

“ARAB WOMEN AS CHANGEMAKERS A CELEBRATION OF ACHIEVEMENTS”

Dubai - UAE
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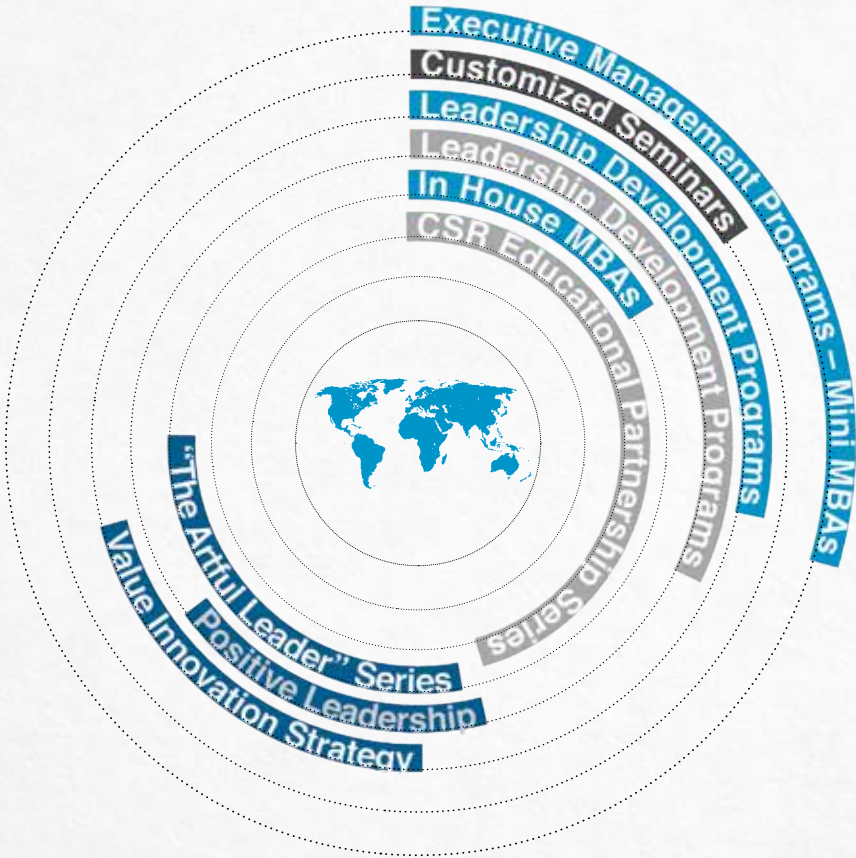
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By Her Excellency Mrs Raja Al Gurg

President Dubai Business Women Council



Great leadership is about understanding context and culture and being able to lead and champion change at many different levels. Global Thinkers Forum (GTF) is strongly focused towards creating better societies by promoting and supporting collaboration and understanding. The Forum's mandate goes beyond the limits and boundaries of politics and is introducing an arena of open mindedness, freedom, values and ethical leadership.

The Dubai Business Women's Council (DBWC) is proud to collaborate with GTF at the Global Thinkers Forum 2014 as a support partner. GTF is a platform for thinking and conversation that brings current and future leaders closer, in order to discuss pressing issues regarding governance practices, our societies, entrepreneurship, and our world's progress and future. At a time when economies need high-growth entrepreneurs more than ever, the Dubai Business Women's Council is keen to pursue opportunities that will inspire women to seek advisors, training, and networks that will help them unleash their potential and fundamentally change lives.

GTF serves as a beacon to raise the consciousness of society about the importance of ethical leadership and to develop the necessary programmes of education, learning and community action. We are pleased to join this initiative that contributes to creating a successful and sustainable future and legacy for future generations. At the Dubai Business Women Council we assist businesswomen in overcoming difficulties and problems they encounter in their commercial, industrial and service roles. We also encourage the participation of women in different economic sectors besides enhancing their role in business activities and also providing relevant education and training.

GTF 2014 Awards for Excellence Gala under the theme "Arab Women as Change makers: A Celebration of Achievements" celebrates inspiration, motivation and empowerment of women in the region; all the values that are a reflection of DBWC's mission and objectives. Our support for the GTF 2014 Awards and Gala Dinner on November 28, underlines our commitment to stand by our fellow Arab women change makers.





By Elizabeth Filippouli
Founder & CEO Global Thinkers Forum

BUILDING BRIDGES FOR COLLABORATION IN AN INTERCONNECTED WORLD

In today's world, we are more connected than ever. Through the web, email, and social media, people on opposite sides of the globe can talk to each other instantly and more easily than ever before. But is anyone listening? And more importantly, is anyone understanding?

Human capital is fast becoming the key ingredient to the success of all nations. How to effectively develop this critical resource is a concern of higher education systems around the world. Developing countries in particular, with limited means and expertise, face significant challenges as they prepare their citizenry to meet the new demands of a rapidly changing knowledge-based global economy. For higher education institutions around the developed world, building institutional capacity to cooperate with developing nations and their higher education systems has become a priority as the world faces complex environmental, social, political, and security challenges.

Despite tremendous advances in global telecommunication, some societies have seen little improvement in how well they get along or understand each other. Technology has made our world smaller, but in many cases,

our knowledge of each other remains limited. Connectivity has not succeeded in replacing human contact.

The West and the Arab world, for example – two civilizations whose cooperation is essential to world peace – still often view each other with fear, suspicion, hostility, or ignorance.

Misperceptions abound. Stereotypes are hardening into caricatures.

To close these gaps in understanding, new, innovative and non-traditional platforms for face-to-face communication are needed – perhaps more now than at any other time in modern history. We cannot rely on traditional diplomatic systems alone to create these platforms.

“Diplomacy can no longer be the sole responsibility of governments. Citizens, businesses and other private-sector entities must play an integral part in foreign policy.” (Dr. Roger Hayes, Senior Counsellor, APCO Worldwide). The world business community can, and should, take the lead by creating and supporting programs that help to build bridges between cultures through interpersonal dialogue.

Along with social development and corporate responsibility, bridge building is a good

investment for business. Businesses big and small need predictability to prosper, and political and social tensions can be destabilizing. Companies doing business in the Middle East in particular would be wise to invest in programs that encourage better knowledge and understanding of East and West among their employees, communities, and societies.

The dialogues in such programs are small compared to the millions of people living in these regions, but small groups of individuals often influence the path of the world. All we need is to understand and prioritise our shared values, engage with the human capital – or our employees if we are an organization – and the return on our investment is immense. As Global Thinkers we have introduced our pioneering VALORE programme which helps leaders, managers and decision makers maximise their own capacity and connecting to their employees by understanding better and improving the culture that exists within the organization, within the company. The participants who join our programme come away with a more open mind and heart because by bringing their individual values to work, a ripple effect is created that has a lasting positive impact extending well beyond the term of our VALORE programme.

Communication is not a panacea for all our ills. Genuine and honest differences exist within and between societies, and we should not think that we can solve all our problems simply through discussion. But I am sure that no such solution will come *without* communication, and we have learned that our increased ability to communicate has not led to an increase in understanding. Creating more opportunities for real face-to-face dialogue and shared experience will go a distance in healing rifts and increasing cooperation, trust, and mutual respect between East and West, and the business community can play a critical role in achieving these objectives.

One such example is the work that we do at Global Thinkers Forum with the goal of increasing understanding between peoples in the Arab World and the West through personal communication, shared experiences, exchange of ideas, and collaborative projects. So far, in our three years of operations, we have convened more than one thousand leaders, decision makers, entrepreneurs and academics in physical meetings, and more than 10,000 worldwide are part of the wider Global Thinkers Forum network.

Global Thinkers Forum touches on all aspects of society, engaging in educational and cultural activities, working jointly on solutions to social challenges faced by our countries and, along the way, changing misperceptions. Above all, we open new pathways for communication in order to promote collaboration.

We need values-based societies, values-based countries and values-based companies. With shared values we can communicate better; hence, Global Thinkers has introduced, as I mentioned before, our trademarked VALORE programme that measures the level of cultural disorder that exists in a company, an organization or even a country and helps redevelop a culture of collaboration through shared values, as these are cherished and adapted by humanity.

In this respect women have a key role to play. And Arab women are by nature hugely talented, dynamic, charismatic, self-motivated and determined!

This year GTF is celebrating *Arab Women as Changemakers*. We know that there are many more such stories and we are keen to give them the attention and honour that they deserve!

Stay tuned ...and join us!



Dr. Rafia Ghubash

GTF 2014 Award Honoree for Excellence in Gender Equality

EMIRATI WOMEN HAVE A HISTORY OF LEADERSHIP AND SUCCESS IN THE UAE

Q: What is the influence of Emirati women on the UAE culture throughout history?

A: I believe that women are the principle contributors of culture in the UAE as well as in any other society, and they are the core element in transferring this heritage to their own generation and others.

Q: Could you share, briefly, the stories of two Emirati women who fascinate you?

A: I searched and documented the life of more than 600 Emirati women from the year 1900 until the present and have been inspired by many of them. But one was exceptional: Sheikha Hessah bint Al Mur. She was the wife of Sheikh Saeed Al Maktoum, ruler of Dubai (1912-1958), and mother of the next ruler, Sheikh Rashid bin Saeed Al Maktoum, (1958-1990). Sheikha Hessah, an ardent lover of poetry and literature, is remembered for supporting the intellectual life of Dubai. She sponsored many poets and honoured religious clerics. She also devoted great energy to humanitarian projects for the poor. In the 1930s, Sheikha Hessah responded to Dubai's economic recession by taking a role in the business community and contributing to an economic regeneration. At the political level,

she used her influence to minimize foreign interference in Dubai's internal affairs.

The second person is my mother, Ousha Hus-sain Lootah, whom I have spoken about in many interviews. My mother is my main inspiration and motivation behind everything I do in my life and I owe all my success to her. To me she was an extraordinary woman, but she remained inspirational to all those who met her. She was a woman with a lot of knowledge and wisdom. She empowered the women of her generation and still inspires her granddaughters even 20 years after her passing. Her legacy continues. What amazed me about my mother was her silent prominence and her ability and desire to be happy and continue achieving.

Q: There are so many stereotypes in the West about women in the Arab World. Against those clichés, Arab women excel in every way as leaders, scientists, entrepreneurs, executives. How can we break those 'labels'?

A: True, there are so many stereotypes in the West about women in the Arab World. Arab women, including the Arabian Gulf women, are the victims of the press and social media these days as they tarnished the true value

and image of today's women. This reflects the West's limited knowledge and outlook on the world. Our role now is to correct such a tarnished image and to spread awareness of the true picture hence we may be correctly judged. When I travel abroad and integrate with Western people I surprise them when they realize the high level of education that I have and the many international qualifications I hold reaching to the professorship grade, yet I preserve my national and traditional looks. This gives them the chance to correct the damage caused by their dim media and limited horizon. Being covered does not mean being ignorant. It is important for us to have our culture stand out among other cultures in the world. We have a distinguished history of Arab achievements in the very ancient history with continuous involvement until now.

Q: What are the main challenges that women in the UAE have to deal with today?

A: Emirati women are being challenged with imported culture based on material gains. Foreign ethics are invading the UAE society and basically women. They are being tempted with unfamiliar codes of culture with reference to outlooks, expenditures, events and social activities. The sincere Emirati educators and guardians are doing very well now in getting back the national traditions and encouraging its adoption, and women are showing positive and confident responses.

Q: You have always been fearless, never frightened to dare or to change. How can we make other women more fearless?

A: Fear comes from lack of knowledge about any issue. When women are enlightened and knowledgeable they will overcome this fear depending on the degree of their awareness.

Q: What is the #1 thing that you would say to a seven-year-old girl as advice?

A: I would teach her the value of her national culture and show her its high impact on her future. I would prove to her the importance of parents' respect and value, thus enhancing the appreciation of her society's culture. Education should be her biggest gain. Learn to avoid copying others blindly but be creative instead.

Q: What is your vision for your country and for the world?

A: My vision for the world is to see the West and the USA governments work for world peace and the happiness of the people, to adopt humanitarian policies toward the sufferings of countries outside of their own. To stop torturing countries overseas and instead adopt the same fair treatment given to their own people. My vision is for them to stop focusing on updating weapons and practicing them outside the West and the USA under the democracy logo and instead work to improve their national economies through development, refrain from force and war for gaining justified wealth, and to stop damaging the world and causing miserable nations and people. Instead, I wish for all to work toward peace around the world because this will have a better impact on their national economies instead of creating war.

Q: Your vision for your country?

A: My vision for my country is to continue adopting the humanitarian policies in preserving harmony among the multiple cultures within the UAE and to exert every effort to protect the Islamic identity, the national heritage, and the Arabic language.

Dr. Rafia Ghubash is the founder of The Women's Museum of the United Arab Emirates. She is a psychiatrist, academic and former president of the Arabian Gulf University. She is a passionate advocate for women's education, and through the Women's Museum of the UAE she hopes to educate its visitors on the education and influence of Emirati women.

By Rima Mrad

Partner, Bin Shabib & Associates (BSA) LLP



PAVING THE FUTURE PATH OF ARAB WOMEN

Being a senior professional in one of the leading regional law firms, I have worked and still am working in a male-dominant environment. I have been surrounded by men at all stages of my career, which is extremely normal and expected in the Middle East.

When I was asked to talk about the main challenges facing women in general in their careers, investments and business ventures, I was emotionally triggered as this is a topic that I was concerned with for a long time, at school, university and now in my daily working life.

In order not to repeat the same speech that is always being said in response to this type of query, though it is still relevant and accurate, I wanted to focus more on the main practical issues that women deal with nowadays, which are as much cultural as legal.

I believe it is vital for women to focus on the opportunities they have more than the challenges that they face. Arab women have always been victimized and this affected the way they perceive themselves in the business environment. Most of the time and in our regional community, we

are faced with women who suffer from lack of self-esteem or excessive self-esteem. Both examples are a direct result of the way women are being raised, treated and educated.

Middle Eastern societies are based a lot on competition and comparison. Women need to get themselves out of this circle and focus more on their progress and objectives.

Employment laws in the Middle East, for example, do not support in any way working mothers. This forces most women to make a difficult choice: whether they will invest in their careers or in building their families. Even though a number of women form a considerable part of the local workforce, they are always found handling low-range administrative positions. We rarely see women going out of their way for a promotion as they are afraid that they will not be able to cope with the pressure of maintaining a family and a career.

Women still live in challenging conditions not only regionally but also internationally. Employers are afraid to support the career progress of their female employees. The risk of them following their partners and sacrificing their careers to support

their families is very high; therefore, it is easier to invest in promoting men as they can be relied on for a long time.

Glass ceiling is one of the main barriers facing women in our communities. If we take a snapshot at the largest regional and local companies, you will not see women in senior executive roles or represented on the boards and executive committees. Few exceptions are spotted but most of these exceptions are for women who secured their seats by holding equity shares or other controlling positions. This is not to discount the power of these women who are effectively working much harder than their counterparts to prove that they deserve their positions.

If we look at the matter from a practical perspective, especially when it comes to certain industries, women are almost absent from the main sectors controlling the economy. Most of the businesses being established by women relate to services. This is another serious challenge as women struggle to find strategic partners or to obtain funding from private investors and financial institutions.

For a long time now, I have been part of different women's business groups. Most of these groups, with all respect and appreciation to their importance and positive roles, still work on customary and basic agendas. They gather every month to chat over coffee or a drink and maybe arrange a seminar about promotional topics. This has to be elevated to a much more meaningful level.

I know for a fact that women's force will not have its full effect unless they support each other from a business perspective by creating

work opportunities and business leads, and by securing financial support for each other.

Women should be encouraged to know the force of building a sustainable working environment for the coming young women and this will not be achieved unless those young women are offered the necessary support in their educational choices and when launching their careers.

In the middle of the chaotic political and social situation in most Middle Eastern countries and while the Arab woman is still struggling to raise her family, all I can do is pass on the lessons I have learned so far during my career to the young Arab woman fighting her way to a better future:

- Trust your capabilities: Trust yourself, speak out loud otherwise you will not be heard.
- Focus on your objective: Do not be de-motivated by negative comments. You will be surrounded by people giving you destructive comments and challenging your capabilities and knowledge. You will make mistakes and you will take wrong choices but this is the only way to learn.
- Be in control of your choices: Do not consider yourself a victim. Always believe that you have the power to choose your destiny. All you need is the courage to take the first step.
- Be mindful of the opportunities you have (however little), and take maximum advantage of them.

Rima Mrad is a partner in the Corporate and M&A practice of Bin Shabib & Associates (BSA) LLP, a DIFC-based law firm with regional offices in Oman, Kingdom of Saudi Arabia, Lebanon and Iraq. She can be reached on rima.mrad@bsa.ae.



Dr. Atallah Kuttab

GTF 2014 Award Honoree for Excellence in Philanthropy

PHILANTHROPY IN THE MIDDLE EAST IS GROWING BUT CHALLENGES STILL EXIST

It all started in 1989 when I was asked to evaluate the water projects in Egypt. My career until that point was engineering and my philanthropic endeavours involved modest contributions to causes close to my heart in Palestine. But in 1989, that changed. That year, I learned that though most water installations were technically sound, people did not use the clean water delivered by these installations and preferred using untreated water from canals fed by a nearby river. Hence, the water installations that I visited were wasted investments mainly due to lack of community involvement. This discovery moved my interest from engineering to community development and I was lucky to get the opportunity to lead the work of several foundations in the Arab region.

In 2006 I was one of three Arabs involved in philanthropy who attended a meeting for the Association of European Foundations in Budapest. Two questions arose during the meeting: 1) Why did we first meet in Budapest rather than the Arab region? 2) Should we develop a network of Arab foundations to discuss our daily issues and challenges? These questions led

me to focus my efforts on building support institutions for philanthropy in the Arab region. In 2006, I helped found the Network of Arab Foundations, which has more than 40 members, and a philanthropy research institution at the American University in Cairo. In 2011 I founded SAANED, a philanthropy advisory organization focused on the Arab region. SAANED in Arabic means the stick that temporarily holds a plant upward until it is solid enough to hold itself, which was a perfect description of the work that we undertake: to strengthen and empower foundations until they can cope on their own. SAANED provides advice on regulations governing foundations, on the best way for donors to give, and on best practices.

Q: How do you see the state of philanthropy in the Arab region and challenges to overcome?

A: Though the institutionalized philanthropic sector is growing, on the whole, the sector remains restricted, particularly within the Arab region. Current legal frameworks continue to act as a barrier to more rapid growth.

Also, it is important to ensure that new institutionalized forms of philanthropy connect with rather than destroy long-standing cultural practices. Philanthropy in the Arab region is rooted in centuries-old traditions and within the three monotheistic religions – Islam, Christianity and Judaism – that exist in the region. The establishment of *awqaf* (*waqf*) has historically been a means to maintain social justice and equity through both an obligatory and non-obligatory transfer of wealth from those who are privileged to those who are less privileged. Modern history witnessed the overall demise of the *waqf* system and as a result the culture of giving in the Arab region can now be described as charitable in nature with individual giving as opposed to institutional giving being at the forefront. Efforts are underway to bring old social values to giving such that people learn to fish rather than wait to be handed a fish.

Q: What is the role of leaders in encouraging philanthropy?

A: Leadership should focus on creating an enabling environment that includes: 1) a legal framework that empowers rather than shackles; 2) a tax structure that provides incentives, not penalties; 3) an accountability system that builds confidence in philanthropy and civil society; 4) sufficient institutional capacity to implement effective activities; and 5) enough resources to undertake these activities. This will promote a culture of giving and also deal with the challenge of creating opportunities for young people across the Arab region to be philanthropic through, for example, better education. The main challenge for the private and the non-profit sectors is to work effectively with governments to make education more relevant. It should provide general life skills and equip young people according to market needs so that the young are positively engaged in their communities.

Q: Are women more prone to giving compared to men?

A: Global studies indicate that women's giving takes a holistic approach to managing wealth, which includes their investment portfolios and philanthropy. Women, it seems, are more inclined to want their investments aligned with their values while men are more likely to compartmentalize – investments in one compartment, moral and political values in another.

Q: Share a story or two that you remember: philanthropy making change on live-sof people.

A: One morning, a hospital director in Jerusalem informed me of a problem he faced: a lack of dialysis equipment for babies and children under five years old. The problem caused distress for families due to long waiting lists for a referral to other paediatric hospitals that specialized in life-threatening problems. Through my contacts, I found a donor in less than one week and in less than three months the paediatric wing in Jerusalem was ready to receive babies who needed dialysis.

In 2009, just after the January war in Gaza, I approached a corporate donor in the Gulf States for a \$1 million donation to support relief effort. After my presentation about the post-war situation, especially regarding the many Palestinian orphans caused by the war (approximately 1500), the donor asked how much of a donation was needed to help the orphans and allow them to finish their education. It was an incredible feeling to have found funds for long-enduring life improvement support and not just for temporary relief. The donor gave \$10million for the program, which continues today and is expected to last until 2030. At that time, the last orphan in the program, who was a few months old in 2009, will graduate and find employment.

Q: How to build a global culture of giving

A: If there is a secret recipe to building a culture of giving, it is in the engagement of donors in the activities being funded at a local level. This should start in schools at an early stage of life to build a personal sense of social responsibility.

At a global level, it is important to create a degree of commonality while encouraging diversity and exchanging ideas among peers from around the world.

Q: What has been your life's greatest achievement so far?

A: On a personal level it is ensuring that I managed over the years to spend balanced time with my wife and our two sons.

At the professional level, my greatest achievement was to create a presence of Arab philanthropy on the global scene. It was incredibly rewarding to be elected as Chairman of the Board for the Worldwide Initiative for Grantmakers Support (WINGS), which is the main global philanthropy network.

Dr. Atallah Kuttab is currently the Chairman and Founder of SAANED for Philanthropy Advisory in the Arab Region based in Jordan. Since April 2014 he is a Richard von Weizsaecker Fellow at Bosch Stiftung in Berlin.







Dr. Ismahane Elouafi

GTF 2014 Award Honoree for Excellence in Science

WE MUST LEARN HOW TO KEEP WOMEN IN STEM FIELDS

Q: Why did you select science, was it a childhood dream?

A: My childhood dream was to become a pharmacist because in our neighborhood, the pharmacist was a super kind and beautiful young lady. At that time, I was five, and I wanted to be like her. Regarding science, I always had a very strong connection with science. It started first with mathematics, as most curriculum initiate you to mathematics before any other field of science. But as soon as I discovered physics and then biology, my interest for math was taken over by these two fields of science.

Q: Did your parents encourage you to pursue a career in science?

A: Absolutely, for Dad it has to be a scientific field. He loved science and was buying so many encyclopedias to make sure we had access to the right scientific information. He was a school director and believed strongly in education. For Mom, she didn't care if it was science or something else, as far as we were doing well at school. I believe I followed my oldest sisters' path, as most of them followed a science career and were passionate about research and education.

Q: Tell us more about your day-to-day work, what does a typical day look like?

A: My day-to-day work starts most of the time with about 40 minutes of replying to emails and doing my own work in my office. Afterwards, my regular schedule starts with a series of meetings be it with partners, donors, stakeholders, visitors, ICBA Management, or ICBA scientists/experts. Though I instated three main breaks in the Center during the day, I rarely take breaks myself. Most of my breaks are while I'm conducting in-house meetings with my managers or assistants. The pace is rapid and the variety is high, as I deal with various issues in the same day from simple decisions to strategic discussions with partners and stakeholders.

Q: Why do you think so few women select STEM professions?

A: I think girls do select STEM during their education (most universities now have more than 60 percent girls in scientific fields), but once in the job market, they tend to opt for non-scientific fields (mostly services) or in scientific fields, but unfortunately not in research or science-management. We should understand why for every particular country and every

particular culture to be able to help women remain in scientific fields after university.

Q: Have you ever had any difficulties in your career due to your gender? How did you handle them?

A: The few times I had difficulties in my career due to my gender where when I was much younger and felt insecure because of harassment. Unfortunately in some countries, the ethics of the profession of professors and supervisors are not very strong and are rarely implemented. Girl-students could eventually find themselves subject to their male-professors' interest and have very few tools to deal with it. I think values and ethics in the education system and in the workplace are extremely important to make women feel comfortable and provide them with a conducive environment so they can perform better and get chances to be promoted within the system.

Q: How can we get more girls interested in STEM careers?

A: I believe there are two facets to get women more interested in STEM careers: the logistics components and the cultural components. From the logistics side, it's mostly about providing appealing packages and working environments for women including proper consideration for women, family and childbearing in the career path and job-promotion schemes (examples from Canada and Nordic countries are great). The cultural side is trickier and requires interventions at social, educative, institutional and legal frameworks to provide women with the same chances as

men in STEM careers. It's about providing parity between men and women in pursuing STEM careers.

Q: What are the things that inspire you in life?

A: Nature inspires me a lot in life. Looking at the beauty, perfection, evolution, and survival in nature always strengthens me and makes me feel stronger and yet also so small and humble. Also, human diversity and human history inspire me a lot. I had a chance to live in several countries and discover several cultures. With my mobility, I learned a great deal of tolerance, acceptance, and respect of the OTHER person. Lastly, Islam and the true learning of Islamic behavior is a great inspiration. Most people don't even recognize that God has made a clear separation between his relationship with every individual vs. the relationship between individuals. If we hurt a person, God can't forgive us because we didn't hurt him but we hurt that particular person. We should be very careful and think about this clear separation before we ever misbehave with an individual or a living being.

Q: Do you have a vision for the world?

A: I find that humanity is losing its values over generations. People are becoming too cruel towards each other, but the heart of civilization is co-existence and respect of others' views. I think peace and prosperity is possible for all humankind if people put their humanity first. Poverty is due mainly to injustice and unbalanced distribution of wealth. I hope peacemakers worldwide become more vocal than arrivistes and troublemakers.

Dr. Ismahane Elouafi is Director General of ICBA-Agriculture for Tomorrow since 2012. Before joining ICBA, she led the Research and Partnerships Division at the Canadian Food Inspection Agency (CFIA). Ismahane holds a PhD in Genetics (Cordoba University, Spain) and has a passion for science, its management, and its integration with policy. She believes that, in order to gain efficiencies and alleviate discrimination and poverty, science has to be the basis of our decisions and development plans.

By The New York Academy of Sciences Global STEM Alliance

EMPOWERING THE NEXT GENERATION OF STEM INNOVATORS

Addressing climate change, feeding a burgeoning world population, creating jobs, and growing the world economy all depend on a global population well educated in science, technology, engineering, and math (STEM). And while education in STEM subjects has been recognized as a critical global need, many countries around the world are also facing increasing employment gaps in these fields. Millions of positions that require STEM skills remain unfilled in both emerging and developed countries.

While there are greater numbers of STEM graduates worldwide than ever before, STEM jobs continue to go unfilled. It would be easy to blame schools and universities for not educating enough STEM students, but the problem is more complex. The most obvious solution – to create more STEM graduates – ignores the research and the voice of industry. Resolving this STEM paradox depends not only on educators and schools, but it requires a larger, more comprehensive solution: an ecosystem of government policies, business incentives, and cultural attitudes that creates the necessary circumstances for students to seek, acquire and employ STEM skills.

The Global STEM Alliance (GSA) is an unprecedented global, public-private partnership. It is a collaboration between governments, companies, schools and NGOs to increase access to great STEM education for kids around the world. The Alliance will focus on three strategies: intergenerational mentoring, building foundational skills and creating a global network of STEM innovators. Through the application of technology – the development of a comprehensive virtual learning platform – the GSA will globally scale these three strategies. The GSA aims to directly address the STEM paradox by increasing STEM literacy across the school-aged population, reduce the skills gap between schools and the workforce, and increase workforce diversity. The failure to engage students with talent leads to the loss of millions of high-skill STEM workers in places that desperately need them.

The first major initiative of the GSA will be the development and launch of the Junior Academy, a virtual learning and research platform to identify, inspire and prepare gifted students around the world. The platform will include novel talent iden-

tification mechanisms, course work and authentic virtual research experiences, access to mentors, a virtual writing center, and in-person learning experiences such as internships and a Global STEM summit. In addition, it will address the needs of teachers by providing coursework in gifted pedagogy, supporting students in research opportunities and talent identification.

As a complimentary program, the Academy will launch 1000 Girls – 1000 Futures, a mentorship program for high school-aged girls around the globe. This is a joint commitment with the Clinton Global Initiative to increase the number of women in STEM fields through a coordinated, comprehensive program that will lead to new skills, greater engagement and ultimately, the desire to enter the STEM fields.

The GSA Platform will launch in 2015 with capabilities to support the Alliances programming for students in primary school through to graduate school. The After-school STEM Mentoring Program, High School Apprenticeships, NeXXt Scholars and Science Alliance will all be supported by the Everwise mentor-matching service, the Schoology Learning Management System, a gaming platform from Galxyz, and a state-of-the-art teleconferencing platform provided by Cisco. These capabilities will allow the Academy to scale its in-person and online programs to Alliance partners around the globe.

Our Alliance is growing, please join us.

The New York Academy of Sciences is an independent, not-for-profit organization that since 1817 has been committed to advancing science, technology, and society worldwide. With more than 22,000 members in 100 countries around the world, the Academy is creating a global community of science for the benefit of humanity. The Academy's core mission is to advance scientific knowledge, positively impact the major global challenges of society with science-based solutions, and increase the number of scientifically informed individuals in society at large. Please visit us online at www.nyas.org, or contact us at GSA@nyas.org.





Raha Moharrak

GTF 2014 Award Honoree for Excellence in Pioneering

SUMMITING GENDER STEREOTYPES AS A SAUDI WOMAN

Q: How does it feel to have made history?

A: I feel so proud and honored to have achieved such a huge accomplishment and represent my country throughout. Although it was a tough experience with a lot of exhaustion, I am so glad to say it has paid off in the end. I never set out to make history, but it's so gratifying to know my passion for adventure earned me a place in history.

Q: How did you come up with the idea to climb? What prompted you?

A: My courage, curiosity and everything that makes me who I am today were planted in my heart as a child. I was blessed with parents who never asked me to change and taught me that my dreams are a reflection of the endlessness of my capabilities. But it never crossed my mind that following my own dream would open doors for so many other people's own aspirations.

I would route it back to a time when I left my full-time job at a creative agency and was getting ready to go back to Saudi. I was nervous about the change and I wanted to do something different and adventurous.

I heard about Kilimanjaro and it triggered my curiosity. I got a lot of resistance from my society and the people around me, which further pushed me toward making the decision to actually climb it. I felt like this was something that I really wanted to do and it would give me a completely new and different outlook on life in general. And it all initiated from there.

Q: What has been the hardest part of your climbing experiences?

A: Many people think climbing was the hardest part but to be honest, convincing my family was actually the most difficult part, getting them to accept the idea that I wanted to do something that was so different, dangerous and hard. Coming from a country that is so flat and hot all year round and training myself to adapt to a cold and harsh environment was also a very big challenge.

Q: And what has been the most inspiring part?

A: I would say the part that inspired me the most is being recognized as a pioneer. Having that title comes with such huge re-

sponsibility and of course makes me want to be a good role model. It inspired me to be a better person, to always take on challenges and never settle for being average.

Q: How do you compare Kilimanjaro and Everest in terms of hardship and expedition?

A: Kilimanjaro was my first mountain so it had its own set of challenges. At that time it was such a foreign and unknown territory to me, it was both physically and emotionally challenging. By the time I reached Everest, which took 60 days to complete, it was the same kind of emotional hardship and physical endeavor but on a very different scale.

Q: What have you learned?

A: I learned that we are capable of achieving wonders, we just need the courage to dream them and the conviction to pursue them.

Q: Do you think that women make better leaders than men?

A: Being a good leader is by no means gen-

der specific. What makes a good leader is the balance of traits that both men and women have. And if found in a leader, it will make them a good one regardless of their gender.

Q: What summit (or challenge?) will be next?

A: I think my biggest challenge is not necessarily tied to a mountain. I've always thought that my biggest challenge would be living a fulfilled and happy life, content with what I have and what I have achieved to date. It's important for me to always have a drive and a purpose in what I do.

Q: What message would you like to send to other Arab women - how can they become changemakers?

A: Curiosity is such a powerful trait and we should always feed it and follow our gut instincts and find the courage to follow our dreams. Be curious and be open to exploring new challenges and never limit yourself or set any restrictions. Live and believe in your dream, and go out there and pursue it.

Though Raha graduated with a Bachelor's degree in Visional Communications from the American University of Sharjah and started a career at a leading advertising agency, her life changed the day she summited Mt. Kilimanjaro and challenged herself, her society, and culture. It was there, between the clouds, standing on Africa's roof, where her spirit could no longer be silenced and nothing could hold her back from her love of adventure. Kilimanjaro opened the door to eight more summits, and on May 18, 2013, Raha made history by becoming the first Saudi woman to summit the legendary Mt. Everest, forever proving we can attempt the impossible and maybe even achieve it no matter where we are from. She is living proof that even a Saudi woman can stand on top of the world.

By Elli Xenou

Head of Programs Solidarity Now



SOLIDARITY NOW – OUR COMMON GROUND

Towards the end of 2009, Greece entered a period of economic crisis and social turmoil. Within the last four years, in an attempt to avoid bankruptcy, the country underwent dramatic changes with fiscal and structural measures being taken by the government under the direction of the European Union, the International Monetary Fund and the European Bank. Taxes have been increased, wages have been cut and jobs have been lost.

In Greece, but also in other EU countries, the policies that were put in place on behalf of the national governments and the troika in order to deal with the crisis challenged fundamental human rights and principles. In Greece in particular, they severely jeopardized an already problematic, clientelistic and eventually malfunctioning welfare system.

Within this framework, in 2012, the Open Society Foundations (OSF) and its founder George Soros announced their intention to launch a solidarity project to reinforce existing efforts to tackle the most acute needs of all of those in Greece affected by the crisis. This project, called Solidarity Now (SN), aims to reclaim the vision of a strong and resilient Europe founded on solidarity, community and open values.

The project hit reality in January 2013 when OSF recruited its first consultants to conduct

and orient ground research and consultation with civil society stakeholders. SN's main strategy axes were defined as relief/services provision, income generation through support of employability schemes and multi-sectoral projects addressing the needs of the most vulnerable and marginalized segments of the population.

The driver of the Solidarity Now project is the establishment of Solidarity Centers. This concept is based on a space that hosts services and programmes targeting the most vulnerable sections of the local population and a constellation of local and national civil society actors that come together to meet some of the most urgent needs of the local community.

Alongside the Solidarity Centers, we also support grant-making to individual organizations mainly across the lines of relief, employability and respect for diversity.

The winter of 2013 was a harsh one; daytime temperatures fell under 0 Celsius. In an initial effort to launch a basic relief response, OSF/ SN committed €700,000 to a heating scheme project. The project's purpose was to regularly support institutions such as schools with heating oil as well as selected vulnerable families with gas stoves during the winter period of 2013 and 2014. In total 236,880 tons of heat-

ing oil were supplied to 159 institutions, and in collaboration with Mediciens du Monde, 1,027 gas stoves were distributed to families in need.

SN further supported relief activities by funding a social grocery project in Thessaloniki while efforts targeting job creation and support and special groups' needs (e.g. mental health, refugees) were also financed. Many more are currently in the pipeline.

The 1st Solidarity Centre in Thessaloniki started its operation in January 2014. Two NGOs, ARSIS and PRAKSIS, are hosted therein, providing health and legal aid services to vulnerable Greeks and migrants. The Centre also hosts a joint social service, while an "administrative desk" facilitating beneficiaries' contact and interaction with state administration is also within the premises. Maintaining and promoting the concept of an Open Space, the Centre is able to host NGOs' and other civil society actors' one-off activities (e.g. events, conferences, workshops etc.)

The "Frourarhio" – a symbolic building in the center of Athens – is the flagship Athens Solidarity Centre. The area in which the building resides has declined in recent years; impoverished and marginalized populations including a large number of migrants are its main dwellers. Frourarhio's ground floor is used by the Municipality of Athens, which provides food packages and necessities to the homeless and the poor. The building's upper floor was recently renovated by SN to host the Solidarity Centre's services: health aid, legal aid, mothers' and families' psycho-social support, employability support, a Child Centre and a helpline. The building itself is an integral part of the operation because it is where people of different

backgrounds meet and interact alongside a place where vital services are provided,

In SN, we are deeply concerned about the rise of political extremism, hate speech, xenophobia and ultimately violence in Greece. Even if we assume that "the worst is now behind us", we are still aware that the effects and the impact of the current crisis are complex and far from over. The biggest problem Greek society will face within the coming years will be that of social cohesion.

Solidarity Now aims to mitigate gaps arising for the socioeconomic breakdown and further disintegration of social networks of support. We do that by manifesting the humanitarian imperative: by ensuring, increasing and safeguarding *access* of vulnerable populations to a decent package of comprehensive services. By encompassing synthesis and coordination among our partners and beneficiaries we are amplifying their voices and participation to our shared national and international future. We aim at developing holistic, integrated models that will scale up and eventually become solid examples for evidence-based policy reforms.

Since the onset of its activities in 2013, SN is in contact and consultation with a total of more than 50 Greek NGOs, municipalities, university departments, informal networks, private entities and international stakeholders, while 18 different projects are currently ongoing. We emphasize quality, transparency and accountability of interventions. We are working to build a wide network of civil society alliances firmly believing that sometimes doing is about collaboration and complementarity rather than money.

Elli Xenou is Head of Programs for Solidarity Now and is responsible for developing need-based, sector-specific strategies, identifying and ensuring interaction with key civil society organizations, collecting information on the situation of the most vulnerable groups, and coordinating and monitoring the activities of implementing partners and projects. She can be reached at elli@solidaritynow.org.



Maha Abouelenein

MENA Entrepreneur & GTF Advisory Board Member

FORGING AHEAD AS THOUGH THE GLASS CEILING DOESN'T EXIST

What are you up to these days?

A: I have recently resigned as the Head of Communications for Google in MENA. I have become, once again, an entrepreneur! Before joining Google I had my own business - a PR consulting firm in Cairo. I have since expanded my operations with an office in Dubai and I am thrilled to be entrenched in the community again, working with several industries and businesses and doing strategic communications work! Drawing from my experience at Google, we are engaging in online communications - social media and content strategy - as well.

What have you learned from your career with a global giant such as Google?

A: I learned so much being a Googler and it was a fascinating experience. At Google they teach you a lot about taking risks and learning from failure. They teach you that you don't need to wear a suit to be serious and that innovation can come from anywhere. The best part about Google is the culture. It's an open environment and allows you to be

empowered to make change happen. Most of all, I think the fact that despite being a global multinational, Google operates as a startup at heart, which allows you to focus on doing what matters most: putting the needs of your users above all else.

What are the global trends in Communications?

A: I think there are three main global trends that have changed the industry and will continue to shape the future. The first being social-the whole dimension of users influencing brands and constant connectivity is a real game changer for the industry. How companies and governments alike communicate will have to adapt to the new reality. The number of platforms, channels and distribution choices for information has exploded and this poses real challenges for communicators to get their message out - control the narrative or shape reputation. The second global trend in communications is how the news industry operates in the age of the Internet and digital communications. Due to the rise of citizen journalists and how people want to

receive their news - the news industry has to change how they deliver news to users. Video plays a key role in storytelling. News can come from anywhere, not necessarily a news organization - who we trust as influencers to deliver the news has also changed and will continue to change. The third global trend has to do with mobiles and applications. It's an app world, and we just live in it. More and more transactions, e-commerce, sales, information sharing and government services take place through applications. The trend is here to stay and only going to increase. For communicators that means learning how to deliver messages to app users.

Women & glass ceilings - how do we overcome them?

A: Women have so many more opportunities than ever before to excel and succeed, especially in the Middle East. We overcome glass ceilings by not seeing them and by forging ahead as if they weren't there. I don't like the comparison or the distinction, talent is not gender specific. If you have passion, ambition and drive you can do anything you want. Women are empowered now more than ever - just last week I saw the UAE's first female fighter pilot involved in recent action against ISIS. It was really inspiring and for me that has shattered the glass ceiling!

What have been your personal and professional challenges on your way to building such a successful career?

A: Being an entrepreneur has its challenges - building a business from ground zero is hard

work. Getting the right balance on when to invest and when to hire - finding the right talent, listening to the market and jumping on opportunities at the right time. When you're an entrepreneur the journey never ends. You are constantly learning. You're learning from the market, your colleagues, your employees and yourself. Personally, it was always a challenge to prove to myself I could do this - and succeed. That I wasn't looking at myself as a female entrepreneur but rather just as an entrepreneur. I am always pushing myself to do more and to grow, and learning is an everyday part of my life. Never stop learning or growing - it's how we evolve and add value to ourselves and others.

What is the strongest point of Arab women?

A: The strongest point of Arab women is how conscientious they are. The Arab woman strikes me as being poised, deliberate and with an inner sense of purpose. I think this is highly related to the culture, the religion and emphasis on righteousness.

What is next for Maha Abouelenein?

A: Well, I guess we will all find out! I am passionate about my work in communications - I am really excited about building my business in Dubai and the opportunities that exist here. I am also passionate about helping out other young entrepreneurs on their journey - I am interested in doing lots of mentoring and training. I learn so much from working with fellow entrepreneurs and we face common challenges so it's great to learn from one another.

Maha Abouelenein is the former Head of Communications for Google in MENA. She recently returned to her roots as an entrepreneur, however, leaving Google and expanding her own PR consulting firm from its original office in Cairo to an additional one in Dubai.

By Reem N. Bsaiso

Senior ICT Expert & GTF Advisory Board Member



THE COUNTRIES OF MENA CONTINUE TO FASCINATE AND CONCERN THE REST OF THE WORLD

IT IS IMPORTANT TO PUMP ENABLED AND SKILLED HUMAN RESOURCES INTO MARKETS AND ENVIRONMENTS, EQUALLY SO IS TO CREATE AN ENABLING HONOREE ENVIRONMENT TO REAP VALUE OF DEAR SPENDING ON EDUCATION, BY SETTING KNOWLEDGE-BASED ECONOMIES AND NATIONAL POLICY SETTINGS.

If we were to ponder the question: How are we going to cater to the 700 million Arab youthful population by 2050 and however are we going to train and reach millions of Arab teachers, students, youth and women on ICT-based knowledge economy and entrepreneurial skills to create self and lifelong learners? I would say: As important as it is to pump enabled and skilled human resources into markets and environments, equally important is the creation of an enabling Honoree environment to reap the value of dear spending on education that can be reached by setting knowledge-based economies and national policy settings.

Successful training models should lead to behavioural and mindset changes. They should motivate upper-order skills based on the identification and harnessing of available resources, where information and communications technology (ICT) is optimally utilized within natural teaching and learning habitats (classrooms and schools) to bring about such

skills as: ICT-based knowledge economy (KE) and entrepreneurial (job creation) skills. The teaching and learning environment will be totally changed to incorporate lessons plans and goals and assessments in order to render self-, lifelong, interactive and connected learners within changed classroom dynamics run by facilitators rather than instructors. One of the main outcomes will be rendering users and producers of OER (Open Educational Resources) or MOOCs (Massive Open Online Courses) who are familiar with and respect Intellectual Property Rights (IPR) and licensing, the likes of Creative Commons licensing.

EXPERIENCES PROVE THAT ADVANCED TECHNOLOGIES WITHOUT PROPER SET MECHANISMS WILL NOT NECESSARILY RENDER BETTER SCHOOLS' OUTCOME THAN THOSE WITHOUT TECHNOLOGY.

Looking at misconceptions, however, questions are raised: Will advanced technologies render high-quality education? Experiences have proven that advanced technologies without the proper content, delivery and set mechanisms will not necessarily render better schools' outcome than those without technology. However, proper harnessing of technology among other tools will affect the learning curve. It is good to have a comparative look at the concepts of producing digitized content, e-content and translated content and a criti-

cal look at e-portals vs. e-learning, and finally comparing production of e-content within natural teacher-student environments vs. using teachers as an assembly line to produce digital CDs! These are all lessons I learned while touring most of the Arab countries and sampling educational systems.

Unemployment is the biggest security threat facing the Arab World today. In some Arab countries, the proportion of those under the age of 26 and out of work is as high as 25 percent, one of the highest youth unemployment rates in the world. The economic loss arising from youth unemployment exceeds \$40–50 billion annually across the Arab world. Taking the UNDP assessment in 2009: 51 million new jobs must be created by 2020 merely to stand still on unemployment and that is without calculating the economically inactive who exceed those unemployed in some countries. In fact “the number of economically inactive people of working age has grown from double the number of unemployed in 1984 to five times the number in 2001.” Looked at another way, from the same UNDP report, economies need to grow at an annual rate of 7.6 percent to generate the requisite employment opportunities, which brings us back to policies that support economic growth and job creation. My own personal take is that MENA need to provide at least 100 million new jobs in the next decade just to cater to new graduates, not to men-

tion those still meriting training within formal and non-formal settings to earn a living. The countries of MENA continue to fascinate and concern the rest of the world. The MENA region has about 432 million people, but rapid population growth rates will propel its total to 700 million by 2050, exceeding the population of Europe in that year. This continuing growth is complicating the region’s capacity to adapt to social change, economic strains, and sometimes wrenching political transformations. Furthermore, and as it stands now according to available data, the Arab States tend to devote

- **Arab States devote significantly higher expenditure to education than do governments in other regions.**
- **Unemployment is the biggest security threat facing the Arab World.**
- **The economic loss from youth unemployment exceeds \$50 Billion annually across MENA.**
- **We need to provide at least 100 million job opportunities within the next decade.**
- **MENA is heading for 700 million in population by 2050.**

a significantly higher proportion of total expenditure to education than do governments in other regions. There is a clear mismatch between human capital investments and private sector needs due to the quantity and quality of human capital attributed to education and training systems. “Regardless of how the impact of investment in education in the MENA region is evaluated ... it was not associated with higher economic growth or appreciable gains in growth compared to East Asia and Latin America”, (World Bank). Human capital

mobility through migration of Arab post-graduate students to Europe and the USA is seen as an enhancer of Knowledge Transfer (KT). Brain drain in MENA has repercussions due to lack of incentives and favourable environments to encourage the return or engagement of migrant Arab post-graduates. Mobile students from Arab States were three percent of the tertiary-enrolled students.

Reem N. Bsaiso 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 European Investment Bank. She is Founder of Global Tech-Net (G-TeN), a non-profit initiative registered at the Ministry of Industry and Trade, Jordan.

By David Santulli

Founder and Executive Director United Planet



WE ARE THE ANSWER – ALL OF US.

Relationships are everything – relationships to each other, to ourselves and to the natural world.

Think about all the troubles that exist in the world - war, terrorism, poverty, environmental degradation, human rights violations, global health crises...the list goes on. In reality, these problems are symptoms of a deeper issue: our relationships are fragmented, distrustful, and unbalanced.

Think about when interventions do work - when good relationships lead to mutually beneficial partnerships in business, academia, and civil society. These successes are rooted in mutual understanding, respect, and support across borders.

Traditional Paradigms Must Change. The troubles repeated throughout history were created by *us* – not *them*. Each one of us holds responsibility for the state of the world we live in.

We must understand that we can no longer rely on paradigms that don't work, especially that age-old expectation that other, more powerful forces will magically resolve the ills that we face.

Governments are bound to their own self-interests. Corporations are driven by sales and profits. Leaders are tied to special agendas

or interest groups. These traditionally dominating players have been unable to resolve our global challenges – in fact they may be exacerbating them.

Everyone Must Rise to Leadership. Our histories, cultures, religions, races – our multitude of differences – lead us to believe that we are disconnected. Technology, urban life and modern culture deepen this divide by enhancing isolation even within our own cultural groups.

Do you believe this is reality, or is this a false sense of disconnection? How can one thread be separate from the fabric that contains it? Are we not all a part of the same fabric woven together in multi-colored hues?

If we are all connected, it is virtually impossible for an individual to create change without joining forces with many others. We must rise to leadership as individuals but work in tandem with others to bring about pervasive change. Our global fate rests in the breadth of our engagement and the strength of our relationships. It is critical to empower those who have not traditionally held positions of influence - they understand these lessons best.

United Planet is more than a nonprofit. It is an international movement to build stronger relationships between ourselves, the natu-

ral world, and one another. United Planet operates in 37 countries, building a global network of leaders and volunteers, fostering cross-cultural understanding, and addressing shared challenges to unite the world in a single community. United Planet's mission is based upon Relational Diplomacy – the idea that relationships founded upon common interests are the fundamental building blocks for a more united world. United Planet brings people together to share, learn from each other, and address global challenges in education, healthcare and the environment.

United Planet works with people of all ages but takes a particular interest in empowering youth as global leaders. United Planet recently launched the Global Health Fellowship program, a scholarship enabling under-served high school youth to work with healthcare professionals in Ecuador during their summer breaks. Young United Planet volunteers have also developed Ambassador Clubs from Cameroon to Canada to promote understanding and to address global issues within their own communities.

United Planet engages women both as leaders and volunteers; in fact, seventy-five percent of United Planet's leadership team and volunteer network are female. In addition, United Planet places special emphasis on

empowering women around the world. United Planet partnered with a shelter for abused women in Guatemala to build a Laundromat, which now provides a steady source of revenue for the shelter far beyond the trickle of donations it once received.

United Planet volunteers and leaders bring about positive change in communities all over the world, but an even more dramatic change occurs internally. Rumi once said, "If you wish to change the world, change yourself." United Planet volunteers expand their horizons and enrich their hearts with purpose and global responsibility. These internal changes set volunteers on a lifelong path of service and compassion for their neighbors and planet.

When individuals rise up to create movements for a closer, more peaceful world, and when these movements join together in mutual support and partnership, we create ever-widening circles of influence. There is no limit to the change that we can create, especially when this change is rooted within ourselves.

One day, every human being will realize that we are more connected than we are disparate, that the bonds that connect us are stronger than the ones that tear us apart, and that we have always been united to each other and to this beautiful and fragile world of which we are a part.

David Santulli is Founder and Executive Director of United Planet, an international non-profit based in Boston, MA that places hundreds of people in short- and long-term volunteer and internship projects in over 40 countries across the world. United Planet was founded under the principal of Relational Diplomacy - recognizing that the relationship between people of diverse backgrounds is the basic building block for uniting the world.

Santulli is also the founder of the Relational Diplomacy Institute (RDI), an independent and nonpartisan think tank that works to promote and research the best practices in relational diplomacy and cultivate the next generation of Relational Diplomats to create the building blocks for a more peaceful, sustainable, and united planet.



Dr. Maisah Sobaihi

Assistant Professor King Abdulaziz University, Jeddah, Saudi Arabia

ACTING IS A DIALOGUE TO REACH OUT TO OTHERS

Q: You are an academic, writer, director, performer, mom and wife! Where does all the energy come from?

A: Sometimes I find myself asking for more energy because it is a lot of work, and no doubt, I sometimes feel overwhelmed and drained, but I try to go back and regain the balance. Reading the question above brings it closer to my attention as to how I did it all? I usually don't think of it like that, I never really set out to be this, that and the other. It all just happened, I embraced what came my way, and most of the time I really didn't know what I was embracing, but I kept going where life took me. Faith kept me going! It is the greatest source of energy for me! When I feel helpless and confused, I look up and ask the Divine for strength and soon enough the energy flows back in me.

I have made mistakes and at times I feel very guilty for not being there in full as wife and mom, but eventually I tell myself that I am embracing fate and destiny, and I keep moving on. The guilt never really goes away but I remind myself that for me to be there in full as mom and wife, I

need to be fulfilled as an individual. I love being a mother and a wife and I also love being out there fulfilling the social side of me. I think my kids and my husband are happier when I am happy. Once, when I was expressing to a very wise woman the guilt I felt as a working mother, she said: "If you are ok, your kids will be ok." Thank God I have two beautiful young men that have been great support in everything I do, and a beautiful husband that encourages me always to take more risks and develop in doing what I truly love. I am grateful!!

Q: Tell us more about your life. Do you live in Saudi Arabia?

A: I have been living in New York for the past five years and will be moving to Saudi Arabia full time very soon. Let me allow a few adjectives to tell you more about my life. My life is Fast, Fulfilling and Full of surprises. Oops, I forgot FUN. Of course, my life is not always fun but I always aspire for FUN. The surprising moments that come my way and cause me to want to crawl under the bed usually translate into some fun art form in the future.

I hope the rest of my life will be filled with fun, creative works.

Q: What made you want to perform?

A: LOVE! I love to perform and I love to be with people.

Q: Is acting a form of revolution?

A: NO! It is a form of dialogue, a language I use to reach others.

Q: How did you get the idea for the play you wrote?

A: While I was living in Saudi, I got an urge to start writing, so I started scribbling and eventually the play was born.

Q: What emotions do you aspire to evoke in your audience, your viewers?

A: I aspire to evoke happiness in the audience. I love to see people happy, and I am always careful that I want my audience to leave with a smile on their faces no matter how heavy the issues are at hand.

Q: Which Arab women do you most admire?

A: Wow! That requires a big list. There are so many wonderful Arab women that are worthy of admiration and appreciation. I would say I admire all those Arab women out there working hard to inspire themselves and others. Also, I take this opportunity to ask GTF to continue to honor Arab women and make their achievements known to the world, alongside the achievements of other women of the world.



Maisah Sobaihi is an Assistant Professor at King Abdulaziz University in Jeddah, Saudi Arabia. She is best known for her work in theatre and the arts across the kingdom and around the world and is widely respected as a contemporary voice for women. Other career highlights include co-hosting a series focused on Muslim women around the world, serving as a Fulbright scholar at New York University, and representing young Saudi and Arab women at international and regional forums.



By *Epaminondas Farmakis*

President and CEO elpis

WOMEN CHANGEMAKERS IN GREECE

As Greece faces its sixth year of recession, the importance of strategic change cannot be over emphasized. Leading this movement in Greece is a group of distinguished and formidable women. These women may not necessarily be household names. In fact, many aren't.

Ms. Ipatia Doussis Anagnostopoulou is one of these admirable women. An associate professor at the National and Kapodistrian University of Athens, it was a trip to Ethiopia in 1998 that instigated her founding of the medical and humanitarian NGO, Mission ANTHROPOS. By the end of 2013, Mission ANTHROPOS provided over 1,866 uninsured children with 5,360 vaccines. A second health program was then launched, this one to provide diagnostic and medical treatment to both children and adults in need.

Prof. Athina Linou is the president of the Institute of Preventive Medicine, Environmental and Occupational Health – Prolepsis. Through her efforts more than 50,000 school children in Greece are included in a program to fulfill a dual purpose: 1) to help address the food insecurity problems that students of many schools face, as well

as to reinforce healthy nutrition, and 2) to promote the health of both students and their families. All students of the participating schools receive a daily, healthy meal, free of charge, specially designed to meet their nutritional needs. Additionally, the program encourages healthy nutrition. Health promotion materials, which include text messages and tips on healthy nutrition, are distributed, and educational events and activities for parents and children are organized.

Mrs. Niki Kerameus is the president and heart of Foundation DesmosDesmos, which utilizes surplus products and services to meet the basic needs of vulnerable groups and individuals. These include packaged food products, clothes, home supplies, books, toys and other product needs. Then these surplus goods are distributed to accredited destinations that have proven their needs. Desmos' ultimate objective is to create solidarity networks and reduce wastage.

Ms. Alexandra Choli is the founder and executive director of Metavallon, a Greek social enterprise that provides early stage entrepreneurs with a supportive structure to

develop, launch and solidify their ventures. Through its three-tier program, the Startup Series, Metavallon seeks to motivate talented Greeks as well as the global community of aspiring entrepreneurs, educate them on key principles of entrepreneurship, expose them to experienced entrepreneurs, experts and investors, and provide them with the necessary resources to start their own businesses. The organization supports aspiring entrepreneurs to launch and grow their own new ventures, enabling them to succeed in their entrepreneurial endeavors, create jobs, and ultimately provide a boost to the Greek economy.

The name Maria Karra should be one in people's awareness. After years of focusing her humanitarian efforts in the Far East, in view of Greece's socioeconomic crisis, Ms. Karra founded the non-profit organization EMFASIS Foundation in April 2013 to address and help alleviate the social, psychological and family support needs of vulnerable and socially excluded groups. EMFASIS Foundation is entirely run by donations, and other than a team of social service experts, is supported by a strong and active volunteer network.

And last but definitely not least, we'd like to bring your attention to Ms. Athena Kritikou, the founder and president of SKEP (the Association of Social Responsibility for Children and Youth). Ms. Kritikou founded the non-profit organization in 2008 in an effort to empower all vulnerable groups of

young people facing disabilities, as well as to raise the awareness of mainstream students regarding disabilities, thereby eliminating stereotypes and discrimination. Since its inception in 2008, SKEP has collaborated with hundreds of special schools, institutions and mainstream schools from all over Greece and has brought together over 21,000 students and youth with disabilities.

These are only a few of the sometimes sung, but most often unsung heroic women of Greece. They are doing more than their fair share to not only help alleviate the problems facing so many people in our society, but also, to provide the long-term answers needed in order to solve the core issues from wherein these problems originate.

In general, throughout the ages, women have been formidable philanthropists and changemakers. It seems innately entwined in their psyche. We all can and should learn from these women who go above and beyond. This is what we should strive for every day and what we are hopeful will be accomplished through diligence and perseverance.

Currently we see in Greece many women in senior positions at grant-making foundations, handling family trusts, and on the frontline with NGOs. Until we see more women and ethnic minorities in senior positions we cannot attest that our society has evolved to the point that fairness and gender equality is the norm. Until then, Greek civil society will continue to struggle.

Mr. Epaminondas Farmakidis President and CEO of elpis. His considerable career experience ranges from project and event management to security services. He has managed more than €1 billion of grantmaking funds for more than 1,150 NGOs. Mr. Farmakis also serves as Director for the EEA Grants NGO Programme in Greece.



Kathleen Bury

CEO, Mowgli Foundation

HOW MENTORING FOSTERS ENTREPRENEURSHIP

Q: How did the Mowgli Foundation come to be?

A: As a serial entrepreneur, having set up 19 businesses of which 14 are in the Middle East, my father, Tony Bury, reflected in the mid-2000s upon his entrepreneurial life and realised that one of his key success factors was that he had a total of 14 mentors who supported him throughout his various learning curves and journeys. Then, in 2007, after reading the book *Fortune at the Bottom of the Pyramid*, he co-facilitated an MBA session with the author, the late CK Prahalad, at Michigan Business School in the US. During this session, they asked the students two simple questions: 1) How do we get more entrepreneurs into the world; and 2) How do we get them to be more successful? The answer was simple: Mentoring - someone to walk alongside us through the journey and support us holistically in both a personal and business capacity.

That same year he met Simon Edwards, who had previous experience in developing unique mentoring, coaching and leadership development programs. Together they developed the concept behind the Mowgli Foundation: an organization that supports the sustainable de-

velopment of societies through the mentoring and evolution of entrepreneurs and leaders.

With the MENA region needing 80-100 million jobs by 2020 (World Bank), he made it his mission to place mentoring at the heart of supporting entrepreneurship and leadership development.

Five years on, we have conducted programs in 12 countries across the MENA region and the UK and have an alumnus of more than 1400 entrepreneurs and mentors. In 2012 we were awarded the Mohamed Bin Rashid Award for Young Business Leaders for the "Best Mentor Network in the Arab World".

Q: Why is mentoring important?

A: Mowgli defines mentoring as "having someone who tells you what you need to know, not necessarily what you want to hear". Mentoring is not exclusively for entrepreneurs, but Mowgli has focused predominantly on entrepreneurs because of the wider societal and economic impact that fostering entrepreneurship creates; namely job and wealth creation. Current political, social and economic conditions in the MENA re-

gion mean that entrepreneurs face immense pressures resulting in it being up to 10 times more difficult for an entrepreneur to succeed in MENA versus in the UK. Therefore, to give them greater chances of being successful, entrepreneurs need holistic mentoring support, both on a personal and business front, through the various phases in their journey.

Within each phase, a mentor stands beside his/her mentee in a shoulder-to-shoulder relationship, empowering them to develop their own leadership, problem-solving and decision-making skills. Mentors don't tell them what to do but provide them with hope, aspiration and motivation.

Q: What impact has Mowgli achieved over the last five years?

A: Mowgli is bringing about a new mindset through our mentoring philosophy to the region. We've been able to inspire people to embrace a new concept in their lives, to start believing in each other's evolution and our ability to impact other's journeys. This has a wider impact on the surrounding communities.

From our experience, providing entrepreneurs with a solid mentoring relationship significantly increases the chances of sustainable growth and success, both on a personal and business level. For example, between 2010 and 2012, Mowgli Entrepreneurs created more than 350 and safeguarded more than 900 jobs within their mentoring year, and on average, they create three new jobs within their mentoring year. More than 60 percent have been able to successfully move their businesses forward, develop confidence in their decision making and overcome their fear of failure, to name a few of the impacts experienced.

Mentors also benefit from the relationship, through their own personal and leadership development. The process is a period of reflection, self-awareness and self-discovery

and enables the mentor to develop new competencies that they can apply within their personal and professional lives.

Therefore, the benefits go far beyond supporting entrepreneurship, as mentoring also enables and facilitates the development of different leadership models. Mowgli defines leadership simply as "to serve is to lead". If you serve someone else's needs, he will follow you and you will become a leader. The greatest gift that any human can give to another is their time to mentor them. If someone cannot mentor and serve others, they cannot lead.

Q: Could you share some stories about how your mentors and entrepreneurs have become changemakers?

A: One of our Mowgli Entrepreneurs in Jordan, Lina Khalifieh, founded a company called SheFighter, which is a Self-Defense Fitness Training Studio designed to empower females physically and emotionally. SheFighter began after Lina learned that one of her friends was being beaten up every day by her brother and father, and she felt helpless. Lina wanted to change this and today SheFighter has trained and empowered more than 10,000 women across Jordan through working with schools, universities and NGOs. They have recently been awarded the UN-Empretec Women in Business Award, which recognises the key role that women entrepreneurs have in contributing to sustainable development through job creation, innovation and strengthening local capacity.

Nadine Asmar, Mowgli's Coach Facilitator based in Lebanon, first started her journey with Mowgli as an entrepreneur when she was going through a time of immense change within her personal life. After deciding to continue on with her journey of self-discovery, she became a Mowgli Mentor to two entrepreneurs, was trained as a Mowgli Facilitator and progressed through the ranks

to become the MENA region's first Mowgli Coach Facilitator. Nadine is viewed as being a genuine "change sparker" in the lives of so many people across the region. Becoming a Mowgli Facilitator provided her with the

chance to utilize her best qualities of inspiring, empowering, motivating and supporting those who participate in our Mowgli Mentoring Experience journeys, guiding them to start their own change making journey.

Kathleen Bury is Mowgli's Chief Executive Officer and holds a BA Hons. degree in Business and Quality Management from the Nottingham Trent Business School, UK. With a strong background in the energy industry, her experience includes management consulting, market analysis, communications/marketing, knowledge management, process design, event management and writing. Having worked predominantly within start-up organisations and teams, Kathleen has a robust understanding of the SME sector and the challenges that entrepreneurs and SMEs face today when setting up and growing their businesses as well as the need and benefit of mentoring.

Additional info for the Mowgli Foundation can be found at www.mowgli.org.uk or at www.facebook.com/MowgliFoundation. Follow Kathleen at [@mowglitweets](https://twitter.com/mowglitweets).







Muna AbuSulayman

GTF 2014 Award Honoree for Excellence in Media

WISDOM COMES WHEN YOU CAN CHOOSE WHAT TO FOLLOW

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

A: I think it is the most important trend that we are witnessing, as it is destroying barriers. The idea that through LinkedIn, Facebook or the multiple other networks you can connect with someone whom you admire, want to do business or simply want to meet socially through a click is amazing. However, I do believe that the need for some privacy will emerge as we regulate the deluge of connections.

Q: Innovation: how important is it for progress and development?

A: Innovation is progress and development. You can't separate them.

Q: Collective Wisdom: How do you define it?

A: This is a double edged sword as collective wisdom (and memory) can save you in many instances. If you remember during the Tsunami, the population of one small

village was not destroyed as the elders remembered that when the sea leaves everyone has to run to the hills, and they did. However, at the same time, society tends to tell people not to change to push forward, and there are many proverbs to continue with the status quo. This is the antithesis of change and progress...wisdom comes when you can pick and choose which parts to follow and which to disregard.

Q: Is the nature of Entrepreneurship changing?

A: I don't think so. Columbus was an entrepreneur. It is just accelerated.

Q: Please tell us more on the Entrepreneurship in Schools initiative in Saudi Arabia?

A: There is a huge movement that is trying to get those with great ideas to the forefront of investment funding. We have the Saudi 100, which are the top growing entrepreneurs, and other initiatives that are helping women. It is a very exciting time to be an entrepreneur.

Q: How advanced is Saudi Arabia in the implementation of digital trends in the various public and private sectors?

A: We are still not that advanced.

Q: Should social media like Facebook, Twitter and YouTube be part of any company's corporate strategy?

A: I think so, as you are trying to reach savvy consumers and these are the ways to best reach them.

Q: Has information become a shared social experience? For example the way people share news, news links, videos, articles among them over their pages on FB, Twitter or LinkedIn?

A: TV is still the most important way of getting information for most of the Arab population, followed by cell phones and bbm's, Internet is still not the method of getting information in most of the Arab world except for the savvy computer user.

Q: What is your view on issues like misinformation, fabricated news and a gap of trust on the web?

A: Obviously this is a major issue, planting wrong information, using blogs as objective point of view, and even the satire fake

news links are a problem. I have seen so many people from around the world use The Onion news as credible as they don't realize that it is not. The first step is that we need to help find, fund, and spread better journalism. The public needs to realize the value of news outlets like the BBC and PBS in providing objectivity in an increasingly polarized world.

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

A: Opinion makers and audiences. And they are vicious cycle of where the lowest common denominator news makers are being given prominence and front page coverage.

Q: Are social networks an influence to civil society and can they impact politics and political movements?

A: I don't think they have yet, I don't think that clicking on "like" on a screen, translates yet to impact in real life. Additionally, these networks are mostly banned in countries that are afraid of the social network's ability to amass people for a cause. But as people start using the social networks as their main medium of information sharing, they will start impacting politics.

Muna AbuSulayman, is an influential Arab and Muslim Media personality. She is also the former founding Secretary General of the Alwaleed Bin Talal Foundation, the philanthropic arm of HRH Prince Alwaleed Bin Talal's Kingdom Holding Company and co-host of one of MBC TV's most popular social programs, KalamNawaem ("Softly Speaking"). As a public and media personality, she has spoken and written about issues related to society, women rights, community development, media, and building bridges of understanding between the East and West.



By Solome Nakaweesi-Kimbugwe

Chief Executive Officer, Nnabagereka Development Foundation

EMBRACING THE UNKNOWN: USING CULTURE TO CHANGE AFRICA

What inspires us in life is sometimes found in the rarest forms of expression and with people we seldom connect with changemaking. From some of the most gifted minds to the greatest influencers of our generation, there are changemakers around the world.

In Africa, a key Cultural Woman Leader has broken barriers, harvesting low and high hanging fruits, as well as embraced African Culture as a key platform to business growth, youth mentorship, and social transformation by connecting the dots between culture and development. This is a progressive modern Queen in a cultural institution, balancing traditional and modern values. She is daring, articulate, and stunning and has opened many doors for others to exercise their agency. She has changed the face of African culture from a negative perception of backwardness to a positive platform and framework that can be used to develop and change Africa. She has demarcated her position and responsibility within her cultural authority to create valuable input for the development of her people and position them at a global level. As a cultural leader, her work is about innovation and harmony.

This transformative woman leader is none other than Her Royal Highness Queen Sylvia Naginda, The Nnabagereka (Queen) of Buganda Kingdom. Queen Sylvia is the wife of His Majesty King (Kabaka) Ronald Muwenda Mutebi II of Buganda Kingdom in Uganda, East Africa.

Buganda Kingdom is the largest traditional Kingdom in Uganda and one of the oldest in Africa, having been in existence for more than 800 years. Queen Sylvia is a much-loved royal, with traits and qualities that have earned her much respect as the Mother of the Nation through a number of ground-breaking interventions that she has created, supported, and championed. She has not only changed her immediate society but she has also won the hearts of many as a trailblazer, setting the pace for other women cultural leaders. This royal exudes a blend of royalty and reaching out to ordinary people within and outside her Kingdom. She is fervently driven by a vision of a better nation; a nation in which quality education is accessible to all, good health is enjoyed by all, and culture is celebrated with pride. She believes in Obuntubulamu/Ubuntu (I am because you are) and is excited about travelling this journey with others at all levels. Her development work is a journey, not a destination.

In pursuance of her vision for a better nation, in the year 2000, Queen Sylvia founded The Nnabagereka Development Foundation (NDF) that works towards celebrating positive culture and providing development solutions. NDF focuses on using culture as an avenue to improve the quality of life of Ugandan children, women and youth. Over the years, The Foundation has actively contributed to a revival of cultural voice and platforms as a key entry point to change society through: 1) promoting leadership development for women cultural leaders across

Africa; 2) harmonising traditional and modern values; 3) leadership and mentorship of young people and children through The Royal Enclosure Camp; 4) scholarships and bursaries that promote girl-child education; and 5) promoting food security and household incomes within Uganda and across Africa. In Africa, change and development are often discussed from a macro-economic perspective and decisions are made at high-level meetings – the work that Queen Sylvia does brings these discussions to a practical level to which ordinary people can relate.

In tackling change, what Queen Sylvia did to prepare for her role was unthinkable! For a modern woman to willingly confine herself to a traditional institution and therefore be at the mercy of her people was no easy task. But more importantly, it was a worthwhile turnaround given the stories, ideas and development frameworks she gathered from this experience. The Queen plays an intermediary role of reaching out to the national and international as well as the local community.

So what does this mean for Global Thinkers Forum? More so, why would this be an issue for engagement at the 3rd Global Thinkers Forum 2014 Awards Gala *Arab Women as Changemakers – A Celebration of Achievements*? Does the strategic placement of women leaders around the world make them powerful or subservient and powerless?

Certainly, potential gains for Arab Women, especially for investment partnerships, development work and the opening up of space for strategic partners and allies to work with such a progressive Queen need to be embraced. One way to do this is by harnessing partner-

ships with the Queen through The Nnabagereka Development Foundation. This will not only connect Women Changemakers in The Arab World and Africa but also build bridges for women in the global south to move as a block. It is about connecting royalty with reality as African Women and Asian Women become changemakers.

If the notion that Africa is rising is true, then Arab Women have to be part of this rising through partnerships with cultural leaders. A woman leader has a big role to play that cannot be confined to the community that she leads – she reaches out and connects with others. Queen Sylvia is reaching out to ensure that Arab Women are part of this – her journeys in Africa. Self-awareness enables one to position legitimately as a key stakeholder – bringing together the sum of many legitimacies of leadership. This is what Change means to transformative women leaders around the world.

The Nnabagereka Development Foundation is honoured and proud that Her Royal Highness Queen Sylvia Nagginda will grace the 3rd Global Thinkers Forum 2014 in Dubai. Our exploration of the fact that some cultures are progressive provides an alternative space of engagement will contribute to progress – connecting Africa and the Arab World strategically positions women as effective changemakers in the 21st century. As we travel the journey of Africa's development, this, in our view, will leverage opportunities for nurturing and maintaining strategic partnerships and promoting agency and transformative leadership between African Women Leaders and Arab Women Leaders, as well as opening ourselves up for Arab investment and partnerships in Uganda.

Solome Nakaweesi-Kimbugwe is Chief Executive Officer of Nnabagereka Development Foundation, which is a leading African Foundation celebrating positive culture and providing development solutions to improve the quality of life of children, youth and women. More information about The Foundation can be found at www.nnabagereka.org. Email: snkimbugwe@nnabagereka.org / info@nnabagereka.org.



Mania Akbari

Iranian Filmmaker, Actress, Artist and Writer

INTERPRETING THE LANGUAGE OF LIFE THROUGH ART

Q: What sparks an idea, what ignites the spark for the writing process?

A: Ideas themselves do not attract me and I do not know for sure what makes the pen flow. It is a combination of being and not being out of what one has or does not have, of the filled up and empty spaces, of the heavy and very painful memories and those that are light and full of passion, of what one gains and loses. Ideas do not build the path. It is a combination of thoughts, being aware and unaware and deep feelings that build up the path. And for me the path is important not the idea. ... It is on a path that meanings take shape with utmost delicacy, and it is the continuation of any work that gives meaning to you and then you send a new translation of that meaning from your mind to the world around you.

Q: Do you see cinema as a medium for communication or as an agent of change?

A: If there are artists who believe that art is an agent of change, they are mistaken. Art affects and creates flows and this can at times be used by an intelligent person to bring about a change, but at other times

nothing happens. The cinema is a dangerous medium, it is kind and your friend and with you, but also it can be a fearful demon and can take people to the frontiers of a fake epic by offering absurd shots. There is a cinema, however, that offers dreams to people and I do not know what to call it, and this is not important. There is also a dangerous cinema that will crush your dreams and steal them. I detest the cinema that imposes drama and story and values.

Q: Tell us about "Life May Be."

A: A film with Mark Cousins, *Life May Be* is a UK/Iranian co-production. It is a cinematic correspondence between two artists. He is from Northern Ireland, based in Edinburgh, and I'm from Iran, based in London. We work separately, edit separately. I even used materials from Iran, though I can't go there. I ask friends to take photographs following my direct instructions from abroad... it is fascinating. Each of us brings her/his own baggage, own sensibilities: different genders, different origins. Also, it is a "happening film" resulting from an encounter between two individual approaches to form, story, rhythm, sound and movement. On these correspondences,

our pen is form and movement, and as we advance through life and images, we reveal secrets and expose the private. In the process, this incredible revelation joins a bigger picture, which can be called cinema.

Q: What happens when two people meet? Can you describe the dynamic?

A: Sometimes people simply pass each other but sometimes there is a dialogue in the language of art, life, and love, and in the language of body and of soul, of pain and passion.

Q: Did you have a mentor in life, someone who inspired or encouraged you to do things?

A: My mentor is nature and also animals. I am deeply afraid of humans because in the end they are fearsome beings. The irony is that I am also in love with humans and think about them and their relationships, their lives, their eating and their thinking, their ideas and the fact that we are so weak and pained, that we always try to create powers when we know this is in the end stupid. I saw a homeless person yesterday in the street who was taking a hard bite at his sandwich while the breeze was turning the pages of the book *When Nietzsche Wept*, which was lying on his legs. I looked at him for quite some time. This has created a strange perspective for me, which will not even for a moment leave my mind. I have had many such influences in my life.

Q: Do you think that pain, even desperation, nurtures creativity?

A: Unfortunately, art is a combination of suffering, pain and rapture, without this it will not come. There is also art without sorrow and pain, which is decorative and consumerist.

Q: What did you learn from all of your traumatic experiences?

A: I detest the act of learning. I am deeply engaged with taking in and understanding. I have no desire to learn anything but have a strange illness for internalising emotions and feelings and for thinking about the complex issue of thinking. I neither like to teach someone nor to learn, and I am very slow at learning. But like a heart surgeon, I have a passion for making cuts in my life-concepts and I always perform operations on myself so, maybe, I can get behind a scene and discover the mysteries there and create a fable and dream that will lead me to see there is perhaps another meaning behind this deadening day and boring life. Perhaps.

Q: What is one female trait that you find most precious?

A: I do not think of traits in a woman. I think of them in a human being. Men and women are in the end one. There is one human trait that I value and that is innocence, which has been so damaged and has become an incurable demon. The world is so poor for not having this word. This is one of the most meaningful words, with an aesthetic value.

Q: About your next project?

A: Sorry, I cannot share about my next project at the moment.

Mania Akbari is an internationally acclaimed Iranian filmmaker, actress, artist and writer whose works mostly deal with themes of sexual identity, women, marriage, abortion, infidelity and lesbianism. Her style, unlike the long tradition of melodrama in Iranian cinema, is rooted in modern visual arts and the avant-garde.

By Hayv Kahraman

Artist



NOT ONLY AM I A FOREIGNER WHERE I LIVE, BUT I AM ALSO A BROWN WOMAN

I was born in a land that I am now far away from and have been most of my life. A land that I adore yet in actuality, know little about. A country that resides so dearly in my childhood memories and now as a utopia in my thoughts. I fled Iraq at a young age after the first Gulf War. Like nearly 20 percent of the population, I now live somewhere else. The war has created nomadic tendencies in my life as I moved from Sweden to Italy and now to the United States. The undeniable distance from my home runs as a pulsating vein through the trajectory of my work perhaps serving as a longing and a yearning to get closer to something lost. The explorations in social spatiality, in which notions of hybridity, diaspora and the third space are prevalent, claim my attention. Evoking concepts of socially coded modes of thought and behavior, gender-based issues, dynamics of non-fixity and ambivalence found in diasporic cultures are all the essence of my visual language and the product of my experience as an Iraqi immigrant.

Not only am I a foreigner where I live, but I am also a brown woman. When I am asked where I am from and I respond with "Iraq", I am met with fidgeting looks of surprise and

pity. My landlord once jokingly asked if I was hiding weapons in my closet! Growing up in Sweden, I was the only kid with black hair in my class. Yes, I wanted to bleach my skin and dye my hair, and I tried my best to assimilate by perfecting my language and my accent. But soon enough I learned to embrace my otherness and started to see it as an invaluable strength. The body then as object and as subject gained a central function within my work. I believe it is the means in which culturally dictated concepts of spatiality are produced. Therefore, through an ontological investigation of the human figure, I am able to generate an impetus leading to a reconstruction of binary understandings within contemporary thought. I try to contest and renegotiate boundaries found in social and political space. Whether expressed figuratively in paintings or abstractly in installations, the underlying thread is the attempt to decipher notions of space.

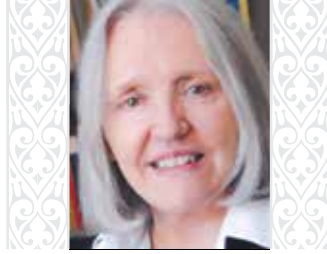
I'm not good at imagining how my life will look in the future let alone in 40 years. This is perhaps the result of being an immigrant and of being in constant flux. I do however hope that my work will reach people's thoughts and perhaps inspire change.

My next project highlights my disassociation with my homeland. The works are inspired by research I've been doing on the Iraqi "Maqamat" (illuminated manuscripts) or specifically "Maqamat al Hariri" where the everyday life of Iraqis was narrated in prose as well as illustrated with immaculate sophistication. This was part of the Baghdad school of miniatures in the 12th century that was flourishing at the time (depicting figures and even nudity!), but because of the Mogul invasion, it was cut short and so never developed. Interestingly enough it makes me relate to the times of today or even the time in the 1950s in Iraq where a revival of art was being pushed (Jawad Salim). The commonality

in these histories also seems to be this large "loss" that happened and then the rebuilding of something new. For us at this point in time, it's a rebuilding that stems from the margins, from a migrant consciousness of sorts. The works in this series narrate a history from an immigrant's perspective. Most of the stories I'll be using are personal memories I have from Iraq including events, sayings, etc., formally influenced by these 12th century manuscripts where the black text is the main text and the red texts on the sides were little notes added later. The text also becomes a tracing of my own disassociation with my identity as I'm somewhat re-learning how to write in Arabic again.

Hayv Kahraman is an artist from Iraq. Spanning drawing, painting, and sculpture, her practice engages with very difficult issues surrounding female identity in her homeland – how women are victimised within their own culture, made subservient to men and often suffer the most from the effects of the war. Kahraman tells these tales of horror with a demure grace through her stunningly beautiful paintings.





Professor Saskia Sassen

Robert S. Lynd Professor of Sociology and Co-Chair, The Committee on Global Thought, Columbia University and GTF Board Member

THE WORLD IS EVOLVING TOWARD A FUTURE WE MAY HAVE TROUBLE RECOGNIZING

Q: In your book you talk about today's socioeconomic and environmental dislocations and argue that these cannot be fully understood in the usual terms of poverty and injustice. Could you elaborate?

A: At some point it is not enough to invoke the language of *more* inequality, *more* poverty, *more* imprisonment, etc. We are beginning to reach the most extreme versions of familiar forms of disadvantage.

In my new book I examine a broad range of familiar processes that at some point become so extreme that the familiar language of *more* of the familiar ceases to explain them. For example, at what point do we need new language to capture the fact that a growing number of adult men in poor U.S. neighborhoods have never held a job? At what point are the 52 million recognized by UNHCR as "displaced people" never going back home because home is now a new luxury building, a plantation, or a war zone? Both the long-

term unemployed and the long-term displaced have in fact been expelled from economy, society, and nation. So instead of the word *more*, I use the term *expulsion* to mark a procedural moment when something basic has changed and cannot simply be subsumed under the term *more*. Because increasingly, things cannot be explained with this format.

Q: Can you elaborate on your theory that the economic system is dangerous even for those who think that they are not vulnerable?

A: I am not making a general statement, but rather arguing that particular sectors of an economy can suddenly (or so it seems) go under. Or particular sectors of the workforce, such as the traditional middle classes, which have become poorer in all of our countries, breaking the pattern whereby sons and daughters would do better than the parents in a long-term, upward dynamic of (modest) prosperity. Or vast stretches of land and water that are now dead — poisoned by our

mining and industrial practices — and not returning to life anytime soon.

In short I am referring to very specific conditions that have crossed some sort of divide and are not easily going to go back to the shape they had in a preceding period.

Q: Do you think that there is a gap between the world as we know and understand it and some invisible reality that exists without the vast majority of people realizing/understanding it?

A: Yes. I am glad you asked that question. One of the theses at which I arrived is that our world today has a number of larger trends we have trouble recognizing. For instance, we still tend to see what happens in China as somehow a bit communist and what comes out of the U.S. as capitalist. But what if we went to what I like to think of as *ground level*, which means exiting some of these grand conceptual framings. Is the massive nickel producing complex in Norilsk, Russia notable because it is communist in origin or because it is one of the most environmentally destructive operations in the world? Similarly, are the gold mines of Montana notable because they come out of capitalism or because they are also one of the most environmentally destructive operations in the world? I argue that it is their destructiveness that matters more.

I wind up formulating this and many other situations in today's world as conceptually subterranean trends that cut across the old divisions of the interstate system. It is a way

of seeing that is genuinely liberating and I find also has positive manifestations, notably the demands of the Occupy movements. Each of these movements had its own history and genealogy of meanings, often rooted in older periods. But once they surfaced they shared many of the critiques and demands.

Q: Does this book advance your concept and thinking around the 'Global Street'?

A: Yes, but in an infrastructural sense: the fact that particular outcomes, often generated in very diverse ways in each situation/country/city, are actually recurrent across the world. That is in my reading an example of infrastructural interconnection via recurrence. There are also such infrastructural interconnections via actual connected practices.

Q: Do you believe in the importance of 'Global Thought' and if so, how do you define it?

A: Oh yes! My basic argument is that to understand the current global condition we need more than data. We need new categories for gathering and interpreting data. This is the larger project of The Committee on Global Thought, which I co-chair with Joe Stiglitz. I wrote a little book about this from the perspective of the social and economic: *A Sociology of Globalization*, where I develop methodological and interpretive categories to study today's world. Generally I like to refer readers to my website (<http://www.saskiasassen.com>), which has a vast amount of information and texts on it.

*Saskia Sassen is the Robert S. Lynd Professor of Sociology and Co-Chair, The Committee on Global Thought, Columbia University (www.saskiasassen.com). She is the author of several books. Her recently published book is *Expulsions: Brutality and Complexity in the Global Economy* (Harvard University Press 2014).*

By Sander Mahieu

Co-founder Synnova



VALUES-DRIVEN ORGANIZATIONS ARE THE MOST SUCCESSFUL

Values-driven organizations are the most successful. A bold statement perhaps, but just business truth, even though values and culture are quite often still regarded as “soft” by the more tangibly-oriented management streams. Just check: Ever tried to change culture? It’s not easy to access, the usual methodologies fall short, there are no tangible outcomes and so many projects die before the finish line is in sight. Nothing soft here; culture is hard to change.

Today, values-driven organizations thrive because values have become more important in the constantly evolving human consciousness. Wherever you travel on this planet you will find a longing for meaning and connectedness, a desire for a world of inclusion, equality, authenticity and a deeper partnership, and a call to create a better world. Values provide the avenue to consciously create that future, to unite people as opposed to the many fear-based beliefs that are so apparent in our world today and which only separate. Values support organizations to be better *in* the world and to be better *for* the world, not by differentiating *what* you do, but by *who* you are and *how* you operate.

So, trying to get under the skin of this “soft” texture of any human system (families, communities or even nations), what then are values?

Values are (short-hand) concepts, influenced by their context, that guide people’s behav-

iors. Examples are moral values such as honesty, integrity and respect. In an organizational context, we also find long-term perspective, ambition and innovation as “concepts” that are essential to performance. The context of that specific entity translates any embraced value into daily behaviours. For example, the value of “safety” is lived differently in the context of a bank than in a refinery. “Respect” has another expression in Japan than in the UK. In other words, values are concepts that constitute a contextual culture where culture is defined in terms of behaviour.

Deploying the usual management tools alone won’t work when changing a culture. We have to dive deeper, to go beneath the surface and wade through layers to reveal what is really important to the organization and its leadership. What values are embraced, by individuals, by teams, by the whole? What beliefs and paradigms are held as true? Which ones are life-affirming, which ones limiting? What triggers hinder change? The reality of this undercurrent world is essential to grasp, as organizations do not change, people do. Leaders first.

This is the paradigm of effective *transformation*, as opposed to *quotidien change management*, the latter mainly focusing on processes and structures. The deep dive supports the shift in consciousness, surfaces the true motivators and blockages of human behavior, and is foundational to any change in the actual

operations to enable strategy and mission to come to the fore.

To access this deeper layer of any human fabric, the Barrett Model is a powerful tool. Building on Maslow's hierarchy of needs, Richard Barrett created the seven-level model of consciousness. This model helps to define from which levels a specific entity is operating and where possible blind spots are.

The first three levels focus on what Maslow called the "deficiency needs", the self-interest oriented levels of providing basic needs: (1) creating harmonious relationships; (2) a feeling of belonging; and (3) building self-esteem/brand through effective processes and success.

Level Four is the transformative level, where "different realities" are not only accepted but seen as an opportunity to learn and move forward. Here "'shifts" take place, where one lets go of the past and of shadows of the ego.

The top-three levels show deeper levels of connection: (5) with Self, where aligning to one's purpose unleashes potential; (6) with System, where building partnerships makes a difference; and (7) with Society, where ethics define decision-making, as well as values as long-term, human rights and compassion are placed.

As values are located on each level, the Barrett Cultural Transformation Tools measure and map the values of an individual, as well as the culture of any organization or nation (the latter of which quite a few have been done in recent years).

The measurement provides clear insights into the alignment of personal values, current and desired culture, across all seven levels. For example, the closer the match between what people value and the culture of their organization, the higher their engagement. Furthermore, a substantial alignment between current and desired culture shows that the organization is on track in terms of its vision and mission.

The assessment results also show the entropy, which is the waste of energy, the dysfunction, measured by the amount of potentially limiting values. Where the entropy level points out the cultural challenges, the survey also provides a clear transformational values-based agenda to build a high performance culture.

Measuring and mapping, does it help?

First of all, customers will notice your core values and quality of your culture, as culture and brand are two sides of the same coin. You'll experience this when shopping, when relating to your bank, when requesting computer repairs. A substantial part of this client experience is the level of engagement in an organization. AON Hewitt found that organizations with high levels of engagement (65 percent plus) outperform the stock market with 22 percent higher than average in shareholder returns (Trends in Global Employee Engagement, 2011).

One of South Africa's leading banks has been on a transformational journey since 2005, based on a clear vision, which included supporting South Africa's national development agenda. The Barrett Model & Tools were used for the bank's cultural programme: its entropy dropped from 25 percent to 10 percent in 2012, the alignment between current and desired culture increased from three to seven (out of 10) and the revenues rose from ZAR 713K per capita to 987K per capita (+38 percent).

This is one of many clear examples of a successful cultural transformation process, which built internal engagement, sparked performance and resulted in a substantial increase in profitability.

Culture ... soft?

Sander Mahieu is co-founder of Synnova and Global Partner of Barrett Values Centre.



Veronika Scott

Founder & CEO The Empowerment Plan

THE EMPOWERMENT PLAN & HOW WOMEN IN DETROIT MAKE A DIFFERENCE

Q: What triggered the idea for The Empowerment Plan?

A: I was a product design student at the College for Creative Studies in Detroit and was given an assignment to design a product to address a need in the city. I immediately recognized the amount of homeless individuals wandering the city and decided to conduct my research for this project at a local shelter. After speaking with various individuals at the shelter and exploring the issues that they face and inquiring about why someone would choose to live in an abandoned structure rather than a shelter, I came to realize that these individuals are motivated by the same things we are: pride and independence. When you have lost everything in your life, you want to feel like you are still able to provide for yourself. In a shelter they tell you what you can eat, how long you can stay, what you can watch on TV...if you find shelter on your own, then the sense of independence still exists in some form. With this in mind, I wanted to create a product that would help the homeless feel that sense of independence and comfort. After months of volunteering at the shelter, I had produced the first prototype and I received a lot of in-

terest from those in the shelter. One woman, however, brought to my attention that although the coat could provide temporary comfort it would not help lift anyone from their situation of poverty and that if I wanted to help anyone I should give them a job. She was right. From there I began working with a few women from the shelter and modifying the design of the coat. Fast-forward four years and here we are, operating with a team of 16 seamstresses and producing around 500 coats a month.

Q: Tell us a bit about your two-part goals: creating jobs and providing coats. How do you determine who is a right fit for a job? About how many people are you able to employ?

A: The mission of The Empowerment Plan is to educate, employ, and empower homeless individuals to create a better life for themselves and their families while producing a humanitarian product for those in need. Right now we have a team of 22 employees (15 seamstresses and seven admin staff including myself) and are aiming to produce and distribute approximately 6,000 coats this year. When I first started The Empow-

erment Plan, countless individuals told me that I would fail not because I didn't have a good idea, but because I couldn't rely on the homeless. The ladies of The Empowerment Plan are proof that just because they ended up in an unfortunate situation, it doesn't mean they aren't driven, intelligent, creative, and fully capable of maintaining employment. The women we hire take so much pride in the product they are making and are able to emotionally connect with the individuals receiving the coat because they understand first hand what it is like to be homeless.

Q: What types of challenges did you face in the beginning? What types of challenges do you continue to face today?

A: The Empowerment Plan started as a class project when I was a student in college. One of the biggest challenges I faced in the beginning was simply making the decision to fully commit myself to this project as opposed to following the more traditional career path I had always seen myself embarking on. I do not have any background in business and in many ways I think my lack of business exposure allowed me to freely take risks without being aware of the associated risks. Today, we face a variety of challenges in regards to fundraising, growth and sustainability, workforce development and education, and production. As a non-profit you need to constantly be fundraising to ensure that you can continue the operations while also expanding and growing your impact factor.

Q: Why Detroit?

A: Detroit truly is unique in the sense that young entrepreneurs like myself are

able to reinvent the wheel and bring ideas to life. In so many other cities, there is a sense of competition amongst millennials and everyone is fighting for the same positions, but in Detroit competition is replaced with collaboration.

Q: How many people have you helped in the last year?

A: In 2013 we distributed close to 3,500 coats and this year we have plans to produce and distribute about 6,000 coats.

Q: Is there a particular story that you remember and you can share with us?

A: One of the most amazing parts of my job is watching the women transition out of survival mode. When we hire these women, they are living some of the darkest moments of their life, but once they join our team and begin making progress toward stable housing and financial security, their true personalities are able to shine through and it is so rewarding.

Q: What are the plans for the future?

A: We are currently exploring a few new opportunities that will present our team with opportunities to further themselves both personally and professionally. We believe that by integrating education into the workplace and offering workshops and seminars on topics varying from health and wellness to resume building and public speaking, that we will be best able to equip those that we hire for future growth, whether that be at The Empowerment Plan or elsewhere.

Founder & CEO of 'The Empowerment Plan', Veronika Scott has built an organization that began around a single idea: to design a coat specifically for the homeless.

By Diane Erdei

VP, Controlling and Sourcing Finance Transformation, Bertelsmann,
and GTF Advisory Board Member



WOMEN IN LEADERSHIP: MAKING A DIFFERENCE EVERY DAY

Studies and speeches abound about how important it is in the 21st century to fully involve women in the workforce, how companies with women in their management and on their boards over-perform their peers on financial and non-financial key performance indicators, and yet the statistics seem stuck in time. With few exceptions, the barometer needle barely moves, if at all, year after year. Both men and women agree that change is important and yet somehow we're struggling to find the sustainable solution towards how to reflect the societal demographics (i.e. male/female parity) in the workplace.

I believe the challenge is in how we are (still) being programmed to see the world. The examples are multiple: in schools where girls are encouraged to be polite and quiet while boys are tolerated when loud, are expected to speak up and test their own boundaries; and then later in life when working mothers (but not fathers) are penalized for "going home early" despite technology allowing for work being done anytime, anywhere. Even women sometimes without thinking choose to repeat and accept clichés, such as women would be working less hours than men

that it would make sense that women cannot take their rightful place at the table.

So I took a step back and tried to understand my own path thus far in my career and life. The first thing I saw: the way I was brought up made a world of difference. My grandparents expected excellence from me throughout my studies, they expected me to be at the top of my class starting with kindergarten, they expected me to try life for myself and succeed at doing so. They did this while also providing a loving environment, where being a girl was just a fact of life, not a qualifier or disqualifier. They programmed me to be a leader, to be courageous, to learn continuously, to not settle for less and to fight for the causes I believe in. They taught me to find not just a husband but a true partner to love me and respect me and support me in what I do. Some say, "Behind every great man, there is a great woman". I say the reverse stands true as well: behind every great woman, there is a great man.

I realize that each person's story may be unique and impossible to replicate. We all have our own challenges to overcome. But I look around and see an increase in unique

success stories. For example, while the corporate world still drags its feet at diversity with few exceptions, a whole new statistic is opening up. According to a report by the Center for Women's Business Research, minority women are the fastest growing entrepreneurial segments in the US growing at rates of 133.3 percent and 191.4 percent respectively from 1997 to 2007. Combined, they represent more than two million women-owned businesses in the country and more than \$14 billion in gross receipts. Women decided to run their own game on their own terms and they are succeeding at it.

If we look at statistics, it almost appears that we are invalidating the investment we are making into the minds and development of our females by not enabling the mto have access to equal opportunities. Depending on the field, about 50 percent of university degrees now go to women. Their underrepresentation in the workforce's leading echelons shows the untapped potential we choose to ignore rather than engage with at a time when we are struggling globally and locally with challenges from ecological to economical. But where males and females sit at the table together, companies act in a more balanced and sustainable manner, the financial performance fares better, and employees are healthier (McKinsey Women Matter 2010). Also of note, when the McKinsey Women Matter team asked business executives what they believed the most important leadership attributes were for success, each of the top

four—intellectual stimulation, inspiration, participatory decision-making and setting expectations and rewards—were more commonly found among women leaders.

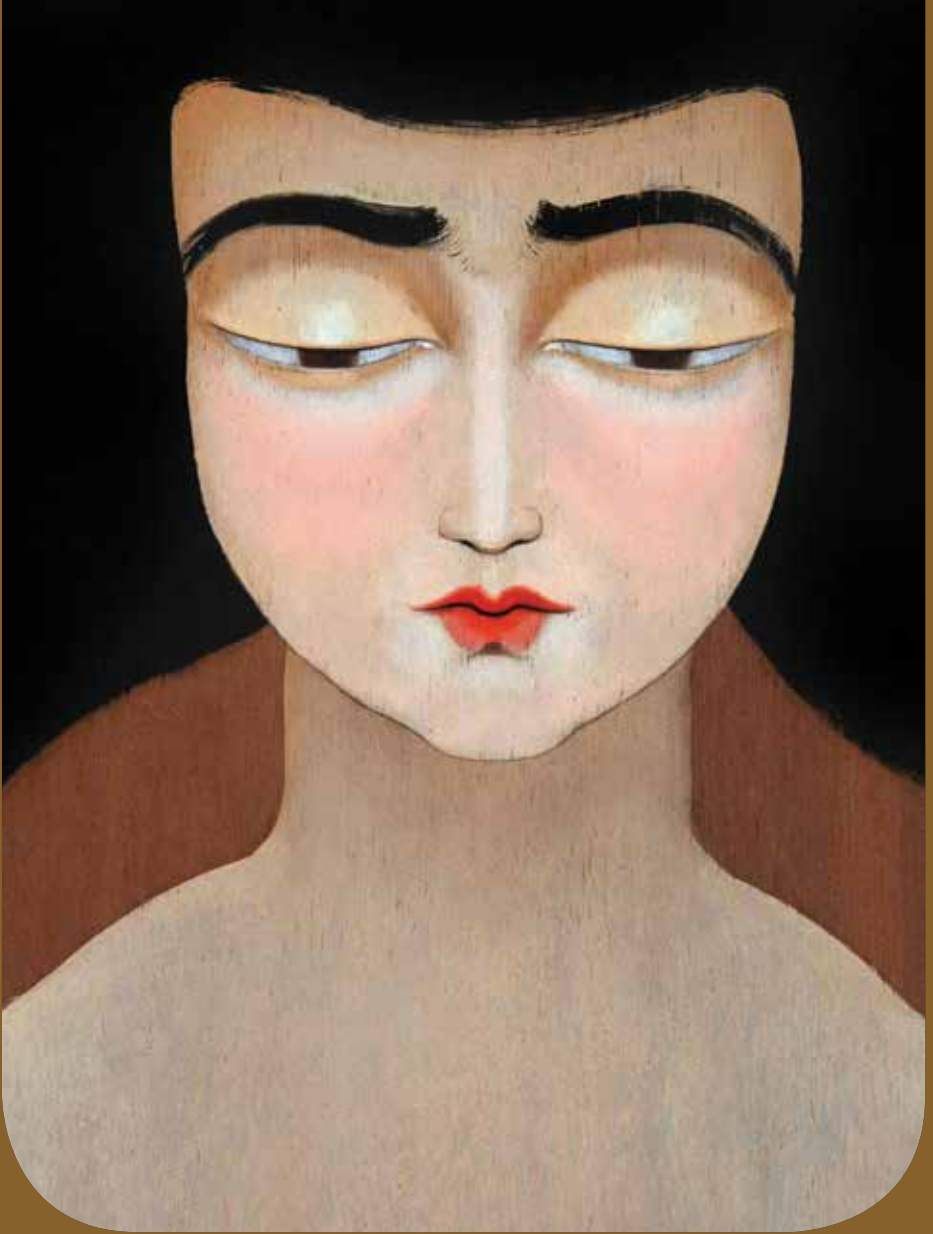
The facts are there. Let's learn to spot our bias, which seems to be the cornerstone of the current challenge and oftentimes is so deeply ingrained in our mindset that we don't even know we're discriminating. Let's start teaching and treating our sons and daughters equally and expect them to equally deliver success and excellence in what they seek to do.

I choose to believe that the future is not bleak. And when doing so, I, as well as other male and female leaders of the 21st century, try to do my part in the whole grand game: giving chances to both genders when I see potential, rewarding and promoting both genders when I see achievements.

In our busy lives, let's not forget our journey and close our eyes to others looking up to us searching for support and guidance. Being in senior positions in our organizations comes also with the responsibility of acting as role models. We should ask ourselves if we really know the facts, if we are deciding based on assumptions or creating a virtuous circle by equally giving chances based on potential and capability, regardless of the gender of those around us.

Diane Erdei is Vice President for Controlling and Sourcing Finance Transformation for Bertelsmann, based in Gütersloh, Germany. Prior to joining Bertelsmann, Diane held a variety of roles during her eight years with General Electric (GE) and three years with the Raiffeisen Group. She is a passionate promoter and advocate of diversity, as well as a strong people developer. Diane was recently actively engaged in GE's Women's Network as a regional leader for Germany, Austria and Switzerland where she addressed challenges faced by parents in balancing careers and family by actively leading a Parental Leave initiative in her region.





GTF 2014 AWARDS FOR EXCELLENCE

We are proud to present
the Global Thinkers Forum Excellence Award Honorees 2014



EXCELLENCE IN GLOBAL THINKING

H.E. Sheikha Lubna Al Qasimi

Minister of International Cooperation and Development – Her Excellency Sheikha Lubna joined the Federal Government in 2004 as Minister of Economy, becoming the first woman to assume a cabinet position in the UAE. She was later appointed in 2008 as Minister of Foreign Trade, and then in 2013 as Minister of International Cooperation and Development, with the responsibility of boosting the UAE's role as a major donor and key player in global human development. During her two previous posts, the country enjoyed its most economically prosperous period and highest volumes of foreign trade. In 2013 Forbes Magazine recognized her as the most powerful Arab woman and the world's 67th most powerful women.



EXCELLENCE IN POSITIVE CHANGE

*HRH Princess Sumaya bint El Hassan,
President Royal Scientific Society*

Her Royal Highness Princess Sumaya 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. Her Royal Highness 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. Princess Sumaya 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.



EXCELLENCE IN LEADERSHIP

*H.E. Raja Easa Al Gurg - President Dubai Business
Women Council*

Raja Easa Al Gurg has achieved laurels for her stellar leadership of the group under the tutelage of her father, the Chairman, His Excellency Easa Saleh Al Gurg. Her counsel and valuable insights have significantly contributed to the growth and expansion of the organisation. Mrs Al Gurg has carved a niche for her support and encouragement of Arab women entrepreneurs. Named by Forbes International as the 4th most powerful Arab businesswoman in 2006, Mrs Al Gurg is also in the list of the '100 Most Powerful Arab Women 2012', compiled by CEO Middle East.



EXCELLENCE IN GENDER EQUALITY

Professor Rafia Obaid Ghubash - Founder Women's Museum UAE

Dr. Ghubash is a Full Professor of Psychiatry and Consultant Psychiatrist. Currently she is the President of the Arab Network for Women in Science and Technology.

The career of Professor Ghubash has to be seen in the light of both the society she was born in and the society she is helping develop. With a strong sense of history and an equally strong sense of values, she returned home with a PhD in epidemiological psychiatry from London University, to start her academic career as an Assistant Professor of Psychiatry, in the newly established School of Medicine of the UAE University in Al Ain. She is also the Founder of the first Women's Museum in the UAE.



EXCELLENCE IN SCIENCE

Dr. Ismahane Elouafi

Dr. Ismahane Elouafi is Director General of ICBA-Agriculture for Tomorrow since 2012. Before joining ICBA, she was leading the Research and Partnerships Division at the Canadian Food Inspection Agency. Ismahane holds a PhD in Genetics and has a passion for Science, its management and its integration with Policy. She believes that, in order to gain efficiencies and alleviate discrimination and poverty, Science has to be the basis of our decisions and development plans. In 2014, the CEO-Middle East Magazine listed Dr. Ismahane among the World's 100 Most Powerful Arab Women; in the Science category.



EXCELLENCE IN MEDIA

Muna AbuSulayman Co-host Kalam Nawaem MBC

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. As the former Secretary-General of the Alwaleed Bin Talal Foundation, she supported innovation and strategic initiatives to combat poverty, empower women and reframe the Islam-West dialogue. She is also a founding Co-Host of KalamNawaem, one of the Arab world's most popular TV shows.



EXCELLENCE IN LIFE
Mrs. Haifa Fahoum Al Kaylani, Founder Chairman Arab International Women's Forum

Launched in May 2014, Edraak has attracted over 105,000 learners from across the Arab World, including Gaza, Syria, Libya and Iraq. With eighty percent of Arabs able to learn only in Arabic, Her Majesty Queen Rania of Jordan was determined not to allow the region to miss out on the opportunity offered by the Massive Open Online Courses movement to help reverse these trends. With the launch of Edraak, education professionals in the Arab World have made a new stride towards the development of a well-rounded regional online educational system. Award to be received by Mrs. Haifa Dia Al-Attia, CEO Queen Rania Foundation.



EXCELLENCE IN CULTURAL UNDERSTANDING
HE Sheikha Mayassa bint Hamad bin Al Thani

Her Excellency Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani is Chairperson of Qatar Museums, Doha Film Institute and Reach Out to Asia. Through her work at Qatar Museums, Sheikha Al Mayassa connects and amplifies the nation's cultural institutions and heritage sites.



EXCELLENCE IN PUBLIC OFFICE
Mrs. El Adaoui Zineb, Governor

President of the Rabat Regional Court of Accounts since 2004 Ms El Adaoui is the first Moroccan woman to be appointed (in 1984) as a judge of accounts, and later Head of section at the court of auditors (1993 to 2004). She has been a magistrate with exceptional grades since 2004. Ms El Adaoui is a member of the Moroccan board of the International Women Forum. She was member of the Regionalization Advisory Commission. In 2013, she became the first Arab woman, indeed African and Muslim, ever to hold the position of a governor.





EXCELLENCE IN PHILANTHROPY

Dr. Atallah Kuttab Chairman And Founder Of Saaned

Dr. Atallah spent three years working in engineering consulting in the private sector and ten years in education, which included planning, teaching, and research at Birzeit University in Palestine and at Heriot-Watt University in Scotland. In the period 2005-2011, he was Director General of the Welfare Association, the lead foundation supporting Palestinians primarily in Palestine and Lebanon. He is a Founding Member of Arab Human Rights Fund and Founding Member of the Arab Foundations Forum.



EXCELLENCE IN CULTURAL CREATIVITY

Hayv Kahraman, Artist

Hayv Kahraman was born in Baghdad, Iraq. Spanning drawing, painting, and sculpture, her practice engages with very difficult issues surrounding female identity in her homeland – how women are victimised within their own culture, made subservient to men and often suffer the most from the effects of the war. Kahraman tells these tales of horror with a demure grace through her stunningly beautiful paintings.



EXCELLENCE IN INNOVATION

H.E. Noura Al Kaabi - CEO twofour54

Her Excellency Noura Al Kaabi Chief Executive Officer of the Media Zone Authority – Abu Dhabi (twofour54)

Twofour54 is a government initiative whose primary objectives are to foster Arab-focused media and digital businesses in the UAE and develop sustainable media and creative industries for the UAE and the MENA region in addition to provide training and talent development and facilitates world-class content through its production facilities. Noura is an honouree for the Young Global Leader Class of 2014 and is the first Emirati to be ranked on Foreign Policy magazine's 'Top 100 Global Thinkers List', an honour she received in 2013.



EXCELLENCE IN PIONEERING

Raha Moharrak - 1st Saudi woman to climb Mt Everest

Raha graduated with a Bachelor's in Visual Communications from the American University of Sharjah then started her career at a leading advertising agency. Her life changed the day she summited Kilimanjaro and challenged herself, her society, and culture. From a young age her eccentricity was obvious, blessed with parents who never asked her to change, teaching her to dream big and live even bigger. Raha made history by being the first Saudi woman to summit Everest, forever proving we could attempt the impossible and maybe even achieve it no matter where we are from.



EXCELLENCE IN EDUCATION

EDRAAK (Award received by Haifa Al Attia, CEO Queen Rania Foundation)

Launched in May 2014, Edraak has attracted over 105,000 learners from across the Arab World, including Gaza, Syria, Libya and Iraq. With eighty percent of Arabs able to learn only in Arabic, Her Majesty Queen Rania of Jordan was determined not to allow the region to miss out on the opportunity offered by the Massive Open Online Courses movement to help reverse these trends. With the launch of Edraak, education professionals in the Arab World have made a new stride towards the development of a well-rounded regional online educational system. Award to be received by Ms. Haifa Dia Al-Attia, CEO Queen Rania Foundation.



EXCELLENCE IN BUSINESS

Dr. Shaikha Al Maskari - Chairperson Al Maskari Holding

Dr. Shaikha started with ADNOC Group and in 1989 she joined her family petroleum company, Tricon Energy Operations and steered it to become the Tricon Group comprising of multinational firms with strong international partnerships, several of which with government linked corporations. In 2008 Shaikha established Al Maskari Holding for all her family's diversified enterprises, with offices in UAE, GCC, MENA, USA, Europe, Turkey and Singapore. Shaikha set up her family charity, United Mercy Foundation, which sponsors orphans, widows, provides medical and food emergency relief in the ME, Africa and Asia.



PROGRAMME

18.30-19.00

Guests Arrival – Cocktail Reception

19.00

Announcement – Opening

19.10

MC Welcomes Guests

Speech by

Global Thinkers Forum CEO Elizabeth Filippouli

19.15

Live Concert Part 1- Sir Dirk Brossé

Soprano: Christine Belbelian

Susana R. Lauer & Stanislav Fedjuk

19.35

Dinner Served

20.15

Awards Ceremony Begins

21.30

Awards Ceremony Concludes/Dessert is Served

21.35-22.00

Live Concert Part 2 - Sir Dirk Brossé

Soprano: Christine Belbelian

Susana R. Lauer & Stanislav Fedjuk

22.30

Event Concludes



GTF 2014 MASTER OF CEREMONY

Becky Anderson

Becky Anderson is one of CNN International's highest profile anchors. She hosts the network's flagship news & current affairs programme, 'Connect the World', which airs weekdays at 5pm CET. Anderson is based in CNN's Abu Dhabi bureau.



WORKSHOP
Mowgli Foundation & GTF

November 27, 2014

MOWGLI FOUNDATION PARTNERS WITH GLOBAL THINKERS FORUM TO EMPOWER AND SUPPORT ARAB CHANGEMAKERS AND LEADERS

The Mowgli Foundation (Mowgli), an award-winning, UK-headquartered mentoring organisation has partnered with international organisation, Global Thinkers Forum (GTF), to honour Arab Women as Changemakers by delivering a unique one-day leadership development workshop entitled 'Master Your Ability to be a Change-Leader' in Dubai, UAE on 27th November 2014. The goal of the workshop is to empower changemakers within the Arab Region to inspire, influence and transform themselves and others through strong leadership to become change-leaders.

To support and strengthen the Global Thinkers Forum 2014 Awards for Excellence Gala, 'Arab Women as Changemakers: A Celebration of Achievements', GTF has collaborated with Mowgli to deliver a workshop that will give participants the opportunity to explore the concept of 'serving to lead', the important role of the mentor in drawing out one's full potential, as well as considering the values and qualities each of them has to underpin their career and personal aspirations as potential changemakers.

The workshop will be delivered in partnership with GTF at the Madinat Jumeirah, Dubai and targets those who are seeking a journey as a changemaker with a leading mindset. Both men and women are welcome to participate at the workshop; however, seats are limited to 24 participants.

The Mowgli Foundation seeks to support the sustainable development of societies through the mentoring and evolution of entrepreneurs and leaders. This is achieved through the provision of unique and unparalleled mentoring and leadership development programs. Mowgli's unique programs enable mentors to develop their capabilities, offer their practical support and share their expertise to help entrepreneurs grow as leaders and expand their businesses, thereby creating new jobs and economic growth.

Global Thinkers Forum 2014, under the theme "Arab Women as Changemakers: A Celebration of Achievements" is a high profile Awards Event that will showcase the capabilities of Arab Women as Leaders, promote better understanding of global trends, and generate opportunities for growth, investment and international exposure. It will bring together leaders and representatives from businesses, governments and civil society with a goal to exchange knowledge, promote business and raise awareness around the success stories for women leaders who lead by example.



GTF ADVISORY BOARD & GLOBAL GROWTH BOARD

GTF proudly presents the
Members of the Advisory Board
& Global Growth Board

Global Thinkers Forum Board of Advisors 2014

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. As Head of Communications for Google in the Middle East and North Africa, she demonstrates how the internet is a net contributor to society and shares the magic and momentum of Google in MENA. Maha is an American Egyptian and has been a communications expert in the Middle East for the past 15 years.



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. 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. She has created scalable and sustainable schemes to reach hundreds of millions of youth through highly effective and low cost models.



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. In addition she advises the Obama White House Administration on policies to close gender gaps. She serves on the Planning Committee for the Women in Public Service Initiative of the U.S. Department of State that focuses on training women leaders for public and electoral service.



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. He also works across CNN's New-Source content syndication service, its out-of-home distribution channels, and its international affiliate business of more than 1,000 broadcast partners. Prior to joining CNN International, Beitchman worked for Reuters where he was Global Head of Multimedia Content.



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'. Sir Dirk Brossé began his music studies at the Music Conservatories of Ghent and Brussels. He subsequently specialised in conducting, which he studied in Maastricht, Vienna and Cologne. Alongside his many guest professorships, he is currently Professor of Composition and Conducting at the Royal Conservatory of Music in Ghent. Dirk Brossé has conducted all the leading Belgian orchestras, among them, the Brussels Philharmonic, the Royal Flemish Philharmonic, the Orchestra of the Flemish Opera and the National Orchestra of Belgium.



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, CNN, BBC World and BBC News 24 for the past 22 years. In addition he was the inaugural host of the respected BBC News technology programme **Click** which he presented for six years.

Stephen is also an accomplished and respected corporate speaker who has chaired and moderated panels comprised of presidents and prime ministers at prestigious events across the globe such as the World Economic Forum in Davos.



Diane Erdei

VP Controlling & Sourcing Finance Transformation, 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. Prior to joining Bertelsmann, Diane held a variety of roles during her 8 years with General Electric (GE) and 3 years with the Raiffeisen Group developing broad expertise both on the Capital as well as on the Industrial side. In her latest role as Head of Financial Planning and Analysis for GE Energy Germany, GE Austria and Switzerland, she supported the design of the company's regional growth strategy from a financial perspective and in parallel led strategic cross-functional projects.



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.



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. In addition, Mr Fung is a specialist in China-United States relations, specifically the security dimension and military-to-military relations, and in Chinese state-owned enterprises covering both and overseas operations.



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. His law firm “Prof. Asprogerakas – Grivas Law” is considered as one of the most prestigious law firms in Greece and abroad in intellectual property matters. It represents big Media Enterprises, Radio and Television Companies, New Media Enterprises, Internet Companies, Cable and Satellite Broadcasters, Digital Service Providers, Publishing Enterprises, Production Companies, Authors, Performers and Collecting Societies.



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. 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. In three years of this latter role he managed many donor networking and aid support activities, including events in the West Bank and Gaza and EU presence at the signing of the anti-landmines treaty in Ottawa. For the last six years Gary has been at the heart of a media consultation involving journalists and associated media interests from EU Member States and the countries on the Union's borders to the South and East.



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. Lucian recently was an independent expert reviewing communications capability at the Cabinet Office and No10 (report published June 2013). Before joining The Open University and after leaving the Civil Service, Lucian was Partner and the first Managing Director of Cornerstone Global Associates, providing international strategic consultancy to government, business, civil society organisations, universities and business schools. An accredited CEDR mediator, Lucian is an expert in brokering collaborative resolution. Lucian was a senior executive and television journalist with the BBC and ITV for 17 years.



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. TYO is a point of light for under-privileged children and commu-

nities in the Middle East. It represents the best aspects of the American people and international goodwill, contributing, managing, and operating essential services and activities for all members of communities afflicted by conflict, isolation, and poverty. TYO is an influence for personal and community development throughout the region. Working in cooperation with the highest quality institutions and organizations, TYO aspires to break ground in non-formal early childhood education and women's empowerment.



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. She has provided U.S. Congressional expert testimony and served as regional broadcast media guest host and commentator. Valerie has raised \$100M USD and served on more than a dozen governing and advisory boards including the board of the Global Thinkers Forum. As Associate Fellow of Oxford University's Said Business School, Valerie is focused on engaging corporates and institutions for initiatives across the school.



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. She is garnering much attention for being the first female tech entrepreneur in Afghanistan, where women rarely work outside the home. Roya is working for women's education and empowerment by providing access via social media and the internet. Mahboob founded the Afghan Citadel Software Company (ACSC) in 2010 along with two university classmates with an investment of \$20,000. The aim was to create jobs for recent university graduates—especially women—in Afghanistan's growing tech market.



George Mavrelis

COO INTERAMERICAN



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. From 2005 till 2012, he managed major achievements such as the creation and development of alternative sales distribution channels, the restructure of sales networks, the design and implementation of the new regulation and remuneration on Sales Distribution Channels and also the design and promotion of new insurance and investment (Unit Link) products. Through these activities, George demonstrated strong competencies such as leadership, communication and influence, result orientation, problems prevention and solution. Currently he holds the position of Chief Operating Officer of INTERAMERICAN Group and also the position of Chairman and CEO of Road Assistance, Interamerican Finance and Imperio.



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. After successfully rolling out the channel Oliver moved to the Internet arena with Jalipo, an online content provider, before taking up her current position at Bloomberg Television. In her role she is responsible for distribution across Europe, Middle East and Africa and has been leading The Channel's International localization initiative which, under her guidance has seen the completion of several new localization deals including BloombergHT in Turkey, Al Arab in the Middle East, RBC in Russia and Bloomberg West Africa in Nigeria.



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 Said Business School, U.K. AOII has over 16 years of experience in the Oil & Gas Sector and Power Sectors in Africa, where he has consistently led other equally distinguished colleagues in pioneering several initiatives including but not limited to African-owned & managed Independent Power Producing companies, well-Structured Oil Trading Companies, thriving Utility Companies, amongst others. Akinwale Omoboriowo II's top management work-history includes being an Executive Director of Christley Petroleum Ltd, the Managing Director of Besse-Oil & Services Ltd, Chief Executive Officer & Co-Founder of PPI (a Foremost Oil & Gas Company in Africa, with several trail-blazing market initiatives to its credit), Vice-Chairman of Vatternfields Utility Ltd (a Utility Company currently managing & operating PrePaid & PostPaid Revenue Collection initiatives in West Africa), and CEO of Genesis Electricity Ltd (GEL).



Nabila Ramdani

Journalist



Nabila is a Paris-born freelance journalist of Algerian descent who specialises in French politics, Islamic affairs, and the Arab World. She writes columns for The Guardian, The Observer, The Independent, London Evening Standard, and New Statesman. Nabila also produces features and news stories for a wide range of other Fleet Street publications, including the Daily Telegraph, Sunday Telegraph, Daily Mail, Mail on Sunday, and Sunday Times. Nabila has been named by Decide Now Act "101 Innovation" as one of 101 most innovative individuals in the world for social good. She has also been honoured with the title Young Global Leader 2012 by the World Economic Forum.



Richard Sambrook

Professor of Journalism, 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.



Lucian Sarb

Director, EURONEWS



Lucian Sâr̀b began working for TVR (Televiziunea Romần), the Romanian public broadcaster and shareholder of euronews, in 1994. During his time with TVR, Lucian Sâr̀b 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. Lucian Sâr̀b then went on to serve as Project Manager and Editorial Director of The Money Channel. Since 2006, he has helped establish and develop the leading business and financial news channel in Romania.



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). She is currently working on *When Territory Exits Existing Frameworks* (Under contract with Harvard University Press). Recent edited books are *Deciphering the Global: Its Spaces, Scales and Subjects* (Routledge 2007), and *Digital Formations: New Architectures for Global Order* (Princeton University Press 2005). *The Global City* came out in a new fully updated edition in 2001. For UNESCO she organized a five-year project on sustainable human settlement with a network of researchers and activists in over 30 countries.



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 world's 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. Geraldine worked for Burson-Marsteller Public Relations in New York where she covered all sectors from Fortune 500 companies to some of the world's great wines. She handled the U.S. launch of *The Economist* and became a Vice President

at Simon & Shuster Publishing, where she advised sports figures, politicians and writers. Leading ITN's Press & Public Affairs operation for nine years brought her to the heart of British and European politics, news and cultural life.



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. Marc holds a lead faculty role in research and teaching initiatives focused on innovation and entrepreneurship, including service as faculty lead for Science Innovation Plus (a collaboration on enterprise skills with the Oxford Sciences Division). His research investigates governance innovation among global financial markets, entrepreneurial leadership in knowledge- and -information-intensive organisations, and value creation in emerging ecosystem services markets. Beyond Oxford, Marc serves on several journal editorial boards and is a regular reviewer for the U.S. National Science Foundation and the Oxford University Press.



GTF Global Growth Board

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.



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. The documentary achieved a successful theatrical release in Kenya and was screened at the prestigious British Academy of Film and Television Arts (BAFTA), as well as the Cannes Film Festival in 2007.



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. Prior to INJAZ, Ms. Bibi was the Information and Communications Technology (ICT) Program Manager at the United Nations Development Fund for Women regional office (UNIFEM), responsible for the creation and management of ICT and education-related initiatives in the Arab region.



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 business initiatives that drive demand, quickly developing solid alliances and channels to facilitate revenue generation and steady growth. By blending technical acumen and passion, she represents leading-edge and disruptive technology as a new market evangelist. Shannon also has deep knowledge in sustainability, clean tech, renewable energy and enabling technologies.



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. In 1992 Chris embarked on his International career and moved to Croatia as a consultant with Coopers and Lybrand to work on a major restructuring project for a newly privatized group of FMCG companies. In 1993 Chris joined the Coca-Cola initially in Croatia, followed by Senior Management/GM positions in Eastern Europe and start up operations in Central Asia.



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. Phillips also produced the first Eurasia Media Forum in Almaty, Kazakhstan. The event celebrates its 12th anniversary in 2014. Sue was appointed London Bureau Chief at Aljazeera in 2004 and was integral to the creation of the channel including setting up the London Broadcast Centre in time for the launch in November 2006.







GTF EXECUTIVE TEAM

Elizabeth Filippouli

Founder & CEO



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. 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.

Maggie Eales

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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.

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.

Willem O'Reilly

Senior Writer, Fundraising



Willem is a development consultant and grant writer based in the U.S. He studied mathematics at the University of Notre Dame and also holds Master's and Ph.D. degrees in theatre and dramatic art. After ten years as a professor, Willem spent several years in New Jersey state government and at Rutgers University in the field of academic planning. It was at Rutgers that Willem wrote his first "grant application," a request for new program funding to the State Legislature. Thereafter, he became a full-time development communications professional in the Ivy League at Princeton University and the University of Pennsylvania. There he contributed to the institutions' major campaigns of \$750 million and \$1 billion, respectively. At Princeton, Willem was a founding member, with Angelo Lewis, of the Diversity Table program for staff and students at the university.

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.



LIVE CONCERT BY SIR DIRK BROSSÉ

ARAB WOMEN AS CHANGEMAKERS – A CELEBRATION OF ACHIEVEMENTS

Commemorating the 43rd National UAE Day



Sir Dirk Brossé is currently Music Director of The Chamber Orchestra of Philadelphia, Music Director of the Filmfestival Ghent, Music Director and Principal Conductor of the Star Wars in Concert World Tour, and Professor of Composition and Conducting at the Royal Conservatory of Music in Ghent.



Christine Belbelian is an Armenian lyrical soprano and pianist. She obtained her BA degree in Piano Performance, Music Teaching, Vocal Studies and Drama from the National Conservatoire in Bratislava, Slovakia. She then obtained her diploma in opera singing from the Franz Liszt Academy of Music and Arts State University in Budapest, Hungary. Christine resides in Dubai with her husband and two children, where she offers singing and piano tuition, preparing students for ABRSM examinations and beyond. She is a founding member of the Emirates Opera Project, a collaboration of accomplished opera singers living in Dubai who deliver operatic performances using the locally available talent pool in the UAE.



Susanna R. Lauer is a native of Washington, D.C. She moved to Dubai in the Autumn of 2012. American critics have hailed Ms. Lauer for her, “inspiring and powerful voice.” Ms. Lauer first decided to focus on a musical career after singing the title role in the Washington Opera’s North American premier of *Brundibar*, a children’s opera, when she was just 14 years old. Susanna currently studies with internationally acclaimed teacher Mr. Neil Semer in New York City and Berlin. Ms. Lauer has attended programs at Tanglewood, Massachusetts, Princeton, New Jersey, and the American Institute of Musical Studies in Graz, Austria, where she performed in concert the role of Musetta from *La Bohème* in Vienna and Graz.



Stanislav Fedyuk studied piano at the Lviv Music Academy in Ukraine and received a BA degree in Music, specialising in Piano Performance, Piano Accompaniment, Piano Teaching and Chamber Ensemble. He is also a holder of the Licentiate Diploma with Distinction from Trinity College London in Piano Performance. He has performed all over Europe and participated in numerous national and international competitions, in which he won 1st, 2nd and other special prizes as a solo pianist and accompanist. Stanislav has resided in the UAE since 2008 where he is currently the resident piano accompanist of Emirates Opera Project. He also performs with the Dubai Singers and several other performing groups in the UAE.

SPECIAL THANKS TO:

The GTF Advisory Board & Global Growth Board for their insight, guidance and contributions. They are all Ambassadors of Excellence and Ethos. Gratitude for their trust and dedication to GTF.

The amazing GTF 2014 Team for their commitment, ideas, words of wisdom and team spirit throughout this mission.

Hayv Kahraman for her beautiful artwork that is featured throughout this publication.

Sir Dirk Brossé, Christine Belbelian and the Opera Project.

Maha Abouelenein; Rani Raad; Antonis Dimitracopoulos and BSA; Sandi Saksena. Ketchum RAAD Middle East for their amazing support, professionalism and results!

The talented Young Students of the Higher Colleges of Technology (HCT) UAE.

Credit for the beautiful design work of the GTF 2014 Awards Publication to Marija Hajster.

Boutique 'Weddings EXCLUSIVE' in Nicosia, Cyprus for providing Mrs. Elizabeth Filippouli's dress designed by Marina Sofokleous.

LOOKING AHEAD TO GTF EVENTS 2015

GTF continues to pursue an ecosystem of excellence through our never-ending commitment to create and develop relationships with thought leaders around the world. This year saw an abundance of exciting GTF-hosted networking opportunities and events. Next year will prove to be even more thrilling as we have established several new and interesting partnerships that include:

UN Women: The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact. It merges and builds on the important work of four previously distinct parts of the UN system, which focused exclusively on gender equality and women's empowerment. This new partnership is part of GTF's five-year plan: to help strengthen the role of women leaders worldwide.

The New York Academy of Sciences: GTF is proud to be an implementation partner for the NYAS Global Stem Alliance Project, which aims to encourage students to pursue STEM careers through education and mentoring programs with young scientists.

GTF will also host roundtables, seminars and networking events throughout 2015 and will co-host with the Carnegie Council for Ethics in International Affairs a very important Conference on Leadership & Accountability that will take place in Athens, Greece.

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 2015 Awards for Excellence.



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GLOBAL THINKERS
Creating Shared Value, Building Global Networks

Why GTF 2014 is dedicated to Arab Women as Changemakers?

Equality between men and women is a significant tool of economic growth and social cohesion. It constitutes a multi-dimensional factor: political, economic, social, developmental, all of these aspects dependent on each other. Recognizing equal opportunities for women, who constitute about half (or more) of the total population of every country, ensures not only a more representative participation of all members of society, but also advancement, progress, development.

Global Thinkers Forum 2014 “Arab Women as Changemakers: A Celebration of Achievements” will showcase the capabilities of Arab Women as Leaders, promote better understanding of global trends and generate opportunities for growth, investment and international exposure. It will bring together leaders and representatives from businesses, governments and civil society with a goal to exchange knowledge, promote business and raise awareness around the success stories for women leaders who lead by example!

