

GLOBAL Leaders TODAY

Issue 2 | Volume 2

Apr - Jun 2022

ROTARY CLUB AND THE HUMANITARIAN TRANSFORMING THE WORLD

Meet Shekhar Mehta

President of Rotary International 2021-22



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ROTARY SPECIAL



Transforming The World
Through Rotary Clubs
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From The Editor

Dear Readers,

We are delighted to bring you the April-June 2022 Quarterly Issue of Global Leaders Today. In this special Rotary Edition, we have grouped some inspiring humanitarians that have overcome challenges with sheer perseverance and have mastered the skill of empathy. They have shared their stories on the global stage to help inspire and motivate others to create a ripple effect of kindness in the world while empowering others.

The Cover Story talks about the inspiring story of Shekhar Mehta, President of Rotary International, one of the leading humanitarian organizations in the world. He has devoted his time to the organization by truly making a change in the world with the projects he has completed. These include constructing 500 homes for Tsunami survivors at Andaman & Nicobar Island; starting the Shelter Kit program in India; starting saving little hearts, a pediatric Heart Surgery Program, amongst others. The organization has done impressive work and continues to lead by their motto, 'Service Above Self. Along with him we also have the District Governor, Ashot Karapetyan sharing his inspiring story of joining Rotary and leading its mission. We also have a Special mention of the Rotary Clubs in the UAE which has celebrated 20 years of service, helping and empowering the marginalized.

In the Thought Leadership section, we have dug deep to source and find content that can aid our readers in leading with empathy during these difficult times with articles such as Grief Leadership that highlights the importance of supporting your employee's mental health. In this edition, we also have distinguished contributing writers who share their valuable insights to expand your horizons further.

I would like to thank the team at Global Leaders Today for their efforts in putting together a compelling edition. We hope we can continue adding value to your lives.

Warm Regards,

Sherlyn Gomes

Editor at Global Leaders Today

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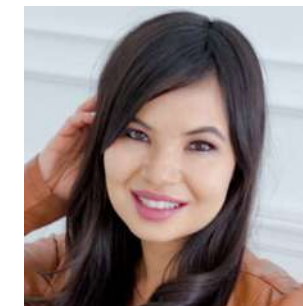
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An Icon Of Bravado



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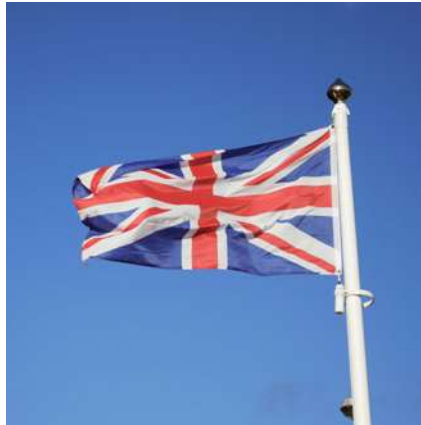
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NEWS

The UK Will Try A Four-Day Work Week



The United Kingdom will begin their four-day work week trials in June this year. A six-month pilot programme announced on Monday, January 17th, is planning to recruit companies to study the impact of shorter working hours on businesses' productivity, employees' well-being, and the implications for gender equality and the environment. The firms will follow the 100:80:100 model, where employees will receive 100 per cent of the pay for 80 per cent of the time in return for maintaining 100 per cent of their previous productivity.

The programme is being carried out by researchers at Oxford and Cambridge Universities and Boston College. As well as the non-profit advocacy groups, the 4 Day Week UK Campaign, 4 Day Week Global and the UK think tank Autonomy aims to recruit 30 UK companies by the time it begins in June this year.

"The four-day week challenges the current model of work and helps companies move away from simply measuring how long people are 'at work' to a sharper focus on the output being produced," said Joe O'Connor, Manager of the Pilot Scheme for 4 Day Week Global.

Indonesia Is Shifting Its Capital To A New Location Away From The Sinking City

The capital city of Indonesia, Jakarta, is congested, prone to earthquakes, polluted and rapidly sinking into the sea due to the rising effect of climate change. To combat these issues, the government has decided to move the country's capital to the island of Borneo. Joko Widodo, the President, envisions the construction of a new capital as a solution to the problems that have beset Jakarta. He plans to reduce its population while also allowing the country to start fresh with a 'sustainable city' that is integrated with its natural environment, has good public transportation and is in an area that's not prone to natural calamities.

"The construction of the new capital city is not merely a physical move of government offices," said the President,



known by the nickname Jokowi. "The main goal is to build a smart new city, a new city that is competitive at the global level, to build a new locomotive for the transformation - toward an Indonesia based on innovation and technology, based on a green economy."

The Philippines Has Officially Banned Child Marriage

Child marriage is now officially illegal in the Philippines as a law banning the practice took effect in the country in January where one in six girls enters wedlock before the age of 18. According to Britain-based rights group Plan International, the impoverished Southeast Asian country has the 12th-highest number of child marriages worldwide, with gender inequality and long-held cultural practices hindering change. But a new law, signed by President Rodrigo Duterte, laid out imprisonment terms of up to 12 years for cohabiting or marrying anyone under 18.

The government said the law is consistent with international conventions on the rights of children and women. However, some portions of the legislation have been suspended for a year to allow for a smooth transition period for



Muslims and indigenous communities in which child marriage is relatively common.

Plan International's Country Director for the Philippines, Ana Maria Locsin, hailed the ban. "Child marriage is a harmful practice that can cause lasting impact throughout the lives of both girls and boys. It deprives them of the right to be free from violence, the right to education, and sexual and reproductive health and rights," said Locsin.

Guinness Is 'Brewing Good' By Cutting The Carbon Footprint Of Its Barley Farms



The Irish brewery Guinness will launch an agricultural program to make its stouts more sustainable.

It has already tapped 40 Irish farms to join its pilot regenerative agriculture project, which involves working with the natural environment to put back more than it takes out. They also have soil management and crop production experts and suppliers on board.

The initiative intends to reduce the carbon emissions of its barley production—a primary ingredient in each black and white pint.

The impactful agriculture project has the key goals of improving soil health and its carbon sequestration potential; and enhancing biodiversity—natural soil fertilization, nutrient recycling, erosion control, and crop/tree pollination that keeps the ecosystem healthy.

"We will openly share the results from the pilot program so that other farms can learn and adopt practices that have demonstrated the highest potential impact from an environmental and farm profitability standpoint," said President of Diageo Europe, John Kennedy, which owns the Guinness brand, in a statement. "Like the Irish farming community, we are 'all in' for the long haul—for our people, products, partners and planet."

Malaysia Plans To Ban The Sale Of Smoking Products To Those Born After 2005

Malaysia's Health Ministry has made plans to ban the sale of smoking products to those born after 2005, said Health Minister Khairy Jamaluddin. Speaking at the World Health Organization's Executive Board Meeting in Geneva, Switzerland, on Wednesday, January 26th, Jamaluddin said he hopes the legislation will be passed this year. "This is by making it illegal for the sale of tobacco and other smoking products to anyone born after 2005," he said. He added that this would bring about a significant impact on the control and prevention of non-communicable diseases.

Previously, Jamaluddin said that he would introduce a new Tobacco and Smoking Control Act in the upcoming Parliament to regulate vape and e-cigarette products and enforce a



'Generation End-Game' to combat the menace of smoking in the long run.

The initiative has taken a page from New Zealand's new law to ban cigarette sales for future generations by implementing phases of cigarette sales and use restrictions starting from 2024. Various non-governmental organizations, including crime watch task force MyWatch, Ikram Health Association, the National Cancer Society and the Malaysian Pharmacy Association, have extended their support to the proposed Bill.

Elon Musk Has Donated \$5.7 Billion Worth Of Tesla Shares To Charity

Tesla CEO Elon Musk has donated approximately \$5.7 billion worth of Tesla's shares to charity. The donation of 5,044,000 shares was revealed on Monday, February 14, in a filing to the US Securities and Exchange Commission. According to the filing, the shares were gifted last year between November 19 and November 29, which did not name the recipient or recipients of the shares.

The company's stock was trading above \$1,000 per share at the time of the donations. The donated shares were worth \$5.7 billion based on the average of the highest and lowest quoted price on the transaction date.

The charitable giving would make Musk the second-biggest US donor in 2021. Tesla's CEO currently only trails behind Bill Gates and Melinda French Gates, who gave \$15 billion last year in an annual



ranking by the Chronicle of Philanthropy. Previous securities filings have shown that Musk sold Tesla shares worth over \$16 billion in the final two months of 2021.

Victoria's Secret Introduces Its First Model With Down's Syndrome



American lingerie and beauty brand Victoria's Secret has introduced its first model with Down's syndrome, Sofia Jirau. She is from Puerto Rico, and it was always her dream to work for the brand. Victoria's Secret got her on board for the campaign of their new collection, 'The Love Cloud.'

The retail company shared a photograph of the model on Instagram, with the caption, "By age 25, Puerto Rican model, Sofia Jirau, has already conquered her ultimate dream: to model on the most important runway in the world. In 2019, Jirau launched the online store, Alavett, selling clothing, accessories, and home products".

Jirau's debut with Victoria's Secret will make waves for people living with a disability and help motivate others to 'breakthrough their self-imposed limitations,' her website reads. "For me, the most important thing about fulfilling my dreams is to show people around the world that there are no limits and to inspire them to pursue their own dreams," Jirau adds.

More Than 100 Nations Have Agreed To Take Action To Save Oceans From Human Exploitation



Representatives from more than 100 countries have committed to taking measures to preserve the ocean from human exploitation, including cutting plastic pollution, stepping up the fight against illegal fishing and better protecting international waters.

The 27 EU states and 16 others have agreed to preserve their biodiversity and pursue a global agreement by the end of 2022 to regulate the sustainable use of the high seas – waters lying outside any one country's jurisdiction. Emmanuel

Macron, the French President hosting the sustainability session of the One Ocean summit on Friday, February 11th, said 2022 was, "a decisive year, and we should take here, best, clear and firm commitments."

John Kerry, the US climate envoy, said it was, "the ocean that makes life on Earth possible, produces more than half of the oxygen we breathe – and even that is at risk. The ocean and climate are inextricably linked. They're one and the same."

Ethiopia's Speed School Give Child Laborers A Second Chance At Education



An accelerated schooling program started by Luminos Fund, an education charity, is helping Ethiopian children resume studies cut short by conflict, child labour, and poverty. Children who enroll in the 10-month speed school programme cover the same learning outcomes as others in the first three years of school – and eventually rejoin mainstream

classes in the fourth grade. The charity has currently helped more than 2,000 children in Ethiopia get back to the classroom this term and is hoping to enroll more students in the next term.

"We really work with the most vulnerable children at the margins, who have been denied the chance to learn," said Caitlin Baron, CEO & Founder of Luminos Fund, the education charity behind the praise-worthy programme.

"The government has done its part in order to make education access possible. But the system is so stretched that when children are at the margin there's no practical way for the government schooling system to actually provide remediation and give children a second chance," said Baron.

New Zealand Just Became The Latest Country To Ban Conversion Therapy



Lawmakers in New Zealand have passed a bill banning conversion therapy in a near-unanimous vote. This dangerous and discredited practice seeks to suppress or change a person's sexual orientation, gender identity or gender expression. The bill was first introduced last summer and was passed by a vote of 112 to 8 in a legislative session on Tuesday, February 15th. The bill says it aims to recognize and prevent harm caused by conversion practices and promote respectful and open discussions around sexuality and gender.

The new law makes it a civil offence to perform conversion therapy on anyone younger than 18 or lacks decision-making capacity, punishable by up to three years in prison. Anyone who conducts a practice that 'causes serious harm to the individual' – regardless of age – could face up to five years.

"Conversion practices are based on the false idea that people are wrong or broken because of their sexual orientation or gender identity. Such practices and ideas have no place in a modern, inclusive country like Aotearoa," said the center-left Labor Party, using the Māori name for New Zealand. The Labor Party made banning the practice a 2020 campaign promise and has fulfilled it in 2022.

The Taliban Have Asked Russia To Show Restraint In Ukraine



The Taliban have asked Russia to show restraint in its military invasion of Ukraine. In a statement, the Islamist group, which seized control of Afghanistan in August 2021 after years of chaotic warfare, called on Russia and Ukraine to protect the lives of Afghan citizens living in the country.

Russia launched its full-scale military invasion of Ukraine on Thursday, February 24th, attacking multiple fronts on land, air and sea.

On Friday, February 25th, the Taliban said that the group is closely watching the

developments in Ukraine and expressed concern over the possibility of 'civilian casualties' in the region. In a statement released by the group's foreign ministry, the Islamists said it would take a neutral position in the conflict.

"The Islamic Emirate calls for restraint by both parties. All sides need to desist from taking positions that could intensify violence," said the statement put out by the group's Foreign Ministry. The Taliban urged both sides to cease clashes and asked them to "resolve the crisis through dialogue and peaceful means."

UN Panel's Grim Climate Change Report: 'Parts Of The Planet Will Become Uninhabitable'

Life in some regions on the planet is rapidly reaching the point where it will be too hot to survive for the species that live there, international climate experts said in a report Monday, February 28th. Hans-Otto Pörtner, German scientist & co-chair of Working Group II for the Intergovernmental Panel on Climate Change (IPCC), which produced the report released in Berlin, said, "With climate change, some parts of the planet will become uninhabitable."

The report assessed scientific literature documenting the devastating effects of human-caused climate change on ecosystems and society worldwide. The group studied the vulnerability of ecosystems and people to the changing

climate and how adaptation could help reduce the risks, said Pörtner and co-chair Deborah Roberts of South Africa. "Human-induced climate change, including more frequent and intense extreme events, has caused widespread adverse impacts and related losses and damages to nature and people, beyond natural climate variability," the report stated.

The panel concluded that urgent action is needed to curb rising temperatures and limit the effects climate change is already having on mental and physical health and well-being. Some anticipated consequences won't be prevented, but the authors emphasized that swift and significant action could help stave off the worst.

3 Methods To Effectively Manage Your Growing To-Do List - Jessica Albuquerque



When you're an entrepreneur or in a managerial position, your work can be seemingly never-ending. The moment you tick off one task, ten more come your way, transforming your do-to list into an insurmountable problem rather than a guide or planner. Seeing your tasks piling up can often leave you feeling overwhelmed and unproductive, a problem faced by many. In fact, a LinkedIn survey found that only 11% of professionals accomplish all the tasks on their daily to-do lists by the end of the workday. Here are a few ways to help you effectively manage your to-do list.

1. The Eisenhower Matrix

In a 1950s speech, the thirty-fourth President of the United States Dwight D. Eisenhower once said, "I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent." It was this statement that inspired Stephen Covey's time management model, the Eisenhower matrix. A great tool to help organize your weekly schedule, the Eisenhower matrix is a four-quadrant box that helps you prioritize your task based on urgency.

If the task is urgent and important, place it at the top of your to-do list. If it's urgent but not important, delegate the task to someone else. On the other hand, if a task is important but not urgent, schedule time for it later in the week once you finish your urgent and important tasks. And lastly, if you have something on your to-do list that isn't urgent nor important, strike it off. Tasks that fall in the eliminate or delete quadrant rarely add to your productivity, this includes checking your emails multiple times a day, irrelevant meetings and extended breaks amongst other things.

Studies have shown that this method can greatly improve your time management skills in the long run. Using the Eisenhower Matrix to plan your week gives you a basic framework as to what tasks you need to prioritize during the beginning of the week. Of course, new work is bound to pop up every now and then, throwing your schedule out of plan. This is where the next time management method comes in to help you plan your daily task.

2. The Ivy Lee Method

A 100-year-old productivity key, the Ivy Lee Method is a useful tool to plan out your day the night before. At the end of each workday, write down the six most important tasks that need to be prioritized the following day. The Ivy Lee Method helps you plug in new and unforeseen work into your daily schedule without disrupting your weekly Eisenhower Matrix plan. One of the main reasons why this method is incredible and helps boost your productivity is because you start the day off knowing exactly what you will be working on all day instead of spending time and energy making last-minute plans in the morning. James Clear, the author of "Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones," often writes about this method and what makes it so effective. "If you commit to nothing, you'll be distracted by everything," he says and states that the Ivy Lee method forces you to make tough decisions and focus on a single task instead of multi-tasking.

3. A Task Management App

Last but not least is opting for a good task management platform that you and your team can use to work in tandem with each other. Even if you're a freelancer or someone who generally runs a one-man team, using a good organization and task tracking platform can make a huge difference to the way you manage your to-do list. Platforms such as Todoist, Asana and Trello are some of the most common to-do list apps. Most of these apps and softwares are incredibly user friendly and have numerous benefits such as reminders, the ability to assign due dates and tasks to other members of your team.

There's nothing more rewarding than striking off all your tasks and seeing all the things you've accomplished during the day or week, and if you implement these three simple time-management steps, you can do just that!

Leading The Way Forward With Resiliency - Sherlyn Gomes

COVID-19 isn't the first event to disrupt businesses and won't be the last, from the Great Depression in 1929 to the 2008 Great Recession. The corporate world has always effectively dealt with the crisis that has led to spectacular products due to the fiber of resiliency embedded into specific organizations that pivoted to disrupt the market. Yet, somehow some businesses are still grappling to adjust and move in a new direction that would be better suited to deal with the pandemic. Unemployment in the U.S. has climbed to nearly 15%, the highest level since the Depression and roughly doubled during the 2008 recession. While thousands of small businesses are scrambling for federal financial assistance. This is where resiliency can benefit organizations.

Why is Resilience necessary?

Resilience allows companies to adapt quickly to disruptions, maintain continuous business operations and safeguard people, assets and brand equity. Resilient companies have the advantage to survive an economic slowdown and ride out the uncertainty. For example, in the case of Airbnb, a company well-known for its resilient nature quickly pivoted to meet the needs of its customers. Catherine Powell, the Global Head of the brand, instantly decided to offer 'Experiences', which included cooking classes and hiking tours online. "This connection is essential for all Airbnb's hosts, who are all about human connection," said Powell. Due to this human connection element and its ability to pivot while staying true to the brand, it was one of the first few companies that headed for recovery in 2020 after enduring the first wave.

Embedding Resiliency into your organization

1. Start Resilience Training

While resilience training is often associated with athletes in high-stress



situations, it has also been introduced to the corporate world to help beat burnouts and ride out the uncertainty. During the coronavirus pandemic, Google had emphasized employee health, with the company leaning heavily on 'resilience training,' by expanding their existing programs and creating weekly short instructional videos from athletes, coaches and psychologists, which employees watched with great frequency. This model also helped the brand stay consistent and not quiver under the weight of the crisis.

2. Set Small Goals

The book 'Man's Search for Meaning' by Viktor Frankl described the life-changing moment in the nazi camp when he developed his famed meaning therapy. He recalled, "I was on my way to work one day, and I was disgusted by just how trivial my life had become. I realized that to survive; I had to find some purpose." Although he wasn't sure he would survive, Frankl created some concrete goals for himself. He did this by imagining himself giving a lecture after the war on the psychology of the concentration camp to help outsiders understand his grueling experience. By doing so, he succeeded in working towards these goals rather than being disappointed about the present.

3. Unlearn And Adapt

The death of Karl Wallenda is a classic example of this. In 1978, he was invited for a promotional walk in Puerto Rico, during which the world-renowned high-wire artist fell to his death while clutching his balance pole. He could have easily prevented his fall if he had dropped it by using his free hands to grab the wire. This led to the connotation of 'dropping one's tools' that has now become the corporate catchphrase for unlearning, adaptation, and flexibility, all required when your context flips upside down. People and organizations alike have fallen to their death because they refused to give up something that had served them well in the past. When organizations and people alike are put under pressure, with adequate ideating and discussion, it often leads to the most disruptive ideas.

In Conclusion:

As companies have started shifting to the 'new normal', it is imperative to keep in mind that change is the only constant in the business world. While the pandemic battle seems over, there will always be new storms brewing and in the words of Peter Drucker, "The greatest danger in times of turbulence is not the turbulence—it is to act with yesterday's logic."



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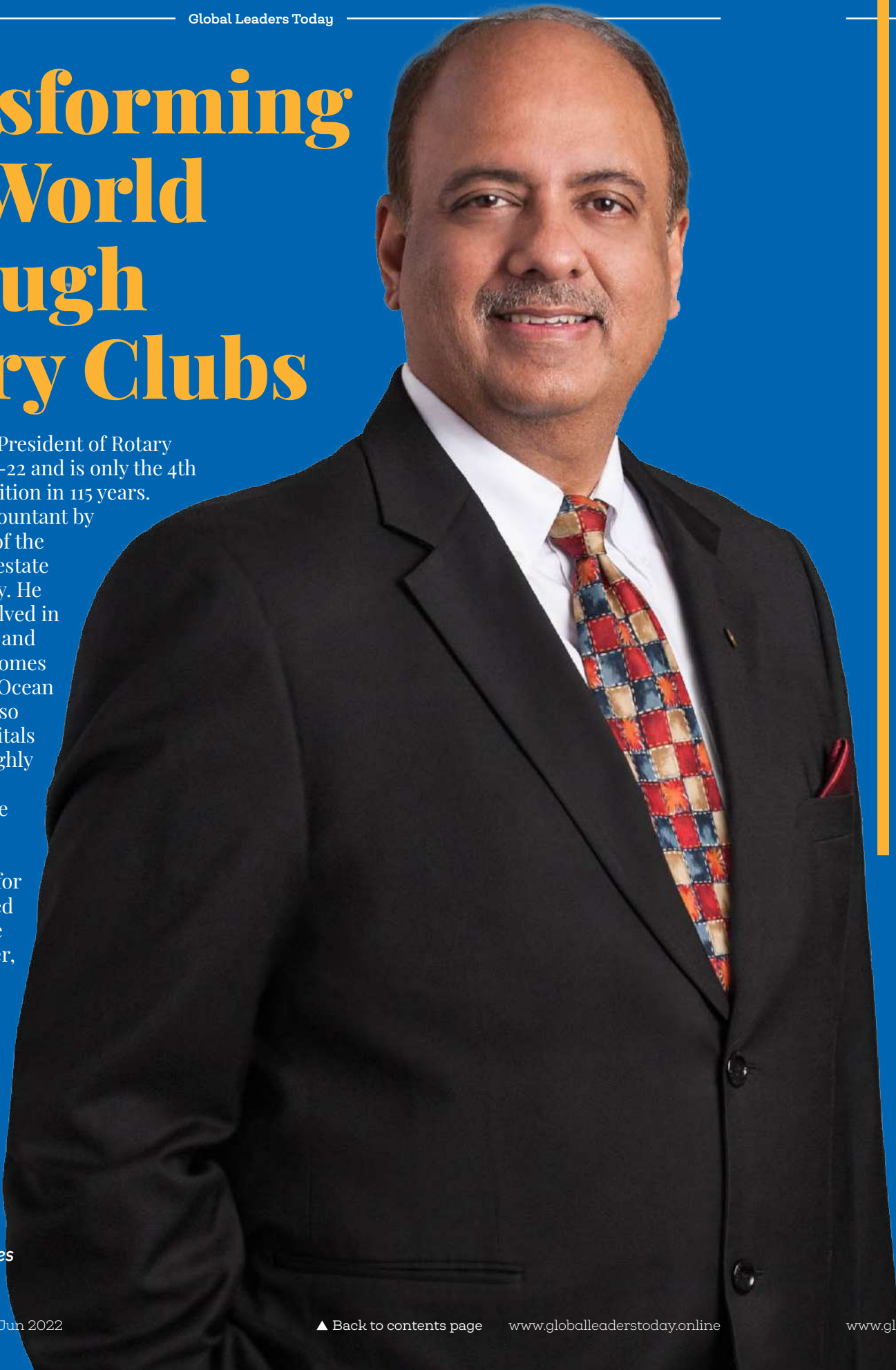




Transforming The World Through Rotary Clubs

Shekhar Mehta is the President of Rotary International for 2021-22 and is only the 4th Indian to hold the position in 115 years. He is a Chartered Accountant by profession and chair of the Skyline Group, a real estate development company. He has been actively involved in disaster management and worked to build 500 homes after the 2004 Indian Ocean tsunami. Mehta has also helped establish hospitals in Bhubaneswar, Hooghly and Kolkata, and he chairs the Saving Little Hearts charity, which has facilitated nearly 2000 heart surgeries for children. He has served Rotary as a committee and task force member, resource group zone coordinator, training leader, and district Rotary Foundation committee chair. Mehta has received the RI Service Above Self Award and the Foundation's Distinguished Service Award.

Written by Sherlyn Gomes



“The first month, I was asked to create a souvenir publication to raise funding through the sales of advertisements. I had no clue how to do this. But I was asked, and I readily accepted. Many people offered to help me, and suddenly it became a huge success. We raised a substantial sum of money, and everybody said, ‘Wow, Shekhar, well done!’”



Shekhar Mehta was born to an affluent family in Kolkata, India, in 1959. Recalling his childhood days, he adds, “I often say, my life was ‘air-conditioned’, whether it was a house, car or office. What did I know about the problems of people in the rest of the world?”

But that soon changed when his friend invited him to join the Rotary Club when he was just 25 years old, and as Mehta describes it, it was indeed a baptism by fire. He says, “The first month, I was asked to create a souvenir publication to raise funding through the sales of advertisements. I had no clue how to do this. But I was asked, and I readily accepted. Many people offered to help me, and suddenly it became a huge success. We raised a substantial sum of money, and everybody said, ‘Wow, Shekhar, well done!’”

This incident acted as a catalyst to fuel the desire to help others. Three months later, he was asked to become the Editor of the club bulletin. He recalled, “I loved that job! If ever I were asked to do another thing at the club level, that’s the job I’d love to do. You become the nerve center; every piece of information passes through you. You know what’s happening around the club.” This was also one of the reasons Mehta got deeply involved with the club.

Soon after, the club organized an artificial limb camp, where they fit limbs for

people who did not have legs and gave them hand-crank tricycles to assist them. In order to ensure a smooth event, everybody was given a role, and Mehta was responsible for determining whether the recipient had enough hand or arm strength to pedal one. He says, “So I would have the person grab my hands, and I would pull.”

He continued, “I saw the first person approaching, but he wasn’t walking; he was crawling. And as he stretched out his hand, and I stretched mine to pull his, I shuddered. I didn’t want to touch his hands; they were soiled. The fourth person was a leper, but I had no option: I had to hold every hand. But by the seventh or eighth hand, I had forgotten about my reservations, and I was thinking about their plight and misery.”

After this incident, Mehta developed a deep sense of empathy for others. He says, “I think that’s when I became a Rotarian: I started feeling how others felt.” After this event, Mehta worked long hours and days on end to help others to reduce their plight and suffering in any way he could.

At the time, his mentor, Past District Governor (PDG) Chandramohan, advised him to write all his goals for his District Governor (DG) year. Mehta drew up a list of what he called ‘millennium dreams’, as that was Rotary’s millennium year. He is a big believer in dreaming big; talking about this philosophy, he says, “This



habit of dreaming big came to me 20 years ago. When I shared these dreams, there were sniggers. Just as the famous saying goes, ‘first, they ignore you, then they laugh at you, then they fight you, and then you win!’ This has happened to me multiple times, but it never bothered me; I continued working and dreaming big. As a builder by profession, I imagined building 500 homes with Rotary’s wheel on them for people who never had a home!”

Mehta shared his audacious dream at his Presidents-Elect Training Seminar (PETS), and fortunately, somebody soon donated land for houses for the poor. A 3H grant application was also approved at lightning speed. “Tears rolled down my cheeks when I came to know of this approval within the same Rotary year, and 300 of the 500 houses of my crazy dream were built,” he recalled.

This was the miracle that taught him that anything is possible if you put your mind

and heart into achieving it. As he kept advancing within the leadership ranks, he was in charge of service activities at a much larger scale.

One of the projects he is most appreciative about is the pediatric heart surgery programme. Rotarian Gupta provided the trigger with a call, “Shekhar, can you please take a look at the heart surgery programme? In the North-East so many children require heart surgery.” At the time, Mehta wasn’t aware of heart defects and said he didn’t know “the right ventricle from the left or what a hole in the heart meant.”

But when you set out to do good, things miraculously fall into place, as was the case for Mehta. In that year, Dr Ram Pal Vidhawan, the incoming President of his club, wanted to have heart surgeries for kids. His goal was to do six operations that year; with Mehta’s persistence; they ended up doing 66!

Mehta adds, “Now, as Rotary International President, the goal is to do 20,000 heart surgeries in the next five years. When this target was known, Rotarian Vivek spoke to me in Delhi and said that for each of those five years, I would sponsor 3,000 additional surgeries. So the five-year goal has increased from 20,000 to 35,000 heart surgeries!” Mehta has also done incredible work in eye operations and has helped set up 15 eye hospitals across India amongst his long list of humanitarian work.

His most ambitious dream is to get Rotary’s membership up to 1.3 million by the end of his year. However, he is certain to meet this goal and has a simple formula to achieve this. “Each one brings one. The response I get from across the world makes me optimistic about achieving this goal.”

He is exceptionally proud of the COVID-19 relief work done by Rotarians

worldwide. “In India, so much was done in all the waves of the pandemic; in the first wave, monetary contributions upward of ₹100 crores (\$13.7 million) and grassroots projects worth ₹150 crores (\$20.6 million) were done. In the second wave, the response was equally as swift and even bigger.”

Looking at the sheer scale and breadth of the work done by Rotarians, he is confident that this pandemic will not have an adverse impact on Rotary’s membership. On the contrary, he feels, Rotary’s uplifting work will draw people to join it as people see the immense opportunity Rotary offers to help those in need worldwide.”

His top priority as the President of Rotary International is twofold; he says, “One internal and the other external; basically, grow more and do more. Grow more is the internal goal and doing more is the external goal. Grow more

because we want our numbers to grow from 1.2 million to 1.3 million. We have 200,000 rotaractors, and I want them to become 300,000; so, Rotaract and Rotary combined should become over 1.5 million.”

He draws inspiration from the Founder of Rotary International, Paul Harris, the man who started it all with his incredible vision. He says, “If you read his books, you’ll be amazed. For instance, he says, ‘Tolerance is the cornerstone of Rotary.’” This concept is essential even today, a century later, with Mehta using it as his guiding principle.

In conclusion, in keeping with his philosophy to always dream big, he says, “A leader has to dream big. And he has to choose the right people to create more leaders.” This will have a ripple effect to create more empathetic leaders that will increase kindness and generosity in the world.





Guiding A District To Aid Mankind

Ashot Karapetyan is the first District Governor from Armenia taking the reign of District 2452 and has made incredible strides since he attained the position. He is also the CEO of ABCommunications Advertising Holding, considered one of Armenia's fastest developing advertising and marketing holdings. Karapetyan is a leading figure in the Rotary Club and has received many awards and recognitions due to his contribution to society and business that include: Special Award from Ministry of Defense of Armenia in 2020, Recognition Award from Government of Armenia in 2017, Major Advertising holding of Armenia by Finance Ministry Taxpayer magazine in 2015, International Standards in Business by Revenue Committee Taxpayer magazine in 2012 and Year Businessman by Business Class magazine in 2010.

Written by Justin Roberts



Ashot Karapetyan hails from Armenia and has a Master's degree in Engineering and also possesses a Business Leaders Development certificate program from the East-West Academy in Austria. Karapetyan has always been a determined individual achieving everything he sets his mind to, which led him to set up his food processing company after attaining his degree.

Given the rise of advertising in the early 2000's Karapetyan then pivoted to start an advertising business in 2004. With the increasing success of his company in 2010, he, together with three other companies, decided to unite, putting forward the priority of becoming the leading advertising holding in Armenia by providing the best services to their customers. The organization is currently the most prominent advertising holding of Armenia, with the most extensive coverage of

outdoor vehicles, large format print houses, digital marketing and event management agencies.

However, Karapetyan has always been an empathetic individual striving to serve others and did not forget his role in serving humanity while excelling in the corporate world. He joined the Rotary Club in 2000 to fulfill this mission and soon exceeded his ranks with his hard work and innate desire to help others in need. From 2001 to 2020, Karapetyan has held various roles in the club, including the TRF Chair, Community Service Chair, International Service Chair, Vocational Service Chair, Club Treasurer, Rotaract Chair, Friendship Exchange Chair and Trainer.

He is currently a member of the District Board of Governor/Advisory Committee for 2019-2020, 2020-2021, 2021-2022. He has spearheaded several projects, including navigating challenges such as poverty, illiteracy, COVID-19 and polio, to name a few.

Unfortunately, due to the pandemic, DG Karapetyan was unable to visit all the clubs and had to resolve to meet all the Rotarians virtually as the DG of district 2452. He says, "Most of my club visits were held on Zoom application due to the third wave of COVID-19. However, I managed to visit Lebanon, UAE, Bahrain and, with the assistance of District Trainer Ignace Mouawad, to hold training assemblies there and further our mission."

Karapetyan also has plans to grow the Rotary Family in keeping with the Rotary International's President, Shekhar Mehta's Initiative, 'Each One, Bring One', which asks every member to bring one person to join Rotary within the next 17 months.

He adds, "Since our strategy is to create new channels in Rotary, we are examining the creation of new club models such as hybrid clubs and cause-based clubs. Additionally, we will build on the success of the four new clubs which were already chartered in our District and several others which are in progress. We will also continue to build on the relationship that has been developed with our Rotaractors in order to grasp the countless opportunities for

“Remember that each act of kindness is cumulative in our personal growth.”

collaboration and sharing of knowledge as true partners within the Rotary family.”

While under DG Karapetyan's commendable leadership, his home Rotary Club of Gyumri was recognized by Rotary International as the Number one club by contributions to Rotary Foundation, aiding their mission to serve others tremendously.

Among the many causes that Karapetyan is passionate about, he also highlighted World Polio Day in October 2021 to raise awareness and direct funds to this cause. He says, "In October, all Clubs in the District took special measures to celebrate World Polio Day and raise money to support polio eradication. Many clubs posted their polio story on their Facebook pages; while others hosted special meetings with updates on the fight against polio." He continued, "I attended Polio walk at Dubai's EXPO 2020 with Rotarians and Rotaractors from UAE clubs and beyond."

In addition to his work as a Rotarian, Karapetyan is also a member of the Republican Commission Supervising the Observance of the Legislation on Social, Advertising Head of the Council of Armenian Outdoor Advertisers Association, German-Armenian Business Association, Founding member of Armenian-Egyptian Business Council, and a Member of the Board of Yerevan Outdoor Advertising Festival.

In conclusion, his essential life advice to all is, "Remember that each act of kindness is cumulative in our personal growth." The ripple effect of which will be witnessed throughout the world.



Celebrating 20 Years Of Rotary In UAE



The History Of Rotary International

The leading humanitarian organization in the world, Rotary International (RI), started with the vision of one man — Paul Harris. The Chicago attorney formed the Rotary Club of Chicago on February 23rd, 1905, hoping that professionals with diverse backgrounds could exchange ideas and form meaningful, lifelong friendships.

At the 1917 convention, outgoing RI President Arch C. Klumph proposed to set up an endowment 'For the purpose of doing good in the world.' In 1928, it was renamed The Rotary Foundation, and it became a distinct entity within Rotary International. In 1929, the Foundation made its first gift of \$500 to the International Society for Crippled Children.

When Rotary founder Paul Harris died in 1947, contributions began pouring in to Rotary International, and the Paul Harris Memorial Fund was created to build the Foundation. Over time, Rotary's reach and vision gradually extended to humanitarian service. Members have a long track record of addressing challenges in their communities worldwide.

Their commitment endures today through an organization that remains truly international. Only 16 years after being founded, Rotary had clubs across six continents with members now spanning the globe, working to solve some of the world's most challenging problems.

The organization has battled some of the world's worst outbreaks and began its fight against polio in 1979 to immunize 6 million children in the Philippines. Today, polio remains endemic in only two countries — down from 125 in 1988, with Rotary leading the fight against this deadly disease amongst several others.

The organization is now a global network of 1.2 million neighbours, friends, leaders, and problem-solvers who see a world where people unite and take action to create lasting change — across the globe, in communities, and amongst themselves.

Rotary Districts

Given the size of the Rotary, it is organized at various levels to give the organization

a proper structure. At the core of Rotary is the club, which can have anywhere from a few dozen to hundreds of Rotary members. Each club belongs to a District.

The Rotary of Dubai falls under District 2452, which is more than 84 years old. It is formed by multiple countries, has different cultures and uses various languages. It is present in 3 CONTINENTS and 9 COUNTRIES: Lebanon, Cyprus, Jordan, Sudan, Bahrain, UAE, Georgia, Armenia and Palestine. Currently, Rotarian Ashot Karapetyan serves as the District Governor; he is also the first District Governor from Armenia, taking the reign of District 2452.

Establishing The First Rotary Club In UAE

In 2002, Richard D. King, RI President, announced that Dubai would be the new home of the first Rotary Club in the UAE. The Rotary Club in Dubai started with 25 members that quickly gained momentum to form one of the most prominent Rotary Clubs globally.

Since then, the Rotary Club has served hundreds of charities and humanitarian causes and has helped the lives of many in the region.

On February 27th, 2022, the Rotary Club of Dubai celebrated the 20th anniversary of its founding. To commemorate this significant milestone. They hosted a gala and were joined by the global President of Rotary International, Shekhar Mehta and over 300 attendees, including Interactors, Rotaractors, Rotarians and Guests.

Projects Undertaken By The Rotary Clubs In UAE

Out of the many projects undertaken by the Rotary Club of Dubai and other UAE clubs, here are a few that have significantly impacted the people and the community.

Rotary Majlis Of Friendship

The Association of Rotary Clubs-UAE, of which the Rotary Club of Dubai is a part of signed the contract for the Rotary 'Majlis of Friendship' venue at EXPO2020 and were officially recognized as an international participant.

Rotary and its members utilized the Majlis of Friendship events to massively

promote Dubai and Expo 2020 to all its attending members. It was used as a platform to explore new friendships, develop projects and host their meetings and activities.

It displayed a set-up showcasing Rotary projects, Rotary Fellowships, and Rotarian Action Groups. They also hosted Social events, including food and entertainment unique to the host city, presenting the local culture to an enormous audience of attendees.

Thrift For Good

The Rotaract Club of Dubai (for members below the age of 30years, which is a part of the larger organization, Rotary Club) hosted a Thrift Drive Project. Thrift for Good supports gulf4good.org, which help children around the world through health, education and housing. This community service project donated clothes, shoes, bags, accessories, books, towels, and linens. They were able to contribute more than 120 KG of items- that bore the cost for education of 4 children per year.

Children's Literacy Drive

The Children's Literacy Drive is a project that's near and dear to the Rotaract Club of Jumeirah and part of their mission where they 'ACT to IMPACT' multiple lives through sustainable community service projects locally in the UAE and internationally. While also contributing to one of the 17 Sustainable Development Goals of the United Nations for providing Quality Education.

On March 3rd 2022, the club's project donated Storybooks written in Arabic and English to the National Charity School of Sharjah.

END POLIO Walk

On October 24th 2021, World End Polio Day, the Rotary Expo Team organized an End Polio Now walk at Expo2020.

More than 50 Rotarians, Rotaractors, and friends gathered at the venue to support, contribute, and put on their 'End Polio Now' T-shirts before heading out for the walk.

A special remark was the Al Wasl plaza being lit red and yellow (colors of the campaign) as support which helped gain awareness for the cause and provided a buzz around all EXPO while the group walked around!

Rotary Responds To Help Ukrainian Crisis

Humanitarian Relief For Ukrainian Refugees

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Peace is a cornerstone of our global mission.
We stand with the people of Ukraine.

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In response to the deepening humanitarian crisis in Ukraine, The Rotary Foundation has created an official channel for Rotary members worldwide to contribute funds to support the relief efforts underway by Rotary districts. It has designated its Disaster Response Fund as the primary avenue for contributions. They have put Disaster Response Fund in place with the following guidelines:

- From now till June 30th 2022, designated Rotary districts bordering Ukraine and the Rotary district in Ukraine can apply for grants of up to **\$50,000** each from the Disaster Response Fund. These expedited disaster response grants can be used to provide relief to refugees or other victims of the crisis, including items such as water, food, shelter, medicine and clothing.
- From now till **April 30th 2022**, Rotary districts can transfer unallocated District Designated Funds (DDF) to support the Disaster Response Fund, directly supporting these Ukraine-specific humanitarian grants.

To donate to this cause and obtain more information, kindly contact the Rotary Support Center at rotarysupportcenter@rotary.org.



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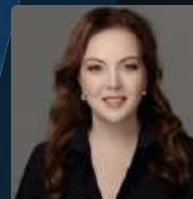
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ROTARIANS SPEAK



Prof Jeevan D'Mello

*Advisory Board Member
of Global Leaders Today*

Prof. Jeevan, who currently serves as the Chair of Public Image at the Rotary Club of Dubai, joined the club in 2018. He also serves as the Rotary Country Trainer for UAE.

Talking about what drove him to join the club, he says, "What I found in Rotary is what I have been looking for since a long time; an opportunity to be of service to others, especially the less fortunate."

He continues, "At this prestigious institution, there is a vibrant mix of humanitarian work, social impact initiatives, personal development opportunities and great networking."

Rotarian Jeevan regularly attends all the meetings at Rotary Clubs around the world during his extensive travels to be of service wherever he is. "It is amazing how welcome I feel in clubs in almost any region of the world I am. That's because we Rotarians share the same values and focus. Everyone seeks fairness, goodwill and social upliftment. These are the same values that I cherish."

Pasquale Della Penna

President

President Pasquale Della Penna joined Rotary in 2012. He says, "I joined Rotary after being an external supporter for many years attending various fellowships of the club."

Talking about the impact Rotary has had on his life, he says, "What I gained from joining Rotary is ineffable, it is tough to quantify. I have always tried to be available and help those in need in any way I could. I have been privileged to be at the helm of many projects that serve humanity"

Rotarian Pasquale has been a mentor and guide to many other Rotarians in the Middle East and served various positions at the Rotary Club of Dubai including its president in 2021/2022. He now serves as the president of the Association of



Rotary Clubs in UAE, the parent body of all the clubs in the country.

A very passionate humanitarian with boundless energy, he adds, "I feel very content because I get to enjoy my life and spend part of my time helping and serving the community, which requires our assistance in the spirit of Rotary."



Dr Ariel Rosita King

*Advisory Board Member
of Global Leaders Today*

third grade (7-8 years) received their first dictionary from Rotary.

In addition, Dr Ariel has also hosted young people who participate in exchange programmes in high school. Currently, Dr Ariel's Rotary Club trains professionals and provides cancer exams to women in Honduras. She says, "We also do awareness campaigns for the environment, health, polio, and even human rights. Last week we collected and donated four trailer trucks for supplies for Ukraine."

Talking about being a member of Rotary, she says, "I love being involved in Rotary because it allows me to actively become the change I want to see and to be involved in service projects around the world."

Dr Ariel who joined the club in 1994 has worked extensively to serve others. She initiated multiple humanitarian projects, including a house for children with HIV/AIDS in Zambia, a house for children and mothers in Lesotho, the Dictionary project where children in the

ROTARIANS SPEAK



David Gibson Moore

*President / District
International Service Chair*

President/District International Service Chair David Gibson-Moore is one of the most respected Rotarians in the Middle East. A veteran Rotarian, he joined the Rotary Club of Manama, Bahrain, in 1984. Then followed membership through Geneva, New York, Manama again and eventually in Dubai. He was Deputy District Governor last Rotary year and now serves as the President of Rotary Cosmopolitan Dubai Club.

When asked about the reason he joined Rotary, he says, "I joined because it was a channel to make a significant contribution to community service around the world within a great framework of fellowship."

P/DISC David is a member of the exclusive Arch Klumph Trustee Circle, consisting of Rotarians who have provided the highest level of donation to the Foundation. He is also a member of Rotary's COVID-19 Task Force, where he is responsible for 45 countries in MENA and Europe. P/DISC David has also just been appointed a Rotary Peace Major Gifts Adviser, one of only ten persons worldwide to be appointed to the post.

Talking about his experience with the organization, he says, "Rotary has greatly enhanced my understanding of issues and challenges faced by people and communities in many different countries. It has given me an opportunity to make a difference and live out the Rotarian motto of Service Above Self. And it is a cause that is close to my heart."



Hassan Al Rais

Deputy District Governor

DG Hassan Al Rais is a banker by profession and joined the Rotary Club of Dubai in 2013. He has served on its board since 2016 in various roles, including Treasurer, Vice President, Club President in 2018/2019, and is currently serving as the Deputy District Governor for 2021-2022.

Talking about being a part of the Rotary family, he says, "I have been privileged to serve in multiple roles during my time at Rotary. I have attended almost all the district conferences in the region including

the international conference in Hamburg, Germany. I have learnt so much from my peers and admired their dedication to service beyond self"

DDG Hassan was also involved in many humanitarian projects of the club, including building the school for unprivileged children in Nepal, building new homes for flood victims in Kerala, India, and the Larch Field school project in Tanzania.

He says, "All this has taught me the importance of living a life with a purpose and that purpose is to be of service to others."

ROTARIANS SPEAK



Margarita Poposka

District Rotaract Representative 2022/2023

Rotaractor Margarita considers herself a product of Rotary; she adds, “I was a Rotary Exchange Student in Norway, a period that has significantly shaped my upcoming ambitions in this leading humanitarian organization.”

She has held various positions in the Clubs and the District, including being the President of the Rotaract Club of Dubai and has also had the opportunity to charter a new Rotaract Club.

Talking about her experience with Rotary, she says, “Rotary and Rotaract indeed changed my life and I would like to help many others to experience this benefit as well.”

Rotaractor Margarita will soon hold the position of District Rotaract Representative for District 2452 for the year 2022/2023.

James Berry

President

President James Berry joined the Rotary Club of Dubai in 2003 and currently serves as its President. He says, “I joined because the club offered me the scope to become involved in Community Projects, and fortunately for me, I was able to make a good number of friends who were also members.”

In his early years he witnessed how club members were passionately involved with humanitarian projects. He slowly got involved and acquired meaningful experience and gradually rose from being just another member to one of the leaders in the respected organization. He says, “My involvement increased significantly, to a point where I was regularly invited to serve on the Board under various roles and ultimately as President.”



Talking about Rotary endearingly, he adds, “Rotary has become a central part of my life and a source of great enjoyment, and I find that I am learning all the time.”

Rola Hamdan

Past President

Past President Rola Hamdan joined Rotary officially in 2007. Talking about the club, she says, “I was always impressed with the great work Rotarians do, their passion and impact on the community and beyond; leaders in their field gathered for the greater good of humanity.”

The club has had a life-changing effect on Rotarian Rola’s life, giving her the most extraordinary gift of fulfillment. She says, “I come from the field of investment banking, which is very demanding and requires us to be constantly on the go. It fulfilled this yearning to give back and make a difference along with creating a balance in life with new insights.” She adds that the silver lining was that she also made incredible friends along the way. Rotarian Rola will soon take up the position of Deputy District Governor for the Rotary Year 2022/23.



ROTARIANS SPEAK

Ahmad Belselah

Past President & Managing Director of the Association of Rotary Clubs

Past President Ahmad Belselah is the Managing Director of the Association of Rotary Clubs UAE under the Community Development Authority. He is one of the most prominent members of Rotary in the region and was also one of the Founding members of Rotary in the UAE in 2002. Rotarian Ahmad was also the Past President of the Rotary Club of Jumeirah.

When asked why he joined Rotary, he says, “I joined Rotary because it gave me the opportunity to serve my country, the United Arab Emirates, and give something back to Dubai and my community.” According to Rotarian Ahmad, it is imperative for leaders to act as good examples for humanity and to aid and serve others. Especially as UAE always helps other nations and is a shining example of this for the world.

Talking about his experience with the organization, he says, “Rotary has helped me understand the issues faced by communities across the world and reach out to them in times of distress. It has acted as a platform to advance literacy, improve water and sanitation, and help the environment. Rotary Clubs worldwide are supporting communities and accessing their needs. I’m glad to be part of this organization and contribute to that.”



Dr Sami Carouba

Vice President

Vice President Dr Sami Carouba joined the Rotary family in 2013. Reminiscing, he says, “I joined Rotary to build goodwill, and better friendship, leadership and cross-section networking regionally and globally to help each other and collectively help others.” This gave him the opportunity to serve and the chance to do something for others, which is extraordinarily self-fulfilling and has had a substantial rewarding impact and satisfaction in Vice President Sami’s life.

Talking about the impact Rotary has had on his life, he says, “Rotary has affected my family life in a very positive way. My

son George is a Chartered Member of the Interact Club of Dubai (ICD), and my daughter Lea is also a Chartered Member and the current ICD President.” He continues, “My family is deeply involved in all sorts of activities at Rotary, from End Polio’s social media campaign to food distribution. This helps them build essential skills and learn to work together with people from different backgrounds, especially while living in a multicultural city such as Dubai, with nationalities and cultures worldwide.”

Vice President Sami assumes the role of President of the Rotary Club of Dubai for the year 2022/2023.



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Four C's for Great Leadership

Ken Pasternak is a Best-Selling Author, Consultant, and Speaker making great strides in performance and leadership. He has focused on building high-performance organizations through visionary leadership, team effectiveness, establishing a winning culture and improving cross-cultural understanding. He is the co-author of 'Performance at the Limit, Business Lessons from Formula 1 Racing' (3rd edition 2016 and translated into Japanese, Turkish and Mandarin Chinese), 'Managing Your Strengths' (2002 also available in Portuguese) and 'Exploding Turkeys and Spare Trousers, Adventures in Global Business' (2021).

Written by Ken Pasternak



We have each experienced the pandemic in our own way, both the negative and positive aspects of working from home along with isolation from workmates and in-person contact with clients.

During this time, I had time to reflect on my business experiences around the world. This led to a series of social media posts relating stories from my travels and what I learned that may also be helpful for others. My Marshall Goldsmith 100 Coaches colleagues generously added their thoughts to each post and encouraged me to collect my tales into

a book. "Exploding Turkeys and Spare Trousers, Adventures in global business" was born and published last July.

In the process of writing, it became clear to me that leaders and coaches working to assist leaders during these uncertain and challenging times, need to focus on three key capabilities to deliver consistent results: 1) being an effective **Communicator**, 2) creating and maintaining a collaborative **Culture**, and 3) visibly role-modeling the **Character** that sets an example for how they want others to behave.

Here are my thoughts about each.

1. Effective COMMUNICATION is vital

During a recent virtual speaking engagement, I was asked what the most crucial skill any leader must have. I thought this was not a fair question, given the complex task involved in leadership, especially in the difficult environment we have experienced these past years. I offered an answer that included several capabilities including authenticity, empathy, and vision.

I was pressed further to name just one however, and rather than

dodge the answer I offered that to succeed a leader must be an outstanding communicator. Great vision, poorly communicated to stakeholders, will not get results. A well-conceived competitive strategy without employees understanding the company's purpose and their role in meeting the mission, will not get their buy-in and enthusiasm.

Communication is about reaching out to people in a way they can unambiguously understand your message, relate to it, and act to achieve common goals. Communication, in the words of Sir Peter Ustinov, writer and filmmaker, "is the art of being understood."

To deliver on vision, mission, and values - great leaders build relationships inside (up, down, and across) and outside an organization where everyone understands and buys-in to the business's purpose. High performance becomes a team effort.

And effective teamwork is about open and honest communication. In the best case there is a meeting of minds and utilization of diverse skills and backgrounds to achieve common goals.

While transforming from a group of individuals into a team, interestingly, it is impossible not to communicate. Everything we do, and sometimes things we do not do, conveys a message. People are not mind readers so our words, nonverbal signals and especially, our actions are how we create the bonds for effective working relationships.

But it is not just about speaking. Leaders need to listen actively.

A key to this constructive flow of information is listening. Bernard Baruch, one of 20th century America's richest and most powerful statesmen said, "Most of the successful people I've known are the ones who do more listening than talking."

2. A collaborative corporate CULTURE is crucial

Digital transformation, agile mindsets, and responses to Covid 19 have made the need for adaptability and

change of paramount importance. Much is written about creating the organizational culture that can survive during difficult times and strive after.

Change is a constant imperative in any dynamic organization. The environment in which a business executes its strategy is never static. Forces that impact the market arise from the economic situation, new regulation, technology change, political developments, and of course the market itself. If a business does not continual change and adapt, it is doomed to fall behind the competition.

The pandemic has dealt a serious blow to many businesses. The culture a company has nurtured to weather this storm and then grow from it will determine its future, more than any strategic plan or budgeting exercise. We have all heard Peter Drucker's "Culture eats strategy for breakfast."

In the 1990's Lou Gerstner turned around a giant corporate ship that was faltering. His takeaway from the experience, "The thing I have learned at IBM is that culture is everything."

This was true in the past, true today, and will be true in future.

3. CHARACTER: Your Credibility and Integrity are non-negotiable

My very first day as a trainee corporate banker many years ago, a senior officer gave me this advice, "No matter what you do, always be professional." I had no idea what that meant. My long business career has been a process of determining my own sense of what it means to be a 'professional.' Here is what I think.

Every day you are filling a reservoir of CREDIBILITY that derives from your choices, decisions, and most significantly, your actions. Your credibility as seen by others – are you reliable, dependable, authentic, etc. - is built on your INTEGRITY, which in turn is determined by adherence to your own personal values and beliefs.

One sees all too often in life and in the media that if you do something considered terribly inappropriate or even make a misguided comment,

your hard-built credibility can be destroyed in a moment. Every interaction with bosses, peers, employees, clients, and suppliers feeds the depth and breadth of that CREDIBILITY reservoir. And one's behaviors reflect your INTEGRITY.

I have been fortunate to work with Formula 1 teams that epitomize what it takes to work in a highly competitive, fast-moving industry that demands high performance. F1 teams have many stakeholders, are incredibly detail oriented, and their time frames and sometimes decision-making are counted in milliseconds. So, I offer this quote from Toto Wolff, Team Principal of the remarkably successful Mercedes Formula 1 team to achieve your objectives, "There's just no millimeter of margin for a lack of integrity."

The title of this piece is "Four C's for Great Leadership" and you will have noticed that I have only address three thus far. You may be able guess my suggestion for the fourth.

4. COACHING: Working with someone who can help you become an even better version of yourself

Anyone who must deliver results at a consistently high level - be they an executive, athlete, actor, etc. has never improved their performance without the help of an advisor, mentor, or coach.

Executive coaching has come a long way from the days when it appeared that someone getting coached needed remedial help. Today, coaching provides the vital support to leaders they cannot get from individuals within their organization. It may be changing or improving a behavior, or providing an independent, objective sounding board so the leader can bounce off thoughts and ideas without repercussions.

Coaching is a mainstream approach that helps good leaders become great leaders.

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Crafting Holistic Healing

Katherine Vilnrotter is the Founder of The Love Cure, a mental and emotional wellness practitioner, entrepreneur, and author. After surviving a life-shattering sexual assault while serving in the Peace Corps, Vilnrotter spent the next 11 years healing her brain, body and energy system. When the mental health system in the US was convinced that she would always have PTSD, she overcame it. After suffering for almost five years of full-blown PTSD, searching for answers and learning about what she was experiencing, she finally found the Human Givens approach. After 1 Human Givens rewind session, Vilnrotter could feel something shift in her brain and over the following months, she witnessed her world expand in ways she never thought possible. Now a Human Givens practitioner herself (and fully PTSD-free and thriving), Vilnrotter continues to further her healing in new and more profound ways, exploring and discovering new healing tools. Through Vilnrotter's continued education and self-healing, she is uniquely equipped to meet clients where they are and guide them through their own healing.

Written by Alexis Miller

Katherine Vilnrotter always knew she wanted to help people; with this goal in mind, she started her career in architecture, urban design, and construction to help people through the built environment.

After graduate school, Vilnrotter started working as an architect and quickly realized that the probability that she could have a positive impact through this work was minuscule. She then decided to change her career trajectory and joined the Peace Corps. Vilnrotter wanted to explore how she could positively impact the world by using the skills she had already acquired. Unfortunately, while she was there, she was sexually assaulted, which significantly changed her life.

She says, "When I came home to the US and started sifting through the shards of my shattered perception of myself and the world, I realized I could never go back to the life I had been building. I knew that my life was going to be changed forever, even if I didn't know how yet."

The Love Cure, her wellness practice, is the result of her 11-year healing journey. Through The Love Cure, she now shares approaches, techniques, practices, concepts, and ideas that helped her (and continue to help Vilnrotter) on the path to healing herself. She explains, "The Love Cure is my opportunity to share the healing tools I wish were available for me when I needed them."

She currently has two types of wellness sessions that she offers through The Love Cure. She explains, "The first is the Human Givens approach based on more widely accepted sciences such

as neuroscience and psychology. This is an effective and brief approach to psychotherapy that came out of the UK and Ireland and is not widely available in the US yet." She continued, "Human Givens will always hold a special place in my heart since it was the key to my understanding and healing from PTSD."

The other is Energy Harmonizing and is based on energetics. She explains, "My understanding of energetics comes from a blend of the elegant framework laid out by BioGeometry, as well as my personal experiences. Once I discovered BioGeometry, I had language and tools to describe and measure what I was experiencing in new and scientific ways."

Her work has helped thousands of her clients heal holistically and lead more fulfilling lives in every aspect. Due to her tremendous success in the industry, The Love Cure was selected by Brainz Magazine as one of the Global 500 Companies, Entrepreneurs, Influential Leaders and Small business owners recognized for their dedication to helping others.

In conclusion, she says, "Never stop believing in yourself and being open and curious about - yourself, others, and your world!" And you will experience positive growth every day.

"Never stop believing in yourself and being open and curious about - yourself, others, and your world!"

Why Grief Leadership Is Important For Your Employee's Mental Health

- Jessica Albuquerque



Whether it's natural disasters, global pandemics, or personal grievances; loss is something that has a profound effect on the way a person functions. Recovery following the wake of tragedy is never easy, especially when you have all but a few days to pull yourself back together before the 9-5 grind comes knocking on your door once again.

The impact of grief on businesses is something that has been felt since time immemorial, and naturally so. A study by The Grief Recovery Institute estimated that grief costs businesses up to 75 billion dollars a year, but the effect it has on employees can be far worse. When the whole world entered a sudden period of collective loss during the first wave of the pandemic, the isolation and inability to properly grieve, prolonged people's loss and deteriorated the state of their mental health.

The importance of a strong, compassionate and good leader to help alleviate the effects of traumatic events in the lives of employees is undeniable. As a manager or CEO, the employees

in your company look up to you for guidance and support, and that is why it is important to communicate that you are there to help in whatever manner needed. Here are a few ways to guide you through the process of grief leadership.

1. Personal Mental Health Checks

The weight of taking care of your team members is a burden that every team leader or manager bears, and that is exactly why self-care is so vital. In fact, studies have shown that if a leader doesn't cope with stress in a healthy manner, it can have a major impact on the way employees do. In order to. In order to help others, you must help yourself first. You can peer into your mental state and figure out methods to help you feel better through the online mental health assessments provided by Psychology Today or the University of Washington.

2. Talk To Your Employees

Try as they may, your employees cannot switch off the effects of grief when they are at work. This is why nurturing a compassionate

environment that encourages them to speak about their struggles is important. In 2018, following the tragic suicides of Anthony Bourdain and Kate Spade, Cisco CEO Chuck Robbins wrote an open email about mental health to all his employees. Little did he know the profound effect it would have on the thousands of employees who read it, most replying back with notes of their own. When leaders open up the path for communication, employees feel more confident in sharing their struggles.

3. Paid Time Off

With the cost of living and inflation increasing each year, most employees can't afford to take time off in order to care for their mental health. Depression and anxiety caused due to bereavement are often neglected, which in turn worsens their mental health and can cost the global economy nearly \$1 trillion per year. According to WHO, every \$1 that a company spends treating common mental health concerns gives way to a \$4 return in improved health and productivity. This is exactly why companies such as Nike, Hootsuite, Bumble, Google and LinkedIn provide employees with extra time off to recuperate and take care of their mental health.

Grief is something that we have all felt at some point in time. Heartbreak, divorce, financial loss, illness, death are some of the many things that can cause grief to manifest. Creating a supportive environment helps your employees know that they are not alone, and encourages them during their recovery journey. To conclude, as Earl Grollman once said, "Grief is not a disorder, a disease or a sign of weakness. It is an emotional, physical and spiritual necessity, the price you pay for love. The only cure for grief is to grieve."



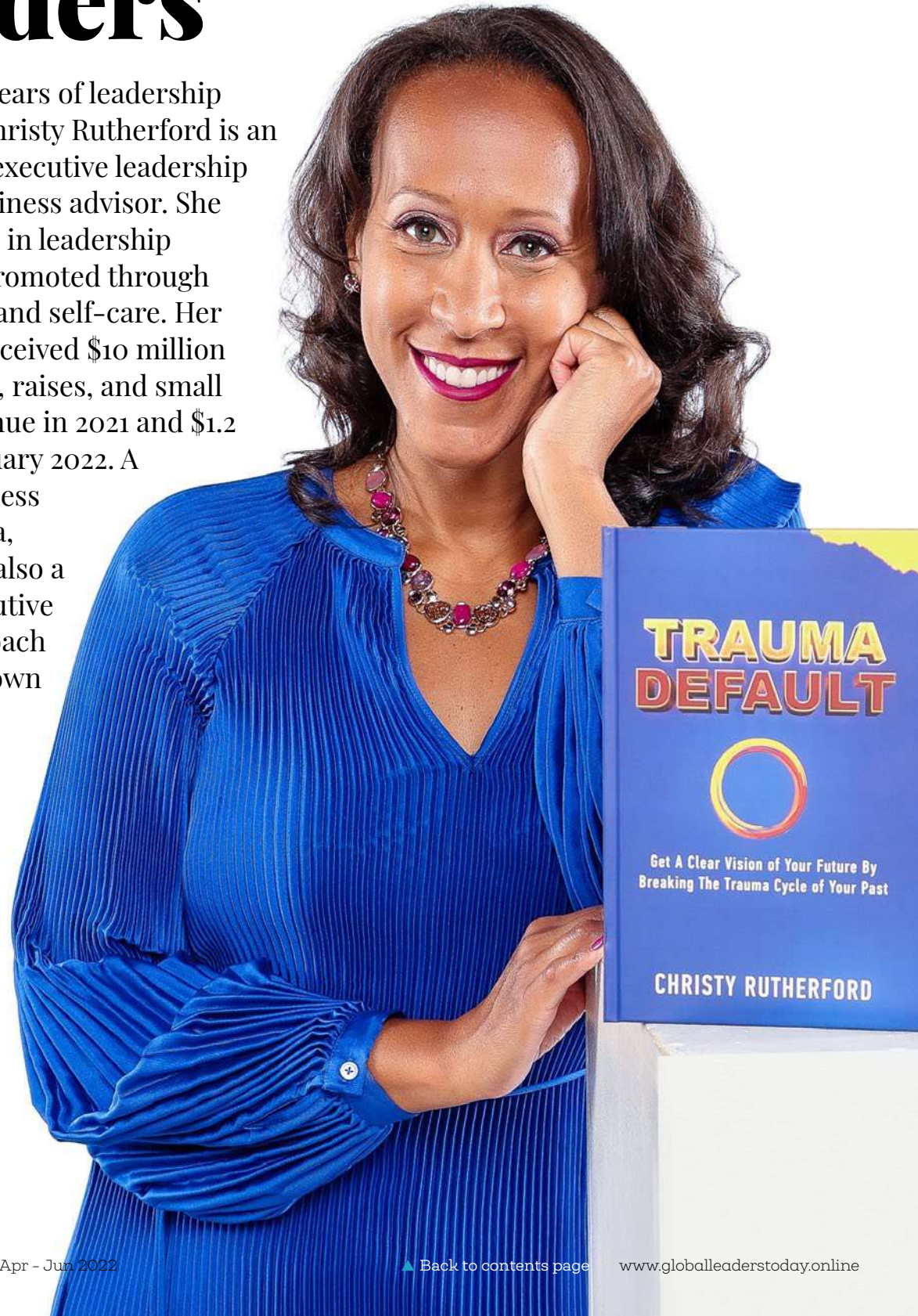
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Empowering Women Leaders

With over 20 years of leadership experience, Christy Rutherford is an international executive leadership coach and business advisor. She assists women in leadership with getting promoted through office politics and self-care. Her clients have received \$10 million in promotions, raises, and small business revenue in 2021 and \$1.2 million in January 2022. A Harvard Business School Alumna, Rutherford is also a certified Executive Leadership Coach from Georgetown University. She has been featured in Forbes three times and published five #1 best-selling books on Amazon in eight months.

*Written by
Sherlyn Gomes*



Christy Rutherford grew up in a tight-knit family and attributes a large part of who she is today to them. Her parents taught her many values that have transformed her into the exuberant individual she is today; she recalls fondly, “My mom never took no for an answer and often called various people to get the best answer and value for what she wanted.” While she says, she inherited her father’s sense of entrepreneurship, the desire for more, and her immense love for music.

While growing up, Rutherford remembers a distinct memory that taught her the value of always telling the truth. She says, “I was doing a research project for my 3rd-grade class. I listened as the teacher told us that for a long time, people grew up without shoes and had to walk to school for miles barefoot. I interviewed my grandfather, who was 79 at the time, and asked him if he had shoes. I will never forget the look of astonishment and confusion on his face when he said, ‘Yes.’”

This incident taught young Rutherford that as an African American woman, she should not allow others to shape her ancestors’ stories and look for the better truth because the truth is always better than what is portrayed.

Rutherford was determined to make a mark in the industry and worked alongside her studies to turn this into reality. She soon secured a position as a Congressional Fellow with the House of Representatives. While she was there, Rutherford made tremendous strides in her career and responded to the citizens’ needs in New Orleans merely two days after Hurricane Katrina and helped many.

While in college, she wanted to join the US Coast Guard, but her grades were not up to par. During the interview process, all African American officers compared her grades to the nearly 20 jobs she already had by the age of 22 and approved her waiver to be accepted into the program. She says, “I’m grateful that I wasn’t just judged on my grades because I didn’t excel in American aptitude tests. However, that was not a fair assessment of my capability to achieve high levels of success and my impact on others.”

She then worked at the US Coast guard for sixteen years and soon excelled in her career. Rutherford was the 13th

African American woman to achieve the rank of Commander (Lieutenant Colonel equivalent) in the US Coast Guard’s 225+ year history, where her demographic was 1%.

However, after her long tenure with the organization, Rutherford was burnt out and left her highly successful career with only 3.5 years to retire with a full pension. She says, “I didn’t finish the race and know that I would have died within the year if I didn’t leave. It was the hardest decision that I made, but after taking time to reflect, I realized I wasn’t adequately prepared for all the challenges that come with being a woman in leadership in a male-dominated work environment.”

She continued, “Being a Black woman in leadership only exacerbated the gap in awareness of how to adequately protect my mental and physical health while continuing to pursue excellence in my career. I loved my career and many of the people I worked with, but it was a normalized toxic environment for a Black woman.”

A year after she left her career, Rutherford described it as, “The bottom fell out, and I collapsed mentally.” She moved in with her brother near her small hometown, and it took her 3.5 long years to piece herself back together again. She says, “I feel like the term ‘burnout’ is overused and greatly misunderstood. Burnout is catastrophic and 100% preventable.”

The reason Rutherford is so passionate about what she does today is because she gives women in leadership an opportunity to hit the refresh button, a privilege she did not have at the time.

To fulfill this mission, she founded Vision Finder International in August 2012 and has since coached millions to success with a refreshed outlook. Since June 2020, the organization has assisted women in leadership by earning \$13 million in salary raises and small business revenues. In January 2021, Vision Finder International helped them earn a whopping \$1.2 million.

She adds, “In addition, we have also saved 20 marriages, gotten women off of health-related medication, and five of their husbands have been promoted shortly after their wives completed the program.”

“In your pursuit of excellence, remember that no one is responsible for your mental and physical health. Everyone is going through something, so to relegate that responsibility to others is unwise. Take care of yourself. Protect your time. Normalize doubling your salary every few years. You deserve it and it’s absolutely possible.”

Rutherford wants to normalize women asking for double their current salary. Women have the power to close the gender pay gap that has existed for 20 years. She says, “We can’t just keep waiting for others to save us. We have the power to save ourselves.”

She has an impressive roster of clients, including Marvell Technology, Facebook, JLL, JPMorgan-Chase, Unilever, Fifth Third Bank, and Investment News, amongst others.

Due to her remarkable progress in the industry, she has multiple professional accomplishments, including Harvard Business School’s 2018 Launch of New Ventures Pitch Contest Grand Master Champion. She says, “It felt like the most significant achievement, especially as I had recovered from a burnout, and I needed to remember how great I used to be...which equated to how great I was.”

In conclusion, her advice for budding leaders is, “In your pursuit of excellence, remember that no one is responsible for your mental and physical health. Everyone is going through something, so to relegate that responsibility to others is unwise. Take care of yourself. Protect your time. Normalize doubling your salary every few years. You deserve it and it’s absolutely possible.”



Coaching Leaders To Fulfilment

Silvia Fontquerni is originally from a town near Barcelona and currently lives in London, UK. Her work as a coach consists of Unlocking Human & Leadership Potential to accelerate professional outcomes and goals. Life coaching applied to leadership roles boosting areas such as confidence, overcoming inner barriers or fears, and gaining awareness of how leadership skills can impact and influence team outcomes. Due to her brilliant work in the industry, Fontquerni has been awarded the 'Brainz Crea Global Awards Honoree 2021,' along with top celebrities and entrepreneurs such as Robin Sharma, Marisa Peer, and Oprah Winfrey.

Written by Kyle Goldberg

Silvia Fontquerni's journey began when she was merely a pre-teenager attending school; where she felt lonely and different, an experience that greatly inspired the values and ideals she holds today. Overcoming this challenge strengthened her empathy and compassion skills. "I understood the importance of creating a positive and healthy atmosphere around me. It taught me to focus on the positive characteristics of others rather than the negatives and the importance

of not labeling people merely for being different. No one should ever feel bad about being their authentic selves," Fontquerni explained. This was also the beginning of her vocation to coach others towards a happy and inspired life.

However, growing up, Fontquerni's self-image abated due to her experiences in school and other difficulties she faced at that stage, which led to immense stress and anxiety. She recalled, "Everybody could see my potential. Yet, I couldn't see it at the time." As a result, she had great difficulty defining her career path and could not combine her passion and values with her work.

Fontquerni always had an inherent skill of giving and elevating others, but she had difficulty remembering the exuberant individual she was and what she truly wanted in life. To rectify this, she followed her gut instinct and fulfilled her dream of going abroad, and moved to London to start a new life that would allow her to grow, expand and continue her deep-rooted transformational changes.

Her parents transferred her deep values such as the importance of education and responsibility, especially her mother, who was her constant pillar of support. She helped Fontquerni overcome this phase of disorientation and loneliness that has transformed her into the kind and empowered woman she is today.

After shifting to London, she got a job at the InterContinental, IHG Hotel Group. While there, she discovered her professional path after regularly leading, coaching, guiding, and training her peers. After watching the transformation her coaching and training had on her team and colleagues, her boss Globy Ouseph suggested applying this knowledge to

intercontinental and making a career out of it. However, due to the impact of COVID-19, Fontquerni's plans did not go as expected. Nevertheless, looking at her progress, Fontquerni chose to launch her coaching business on the side, Silvia FF Coaching. She is also currently studying a Master's (CIPD L7) and working at Intercontinental.

Talking about her profession, she explains, "My goal is to help HR and companies improve in areas such as company culture, the workplace, and creating a healthy environment paved with growth opportunities that unlock people's maximum potential."

She continued, "Coaching sessions provide a warm and safe space where clients feel understood, supported, and well-guided." Her coaching sessions have yielded excellent results and have had a life-altering effect on her clients.

Due to her brilliant work in the industry, Fontquerni has been awarded 'Brainz Crea Global Awards Honoree 2021,' along with top celebrities and entrepreneurs such as Robin Sharma, Marisa Peer, and Oprah Winfrey.

Her advice to budding leaders is, "Follow your gut feeling, only you know your path, stay true to yourself and fight for what you stand for always."

"Follow your gut feeling, only you know your path, stay true to yourself and fight for what you stand for always."

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An Icon Of Bravado

Dr Malvika Iyer is a bomb blast survivor, not a victim, but a survivor! She lost both her hands and severely damaged both her legs – causing nerve paralysis and loss of sensation, yet she triumphed. Today, Dr Iyer is an award-winning disability rights activist with a doctorate in social work. She is an international motivational speaker, a corporate trainer, a TEDx speaker, a model for accessible fashion, an emcee, and a Global Shaper (an initiative of the World Economic Forum). She serves on the Advisory Board of India Inclusion Foundation. Her powerful and uplifting speeches and her pioneering work have bought her numerous accolades and acclaim across the globe.

Written by Sherlyn Gomes



“My mom later told me that during that time I would stand in front of the mirror for a long time and smile, and this never failed to make her happy. My legs were disfigured, and it did take a long time to get over my body image. I lost sensation in my left leg. However, after many therapies and surgeries, I was finally able to walk.”

Born in Kumbakonam, Dr Iyer grew up in Bikaner surrounded by an affectionate family. However, her life soon took a drastic turn for the worse; on May 26, 2002, Dr Iyer found a hand-grenade in her neighborhood. This happened shortly after an ammunition depot had caught fire, and many shells were scattered in the area. Dr Iyer wanted a hard surface to stick something on her jeans, and, assuming that the grenade was defused, she decided to use it as a hammer to mend her jeans. She took the grenade to her room and used it to flatten her pocket. After a while, she tried to flatten it even further when the live grenade exploded in her hands and changed her entire life forever.

She distinctly remembers the events that unfolded that

day; her mother screaming in horror, “My daughter’s hands! They’re gone!” Dr Iyer continued, “I mostly remember a lot of blood splashed around, my flesh being burnt, and blacking out for a few seconds. I remember my mom and dad’s voices, and my dad and his friends rushing me to the hospital. All of them were looking at my hands, and obviously it was too shocking for everyone to react rationally.”

The appalling incident left the entire family petrified and shaken, she says, “I could see my leg dangling out like it didn’t belong to my body, and I had to tell one of the uncles who was carrying me to just keep it together. Like a movie, I had flashbacks remembering my childhood until that point, and I was profusely apologizing to my mom, who was weeping bitterly, for having put her through this.”

Dr Iyer’s hands had to be cut off, and fortunately, there was no need to amputate them completely. She has been using prosthetic hands to help her lead a normal life. Dr Iyer revealed that she previously suffered from an inferiority complex due to her injuries. Doctors considered amputating her leg but eventually decided against it.

Initially, the agonizing pain in her leg was a big concern for her, but after several months of dealing with it, she decided that it was time to accept her situation and move through it. “Pain had to be part of my life, and I had to figure out what I would do next. So now, I keep reminding myself that it’s fine, and I can rest when I go back to bed at night,” said Dr Iyer.

She recalled, “My mom later told me that during that time I would stand in front of the mirror for a long time and smile, and this never failed to make her happy. My legs were disfigured, and it did take a long time to get over my body image. I lost sensation in my left leg. However, after many therapies and surgeries, I was finally able to walk.”

After two years of being completely bedridden, Dr Iyer, with great determination and perseverance using her myoelectric prosthetic hands sourced from a German company, would rigorously practice writing for hours on end. Initially, it was a daunting challenge with huge letters, but she finally began writing again after long hours of practice. Having succeeded in writing, Dr Iyer then

appeared for her 10th grade Board Exams and scored 97% with just three months of preparations. With her unrelenting spirit, she studied economics at St. Stephen’s College in Delhi, followed by a Master’s degree in Social Work at the Delhi School of Social Work. She then completed her M.Phil. and PhD in Social Work at the Madras School of Social Work to further her cause.

Despite being a symbol of bravado and resistance, Dr Iyer never imagined that she would be hailed an icon, receiving numerous awards, or motivating others by sharing her story on the global stage. She credits her mom in transforming her into the woman she has become today; she kept her grounded during the most trying times in her life. Her pioneering work in the industry has won her many accolades, including being the recipient of the National Award’ Nari Shakti Puraskar’, the highest civilian honor for outstanding contribution to women’s empowerment from the President of India, Recipient of the Women in the World Emerging Leaders Award in association with The New York Times, Recipient of Young Achiever Award from National Association of Professional Social Workers in India amongst others.

While Dr Iyer has had a phenomenal journey of ups and downs and always managed to come out victorious, it has been an arduous task paved with multiple challenges. “I had to be taken to places, I had to get a writer to assist me in my exams, and even being unable to socialize or move around like others—everything had to be addressed and dealt with. But we were very accepting of our emotions. So, we would have our bouts of tiredness, failures, rejection, sorrows, happiness, and achievements, and all of that helped me,” says Dr Iyer.

Talking about her eventful journey, she says, “I have seen many people who complain about their life, saying, ‘Why did this have to happen to me?’ I think this talk builds a negative wall around you which needs to change into positive thinking. I stayed patient, and determined through it all. Today, I’m volunteering with the United Nations, and undertaking so many wonderful initiatives. I am extremely happy with my journey; touching so many lives has been an absolute privilege and an honor.”



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Why Marketing Your Brand In The Metaverse Is Important In 2022

- Jessica Albuquerque

The past two years have created a paradigm shift in the way businesses operate. From the way companies connect with customers to their employees, most business interactions have shifted online. Face to face human conversations have been replaced with Zoom and Google Meet calls that simply feature people in tiny boxes on a screen, making it easy to lose out on that individualistic connection that comes with in-person communication. This is where the metaverse comes into play.



What Is The Metaverse?

Ever since Mark Zuckerberg announced his plans to rebrand Facebook as Meta during a virtual reality conference late last October, the term metaverse seemingly became the new buzzword. Of course, even though everyone was talking about it, not a lot of people knew what exactly it meant. Most people likened it to a virtual reality that is reminiscent of something straight out of a cyberpunk sci-fi book or movie. And that's probably because the metaverse isn't a relatively new concept. In fact, the term metaverse was coined in 1992 by author Neal Stephenson in his sci-fi book Snow Crash, which follows his protagonist Hiro who jumps between Los Angeles and the virtual Metaverse.

In reality, the metaverse is simply a developing network of 3D digital worlds that one can travel through. Imagine if a customer living a thousand or even a million miles away, could simply walk into your store, browse through your products and have a face to face conversation with you or your employees. Well, with the metaverse you can. The metaverse integrates the technology of the future, namely augmented reality, virtual reality and 3D holographic avatars to create an interaction-based hyper-realistic alternative universe.

To the large majority, the metaverse seems like a concept that has only recently been making waves but a few of

the most popular metaverse platforms, such as Roblox and Fortnite, have been the go-to digital playing ground amongst Gen Z and the younger Millennial audience for years. With nearly 43.2 million daily active users on Roblox and 350 million registered users on Fortnite, these metaverse platforms present a whole new market space to connect with an untapped audience, Gen Z. With this generation slowly entering the workforce and growing in charge of their daily wants and needs, brands from across the world have been collaborating with metaverse platforms to virtually engage with these new customers.

How Brands Have Used Metaverse

To market their new movie 'In The Heights', Warner Bros. collaborated with Roblox to host an immersive launch party at a virtual neighborhood that mirrors Washington Heights in New York where the movie is set. Sports footwear brand Vans teamed up with Roblox to craft a 3D skatepark known as Vans World where users can practice their skateboarding skills and try on and acquire exclusive virtual Vans gear. Nike on the other hand jumped into the metaverse by launching Nikeland on Roblox, a place where visitors can compete in games such as tag, the floor is lava and dodgeball, and also design their own mini-games from interactive sports materials.

Other metaverse platforms such as Decentraland and Sandbox also open doors to infinite possibilities that brands of the 21st century are yet to explore. Whether you are in hospitality, retail or technology, in order to effectively market your brand it is important to identify your target audience and understand how they would like to interact with you in the metaverse. Once you come up with an idea that can translate with your brand story and product to the virtual world, it's only a matter of picking the right platform for your metaverse debut. Since Fortnite has a primarily younger user base, pop culture brands such as Marvel, Star Wars and DC often partner with the gaming platform to promote their movies and products.

In Conclusion:

In this rapidly expanding new digital world known as the metaverse, the marketing possibilities are endless. With Zuckerberg championing the metaverse as the mobile internet's successor, and companies such as Microsoft investing heavily into metaverse-centric acquisitions, the new platform is only primed to grow. As Albert Einstein once said, "Imagination is everything. It is the preview of life's coming attractions." So, are you ready to imagine a world beyond this reality?

Overcoming Challenges In The Pursuit Of Success

Deepika D'Mello is a young award-winning ambitious and highly motivated Senior Analyst at Media Experts, a Marketing Agency within the Interpublic Group of Companies. In this role, she engages clients across a range of industries such as Financial Services, Healthcare, and Technology. Prior to working at Media Experts, Deepika was an International Undergraduate Student at McGill University, having received a dual degree in Psychology and Communications. She is keen on discovering innovative approaches to Marketing and helping exceed client goals by having a deeper understanding of consumer wants and needs due to her background in Psychology.

Written by Brianna Da Cruz

Deepika D'Mello was born in Mumbai and raised in Dubai by her entrepreneurial parents along with her younger brother. Inspired by her parents' work ethic, Deepika wanted to establish herself in the field of her choosing; she adds, "This has been a key factor in my ambition and determination as an adult."

However, it wasn't after enduring several challenges that she has strived to reach greater heights. At the young age of eight, Deepika was faced with a dire situation. She was in class when she suddenly collapsed, lost consciousness and shook sporadically. At the time, Deepika could not understand the event, but knew it would change her life. Because when she woke up and observed the faces of those around her, she perceived one emotion - fear.

That was the first of many more seizures Deepika experienced in her childhood. During the next two years, she was pulled from school, and spent her time under heavy medication, observation and intensive care to treat her diagnosed brain tumor. She couldn't comprehend how a tumor could have such an impact on her life, but more importantly, she couldn't understand how it could



“Put yourself out into the world, seek any opportunity, and get rejected until you find what’s meant for you. Your journey will continuously be filled with good and bad times, but a true leader will learn to thrive, and just not survive.”

create such despair and hopelessness in everyone around her. “When I looked around my hospital room, I saw only sadness in my family and friends, I felt that hope may indeed be lost.”

But Deepika was willing to take on the imminent challenge and was determined to make it out the other side. “I held on to my positivity,” she says “I knew there were better days ahead and I just had to be patient. In the end, I knew I would be rewarded.” One July morning, Deepika underwent surgery and her tumor was removed. She finally returned to school, delighted that the traumatic experience was behind her so she could return to her old life. However, she didn't realize that while she had changed, so had those around her.

She says, “I once again felt alone and hopeless in my journey. That was when I truly felt that the illness took over my life and defined me for who I was going to be – just a survivor, never a thriver.”

Frazzled by the reaction of those around her, Deepika entered a period of self-reflection, during which she gradually developed an interest in psychology. She says, “As I delved more into the subject, I started to get a better grasp on my own emotions.”

Deepika understood that it was her own positivity and mindset that led to her survival. “We are our own champions. There's no one who should put more trust and faith in you, than yourself.” Desperate to change the narrative, she began prioritizing her education, wanting to stand out not for what she

had gone through in the past but for what she could achieve in the future. “That's when I discovered my potential”, she continues, “I used to perceive my illness negatively, but now I see it as the opportunity that allowed me to push myself. It undeniably forced me to grow up, but at the same time, it let me discover who I truly am.”

“After studying psychology, I felt compelled to begin a career in Marketing as I could now understand people, and I could better discern how to cater to their wants and needs.” She adds, “I am both a creative and analytical person, and I felt as though a career in Marketing would allow me to tap into both aspects.”

However, after graduation, many employers were hesitant to hire Deepika in a marketing role without a management degree. And so, she did not start her full-time job until almost one year after graduating. In this time, she started to lose that positivity she had worked so hard on developing. “I started to put too much pressure on myself”, she continues, “I had to teach myself to overcome these constraints because I knew what I had been through and I knew what I could accomplish.”

Persevering, Deepika took any opportunity she could to better herself. “I started working as a sales associate and as an unpaid intern to gain the skills required to start my career and fill my knowledge gaps. I also enrolled in courses to build my resume and I received a certificate from Harvard University after attending their summer program.”

In her pursuit of excellence in the field, she received an excellent job offer and joined Media Experts as a paid search coordinator. Deepika soon realized that this was her passion and has now worked across a range of clients to systematically increase their brand presence and target potential leads. Due to her exceptional abilities, creative strategies and work ethic, Deepika soon got promoted in just under a year.

“I learnt that with hard work and determination, what's meant for you will always be yours. I also learnt that it's okay to fail; ultimately failure is just a mindset that can be changed. Tomorrow is always a fresh start.”

Talking about the impact of her work, she shares the story of one of her clients she recently worked with; she says, “Throughout the pandemic, my aviation client pulled back on their search efforts and investment as travel restrictions grew around the globe. However, I felt we were missing out on great opportunities to get new, qualified leads through generic campaigning. I wanted to spend our budget more effectively to show our client that there was still an opportunity to grow the business. I regularly tracked search demand and available impressions, participated in industry-specific seminars and discovered new search engine products that would benefit my client.” She continued, “As travel opened up, I saw a significant increase in flight demand. I pulled budget from other campaigns to successfully maximize efficiency and I was able to increase our performance with incremental funds.”

With their metric optimization, Deepika and her team grew this client's budget by 170,163%, and with the investment growth, she improved her client's return on ad spend by 3,600% within three months.

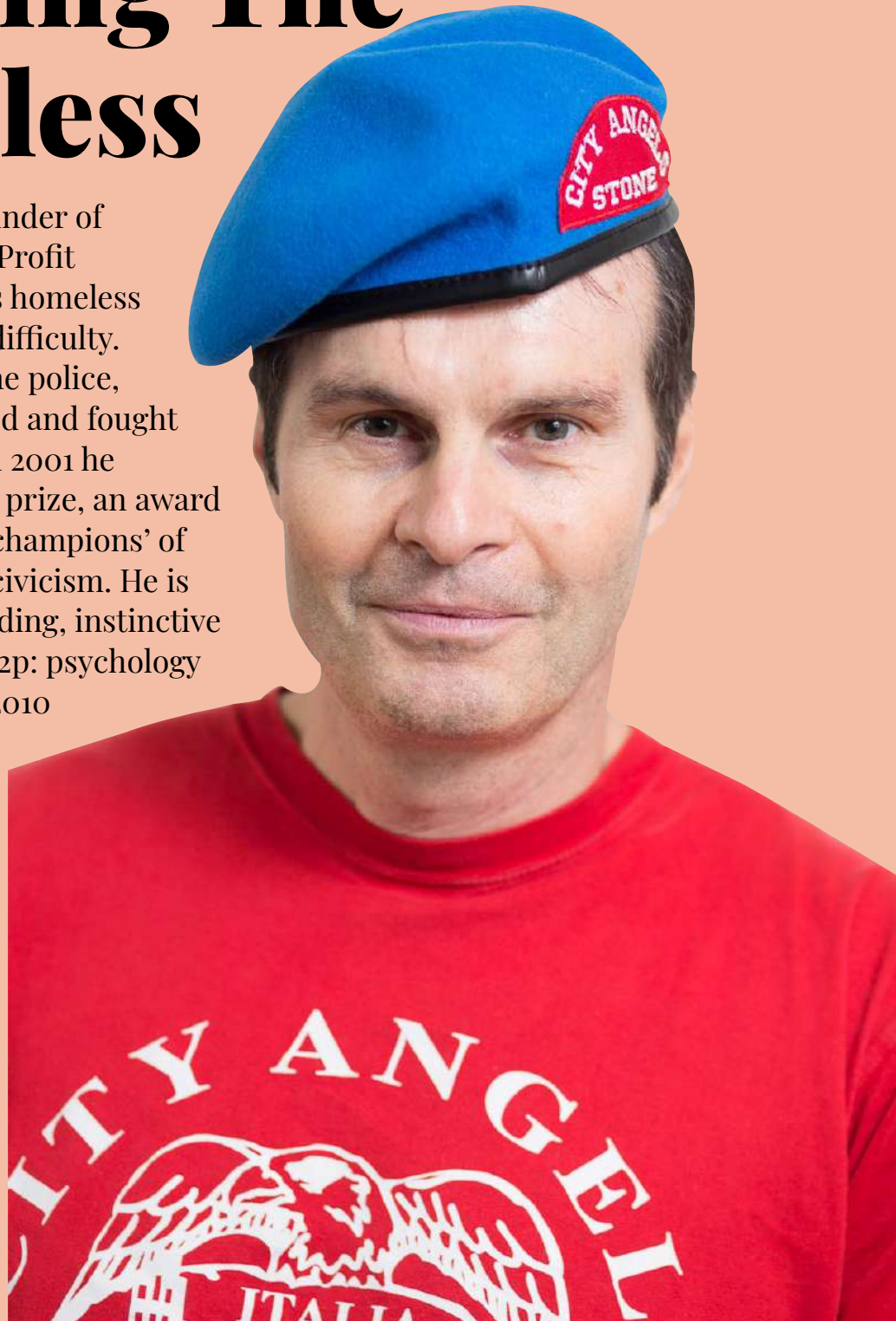
Due to her phenomenal work in aiding this client, Deepika was awarded Google's Performance Honours Star to reward her contribution to Media Expert's success. Deepika was recognized for her excellence in Budget Efficiency for maximizing performance and staying ahead of the competition. She was only one of six professionals from Canada who were honored. Deepika attended a three-day award ceremony, where she spoke with Google product specialists and learned about the future of paid search. Soon after, she received her second promotion within the company, where she has the opportunity to mentor and train junior team members. While Deepika is still very young and has a long way to go on the road to success, she is determined that she will make it big no matter the odds.

In conclusion, Deepika's advice for all budding leaders is, “Put yourself out into the world, seek any opportunity, and get rejected until you find what's meant for you. Your journey will continuously be filled with good and bad times, but a true leader will learn to thrive, and just not survive.”

The City Angel Assisting The Homeless

Mario Furlan is the Founder of the City Angels, a Non-Profit Organization that helps homeless people and citizens in difficulty. In collaboration with the police, they have also prevented and fought crimes in the region. In 2001 he received the Campione prize, an award given every year to '10 champions' of solidarity, legality and civicism. He is also the Founder of Wilding, instinctive self-defence, based on 2p: psychology and prevention. Since 2010 he has held Wilding courses in Italy and various European countries for law enforcement, security guards, public and private security officers, drivers and controllers. In 2018 he was named 'Best Italian Life Coach' by the Italian Coach Association.

Written by Justin Roberts



Mario Furlan distinctly remembers an incident that shaped his path in life when he was merely nine years old. He says, "It made me want to always stand next to the weak and support the victims." Talking about the harrowing incident, he says, "When I was around nine, I used to destroy the hunters' shelters to prevent them from hiding and killing the birds. One day a hunter found me and beat me violently. I ran home in tears and swore to myself I would always stand against violence."

This value was also instilled further by his grandfather, who was an anti-fascist partisan in World War II and helped Jews escape from Nazi persecution to safety.

Growing up with a strong moral compass, Furlan graduated in Political Science with 110 cum laude from the Catholic University of the Sacred Heart in Milan (1989), after attending the 'Gabriello Chiabrera' Liceo Classico in Savona. He subsequently received his PhD in Psychology from New York University and the qualification of Master Trainer in NLP (Neuro-Linguistic Programming).

Furlan then worked as a journalist at Mondadori, in the editorial board of the weekly 'Noi' (Now known as 'Chi'). He says, "I loved the work, but at a certain point, I felt the need to not limit myself to describing what I saw, but to positively affect reality instead." He adds, "I wanted, in a small way, to make the world around me a better place by creating a new association, different from all the others."

This led to establishing the City Angels in Milan in 1994. This came naturally to Furlan as he had a long experience of volunteering; since 1983, he had carried out assistance to the homeless at the shelter of Brother Ettore Boschini in the Central Station. He was also a WWF environmental activist during middle school.

Furlan's first collaborator in this enterprise was his cousin, Paolo De Gradi, a scout from Agesci. Furlan was 29 years old, and Paolo was just 19. In a short period, their small group of two increased to a group of twenty young people between 18 and 35 years of age, and the adventure of the City Angels began. Paolo left a few years later, and

"I loved the work, but at a certain point, I felt the need to not limit myself to describing what I saw, but to positively affect reality instead."

Furlan found other collaborators to grow the Association with, which today has over 1000 volunteers.

City Angels are volunteers who assist citizens and the marginalized: homeless, immigrants, drug addicts and the elderly by providing them with shelter and food supplies. They are the only Non-Profit Association in Italy involved in preventing and fighting street crime in cooperation with law enforcement agents. They run 'Casa Silvana' in Milan, the only home for families open all night that even accommodates homeless animals. In addition, they also run two other shelters for the homeless, one just for men and the other for women and families. They generally operate in areas with significant social problems, usually around the railway stations in many cities. The organization also works with public transport to enhance security and help passengers.

From their birth, City Angels have been organizing public initiatives to promote tolerance, solidarity, anti-racism and brotherhood among people. Among their events, they host the multi-religious prayer the day before Christmas and Easter in the Milan Central Station in front of the Shoah Memorial. Representatives of various religions (priests, imams, rabbis, Protestant pastors, amongst others) pray together in the middle of the homeless people gathered in the region. Another event they host is the 'Angel Day' at the central Milan soup kitchen: a day in which the mayor, together with political leaders, television, entertainment, sports and cultural stars, wear Angel costumes and act as waiters to the homeless that promotes joy and unity. The group helps over three thousand people every day in Italy and Switzerland and hopes to expand further.

This experience with the City Angels on the streets and in the most dangerous districts of Italy pushed Furlan, an expert in self-defense and instructor of Krav Maga and Jeet Kune Do, to create Wilding, the psychophysical self-defense. It is taught to City Angels volunteers to enable them to better cope with risky situations. Wilding, or instinctive self-defense, is also taught by Furlan and the City Angels to women, adolescents, the elderly, and those who feel the need to learn to protect themselves through 2Ps: psychology and prevention. Following the example of the City Angels: in all these years, there have been thousands of public order interventions, from snatching to brawling, but never any injuries.

The President of the Republic, Giorgio Napolitano, had received them in his Quirinale office on December 9th, 2009, and had complimented them, saying they represent, as volunteers, "the best of Italy". Pope Benedict XVIth had also called them "Scouts of the XXIst century".

Due to their tremendous work in the region, the City Angels have received several awards by the institutions, including the Paul Harris Award of the Rotary Club International to Mario Furlan, Founder of City Angels in 2007; the 'Ambrogino d'Oro' (to the honorary City Angel Eddy Gardner) in 2008; Ambassador for Peace Award of the World Peace Organisation in 2008; The Gift of Humanity Award in 2009, Gold medal of the City of Bergamo in 2018 and 'Bronzi di Riace' award to Mario Furlan, Founder of City Angels in 2019.

In conclusion, Furlan's advice to budding entrepreneurs is, "Believe in yourself and your cause!" And you will have a positive effect on the lives of others around you.

"I wanted, in a small way, to make the world around me a better place by creating a new association, different from all the others."

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The Omnipresence Of Technology For Digital Dwellers - Is One-Click Shopping For Retailers Hitting High?



Vijay Verma is an Executive Vice President at HCL America, Inc. and currently heads the Retail and CPG business units for the North Americas. A global business leader with 25+ years of experience, Vijay has a proven track record of unleashing year-on-year profitable growth for his retail and CPG clients which include several F500 companies. Vijay specializes in creating business value for his clients through strategic transformation programs that increase effectiveness, efficiency, and customer delight.

Written by Vijay Verma

As per Statista, almost 80% of online shopping orders never saw the light of the day, i.e., were abandoned. Again, automotive leads the way with a massive 89.11% score, whereas the lowest was for groceries at 61.13%.

The situation is becoming more precarious for eCommerce businesses every passing year. So, they are continuously trying to reinvent or optimize the buying process to induce the retail customers into buying more or, to say, complete their orders.

A new payment paradigm is emerging in the current scenario where payment is no longer seen as a bottleneck. Instead, eCommerce retailer brands are trying to use it as a weapon in their tryst to woo customers. Given the omnipresence of technology throughout the process, it was evident that they need to market it as one of their partners if they are to gain traction.

Initiatives like one-click checkout prove they want customers to become a vital part of the payments landscape and help them bring holistic changes that would help curb cart abandonment. The focus is on creating a superlative customer experience to help drive more sales and improve customer loyalty.

But are retailers convinced of the idea of one-click checkout, and are they

willing to adopt it as the new normal. We discuss it all in this article.

The move from selling more to selling with a cause

Amazon was the first to visualize 1-click checkout back in 1999, and they quickly filed for a patent. But even Amazon's Buy Now with 1-Click isn't a one-click checkout process even today and is only a curtailed version of what they generally do.

Such has been the experience for digital dwellers for a considerable time now. Most Buy Now CTAs involve multiple steps to place an order depending on the brand or the eCommerce marketplace. It has forced people to no longer think that clicking on the link would be the second last thing they do. While they are prepared for the grind, it doesn't come without consequences.

While eCommerce giants have tried to streamline the process and make it work as advertised, they have had mixed results and haven't achieved much. It even forced them to alter other facets of buying to make it more appealing to retail customers.

One example would be the shift from selling more to selling with a cause. Until a few years ago, bundled offerings were the most popular in the eCommerce space because they allowed brands to sell more without wooing the customers for each product individually. But they have started realizing that the approach may not be as cost-effective as initially purported, leading to them to lose their invaluable customer base.

So they sat on the roundtable to understand who their customer was and the best way to retain them. They realized that customer expectations are changing and that they need to be present everywhere their potential consumers are. The pandemic has supercharged the move from brick-and-mortar-focussed customers to those willing to use online and offline channels for an improved experience.

It led to brands shifting from pointless bundles to suggesting customers things that they may find worthy without forcing them to buy the additional items in any manner. It also paved the way for

them to brainstorm about modern ways to sell more without jeopardizing the customer experience.

The result? They decided to undertake seamless data unification and channel expansion across channels and focus on technologies or solutions that could help them optimize omnipresence while offering ease-of-access and frictionless payment options to the end customers. One-click checkout was one of the solutions that seemed feasible. That led to 1-Click solutions from brands such as Bolt, Fast, and Bold becoming a viable option to bank upon for eCommerce brands.

A move towards contactless payment is further helping the cause

The world is on the brink of another major revolution, and this time it would be in the way payments are being made. While the idea of digital and contactless payment had set foot several years ago, it was yet to reach the level of traction that would make it a true contender in itself. But all of it changed with the arrival of the pandemic.

Today, data shows that retail consumers are moving towards adopting frictionless payment methods with greater ease than merely two years ago. As per projections by Juniper Research, half of the global population would use digital wallets and other contactless payment solutions, resulting in gross transactions worth over USD 1.5 trillion by 2024.

It has led to eCommerce players going all out on looking for flexible payment solutions that cater to their needs and integrate well with their existing tech while offering a superior end-user experience for their end-users.

The strategic partnerships are beginning to show up one after another. For example, a few months back, Bolt announced that it is partnering with ABG (Authentic Brands Group), a conglomerate housing over 50 major retail brands, including Aéropostale and Forever 21. The agenda of this partnership would be to make ABG truly omnipresent and meet shoppers where they are instead of going the other way round. One of the vital plots of this partnership is that Bolt would help

in seamless inculcation of one-click checkout optimized for all the devices throughout the ecosystem.

Forever 21, a youth-focused brand, is the first to receive Bolt's one-click checkout solution. Before, the brand was stuck with Amazon Pay and PayPal only being the one-click checkout solution. With Bolt's integration, the retail brand has been able to aggregate shopper data automatically to help them undertake a one-click or a clutter-free checkout experience.

Shopify has recently announced a strategic partnership with Alipay. The focus would be to optimize its Shop, the one-click payment solution, and unlock the potential of cross-border commerce for all its merchants.

Bold Commerce recently announced its one-click checkout solution compatible with headless architectures for major retailers. Its Bold Checkout: Buy Now would focus on allowing retail brands to rework every checkout process step without sacrificing customer loyalty. Its customer base includes many omnichannel retailers, such as Staples Canada and Harry Rosen.

The democratization of one-click checkout is only the beginning

Gone are the days when one-click checkout was only meant for major retail brands. Today, every brand, irrespective of its size and reach, is looking to embark on clutter-free customer checkouts. The democratization of one-click checkout with the arrival of brands like Bolt and Fast is only the beginning of it all.

These solutions not only focus on speed but are also helping in the creation of a buffet of evolving modern services dedicated to improving the user experience and building a solid users and merchants network.

The retailers are hell-bent on optimizing the online checkout experience and making the most of the stupendous increase in online shoppers. The bet is on solutions like one-click checkout that would help improve the overall customer experience and hopefully brings a decline in cart abandonment as its adoption goes mainstream.

Solving The Iron Deficiency Crisis

Dr. Gavin Armstrong is a committed and award-winning impact entrepreneur. He is currently serving as the Founder and CEO of Lucky Iron Fish Enterprise® (LIFE), a social enterprise dedicated to alleviating iron deficiency worldwide using simple health innovations. Through this role, Dr Armstrong was a Fulbright scholar at Auburn University and was awarded the prestigious Forbes 30 Under 30 in the Social Entrepreneur category in 2016. In 2017 he received the Muhammad Ali Humanitarian Award and was named ‘Social Entrepreneur of the Year’ by EY Canada. In 2018 he successfully pitched his company Lucky Iron Fish Enterprise on CBC’s Dragons Den, where he was able to secure a deal with two dragons. In 2019 he was named Small Business Leader of the Year by the Canadian Gay Lesbian Chamber of Commerce (CGLCC).

Written by Alexis Miller

Dr Gavin Armstrong was born and raised in Canada. However, he recalled being severely bullied in high school growing up. To make matters worse, he adds, “I had teachers who did not believe I could ever get into a good university.”

But Dr Armstrong studied diligently and proved them wrong by securing admission at the University of Guelph, one of the prestigious universities in Canada. He says, “I wanted to be a banker because I was driven by the need to prove all those critics wrong. I felt worthless and was looking for a superficial way to find ‘value’.”



“Fast forward to my PhD, where I did my thesis on the concept of the Lucky Iron Fish to solve the problem of anemia in poor countries and was blown away by the data.”

However, this all changed when a chance encounter led him to enroll in a field course that brought Dr Armstrong to Botswana. In the 2021 Global Hunger Index, Botswana ranked 88th out of the 116 countries listed. With a score of 23.2, Botswana has a level of hunger that is severe. It was here, observing the plight of the people, that Dr Armstrong learned about the issues of global hunger and malnutrition that half the population worldwide are currently facing.

He says, “I realized I was on a selfish path and decided to dedicate my studies, and eventually my professional life, to finding solutions to solve this complex problem.”

As an undergraduate student, Dr Armstrong came back to Canada and signed up at the University of Guelph to be the first Canadian University to become a member of Universities Fighting World Hunger (UFWH), an organization of universities worldwide dedicated

to promoting awareness and taking action against hunger and malnutrition. He served as the Coordinator of the 6th Annual UFWH Summit, the first time the conference was held in Canada. It attracted more than 450 delegates, 50 speakers and raised more than \$130,000 to support the conference. To assist at the ground level, Dr Armstrong also instituted an annual event at the University to pack food for emergency relief: Since 2011, this event has packaged over 1 million meals. He has raised over \$250,000 to support the initiative.

Dr Armstrong continued, “Fast forward to my PhD, where I did my thesis on the concept of the Lucky Iron Fish to solve the problem of anemia in poor countries and was blown away by the data.” Once he was satisfied with the product, he started his trials with The Lucky Iron Fish, a simple, reusable and effective cooking tool that adds extra iron to your daily foods or drinks. It is made from food-grade electrolytic iron powder that is FDA certified and approved for food fortification worldwide. The ingots leach iron into water and food when placed in a cooking pot with boiling water, thus helping reduce iron deficiency which is the primary cause of anemia.

He says, “I moved to Cambodia to continue the clinical trials and commercialize the product in biomedical science focused on reducing anemia rates in rural Cambodia using the Lucky Iron Fish. I knew that bringing this innovation to communities around the world is what I wanted to do.” Dr Armstrong continued, “I’ve always been interested in business, and now my passion is using business as a force for good.”

Since its inception, the organization has seen tremendous growth, with a portion of each sale donated to its Impact Fund. The Impact Fund is used for two noteworthy causes: Donate Lucky Iron Fish to communities and organizations and provide men and women with training opportunities to address iron deficiency in their communities. This includes training, shipment and impact measurement to help organizations distribute Fish to families in need and help reduce the impacts of iron deficiency. Since 2016, the Impact Fund

has helped improve the lives of over 2,45,000 individuals worldwide from the donation of 55,000 units.

Talking about a particular impact story that Dr Armstrong greatly cherishes, he says, “A story that always stands out for me is a mother in Guatemala who started using our product. She said that before she cooked with the Iron Fish, she could never walk her daughter to school because she was too tired and dizzy in the morning, so her daughter would need to walk alone. After using the product for a few months, she had the energy and stamina to walk her to school every day.” He adds fondly, “It is small examples like these that highlight the profound impact proper health and nutrition can have on someone’s life.”

Due to the impact he has had on the lives of millions, Dr Armstrong has received numerous awards and recognition. He is the first Canadian to receive the William J. Clinton Award for international work against hunger. He is also the inaugural recipient of the international Michaelle Jean Emergency Hunger Relief Award. Dr Armstrong has also helped the Lucky Iron Fish win multiple Cannes Lion awards, including the Grand Prix and several Clio Design Awards, including the Grand Prix in healthcare. He has also received a Silver Innovation Award from the Edison Foundation. He is also the youngest recipient of the Social Innovator of the Year Award from the Lewis Institute at Babson College. In 2021 Dr Armstrong ranked as one of the top fifty Change-makers by the Global & Mail Report on Business.

In conclusion, he shares his advice for all budding entrepreneurs, “Having every single member of the team know the overarching purpose of the organization, ie. your North Star, is an incredibly important tool in providing meaning to the work being done — especially during periods of adversity and competing priorities. In our case at Lucky Iron Fish, our ‘North Star’ is to help improve global health using innovation and socially-conscious business practices. Having the North Star entrenched into the company culture serves as one of the factors in making critical go/no-go decisions. It also plays an important role in helping both internal and external stakeholders envision the company’s future potential.”

Leading With Empathy

Mahan Tavakoli is a highly accomplished executive with a multi-faceted background in the US and global operations management. Over a 20+ year career at Dale Carnegie Training, Tavakoli was instrumental in launching, marketing, revitalizing, and turning around underperforming operations on five continents. He leveraged his diverse experience to launch a consulting practice focusing on organizational leadership. Partnering with leaders across organizations and various industries, Tavakoli has significant experience working with executives from large divisions of multinational companies, mid-sized organizations, government agencies, and SaaS startups. Tavakoli is also a published author, co-author, and contributor to industry-leading publications.

Written by Brianna Da Cruz



Mahan Tavakoli is of Iranian descent and spent most of his childhood in the region. His parents had a significant impact on him while he was growing, and he credits his father as one of his role models who taught him the valuable skill of resiliency. He adds, “My dad was one of the most resilient or, better put, antifragile people I have ever known in my life.”

He explains that his grandfather had left his grandmother, father, and uncles when they were mere kids. But rather than griping about the unfair situation life presented him with, Tavakoli’s father used that as motivation to work and study as a child. He ended up top of his class throughout his schooling years, advancing and receiving scholarships, rising from financial poverty to a good life and striving to be the stark opposite of what his dad had been as a father.

Tavakoli adds, “He was also incredibly loyal whether to his family, his country or his commander in chief. He had many chances to falter but stuck it out, at times even paid a huge price for it but prided himself as loyal.”

His mother, on the contrary, taught young Tavakoli empathy, especially since they resided in the war-torn country of Iran. He says, “From my earliest days, I remember her helping those that were shunned by others. She saw humanity in people others would choose to marginalize.” Due to her example, Tavakoli is a strong advocate for underdogs and those who don’t have a voice.

However, Tavakoli’s life soon changed; due to the turmoil in Iran, he had to flee the country as a young boy with his family and shift to the US. He says, “Leaving the country of my birth as a child after the Iranian Revolution and the transition as a kid to living in the US during the hostage crisis made it challenging for us Iranians. But the silver lining was that it had a big impact on my empathy for people of diverse backgrounds and ethnicities.”

This life-changing experience in part also led Tavakoli to seek an opportunity to expand Dale Carnegie’s international footprint, traveling to over 70 countries, falling in love with the people, the cultures, the food and observing humanity that exists in every corner of this world.

While in the US, Tavakoli studied diligently and excelled in his education. He took a Dale Carnegie Course and fell in love with the program in college. Due to this, Tavakoli decided to become a trainer but did not seek that as his career path at the time.

After getting his MBA, he worked in product management and completed his training to become certified to teach an additional Dale Carnegie program over the weekend. He recalled, “The master trainer gave an example of a talk we were to give, and he started with ‘at Dale Carnegie, I help people grow’. I wanted to tease him, so I started my talk with, ‘at Black & Decker, I help lawnmowers grow’ But the joke was on me. For the rest of the week on my drive, I thought that I didn’t want to help lawnmowers grow.” The person managing the Dale Carnegie office in DC had also persuaded Tavakoli to join, and this incident acted as a catalyst to find his life’s calling.

While working at Dale Carnegie, Tavakoli collected several achievements; he transformed a money-losing operation into a profitability center in less than one year. He also expanded Dale Carnegie’s global footprint to four continents and led a stagnant global region to achieve double-digit growth for four consecutive years. Due to all his accomplishments in the organization, Tavakoli eventually became the organization’s Chief Diversity Officer and Chief Strategist.

He then leveraged his eclectic background to help others and founded Strategic Leadership Ventures in 2018. The organization is focused on helping unleash every team’s maximum potential. They partner with purpose-driven leaders with a growth mindset that believe in their team’s true potential.

Talking about his company’s impact, he says, “The primary benefit has been better strategy execution through more effective collaboration with outcome orientation. This has been a function of a few things: one part is the process/system implementation of OKRs (objectives and key results). The other has been coaching leaders on the side. So a marriage of systems and people.” This strategy has helped him achieve success with millions of executives worldwide. His company also boasts of an extensive list of clients ranging from innovative, fast-growing SaaS companies to local

“Leaving the country of my birth as a child after the Iranian Revolution and the transition as a kid to living in the US during the hostage crisis made it challenging for us Iranians. But the silver lining was that it had a big impact on my empathy for people of diverse backgrounds and ethnicities.”

government agencies to multiple non-profit organizations.

Due to his commendable work, he has widely been recognized, including being honored for demonstrating outstanding community leadership by The Greater Washington Board of Trade and was also awarded The Golden Links Award. Tavakoli also serves as Board Chair for Leadership Greater Washington (lgwdc.org), an organization of top regional business, nonprofit and government leaders and served as Board Chair when the pandemic hit. In his role, they redoubled Leadership Greater Washington’s efforts, thereby becoming antifragile to better connect and serve the community at a time of need. They also doubled down on antiracist conversations post-murder of George Floyd, a cause that Tavakoli is extremely passionate about.

In conclusion, his advice for all leaders is, “It’s important to recognize that for a whole host of reasons we are going to go through exponential changes (a great book on this is Azeem Azhar’s, ‘Exponential Age’). This drastically faster pace of change requires faster learning and a drastically different mindset toward leadership at all levels. So my advice for ALL leaders is to do two things. One is the adoption of a growth mindset. The other is throwing out all the previous notions of how leaders would lead, all of which were based on an industrial age work model.”

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Cyber Resilience: The Key To Better Organizational Cyber Security

- Jessica Albuquerque

As your organization grows, innovates and adopts new digital solutions, the shadow of unforeseen cyber threats come along the way. In the face of any adverse cyber events, sensitive company information can be stolen or lost, leading not only to financial loss but lack of public trust as well. That is why it is imperative to build an organization that is not only equipped with the best cyber security measures but is cyber-resilient as well.

Every company that operates on a digital platform nowadays has numerous cyber security applications in place such as firewalls, VPNs and anti-malware software to name a few. But in spite of all that, an IBM report found that in the year 2021 ransomware attacks, the most expensive cyber breach, costs businesses \$4.62 million on average, excluding the cost of paying the ransom. This is where the adoption of cyber resilience comes into the picture.

Cyber resilience refers to an organization's ability to anticipate, respond, recover and stave off cyber-attacks while ensuring a smooth flow of operations. With cyber resilience, you can mitigate damage caused by both malicious external threats and simple internal human or programme malfunction errors. Having a foolproof cyber structure protects not just your organization's data but that of your customers and clients as well. Here's how your company can achieve cyber resilience.

1. Risk Analysis

In order to enforce organizational cyber resilience, you must analyze your company's cybersecurity from the perspective of a cyber attacker. A penetration test carried out by an ethical hacker can help your company analyze your system for any weak points. This will also help your IT staff identify the early signs of an attack



and prepare them to react effectively. In addition to a pen test, the US National Institute for Standards and Technology's Risk Management Framework can also be used to determine your risk profile.

2. Secure Backup Plan

According to a survey conducted by the IDC, the average cost of downtime can cost a company nearly \$200,000 per hour. Businesses need to learn how to adapt to a potential cyber failure scenario. This is where emergency backup solutions come into play. Experts also recommend implementing a pre-defined automatic backup schedule that backs up all the data you chose at timely intervals. Opting for an additional cloud storage system that is isolated from the business network to hold an offline backup is a highly effective recovery strategy in case of a data breach.

3. Train And Educate Staff

To err is human, so it is no surprise that 95% of cybersecurity breaches are a result of human error. In fact, the famous 2021 ransomware attack on Colonial Pipeline's computerized management equipment that froze company operations triggering panic buying and fueling shortages across the southeastern belt of the United States, was the result of a single compromised password. This is precisely why every employee who has access to your corporate network

should receive frequently updated training to reduce their susceptibility to cyber engineered attacks. When you develop cyber literacy amongst your workforce you automatically minimize the risks of any untoward attacks.

4. Cyber Insurance

Since the start of the pandemic, the FBI reported that the number of cyberattacks has gone up 300% and to add to it, research shows that 92% of all malware is delivered by email that an unsuspecting employee might open. This is why investing in cyber insurance is the need of the hour. Though Colonial Pipeline had to pay a ransom of \$4.4 million to restore functionality to their pipeline, sources reported that they had a cyber insurance cover of \$15 million. Purchasing an adequate insurance cover can help your business recover any losses in the event of a cyberattack. That being said, it is important to keep in mind that your insurance premium is directly proportional to the efficiency of your cyber security.

In Conclusion:

To conclude, A cyber attack can happen to any business at any time, it is up to you as a leader to build a company that embodies cyber resilience, in order to prevent not just an attack but be able to operate smoothly through an unexpected one.

Driving The Digital Transformation Of FITC

Chizor Malize is the Managing Director & Chief Executive Officer of the Financial Institutions Training Centre (FITC). With over two decades of experience in business development, business process re-engineering, marketing strategy/management and reputation management, Malize is passionate about helping organizations realize their full potential and meet their business goals. Malize is a prolific and reputable international speaker. She has facilitated several training courses in respected institutions local and international such as Lagos Business School, FITC, Lagos, Brand platform Academy and Nnamdi Azikiwe University Awka. REBRAND™ USA recently nominated her as a Jury Board member on the REBRAND 100® Global Awards Board, the only member from out of Africa amongst the world's top global Business Leaders, strategists and designers. REBRAND™ is the world's leading business and brand transformation organization responsible for the REBRAND 100® Global Awards, the foremost and most respected recognition body for the world's best brands.

Written by Kyle Goldberg

"A great leader must be visionary, brave, prudent and prepared to face the consequences of their decisions and actions."

Chizor Malize was born and raised in Nigeria and attended an Elite Catholic Missionary High School, Queen of the Rosary College in Onitsha. It was run by missionary reverend sisters who were well-traveled and cultured. Reminiscing her childhood fondly, she says, "Our school Principal Mother Eucharia was an inspiring British trained Nun. We were enlisted into various extracurricular activities to develop our minds beyond academics."

Due to this, Malize was part of the school Theater club, the Dancing club, the Literary and the Debate Club. They had rigorous practice and training for these extracurricular activities. The reward was an opportunity to represent the school on TV Challenges during each term which could be obtained only through perfect scores.

Malize strived to do her best in all these activities and her studies and was always selected to be a part of the school team. Every term, she would be included in the drama and debate team on the State television network due to her brilliant performance. This rewarding experience built Malize early in life to be a well rounded, versatile, confident and high performing student.

While during her holidays, Malize worked with her mom and learnt the ropes of the corporate world. Malize's mother had built a business as a retail chain distributor for blue chips like Coca Cola, Guinness, Unilever, and Procter and Gamble. In order to give her children a glimpse of entrepreneurship at a young age, she gave all her children the opportunity to work in her business at different times of the vacation as high schoolers. She would also hold them accountable for the period they spent in her business.

Due to this, Malize learned the skills required to be an entrepreneur early on. She says, "I learnt enterprise, accounting, profit and loss and basic reporting under her. She also taught me discipline and entrepreneurship."

While her father was a Senior Naval Officer and saw everything in white and was a kind and generous man, she adds, "He taught me excellence, quality, transparency and integrity."

Malize always excelled in her studies and completed her Bachelor's degree in English Communication and a Master's degree in Business Administration (MBA) with a specialization in Marketing.

She started her career as the Divisional/Global Head, Marketing & Product Management for Access bank PLC. Since then, she has held various C-Suite roles in 8 African countries, learning, growing and adding value to every organization in her corporate journey. Talking about her eclectic career, she says, "I have worked in diverse industries from Financial Technology/Payments, Banking, Brand consulting and most recently Learning & Development and Advisory. I have Pan African experience rolling out financial services across Africa."

With her diverse experience, she then founded and ran Brandzone, a leading brand and reputation consulting firm managing some of the top international and first-rate multisector local brands. She says, "The diversity of experiences I have gathered leading and managing resources across sectors and regions equipped me to excel in a leading Learning organization like FITC today."

Talking about this position, she says, "This role was an instant yes for me knowing I would bring significant experience on board while driving the much needed corporate transformation for a heritage institution keeping it future-focused and 21st century relevant."

FITC was established in 1981 as a Limited by Guarantee not for profit professional services organization, based on the Company's Act of 1968. It was created in response to the recommendations of the Pius Okigbo Committee, which was set up by the Federal Government of Nigeria in 1976 to review the Nigerian financial system. In line with their vision to position themselves as a world-class innovation-led and technology-driven knowledge institution, for 40 years, FITC has continued to lead and impact the financial services sector, transforming the industry with world-class, innovative knowledge solutions.

Malize adds, "With our expertise, we help individuals and their organizations

to excel, enabling them to realize the power of their potential through knowledge solutions that drive superior performance. We go beyond the ordinary to equip leaders and organizations with knowledge-based research, developing cutting edge strategies that convert opportunities into value. We help them re-engineer their processes, products, or programmes, enabling them to become the best they can be. In addition, we also help organizations hire the right people and advise them on how to develop potential and motivate their workforce."

As the Chief Executive Officer of FITC, Malize is currently leading the company's digital transformation into a world-class, innovation-led, technology-driven knowledge solution provider and has already made great strides in her role.

The company has an impressive roster of clients, including Federal Mortgage Bank of Nigeria (FMBN), Nigeria Deposit Insurance Corporation (NDIC), Institute of Chartered Accountants of Nigeria (ICAN), The National Insurance Commission (NAICOM), ACCESS BANK, ICNL and CBN.

Due to her exceptional work, Malize has won several awards for Leadership Excellence and Innovative Marketing, including the award for 'Marketing Personality of the Year' in 2016, 'African Leadership Excellence Award' in 2017, 'Most Outstanding Female Brand Personality Award' in 2018 and Finalist of 'The International Business Excellence (IBX) Transformative Leader Award' in 2020. She is also a member of the Jury Board of ReBrand, USA and Truevine Foundation.

Under her commendable leadership, FITC is a recipient of the International Federation of Training & Development Organizations (IFTDO); 'Change Agent in Learning and Development in Africa Award' in 2020; 'Business Excellence Award (The BIZZ Award)' in 2020; 'The International Business Excellence (IBX) Award' in 2021, and the Winner of 'The Global Business Excellence Award' in 2021.

In conclusion, her advice for budding leaders is, "A great leader must be visionary, brave, prudent and prepared to face the consequences of their decisions and actions."



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