

GLOBAL Leaders TODAY

Issue 9 | Volume 1

September 2021

CREATING CHANGE BY EMPOWERING COMMUNITIES

ALSO INSIDE

How To Make
Learning A
Lifelong Habit


Pg 08


Sustainable
Companies - What
They Are Doing To
Go Green


Pg 09



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From the Editor

Dear Readers,

This issue is a collection of some very inspiring individuals couples with thought-provoking articles. What I like most about this issue is the impact that these leaders are creating in the world and have successfully empowered millions along the way.

This issue especially highlights how you need to be focused and determined to run a social enterprise. Endre Elvestad, our cover story, has remarkably turned SignLab into a profit while benefiting families with children with special needs. His approach with the company is candid and genuinely connects with the customer, helping them turn into successful, empowered leaders of tomorrow.

Our thought leadership articles have also featured several insightful articles from an array of topics, including How To Make Learning A Lifelong habit to answering essential questions like Should Pregnancy Loss Be Incorporated In The Bereavement Policies that should be discussed in every organization.

I want to commend the entire team for putting together this issue. And to you, my dear readers, I genuinely hope you feel uplifted and inspired after reading this edition.

Warm Regards,
Sherlyn Gomes
 Editor at Global Leaders Today

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GLOBAL Leaders TODAY

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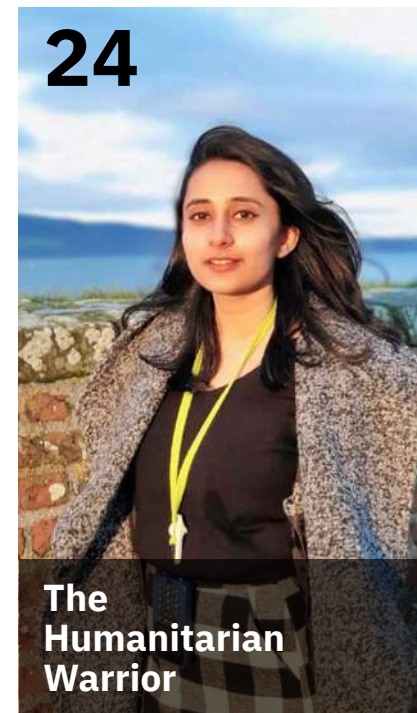
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Contents



12

COVER STORY:
Creating Change By Empowering Communities



24
The Humanitarian Warrior



38
The Wordsmith Trying To Make The Web A Better Place

- News 06
- How To Make Learning A Lifelong Habit 10
- Sustainable Companies - What They Are Doing To Go Green 11
- Creating Change By Empowering Communities 12
- Leadership Lessons From Baldoni 16
- Aiding the Agriculture Community 18
- The Dynamic Cultural Expert 20
- Newsmakers 22
- The Humanitarian Warrior 24
- The Socialpreneur Transforming The World Of Business 26
- A Guide On Turning Customers Into Ambassadors 28
- Should Pregnancy Loss Be Incorporated In The Bereavement Policies? 29
- Spreading Love One Letter At A Time 30
- The Humanae Project 32
- Four Ways To Destress When Working Remotely 34
- A Focus On The Multigenerational Workforce 35
- Tackling Homelessness Through Art 36
- The Wordsmith Trying To Make The Web A Better Place 38
- Winning Gold In Marketing - Tokyo Olympics 2020 40
- Common Causes (And Solutions) For Underperforming Remote Employees 41

Where

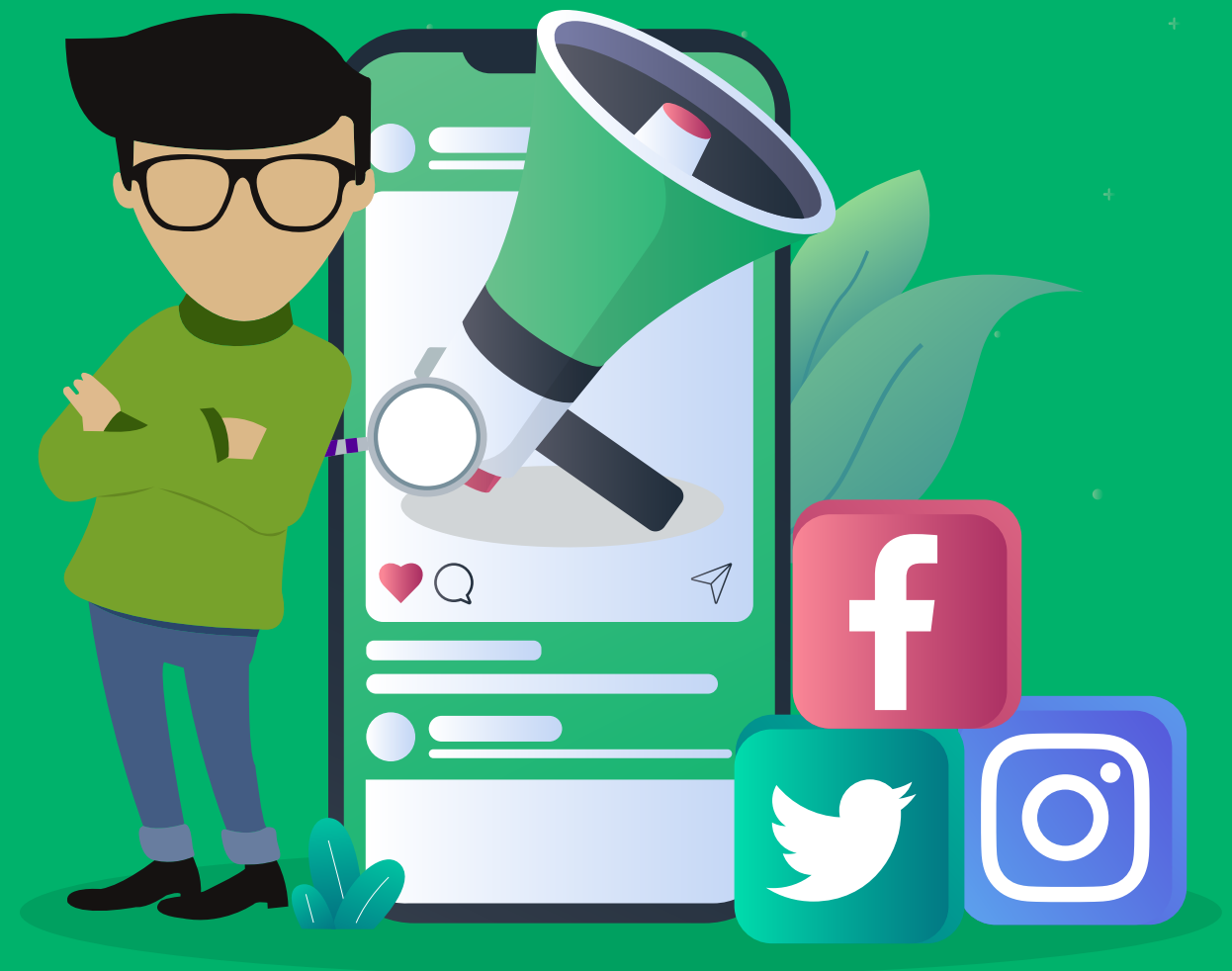
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NEWS

The US Expands Booster Shots To All American Adults To Head Off Delta Variant



The Biden administration will start offering booster shots on September 20th to all vaccinated U.S. adults — a massive expansion to a program previously limited to those with weakened immune systems — as the coronavirus delta variant continues its spread.

Top U.S. public health officials said on Wednesday, August 18th, in a joint statement that the third dose of Pfizer Inc. and Moderna Inc. shots “will be needed to maximize vaccine-induced protection and prolong its durability.” Elderly people and healthcare workers who got their shots at the beginning of the year will be eligible for the boosters first. Officials cited a series of warning signs and data points about the declining efficacy of the vaccines over time. They acknowledged unknowns, such as whether boosters would help stem the transmission of the delta.

The warning signs and the vaccine efficacy data were enough to trigger the move, which the officials had indicated until last week was premature. “You want to stay ahead of the virus,” Anthony Fauci, infectious disease expert, said Wednesday during a briefing.

The Taliban Take Control Of Afghanistan After 20 Years

The Taliban declared that the war in Afghanistan was over after they took control of the presidential palace in Kabul. President Ashraf Ghani fled the country on Sunday, August 15th, saying he wanted to avoid bloodshed, while hundreds of Afghans were desperate to leave the flooded Kabul airport.

On Monday, August 16th, western nations scrambled to evacuate their citizens. American diplomats were flown by helicopter to the airport from their embassy in the fortified Wazir Akbar Khan district. The press reported that senior US military officials said Kabul International Airport had been closed to commercial flights as military evacuations continue in the city.



An official part of the militant group said the Taliban would soon declare the ‘Islamic Emirate of Afghanistan’ from the presidential palace-- a return rich in symbolism to the country’s name under the Taliban government ousted by US-led forces after the 9/11 attacks.

New Zealand Goes Into Nationwide Lockdown After Detecting Single Coronavirus Case

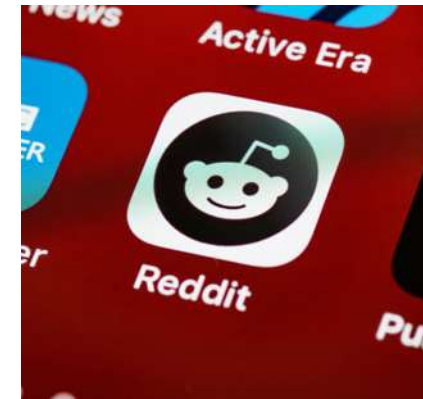
New Zealand Prime Minister Jacinda Ardern put the nation into a three-day lockdown after discovering the first community case of COVID-19 since February. It is the country’s first nationwide lockdown after the initial pandemic surge over a year ago. Under so-called Alert Level 4, all schools, public venues, and businesses must close, and people are urged to wear a face-covering if they need to venture out. Only shops providing essential services such as health products, gasoline and groceries can stay open.

The snap lockdown began on August 18th as authorities rushed to identify the source of a single infection in the largest city, Auckland, Ardern said at a news conference Tuesday, August 17th in Wellington. While genome sequencing has yet to be completed, she said the case is assumed to be the highly infectious delta variant.



“Delta has been a game-changer, we’re responding to that,” Ardern said. “The best thing we can do to get out of this as quickly as we can is to go hard.”

The Social Media Network Reddit Is Valued At More Than \$10 Billion In New Funding Round



Reddit will raise \$700 million in a fundraising round led by Fidelity Management, the social media network said on Thursday, August 12th. After cashing in on a hike in its influence in the financial world, its valuation tripled to more than \$10 billion. The company reported that it had already raised \$410 million from Fidelity in its second funding round since the beginning of the year when small-time traders gathered on its platform in their battle against Wall Street institutions.

The traders initially focused on Reddit’s WallStreetBets forum but have now spread across discussion boards and changed how Wall Street analysts operate, causing significant losses for some funds and powering considerable gains in the shares of companies, including AMC (AMC.N) and GameStop (GME.N).

Due to the trading frenzy, Reddit’s value had already doubled to \$6 billion in February from a year ago. Its investors include venture capital firm Andreessen Horowitz, rap superstar Snoop Dogg and funds such as Sequoia Capital and Tencent Holdings (0700.HK).

The US Opens Formal Probe Into Tesla’s Autopilot After Crashes With Emergency Vehicles

The US government has opened a formal investigation into Tesla’s driver-assistance system known as Autopilot after several reported collisions with parked emergency vehicles. The investigation covers a total of 765,000 cars, everything that Tesla has sold in the US since the beginning of their 2014 model year. The fatalities included one dead and 17 injured, reported by the National Highway Traffic Safety Administration (NHTSA).

The driver of a Tesla Model 3 was involved in a fatal crash that California highway authorities said may have been operating on Autopilot. The driver posted several social media videos of himself riding in the car without his hands on the wheel or foot on the pedal. The crash in Fontana in May was another incident



reported which is also currently under investigation. The probe is the 29th case involving a Tesla that the federal agency has probed.

“Most incidents took place after dark and the crash scenes encountered included scene control measures such as first responder vehicle lights, flares, an illuminated arrow board, and road cones,” the agency said.

Czech Women Who Were Illegally Sterilised Will Be Offered Compensation

Women sterilised without their consent will be offered compensation in the Czech Republic after President Miloš Zeman signed a bill into law in the first week of August. The women will be awarded 300,000 Czech crowns (£10,000) as compensation from the government.

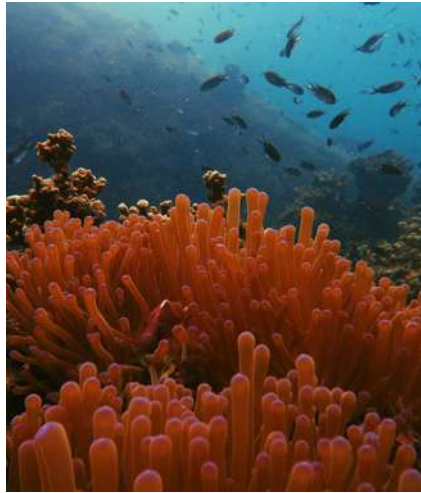
Social workers used threats and incentives to force women to go through the procedure from 1966 to 2012. The exact number of women affected is unknown, but campaigners believe there were several hundred victims. The Czech Health Ministry will administer the compensation claims; however, it has yet to confirm when the procedure will commence. Victims who can demonstrate that they received benefits during the pre-1990 era for undergoing the procedure will be eligible for compensation. Those sterilised after 1990 will be asked to describe the



incident and support their claims as best they can.

For Elena Gorolová, 51, a social worker from Ostrava who was sterilised at 21, the move marks a historic win. Gwendolyn Albert, a human rights activist who was one of those campaigning for the change, said: “This means the wrongdoing committed against all who have been sterilised without their informed consent is acknowledged and can be redressed.”

Thailand Bans Coral-Damaging Sunscreens In Marine Parks



Thailand has banned sunscreens containing toxic chemicals that damage coral from all of its marine national parks. Concerns are growing in the country that the lotions tourists use for sun protection are hampering the growth of their corals. The Thai Department of Conservation said four ingredients commonly found in sun creams were shown to obstruct coral reproduction, destroy coral larvae and cause coral bleaching. Anyone defying the ban can be fined up to 100,000 baht (£2,100).

However, officials have not commented on how they plan to enforce the new rule yet. The banned lotions are those containing 4-methyl benzylidene camphor, oxybenzone, butylparaben or octinoxate. Similar bans have been introduced by the Pacific island of Palau and the US state of Hawaii.

This is the latest attempt by the Thai government to protect its precious coral from the wrath of the tourism industry. Maya Bay, on the island of Phi Phi Leh - made famous by its appearance in the film *The Beach* - has been closed since 2018 after most of its coral was destroyed.

Canada's Quinn Becomes First Trans-Olympic Medallist



Quinn, a Canadian footballer, in a first became the first openly transgender athlete to win an Olympic medal on Friday, August 6th, in another trailblazing moment at the Tokyo Games for the marginalised community.

Quinn, who goes by a single name and uses the pronouns 'they' and 'their', started the gold-medal match against Sweden, which Canada won following an exciting penalty shootout. The 25-year-

old has a long history with the Canadian team, debuting in 2014 and winning bronze at the 2016 Rio Games, but he only came out as transgender last year.

"I wanted to be my authentic self in all spheres of my life and one of those is being in a public space," Quinn said at the time. "So that was one of the reasons behind it, because I was tired of being misgendered and everything like that."

Displaced Syrian Children Hold 'Tent Olympics'

As the Tokyo Olympics came to an end, 120 boys from 12 different camps excitedly gathered late on Saturday, August 7th, for their version of the games in Syria's last major rebel bastion of Idlib. Organiser Ibrahim Sarmini said the event's main aim is to give the children some hope and draw the international community's attention to their plight.

We wanted "to introduce the kids to different kinds of sports that we, as a society, hadn't really tried before", he added. The programme consisted of javelin throw, discus throw, high jump, hurdles, gymnastics, martial arts, volleyball, badminton, football, running and even 'horse racing.'



Among participants at the Tent Olympics 2020, Walid Mohammed al-Hassan, 12, was overjoyed to represent his camp in the long jump. "We had such fun," he said, three fellow teammates huddled around him with their arms draped over his shoulders. "I won second place in the long jump," he added with a grin.

Indonesian Army To End Virginty Tests On Female Cadets



The Army Chief said the Indonesian Army would stop subjecting female recruits to mandatory vaginal exams in an interview with local reporters. Rights groups have protested and viewed the procedure as invasive and discredited the so-called virginty test that is slowly being stamped out worldwide.

His confirmation came less than a month after he hinted at the change in a different statement that set off celebrations among activists campaigning against the practice for years. They said they hoped the move would lead other parts of the Indonesian military to change the procedure as well.

"'Virginty testing' reinforces stereotyped notions of female sexuality and gender inequality," the World Health Organization and two other arms of the United Nations said in a joint statement in 2018. "The examination can be painful, humiliating and traumatic. Given that these procedures are unnecessary and potentially harmful, it is unethical for doctors or other health providers to undertake them."

Shell To Pay \$111 Million Over Devastating Nigerian Oil Spill

Oil major Shell will have to pay a Nigerian community 45.9 billion nairas (\$111.68 million) to settle a case over a devastating oil spill that took place more than 50 years ago, a spokesman said on Wednesday 11th August. The company will pay the Ejama-Ebubu community in Nigeria's Ogoniland the 'full and final settlement' to end the case over a spill during the 1967-70 Biafran war.

Nigeria's Supreme Court in November 2020 denied Shell's bid to challenge a 2010 award of 17 billion nairas (\$41.36 million), that with accruing interest, the community had said was worth more than 180 billion nairas.

The Oil Corporation said it never got a chance to defend itself against the substance of the claims, and early this year, it initiated international arbitration



against Nigeria over the case. In a statement, Shell Petroleum Development Company of Nigeria Limited said it maintained that third parties caused the spills during the war and that it had fully remediated the sites in the Ebubu community.

India To Ban Manufacturing And Use Of Single-Use Plastics From July 2022

In August, the government of India announced that they would be banning the manufacture, sale, distribution, and use of single-use plastics from July 1, 2022. The ban will be rolled out in three phases based on the environmental impact and utility of the plastic. The Plastic Waste Management Amendment Rules 2021 covers many plastic items, including polystyrene, plastic straws and utensils, and single-use plastic bags.

Aside from polystyrene and expanded polystyrene, the first category of single-use plastics to be phased out from July 1 are smaller products. These include earbuds and plastic sticks used in balloons, ice cream and sweets, while cigarette packets, packing films, and PVC banners less than 100 microns in thickness will be prohibited in the next phase. The Amendment Rules will also increase the thickness of plastic carry



bags from 50 microns to 75 microns from September 30 to 120 microns from December 31.

According to the Central Pollution Control Board (CPCB), India currently produces more than 25,000 tonnes of plastic waste every day on average. It accounts for 5-6% of the total solid waste generated in the country. Goa generates the highest rate of plastic waste per capita at 60 grams per capita per day, nearly doubling what Delhi generates.

How To Make Learning A Lifelong Habit

- Siya Mehta

Learning is never just about the stacks of textbooks and notes; it is about exploring the knowledge captured in-between sentences. With life moving online and the need to embrace technological change, the past two pandemic ridden years have taught us the importance of being learners.

However, learning is not just a temporary objective. As people grow older, so do their brains. The only way to slow this damage is by training the brain and body to continue learning and absorbing information.

Steps To Make Learning A Habit

1. Apply Learnings

Reflecting and reviewing are vital to learning. It is important to understand information thoroughly and deeply when new information is presented. Unfortunately, reading information multiple times consecutively does not allow it to be etched in memory for the long term. However, reviewing work periodically, discussing it, and observing examples of it can help understand it clearly. Moreover, applying information and practising is vital during skill-based learning. For example, if someone has just learnt how to paint, only putting it into practice can help create something and effectively learn. The example proves that applying theory makes learning effective and enables it to have a considerable 'shelf life', creating lifelong learners in turn.

For example, the beloved Walt Disney taught himself how to draw through correspondence school and kept practising. He continued this practise throughout his life and eventually became the pioneer of animated cartoon films. He famously said, "I prefer to amuse people in the hope that they will learn, than to teach them in the hope that they will have fun," in hopes of inspiring more learners.

2. Expand Range Of Medium

Bela Lugosi, a famous American-Hungarian, once said, "People, chained by monotony, afraid to think, clinging to certainties...they live like ants." This quote is especially accurate when applied to learning. The more people try to learn from the same platforms, the more difficult it becomes to absorb information and enjoy it. Currently, the number of learning resources available has reached a record high due to the pandemic. Utilising this variety of resources can help keep learning interesting. Audiobooks, podcasts, YouTube, edX and Coursera are all different platforms that help facilitate learning in different ways without a time limit.

James Franco, award winning actor, is also an accomplished learner. After dropping out of UCLA to pursue acting, he re-enrolled and took special permission to take up 62 credits per quarter instead of 19. He completed his degree online and then proceeded to complete his Masters at Columbia via their MFA Distance Learning program. He also studied at NYU, Warren Wilson College and Brooklyn College while appearing in over 32 movies and short films and writing his books. James is currently studying for his Ph.D at Yale and truly living the life of a lifelong learner.

3. Exercise

It is famously said that fitness programs should be embedded in daily life. Studies by Dr John J. Ratey of Harvard Medical School proved that exercise improves learning and its outcomes. Most importantly, exercise makes it easy to retain information. A school district in Chicago decided to implement this program and test the correlation between exercise and academic performance. A program was set up to have an hour of exercise daily to boost reading ability and overall skill set. A remarkable increase in wellness and academic

performance was observed as a result.

Exercise is beneficial for students of all ages and of all forms. It reduces stress, anxiety, mental disorders and makes students have a better outlook towards learning, making them more likely to be lifelong learners who are open to challenges.

4. Make A Commitment

Earl Nightingale, the respected American author, said, "People will succeed because they know where they're going." Discipline, passion and focus are indispensable traits of a lifelong learner. No tips or tricks can help if a person isn't committed to learning. Setting learning as a goal and promising to achieve it can be the only thing that gives enough of a push to consistently and dedicatedly increase knowledge. However, just making a mental note does not count and learning will not be effective if it is squeezed in between busy and chaotic schedules. Scheduling time to learn on a consistent or at least weekly basis helps in becoming a disciplined, driven and effective learner before it eventually becomes an enjoyable habit.

For example, Elon Musk grew up reading two books daily and his dedication led to him self-learning rocket design and engineering. To this day, he credits his accomplishments to his learning traits.

Bill Clinton once said, "The most important thing that I learned is that it is important to keep on learning," at the Global Education and Skill Forum 2014. It is this statement that makes people continuously seek new avenues to improve themselves and their skills. Lifelong intellectual engagement is sought by many but obtained by few. Making sure that this desire turns into reality will be a challenge but with worthy and innumerable benefits.

Sustainable Companies - What They Are Doing To Go Green

- Sherlyn Gomes



With climate disasters apparent in every part of the globe today, from the devastating Australian wildfires to the flooding in China, the issues have taken centre stage. The number of climate-related disasters has tripled in the last 30 years and are estimated to go higher.

Some companies have emerged as warriors to develop innovative and impactful solutions that can alleviate sustainability issues worldwide. These pioneers are leading the revolution to carbon neutrality and inspire other companies to follow their innovative approaches.

Here are the top 4 companies in 2021:

1. Skanska

The company provides building and construction materials around the world and is located in Stockholm. Skanska focuses on sustainable practices within the organization and emphasizes green building design leading the world to carbon neutrality one building at a time.

In its sustainability report, Skanska identifies the explicit goals of the company and its target to achieve net-zero status by 2045, not just within the company's facilities but throughout its value and supply chains. Most remarkably, it was the first company to meet ISO 14000 standards across all locations. This standard aimed to reduce industrial waste and environmental

impact, making Skanska a forerunner in corporate responsibility. Skanska also encourages everyone to cycle more, which can be seen in the UK's Supply Chain Sustainability School to educate and promote construction suppliers throughout the industry. While numerous companies are actively involved, Skanska was a founding member.

2. Tony's Chocolonely

The company was awarded the winner of the Sustainable Brand Index in 2019. The Dutch company focuses on making the cocoa industry fair trade and free from slave work. In a statement, they said, "calculate the true social cost of their chocolate bar, including all negative social impact and impact on the environment, like child labour or CO2-emissions."

While this is praise-worthy, Tony's Chocolonely is also doing its part to protect and conserve the environment. According to Rank a Brand, they do not consume palm oil. They have implemented several measures to reduce their carbon emissions, such as measuring the climate impact of its activities and collaborating with JustdiggIt. This non-profit organization focuses on restoring landscapes and 'regreening' drylands in Africa to impact the climate positively. It is also an excellent idea for tie-ups as sustainability initiatives for companies.

3. LPP

LPP is a Polish retail giant that owns Mohito, Reserved, Sinsay, House, and

Cropp. Its sustainability initiatives have given the company the status of one of the best companies that sell green products in the fashion sector globally.

LPP's Eco-Aware program aims to ensure 25% of its products are entirely produced through sustainable means by the end of 2021, which is a massive feat for any brand in the retail sector. These products use recycled fibres and organic materials and are actively highlighted in stores, enabling consumers to make eco-friendly purchases.

Most of their stores include donation boxes to drop off unwanted clothing along with any unsold goods to charitable causes. In doing so, the brand encourages sustainable practices within their consumers and gets rid of their unsold clothing without any waste ending up in landfills. LPP's visible effort and clear transparency across all brands mark LPP as one of the top environmentally responsible companies.

4. WWF

According to Hays Journal, WWF's 'Living Planet Centre' workspace was awarded by the Building Research Establishment Environmental Assessment Method (BREEAM). It includes a central, tall room with trees that reduced CO2 emissions by 25 percent, and the centre produces 50 percent of its water by collecting rain and recycling used water. Other green initiatives include their electricity production via solar panels and water pumps that contribute to 20 percent of their electricity needs.

WWF also has an environmental purchasing policy wherein suppliers are expected to pursue environmentally-friendly policies within their objectives. In addition to this, the company promotes an internal sustainable travel policy, which imposes restrictions on how far and often staff are allowed to travel.

In conclusion, as Robert Swan, Renowned Author, said, "The greatest threat to our planet is the belief that someone else will save it."

COVER STORY

Creating Change By Empowering Communities

Endre Elvestad is the Founder and CEO of SignLab, a startup building a digital learning platform to help families with hearing-impaired children learn sign language. He has a Masters in Computer Science from the Norwegian University of Science and Technology (NTNU), specializing in Virtual Reality & Artificial Intelligence. During his studies, he advised the government on national issues regarding education and entrepreneurship. He was appointed by the King in the council of state to sit on a commission evaluating new technologies in education.

Written by Sherlyn Gomes

Endre Elvestad grew up in Norway in a family that cherished travelling across the world. This enabled him to explore different cultures and find the richness in human experiences. Endre started his journey doing meaningful impact work when he was merely a young boy in high school. His school regularly organized an annual fundraiser for schools in Sierra Leone, a low-income country.

However, at the time, the country was

transitioning out of civil war and faced challenging circumstances. Endre explained, “So our work there as a high school was to recreate a primary school that had previously been used as a guerilla headquarters during the civil war.”

He started as one of the organizers, and in the second year, he got the opportunity to travel down to ground zero and see the work they were doing and eventually ended up as the leader of that group. Endre continued,

“There were severe droughts, poverty and devastation as far as the eye could see. I expected sadness, but I found people enjoying everyday life’s pleasures, laughing and having fun as children should have. The only thing they didn’t have was access to education, access to clean water, and access to safe space to sleep. But given all those extremes, they could have a better life if provided with these facilities. So that led me to do a lot of things in education going forward.”

Endre went on to study at the Norwegian

“Not being able to talk with your daughter or son is unfortunate, and it’s the same for children who are not able to properly communicate with their mom and dad.”





“Not being able to talk with your daughter or son is unfortunate, and it’s the same for children who are not able to properly communicate with their mom and dad.”

University of Science and Technology, where he was a part of the exchange program that led him to ETH in Zurich, Switzerland to pursue engineering. His next exchange program led him to San Francisco, where he took a short break and worked as a Union Diplomat.

He recalled, “we were doing diplomatic stuff, talking to Founders and Entrepreneurs in San Francisco, which was just an amazing experience. I was the only engineer or the only technologist in the regional diplomatic Corps, they were inclined towards more of educational diplomacy, an indication of how the world’s political governing systems work, with an entrepreneurial spin to it, which I think was very educational.”

He ended the world tour with his exchange program at the University of Hong Kong. When Endre visited in 2015, it was just after the Umbrella Revolution, and he witnessed the aftermath of the uprising. SignLab was a sum total of all these experiences.

When he finally returned to Norway, he

started studying how to use virtual reality and artificial intelligence to create a better way of teaching sign language, which was the subject of his thesis.

During his thesis, one of the testers was a young Norwegian mother with a four-year-old daughter who had been trying to learn sign language for about three years. Endre said, “her daughter was now entering kindergarten, and she saw her being left behind, while her peers learnt new words, communicated and advanced in their learning. She broke down in tears during the meeting and told me that she feels so tremendously guilty for not being able to communicate and give her daughter the best possible access to life.”

He continued, “Not being able to talk with your daughter or son is unfortunate, and it’s the same for children who are not able to properly communicate with their mom and dad.”

According to the UN Development Report, Norway is the most developed nation in the world. Yet, the statistics revealed that three out of four parents are unable

The company is currently on track to give access to 60% of the world by expanding to countries like China, India and Indonesia, and helping the world’s hearing-impaired population by providing access to sign language to families, schools, and communities.

to learn sign language. In low-income countries, that number is much higher. However, hearing-impaired young women and girls face the most acute challenges: their education is seen as a lower priority than girls and boys with hearing capabilities. They are at a greater risk of child marriage, sexual exploitation, and the negative impacts of a lack of sexual and reproductive health education. Endre continued, “And you have 64 million parents that are in this situation, one in 10 of them can adequately communicate to their children. That is a huge issue. And that’s, that’s how SignLab was born.”

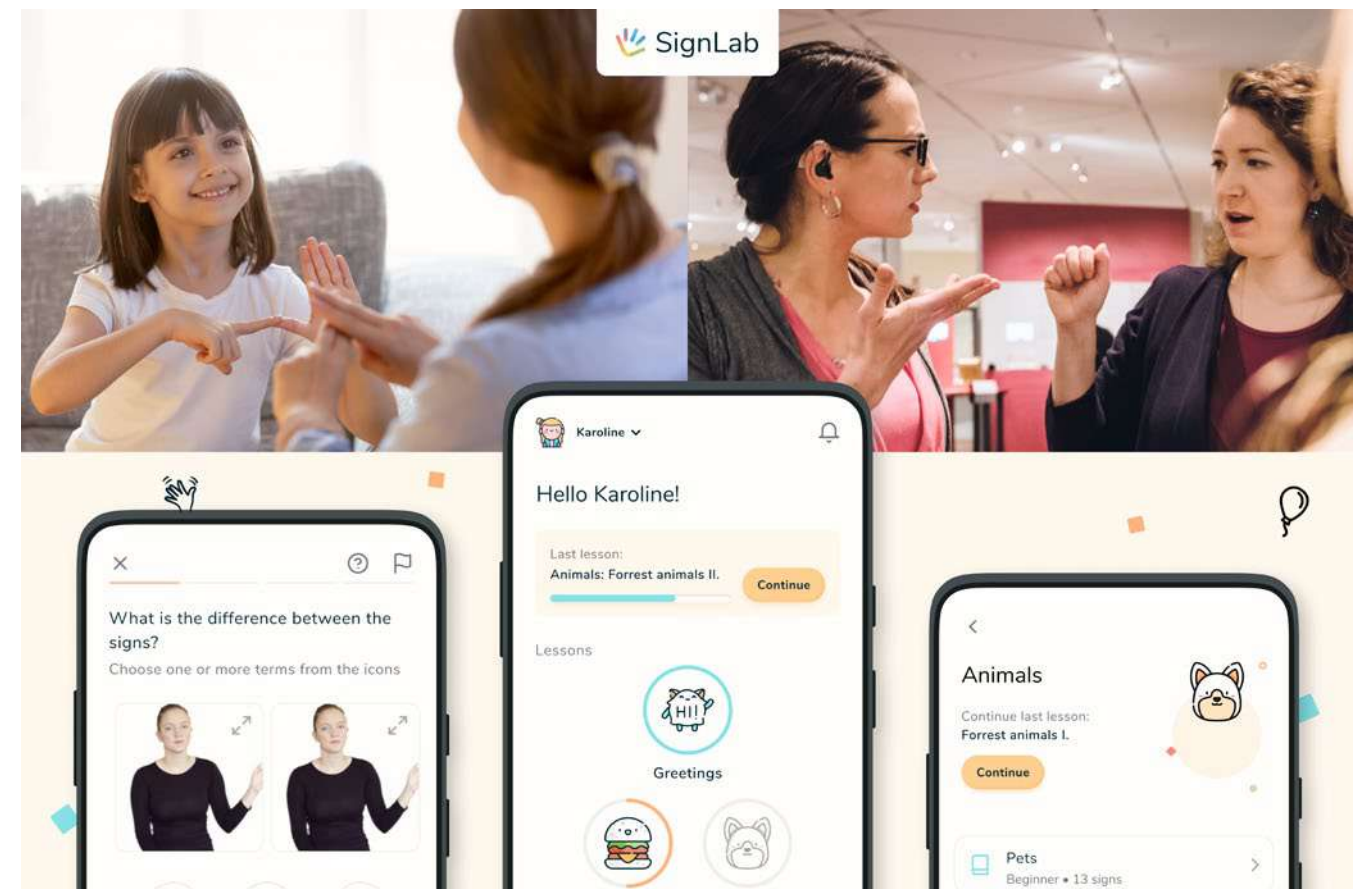
SignLab is an app and a website that can be used online or offline. It enables users to learn sign language step by step. Endre explains, “so if moms are busy and have five minutes to commute, they can sit on the bus and learn some basics in sign language, so it’s made for these short bursts of focused learning, that is both fun and engaging. The app uses artificial intelligence to enable optimal learning that caters to individuals making it easier to learn.”

SignLab aims to be accessible for hearing-impaired everyone and expand globally to help deaf children that reside in low-income countries. Unfortunately, it’s not economically viable to launch a product in these places. To combat this, the organization teams up with NGOs to bring the product to such countries.

The company is currently on track to give access to 60% of the world by expanding to countries like China, India and Indonesia, and helping the world’s hearing-impaired population by providing access to sign language to families, schools, and communities.

The company has made massive strides in the industry and won the Special Olympics Innovation Challenge hosted in Abu Dhabi in 2019. Endre was also a part of the Forbes 30 under 30 list of 2021 due to his achievements.

In conclusion, he says, “Passion is the output. It’s not the input. And if you are solving an important problem, you’re creating true change, through a product that no one has seen before.”



Leadership Lessons From Baldoni



John Baldoni is a globally recognized Leadership Educator, certified Master Corporate Executive Coach, and Author of 15 books that have been translated into ten languages. His thought leadership is reflected in his writing and his choice of media: columns, videos and books. Baldoni is also the host of LinkedIn Live's GRACE under pressure interview series, a platform that has enabled him to interview 100+ global business, academic and thought leaders and doers. His books include Grace Notes: Leading in an Upside-Down World, GRACE: A Leader's Guide to a Better Us, MOXIE: The Secret to Bold and Gutsy Leadership, Lead with Purpose, Lead Your Boss and The Leader's Pocket Guide.

Written by Sherlyn Gomes

John Baldoni was raised in a small town in Ohio, Perrysburg. His father was a physician, and his mother was a community volunteer who then became mayor of their small town. As a child, he studied at a Jesuit institution; wherein the theme of their education revolved around serving one another. Here, Baldoni was first introduced to his passion for serving others and helping them become empowered leaders. He then went to university at Georgetown and decided to travel to London thereafter, where he pursued his aspirations to become a filmmaker.

After Film School, Baldoni migrated to Los Angeles to make his fame and fortune as a filmmaker, which unfortunately did not pan out. He began his career in a fifteenth floor office with a view of a private golf course. Baldoni got involved in marketing communications and unknowingly discovered his passion for writing and leadership coaching during that time. He soon gave up the comfort of his high paying job to start his own business in a beachfront rental spare bedroom more than three decades ago.

He started working as a speechwriter and helped with leadership presentations and speeches. Baldoni said, "I slowly migrated

"I'm seeking to integrate music into my leadership work. Music speaks to us on a different plane. It evokes an emotional response and it can be more profound than words. And as a result it challenges us to think and reflect. And the way I use it is I integrate music into my presentation. So I will pose a question to a group and then I will play the piano so they can listen to the music as they reflect."

from writing for others to writing for myself. It was an outgrowth of my work as a speech writer and I felt I had something to say and I could teach others."

In time, Baldoni established a career as a highly sought after Communications Consultant and Leadership Coach, where he had the privilege of working with senior leaders in every industry from pharmaceutical to real estate, packaged goods to automobiles, and finance to healthcare.

Baldoni's mission statement is, "I help women and men learn to live and lead with greater purpose and more grace." Grace is a big theme in all his speeches, and he has written extensively on the topic. Baldoni has two books on the subject; Grace Notes: Leading in an Upside-Down World and GRACE: A Leader's Guide to a Better Us. GRACE mixes stories of everyday heroes with interviews of noted thought leaders. The results are practical insights into generosity, respect, compassion, and the energy and actions to deliver on these virtues.

Grace Notes is his latest book that deals with themes of fear, dislocation, and how leaders need to exert empathy and commitment to others during uncertainty, especially during times such as the pandemic. Baldoni says, "I'm very proud of it, and it is a personal book for me. While the book begins in a dark place with the closing down of society, it ends on a high note as we see how leaders have risen and brought people together for the common good."

Speaking on leadership during the pandemic, he says, "Well, bottom line leadership is about doing what the organization needs you to do. And when times are good, that's a pretty easy job, but when times are tough, you have to decide what's right and wrong. That always isn't obvious; it's about choosing two good options or choosing between two bad actions, like closing a facility or laying people off. So leaders have to do what's right for the organization. They have to put people first. It's about resiliency."

He added, "I think leaders have done a pretty good job of that in the past year or so. I think many of the leaders I work with are stronger than they have been in the



past because they've been tested. This is a pretty challenging time, and I don't think we're going to see this kind of a thing for a good long while. Certainly not the rest of my lifetime, but I'm pretty optimistic about the state of leadership."

Baldoni has used his downtime during the peak of the pandemic to deepen his passion for music. He says, "I learned to play piano as a child. But abandoned it for many years and went back to it a few years ago. But during the pandemic, I've had plenty of time to practice."

He continued, "I'm seeking to integrate music into my leadership work. Music speaks to us on a different plane. It evokes an emotional response and it can be more profound than words. And as a result it challenges us to think and reflect. And the way I use it is I integrate music into my presentation. So I will pose a question to a group and then I will play the piano so they can listen to the music as they reflect."

His unique work style has garnered much praise; in 2021, the International Federation of Learning and Development named him a World-Class Mentor and added him to its Hall of Fame. In addition, Global Gurus ranked John a Top 20 global leadership expert, a list he has been on since 2007. In 2018, Inc.com named Baldoni a Top 100 speaker and Trust Across America honoured him with its Lifetime Achievement Award for Trust.

In conclusion, Baldoni revealed his mantra, "Be seen, heard, and there. Be seen means let people know you are there. Be heard, state the message and stay tuned. Also, as part of hearing, we must listen, listen, listen; good leaders listen more than they speak. And the final thing is to be there, which means be present, be available, be accessible and again, be willing to listen and be willing to make tough choices."

Aiding the Agriculture Community

Jehiel Oliver is the CEO and Founder of Hello Tractor; he is responsible for overall management and strategy. He has been honoured with numerous awards for his work in social entrepreneurship, including being recognized by Foreign Policy Magazine as a Top 100 Global Thinker for 2016. He was appointed under the Obama Administration to serve two years as a member of the President's Advisory Council on Doing Business in Africa, where he chaired the technology subcommittee.

Written by Sherlyn Gomes

Jehiel Oliver was born in the USA and did not have a set plan to be an established leader in the agricultural sector. Instead, his first job out of college was in Real Estate Investment Banking, rising through the ranks as a financial analyst. However, this changed during the global financial crisis in 2008. Oliver saw the devastation the crisis caused due to greed and uncontrolled checks in the economy that severely impacted those victimized by a process that put profit over people. Oliver said, "It was during this time that I became keenly interested in blending profit and impact. This led me to micro-finance and how this industry was supporting underserved communities using innovative approaches to commercial lending."

During that period, he spent time seeking answers to some critical

questions. He recalled, "I began asking myself questions like what creates sustainability? Who knows best what is needed for a community to become sustainable? What kind of assistance can be provided and who should deliver the service? How can I make a difference? These were questions that were driving me to seek out alternative approaches to economic development."

These questions eventually led him to seek out sustainable options for economic development. They got him interested in the problems of the global poor, especially farmers who earn much of their income from their produce. And yet, he noticed that most banks did not lend to farmers.

This made him think of innovative ways to help the community, and the idea of a cheap tractor captivated him. It seamlessly fit with his lifelong goal of

wanting to make a difference in the world.

He spoke to his wife and some friends to get their opinions on his business idea, and the group embraced it. Since he is of Kenyan descent, they researched countries in Africa and landed on Nigeria, the most populous country in Africa with vast agricultural lands. They continued their research and concluded that a cheap tractor could be life-changing for a farmer's business. Tractors can plough in hours what a crew ploughs in days, so a farmer with a tractor can plant early enough to take full advantage of the rainy season, bringing better yields.

But the predicament lay in farmers being able to afford the Tractor since most banks did not lend to them. So Oliver devised a plan, and together with his Co-Founder, Van Jones, they developed Smart Tractor, an affordable machine with cloud connectivity. They called themselves Hello Tractor and set up the company in 2014. He said, "A typical entry-level tractor in Nigeria is 55 horsepower," he says, "Ours is 15. [The] 55 horsepower tractor [costs] around \$40,000. [Hello Tractor] is \$4,000."

Hello Tractor started with 500 tractors in Nigeria, which accounted for 75% of all tractors in the country. "Then we started to branch out from Nigeria, [and] that led to where we are now...a couple thousand tractors on the platform and a pretty large deal with John Deere," said Oliver.

The unique business model uses the shared economy approach, allowing tractor owners to connect with farmers



"Hello Tractor started with 500 tractors in Nigeria, which accounted for 75% of all tractors in the country."



through the app and rent out their tractors instead of undertaking the cost to buy an expensive tractor. In addition, Hello Tractor also provides tools to enhance a tractor owner's business and operations.

Explaining how the app works, Oliver said, "tractors are installed with a hardware monitoring device which is fitted with GPS and an international SIM card. Once the device is in place, it can transfer data to Hello Tractor's mobile applications, where it is displayed in a user-friendly format. Our Tractor Owner App includes tools such as service request management, tractor and fleet management, operator performance, and activity tracking."

The company has recruited and trained a network of booking agents to help farmers who are in need of tractor service. Oliver has also partnered with different organizations, outreach agencies including Mastercard and identified tech-savvy people living in or near rural villages with prior experience selling products and services to farmers to help further the cause.

Hello Tractor has expanded to eight additional African countries and has

made plans to enter the Asian market. Oliver is looking to profit from the Asian market to subsidize its operations in Africa. For instance, in India, 730,000 tractors were sold in 2019 instead of only 14,000 on the entire African continent. This offers the company an excellent opportunity to enlist more tractor owners on its platform to connect them with small farmers in India and across Asia.

The company has already provided mechanization services to over half a million smallholder farmers across the markets where they currently work. Their goal is to reach an additional 14.5 million farmers over the next two years by scaling their product across sub-Saharan Africa and South-East Asia.

Oliver said, "I set out towards this course to create a platform that every agro-preneur would want to grace its coverage. A platform that serves as motivation to startup in agriculture and showcases the milestones and challenges of both big and small ventures in the sector. Our work is disruptive in that it is allowing farmers to grow more productively and earn more income while contributing to food security within their broader community."

The Dynamic Cultural Expert



Tea Uglow leads a part of Google's Creative Lab, specializing in working with artists, writers, cultural organizations, and producers on digital technology experiments at the boundaries of traditional cultural practice. Uglow is a commendable Inclusion and Diversity Leader leading the charge as an empowered Transgender Woman in the Corporate World. For nearly ten years, she worked at Google and started Google's Creative Lab in Europe in 2012, building a Creative Lab for the Asia Pacific region in Sydney, Australia.

Written by Brianna Da Cruz

Born in 1975 in the English county of Kent to a mother in publishing and a father in academics, Uglow was the eldest child with two younger brothers, a sister and a half brother. When Uglow was young, she imagined there might be a 'switch over day' when all the boys could become girls and vice versa. But unfortunately, that did not happen, and Uglow grew into a six foot two inches tall, broad-shouldered and handsome man who played rugby. Deep down, she knew something was missing.

Growing up, Uglow played rugby and studied ballet with her sister. She went to an all-boys school, where she held the title of head boy. Uglow attended college at Oxford University to study fine arts. However, they were instructed that only two of them in the class would make it as a successful artist, so she decided to head in a different career direction, "one where you could get a job," she recalled.

In 1994, Uglow took her first HTML lesson, and in 1999, she started her first dot com that unfortunately crashed soon after. During that time, she moved in and out of tech even though she never really liked it.

Uglow says, "The thing about technology is that I never liked it. I still don't really like it. Actually, I like it as a tool – something that serves the purpose to culture. That is the thing that I like about it. How we purpose technology to fulfil cultural outputs, or to move cultural ideas forward."

Uglow then proceeded to do a design management degree at night school that proved valuable for her and increased her knowledge of business economics, organizational structure and the importance of diversity. She even learned the art to manage creative teams and how to profile personalities effectively.

After her newly acquired knowledge, Uglow took a contract at Google making PowerPoint slides, where her keen intellect earned her praise and recognition. Uglow said, "the reason I was able to do the stuff with Google was because of all this design management stuff that I had done. Not because I was particularly creative or because I was remotely technical. Basically it was

because I knew how to organize shit." She has worked at the tech giant ever since and headed some commendable projects.

Her favourite project is The Ghost Project with Sandpit, it is an intimate experience in which two audience members (the 'ghosts') revisit the kitchen where they fell in love and grew old during their 50 years together. It was the most fulfilling project for her, she said, "For me, it was the most complete project that we've ever done. We set out to achieve something using technology – the idea of hearing the thoughts of an actor as you watch them. And to be able to switch between performers. That we created something that can't be done, the theatre experience was rich and powerful."

Another one of her favourites is the Google Art Project, which is a non-profit initiative. They work with cultural institutions and artists around the world to preserve and bring the world's art and culture online to make it accessible to anyone, anywhere. She felt this project had the most significant impact on a large group of people. She explained, "I just can't help but remember myself as a 15 year old, cutting out paintings from art magazines with scissors – these tiny little things. Now with the Google Art Project you can see paintings in the most extraordinary quality. And the beautiful thing about it, is that it doesn't stop people wanting to go and see those paintings in real life. Because, in fact, it makes you want to see them even more."

While her professional life was on track, at the end of 2014, Uglow had a revelation of self-discovery and awareness. She described the event with enthusiasm: "It was as if my brain stepped out from behind a bush. The knowledge that she was in fact a woman arrived like an unexpected tax bill, no sparkles and little grace. I realized I had already been managing a worsening case of gender dysphoria (when one's gender identity is disconnected from their chromosomal sex)".

After that, Uglow began her transition journey, empowering others along the way. Her transition had a significant impact on her family; however, she handled the situation with grace and panache and even wrote down tips

Finding her voice as a transgender woman has dramatically helped her emerge as a leader in the community, and she was overwhelmed by the tweets and letters she received supporting her. "If that's what leadership is I'll take it," she said.

for 'dealing with Tea' to simplify the experience for everyone. "It's a bit like coding, it is complex but it is also exciting. Shouldn't that be what being alive is," she said.

Finding her voice as a transgender woman has dramatically helped her emerge as a leader in the community, and she was overwhelmed by the tweets and letters she received supporting her. "If that's what leadership is I'll take it," she said.

Uglow says, "I see gender as a spectrum (I'm more fem on that spectrum) like autism (Uglow is also autistic.) Autistic people often change the world because they are used to not belonging. We are very useful in the fight to change the world because we are so single minded."

Uglow led the charge for inclusion and diversity and was responsible for developing the famed trans flag emoji that is rallied for all diversity and inclusion parades. Uglow said, "It's a symbol to society we are here and we're not going away."

In conclusion, speaking on the topic, she says, "Incorporating diversity is a never-ending mission to find marginalized creative minds and to amplify their voices. It is about making space at the table for those people and adapting traditional work environments to fit their needs as well. We need to open the door even wider. "Women" are just the start, what we need is people. All the people. And all their intersections too."

NEWSMAKERS



Amy Cuddy

Social Psychologist

While Cuddy was still in college, she suffered a severe head injury in a car accident. Doctors were unsure about her mental capabilities and informed her that she would struggle to finish her undergraduate degree due to the damage caused in the accident. But Cuddy rose to the occasion and proved them wrong.

“Today, she is a Professor and Researcher at Harvard Business School, where she studies how nonverbal behaviour and snap judgments affect people from the classroom to the boardroom.”

Her training as a classical dancer (another skill she regained after her injury) is evident in her fascinating work on ‘power posing’ -- how your body position influences others and even your brain. Amy Cuddy’s research on body language revealed that we could change other people’s perceptions — and perhaps even our body chemistry — simply by changing body positions.

Dr Parag Agarwal

Founder & CEO of JanaJal

Founded by Dr Parag Agarwal in 2013, the company operates under the brand name of ‘JanaJal’ and has successfully demonstrated sustainability in the water sector. Global Safe Water Services Pte Ltd. is Asia’s leading technology-based water services company that aims to harness technology to make safe drinking water Available, Accessible and Affordable to people in an equitable manner.

To date, over 100 million litres of safe water have been delivered to over 30 million consumers across urban, semi-urban and rural areas. The company has also helped eliminate over 20 million single-use plastic containers from polluting the environment besides creating hundreds of jobs and social entrepreneurs. JanaJal WOW (Water on Wheels) is a unique, clean fuel-powered



three-wheeler vehicle that provides a last-mile delivery solution by delivering safe water to the doorstep of every household.

The Government of India recently selected JanaJal WOW as one of the five technologies to deliver their \$50 Billion drinking water scheme by 2024 in India. JanaJal has received nearly 40 awards globally for sustainability, water conservation, social entrepreneurship and innovation.



Emily Oster

Professor at Brown University

Emily Oster is an Economics Professor at Brown University and holds a PhD in Economics from Harvard. Before Brown, she taught at the University of Chicago Booth School.

Oster’s academic work focuses on statistical methods and health economics. She is interested in understanding why consumers do not always make ‘rational’ health choices, pursue all recommended preventative health behaviours, or why do people not eat a fully healthy diet? Her work also involves methods for learning causal effects from observational data.

“Her earlier academic work included studies of HIV in Africa (the topic of her 2007 TED Talk) and medieval witchcraft.”

In addition to her academic work, Oster has written two books: Cribsheet, which explains the evidence on breastfeeding, co-sleeping or potty training and Expecting Better analyzes the data behind many standard pregnancy rules and aims to improve decision-making for pregnant women.

NEWSMAKERS



José De Sousa

Founder & CEO Of OLITA

José is an Executive Coach, Consultant and Speaker with more than 25 years of business experience. His natural ability to support people’s development, interests in different fields and multi-faceted education enable him to help his clients widen their perspectives and generate valuable insights and actions.

He constantly challenges leaders to see beyond the obvious and helps them define impactful strategies and actions to navigate successfully in VUCA contexts. His purpose of connecting and developing great minds is based on a conviction that every leader has all it takes to succeed even in the most challenging environments. As an ICF Certified Executive Coach, José has coached leaders at all levels, helping them focus on making a positive impact, engaging and communicating better with their teams, and developing their careers with a better work-life balance.

He helps clients create a compelling vision for their future through a holistic Mind, Body and Soul approach. His Coaching Model – The Midas Touch, is featured in We Coach - a book written by some of the most respected names in the coaching field, including Marshall Goldsmith, Peter Hawkins, Richard Boyatzis, and others.

Yassmin Abdel-Magied

Founder of Youth Without Borders

Born in Sudan, Yassmin moved to Australia when she was two years old and trained to become a mechanical engineer. She now spends her time both heading up Youth Without Borders, the organization she founded to enable young people to work to create positive change in their communities and as an engineering specialist on oil and gas rigs.

Named the 2015 Queensland Young Australian of the Year, Yassmin advocates for empowering women, youth and those from culturally and linguistically diverse backgrounds. In 2007, she was named Young Australian Muslim of the Year.

Yassmin’s internationally acclaimed TED talk, What does my headscarf mean to you, has been viewed over 2.3 million times and was chosen as one of TED’s



top ten ideas of 2015. Yassmin was also Head of Media for the Australian Youth G20 Summit, the Gender Ambassador for the Inter-American Development Bank and a member of the Royal Academy of Engineering Global Challenges Steering Committee.

Manu Prakash

Assistant Professor At Stanford University



Born in Meerut, India, Prakash holds a BTech in Computer Science and Engineering from the Indian Institute of Technology in Kanpur before he moved to the United States. He continued his education and did his Master’s and PhD in Applied Physics at MIT before founding the Prakash Lab at Stanford.

An assistant professor of bioengineering at Stanford University, Prakash is a physicist working at the molecular scale to try and understand how the world

really works. Prakash’s ultra-low-cost, ‘print-and-fold’ paper microscope won a \$100,000 grant from the Gates Foundation in 2012.

Prakash said, “I am humbled and inspired by nature’s own solutions to the world’s biggest problems. I build and design tools to uncover how and why biological systems so often outsmart us. I believe one day we will be able to understand the physical design principles of life on Earth, leading to a new way to look at the world we live in.”

The Humanitarian Warrior

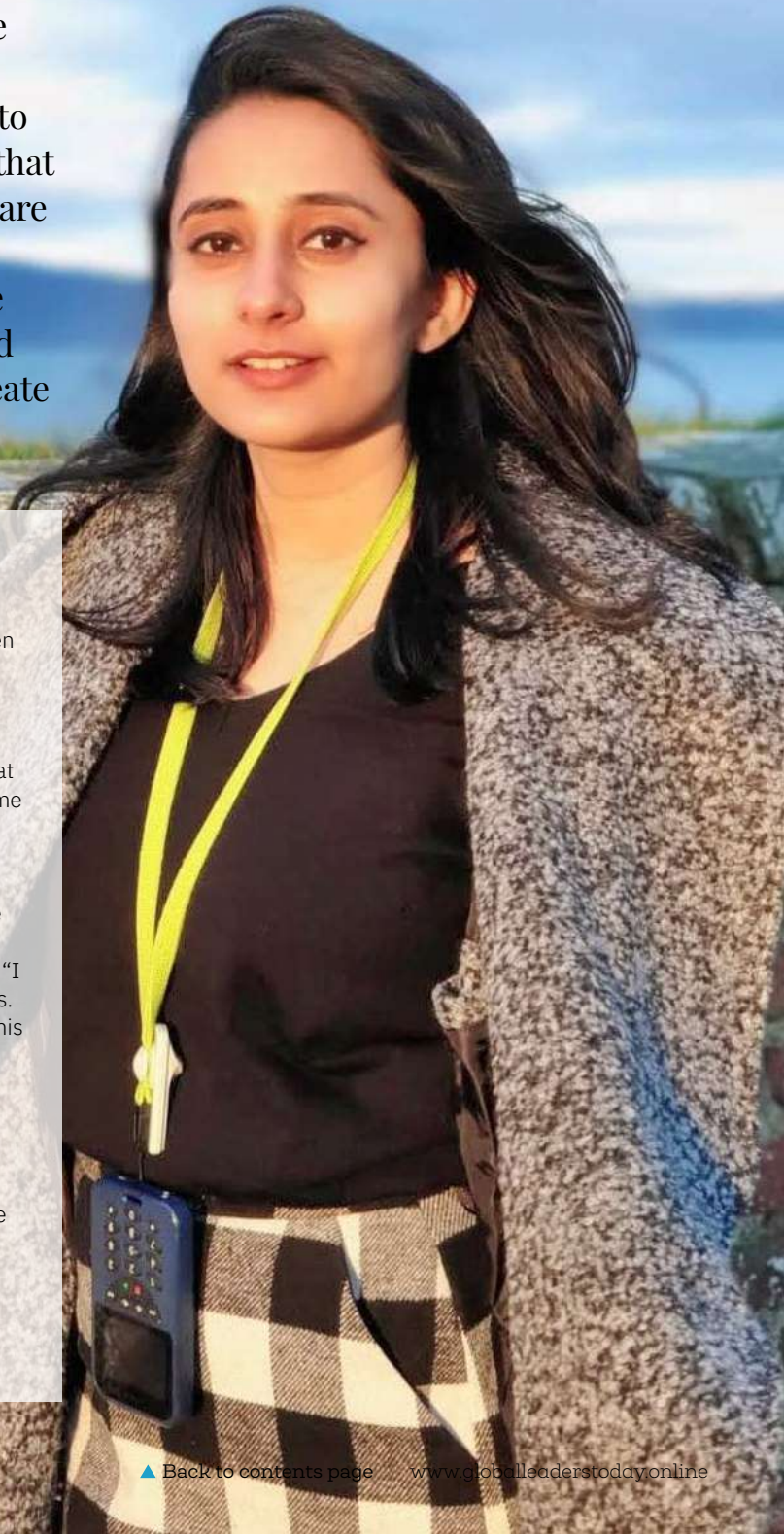
Palak Sharma is the Co-Founder of the 'Green Governance Initiative,' a group that works towards influencing policy to reflect development goals and ensure that Sustainable Development Goals (SDG) are implemented at a grassroots level. She has trained thousands of young people to understand the SDGs and connected policymakers with young people to create real change.

Written by Alexis Miller

Due to her condition, Dhanda frequently sPalak Sharma was born in Rajasthan, India, to a well-educated and hardworking family. Having had an affinity for mathematics, Palak's family had chosen the career option of engineering for her.

However, this changed when Palak shifted to Mumbai to complete her undergraduate studies in Economics at Sophia College. As a requirement for the hostel she was residing in at the time, she had to volunteer for the National Service Scheme (NSS). In the NSS, they were made to teach kids below the poverty line who had no access to education. Initially, Palak dreaded teaching them since she had no exposure to kids and no prior teaching experience. Many of them did not have access to water and therefore could not afford the luxury to take a bath every day. However, as time went by, Palak says, "I realized that they were just like me, and were as lost as I was. So we started spending more time together and bonding." This experience opened her up to the world of social causes and humanitarian work.

She decided to simultaneously work with a Member of Parliament back in Rajasthan who was doing commendable work for the people. Along with office work, she helped set up internship programs to help the youth and set sustainable development goals. Palak recalled, "That is where I met the Co-Founders of my current organization, Green Governance Initiative. We started contemplating on what we can do to involve the youth in sustainable development goals and the execution of these goals." Within a year, they formed their



▲ Back to contents page www.globalleaderstodayonline

organization, and they started their work.

The Green Governance Initiative (GGI) is a youth-based non-partisan policy research think-tank working with elected representatives, policymakers, and administrators. GGI facilitates the outreach of various social welfare schemes to the grassroots level through the concept of Constituency Development and also helps tackle multiple social causes.

The group also helps educate the youth concerning sustainable development goals for a greener future. Palak says, "At GGI, we believe that it is important to promote and bring today's youth on the front foot for the development at ground zero by involving them in policy-making and governance. It is indeed crucial to provide a platform and strategize development in target constituencies thereby making them an Ideal Parliamentary Constituency."

Her work with GCI led her to pursue her Master's in International Social and Public Policy from The London School of Economics and Political Science (LSE). However, while she was there, she started working for the UK Civil Services by assisting them in their projects. After completing her course, she returned to India armed with extensive knowledge and new ideas that could help better GCI.

She immediately started educating the youth about sustainable development goals (one of the primary focuses of GCI) and how they could achieve them. During one of her workshops, she recalled an incident, "One girl messaged me and told me that during the whole process of the training, she had finally found what she wanted to do; write on Sustainable Development Goals (SDGs). And now, she has begun her journal on SDGs. The passion I heard in her voice made me feel overwhelmed with the kind of response we were getting."

Unfortunately, the pandemic hit in 2020 and stalled many of their SDG projects that were initially planned. They decided to divert their efforts to tackle social causes with a pressing concern of sanitization in the underprivileged areas that could lead to the spread of COVID-19. Palak collaborated with World Toilet Organisation to work in

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"At GGI, we believe that it is important to promote and bring today's youth on the front foot for the development at ground zero by involving them in policy-making and governance. It is indeed crucial to provide a platform and strategize development in target constituencies thereby making them an Ideal Parliamentary Constituency."

public toilets of rural Maharashtra and helped develop their sanitation system to decrease the threat of a mass spread.

The lockdown also halted another one of their social welfare schemes wherein they supplied sanitary pads to girls below the poverty line by partnering up with multiple schools. According to the data they had received, they installed sanitary pad vending machines in various schools and were in touch with the principals of these schools. However, when the second lockdown took place, one of them informed her that their stock of sanitary pads was over, and they also had no means to reach out to the kids since their villages were in lockdown. After brainstorming, they decided to do a fundraiser and provided them with reusable sanitary pads that could be used for three years; they concluded that it was the best alternative in these uncertain times.

Palak fondly reminisces, "the next day we had a video call with the Principal because I had to explain to her the benefits of the reusable pad and how



it worked. With tears in her eyes, she remarked, "I feel so happy that you are even younger than my daughter and I am learning so much through you to help and reach out to more people. It is a wonderful experience!" It is a memory she often looks back to during trying times.

After her success with their social outreach programmes, Palak went back to working on SDGs by preparing for the upcoming UNFCCC COP 26, the Climate Change Summit that will take place in Glasgow, Scotland. Her organization is currently working with 3,500 young leaders to generate a decolonized version of climate mitigation. GCI is finding stories of revolution against climate change in the global south, climate change rebellions in small pockets of India, where people have fought against climate injustice to showcase the country as a sustainability warrior.

Her work has recently been recognized and praised on the Global Stage. Palak was recently honoured with The Diana Award, the highest accolade in the world that a young person can receive for their work in humanitarian crisis by Duke of Cambridge and Duke of Sussex, Plan India Impact Award & the Bangladesh Digital Social Innovation Forum Award for going above and beyond to create and sustain positive change in her daily life.

In conclusion, she says, "This journey has taught me that there will be years working without monetary benefits and support. But it is an incredible change that gives me an insurmountable amount of joy and happiness that makes up for it all."

September 2021 | Issue 9 | 25

The Socialpreneur Transforming The World Of Business

Blake Mycoskie is an American entrepreneur, author, and philanthropist. He is the Founder of TOMS and the man responsible for the brand's unique One for One model. The model uses business to improve lives and is created to promote corporate responsibility and conscious consumerism. At TOMS, the brand provides a new pair of shoes to a person in need for every pair of shoes sold.

Written by Sherlyn Gomes

Blake Mycoskie was born in Arlington, Texas, to an orthopaedic surgeon and an author. He completed his education and launched his first business, EZ Laundry. The company soon expanded, ultimately employing more than 40 people, servicing three universities, and generating approximately \$1 million in sales.

He then dabbled into various successful ventures, including co-founding a cable network reality central and creating DriversEd Direct, an online driver's education service, amongst others.



However, this all changed in 2006 when Mycoskie took some time off work for a long-due vacation.

Towards the end of his trip, Mycoskie met an American woman in a café volunteering for a shoe drive, a new concept to him at the time. He recalled, "She explained that many kids lacked shoes, even in relatively well-developed countries like Argentina, an absence that didn't just complicate every aspect of their lives including essentials like attending school and getting water from the local well but also exposed them to a wide range of diseases." Her organization helped collect shoes from donors and supplied them to kids in need. However, the organization entirely depended on donations and had little control over the supply. So even when they did receive generous donations in sufficient quantities, they were often not in the correct sizes that they needed, which meant that many of the children were left barefoot even after the shoe drop-offs.

Mycoskie said, "It dramatically heightened my awareness. Yes, I knew somewhere in the back of my mind that poor children around the world often went barefoot, but now, for the first time, I saw the real effects of being shoeless: the blisters, the sores, the infections."

He learned that many children in Argentina and Ethiopia were shoeless and had a significant risk of contracting a disease. Mycoskie said, "In Ethiopia, kids are at a risk of contracting Podoconiosis, a disease that can cause the feet and legs to swell to dangerous proportions. Kids get it from walking barefoot on volcanic soil."

All this motivated Mycoskie until he had a sudden epiphany; he said, "I thought to myself, I'm going to start a shoe company, and for every pair I sell, I'm going to give one pair to a kid in need". It was a simple concept: Sell a pair of shoes today, give a pair of shoes tomorrow.

Mycoskie said, "Something about the idea felt so right, even though I had no experience, or even connections, in the shoe business. I did have one thing that came to me almost immediately: a name for my new company. I called it TOMS. I'd been playing around with the phrase 'Shoes for a Better Tomorrow,' which

eventually became 'Tomorrow's Shoes,' then TOMS." Mycoskie then approached his Polo Teacher, Alejo Nitti and asked if he would join the mission; he readily agreed, and TOMS was born. They began working out of Alejo's family barn and tried finding local shoemakers to employ. After endless scouting, they finally found a local shoemaker named Jose. Soon they started collaborating with other artisans, Mycoskie recalled, "all working out of dusty rooms outfitted with one or two old machines for stitching the fabric and littered with bits and pieces of cloth, surrounded by roosters, burros, and iguanas. These people had been making the same shoes the same way for generations, so they looked at my designs -- and me -- with understandable suspicion."

With the final product ready, Mycoskie packed up some shoes, went to American Rag and asked for the shoe buyer. He recalled fondly, "After explaining the concept to her, she realized that TOMS was more than just a shoe. It was a story. And the buyer loved the story as much as the shoe -- and knew she could sell both of them."

Shortly afterwards, Booth Moore, a renowned fashion writer for the Los Angeles Times, heard about TOMS and captured the brand's essence on the front page of the Times' Calendar section. By the end of the day, the brand had secured 2,200 orders on their website.

Soon the brand was covered by LA Times, Vogue Magazine, Time, People, Elle, and Teen Vogue, leading to great publicity for TOMS. Their retail customer base expanded beyond Los Angeles stores and became global; celebrities like Tobey Maguire, Keira Knightley and Scarlett Johansson were spotted around town wearing TOMS.

From there on, the brand flourished; in 2009, Mysockie and TOMS received the Secretary of State's Award of Corporate Excellence (ACE). In 2014, Mycoskie was honoured with an invite by Richard Branson to join The B Team, a group of worldwide leaders that support and promote a better way of doing business. They advocated for the well-being of people and the planet.

To date, TOMS has provided more than

"I thought to myself, I'm going to start a shoe company, and for every pair I sell, I'm going to give one pair to a kid in need"

35 million pairs of shoes to children in 70 countries across the world. Following the success of this business model, Mycoskie expanded the One for One model to other products as well. In 2011, the company introduced eyewear. While it followed the principle of philanthropy as in the shoe business, it was slightly different in execution. Instead of donating a pair of glasses for every pair sold, TOMS would use part of the profit from that sale to save or restore a person's eyesight in developing countries. To date, TOMS Eyewear has helped restore sight to more than 275,000 people.

Mycoskie has a long list of awards and achievements. Harvard's School of Public Health awarded Mycoskie its Next Generation Award. The award honours individuals under 40 whose leadership and commitment to health as a human right inspires young people to make 'health for all' a global priority. In 2016, Mycoskie was awarded the Cannes LionHeart Award for his positive impact through the innovative use of brand power. Additionally, Mycoskie and TOMS have been featured in several publications, including Inc., Time and Fortune.

In 2015, Mycoskie founded the Social Entrepreneurship Fund, which invests in innovative and socially conscious companies that exist to create change. To date, the fund has invested in 15 for-profit companies in industries ranging from technology and education to food equality.

In conclusion, Mycoskie said, "If you just go out and try to make money by starting a business, you're going to come up with something that's just like what everyone else has done. But if you look at the world and see opportunities that can be taken more seriously, then you come up with a great idea."

A Guide On Turning Customers Into Ambassadors

- Brianna Da Cruz



Imagine the brand loyalty of Harley Davidson customers who identify so deeply with the brand, they sport permanent tattoos to demonstrate their advocacy for the same! The ability to convert customers into brand ambassadors has become crucial, especially in the times of digital media when every person with a phone and an internet connection has the power to influence opinions and perceptions, regardless of how big or small their circle of influence may be.

So how can brands convert customers into brand ambassadors?

Ask For Feedback

The simple act of asking for feedback is a terrific way to gain insights into customer preferences and opinions. Even if not executed in the form of structured feedback forms, a casual conversation can go a long way in understanding the genuine needs of the customer cementing the bond between the two entities. More importantly, the act of being asked for feedback itself makes a customer feel valued and heard.

In fact, Paul M. Dholakia of Rice University and Vicki G. Morwitz of New York University conducted a survey that found that simply asking customers for feedback encourages them to repeat business. This

act works even if customers don't end up answering the questions.

Create An Efficient Loyalty Program

Just establishing a simple loyalty program cannot ensure its effectiveness. The 2017 Colloquy Customer Loyalty Census observed that while 3.8 billion individual loyalty memberships in the U.S were recognised, only half of these were active. Colloquy also stated that 1/4th of Americans sign up for loyalty programs but leave before redeeming a reward.

To defeat this frightening statistic, firms can ensure that loyalty programs continue being appealing after the initial sign up. By making the program easy to use and redeemable for considerable discounts, customers can be incentivised to continue participating. Amazon Prime ensures that exclusive discounts and offers are made to the members along with their famous unlimited rapid shipping.

It's crucial that a loyalty program is easy to understand and easier to use with appealing rewards to the target members. Cracking a good loyalty program can go a long way in creating brand advocacy.

Implement A Referral Scheme

One of the simplest ways to acquire new customers through brand advocacy is to create lucrative referral programs. On

one hand, good referral programs reward existing customers for advocating the brand within their circle of influence, creating a powerful multiplier effect. Referral programs also help bring in new customers and enhance the brand reach.

Christophe Van den Bulte of Wharton School found that referred customers had greater loyalty and profit margins. His findings have definitely worked for Tesla since their viral 'World's #1 Tesla Referrer' encouraged more than 1200 people to buy a Tesla car and the customer was rewarded with two cars worth \$500,000. This tactic has helped Tesla gain a million views.

Use Personalisation Techniques

Mass-production and a 'big-brand' image only work for a few brands. Most customers seek and advocate for businesses that offer personalised customer experiences. Most consumers believe that brands don't care about them; this belief stops them from being unwaveringly loyal. Disproving this belief by offering customers personalised service can help brands stand out. This personalisation can be implemented in a range of different ways, from just remembering a customer's name to keeping them updated with items they might prefer.

Netflix's famous personalisation and search algorithm has helped it stand out from cable and satellite providers. The streaming giant now has over 130 million subscribers, with 80% of them watching content that comes from recommendations.

In Conclusion:

Turning customers into brand ambassadors has an extremely strong positive ripple effect. With numerous benefits and a long term impact, firms should use their existing customers to their advantage and provide support to customers to make them advocates.

Should Pregnancy Loss Be Incorporated In The Bereavement Policies?

- Justin Roberts

Earlier this year, New Zealand made headlines for a law that was commended on the global stage. The women-led country imposed a law announcing bereavement leave to mothers and their partners who had experienced pregnancy loss, including miscarriages and stillbirths, with three days of paid leave. This catapulted companies into following suit and coming to terms with the importance of offering leaves to their employees and supporting them during their difficult times.

However, the topic is still taboo in many western countries even though one in four pregnancies ends in a miscarriage, according to the World Health Organisation. A study conducted by the Eunice Kennedy Shriver National Institute of Child Health and Human Development revealed that women with no history of depression are at risk for depressive symptoms for several years after a stillbirth.

Another study published in the American Journal of Obstetrics and Gynecology found 29 percent of people who had a pregnancy loss in the first trimester had symptoms of post-traumatic stress one month later. The impact of losing a baby can also lead to post-traumatic stress in the partner who didn't carry the child.

With more women joining the workforce, employers need to provide their employees with legal support if a pregnancy unexpectedly ends. Some companies limit this to only women while their male counterparts do not receive the same benefits. However, it is essential to bear in mind that the father has also lost his child and will need time off to deal with a spectrum of emotions to overcome the heart-wrenching news.

Changing The Norm

Monzo, the Digital bank, and several other companies are leading the charge



against this pressing issue. Monzo's new policy announced in May allows either partner affected to take up to two weeks additional paid leave. The bank said, "Monzo takes the mental health of its staff very seriously."

The leave is also extended to partners or surrogate mothers. The bank added, "it recognizes that pregnancy loss doesn't just affect women or heterosexual partners," and goes beyond that to all parties involved.

How You Can Support Your Employees - Lead With Compassion

While dealing with an employee who recently suffered a pregnancy loss, be empathetic. They may not want to disclose their problem as it may be a sensitive topic to talk about or maybe be worried about potential discrimination. As employers, it is essential to acknowledge their loss and express support.

An employee Julia, who has experienced four miscarriages, shares her favourable experience with her company. "Each

time this happened to us, my work asked me 'how can we support you?', they also made suggestions that they thought might help us, such as seeking mental health support or taking time off.

She continued, "My manager would check in with me to see how I was doing and how I was coping with work after being back. I was never made to feel as if taking time off was a problem, or that things should be back to normal straightaway. I am extremely grateful that my organization supported me."

Create A Supportive Environment

These are several things organizations can do to make it easier for any member of the workforce who's currently experiencing a loss. As a leader or manager, incorporate a miscarriage policy if the firm does not have one already. Miscarriage Association has excellent resources to help with drafting such policies.

Learning from other organizations is another great way to move ahead. For example, Channel 4 announced their policy, which encompasses miscarriage, stillbirth, and abortion. Beyond that, the policy gives individuals two weeks fully paid time off and additional paid leave for medical appointments along with access to flexible working and an array of resources, including counselling and a buddy scheme for when they return to work.

In Conclusion:

Talking about their recent bereavement policy at Zip, Anna Buber-Farovich, Chief People Officer, said, "I have experienced pregnancy loss and I reflected on that policy change in New Zealand. The most important thing about that legislation is actually normalizing the conversation around pregnancy loss."

Spreading Love One Letter At A Time



Hannah Brencher is an Author, TED Speaker and the Founder of More Love Letters, a Global Organization that promotes the simple but powerful act of letter writing. She is the author of two best-selling books- ‘If You Find This Letter’ and ‘Come Matter Here.’ Her latest book ‘Fighting Forward,’ championed the truth that every song starts with a single note and with trust, and with a little time, each note and every tiny step adds up to a victorious anthem of showing up to this life and staying in the fight to become who God made us to be.

Written by Justin Roberts

“The World Needs More Love Letters is the world’s first global love letter writing organization using the power behind social media to write and mail love letters to individuals in need worldwide. The organization has since spread across six continents to all 50 states, over 49 countries, and nearly 100 college campuses. It has brought over 13,000 love letters into the world.”

letter writers. My grandmother passed the tradition down to my mother. My mother passed the tradition to me, one adorned envelope at a time.”

However, it all began when Hannah moved to New York City after college. She was working for a Human Rights NGO at the United Nations as their New York representative. She recalled, “It was a year of volunteer service, so you agreed to make no money for the entire year, and live off of \$25 a week, which is incredibly hard in New York City. I felt like I knew what I was walking into especially coming right out of a very privileged liberal arts college, a very privileged background and then living in the Bronx, an immigration center and having to face national and global poverty head-on.”

That year was a difficult period for Hannah, and she struggled with sadness that eventually led to her being diagnosed with depression. She said, “I have always been a feeler, naturally, so I feel everything, see everything, and I people-watch everywhere, especially in the trains in NYC, and you aren’t supposed to people watch but I people watched. I found myself just starting to write letters. I was dealing with serious writers’ block when it came to content for my blog, but these letters came to me quickly. I would pick people out of the crowd and would start writing letters.”

Her first letter was filled with encouraging words that she wished she could have given herself at that time that gave her the brilliant idea to start leaving them around the city. On her quest, she would pick random places like Barnes and Noble and tuck the letters in her favourite books where she thought someone would find them. Hannah continued, “It was just a thing I did for myself, and I told my best friend about it, and nothing changed until I blogged about it several weeks later and at the end of the blog, I wrote, if you need a love letter for whatever reason, I will write to you. Never did I think that question would change my life in so many ways.”

Instantly her inbox was flooded with stories of people all over the world, and at that moment, Hannah said, “a veil was pulled and you can’t just sit there and think you are alone in what you are going through because everyone has proven that you are very much not alone.”

After this epiphany, she started taking printer paper and writing letters to people. She recalled, “Hundreds of letters to strangers was the crossroads to me asking if I was going to keep doing this by myself, am I going to kill it completely, or am I going to let this be about other people, and that is how More Love Letters was born.”

The World Needs More Love Letters is the world’s first global love letter writing organization using the power behind social media to write and mail love letters to individuals in need worldwide. The organization has since spread across six continents to all 50 states, over 49 countries, and nearly 100 college campuses. It has brought over 13,000 love letters into the world. The team comprises 20 passionate individuals with hearts on fire for a world with more love and connection.

“Letters—whether they’re breakup letters, or letters for people who are starting their first year of college, or just a random hello—we want to find a way to get them to as many people as possible,” she says. “Something that shows up in the mailbox for you—there’s a power behind that that you can’t touch.”

One of their success stories involves Briana, a single mother struggling to pay rent. Hannah wrote her story on their site and requested letters for Briana. When the day came to check her PO Box, Hannah found so many letters that they didn’t fit in the box. The letters were then compiled and sent to an overjoyed Briana.

More Love Letters has also partnered with Cards for Hospitalized Kids.”We realized that there were a lot of children out there that wanted to write letters and a lot of teachers that wanted to get children involved with the letter-writing process,” Hannah said. The effort was a success spreading to more campuses across the world with more love to share.

Even though it can be tough running an organization, Hannah said she continues to find motivation. “I’ve seen through this organization just how good people are and how wonderful people are and how genuinely people want to serve one another.” She continues her mission to spread love and light to everyone across the world.

The Humanae Project

Angélica Dass is an Award-Winning Photographer whose art combines photography with sociological research and public participation in the defence of human rights globally. She is the creator of the internationally acclaimed *Humanae Project*—a collection of portraits that reveal the diverse beauty of human colours. The initiative has travelled to more than 80 cities across six continents — from National Geographic to The World Economic Forum— to promote conversations that challenge how we think about skin colour and ethnic identity.

Written by Brianna Da Cruz



Dass was born in Rio De Janeiro in Brazil and came from an ethnically diverse background as a Brazilian and European. Dass explained, “My father is the son of a maid from whom he inherited an intense dark chocolate tone. He was adopted by those who I know as my grandparents. The matriarch, my grandma, has porcelain skin and cotton-like hair. My grandpa was somewhere between a vanilla and strawberry yogurt tone, like my uncle and my cousin. My mother is a cinnamon-skin daughter of a native Brazilian, with a pinch of hazel and honey, and a man [who is] a mix of coffee with milk, but with a lot of coffee.”

She first encountered the dilemma of skin colour when she was merely a child. When she was six, her teacher told her to use the ‘skin tone’ crayon: “I looked at that pink and thought, ‘How can I tell her this is not my skin color?’” That night, she prayed to wake up white so she would fit in.

After encountering such instances, she wondered why skin colour caused a barrier in society. She said, “Growing up in a family with all of these flavours and colours, I never understood why we have this small classification of people as black, white, red or yellow that are the colours associated with race.”



After receiving her degree, she followed her passion and started working as a photographer. She said, “As a photographer working in the world of fashion, I never see myself represented in the photos that I’m producing. The world of fashion is responsible for creating huge stereotypes. Magazines and movie stars all send out the same message of only a certain kind of beauty.”

Discouraged by these unattainable beauty standards, Dass decided to go back to get a Masters Degree in Photography in 2011 and change the narrative. She recalled, “I asked myself, what are the things bothering me? And what can I do with my photography? So I started the *Humanae* in 2012 after marrying my husband.”

What triggered the project was people’s constant speculation of the colour of their future babies considering Brazilian Dass sported light brown hues while her Spanish husband had pinkish hues. For clues, Dass looked at her family, whose European and African skin tones ranged from “pancakes to peanuts to chocolate.”

In 2012 she photographed herself, her then-husband, and their families to display the beauty of this medley. She matched a strip of pixels from their noses to a colour card from Pantone, the longtime authority on colour standards. This exercise became the start of the ‘*Humanae*’ project.

Humanae is a reflection on skin color, an attempt to document humanity’s true colors, rather than the untrue labels ‘white,’ ‘red,’ ‘black,’ and ‘yellow’ that are

historically associated with race. In its neutral handling of skin tone, *Humanae* has questioned the contradictions and stereotypes of race.

She recalled, “It was hilarious in the beginning, I had many pinks and just a few browns, and people would write me outraged emails saying, ‘You are a racist! You are a Nazi! I have more diversity in my neighbourhoods than you have in your work.’ And I always had to say, ‘Be patient, this is a work in progress.’”

In the past five years, she has taken portraits of about 4,000 people in 17 countries and 27 cities around the world. Her oldest volunteer has been a 101-year-old while her youngest has been a 3-month-old. She has inspired entire families to become a part of the project- from the grandfather to the youngest child. Especially in countries like Spain, where adoption is a common practice, families have been enthusiastic about creating portraits that showcase all their beautiful colours encouraging their kids to grow up into confident adults not defined by their skin tones.

Dass knew that the entire world had skin colour stereotypes; however, when she arrived in India to expand her studio, she recognized how serious these issues were. She had children come up to her saying, “My mother told me not to play in the sun,” “I kept using Fair and Lovely when I was young,” and “I once cried in the shower”. She continued, “I had company. It looks like everybody is naked in my photos. But really, I am the only one that is naked. It is a kind of therapy for me.”

In the past five years, she has taken portraits of about 4,000 people in 17 countries and 27 cities around the world. Her oldest volunteer has been a 101-year-old while her youngest has been a 3-month-old.

Dass added, “colour is just the beginning of the conversation. But the end goal is to start the conversation on so many different topics. The most important things in *Humanae* are exactly the things that you can’t see in the photographs. You can’t see the person’s nationality, sexual orientation, or financial status. Because you can’t see, you can’t judge. The portraits act as mirrors. They are an excuse for the conversations they generate.”

She has been featured on TEDx and her talk and has had more than 2 million views. She also recently captured the faces of Londoners for the Migration Museum’s No Turning Back exhibition.

Through her work, she has also helped inclusivity in various segments; she recalled an incident. “I was in one photo shoot with a beautiful woman, and she asked me, ‘have you taken any portraits of a transsexual?’ And I said, ‘I don’t think so, I don’t ask this kind of thing.’ And she said, ‘Well, now you’ve taken the first one.’ That took place in 2013, and ever since, she has photographed dozens. Dass has also created stunning portraits with differently-abled adults and kids with the primary intention of creating a space where everyone can exist without the burden of labels while feeling completely equal and empowered.

In conclusion, she says, “I want to show people the most important point that unites us: we are human. All the other nuances make us special as individuals, but we should think of what unites us as a collective.”

Four Ways To Destress When Working Remotely

- Alexis Miller



Working from home sounds like a dream. No commuting time, no dressing up and the ability to work from any location possible. Unfortunately, working from home is exactly this, a dream. Working from home has proved to be a greater challenge than imagined with poor work-life balance, long hours and a greater need to multitask. Employees have been drained mentally and physically and are continuously looking for ways to destress.

Four Tips To Destress

1. Take Regular Breaks

Making room for minibreaks and stepping away from work is critical when trying to destress. Taking frequent breaks (not at the cost of productivity!) helps decrease stress levels and prioritize. It has also been proved that taking breaks can restore energy, mental resources and decrease the development of fatigue or exhaustion.

For example, an experiment was performed on Danish students where they were given a short break before taking a test. Over two

million tests were analysed and the results showed that students who took a break performed significantly better and scored higher scores than their peers who didn't relax. Many entrepreneurs have identified the need to take breaks, this information has helped them develop apps such as Workrave and Eyeleo that remind users to take breaks.

2. Commit To Exercising

Working from home has undoubtedly put a strain on physical activity. According to a study conducted by the University of Southern California, "employees have decreased their overall physical activity, mental well-being and exercise, combined with increased overall food intake," that could lead to health problems later. Putting time on the calendar to exercise, even if it is just a seven-minute workout, can release 'happy hormones' known as endorphins. These endorphins are a mood-booster and are natural stress reducers. Simply standing at your desk or walking around during phone calls can bring serenity in the middle of a hectic work week.

Reebok's company culture has been appreciated for providing incredible relief to employees. Fittingly, the global fitness company offers free fitness classes at their on-site gym and Crossfit Box any time of the day.

3. Listen To Music

Music always has the power to change moods tremendously. Listening to mood-boosting music can help destress during remote work and quickly change the mood of your environment. Background music can always accompany your work schedules and help you enjoy your work more. It has further been proven that listening to music can reduce those stress hormones which harm the memory, weight and immune system. Listening to music

has extra benefits for employees specifically: employees tend to work more efficiently and have more frequent creative and innovative ideas. Moreover, it also improves productivity, motivation and cognitive performance.

The exceptional benefit is that it reduces anxiety, which has especially increased during remote work due to poor communication and morale. It is important to make sure that focus is unaffected and that music isn't a distraction.

4. Call your Work Best Friend

According to the 2020 State of Remote Work Report by Buffer and AngelList, 20% of employees report feeling lonely because of remote work. Working from home means that you miss out on vital interaction and bonding with colleagues, creating a greater need to socialize. To keep up the much-needed socialization activities, give your work best friend a call to catch up or start a zoom meeting with the coworkers you used to bond with in the office. You can also try using your coffee break as a time to catch up, let everyone know you will be online at a particular time, taking your coffee break, and invite the team to join you. Stay online, forget about work, and chat for a few minutes.

If you are a freelancer or a small business owner, you can call a colleague in your industry to see how they are coping during this time. Not only will you feel less stressed, but a social setting can help you brainstorm by offering alternative perspectives.

In Conclusion:

Being there for oneself and prioritising mental and physical health is vital during remote work. Without distressing and keeping nerves in check, employees can ruin their long-term prospects at any job and can destroy their personal lives as well.

A Focus On The Multigenerational Workforce

- Siya Mehta



A multigenerational workforce is an incredibly diverse group consisting of working professionals across generations. Today's American workforce is regarded as one of the most distinctive multigenerational landscapes. It has five generations actively working: traditionalists, baby boomers, generation X, millennials and generation Z. The picture below from SMARP highlights the approximate age range for each of these generations.

Organizations across the world now operate with the help of workforces that represent four to five generations. This change has been facilitated by older employees opting to work longer and younger generations seeking industry experience early on. While a multigenerational workforce provides more perspectives and a range of solutions, it can also lead to workplace conflicts due to generational conflicts and gaps.

Advantages Of A Multigenerational Workforce

"More than 86 percent of global companies say a multigenerational workforce is valuable to their success and growth," said Jo Ann Jenkins, CEO of The American Association of Retired Persons. The statistic highlights that companies have been using their diverse workforce as a competitive advantage instead of looking at the drawbacks. The following

benefits can be used to help companies stand out.

1. While cognitive abilities and fluid intelligence of employees decline as they age, the crystallized intelligence of older employees is extremely valuable to companies. Companies have been using crystallized intelligence power, which is based on wisdom, experience and the ability to recognise patterns. It can be greatly beneficial during strategic planning and problem-solving. This type of intelligence remains relatively stable and can even increase as employees age.
2. A diverse team facilitates greater interaction between subordinates and managers. This mutually beneficial interaction allows all parties to learn from each other and advance their skills. In fact, the newer generation prefers companies that have a multigenerational workforce so they have greater exposure to mentoring opportunities. Mentors provide valuable feedback to younger employees and share advice based on their experiences. More importantly, younger employees can give back to their mentors by helping them stay up-to-date with technology.

How To Lead A Multigenerational Workforce

It is a challenge to seamlessly meet the needs and lead an age-diverse workplace. According to a survey, only 6% of organizations strongly agree that their leaders are equipped to lead a multigenerational workforce effectively and another study showed that 'intergenerational cohesion' is one of the top three workplace risks. However, with the right solutions, a company can efficiently maximise the benefits a varied workforce offers.

1. Understand Their Needs

The first step to leading a multigenerational workforce is always understanding the needs of every generation. While it is important

to understand overall common characteristics and features, it is essential to not stereotype. Managers should survey employees to find out their expectations and group based on those replies. These expectations could range from compensation packages to the workload itself. While older employees don't expect monitoring and frequent detailed performance evaluation, younger employees seek as much feedback as possible. Grouping based on these expectations can be effective and can lead to greater satisfaction within all the generations in the organisation.

Stereotyping based on age can lead to missed opportunities and failure. "There's no overall relationship between age and job performance," said Michael S. North, Assistant Professor of Management and Organizations at NYU Stern. For example, Henry Ford was 45 when he created the famous Model T car. Invest in employees based on performance and ability, not a myth.

2. Offer Development Opportunities To All Employees

While it is commonly known that the younger generation always seeks professional development opportunities to grow and rise the ranks quickly, older workers try to learn and grow as much as possible as well. In fact, a study by Wainhouse Research and D2L concluded that younger and older workers have surprisingly similar preferences for workplace learning, with all generations continuously seeking self improvement and enhancement.

It isn't easy to meet the needs and manage a diverse workplace but most problems can be solved by facilitating interaction between age groups, encouraging a culture of care with collaboration and improved communication. With all these factors in check, productivity, morale and motivation can increase.

Tackling Homelessness Through Art

Malika Whitley is an art curator, activist, and the founder of ChopArt, a multidisciplinary arts organization for homeless middle and high schoolers. Her inspiration stems from her own experience of homelessness that she encountered as a child and a teenager. During high school, she found a safe escape through the arts as a tool to combat the hardships that come with youth homelessness.

Written by Kyle Goldberg



Whitley grew up in Atlanta with two loving parents and siblings. She recalled fondly, “I had a wonderful, enriching childhood. My sister is actually my best friend.” However, growing up, things changed for the worst, and her family struggled with homelessness.

She recalled, “I remember having trash bags and sleeping on couches. And I remember a lot of dark nights. But I also remember my family really taking a lot of care to make sure that we were well-

nurtured and loved during that time.”

During her teenage years, her mother was diagnosed with psychosis, and her mania escalated. Her mother would either be on medication, which would pull her away from other aspects of her personality or when she wasn’t following any treatment, she would have a nervous breakdown. Whitley said, “And so it was kind of like a lose-lose. Either I don’t have my mom in this way, or I don’t have my mom in that way. During my teenage years, it hit a fever pitch because every

“Teens can take refuge in the transformative elements of the arts and depend on the safe space that ChopArt provides for them. An often invisible population uses the arts to step into their light. But that journey out of invisibility is not an easy one.” She continued, “many of our teens have come into the program, and, for the first time in their lives, they’re able to express their trauma. And seeing the power of telling a teenager who is feeling absolutely alone that you see them is life-changing.”

one of us had moved out of the house. And I was the last standing scapegoat. And it just became unbearable and just a little too dangerous for me to be there. And so I had to flee.”

During that time, she joined Atlanta’s 3,300 homeless youth, a number that increases every day. Like other Washington students and thousands of young people in the populous state of Atlanta, Whitley started living on the street, in conference rooms, abandoned buildings, friend’s houses and public offices in the city. Whitley even found herself attending weekend visits provided by Oglethorpe University to prospective students to have a place to stay.

Whitley said, “I realize that most people thought of homelessness as some

kind of lazy, drug-induced squalor and inconvenience. But that didn’t represent my book bag full of clothes and school books or my A-plus grade point average.”

Whitley coped with this challenging situation in an unconventional way. She found herself immersed in the arts as an outlet to express her emotions and deal with the trauma she had experienced. She said, “it started off with poetry. I would just write in my journal. And then it expanded into singing, and I would just find different places where I could sing. And I ended up landing on this church. And they had really good acoustics in the basement. And so I would just go really early and sing in that church. And I think it allowed me to steal a few hours each day where I just felt normal.”

However, she did have her fair share of bad days. She said, “Unoccupied time was torture. If you don’t have enough money to eat, then you’re sitting there thinking about food, or a shower, or home. And if you don’t have a way to occupy your mind, then you can really lose yourself.” To combat this predicament, when she was not working part-time at Pizza Hut, she found an escape by spending time at the library downtown, writing poetry or listening to a CD.

In 2007, Whitley graduated from high school and found her way back to Oglethorpe University with a scholarship, which paid her way to a degree in international communications, cultural relations, and social economics. In 2010, she interned at a music studio in Cape Town, South Africa and started a program that connected young street musicians to industry professionals that helped discover young talent. During her post-graduate fellowship in India, she expanded the project to cities like Hyderabad.

In 2012, Whitley returned to the United States with a mission to help kids experiencing homelessness. She designed a curriculum to give kids an outlet for their artistic expression, like singing in the church basement had helped her deal with her negative experiences. With in-kind donations of art supplies and a year-plus partnership with the City of Refuge, a women and children’s shelter on the Westside,

she officially launched ChopArt. The organization used arts as a tool for trauma recovery by taking what they know about restoring dignity and community building and applying that to the creative process. ChopArt is headquartered in Atlanta, with additional programs in Hyderabad, India, and Accra, Ghana.

Whitley explained, “Teens can take refuge in the transformative elements of the arts and depend on the safe space ChopArt provides for them to do that. An often invisible population uses the arts to step into their light. But that journey out of invisibility is not an easy one.” She continued, “many of our teens have come into the program, and, for the first time in their lives, they’re able to express their trauma. And seeing the power of telling a teenager who is feeling absolutely alone that you see them is life-changing.”

Tenth-grader Elijah Evans, who once slept on the streets with his mother and brother, has attended ChopArt camps for two summers. Now, he plans to pursue opportunities in music and dance. “The program taught me that life is more what you make of it,” he said.

Due to this brilliant initiative, The City of Atlanta’s Partners for Home and DeKalb County have recognized this emerging crisis and expanded services for young people struggling with homelessness. However, public agencies focus first on fundamental challenges like food and shelter. Programs like ChopArt can help homeless youth look forward to life by tapping into their ambition and creativity, says Eric Wright, the professor who led the GSU study. “As Whitley probably experienced, finding and nurturing their talents can help them not only find a way out of homelessness but also create a life as an adult that’s prosperous and meaningful and fulfilling,” he added.

The initiative has helped more than 30,000 teenagers to date and continues its mission by empowering the youth. The nonprofit has expanded over the globe to cities such as New Orleans, Miami, Memphis, Jackson, Birmingham, and Charlott. More than a decade ago, in the basement of the church in East Point, such plans would’ve seemed impossible. “Right now, life is kind of a miracle,” Whitley concluded.

The Wordsmith Trying To Make The Web A Better Place

Matt Mullenweg is the Co-Founder of WordPress, the most popular publishing platform on the web, and the CEO and Founder of Automattic, the Parent Company of WooCommerce, WordPress.com, and Jetpack. He also runs Audrey Capital, a research and investment company. Mullenweg has been recognized for his leadership and success by Bloomberg Businessweek, TechCrunch, Forbes, Inc. Magazine, Fortune, and Wired

Written by Brianna Da Cruz



In 2021, it was reported that WordPress had a 60.8% market share in the CMS market and powers 14.7% of the world's top websites. WordPress, which began as Matt's passion for sharing what he loves, has become the world's most extensive content management system.

Mullenweg was born on 11th January 1984 in Houston, Texas, US. Greatly influenced by his father, he often visited his father's office to use the internet as a kid. His affection for the internet found its root in those early days. Mullenweg says, "He was pointing me in the right direction, and I was very much like an early O'Reilly book, mastering regular expressions or the Campbell book, that pointed me to read Wired magazine. These were all early introductions into the world of programming, which just seems so incredibly powerful that you could write code on a screen and press a button and then it ran. I know that sounds so simple but to me, it kind of blew my mind. I felt like building something."

He stuck with this idea and began reading daily blogs written by various professors. He also started blogging on his own using Movable Type, but it was a costly platform. He soon switched to the blogging tool b2/catalogue. b2 was an open-source project. So this learning experience was two-fold; besides blogging, it also helped improve his coding skills.

But, after a while, the lead developer of the platform quit, and the company stopped developing it any further. Mullenweg was devastated and decided to create the b2 codebase blogging platform according to the web standards of that time. He posted this information on his blog and was soon joined by a fellow coder, Mike Little. They made some vital improvements and added more features to the platform, which led to the formation of WordPress in January 2003.

Once the platform gained traction, they were joined by the original b2 developer Michel Valdrighi in the platform's development. Mullenweg at the time was in his college and had already co-founded Global Multimedia Protocols Group in 2004. Next, Mullenweg launched a hub where one could get notifications about blog updates called Ping-O-Matic.

WordPress was, however, still seeking a large audience to scale the business to a global level. In May 2004, a competitor of WordPress, Movable Type, changed its prices, leading thousands of people to look for an alternate platform. Fortunately, WordPress caught everyone's attention with its easy user interface.

Given WordPress' success, Mullenweg was offered a job by CNET to work on the platform for them. He immediately accepted and dropped out of college and moved to San Francisco. In February 2005, WordPress 1.5 'Strayhorn' introduced several top features like themes, moderation features, and redesign of the front and back end.

In October, he left CNET to focus entirely on WordPress. Just within a few days, he announced Akismet – an effort to stop comment and trackback spam. Later, in December, he founded Automattic, the

original company behind all his other ventures.

Mullenweg said, "I mean the goal with Automattic was really to create someplace that I want to work. A company that was distributed, that had open source at its core, and that was trying to make the web a better place. And I'm not trying to lock everyone in, but really kind of be true to the web's ideals of being open distributed and open source."

In early 2009, WordPress grew at an exponential rate and witnessed 10% growth each month. The platform hosted around 15,000 new blogs daily. The development kept increasing each year, tremendously.

Mullenweg said, "Yes, I was very surprised at the initial success, but as it started to gain some initial traction, our vision for the platform is to democratize publishing, to create a platform for the open web." He continued, "The web still has so many forces pushing it to be more closed, and so we want to create the best product possible so that we can help the web be more of what its potential can be."

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Mullenweg has received many awards since then, including the Winner of the TechFellow Award in 'Product Design and Marketing,' he was listed in the Forbes 30 under 30, and Business Insider listed Mullenweg as #3 of their 30 Founders under 30 lists for creating WordPress, the power behind many new startups amongst others. Mullenweg also served as a board member for GitLab, Inc. from the year 2017 to 2019.

In conclusion, he says, "the most important thing you can develop, especially if you're doing code is empathy. Whatever you develop, use empathy and understanding as a guiding tool to really focus on every user. Try to do that as much as possible, and you'll become the type of developer that everyone loves working with."

Winning Gold In Marketing – Tokyo Olympics 2020

- Kyle Goldberg



The Olympics has invariably held an excellent track record of producing some of the best ads in the century. From Procter and Gamble's – 'Thank you Mom,(2016)' which perfectly captured the raw emotions in gruelling sports training and focused on the parental support from the sidelines, to Coca-Cola's - 'Special Olympics(2014),' which portrayed a simple, heartfelt message of inclusion, these ads are unforgettable.

With the pandemic halting the plans of advertisers to display creative ads to the audience in the stadiums, marketers had to go the extra mile to craft innovative strategies that have led the world in awe of these brilliant marketing strategies.

Here are the top 3 advertising campaigns:

1. Airbnb

While fans are not allowed to attend the Olympics in person this year, brands have come together to launch one-of-a-kind experiences for people worldwide to celebrate and support the athletes while feeling like a part of the action.

One of the brands heading the online campaigns is Airbnb. The community-rental giant teamed up with the IOC and the International Paralympic Committee to offer fans 200 ways to experience the Paralympic and Olympics Games through a range of online and in-person experiences. The 'Tokyo together curated programme' aimed to celebrate and

support the athletes while helping fans feel as close to the action as possible. Guests could virtually meet athletes, including Team GB triathlete Jonny Brownlee and Team GB skateboarder Sky Brown before and after they competed at Tokyo 2020.

Catherine Powell, Global Head of Hosting, Airbnb, said: "With spectatorship looking different this year, audiences are seeking new ways to support Olympic and Paralympic athletes during Tokyo 2020. These interactive activities will provide an intimate window into the Games, all made possible by the 200-plus athletes joining our Hosting community this summer."

2. P&G

P&G has always been at the forefront of the Olympics for their stellar marketing campaigns. For their global Tokyo 2020 campaign, the brand decided to lead with empathy to support the people and the athletes during this time of unprecedented loss. They created two new films that celebrate athletes who are leading with love through acts of good.

'Love Leads to Good' is an advertisement packed with emotions that reveals the impact parents have in those small moments of teaching that develop over a lifetime, transforming a kid into an athlete – as a champion– and as a good person.

'Your Goodness is Your Greatness' shines a light on Olympic and Paralympic athletes who, despite their quest to win

in the highest level of sports in the world, took a moment to help their competitors– showing that the accurate measure of greatness truly is goodness.

The brand ended its campaign on an empowering note with the 'Good is Gold' film series that showcased moving stories of athletes as they take action against bias and inequality with athletes such as Zeina Nassar, Scout Bassett, and Allyson Felix.

3. Samsung

Samsung teamed up with the IOC to create the World Lens, designed to embrace the multicultural nature of the Olympics. It is an Augmented Reality experience integrated into the Olympic app enabling fans to take an interactive journey through eight of the world's most diverse cultures with a series of fun filters. From practising k-pop and Brazilian street art to knowing about Swedish midsommar and the Nigerian shaku-shaku, the app allows you to learn and explore. It goes beyond sports and integrates communities and experiences.

Beyond that, Samsung also embraced the excitement of the Olympic and Paralympic Games through immersive experiences at Samsung Showcases (Galaxy Harajuku at Harajuku, Galaxy Athlete Lounge at Olympic and Paralympic Village for Tokyo 2020). Galaxy Harajuku was explicitly designed to provide visitors with engaging experiences incorporating Samsung's legacy of breakthrough mobile innovation and interactive activities.

In Conclusion:

Coronavirus has created an opportunity for these brands to transform online experiences and invoke positive emotions after a devastating period. Elizabeth Lindsey, President of Brands & Properties, Wasserman, says, "You want to take the love that people have for the Olympics and use that to borrow that equity for your brand."

Common Causes (And Solutions) For Underperforming Remote Employees

- Siya Mehta



What started as a temporary shift now dictates work-life indefinitely; hybrid work models and remote employees are here to stay. According to Upwork, at least 41% of the American workforce continues to work remotely, and over 20% will continue using the model even in 2025. However, remote work is accompanied by its own set of problems for employers, which can be fatal for a business. However, identifying the cause of underperformance and brainstorming solutions can help maximise productivity and make the best out of a hybrid work model.

How Issues Arise During Remote Work & Solutions To Them

1. Communication Issues

Hybrid and remote work models have undeniably led to zoom fatigue and death by zoom. The time spent organising and getting colleagues on-call is often greater than time spent on the actual call. Prompt and organised responses have disappeared since there is a plethora of communication methods and constant information overload. Moreover, introverted employees have been struggling to connect and engage themselves at work. The concept of reporting and giving simple updates to colleagues and managers is now a rarity. Since remote work started, Gallup reported that 71% of employees are not actively

engaged in their organisation and 85% believe the communication they receive isn't enough.

To tackle this communication issue, Zapier decided to move their official communication mode to instant messaging. This shift allowed employees to see who is online and available despite time zone differences. Moreover, Zapier also sets up weekly team meetings to brainstorm projects and map them.

2. Employee Disconnect

In-person connections and team spirit has completely diminished due to remote work. Employees are unable to connect to organisations and with each other, creating a strong disincentive to join any meeting or discussion. Without supportive relations, no teams can complete a project without feeling burnt out. The ability of trusted teams to manage a heavy workload without feeling fatigued is close to nil. While virtual social activities such as happy hours and games always help employees bond, employees need to feel connected to managers and the organisation as well. Even back in 2018, a Buffer study evaluated the state of remote work and found out that 21% of remote workers believe that their biggest struggle was loneliness. This number has only gone up with the devastating atmosphere around the world.

For example, A CEO personally called every employee who tested positive for COVID-19. Another anonymous CEO decided to send gourmet cookies and a heart-warming personal note to all employees. These acts, whether small or big, help employees feel cared for and valued. Employees were immediately able to bond with the organisation as a whole and reported an increase in loyalty and employee experience.

3. Excess Distractions And Interruptions

It is quoted that remote work and hybrid models have increased overall productivity in organisations. However, this does not mean that employees are maximising their potential and are the best version of themselves. Distractions at home have made it difficult to focus and concentrate. These distractions include family interruptions and binge eating. These 'breaks' cumulate and lead to hours and even days being wasted, creating a huge gap in efficiency.

Companies can help overcome these distractions by giving tips to employees about how to work with serenity. These tips can include putting up a do not disturb sign or wearing noise-cancelling earphones. Some companies have gone one step beyond and have booked workspaces for employees or covered their child care costs so employees can focus.

In Conclusion:

It is important to make sure that the causes of issues in the organisation are identified before moving onto solutions. Leading and managing remote workers is a challenge but with the right strategy, it can be extremely rewarding and successful.



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