achieving the required goals.

Also, Sheikh Mohammed Bin Rashid assures on the importance of existing passion and optimism in performing tasks and encouraging the continuous learning for achieving the benefits and coping with changes, and learning the characteristics that are required for taking the proper decisions and executing them quickly.

His Highness is featured with a characteristic that most of the leaders don’t have, which is exploring the future and the long-term strategic planning. One of the most important examples on exploring the future is his directions relevant to the governmental transform to electronic, and then the smart services along with connecting them together for increasing quality and achieving the users’ pleasure and satisfaction.

One of the most important characteristics of His Highness is his consistent coping with technology development and in using it in communicating with public and achieving his strategy goals. A clear example on this matter is his intensive presence on social media platforms, and publishing his directions and decisions step by step. His followers are accumulating consistently, along with the interchangeable interaction between him and his followers on such platforms.

One of the most important features and characteristics that His Highness have is his tendency to preserve the natural resources and achieving development with keeping the concept of social sustainability for preserving the natural wealth for upcoming generations and providing a stable life for them based on the existence and availability of most important requirements for life, whereas the environmental awareness is one of the most progress basics and achieving sustainability, and also he is emphasizing on achieving through encouraging releasing strategies and techniques that help achieving such goals.
What challenges cultural or not did he face while implementing the changes? And how did he find solutions? Examples

All the leaders of the State of Emirates starting from the founder late Sheikh Zayed ben Sultan Al Nahyan are characterized with their ability to deal with all challenges that they may face, and transfer them to investment opportunities.

One of the most important cultural challenges that affects the change and development that the state of Emirates is experiencing since the past decades is the ability of the local Society for openness and accommodating the transform to an international city statues in which more than 200 citizenships coming from various intellectual, religious and socialized cultures are merging together, and in the same time keeping the identity of the local Emirates Society so it doesn’t melt and disappear in the time of increasing the number of people coming to the State. The wise leadership and His Highness Mohammed Bin Rashid Al Maktoum succeeded in dealing with such challenge wisely so that the State of Emirate appears in the current civilized appearance where it has been transferred to an international center attracts many nationalities and mentalities from all over the world.

One of the other cultural challenges is the ability of His Highness Sheikh Mohammed Ben Rashid to change the mentality and the culture of the officials to take actions quickly with good planning and visions for the future since he took over the Prime Minister position, where he was able to change the culture of the slow routine government work, and increase the action of the government officials and employees, and during the past years he was able to change the intellectual nature of the officials in the area, where the basis of work now is depending on youth in taking over higher positions, and benefitting of their passion and ability on exploring the future, along with keeping the elders and benefitting of their experiences too.

Moreover, the challenge of the government services transformation for the concept of electronic and smart, where this is discerned from his saying “The most important accomplishment during the past two years is changing the culture of the government services and the old definition of the government services concept, whereas the services nowadays don’t depend on buildings and thousands of employees but rather it depends on advanced systems and innovative minds, and, willing God, there will be more quick changes in the near future”. In general, Sheikh Mohammed Bin Rashid is characterized by the full trust in his ability of overcoming challenges, and he tends to learn from the previous experiences.
His Highness considers the challenges as a part of our culture, and he always aims to spread awareness of finding successful quick solutions. He also believes in the importance of the development, and overcoming challenges and difficulties through new innovative ideas.

What is his vision for Dubai and the UAE?

Sheikh Mohammed Bin Rashid has a clear vision for the UAE which is represented in taking care of individuals and people for achieving pleasure. His vision is represented in tending always for reaching the first position in all fields as he said “We are satisfied with nothing but the first positions, we have learned from Rashid and Zaid that glory is for those who tend to achieve it, and the top level is for those who seeks achieving it, and the first positions are for those who are accepting nothing but the first positions”. He also encouraged directing potentials for showing available creation and abilities, and also he encouraged being patient and persistence for achieving the first positions. Also, he tends to grant the opportunity for woman in various fields in order to achieve balance.

Sheik Mohammed Bin Rashid emphasizes on investing the available potentials for creating an environment for continues development in order to send a positive message to the whole world.

He also aims to emphasize on the education for building futuristic generations on the basis of morals, culture and science. He tends to emphasize on exploring the future and follow changes, and adopting the best experiences for boosting capabilities.

The vision of Sheikh Mohammed Bin Rashid is also represented in achieving the economic development through innovation and creativity and through emphasizing on development, research, and encouraging individuals to establish purposeful new projects.

Sheikh Mohammed Bin Rashid tends to make hope and introduce prosperity for everyone, and emphasizing more on the human aspect, which is discerned from his announcement about a job for “Hope Maker”. He also tends to achieve a sustained economic variety as a part of the UAE Vision 2021.

His Highness is considered as an integral part of the daily life where he considers optimism and positiveness as basic incentives for performing our tasks, and he thinks that establishing the infrastructure and introducing developed projects are important for pleasing the people of Emirates.
How you as a member of the cabinet appointed by Sheikh Mohammed have a role in his leadership strategies for the UAE? Examples.

Serving our beloved nation UAE under the umbrella and wise leadership directions of His Highness Sheikh Mohammed Bin Rashid Al Maktoum as the Prime Minister, requires doing a doubled smart and innovative efforts so that we, as officials, can catch-up his thinking and quick actions towards a better future.

As to my responsibility as a Minister of Climate Change and Environment, and in light of achieving the sustainability concept that UAE Vision 2021 aims to, we were able in the Ministry to enact some Laws and Legislations that support such aim. We also approved and started executing strategies in line with the same aim, and we launched initiatives that achieve it on the ground.

Our strategic vision at the Ministry of Climate Change and Environment is represented in achieving “Environment Leadership for Sustainable Development”, which means that we contribute to all sectors that we are responsible for in order to achieve the sustainability aimed by UAE Vision 2021, taking into account that this guarantees the prominent position that the international state has, and achieves a regional and international leadership in the environmental field.

The most important strategic goal that the Ministry seeks to achieve is promoting the environmental health, the transform to the green economic, using the natural systems, promoting the food diversity, and guaranteeing the sustainability. The Ministry seeks also to eliminate the climate changes repercussions which support the economic development priorities in the State.

The Ministry has enacted and approved some legislations, laws, and ministerial decisions that support achieving such strategic goals. In addition to the general strategy of the Ministry for those sectors that are subject to its responsibility and announced in last December, the climate change strategy, biology diversity strategy. The 2030 green agenda was also launched.

Many other initiatives were launched for supporting the environmental work, guaranteeing the achievement of the natural resources sustainability such as the initiative of growing mangroves and coral garden, the artificial caverns, and the tree seeds distribution.

During the past years, the Ministry has played an international role in the initiatives that support adopting with climate changes repercussions, and necessity of depending on the renewable energy solutions for decreasing such changes. Recently, during events of the international summit for Governments 2018, the ‘Climate Project’ was launched which aims to affect positively on the lives of more than 10 Million people all over the world through educating and supporting them for adopting with the climate changes repercussions.
Dear Cabinet member,

Please answer these questions to the best of your knowledge and in detail.

Please add any extra information about Sheikh Mohamed Bin Rashid ALMaktoum's leadership styles other than the questions that you would like to share.

- What leadership styles and characteristics does Sheikh Mohammed possess? Examples.
  HH Sheikh MBR is considered the epitome of a visionary leader - one who has an uncompromising conviction against all odds and challenges. He shares the leadership style with his forefathers and the rest of the leadership in the UAE. They possess distinct attributes - humility and gratitude, being 'service leaders' of people tolerantly accommodating diverse views. HH MBR, a true representative of the Emirati leadership style, utilizes what is consultative. The ultimate authority rests with the leader, but Emirati leaders ensure they consult with others in a way that does not make them feel inferior. The visionary characteristic of HH MBR makes him passionately look beyond the present and into the future think of a broad spectrum perspective with deep impact. He is future-sighted with a keen vision that senses global trends.

- What challenges cultural or not did he face while implementing the changes? And how did he find solutions? Examples
  HH Sheikh MBR is both a role model and pragmatic leader because he believed that 'the impossible is not a choice'. Whenever a cultural challenge might face implementing a change, HH champions the change by personal adoption. Examples are numerous. HH lends from the Emirati leadership school where leaders are seen as being close to their employees. There is an element of friendship and informality that is inherent in the Emirati leadership style. This has been crucial to overcome challenges and expatriate the adoption of the people. The second important aspect is the trust and empowerment instilled that are vital ingredients in an environment where taking risks is often necessary for success.

- What is his vision for Dubai and the UAE?
  HH Sheikh MBR has a very clear vision for the UAE, and that is to be the best nation in the world, across all domains. This vision is always articulated in private and public setting as a constant reminder on how deliberate plans, perseverance and positive thinking enable progress. The competitive outlook is not only for policy areas, but it has the people at its center. HH MBR strives to ensure that the Emirati people enjoy a world-class lifestyle, complemented by a world-class services, but it all happens through investing in people who are the priorities.

- How you as a member of the cabinet appointed by Sheikh Mohammed have a role in his leadership strategies for the UAE? Examples.
  HH Sheikh MBR has stressed many times, that a true leader is the one the inspires and prepares the next generation leaders. Along the same thought-process, HH worked towards empowering the next generation of UAE leadership who possess the virtues and a long-term vision and demonstrate passion for the development and welfare of people. This being so, I am entrusted to oversee the development of a national plan to safeguard the food security status, and to facilitate the technology adoption needed and to engrave the necessary research to make that possible.
HH MBR is an expert listener - someone who respects and trusts those willing to make positive contributions. Most importantly, though, Sheikh Mohammed empowers people to do what they believe is right. This being so, I am a true example of how HH empowers the next-generation, clearly inspires the vision, and enables the delivery by making leadership an iterative exercise where I strive to prepare those who will follow to further UAE’s agenda.