

# **An Investigation into The Perceptions and Experiences of Young Leaders on The Effects of The Applied Distributed Leadership on Empowering Them in The Higher Education Institutions: A Case Study in Three UAE Government Higher Education Institutions**

## **Literature Review**

As in the Thesis Document on the Investigating Teachers' and Educational Leaders' Perceptions and Practices on the Effectiveness of a Teacher-led Professional development model in Abu-Dhabi Private School, which has been written by Khayal Al Allaq. In this thesis, it has been mentioned that in view of the need of education and its practicality especially in the United Arab Emirates (UAE), there is immense need to have the advanced instructional practices by developing practical and effective professional enhancement as it's the need of the hour. As it is significantly need to have the practical implementation of the Teacher-led Professional Development (TLPD) as such development would enhance the perception and experiences of the young leaders (teachers) through having practicality of the distributed leadership by empowering their experienced role in the Higher Education Commission. As it is worth-noted that the TLPD focuses on enhancing the teaching skills, capabilities and techniques through collaborative and reflective meetings, observation of students, and also the cooperative refinement and strategical implementation (ALLAQ, 2020). It has represented that there is immense need of having practical implementation of the TLPD to enhance the educational system in the UAE as it need to reach to the present standard of the European Educational System. There are some findings of the TLPD to have its meaningful practicality in the Higher Education through having meaningful collaboration, achieving school-wide priorities, establishing leadership capacity, enhancing professional learning communities and also merging the effective school leadership (ALLAQ, 2020). As such findings have concluded that the TLPD only lacks the meaningful leadership role of youth as they need to make their learning useful through making its practical in every industry and department of the human resource through implementing the essence of the Higher Education. It is significant to highlight that the findings in the research have been concluded that the policy recommendation focuses on four areas to devise a criteria for the result-oriented PhD, which stresses to improve the policy, need of continuous communication between state, higher education and also intermediate education along with need of assessment and data usage in a coherent manner with the customized

training, professional enhancement programs and also establishing a professional development committee, which need to focus on state-wide and job oriented guarantee and sustainability (ALLAQ, 2020). It has represented that still there is immense need to improve the quality of the higher education in all its spheres to improve the quality of education system as it would significantly affect the education, behavioural and psychological growth of students that will assist them to be a prosperous young leader. It is significant to highlighted by MacPherson et al. (2007) that stresses regarding educational leaders of the UAE to follow an approach of distributed leadership to have a secured active connection among the stakeholders and the relevant community (ALLAQ, 2020). It has represented that the educational system needs a continuous process of advancement, modification and transformation according to the need of the hour in view of the advancement in the science and technology and especially in the higher education. It is pertinent to highlight that it has been stated by Gallagher (2011) that in the UAE, the educational foundations are required to have a professional development plan that is presently non-existent and is also acknowledged as a leading barrier towards successful reform according to the need of the hour (ALLAQ, 2020). It has represented that the UAE have to devise the higher educational planning according to the present advancements in the educational sector in all over the globe in-accordance to their culture and behavioural needs of the students. It has been stressed in this research through referencing to the Interweaving Vygotsky's theory that the improvement in profession is common in the studies regarding the growth in the development, significantly it contains the common characteristics of having learning among the young learners and teachers, which requires interaction, scaffolding and communication (ALLAQ, 2020). As the mentioned theory is stressed to assist to understand and evaluate the effective and result-oriented professional development approaches to improve, diversify and advance the instructional practices according to the need of the hour. It has represented that the educational and teaching practices always need to be updated according to the need of the hour as advancements, research, new approaches, paradigms and techniques are devised day-to-day as man of today is getting advanced at high pace. As the Higher Education through its distributive leadership characteristics could empower the young leader to be independent, self-employed and self-efficient on the basis of their education and the experience that the younger leaders have gained through his education of year and continuous struggle. As it needs to be understood that in present world in view of the evolving higher education landscape, the leadership development and empowerment of the young leaders is crucial for the success and

sustainability of the Higher Education Institutions (HEIs), which is the need of hour and demand of the present advancement and research-based technology. In this research-based study it has been concluded that it has been perceived by teachers that the Teacher-led Professional Development (TLPD) is considered effective for improved collaboration, successfully achieving school-wide priorities, developing professional learning communities, building leadership capacity and also focusing significantly on effective school leadership (ALLAQ, 2020). It has represented that the TLPD is result-oriented, future-based and based on successful accomplishment of the goals to have a successful education system, which is leading towards developing young leaders who focuses on achieving professional development through learning through perceptions and experiences.

The other thesis has been written on Transformational Leadership Practices of Deans and the Perceived Organizational Culture of United Arab Emirates Public Universities: A Regression Analysis Study has been written by Mouwafac Siadoui. It is significant to highlight that the Higher Educational Institutions (HEIs) plays a significant role in developing leadership qualities in the young generation, which polishes their personality in an impressive manner and contribute to make them a useful citizen of the state. As the leadership personality is significantly essential for the organizational growth and development in view of the cultural and societal background. However, it has been focused in this research that deans play a significant role in the leadership development as deans are required to be “aware of the critical role and understanding of culture plays in their effort to stimulate learning and change and how intricately intertwined their own behaviour is with culture creation and management” (Sidaoui, 2007). It has represented that the younger leaders are the product of their educational background and its impact on the personality building, having result-oriented experiences and perceptions towards successful future as it’s the need of the hour. As it has been stressed that the in the organizational culture, there is a foundation of integrating the transformational leadership, which is significantly important to laid down the foundation for strengthening the growth and development of the culture (Sidaoui, 2007). It has represented that the transformational leadership is the result of leading role of the higher education, which builds leadership qualities, interest and struggle and improve the individual towards one’s better self to play a constructive role in the growth and development of the organization and ultimately the country being a responsible citizen. It is significant to highlight that the UAE significantly invests large sum of amount in the education especially of the young generation as the fact has been

realized by the government that the education is the way-forward towards future prosperity and advancement that leads to an excessively globalized economy, which is the need of the hour as the UAE offers free education at every stage of education for all of her citizens (Sidaoui, 2007). As it has represented that the facilities of the education that has been provided by the government plays a significant role in developing distributed leadership qualities, which focuses on establishing shared decision-making and collaborative problem-solving qualities that assists them to use their skills, education and knowledge for the enhancement of the organizational growth and development. It also represented that empowerment of the young leaders focuses on the process of enabling individuals to take charge of their own development and decision-making process, which gives them confident and motivate them towards the process of being independent. It has been focused that the educational leaders who considers approaches of a transformational leadership are “considered role models and contribute to the decision-making by providing quality decisions based on their experiences and expertise” (Sidaoui, 2007). It has represented that being a leader is a continuous process of learning from other experiences and from own to be a passionate role model for others and motivate others to learn from them in a constructive manner to have a result-oriented futuristic goals. As the education, experiences and perception polishes the personality towards developing young leaders, which are immensely needed to have a distributed leadership empowerment in the Higher Education Institutions (HEIs).

The Journal-based article has been written on Leadership Development in Academia in the UAE: Creating a Community of Learning has been written by Ayesha Abdullah and various other authors. It has been focused that the leadership development in academia is developing a lot of interest in view of its its idiosyncrasies and complexities as the recent studies highlights mainly not focusing a development of systematic leadership in academia (Abdulla et al., 2022). It has represented that the leadership development is the need of hour keeping in view the development of the Higher Education and its role in the education sector, development of critical thinking, problem-solving qualities and coherent thinking process in the young generation. As the leadership development is the result of various findings, which focuses on the subjective experiences of academics who have been enrolled in the leadership development is a positive step that focuses on getting the greater knowledge, leadership models, self-awareness, enhancement of emotional intelligence, self-reflection and polishes skills in achieving high performing teams (Abdulla et al., 2022). It has represented that the leadership development is a long-lasting process, it needs

experiences of hard realities of life that polishes the personality into leadership qualities and motivates an individual to never give up through being motivated of accomplishing every ambition. Whereas on the other hand, the subjective experience is formulated through development of leadership by having experience, communication and interaction with other leaders in a circle of learning (Abdulla et al., 2022). It has represented that there are difference ways of experiencing and learning leadership as one could also learn through books (literature, research-based studies) to have an objective and opinion-based findings to be an un-biased and impartial young leader. It has represented that the higher educational institutions play a leading role in forming leadership qualities in an individual and ultimately assists to be an exemplary young leader. As it represents that the academia is significantly needed to be improved, developed and advanced keeping in view the advancement in science and technology, approaches and theories development in the social sciences as learning is a continuous process and it needs to be a leading stone in developing young leaders for having a bright and flourished future. It has been stressed that the findings have shown that there is a common issue in that higher education institution leaders are typically promoted through academia, but contains very less managerial or leadership development (Abdulla et al., 2022). As these are those leading issues that are notable in the industry or organization when the individual lacks leadership qualities and also acknowledged as a less experience of the academic institutional issues, which hinders the motivation, hard work and encouragement capabilities to be a successful individual for an organization. It has represented that the higher education should be focused mainly with the leadership qualities that they could deliver best quality of education and learning-based experiences from the educational institutions that nourishes the personality of an individual to become excellent and example-able candidate for any organization's success. In this research, it has been focused by (Douglas, Merritt, Roberts and Watkins 2021) that the systemic leadership development is an approach that leads to leadership development, which suits to an academic organization to be in an open system that faces various complexities that promotes organizational effectiveness (Abdulla et al., 2022). As the leadership development through a systemic perspective focuses on the social capital, which is called as the social relationships and networks among the organization, develop abilities for every individual that follows to the development of personal, social and economic well-being. In the leadership development formulates and assembles human and social capital to have a contribution towards a systemic growth of an organization as an end-product and achievement (Abdulla et al., 2022). It has represented that the

qualities of a distributed leadership are the result of environment, social and cultural growth and learning that is provided to an individual and mainly the environment of home and educational institution plays a leading role to be a true, successful and exemplary leader. It has represented that the individual experiences matters a lot in the learning sessions and experiences and perceptions are also build on the basis of learning through experiences of others, understanding others definition of pain, happiness, hard work, success and list of unending experiences as such experiences develops an exemplary young leadership, which is significantly needed to have a advanced and developed UAE in-comparison to other countries growth and development and especially increase in literacy rate, improving the standard of education and access of the masses towards having education of quality and free also as it's the responsibility of the government. The distributive leadership plays a significant role in establishing a result-oriented ambitions, goals and future of an individual to be a successful and renowned young leader who could be an exemplary for the young generation. As the perception and experiences plays a significant role to be a successful young leader to have a successful leadership qualities, as perception and experiences are based on societal background and cultural development and the environment, which is provided to an individual to be a successful citizen for the growth and development of the country. The other Journal-based article on Perceptions of Teacher Leadership in the Arab Region: A Comparative Analysis of Three Countries, which is written by Waheed Hammad and various other authors. As in this focused study, there has been a comparison made-on perception of teachers regarding teachers' leadership in the three Arab counties, named as Egypt, Oman and Qatar in which the Teacher Leadership Inventory Tool (TLI) has been used to analyse the factors and also the demographic variables that has been linked to teachers' leadership in the mentioned countries (Hammad et al., 2023). It has represented that such leadership tools analysis assists to made the comparison between the various factors in-accordance to quality of education, access to the education facility and various other factors are the key elements to analyse the comparison. It has been stressed that the present study is focused on the four pertinent factors, which has been acknowledged through the TLI; Sharing Expertise (SE), Sharing Leadership (SL), Supra-Practitioner (SP) and Principal Selection (PS) and it also evaluated that the perceptions of teachers differ on the basis of control, gender, or the type of the educational institution (Hammad et al., 2023). It has represented that the data that has been collected from the mentioned countries has been from the teachers of primary and middle public schools as such difference's effects on the

comparison analysis. It has been concluded by the results that there have been resemblances and also variations between the three mentioned countries as exemplified, the sample of the Qatar provides the highest score on all of the TLI factors, which has been followed by the Egypt and then the Oman (Hammad et al., 2023). As the differences have been observed on the basis of the educational institution and gender and on the basis of results, there is always a room for improvement and adopting the futuristic models. It has represented that the differences in the standards of the educational institutions significantly create differences in the quality of the education system especially in the Higher Education, which ultimately effects on the personality development in view of the societal and cultural differences and above all the environment of home and the educational institutions plays a massive impact to be an exemplary young leader or not. As the differences of an individual are the result of the various factors as mentioned earlier, the experiences and perception gained in the learning process and above-all the goals are pre-determined on the societal and cultural impact on the individual's personality.

In other Journal-based article on Teacher Leadership and Educational Reforms in UAE, which has been written by Dr. Syed Nadeem Abbas. It has been stressed that Teacher is considered as a leader because it's a responsibility on him to transform the perception building of his students in order to transform them into a better citizen of the society and to be an independent individual (Abbas, 2012). It has represented that teachers play a massive role in making every individual a better human being and especially to know his useful worth in the society through being a responsible citizen. It has been stressed that in the UAE and in other Muslim Nations are inferior from the core development of the educational system due to cultural and societal restrictions that do not allow individual to achieve their futuristic goals instead everyone is supposed to follow the system of social mechanism of collectivism, in which hard work, accomplishing goals and having futuristic ambitions or goals is not encouraged but following the family business and having a lavish life-style is preferred (Abbas, 2012). It has represented that the societies, cultures and the living background significantly effects on the life-style adoption, which ultimately polishes personality of an individual and determines the futuristic path to be a young leader or not. As the life-style, living habits, cultural pattern and societal background mainly focuses on the ambition's selection, shapes the thinking process, perception building, differs on the experiences and ultimately focuses on making an individual a useful citizen for the successful development of the country or not. As it has represented that in the Arab countries, the teachers could not play a leading role to establish

the leadership qualities in an individual due to rigid cultural and societal background that does not permit masses to be a different but they have to follow the set culture and traditions, which has been followed for centuries as thinking differently is not appreciated and considered to be on right path of being a responsible citizen (Abbas, 2012). It has represented that beyond perceptions and experiences of youth, there is society, culture and traditions that one is bound to follow and shape one's thinking process, habits and ultimately personality formation in view of those barriers, umbrella of the fore-fathers' traditions and life-style, which ultimately makes one young leader of that society and ultimately differs in the qualities from the western countries. As the societal and cultural background of the United Arab Emirates does not provide the suitable environment, which will be exemplary for achieving an academic leadership because teaching is considered as a lesser-level profession in the Arab countries that prevents teachers to have their dominant role in exercising leadership and have their significant role in upbringing students to be a young leader (Abbas, 2012). It has represented that the societal and cultural differences play a significant role in an individual's life to have a bright future being a young leader or to live a life like a lay-man. However, the educational development in the Arab countries need to be advanced, free and according to the standards, quality and goals' dimension of the European States to be a successful Muslim Countries, which has to be advanced and flourished with technological advancement according to the need of the hour, but for achieving such ambitions the living-style, barrier-based cultural and societal patterns need to be transformed to have a better and flourished Arab country. Its need of the hour that the Arab countries have to focus on the development of the Higher Educational Institutions' advancement keeping in view their societal and cultural traditions to have bright future for its young generation, which is ultimately required to be a young leaders and have to be an example for the coming generations but for achieving this dream the UAE policy makers and intellectuals have to think-out-of-box and look for the areas of improvement in cultural and societal development mainly as it plays a significant role in an individual's personality development.

The other Journal Article on Perspectives of Teachers' on the selection and the development of the school leaders in the United Arab Emirates, which has been written by Solomon Arulraj David and Abdulai Abukari. In this article, it has been stressed to evaluate the perspectives of teachers on selection of the school leaders and strategies for development to recommend purposeful strategies, which are relevant to the context of the United Arab Emirates. In this research, the data



has been gathered through group discussion of school teachers who have attended the module on “leadership for school improvement”, which has been taught by various researchers (Ayish & Deveci, 2019). It has represented that this report has been used as a transcripts and thematic analysis has been done to analyse the results as the results have shown the strong motivation for heading towards achievable objectives to have the dignified selection of the school leaders. As there has been extensive interest to engage scholars and implementing accredited that progressed professional development training to develop the school leaders (Ayish & Deveci, 2019). It has represented various findings and studies that have been concluded through various methods, which focuses on that the findings of this study provides needed insight for the decision makers to have the better selection and development of the school leaders in the UAE. As this research has focused on the social and cultural values of the UAE to be evaluated in the selection and development process of the school leaders in the UAE (Ayish & Deveci, 2019). It has been highlighted in this research to highlight the possible gaps and also scope for future research regarding the school leadership through analysing the samples and the cases and its conclusive results to better the higher education system with aim to have young leaders. As this research have also highlighted the implication of the society through having leadership development in view of the social and cultural values that shapes the personality of an individual and also the thinking process to make an individual a useful citizen for himself and the society (Ayish & Deveci, 2019). It has represented that the educational outcome and impact on the decision makers should be thought provoking to work vigorously on the selection and development of the school leaders in the United Arab Emirates as it’s a dynamic need of the hour. The educational and societal development is significantly required to be future-oriented and individual-centric or customized to make such development highlighted in individual’s personality so one could play one’s constructive and positive role according to one’s interests, thinking process, unique personality and also enriched cultural and societal values from the childhood as it’s the need of the hour. The educational and even counselling institutions should play their imminent and significant role in the youth leadership development to make the masses come out of their anxieties, traumas’ and depressions that have affected their personality in a negative and destructive manner as leadership development should enable individual to live with one’s flows and accept and face the reality with determination, strong will-power and be motivated in tough and hard times as it’s the aim of be an youth leader.

The other article on Taking Stock and Looking Forward: Leadership Development in the Arab World written by May Al-Dabbagh and Christine Assaad, which has focused on the leadership development programs in the globe of Arab. As it has been stressed that the difference between the leadership development and leader development is interlinked to the difference between the social capital development and human capital development (Wagner, 2010). It has represented that the aim of the leadership development programs is to improve the young leader's development parameters, involving character building, enhancing educational and religious learning and making them a better human being to be beneficial for themselves and for the society. As the educational institutions are aimed to facilitate with integrated or standalone leadership development for their students and also for-profit executive educational courses for the customers (Wagner, 2010). Even it has been stressed that the organizations of the private sectors do provide management and leadership development courses as making it part of the employment development plans to equip their skills with their management ranks (Wagner, 2010). It has represented that the international organizations do fund and also provide training facilities at the national and also at the governmental level as they have been expected to provide a leading role in the decision-making procedure at the national level. As the tailor-made training programs are provided to the clients to have time-based adapted courses and modules according to the customized needs. It has been highlighted in this research that the framework for the national development on the development of the young leaders cater various benefits, which are sustainability through assuring programs to be financially supported and approved by the government, to promote benefits for women as an priority, extensive networking events for women, as the program is nationwide so it allows building connections among other nationals of UAE, and at last it also provides opportunities and facilities that are not political and based more on egalitarian and assists the lessens the involvement of the local politics and increase the learning space for the participation of the upcoming young leaders (Wagner, 2010). It has represented that in the UAE-based society there is immense need to have educational programs, seminars and conferences that are merely for the development of the young leaders and do not endorse the political impact and the interests that effects the quality of the programs offered, as such trainings and programs need to be unbiased and non-political in any aspect to have a career development in an impressive and need-full manner. It is pertinent to highlight that there are various challenges, which have limited the leadership development as in the globe of Arab, there should be focus on leadership development with aiming it to be in benefit

of the public, resolving the tension between the dominant “Western” perspective regarding the leadership and in accordance to the “local” culture, traditions and societal norms (Wagner, 2010). It has represented that the globe of Arab has to adhere to shape the leadership development in accordance to the customized needs of the society as the society gets advance, modernize and developed with the passage of time, educated youth and also it needs to be according to the limitations and boundaries of the societal culture and traditions. It is significant to mention that in the globe of Arab, there is immense need to have variety of leadership development programs, which are predicted to be impressive and increased to have prospective young leaders as such serious issue have been not concerned in past and it’s the need of the hour to understand its need and effectiveness for the leadership development in youth in accordance to the regional and nationwide needs (Wagner, 2010). It has represented that there is immense need to have learning-based environment to have the participation of researchers and practitioners in the educational institutions to have the effective leadership development that is based on futuristic results and aims. This research has also stressed to make the society progressive, literate especially in the technical, medical and conflict and problem-solving disciplines to have the skilled-based youth who is capable to be impressive young leaders and to create a progressive culture-enriched society. The other research journal on A systematic review of English medium instruction in higher education, which is written by Cambridge University Press as it has stressed on the higher education (HE) is mainly required to increase the growth of EMI phenomenon in the extensive field of research outputs with having various phases of education (Macaro et al., 2017). It has represented that the extensive review that contains the 83 studies in HE documents through the growth of EMI through various different geographical areas. As it is stressed that the beliefs of the university teachers and students have focused on teaching through the academic subjects, which developed English proficiency without a detrimental effect significantly on the content learning (Macaro et al., 2017). It has even stressed on the stakeholders to have the serious concerns in regard to introduction and implementation of the EMI despite sometimes, which recognized the inevitability to highlight the need of the higher education in the young leaders. But there have been insufficient studies, which has represented through the classroom discourse, kind of practice that led to the beneficial outcome as it has represented on the need of increase in the need of the higher education and also research methodology prevalence in the higher education. As the Kingdom of Saudi Arabia, the United Arab Emirates (UAE) has taken the traditional step through

using EMI in the federally funded tertiary institutions as the policy documents of the Ministry of Higher Education and Scientific Research (MOHESR 2007), which has been dated back in the 1970's that has been stated 'qualified faculty that meet international standards would be employed' and also 'instruction would be predominately in English' as it stressed on highlighting the improvement in the higher education system ( Macaro et al., 2017). It has represented that in the UAE, there is immense need to improve the quality and significance of the higher education as it's the need of the hour to improve the motivational and attitude improvement in the young generation so they could be a useful citizen for themselves and for the society through their educational, social and cultural needs. As it has been highlighted that in Qatar, Ellili-Cherif and Alkhateeb's students have shown their views that English has been even the higher status than the Arabic as there has been an extensive need to improve its career perspective (Macaro et al., 2017). It has represented that there is an immense need to look on the need of the higher education and its perspectives in the United Arab Emirates. As it has been highlighted through this research even the students have under-scored in the grammar post-test in-comparison to the pre-test as there has been lack of comparison and competition, which represented the particular gain in the same-group only as the sample has been focused on 205 primary participants have been reduced to 63 as it has affected on the result statistics. It has stressed on the immense need to look-after on the improvement of the educational standards, statistics that increases the enrolment number and pass out with higher grades in the higher education as it would assist in improving the quality of education, its accessibility to the masses especially to the lower and the middle class to improve the living standards, literacy rate and policy-planning for highlighting the significance of the higher education to the masses.

The other thesis on Perception of School Leadership in the United Arab Emirates (UAE) has been written by David Litz as it has been focused that the even the transformational leadership degree has been in prominence and demand in the schools of the UAE. As it has provided the perspective guidance on the same school leaders through the background and practical guidance regarding the highlighted approach of the educational restructuring (Litz, 2014). It has represented that there is immense need of developing the educational curriculum and higher education that develop the young leader's approach and manifest learning perspectives in the upcoming generation. As in the United Arab Emirates there is immense need of the educational needs according to the advanced era needs and technological advancements. It has been highlighted that the conceptual framework

has been stressed on change theory, transformational leadership, perspectives of stakeholders and also considerations of the cross-cultural perspectives as it's the need of the hour (Litz, 2014). It has represented that in the culture of the UAE, there is accepted culture and traditions that acknowledge the advancement of the educational system, developing leadership skills and providing training to the upcoming young generation to reform the educational system according to the high-educational standards of the era and especially in-comparison to the Europe. It has been stressed that the educational policy has been focused to enhance the understanding development, character-building, community values to educate students to have an effective modern knowledgeable society and also to organize social and political support for the investment in education in order to achieve national prosperity and development (Litz, 2014). It has represented that the educational reforms, character development and management from lower to higher level is the need of the hour to modernize the educational system according to the pace of hour.

In other book on Impactful Influence for Modern Leaders: How to Use the Power of Influence to Lead Other People Towards Success, which is written by Paul A. Wyatt. In this book the author has focused on highlighting the qualities of influential leaders that could bring dynamic and drastic changes in the society and in the life of masses through highlighting various tools, tips, techniques, insights that could significantly effect on the personality of an individual to play an impressive role of the leader to change his life and of other in a positive and constructive manner (Wyatt, 2022). It has represented that there is immense need of such writers or books that could shape the personality of an individual in a constructive manner and the individual could set example of oneself for others and assist others to come out of depression, anxiety and use one's potentials in a constructive manner to be a successful leader for the growth and development of the society. As this life-changing book will enhance the personality of a reader to have trust on one's capabilities and also for the teams to have such team-work i-e based on creativity, and make one capable enough to face the challenges and changes in life with determined and motivated in even the hard, challenging and tough days of life when one does not see the positive side of the coin (Wyatt, 2022). It has represented that in team-work there should be always a room for strategic mistakes, to take benefit from every possible opportunity to get the best of the perspective and the specific time-frame to be a useful individual for oneself and others through contributing positively in society. It has been also highlighted that the skills, capabilities and capacities of individuals' and team members should look for the out-of-box solutions and problem solving thinking strategies to

devise impressive changes in the thinking process and personality that develop more confidence, strength to face the harsh realities and to come out of them through keeping one's integrity and respect in one's community and in the society as present day problems are challenging and are also individual and society centric (Wyatt, 2022). It has represented that the personality and thinking process of an individual and the team members should be capable of never giving up leadership skills to make one capable enough to be an exemplary leader for the youth especially in the education sector as the educational growth and development shapes an individual to be a successful and exemplary young leader. Its need of the hour that the young leadership skills should be enriched in students at higher education level so they could contribute their positive aspect, skills and polish their capabilities and potentials according to the societal needs, changes in the society in view of the traditions, customs and norms of the particular society. So, the leadership training at higher level should enrich individual to be a individual-centric or customized keeping in view the qualities, potentials, capabilities, thinking perspective and personality of an individual as every individual is a gem in one's sphere that need to be empowered and highlighted to have one's space and emphasis on the growth and development of the society, country and at regional and global level as decision of every individual makes an lasting impact either positive or negative. The other thesis on An explorative study into the influence of principal's leadership style on building and nurturing students' leadership in a school: a case study of a private school in Sharjah, which is written by Nasab RMR (MHD). In this thesis, it has been focused to understand the potential influence of analysing the role of school's principal's leadership to generate leadership qualities in students and assists them to be motivated to be a leadership like their leadership. It has represented that the present educational reform projects are primarily focused on capacity building in students and teaching lifelong qualities in the United Arab Emirates (NASAB, 2021). As it has represented that that the UAE should understand, evaluate and enrich the leadership skills in its young generation keeping in view its cultural and societal differences and needs as it's the imminent need of the hour. As in this research, the three theories have been highlighted to understand the various perspectives of leadership development, which are Transformational Leadership Theory that has been presented by Burns (1978), Youth Leadership Development Model that has been presented by Redmond and Dolan (2016) and lastly, the Emotional Intelligence Theory that has been presented by Salovey and Mayer (1990) as these theories have highlighted various aspects of shaping and developing one's personality to be a better human being

and come out of the negative aspects of the personality (NASAB, 2021). It's the need of the hour that the educational institutions focus on such curriculum, extra-curriculum activities, and religious class syllabus that focuses on leadership development and shaping the personality and thinking process of the students in a constructive manner that assist them to be an exemplary youth leader in the future. It has represented that the aim of this research has been to develop leadership capabilities in the students through learning perspective to develop building capacity, implementation of the curriculum in a constructive manner to develop leadership qualities and also developing impressive qualities of character building (exemplary leadership qualities of principal) (NASAB, 2021). It has represented that every institute should focus to have such staff that could be a role model for the students and assist them to shape their personality with the leadership qualities as the personality development starts from school. The educational institutions especially in the higher education system and the higher educational policies and decisions should be based on developing leadership qualities in the students to have youth leaders in future that could take the country towards growth and development in view of the cultural and traditional dynamics.

The report on Empowering the Next Generation of UAE Leaders, which is focused by the joint collaboration of UAE and USA. In this report, which is focused on various stories it has been highlighted the partnership-based working of the UAE and the US to empower the coming generation of the global leaders through making them part of programs in various sectors like education, government, entrepreneurship and more like these (UAE USA United, 2023). It has represented that the UAE and USA have to work on the leadership development in their countries according to their norms, values and traditions as such differences in both states are at extensive level, which is the imminent need of the hour. It has been highlighted in this report that in the year 2016, a female Minister of State for Youth Affairs has been appointed in the UAE known as HE Shamma Al Mazrui who has been only 22 years at that time (UAE USA United, 2023). It has represented that with the passage of time, the UAE have acknowledged the need of women empowerment along with leadership development as that's the reason UAE is behind the US especially in the educational development, which is the need of the present advancement and enhancement of the learning capabilities. As the UAE has started working vigorously on their youth development as for the 2020 Arab Youth Survey, UAE has been ranked on top for the ninth time consecutively, which is a milestone and a great achievement of the present time as it represents the dedication of the UAE towards leadership development (UAE USA United, 2023).

As in this survey, the respondents have voted to UAE for her security, safety and also extensive opportunities of employment as these are the plus points, which are focused by the youth of present to be prosperous future. As in this collective collaboration, it has been stressed to equip the coming generation with resources, skills and also relationship that are in-accordance to survive with the global challenges as it's the need of hour and also present advancements (UAE USA United, 2023). It has represented that in this report the collective effort has been stressed significantly for the proper usage of the Artificial Intelligence (AI) as it highlights the significance of youth working jointly across borders as it should be part of the leadership development. It is significant to highlight that in the year 2017, the UAE have established state-of-the-art Youth Hub in Dubai with the cooperation of the American partners like General Electric, Microsoft and also Ford and Mastercard as the aim of this hub has been to connect the young Emiratis to other part of the advanced world, develop skills and enhance creativity and also entrepreneurial project as this step has been a prospective step towards bright future (UAE USA United, 2023). It has represented that such collective ventures should be part of bilateral ties between states to empower their youth with future-oriented skills and to make them a living asset for the coming days based on their skills, education and also leadership qualities. It has been highlighted that there have been various collaborative educational advancement agreements and exchanges between the UAE and USA as in the year 2021, there has been partnership between the Anwar Gargash Diplomatic Academy and the Johns Hopkins School of Advanced International Studies to educate and equip the coming young generation of youth leaders regarding the international relations to endure the existing global challenges that need cooperation at regional and global level future (UAE USA United, 2023). It has represented that such educational ties and collaborations should be made at extensive level because at great pace, the global dynamics are evolving and it needs cooperation of the state to endure and survive such challenges, collectively. Even there has been educational exchange, between both countries known as the Emirates Leadership Initiative that's has been formulated through the Harvard Kennedy School of Government and the UAE to make the educational and obviously cultural exchange as it assists students to learn through their experiences' and enhance the advancement and progressive opportunities (UAE USA United, 2023). It has represented that such educational or cultural exchanges should be part of the bilateral ties as it would educate students to learn co-existence, tolerance and enduring the persistent global challenges collectively and common issues of both states that affects the young leader development. The significant step



has been taken between both countries that the students in the Dubai-based Al Ghurair Foundation for Education's Open Learning Scholars Program that could also follow the masters' degree through the Arizona State University (ASU) through online platform future (UAE USA United, 2023). It has been a collective learning opportunity for the students of both countries and also learn their culture, understand each other opinion and learn how to enhance one's learning skills to be an exemplary young leader. Even there has been significant technological advancement between both countries as through the The Massachusetts Institute of Technology (MIT) that have played a dynamic role in the construction of the Masdar Institute of Science and Technology in Abu Dhabi as it has been stressed through this institute that has been aimed to provide the advanced energy and sustainable technology, which has been connected through the Khalifa University of Science, Technology and Research and Petroleum Institute (UAE USA United, 2023). It has represented that such technological advancements should be part of the states' or regional ties as it significantly effects on the growth and development of the collaborating states and provides immense opportunities for the young development and also enhance the leadership qualities as it's the need of the hour. Such regional collaborations should be considered and focused at the governmental level to enhance the leadership development skills that are based on culture and experiences sharing of both countries in-result of youth exchange programs as such prospective steps are the significant need of the hour to prepare the coming young generation to handle the global challenges with the leadership qualities that could empower the youth with best of their potentials and capabilities. It is significant to highlight that in the year 2020, the first Emirati-Israeli youth circle has been organized by both governments to discuss the need of inter-faith negotiations and tolerance (UAE USA United, 2023). As such collaborative negotiations should be organized to educate the masses regarding the religious tolerance and accepting and understanding others' viewpoint as religious freedom is the right of every individual. Whereas, in the year 2016, the UAE Federal Youth Authority have organized Youth Circle Initiative to provide a platform to youth to share their thoughts on specific policies and global challenges to have a discussion-based solution, which is according to present advancement and also problem-solving techniques (UAE USA United, 2023). It has been highlighted that such regional ties should be focused by both the governments or countries to provide the prospective future to the young generation who could learn from each other experiences, enhance the educational, cultural and social development and also psychological and cognitive development, which significantly shapes the dynamic aspects of

the leadership development and also make individual capable to be an assets for one's country and ultimately for the regional and the global development. As such thought-provoking platforms and collaborations should be part of the bilateral ties as the world has to act and live according to the standards of the global village as it's the demand of surviving and fighting the regional and global differences, conflicts, religious intolerance, and significantly developing the young leaders who can put their best to empower the globe with peace and security and co-existence as it's the significant need of the hour to live and prosper peacefully.

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