

GLOBAL THINKERS  **FORUM**
Accountable Leadership. Women's Empowerment. Youth Development.

Democracy and Values

A Global Ethics Network Conference

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The Voice for Ethics in International Affairs

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GLOBAL THINKERS FORUM 2015

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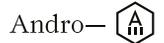
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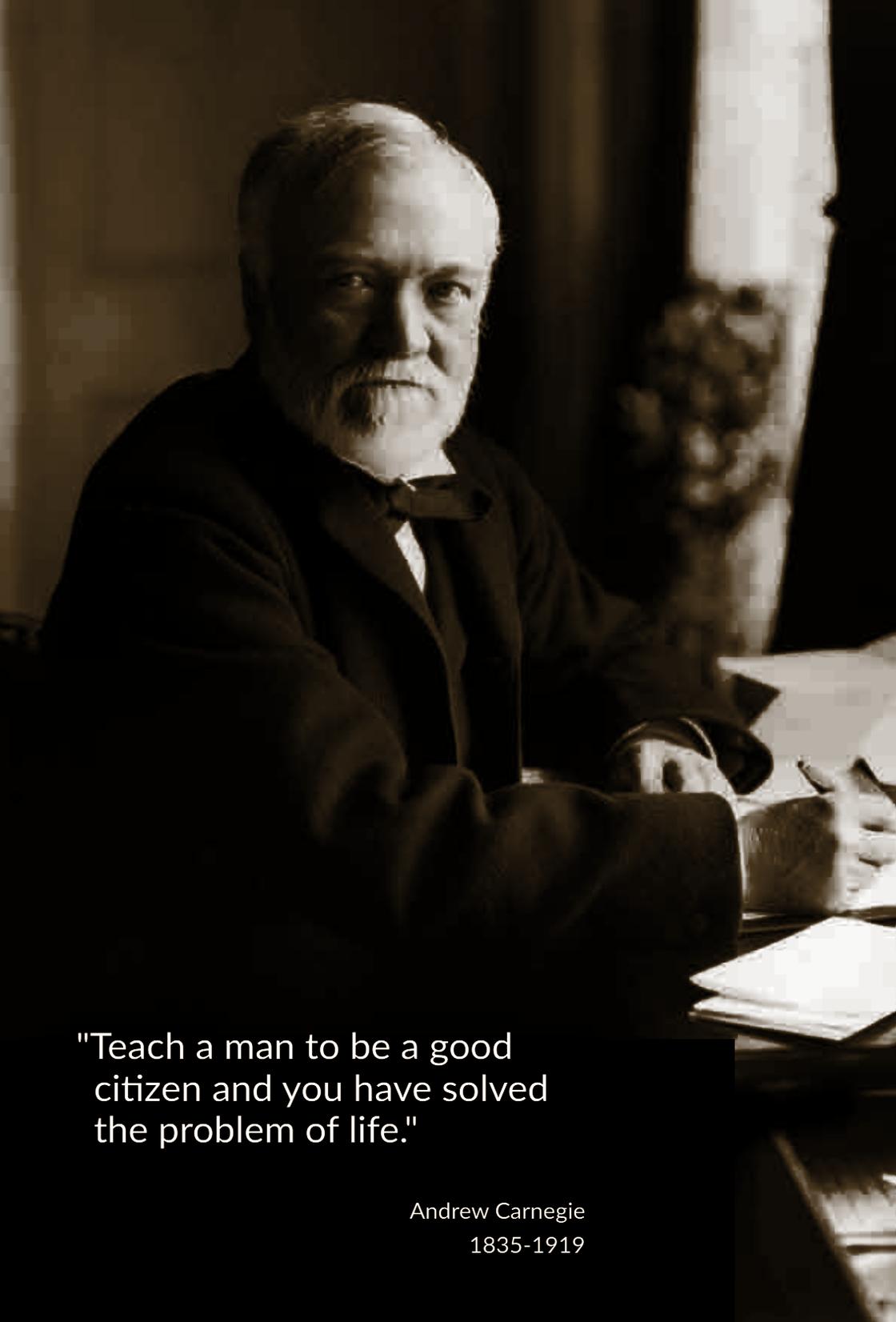


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"Teach a man to be a good citizen and you have solved the problem of life."

Andrew Carnegie
1835-1919



By Elizabeth Filippouli

Founder & CEO, Global Thinkers Forum



TIME FOR GREEKS TO DEVELOP A SHARED-VALUES CULTURE

I believe in people who think for the common good. I admire societies who care for future generations. I respect those leaders who dedicate their lives to serving their people. And I think that one of the main reasons why Greece has found itself today in such a political, social, economic and moral free-for-all is the fact that for decades the country has lacked two critical elements: collective values and servant leaders with long-term vision. These two elements are the pillars that can support and stabilize any prospering society. If they are not there, this society is in serious danger.

When we talk about collective values, it all comes down to whether people's self-image is defined in terms of "I" or "We". In Individualist societies people are supposed to look after themselves and their direct family only. In Collectivist societies people belong to a wider 'group' that unites them under common values that relate to history and culture while they are also universal in nature.

Culture is to society what memory is to the individual. It specifies patterns for existing that have proven effective in the past, ways of coping with social situations, and ways to determine the self and social behavior that have been reinforced in the past. It consists of systems of symbols that enable interaction, rules of the game of life that have been shown to "work" previously. When a person is socialized in a particular culture, the person can use custom as an alternative for thought and save time.

A significant variation across cultures is in cultural complexity. Let's think about the distinction between the human groups that existed in the world up to about 15,000 years ago and the life of a major metropolitan city in our day (Harry C. Triandis, 1989). Based on archaeological evidence, the groups rarely consisted of more than 30 persons. The number of relationships among 30 individuals is relatively small; the number of relationships in a major metropolitan city is potentially almost unlimited. The number of potential relationships is one measure of cultural complexity.

One of the outcomes of amplified complexity is that individuals have more and more potential in-groups toward whom they may or may not be loyal. As the number of potential in-groups increases, the dedication of individuals to any one in-group diminishes. Individuals have the choice of giving priority to their personal objectives rather than to the goals of an in-group. Additionally, the greater the affluence of a society, the more financial independence can be turned into social and emotional independence, with the person giving away priority to personal rather than in-group goals. As a result, as societies become more complex and wealthy, they also can become more individualistic.

Individualists give priority to personal goals over the objectives of collectives; collectivists either make no distinctions between personal and collective goals, or

if they do make such distinctions, they subordinate their personal goals to the collective goals.

Further to subordinating personal to collective goals, collectivists tend to be concerned about the outcomes of their actions on members of their in-groups, are inclined to share resources with in-group members, feel interdependent with in-group members, and become involved in the lives of in-group members.

The world can be divided in many ways – rich and poor, democratic and authoritarian, advanced and emerging – but one of the most outstanding is the divide between the societies with an individualist mentality and the ones with a collectivist mentality.

This is a divide that goes deeper than economics into the way people perceive the world. If you show an American a picture of a fish tank, the American will usually describe the biggest fish in the tank and what it is doing. If you ask a Chinese person to describe a fish tank, the Chinese will usually describe the context in which the fish swim. These types of experiments have been done time and again, and the results reveal the same underlying pattern. Americans usually see individuals; Chinese and other Asians see contexts.

Accountability is one of democracy's most important components. Citizen participation, political equality, civic consciousness, self-actualization, decent treatment by authorities, sense of individual political

value, respect for constitutional norms, protection of human rights, responsiveness to public opinion, social and economic leveling and, of course, "freedom" have all been associated with this form of political domination. All these features are contingent and vulnerable if citizens cannot reliably hold their rulers accountable for the actions that they take in the public sphere. I hope that this international conversation between some of the world's most brilliant academics will be the beginning of an ongoing conversation that will create new thinking around leadership, ethics and accountability. Undoubtedly 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 and often the absence of good governance has been one of the biggest obstacles for its progress. In this reality, repositioning the role of leaders is the key for progress and sustainable development.

As Global Thinkers Forum we are extremely proud and honoured to partner with Carnegie Council for this very important event and I would like to personally congratulate the President of Carnegie Council Joel H. Rosenthal for their exceptional work for global impact, the Mayor of Athens Mr. Yiorgos Kaminis for embracing this visionary initiative, and Solidarity Now for their continued support. We are looking forward to maintaining this collaboration—and growing it—in the years to come.





Joel H. Rosenthal

President, Carnegie Council

RESPONSIBLE LEADERSHIP OFTEN DEMANDS MORE THAN JUST A YES OR NO ANSWER

How do you define responsible leadership?

The most important element is accountability. A responsible leader is mindful of three sets of interests: her own, her constituents, and those affected by her decisions. She is accountable to all.

A responsible leader self-evaluates. She asks at regular intervals: Am I living up to my own standard? A responsible leader also takes into account the interests of those who put her in power. Finally, a responsible leader cares about everyone she affects – not just those to whom she reports.

When we talk about ethics what meaning does it have for you and how do ethical practices manifest?

Ethics is about Socrates' question, "How should one live?" It is not merely a list of "dos" and "don'ts." Rather it is a way of thinking about competing claims. For example, in international relations, we see a classic dilemma between respecting the sovereignty of a nation and the imperative to intervene during humanitarian crises. Leaders have to choose between conflicting claims. Tradeoffs are inevitable.

We see ethics in practice when leaders are purposeful about their ethical reflections and when they are clear in expressing the reasons for their decisions. Honesty about tradeoffs is the mark of a responsible lead-

er. Platitudes and high moral rhetoric tend to obscure more than clarify.

Do you think that democracy is a system that can work for all?

Yes, but it is important to note that democracy is a broad concept. There is no "one size fits all" answer. There are many elections happening in the world today but the results do not always equate with the virtues we commonly associate with democracy. These virtues are, essentially, the rights we are familiar with from international declarations: freedom of religion, freedom of expression, freedom of association, etc.

For those of us observing from the comforts of liberal societies, we face a choice. Do we support the values themselves (that is, the rights) or do we have faith in the process, that is, do we support the elected, even if problematic? Or should that support be conditional on the acceptance and protection of human rights?

What do you see as the number one reason that leaders fail their people?

Leaders fail their people when they neglect their role as educators. A leader's job is to educate her constituents and persuade them to follow the course she has charted. When in a sailboat, you cannot sail directly into the wind. If you try, the boat stalls. The trick is to tack a zigzag style to catch

the wind. Each tack can mean an uncertain and uneasy compromise. But each is necessary to maintain headway. Effective leaders explain these movements. They help their constituents understand that leadership is goal-driven but also compromise-ridden.

What do you think is the biggest mistake that leaders make?

The biggest mistake is lack of imagination. Leaders all too often accept the status quo. They operate efficiently and diligently within a given system. But they fail to expand the range of choices they face.

Too often leaders see their decisions as yes or no decisions. But often the answer should be “yes, but” or “no, but.” For example, a business leader may be asked if she supports hydro-fracking as a means of energy production. I can imagine an answer that might be “yes, but” or “no, but.” The “but” might include qualifications or provisions that shape the decision in significant ways. In this example, stipulations might include requirements such as enhanced environmental and labor regulation. Or the decision might include obligations to develop alternate energy sources in addition to the ones approved.

Does power today lie with people and human networks instead of leaders and the top of the pyramid?

Leaders and followers are organically connected. Good leaders feel the pulse of the human wave. They ride it, steer it, direct

it. As Tolstoy pointed out in *War and Peace*, the idea of the “great man” in history is a tempting illusion. Truly great leaders do not operate in isolation or above the fray. What makes a leader great is the ability to read the moment, to seize it, to bend it toward the desired goal.

Do you think that collaboration is important? Why?

Collaboration is a hard, practical, and essential skill. The biggest challenges we face today are global-level challenges. These challenges will be addressed most effectively by collaborations and new networks of actors who see the mutual benefits of working together.

Can you make a prediction of how our world will look like in twenty years from now?

Human nature is essentially unchanging – so it is reasonable to assume that many of the struggles we face today will remain with us for the foreseeable future.

Standards of expected and required behavior are likely to change. I believe we will see progress. Gender and racial equality are likely to see positive gains, as is environmental awareness. There will also be a continuing backlash against the barbarism of groups like ISIS. As Steven Pinker has argued in his book, *The Better Angels of Our Nature*, there is reason to believe that the world is becoming a less violent place. I find this progressive view persuasive, and something worth working toward.





By Dr. Bartłomiej E. Nowak

Global Ethics Fellow, Carnegie Council



CHALLENGES FOR DEMOCRATIC LEADERSHIP

Leadership is something that societies prize and call for. But more and more they tend to complain about the leaderless political elites. Influential opinion-makers have even started to ask: What's wrong with democracy?

History shows that the demise of political institutions is the result of their lack of capacity to deliver and to pursue their own aims. But today problems like fallacious regulation, rising unemployment or the lack of economic stability are not historically unusual. The quest for participation in economic wealth and equal-burden sharing are still the central themes. Nonetheless, there are new factors that contemporary political leadership must face in order to stay relevant in the twenty-first century. Therefore it would be misleading to interpret the lack of leadership simply as politicians' insufficient behavior or their lack of skills. Rather we should think about the limits, which are set by the growing interdependence and interconnectedness of the globalization process. In that context one could explain the crisis of governance. The old dilemma between accountability to the people at the price of governability has been reshaped because of profound global interdependence. Politicians feel that they are too bound in their actions, their power is diffused, and they have little leverage over reality. Societies feel that their power of the vote is becoming less meaningful and most frequently does not translate into real choices where they can change the government, but they can't change the policy.

The first factor that we must take into account in the assessment of political leadership is that the global market economy, with its excessive financial sector, is not counter-balanced by democracy, neither on a global nor domestic level. But this void cannot simply be filled by a strengthened global governance system. The frequently mentioned democratic deficit, of which international organizations used to be accused, cannot be overcome through simple application of traditional channels of legitimacy, which are bound to the nation state. As Harvard's economist Dani Rodrik argues, we cannot simultaneously pursue democracy, national determination and economic globalization. If this structural dilemma is unaddressed, it will further contribute to the erosion of trust toward democratic institutions – the point most clearly visible in the European Union.

Second, today's political leadership's latitude for maneuver is constantly getting thinner. Jean Claude Juncker has famously put it: "We all know what to do, we just don't know how to get re-elected after we've done it". In reality it is even more difficult. Democratic leadership in Western societies cannot easily deliver. If politicians promise something to their people, they will likely fail because the link between policy action and its visible output is larger than ever and it takes too much time before something really changes. Additionally, problems to be solved are not just cross-sectoral. They must also be tackled on the national and international levels and usually with the help of different non-state actors. The overall responsibility is appar-



ently blurred; however, these are national politicians and should be held accountable.

Third, there is a growing lack of trust toward domestic institutions of public life. The lack of respect and ensuing anger against political and economic elites may even take dangerous forms. Populism is hardly a new phenomenon. However, the world in which we live gives it a new context that creates fertile ground for widespread populism recovery within liberal democracy. It is partly caused by the rapid rise of new technologies. It is true that they contribute to more democratic and open societies. But on the other side, the digital revolution is also contributing to the erosion of political institutions. Today politicians are under constant control. People can influence them to an extent never before present. It derails traditional ways of maneuvering between competing interests within society and ways to find reasonable compromise, which needs some time and secrecy. Furthermore, new technologies are causing politicians to sharpen their language, shorten their thinking and tend to consider compromise as a sign of weakness.

Democratic leadership is clearly facing an adaptive challenge today. The adaptive pressures come from the fundamental nature of globalization and from democracy's own citizens. These two factors are endangering traditional "ways of doing things". They demand on political leadership that it learn new ways, rethink its values and attitudes, and clarify what the trade-offs are for successful adjustment. Smart leadership should stop pretending that it can easily define the problem and provide solutions. It is incapable, too, of maintaining the old norms and understandings of order within society. Therefore it should disorient people from their traditional positions within society and prepare them to face a set of new challenges instead of claiming responsibility for their management. This is, of course, easier said than done.



Dr. Ananya Vajpeyi

Global Ethics Fellow, Carnegie Council



LEADERS CANNOT UNDERESTIMATE THE ASTUTENESS OF THE PEOPLE

How do you define responsible leadership?

Responsible leadership—in the context of political leadership of, say, a social movement, a political party, a constituency, a state or a nation—involves providing actual “leadership,” i.e., a sense of direction and motivation, taking one’s followers along, inviting new votaries, enlisting more and more supporters, building consensus, managing conflicts, anticipating failures and setbacks, and taking responsibility for mistakes and defeats. A responsible leader will have the courage to admit a misstep, apologize for errors of judgment, and if necessary, resign a position if things go wrong. An irresponsible leader will drop the ball. A good example would be Rahul Gandhi of the Indian National Congress.

When we talk about ethics in governance and leadership what meaning does it have for you and how do ethical practices manifest?

In India these days, there has been a massive focus on two types of unethical political behavior: 1) fiscal corruption; and 2) sexual harassment and the safety and dignity of women in the workplace. You could say also that dynastic politics and nepotism, cronyism and crony capitalism, constitute additional areas of concern for those looking at ethics—or the lack thereof—in our leaders, politicians, bureaucrats, and powerful figures not just in politics, but also business, finance, media, and public institutions. The main plank for the formation and election to public office of

the Aam Aadmi Party (AAP) and of several AAP leaders since 2011 has been a crusade against massive corruption in the previous government, and the struggle to establish a public ombudsman called the Jan Lokpal. AAP’s founder Arvind Kejriwal has recently become the Chief Minister of Delhi (for a second time within a year) because of his insistence on ethics and ethical conduct in political life. So the question of ethics in leadership and governance in India is really at the forefront of nationwide debate and discussion at the moment.

Do you think that democracy is a system that can work for all?

Yes, by very definition, it can work for all and it must work for all for it to work at all. We cannot say we want democracy for ourselves but authoritarianism for others.

What do you see as the number one reason that leaders fail their people?

There are so many reasons—the lust for power, megalomania, greed, corruption, narcissism, small-mindedness, ideological blindness, a lack of vision, compromises, moral weakness, selfishness, irresponsible behavior, unethical tendencies, the failure to separate personal interests from the public interest, lying, cheating, sexual profligacy, fiscal malpractices, a monopoly of violence (in some cases), the perversion of state apparatuses, the delusion of impunity, the unwillingness to adapt—the list can go on!

What do you think is the biggest mistake that leaders make?

In India, leaders repeatedly underestimate the political judgment of the people. They think people can be lied to, fooled, or taken for granted. But whenever leaders stray, no matter what their previous popularity, they lose the next election. The Indian public turns out to be pretty canny, and this has happened so many times that it should be taken as a basic premise of Indian politics. Voters will forgive an honest mistake but they will not be taken in by lies or media propaganda.

Does power today lie with people and human networks instead of leaders and the top of the pyramid?

It's not clear. Maybe social media has helped to disperse, fragment, and distribute power in what Foucault called "capillary action", but whether this results in true democratization is questionable.

If the "network" in question is something like ISIS, the Taliban or Al Qaeda, then one wonders if familiar state structures with their hierarchies and top-down chains of command, are not preferable. The relationship between these unconventional networks and "the people" is doubtful. Do these networks "represent" popular will any better than conventional governments? In fact they seem like the worst of two bad options.

On the other hands, certain forms of networking can be helpful to movements of self-determination, democracy, dissent and liberation. One can see how people in oppressed parts of the world, like Pal-

estine, Kashmir or Tibet, use the Internet in politically innovative and potentially emancipatory ways as a tool to build solidarity and challenge state power.

In a changing and interconnected world, do you think that collaboration for progress and development is important? Why?

It's not just important today, it has always been important! Just last night I returned from a week-long trip to Lahore, Pakistan. Speaking to and visiting with my academic friends there, I became aware of the challenges faced by academic and research institutions in a climate of continual political instability and political violence bordering on civil war. It made me think that things might not be so bad in India after all. It also struck me that if there were ways to circumvent the terrible political relationship between the governments of India and Pakistan, and to establish institution-to-institution relationships across the border, there would be so much we could learn from one another and so many issues that, as social scientists and policy experts, we could work on collaboratively. But this hardly happens because we are constrained by official frameworks that keep India and Pakistan in an antagonistic relationship with one another.

Can you make a prediction of what our world will look like twenty years from now?

Not in any political way, but I do think that if we do not pay attention to climate change, resource management, environmental degradation and escalating levels of pollution, we will not have even 100 or 50 years of sustainable human life on this planet.





By Devin T. Stewart

Senior Program Director & Senior Fellow, Carnegie Council



A KITE RUNNER APPROACH TO UNDERSTANDING CORRUPTION

Corruption comes in many forms: improper payments, cronyism, patronage, graft. We can agree that these types of corruption are likely to be a drag on political and economic development. Yet these terms fail to satisfy the need for an overarching definition of corruption precisely because they are so narrow—they are types of corruption. In order to fight corruption effectively we need to know what forms it takes, but we also need to know what corruption is.

At the Carnegie Council we recently hosted a Workshop for Ethics in Business designed to highlight innovative approaches to fighting corruption. Representatives from General Electric, the World Bank, Lockheed Martin, and the NGO Account Ability gathered to discuss the sometimes difficult ethical terrain of the international business landscape. Many corporations lament that they simply don't know what the boundaries are when it comes to corrupt practices around the globe. Multinational corporations find themselves navigating complex supply networks and diverse operating environments. These often include cultural differences. The common barrier to early action on corruption is the free rider problem—less ethical corporations may have lower costs and thus gain market share.

What emerged from the workshop was the need for a comprehensive and satisfying

definition of corruption. The watchdog group Transparency International views corruption strictly as a question of improper payments or bribery. The World Bank, the leading development agency, defines corruption as the privatization of public policy. As development progresses, demand for better governance tends to rise. But the World Bank, whose mission is to promote development, deems it unwise to prioritize anticorruption measures over economic development.

Even at a high level of policy discussion and among partners, there is disagreement. At a recent NYU Center for Global Affairs panel, I offered what I call the Kite Runner approach: All sins are a variation of theft, according to the father character in Khaled Hosseini's novel and forthcoming movie *The Kite Runner*. Murder, according to this approach, can be viewed as stolen life. This notion is useful because it clarifies the nature of corruption, making it less of a slippery concept. The way I see it, corruption is theft in which the consequences are a loss of public trust in institutions. This is a theme common to all moral traditions.

Ethicist Thomas Donaldson has argued that the power and weight of multinational corporations dictates a responsibility to protect human rights. "Rights are the rock bottom of moral deliberation," he writes. And the flip side of a right is a duty. Looking at negative

and positive rights, he shows that the two are really not separate. Negative rights require no action—like the right to liberty.

Positive rights require action—like a right to sufficient food. Meanwhile, the negative right of physical security requires positive actions such as maintenance of a police force, blurring the distinction between the two. Providing factory workers with safety goggles is a classic example of a corporation's duty not only to avoid depriving, but also to help protect from deprivation. Donaldson gives us a powerful statement here: "One's freedom to speak freely is meaningless if one is weakened by hunger to the point of silence."

Technology has a large role to play in the effort to boost transparency. Firms now use tracking and accounting software to reduce the effective distance between corporate headquarters and far-flung operations and suppliers. Transparency requires metrics designed to measure the success of anticorruption initiatives. Without measurable data, it can be difficult for firms to muster the will to act. Show them the numbers, however, and corrective action can be swift and decisive. Firms must also create awareness in their far-flung operations of what is considered ethical and broadcast their explicit expectation of good behavior.

Furthermore, firms can serve as exemplars of good behavior when operating in ethically challenging environments. When entering new markets, developing supply chains, and acquiring stakes in local entities, firms have the ability to dictate and transmit ethical business practices. Can you imagine how quickly good governance would spread if corporations suddenly refused en masse to pay bribes? This corporate culture of ethics must begin at the top. Interested and motivated executives must take an active role in setting what Choo called the "tone at the top."

And finally, the emerging phenomenon of citizen journalism, especially at the local level, has begun to play a vital role in the fight against corruption. Bloggers in China, for example, have used the Internet to expose corrupt real estate schemes, bringing these violations to the attention of mainstream media around the world. The Carnegie Council, Brown University, Oxford University, and Demos UK have started the Ethical Blogger Project and an accompanying blog to advance the positive contributions blogs can make to governance.

The more we can use technology to boost transparency, the more we can tell pillagers of public trust to go fly a kite.





By Areti Georgili

Founder of the Free Thinking Zone



WE MUST INCORPORATE CIVILIZED RULES INTO THE PUBLIC DIALOGUE

How do you define responsible leadership?

The role of a leader has shifted from the traditional model of value creation and generation of profits to a new one focusing on value creation via social commitment and common-good generation.

The last years' recession has brought to light the people's trust deficit on capitalism and its leaders, political or entrepreneurial—a fact that has made world problems appear like Hercules labors.

New literature such as CSR, sustainability, and corporate philanthropy has appeared in management storytelling. However, the difference between law compliance and ethical behavior is still not clear. This is exactly the gap a leader is required to fill to direct power and influence toward the enhancement of a different mentality, not different from the mentality of the global citizen in a global community.

When we talk about ethics what meaning does it have for you and how do ethical practices manifest?

As opposed to Kantian ethics, Aristotle defines ethics as primarily a personal excellence process that requires an ability to differentiate right from wrong. In that sense, it is above all important to be a good person to create further good yourself or to motivate others. Therefore, I would define as ethical or unethical behavior the behavior toward powerless persons or groups of persons and the way we manage the unenforceable obligations that this relation imposes on us.

In applied ethics (e.g. bioethics, protection of the environment, etc.) value-creating institutions, governments or business leaders wield immense power and influence to be used for good or ill. In many emerging markets for example, ethical effect means to create the conditions of the necessary change to the local communities for a better quality of life, “*eudaimonia*” as it called in Greek.

Do you think that democracy is a system that can work for all?

Democracy is a political system designed from people for people. It must work for all. It's true, however, that sometimes democracy and its institutions fail to meet the expectations of citizens and the expectations of equal opportunities and justice.

I will therefore adopt the quote of a great philosopher whom we had the great honor to recently host at Free Thinking Zone, Mr. Jean Luc Nancy: “The public sphere is not a single entity: it is made of multiple approaches of the meaning, the meaning of arts, the meaning of desires, the meaning of thoughts, the meaning of feelings. In this context, democracy means acceptance—but not absorption—of all these differences in one community in a way that unfolds—through those differences, revealed to a full extent within the community—the infinity of which they consist the umpteenth forms.”

What do you see as the number one reason that leaders fail their people?

They fail to understand the difference between the power of position and austerity

and the power that derives from a collective decision-making process. This automatically creates conditions of mistrust and the sense of injustice.

According to the Edelman Trust barometer 2014 leaders need to apply their unparalleled perspective and skills to solve the world's biggest problems. They must conduct themselves with new rigor and self-awareness and they must adopt a new framework to facilitate dialogue and foster collaboration.

What do you think is the biggest mistake that leaders make?

In a new environment where the fast emerging social networks have received the control panel from the oligarchies, the power of the few to the hands of the many, leadership must redefine its role as the fair moderator rather than a hostile and distant ruler. The model of the new-age leader is a bottom-up model. It requires engagement of all stakeholders, transparent policies, open governance and information sharing.

Do you think that collaboration is important? Why?

Collaboration is a one-way direction. It is important today and it always has been. We have to abandon the conceit of isolated personal or unilateral actions if we are going to solve the crises we are facing, especially now that humanitarian needs have reached "unprecedented levels" in countries such as Syria and Iraq. To solve the Greek crisis, we need to find new solutions to the way we respond, safeguard our principles, expand our partnerships, and ensure a firm, consistent and effective policy.

The same applies in every aspect of modern life from businesses to government and NGOs, as the need on collective efforts is now more important than ever.

Can you make a prediction of what our world will look like twenty years from now?

As I am by nature an optimistic person, please allow me to steal a verse to answer this question: "O wonder! How many godly creatures are there here! How beauteous mankind is! O brave new world. That has such people in it. (William Shakespeare, *The Tempest*)

What is the concept behind FTZ?

Free Thinking Zone is the first statement bookshop in Greece and is among the few statement bookshops in the world that focuses on activism for human rights and freedom of expression. Our aim is to introduce new, civilized rules to the public dialogue. We want to lead toward more tolerance and away from a less violent society as we push closer toward an open society where "books beat rocks."

Our name "Free Thinking Zone" is a paraphrase of Free Trade Zones in ports where goods can stay without being taxed until they reach the market. This is how ideas and thoughts should be as well.

Our location at the very center of Athens right at the crossroads between 'Ex-archeia"—the antiauthoritarian, most rebel part of the city—and "Kolonaki"—the upper class, the most conformist part of the city—symbolizes exactly the "meeting point" of two opposing and unfortunately conflicting mentalities in contemporary Greece.

What type of change would you like to see in Greece?

I would like to see a public discussion with honest intentions of finding solutions and a decent exchange of arguments in order to reach a wider consensus on major public issues, even if a total agreement cannot always be achieved. I would like to see more active, more caring and more engaged citizens as well. As a result of both of these, I would like to see a fair and evolving society.



By *Michael E. Economakis*

*Executive Vice Chairman, A.G. Leventis Group,
Plc. & GTF Advisory Board Member*



BUSINESS & ETHICS: WHAT IS IT ALL ABOUT?

The concept of Ethics has come to mean various things to various people. It sometimes sounds vague or confusing. But generally when we talk about Ethics it is about being clear and specific as to what is right or wrong in the workplace and also with regard to one's products, services and relationships with internal and external stakeholders. Let's have a very concise overview of the major schools of ethics that are often taught in business ethics programs:

Immanuel Kant's Categorical Imperative (1700s): Kant asserted that a belief is an ethical principle if, and only if, it applies to everyone all the time, everywhere, that is, if the principle should be a universal law. Thus, the Golden Rule might qualify as an ethical principle.

John Stuart Mill's Utilitarianism (1800s): Mill asserted that a belief is an ethical principle if it results in the greatest good for the most people. Thus, some people might believe that an economic strategy to "spread the wealth" is also a highly ethical strategy.

Joseph Fletcher's Situational Ethics (1900s): Fletcher also asserted that a moral law depends on the current situation. However, he also asserted a principle should be a moral law only if it contributed to love. Thus, Fletcher's assertion might have contributed

to – or justified – the "free love" movement in the 1960s.

Of course, these descriptions are overly simplistic for the purpose of contrasting the different major schools of ethics. Undoubtedly attention to business ethics is critical during times of uncertainty, crisis and also fundamental change. And we live in such times. This is why it is imperative that businesses, both nonprofit and for-profit, abide by their core values. Interestingly in times of fundamental change, lack of values means absence of a moral compass to guide leaders through complex dilemmas about what is right or wrong. Attention to ethics in the workplace sensitizes leaders and staff to how they should act.

Organizations can manage ethics in their workplaces by establishing an ethics management program. Typically, ethics programs convey corporate values, often using codes and policies to guide decisions and behavior, and can include extensive training and evaluating, depending on the organization. They provide guidance in ethical dilemmas. A corporate ethics program is made up of values, policies and activities that impact the propriety of an organization's behaviors. Balancing competing values and reconciling them is a basic purpose of an ethics management program. Business people need more practical tools and information to understand their values and how to manage them.

Competitiveness, ambition and innovation will always be important to success but they must be regulated by core ethical principles. Here is a list of twelve critically important values that can be considered the pillars of business ethics.

1. **HONESTY.** Ethical executives are, above all, worthy of trust, and honesty is the cornerstone of trust.

2. **INTEGRITY.** Integrity refers to a wholeness of character demonstrated by consistency between thoughts, words and actions. Maintaining integrity often requires moral courage, the inner strength to do the right thing even when it may cost more than they want to pay.

3. **PROMISE-KEEPING.** Ethical executives can be trusted because they make every reasonable effort to fulfill the letter and spirit of their promises and commitments.

4. **LOYALTY.** Ethical executives justify trust by being loyal to their organization and the people they work with.

5. **FAIRNESS.** Ethical executives are fundamentally committed to fairness. They are open-minded, willing to admit they are wrong and, where appropriate, they change their positions and beliefs.

6. **CARING.** Ethical executives are caring, compassionate, benevolent and kind. Ethical executives seek to accomplish their business objectives in a manner that causes the least harm and the greatest positive good.

7. **RESPECT FOR OTHERS.** Ethical executives demonstrate respect for the human dignity, autonomy, privacy, rights, and interests of all those who have a stake in their decisions; they are courteous and treat all people with equal respect and dignity regardless of sex, race or national origin.

8. **LAW ABIDING.** Ethical executives abide by laws, rules and regulations relating to their business activities.

9. **COMMITMENT TO EXCELLENCE.** Ethical executives pursue excellence in performing their duties, are well informed and prepared, and constantly endeavor to increase their proficiency in all areas of responsibility.

10. **LEADERSHIP.** Ethical executives are conscious of the responsibilities and opportunities of their position of leadership and seek to be positive ethical role models by their own conduct and by helping to create an environment in which principled reasoning and ethical decision-making are highly prized.

11. **REPUTATION AND MORALE.** Ethical executives understand the importance of their own and their company's reputation as well as the importance of the pride and good morale of employees.

12. **ACCOUNTABILITY.** Ethical executives acknowledge and accept personal accountability for the ethical quality of their decisions and omissions to themselves, their colleagues, their companies, and their communities.

If recent history teaches us anything it is that ethics and character count, especially in business. Huge organizations like Enron, Arthur Andersen and Health South have been destroyed and others were seriously damaged (AIG, Fannie Mae, Freddie Mac) by executives with massive ambition and intelligence but no moral compass. In today's highly competitive, high tech, interdependent business environment, charisma without conscience and cleverness without character are recipes for economic and personal failure of epic proportions. As President Theodore Roosevelt said, "To educate the mind without the morals is to educate a menace to society."



By Diane Erdei

Vice President, Transformation Management,
Bertelsmann & GTF Advisory Board Member



ETHICAL LEADERSHIP: DOING GOOD OR DOING WELL?

Leading in an ethical way is one of those things that one intrinsically knows how to do. Yet when asked to define it, all you can think of are faceted answers and fragments of its actual definition. Following this realization, I began searching for a perfect explanation. Of course the first place I looked was online. Wikipedia defines ethical leadership as “leading by knowing and doing what is right”. This was a good enough place to start.

Different cultures deem various values as important. And yet, more than 10,000 global survey participants agreed that the values of an ethical leader should include humility, openness, patience, empathy, trustworthiness, vulnerability, flexibility and balance (*Gerzema, D’Antonio – The Athena Doctrine*). Regardless of the culture to which we belong, we seem to have a pervasive compass that instinctively tells us what’s good or right.

And still, while we seem to agree across cultures and regions about what is “good” and “ethical”, our society accepts and promotes divergent behavior. It is still socially acceptable that doing well is worth more than doing good, that monetary success at all price (be it through stark personal lack of balance, or by lack of compassion and support to others) is still something toward which we should aim.

Yet fractures and cracks are starting to appear in this accepted norm. It is compelling that 83 percent of today’s young adults would rather be respected than wealthy (*Gerzema, D’Antonio*). Generation X and the Millennials are starting to turn the ship around, it seems. We want to re-direct ourselves toward our inner compass’s true north — we want to be leaders who do *good* at least as much as be leaders who do *well*.

Modern-day parents complain that youngsters don’t have ideals or don’t have the same drive to achieve as they did. I am not sure that is the case. Instead, maybe the Millennial Generation is returning to a different type of ethics. Maybe they want to be successful, but in a more balanced manner including helping each other, respecting and encouraging diversity, protecting the environment, and protecting our private time. We are resetting the benchmarks of our world.

The twenty-first century is full of contradictions and paradoxes, where the contrasts are getting sharper, the greys are multiplying and change is accelerating at a pace hard to follow. Technological progress is unparalleled. We are more connected than ever before. We delegate manual tasks to machines and supposedly gain time to enjoy our own well-being. Women, although still in small numbers, are starting to take their place at the table. And yet,

we are the loneliest and most disillusioned society ever. We live longer but are afraid of aging; we enjoy material well-being yet we are depressed. We have unsurpassed amounts of information but are increasingly indifferent to content. We look up to our governments hoping to see a higher level of ethics and commitment, only instead to see failed structures, economic crisis, and continuous imbalance. We are experiencing a crisis of trust in traditional institutions, both corporate and public. Dangerous and worrying developments across the globe are re-surfing. We have the largest amount of refugees since War World II. International organizations are freezing or ceasing areas of support due to insufficient funding. Our youth shows itself ready to embrace fundamentalist views and to harm others, all in the hope of attaining an ideal, of being given some sense of purpose. There is a plethora of open questions and world issues that need to be tackled. Ignoring and hoping that they will go away won't work. No matter how rich or poor we are, we are equally affected by pollution, changing climate, or war.

Generation X and the Millennials are taking things into hand, changing the world in incremental steps through ethical leadership. Even while we may be disillusioned by the state of things, it has not diminished our resolve to change them. As ethical leaders, we are learning that interconnect-

edness is not something that only applies to social media. It is in fact the impetus necessary to beget change. Face to face, culture to culture. This is what we must realize to create a successful future.

Trying to make changes in the present day feels like trying to fix an engine while the plane is in the air. It is risky, tough, ridiculed, deemed as impossible. But it is necessary for the plane to keep flying. We are not the generation of firsts. We're probably the generation of fixers. We want to fix social imbalance. We want sustainable eco-friendly products. We want to fix global pollution. But while there is no easy solution, making small changes helps fix the bigger picture. We need to ask questions and be open to unexpected answers. We need to shape the future through our own involvement. We need to teach our children about ethics. We need to walk our talk and live the values in which we say we believe.

Acting ethically can only make the world a better place. It does not require the sacrifice of our own success but it does mandate that we consider how our leadership positions can positively affect more than just ourselves. Ethical leaders with a global mindset will be the successful and influential leaders of tomorrow. We are not playing a zero-sum game: doing well and doing good are not mutually exclusive after all.





George Mavrelis

GTF Advisory Board Member



LEADERS MUST UNDERSTAND AND APPRECIATE THE VISION OF THE PEOPLE THEY REPRESENT

How do you define responsible leadership?

Responsible leadership is what exists after having identified the circumstances and given consideration to the goals of all shareholders of the organization, achieving the best balance between financial and humanitarian aspects without looking at the interests of particular stakeholders to the detriment of others. Therefore, responsible leadership should meet the goals of shareholders, society and the working force in an effective yet visionary manner.

When we talk about ethics what meaning does it have for you and how do ethical practices manifest?

In my opinion, ethics and ethical practices should be the cornerstone of any organization, community, and organized society in general. Ethics is a behavioral code of conduct at a higher level than the average way of thinking and practice within any organization and should represent the destination rather than the everyday routine. Ethical practices manifest through responsible leaders even if they result in short-term financial loss. They should be infused to the whole organization and used as a guiding tool in developing all aspects of that organization (operations, processes, targets etc.). Short-term financial loss, if any, will be turned into long-term profita-

bility as ethical practices help build strong and loyal relationships based on trust for all stakeholders involved. Organizations lacking ethics will eventually erode and may even collapse.

Do you think that democracy is a system that can work for all?

Absolutely! Democracy works for all, in the sense that it provides opportunities to all and is the system that to its core contains no impediments for individuals, organizations and societies in general, to thrive. Also, it is time to implement in the real world the long-standing theory that disentangles the institutions from the individuals who are entrusted to manage these institutions. Unfortunately in our time, in the hands of unethical individuals it happens that the concept of democracy is used excessively and beyond its essence to cover unethical practices.

What do you see as the number one reason that leaders fail their people?

A true leader is not (or should not be) an average person. A leader is a person who knows how to achieve goals and inspire people along the way, not just through a particular task at hand. He must be willing to work to understand the interests, needs and desires of others, recognize their efforts, and reinforce their actions, but also

let them act on their own. Most of all, a leader will take into account all points of view and will be willing to change a policy, program, or cultural tradition that is outdated or no longer beneficial to the group as a whole. He should discover new opportunities and provide direction without being stuck on the successes of the past or suffocated by day-to-day routines and micromanagement. Therefore, failing to be a visionary inspiration to people by being narrow-minded and self-involved in his private agenda is the number one reason why a leader may fail his people.

What do you think is the biggest mistake that leaders make?

In my opinion the biggest mistake the leaders make is that they try to replicate a past path to success without changing their ways, having exaggerated faith in their own potential. To this extent, they fail to realize that as circumstances change fast, they cannot accomplish everything on their own. Out of fear toward possible competition from capable people, they fail to recognize the talents of people around them and therefore do not delegate tasks accordingly.

Does power today lie with people and human networks instead of leaders and the top of the pyramid?

I believe that power still lies with leaders and the top of the pyramid. A true leader should trust and entrust the right people to “do the job” and this is his biggest power. However, we should not rule out the possibility of human networks assuming power especially in complex and large-sized organizations. In this case leaders should be ready to cope with this situation and break through it to the benefit of organizations and people.

Do you think that collaboration is important? Why?

Collaboration is not just a better way to learn in an ever-changing economy. It is extremely important as it promotes effectiveness, problem solving, innovation, focus on a common vision and devotion to the community ethics.

Can you make a prediction of what our world will look like twenty years from now?

Coming out of the troubled waters of the current worldwide crisis, I believe that the world will be more provocative but with better principles and values.





By *Konstantina Karydi*

*Advisor & Head of the Athens Europe Direct Centre,
Athens Mayor's Office*



AN APPROACH TO RESPONSIBLE LEADERSHIP

Responsible leadership in the case of local government has three central characteristics.

It is about understanding the needs of the society as they emerge and being responsive to the new challenges that come forth. It is, however, also about keeping faithful to your priorities and working toward realising them. The balancing act between the two constitutes the responsibility of an ethical leader.

An elected official, an ethical democratic leader, should always maintain that the driving force of democracy and its legitimacy lies not in the municipal council, nor in the Parliament corridors or in the highest-ranking global political fora. But it is in the opportunity citizens have to take an active part and shape the decisions that concern them. This is more than evident at the local government level which is closest to citizens and can guarantee the citizens' rights when states might not be able to.

Consistent to this principle, we have actively worked toward rendering the City of Athens an extrovert capital; a site of innovative practices and efficient solutions to urban challenges seeking to enhance a productive dialogue with citizens, with other cities in the country, in Europe and around the globe. In the case of the European Union in particular, regions and municipalities are acquiring an increasingly active part in the policy-making process. Such an effort should be further

enhanced not only to ensure better effectiveness of policy-implementation efforts but also because the participation of local government elected representatives can be an important vehicle in the effort to reduce the Union's legitimacy gap. The fact that global and European city networks are increasingly empowered during the last years, exchanging best practices and claiming an active role in strategic policy-making, is a very encouraging development. This is a clear recognition of the fact that very often local problems have global solutions; and the opposite. This is the true sense of "glocality" and its importance is clearly manifested in Athens. The management of irregular migration, the consequences of a global crisis turned local, addressing the challenges of climate change, defending the principles of democracy, are four aspects of this attestation.

I strongly believe that nothing can be achieved without cooperation, across fields, across, policies, between divergent actors. Each city in the world has its own diverse needs. Yet, there are common goals stemming either from tangible targets, mutually agreed at the various levels of governance and fora or even from the broader aspiration many city leaders share to improve efficiently the quality of life in our cities. Cities should be empowered and willing to implement and adjust policies targeted to their locally defined needs.



The quality of democracy is not only a matter of centralised politics and government. On the contrary, when institutions are functional, transparent and accountable from the bottom of the democratic pyramid and all the way up to the highest institutions, then democracy breathes freely.

In other words, being an ethical leader is about keeping in check your personal integrity, goals and beliefs with the divergent and multifaceted needs of the society. The belief that society, the people, are those who have the first and final say is at the core of our political system, is the cornerstone of democracy.





Jocelyne Cesari

Global Ethics Fellow, Carnegie Council



LEADERS' TOP PRIORITY MUST BE THE COMMON GOOD

How do you define responsible leadership?

Responsible leadership is a commitment to the common good beyond partisan affiliation.

When we talk about ethics what meaning does it have for you and how do ethical practices manifest?

Personal ethics differs from political or institutional ethics. The former refers to personal commitment to moral rules in interactions; the latter refers to accountability of rulers vis-à-vis their elected bodies and rule of law applicable to all.

Do you think that democracy is a system that can work for all?

Democracy is defined as free and fair elections that translate into power sharing. It embodies a rule of law independent of race, gender and religion. The first part can work everywhere, but the second is the most challenging as the current controversies on civil liberties, human rights, freedom of speech in different national contexts from the West to Muslim countries can attest.

What do you see as the number one reason that leaders fail their people?

Leaders fail their people when they put the interests of their institutions first and miss the changes in expectations of their constituency by giving priority to electoral interest over the common good.

What do you think is the biggest mistake that leaders make?

The biggest mistake of leaders is when they focus on electoral short-term benefits rather than the long-term outcomes of politics. This often manifests as a lack of courage to initiate structural reforms for the improvement of the social condition of future generations.

Does power today lie with people and human networks instead of leaders and the top of the pyramid?

No changes come from the people per se but from the changes through politics by leaders who take into account the claims of people and social networks.



Do you think that collaboration is important? Why?

Collaboration between political leaders and social, cultural and economic groups is key because it allows leaders to remain connected to the aspirations and needs of different segments of the population beyond institutional and partisan constraints.

Can you make a prediction of what our world will look like twenty years from now?

Political participation and civic engagement will be more global and more digitalized than it is today. In other words, formal participation through voting and partisan affiliation will be increasingly replaced by mobilization in favor of global causes (environment, human rights, etc.) through the use of social media and hence oblige leaders to redefine their modes of governance and communication.





By *Epaminondas Farmakis*

Managing Director, Solidarity Now Greece



WE SHOULD WORK TOGETHER AS A WHOLE

It's easy to say that we support everyone's right to be his own person, to live his own life and to not only embrace but to celebrate all people's differences, not just on a personal level but also on a community level. To be able to do so and to do so successfully is the purpose and essential component for a healthy society on all levels of its workings and responsibilities.

This would be a utopian society that operates under one governance, that of solidarity. Solidarity implies that everyone living in the society operates collectively and inclusively with respect to each person's needs and abilities. It expresses thoughtful acceptance and not just tolerance but patience without contempt and compassion without derision as help is extended to those who need it — to those who might not be able to help themselves. Furthermore, it would mean people's acknowledgement of the simple truth that nobody should have to struggle more than anybody else. "Problems" are indiscriminate; they don't marginalize and segregate. Everyone has something with which they struggle. As Plato so wisely said: "Be kind, for everyone is fighting a hard battle."

But is this the way societies actually operate? Or is it more along the lines of segregation, discontent, closed ranks and marginalization?

Unfortunately, it's the latter. But what good is it doing? Have societies' fragmentations managed to bring their citizens seclusion from the plights of others? I don't think I have to answer those questions.

Greece is currently in the midst of a major societal tumult. You've heard this before, but according to recent Eurostat calculations, the unemployment rate among young people under the age of 25 holds at a staggering 51 percent, a fact that is stigmatizing the most productive contingent of society—cutting off their wings just as they are about to take flight. Their only option is to flee their homeland in order to find employment—and they're doing so daily.

But what of the people who, for one reason or another, are staying? Migration and its accompanying xenophobia are increasing issues for Greek society at large. Nationalism is springing out of many people as a way of reaction. For many, it's an expression of their fears that since the country doesn't have enough to support its own citizens, then why are more people from elsewhere with their own set of problems coming and adding them to the mix? It's like a bubbling melting pot in which none of the ingredients are mixing cohesively but instead are all reacting adversely against each other. But segregation and the blame game aren't going to solve a single thing. The only way out of this state of emergency (because

that's what it is) is if we all work together as a whole, each of us doing our part to the best of our abilities to fight it.

This is the target of Solidarity Now and its Solidarity Centers in Greece's main cities: Athens and Thessaloniki. Through its many collective works, Solidarity Now aims to speak for and protect the rights of all people, but especially those groups of vulnerable populations who have been hit the hardest by the crisis, such as the elderly, the sick, migrants and asylum seekers.

In the Greece of today, people are continuously struggling in every single area of life. Ultimately, all of these areas interconnect much like society as a whole. The inspiration behind the establishment of Solidarity Now two years ago by the network of Open Society Foundations, was to provide ways to mutually and inclusively support all groups of individuals because they all share a common goal: the betterment and advancement of society. This unification, which extends to all the voices of solidarity across Europe in general, is viewed as the only way to beat the crisis that is plaguing the land.

The way Solidarity Now is going about realizing this goal is to strategically provide

support toward all people who are facing exclusions. The Centers in both Thessaloniki (which has been operating for over a year) and the newly established (in Dec. 2014) Center in Athens are gathering places for all citizens regardless of their nationality, origins and social standing. We work with NGOs in these centers to provide for free a plethora of community services (health care, legal aid, job-search assistance, child day care services, and support for vulnerable groups) to all indiscriminately. All anybody has to do is visit the Centers and ask for help; that's the only prerequisite. More than 19,000 cases have already passed through the first two centers.

At Solidarity Now we know that not only do we all have important roles to play, but that, as players in a theatrical production, all of those roles are interconnected and tightly woven together. Every role is different, but that doesn't mean that any single role is more preferable or of a higher ranking than any other. Acceptance, patience and compassion aren't optional. The only way for societal advancement is if we all work together indiscriminately with solidarity not just on paper, but in our daily lives as well.





By Helle Porsdam

Global Ethics Fellow, Carnegie Council

CULTURAL RIGHTS: THE NEW HUMAN RIGHTS FRONTIER?

On the occasion of the 60th anniversary of the Universal Declaration, the UN declared Culture to be one of six cross-cutting themes of the UN Agenda, the others being Dignity & Justice, Development, Environment, Gender, and Participation. The 2008 choice of Culture as a cross-cutting theme was explained as follows:

“...The concept of Human Rights is bound closely to the belief that culture is precious and central to our identity. The way we are born, live and die is affected by the culture to which we belong, so to take away our cultural heritage is to deny us our identity. At the same time, we can all benefit from our experience of other cultures and we have something to offer them in return. The Universal Declaration of Human Rights says “everyone has the right freely to participate in the cultural life of the community” and by implication, this also means that no one has the right to dominate, direct or eradicate that culture or impose theirs upon us...”

Both the UN and UNESCO have urged consideration to the role of culture and sustainable development in the elaboration of the post-2015 development agenda, and within the last few decades, cultural rights have become increasingly relevant in the

context of globalization and post-colonialism. Identity-related questions, inherently linked to human dignity and self-respect, are frequently at the root of violence and peace issues, and it is generally accepted that cultural rights are of equal importance to all human beings and impose upon nation states the obligation to respect, protect and fulfil these rights.

At the scholarly level, new and important works on culture, cultural heritage and human rights have helped increase the interest in this particular corner of human rights research. This is especially interesting as international legal instruments such as the International Bill of Rights are comparatively silent on cultural rights. The Universal Declaration of Human Rights contains only two articles on these rights—Article 26 on the right to education and Article 27 on the right to participate in cultural life and in scientific progress. The same is true for the International Covenant on Economic, Social, and Cultural Rights, which mentions the right to education in Article 13, and cultural participation, the right to benefit from scientific progress and artists’ rights in Article 15. UNESCO has produced both soft law within several distinct areas of cultural rights and policy—the right to education, linguistic rights, traditional culture and folklore, and cultural diversity—and binding treaties relevant to the area of cultural rights such as the UN Declaration

on the Rights of Indigenous Peoples (2007) and to the protection of cultural heritage, material as well as immaterial, though.

In 2009, cultural rights were institutionalized within the UN system with the appointment of a Special Rapporteur in the field of cultural rights. To date, Special Rapporteur Farida Shaheed has published reports on the following focus areas:

2010 - Implementing cultural rights. (Nature, issues at stake and challenges)

2011 - Access to cultural heritage

2012 - The right to benefit from scientific progress and its applications

2012 - Cultural rights of women

2013 - The right to artistic freedom

2013/14 - History and memory

2014 - The impact of advertising and marketing practices on the enjoyment of cultural rights

The focus for 2015 is *Intellectual Property Regimes*, and the Special Rapporteur has decided to publish two reports on this issue: one on copyright and one on patents. The former has just been released.

Together these reports will provide a new standard on cultural rights. We intend to be among the first to highlight this by organizing a conference in November 2015 in

Copenhagen to which we will invite selected speakers to comment on each of these reports. The UN reports will subsequently be published, together with the comments and proceedings from the conference, in an edited volume.

The invited speakers will be asked to reflect upon the main conclusions concerning the meaning and the position of cultural rights in the 2010-2015 Reports on Cultural Rights by the UN Special Rapporteur. They will also be asked to comment on the implications of these conclusions for international relations, for the international legal order, and for cross-cultural understanding, broadly speaking.

One underlying question for the conference (and for its organizers) is whether, with due care and attention, cultural rights could become a prime mover—an enabler and driver for development by providing a much-needed cultural legitimacy for human rights. Ahmed An-Na’im, one of the first scholars to take the issue of cultural rights seriously, once maintained that “the lack or insufficiency of cultural legitimacy of human rights standards is one of the main underlying causes of violations of those standards.” Cross-cultural legitimacy is important; people around the world are more likely to observe normative propositions if they believe them to be in accordance with and sanctioned by their own cultural traditions.





By *Lucian J. Hudson*

*Director of Communications,
The Open University & GTF Advisory Board Member*

ETHICS PUTS INTO SHARP RELIEF OUR RELATIONSHIP TO OURSELVES AND TO OTHERS

How do you define responsible leadership?

Responsible leadership consists of three elements that work in combination. First, personal integrity: any lasting change comes from within and needs to be thought-through and heart-felt. Responsible leadership, therefore, is a sincere commitment to use a leadership role for the greater good. Second, taking responsibility for one's share of the outcome: effective leaders draw on a repertoire of styles, including command and control, enabling, coaching and inspiring. Whichever is best suited to the business or social need, leaders set an example in accepting responsibility. Finally, today's leaders increasingly need to acknowledge the complexity and interdependencies of society's challenges. But they are not alone and must act in support of wider teams and coalitions. Responsible leadership is inherently political, in the best sense of the word.

When we talk about ethics what meaning does it have for you and how do ethical practices manifest?

Ethics means more than morals, although ethics includes morals. Ethics is about choices, especially existential choices and their practical implications. Ethics is as much about who we are and why we are who we are, as about what we do. Ethics puts into sharp relief our relationship to ourselves and to others, and to the Big Other, or God, specifically, if one

believes in God. What the debate between believers and non-believers can sometimes ignore is that through ethics we make a statement about our belief in benevolence or malevolence of a dynamic and complex reality.

As a social democrat, I can see that there is both good and bad in the world, separate and interwoven, each with its unforeseen consequences, and part of life's challenge is being open to surprises, pleasant and unpleasant, and choosing and adapting accordingly. Suspending judgment is often one of the toughest things to do, but science performs an ethical purpose, which is to privilege evidence and curiosity and challenge dogma and superstition. When it comes to tough choices, ethics gives us the option of just saying No or saying Yes and accepting the consequences.

What do you see as the number one reason that leaders fail their people?

Leaders fail their people by either over-simplifying or over-complicating choices that they frame or enable people to make. Partisanship in politics is great in inspiring and forging a competitive and winning spirit but poor at brokering alliances and finding common ground. Leaders need to embrace the essential tension in their role to represent their people yet take them to a place that would be better for them.

One of the main challenges that thought leaders need to resolve is that of a very

large complex, global economy and the very limited capacity of traditional governments and their international institutions to govern this economy. Many of us at Global Thinkers Forum consider that this asymmetry can only lead to failing governance, particularly in emerging markets where often the absence of good governance has long been one of the biggest obstacles to progress. 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. At Global Thinkers Forum, that is what we are committed to achieving.

Does power today lie with people and human networks instead of leaders and the top of the pyramid? Can you give an example of this leadership in practice?

It is not a matter of either-or, but both-and. To believe that power increasingly lies with people and human networks is not realistic. Power can and does become concentrated and used in the service of self-perpetuating elites who are increasingly more sophisticated and ruthless in protecting their own interests. This is why we need to encourage good leadership, hold leadership to account, and empower more of society.

Can you make a prediction of what our world will look like twenty years from now?

This is such a difficult question to answer, but I can offer an opinion, not a prediction. A few of us think world government or government in big regional blocks is still possible and desirable, not least to manage threats to our planet and respond to the complexities of “wicked” problems that do not lend themselves to solutions in a single country or even small sets of countries. But current trends seem to indicate that forces shaping our future are centrifugal rather than centripetal, and power is concentrating in smaller blocks. We are witnessing the return of warlords, in all but name, with the weakening of sovereign states.

The post-modern world is perpetuating richness and diversity, as well as poverty and uniformity. Liberal, progressive values have never been more important and never been under such threat. Formal tyrannies are easily identifiable enemies: more pernicious are emerging forces of reaction, the cynicism of governments and corporations, the growing threat to minority populations, the laziness of some sections of the media and the compliance of publics prepared to forego the survival and prosperity of future generations. That’s why I believe cross-sector collaboration gives us the best hope to revitalise our economies and societies.





By *Rodi Kratsa*

*President, Institute for Democracy Konstantinos Karamanlis,
former MEP*



DEMOCRACY: A CONTINUOUS IDEAL AND PROCESS

It has been more than two thousand five hundred years since the birth of the first democracy in Athens and the world is still talking about it. This is because democracy is not something static. It is intertwined with the advancement of the *homo* as a political being, according to Plato, and the advancement of the society that it forms. It is extremely important and inspiring that the Global Thinkers Forum and Carnegie Council are organizing this discussion in Athens, democracy's birthplace. It is a privilege and an honor for the Institute for Democracy Konstantinos Karamanlis to participate in this event.

There is no ideal system of government. The structure and effectiveness are dependant on the traditions, the context and the conditions. Aristotle and other Greek philosophers also supported that, besides the social, economical and political conditions, the climate conditions should also be taken into account.

Certainly though, democracy is the highest and noblest form of organizing the human community. Its superiority is universally recognized. It is even used by oligarchic regimes in their attempts to enhance their image. All universal values, from the ideas of freedom, peace, diversity, inclusivity and equality, are recognized in the name of democracy.

It is important that these subjects are discussed within the framework of an international forum because within our interconnected world, the respect of those values in the name of democracy needs the mutual understanding of countries and their citizens and their collective responsibility.

How will we address the issue of terrorism or corruption that kills democracy without international cooperation? How can we commit to establish the national sovereignty of all people? There is no democracy without independence. How will we fight poverty and illiteracy in a world where democracy is inhibited if we are not committed to solidarity?

Something else that is very important is to identify the conditions that are crucial for democracy to function. We cannot have a democracy when each individual understands it in his or her own way and tries to bring it to his or her level. Democracy will either function by its own rules or it will cease to exist.

Aristotle said this: "The virtue of a citizen is the ability to be a ruler as well as to be ruled over well." In a democracy, the people themselves decide their luck and destiny, but to be able to make the proper and informed decisions for their future, it is mandatory that there be a calm political and social climate. Fanaticism and intensi-

ty damage and hamper the solution even of the easier problems. It makes the citizen incapable of thinking and coexisting.

Besides being serene, each citizen needs to be educated to understand the complicated circumstances and challenges of the governance of their country in the modern world so that he may be able to use his vote to choose the most suitable to rule and not become a victim of demagoguery. Democracy is also the system of responsible people. The state can protect the lives of its citizens and their property, as well as secure the conditions for justice, equality, information and education. The citizen, on the other hand, with his actions, is responsible for his freedom, which is intertwined with the respect of the freedom of others.

Democracy requires, of course, responsible leaders who, not only in power but in the entire political system, respect the role of the institutions, respect the transparency and the public control as a basic weapon against the abuse of power, and have the courage to speak the truth to the people and to disregard the potential political cost for the benefit of the common interest.

It is our great responsibility to look right at the weakness of democracy today and to strongly commit ourselves toward confronting these issues and create appropriate conditions of participatory and inclusive society. In democratic countries, the citizens are not always the real deci-

son-makers. There are cases where decisions are influenced by powerful centers (economic or media), which are sometimes sources of corruption. These dissociate citizens from the common interest and political participation and cause them to distrust the democratic system. In other countries, there is a delay in the process of democratization and respect of human rights based on different "excuses", cultural stereotypes or political ideologies.

This discussion, which is taking place in Athens, is very important during this time of great challenge for both the countries that require a successful transitional phase toward democracy as well as for the "democratically mature" countries. We should not forget that the biggest fortification against religious and every other form of fundamentalism is the strength of democracy, which is what the extremes are hostile toward. Parallel challenges exist as well for the democratic governance at an international level. In the European Union our countries live in this constant process, attempting to function as a democracy by assigning power to a supranational system.

For all these reasons, the Institute for Democracy Konstantinos Karamanlis, with special motivation, takes part in the Athens Symposium for democracy and good governance in the modern world in order to promote those values for a more just, creative and peaceful society on an international level.





By Kei Hiruta

Global Ethics Fellow, Carnegie Council

STRENGTHENING DEMOCRATIC ACCOUNTABILITY

Presenting oneself as a thinker is an audacious business, which is what contributors to this volume are (eagerly or reluctantly) doing. One may call oneself a philosopher or a medievalist simply in virtue of receiving paycheques from a relevant institution. One cannot call oneself a thinker in the same way; the 'Department of Thinking' would be a joke, and a rather totalitarian one at that. But it is worth setting the awkwardness aside and taking up the challenge raised by Global Thinkers Forum: What can one contribute to strengthen democratic accountability if one dares to say that she or he can *think*?

There are certainly numerous possible answers, but my suggestion would concern metaphors and images. We habitually use metaphors to think. We say, for example, the brain is like a machine, old age is an autumn, and the nation is like an extended family. Each metaphor gives us a perspective, simultaneously enhancing and constraining our mental capacities. To think of the brain in terms of a computer-like organ is to focus on some features at the expense of others. It suggests, on the one hand, that the brain is a complex system consisting of numerous parts and capable of processing a large amount of information. But it obscures, on the other, that the brain lets us feel as well as reason, and develops and declines in a way that com-

puters do not. To highlight those aspects, we must evoke other images. For example, we say that the brain has several regions and needs exercise to fight ageing. Thinking importantly consists in having various images in reserve and mobilising appropriate ones. In turn, our ability to think diminishes when we have fewer images at our disposal or do not know how to pick a good one.

Do we have sufficiently rich metaphorical resources to reflect on democratic accountability? I doubt it. Of course, we have inherited a respectable lot. Plato says that the democratic city-state is like a wandering ship, where incompetent sailors rowdily compete to take the helm, as political leaders allegedly did in Socrates' time. Rousseau likens the body politic to a person who has the legislative will and executive force. And rational choice theorists liken liberal democracy to the free market; politicians and voters act as sellers and buyers to satisfy their respective preferences. But the gems we have inherited may not be able to illuminate the present, not least because the meaning of a metaphor shifts over time. To say X is like a computer in 2015 is one thing; to say it in 1955 was quite another; to say it in Plato's time was an impossibility. We must continue refining old images and inventing new ones to keep our metaphorical resources up to date.

Who is up for the task? Specialists in universities are not. Mirroring the great divide between political theory and political science, Politics as an academic discipline concentrates on values and institutions, normative argument and empirical analysis. Of course, some scholars *study* metaphors circulating in political discourse. But it is principally politicians and their aides who take up the task of *making* political metaphors; and yet they do so with the specific aim of exercising power over the public. One may appreciate the rhetorical gift of some politicians, who for better or worse lead (or mislead) voters to support what they want to do. As citizens, however, we should keep in mind that they are unlikely to supply us with metaphors to enhance *our* capacity for holding *them* accountable. Then, who should step in? Those who dare to say they can think should.

This may sound like a hopeless undertaking in our time when words appear to

matter less. YouTube videos go viral; essays do not. Nevertheless, we do not need to lament the ascent of the visual, for the visual is not freestanding but is instead most powerful when combined with the verbal. Consider Howard Miller's World War II propaganda poster, 'We Can Do It!', later resurrected as a feminist icon. It would have been incomplete if the image of the self-assured female factory worker had been missing; but it would have been incomplete also if the image had not appeared with the strong and succinct words, 'We Can Do It!' Of course, there is the risk that the verbal will end up becoming a servant of the visual, as it arguably has in some photojournalism where striking images are accompanied by a sensational headline and poor analysis. Yet the risk is avoidable if we manage to think hard enough to supply good metaphors or otherwise enrich the language in which we think. George Orwell's warning comes to mind: 'the slovenliness of our language makes it easier for us to have foolish thoughts'.





Roger Hayes

*Senior Counsellor, APCO Worldwide &
GTF Advisory Board Member*

THERE IS A NEED FOR LEADERS TO ANTICIPATE OUTCOMES AND FIND SUSTAINABLE SOLUTIONS

How do you define responsible leadership?

Responsible leadership is being as interested in values as much as vision and balancing relationships with shareholders with other stakeholders. We are now living in an environment of stakeholder rather than shareholder primacy. For a politician leadership implies living up to promises and balancing the needs of all citizens rather than simply shoring up the base.

When we talk about ethics what meaning does it have for you and how do ethical practices manifest?

Ethics is a difficult term in a global environment because it means different things in different cultures. So leaders have to be 'true' to themselves and what they believe. It is not a case of ethical relativism so much as fundamental values of the leader and the culture of the country or organization. You could call it having a 'true north'.

Do you think that democracy is a system that can work for all?

Despite setbacks, more and more nations are adopting this system, so something must be right—Tunisia and Sri Lanka being the latest examples. Of course democracy takes various forms depending on the level

of development and the local culture, but overall I believe it can work for all once civil society institutions are embedded alongside the rule of law and political pluralism.

What do you see as the number one reason that leaders fail their people?

Sometimes greed and often short-termism. One of the key problems is that leaders eventually insulate themselves against criticism or links to 'real life', so they lose their way.

What do you think is the biggest mistake that leaders make?

They stop listening. Listening is the key skill required of leaders. Citizens or employees are not conscripts, they are volunteers. Leaders need followers to succeed. Mandela understood this.

Does power today lie with people and human networks instead of leaders and the top of the pyramid?

Power is now much more diffuse and shared between a whole new ecosystem of stakeholders. The Internet has extended this so that power resides in lateral networks rather than hierarchies. Command



and control has been replaced by conversation and collaboration.

Do you think that collaboration is important? Why?

In some recent research I undertook in eight countries on the topic of public diplomacy, the word mentioned above all others was 'collaboration'. Collaboration is important in a networked environment of more empowered stakeholders needing to work together on solving issues larger than any one individual, institution or country.

Can you make a prediction of what our world will look like twenty years from now?

With such a pace of change and complex context, it is a fool who makes too many predictions. As my new book *Reframing the Leadership Landscape* makes clear, however, there is a need for leaders and their advisers to try to anticipate outcomes and collaborate with others to find sustainable solutions.





By *Olga Stavropoulou-Salamouri*

President & Managing Partner, Militos Emerging Technologies & Services



Kyriakos Lingas

*Knowledge Manager & Researcher,
Militos Emerging Technologies & Services*

ALL-INCLUSIVE ENTREPRENEURSHIP IS A DEMOCRATIC VALUE

Thinking of democracy and democratic values and principles we come across concepts such as equality, justice, popular sovereignty, rule of law, liberty, pursuit of happiness, and representative government, to name just a few. Moreover, democracy is about participation in the decision-making process and holding persons, organisations, and institutions accountable for making those decisions by the power vested in and derived from the people in the first place, ensuring that fundamental human rights are protected and ruling out violation thereof.

This is safeguarded by the operating rules set out by constitutions put into place, as well as an election system to choose representatives, which is fair, inclusive, and is clearly representing the will of the people, in terms of accounting for the majority while respecting the minority. Democracy and the values attached to it should, however, be considered as a work in progress rather than a state of being—some sort of political, social, and cultural state our so-

cieties have arrived at in terms of an evolutionary political continuum—while all they have to do is to sit back and enjoy its beneficial fruits. Democracy, at least in modern time's history, has been asserted, vindicated, and contested more often than not at the cost of human lives, and there are still places around the world where democracy is being repressed, squashed, or strangled.

Rethinking the (political) apparatus of democracy, representation seems to be one of the most important ways by which power is distributed and allocated in democracies. But when it comes to power, we have to take into consideration that the workings of power are interwoven in the social fabric, the everyday life, the economic and cultural-cum-symbolic aspects of it. To a great extent, then, the assessment of 'good' representation of the social groups of a society is such a difficult task, bringing into the equation how representation accounts for a social group's feeling of being represented vis-à-vis how representation really accounts for a social group's advancement of interests and its right to contribute to

social and economic well-being, as well as directly benefitting from it. This eventually goes beyond the mere ability to be equally represented in certain political, social, and economic fields. It moves into the realm of what representation *and* participation in political, social, and economic life means for the way our shared lives are structured within democratic societies.

So, what does entrepreneurship, and more specifically all-inclusive entrepreneurship, have to do with all of this?

Entrepreneurship, and much more, the spirit entrepreneurs embody, is an act of freedom. Ideally, it reflects unrestricted entry into markets for all, and it is an essential ingredient of both economic progress and personal development. The entrepreneur is a vehicle of change, expanding the horizon of the doables within a society, reaching out into the future and bringing it into the potential of the 'now' and 'here'. Entrepreneurship is more than an economic act in the sense that it is the embodiment of a social passion, where economic freedom is used to challenge existing socioeconomic structures. Entrepreneurship and democracy are then closely linked, as long as we think of democracy itself in terms of an ever-growing body of choices, fully accessible to the entire 'body politic'. It can thus be stressed that entrepreneurship as a function of unfettered

economic freedom, is directly feeding political freedom in the sense that it introduces the right amount of 'disturbance' for the maintenance of power—economic, political, cultural—in the hands of a society's fraction, be it an older generation, the wealthy, men, established 'elites'—all of them in no perceivable way considered as taken for granted, unquestioned gatekeepers of an equal and democratic society.

Acknowledging this, entrepreneurship should be considered as a democratic value, and when not efficiently and wholeheartedly promoted and secured as a right of the people, or even hindered, this could be equalled to an act—direct or indirect in nature—of diminishing or limiting the exercise of other kinds of freedom and rights. Women, the young and the old, or disadvantaged social groups, are still not equally represented in the entrepreneurial world, even at the heart of our developed world. This is more than a question of inclusion and equal participation when observed under the perspective of entrepreneurship as an act of strengthening individual freedoms within a society. It is a question of democracy as the big picture, that is, a shared cultural system that serves all the people in pursuing liberty, life, and happiness, as well as their active involvement in social- and cultural making, so closely related to the building bricks of democracy and a just world.





By Gary Horsley

GTF Advisory Board Member

CONFUSION AND CONTRADICTION FOR THE UK ELECTORATE

As Britain prepares for its May election, Gary Horsley considers the prospect of minority government in the 'mother of parliaments'.

In April 2011 voters in the UK rejected by two to one the idea of replacing the current 'first past the post' method of choosing a government with an 'alternative vote' system of proportional representation. While many who voted 'no' were against losing the accountability of directly elected constituency MPs, there was also an undercurrent of preferring a system that has the potential to deliver strong majority government, capable of driving policies through parliament. The expectation of constant, multiple party compromise, believed inherent in PR, was not welcomed.

It is either ironic or appropriate that having this referendum at all was a consequence of the need for coalition government in 2010; it was one of the conditions that the Liberal Democrat Party set for entering into partnership with the Conservative Party. It is certainly ironic that, after five years of this coalition, current forecasts for the May 2015 election under the retained 'first past the post' system suggest that no party will be able to form a government without some form of partnership. And with all parties striving to shout loudest that they will not enter into a coalition with any other, the prospect of

minority government seems the only possible outcome.

So, a nation that rejected what is assumed to be the potential weakness of PR will find its supposed 'strong government' preference delivering more or less the same result. There are several reasons for this. The Liberal Democrats have seen their following severely diminished by standing alongside government decisions – such as a huge increase in university tuition fees – that they expressly denounced in election campaigning. The main UK parties (Conservative and Labour) have become tarnished with the idea that they are remote, political class organisations with insufficient grounding in the lives of people away from Westminster. This has permitted the rise of the UK Independence Party, committed to exit from the EU and a strong clampdown on immigration, to claim it is more in touch with the ordinary man/woman in the street; while its policies may not stand up to intense political scrutiny, the language in which they are delivered has strong emotive force.

Then there is the rise in regional nationalism, which almost led to the breakup of the United Kingdom in September last year, when a referendum showed 45 percent of Scottish voters in favour of an independent Scotland. That same sense of a geographically distant, ideologically remote govern-

ment, added to the momentum of the independence movement, is causing Scottish voters to switch from the Labour Party and will likely result in a significant number of Scottish National Party MPs sitting in the UK parliament. Calls for a separate process for English voting on English laws—or even a separate parliament to parallel the assemblies in Scotland, Wales and Northern Ireland—are already being heard and will doubtless increase if this happens.

Labour and the Conservatives are currently stressing the wisdom of voting for the traditional main parties, so delivering a government strong enough to see through its policies. Yet polls show voters prepared to turn to other options because of their apathy with the system as a whole or with those they see as assuming the right to be main contenders. This is a nation that has always respected strong leaders—even those who opposed the divisive policies of Margaret Thatcher accepted the epithet Iron Lady— and yet, it seems, voters are consciously taking the country in a direction that will deliver quite the opposite.

In the midst of this confusion and contradiction, a former ‘strong’ leader recently offered an interesting observation, though not intentionally addressing the UK. In suggesting that he may step down as Middle East Envoy, former Prime Minister Tony Blair commented that democracy is important but insufficient on its own: it is also necessary to have effective government

taking effective decisions. This is what was delivered in the three elections won by Labour under Blair, including two landslides and one reduced, but significant, majority.

But many in the UK are still angry that the former PM’s version of ‘effective’ government took the country to war in Iraq despite the fact that almost half the population—and many in his own political party—declared themselves against the move. His was also a government that some commentators saw as becoming increasingly presidential as the years passed, with decisions taken by a close group of associates and then managed in parliament and the media to achieve the desired outcome. And the former PM’s commercial activities, which include advising leaders whose governments could be described as repressive rather than effective, has questioned his democratic credentials further.

It may be that democracy and effective government can exist in tandem, and in a balance that suits both the voters and those they put in positions of power. Yet the potential for that balance to slip, and for voters to feel that their needs are being made secondary to an agenda devised by the few, is something a true democracy should not tolerate. Amidst the current confusion over election intentions and potential outcome in the UK there seems at least one clear message: voters are not prepared to be ignored and cannot be taken for granted.





By Dr. Nikolaos Philippas

Professor of Finance, Department of Business Administration,
University of Piraeus



CRISIS, FINANCIAL MARKETS AND PSYCHOLOGY

The systemic crisis caused by the weaknesses and the structure of a complex, inefficient and socially unfair global financial system characterized by lack of a single institutional framework and operational rules, reached its peak in 2007-08 with the collapse of the well-known (triple A) investment company Lehman Brothers. It is now commonly accepted that the recent global financial crisis derived mostly from some governments and bankers who used the money of taxpayers and depositors irresponsibly.

During the unprecedented and perhaps the most important economic crisis in history, companies and economies went bankrupt, giants vanished (Citigroup, Bear Sterns, Washington Mutual, Lehman Brothers, etc.) and fundamental changes were made throughout the world in favor of countries with large surpluses (China, Germany, etc.) against those countries that had excessive deficits (Greece, Italy, etc.).

Therefore, those economists who argued that crises only occur in emerging economies with structural imbalances, such as Indonesia, Mexico, Argentina, Russia, Turkey, Brazil, and other emerging markets, suddenly saw the absolute crisis of the system at the heart of capitalism—on Wall Street!

The former "hero" of markets, Allan Greenspan, was accused by the media for the lack of market regulatory control and for

the adoption of the views of the theorists of the Chicago School—that the financial system works effectively when there are no restrictions and regulations on money and capital markets. Eventually, it turned out that for a long time we lived in illusions. Of course some economists had expressed much earlier their concerns about the excessive expansion of the money economy against real economy (H. Minsky, RG Rajan, R. Shiller, N. Roubini, N. Taleb).

The complexity of the global financial system, the absolute dominance of institutional investors, the asymmetric information and the agency problem create the need for a new architecture aiming at the welfare of the people using the available resources in the most effective investments. The interventions required are, among others:

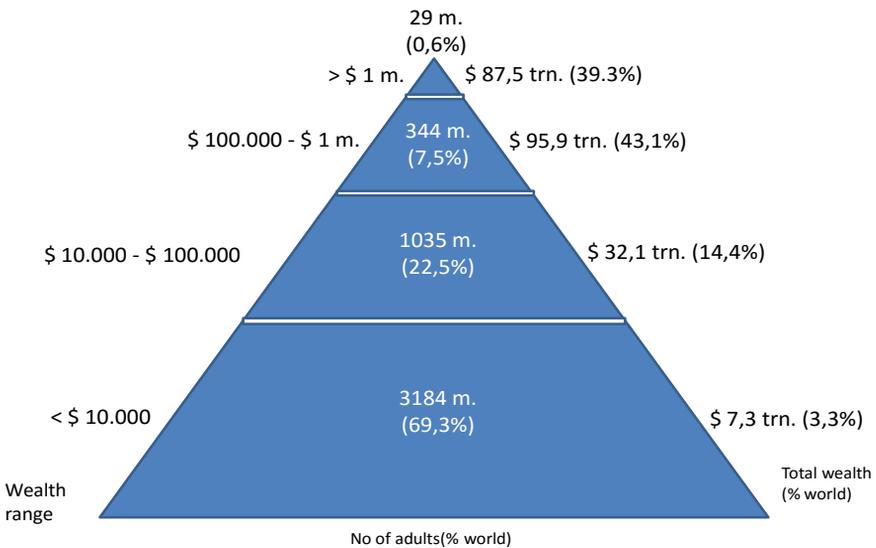
- The separation of investment banking activities from their respective traditional ones
- The remuneration of executives of the financial sector, which must be in line with the long-term goals of the organization and the society
- The examination of the credit rating agencies' efficiency and credibility
- The preventive/proactive role of the International Monetary Fund

- The effective role of the central banks
- The role of organisations that will be in charge of the global international supervision.

For example, when a financial system allows hedge fund managers to invest through complex strategies in the bankruptcy of countries or businesses and earn billions of dollars a year, a serious ethical issue is raised. Indeed, the oligopolistic structure

of the money and capital markets and the excessive concentration of wealth in a few hands allow for the asset prices formation (stocks, real estate, gold, etc.) at the expense of the less knowledgeable and usually socially disadvantaged. Indeed, Professor Thomas Piketty in the book entitled *Capital in the Twenty-First Century* (2013) examines the accumulation and distribution of wealth in the last 250 years and highlights the inequalities that exist.

Crisis and Inequalities



Source: James Davies, Rodrigo Lluberas and Anthony Shorrocks, Credit Suisse Global Wealth Databook 2012

*Source: James Davies, Rodrigo Lluberas and Anthony Shorrocks,
Credit Suisse Global Wealth Databook 2012*

Therefore transparency, accountability and social justice emerged as the most important parameters of the new architecture of the financial system. However, the bankers are not the only ones to blame. In many cases, irresponsible political leaders borrowed excessively thus carrying obligations and burdens onto future generations. This was certainly the case in Greece and Italy.

Six years later, we are still experiencing the aftershocks of this unique world financial crisis. Countries, households and businesses that were overleveraged or had chronic structural weaknesses or simply proved ineffective to reverse their problems, were those who were affected the most. Markets show usually no mercy for those found in weakness.

Moreover, the crisis indicated the impact of psychology and human behavior on the market, especially under extreme circumstances. Research in the field of behavioral finance grows exponentially. The international empirical findings provide evidence of herding behavior in the international financial markets and contagion effect, leading market participants to useful conclusions regarding the risk/return relationship and diversification in the complex, globalized financial system. It should finally be noted that modern research has focused on neurofinance, a field that applies modern imaging tools of the human brain (brain scans) and explores the mysteries of the brain, shedding light into the decision-making process. Such an analysis will be able to provide answers to seemingly irrational behaviors and investment decisions that led largely to the emergence of crises and market anomalies.





AGENDA

SATURDAY, APRIL 25 – Conference at Theodoros Karatzas Building of the National Bank of Greece, 82-84 Aeolou, Athens

09.20 am

Opening Announcement – Olga Stravropoulou, Co-Founder Social Enterprise knowl

09.25 am

Welcome word – Elizabeth Filippouli – Founder & CEO Global Thinkers Forum

09.30 – 09.45am

Opening Keynote – Joel H. Rosenthal, President Carnegie Council

09.50 – 10.05 am

Main Keynote – Professor Dimitri Nanopoulos, Physicist/President Academy of Athens

10.05 – 11am

Panel: Leadership & Accountability

The Carnegie Council/GTF Conference in Athens is an intensive, multi-phased dialogue with 100+ Greek academics, public officials, business leaders, activists, students, and citizens. With their support, we will pursue ethical questions that lie at the heart of the Greek tradition of democracy and develop a new understanding of global citizenship that transcends national borders. The retreat of virtue has become the plague of our times. Greed is legitimate; to have riches however obtained, including outrageous bonuses or avoiding tax, is the only game in town. But across the west the consequences are becoming more obvious. Politics, business and finance have become blighted to the point that they are dysfunctional, with a now huge gap in trust between the elite and the people. How shall we hold leaders accountable?

Moderator: Iliana Schmatelka – Managing Director, International Leadership Institute, Austria/Bulgaria

Speakers:

- Agni Vlavianos- Arvanitis President, Biopolitics International Organisation, Athens, Greece
- Yannis Boutaris – Mayor of Thessaloniki
- Bartłomiej E. Nowak – Carnegie Council Global Ethics Fellow; Assistant professor at the Vistula University in Warsaw
- Phaidon Tamvakakis – Vice President AlphaTrust

Q & A

**DEMOCRACY
AND VALUES:
HOW
DEMOCRATIC
SOCIETIES
FOSTER
SHARED
VALUES
AND HOLD
LEADERS TO
ACCOUNT**

A Global
Ethics
Network
Conference
in Athens,
Greece, April
25, 2015

11 – 11.15am

Coffee break

11.15 – 12.10am

Panel: Democracy and Its Challengers

While democratic regimes struggle with grid-lock and stagnation, single-party governments (like those found in China, Singapore, and also Russia) are proving more amenable to swift and decisive decision-making and a capacity for managed economic growth and development. Their perceived success challenges the moral privilege often accorded to democratic regimes, according to which democracy is validated by its moral features: a shared commitment to equal deliberation, constitutional limitations on coercion, and the ethical premise that each should count for one, and no one should count for more than one. Is democracy's moral privilege deserved?

Moderator: Shahira Amin, award-winning Egyptian journalist

Speakers:

- Anthony Bartzokas, Board Director European Bank for Reconstruction and Development
- Dr Dia Anagnostou – Assistant Professor of Politics at Panteion University
- Helle Porsdam, Global Ethics Fellow – Professor of American Studies at the SAXO Institute, University of Copenhagen
- Dr Dimitris Keridis - Associate Professor of International Politics, Panteion University

Q & A

12.45 – 1.45pm

Light buffet lunch

1.50 – 2.50pm

Panel: Collective Liability

Governments sometimes undertake actions that impose liabilities on their populations – for example by undertaking loan agreements create an obligation to repay, or by undertaking immoral or illegal acts that create an obligation to make compensation or restitution. Under what conditions do these liabilities assumed by governments generate legal or moral liabilities for the population at large? What role does democratic accountability play in this collectivisation of financial and other liabilities?



Moderator: David Rodin, Carnegie-Uehiro Senior Fellow; Global Ethics Fellow; Member of "Ethics & International Affairs" Editorial Board

Speakers:

- Professor Nikos Philippas – Professor of Finance, Department of Business Administration, University of Piraeus
- Professor George Pagoulatos – Professor of European Politics and Economy at the Athens University of Economics and Business (AUEB), and Visiting Professor at the College of Europe in Bruges
- Paschos Mandravelis – Journalist
- Gregory Farmakis – Entrepreneur

Q & A

2.55 – 3.55pm

Panel: Corruption & Trust

In a democracy, the principle of accountability holds that government officials—whether elected or appointed by those who have been elected—are responsible to the citizenry for their decisions and actions. Transparency requires that the decisions and actions of those in government are open to public scrutiny and that the public has a right to access such information. Both concepts are central to the very idea of democratic governance. Without accountability and transparency, democracy is impossible. In their absence, elections and the notion of the will of the people have no meaning, and government has the potential to become arbitrary and self-serving.

Moderator: Devin T. Stewart, Senior Programme Director & Senior Fellow, Carnegie Council

Speakers:

- Carne Ross - Founder & Director Independent Diplomat (via Skype)
- Olga Stavropoulou - President, Militos Consulting S.A. & Co-founder of Social Enterprise knowl for Education and Lifelong Learning
- Yorgos Gritzalas - Managing Partner hangover media
- Vassilis Sotiropoulos, Ombudsman of Attica region, Legal Counsel of Transparency International Greece (2013-2015), City of Athens Ombudsman(2012-2014), Attorney at Law
- Kostas Marinos - Ph.D.

Q & A

4 – 5pm

Panel: Business and Ethics

Ethics concern an individual's moral judgements about right and wrong. Decisions taken within an organisation may be made by individuals or groups, but whoever makes them will be influenced by the culture of the company. The decision to behave ethically is a moral one; employees must decide what they think is the right course of action. Ethical behaviour and corporate social responsibility can bring significant benefits to a business and to society at the same time.

Moderator: Yannis Koutsomitis – TV Producer/Eurozone Expert

Speakers:

- Michael E. Economakis, Executive Vice Chairman of A.G.Leventis Group
 - Panagiotis Mihalos – Honorary President of the Hellenic Entrepreneurs Association (EENE)
 - Michael Spanos, Managing Partner Global Sustain
 - Dimitris Tsingos – President YES
 - Socratis Ploussas – President of the Hellenic Startups Association
- Q & A

5 – 5.15pm

Closing remarks

SATURDAY, APRIL 25 – Dinner

7.30 – 10pm

Seated Dinner at Old Town Hall Athens (Invitation Only)

8 – 8.20pm

Keynote Speech, Alexis Tsipras PM (TBC)



SPEAKERS' BIOS

Joel H. Rosenthal

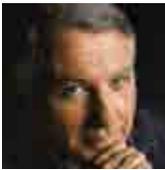
President, Carnegie Council for Ethics in International Affairs



Joel H. Rosenthal has served as president of Carnegie Council for Ethics in International Affairs since 1995. He is also adjunct professor, New York University, and chairman of the Bard College Globalization and International Affairs (BGIA) program in New York City. As a scholar and teacher, Rosenthal has focused on ethics in U.S. foreign policy, with special emphasis on issues of war and peace, human rights, and pluralism. Rosenthal received his Ph.D. from Yale University and B.A. from Harvard University. In addition to his ongoing teaching duties, he lectures frequently at universities and public venues across the United States and around the world.

Professor Dimitri V. Nanopoulos

President, Academy of Athens



Dimitri V. Nanopoulos was born in Athens and studied physics at the University of Athens, graduating in 1971. He continued his studies at the University of Sussex in England, where he got his Ph.D. in 1973 in high energy physics. Professor Nanopoulos has been a research fellow and staff member at the Center of European Nuclear Research (CERN) in Geneva, Switzerland for many years. He has also been a research fellow in École Normale Supérieure in Paris, France and at Harvard University in the U.S. In 1989 he was elected professor at the Department of Physics at Texas A&M University where, since 1992, he is a distinguished professor of physics, and he has held the Mitchell/Heep chair in high energy physics since 2002. Professor Nanopoulos is also head of the Astroparticle Physics Group at Houston Advanced Research Center (HARC) in Houston, Texas, U.S., where he is in charge of a research department of the World Laboratory, which is based in Switzerland. In 1997 he was appointed as a regular member and in 2015 he was elected president of the Academy of Athens. From 2005 to 2009 he was the chairman of the Greek National Council for Research and Technology. He served as the national representative of Greece to the European Laboratory for Particle Physics (CERN) from 2005 to 2010 and again from 2013 until today. He was also the national representative of Greece to the European Space Agency (ESA) from 2005 to 2006.



Alexis Tsipras

Prime Minister Greece – Keynote Speaker – TBC



Alexis Tsipras is a Leader of the Coalition of the Radical Left (SYRIZA) since 2009, and Prime Minister of Greece since January 26, 2015. He is the youngest Prime Minister in Greek history since 1865. Tsipras was first elected to the Hellenic Parliament in 2009 and was the Party of the European Left nominee for President of the European Commission in the 2014 European Parliament election. Tsipras led SYRIZA to victory in a snap general election, receiving 36 percent of the vote and 149 out of the 300 seats in the Parliament.

Yorgos Kaminis

Mayor of Athens



Yorgos Kaminis was first elected as Mayor of Athens on November 2010. He was re-elected mayor for a second term in May 2014, and took office in September 2014. Prior to his election as Mayor of Athens, Mr. Kaminis served as Greek Ombudsman. From 1998 to May 2003, he was Deputy Ombudsman for Human Rights at the Greek Ombudsman. In 2003, he was unanimously elected Greek Ombudsman by the Greek Parliament, and he was re-elected for a second term in 2007. In August 2010, Mr. Kaminis resigned from the post of the Greek Ombudsman in order to stand as an independent mayoral candidate for the City of Athens. In the 1990s Mr. Kaminis worked as a lecturer and assistant professor of constitutional law in the Faculty of Law at the University of Athens. Mr. Kaminis studied law at the University of Athens, and holds a doctoral degree from the University of Paris 1. He was born in New York City and in addition to his native Greek language, he speaks fluently English, French, Spanish and German. Mr. Kaminis is married and has two children.

Yiannis Boutaris

Mayor of Thessaloniki



Yiannis Boutaris is a Greek businessman, politician and current mayor of Thessaloniki. In 2012 he was chosen as 'the best mayor of the world' for the month of October, by the City Mayors Foundation, based in the UK. He is the founder of KIR-YIANNI wine company, based in Giannakochori and Amyntaio. He is one of the founding members of the Drasi party and Arcturos ecological organization.

Agni Vlavianos-Arvanitis

*President, Biopolitics International Organisation, Athens, Greece;
 President and Founder, Hellenic Chapter of the Club of Rome*



Dr. Agni Vlavianos-Arvanitis is a visiting professor of bioethics at Panteion University in Athens. She is a fellow of the World Academy of Art and Science; an honorary professor of St. Petersburg State Technological University for Plant Polymers; an active member of the Club of Rome; founder and president of the Hellenic Chapter of the Club of Rome; founding member of the Middle East Division of Learning Without Borders; and member of the Hellenic National Commission for UNESCO, the Balkan Political Club, the Brussels-EU Chapter of the Club of Rome, and the International Bioethics Society. She is also commissioner on the Global Commission to Fund the United Nations; a founding member of the Balkan Academy of Sciences, New Culture and Sustainable Development; co-founder of the International Science Foundation; and scholarship trustee for the Hellenic Canadian Association. Dr. Vlavianos-Arvanitis has served as vice president of the International Bioethics Society, honorary president of the Association Members and Coordinator for the Mediterranean Region of the "Life in Space" project and vice president of the UNESCO-MAB Hellenic National Committee. She is a graduate of Columbia University's Barnard College (B.A.), New York University (M.S.) and the University of Athens (Ph.D.). In 1995 she was nominated for the Nobel Peace Prize, a nomination that was renewed several times.

Phaidon Tamvakakis

Vice President & Managing Director of ALPHA TRUST



Phaidon Tamvakakis was born in Alexandria in 1960. He studied economics and English literature. He is Vice President & Managing Director of ALPHA TRUST MUTUAL FUND AND ALTERNATIVE INVESTMENT FUND MANAGEMENT S.A. He is also Board Member in various businesses and charities. His publications include: several works of fiction (3 novels, 1 novelette, 2 collections of short stories). "Diavazo award" for Best Novel in 1997 for "The shipwrecks of Pasiphae". Various short works of fiction.



Anthony Bartzokas

Board Director, European Bank for Reconstruction and Development



Anthony Bartzokas serves as board director and chairs the Audit Committee at the European Bank for Reconstruction and Development. He is an economist by training with a Ph.D. in the Economics of Technological Change. Dr. Bartzokas is a professorial fellow at Athens University and at UNU-MERIT in Maastricht. His recent academic work has focused on the comparative analysis of innovation policy and on the impact of financial systems on innovation and corporate performance. Dr. Bartzokas has coordinated many international research projects and he has advised several governments and international organizations.

George Pagoulatos

Professor of European Politics and Economy at the Athens University of Economics and Business (AUEB); Visiting Professor at the College of Europe in Bruges



Author of several books and many articles in leading international academic journals, as well as a regular columnist in the Sunday edition of the main Greek centris newspaper *Kathimerini* since 2007, George Pagoulatos has been interviewed and quoted widely in the international media regarding the ongoing Eurozone and Greek economic crisis. In November 2011 he was called by the newly appointed technocratic Prime Minister Lucas Papademos to serve as senior advisor and director of strategy at the PM office from Nov. 2011 to June 2012. Mr. Pagoulatos is an academic fellow at the European Policy Centre, a member of the board of directors of the think tank ELIAMEP, and board member of various academic and civic organizations. He has served as member of the High Council of the European University Institute in Florence and president of ECSA-Greece. He has extensive experience in providing advice and analysis on the Greek political economy. Mr. Pagoulatos holds degrees from the University of Athens (LLB) and the University of Oxford (M.Sc., D.Phil.), where he was a Rhodes Scholar. He was a postdoctoral fellow at Princeton University (1998-99) and was short-listed for the Rudolf Wildenmann "best paper" prize of the European Consortium of Political Research. His book *Greece's New Political Economy: State, Finance and Growth from Postwar to EMU* (Palgrave Macmillan, 2003), won the Academy of Athens award for best book in economics. He has been part of several EC-funded networks of excellence and the research project DOSEI (on the EU Constitution building process), as well as nominated for the European Commission's 2006 Descartes prize for scientific excellence.

Bartłomiej E. Nowak

Carnegie Council Global Ethics Fellow; Assistant Professor at the Vistula University in Warsaw



Bartłomiej E. Nowak is an assistant professor at the Vistula University in Warsaw, where he teaches courses on global governance and international political economy. From 2010 to 2013, Nowak was an executive director at the Center for International Relations in Warsaw. During Poland's accession process to the EU, Nowak was a member of the governmental National Council of European Integration and of the program board of Initiative YES in Referendum. Nowak holds a Ph.D. in economics and completed his executive studies at the Harvard Kennedy School of Government.

Shahira Amin

Jornalist, Egypt



Shahira Amin is a 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.

Helle Porsdam

Global Ethics Fellow; Professor of American Studies at the SAXO Institute, University of Copenhagen



Helle Porsdam is a professor of American Studies at the SAXO Institute, University of Copenhagen. She holds an M.A. in English from the University of Copenhagen, a Ph.D in American Studies from Yale University, and a D.Phil. from University of Southern Denmark. She teaches American history, and her primary research interests are American culture and intellectual history, the role of law in American history and culture, American constitutionalism, and law and humanities. Porsdam has published widely on these topics.



Dr. Dia Anagnostou

Assistant Professor of Politics at Panteion University



Dia Anagnostou is assistant professor of politics at Panteion University of Social and Political Sciences in Athens and 'since 2004 is a senior research fellow at ELIAMEP. She completed her Ph.D in 1999 in the Department of Government at Cornell University with a concentration in comparative politics. Since then, Ms. Anagnostou has held research positions at Princeton University (1999-2000), the Robert Schuman Centre at the European University Institute in Florence (2000-2001), and in the European University Institute (Law Dept. in Jan.- Feb. 2009 as a Fernand Braudel Fellow). Between 2006 and 2012 she was Lecturer of politics in the Department of Balkan, Slavic and Oriental Studies in Macedonia University of Thessaloniki, and in 2010-2012 she was a Marie Curie Research Fellow at the Department of Law of the European University Institute in Florence.

Carne Ross

Founder & Director, Independent Diplomat (via Skype)



Carne Ross resigned from the British foreign service after giving secret evidence to an official inquiry into the use of intelligence before the 2003 Iraq invasion. He then founded and now runs Independent Diplomat, a non-profit advisory group that assists democratic countries and political groups with diplomatic strategy including, among others, the moderate Syrian opposition, the Frente POLISARIO of the Western Sahara and the Marshall Islands, whom ID advises on negotiations for a new UN climate treaty. Carne is also a writer and commentator on world affairs. His most recent book *The Leaderless Revolution* argues that governments are failing to solve our most urgent problems and proposes that "gentle anarchism" may be the most effective method of political change in the 21st Century. A documentary film about Carne and his ideas, *The Accidental Anarchist*, is currently in production with backing from various international broadcasters.

Michael E. Economakis

Executive Vice Chairman of A.G.Leventis Group



Michael E. Economakis started his career 36 years ago in Coca-Cola Hellenic, the second biggest bottler of The Coca-Cola Company in the world, operating in 28 countries. Over the first years he worked in sales, holding a variety of sales, field and commercial positions. He had been constantly progressing throughout his career into wider and higher responsibility roles within Coca-Cola when Hellenic appointed him as a GM in various operations of CCH and its subsidiaries. Currently he is Executive vice chairman of AG Leventis Group and he is leading the implementation of its operational restructuring and cultural transformation.

Panagiotis Mihalos

Honorary President of the Hellenic Entrepreneurs Association (EENE) & Former Secretary General of the Hellenic Ministry of Foreign Affairs for Int'l Economic Relations



Panagiotis Mihalos has broad experience in the business, investment and political arenas, united by these objectives: promoting economic growth, national development, business partnerships and investment, both in Greece and the greater region of Southeast Europe and the Middle East. Following his studies in mathematics and economics (B.Sc.), then finance and business administration (MBA) at the City University of New York, he began his professional career in finance and marketing in the United States, spending 10 years with J. E. Seagram & Sons Inc. in New York. In 2007 Mr. Mihalos was elected president of the Hellenic Entrepreneurs Association (EENE), of which he remains honorary president, playing a pivotal role in the institutional development and international networking of the Greek entrepreneurial community. In 2012 he was appointed, by Prime Minister Samaras, Secretary General for International Economic Affairs at the Ministry of Foreign Affairs, where he led global efforts to upgrade Economic Diplomacy for Greece. At the Ministry, he was responsible for the promotion of international trade and the attraction of investment to Greece.

Olga Stavropoulou

President, Militos Consulting S.A. & Co-Founder of Social Enterprise knowl for Education and Lifelong Learning



Olga Stavropoulou is an active entrepreneur and a recognized mentor, specializing in the design and implementation of initiatives that enhance and advance entrepreneurship, employment, lifelong learning and training. Among others, she is the ambassador for Greece of the Global Women's Entrepreneurship Day, the world's largest celebration of women innovators and job creators in 144 countries, to empower women entrepreneurs and inspire 250 million girls living in poverty, an initiative of WED NY in partnership with the United Nations and the U.S. State Department. Since 2001, she acts as the national editor of the European Commission Standard Eurobarometer.

Michael Spanos

Managing Partner, Global Sustain



Michael Spanos is a corporate executive with extensive hands-on entrepreneurial experience in sustainability, corporate responsibility, and management consulting, investments and business information. Michael is the founder and managing partner of Global Sustain where for the past ten years he provides leadership in sustain-



ability strategy issues, CR measurement and reporting, supporting CR activities, assisting companies in improving sustainability performance and recognition through metrics/indices, awards and initiatives, serving as the critical link for the formation of external partnerships with NGOs/foundations, think tanks, institutions, governments, and other businesses to accomplish sustainability objectives.

Dr Dimitris Keridis

Associate Professor of International Politics, Panteion University - Member, Scientific Council Institute for Democracy K. Karamanlis



Dimitris Keridis is an Associate Professor of International Politics at Panteion University of Athens. He is a senior fellow at the Konstantinos G. Karamanlis Foundation and the deputy director of the Institute of International Relations in Athens. Since 2002 he has been directing the annual Olympia Summer Academy in Politics and International Studies in Olympia, Greece (www.olympiasummeracademy.org) and since 2009 the Navarino Network, a public policy think-tank in Thessaloniki (www.navarinonetwork.org). He has served as a senior consultant at the Greek Ministry of Foreign Affairs, as the Constantine Karamanlis Associate Professor in Hellenic and European Studies at the Fletcher School, Tufts University, as the director of the Kokkalis Foundation in Athens and of the Kokkalis Program at the John F. Kennedy School of Government, Harvard University and as a senior researcher at the Institute for Foreign Policy Analysis, USA. His latest book in English is entitled: *The Historical Dictionary of Modern Greece*, London: The Scarecrow Press, Inc., 2009.

Professor Nikos Philippas

Professor of Finance, Department of Business Administration, University of Piraeus; Chairman & Scientific Director of the Centre of Planning and Economic Research, Athens, Greece



Dr. Philippas has numerous publications in almost all Greek economic journals and the relative financial press. His academic and professional research is published in numerous global academic journals, such as *International Review of Financial Analysis*, *Multinational Finance Journal*, *Journal of International Financial Markets*, and *Institutions and Money*. Dr. Philippas has published five books and even more research studies. He has also presented his work at several international academic conferences such as the World Finance Conference and the Multinational Finance Society Conference. He has significant teaching and market experience in the Greek capital and money market through his tenure as an executive of mutual and fund management companies and investment service companies. From June 2005 to Sept. 2008 he was a member of the European Investment Bank Audit Committee (EIB), and from Sept. 2005 to July 2009 he was a member of the board of directors of Piraeus Port Authority.

Paschos Mandravelis

Journalist



Paschos Mandravelis was born in 1963 in Kozani, Greece. He studied economics at the University of Athens and pursued postgraduate studies at the University of New York "New School for Social Research". Since 1982 he is working in Athenian newspapers and magazines. He has authored books about politics, and now he holds a daily column on politics, society and economics in the daily newspaper "Kathimerini". He is a member of the "Union of Journalists in Daily Newspapers in Athens" (ESHEA), the Economic Chamber of Greece and the Hellenic Society of Economists. He has been a member of the Electronic Frontier Foundation (EFF), and of the "American Association for the Advancement of Science".

Gregory Farmakis

Engineer and Entrepreneur, CEO / Agilis SA Statistics & Informatics



Born in 1968, he studied Mechanical Engineering and Production Management in the National Technical University of Athens, where he specialised in management and information technology. He worked as a postgraduate researcher in academia as well as a free-lance consultant in the field of information technology. In 1998 he co-founded an innovative start-up, Agilis SA, which provides scientific and technology oriented consulting and bespoke software development services for data intensive applications to international organisations, and of which he is currently the managing director. He has several scientific publications and presentations in scientific conferences in the fields of official statistics and data science. He is currently studying philosophy at the University of Athens and participates actively in the public discourse on political and economic issues, writing opinion articles, blogging as well as in the social media.

George Gritzalas

Managing Partner, hangover media



With a Master's Degree in Digital Communications from Athens University of Economics and Business, George Gritzalas -now 27- has been working in the digital communications industry for about 9 years. He is the co-founder of the first Greek youth marketing firm curating some of the most popular Greek youth online media (e.g. neolaia.gr, teens.gr, paso.gr, etc.), called hangover media, and is also the winner of 4 digital awards.



Dimitris Tsingos

President, YES



Dimitris Tsingos is the President of YES – European Confederation of Young Entrepreneurs, the Brussels-based organization representing young entrepreneurs of the European Union. YES also represents the EU at the G20 Young Entrepreneurs' Alliance, the international network of young entrepreneurs from the G20 Countries. An Athens-based serial tech entrepreneur and early stage investor, he also is the Founding Chairman of the Hellenic Start-up Association and a Board Member at EBAN – The European Trade Association of Business Angels, Seed Funds and other Early Stage Market Players. Having co-founded Virtual Trip, the first student start-up in Greece, and then co-founded or invested in a dozen of high-tech companies, he currently is the CEO of StartTech Ventures, a next generation venture incubator in Athens, Greece. Dimitris is an active citizen strongly believing in faster and deeper European integration.

Socratis Ploussas

President, Hellenic Startups Association



Socratis is the founder and CEO of PARNASSE, the administrator of the first equity crowd-funding platform in Greece, OpenCircle. He is also founder and CEO of MELLON Advisory, a business development advisory firm focusing mainly in investments attraction and business development for companies in food, technology, Bio-technology, energy and tourism sectors. He is also a founding member and president of the Hellenic Start-up Association, a founding member of Hellenic Business Angels Network and member of the Board of Synergies – initiative for the development of innovation in Greece. Previously, he worked in the marketing departments of large Greek Multinational groups such as 3E (bottler of Cola Coca in 26 countries) and Furlis group (master franchisee of IKEA and Intersport and distributor of SAMSUNG products). The last five years, he advised companies in their internationalization and investments worldwide. He holds a bachelors' degree from DEREI in business and an MBA in International business from HENLEY management school, where together with other Alumni and academics launched "HENLEY Emerging Markets and International Business Forum"

Vassilis Sotiropoulos

Ombudsman of Attica region



Vassilis Sotiropoulos, Ombudsman of Attica region, Legal Counsel of Transparency International Greece (2013-2015), City of Athens Ombudsman(2012-2014), Attorney at Law.

Kostas Marinos

Ph.D.



Born in 1986, he studied Law and Philosophy in the National and Kapodistrian University of Athens. He continued his postgraduate studies in National and Kapodistrian University of Athens, Athens University of Economics and Business and Panteion University in academic fields of Public Law (LLM), Public Administration and Policy (M.A.), Services Management (MSc) and Political Science and History (M.A.). He received his PhD in the Philosophy School of National and Kapodistrian University of Athens. His research focuses on Government and Constitutional Ethics, political constitutionalism, and constitutional history.

Elizabeth Filippouli

Founder & CEO, Global Thinkers & Global Thinkers Forum



Elizabeth Filippouli is an entrepreneur, founder & CEO of Global Thinkers, an independent, global communications, stakeholder engagement management consultancy with strong expertise in values-based leadership for organizational development. She is also founder & CEO of Global Thinkers Forum, a London-based think tank bringing together thought leaders and promoting excellence in leadership and governance through international gatherings, fora and roundtables.





MODERATORS

Devin T. Stewart

Senior Programme Director & Senior Fellow, Carnegie Council



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 is also a Truman Security Fellow, and an adjunct assistant professor in international affairs at Columbia University and New York University. He is also the executive editor of *Policy Innovations*. Stewart's writings have appeared in more than ten languages in numerous publications, including the *American Interest*, *Newsweek*, *Foreign Policy*, *the Wall Street Journal*, *the International Herald Tribune*, etc. He is a contributing author to several monographs and books.

David Rodin

Carnegie-Uehiro Senior Fellow; Global Ethics Fellow, Member of "Ethics & International Affairs" Editorial Board



David Rodin is Director of Research at the Uehiro Centre for Practical Ethics at Oxford University. A former Rhodes Scholar from New Zealand, he holds a B.Phil. and doctorate in philosophy from Oxford University. His research covers a broad range of issues in moral and political philosophy with particular emphasis on applied and public policy issues. He has worked on just war theory and ethics of international conflict, business ethics, and bioethics. Rodin's first book, *War and Self-Defense*, was awarded the American Philosophical Association Frank Chapman Sharp Prize for the best monograph on the philosophy of war and peace.

Managing Director, International Leadership Institute, Austria/Bulgaria



Iliana Schmatelka manages at the moment the Technical Assistance of the EBRD Ukrainian Energy Efficiency Program in Kiev and provides for the IFC Global Trade Finance Program trainings for banks in Baku, Azerbaijan. After 20 years international managerial and executive experience in financial and investment institutions, private companies and NGOs, since 2012 Iliana works as strategic and organisational development consultant and interim manager for institutions and private companies in different countries. She is author and moderator from international leadership and management seminars and Intercultural behaviour trainings. Since 2013 Iliana is a presidency member of the "Unity in Diversity" initiative of the Global Dialogue Foundation, Melbourne Australia. She is a licensed business coach and holds MBA degree from the University of Minnesota and Master degrees from the Universities of Economics in Sofia and Vienna.

Yannis Koutsomitis

TV Producer/Eurozone expert



Yannis Koutsomitis is television producer and Eurozone affairs analyst. He is a four-time Greek TV Awards recipient for primetime drama production. He is also an analyst on Eurozone affairs and a BBC World Service and Germany's n-tv.de contributor. He is also an avid blogger on Twitter and his comments on the Greek crisis are cited frequently in The Guardian and The Telegraph.

Areti Georgilis

Owner, Free Thinking Zone



Areti Georgilis has been a campaigner and a professional in corporate and political communication strategy and public relations for the last 24 years in Greece, Cyprus and the Balkan region. She has run campaigns for various candidates and political parties in Greece, Cyprus and Serbia and offered cross-country services for a variety of multinational and Greek clients. From 2006 to 20011 she was general manager of the Greek Turkish public relations company Civitas Global based in Sofia and Bucharest. She owns the concept bookstore "Free Thinking Zone", which started its operation in December 2011 in Athens. She is also a founding member and member of the BoD of the Hellenic Start Up Association. She has studied archaeology and history of art at the University of Athens, journalism and holds the Athens University of Economics and Business Executive MBA. For many years Areti was a political activist and volunteer in political and youth organizations. She speaks English, French, Italian and a little Bulgarian.

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Global Thinkers Forum Board of Advisors 2015



Her Royal Highness Princess Sumaya bint El Hassan of Jordan

President 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. She seeks to promote sustainable development by maximising human potential through education and opportunity. The Princess is an avid archaeologist and is closely involved with the work of the British Institute in Amman for Archaeological Research and the Council for British Research in the Levant. HRH was appointed by HM Queen Rania as Vice Chairman of the Board of Trustees of the first Jordan National Museum, where she is overseeing its development.

Maha Abouelenein

Head of Global Communications Google MENA



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 non resident 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.

Reem N. Bsaiso

CEO G-TeN, Senior ICT Expert



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.

Victoria A. Budson

Founding Executive Director Women & Public Policy Program, Harvard



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.

Greg Beitchman

VP Content Sales & Partnerships CNN International



Greg Beitchman is VP Content Sales and Partnerships, CNN International. In this capacity he is responsible for overseeing and developing the network's content sales business internationally, with a focus on leveraging its broadcast and digital assets. His role encompasses content sales and partnerships, out of home services, and licensing deals.

Mrs Haifa Fahoum Al Kaylani

Founder Chairman, Arab International Women's Forum



Mrs Haifa Fahoum Al Kaylani, Founder Chairman, Arab International Women's Forum is well known in international government and business circles as a high-impact change agent focusing on leadership in cultural and gender issues.



Ameera A. Binkaram

Chairperson Sharjah Business Women Council



Ameera is focused on Arab women's empowerment and leadership in the region. A true ambassador for progressive values, she is focused on a broad range of human, animal and environmental issues.

Muna AbuSulayman

Co Host Kalam Nawaem NBC



Muna AbuSulayman, named one of the 500 Most Influential Muslims in the World in 2009-2012 for her work in media, gender, leadership and education, is a very popular Arab media personality and humanitarian. Currently as the head of Directions Consulting and Partner in Glowork, she is focusing her development efforts on unemployment and entrepreneurship in the Arab world.

Stephen Cole

Senior Presenter Al Jazeera English



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, CNNI, BBC World and BBC News 24 for the past 22 years.

Diane Erdei

Vice President, Transformation Management, Bertelsmann



Diane Erdei is VP Controlling and Sourcing Finance Transformation for Bertelsmann. She is currently based in Gütersloh, Germany. With more than 10 years of deep professional experience in commercial and finance areas, Diane is currently engaged in driving Operational Excellence in Controlling and Sourcing Finance by actively shaping the global Controlling

2.0 vision and transforming processes across the Bertelsmann company.

Sir Dirk Brossé

Conductor



Sir Dirk Brossé, 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'.

Hani Masri

President 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 development programs for women.

Dr. Daniel Fung



Daniel R. Fung, SBS, SC, QC, JP, is the first person of Chinese extraction 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.

Elizabeth Filippouli

Founder & CEO, Global Thinkers Forum



Elizabeth Filippouli is a journalist-turned-entrepreneur with particular focus on social entrepreneurship, innovation, future trends and visionary leadership. She is the Founder & CEO of Global Thinkers, a UK-based and internationally operating Strategic Communications & Business Development consulting firm and of Global Thinkers Forum a non-profit think tank bringing together incumbent and future leaders and promoting excellence in leadership and governance.



Gary Horsley

International Communications 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.

Lucian Hudson

Director Of Communications, THE OPEN UNIVERSITY UK



Now in his fifth communications chief role, Lucian J. Hudson helps transform top organisations through strategic communications. He has held top communications posts in four UK government departments, including Director of Communication, Foreign and Commonwealth Office, and Director of e-Communications – the first holder of this post.

Valerie Keller

CEO VERITAS/WEF YOUNG GLOBAL LEADER



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.

Lucian Sarb

Director, EURONEWS



Lucian Sârbc began working for TVR (Televiziunea Română), the Romanian public broadcaster and shareholder of euronews, in 1994. During his time with TVR, Lucian Sârbc came to know euronews in his capacity as a member of the Board of Directors, from 2003 to 2005. He was instrumental in organising a project between euronews and TVR to launch the first daily news programme of euronews in Romanian, in 2004, broadcast on the channel TVR2. Since then, the service has been expanded to include five weekly magazines, still broadcast on TVR2.

Theodore Asprogerakas-Grivas

Law Expert



Theodore is a copyright and media law expert. He is a member of the Athens Bar and provides legal consultation and representation on all Intellectual and Industrial Property issues internationally. He also practices active litigation on such matters before national Courts, the European Court, the General Court of the European Communities and the European Court of Human Rights.

Michael E. Economakis

Executive Vice Chairman AG Leventis



Michael E. Economakis started his career 34 years ago, in Coca-Cola Hellenic the 2nd biggest bottler of The Coca-Cola Company in the world, operating in 28 countries – in Sales, holding variety of Sales Field positions in the first years of his career. He then progressed throughout his career into ever-increasing roles of responsibility within Coca-Cola. As of 2006 up to 2009, he was Managing Director of Pivara Skopje AD, a three parties JV Company (Coca-Cola Hellenic, Heineken, M6), being responsible for the operations of Coca-Cola Hellenic and Heineken in Former Yugoslav Republic of Macedonia, as well as for sales and distribution operations for beer business in Kosovo, Albania, and Southern Serbia.

Roya Mahboob

CEO CITADEL



Roya Mahboob was named to TIME Magazine's 100 Most Influential People in the World for 2013 for her work in building internet classrooms in high schools in Afghanistan and for Women's Annex, a multilingual blog and video site. The TIME essay was written by Facebook COO, Sheryl Sandberg. Roya is an Afghan entrepreneur and businesswoman. She is the founder and CEO of the Afghan Citadel Software Company, a full-service software development company based in Herat, Afghanistan.



Akinwole Omoboriowo II

CEO Genesis Energy



Akinwole 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

Saïd 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.

Richard Sambrook

Professor of Journalism, University of Cardiff



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.

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). Her recent books are *Territory, Authority, Rights: From Medieval to Global Assemblages* (Princeton University Press 2008), *A Sociology of Globalization* (W.W. Norton 2007), and the 4th fully updated edition of *Cities in a World Economy* (Sage 2011).

ly updated edition of *Cities in a World Economy* (Sage 2011).

George Mavrelis

GTF Advisory Board Member



George Mavrelis is a senior business executive in Greek insurance industry since the decade of 1990, holding diversified positions in the Commercial and Operational sectors of Insurance Companies. In 2005 George joined INTERAMERICAN Group of Companies, part of Achmea, as Chief Commercial Officer.

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. Her early experience in American broadcast journalism led her to become one of the first public relations executives to specialise in the electronic media.

Professor Marc Ventresca

Saïd Business School, University of Oxford



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.

Dr Roger Hayes

FCIPR, Member Emeritus IPRA



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.



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.

Chris Gaunt

Chairman, British Chamber of Commerce Turkey



Chris has a degree in Modern History from Leeds University in the UK. He 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.

Sue Phillips

Deputy Director, Films & Exhibitions National Museum of Qatar



Sue Phillips career spans more than 30 years in high profile- news broadcasting. She joined the Canadian Broadcasting Corporation (CBC) in 1978. After senior production roles in London, Moscow, Rome and Washington DC she became CBC's London Bureau Chief in 1997. Subsequently Sue worked as Managing Director of News World International responsible for International Broadcast conferences in London, Barcelona and Singapore attended by heads of news organizations from around the globe.

Maggie Eales

Director Global Relations



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.

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. Shannon specialises in envisioning business strategies, creating marketing and GTF GLOBAL GROWTH BOARD business initiatives that drive demand, quickly developing solid alliances and channels to facilitate revenue generation and steady growth.



Lindsey Oliver

Commercial Director Bloomberg Television



Lindsey 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.





**GTF
EXECUTIVE
TEAM**



Elizabeth Filippouli

Founder & CEO Global Thinkers Forum



Elizabeth Filippouli is a journalist-turned-entrepreneur with particular focus on social entrepreneurship, innovation, future trends and visionary leadership. She is the Founder & CEO of Global Thinkers, a UK-based and internationally operating Strategic Communications & Business Development consulting firm and of Global Thinkers Forum a think tank bringing together incumbent and future leaders and promoting excellence in leadership and governance. Elizabeth has studied Strategy and Innovation at Said Business School Oxford University, Transnational Media and Globalisation at London City University and taken the Harvard Kennedy School of Government Executive Education program on "Shaping Change in the Information Age". Born in Athens, Greece Elizabeth's background is in media having worked as a journalist with Greek press and TV and international organizations such as Al Jazeera English and CNN.

Reem N. Bsaiso

Senior ICT & Knowledge Economy Advisor



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.

Gary Horsley

Euromed & Media Networks



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, providing communications strategy and actions in areas as diverse as EU investment in R&D and the work of the EC's Humanitarian Office.

Theodore Asprogerakas

Grivas-Copyright & Media Law Expert



Theodore is a copyright and media law expert. He is a member of the Athens Bar and provides legal consultation and representation on all Intellectual and Industrial Property issues internationally. He also practices active litigation on such matters before national Courts, the European Court, the General Court of the European Communities and the European Court of Human Rights.

Katie Barger

Senior Editor



Katie graduated from the University of North Carolina at Chapel Hill having earned a degree in Journalism with a concentration in Public Relations. As a licensed attorney she has focused primarily on working in international human rights, helping asylum seekers gain entry into the US and defending the rights of women, specifically those affected by China's One-Child Policy. She has extensive research experience both legal and media-related, having worked as the Senior Research Attorney for a boutique non-profit in Washington, D.C. and serving as the Director of Communications for one of its human rights-specific projects. She also has a background in collegiate media, having worked as both a writer and assistant editor for publications at UNC-CH and North Carolina State University.

Maja Honda

Communication & Strategic Planning Associate



Maja is an innovative and results-driven manager with more than 12 years of experience in Communications and Marketing. Her broad-based background encompasses several fields of expertise both in agencies and in-house, including Strategic Planning, Project Management, Event Management, Partnerships and stakeholder engagement, and Social Media Marketing. She had started her career in McCann-Erickson where she handled accounts for Hewlett-Packard, Whirlpool, Unilever, Natuzzi and Coca-Cola among others, before moving to a corporate sector. Maja lived in the USA for 2 years where she took several courses on Communications, Social Media, Technology and Government at the Harvard Kennedy School of Government. Having moved back to Europe, she continued working as a Communications and Marketing consultant for clients around the world.



Maggie Eales

Director Global Relations



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. She worked with CNN colleagues to develop the CNN Journalism Fellowship which takes place at CNN Headquarters in Atlanta. The programme mentors journalists from across the world to gain greater expertise of news gathering from CNN. Maggie was also responsible for the development and implementation of the CNN MultiChoice African Journalist Awards, an event she has been involved with since 1998.

Felicia A. Henderson

Senior Corporate Leadership Consultant



Felicia A. Henderson is an executive advisor with over fifteen years experience advising corporations, investment firms and their senior executives in complex, cross-border projects. As a leadership consultant, Felicia works with c-suite executives and board members of business and non-profit organizations and their teams to improve responsible decision-making, global leadership practices and cross-cultural team interaction. Felicia also assists private equity and venture capital funds and private companies in the conduct of corporate development programs, including investments, divestments and equity or debt fundraisings.

Sally Scamell

CEO Office & Partnerships Associate



Sally has a long background in administration in both the public and private sectors in the UK encompassing a number of different subjects from health to economic development. She has also worked previously in the leisure industry. She has recently set up her own business as a Virtual Enterpriser using her work and life experiences to find work that she enjoys and is fulfilling.

Motasim Madani

MICE Consultant, Jordan & UAE



Motasim Madani is an experienced professional in MICE and in dealing with international and regional clients and promoting multi unit hotel brand and destinations. He has in depth knowledge of sales principles and techniques, strong client management, problem solving, effective communication, negotiation and organization skills along with deep understanding of overall hospitality including different hotels chains products and marketing programs.

Mina Kakania

Head of Events, Omni Apico



Mina is a Wellesley College alumna and that is where she learned the importance of Women's Rights and the broad spectrum of feminism. She admires strong independent women and it is always empowering watching Mrs Filippouli, who has accomplished so much as CEO of GLOBAL THINKERS FORUM. Mina is WSET international diploma accredited and was Head of TOP CHEF contest in Greece. She is in charge of all events of OMNI APICO, member of the Algean Group. Her international background as well as the Greek pride and strong values of her upbringing, help her produce unique, upscale projects for clients from around the world.



LOOKING AHEAD TO GTF EVENTS 2016

GTF continues to pursue an ecosystem of excellence through our never-ending commitment to create and develop relationships with thought leaders around the world.

GTF welcomes ideas for topics, speakers and possible strategic partnerships.

We also welcome introductions to our global community, applications to join the GTF Advisory Board & Global Growth Board and nominations for the GTF 2016 Awards for Excellence.





The moral triumphs and failures of leaders carry a greater weight and volume than those of nonleaders. In leadership we see morality magnified, and that is why the study of ethics is fundamental to our understanding of leadership. At this critical moment, as the future of Greek politics, the integrity of the Eurozone, and democratic values at large hang in the balance, Carnegie Council for Ethics in International Affairs (New York) and Global Thinkers Forum (London) is convening a diverse group of scholars to discuss ethical leadership, the future of democracy and political accountability.

The symbolic backdrop for this discussion is Athens, Greece - the birthplace of Democracy. The Conference is organized under the auspices of the Mayor of Athens Mr Yorgos Kaminis.



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