

## THE RISK - A LEADERSHIP STRENGTHENING RESOURCE

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**Abstract:** *the intention to trace a causal interdependence between the existing global risks and how they create a platform to remedy them through the direct involvement of a leader opens a wide space for extensive and intensive research. Examining the examples in this direction contributes through the factual specificity to the advance of some deductions. The discussed aspects, in the situation when uncertainty acclimatizes and becomes the natural element of reality, the leader profile as well as the leadership process will naturalize by accepting risk as a resource for development and strengthening.*

**Keywords:** *uncertainty, risk, leadership, degree of compliance, robustness*

**JEL Classification:** D 81, F60, F61

### 1. Introduction

It remains an ongoing challenge to define the sum of qualities and skills that would have the advantage of creating an adaptation to an increasingly uncertain environment with its many variations, thus requiring contemporary man to be exposed to turbulent situations as well as to remedy contortion by forming thresholds of resistance. As a consequence, uncertainty becomes an indication of modern reality, a fact demonstrated with the support of research through which we are encouraged to scale reality with the help of the World Index of Uncertainty [1]. Therefore, in accordance with the announced specificity of reality, scientific researches (Bloom, 2023) whose epistemic framework signals risk and ambiguity as derivatives of uncertainty are increasingly relevant. In other words, risk would be the first indicator to assess uncertainty, and once it increases, it increases ambiguity. By extension of reasoning, the more the gradation vector moves towards the area of risk and ambiguity, the more the results of decisions, following our actions, will be adrift. The layout of this observation helps us to identify a causal infogram between the development of a leadership model that acts in a contextual framework conditioned by risks [2].

The research results highlight the negative economic effects following shocks caused by uncertainty. As a result, we emphasize that not understanding or postponing analytical observations in order to identify a leadership development platform could make a decision-making institution vulnerable as it is meant to be. The incoherent and placid definition of the content of skills, competences, qualities would divert the expectations of the development of a model, endangering the pattern of its formation. From what has been said, it emerges that the environment of the existing reality with its challenges creates together with them the availability of identifying a leadership profile.

*Such an approach facilitates the projection of hypotheses by which risks become indicators of leadership growth, provided that the leader manages to transform the consequences of the negative impact into a development strategy. To what extent the presented events reinforce this perception in the margin of the risk segment in an analyzed state space is the focus of this research. The foundation from which the argument starts is of an empirical nature, because it allows us to test the behavior, the action, the quality*

*of the decision of a leadership in which the risk is equivalent in a certain understanding to the "Mariana Trench", recognized as a major challenge. The potential of leadership is distinguished in this case by the feelings of security and protection, which decisively expand the adhesion space of its followers. What are the areas that create the pressure to develop a leadership to fit the response to certain challenges remains to be seen.*

## **2. Materials and methods**

The article starts from an axiomatic construct through which it tries to elucidate the leadership approach through the lens of risk theory increasingly seen as a formalizing indication of the reality we live in as well as a resource for exploring the possibilities of fighting its negative effects. Therefore, the stake of the research in question is exploratory and idiographic to create the necessary investigative path. For the data collection, the author chose questioning techniques, which helped to identify the causal loops between leadership - risk - the creation of a strategic vision, the manifestation of which is identified with the decisions of a leadership. The Global Risks Report, presented at the Davos Economic Forum, for the year 2023 served to identify the path of data collection downstream as a generative force [3]. The analytical processing of the data presented in the Report helped to substantiate some hypotheses, which in turn were exemplified with case studies. So, the hypothesis of the given study is the following: in the conditions of a reality in which the factors of turbulence and uncertainty are circumscribed to its description, the development of leadership provides the necessary platform to generate efficiency in conditions of high risk. Or, the risk becomes the resource to create a platform for enhancing leadership.

## **3. Results and discussion**

### **3.1. Profiling Role Aspects Between Leadership and Manager**

Starting from research that has identified the major distinctions between the role of leadership and manager, we found it necessary to offer a dichotomous interpretation of these roles, tracing the key components. In turn, the leadership role profile reveals the existence of a barycenter of influence, vision, and the ability to align with the tribulations of the human being for which he is ready to take high-scoring risks. In other words, the high risk becomes a resource for the growth of leadership, especially it feeds on the precondition of man to ensure his security and protection in all areas of human life. Thus, in the generality of its approach, risk in this elaboration designates an event that generates a negative impact on the reality in which man lives and acts. As a result, we advance the idea that the greatest "damages" produced by risk would be the weakening, worse degeneration or even atrophy of the mechanisms of robustness and securing vitality, in the conditions where reality itself invites us to see risk as a resource for strengthening resilience mechanisms. The leadership enhancement mechanism involves an action strategy in high-risk conditions, with the assumption of commitment that would reduce its exposure. The findings allow us to project a field of interpretation of the concept of leadership, as well as, by comparison, of the concept of manager, highlighting characteristics that contrast and create the imprint of some differences (Table 1)

**Table 1. Distinction between the role of Leadership and Manager**

<p><b><u>Leadership</u></b>                  boosts                  Create                  TOMORROW                  Vision                  Strategic                  Definition of objectives  <u>Long term</u>                  scope  <u>Unwritten</u>                  HIGH RISK                  question                  People                  courageous  <u>Influence</u>                  Inspiration                  Commitment                  Context</p>	<p><b><u>Manager</u></b>                  Support                  Imitate                  TODAY                  Plans(<u>Planning</u>,personal remark)                  Tactical                  Putting the objectives into practice  <u>Short term</u>                  Acts  <u>Written</u>                  LOW RISK                  Answers                  things                  Lie  <u>Control</u>                  education                  Compliance                  Content</p>
<i>Notional field of own interpretation</i>	<i>Notional field of own interpretation</i>
<p>The person who has the consciousness of belonging to a group / community for which he announces a commitment to create a unifying future, acting in conditions of high risk, with the assumption of the consequences of his decisions, the aspect of which involves the exercise of an influence capable of being the driving force of adhesion of others in achieving their goals.</p>	<p>The person who is aware of some professional attributions having decision-making leverage in order to identify and adapt solutions in accordance with certain protocols that are to ensure the overcoming of certain blockages.</p>

*Source: According to Timothy R. Clark (2018), Character and competence in Leadership, Amaltea Publishing House, Bucharest, ISBN 978-973-162-180-7, [4, p. 81].*

The concepts of leadership and manager, defined by the author at the bottom of the table, offer to interpret risk as a specific factor of the existing reality at the same time as a resource for strengthening leadership.

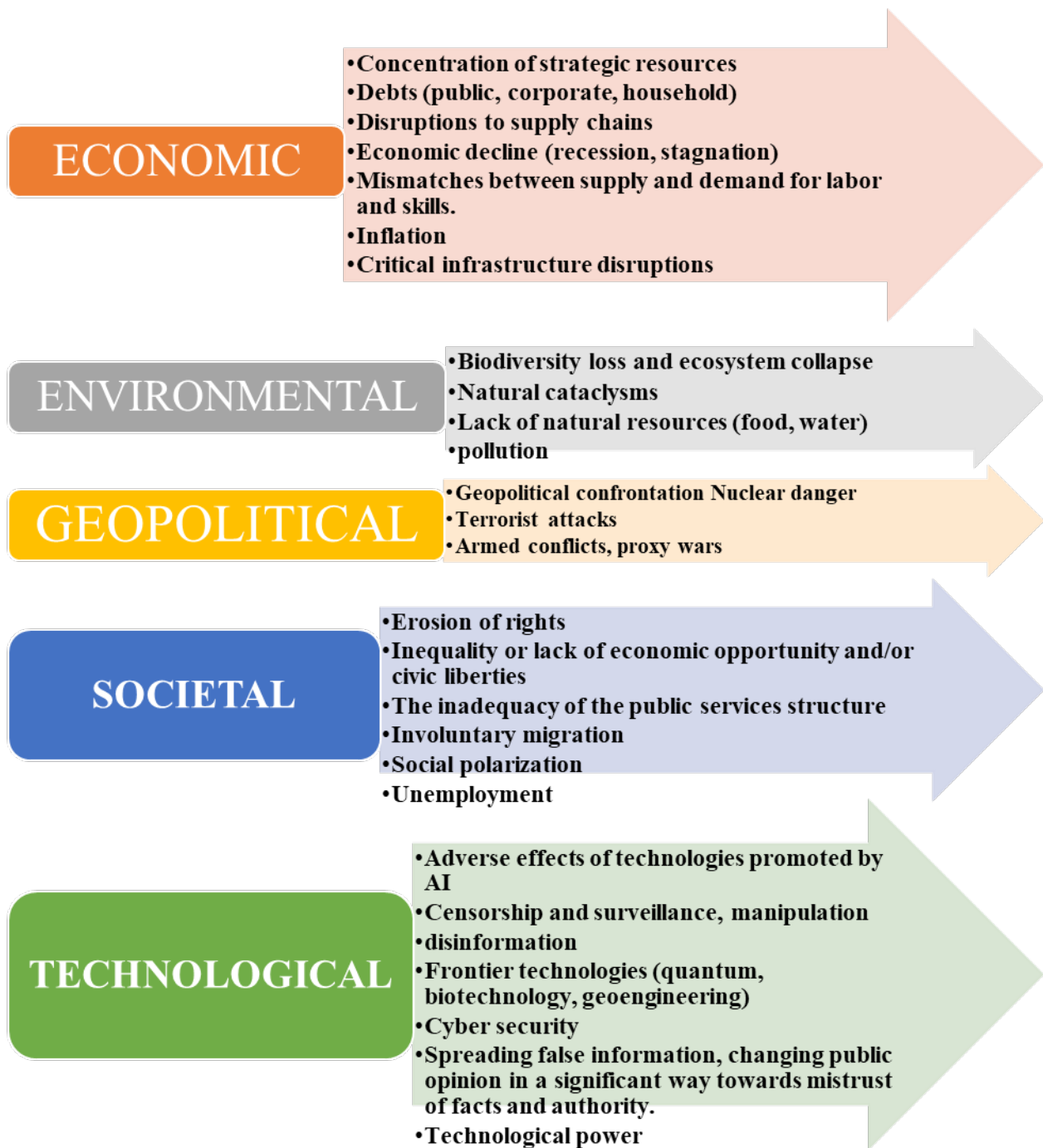
### 3.2. Risk - incentive to strengthen a leadership

The reference report Global Risks Report 2024 (GRPS) focuses attention on changes perceived as global risks with collapse effects, presenting them in a time horizon following the severity of their increase as well as the frequency of descriptors of a certain area of the existing reality. Global risk, in the given elaboration, is interpreted as "the possibility of the occurrence of an event or condition which, if it were to occur, would have a negative impact on a significant proportion of the global..."[3, 96]. The Global Risks Report sets the boundaries for a severity in future expectations by introducing the concept of structural forces to examine the impact of global risks over the next decade. The concept establishes the extent of their degenerative effects whose roots are: technological acceleration; geostrategic changes; climate change; and the demographic bifurcation. Each of these structural forces of the global landscape becomes the trial of the evolutionary aspects alongside the involutive ones that humanity is testing (Figure 1).

The contextual framework reverberates with the clustered construct of humanity today. It should be noted that climate change is seen in the trajectory of de-carbonization policies following the 2015 Paris Agreement, and the speed of implementation of these policies will determine future results. With a moment of attention, the list of risks with clear warning signs discusses the problem of the decrease of the source of fresh water, of the availability of hydrological sources, as a result the awareness of the agrarian system entirely dependent on this factor. As a result, climatic risks will cause discussions on the issue of food, water and health security, which will be factors to be taken into account for decision-making, especially as they could stimulate adverse effects such as migration, relocation of places of production and not only. Against this background, advanced technologies in the field of geo-engineering create expectations of recovery for developing economies. As for the technological changes, they aim at policies to regulate the border between man and everything that is anti-anthropocentric, i.e. machine. Geostrategic changes presuppose the identification of the source of concentration of geopolitical power, influencing alliances, the possibilities of alignment with power centers, an offensive and defensive decision-making framework on the part of political power. Economic power is increasingly contextually aligned with military power. As a result, power sources are increasingly associated with resource assets of raw materials converging with technological ones. And the demographic bifurcation explains the heterogeneous and disproportionate growth of the population, with Asia being the continent that will generate a continuous increase in growth. Indisputably, demographic changes involve related social and economic changes. The effects of the disparity between states with a continuing aging majority population, along with rising life expectancy and declining fertility rates are causal loops to reckon with. In turn, adaptation efforts trigger discussions about financial shortages, infrastructure investments, lack of economic opportunities.

The GRPS 2024 results set a predominantly negative outlook for the next two to ten years, with continued deterioration. The risks that will shape the global environmental landscape result from: Climatic, demographic, technological, geostrategic changes. And their generative effects group the palette of global risks into 5 categories: economic, environmental, societal, geopolitical, technological. The synoptic panel of turbulence specific to the reality we live in configures volatility and uncertainty as descriptors especially to be taken into account. Figure 2 covers the top 10 risks from a list of 34 presented, which provides clarity at the outset of the perceived severity of the risks ranked in the top 10 positions.

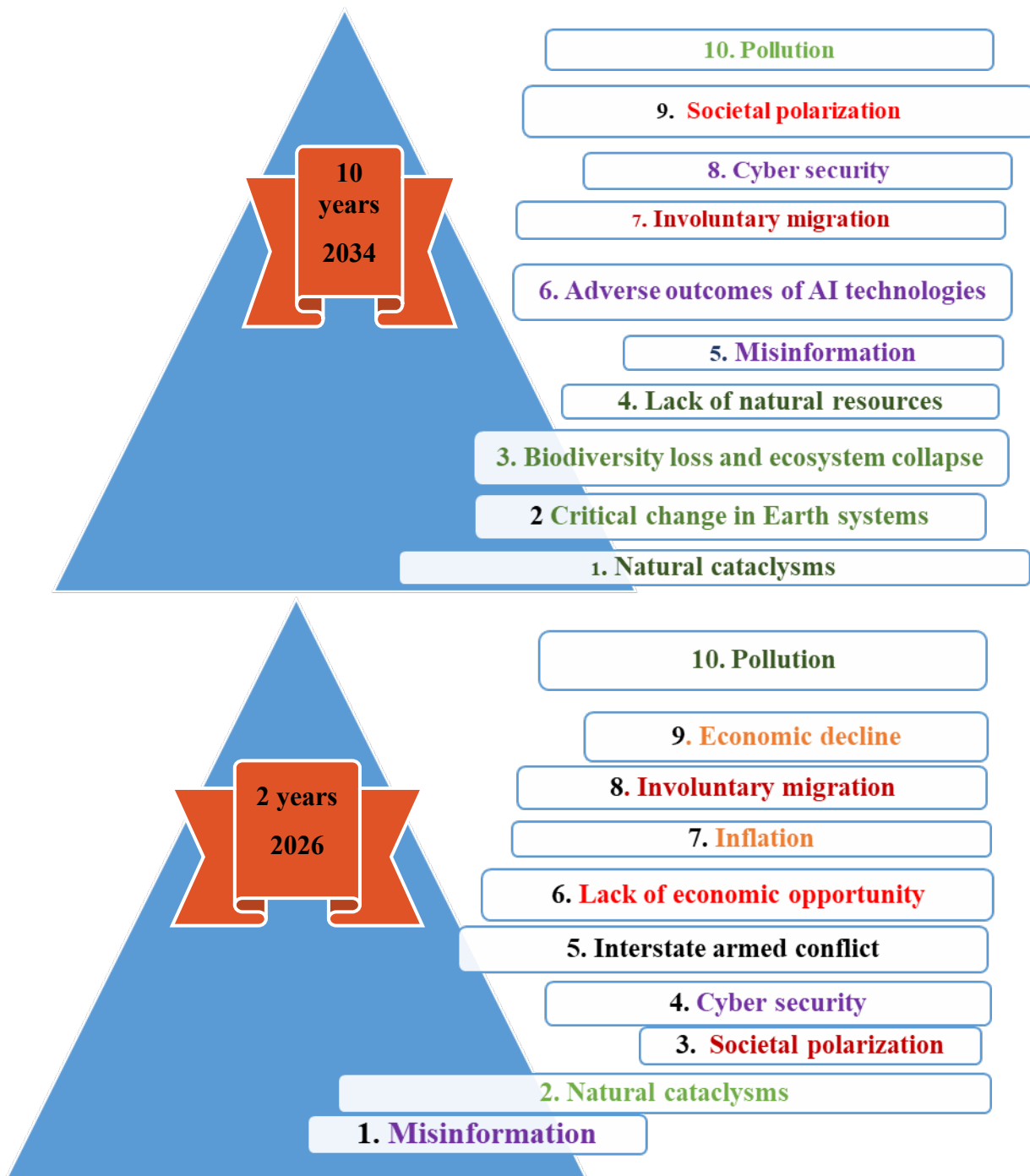
The analysis of the Report highlights some conclusions regarding the expected future whose circumscription conditions of reality are uncertain, vulnerable, with increasingly lower abilities to combat corrosive phenomena. Figure 2 projects that for the next 2 years Misinformation is perceived as the biggest risk we face, the dire consequences of which will degenerate trust in society, gearing the cumulative effect of eroding a societal and economic construct. Detection mechanisms involve not only skills of discernment but also of persuasion to purify the manipulative content, otherwise the consequences will trigger the cumulative effects produced: the fracturing between the segments of activities important for the social and economic life of a country, disrupting control over reality.



**Figure 1. List of global risks included in the Global Risks Report, XIX edition, year 2024, the graphic presentation of the information belongs to the author.**

Source: [https://www3.weforum.org/docs/WEF\\_The\\_Global\\_Risks\\_Report\\_2024.pdf](https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2024.pdf), pp. 95-98.

The collapse will extend affecting the quality of the decision as an important protocol for leadership, especially they will be of an urgent manner. The Paradox of Information Accessibility forms a dichotomous paroxysm, distorting its quality, promoting censorship and restrictions. In these conditions, the resilience and robustness mechanism would be the development of a leadership whose profile coincides with the necessary qualities of adaptation and emergence.



**Figure 2. List of global risks seen in a 2-year and 10-year framework.**

*Source: The Global Risks Report (GRPS), 19th Edition, [3], pp. 7-15/37-44.*

*The graphic presentation of the information belongs to the author.*

The outlining of a framework of possible risks for 10 years from now predicted encourages the identification of decision-making mechanisms whose attributive support would be the planning of activities and actions that are intended to prevent destructive and disruptive effects with everything that means the environmental ecosystem

Environmental and technological risks are among those expected to deteriorate the most in severity during this period and dominate the global risk landscape over the long term. The loss of biodiversity, the collapse of the ecosystem, the lack of natural resources, the growing social division to the extent of a disproportionate access to resources and advanced technological innovations are likely to cause

asymmetries in the development and remodeling of economies in the future. Moreover, the context of future risks advances increasingly conjugated disputes from technological power to technological war, terms that have entered the human habitat in such a way that they impose a rigid security agenda. “The widespread integration of AI technologies may create a new set of winners and losers in both advanced and developing economies” (3, p,54) Not for subsidiary, it is found that Artificial Intelligence will sensitize the market jobs ticking phenomena such as a saturated labor market, the crisis of new jobs, the withdrawal of jobs, retraining opportunities.

### 3.3. The remedial effect of risks promoted by leadership

The interest in the study of the Global Risks Report is determined at the same time by the ranking of their scaling at the level of states. Therefore, the study includes a ranking in which the principle of order mainly emphasizes the perception of risks for the respondents in a certain country related to the existing situation. The scaling of these risks is of interest as a way of analyzing and interpreting the leadership profile that acts based on the created situation. In Table 2 we present to your attention the perception of global risks depending on how certain countries order them. Risk categories also create a platform for distinguishing between states. We have chosen the states following the condition of regional representation according to the geographical as well as numerical principle. This is how we chose, following the evolution of the regional block of 10 states. The states that geographically represent Oceania are represented by Australia and New Zealand, in a smaller numerical proportion than the others.

**Table 2. Risk scaling (first 5 positions)**

	Order no	creep	1	2	3	4	5	Perception of Risks CUMULATIVE	Amount block
	1	Argentine	E	E	E	S	E	4E+1S	28 E
	2	Brazil	E	E	E	S	E	4E=1S	11 S
	3	Chile	E	S	G	S	E	2E+2S+1G	6 G
	4	Colombia	E	E	S	E	G	3E+1S+1G	5 M
	5	Uruguay	E	E	m	S	E	3E+1S+1M	
	6	Ecuador	E	G	G	E	m	2E+2G+1M	
	7	Canada	E	E	m	E	S	3E+1M+1S	
	8	US	E	S	E	G	E	3E+1S+G	
	9	Guatemala	G	E	S	m	E	1G+2E+1M	
	10	Costa Rica	E	E	S	S	m	2E+2S+1M	
	1	Bulgaria	E	E	E	E	E	5E	37 E
	2	United Kingdom	E	E	E	E	E	5E	5 G
	3	Bosnia and Herzegovina	E	E	E	G	S	3E+1G+1S	3S
	4	Czech	E	E	E	E	T	4E+1T	3 M
	5	French	E	S	E	E	E	4E+1S	2T
	6	Germany	E	E	E	E	S	4E+1S	
	7	greece	E	E	E	E	G	4E+1G	
	8	Italy	E	E	m	G	m	2E+2M+1G	
	9	Estonia	E	G	E	E	E	4E+1G	
	10	Romania	E	E	E	G	T	3E+1G+1T	
	1	Kenya	E	E	S	E	m	3E+1S+M	28 E
	2	Nigeria	E	E	S	E	E	4E+1S	14 S
	3	Morocco	E	E	m	E	S	3E+1M+1S	5 M
	4	Zimbabwe	E	E	E	S	S	3E+2S	2T
	5	Tunisia	E	E	m	S	E	3E+M+1S	1 G

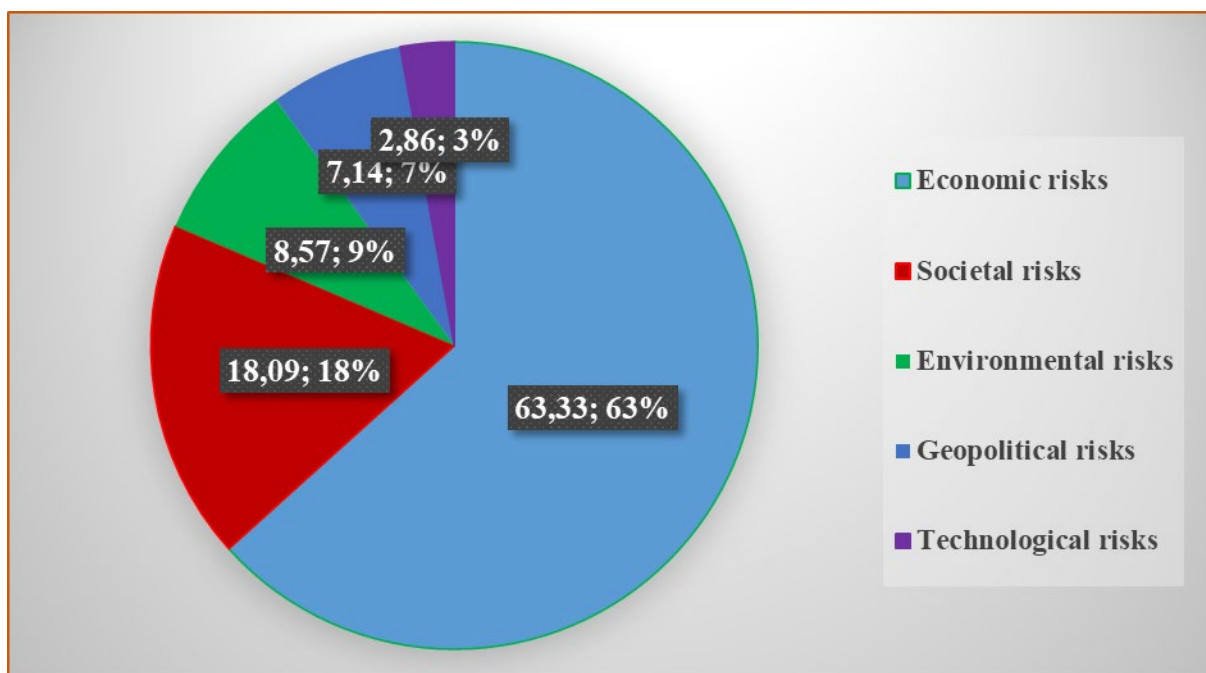
	6	Egypt	E	E	S	E	G	3E+1S+1G	
	7	Ghana	S	E	E	T	E	1S+1T+3E	
	8	Angola	E	E	S	S	S	2E+3S	
	9	Cameroon	S	E	T	S	E	2S+2E+1T	
	10	Rwanda	E	m	S	m	E	2E+2M+1S	
	1	Bahrain	E	E	E	E	S	4E+1S	31 E
	2	Bangladesh	E	E	E	E	S	4E+1S	10 S
	3	India	T	S	E	E	E	1T+1S+3E	4 M
	4	Jordan	S	E	E	E	S	2S+3E	3 G
	5	Oman	E	S	E	E	S	3E+2S	2T
	6	Kazakhstan	E	E	S	m	G	2E+1S=1M+1G	
	7	Uzbekistan	E	m	E	m	E	3E+2M	
	8	Singapore	E	E	E	G	T	3E+1G+1T	
	9	Taiwan, China	E	E	G	E	E	4E+1G	
	10	Malaysia	E	E	m	S	S	2E+1M+2S	
	1	New Zealand	E	m	E	E	E	4E+1M	8 E
	2	Australia	E	E	E	E	m	4E+1M	2 M

Source: The Global Risks Report (GRPS), 19th Edition, [3], pp. 103-111. Tabular presentation of information belongs to the author. Legend of interpretation of symbols and colors: economic risks (E) - blue, societal risks (S) - red, environmental risks (M) - green, geopolitical risks (G) - yellow, technological risks (T) - purple.

An important remark for the interpretation of Table 2 involves detailing the aspects included in each risk category. Thus, in the category of economic risks, reference is most often made to: economic decline (in the first place), public debt, inflation, wealth/income inequality, illicit economic activity; societal risks include: erosion of social cohesion, censorship, freedom of expression, unemployment, involuntary migration, infectious diseases; geopolitical risks represent: weakening of the state, terrorism, armed conflict; technological risks are related to: disinformation, information manipulation, attacks on critical infrastructure; environmental ones: failure to adapt to climate change, lack of water supply, etc. Figure 3 shows the percentage share of global risks presented according to the data in Table 2.

Examining the bloc of states in North, Central and South America highlights the following trends. Well, Argentina is building its course in relation to the objective of the global energy transition. Possessing mineral resources such as copper in enormous quantities, Argentina by 2031 is projected to become the sixth largest copper producer. We remind you that Chile, from the same bloc of states, is the largest exporter of copper in the world, which is equivalent to 24% of world production and 11% of the country's economy, demonstrating consistency in this choice. The recently elected president of Argentina, Javier Milei, according to the data, is also targeting an economic growth objective by encouraging investment in the copper and lithium mining sector [5]. Against this background, the president's agenda has to face environmental restrictions that risk discouraging the set objective, and the synopsis of perceptions invoked in the table highlights this vulnerability for Argentina, (see Table 2) So, the economic objectives could degenerate into social risks.





**Figure 3. The percentage share of perceived risks established according to the data in Table 2.**

*Source: The Global Risks Report (GRPS), 19th Edition, [3], pp. 103-111. The graphic presentation belongs to the author.*

Ecuador's economic, geopolitical and environmental risks are interpreted through a series of events selected from a kaleidoscope of news Good morning, the Ecuadorian authorities conclude an agreement with the IMF to support sustainable growth and the fight against drug traffickers [6]. In the same way, we notice that environmental vulnerabilities are on the agenda of the Ecuadorian authorities, especially since the country is facing environmental cataclysms capable of producing major emergency situations. The case of the electricity blackout throughout the country within 4 hours due to heavy rains proves this fact [7]. The eventuality of confronting the mentioned risks causes the authorities to align the action agenda with overcoming them.

According to the data in the same table, Guatemala is the only country in the American bloc for which geopolitical risks have created situations of force majeure, thus the position preceding the other risks is well founded. The obstructionist election of former president Bernardo Arévalo in August 2023 mobilized voters, with a support score of 58%. The political credo that made the current president victorious was the fight against corruption, social cohesion, democratization of state institutions, risks taken to create the flank of society's mobility [8].

The situation in the block of European countries arouses interest in the case of countries such as Bulgaria or Great Britain through the "monochrome" assessment of the risks whose focus is economic, according to certain observations. Examining the situation in Bulgaria, according to media sources, we find that there are vulnerabilities related to the phenomenon of corruption, a moment that prejudiced the partial entry into the Schengen area at the beginning of this year. The Financial Times reports "Sofia has had six elections in just over three years since former strongman Boyko Borisov was ousted in 2021 after anti-corruption protests. Another election is seen as likely this year after a vote in June failed to deliver a stable government. Bulgaria remains the poorest member of the EU, with a gross domestic product per capita one third below the bloc's average" [9].

Bulgaria's economic decline confirms the importance of a leadership whose contribution aims to eliminate or, in certain cases, mitigate risks. As we can see, the warning panel of risks, in the block of European countries, focuses on those of an economic nature, being shaped into geopolitical ones that generate the deepening of social faults. The example of France is eloquent in this regard. As an

example, with reference to recent events, we find "Even though ... there are ... the highest tax rates and public spending, many outside the big cities struggle to access health services, endure poor transport facilities and faced with a deteriorating education system. These regional imbalances fuel anger. Growing educational inequality, between those who know how to access a quality school and those who do not or cannot, raises parents' fears for their children's future. Most of the middle class is feeling the burden of taxes and is worried about slipping down the social ladder." [10]. The almost flow presentation of the existing situation creates convergence with the data in the table in which the Social Context in France tests the sensitivities of a leadership carried out [11].

The African continent highlights certain trends unlike the other two blocs of states analyzed. We observe that societal and environmental risks, in addition to economic ones, are numerically ahead. Ghana is included in the list of African states considered to be ore deposits. The given situation, even if it apparently promised the benefits of economic growth, regrettably caused environmental damage, a certain perception of social injustice and economic instability. According to a media source, the government has signed policies to regulate the mining sector in general, in this case regarding lithium. Ghana's lithium strategy is detailed in its Green Minerals Policy. Regarding the conclusion of the Agreements for the exploitation of lithium and gold deposits offered to foreigners by the Ghanaian leadership, civil society sounds the alarm considering them "colonial agreements" [12]. Nigeria according to data provided by the Western media under the leadership of the current administration is in a period of economic and social reform. In fact, literally The steps taken in this regard challenge the former image of the Nigerian state invoking a fight with the phenomenon of kidnappings) In fact, media sources confirm this fact "The vision is clear: to transform Nigeria into a center of innovation, production and trade that capitalize on its strategic position and human capital." [13].

The bloc of Asian states represents a mix of risks, however economic ones outweigh the other categories. A case with an extensive mix of heterogeneous risks is noted in this block of states. It is about Kazakhstan, To what extent the mix of risks triggers a platform to remedy them for a leader we will analyze below. It is known that the city-state of Singapore, through the voice of the prime minister, will mediate relations for its benefit with both the US and China. As the newly elected leader himself states "Singapore, which maintains friendly relations with both the US and China, is also navigating a more feverish geopolitical landscape in the Asia-Pacific region as a result of superpower rivalry" [14]. Singapore, otherwise known as the leader here, having a history of becoming a regional hub due to its location, today is increasingly competing with Malaysia for the data center industry. Concern for maintaining investment interest at this level is a future stake for Singapore [15].

In another region of the globe, the country-continent Australia, recognized for its large reserves of mineral resources, especially through reserves of uranium deposits, the Australian government supports the indigenous people in their effort to conserve the environment, even if the mining of uranium would create a loophole for the exploitation of energy transition with the help of nuclear energy. Therefore, the preservation of natural reserves remains an objective of sustainability translated into life [16]. It is an example of compliance between leadership and society. Thus, the data in Table 2 suggest a link between the leadership process at the level of decisions and the anticipation of possible risks.

## **Conclusions**

The research infused situations in a factitious regime to find out about the power pattern of a Leadership. The examples presented highlight the approach of today's leaders to act by virtue of community or national requests in terms of increasing robustness in the face of risks.

The more leadership shows a degree of compliance to provide robustness in the face of risks, the more support it has for its decisions. More often than not, the approach to risks as a resource reinforces

this axiom, because leadership is committed to making decisions in order to overcome the risks it plans. The examples demonstrate: the switching in the risk space generates the influence power of the leader, it also stimulates the alignment to its objectives implicitly to the proposed agenda of actions, as a result it maintains the combustion of conviction for everything it does.

On the other hand, if the leadership fails to demonstrate, through its actions and decisions, that possible risks can be overcome, it will not strengthen a sense of adhesion and affiliation necessary for its perpetuation. It turns out that tomorrow's leaders will have support if they are able to "feed" us with certainty. The sledgehammer that we must anticipate in this request of ours for a leadership would be not to admit manipulation with the fears generated by the risks that reality offers.

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