

# GLOBAL THINKERS FORUM

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## Leadership and Collaboration

Athens, Greece - December 3 & 4 2013



Under the auspices of the Municipality of Athens



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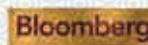
## Leadership & Collaboration

### Athens, Greece – December 3 & 4 2013

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# Responsible Global Leadership

*By Dr. Nassir*

*Abdulaziz Al-Nasser*

*The UN High Representative for the  
Alliance of Civilizations*



As news headlines flashed on my TV screen with scenes of wars, conflicts and civil strife, I thought to myself, is it realistic to believe that age-old conflicts can be replaced by amity and peace?

From conflict-torn regions in the North, East, West and South, this dream still exists. For many, it is but a rose-coloured belief to cling to, an inspiration towards a future of brighter times.

In actuality, progress towards a peaceful humanity remains hazy at best. We live in an increasingly complex world. A myriad of momentous new issues face mankind. International concerns of sustainability and human development, coupled with a constellation of cultural, political and social challenges, dominate our globe. Unprecedented levels of discrimination, intolerance and xenophobia have led us down a thorny path, propelling us deeper into these global issues rather than enabling us to unite and rise above them. In our persistent quest for worldwide peace, we have failed to properly utilize our resources.

We are, however, well equipped with the forces needed to dissolve cultural and religious tensions. The United Nations' premise of dialogue as the key instrument of peace building, further accentuates the fact that we have this critical tool at our fingertips. We simply have to learn how to use it effectively.

The importance of responsible global leadership is crucial for success-

ful application of this valuable tool, and for focusing our efforts towards the peaceful co-existence of civilizations. Effective decision-making and agenda setting are vital at the international level to achieve our mutual goals of harmony and security.

Leadership has nothing to do with titles. It does not entail a hierarchy and, most importantly, it is not an individual effort. Effective leadership is not born from power, but from influence. It thrives on the efforts of others, maximizing their endeavors so that a mutual goal can be attained. Leadership, by definition, is inclusive.

Yet social exclusion remains prominent in both regional and international arenas. Many vulnerable groups and minorities continue to be barred from political and social activities, educational opportunities and professional development. They are ostracised from cultural and political discourse, their voices absent in intercultural dialogue. Proper empowerment and global cooperation are needed to ensure that opinions, perspectives and ideas are heard at all levels of society. Only then can diversity be truly respected and honored. We have much to lose if our world's ideas are not all heard.

Today's times are punctuated by unique challenges, which must be transcended by implementing global governance methods to promote diversity and peaceful coexistence. The United Nations Alliance of Civilizations'

four priority areas center on youth, education, media and migration. It is our sincere belief that generating activities in these areas will lead to great strides in mutual understanding and respect for all cultures.

Existing human capital, composed of talent, skills and knowledge must also be enhanced and exercised to develop new avenues of communication. The ever-advancing technological world provides us with the potential for innovative communication and collaboration. It facilitates global cooperation by enabling communication between societies that are otherwise oceans apart, leading us closer to a united human family.

As a Muslim, I understand firsthand the importance of intercultural dialogue. The unfortunate, yet persistent tension between the Eastern and Western worlds is fueled by ill-informed stereotypes and stigmatization. Initiating dialogue to diminish these false, negative notions is a critical step in fostering friendly relations between conflicting civilizations. In fact, adopting a peaceful strategy of intercultural dialogue would likely prove far more effective than continuing a violent, fruitless one of militarization. I am a true believer in mediation as a soft-power tool for diffusing tensions. It was for that reason that I identified mediation as one of my priorities during my tenure as UN High Representative for the Alliance of Civilizations.

Of course, the ubiquitous process of globalization introduces a new factor. Current international affairs are both improved and complicated by the advancing phenomenon. It has risen to become an ever-present theme in the international arena of dialogue and policymaking. Surges in trade, markets, business, and information have elevated living standards for millions. However, despite the massive growth, many nations continue to be excluded from the benefits of globalization.

There exist many neglected areas, including education for women and girls, human rights for disabled persons, security for migrants and funding for underdeveloped countries in need. Distraction from these areas largely contributes to the universal lack of progress towards global development and unification. It is evident that targeted culturally-sensitive policy changes and clear reprioritization are required to prevent globalization from increasing health, gender, and socioeconomic disparities. Appropriate authoritative resources are needed to address these areas and bridge the increasing inequality gap.

As our world's leaders, we are the influential voices of the future. We have been entrusted with the imperative responsibility of ensuring that those voices which also have the potential of influence, yet are often overlooked, are asserted.

It is our duty to shatter cross-cultural barriers and promote diversity as a pathway to human development and progress. Indeed, the longstanding human enterprise towards peace will not be an easy venture. Yet the dream persists.

It is time that we turn that dream into a reality.



# Revitalising Entrepreneurship in Athens

By Yiorgos  
Kaminis  
Mayor of Athens



The economic crisis troubles a large part of Europe and the global community as well. In an era where we struggle to overcome the effects of this crisis, it is obvious that we need capable leaders to address the challenging issues of today's society and also to envision a better future through the conceptualization of the strategy which will lead us out of the crisis. To this end, it is important that an international association such as the Global Thinkers Forum stimulates dialogue and exchange of knowhow in the leadership sector. This endeavor becomes automatically more interesting as the GTF observes the development originating mainly from young people, entrepreneurship, and collaborations, axes on which the Municipality of Athens places special emphasis on. Based on these particular axes, it has drafted a program which sets the grounds for the economic and entrepreneurial relaunching of Athens.

The stimulation of the local economy and the boosting of competitiveness and entrepreneurship in Athens, through the elements of extraversion, innovation and technology, constitute the primary goals of our Strategy in the attempt to mitigate the effects of the economic crisis and to fully utilize the potential of the city. The Municipality through the City of Athens Development and Destination Management Agency (ADDMA) implements the pol-

icies and the tools that will enable the development of Entrepreneurship, Social Entrepreneurship, and Tourism in the city of Athens.

As part of the comprehensive strategy of the Municipality of Athens to strengthen and revitalize entrepreneurship in Athens, projects such as the *Business Support Center* and the *Incubation Facility providing Support to Start-Up Enterprises in the field of Information and Communications Technologies* have now been launched. These two key frameworks-tools operate for the actual support of existing and new businesses, mainly through the provision of hospitality, facilitation and mentoring of new entrepreneurial ideas and projects in the new technologies sector. In parallel, the Municipality works on the establishment and operation of a structure supporting new businesses in the creative industries sector, while a series of interventions is being initiated to support small and medium-sized enterprises, the connection of research with production, and the stimulation of extraversion and youth entrepreneurship in collaboration with the City's Universities and the local economic institutions.

In terms of the development of Social Entrepreneurship, the Municipality of Athens supports entrepreneurship which combines the effectiveness and sustainability of a business with the goals and val-

ues of a socially responsible organization. The aim of a Social Enterprise is to operate profitably and independently, so as to generate a positive social impact. This model is a development tool that suggests creative and sustainable solutions to the challenges addressed by the city.

Finally, with regards to the very important sector of tourism, the Municipality of Athens has developed actions which, among others, upgrade the tourism product by placing emphasis on the development of the identity of the city as a destination, and which promote penetration into new markets through various international business channels. The aim is for Athens to further develop tourism entrepreneurship, attract more conferences and become a

destination of choice for business and leisure tourism. The Municipality actively promotes the comparative advantages of the city, its unique selling points and the high level of services it offers to its citizens and visitors.

The organization of the Global Thinkers Forum provides the opportunity for a constructive dialogue and exchange of ideas useful to both the political and the business sectors as issues around leadership, investments and social development are examined, through the contributions and input of distinguished personalities from around the world. Initiatives and events such as this one have an added value for our city and we welcome them.



# Women & Leadership

By Elizabeth Filippouli  
Founder & CEO Global Thinkers Forum



One of the main challenges that thought leaders need to resolve is that of a very large global economy and the very limited capacity of traditional governments and their international institutions to govern this economy. This asymmetry can only lead to failing governance, furthermore in emerging markets where often the absence of good governance has long been one of the biggest obstacles for its progress. In this reality, repositioning the role of women leaders and supporting that of women as social entrepreneurs is key for progress and sustainable development.

Development is a self-reinforcing virtuous cycle that is fueled by education, collaboration, good governance, investments and trade. With a flourishing trade sector a country can secure high rates of long-term employment. Long employment means that people have a secure income and so they can afford to spend. When people have buying power the demand for goods and services increases and with it production rates rise.

How can the role of women leaders be important?

In order to achieve this nexus of positive process, as women leaders:

- #1 We need to support and reinforce the Education sector
- #2 We need to help train incumbent and future leaders across all sectors and disciplines

- #3 We need to encourage the triangle of collaboration between the public sector, the private sector and civil society
- #4 We need to create results-driven projects that will attract investment which will benefit all stakeholders
- #5 We need to nurture social entrepreneurship
- #6 We need to open new pathways for other women to progress and succeed
- #7 We need to create opportunities for knowledge exchange and collaboration between women across all continents

No doubt that our world suffers from a number of endemic problems which are very difficult to eradicate. We already know that. A number of old and new trends like poverty, corruption, ethnic genocides, civil wars, humanitarian crises, resource scarcity, a leadership gap -to name but a few. But we can't ignore the fast-growing potential of women and that we need to reinforce their expertise and talent to address the above global issues.

I will get back to two points that I made before: a) that civil society must join forces with private companies and governments to promote education, training, knowledge exchange, collaboration and monitoring of reforms and b) that if we want reforms and positive change to happen in our world

we must nurture a new generation of visionary women leaders who will be able to lead the way ahead.

Our world needs competent leaders who will promote more participatory governance and transparency. These can be found among women. They will promote high investments that will lead to capital stock increases, and this will lead to high output and more incomes and more savings and more investments. This is how sustainable development can be achieved. We have numerous examples of such highly successful CEOs from Asia, the US, Europe, the Middle East, Latin America. Our world needs women forerunners who can understand that collaboration is key for progress and sustainable development and will seek partnerships with obvious and unanticipated stakeholders. It needs women leaders who know that it's all about the people and they will serve ideas and values for a large vision. It needs women leaders who will take steps to achieve extensive impact and will also look to develop new leaders on various levels and across all sectors in order to foster growth. Our world needs inspiring leaders who can create an ecosystem of trust for progress and development by communicating openly in order to achieve engagement and high performance.

One of our main goals at GTF is to create more opportunities for Women Leaders the world over. The notion of a 'liberal developed' West and a 'suppressed developing' East is a myth, when it comes to representation of women -across all professions. A study released in June 2013 by Media Matters For America found that in the U.S. women are underrepresented in newsroom leadership positions, comprising only 34.6 percent of newsroom supervisors in 2013. On the other hand Oasis 500, a start-up business incubator in Jordan that decides which entrepreneurs to support after putting them

through business boot camp, notes that Arab women are twice as successful as their male peers in attracting investment. Approximately 22% of Oasis 500 boot camp attendees are women and around 40% of the investments made by Oasis 500 are in companies led by women!

Closing this piece I would like to thank the GTF Advisory Board and Board of Trustees, the GTF speakers, supporters and international network, who have made Global Thinkers Forum such a success story. We have been created for a reason: To create a better world, through better leadership practices, through understanding and collaboration. We are here to break stereotypes and effect positive change. My profound thanks also to the Mayor of Athens Mr Yiorgos Kaminis for embracing GTF 2013 Athens and my appreciation and respects to His Excellency the UN High Representative Dr Nassir Abdulaziz Al Nasser for his exceptional work and insightful leadership.

Looking forward to joining forces and the very exciting road ahead!



# The Da Vinci Code of Our Greetings

By Hakan Altınay  
Senior Fellow Brookings Institution



The way we greet each other is something we do automatically and without much thought. Yet it may hold important clues.

Greetings across different faiths have one important, common feature: *Assalamu alaykum*, *Pax vobis* and *Shalom aleichem* all mean “I come in peace,” respectively in Islam, Christianity, and Judaism. The manner in which one should greet and how that greeting should be reciprocated were deemed so important in Islam and Judaism that they were codified in the Quran and the Old Testament. Incidentally, the military salute is based on a convention to show that one is not bearing any weapons, and therefore comes in peace. In India, *Namaste* means “I revere you” and is reciprocated with the same words. In South Africa, *Sawubona* means “I see you.” These common traits are important and telling. It seems that humanity has decided that the best way to start an interaction is to confirm that all parties to the interaction are bearers of recognition and respect, and that harm will not be part of that encounter. That is, in a sense, the Da Vinci Code embedded in our greetings.

This code makes more sense, if we take a longer view. We did not always greet strangers in this manner. In his recent book, *The World Till Yesterday*,

Jared Diamond describes the world of our tribal ancestors. In that world, people were divided into three categories: friends, enemies, and strangers. Friends and enemies are relatively straight forward; how to deal with strangers is the critical question. Diamond demonstrates convincingly that strangers were treated essentially as enemies, as there were no benign reasons for you to encounter a stranger.

It looks like we started out in a world where we assumed most strangers were enemies. We evolved into more complex social and geographical arrangements, where we could not afford to assume that all strangers were malign. Therefore, we had to develop conventions and normative frameworks which would rule out harm, and recognize and confirm the equality of each party to the encounter. Hence the Da Vinci Code, interlacing the multiple ways we greet and start an encounter.

This is important since we are at the precipice of a new age. We have spent the last 200 years assuming greater control of our lives. Thanks to democracy and technology, we have become increasingly more able masters of our own destinies. Yet in the last 20 years, we have been exposed to centripetal forces pushing us together and intermixing our destinies. What happens in one part of the world affects lives in

other parts. CO2 emissions, financial engineering, infections, nuclear leaks and several similar dynamics have global consequences. That means our lives are no longer authored by us alone, but are being co-authored with others. In order to navigate our increasing interdependence, we need a mental map. We need to decide what sort of a rapport we wish to have with billions of others with whom we share our planet and destinies, but not our citizenship.

One option may be to start with "Do No Harm." After all, this dictum has guided physicians for centuries. It fits well with

what we have learned about how to start an encounter. Signing up to doing no harm will entitle us to expecting that others, with whom we share a planet but not our countries, will commit to doing the same. This dictum sounds simple enough, but it will require us to amend our decision tree and make the welfare of billions of others part of our decision processes. That small step for each of us may well end up being one giant leap for mankind. It may pave the road to a global civics, indispensable for our increasingly interdependent world. The Da Vinci Code of our greetings continues to reveal more clues and enigmas.



# 'Ethical Leaders have a Vision for Helping Others'

*Interview with*

*Devin Stewart*

*Senior program director and senior fellow at Carnegie Council for Ethics in International Affairs*



***Q: How do you define 'ethical leadership'?***

A: Ethical leadership means two things: ethically leading others; and shaping the way society understands ethics. Both are deeply linked. Leading in an ethical way is about having a vision for helping others that goes beyond your short-term self-interest and emphasizes long-term collective welfare. That means doing difficult, sometimes unpopular things. Ethical leaders are curious, humble, and self-critical. So they have a vision but are not ideological. They understand conventions, context, and traditions but are not necessarily bound by them. They live according to the values they espouse—in other words they have integrity. Meanwhile, leading the way the public thinks about ethics is about questioning the status quo and seeking to extend rights and equality to all people while also respecting dignity and identity. The emphasis here is on fairness, pluralism, and inclusion. People who have moral gravitas are more able to change moral thinking. People who have possessed these qualities include Socrates, Abraham Lincoln, Martin Luther King Jr., Bruce Lee, and Aung San Suu Kyi.

***Q: Has the leadership model transformed through the decades?***

A: The basic characteristics of a good leader have not changed but our increasingly global, connected world has put a premium on understanding complex systems, unintended consequences, and cultural fluency.

***Q: What type of a leader does our world—and the current political, social and other challenges—require?***

A: The world is witnessing an increasing number of valid but competing claims on resources, policy decisions, and the distribution of wealth worldwide. With our greater connectedness, we are also more aware of the world's injustices and inequalities. Our world therefore needs a leader who is able to listen to these competing claims and articulate a vision that connects to our shared human experience. In practical terms, that means fostering cooperation and rethinking the ways in which we organize ourselves. It means using a "view from nowhere" in the service of competent action somewhere specific.

***Q: Do you believe in collaborative leadership?***

A: Different cultures embrace diverse paths toward action—from individualism to communitarianism. In diversity, there is strength. Collective leadership is possible as long as it is not an excuse to subvert individual rights.

***Q: What is your favourite virtue in a leader and why?***

A: The selflessness that is required to think beyond one's own short-term needs and parochial practices is my favorite virtue in a leader. It implies taking risks, which often goes against some of our primal instincts. Leaders act out of an enlightened self-interest when they help others.



***Q: What do you consider as a major fault in leadership?***

A: Common human faults are arrogance, complacency, cynicism, tribalism, pessimism, and greed.

***Q: What is your idea of happiness in a society?***

A: The drafters of the US Declaration of Independence were wise to write that a nation should protect an individual's life, liberty, and pursuit of happiness. Pursuing happiness involves multiple levels: First, people must be able to satisfy their basic needs, such as food, shelter, and love (life). Second, people must have the freedom to enjoy life, including leisure time, culture, and community life (liberty). Third, life should have meaning, through helping others, advancing a cause, or self-expression (the pursuit of happiness). We need life and liberty in order to pursue happiness, but happiness is a journey (a pursuit), not necessarily an end-point.

***Q: What is your idea of misery in a society?***

A: A miserable society is one in which a lack of hope has dampened the human spirit.

***Q: What is the reform that you admire the most?***

A: Any effort that advances liberty, dignity, and equality, such as civil rights movements because they reform the moral status quo. Today, the gay rights movement hopes to achieve this change.

***Q: Do you have a vision for your country?***

A: Yes, America is the idea that all people are born equal, and anyone regardless of race, culture, religion, and ethnicity, can be an American.

***Q: And a vision for the world?***

A: I would like to see a world that celebrates diversity as well as our common humanity.

***Q: Could you tell us more about the vision behind Carnegie Council and the operations and activities ahead of its Centennial?***

A: Andrew Carnegie founded Carnegie Council in 1914 on the premise that moral reflection and education on international affairs could advance the cause of world peace. As we approach our Centennial, we are connecting our programs in New York City to people around the world to spark a global dialogue on ethics. Please consider joining our free online network and let us know your views: <http://www.globaleticsnetwork.org/>

**Devin T. Stewart** is senior program director and senior fellow at Carnegie Council for Ethics in International Affairs. He first joined Carnegie Council as program director in 2006. He also is a Next Generation Fellow, a Truman Security Fellow, and an adjunct assistant professor in international affairs at Columbia University and New York University.

# 'No Place On The Globe Is Immune To A Terrorist Attack'

*Interview with*

*Geir Lippestad*

*Defense Lawyer for A.B. Breivik*



***Q: How was it for you to be the defense lawyer for Norway's mass killer?***

A: It was an arduous task involving a tremendously pressurised workload. The entire world was interested in the case; the gruesome actions of a perpetrator who was both blatant and unapologetic in justifying his actions on the basis of his right-wing and fascist beliefs. As his defence lawyer I had to ensure the preservation of my clients legal rights, something the entire team worked hard for on a daily basis. It was additionally demanding to receive threats and other unpleasanties on top of the high workload.

***Q: Norway is a peaceful and prospering society/nation who suffered such a shock. What is your view on this?***

A: Terror can happen anywhere, anytime. I believe this case made it clear that nowhere on the globe is immune to terrorist attack. Therefore the war against terror is a global issue that must be addressed by nations acting in unity. To this end it is vital that we work to prevent the radicalisation of young people, which is often the consequence of poverty, discrimination and oppression.

***Q: Has the people's psychology in Norway changed after the incident? How?***

A: There was a lot of anger and insecurity amongst the Norwegian popu-

lace in the days immediately following 22/7. However, a common foundation based on fundamental values became established relatively quickly thanks to concerted value-based communication focusing on justice and democracy from the nations leaders, the church, the media, the youngsters who had been most affected by the terror attack itself and those of us involved in the legal process. This provided a common compass and standpoint from which the natural conclusion was that even this man should be treated with human dignity and due process. This was Norway's response to terror; to combat the terrorist with the very values he had attacked: democracy, justice and human rights. The consequence of this value-based communication was the most important lesson I drew from the whole case: that concerted and consistent communication of values that people find recognisable and understandable can change their opinions and actions in a short time. In Norway, the rule of law is enshrined in our Constitution of 1814. This right has been taken for granted for many years. It has not been the subject of discussion or debate, in order to clarify what it really means. There had been no need to do so. We had not had our core values 'tested', with the possible exception of the war crimes trials following World War 2. The 22/7 case was so shocking that it challenged the boundaries of tolerance



in Norway. We were forced to scrutinise ourselves in order to understand what justice and the rule of law really means in a democratic society.

**Q: Has the A.B. Breivik case changed your life?**

A: I have learned much from working on the 22/7 case, but I don't feel that it has changed my life. There are other experiences of greater importance for me personally. There is one important change, however: I wish to become more politically engaged. I feel a greater responsibility to be actively involved in social issues. Across Europe and the rest of the world we see many occurrences of discrimination, racism and xenophobia. I cannot remain a passive bystander in the face of such developments.

**Q: Is there anything else you would like to mention/talk about?**

A: In my opinion, we have yet to undertake the most important discussion in Norway following 22/7. What causes

discrimination, racism and xenophobia? We see that racism and xenophobia flourish in prosperous societies across the globe as well as in Norway. Human dignity is a unifying principle that should be discussed and promoted every bit as extensively as the principles of democracy and justice. What do we mean when we talk about 'human dignity', and in what way should this fundamental principle be employed as a compass for how nations and populations respond to the present era, an era which we can justifiably call a time of transformation? An era in which technology enables access to information and makes it possible for all people to search for freedom and equality. An era in which natural disasters and economic recession undermine the security and balance that has existed, certainly in Europe, for many years. Migration driven by poverty. The desire of women across the globe for freedom and equality. These are but a few of the challenges facing us today.

# Political Parties: Obstacles or Promoters of Women's Human Rights?

By *Sonja Lokar*  
CEE Network for Gender Issues



In the last year the biggest part of the energy and work of my organisation, CEE Network for Gender Issues, was focused on the improvement of gender equality approach and policies within social democratic parties in the Balkans as well as in the MENA region, where women from the parties of social democratic provenience succeeded to establish the so called Tha'era network, uniting progressive women from Tunisia, Morocco, Lebanon and Egypt.

This work opened to me a very interesting side.

A hundred years ago, in Europe (similarly in the MENA region during

the process of decolonialisation) only communist, socialist, labour and social democratic parties were the ones including gender equality and especially women's social, economic and personal rights in their political agendas. But they were very reluctant to really embrace radical civil society-based requests for women's equal political citizenship. In fact their equal right to get fully involved in the decision making process of political parties, their equal right to vote and to get elected. Women of these parties were welcome as supporters, followers of the visionary male leaders, but not as thinkers, movers and shakers of the renewal of their societies.

As left wing parties were nearly till 1995 the only political mainstream protagonists of women's rights to de jure and de facto equality, they had the privilege to deal with this issue as a tactical issue – exposing it strongly when they felt that this was politically profitable, and putting it on the lowest shelf, when momentum was not seen as right. For example, in former socialist Yugoslavia, from the times of World war II until the mid-fifties, communist party has really supported strong and rather autonomous antifascist women's front, but when this massive women's organisation became too strong and



too “demanding”, it was closed down under the pretext that men and women needed to work on gender equality only together. One can see very similar behaviour in several former communist countries when it comes to the women’s right to abortion. Legal, free of charge and safe abortion was not understood as a women’s human right, but as an instrument of the communist state for the regulation of birth rate. When birth rate seemed too small the communists, for example in Romania, simply banned women’s right to an abortion.

The strife for gender equality came to a new level of the mainstream political approach in Beijing, at the UN 4<sup>th</sup> World conference on women in 1995. Gender equality agenda, once only the agenda of the left political parties and in some aspects, after 1975, also of the democratic liberals and the greens, became globally accepted civilisation standard for all.

In Beijing in 1995, mainstream politics of all colours agreed in two crucial points: that human rights – political, economic, social, and personal are indivisible and that human rights are also women’s rights. After Beijing most governments and mainstream political parties were faced with the need to accommodate this new understanding of gender equality in their politics. Growing pressure from civil society in every major political crisis in today’s world is forcing all political parties also in the countries which governments made the reservations to the CEDAW and Beijing documents, for the first time, to openly compete for the voters also by expressing their views on essential women human rights.

In European transitions during the first half of the 20<sup>th</sup> century’s nineties, the parties, dominated by men, formed in the process of democratisation, still enjoyed the luxury of being tolerated when they were ignoring gender equal-

ity issues, but women from all walks of life and from different party backgrounds came together and got gradually so organised that they brought their issues to the mainstream political agendas. In South Eastern Europe from 1994 until today, all mainstream political parties were forced to deal more and more with women’s underrepresentation in decision making, with violence against women, with unequal pay, with discrimination based on gender at the workplace, with requests to better balance family and professional life of both, women and men, with women’s requests to freely decide upon their lifestyle choices.

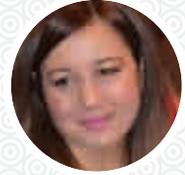
In all recent waves of people’s massive attempts to make their countries really democratic, socially just and free of corruption, women never let mainstream politics ignore their needs and requests. They made themselves clear and heard in Tunisia, in Morocco, in Libya, in Turkey in Egypt. In these processes one can see that political parties are the main obstacles but also the best promoters of women human rights. Nevertheless women’s progress to equality still depends mostly on pressures from civil society and in times of electoral campaigns, when parties are easy to make promises, but after the elections it is very difficult to make them keep their promises.



‘The main challenge for women of all political colours all over the globe today is how to change the strongest parties from inside, how to transform them into their tool for achieving gender equality.’

# How ICT Economy Affects Arab Societies

By Reem N. Bsaiso  
Senior ICT Consultant



A colleague of mine, at the UNESCO Advisory Panel of Experts on debt swaps and innovative education financing Senator Daniel (Diego) Filmus - Argentina, presented us with a precious book entitled "Development, Education and Finance". Skimming through the book *one page stopped me or rather stunned me*: "Arab States, with data available, tend to devote a significantly higher proportion of total expenditure to education than do governments in other regions" knowing that the share of the education sector in total government expenditure is a more direct measure of budget priority as echoed from the EFA Global Monitoring Report. The problem is not in the resources but with being able to do more with less.

The Education landscape in the Arab World is certainly changing but is it good enough? or is it fast enough. Having returned from one of the most wondrous educational high-end experts gatherings on education and innovation - the WISE-Doha 2013, I have seen and heard amazing innovations from all over the world and from the Arab countries. Educators are getting the right notion, e-learning is creeping into our schools, more laptops and better still, handheld devices are being widely distributed and utilized in learning.

According to my paper on knowledge economy transfer channels, enablers and inhibitors in the MENA (commissioned by the WB-EIB/CMI partnership) we need to re-orient socio-economic regimes and policies towards knowledge economy to create an enabling environment that enables educational output to function and prosper in the creation of new jobs, technologies and new skills, aided by information and communications technology (ICT) and cross-cutting innovation. Supportive frugal innovation also comes to mind. "The top 10 in-demand jobs in 2010 didn't exist in 2004... we are currently preparing students for jobs that don't yet exist, using technologies that haven't been invented, in order to solve problems we don't even know are problems yet", Richard Riley, former U.S. Secretary of Education. Yes, some jobs will perish and new ones will come out and yes, educational systems should be prepared for a paradigm shift in the job market by accenting focus on educational outcomes and advocating for supportive national policies.

If we stop for a minute and think: why knowledge economy? What good will that do? What does it bring? well OECD countries have already adopted such disciplines, already their knowledge production is registering 50% worth of points or more on the GDP.



Simply said: ICT & Knowledge Economy trends affect our societies through economic growth and job creation. It also brings forth balance through a common socio-economic platform as opposed to isolated silos that grow side by side without ever connecting.

Innovation is not necessarily a function within closed walls, example: a farmer that does not know how to read and write yet manages to discover a plant that if replicated across the nation can create economic income. What is the level of receptiveness by the state to such a discovery? How protected is the farmer's IP rights and income, and how willing and able is a State to support and nationalize this innovation. I do not see innovation as disruptive to established learning models but I see us changing our learning models to become more receptive to the concept of innovation. How? to start with, by changing teachers and students roles to become interactive connected learners, harnessing ICT to boost KE and entrepreneurial skills.

Getting Arab youth into employment is a major challenge (Tom Speechley) where

25% of some populations who are under the age of 26 are unemployed as youth unemployment economic

loss exceeds \$40-50 billion annually and a need for 51 million new jobs by the end of 2020.

We as educational policy makers need to understand how to advocate for sounder KE supportive national policies and make policy-level decision makers understand what it takes to boost educational outcomes to reach mass-effective investment return and value for money. Or in simpler words again, if I were a new entrepreneur starting my own new business would I feel frustrated if I thought that the over-arching policies are not helping me succeed? Would I feel frustrated if I created a new e-product or e-service but was unable to protect my IP rights? Or do I feel I need grace periods and incentives through tax or customs exemptions for say the first two years of start-up?

For policies to support knowledge-based and entrepreneurship skills by understanding the knowledge economy channels is important for policy makers. How can we enhance knowledge absorption and retention? In conclusion, caring for the human capital and upcoming generations can contribute to solving global problems and a better and brighter tomorrow.

# 'Time to Grow a Bigger Mind'

The connection of neuroscience to leadership, business and change

By *Georgia Kartsanis*

Leadership Coach,  
CEO of SARGIA Partners &  
President of CEO Clubs Greece and  
Romania



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*"The brain scientists are the wave of the future in the financial world. If you seek to maximize understanding, whether you're in academia or in the investment community, you'd better pay serious attention to them"*

**Daniel Kahneman**\_ Psychologist and winner of the 2002 Nobel Memorial Prize in Economic

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The business environment has changed-complexity, volatility and unpredictability are now part of the status quo, and with these, stress and fear, are growing. In every corner of our organizations, the heat is on to do more with less, do it quickly and show results. Threats- real and perceived, low grade and intense - are everywhere. The skills needed for leadership have also changed - more complex and adaptive thinking abilities are needed.

It appears that this new environment is seeing the demand move away from isolated behavioral competencies toward complex "thinking" abilities. These manifest as adaptive competencies such as learning agility, self-awareness, dealing with un-

certainty and ambiguity, and strategic thinking. With such changes in the mental demands on future leaders, the question will be, how will we produce these new capacities of thinking? How can we “make sense” of the world in more complex but effective ways? How can we grow “bigger” minds?

Advances in neuroscience can help us build a “bigger” mind as it gives us insight into how we learn and remember, how we manage our emotions, how we behave in the moment, and how we build long-term resiliency. But neuroscience does more than provide insights – it gives us efficient methods of “waking up” effective brain systems that the volatility has silenced-but not killed off.

Coping with externally generated crises has become a key part of the modern leader’s role. In an age when crisis is the new normal, organizations need leaders who are able to act quickly and calmly amid chaos. Most great leaders can do this consciously –but how many leaders are actually aware of managing the unconscious?

And here is the problem: when your brain reacts to perceived threat, leaders are less likely to be creative, optimally solve complex problems, make connections, see new perspectives and be productive. Even when leaders think they are “okay”, their brains react otherwise. That is why only 30% of strategic initiatives are successfully completed – and why most innovations actually fail.

“When experiencing perceived threat, the prefrontal cortex of your brain, which is responsible for

higher order analysis and thinking, goes off-line,” explains Carol Connolly, a CCL senior faculty member. “This reaction is perfect wiring for physical danger and survival but not the best time to make a strategic business decision. You’ve been hijacked at a time when you need to be at your best.”

The connection between stress and brain function is one area of neuroscience that will change the landscape of leadership development “You will come to see what a substantial role an understanding of the brain can play in how you work with people; and why now, more than any other time in the history of building leaders, knowing how to apply a knowledge of the brain in the corporate environment is an important and fundamental part of creating a context for change. This—*the ability to create a context for change*—is what coaching, management, and leadership are all about, and neuroscience is a critical part of this context development.

With the advent of fMRI technology, we now have a chance to infer what is going on inside the brains of leaders so that we can augment an “external” behavioral and psychological approach to leadership development with an

“internal” understanding of the brain functioning.

When the brain is examined in the context of personal or organizational development, it can provide amazing insights and can also provide a template for targeted strategies in accelerating the execution of strategy” writes Dr. Sridhar Pillay in his book “Your Brain and Business”



The message is clear: The new frontier is inner space. Brain science is no more a theory than rocket science. One takes you into external space in amazing and innovative ways. The other takes you to the internal space – the actual drivers of your company – and your progress. Companies that effectively match emerging knowledge about the brain with profound human needs have a shot at striking gold!

# Sir Alex Ferguson Made Me Think Differently About Leadership

By *Geraldine  
Sharpe-Newton*

*President UK  
Media Society*



Ever since the word 'leader' was first uttered and given grand authoritarian and militaristic meanings, the real business of leadership has always been complex. Those of us who have been expected to lead often feel the pressure of those authoritarian beginnings. Sometimes we get it wrong, but the joy of getting it right is enormous.

I believe we must all focus on what true leadership is; more so as nation states take new initiatives, struggle with crumbling economy's, or, as so many have recently, break into irreconcilable groupings. It is crucial that we regain the art of defining exactly how we believe our world should be governed. It would be dangerous to attempt to fit in to some 'ideal type' system. Often just being ourselves can be the best guide.

If you'd read *The Economist* recently you would have been reminded that Chancellor Merkel is Europe's most powerful, most important and certainly most successful woman leader. But broadcast media have been chipping away at her ways and depicting her as trapped by Germany's past. In fact, it's none of that. Germany's past is past. She simply has focus and an aim and knows exactly where the anchors of leadership are.

'Focus' is what appears to have been lost in many of the countries of the so-called 'Arab Spring'. Blossoming differently in each country, and so often contaminated by the West's insistence on 'the democratic ideal', the so-called 'Spring' has slipped and slid dangerously across

the regions tectonic plates, unable easily to settle for any form of leadership model. The strains and stresses of Europe's complex economy's are now throwing up 'old problems'. In fact, in most cases what has been the overwhelming aim is a longing for stability of leadership.

The *Harvard Business Review* reminded me recently that any search for a guide to stability of leadership could do worse than look to the success of Manchester United's now retired football manager, Sir Alex Ferguson. At first blush, prosaic, but read on.

Business School professor Anita Elberse uniquely examined Ferguson's management approach and developed an HBS case study around it. In the same way that Chancellor Merkel is now Germany, Steve Jobs was Apple, Sir Alex Ferguson is Manchester United. Each of them special, each hard to define, but all exercising leadership skills within their specific community. Skills largely unrelated to the 'beautiful game'.

Ferguson and Professor Elberse show that the job of a manager or leader, like that of a teacher, is to inspire people to be better within the community. Once that community, that team, that nation, knows you are battling for them, they will accept your way. You are fostering a sense of family.

Each month I do 'second level mentoring' with young people for 'The Prince's Trust'. Set up almost 40 years ago,

and sponsored by Prince Charles to promote work and ideas amongst disadvantaged young people in the UK. All are talented, bright, brimming with ideas and in most cases on track with an idea or project. Many though have hit problems. I, along with others, are there to 'adjust their compass', in some cases redirect them. It is gentle, 'steering' leadership.

Within the 'Princes Trust' community there is a growing sense of community and belief. There is no confrontation, nobody is overwhelmingly in charge. This is 'portfolio management', with people. It could easily be national leadership.

The Harvard Study shows that Ferguson's 'portfolio management' deliberately kept some older, more experienced players around the young players to lend continuity and carry the culture of the club. They are the 'mentors' who, like me provide a mature continuity.

Often the young bright stars don't realize they are being managed by the insertion of older leaders alongside them, but if they do they are intelligent enough to understand the artifice. Of course there have to be some forms of control. The Harvard study shows Sir Alex Ferguson setting high standards and holding everyone to them. But in a trusting society we should all be encouraged to keep tacit

control of each other. Typically, of course, Western Democracies wrongly believe themselves to have a monopoly here.

Ferguson said, "the players respect me, and that's all you need." In fact it may not be quite enough. For leadership to be thoroughgoing, we must all apply respect as a necessary but not always a sufficient element. At the national level, an individual, a party or a group with an age-old grumble will often break beyond those bounds. At which point responding forcefully and quickly must be central to any leaders plan. Effective leadership creates accommodation for the rogue element, not by looking for adversity or for opportunities to prove power, but by having control and being authoritative when specific issues arise.

Leadership comes in many different shapes, sizes and dogmas, who would have thought that the managerial leadership style of a football manager would teach us so much and be applauded by Harvard Business School, or that a rather louche, somewhat self-centered Irish eccentric academic would have a handle on the gentle leadership skills often required to make people feel wanted or real or just simply at home. And that feeling of being 'at home', being 'valued' is something that applies equally, in France or Turkey as it does in Germany and Azerbaijan, or in London, Reykjavik or Tehran.



# Kenya at Cross-Roads

*By Salim Amin*  
Director and Co-Founder  
A24 Media



The Westgate Mall attack and the aftermath, in my opinion, is the single most important event in Kenya's independent history. Now, many may argue that the 1982 attempted coup against President Daniel Arap Moi, the 1998 US Embassy bombing, the post-election violence in 2007, killed more people and are therefore "bigger" events. To me 21st September 2013 will go down as a turning point in our history. Yes more people died in the US Embassy bombing, even more in the post-election violence, but the nature of the Westgate attack, the way this attack was carried out, the brutality and randomness with which people were killed, the number of different nationalities that were effected, the children that died, and the way the Kenyan Government handled this event are unprecedented in our history.

This was an extremely well planned and executed attack on a civilian target that was designed to give maximum impact and exposure to Al-Shabaab. And they succeeded beyond even their wildest imagination! To be headline news for 5 days on every major Channel in the world is almost unprecedented in the days of such fast-moving and changing news. The harrowing CCTV footage from inside the Mall is being released in bits and pieces and, each new piece of video released shows the graphic horror that happened that day. The terrorists had little mercy and killed anyone unlucky enough to get in their way. But they also seemed to be calm, unhurried and even took time to pray and rest!

What was going on outside the Mall amongst the Kenyan security forces could be seen as farcical if it wasn't so tragic! The Anti-Terrorist Unit and the Recce General Service Unit, some of Kenya's mostly highly trained units, had cornered at least 4 of the terrorists in the Nakumatt Supermarket by late afternoon on Saturday the 21st, and had evacuated just about all the civilians from the Mall. They basically had control of the Mall at that time, with help from licensed civilian firearm holders. Then arrived the Kenya Defence Forces (KDF), who have no mandate to operate in an urban centre at all, and forcibly took control of the operation, even killing the commander of the Recce Squad in supposed "friendly fire" forcing these units to withdraw! The KDF then proceeded to lose control of the Mall for 3 more days against a handful of terrorists!

As the stories of incompetence, in-fighting and the mass looting continue to come out in the aftermath of the Westgate tragedy, Kenyans are getting more and more disillusioned with our Government's ability to protect this country. The Secretaries of Interior and Defence were woefully unprepared to handle a crisis of this magnitude, the KDF seems to be operating as a rogue force that doesn't take orders from anyone, and no one seems willing to give any answers to the increasing number of questions from the public and media ... how many terrorists were they? How did they plan such an operation with no knowledge from the security forces?

Where are the bodies of the terrorists that were allegedly killed? Where and who are hostages that the terrorists allegedly held for the 4 days and tortured? Who carried out the mass looting and why have they not been identified?

Kenyans are extremely tolerant people. We put up with more than we should in terms of government corruption and inefficiency. Yet this event has changed Kenya in a way I have never experienced. There is suspicion and anger, mistrust and outrage at the way this has been handled. And great fear that another attack cannot be prevented because of the amount of corruption and inefficiency amongst the security forces. There was never great trust in our local law enforcement agencies, but with the looting that went on at Westgate this has just been heightened! Crime also seems to have grown tenfold in the weeks post-Westgate with a massive increase in armed robberies, car-jackings and kidnappings!

The Kenyan government needs to come clean on Westgate. This is a defining moment in Uhuru Kenyatta's presidency and it is a pity it has come so ear-

ly in his first term. The way he handles this crisis will define his presidency. He must use Westgate to clean out the police, army and other government departments of this cancer of corruption that allowed such an attack to take place. This is the only way there can be any change in the country. If nothing is done, we will deteriorate to a level of insecurity that will make it impossible to attract foreign investors and tourists to Kenya. But, at the time of writing this, the government, especially the President and Deputy President, seem more interested in keeping themselves out of the ICC than in solving internal issues in the country.

Kenya is at cross-roads. We are really the only ones that can help ourselves. We must stop this reliance on help from outside. We must clean up our own messes and only then can we proudly move forward. The international community can support us, but they must let us take the lead. However, we can only do this if there is some small measure of will on the part of Kenya's leaders to change and to take the country forward and to stop looking out only for themselves and their own advancement at the expense of the country.



# Public Diplomacy: Collaborating And Communicating In A Converging World

*By Dr. Roger  
Hayes*

*Senior Counselor APCO  
Worldwide*



With power more diverse and diffuse, boundaries between institutions blurred and those between countries eroded, so that economics, politics and society are essentially interdependent, public diplomacy has become a facilitator rather than a gatekeeper. Yet it is a relatively new discipline, overlapping with public relations, broader than traditional diplomacy and linked to public affairs, corporate responsibility, international relations and public administration. The emphasis being on talking softly and the big stick being shared! Less on delivering a message, more on listening and inclusive stakeholder engagement, often in a multi-cultural context.

Whether working with government, public sector organisations, multi-national corporations or third-sector, public diplomacy means learning new skills, using new methodologies and acquiring a new mind-set with the emphasis on dialogue and engagement, often with a wide ecosystem of empowered, sometimes uncomfortable stakeholders outside the comfort zone.

The command and control model of communications has been replaced by a new era of conversation and collaboration, building relationships based on trust in a transparent world.

The author undertook a two year research study as part of his Doctorate (Henley Business School, 2012) on the synergies and links between public relations and public diplomacy in a globalised world, fuelled by 24/7 news and instant social media, creating new groups of citizen journalists and activist diplomats.

The study, which took place between 2009 and 2011 in 10 countries, half developing and half developed (so that degrees of professionalism in both disciplines could be compared-both have Anglo-Saxon origins), revealed that a combination of statecraft (navigation of stakeholders, lateral networking, holistic narrative development and negotiating win-win solutions) and stagecraft (optics and choreography) can lead to a more statesmanlike approach.

Public diplomacy has always been used for tourism, educational exchanges, cultural events, sporting also and even nation branding, which also uses more traditional public relations techniques. But the newer post-Cold-War, certainly post 9/11 public diplomacy requires a new approach.

This is based on engaging the widest possible stakeholder group involved in an issue such as ethical fair trade or mining transparency, facilitating a dia-

logue, listening to other points of view, negotiating a win-win solution. NGOs, corporations and governments are increasingly involved in these initiatives, especially in developing countries.

Countries such as Israel and Taiwan have long used public diplomacy for particular reasons. India has begun to play on its soft power. The Scandinavian countries and Canada use it to punch above their weight, while South Africa and China often employ sport to extend their public diplomacy interests. Post Fukushima and after a decade in the economic doldrums, Japan has entered the fray with Singapore promoting its trade and economic prowess. It will be interesting to monitor how Iran, Egypt and Turkey play their public diplomacy cards going forward.

Currently here is a diplomatic deficit with neither the public nor the private sector able to address the complex challenges of the 21<sup>st</sup> century, nor able to deliver the kind of remedial policies and strategies required. In a crisis companies and governments are

acutely vulnerable as their structures, strategies and systems are woefully inadequate.

In some instances the private sector steps in to help, especially in the developing world, involved with public-private partnerships with governments, and NGOs in areas such as health and education. Water diplomacy is a big issue. Just as diplomats and government affairs teams could do well to learn from the commercial and media savvy of the private sector, so too are some in the business world becoming 'corporate diplomats', learning geopolitical and cultural skills increasingly needed to navigate complex international environments.

As one interviewee put it: 'there is a balance between advocacy and dialogue.....There is no space for territorial ownership.....collaboration is needed. It all depends how open and inclusive the debate. It is not about compromise or consensus....You have to find the common ground, build trust, negotiate patiently.'



# Prospects of the Greek Economy in 2014

By Professor  
*Nikolaos Philippas*  
Chairman of Center of Planning  
and Economic Research, Greece



In a constantly changing global environment with enormous challenges, such as the fiscal problem and the US debt problem, the EU vision and evolution, the lower than expected growth in BRIC countries and the stagnation in international trade, the Greek Government -in the last 16 months- has laid the foundation for a self-reliant development, implementing difficult but very important structural changes.

The drastic reduction of the trade deficit, the primary budget surplus and the decline in products prices and services, for the first time in decades, laid a solid foundation for a new healthy start for the Greek Economy and for the upgrading of our creditworthiness. All these were achieved with huge social costs, such as high unemployment and poverty increase, areas where direct government intervention is needed. Of course, the implementation of certain structural commitments is still required, which in combination with primary surplus achievement will lay the groundwork for our debt decrease, according to the decisions already taken at European level.

Therefore, assuming that there will be no unpleasant "surprises" in politics, 2014 is expected to be the first year of an even marginal growth, particularly if the funding of the real Economy increases. After the success-

ful recapitalization of Greek banks, the repatriation of deposits is crucial. Restoring the citizens' and investors' confidence along with effective actions for attracting them, are necessary prerequisites for achieving this goal. Moreover, privatization in combination with actions for attracting foreign direct investment in strategic areas will help the increase of our country's competitiveness and the development of the Greek economy. In particular, privatization in sectors such as infrastructure (i.e. airports, ports, marinas, railways, roads), energy (i.e. oil and gas), but also the use of public property will benefit the creation of new jobs.

Of course, unemployment reduction rates will become slower and will require more time, since there is always a lag between the agreements and their implementation. The absorption of NSRF funds, particularly in the SME sector will significantly help reduce and combat unemployment.

The necessary changes in the country's production model promoting entrepreneurship, innovation, competitiveness, exports and extroversion will be important for the economic recovery. The main sectors of the economy which will have a key role in this recovery are tourism, energy, technology and manufacturing (pharmaceutical industry, industry of non-metallic min-

erals, beverage industry), fish farming and the agricultural sector.

2014 could be the beginning of a virtuous cycle of Greek Economy's development, under taking additional specific actions, such as reducing the state and replace it by a "smart" and efficient state who gives strong incentives to capable employees, after conducting objective evaluation.

A series of leading indicators certifies the climate change that has already occurred in the Greek Economy. These indicators are the capital inflows from foreign investors in sectors such as real estate, stock market and Greek bonds. A typical example is the Athex Composite Share Price Index, which during last year's election slumped to 476,36 units (5 June 2012),

while on 25.10.2013 stood at 1.190,52 units (a rise of about 149,92 %). Additionally, 10-year Greek bonds yield fell sharply from the unreal level -for a Eurozone country- of 26,5 % (June 2012) to 8,3 % in October 2013, with Greek bonds prices to have increased, the above period, over 400%. It should be emphasized that these two indicators are the most important leading indicators for the country's real economy. Respectively, the progress of certain economic and business climate indicators of domestic and international organizations indicate very positive signs for the domestic economy.

In conclusion, 2014 -under certain circumstances- could be characterized as a year of fragile recovery and Greece's exit from a long, devastating economic and social crisis.



# 'Our Vision for Grassroots Development'

*Interview with*

*Hani Masri*

*President Tomorrow's Youth  
Organization*



***Q: What is the vision behind TYO?***

A: TYO is making a strategic investment in the region's next generation by providing a modern, holistic, and forward-thinking approach to cognitive and emotional development. Our vision is to provide a model for our beneficiaries, stakeholders, and partners that reflect our cost-effective, efficient, and business-minded strategy when it comes to grassroots development. We know that every dollar invested in quality early childhood programs can yield a ten percent return on investment reflected in better education, economic, social, and health outcomes.

***Q: Tell us more about the journey?***

A: The journey started several years ago. I spent a considerable amount of time working in the political realm and realized very quickly that what was needed – critically- was a functional approach on the ground to meet the country's most pressing needs.

***Q: What challenges have you come across and what successes can you tell us about?***

A: When we first started over five years ago we didn't know what to expect. We were the first American organization to set up in the north of Palestine, and at the time, Nablus was emerging from a devastating economic and political situation. We went to the refugee camps and the poorer areas of the city; we listened to what the community needed and we reacted accordingly. Five years later, I can say that we have an amazing multi-cultural staff and we are providing the community with the tools they need to become active and healthy member of society.

***Q: What are the plans now for TYO, what new goals have you set?***

A: After solidifying our groundbreaking work in early childhood education and women's empowerment, we started TYO-Lebanon two years ago with support from our partners the Cherie Blair Foundation for Women and more recently JP Morgan. In 2014, we are looking to expand in Jordan, have a new social enterprise in the form of a boutique hotel in the Old City of Nablus, and a new partnership with the Arab Bank and Colombia University, which will strengthen our educational programs and also target the challenge of youth employability.

*Q: Anything else you would like to mention?*

A: The mission of the Clinton Global Initiative (CGI) is to inspire, connect, and empower a community of global leaders to forge solutions to the world's most pressing challenges. TYO is proud to have participated in the annual meeting for the past sev-

eral years and is excited to continue its advocacy of youth and women in the Middle East at this prestigious gathering in the future.

TYO's work could not be possible without our illustrious partners especially The Arab Bank, Paltel Group Foundation and the Mohammad S. Farsi Foundation.



# 'Immigration Is One Of The Most Critical Issues Of Our Time'

*Interview with*

*Sonia Nazario*  
Award-winning writer and  
journalist



***Q: Sonia, would please introduce yourself and tell us a little more about your background and research.***

A: I have spent about 25 years writing about social issues, mostly in the United States, large social issues, both as a journalist for the Wall Street Journal and the Los Angeles Times, and as a book author. I view it as a goal to take some of the biggest problems in our society, and try to write about them in a way that people want to read about them, and that will help enlighten people about those issues, and see what some of the solutions might be. That's what I have done most perhaps with the issue of immigration, writing about the millions of single mothers that come to the United States from Central America and Mexico, and coming here because they couldn't feed their children three times a day, and they could not send them to school past the third grade. They come thinking that it will be a short separation, and then it turns into 10 years. Their children despair, and set off on their own to find their mothers in the United States, and make this harrowing journey, often clinging to the tops of freight trains through Mexico, really a modern day Odyssey in which they face gangs and bandits – all sorts of people trying to rob, rape, and kill them along the way. It's a huge army of children – about 100,000 children each year are coming alone and undocumented into the United States, many of them in search of a parent. It was a way of taking people inside the

lives of one immigrant family- I wrote about this phenomenon through one boy who makes this journey – so they can understand what's pushing people to come here, and what might be changed for that to slow down.

***Q: What role do you think the media can play in changing the way that immigrants are perceived?***

A: Well, I think a lot of the response to immigration and immigrants is a response to the rapid changes that occurred. None of us like change, let's be honest. I think that in the United States you saw millions...since 1990 we've seen the largest influx of immigrants in this nation's history. We're a nation of immigrants. We're a very stratified society. So often – I live in Los Angeles, and even though 4 out of 10 people in Los Angeles are born in another country – there are areas where there is no sense of immigrants around you. And because we live in a very stratified society, there are many people who don't personally know an immigrant. I think too often we get our views on immigrants from very bifurcated media, whether it's MSNBC on one side and Fox News on the other. Often times, I think we have no information, and we demonize what we don't know. I think the role of the media need to take people inside these important issues like immigration, through one narrative thread, where it can be broken down and more understandable: who are these folks that are coming? Why

are they coming to my community, and what's the good and bad in that? Honestly, it's an issue I see as having many shades of grey, with some people winning and some people losing, as a result of this influx. It's not black and white, as it's often portrayed in the media.

**Q: One of the things that we try to do at the Global Thinkers Forum is actually create dialogue, and bring people to the table and allow them to have a voice. What role can media play in improving the lives and well-being of immigrant families?**

**A:** We are having the slow death of the media here in the United States. Many of those attempts to write longer stories that do take you inside an issue more in-depth are being lost. I believe that we need more non-profit investment in media, and more government investment, like we see in Europe. The for-profit model for media is broken in the United States. At my former employer, the Los Angeles Times, they've gone from about 1400 people in the editorial department to about 500. When that happens, you don't have

as many people that you can allow to spend significant amounts of time to really delve into an issue and write about it in a meaningful and in a longer format. In terms of the media, we need to change the media model here in the United States to something that is more supportive of writing stories in this way.

**Q: Sonia, we're going to shift the conversation slightly to leadership and the importance of leadership. What defines a leader to you, and what would be your favorite virtue in a leader?**

**A:** I think my favorite virtue in a leader is someone who's willing to honestly look at an issue, and tell us truths about an issue, that may not be simple truths, or popular truths, or politically expedient truths, and is willing to lead on that issue, and try to bring about solutions that are in line with that truth. I think leadership, on immigration for example, would be saying that we've spent 2.5 billion dollars to build a 700 mile long fence, and we're going to spend 6 billion to maintain it over 20 years, and we've spent a billion dollars on a virtual fence that never worked.



# 'A Lonely Battle in Egypt'

By *Shahira Amin*  
Journalist



It's never easy being different. Most people often choose to go with the flow to avoid being the odd one out. Fitting in gives one a sense of security, confidence and comfort. Life becomes much easier when one feels accepted in one's community. It is like being a part of a jigsaw puzzle: the pieces all fitting tightly together; linking together to form a complete picture.

On the other hand, being different often means isolation and sometimes, rejection. It is cold and lonely out there for those who do not belong. However, if fitting in means forsaking one's values and selling one's soul to the devil, then one must choose loneliness over the warmth of camaraderie. At least that is the path I have chosen although I realize it is a path full of hazards. I have chosen it because history tells us that the cost of freedom is always high. And it is a price I'm willing to pay if the end prize is freedom for my country and my people.

Tens of thousands of "liberals" (a term that has been used to describe leftists, Christians and moderate Muslims) in Egypt were in Cairo's central Tahrir Square on June 30, demanding the ousting of Islamist President Mohamed Morsi. They had vowed to remain on the streets until he stepped down. Those same opposition activists have now thrown their support behind the military-backed interim government after giving Defence Minister General Abdel Fattah el Sissi "a mandate" he requested to pursue the "terrorists" (a term currently being used to describe Islamist supporters of the toppled President.)

Most liberal Egyptians have turned a blind eye to human rights violations committed by the military and police against pro-Morsi protesters since the military takeover of the country. Some have even condoned the brutal massacres at Rab'aa (the larger of two encampments where pro-Morsi protesters had staged a sit in demanding the reinstatement of the democratically elected President). The protesters had been warned to evacuate, many of them would argue. Why were they on the streets in the first place, some would ask, adding that Morsi had lost legitimacy when he issued a constitutional declaration giving himself broad powers--above any court --as the guardian of Egypt's revolution? They "forget" to mention however, that Morsi had backtracked, rescinding his powers a few weeks later and that he only used his authority to order the retrial of Hosni Mubarak. Ironically, the Muslim Brotherhood President had been toppled by means of similar protests in which those very same liberal activists had participated. Even more ironic perhaps, is the fact that those "liberals" who have condoned the bloody crackdown by security forces on pro-Morsi protesters were the same pro-democracy activists who had camped out in Tahrir Square in January 2011 demanding the downfall of Morsi's predecessor, Hosni Mubarak.

I am not defending Mohamed Morsi. He made several mistakes during his one year term as President. Issuing the controversial constitutional declaration that earned him the name of "fascist dictator" was one of them. Shoving a hastily-drafted constitution written by an Islamist-dominated panel down people's

throats was another. Morsi also marginalized the liberal opposition and was a leader of Islamists rather than of all Egyptians. Under his rule, scores of legal complaints were filed against journalists and television talk show hosts who were investigated by the Public Prosecutor. While all those lawsuits came to nothing (not a single journalist was jailed during Morsi's 12 months in office), the measure was used to intimidate critics and silence voices of dissent. In a speech to the nation just days before he was toppled by the army, Morsi admitted that he had made mistakes, saying he would work to correct them. But his admission had come too little, too late.

I am not one to cry over spilt milk for unlike many of his supporters, I fully realize that there is no chance of Morsi ever being reinstated. He remains under arrest at a secret location, facing serious charge of espionage (for contacts that he allegedly made with Hamas to secure his release from prison during the January uprising). He is also being accused of inciting violence and killing peaceful protesters. The arrests of Muslim Brotherhood leaders, closure of Islamist-linked channels and the recent court ruling outlawing all Muslim Brotherhood activities are all signs that Morsi will not be seen or heard from in a long while.

So why then am I fighting the fight? Why am I not cheering on the military as other liberals are doing and why do I continue to challenge those in power and risk being labelled an enemy of the state and a traitor? The answer is fairly simple. I have a dream. I dream of a secular, civil and democratic Egypt. That was why I joined the Tahrir protests in January 2011. It is also the same reason I stayed away from the rebellion on June 30. I would have liked to see Morsi removed the way he came to power: by means of the ballot box. I also did not wish to see the new interim government repeating the same mistakes the Islamist president made. I agree with a blogger who wrote that the current government came to power through "the barrel of the gun." The mass arrests of Muslim

Brotherhood leaders on what sceptics have claimed are politically motivated charges, the brutal security crackdown on pro-Morsi protesters and the severe measures taken against journalists critical of the government do not auger well for Egypt's democratic transition.

The marginalization of the Muslim Brotherhood can only radicalize the moderate Islamist group. Serious efforts at reconciliation and the inclusion of the Freedom and Justice Party (the political wing of the group) in the political process would have achieved a more fruitful outcome for all involved, resulting in a win-win situation. Violence can only breed more violence: The failed assassination attempt against Egypt's Interior Minister and the surge in attacks on security checkpoints in the Sinai by Jihadi militants confirm that theory. And the fierce crackdown on free expression aimed at silencing voices of dissent can only backfire. Pro-reform activists are already joining the pro-Morsi protests demanding "a return to legitimacy." The goals of the January 2011 Revolution have not been forgotten. A so-called Third Square Movement established by a small group of leftists and moderate Islamists aims to revive the aspirations of the popular movement that defied Mubarak's notorious security forces calling for "Bread, Freedom and Democracy" a little less than three years ago. It is for those very same goals that I fight my battle. And while for now, I am only joined by a handful of journalists courageous enough to offer a view that is different from the state rhetoric amplified in today's media, I remain confident that our lonely battle will eventually reap fruitful rewards.



# Women Empowerment in Turkey

By Nilufer Bulut  
President TIKAD (Turkish  
Businesswomen's Association)



For many decades, women's role in business and in the workforce was defined by cultural notions about women's appropriate role in society. The idea of domesticity shaped popular perceptions about what types of jobs and occupations were proper for women who needed or wanted to work outside of home. Today, women are increasingly drawn to entrepreneurship. In Turkey we have many women-owned enterprises which produce million dollars in sales and also employ thousands of workers. Women are very interested in creating their own enterprises, because entrepreneurship offers great opportunities for them to move into the economy. In a sense, TIKAD is established to promote opportunities to support, connect and grow the number of women in business, through networking and strategic alliances. And also help break the glass ceiling for women, this invisible barrier that prevents women from achieving further success both in political and business area, as TIKAD, we implemented various projects to improve the economic and social status of women. By promoting greater women participation in economy and social life, we could manage to close the gender gap. The general employment rate of women in Turkish labour market (28.7 %) is low and significantly below the EU-27- average (58.6%). Furthermore, the share of women actively looking for work in Turkey (9.6%) is comparable to the EU-27- average (10.6%). The female share in corporate boards is 10.0% which is too low. The share in man-

agement positions in large companies and SMEs is 7.0% which is substantially below the EU-27 average (33.0 %). So, Turkey's business environment needs to promote more women into economic decision making positions and thus overcome gender stereotypes. The perception that a "woman's place is at home" is advocated by the conservative structure of societies, including Turkish society and is another deterrent that keeps women away from labour markets. Certainly, these reason is not sufficient to explain the situation, there are structural problems in Turkish labour markets. The Turkish economy's rapid growth over the past decade hardly reflected on women's labour force participation. And Turkey needs to significantly increase the female participation rates to OECD levels in order to achieve the \$25,000 GDP per capita goal.

Also, low female labour force participation levels lead to an excess amount of labour that can't be utilized in such economies. Women's lack of economic independence is also a serious cause for the underdevelopment of women's rights in a country. Women's rights are inherently human rights, and female-based NGOs historical and international commitment to human rights is a core value of the profession. In general, attending to the well-being of women is essential to social and economic development in Turkey as reflected in the inclusion of promoting gender equality and the empowerment of women as important goals of the Turkish NGOs projects. Women's contri-

butions fuel economies, stabilize families and communities and spur productivity. Yet the status of women remains unequal. The average Turkish woman does not yet fully profit from the legislative changes in her daily life. There is an urgent need to speed up implementation and to take further concrete steps. Equality between women and men is a matter of human rights, a condition for social justice and a prerequisite for development. Gender equality is also a fundamental value of the developed countries. Turkey is a very paradoxical country in terms of women's rights. More than 80 years ago equal rights for men and women were already a founding principle of the Turkish Republic. Women in Turkey enjoyed voting and election rights in 1934, long before women in some other Western European countries, today with a ratio of 14,3% in the parliament women's political participation in Turkey is far below the European and world standards. Fifty-two percent of the Turkish population is made up of women, so these women should be represented fairly in parliament. Women's participation in politics is crucial in order to change the traditional gender roles and to put women's rights issues on the agenda. TIKAD believes that equitable participation of women in politics and government is essential to build and sustain democracy. The Association is committed to working with women as partners and participants in TIKAD programs and activities. We believe that women in management positions lead in a more democratic way, allowing employees to participate in decision-making and establishing interpersonal channels of communication. Gender disparity in Turkish workplaces, such as the disparity between men and women in leadership roles, perpetuates existing stereotypes about the role of women, both at work and in wider society, and exacerbates gender pay inequity. Furthermore, hav-

ing significant numbers of women in leadership positions encourages other women. This means that unless systemic change in gender diversity in leadership is achieved, there is limited chance of the disparity improving on its own. TIKAD holds meeting events from time to time to discuss the issues surrounding the lack of women in leadership positions. We invite senior female leaders from industries including recruitment, media, engineering and utilities to help identify the blocks that women still face, solutions to those blocks and how to identify potential female leaders in a bid to inspire a younger generation of women to put themselves forward. Addingly, all associations should aim to support female candidates in national politics with financial and educational assistance. No doubt, Turkish women seem to participate in politics more actively than before. This may be attributed to rapid modernization and eradication of the patriarchal, traditional social structure. Women are more active in local than national politics. In civil service, occupation and career opportunities are improved but still unequal. All Turkish women's associations are working to advance Turkey's growth and prosperity by strengthening the contributions of its women in various respects.



Founded by a group of influential businesswomen in Turkey in 2004, TIKAD aims to foster women's leadership in social, political and economic areas of life and works for strengthening businesswomen's statutes in the business world.

# Benefits Abound When CEOs Get Together

By *George Sagonas*  
General Manager CEO Clubs Greece



The challenges of leading in this highly volatile and uncertain time get a lot of attention these days. But much of the analysis about what you need to drive strong results often overlooks an emerging and important core competence of top performing leaders – the *networking acumen* – the mindset and skill set that is fast becoming a “must have” to bolster a CEO’s agility and confidence in navigating today’s choppy waters. In fact, networking is key to how leaders learn – and it grows more relevant with each business quarter.

But what type of networking works best for busy CEOs?

CEOs are a lonely bunch, often uncertain where to turn for advice or knowledgeable coaching. In contrast, those CEOs lucky enough to gather regularly with other CEOs, i.e., colleagues who have “been there,” find both solace and answers as well as support that keeps them going. This is where CEO support groups and professional associations come in.

Through membership in such clubs, CEOs receive up-to-date business information pertinent to CEOs and presidents. These clubs bring in speakers who are experts in their field that share their advice, tips, and tools for improving business.

Participating CEOs get the chance to take part in roundtable discussions where they have an opportunity to present an issue for comments and insight. The other CEOs around the table can do the same.

Through such structures, the CEOs are not so “lonely at the top”; they have colleagues to turn to for advice without having to worry about the complications of discussing company problems/concerns with employees or board members. Especially with financial issues or internal company problems, a CEO may have trouble finding someone within the company who they feel comfortable going to for advice. A spouse or friend might not know what it is like to be in a top officer position. Through small group discussions at meetings, members develop a list of CEO contemporaries that they can call on outside of the meetings when they need advice and counsel, and reciprocate when called upon by other CEOs.

It’s true that the road for CEOs often seems steeper and narrower. It’s easy to become more isolated and separated just when you need more connections, more feedback, and more trusted information--especially from outside your organization. Finding and being active in a club such as CEO Clubs offers a highly effective and effi-

cient option for upping your game and building deeper networking acumen.

The primary purpose of CEO Clubs Greece is to inspire and educate business leaders within an atmosphere of friendship and unconventional thinking. To that end, we create a nurturing and inspiring environment for CEOs and Entrepreneurs who are dedicated to improving the quality of their life and enterprise through the power of shared experience and personal growth.

The club serves as an information source and resource for established

and growing businesses. It offers not only an outstanding opportunity for business leaders and CEOs to meet similar-minded peers, but also to exchange ideas while learning and making new friends. We operate on the premise that CEOs and entrepreneurs sharing ideas, is a powerful remedy to combat problems, challenges and economic turmoil.

CEO Clubs Greece is proud to be a member of the largest worldwide membership association of CEOs with chapters worldwide.



# Leadership And Management: Looking For Balance?

By Gary Horsley  
Senior Media Consultant



Much has been written over the years about the supposed differences between management and leadership: how they are both necessary and how they overlap in certain respects, while remaining two distinct attributes. Increasingly, though, I find myself encountering opinions suggesting that we have lost what ought to be a natural balance between the two; that the value we place on top quality management, constantly seeking to improve and refine it, is at the expense of developing the essential characteristics that bring inspiring leadership.

Is this change in opinion a true perspective or is it just a reflection of the material that is crossing my path? Or might it even be the case that I am responding to an expression of views that I personally favour, just as I might to suggestions that the modern focus on fitness and teamwork in football is at the expense of truly enjoyable individual skill and creativity?

The argument is not all that new. As long ago as 1985 Bennis and Nanus, while acknowledging a fundamental difference between managers and leaders, claimed that many organisations, especially those that fail, are 'over-managed and under-led'. They saw managers as essential to the daily administration and supervision of an organisation, people who seek to 'do things right' and focus on control, compliance, even secrecy and authority. Leaders, in comparison, are cru-

cial in influencing the organisation, in setting goals, priorities and a course for action, creating new ideas, visions and policies. They seek to 'do the right things', looking for commitment from the people they see as assets and prepared to share and network. For the authors, the latter qualities needed to be encouraged far more than they observed to be the case.

Some more recent commentators go further in their relative assessments. Adam Curtis has suggested that disillusion with modern politics reflects the fact that governments and oppositions insist on competing largely on their ability to manage. Their arguments focus on who can best look after a country's economy, education system, or international affairs, leading to a situation where claim and counter-claim are both impossible for voters to judge and fail to instil confidence in either side. But the leaders with vision, those who can paint a picture of a future that inspires loyalty and commitment, from their peers as well as the public, are either absent or staying quiet for fear of seeming out of touch with modern thinking.

For Curtis this is a natural consequence of our dependence on computers. The machines that were supposed to deliver mankind from the laborious chores of day-to-day work became so sophisticated, so capable of huge volumes of work, that we, in turn, became addicted to their power to analyse and



forecast, making management the focus of actions across business and government alike. Add this to the proliferation of management training courses and qualifications over the years and we become a species whose main interest – and one by which individuals are judged – is that quoted capacity to ‘do things right’.

In parallel to this is the argument that computers have given us the capacity to create the ‘knowledge worker’, capable of far more than his/her counterpart of previous generations due to the many readily available support resources. To take full benefit, according to some commentators, management and leadership cannot afford to be differentiated. No longer is it enough for managers to organise workers, simply ensuring maximum efficiency; they must also nurture skills, develop talent and inspire results.

Peter Drucker, dubbed by Business Week as ‘the man who invented management’ believed that the ‘first and foremost job as a leader is to take charge of your own energy and then help to orchestrate the energy of those around you’. While placing importance on systems and structures – detailed across a series of management guid-

ance publications - he believed that management was about human beings, making their strengths effective and their weaknesses irrelevant. According to this approach, people look to their managers, not just to assign them a task, but to define for them a purpose. This seems not just an issue for businesses but also one for governments and other community leaders: a life making sure everything runs smoothly might be of value but it is rarely as fulfilling as one with a guiding sense of purpose.

So how do we refocus and find, train and support the qualities of leadership that so many believe are now missing from our world? The mission of Global Thinkers Forum is to develop a conversation around this and also facilitate a cultural change, which has to be the main driver: we can acknowledge what our focus on management brings us but we need to question whether it is enough or whether we need to balance it better with vision and greater capacity to lead. This is necessary to re-engage the public at all levels. Football fans may enjoy the victories that practiced teamwork brings but the thrill of seeing talent and creativity on display is what sends them home truly motivated to come back for the next game.

# 'Networking And Collaboration Is The Only Way Forward'

*Interview with*

*Nidal Y. Eses*  
*Founder and CEO of*  
*Eses4 Ventures*



***Q: In today's world how important is the role of human networks & why?***

A: Over time the human-race witnessed several revolutions: agricultural, industrial, technological & automation and knowledge. Humanity is currently witnessing the Wisdom & Conscience revolution. Therefore, despite our departure from historical human connectivity and collaboration, it is becoming apparent to all that such is the only way forward for the survival of the human race and preserving mother-earth.

History is the biggest proof that networking and collaboration is the only way forward. Homo Sapiens prevailed over Neanderthals during the ice age due to human networks they built to collaborate in: shelter, food and intelligence during migration.

***Q: Being connected: There is a surprising power in social networks. They seem to shape our lives one way or another. How do you view this trend?***

A: I prefer to use the term "state-of-existence" instead of "Trend", since it seems that once people have the power of information and knowledge that crosses boundaries, race, religion and stereotypes, I think it is irreversible. We are social beings no matter what, and the power of social networks is providing the revelation to all that we are all "equal as humans". These networks are helping in the "detoxification" of a long history of misinformation, division, op-

pression and state-controlled agendas. Our lives are being shaped towards basic humanity and connectivity, in order to conquer a new frontier of: creativity, freedom, love, justice, knowledge, and health.

***Q: Collective Wisdom: Do you believe in it and how do you define it?***

A: Once we (as humans) embrace the full meaning of networking, and use social networks to further our existence. In our quest to enhance our societies through offering better: products, services, laws, health, ideology and justice, we will be forced to tap on each others expertise across the globe, in order to avoid a tedious learning curve in achieving our goals. So Collective Wisdom, is knowledge/wisdom sharing and interaction of people across: cultures, geographies, businesses and religions in order to create a new humane modus operandi for all.

***Q: Our world is full of contradictions. How do we adapt to and even control them?***

A: Contradictions have been an integral part of our evolution, and there is no escape from such. This emanates from the "belief-system" of each person and society. Religion is part of our belief-system, which is also includes these influencers: schooling, upbringing, tradition, experiences and needs. The elements of the system are what create contradictions in behavior and actions.

For example, a person that prays but steals. Religion clearly forbids stealing, but his belief-system, tells him its O.K.

So, it is my opinion, there is no way to control contradictions, but rather, the focus should be on adapting and learning from them to improve our approach towards a better-existence. Therefore, once we understand the roots of these contradictions, we can create more inclusive-systems that address them and allow for the continued development of: laws, education systems, societal interaction and national programs to address all aspects that help shape our "Belief-Systems" to reduce the level of contradictions.

***Q: It is imperative for companies to construct new business models which will help them harness the power of the digital world?***

A: If a business is to survive an evolving world economy, accurate and timely knowledge is a must. Embracing the marvels of: automation, global connectivity and technology will assure its competitiveness on a global-scale. These aspects (if adopted with conviction, rather than just to follow the trend) will free the organization to focus on the continued innovation of Blue Ocean Strategies. Organizations should view these tools as means to enhance the creativity and impact of their loyal human assets, instead of a greedy path towards cutting cost only. As a true believer in "Caring-Capitalism", these can be revenue enhancers and profit-maximizing tools.

***Q: Has the model of approaching and collecting information changed because of social networks?***

A: I think social networks enhanced and added to the approach rather than the creation of an actual fundamental change. Since there are many structured tools that will remain essential in ensuring the validity and timeliness of data leading to an informed decision.

A wise organization will use a balanced approach to tap on all sources available without creating blind spots that will give advantages to competitors and alienates their stakeholders.

***Q: Who are the new influencers of our world: opinion leaders, opinion makers or audiences?***

A: Today, if connected to the digital web, then the audience is global in every sense. The world is hungry for change from the current modus operandi towards a fair-existence. Therefore, most non-conformists are viewed as the Robin Hoods of our era. Unfortunately not all of them are noble, but one has to Cherry-Pick.

***Q: What does "global" mean to you? Abolition of borders? Way of thinking? Emergence of New Markets? A new model of governance?***

A: Global is the full spectrum of those mentioned, but without a higher calling to drive these actions, we might lose our compass again (as we learned from the history of humanity). I always dreamt that The Human-Compass would look something like this: Citizens of mother-earth, with fairness in the opportunity to have access to: health, food, education and technology.



# The Fallacy of Energy Independence

By *Paul Sullivan*  
Energy Expert, Georgetown  
University USA



Some of the political elite and the public in the United States have taken on the mantra of energy independence as if it were possible. It is not possible in this highly interconnected world, nor is it advisable given the basic economic principle of comparative advantage. Comparative advantage in its simplest expression is that a country should focus on producing and exporting the services and goods that it can produce at the lowest opportunity cost in comparison to its potential and actual trading partners. Opportunity cost is not just cost, but the overall resource, time, financial and other costs to produce and do things --- compared to what others can do. The obverse of this motion is importing goods that are produced at a better relative (comparative) advantage by others.

Mitigating partially this economic aspect of the issue is that certain commodities, like energy resources, equipment, etc. would need to have some security effective, if not economically cost effective backup production or warehousing in order to take care of those security rainy days that sometimes happen.

It is always comforting to think that your country can produce all the energy and associated infrastructure and more that it needs. However, that is, frankly, not the case anywhere. Even those countries that survive mostly on biomass (cow dung, sticks, twigs, charcoal from trees, etc.) have electricity and fuel systems for transport that involve importing goods and services. No country is an island in energy trade ---

even those countries that are islands geographically. Walk around the Maldives, Ireland, Iceland, and Zanzibar and you will see what I mean. The electricity for Zanzibar is from a power line from Dar Es Saalam. This power line and the technology to produce the electricity are all imported as is the fuel to run the generating plant. Tanzania may be able to run future electricity plants with the natural gas reserves being found offshore, but this will not give it energy independence. It will still need crude oil, refined products, energy technologies, and more to be imported. Also, its gas rigs, pipeline systems and more will likely be built with the help of imported engineers, imported steel and other metals, imported leased rigs, and imported computer and other systems.

Going back to the United States we see that the basis for the cry that we have for energy independence is shale oil and shale gas. Indeed, the United States has massive reserves of both. It also has massive reserves of oil sands, oil shale (which differs considerably with shale oil), coal, uranium, rare earths for new technologies and old, and more. The U.S. is a resource rich country. Nevertheless, even with oil we will likely be importing a lot of oil sands oil from Canada for some time to come. We have a massive energy trading system with Canada. Canada-US oil and gas sort of independence is possible in the coming decades, but both countries will also need to import certain varieties of oil from other parts of the world given the refinery structures of both countries. The U.S. may become a significant natural gas exporter,

but for how long is a big question. This will be mostly based on shale gas extraction. Shale gas extraction is water intensive. Many of the shale gas basins outside of the Marcellus fields are water stressed already. Also, a series of big accidents with a shale gas field and the whole market could be turned backward.

The U.S. has enough coal for many decades to come. It could export huge amounts of it to places like China, a country that will go into coal peak production in the coming decades, and India a country that needs more and more coal to develop. The IEA claims that coal could displace oil as the top energy source for the world. The U.S. could gain from this economically, but what might be the environmental, health and water effects. There could even be effects on the quality of land as the sulfur dioxide from the coal plants of India and China continue to fall on soils in those countries and beyond.

Energy independence is a fallacy not just because it only looks at the small picture of one energy source of another, and neglects comparative advantage in the process, but it also neglects the energy-water-land-minerals-security nexus.

Rare earths extraction, needed for some “green” energy systems is water intensive. Biofuels are the most water intensive way to produce transport fuels, especially when they are produced from irrigated crops. A lot of land is used to produce corn, sugar, soy beans, and so on for biofuels. There is a limit to that land and how much of these fuels we can produce.

The United States also does not produce its own oil tankers, LNG tankers, and much of its electricity infrastructure is from imported ceramics, technology and equipment. A lot of expertise in the energy industry is also imported. Many energy developments involve numerous non-US companies. Should the US start building these ships, ceramics, and other equipment and not allow non-US citizens and companies to work on energy pro-

jects? There are some who would answer with a resounding “Yes”, but they likely do not have a clue about how expensive this would be to accomplish and how many other things we would have to give up to pay for this. Should the US close itself off from the best and brightest and best technologies for energy in the world outside of it? If it does it could lead to a perilous path of loss of competitiveness and loss of world stature in the energy industry.

For those in the political elite and others who think energy independence is possible I ask them to look around their offices, houses, communities, and wherever else they may be to see how much of what they see is based on the vital trade networks of the world. Should we be toy independent? Should we be beverage independent? (Think of all of the wine and beer drinkers who would be disappointed). Should we be car independent? Should we be education independent? How many of you have professors who were from other countries who really made a difference in your education and your lives? The list could go on and on. Autarky in energy is as nonsensical as autarky in its more general form. The closest country to get to that one was Albania under Enver Hoxha. That country was an economic and energy wreck.

The EU, the Chinese, the Japanese and many other countries get the point. The EU is much more dependent on outside oil, coal, gas, uranium and more. If someone were to stand up there and call for energy independence it would make even less sense than the calls for energy independence in the U.S.

The term is not “energy independence”. It should be “greater energy security”. Now that is doable just about everywhere. This will involve domestic as well as international efforts for each country to get to. It will also require coalitions and reliable trading partners and others.

Even the Lone Ranger went to town to get his dinner. He also relied on Tonto. He was really not alone.

# 'Turkey Needs to Collaborate with International Partners for the Energy Markets'

*Interview with*

*M. Fatih Baltacı*  
*President DIVID Turkey*



***Q: Mr Baltacı, What are the opportunities and challenges in the Energy market in Turkey?***

A: Turkey is a bridge between resource rich countries such as Azerbaijan, Iraq, and Europe where the demand for natural gas is very high with declining indigenous production. Moreover with its growing economy, Turkey is very attractive for natural gas producers mainly due to its increasing energy demand forecasts whereas it is declining in the European countries. Turkey is ambitious to become an energy hub in the region. In order to do that, Turkey is improving its infrastructure and establishing an energy exchange. Energy exchange, called Epiyaş will play a vital role in price determination according to the country's dynamics as well as international conditions. The prices will be set by the relationship of supply and demand. Thus the investors will take a future price signal. The predictable prices will ease the investment decisions for international players. Moreover, an energy exchange will enhance the liquidity, transparency, and sustainability. This would give Turkey an edge in its region to become an energy hub. While the establishment of Epiyaş, Turkey will need the experience of international communities. Due to the lack of relevant know-how Turkey will need to create collaborations with international partners. The other challenge which by the way is a major ob-

stacle for liberalisation is the failure of unbundling of BOTAS. It remains as both the transmission system operator and trading activities under the same roof.

***Q: How do we find solutions for these challenges?***

A: Most of the problems in the Turkish natural gas market are legislative. Therefore the Ministry Energy and Natural Resources is expected to change the legislation in order to solve these problems with the help of Energy Market Regulatory Agency (EMRA). Turkey needs to increase the number of market participants in the energy industry. Creation of Epiyaş will help to accomplish it. At Divid, we are fully in line with governmental bodies in every aspect. And we believe that the future of Turkish energy market is very prosperous.

***Q: What about the liberalization of Turkish natural gas market?***

A: The liberalisation process of Turkish natural gas market started in 2001 with the law 4646. Unfortunately some of the objectives of this law have not been achieved. The main objective of the liberalisation has been the dilution of the power of state owned company Botas. Botas was the sole importer of natural gas in Turkey in 2001 and the objective was set to reduce its import share to 20% by 2009. As of this year,

Botas is still the most powerful player and imports approximately 75% of the Turkish natural gas import. Again unbundling of Botas is vital for Turkish market's liberalisation. On the other hand, Turkey has achieved a very successful liberalisation process in the privatisation of distribution sector. Distribution tenders has been done for more than 60 cities countrywide. The number of wholesale companies is more than 40. This two numbers indicate that although there is still a long way to go, Turkey has managed to create a natural gas market, particularly in downstream. Epiaş will attract even more participants in the Turkish natural gas market.

**Q: Do you think it is important that the private and public sectors collaborate?**

A: Energy markets cannot be fully liberal by nature. Due to economies of scale, there must be a dominant state presence on some part of energy industry. Also due to the importance of energy for nations, it should be regulated diligently. Even if the fully liberalised market has been achieved the regulatory body should ensure the fair competition, rule of law and prevent the country from any kind of manipulation and oligopoly. Hence we believe that the collaboration between private and public sector is vital for the development of Turkish energy market.

**Q: What is your biggest project to date, tell us more about it.**

A: As you may know, an energy exchange called Epiaş is about to be established in Turkey. The integration of natural gas market into Epiaş is our main focus recently. In order to achieve this objective, Turkish natural gas market is needed to be more liberalised and became more mature. Turk-

ish electricity market is ahead of natural gas market in terms of liberalisation. Thus Epiaş is designed for the electricity market in the first phase and natural gas market is expected to be integrated in the near future. Currently natural gas stakeholders have been working on to establish a balancing market. Balancing market will ease the introduction of natural gas market into Epiaş. An exchange where the prices are determined as the physical deliveries are made would attract the local and international investors. Natural gas prices in the exchange will give opportunities to LNG players as opposed to the current conditions where Turkish natural gas prices are below global LNG prices

**Q: If you had a message for the international community, what would it be?**

A: Let's cooperate for establishing a sustainable and international energy hub in Turkey for a sustainable energy future of Euro-Asia.

**Q: Could you tell us about DIVID and its operations?**

A: Divid was established by private natural gas importer companies in 2006 in order to contribute to liberalisation of Turkish natural gas market according to Law 4646 which was enacted in 2001. Divid, alongside its member companies, creates cooperation with all the active natural gas companies to add value to the market. As Divid our mission is to help creation of a liberal, competitive, fair and transparent natural gas market. In this regard, we study the current problems and try to develop future strategies for the Turkish gas market. Our studies and findings are presented to the government and other public bodies through working papers, forums and bilateral discussions.

**M.Fatih Baltacı** is the President of DIVID (Natural Gas Importers and Exporters Association) and he is also founder and chairman of Akfel Holding that is established in 1995 and specialized in natural gas and power supply, trading and engineering through its affiliates.

# Where's The Vision-Stupid!

By Richard Peel  
CEO, RPPR



There's a new phrase emerging from the unpredictable mouths of British politicians at the moment – 'the global race'. It's not a race to find a cure for cancer or to wipe out world starvation, eradicate slavery or abolish racial discrimination. It's principally about the economy – stupid!

Yet again, creation of wealth takes centre stage, reinforcing the facile notion of a UK plc. Let's run the country, think the politicians, like a company but without, it seems, the vision, strategy, values and corporate sustainability objectives we would expect from a decently run organization – though we would probably accept they are few and far between too.

This use of shorthand policy speak, pre-supposes that the public are too dim witted to know that a catch phrase has been launched on them to try and justify a new idea dreamt up to impress upon them the deluded notion that Government is on track, in charge, and advancing.

Bob Tyrell put forward this theory for BBC Radio 4's Analysis programme. 'Politics is becoming more pragmatic, with arguments increasingly settled by recourse to the objective evidence.

'In this guise, politics is becoming more like a contest between rival management teams offering much the

same product and using similar management approaches.

'One may be for a bit more centralisation and target-setting by the HQ and the other for greater autonomy for the operating divisions, but no one is suggesting changing what they do or how they do it.'

It is not just UK politics that is suffering. Commentators from a diverse array of countries including Libya, Japan, Ireland and Nigeria, are bemoaning the lack of ideology from their political masters.

So, what do governments do to counter this concern? In the UK the government comes up with another slogan with little substance and designed, at first, to be applied to whatever economic race might be the flavour of the day and then, as Andy Beckett pointed out recently in an article in the UK's Guardian newspaper, to be used in relation to all things on the government's erratic agenda.

'The race', he wrote, 'is invoked to justify seemingly any government goal or policy: bigger British arms sales abroad and smaller school holidays; tighter immigration controls and looser planning laws; the lavish high-speed rail project HS2 and a leaner Whitehall.'

But maybe the shortcut to 'what we stand for' is symptomatic of a sound

bite society, where we are slaves to twitter. Not that twitter should be condemned. It has helped save lives, break stories and given us an insight into the often rather mundane, sometimes salacious, lives of celebrities. But beneath every headline there should be something of depth.

Unfortunately, in an age when politics is about reacting rather than planning, when legislation is drafted and enacted within weeks and when speech writers are penning their lines on the hoof with no policy backbone or narrative, we are going to get trite and, often, comical lines.

Take this from UK Prime Minister, David Cameron: "Our country will only rise if we let our people rise... the most powerful natural resources we have are our people" Is he baking a cake or trying to stir a nation from lethargy into action? It's hardly the kind of rhetoric that will lift seden-

tary backsides from sofas, stir disillusioned souls, or ramp up enthusiasm. I suspect most people will remain prostrate rather than rise, as Cameron invokes.

Furthermore, language like that doesn't sound right in isolation. If it was part of a broader theme – a genuine picture of what the country is expected to be like in a few years time – capturing realistically what cultural, economic – even moral – progress we are supposed to make, it might make more sense.

Instead it is vanilla politics, bereft of ideology and vision, blended with a middle management mentality and informed by a gross underestimation of the public's intelligence and aspiration.

I suppose we have to accept, as Plato said: "One of the penalties of refusing to participate in politics is that you end up being governed by your inferiors".



# A Protest Against Sleepy Minds

By *Buğrahan  
Namdar*

*Student, Sabanci University  
Turkey*



Being in a political and cultural passage between West Asia and Europe, the Republic of Turkey has always been on a sensitive balance of political character. Through the republic's history, governments have been changing the balance between eastern and western policies. However, during these changes, democracy has always been a problematic/unsettling value for Turkish society. Many organized demands of citizens ended up with strong rejections. In the 90-year presence of the republic, Turkish people experienced 3 coups, the last one in 1980 which created a totally apolitical society that stayed away from demanding its rights. With time Turkish society started to develop a democratic perception and recently in "Gezi Park" protests, Turkey has experienced the biggest, civil protest in its history.

Initiation of Gezi Park protests was based on an environmentalist movement which started in Gezi Park in Istanbul's Taksim area. Based on economic policies of the Justice and Development Party, the pedestrianisation project of Taksim was started. This project included construction of a mall in Gezi Park. This mall was going to be constructed in a historical building "Halil Pasha Artillery Barracks". Historical structure was meant to increase attractiveness of the mall and also increase legitimacy of the project by gaining the support of conservative citizens.

As workers and building machines arrived to begin with construction,

many citizens had gathered and in fact camped in Gezi Park, protesting against the construction and requesting to preserve the environment. Besides the environmentalist perspective, protesters also thought that this project constituted a sale of public property that was given to private companies to exploit while maintenance of this historical structure was going to be provided by taxes that citizens would have to pay. Consequently construction did not start. Protesters were peacefully settling down in the area, camping and reading books, playing music, chatting about various issues. This immediately became an environment of spreading ideas and sharing thoughts. After few days police initiated violent measures as a means to deter protesters, by spraying pepper gas at them. Protesters stayed in the park and resisted the attack, but at this point, the protest which was based on environmentalism started to transform into a democracy movement against police violence and the authoritarian government of AKP.

During 11 years of governance of AKP, their policies have been based on central right and conservative tactics with Islamic structure. But government demanded more strength, so government had to decrease oppositions. The most legitimate way to do this was to use the constitution therefore the government started using the loops in constitution and at the same time cooperate with the Supreme Court. By having the power

of laws, government started pacifying oppositions. The case of “Ergenekon” was aiming at nationalist people and “Koma Civâken Kurdistan” case was aiming Kurdish revolutionists who don't cooperate with AKP and all other leftist oppositions. Only possible threat left for government was military power. Incidentally many army generals who had opposite ideas from government has been jailed by Ergenekon case, being accused of Coup preparations and these generals were replaced with the ones who are closer to AKP. Phones of citizens have been listened to and the opposing ones who had potential to mobilize were also accused with one of these cases.

AKP government always had good bounds with media so all these issues had been softened by many media channels. Even while Gezi Park protests were taking place, some TV channels were broadcasting Penguins Documentary which later became a symbol in protests.

The protesters of Gezi Park were mostly young people from universities. As police violence increased and started going extreme with tear gas and water cannons, instead of being deterrent it attracted more protesters. And protests spread across many cities. Not only youth but also many different groups joined the protests. These groups included citizens, actors, musicians, LGBTs, liberals, communists, anti-capitalist Muslims, minorities, and intellectuals. Other party members also found this as an opportunity to do propaganda. As opposition party, Republican People's Party (CHP), members; Nationalist Movement Party (MHP), which has lost many of its supporters to AKP because of AKP's nationalist acts in foreign policy; and Peace and Democracy Party members, who represent Kurdish people, found this protest as a chance to negotiate with AKP for further minority rights and they joined the protest.

During the protest, as a method of deterrence, media mostly showed protesters as vandals. This created a rift between Anatolian people, who had a little information about Gezi Park, and protesters. Some journalists who tried to promote protests were fired from their jobs. Provokers had infiltrated protester groups and policemen attacked shops to blame protesters. Protester's families have been informed and threatened. The Turkish PM Tayyip Erdoğan said that he was 'holding back 50% citizens who voted for AKP in last elections not to attack protestors', in reality threatening the Turkish society with the possibility of civil conflict.

As a result of these protests, government agreed upon preserving Gezi Park, the majority of youth in Turkey gained a political perspective again, and democracy has been promoted in people's minds. Social media has been a channel for protesters to organize like Arab Spring movements, however unlike Arab Spring this protest didn't aim to take down the government directly; it was aiming to raise awareness. I believe that Turkish Society is now much more aware of their environment and gained courage to raise their voices when required. This was not a protest for Gezi Park only, but it was a protest against the sleepy minds of Turkish society.



# Amusing Ourselves to Death: the Downfall of the Aesthetics of a Globalized Society

By George  
Christopoulos  
CEO Oticons



Once upon a time - as every good old story begins - one of my oldest friends, with whom most of our conversations were revolving around the art of cinema, described to me how completely subjective every opinion related to any artistic creation is. He looked at the sky and said: *"When we both observe the same cloud and its shape, you might still see a cloud and I might see Mickey Mouse."* This sentence and Picasso's quote *"if there were only one truth, you couldn't paint a hundred canvases on the same time"*, concentrate still the essence of why all of us can be exposed to any kind of artistic stimulants, to any artist and his labor, but yet we can perceive them so differently. Nevertheless I still believe that no matter how we end up evaluating a... cloud, there is one fact before that moment of judgment: that for every cloud to be formed there was a specific process that was methodically followed, step-by-step, a process that in its core it has always been and will always be the same.

But nowadays it seems that most "clouds", most works created by the core processes of the Art of Cinema and the Art of Music look and sound

more or less the same. Apparently those processes got flooded by commercial patterns. Most importantly though, those involved in the making of these works think that the people who will experience them like and want these patterns; although they should have noticed by now that... not all of them want them really. In other words, it seems that because money is invested for the creation of these works, an art is not anymore considered an art, but simply a craft serving a fast-food industry. Therefore a work of art is only viewed simply as a product to be consumed. Although this is an inevitable reality for many decades now, since the conception of the entertainment industry, which naturally aims to entertain the masses, for almost the last couple of decades there has been an utter loss of balance, a complete downfall of the aesthetics. Suddenly almost everything, with rare exceptions, is destined to get produced with the same rules and patterns and then sold in order to bring quick-&-easy profits. Suddenly artistic values are simply insignificant to consider or relevant with the business. Suddenly people are polarized, more than ever before, sepa-

rated in artists and producers, intellectuals and trendy/mainstream individuals. Sadly the scale of the critical mass leans to the latter...

It is truly fascinating to think that if someone was born in the year 2000, he grew up by experiencing a completely digital world where the creation, production, marketing and distribution ways of the entertainment industry's *products* have been massively transformed from the preceding ways. That wouldn't be such a problem though if, particularly in the Film Industry, those new ways wouldn't affect a) the content and overall quality of the movies produced, b) the education of the current and future people who will be involved in the filmmaking process and c) the intellect of an entire globalized society. Under this perspective someone who was born in the year 2000 a) grew up by being exposed to e.g. more than 50 commercial movies based on comic superheroes, b) he's going to be educated in how to use only the modern film-making digital ways and c) should wait for a coincidental event to happen that will lead him to discover compos-

ers like Tchaikovsky and directors like Andrei Tarkovsky.

It is in our hands, in the hands of every global thinker who has the same concerns, to start shaping up a better future, more creative and less sluggish. People are now getting more aware that the fast-food model of producing and feeding audiences with products destined to temporarily entertain them is obviously in deep crisis; a crisis of quality aesthetics, of quality content, of original ideas. Even if we'll name Cinema or Music as Arts or as Industries, their core will always be the same: *Creativity*. If we want in the future to sit in a room where lights dim down and then someone starts to tell us a story, which will in the end succeed to endure the test of time and stay in our memory, then Creativity should become again the main element to focus and to prioritize. After all Creativity was, is and will always be also the same main element that feeds our human nature, ceaselessly hungry for stimulants, regardless if in the end of the day we'll perceive them as a cloud or as Mickey Mouse.



# EDITORIAL AGENDA GTF 2013

TUESDAY - DECEMBER 3, 2013

Venue: Benaki Museum Pireos Street

09.00am-09.15am

## WELCOME

GTF MC Ali Aslan, *Senior Anchor Deutsche Welle*

09.15am-09.30am

## Keynote

'Excellence & Collaborative Leadership': HE the UN Alliance of Civilizations High Representative Mr Nassir Abdulaziz Al Nasser

09.30am-09.45am

## Keynote

'Promoting Peace & Collaboration in a Changing World': His All-Holiness Ecumenical Patriarch Bartholomew (TBC)

09.50am-10.30am

## Panel

Leadership & Collaboration: Globalisation requires a society and its leaders to be aware of the need to collaborate – not only locally, but also regionally and internationally. It is the responsibility of a government to assume responsibility for critically reviewing the impact of increased globalization on all aspects of society, including education. It is, however, first of all necessary that countries have a plan. To do so requires, first and foremost, assembling leaders who understand the importance of collaborative leadership and engagement that enable the origination, socialisation and execution of novel approaches to economic and social development.

- How is a nation to succeed in an interconnected world?
- "Social Capital" and how to create it by building the habits, norms, attitudes and networks that motivate citizens to work for the common good and economic development.
- How do we recognise leaders who understand the value of collaborative leadership?
- How do we promote cultural understanding in our increasing multinational societies?
- What happens when leaders need to address major political, social, economic and other challenges?

- What ways can we find to promote understanding and collaboration for social development?

**Speakers:**

Daniel R. Fung, *Senior Counsel Des Voeux Chambers*

Dr Heinrich Kreft - *Ambassador*

Tu Weiming, *Lifetime Professor of Philosophy and Director of the Institute for Advanced Humanistic Studies at Peking University*

Athanassios G. Platias, *Professor of Strategy at the University of Piraeus*

**Chair:** *Yavuz Baydar - Journalist*

10.40am-10.55am

Q&A

10.55am-11.10am

Coffee Break

11.15am-12.20pm

Panel

An Era of Change: International Collaboration and the Challenges of Domestic Transformation; In environments of internal social change and regional tensions of international character, how can we preserve strategic national focus, maintain reason and protect stability?

- What happens when extremism permeates the social fiber generating ideological rifts, polarizing and inciting hatred within a society?
- How does the information surplus affect or even trigger social uprisings?
- How do we effectively promote collaboration as well as domestic social progress in shifting environments?

**Speakers:**

Tariq Ramadan, *Philosopher & Writer*

Hakan Altınay, *Senior Fellow at Brookings Institution*

Geir Lippestad, *Lawyer*

Despina Syrri – *President Symbiosis*

**Chair:** *Thanos Dokos – Director General, ELIAMEP*

12.20pm-12.40pm

Q&A

12.45pm-1.30pm

## Light Buffet Lunch

1.30pm-2.15pm

## Panel

Women and Excellence in Business, Society & Governance GTF 2012 in Amman focused on Women Leaders in MENA and attracted a line-up of top female leaders. Taking further the messages voiced in Jordan, GTF 2013 features a panel on women leaders who excel, who are leading thinkers and change-makers.

- What are the best lessons to learn from top female CEOs?
- How do some of MENA's most influential women view excellence?
- Which are best and most effective governance strategies as proposed by women?

### Speakers:

HRH Princess Sumaya of Jordan (via Skype)

Rodi Kratsa – *MEP, Vice-President of the European Parliament 2007-2012*

Dr Maisah Sobaihi – *Academic/Writer/Director/Performer*

Victoria Budson, *Executive Director Women and Public Policy Program Harvard Kennedy School (via Skype)*

**Chair:** Shahira Amin – *Journalist*

2.20pm-3pm

## Panel

Attracting Investments, Generating Opportunities for Trade and Partnerships- A conversation around opportunities for growth, investment and social development in our societies is more imperative than ever. It is very timely and relevant to the current political, economic and social circumstances. There are numerous opportunities for investment and collaboration in Greece and the wider region and entrepreneurs can undertake a pivotal role to improve the economic climate and shape the future.

- How do we do business in insecure environments?
- What new challenges and new opportunities for cross border business, collaboration and knowledge exchange?
- What type of projects are investors looking for?
- How do we create ecosystems for entrepreneurship to thrive?
- What is changing in the Energy/Resources landscape?
- How do we mitigate risk?

**Speakers:**

Lindsey Oliver, *International Commercial Director Bloomberg TV*

Dr. Roger Hayes, *Senior Counselor APCO Worldwide*

Wole Omoboriowo II, *CEO Genesis Electricity Ltd, Nigeria*

Ambassador (Ret) Ram Aviram

Panos Papazoglou, *Country Managing Partner EY*

**Chair:** Ali Aslan, *Deutsche Welle*

3.10pm-4pm

Panel

Becoming a success story; forward thinkers make the best entrepreneurs. Almost two-thirds of the world's 946 billionaires made their fortunes from scratch, relying on grit and determination, and not good genes. Fifty of these self-made tycoons are college or high school dropouts, the most famous billionaire dropout being Microsoft's Bill Gates!

- Inspirational stories from rags to riches
- Silicon Valley: the world's top 'hub' for ideas, ventures and rewards for those who dare!
- Best sources for support on the road to riches: Incubators, Accelerators, Mentors, Angel Investors, VCs

**Speakers:**

Professor Marc Ventresca, *Saïd Business School Oxford*

Nidal Eses, *Founder Eses4 Ventures*

Dr Ibrahim Abouleish, *Founder SEKEM*

Humaira Wakili, *Director Tomorrow's Youth Organization*

Marco Veremis - *CEO Upstream*

**Chair:** Georgia Kartsanis - *CEO Sargia Partners*

4pm-4.15pm

Q&A

4.15pm-4.30pm

Closing Remarks GTF 2013

4.40pm

International Speakers Departing for Intercontinental

# GTF 2013 Awards for Excellence Ceremony Dinner

Venue: The Grand Bretagne Hotel

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|---|--|
| Excellence in Leadership                          | H.E. Mr. Nassir Abdulaziz Al-Nasser, <i>High Representative for the UN Alliance of Civilizations</i> |
| Excellence in Promoting Peace & Collaboration     | His All-Holiness Ecumenical Patriarch Bartholomew  |
| Excellence in Philanthropy                        | Hani Masri, <i>President Tomorrow's Youth Organization</i>   |
| Excellence in Global Thinking                     | Nouriel Roubini, <i>Economist</i>  |
| Excellence in Media                               | Sir David Frost, 1939-2013   |
| Excellence in Humanitarian Work                   | Professionals for Humanity & Gbemouotor Kama   |
| Excellence in Innovation                          | Nikos Floros, <i>Artist</i>  |
| Excellence in Positive Change                     | Dr Ibrahim Abouleish, <i>Founder SEKEM</i>   |
| Excellence in Gender Equality                     | Shahira Amin, <i>Journalist</i>  |
| GTF 2013 Award for Excellence in Entrepreneurship | Marco Veremis, <i>CEO Upstream</i>   |
| Excellence in Cultural Understanding              | Professor Tu Weiming, <i>Peking University</i>   |
| Excellence in Cultural Creativity                 | Sir Dirk Brosse & Ludwig Wicki, <i>Conductors</i>  |
| Excellence in Pioneering                          | Maisah Sobaihi, <i>Academic/Director/Writer/Performer</i>  |



# Speakers GTF 2013 Athens

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**H.E. Mr. Nassir Abdulaziz Al-Nasser**  
*High Representative for the UN Alliance of Civilizations*

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On September 28<sup>th</sup> 2012, Mr. Nassir Abdulaziz Al-Nasser was designated by the UN Secretary General as High Representative for the UN Alliance of Civilizations. Prior to that, Mr. Nassir Abdulaziz Al-Nasser assumed the Presidency of the Sixty-Sixth session of the United Nations General Assembly from 13 September 2011 to 17 September 2012. A veteran diplomat, Mr. Al-Nasser has the rank of Minister, granted by His Highness the Emir of the State of Qatar. He has contributed to advancing the multilateral agenda in the realms of peace and security, sustainable development and South-South cooperation over a career spanning nearly four decades. For the past 13 years, from 1998 to 2011, Mr. Al-Nasser served as Ambassador and Permanent Representative of Qatar to the United Nations.



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**His All-Holiness**  
**Ecumenical Patriarch Bartholomew**

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His All Holiness, BARTHOLOMEW, Archbishop of Constantinople, New Rome and Ecumenical Patriarch is the 270<sup>th</sup> successor of the 2,000 year-old local Christian Church founded by St. Andrew the Apostle. As a citizen of Turkey, Ecumenical Patriarch Bartholomew's personal experience provides him a unique perspective on the continuing dialogue among the Christian, Islamic and Jewish worlds. He works to advance reconciliation among Catholic, Muslim and Orthodox communities, such as in former Yugoslavia, and is supportive of peace building measures to defuse global conflict in the region.



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**Dr Ibrahim Abouleish**  
*Founder SEKEM*

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In 1977 Dr Ibrahim Abouleish established a sustainable development initiative in Egypt. He called it SEKEM, taking its name from the hieroglyphic transcription meaning "vitality," to solve the pressing problem

of the country. Since the foundation of SEKEM, Prof. Dr. Abouleish aims to promote sustainable development of human, society and earth. SEKEM was the first entity developing eco- agricultural methods in the desert. The SEKEM Group encompasses several companies for organic agriculture, phyto-pharmaceuticals, fresh and processed food and organic textiles. SEKEM provides employees and farming communities throughout the country the opportunity to improve their education, health and quality of life. SEKEM maintains human rights principles within its scope of work. The Sekem Development Foundation established cultural initiatives providing education, healthcare and research. Prof Dr tech Dr med Ibrahim Abouleish is Alternative Nobel Prize Laureate (The Right Livelihood Award).



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**Hakan Altınay**  
*Senior Fellow Brookings Institution*

Hakan Altınay is a nonresident senior fellow at the Brookings Institution, a global ethics fellow at the Carnegie Council, and a world fellow at Yale University. His book, *Global Civics: Responsibilities and Rights in an Interdependent World* was published in 2011, and has been translated into Chinese and Spanish. He was the founding Executive Director and Chairman of the Open Society Foundation in Turkey.



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**Shahira Amin**  
*Journalist*

Shahira Amin is a freelance Egyptian journalist who contributes mainly to CNN's Inside Africa and CNN.com. She also writes for Index on Censorship, a portal for free expression. Amin was formerly Deputy Head of Egyptian state television's English Language Channel Nile TV but she quit in the height of the uprising in protest at state TV coverage of the developments in her country. Shahira was also a former Senior Anchor and Correspondent for the channel. Shahira has traveled the world covering major events and conflicts and has interviewed numerous statesmen and high profile figures. She has been recognized by UNICEF for her efforts to improve the status of women and children in her country. Earlier this year she received the American University in Cairo's Catalyst for Change Award and is also the recipient of this year's Holmes of the year award from the University of Gotheborg.



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**Ali Aslan**  
*TV Host Deutsche Welle*

Ali Aslan is the host of the international talk show “Quadriga” on Deutsche Welle TV which can be seen by 200 million viewers worldwide. Born in Turkey and raised in Germany, Aslan has worked as a journalist for leading television networks around the world. His work at CNN, ABC News and Channel News Asia took him to Washington DC, New York, Istanbul, Barcelona and Berlin. Upon his return to Germany, Aslan ventured into politics, serving as a policy and media advisor to the federal government.



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**Ram Aviram**  
*(Ret) Ambassador*

Ambassador Aviram is the lead consultant of BIT - Consultancy a multidisciplinary consulting agency active in the sphere of cross boundary water interactions. His experience is based over 25 years of multi-lateral and bilateral diplomacy, while serving in high ranking positions at the Israeli Ministry of Foreign Affairs including Chief of Staff of H.E. Shimon Peres, Ambassador to Greece and long term service periods in Europe and Asia and more than 6 years of private sector and academia activities on cross-boundary water interactions. His career at the Ministry was highly connected to hydro politics and water related issues. His responsibilities included Head of Israel's negotiating team on water issues within the framework of the multi-lateral peace process (1995-2000) the group initiated and established significant regional water related projects such as the Middle East Desalination Research Center in Muscat, Oman. He participated in numerous international forums and multilateral negotiations on environment and water issues. As Chief of Staff (2000-2003) he took part in the bi-lateral negotiations with Arab neighboring countries including on water issues. While joining the private sector (2006) he established BIT -Consultancy which specializes in providing services for cross-boundary water projects. BIT is the geopolitical consultant for the Rehabilitation of the Lower Jordan River Project. BIT gave services among others to: multinationals like Tetra-Tech in the context of the Red Sea- Dead Sea Water Project; NGOs like Friends of Earth Middle East while developing strategy for cross border water cooperation; think-tanks like AIX in establishing novel ideas for cross border water related conflict resolution; water technology providers like GES and water utilities like Mekorot in business development operations; and government agen-

cies like TEKES of Finland within a project aiming at the establishment of overall strategy for support of export oriented water industries. He is a lecturer at Haifa University. He is a founding member of Israel Desalination Association and member of the board of Waterfronts Israel Water Industry Association.



## Yavuz Baydar

*Journalist*

Active in journalism for 34 years, Yavuz Baydar writes opinion columns for daily Today's Zaman on Turkey's domestic and foreign policy issues related to Turkey, and media matters. Baydar blogs with Al-Monitor and the Huffington Post, sharing his analysis and views on Turkish domestic politics, the Middle East, Balkans, Europe, U.S-Turkish relations, human rights, free speech, press freedom, history, etc. He has recently co-founded P24, an independent media platform, whose mission is to promote good journalism, to raise the Professional standards, to monitor the breaches of freedom and independence of media and support investigative journalism on economy, defence, local governments and judiciary. Turkey's first news ombudsman, Baydar was the Reader Representative with daily Milliyet and SABAH, between 1999 - 2013. Baydar worked as producer and news presenter in Swedish Radio & TV Corp. (SR) Stockholm, Sweden; as correspondent for Scandinavia and Baltics for Turkish daily Cumhuriyet between 1980-1992 and the BBC World Service, in early 1990's. He studied informatics, cybernetics and, later, journalism in the University of Stockholm. Baydar served as president of the U.S. based International Organization of News Ombudsmen (ONO) between 2003-2004. He is a member of the World Editors Forum (WEF) and the Committee of Concerned Journalists (CCJ).



## Sir Dirk Brosse

*Composer & Conductor*

Sir Dirk Brosse, born in Ghent, Belgium, in 1960, is a multi-faceted composer and a respected conductor on the international music scene. He is currently Music Director of 'The Chamber Orchestra of Philadelphia', Music Director of the Filmfestival Ghent and Music Director and Principal Conductor of the 'Star Wars in Concert World Tour'. Dirk began his music studies at the Music Conservatories of Ghent and Brussels. He subsequently specialised in conducting, which he studied in Maas-

tricht, Vienna and Cologne. Alongside his many guest professorships, he is currently Professor of Composition and Conducting at the Royal Conservatory of Music in Ghent.



**Reem N. Bsaiso**  
*Senior ICT Consultant*

A member of the GTF Advisory Board, Reem is an independent Senior Consultant specializing in knowledge economy policies and public reform; her focus is on ICT in Education and national training schemes, working with international agencies on ICT in Education in the MENA region, such as World Bank, UNESCO and EU Investment Bank. She is Founder of Global Tech-Net (G-TeN), a non-profit initiative registered at the Ministry of Industry and Trade, Jordan. Reem is ex-CEO of World Links Arab Region and World Links International, initiated by the World Bank committed to spreading and merging ICT and knowledge economy skills in education and training of youth and women.



**Victoria Budson**  
*Executive Director WAPPP at  
Harvard Kennedy School (via Skype)*

Victoria A. Budson is the founding Executive Director of the Women and Public Policy Program (WAPPP) at Harvard Kennedy School. Budson founded and chairs From Harvard Square to the Oval Office: A Political Campaign Practicum (Oval Office), an initiative of WAPPP that provides a select group of Harvard graduate students with the training and support they need to ascend in the electoral process at the local, state and national levels. In addition she advises the Obama White House Administration on policies to close gender gaps. She serves on the Planning Committee for the Women in Public Service Initiative of the U.S. Department of State that focuses on training women leaders for public and electoral service. She was appointed by Governor Patrick in 2010 to serve on the Massachusetts Commission on the Status of Women, which she now chairs, and also serves on Boston Mayor Menino's Women's Workforce Council. In addition she has served on the board of directors for the National Council for Research on Women, ivillage cares, and the National Women's Political Caucus among others. She has held a seat on the Massachusetts Democratic State Committee and has served as the Northeast Regional Development Director for EMILY's List.



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## George Christopoulos

*Founder Oticons*

George was born in Athens in 1978, where he studied *Graphic Arts* and *Multimedia Design (B.Sc.)*. His collaboration with international entertainment production companies, led him to deal with various multimedia projects, big multimedia shows, installations and other corporate or artistic events all over the world. His portfolio as a Creative Director and Music Supervisor includes the Coca-Cola and Samsung official shows that were produced for the Olympic Games of 2004 in Athens; also he has worked as an Event Director in several concerts, like "Ode to Alexander the Great" with the Symphonic Orchestra of Cairo in the Pyramids of Giza, among other concerts of famous film music composers.



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## Stephen Cole

*Senior Presenter AJE*

Stephen Cole is the senior news anchor for Al Jazeera in Doha and London. Stephen is a veteran of international television news having fronted Sky News, CNN, BBC World and BBC News 24 for the past 22 years. In addition he was the inaugural host of the respected BBC News technology programme Click which he presented for six years. Stephen is also an accomplished and respected corporate speaker who has chaired and moderated panels comprised of presidents and prime ministers at prestigious events across the globe such as the World Economic Forum in Davos.



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## Thanos Dokos

*Director General ELIAMEP*

Thanos P. Dokos received his Ph.D. in International Relations from Cambridge University and has held research posts at the Hessische Stiftung Friedens und Konfliktforschung (1989-90) and the Center for Science and International Affairs (CSIA) at Harvard University (1990-91). He served as the Director for Research, Strategic Studies Division, Hellenic Ministry of National Defence (1996-98) and as an Advisor on NATO issues to the Ministry of Foreign Affairs (1998-1999). He was a NATO research fellow for 1996-98. He is currently the Director-General of ELIAMEP. He has

taught at the Universities of Athens and Piraeus, the Hellenic National Defense College, the Diplomatic Academy and the Hellenic National Security School. His research interests include global trends, international security, Greek-Turkish relations & Mediterranean security. Recent publications include: "The Eastern Mediterranean and the Gulf region in 2020", German Marshall Fund, Brussels, 2011; "Energy developments and Greek foreign policy" (with Theodore Tsakiris), ELIAMEP Policy Papers, Athens, February 2012; "The difficult relationship between accounting and geopolitics", Europe's World, April, 2013, "Greece can still be a geopolitical asset for the EU", Europe's World, Summer 2013.



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**HRH Princess Sumaya bint El Hassan**  
*President of the Royal Scientific Society (Via SKYPE)*

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Her Royal Highness Princess Sumaya bint El Hassan of Jordan is Founder and President of El Hassan Science City, President of the Royal Scientific Society and Chair of the Board of Trustees of Princess Sumaya University for Technology. HRH is also Director and Chair of the *National Campaign for Public Awareness of the Drivers of Change*, a Jordanian initiative to outline and debate the factors that are driving change in the Kingdom. HRH is an advocate of science and technology as a catalyst for change in the Arab World, through education, research and innovation.



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**Nidal Y. Eses**  
*Founder ESES4 Ventures*

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Nidal Y. Eses is The Guardian of Eses4 Ventures, an investment-holding company with international reach. His investments embody the current "Consciousness & Wisdom Revolution" to ensure laying the foundation for "Caring Capitalism". One of his investments is the First Co-working Space in Jordan, providing a fertile and creative environment for freelancers, start-ups and Ventures to pursue their dream. He headed Regional (MENA) and International Groups in the past 25 years in the: investment, industry, banking and commercial sectors. He transformed these groups from family managed groups towards clear separation between ownership and management through institutionalizing both: The Owning-Family and Operating-Businesses.



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## Nikos Floros

*Artist*

Nikos Floros' is an award-winning, extremely prolific and creative artist who has gained worldwide recognition for his artwork. His sculptures are unique and original designs utilizing recycled materials such as aluminum cans which he transforms into fabric-like material used to create unique sculptural costumes. This method was created and patented by Nikos Floros in 2003. Nikos Floros' artwork has been described as surrealist pop art. He utilizes materials from our everyday lives which he transforms into magnificent original works of art. A major inspiration for him has been the lives of extraordinary women such as Queen Elizabeth I, Katherine the Great, Maria Callas and Grace Kelly.



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## Daniel R. Fung

*China Expert*

Daniel R. Fung, SBS, SC, QC, JP, who served as Solicitor General of Hong Kong (1994-8) under Chris Patten, the last Governor of the British Crown Colony of Hong Kong and the Honorable C H Tung, the first Chief Executive of the Hong Kong SAR, is a specialist in complex commercial litigation and in public law, specifically judicial review of legislative and administrative action, supervision of regulated industries including the financial services and the television & broadcasting sectors. In addition, Mr Fung is a specialist in China-United States relations, specifically the security dimension and military-to-military relations, and in Chinese state-owned enterprises covering both and overseas operations.



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## Gbemutor Dan Kama

*Co-Founder Professionals For Humanity*

Professionals For Humanity (PROFOH) was established by Gbemutor Kama a Nigerian, Cliff Jarrell an American and Markus von-Have a German in 1998. PROFOH is providing life-saving surgeries, safe water, education and moral support based upon the strength of its core competencies, combining depth of knowledge and technical expertise with proven processes that can significantly help and alleviate suffering of less privileged people in the world. Over its existence, with the help of sister and partner organizations like Earthwide Surgical Foundation, Medical Mission International based in the

United States, Amici Di S. Agnese in Rome, Italy and Global Thinkers Forum in London, United Kingdom, PROFOH has performed thousands of life-saving surgeries, a million clinical consultations and treatments in countries such as Ghana, Nigeria, Liberia, Mexico, Sierra Leone.



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## Yiorgos Kaminis

### *Mayor of Athens*

Yiorgos Kaminis was born on July 15, 1954 in New York, where he resided until the age of five. His family then returned to Athens. He commenced his academic career in November 1982 as a Scientific Associate of the University of Athens School of Law, specifically Constitutional Law Chair B. In December 1990 he was elected lecturer of the University of Athens Law Faculty and in June 1998 assistant professor. Mr Kaminis served as Assistant Greek Ombudsman, responsible for Human Rights, from 1998 to May 2003, upon which he was unanimously elected Greek Ombudsman at a Presidents of Parliament roundtable meeting. In August 2010 he announced his resignation and intention to stand as mayoral candidate for the City of Athens. He is a member of the Association of Greek Constitutionalists, the Hellenic Political Science Association as well as the editorial committee for the magazine *Synchrone Themata* (Current Affairs). During his term as Ombudsman Mr Kaminis was a member of the Association of Mediterranean Ombudsmen governing committee and deputy chairman of the International Ombudsman Institute's European Region board of directors. Since September 1989 he has been a Scientific Associate of the Hellenic Parliament's Scientific Service, specifically the Department for Parliamentary Research & Studies which forms part of the 1st Directorate of Scientific Studies. Mr Kaminis was elected Mayor of Athens with the municipal ticket «Right to Athens» on November 14, 2010 and assumed his Mayoral duties on January 1, 2011. Apart from Athens, he has also lived in Osaka, Paris, Madrid and Heidelberg. Mr Kaminis speaks English, French, Spanish and German.



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## Dr Heinrich Kreft

### *Ambassador*

Ambassador Dr Heinrich Kreft is a career diplomat and currently Deputy Director General for International Academic and Educational Relations and Dialogue among Civilizations in the German Foreign Ministry. Prior to this assignment he served as Senior Foreign Policy Advisor in the German Bundestag. As diplomat he was stationed among others

in Tokyo (1991-1994) and Washington D.C. (2001-2004). Foreign Policy Planning Staff (in charge of the Americas, Asia and Economic Issues 1996-2001); Visiting Fellow at The Henry L Stimson Center (July-December 2001), at the Heritage Foundation (January – March 2002) and the Woodrow Wilson Center (April – June 2002) in Washington, D.C.; Senior Strategic Analyst and Deputy Head of the Policy Planning Staff of the German Foreign Ministry in Berlin (2004-2006); Lecturer on International Politics. Numerous publications on major power political and economic relations; International Security; the Arab World; European, American and Asian political and economic affairs. Most recent publications on the Arab Awakening and on the rise of China. Contact: Heinrich.Kreft@Diplo.de; HeinrichKreft@msn.com



**Dr Roger Hayes**  
*Senior Counsellor APCO Worldwide*

Dr. Roger Hayes (FCIPR, Member Emeritus IPRA) is a leading international public relations and public affairs professional with 30 years' experience in trade associations, corporations and consultancies and has also advised governments. He has been Director-General of the British Nuclear Industry Forum, a lobbying and trade body, CEO of the International Institute of Communications, a research-based think-tank, SVP of PR and Government Relations at Ford of Europe, Director Corporate Communications Thorn-EMI plc., Head of Corporate Communications PA Consulting Group and a Director of the strategic communications firm Burson-Marsteller, operating from London and New York.



**Georgia Kartsanis**  
*CEO Sargia Partners*

Georgia is a certified Master Coach by the Center for Advanced Coaching (CAC) in the USA; certified neuro-coach from the Neuro Business Group (NBG), certified Leadership Agility 360 Assessor by Change Wise and certified by Dr Frank Kinslow the founder of Quantum Entrainment on Mindful Practices as they apply to authentic leadership. Georgia has worked with leaders and leadership teams in the FMCG, financial, technology, pharmaceutical, industrial and green energy sectors.



## Rodi Kratsa

*MEP Vice-President of the European Parliament 2007-2012*

Rodi Kratsa was born and brought up at the island of Zakynthos, Greece. She studied Sociology at the University of Geneva. Her post-graduate studies followed at the Institute of European Studies of the same University. She was elected Member of the European Parliament in 1999, 2004 and 2009. She was elected 1st EP Vice-President in 2007 and re-elected Vice-President in 2009. Her responsibilities in the EP Bureau were linked to the EP role within the EU legislative procedure, its international representation, the external relations as well as the communication and information policy. As MEP, she is Member of EP Committees on Economic and Monetary Affairs\_Women's Rights and Gender Equality\_Regional Development, Member of EP Delegations to the Parliamentary Assemblies EU-Latin America (EuroLat) and Union for the Mediterranean (PA-UfM) and Member of the Working Group for the Middle East, actively involved in the peace process



## Geir Lippestad

*Lawyer*

Geir Lippestad is a Norwegian lawyer and head of the law firm Lippestad. He was defence counsel in the high profile criminal case following the 2001 murder of Benjamin Hermansen and was the lead counsel for the perpetrator of the 2011 Norway attacks, Anders Behring Breivik. When he was appointed as defense counsel for Anders Behring Breivik, he was the world's focus. An attention which was not particularly positively charged initially. From being identified with his client and his attitude, got Geir Lippestad communicated why it was right for him to accept the assignment even though he certainly did not share his client's perceptions.



## Hani Masri

*Founder Tomorrow's Youth Organization*

A long-time advocate for Middle East peace and children's issues, Mr. Masri founded Tomorrow's Youth Organization. This non-profit organization provides programs in Technology (IT), Arts, Sports and Health for impoverished children aged 4-8, as well as social and economic de-

velopment programs for women. TYO is a point of light for under-privileged children and communities in the Middle East. It represents the best aspects of the American people and international goodwill, contributing, managing, and operating essential services and activities for all members of communities afflicted by conflict, isolation, and poverty. TYO is an influence for personal and community development throughout the region.



### **Lindsey Oliver**

#### *International Commercial Director of Bloomberg TV*

Lindsey is the International Commercial Director of Bloomberg TV. She is an experienced media professional and she is also a trained lawyer and has worked for large media organizations in both capacities. General Counsel for CNBC Europe for ten years, Lindsey moved across to head up their distribution team. Following her tenure at CNBC Lindsey became Commercial Director at Al Jazeera English, based in Doha, where she was part of the team that launched the English language version of one of the world's most controversial media brands. After successfully rolling out the channel Oliver moved to the Internet arena with Jalipo, an online content provider, before taking up her current position at Bloomberg Television.



### **Akinwale Omoboriowo II**

Akinwale Omoboriowo II (AOII) is a 1993 graduate of Economics from University of Jos, alumni of the London Business School, from where he acquired specialist training in Electricity Pricing & Modeling course in 2006, and a 2011 Post-Graduate Diploma Alumni in Strategy & Innovation from the prestigious Oxford University's Said Business School, U.K. AOII has over 16 years of experience in the Oil & Gas Sector and Power Sectors in Africa, where he has consistently led other equally distinguished colleagues in pioneering several initiatives including but not limited to African-owned & managed Independent Power Producing companies, well-Structured Oil Trading Companies, thriving Utility Companies, amongst others.



### **Panos Papazoglou**

#### *CMP Ernst & Young*

Panos Papazoglou is the CMP since July 2010 and effective January 2011 he holds the role of the CSE South Cluster Leader (responsible for Greece, Romania, Bulgaria, FYROM, Albania, Cyprus, Malta, Moldova,

Kosovo). He has served as Head of Assurance in Ernst & Young SRL - Assurance Services Romania for two years and focused on the energy and technology sectors. He has also served as CMP and Head of Assurance in Bulgaria for three years. Panos Papazoglou joined Ernst & Young in 1988 and is based in the Athens office. Panos holds an MA in Economics and an MBA. Besides, Panos is a Qualified Accountant in Greece and Romania. He has sound management experience and supervisory skills gained over the 25 years of being involved in the accounting and audit profession.



### **ATHANASSIOS G. PLATIAS**

*Professor of Strategy at the University of Piraeus.*

He received a degree in Public Law and Political Science (with excellence) from the Law Faculty of the University of Athens. He also received an M.A and a Ph.D in International Relations from the Department of Government at Cornell University (1986).



### **Tariq Ramadan** *Philosopher & Writer*

Tariq Ramadan is Professor of Contemporary Islamic Studies at the Oxford University (Oriental Institute, St Antony's College) and also teaches at the Oxford Faculty of Theology. He is Visiting Professor at the Faculty of Islamic Studies, (Qatar) and the University of Malaysia Perlis; Senior Research Fellow at Doshisha University (Kyoto, Japan) and Director of the Research Centre of Islamic Legislation and Ethics (CILE) (Doha, Qatar).



### **Dr Maisah Sobaihi** *Academic/Writer/Director/Performer*

Maisah Sobaihi is an academic, writer, performer and director. She has a doctorate in English Literature from King's College, the University of London and is an Assistant Professor at King Abul-Aziz University in Jeddah. She recently became the first Saudi Arabian performer to participate at the Edinburgh Fringe Festival. She is best known for her work in theatre and the arts across the Kingdom of Saudi Arabia and around the world. Her one-woman play entitled 'Head Over Heels in Saudi Arabia' was first performed in 2006 in Jeddah, Saudi Arabia, and has been performed several times since then, both within the country and in the US. In 2011, Maisah performed her play at the Midtown International Theater Festi-

val, Manhattan, New York. She aims to perform this play at other venues across the US and Internationally in order to create a stronger dialogue and understanding of Middle Eastern affairs. Maisah is widely respected as a contemporary voice for women leading her to co-host a series on the experiences of Muslim women around the world, as well as serving as a Fulbright scholar at New York University. She has represented Saudi and Arab women at International and regional forums, one of which includes the Arab Youth Survey where she served as a panelist alongside Mark Penn, and Mohammad Al-Abbar to explore aspirations and attitudes of the Middle East youth.



**Despina Syrri**  
*President, SYMBIOSIS*

Despina Syrri has been Visiting Fellow at the Amsterdam Centre for Holocaust and Genocide Studies, Director of Research and International Cooperation at the Immigration Policy Institute in Greece, and has worked with the Reuters News Agency, Athens News Agency, the South East Europe Research Centre, the Berlin Migration Netzwerk, the British Council, the Refugee Studies Centre and the EastWest Institute on issues of post-conflict development, migration, refugees, borders and the Western Balkans integration to the European Union.



**Tu Weiming**  
*Lifetime Professor Peking University*

Tu Weiming, Lifetime Professor of Philosophy and Director of the Institute for Advanced Humanistic Studies at Peking University and Research Professor and Senior Fellow of Asia Center at Harvard University, was born in Kunming and grew up in Taiwan. He received his B. A. from Tunghai University in Taiwan, M. A. and Ph. D. from Harvard University. Tu is a Fellow of the American Academy of Arts and Sciences (1988-). Executive member of the Federation of International Philosophical Societies (FISP, 2008-) and a tutelary member of the Institute of International Philosophy (IIP2010-).



**Marianna V. Vardinoyannis**  
*UNESCO Goodwill Ambassador*

Marianna V. Vardinoyannis has been an unceasing advocate and campaigner for the rights of children and the family. She is a Goodwill Ambassador of UNESCO, founder and president of the "Foundation for the Child and the Family" and of the "ELPIDA Friends' Association

of Children with cancer". Inspired by motherhood, as a mother of five children herself, she has built up an extensive record of humanitarian work towards disadvantaged social groups in Greece and abroad, as well as on education, peace and cultural heritage. She struggles against human trafficking, climate change and other issues of today's concern.



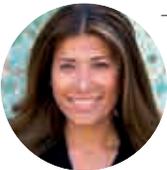
**Professor Marc Ventresca**  
*Saïd Business School Oxford University*

Marc Ventresca is an organisational and economic sociologist who teaches strategy, leadership and organisation theory at Saïd Business School with a focus on innovation and on how new markets get built. He is a Fellow of Wolfson College and affiliated Fellow of the Institute for Science, Innovation and Society (InSIS). He also works as Senior Scholar with Center for Innovation and Communication at Stanford University. Marc holds a lead faculty role in research and teaching initiatives focused on innovation and entrepreneurship, including service as faculty lead for Science Innovation Plus (a collaboration on enterprise skills with the Oxford Sciences Division). His research investigates governance innovation among global financial markets, entrepreneurial leadership in knowledge- and -information-intensive organisations, and value creation in emerging ecosystem services markets.



**Marco Veremis**  
*CEO, Upstream*

Marco is Upstream's CEO and the company's co-founder. Marco sets Upstream's strategic direction and spearheads business development as it continues its expansion into new geographical and product areas and has been Chairman of the Board since 2002. As an experienced marketing strategist at leading advertising agencies Grey Advertising, McCann-Ericsson and DDB in London, Marco developed global and Pan-European communications strategies for brands such as Nestlé, Coca-Cola, Sony and SmithKline Beecham.



**Humaira Wakili**  
*TYO Country Director - Palestine*

Humaira joined TYO in August 2010. Previously, she worked for a non-profit organization in Washington, DC supporting democracy development throughout the Middle East and North Africa region.



# GTF 2013 Awards

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We are proud to present the  
Global Thinkers Forum  
Award Honourees 2013





## Excellence in Leadership

**H.E. Mr. Nassir Abdulaziz Al-Nasser**  
*High Representative for the UN Alliance of Civilizations*



## Excellence in Promoting Peace & Collaboration

**His All-Holiness Ecumenical Patriarch Bartholomew**



## Excellence in Philanthropy

**Hani Masri**  
*President Tomorrow's Youth Organization*





## Excellence in Global Thinking

**Nouriel Roubini**  
*Economist*



## Excellence in Media

**Sir David Frost**  
*Journalist 1939-2013*



## Excellence in Humanitarian Work

Professionals for Humanity & Gbemouotor Kama





## Excellence in Innovation

**Nikos Floros**

*Artist*



## Excellence in Positive Change

**Dr Ibrahim Abouleish**

*Founder SEKEM*



## Excellence in Gender Equality

**Shahira Amin**

*Journalist*





## **Excellence in Cultural Understanding**

**Professor Tu Weiming**  
*Peking University*



## **Excellence in Cultural Creativity**

**Sir Dirk Brosse**  
*Composer & Conductor*



**Ludwig Wicki**  
*Composer & Conductor*



## **Excellence in Pioneering**

**Maisah Sobaihi**  
*Academic/Director/Writer/Performer*



**Marco Veremis**  
*CEO, Upstream*





# GLOBAL THINKERS FORUM WORKSHOPS

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TUESDAY DECEMBER 4, 2013



Venue: THE INTERCONTINENTAL HOTEL ROOMS O1 & O2

9am

## Prime your Mind For Change: A NeuroLeadership Workshop

### Overview

In this uncertain and increasingly complex world your minds as leaders are constantly challenged to stay focused and calm. If you are feeling overwhelmed or fatigued from multitasking, changing course mid-stream, or just too much to do, this Workshop is a unique opportunity to reset and prime your minds for change. You'll learn about mindful leadership -a sub-specialty of NeuroLeadership- that teaches leaders a scientifically validated brain-based tool for resiliency by keeping the mind calm and concentrated.

### What will you gain?

- Practice brain-based skills for training your mind to be less reactive in challenging situations, improving your communication skills, and staying resilient on the job
- Describe basic structures and functions in the brain that help leaders overcome distraction and regain mental focus
- Understand why your brain reacts so quickly with anger or anxiety to some work situations and people
- Use the executive center of your brain to calm your nervous system down and return to neutral in ten seconds



**Workshop will be conducted by**  
**Georgia Kartsanis** – *Leadership Coach, CEO of SARGIA  
Partners & President of CEO Clubs SEE Europe*

9am

## ICT-based Education & Entrepreneurship within National Knowledge Economy (KE) Models

### Overview

- Bridging the gap between entrepreneurs and policy makers
- What do entrepreneurs want from policy makers ?
- How can policies support Knowledge-based and Entrepreneurship skills.

### What you will learn:

- Briefly introducing a knowledge economy model: To think of a country making money out of knowledge (more than half of its GDP)
- A bit on knowledge transfer and knowledge absorption within identified KE transfer channels: to think how can we use this knowledge to create & sustain economic growth and job creation.
- A bleak look at unemployment in the MENA: figures and numbers; the urgency to create jobs.
- The need to move fast.
- Zooming in on the needed skills and secrets of a successful scaled out approach.
- Focus on a successful model of teachers and students training.

### Who should attend?

- Policy makers, entrepreneurs, education specialists
- This workshop brings the policy maker and the entrepreneur together.
- How can entrepreneurs understand the real challenges facing them and how can they orient their policy makers.
- How can policy makers create enabling environments by connecting socio-economic régimes, innovation (R&D, S&T), education and ICT horizontally towards economic growth and job creation.
- Education and the need to mass train and connect with local communities.



**Workshop will be conducted by**  
**Remm N. Bsaiso – Senior ICT Consultant**

11am

## Film Music: Two Arts within one global industry in the 21<sup>st</sup> century

### Overview

The entertainment industry, especially the film industry, has gone through a massive change in the last 15 years. Specifically, almost all ways of creating, producing and distributing a movie have utterly changed. In the 21st century all artists involved in the filmmaking process have suffered from the missing balance between the art, the craft and the business. This is one major reason, among others, that the audiences are suffering today, more than ever before, by an extreme fragmentation and downfall of the aesthetics. It is a global phenomenon that affects the intellect of a globalized society. One of the main arts in which this phenomenon became obvious is Film Music, the movie soundtracks of today. In this seminar George Christopoulos explores and presents the issues, the challenges and the possible solutions that can transform film music and eventually films, into something great once again.

### What will you learn:

- The true multi-faceted nature of Cinema and Music as Arts, Crafts and Products.
- Current Facts about the Film and Music Industries in numbers and their effect on the global working marketplace.
- A historical exploration of the overall change of film aesthetics and the use of Music in Films in the last 40 years.
- Music's role in a Film, How and Why there is a major difference between a Composer and a Film Composer.
- The Psychology, the Mentality and the Essential Set of Skills all artists, and specifically Film Composers, need to acquire in order to increase their chances in having a career within the film and music industry.



**Workshop will be conducted by**  
**George Christopoulos – Founder OTICONS**

11am

## Global Civics – Documentary Screening and Workshop

### Overview

Global civics suggests that to understand civics in a global sense as a social contract between the world citizens in the age of interdependence and interaction. The disseminators of the concept define it as the notion that we have certain rights and responsibilities towards each other by the mere fact of being human on Earth.

The advocates of the notion attempt to demonstrate that it is possible to imagine global civics. According to this attempt, in an increasingly interdependent world, the world's citizens need a compass that can frame their mindsets, and create a shared consciousness and sense of global responsibility against to tackle world issues such as the financial crisis, climate change and nuclear proliferation. However, many argue that we must begin by asking several fundamental questions:

To begin to answer these questions, the documentary 'Global Civics', co-produced by Jian Yi and Hakan Altinay, pursues conversations in nine countries; Argentina, Brazil, China, Germany, India, Italy, Turkey, South Africa, and the United States. In this journey, we witness disagreements among two workers in South Africa, as well as consensus between two businessmen in China and Turkey, Buddhist and Muslim theologians, students in India and United States. A visual and conceptual feast, Global Civics aims to leave you with a dose of hope and a refreshed curiosity for a truly global conversation.

GTF will screen Global Civics on December the 4th 2013, followed by a conversation with Hakan Altinay.

### What you will learn

- How do we deal with an increasingly interdependent world?
- How will we navigate our increasing global interdependence?
- Can we conceive a global civics which is both feasible and sufficient to the task?



**Workshop will be conducted by**  
**Hakan Altinay – Senior Fellow Brookings Institution**

1pm

## Migrants' Voices

### Overview

By empowering disadvantaged people through journalism we hope to achieve real social progress in their communities. How can we support the dissemination of knowledge and how can we empower and amplify the voices of immigrants in order to bring to the attention of a global audience previously unheard stories.

### Points of Discussion:

- Can harnessing collective intelligence and knowledge make media a more constructive and a relevant participant in the democratic debate?
- How can Communities develop stories?
- How can Media help provide solutions to some of the most affecting social, political, and environmental issues?
- Training young migrants to become community reporters



**Workshop will be conducted by**  
**Despina Syrri** – *President of Symβiosis*

1pm

## Public Relations and Public Diplomacy in the Globalised World

### Overview

- Globalisation's impact on executive level decision making
- Navigation and intelligence on complex issues as well as cultural empathy was cited as the top two strategic management skills today's interconnected and interdependent world was demanding of corporate communications and public affair/diplomacy counsel.
- Insight to formulate global management business strategy will increasingly require skills and expertise drawn from the diplomatic and international governmental relations sectors
- The rise of the 'Corporate Diplomacy' function for companies and the 'Public Diplomacy' function for governments
- Greater collaboration between business, government and Non-Governmental Organisations (NGO's) will occur with increased use of diplomatic skills in addition to those of public relations experts.

### By Attending this Workshops you will learn:

**NARRATIVE development** – It is vital now to reframe the (government and corporate?) narrative for greater inclusion of stakeholder attitudes and expectations, (to)be more holistic, which is more effective than narrow transactional messages.

**NETWORKING** – Lateral networks have replaced command and control hierarchies and practitioners have to become adept at using these given eroding borders between institutions and countries.

**NEGOTIATION** – Win-win has replaced win-lose in a more collaborative world of often uncomfortable stakeholders, requiring deep listening as much as communicating – a riskier, but ultimately more rewarding approach.

**NAVIGATION** – Mapping stakeholders in a global environment of converging economics, politics and culture requires a completely new mind-set.



### Workshop will be conducted by

**Dr Roger Hayes** – *Senior Counselor APCO Worldwide*



# GTF Advisory Board & Board of Trustees

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GTF proudly presents the  
Members of the Advisory Board  
& the Board of Trustees





## **HRH Princess Sumaya bint El Hassan**

*President of the Royal Scientific Society*

Her Royal Highness Princess Sumaya bint El Hassan of Jordan is Founder and President of El Hassan Science City, President of the Royal Scientific Society and Chair of the Board of Trustees of Princess Sumaya University for Technology. HRH is also Director and Chair of the *National Campaign for Public Awareness of the Drivers of Change*, a Jordanian initiative to outline and debate the factors that are driving change in the Kingdom. HRH is an advocate of science and technology as a catalyst for change in the Arab World, through education, research and innovation.



## **Maha Abouelenein**

*Global Communications, GOOGLE*

Maha Abouelenein is the Head of Global Communications & Public Affairs for Google in the Middle East & North Africa. With more than 20 years' experience in corporate communications, PR strategy and campaign management, Maha oversees the company's communications efforts across 18 countries in MENA.



## **Hakan Altinay**

*Senior Fellow, Brookings Institution*

Hakan Altinay is a nonresident senior fellow at the Brookings Institution, a global ethics fellow at the Carnegie Council, and a world fellow at Yale University. His book, *Global Civics: Responsibilities and Rights in an Interdependent World* was published in 2011, and has been translated into Chinese and Spanish. He was the founding Executive Director and Chairman of the Open Society Foundation in Turkey.



## **Salim Amin**

*Chairman, Camerapix & Africa24*

Salim Amin is Chairman of Camerapix, founder and Chairman of The Mohamed Amin Foundation and co-founder and Chairman of A24 Media. As Executive Producer and Presenter, Salim finished a documentary chronicling his father's life in March 2006 entitled "MO & ME" which has to date won ten Awards for Best Documentary in the United States, Canada, India and on the African Continent, including the Grand Jury Award at the New York International Film Festival.



## **Deema Bibi**

### *CEO INJAZ*

Deema W. Bibi is the CEO of INJAZ, a member organization of Junior Achievement Worldwide. Ms. Bibi elevated the work scope of INJAZ to new horizons by reaching out to all governorates of the Kingdom of Jordan. Her strategic plans and directives enabled INJAZ to develop high-impact programs, and to expand those programs to reach out to more than 120,000 students annually, and to build a strong network of supporters, including 2,500 qualified volunteers, 250 companies and institutions and a c-level, dynamic board of 50 business leaders.



## **Reem N. Bsaiso**

### *Senior ICT Consultant*

A member of the GTF Advisory Board, Reem is an independent Senior Consultant specializing in knowledge economy policies and public reform; her focus is on ICT in Education and national training schemes, working with international agencies on ICT in Education in the MENA region, such as World Bank, UNESCO and EU Investment Bank. She is Founder of Global Tech-Net (G-TeN), a non-profit initiative registered at the Ministry of Industry and Trade, Jordan.



## **Maggie Eales**

### *Head of Global Relations, GTF*

Maggie's career with international media spans four decades in executive roles. She joined CNN in 1992 and served as Senior Vice President CNN & Turner responsible for relations with broadcasters in EMEA, negotiating sales of CNN stories and Live Breaking News to both private and public broadcasters and overseeing a multi-million dollar budget. Her role also encompasses oversight for CNN International EMEA marketing, PR and business development functions.



## **Shannon McElya**

### *CEO Green Successes*

Shannon has a unique talent as a technology and partner evangelist to translate technology vision into compelling customer and partner benefits and create a partnership ecosystem. She has a proven track record bringing startups to market, including three successful IPOs and several profitable acquisitions.



**Nidal Y. Eses**  
*Founder, ESES4 Ventures*

Nidal Eses is The Guardian of Eses4 Ventures, an investment-holding company with international reach. One of his investments is the First Co-working Space in Jordan, providing a fertile and creative environment for freelancers, start-ups and Ventures to pursue their dream. He headed Regional (MENA) and International Groups in the past 25 years in the: investment, industry, banking and commercial sectors.



**Chris W. J. Gaunt**  
*Chairman, British Chamber of Commerce Turkey*

Chris began his career in 1973, in the Wine and Spirit Division of the Whitbread Brewery Group, and went on to work in prominent UK Beverage companies progressing to senior management positions with HP Bulmer and Allied Domecq. In 1992 Chris embarked on his International career and moved to Croatia as a consultant with Coopers and Lybrand to work on a major restructuring project for a newly privatized group of FMCG companies. In 1993 Chris joined the Coca-Cola initially in Croatia, followed by Senior Management/ GM positions in Eastern Europe and start up operations in Central Asia.



**Gary Horsley**  
*Media Consultant*

For more than 30 years Gary has been a consultant on international communications issues, helping to shape strategies that reach out to client audiences, markets and partners across the globe. During that time he has worked with major industrials, professional services, government departments and NGOs, helping them to communicate effectively across different cultures. He has extensive experience of working with European institutions.



**Eva Hukshorn**  
*Partner, Efactor*

Eva Hukshorn is Informal Investor and entrepreneur. She is partner and Management at EFactor.com, the world largest entrepreneurial platform. EFactor was able to pursue a listing to the American Stock Exchange in February 2013. Eva is also Board of Advisory of TreFoil Energy, Clean-Drinks, and ShowlinQ. In addition, she coaches several startups, helping to setup their business and accelerate growth in several industries.



### **Valerie Keller**

#### *CEO Veritas - Young Global Leader WEF*

An entrepreneur, consultant and public policy advocate, Valerie Keller's work bridges sectors and industries. As CEO of a social enterprise she focused on sustainable models for economic development including field research and pilot programs serving more than 20,000 in the poor regions of the U.S. along the Gulf Coast. She also established healthcare facilities and real estate developments for urban revitalization.



### **Lindsey Oliver**

#### *International Commercial Director, Bloomberg TV*

Lindsey is the International Commercial Director of Bloomberg TV. She is an experienced media professional and she is also a trained lawyer and has worked for large media organizations in both capacities. General Counsel for CNBC Europe for ten years, Lindsey moved across to head up their distribution team. Following her tenure at CNBC Lindsey became Commercial Director at Al Jazeera English, based in Doha, where she was part of the team that launched the English language version of one of the world's most controversial media brands.



### **Nabila Ramdani**

#### *Journalist*

Nabila is a Paris-born freelance journalist of Algerian descent who specialises in French politics, Islamic affairs, and the Arab World. She writes columns for The Guardian, The Observer, The Independent, London Evening Standard, and New Statesman. Nabila has been named by Decide Now Act "101 Innovation" as one of 101 most innovative individuals in the world for social good. She has also been honoured with the title Young Global Leader 2012 by the World Economic Forum.



### **Richard Sambrook**

#### *Professor of Journalism, Cardiff University*

Richard Sambrook is Professor of Journalism and Director of the Centre for Journalism at Cardiff School of Journalism, Media and Cultural Studies at Cardiff University. For 30 years, until February 2010, he was a BBC journalist and news executive. He spent ten years on the management board of the BBC becoming successively Director of BBC Sport, BBC News and, latterly, Director of BBC World Service and Global News. From 2010 until 2012 he was Global Vice Chairman and Chief Content Officer of the Edelman public relations agency.



**Lucian Sarb**  
*Director, EURONEWS*

Lucian is Director of news & Programmes at Euronews. Lucian began working for TVR (Televiziunea Română), the Romanian public broadcaster and shareholder of euronews, in 1994. During his time with TVR, Lucian Sârbcame to know Euronews in his capacity as a member of the Board of Directors, from 2003 to 2005.



**Professor Saskia Sassen**  
*Columbia University*

Saskia Sassen is the Robert S. Lynd Professor of Sociology and Co-Chair, The Committee on Global Thought, Columbia University ([www.saskiasassen.com](http://www.saskiasassen.com)). Her recent books are *Territory, Authority, Rights: From Medieval to Global Assemblages*, *A Sociology of Globalization*, and the 4th fully updated edition of *Cities in a World Economy*.



**Geraldine Sharpe-Newton**  
*President UK Media Society*

Geraldine has had a 35-year career in media relations and corporate communications. She has been head of communications for three of the worlds major news organisations, CBS News (in New York), ITN (in London) and CNN International. Geraldine is President of the Media Society, has been UK chairman of the International Womens Forum, and is Specialist Business Mentor the Prince's Trust, Mentor at the School for Creative Startups, Theatre 503 Board and a long-time member of Soho House, The Groucho Club, and Blacks. Geraldine is a Criticaleye Associate.



**Professor Marc Ventresca**  
*University of Oxford*

Marc Ventresca is an organisational and economic sociologist who teaches strategy, leadership and organisation theory at Oxford University's Said Business School with a focus on innovation and on how new markets get built. He is a Fellow of Wolfson College and affiliated Fellow of the Institute for Science, Innovation and Society (InSIS).

# GTF Executive Team

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**D** **DIONYSOMARBLE BULGARIA**  
**MARBLE & GRANITE**

**GC** **Granicon**

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**Thoughts**  
are the beginning of  
every **communication.**



**Design** can make **them**  
meaningful, effective  
& memorable.

A conversation around Leadership, opportunities for growth, investment and social development in Greece is more imperative than ever. It is very timely and relevant to the current political, economic and social circumstances. There are numerous opportunities for investment and collaboration in Greece and it is entrepreneurs (old and new) who can undertake a pivotal role to shape the country's economic and social future.

Today it is imperative that leadership across all disciplines stays in touch with its human capital and the challenges of a world that is constantly changing. We need clever, insightful and visionary decision-making in societies which are affected by multiple dynamics, frequently conflicting ones in order to promote investments, business and development. We need to encourage and support entrepreneurship.

The current financial crisis is also providing Greece with the opportunity to actively participate in the process of shaping the new rules and institutions of the post-crisis global economy. The lessons learned will be key for future progress and prosperity.

Global Thinkers Forum convenes pioneering minds, forward thinking leaders and influential decision makers in order to discuss improvements in leadership and ways to promote collaboration and achieve positive change.

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