

# GLOBAL Leaders TODAY

Issue 1 | Volume 3



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2<sup>nd</sup> Anniversary Edition




**GLOBAL**  
**Leaders**  
**TODAY**

## From the Editor

Dear Readers,

We are incredibly excited to release our special second-anniversary and Global 100 2023 issue of Global Leaders Today. We have featured your wishes and comments about the magazine and thank you all for your continued support to our publication.

We are thrilled to introduce our second edition of the much awaited Global 100 Inspirational Leaders - 2023. After going through hundreds of nominations and calculating the scores of 1000+ candidates, the selection committee is pleased to showcase the Top 100 of the most deserving candidates worldwide. These individuals have not just displayed exemplary leadership skills but have showcased commendable work in all the five factors that we took into account to craft this list.

The five factors include: Leadership, Business Impact, Philanthropy, Sustainability, and Self Made scores. The list was made across various industries and countries worldwide, highlighting inspirational leadership even in the remote corners of the world that took our team thousands of hours of grueling research spread across several months. However, we are glad to say that the end result was worth all the time and effort; each one of the leaders listed has thoroughly worked hard to earn their place. While many great names had to be excluded, but there is always hope for next year!

Congratulations to everyone who made the list; here's wishing you more victories in the New Year!

Warm Regards,  
**Elena Arnaiz**  
 Editor at Global Leaders Today

in @ f gltmagazine



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# GLOBAL LEADERS TODAY

URNS

2

ANNIVERSARY  
CELEBRATION

## Two Glorious Years Of Sharing Inspirational Leadership Stories

**G**lobal Leaders Today is thrilled to announce the completion of two great years of sharing and curating inspiring leadership stories.

2022 was a year marked by turmoil, layoffs, and daunting recession fears headed by the tech industry. While the year started with the great resignation, it ended with mass layoffs led by the FAANG companies and followed by the rest. But through it, we have seen employers and leaders come together to help these employees who have been laid off with a surge of compassionate leadership by sharing LinkedIn posts or digging through their contacts to help others. These moments of grace and inspiring leadership this past year are precisely what Global Leaders Today have tried to capture and highlight.

To give you only the best, GLT carefully curates all the content featured in the magazine; every profile featured is selected after extensive research, in-depth analysis, and a stringent set of established parameters by our team. We intend to ensure that we profile a leader with an authentic story to share and a purpose beyond financial motivators to serve a more significant cause and benefit the economy and society.

In our quest to further this movement of inspirational and compassionate leadership, the magazine has curated phenomenal journeys of leaders in the arena of technology, environment, politics, business, art, social causes, and more who have raised the standard of leadership in their industry. In the past two years, Global Leaders Today has captured leaders creating an impact not just in the world's business centers, such as New York and Silicon Valley, but also in the most remote and impoverished corners of the world, such as Rwanda, Somalia, and Afghanistan, that have worked at the grass-root level.

In just two years, we are overwhelmed with the love and support we have received from all our readers, from getting multiple emails every day to be a part of our GLT community to the thousands of nominations we have received for Global 100. We are incredibly grateful for all your support and hope to continue nurturing and growing this global community of leaders.

2022 has been an incredible journey for us at Global Leaders Today, sharing stories of remarkable leaders, partnering with prominent thought leaders to share

their valuable insights as contributing writers, hosting our first webinar, and partnering with a million events globally to further our cause of inspirational leadership.

With that in mind, we want to thank our entire team working relentlessly at Global Leaders Today, our staff writers, the design team, the administration department, the management, and all our freelancers for their contribution in helping us tailor a world-class reader experience for all of you through our magazines and web portal. We would also like to thank all the leaders who came forward to share their brilliant stories and give us valuable insights about their respective industries featured in 2022. And last but not least, we thank each and every one of our readers for always supporting us and being with us every step of the way.

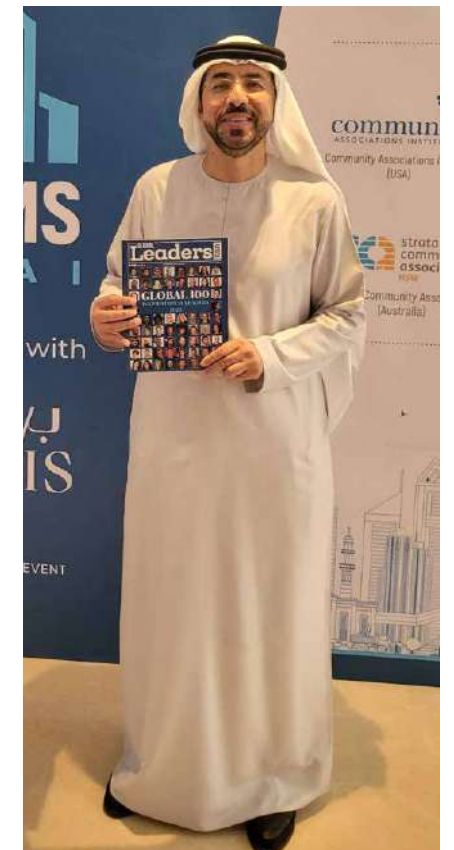
These two years have been filled with multiple milestones for our organization, and we hope that with each passing year, we can empower, enrich, and include more verticals to our brand that can add value to all our stakeholders.

Cheers to the Global Leaders Today family!

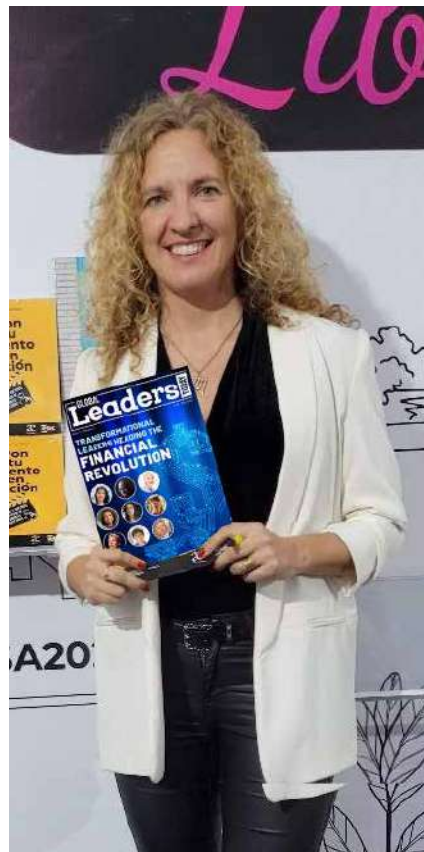


# Inspirational Leaders of the GLT Community

As Global Leaders Today completes two years, we reminisce all the remarkable leaders featured in all our previous issues who have shared their inspiring stories with us and helped shape the corporate landscape for the better. Here is a photo gallery of leaders gleaming with copies of Global Leaders Today as we illustrate the wonderful journey of the publication, thought-provoking pieces and the inspirational leaders featured in the magazine during these two years.

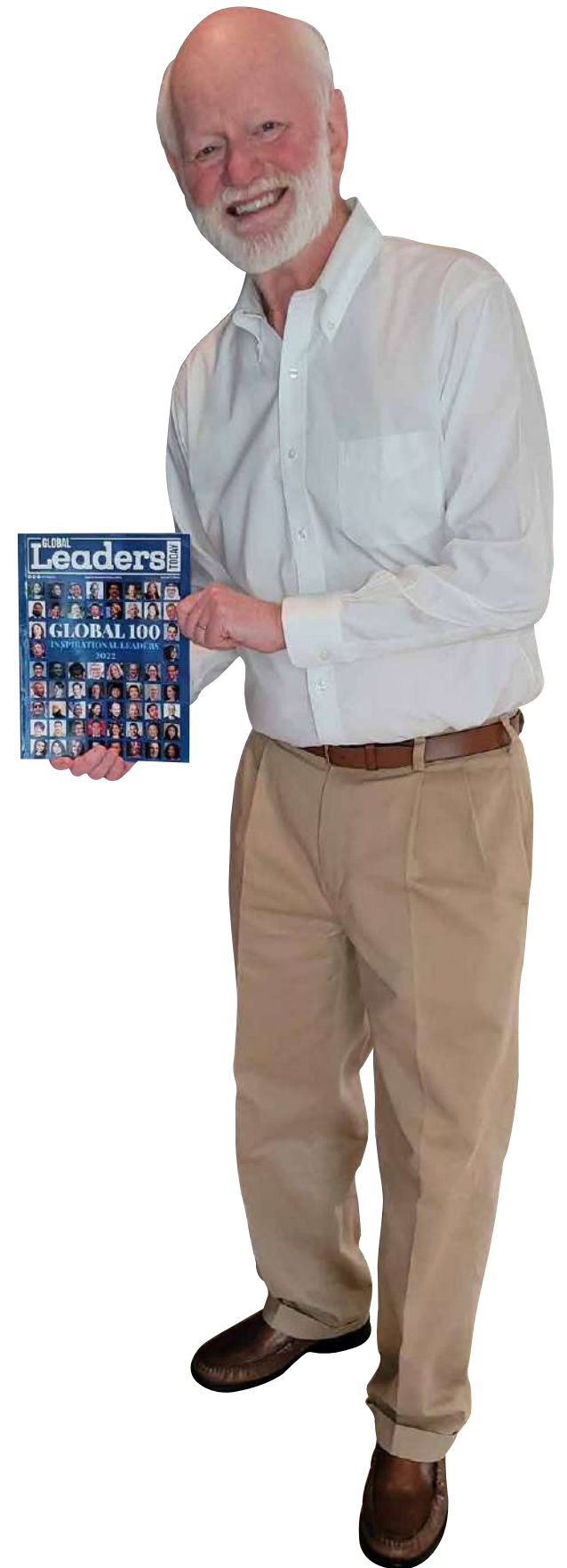
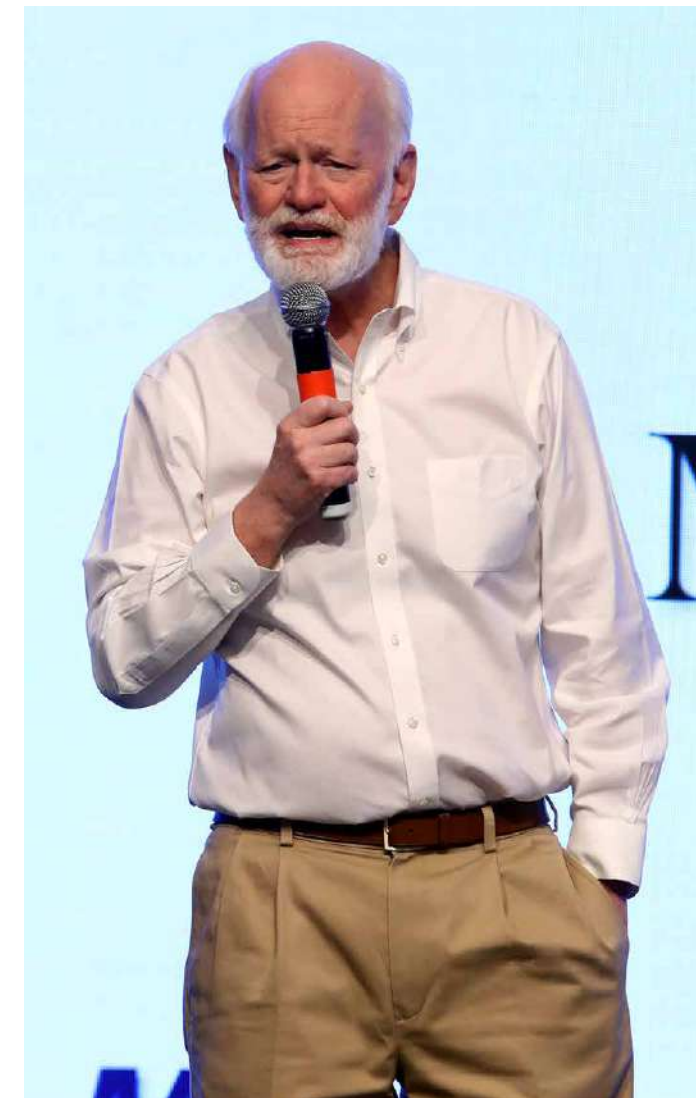






**D**r Marshall Goldsmith posing with the Global 100 Inspirational Leaders (2022) in which he was featured. The pioneering leadership coach is also featured in the Global 100 (2023) list for his inspiring leadership. His latest book, *The Earned Life*, reveals that the key to living unbound by regret that requires committing to a habit of earning and, crucially, connecting that habit to something greater than the isolated achievements of careerism. Taking inspiration from Buddhism, Dr Goldsmith implores readers to accept impermanence and avoid the Great Western Disease of “I’ll be happy when”. He offers practical advice for shedding the obstacles, especially our failures of imagination, that prevent us from creating our own lives.

He has been recognized as one of the Top Ten Business Thinkers in the World and the top-rated executive coach at the Thinkers50 ceremony in London since 2011. Published in 2015, his book *Triggers* is a Wall Street Journal and New York Times #1 Bestseller! He’s also the author of New York Times best seller and #1 Wall Street Journal Business Book *What Got You Here Won’t Get You There*, winner of the Harold Longman Award as Best Business Book of the Year with *The Earned Life* steadily making its way to the top.





# WHAT GLOBAL LEADERS HAVE TO SAY ABOUT US



**Matthew Rosenquist**  
Chief Information Security  
Officer (CISO),  
Eclipz.io (California, USA)

I appreciate and respect the professionalism of the Global Leaders Today team in producing meaningful insights for the community and publishing a great periodical that highlights inspiring leadership stories.



**Katharina Schueller,**  
Founder & Owner, STAT-UP  
Statistical Consulting & Data  
Science (Munich, Germany)

Congratulations on the two-year anniversary of Global Leaders Today. It is amazing what Sherlyn has put together with such a dedicated team in such a short time! Working with her has been a highly professional experience, and I am honored that GLT has portrayed me as a Role Model in Tech & Data.



**Gui Perdrix**  
Director, Co-Liv (Paris, France)

Honored to have been featured in Global Leaders Today Magazine - explaining my story of how I got to coliving and beyond. That's one of the first interviews that actually went beyond the pure professional part, exploring also what influenced me in my childhood and which experiences led me to believe in the entire coliving movement. Thanks, Sherlyn Gomes, for this!



**Ken Pasternak**  
Best-Selling Author of "Performance at the Limit, Business Lessons from Formula 1 Racing" and "Exploding Turkeys and Spare Trousers, Adventures in Global Business" (Helsinki, Finland)

I am proud to have been published in 'Global Leaders Today' and continue to be an avid reader of its forward-thinking articles on leadership and business. Congratulations on your two-year anniversary.



**Andrea Sesum**  
Founder & CEO at Smart Owl (Toronto, Canada)

"I am very impressed with the high standard, quality, and diversity of the content published by the Global Leaders Today Magazine. The incredible and hard-working team behind the GLT Magazine makes the overall experience seamless. Their high attention to detail is very impressive, and it also gives me confidence that the readers will always receive the best version of my contribution to the magazine. I would like to congratulate the Global Leaders Today Magazine and the whole team behind it on the immense growth over the past two years. Thank you for creating a community of dedicated readers, esteemed global contributors, and corporate supporters. I wish you a lot of success in your continued journey of making quality media content and are grateful for being a small part of it."



**Dr. Louise Lambert**  
Associate Professor, Canadian University Dubai (Dubai, UAE)

The issue is great. It's well laid out, beautiful to look at, and has solid content. I hate wasting my time reading fluff, so this was nice.



**Thomas Koulopoulos**  
Founder, Delphi Group (Boston, USA)

"In an era when leadership is more important than ever, Global Leaders Today is setting the bar for journalistic excellence in profiling the leaders who are building the future."



**Dr Oleg Konovalov**  
Director at Valuekod Ltd. (West Midlands, United Kingdom)

Global Leaders Today is an exemplar of the modern magazine that offers the highest quality of published issues with in-depth practical insights. Thanks to the incredible team that offers a seamless experience right from the interview to crafting the profile article, posing deep questions, and being truly passionate about their work. The maintained quality and the team's passion allow the immense growth of the magazine by building a stellar community of leaders in just two years.



**Dr Diane Hamilton**  
Founder & CEO, Tonerra (Arizona, USA)

Global Leaders Today is a well-developed magazine regarding worldwide business, including manufacturing, technology, healthcare, finance, real estate, education, and sustainability. They curate journeys from global educators to share their phenomenal experiences. I was honored to be included in their 2022 Global 100 Inspirational Leaders list and interviewed for an article about my work regarding curiosity. Their team has a high standard, and our interactions were always professional. As an educator and leader, I have watched their incredible growth, and I look forward to following their professional community as they continue their inspirational journey.



**Prof M. S. Rao**  
Founder of MSR Leadership Consultants (Delhi, India)

"GLT is an inspiring magazine that allows us to learn, see, and experience leaders, businesses, and rare opportunities that now come in an extremely accessible format. I love how the magazine highlights the world's entrepreneurs and thought leaders by providing a platform with appeal and thought-provoking articles and interviews. From its crisp presentation to its truly unique range of stories and perspectives, GLT is an important resource for leaders hoping to have a lasting impact in today's rapidly changing world."



**Fausto Turco**  
CEO, Si-Net Srl (Milan, Italy)

Collaborating with Leaders has been a nice experience; they have given me the possibility to tell my story, starting from the early days of my work in the Information Technology world, and thanks to them, my Leadership story has reached many people whom I could never have met even digitally. The interview, values, and questions took me on a journey through time, and I thank the publication for giving me the opportunity to tell it at the Global level! Even today, they still write to me and keep me updated about Global LEADERS worldwide! Wow



**Joel Zeff**  
Live and Virtual Award Host & Keynote Speaker at Joel Zeff Creative (Texas, USA)

When I read an issue of Global Leaders Today, I am inspired and energized. I am fascinated by the stories from such a diverse and respected group of people from around the world. GLT brings us together. We learn from each other. And we realize we all have common threads that weave through our hopes, dreams, successes, and failures. It was an honor to be included in an issue of GLT with so many amazing leaders. Huge TA DA to Global Leaders Today!





**Brett King**  
*Futurist and Bestselling Author of The Rise of Technosocialism (Bangkok, Thailand)*

Global Leaders Today has been a phenomenal partner to work with, especially with respect to amplifying my personal brand. I'm grateful for the attention to detail and their enthusiastic support of disruptive innovation on the global stage



**Dounia Fadi**  
*Managing Director, eXp Realty (Dubai, UAE)*

Global Leaders Today is a laudable international leadership magazine that has maintained a high standard of publishing in all its issues with in-depth practical resources and a crisp presentation. The dedicated team offers a seamless experience with the highest degree of professionalism and great attention to detail. I have watched them achieve immense growth in just two years and wish them success in their future endeavors.



**Mahan Tavakoli**  
*CEO, Strategic Leadership Ventures (Washington DC, USA)*

I appreciate the humanity in leadership that GLT captures in its features. The stories inspire and instruct as a positive force in leadership.



**Yasmin Grigaliunas**  
*CEO & Co-Founder, Circonomy (Queensland, Australia)*

Being involved in the Global Leaders Today (GLT) community was a real game changer. Not only was it a wonderful surprise to be recognized on the global leaders' list, but the credibility of standing alongside some of the most admired leaders of our time was also both grounding and gracious for me. As a leader in climate tech, focusing on sustainability and circular economy, it can be quite lonely in a space that's often different from traditional business success measures. What I loved about the GLT community is that I felt as though I'd found (and been connected) to my people globally. It was like being reunited with family and gave me a strong sense of pride and self-belief that those of us playing out on the fringes are the leaders this world needs more of Thank you for the honor of being named and recognized on this incredible list. It impressed my teenage girls too, which was a real highlight for a single mum out there seeking to change the world! Teenagers are tough taskmasters!



**Shailendra Kumaar**  
*Best-Selling Author of Making Money out of Data (Sydney, Australia)*

Global Leaders Today is a great website that covers all aspects of international business, including manufacturing, technology, healthcare, finance, real estate, education, and sustainability. They compile travel accounts from academics all over the world to share their amazing adventures. It was an honor to be included on their New Wave Technology Leaders list and to have an article written about me and my work. We always conducted ourselves professionally because their team has excellent standards. As a technology leader, I have seen their incredible progress, and I am excited to follow their professional community as they continue their inspiring journey.



**Lawrence Wintermeyer**  
*Chair, GBBC Digital Finance (London, United Kingdom)*

In a world of constant political and economic volatility, Global Leaders Today is the voice of the global community business leader, steadfastly upholding global management best practices, use cases, and thought leadership.



**Pepe Gutiérrez**  
*Founder, Megafincas Alicante slp (El Campello, Spain)*

Global Leaders Today is an insightful magazine that maintains a high standard of quality and diversity in all its issues. The publication sets a new standard for leadership magazines globally in profiling remarkable leaders and starting a revolution of inspirational leadership. I am impressed with their growth over these years and wish them success on their anniversary.



**Gavin Armstrong**  
*PhD, President & CEO, Lucky Iron Fish (Ontario, Canada)*

It has been a pleasure to collaborate with Global Leaders Today over the course of their last two years in publication. The team comprises highly focused and dedicated individuals that provide a seamless experience throughout each step of the publication process. Congratulations on two years of success!



**Dr Sopon Pornchokchai**  
*President, Thai Appraisal Foundation (Bangkok, Thailand)*

I salute Global Leaders Today (GLT) for its two years anniversary. I always see GLT campaign for true leadership, promote female leaders as well as introduce innovations for leaders. As a board member of the Employers Confederation of Thailand, I realize that outstanding leadership will help solve problems and develop sustainable growth. As the President of the Thai Appraisal Foundation, leadership is an intangible assessment that must be appraised in business valuation. As the Chairman of my 100-people company, the Agency for Real Estate Affairs, I realize that great leaders must be maintained. In my company, one may still work after 60 as an experienced resource person to guide on a proper path of development.



**Nkemdilim Uwaje Begho**  
*Managing Director & CEO, Future Software Resources Ltd. (Nigeria, West Africa)*

Global Leaders Today is truly a global celebration of leadership and one of its kind - showcasing leaders from all over the world, GLT has maintained a very high standard. The team at GLT seamlessly creates profiles of leaders who matter, leaders who create impact - this in turn has led to significant growth in terms of readers and the GLT community of leaders. On this memorable 2nd anniversary of GLT, I am proud to serve on the advisory board and wish the team that makes the magic happen all the best - here is to higher heights.



**Dr Maja Zelihic**  
*Dean, Forbes School of Business and Technology (Florida, USA)*

The concepts of leadership relevance combined with discussion of opportunities and challenges facing modern global leaders are explored by many different magazines. However, what makes GLT stand out is the fact that its narrative goes beyond one's pure work performance, exploring the personal stories of featured leaders and their unique paths, making them who they are today. This magazine does a great job outlining the required skills and values contemporary leaders need to have to be competitive in today's ever-changing business world.



**Dr Ariel King**  
*Founder, Ariel Foundation International (Geneva, Switzerland)*

GLT magazine's 2nd Anniversary is important for Global Leaders to share, learn, and be inspired for change. GLT Magazine brings important stories, Information, and inspiration to our lives!



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# IRECMS 2022: A STELLAR SUCCESS!



The IRECMS 2022 witnessed a fantastic turnout of delegates from across the world. With over 300 attendees, the conference showcased 40+ speakers. Bringing together professionals from Community Management, Property Management, Facilities Management, and the PropTech industry - IRECMS left the attendees with many actionable takeaways. The event consisted of four eventful days of insightful masterclasses, thought-provoking discussions, and ending with a glamorous awards ceremony.

The first day, the audience was treated to special IRECMS Dubai Masterclasses that focussed on Brand Building, Condo Technology, and Stress Management. It was a houseful event that witnessed over 100 attendees. The day showcased some of the best international and regional trainers, who presented power-packed sessions catering to the built environment.

This year, IRECMS Masterclasses were welcomed in 6 countries and concluded in Dubai. After witnessing an astounding response in Madrid, the Kingdom of Saudi Arabia, Bahrain, India, Milan, and Bogotá - Dubai too witnessed an audience of 100 professionals from the built environment. For day two at the event, for the first time, IRECMS hosted the first-ever CAM





G10 Summit. This is a congregation of leaders from the Community Association Management (CAM) industry from 10 countries, where they exchanged thoughts and best practices to propel the profession forward globally. The inaugural edition of the CAM G10 Summit witnessed representatives from UAE, USA, Spain, Colombia, Panama, Brazil, Italy, Uruguay, South Africa, Japan, and Australia. After an opening address by Pepe Gutierrez, CEO, MagniFicas, the stage made way to Tom Skiba, CEO of Community Associations Institute & Jessica Towles, the President of Community Associations Institute. They presented a research paper for CAM Leaders and touched upon the current issues facing CAM Companies in the USA. Each representative highlighted insightful points that marked a day with multiple takeaways.

On day 3, which marked the IRECMS conference, the event was inaugurated by Mohammad Bin Hammad, Senior Director, RERA, Land Department, Dubai. And Dr. Marshall Goldsmith, the #1 Business Coach and four-time NYT Bestseller, graced the event for an exclusive keynote session. Held at the Dubai Address Marina, the Conference Day focussed on interesting panel discussions. Some of the key topics that were explored were the integration of imaginative building design & management, how Community

Management professionals can protect themselves in this industry, and the importance of Metaverse in the Built Environment that concluded the events of day 3.

On day 4, IRECMS 2022 concluded with a Gala Awards Ceremony which honored and recognized the amazing work of those who manage UAE's built environment. The journey started with various companies across the UAE nominating their organizations for the IRECMS Dubai Awards 2022. After a stringent shortlisting process, 39 companies were shortlisted to compete in the final rounds. With a process that spanned over months of collective assessment by 26 Jury members, they selected the Winners & Runners-Up across 25+ categories. The awards truly meant a lot to those companies as they won them purely on the merit of their nomination.

IRECMS Dubai has all the hallmarks of a landmark event, especially given its timing when real estate management is undergoing a structural, tech-driven shift. This juncture called for a global professional association. And Plan3Media, along with Presenting Sponsor MYBOS, and Association Sponsor PROVIS, have responded to the need rather resoundingly by hosting yet another successful edition of IRECMS.







# GLOBAL 100 INSPIRATIONAL LEADERS 2023

## GLOBAL 100 INSPIRATIONAL LEADERS METHODOLOGY

We are delighted to announce the release of the much-awaited Global 100 Inspirational Leaders - 2023, Special Edition. Our team has dug deep to uncover the impactful leaders in different arenas of technology, politics, business, social causes, and more. The leaders were selected from countries as diverse as the USA, Australia, Kenya, Syria, India, China, Japan, Spain, Afghanistan, Ukraine, Israel, Denmark, New Zealand, Nigeria, Chile, Mexico, Russia, and the United Kingdom. Our Selection Committee went through hundreds of nominations and calculated the scores of 1000+ candidates to showcase the Top 100 of the most deserving candidates worldwide.

**Leadership Score:** We started by assessing the leadership score by diving deep to understand and embody what it takes to lead effectively. The score comprises of various factors, including adaptability, vision, calculated risk-taking, and innovation. The scores were

also based on empathy and thriving work cultures created by their leaders, especially during the wake of burnout and the quiet quitting phenomenon among employees.

**Business Impact Score:** Secondly, we looked at all the impact categories selected and rated them by the number of people they helped, the number of countries their company caters to, and the overall impact they have had on the lives of all stakeholders of the company.

**Philanthropy Score:** Thirdly, we estimated each leader's total lifetime giving by looking into public filings, company press reports, and more. We also researched the percentage of their wealth donated and weighed these two factors equally to score people accordingly. Other factors included whether they pledged significant donations or were personally involved in their charitable giving and how effectively their private foundations had distributed money.

**Sustainability Score:** In addition to philanthropy, we also decided to give sustainability warriors their dues for rising above monetary gains and helping climate-vulnerable societies to minimize the effects of climate change. They were ranked based on how their organizations pivoted to new strategies to reach net-zero carbon levels and whether they were personally involved in this mission or did so with the help of donations.

**Self-Made Score:** Lastly, the leaders were also ranked to acknowledge the individuals who have worked relentlessly to become self-made business professionals as a result of pure determination and hard work.

In conclusion, we would like to congratulate everyone who has made it to GLT's list of Global 100 Inspirational Leaders - 2023. Congratulations on the well-deserved win!





# GLOBAL 100

## Inspirational Leaders 2023



Global Leaders Today is delighted to introduce the second edition of the much-awaited Global 100 Inspirational Leaders. Our team has identified remarkable leaders who have made a difference in 2022 and are seen as the movers and shakers for the new year. These inspirational leaders represent diverse geographies across cities, towns, and the most remote corners of the world, where they are driving impact and innovation across various industries. By showcasing their leadership abilities on the global stage, we aim to inspire more leaders to create a positive ripple effect that will shape future business practices and benefit all organizations globally, thereby shaping the future of leadership for all.







01

## Volodymyr Zelensky

Politics (Ukraine)

**V**olodymyr Zelensky was elected as the President of Ukraine in 2019. His leadership during the Russian invasion of Ukraine won him global praise. President Zelensky became the face of Ukrainian resistance, and his entertainment background and media-savvy personality gave Ukraine a weapon like no other. In the information war, the winner was unquestionably Zelensky. In a move that was lauded worldwide, when the United States offered to evacuate him from the combat zone, Zelensky reportedly said, “The fight is here. I need ammunition, not a ride.” In response, the western countries flooded Ukraine with surface-to-air missile systems and antitank weapons. The sanctions regime imposed against Russia was among the most severe in history, and the Russian economy reeled as a result. Currently, President Zelensky is still holding out against the Russian invasion of his country and hopes to emerge victorious.



02

## Elon Musk

Technology (USA)

**E**lon Reeve Musk is a leading technology entrepreneur, business magnate, and investor. He is the Founder, CEO, and Chief Engineer of SpaceX; the Angel Investor, CEO, and Product Architect of Tesla, Inc.; the Founder of The Boring Company; Co-Founder of Neuralink and OpenAI; President of the Musk Foundation; and Owner and CEO of Twitter, Inc. He recently acquired the social media platform in 2022 and is planning to reimagine the site for a better customer experience that will allow all its users the right to free speech. He has also greatly aided the Ukrainian army in their war against Russia by donating roughly 20,000 Starlink satellite units to the Ukrainian government in 2022 to help their military connect its drones to attack the Russian forces.



03

## King Charles III

Politics (United Kingdom)

**C**harles Philip Arthur George is the King of the United Kingdom and the 14 other Commonwealth realms. He was the longest-serving heir apparent and, at age 73, has become the oldest person to accede to the British throne following the death of his mother, Elizabeth II, on September 8th, 2022. During his time as the Prince of Wales, Charles undertook official duties on behalf of Queen Elizabeth II. He founded the youth charity the Prince's Trust in 1976, sponsors the Prince's Charities, and is a Patron, President, or a member of over 400 other charities and organizations. An environmentalist, Charles supports organic farming and action to prevent climate change during his time as the manager of the Duchy of Cornwall estates, earning him awards and recognition from environmental groups. He has advocated for the conservation of historic buildings and the importance of architecture in society.



04

## Gautam Adani

Energy (India)

**G**autam Shantilal Adani is an Indian billionaire tycoon. He is the Chairman and Founder of Adani Group, an Ahmedabad-based multinational conglomerate involved in port development and operations in India. His once regional business has now spanned across airports, private ports, solar and thermal power, and consumer goods. Adani Group is now a national behemoth in the world's sixth-largest economy, competing with Warren Buffet to become the 5th richest person worldwide. He briefly became the second richest person in the world in September 2022 with a net worth of \$156.3 billion. Adani is also the President of the organization's philanthropic arm, the Adani Foundation, which his wife, Priti Adani, primarily leads. To commemorate the occasion of World Health Day in 2022, the foundation delivered 0.4 million treatments annually across India to underprivileged communities in a bid to make healthcare services accessible to the rural population.





## 05 Jeff Bezos

Technology (USA)

**J**eff Bezos founded the e-commerce behemoth Amazon in 1994 out of his garage. He stepped down as CEO to become executive chairman in July 2021. Bezos now owns a bit less than 10% of the company. In addition, he also owns The Washington Post and Blue Origin, an aerospace company developing rockets. Blue Origin has had 22 successful consecutive missions, including three successful escape tests, showing the crew escape system can activate safely in any phase of flight, leading the path for Bezos to Space Leadership. He briefly flew to space in one in July 2021. In 2022, Bezos also donated more than \$400 million worth of stock to nonprofits and intends to donate most of his wealth to charity within the course of his lifetime.



## 06 Christine Lagarde

Finance (France)

**C**hristine Lagarde is a French lawyer and politician who was the first woman to serve as France's Finance Minister (2007–11), as the Managing Director of the International Monetary Fund (IMF; 2011–19), and as President of the European Central Bank (2019– current). She currently oversees the European Central Bank—a role previously dominated by male academic economists. In 2022, with inflation at a record high in the eurozone, Lagarde faced one of her most demanding challenges: stabilizing price rises amid a war in the Frankfurt-based central bank's backyard. Yet, she rose victorious and has done well to stabilize the economy and manage rising inflation rates in the European continent.



## 07 Larry Page

Technology (USA)

**L**arry Page co-founded Google with fellow Stanford peer Sergey Brin in 1998. Together they invented Google's PageRank algorithm, which powers the search engine. He is known for his philanthropy and has donated thousands of Google shares to charity; Page has continuously funded non-profits for numerous causes. In 2018, he donated a portion of his Google earnings to the Carl Victor Page Memorial Foundation, a charity organization named after his father. In 2014, he gave away \$25 million through the same foundation and Google to aid against Ebola. Larry Page is one of the few billionaires who constantly uses his money to invest in technology and causes close to him. The former CEO of Google is currently investing in start-ups developing Flying Cars which will be the future of transportation according to the billionaire.



## 08 Satya Nadella

Technology (USA)

**S**atya Nadella is the Chairman and Chief Executive Officer of Microsoft. Before being named CEO in February 2014, Nadella held leadership roles in enterprise and consumer businesses. Joining Microsoft in 1992, he quickly became known as a leader who could span a breadth of technologies and businesses to transform some of Microsoft's most extensive product offerings. In 2022, he aims to support inclusive economic growth, and in order to do that, he feels that they must ensure that the growth they drive must reach every person, organization, community, and country. Nadella aims to achieve this goal by increasing access to digital skills and helping people prepare better and connect to jobs. Microsoft has committed to equipping 10 million people from underserved communities with skills for employment in the digital economy by 2025.



## 09 Pope Francis

Social Impact  
(Vatican City)

**P**ope Francis is the Pope and the spiritual leader of more than one-sixth of the world's population. He is an ardent advocate for sustainability and has raised climate change concerns. In 2022, the Vatican placed its flagship sustainability push, the Laudato Si' Action Platform, in May, hoping that a week highlighting the multiyear initiative will inspire more Catholics and church institutions to sign up. Each day of the week was centered on one of the seven thematic goals - response to the cry of the earth; response to the cry of the poor; ecological economics; adoption of simple lifestyles; ecological education; ecological spirituality; community engagement and participatory action. Pope Francis is also the first leader of the Roman Catholic Church to support 'civil union' laws for same-sex couples. Speaking in a film documentary, the Pope called for the creation of such laws. He said, "Homosexual people have the right to be in a family. They are children of God."



## 10 Mukesh Ambani

Telecommunications  
(India)

**M**ukesh Ambani is the Managing Director, Chairman, and the most significant shareholder of Reliance Industries Ltd. (RIL), a Fortune Global 500 company and India's most valuable company by market value. Reliance sparked a telecom price war with the launch of the 4G phone and broadband service Jio in 2016. Today, it has more than 410 million subscribers and has launched 5G services in four metro cities of India: Delhi, Mumbai, Chennai, and Kolkata; and plans to launch it in every town by December 2023. He also donates to various causes in the country, including his donation of Rs 250 million to the Chief Minister's Relief Fund (CMRF) along with his son Anant to provide relief to the people reeling under the devastating floods in Assam in June 2022 that claimed 180 lives.



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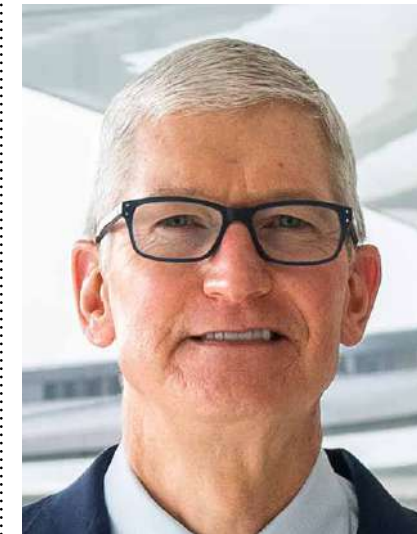
St. Regis Hotel, Mumbai



### 11 Rishi Sunak

Politics  
(United Kingdom)

**R**ishi Sunak is the United Kingdom's first Prime Minister of color and the first Hindu in office, both milestones in Britain's evolution as a multicultural and multi-faith society. Sunak started his journey in British politics when he was elected to the House of Commons for Richmond in North Yorkshire at the 2015 general election. He supported Brexit in the 2016 referendum on EU membership and was appointed to Theresa May's second government as Parliamentary Under-Secretary of State for Local Government in the 2018 reshuffle. Sunak then replaced Sajid Javid as Chancellor of the Exchequer after Javid's resignation in the February 2020 cabinet reshuffle. As Chancellor, Sunak was prominent in the government's financial response to the COVID-19 pandemic and its economic impact, including the Coronavirus Job Retention and Eat Out to Help Out schemes. After Truss's resignation amid a government crisis, Sunak was elected unopposed as Leader of the Conservative Party on October 24th, 2022.



### 12 Tim Cook

Technology (USA)

**T**im Cook is the CEO of Apple and serves on its Board of Directors. Before being named CEO in August 2011, Tim was Apple's Chief Operating Officer and was responsible for all of the company's worldwide sales and operations, including end-to-end management of Apple's supply chain, sales activities, and service and support in all markets and countries. He also headed Apple's Macintosh division and played a key role in the continued development of strategic reseller and supplier relationships, ensuring flexibility in response to an increasingly demanding marketplace. According to a Business Insider report published on November 3rd, 2022, Apple accounts for the same market valuation as Alphabet (\$1.126 trillion), Amazon (\$940 billion), and Meta (\$240 billion) put together, which is worth \$2.307 trillion. Under Tim's remarkable leadership, Apple defied the trend of declining valuations of tech companies and inspired trust among consumers in the brand.



### 13 Mary Barra

Automotive (USA)

**M**ary Barra is the first woman to lead one of the big three automakers in the United States since she assumed the role of CEO at General Motors in 2014. Under her leadership, the company has consistently scored highly in gender equity reports; in 2018, it was one of only two global businesses with no gender pay gap. Barra is very hopeful about the future of electric transport and has invested billions in electric vehicles, self-driving cars, and a ride-share service called Maven. In 2022, she pledged GM's commitment to go all-electric for their light-duty fleet by 2035, an ambitious commitment that she plans to deliver and reduce the company's carbon emissions for a sustainable future.





## 14 Ketanji Brown Jackson

Social Impact (USA)

President Biden nominated Judge Jackson on February 25th, 2022, to become the 116th Associate Justice of the United States Supreme Court and the first Black woman to ever sit on the Court. Her dedication to fighting for human and civil rights and her deep commitment to equal justice make her qualified to lead this position and rule with integrity and honor. Due to her impeccable leadership, she has received numerous awards throughout her career. In 2021, Columbia University's Law School awarded her its Constance Baker Motley Award for empowering women of color and demonstrating a 'legacy of giving back to the community.' In her acceptance speech, Judge Jackson said that "the responsibility" of being a judge is "doing the work necessary to protect the rule of law and to promote equality and justice for all."



## 15 Andy Jassy

Technology (USA)

Andy Jassy is the President and CEO of Amazon.com and serves on the Board of Directors. After assuming the role of CEO, in just a year, Jassy has tried to pivot the company from incurring losses during the upcoming recessions. He has delved deep into logistics and other parts of the business that his predecessor left to deputies. He cut costs by admitting that Amazon overbuilt and oversaw tumultuous leadership changes while striking a conciliatory tone with employees while maintaining Amazon's long-held and often aggressive opposition to unions. Jassy was also the man behind the launch of Amazon Web Services(AWS) in 2006 and turned it into the dominant force in cloud infrastructure. In Amazon's earnings report, the company said AWS revenue increased 28% to \$12.7 billion. AWS has reshaped how companies buy technology by simplifying computing services into component pieces and offering them for rent over the internet.



## 16 Richard Branson

Aviation (United Kingdom)

Richard Branson is a businessman, philanthropist, and founder of the famous Virgin Group. He is a serial entrepreneur who has turned all his life's low points into lessons that have helped him rise to perfection and master the art of business. In recent years, Richard Branson's focus has shifted to more innovative forms of entrepreneurship now that he has established himself as a self-made billionaire. In 2022, some of his most ambitious projects were a high-speed train line in the United Kingdom and a \$25 million plan to stop global warming and aid in space travel tours to mark his leadership in this upcoming industry.



## 17 Dan Schulman

Social Impact (USA)

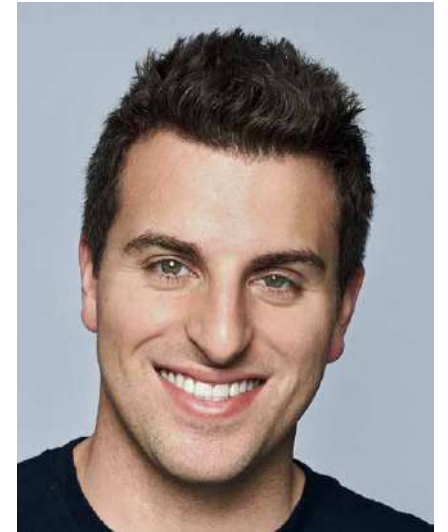
Daniel H. Schulman is the President and CEO of PayPal, formerly serving as group president of enterprise growth at American Express. Schulman was responsible for American Express' global strategy to expand alternative mobile and online payment services, form new partnerships, and build revenue streams beyond the traditional card and travel businesses. As the CEO of payments appl, in 2022, in support of Ukraine, Dan launched a campaign that enabled customers to donate to support international relief charities focused on providing both humanitarian aid within Ukraine as well as refugee support. These charities included the International Rescue Committee (IRC), UN High Commissioner for Refugees (UNHCR), Direct Relief, and Save the Children. In addition, they have launched an employee-focused campaign supporting the leading non-profit relief organizations listed above. All donations made by employees through this effort were amplified by a company match.



## 18 Joe Biden

Politics (USA)

Joseph Robinette Biden Jr. is the 46th and current president of the United States. A member of the Democratic Party, he previously served as the 47th vice president from 2009 to 2017 under President Obama and represented Delaware in the United States Senate from 1973 to 2009. His government has advocated against climate change and hopes to reduce emissions dramatically. In August 2022, Biden signed the Inflation Reduction Act of 2022 into law, a domestic spending bill born out of continued negotiations on the Build Back Better Act that fulfilled some of its initial provisions. The bill included significant federal investment in domestic clean energy production, combatting climate change, and healthcare. It aims to reduce US carbon emissions by 40% from peak 2005 levels by 2030, including a three-year extension of Affordable Care Act subsidies and empowered Medicare to begin negotiating lower prescription drug costs for the first time.



## 19 Brian Chesky

Hospitality (USA)

Brian Chesky is an American businessman and the Co-Founder and CEO of the peer-to-peer lodging service Airbnb. He is known for his perseverance to get things done and his exemplary leadership skills that allow everyone to be creative and showcase their ideas and talents while revolutionizing the future of work. In 2022, Airbnb's shift to a remote work model has received high praise since its unveiling on April 28th, with one critic calling it "the best hybrid work plan" to be announced yet. Under its new policy, salaries for US and Canadian employees will be determined by a single pay tier for a given role instead of location-based tiers. In addition, Airbnb's more than 6,000 employees can work from over 170 countries for up to three months to a year."



# Addressing the Elephant In The Room – DEI

Talking about diversity, equity, and inclusion in the workplace seems to have gotten more instead of less difficult. Somehow, programs designed to promote diversity, equity, and inclusion are perceived, in increasingly large quarters, to promote division, inequity, and exclusion.



**Gloria Johnson-Cusack**  
MPA

## About the Authors:

A servant leader and changemaker, **Gloria Johnson-Cusack, MPA**, provides consulting services to leadership teams and boards of public and private foundations committed to advancing diversity, equity, and inclusion in education, financial security, and health. She lectures at the graduate School of Professional Studies, Columbia University in New York, and serves as Board Chair of the Firelight Foundation, supporting communities in Africa.

## How did we get here?

By most measures, decades of DEI programs have failed to move any meaningful needles. In fact, the last few years have seen backlashes and even legislation to govern workplace training. Leaders at all levels – and not just in the United States – are struggling with how to engage in productive discussions of differences. Whether differences in gender, color, social class, economic



**Chris Altizer**  
MBA, MA

**Chris Altizer, MBA, MA**, is a retired and recovering HR executive now teaching HR and Inclusion at Florida International University, as well as Mindfulness-Based Stress Reduction. His work has been covered in Forbes and appeared in Consulting Psychology Journal and Strategic HR Review, and he's co-authored three books, *Mindfully Mobile*, *Way of the Road Warrior*, and *Growing the Elephant* – increasing earned advantage for all.

class, ethnic background, or any other differences, many try to 'treat everyone the same' or 'not see color' – which simply doesn't work.

One particularly hot DEI spot that smolders or bursts into flames is the concept of 'privilege.' "Don't tell ME I haven't earned what I have!" plays against 'If I must explain ONE MORE TIME what it's like to be me, I'll explode!' plays in others. Those with privilege don't

recognize or work with it, while those without it are incensed or exhausted by it. Unfortunately, typical DEI programs fail to give participants tools to deal with either inevitable reaction. Whether you're a leader or a trainer, you've seen (or had) this experience.

A different approach is to reframe the discussion into something more manageable and potentially productive for everyone. Here's how co-author Gloria Johnson-Cusack and I think of it.

Not Privilege – Earned and Unearned Advantages

The problems with privilege include its unconscious (to those with it) nature and the interpretation that those with it are successful only because of it and that those without it can't be successful without intervention. Earned and unearned advantage, however, allows people to accept the idea that some success is from talent or hard work (earned) and that opportunities are influenced by who you are and where you're from (unearned).

Who you are and where you're from matters. Skin color, gender, ability, sexual identity, national origin, personality, body type, religion, as well as national origin, socio-economics, and even access to clean water all influence opportunities for earned advantage. Most DEI programs increase awareness of diversity but fail to meet people where they are in understanding inclusion or equity. Whatever your job is, our advice is not to approach the elephant of advantage like the parable of the blind wise men of India, each declaring the elephant part he touches to be the whole elephant but to recognize and work with unearned advantage to grow opportunities for earned advantage for everyone - equally.



## Recognize Unearned Advantage - Mindfully

Whether you have few or many unearned advantages, increasing awareness and the ability to remain with the uncomfortable are keys to reducing the emotional charge of recognizing them. While workplace mindfulness has become both a panacea and a punching bag (similar to DEI), the practices can help people accept what's real rather than deny it, and it provides the basis for intentional action to change what needs changing. When it comes to recognizing perceptions of self and others, people are their own best teachers. You can't meditate your way to growing earned advantage, but with reflection, you can become more aware of your potential to improve it. Effectively incorporating workplace mindfulness can help. DEI experiences that meet people where they are in their own lived experiences, in the present moment, with less judgment - and incorporate skill-building to do so - are key.

## Work with Unearned Advantage – Growth Mindset

Like any elephant in the room, once you see unearned advantages, you must deal with them (or bail). You can apply a

variation of Carol Dweck's work of growth mindset to work with them. You could say that's the way it is, there's nothing you can do about it, and talking about it just makes it worse - a fixed advantage mindset. Or you can explore beyond the elephant you know and risk seeing it from another perspective - a growth advantage mindset (GAM). The GAM realizes that innovation and collaboration require seeing both what's in common and what's different and that opportunities increase with intentional effort. It knows the research that well-managed diverse teams outperform homogenous teams. BTW: GAM is agnostic of politics or attitude, and it's not about being agreeable or 'correct.' Anyone can grow their advantage mindset with awareness and intentional practice. DEI experiences that intentionally help participants grow their mindset will help.

## Grow Opportunities for Earned Advantage – for all

When you reduce the share taken by unearned advantage, you've already increased earned advantage opportunities. Beyond that, leaders can grow earned advantage in other ways, including checking themselves when they give 'the benefit of the doubt' and

how and to whom they delegate power and authority. All of us, regardless of role, can grow earned advantage in other ways, including recognizing every human has biases, and we can act above them. Each of us can, with practice, increase our awareness of ourselves, of others, and of our impact on others.

While too many people in the world intentionally create divisions based on differences, most difference-based workplace disconnects and offenses are unintentional. That said, unintentional or not, micro or macro, they take a significant toll. You can think of reducing the impact of unearned advantage as fair and right – and you'd be right. But that's not enough.

Every employee, whoever they are and wherever they're from, can uniquely and together contribute to innovation, collaboration, and productivity in the workplace. Enabling opportunities for earned advantage for all is the role of HR and DEI professionals, but the approaches to workplace DEI programs of the last three decades must be reset. In some places, the law requires it. Programs that meet people where they are, build the capacity to deal with what's difficult, and focus on the opportunities found in daily life may be the path.





20

## Gregory L. Robinson

Aerospace (USA)

**G**regory Robinson is the former Program Director of the James Webb Space Telescope (Webb), which clicked spectacular images of space for the first time in 2022. His focus is on development efficiency, management processes, contractor performance, and mission success. Formerly the Deputy Associate Administrator for programs at NASA Science Mission Directorate, he ensured high performance during the development and operations of 114 science flight projects. Robinson held the position of Deputy Director of NASA's John Glenn Research Center, consisting of 3,200 employees, where the scope spans research and technology, aeronautics, science spaceflight, and human spaceflight. He served as NASA's Deputy Chief Engineer for several years, leading engineering, program, and project management strategy, policy, implementation rigor, and performance management. He was intricately engaged with the last 21 shuttle launches post-Columbia Shuttle accident and numerous satellite developments and launches.



21

## Sundar Pichai

Technology (USA)

**S**undar Pichai is the Chief Executive Officer of Alphabet Inc. and its subsidiary Google. Under his leadership, Google has focused on developing products and services powered by the latest advances in AI that offer help in big and small moments. It has invested in new opportunities such as Google Cloud and YouTube and has continued to be a leader in advanced technologies, including machine learning and quantum computing. In 2022, the company donated 30,000 Pixel phones for Ukrainian and Afghan refugees arriving in the US. The company has also contributed \$1 million each in grant funding and search advertisements. This donation is a part of Pichai's participation in the Welcome.US CEO Council. He posted on Twitter, "Tools like Google Translate help refugees communicate with their new communities. Today, we donate 30,000 Pixel phones to Welcome.US CEO Council so more Ukrainian and Afghan newcomers can feel at home in the US."



22

## Ursula von der Leyen

Politics (Germany)

**U**rsula von der Leyen has been President of the European Commission since 2019. As the head of the European Union's executive, she has defined six headline ambitions for Europe for her mandate: a European Green Deal, a Europe fit for the digital age, an economy that works for people, a stronger Europe in the world, promoting the European way of life, and a new push for European democracy. Before joining the Commission, Von der Leyen held several federal ministerial portfolios in Germany, including Defence Minister, Minister for labor and social affairs, and Family Minister. She also expressed support for the war-hit country of Ukraine and pushed for giving them EU status, which was granted on June 23rd, 2022.



23

## Larry Fink

Finance (USA)

**L**aurance D. Fink is Chairman and Chief Executive Officer of BlackRock. He and seven partners founded BlackRock in 1988, and under his leadership, the firm has grown into a global leader in investment and technology solutions. Fink is very vocal about companies taking action on climate change. In an open letter in 2022, he said, "The transition will transform every company and every industry to a net-zero world. The question is, will you lead, or will you be led?". To further this cause, BlackRock has partnered with Temasek in 2022 to establish Decarbonization Partners, a USD \$600M partnership that will invest in companies providing solutions that reduce carbon emissions and accelerate the transition to a net zero economy.



24

## Narendra Modi

Politics (India)

**N**arendra Damodardas Modi is an Indian politician serving as the 14th and the current and longest-serving Prime Minister of India from outside the Indian National Congress. In the 2014 and 2019 Parliamentary elections, Mr Modi led the Bharatiya Janata Party to record wins, securing an absolute majority on both occasions. The last time a political party secured such an absolute majority was in the elections of 1984. He previously served as the Chief Minister of Gujarat. As a Prime Minister, Modi has received consistently high approval ratings; at the end of his first year in office, he received an overall approval rating of 87% in a Pew Research poll, with 68% of people rating him "very favorably" and 93% approving of his government.



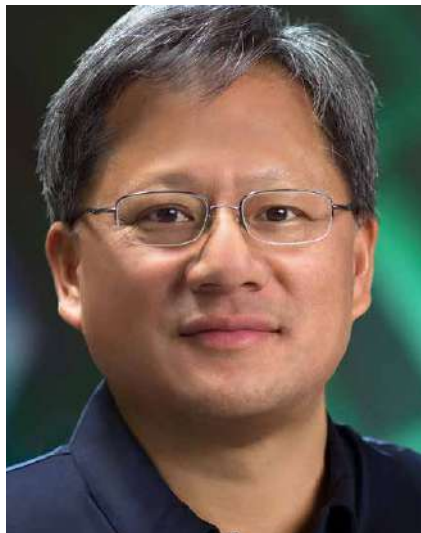
25

## Warren Buffett

Finance (USA)

**K**nown as the 'Oracle of Omaha,' Warren Buffett is one of the most successful investors of all time, with a net worth of over \$100 billion as of November 2022, making him the world's sixth-wealthiest person. He is currently the Chairman and CEO of Berkshire Hathaway, an American multinational conglomerate. He is noted for his adherence to value investing and his frugality despite his immense wealth. In 2022, Buffett splashed into his reserves, buying at an aggressive pace that's generally not seen from the Oracle of Omaha. Activision Blizzard ATVI, Occidental Petroleum Corp. OXY, and HP Inc. HPQ were all new additions by Buffett in 2022. Of the three, ATVI is the most exciting play from Buffett, and his OXY purchase reflects a further focus on the energy boom.





26

## Jensen Huang

Technology (USA)

Jensen Huang is a Taiwanese-American billionaire business magnate, electrical engineer, Co-Founder of Nvidia Corporation, and its President and CEO. Under Huang, Nvidia became a dominant force in computer gaming chips and has expanded to design chips for data centers and autonomous cars. The company's invention of the GPU in 1999 made possible real-time programmable shading, which defined modern computer graphics, and later revolutionized parallel computing. More recently, GPU deep learning ignited modern AI — the next era of computing — with the GPU acting as the brain of computers, robots, and self-driving cars that can perceive and understand the world. In 2022, to further boost innovation and research, Huang granted \$30 million to Stanford University for an engineering center and \$5 million to Oregon Health & Science University for cancer research labs.



27

## Jeff Weiner

Technology (USA)

Jeff Weiner is the Executive Chairman of LinkedIn, where he continues to help LinkedIn realize its vision of creating economic opportunity for every member of the global workforce. He also mentors and coaches the leadership team and advises on critical strategic initiatives. In 2022, LinkedIn achieved new milestones in inclusion by adding Dyslexic Thinking as a skill and normalizing career breaks by offering 13 options, including caregiving, health, and well-being. In addition to his ongoing work at LinkedIn, Jeff also focused on investing and coaching as a Founding Partner of Next Play Ventures, as well as Founding LP and investment committee member of Concrete Rose Capital. Additionally, as the Co-Founder of The Compassion Project, he is helping to ensure that compassion is taught and practiced in every primary school in the US.



28

## Timnit Gebru

Technology (USA)

After being fired by Google in 2020, Timnit Gebru launched the Distributed Artificial Intelligence Research Institute (DAIR) in December 2021, which documents the effect of artificial intelligence on marginalized groups, with a particular focus on African immigrants in the United States. In 2022, she is one of the leading voices about both the limits and the possibilities of AI, warning us about what can go wrong when the power goes unchecked in the tech industry. Through her work with Black in AI, she has learned that the number one thing that needs to be done is to empower people from marginalized communities, which is why diversity, inclusion, and ethics are not at all separate. It's essential to have a wider group of people worldwide determine where AI technology goes and what research questions should be pursued.



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## Benjamin Netanyahu

Politics (Israel)

**B**enjamin Netanyahu is the Leader of the HaLikud party and was ousted from power in June 2021 after 12 long years of service as the Prime Minister. However, during the period of turmoil with optimism, Netanyahu defiantly promised: “We’ll be back!” His departure turned out to be brief, with Mr Netanyahu capsizing the new political landscape with a convincing election victory just over a year later. His dramatic comeback has sealed the belief among his supporters that ‘King Bibi’ is politically invincible. Israel’s longest-serving leader, Netanyahu, has won a record five elections to hold office six times - more than any other prime minister in the country’s 74-year history. Netanyahu’s unrivaled success owes much to the image he has cultivated as the person who can best keep Israel safe from hostile forces in the Middle East. In the 2022 parliamentary elections in Israel, his right-wing religious bloc secured 64 of the 120 seats in the Knesset, the Israeli Parliament.



30

## Francis Kéré

Architecture  
(Burkina Faso)

**F**rancis Kéré is an internationally renowned Burkinabè architect and the first African to win the prestigious Pritzker Architecture Prize in early March 2022. He is recognized for his pioneering approach to design and sustainable modes of construction. His vocation to become an architect comes from a personal commitment to serving the community he grew up in and a belief in the transformative potential of beauty. In 2004, he designed the Gando Primary School in collaboration with the residents of his hometown while still a student at the Technical University of Berlin. He was awarded the prestigious Aga Khan Award for Architecture for the construction, garnering critical acclaim from the outset of his career. In 2005 he founded his architectural practice, Kéré Architecture GmbH, as well as the Kéré Foundation e.V., a non-profit organization that pursues projects in Gando.

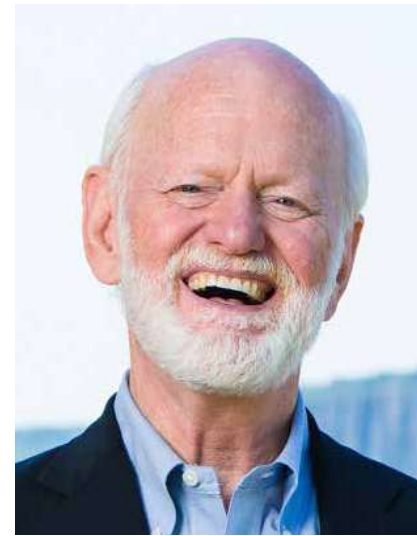


31

## Fatih Birol

Energy (Turkey)

**D**r. Fatih Birol has served as Executive Director of the International Energy Agency since 2015. Under his leadership, the IEA has moved to the forefront of global efforts to reach international climate goals while ensuring that the social and economic impacts of clean energy transitions are at the heart of policy-making and energy security is safeguarded. With new governments joining the IEA, under his tenure, the Agency’s share of global energy demand has risen from 40% to 75%. He chairs the World Economic Forum’s (Davos) Energy Advisory Board. Dr Birol is the recipient of numerous state decorations, including the French Legion of Honour, the Japanese Emperor’s Order of the Rising Sun, the Order of the Polar Star from the King of Sweden, and the highest Presidential decorations from Austria, Germany, and Italy.



32

## Marshall Goldsmith

Coaching (USA)

**M**arshall is a renowned thought leader, coach, speaker, and author or editor of 35 books, selling over two million copies and becoming bestsellers in 12 countries. Two of his books, Triggers and What Got You Here Won’t Get You There, were recognized as among the top 100 books ever written in their field. His latest book, The Earned Life, reveals that the key to living unbound by regret - requires committing to a habit of earning and, crucially, connecting that habit to something greater than the isolated achievements of careerism. Due to his remarkable leadership, he has won numerous awards and accolades including Harvard Business Review and Best Practices Institute – World’s #1 Leadership Thinker, Global Gurus, INC, and Fast Company magazines – World’s #1 Executive Coach, Institute for Management Studies – Lifetime.



33

## Adena Friedman

Finance (USA)

**A**dena Friedman is the President and Chief Executive Officer of Nasdaq and is a member of the Board of Directors. She is credited with significantly shaping Nasdaq’s transformation into a leading global exchange and technology solutions company with operations across six continents. In January 2022, Friedman was also elected to the Board of Directors of FCLTGlobal, a nonprofit organization researching tools to encourage long-term investing. In 2022, Under Friedman’s leadership, Nasdaq made a \$1 charitable donation to RespectAbility, a diverse, disability-led nonprofit that works to fight stigmas and advance policies and practices that empower people with disabilities to have a better future.



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## Javier Olivan

Technology (USA)

**J**avier Olivan is the Chief Operating Officer at Meta, replacing Sheryl Sandberg in July 2022. In his current role, he oversees the firm’s business teams and the infrastructure and central products for the company’s family of apps. He joined the company then called Facebook in 2007 and previously served as Meta’s chief growth officer. He has been instrumental in the explosive growth of the company. He oversaw its international moves; Olivan pushed Facebook’s expansion into countries such as India, Japan, Russia, Indonesia, and Brazil. Olivan also worked on the Internet.org, a Facebook effort to bring the internet to less developed countries in 2013. By 2015, due to his efforts, internet.org had connected over 500 million users, out of which 7 million were non-users of the internet.



# FTX: A Failure Of Management, Governance And Leadership

The speed of the FTX collapse into bankruptcy appeared to precipitate the indictment of its celebrity founder and CEO. Sam Bankman-Fried (SBF) is in custody with eight criminal charges including fraud. An estimated \$10 billion is missing with customers locked out of the FTX platform unable to withdraw their funds.



**Lawrence Wintermeyer**

## About the Author:

Lawrence Wintermeyer is a globally recognised digital finance advocate with a track record as an advisor, executive, and board member, working with startups to institutions. He is the Chair of GBBC Digital Finance (GDF), a not for-profit promoting fair and transparent markets for crypto and digital assets, and is the former CEO of Innovate Finance, the UK fintech members association. He is the Principal of Elipses, a digital investment management firm focused on sustainable investments, systematic investment management strategies, big data analytics, machine learning, and DLT technologies. Lawrence has an MBA, is a regular Forbes and Fintech. TV contributor, and promotes ethical and sustainable finance policies for a transparent, secure, and quality digital future for everyone.

US Attorney Damian Williams stated, “This is one of the biggest financial frauds in American history,” and more indictments are expected.

John Ray, the new FTX CEO, was the expert that oversaw the Enron bankruptcy and commented in his November court filing, “Never in my career have I seen such a complete failure of corporate controls and such a complete absence of trustworthy financial information as occurred here.”

The situation continues to embarrass establishment figures, celebrities, and those on both sides of the political divide that have been recipients of donations from SBF, one of biggest political donors in history.

## Fraud, Gross Incompetence, Or Both

SBF hit the virtual media road a couple of weeks before the indictment, against the advice of his lawyers, to tell the world, “I screwed up,” denying fraud and claiming huge management failures and sloppy accounting.

Whether fraud and malfeasance or gross incompetence and non-feasance, consumers trusted their money to FTX which was allegedly abused on a grand scale in FTX’s sister company Alameda for high-risk investments resulting in significant losses.

This is not a failure of crypto or of regulation. This is a human failure that extends to a systematic failure of management, governance, and leadership.

Regulation did not prevent the Great Financial Crisis of 2008, also a failure of leadership in the highly regulated banking

sector, where the quality of (leveraged) sub-prime assets was arguably poor and failed with dire systematic consequences.

The fatal failure of management controls and governance is in its roots, a very human failure. The best processes, controls, systems, and experience are often little match for an individual or individuals set on circumventing “the system”. The failure of leadership when management and governance fail is often criminal.

“Management is doing things right; leadership is doing the right things,” said Peter Drucker in his principal leadership tenet, whose writing should be high atop every aspiring leader’s reading list.’

## Don’t Worship False Idols

There is a deep recall of anthropological instincts that renders many humans hypnotized by the cult of celebrity and the fairytale of the alchemist transforming normal things through a magical-like process – it’s very Pavlovian.

SBF, the 30-year-old techno-wonderkid, with a baby-faced “do good” persona, was a regular at excess virtue signaling and caught many leading policymakers, investors, and partners in his spell, most of whom appear to have inconveniently forgotten to ask the basic questions of due diligence.

One must ask, “Where were the adults while SBF was running amuck with FTX’s customer funds?”

Larry and Sergey wisely appointed Eric Schmidt CEO at Google to help them navigate the world of business, regulation, and global scaling. After 17 years, they reckoned they no longer needed adult supervision and Schmidt

stepped down. The rest is history.

Steve Jobs brought in CEO John Scully as the adult supervision for Apple in the 80’s. Jobs was removed and shortly resigned. Life after Apple was a deeply cathartic journey for Jobs and led to his reunion with the company 12 years later, and the rest is leadership history of legendary proportions.

It is often the network effect of the failure that deserves attention here – everyone assumed someone else had done the FTX due diligence. Courting and attracting big named investors and flouting a large valuation sends the signal that “the market” values a company and its leadership.

Better public standards are required in the future that must address, “Are the founders and executives experienced enough to act responsibly and reliably, with the appropriate controls, and especially in a major market crisis?”

## Integrity Is The Foundation Of Leadership

Author William A. Cohen studied military leadership and worked with Peter Drucker to develop the 8 Principles of Leadership. As Drucker pointed out to Cohen, “In no other type of leadership must the leader make decisions based on less or less reliable information.”

Of the 8 Principles, Integrity First is Cohen’s number of choice where Drucker states, “A leader can be well-liked and popular and even competent and that’s all well and good, but if he lacks integrity of character he is not fit to be a leader.”

It is the integrity of a leader, and all that comes with it, that lays the foundation that condemns toxic behaviors and sets the tone at the top for doing the right things for a company, its customers, staff, and shareholders.

Developing Our Aspiring Leaders With Greater Network Resilience

Most people do not want to be managers. Good management and good governance often require saying NO more than YES, which is difficult for most people to do and makes management plainly unpopular.

World class managers and leaders are cultivated, and it takes time to learn this



This is one of the biggest financial frauds in American history.

craft, especially when making decisions on behalf of thousands of customers, staff, and shareholders.

Move fast and break things, Mark Zuckerberg’s motto used by Facebook until 2014, does not apply very well to financial services, and SBF has found this out the hard way. He will likely spend years in prison reflecting on this and his failures.

Is it reasonable to expect that aspiring leaders have the technical experience, people skills, and maturity to manage large rapidly growing businesses?

Good leadership, beyond everything, requires surrounding yourself with people that have diverse perspectives who can disagree with you without any fear of retaliation. Young tech entrepreneurs are often ageist themselves, and quick to dismiss older more experienced managers who do not easily understand their “tech speak” or the alchemy they are practicing.

It is often the experienced managers who can see through the jargon of alchemy that young tech entrepreneurs enthusiastically champion as dogma. Many were once younger leaders or entrepreneurs themselves, and do not have the time, the mandate, the interest, or the incentive to engage or intervene, even when they are stakeholders.

Getting these factors better aligned to support aspiring leaders in the network would be a good start to improving the network resilience against systematic failures like FTX and creating better management, governance, and leadership in our start-ups.

Ultimately, it is our innovation and technology that will play one of the biggest roles in our future prosperity and safety. We need to take its development and growth much more seriously if we are to become better at managing it and leading it.



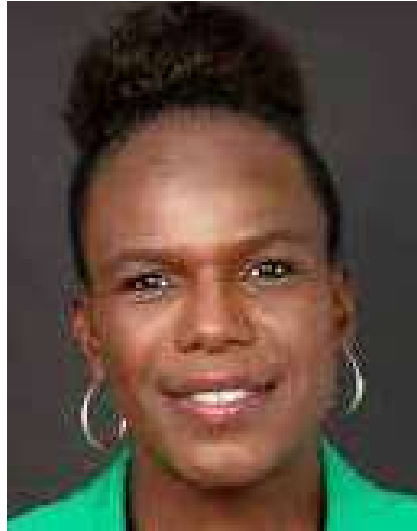


35

## Robert A. Iger

Entertainment  
(USA)

**R**obert Iger made a surprise comeback as the CEO of the Walt Disney Company in November 2022 after less than a year of retiring. He previously assumed the role of Executive Chairman in February 2020, having served as Chief Executive Officer since 2005. Under Iger, Disney broadened its roster of intellectual properties, expanded its presence in international markets, and oversaw an increase in the company's market capitalization from \$48 billion to \$257 billion. He led the significant acquisitions of Pixar for \$7.4 billion, Marvel Entertainment for \$4 billion, Lucasfilm for \$4.06 billion, and the entertainment assets of 21st Century Fox for \$71.3 billion. Iger also expanded the company's East Asia theme park presence by introducing Hong Kong Disneyland Resort and Shanghai Disney Resort.

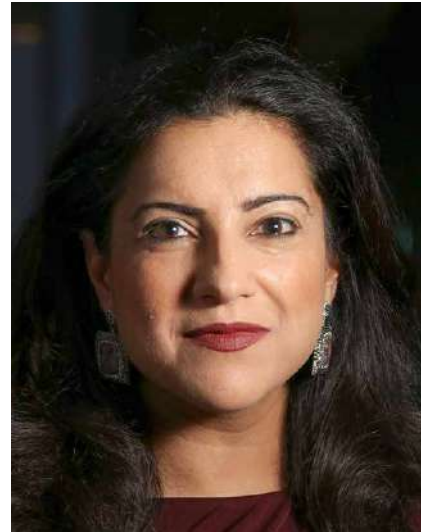


36

## Ala Stanford

Healthcare (USA)

**D**r. Ala Stanford, MD, FAAP, FACS, is an experienced physician with an impeccable record of delivering patient care. In April 2022, President Biden appointed Dr Ala Stanford to lead the US Department of Health and Human Services Region 3 office, which covers all of Delaware, the District of Columbia, Maryland, Pennsylvania, Virginia, and West Virginia. A pediatric surgeon by trade, Dr Stanford led the consortium in making house calls and operating COVID-19 testing sites during the peak of the pandemic. When the first COVID-19 vaccines arrived last year, the group ran vaccine clinics, including a 24-hour site at the Liacouras Center at Temple University.



37

## Reshma Saujani

Social Impact (USA)

**R**eshma Saujani is a leading activist and the Founder of Girls Who Code and the Marshall Plan for Moms. She has spent more than a decade building movements to fight for women's and girls' economic empowerment, working to close the gender gap in the tech sector, and, most recently, advocating for policies to support moms impacted by the pandemic. Reshma is also the author of the international bestseller *Brave, Not Perfect*, and her influential TED talk, "Teach girls, bravery not perfection," has more than five million views globally. In 2022, during the mass shootings in the US that shocked the education community, Girls Who Code donated to the Robb School Memorial Fund to support the victims' families.



38

## Dmitry Muratov

Social Impact  
(Russia)

**A**fter the dissolution of the Soviet Union in 1991, Dmitry Muratov and other journalists co-founded the newspaper *Novaya Gazeta* serving as the Editor-In-Chief, which soon became a leading advocate for democracy and freedom of expression in Russia. Under Muratov's leadership, *Novaya Gazeta* has criticized the Russian authorities for corruption, electoral fraud, and human rights violations. Awarded the Nobel Peace Prize in 2021, he has auctioned off his Nobel Peace Prize medal for \$103.5m (£84m). Muratov said all the money from the sale would help refugees from the war in Ukraine. The sale of the gold medal in New York will benefit Unicef's humanitarian response to help Ukraine's displaced children.



39

## Mackenzie Scott

Social Impact (USA)

**M**ackenzie Scott is a philanthropist, author, and the ex-wife of Amazon Founder Jeff Bezos, to whom she was married for 25 years. As part of their 2019 divorce, she received a 25% stake in the online retailer. In May 2019, shortly after she announced the terms of the divorce on Twitter, she signed the Giving Pledge, promising to give away at least half of her wealth over the course of her lifetime. In 2022, MacKenzie Scott gave \$122.6 million to Big Brothers Big Sisters of America, the national youth-mentoring charity. She also donated \$84.5 million to the Girl Scouts of the USA, the most significant donation from a single benefactor in the organization's history. The money will go toward updating facilities, hiring new staff, and making membership more accessible for girls from all backgrounds.



40

## Eric Yuan

**E**ric Yuan founded Zoom in 2011 to deliver happiness and bring teams together to get more done in a frictionless video environment. Zoom's video-first unified communications platform continues to transform how leading global enterprise companies communicate dramatically. Under Eric's commendable leadership, Zoom was one of the highest-performing tech IPOs of 2019. His wealth has increased during the COVID-19 pandemic, as Zoom has benefited from the shift to online work and teaching. In February 2022, the organization's philanthropic arm, Zoom Cares, granted \$5.5M to support Youth Leadership, Climate Progress, and BIPOC-Serving Groups. He was previously a manager of WebEx at Cisco, which acquired the video conferencing company in 2007.





## 41 Simon Sinek

Coaching (USA)

**D**escribed as ‘a visionary thinker with a rare intellect,’ Simon Sinek has devoted his professional life to helping advance a vision of the world. A trained ethnographer, he is fascinated by the people and organizations that make the most significant and longest-lasting impact. Over the years, he has discovered some remarkable patterns in how they think, act, and communicate and the environments in which people operate at their natural best. Simon is also active in the arts and social impact sector. In 2021, he founded The Curve: a diverse group of forward-thinking chiefs and sheriffs committed to reforming modern policing from the inside out. Their purpose is to build a profession dedicated to protecting the vulnerable from harm while advancing a vision of a world where all people feel justice is administered with dignity, equity, and fairness.



## 42 Samia Suluhu Hassan

Politics (Tanzania)

**S**amia Suluhu Hassan is currently the only female head of Government in sub-Saharan Africa. She became the sixth President of the United Republic of Tanzania in March 2021, following the death of President John Magufuli. Since taking office, Hassan has set off on a different path than her predecessor: she encouraged COVID-19 vaccinations by publicly taking the shot herself, lifted a ban on pregnant girls in schools, and began to amend some Magufuli-era economic regulations to lure back investors. The Government has been actively pushing the climate agenda, its commitment reflected in President Samia’s \$18 billion plan to build renewable power generation in southern Africa at talks in COP27 2022 held in Egypt as world leaders seek to increase climate finance in the region.



## 43 Camille Vasquez

Social Impact (USA)

**C**amille Vasquez is a Partner in Brown Rudnick’s Litigation & Arbitration Practice Group and Co-Chair of the Firm’s Brand & Reputation Management group. Her current practice focuses on plaintiff-side defamation suits, with additional experience litigating contract disputes, business-related torts, and employment-related claims. Camille is adept at formulating offensive and defensive litigation strategies for private clients. She was Johnny Depp’s lawyer in the famed Depp and Amber Herd trials in 2022. With the victory in the trial, she garnered global acclaim and publicly advocated against domestic violence, regardless of gender, thereby giving male domestic abuse survivors a platform to voice their opinions.



## 44 Prince Alwaleed bin Talal Al Saud

Social Impact (Saudi Arabia)

**P**rince Alwaleed bin Talal Al Saud is the Founder of Kingdom Holding, a conglomerate with stakes in hotels, real estate, and equities. The Riyadh-based group’s publicly traded investments include Citigroup, Snap, Lyft, and Twitter. He also has a majority stake in Rotana, a provider of media and entertainment in the Middle East. He is known for his philanthropy, and in 2022, he announced that he would transfer his entire \$32 billion fortune to his foundation, Alwaleed Philanthropies, over the coming years. He has already donated \$3.5 billion to support charitable projects and hopes to give back to society. The foundation promotes more sustainable communities, empowers women and youth, assists survivors of natural calamities, and creates a more tolerant and accepting world.



## 45 Ma Huateng

Technology (China)

**M**a Huateng is a Chinese billionaire business magnate and business oligarch. He is the Founder, Chairman, and Chief Executive Officer of Tencent, one of the most valuable companies in Asia, one of the largest internet and technology companies, and one of the most significant investments, gaming, and entertainment conglomerates in the world. The company develops China’s most popular mobile instant messaging service, WeChat, and its subsidiaries provide media, entertainment, payment systems, smartphones, internet-related services, value-added services, and online advertising services in China and globally. The company has granted various donations throughout the years for several noble causes. In 2022, Tencent donated 400 million yuan on its 99 Giving Day, a nine-day charitable event that ended on September 9th, in what has become China’s largest charitable fund-raising exercise to help with Beijing’s campaign for ‘common prosperity.’



## 46 David Vélez

Finance (Brazil)

**V**élez is the Co-Founder and CEO of Nubank, a Sao-Paulo-based digital bank that offers credit cards, checking accounts, and life insurance. Vélez started Nubank after seeing that five Brazilian banks controlled 80% of the market and charged high fees for basic financial products. Under Vélez’s leadership, Nubank grew from a small digital banking start-up to the region’s largest bank by value and the fourth-largest company in Latin America. Nubank offers an array of financial services to millions of under-served Latin Americans who previously had no bank accounts or access to credit. In October 2022, Nubank’s CEO, David Vélez, and his partner Mariel Reyes launched the Philanthropy Platform. With this platform, he intends to bring a new philanthropic outlook to Latin America to empower social entrepreneurs who are contributing to solving society’s most critical problem: unequal distribution of access to opportunities.



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## 47 David Zaslav Entertainment (USA)

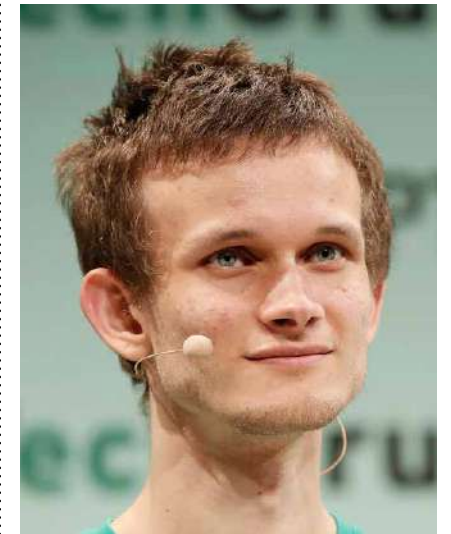
**D**avid Zaslav is the President and Chief Executive Officer of Warner Bros. Discovery, one of the world's largest and most diverse media and entertainment companies with market leadership across all programming genres. He sets the strategy and oversees all operations for Warner Bros. Discovery's global suite of brands, including Warner Bros. Pictures and Warner Bros. Television Group, HBO and HBO Max, discovery+, CNN, HGTV, Food Network, OWN, ID, Warner Bros. Animation, Discovery Kids, Eurosport and more. In April 2022, Zaslav spearheaded the transaction between AT&T's WarnerMedia and Discovery, combining the companies' media assets. Under his leadership, Discovery began trading as a public company in 2008, became a Fortune 500 company in 2014, and acquired Scripps Networks Interactive in 2018, making it the #1 most-watched pay-TV portfolio in the US.



## 48 Ngozi Okonjo-Iweala Social Impact (Switzerland)

**D**r Ngozi Okonjo-Iweala is the first woman and African to serve as the Director General of the World Trade Organisation (WTO). She is an economist and international development expert with over 30 years of experience. She was Chair of the Board of Gavi, the Vaccine Alliance (2016 – 2020), the African Risk Capacity (2014 – 2020), and Co-Chair of The Global Commission on the Economy and Climate. Previously, she served as Senior Advisor at Lazard and sat on the Boards of Standard Chartered PLC, and Twitter Inc. Dr Okonjo-Iweala was appointed as an AU COVID-19 Special Envoy and WHO COVID-19 Special Envoy.

Dr Okonjo-Iweala served twice as Nigeria's Finance Minister (2003-2006, 2011-2015), the first woman to hold the position, and spent a 25-year career at the World Bank, rising to the No 2 position of Managing Director.



## 49 Vitalik Buterin Technology (Canada)

**V**italik Buterin is the Co-Founder and inventor of Ethereum, described as a 'decentralised mining network and software development platform rolled into one' that facilitates the creation of new cryptocurrencies and programs that share a single blockchain (a cryptographic transaction ledger). He became involved with cryptocurrency early in its inception, co-founding Bitcoin Magazine in 2011. In 2014, Buterin launched Ethereum with Gavin Wood, Charles Hoskinson, Anthony Di Iorio, and Joseph Lubin. In 2022, the Russian-born cryptocurrency inventor quietly donated \$5 million to Ukraine relief efforts. Half of the \$5 million in donations went directly to Aid for Ukraine, while the other half went to Unchain Fund, a cryptocurrency charity initiative created by activists in the blockchain community to provide humanitarian relief for Ukrainians.





50

## Sevgil Musaieva

Social Impact  
(Ukraine)

**S**evgil Musaieva is a Ukrainian journalist from Crimea currently serving as Editor-in-Chief of the online newspaper Ukrayinska Pravda. With her primary focuses being current news, politics, and social issues, Sevgil also manages the group of websites run by the newspaper covering other areas such as the economy, and the political history of Ukraine, amongst others. An active charity worker, Sevgil was involved in many projects and events, one of which was initiating a project aimed at providing those affected by the political crisis in Crimea with trustworthy information and assisting them with matters of safety and resettlement. In 2022, with the bloodiest this century, Ukraine is fighting for its future and the right to exist. Sevgil has ensured that her outlet covers every aspect of the war and raises awareness about the issue on the global stage.



51

## Laxman Narasimhan

Retail (USA)

**N**arasimhan is the Chief Executive Officer-elect of Starbucks Corporation, the premier roaster, marketer, and retailer of specialty coffee in the world, since October 1, 2022, and will assume the CEO role and join the Starbucks board of directors on or before April 1, 2023. Prior to joining Starbucks, Narasimhan was CEO of Reckitt Benckiser Group Plc, an FTSE 12 listed British multinational consumer health, hygiene, and nutrition company, since 2019. A regular attendant at various discussions and summits, he also takes an interest in global issues and challenges. At the B20 Summit, he said, “eradicating malnutrition, undernourishment, and obesity; ensuring environmental conservation, mitigation, and adaptation to climate change; fostering technology development and adoption; progressively eliminating barriers to global food trade, and minimizing food loss and waste,” are the five most significant challenges facing the global food system.



52

## Sikhulile Moyo

Healthcare  
(Botswana)

**S**ikhulile Moyo is a Medical Virologist based at the Botswana Harvard AIDS Institute Partnership (BHP). He is the Laboratory Director for the Botswana Harvard HIV Reference Laboratory and a Research Associate with the Harvard T.H Chan School of Public health. As a Co-Chief Scientist, he is currently part of the presidential task team for COVID-19. He has made several significant contributions in laboratory systems strengthening, the prevention of mother-to-child HIV transmission and studies that have informed birth outcomes, the health of HIV-exposed infants, surveillance of HIV incidence, and monitoring of HIV mutations associated with drug resistance. In 2022, Moyo and his laboratory were the first to identify the SARS-CoV-2 Omicron variant. Upon discovery, they alerted the Botswanan Ministry of Health and began working toward treatment alternatives to weaken the variant.



53

## Elisa Loncón

Politics (Chile)

**E**lisa Loncón Antileo is a Mapuche linguist and indigenous rights activist in Chile. In 2021, Loncón was elected as one of the representatives of the Mapuche people for the Chilean Constitutional Convention. Following the inauguration of the body, Loncón was elected President of the Constitutional Convention. Shortly after being elected President of the Constitutional Convention, she declared her aim to discuss terms for releasing the Prisoners of the Revolt and indigenous political prisoners. Loncón has helped build a “plurinational library” in the Constitutional Convention and brought books of Humberto Maturana, Ximena Dávila, Frantz Fanon, Christo Brand, Linda Tuhiwai, and Silvia Rivera Cusicanqui for that purpose.



54

## C. Nicole Mason

Education (USA)

**D**r Mason is the President and CEO of the Institute for Women’s Policy Research and a professor in the Women’s Studies department at Georgetown University. Dr Mason is the youngest person currently leading one of the significant inside-the-Beltway think tanks in Washington, D.C., and one of the few women of color to do so. She succeeded noted economist and MacArthur Fellow Heidi Hartmann, the Institute’s founding CEO. As one of the nation’s foremost intersectional researchers and scholars, Dr. C. Nicole Mason brings a fresh perspective and a wealth of experience to the Institute for Women’s Policy Research. For the past two decades, Dr. Mason has spearheaded research on economic security, poverty, women’s issues, entitlement reforms, policy formation and political participation among women, communities of color, and racial equity.



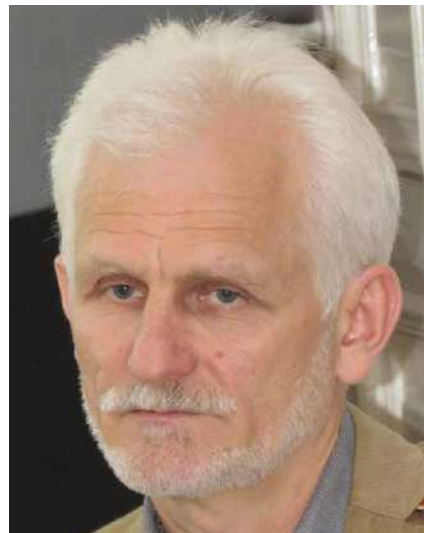
55

## Melanie Perkin

Technology  
(Australia)

**M**elanie Perkins is an Australian technology entrepreneur known as the Co-Founder and CEO of Canva, an online publishing and design tool which makes graphic design simple for everyone. Perkins is listed as one of the youngest female CEOs to lead a tech startup valued at over a billion dollars. Canva was launched in 2013 by Perkins, now-husband Cliff Obrecht, and Cameron Adams in Sydney, Australia, but was met by investor skepticism due to its location. In 2022, the billionaire couple signed the Bill Gates’ Giving Pledge with a solid plan to give away their money through charitable donations. The main aim of their charity work is to eliminate extreme poverty.





## 56 Ales Bialiatski

Social Impact  
(Belarus)

**B**ialiatski is a human rights activist in Belarus, leading an almost 30-year campaign for democracy and freedom. In 1996, he founded the Minsk-based Human Rights Center Viasna to provide support for political prisoners. It has since become the country's leading non-governmental organization contributing to the development of civil society in Belarus through documenting human rights abuses and monitoring elections. Bialiatski's defense of human rights in Belarus has brought him numerous international accolades. In 2020, he won the Right Livelihood Award, widely known as the 'Alternative Nobel Prize.' In 2022, Bialiatski was awarded the 2022 Nobel Peace Prize, along with the organization's Memorial and Centre for Civil Liberties. He is currently being held in prison without trial; Bialiatski and other human rights activists have called the charges politically motivated.



## 57 Kengo Kuma

Architecture (Japan)

**K**engo Kuma is considered one of the most significant contemporary Japanese architects. He is regarded as one of Japan's most famous contemporary architects concerned with reviving and revitalizing traditional Japanese values and customs by blending them well with the modernistic approach of the current time. His efforts have exposed many innovative uses of conventional Japanese materials in the throbbing market of the 21st century. He has proposed new ways of incorporating the built environment with natural resources like natural light and unveiled architecture as a proficient art, making life comfortable instead of something dominating our daily living. His method of mixing high-tech fashion with long-established construction manners is rapidly gaining international admiration and making its way to China and the West.



## 58 Jennifer Jones

Social Impact  
(Canada)

**J**ennifer E. Jones, a member of the Rotary Club of Windsor-Roseland, Ontario, Canada, has become Rotary International's President for 2022-23, a groundbreaking milestone that will make her the first woman to hold that office in the organization's 115-year history. A current Rotary Foundation trustee, Jones has been a Rotary member since 1997 and has served Rotary as RI vice president, director, training leader, committee chair, moderator, and district governor. She played a significant role in Rotary's rebranding effort by serving as chair of the Strengthening Rotary's Advisory Group. She is the Co-Chair of the End Polio Now Countdown to History Campaign Committee, which aims to raise \$150 million for polio eradication efforts. Jones has also received Rotary International's Service Above Self Award and The Rotary Foundation Citation for Meritorious Service.



## 59 Anthony Albanese

Politics (Australia)

**A**nthony Norman Albanese has been Australia's 31st Prime Minister since 2022. He has been the leader of the Australian Labor Party (ALP) since 2019 and the Member of Parliament (MP) for Grayndler since 1996. In the 2022 election, Albanese led his party to a decisive victory against Scott Morrison's Liberal-National Coalition. He is the first Italian-Australian to become prime minister, the first Australian Prime Minister to have a non-Anglo-Celtic surname, and the last of the 16 Australian prime ministers who have served under Queen Elizabeth II. Albanese's first acts as Prime Minister included updating Australia's climate targets in an effort to reach carbon neutrality by 2050 and supporting an increase to the national minimum wage.



## 60 Vani Kola

Social Impact  
(India)

**V**ani Kola is the Founder and Managing Director of Kalaari Capital, one of India's leading early-stage venture capital firms. She is a proponent of India's digital opportunity to create next-gen large-scale companies which will scale globally. Having been a 2x entrepreneur in Silicon Valley, Vani's investment philosophy is derived from her successful entrepreneurial experiences. Over the last decade, Vani has become an influential voice in the country's vibrant startup ecosystem. She also actively supports various organizations fostering entrepreneurship and women's leadership. To promote this cause, she started CXXO, an initiative that promotes and supports female founder-CEO-led startups in India by providing equitable access to capital, mentorship, and a community of other women founders and entrepreneurs. Kalaari has earmarked \$10 million to support eight to 10 digital startups where women are the key decision-makers.



## 61 Anwar Al-Bunni

Social Impact  
(Syria)

**A**nwar al-Bunni is a prominent Human Rights Lawyer in Syria. He is the Director of the Syrian Center for Legal Studies and Research and the Co-Founder of the Syrian Human Rights Association, a center for defending journalists and political prisoners. As a lawyer, al-Bunni was specifically involved in defending people who were prosecuted for expressing their opinions in non-violent ways, including intellectuals and human rights activists who were arrested when the 'Damascus Spring' of 2001 was suppressed. Because of his work, al-Bunni has been the target of repressive measures by the authorities. He and his family members were systematically threatened and followed and were the target of smear campaigns by the authorities. The Damascus Bar Association has repeatedly disbarred al-Bunni.



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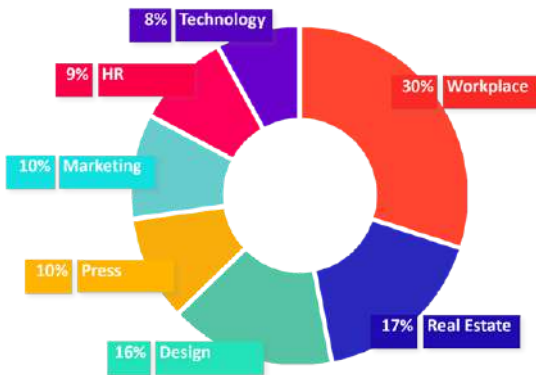


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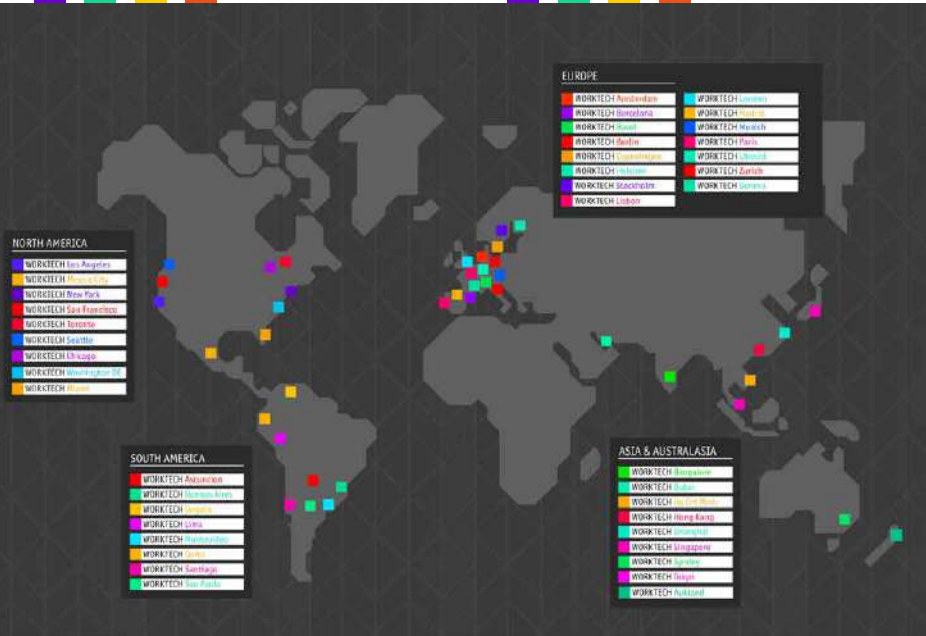
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## 62 Bolor-Erdene Battengel

Social Impact (Mongolia)

**B**olor-Erdene Battengel is the Chairwoman of the Government of Mongolia's Communication and Information Technology Authority, the first female and youngest leader to be elected. As the youngest in the current Cabinet, she crafted the five-year plan to transform Mongolia into a 'digital nation.' In her first few months in office, Battengel launched the revolutionary 'E-Mongolia' platform that digitized 181 popular government services for easy public use. Battengel also founded the Girls for Coding program to teach young girls from rural areas in Mongolia to learn how to code. She studied Public Policy at Oxford and previously worked at the United Nations, World Bank, and Asian Development Bank.



## 63 Daniela V. Fernandez

Social Impact (USA)

**D**aniela is an award-winning social entrepreneur, thought leader, and internationally sought-after speaker on the entrepreneurial mindset, ocean innovation, technology, youth empowerment, and sustainability. At the age of 19, Daniela founded Sustainable Ocean Alliance as a college-room idea at Georgetown University. Five years later, SOA has created the world's largest network of young Ocean Leaders in over 165 countries and launched the world's first Ocean Solutions Accelerator to support developing technological solutions to address our planet's greatest threats. Daniela has been recognized for her work by former U.S. Secretary John Kerry, U.S. President Bill Clinton, and E.U. Commissioner Karmenu Vella. She is a 2019 Forbes 30 Under 30 Social Entrepreneur and a member of Friends of Ocean Action—a select group of leaders working to fast-track solutions to ocean challenges.



## 64 Mike Cannon-Brookes

Technology (Australia)

**M**ike Cannon-Brookes is the Co-Founder of the collaboration software firm Atlassian, based in Sydney. Atlassian, which has no sales team, boasts an impressive roster of clients, including NASA, Tesla, and SpaceX. Cannon-Brookes often carries the epithet of accidental billionaire after he and his business partner Scott Farquhar founded Atlassian, intending to earn the then-typical graduate starting salary of A\$48,000 at the big corporations without having to work for someone else. He has been a vocal advocate for reducing Australia's reliance on fossil fuels in favor of renewable energy sources. In 2022, Cannon-Brookes and Canadian asset manager Brookfield Asset Management made an unsolicited \$8 billion bid to acquire AGL Energy. The company rejected the offer.



## 65 Emily Oster

Social Impact (USA)

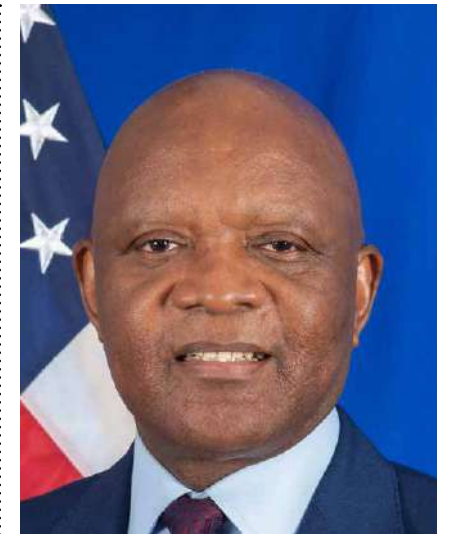
**E**mily Oster is a Professor of Economics at Brown University and the author of Expecting Better, Cribsheet, and The Family Firm. She holds a Ph.D. in Economics from Harvard. Prior to being at Brown, she was on the faculty at the University of Chicago Booth School of Business. Oster's academic work focuses on health economics and statistical methods. Her goal is to create a world of more relaxed pregnant women and parents. In 2022, Oster extensively researched how children have been learning and developing during the pandemic. She also received the distinction for her valuable research in translating data into simple, rational guidance for parents worldwide.



## 66 Stéphane Bancel

Healthcare (France)

**S**téphane Bancel is the CEO of Cambridge, Massachusetts-based biotech firm Moderna, known for its COVID-19 vaccine. He became CEO of Moderna in 2011 and owned a roughly 8% stake in the publicly traded company. Before joining Moderna, Bancel was the CEO of French diagnostics company BioMérieux, founded by fellow French billionaire Alain Mérieux. Moderna's COVID-19 vaccine was granted full FDA approval on January 31, 2022; it had previously received emergency-use authorization in December 2020. In 2022, Moderna's CEO Stéphane Bancel has been named a chevalier (knight) of the Légion d'Honneur, the highest French distinction for military and civil accomplishments. Stéphane currently serves on the Board of Directors of Generate Biomedicines and Qiagen NV. He is a Venture Partner at Flagship Pioneering and a Trustee of the Museum of Science in Boston.



## 67 John Nkengasong

Healthcare (USA)

**A**mbassador Nkengasong has a wealth of experience, having previously served as the first Director of the African Union's Africa Centres for Disease Control and Prevention and one of the World Health Organization Director-General's Special Envoys on COVID-19 Preparedness and Response. He began his career at the U.S. Center for Disease Control and Prevention (CDC) in 1995 as head of the virology lab in Abidjan, Ivory Coast. Ambassador Nkengasong is currently the U.S. Global AIDS Coordinator and Special Representative for Global Health Diplomacy at the U.S. Department of State under President Joe Biden. His three decades of experience in infectious diseases and pandemic preparedness make him ideally suited to shepherd PEPFAR into its next phase of achieving and sustaining HIV epidemic control.



# Managing Customer Experience In Healthcare – Why It Is Crucial In The Aftermath Of The Pandemic

Our current economic climate has thrown the inner workings of many industry sectors into sharp relief. Healthcare arguably tops the list of the industries most affected in recent years.



**Aditya Kejriwal**

## About the Author:

Aditya Kejriwal currently leads the customer experience strategy for Cardinal's direct-to-consumer business, prioritizing building a customer-centric culture. He has been with Cardinal for eight years and has played multiple roles in commercial product management, digital transformation, business process outsourcing, and shared services development. Previously, he held senior roles at WNS global services and other service delivery organizations, where he specialized in leading multi-geography, multi-disciplinary programs that included cost consolidation and process harmonization across geographically dispersed

A global pandemic notwithstanding, consumers and businesses alike have had to shift their expectations for care. From telemedicine to virtual doctor's visits becoming increasingly common, online presence means everything. These are all-natural byproducts of a changing world, making access to affordable, efficient healthcare more critical than ever.

In our highly digital world, consumers have begun to rely on certain online services to help guide them through the resulting peaks and valleys of the changing economy.

Amazon, for example, grew over the years to prove efficient delivery for just about any consumer product you can think of. Why shouldn't other industries provide a similar efficiency for their customer base? The customer experience (CX) in healthcare is past-due for a significant change. For such an overhaul to be completed correctly, customer feedback must be considered and implemented appropriately. Let's take a look at how revamping the customer experience can ultimately help transform the healthcare industry for the better.

## The Customer Experience Today

Businesses started collecting consumer data decades ago in an effort to improve customer experience and increase revenue. These data sets helped businesses usher in a new era of personalized service. The shift helped companies provide better, more personalized products for consumers across the globe.

During the height of the pandemic, many companies had to shift their business

model to cater to a new generation. Companies looked at consumer trends from online shopping to restaurant curbside pickup and pivoted accordingly. This helped customers to feel valued. Companies today recognize that a valued customer tends to exhibit brand loyalty.

The purpose of this piece is not to explore marketing. Rather, it is to explore the customer experience as it relates to the overarching healthcare field as a whole. So, why hasn't the healthcare field made the necessary changes needed to make life easier for millions? Why haven't better practices been implemented?

Healthcare products are becoming commoditized, and a growing focus on Customer Experience is expected by customers.

## Healthcare Pricing

We live in an age of instant gratification. Gone are the days when we need to spend hours searching for the right product. We can simply type an item into our internet search bar, and voila. Item secured. Oftentimes for an affordable price.

This isn't always the case when it comes to healthcare-related services and products. The prices for services and products in the healthcare space are generally negotiated by health insurance companies and healthcare providers. These negotiated prices aren't public knowledge, leaving customers wondering what the final total will be until after care or products have been received. Not to mention, the cost of processing an order in the healthcare field is significantly higher than a typical retail order. This is partially due to the

Navigating and receiving care shouldn't be as costly or as difficult as the current healthcare system is set up to be.

fact that when it comes to patient care, patients are not looked at as individuals but more so as an aggregate whole. This is what pricing models are based on, leading to high premiums, exorbitant hospital bills, and varying product price tags.

The murky waters of healthcare costs can lead patients to default to a higher price, even when price does not always equate to quality care. The inherently complex system makes it difficult for patients to truly understand the pricing systems they subscribe to. Imagine ordering an item off of Amazon, thinking you'll be paying \$14.99 at purchase, and receiving an additional bill later for \$44.99 outlining what it took to get that item to your doorstep. While this is an overly simplified analogy regarding healthcare costs, it is similar in that many times; patients are caught unaware of the entire cost of care until well after the fact.

## Needed Improvements in CX

One way healthcare providers can help improve CX is to leverage customer data and implement accurate pricing. This way, individual patients will be looked at



as the standard at which costs are priced rather than aggregated procedures and services on the whole.

A major revamp will be required if those in the healthcare sector are to provide next-level CX. What might that look like in the home healthcare space, for example? Suggested improvements are a complex issue as many moving parts affect how customer service is delivered to patients.

Circumstances for care range from memory problems to significant physical ailments. How a patient experiences treatment both during and after their care is measured by multiple factors. These factors then reflect directly on how well CX is perceived.

We've all dealt with laborious claims processes and tedious paperwork. Many experience excessive waiting periods dealing with complaint resolutions or connecting with help to schedule appointments and pharmacy pick-ups. Improving operations internally can help bolster these systems to work more efficiently. Gathering feedback and using analytics to leverage the data will be helpful for identifying operational gaps and improving overall performance.

## A Healthy Path Forward

Ensuring positive improvements get implemented is a gargantuan task. However, transformation is possible. By creating a better system for access to care, CX can have a healthier track record.

Key areas like transparent costs and sustainable delivery of care should be at the forefront of every CX plan. Coordinating a better customer experience is going to take effort from nearly every angle in the healthcare industry. Gathering data, analyzing it, and implementing the information found will help drive change. This might be completed through customer surveys, social media feedback, various customer service logs, or sales data. Large swathes of information can be collected from these various areas, all to help pull focus toward a patient-centered approach.

Navigating and receiving care shouldn't be as costly or as difficult as the current healthcare system is set up to be. A data-driven approach to operational change is one way to ensure the customer experience in the healthcare sector is a positive one.





## 68 Anshula Kant

Finance (India)

Anshula Kant is the Managing Director and Group Chief Financial Officer of the World Bank. In this role, she is responsible for the financial and risk management of the World Bank Group, reporting to the President. Among other essential management duties, her work includes oversight of financial reporting, risk management, and mobilization of IDA and other financial resources. She was the Managing Director and member of the Board of SBI from September 2018 to August 2019. Her style of leadership is one of inclusion and empathy. She has mobilized \$157 billion worth of financing to countries for handling COVID-19. Under Kant, the International Development Assistance (IDA) was able to raise \$5 billion. IDA is an arm of the World Bank that provides finance to low-income countries at minimal to no interest rate.



## 69 Nasrin Sotoudeh

Social Impact (Iran)

Nasrin Sotoudeh is an Iranian lawyer advocating for the rule of law and the rights of political prisoners, opposition activists, women, and children in the face of Iran's repressive regime. She is currently serving a long prison sentence for standing up against the country's draconian legal system. Sotoudeh rose to prominence in the aftermath of the 2009 anti-government protests, the so-called 'Green Revolution,' following the country's presidential elections. Sotoudeh defended several activists arrested during the government's aggressive crackdown on the demonstrations. Because of her unrelenting commitment to justice, Sotoudeh has been frequently imprisoned. In March 2019, she was sentenced to 38 years in prison and 148 lashes on made-up charges, including stoking 'corruption and prostitution.'



## 70 Kim Jones

Retail (USA)

Kim Jones succeeded Sara Blakely as the CEO of the retail giant Spanx in September 2022. Kim has worked for SPANX for 15 years and, in addition to serving as CFO and President, she has been instrumental in the company's growth from startup to the category-defining, digital-first apparel brand it is today. Her love and deep understanding of the brand and the customer make her the perfect fit for the job. In 2021, Kim worked closely with Founder Sara Blakely to sell a majority stake of Spanx to investment firm Blackstone – the much-awaited deal that valued the company US \$ 1.2 billion. Prior to SPANX, she was the Chief Executive Officer at Sweetwater Brewing Company and held finance positions at Ernst & Young, The Coca-Cola Company, and EarthLink.



## 71 William Ruto

Politics (Kenya)

William Ruto is Kenya's fifth and current President since September 13th, 2022. Prior to becoming president, he served as the 11th Deputy President of Kenya from 2013 to 2022. After taking office, Ruto announced a pledge to address climate change and end the use of fossil fuels in Kenya's electricity production by 2030. At his debut address to the United Nations General Assembly, he nodded to President Biden's 'Build Back Better,' proposing a global effort toward building back better from the bottom upward. Other themes he addressed were; the expansion of the representation of Africa on the U.N. Security Council, increased investment in the African continent, "moving Africa from aid to investment," tapping "the ever-bustling" human capital for economic prosperity and a concerted effort towards tackling climate change in the world.



## 72 Cristina Villarreal

Social Impact (Colombia)

Villarreal is a Psychologist and Founder of Oriéntame, the first organization in Colombia to provide legal abortion and reproductive rights counseling in the country. She has also created several other organizations in favor of this cause, such as CLACAI, the Latin American Consortium against unsafe abortion. Villarreal was a member of the Board of Directors of the NAF and the Guttmacher Institute, the Foundation for the Right to Die with Dignity, and the advisory committee of Global Doctors for Choice in Latin America. Together with González, she started the Causa Justa Movement, a movement in favor of the decriminalization of abortion, which found its first achievement in 2006, when the Constitutional Court enabled three situations for the practice of legal abortion: health grounds, sexual violence grounds, and fetal malformation grounds.



## 73 Amit Sood

USA (Technology)

Amit Sood is the Director of Google's Cultural Institute. He and his team work on making art and culture accessible and engaging for everyone. They have partnered with over 1,000 museums, archives, and other institutions from more than 70 countries to bring our shared heritage onto the web and connect them with people through new technologies. Most recently, they have been experimenting with combining art with machine learning algorithms and other advanced technologies to create new ways to explore our cultures. The process of digitizing and scanning artwork at high resolution is done using robotic art cameras built in-house by Google. Sood's team has built innovative story editing tools with inbuilt artificial intelligence and an intelligent content management system that uses machine learning.





## 74 Tulio de Oliveira

Healthcare  
(South Africa)

**P**rof Tulio de Oliveira is the Director of the Centre for Epidemic Response and Innovation (CERI) and the KwaZulu-Natal Research Innovation and Sequencing Platform (KRISP). Prof. de Oliveira is a Professor of Bioinformatics at the School for Data Science and Computational Thinking, Stellenbosch University, and the College of Health Sciences at the University of KwaZulu-Natal. Prof De Oliveira was also included in the MIT Technology Review list as one of the leaders of the ten breakthrough technologies in 2022. In 2022, he received the Gold Medal Award from the South African Medical Research Council (SAMRC). In the same year, he received the Batho Pele Award from the Government of South Africa for his contributions to society.



## 75 Mazen Darwish

Social Impact  
(Paris)

**M**azen Darwish is a lawyer and journalist who defends the freedom of the press in Syria. News organizations, including Reuters and the Associated Press, have described him as one of Syria's most prominent activists. For the past ten years, Darwish has been speaking up for the Syrian cause about torture, detention conditions, and the plight of civilians in a war zone. In 2012, he was incarcerated multiple times for delivering information about the Syrian conflict to Arab and foreign news outlets. He has received numerous awards, including the Pen Pinter Prize, was a World Press Freedom Hero, and was honored with the UNESCO-Guillermo Cano World Press Freedom Prize. Darwish continues to relentlessly stand up for freedom of expression for all future generations in Syria.



## 76 Shawn Achor

Coaching (USA)

**A**fter spending twelve years at Harvard University, Shawn Achor has become one of the world's leading experts on the connection between happiness and success. His research on mindset made the cover of Harvard Business Review, his TED talk is one of the most popular of all time with over 13 million views, and his lecture airing on PBS has been seen by millions. Shawn has lectured or worked with over a third of the Fortune 100 companies, as well as the NFL, the NBA, the Pentagon, and the White House. Shawn is the author of the New York Times best-selling books *The Happiness Advantage* (2010) and *Big Potential* (2018). His Happiness Advantage training is one of the largest and most successful positive psychology corporate training programs in the world.



## 77 Karen Miga

Healthcare (USA)

**D**r Miga is an Assistant Research Scientist at the UCSC Genomics Institute. She works at the forefront of sequence technologies and computational data structures/ repeat assembly strategies to generate telomere-to-telomere reference-quality assemblies of human chromosomes. In 2018, she co-founded the Telomere-to-Telomere (T2T) Consortium, an open, community-based effort to develop the first complete human genome assembly. Dr Miga is the Program Director of the Human Pangenome Production Center, which aims to reach the goal of 350 fully phased, T2T diploid genomes capable of representing a broad range of human genome diversity in the following human pangenome reference map. This work promises to ensure that the eventual applications of genomic research and precision medicine are effective for all populations.



## 78 Andrew Forrest

Energy (Australia)

**T**he Founder of iron ore miner Fortescue Metals increased his direct influence on the company in May 2022 when he shifted from Non-Executive Chairman to Executive Chairman after CEO Elizabeth Gaines announced she was stepping down. The change will allow Forrest to drive Fortescue's decarbonization agenda even harder. Investing in sustainable energy projects, he is now focused on repositioning the company into a green energy powerhouse to produce steel in Australia. But the billionaire's influence is much wider than one company: Forrest is an investor across industries disparate as food, energy, fashion, hospitality, and property. In 2022, he also has farming interests to capitalize on China's growing appetite for meat and dairy products.



## 79 Dave Ulrich

Coaching (USA)

**D**ave Ulrich is a Professor of Business at the Ross School of Business, University of Michigan, and the Co-Director of Michigan's Human Resource Executive Program. His teaching and research address the question: How do people create organizations that add value to customers? Ulrich studies how organizations change, build capabilities and leverage human resources activities. He has written numerous books covering topics in HR and Leadership, including *Tomorrow's (HR) Management*, *Results-Based Leadership*, and *The Leadership Code*, amongst others. He has helped generate multiple award-winning databases that assess alignment between strategies, human resource practices, and HR competencies. Ulrich has been ranked the ' #1 Management Educator & Guru ' by BusinessWeek, selected by Fast Company as one of the '10 Most Innovative and Creative Leaders,' and named 'The Most Influential Person in HR' by HR Magazine for three years.





## 80 Nandan Nilekani

Technology (India)

**N**ilekani is the Co-Founder and Chairman of Infosys Technologies Limited. He was the Founding Chairman of the Unique Identification Authority of India (UIDAI) in the rank of a Cabinet Minister from 2009-2014. Most recently, Nandan has co-founded and is the Chairman of EkStep, a not-for-profit effort to create a learner-centric, technology-based platform to improve basic literacy and numeracy for millions of children. In 2022, the high-profile mogul is helping Prime Minister Narendra Modi build an open technology network to level the playing field for small merchants in the country's fragmented but fast-growing \$1 trillion retail market. Its purpose is to create a freely accessible online system where traders and consumers can buy and sell everything from 23-cent detergent bars to \$1,800 airline tickets.



## 81 Hoda Khamosh

Social Impact (Afghanistan)

**H**oda Khamosh is a well-known women's rights activist, journalist, and campaigner who has launched several public programs to raise awareness of female health-related issues. Khamosh has participated in numerous marches and demonstrations organized to defend women's rights, including the women's demonstrations after the Taliban took over. In these demonstrations, women raised their voices in defense of the right to work, education, and active participation in politics and the country's top management. She was invited to be part of the women activists to participate in a conference in Oslo with the Taliban. She bravely used the opportunity to tell the Taliban Foreign Minister to order the release of two detained colleagues.



## 82 Vernā Myers

Social Impact (USA)

**V**ernā Myers is an inclusion strategist, cultural innovator, thought leader, and social commentator. She's well-known for her high-energy keynotes, captivating insights, and ability to help people bridge differences and connect more meaningfully. A Harvard-trained lawyer and Founder of The Vernā Myers Company, she took on the inaugural role of VP, of Inclusion Strategy at Netflix, where she now leads a diverse team of talent in curating and implementing strategies to integrate cultural diversity, inclusion, and equity into all aspects of the organization's global operations. Vernā is the author of two best-selling books published by the American Bar Association and What If I Say The Wrong Thing? Her inspiring TED talk, How to Overcome Our Biases? Walk Boldly Towards Them has been viewed over 4 million times and translated into 27 different languages.



## 83 Emmett Schelling

Social Impact (USA)

**E**mmett Schelling is a trans-South Korean immigrant by way of foreign adoption and currently serves as Executive director of the Transgender Education Network of Texas (TENT). While his primary focus of work is on trans issues, his leadership is informed by the knowledge and real-life experience that single issues do not impact trans individuals but rather a myriad of issues that often manifest themselves in oppression and marginalization. He is also a part of the Community Council for Transform Houston, a board member of Deeds Not Words and House of Tulip (HoT), a member of Transgender Law Center's (TLC) T4All national cohort, and currently serves as Co-Director for the TransFORWARD, a statewide trans powered research collective in Texas with Texas Health Institute, TENT, and Equality Texas.



## 84 Yetnebersh Nigussie

Social Impact (Ethiopia)

**N**igussie is an Ethiopian Human Rights Lawyer who works toward women's and girls' rights and inclusive education. She is the Executive Director of the Ethiopian Center for Disability and Development (ECDD) in Addis Ababa. As a blind woman, she has helped change the narrative of disability in Ethiopia. She has been an active volunteer with more than 20 Ethiopian organizations, including the Ethiopian National Disability Action Network. She served as Chair of the Ethiopian National Association of the Blind Women's Wing. She is a Senior Inclusion Adviser for Light for the World, an organization that fights for the inclusion of the 15% – about 1 billion – of the World's population who have some disability. She strives to create inclusive conditions for future generations by connecting national realities with international frameworks.



## 85 Patricia E. Harris

Social Impact (USA)

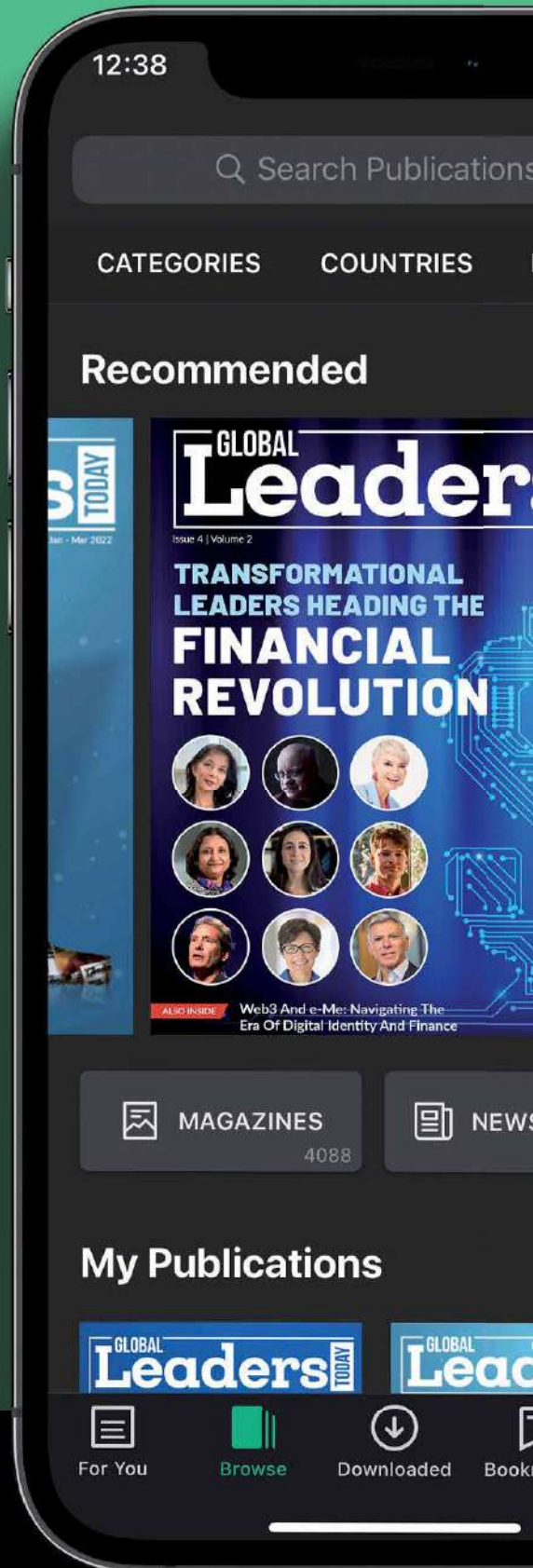
**P**atricia E. Harris is the Chief Executive Officer of Bloomberg Philanthropies, which encompasses all of Michael R. Bloomberg's giving, including his foundation, corporate, and personal philanthropy, as well as Bloomberg Associates, a pro bono consultancy that works with mayors in cities around the world. As CEO, Harris oversees Bloomberg Philanthropies' programs focused on the arts, education, environment, government innovation, and public health, with the mission of ensuring better, longer lives for the most significant number of people. In 2022, Bloomberg Philanthropies reinforced their investment in oceans with a \$204 Million Commitment to Oceana, which will receive a portion of the funding. They will continue to be a lead partner in protecting marine habitats, empowering artisanal fishers, and fighting climate change.





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**86**  
**Shameran  
Abed**  
Social Impact  
(Bangladesh)

**S**hameran Abed is the Senior Director at BRAC's Ultra-poor Graduation program, which has helped more than two million households in Bangladesh 'graduate' from the acute forms of poverty and social deprivation. The program's impact in Bangladesh has inspired BRAC's Ultra-Poor Graduation Initiative (UPGI) to scale the Graduation approach through integration in existing government social protection programs in countries with the most significant potential for impact. By scaling Graduation through government integration, BRAC UPGI aims to help 21 million more people out of extreme poverty. In addition, Abed leads BRAC's microfinance program, which serves more than seven million clients in seven countries in Asia and Africa.



**87**  
**Tristan  
Harris**  
Technology (USA)

**T**ristan is Co-Founder & Executive Director of the Center for Humane Technology (CHT), a nonprofit organization whose mission is to align technology with humanity's best interests. He regularly briefs heads of state, technology CEOs, and US Congress members and mobilizes millions of people worldwide through mainstream media. Tristan has explored the influences that hijack human attitudes, behaviors, and beliefs, from his childhood as a magician to his coursework in Stanford's Persuasive Technology Lab to his leadership as a Design Ethicist at Google. Today, he studies how major technology platforms wield dangerous power over our ability to make sense of the world and leads the call for systemic change. As a Co-Host of the top-rated technology podcast, Your Undivided Attention, he explores the drivers behind social media's race for attention, its destabilization of society, and potential solutions.



**88**  
**Boyan Slat**  
Social Impact  
(Netherlands)

**B**oyan Slat is a Dutch inventor and entrepreneur, passionate about creating megaprojects to address planetary problems. He is the founder and CEO of The Ocean Cleanup, a non-profit organization developing and scaling technologies to rid the world's oceans of plastic. The organization aims to put itself out of business by removing 90% of floating ocean plastic by 2040. In 2022, they teamed up with organizations worldwide to clean up some of Earth's most essential ocean habitats on September 17, 2022, and create artwork to inspire change. More than 400 volunteers joined cleanups in 8 locations worldwide, removing 4,598 lbs of trash from the environment, and unique marine debris artwork was shared worldwide.





## 89 Gloria Chen

Technology (USA)

**A**s Chief People Officer and Executive Vice President, Employee Experience, Gloria Chen leads all aspects of people strategy and operations for Adobe. She's charged with creating an exceptional employee experience for more than 22,000 employees across 75 locations. Under her leadership, Adobe has been recognized as the World's Best Workplace by Great Place to Work and Fortune for six consecutive years. In 2022, Gloria's team started an onboarding innovation process. "We're A/B testing different virtual onboarding approaches, measuring the impact on sales productivity ramp, and testing the impact of different work schedules on engineering productivity metrics," she explained. "This model of engaging employees in the ideation, experimentation, and learning is in line with the idea that good ideas come from everywhere — one of the principles our company was founded on."



## 90 Frances Haugen

Social Impact (USA)

**F**rances Haugen is an advocate for accountability & transparency in social media. In 2021, she made global headlines by releasing tens of thousands of pages of Facebook's internal data to the Securities and Exchange Commission and the Wall Street Journal. Haugen alleged that Facebook consistently chose profits over people, allowing disinformation to spread on its platform. Haugen says she never intended to be a whistleblower but wants to use her platform to start a nonprofit dedicated to social media reform. She fundamentally believes that the problems we face today with social media are solvable and is dedicated to uniting people worldwide to bring about change. We can have social media that brings out the best in humanity.



## 91 Scott Harrison

Social Impact (USA)

**S**cott Harrison is the Founder of the non-profit organization charity: water. While volunteering as a photojournalist aboard a hospital ship off the coast of Liberia, West Africa, Harrison witnessed extreme levels of poverty and illness. He understood that many of the infections and diseases needing treatment were waterborne. With a newfound understanding of the importance of clean drinking water, Harrison returned to New York City in 2006. He established a small team to develop a non-profit dedicated to this cause. Turning his full attention to the global water crisis and the world's 785 million people without clean water to drink, Harrison has created public installations and innovative online fundraising platforms to spread international awareness of the issue.



## 92 Ryan Gersava

Education (Philippines)

**R**yan Gersava is the Founder and President of Virtualahan, an impact-driven company that breaks down employment barriers for Persons with Disabilities and other excluded communities using the equalizing power of technology. Gersava was inspired to start Virtualahan after he was denied a job because he had hepatitis B and faced discrimination. Since its launch in 2015, the nonprofit has trained more than 600 people, 78% of whom found employment in digital-related jobs, such as digital design, social media marketing, and video editing. He is also an Ashoka Fellow, an honoree for Forbes 30 under 30 Asia for Social Impact, and was the first Filipino to be awarded Inspired Leadership Award, previously given to Melinda Gates and Sir Richard Branson.



## 93 Nayib Bukele

Politics (El Salvador)

**N**ayib Armando Bukele Ortiz is a Salvadoran politician and businessman who is the 43rd president of El Salvador. He is the first President since José Napoleón Duarte not to have been elected as the candidate from one of the country's two major political parties: Farabundo Martí National Liberation Front (FMLN) and Nationalist Republican Alliance (ARENA). El Salvador's murder rate decreased to historic lows during Bukele's tenure, falling by over 50 percent during his first year in office. In 2021, El Salvador made Bitcoin legal tender and became the first country in the world to do so. President Bukele is a cryptocurrency enthusiast and is confident that Bitcoin will attract foreign investment, create jobs, and "help push humanity in the right direction."



## 94 Sara Menker

Social Impact (USA)

**S**ara Menker is the Founder and CEO of Gro Intelligence. Gro illuminates the interrelationships between the earth's ecology and human economy to help see the big picture and act on the small details. From assessing the impact of climate change in real-time to optimizing agricultural supply chains, Gro's data, analytics, and forecast models provide honest answers to what on earth is going on. Sara is also a Trustee of the Mandela Institute For Development Studies (MINDS) and a Trustee of the International Center for Tropical Agriculture (CIAT). Sara was named a Global Young Leader by the World Economic Forum and is a fellow of the African Leadership Initiative of the Aspen Institute.



# Why Navigating Office Politics Positively Is the Way To Succeed At Work

The term office politics almost always provokes a groan. Typical words associated with the term include gossip, cliques, the ‘in crowd’, secrets, game playing, people being left out, and deception – to name but a few. When I ask about this in a workshop, at least 90% of those words are seen as negative.



**Joanna Gaudoin**



## About the Author:

During her former corporate career in marketing and consultancy, Joanna Gaudoin realized that being successful involved skills that weren't being developed or talked about. These ‘other’ professional skills involve knowing how to manage your own Personal Impact and how to effectively build relationships, both internally and externally. She has run her business for over a decade and has worked with thousands of people, both individually and in group sessions.

Many people say they want to opt-out of office politics and who wouldn't if it is as negative as these words make it sound? However, the reality is office politics are going to be present wherever you have people with different values, assumptions, and beliefs – so that would be every workplace then!

The difference is whether it is negative or positive. A negative political environment leads to poor staff retention, increased sick leave, and a demotivating working environment for individuals. At an organizational level, it results in poor productivity, limited knowledge sharing, and restricted decision-making.

If an individual decides to opt-out of office politics, then their career is likely to

be limited as ultimately, people need to find ways to work together and navigate their professional relationships.

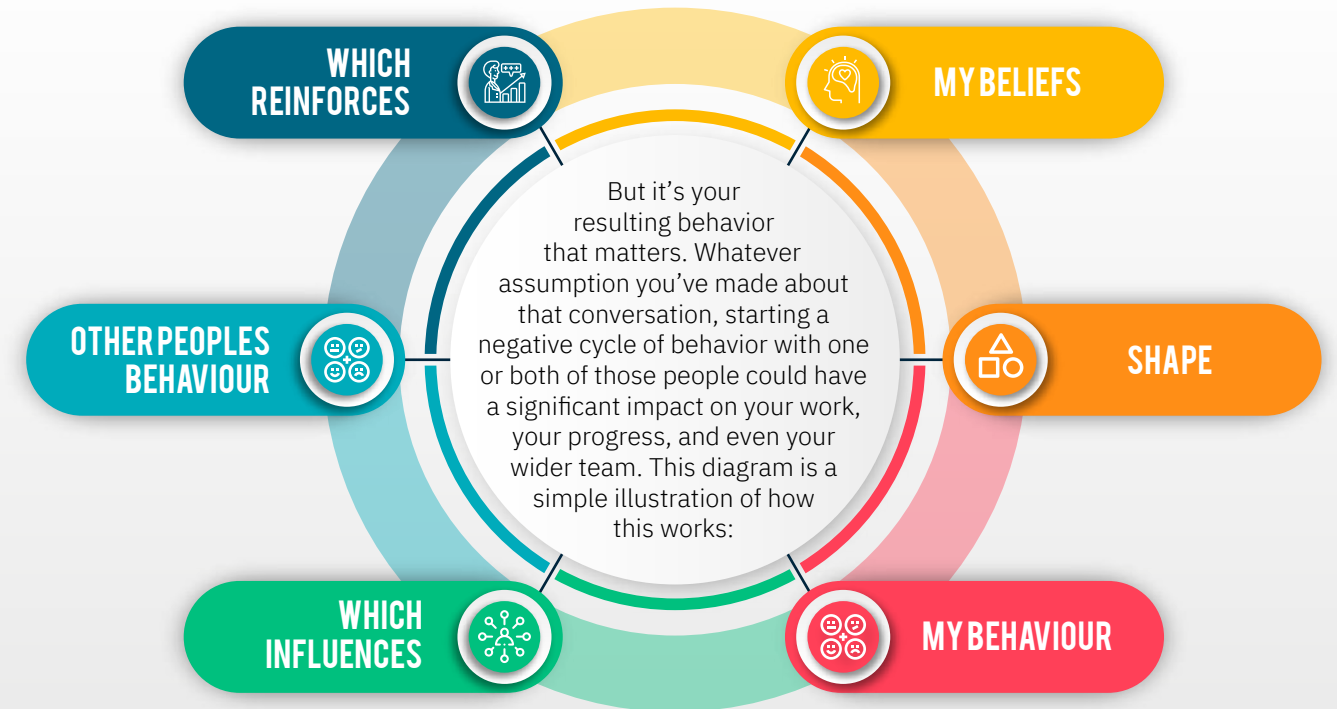
At the heart of the negative office, politics is a lack of understanding of others and their motivations and a propensity to jump to beliefs that may not be true.

I often cite the example of the coffee machine conversation. Imagine you are approaching the coffee machine in the office and two of your colleagues – a man and a woman for the sake of argument – are talking. As you approach, they stop taking. Why? If you consider this rationally, there are several possible explanations – they were talking about you, they were discussing something confidential, they are having an affair, they

just finished their conversation at that point, or were being polite to include you.

In the instant this is happening, you are unlikely to consider a variety of options, you will either not think anything of it – which probably means the office politics is positive, and you have good relationships with these people, or you will think of one, negative reason.

You may never know for sure whether that one reason is correct or not. Most of the time that reason is decided by your personal context – whether you have a negative relationship with one or both, whether you had a challenging conversation with one of them that morning or you are simply having a bad day!



As David Bancroft Turner says, “Politics is not what I do.....it's why you think I am doing it!”

This means that as individuals in the workplace, we need to consider how we may be perceived. Our assumptions, reasons, and motivations are clear to us, but not necessarily to others. It's important to remember this when we communicate with others, and when we consider why they are acting in a certain way.

Sometimes, a negative political attitude can exist within an entire organization. But often, it's only happening in a particular team, division, or practice. Individuals might think they have no influence over it, but an organization is a sum of its people. Even individual behavior changes can have positive effects.

A good starting point is remembering that things may not be the way they initially appear, trying not to jump to conclusions,

and looking for balance rather than making events fit your own narrative.

There are many other behaviors and skills which may help and they broadly fall under four headings: Networking, Communication, Influencing, and Factor ‘X’ (everything else). To give a couple of examples for each:

### 1. Networking:

- Get to know people in other parts of your organization.
- Build relationships with key influencers in your organization, particularly if they are very different from you.

### 2. Communication:

- Really listen to others. Refer to the chart below and don't just be waiting to speak!
- Be wary of subjective comments and observations.

### Influencing

- Be aware of others' perspectives and ‘agenda’ in a meeting.
- Consider how your mindset drives your behavior.

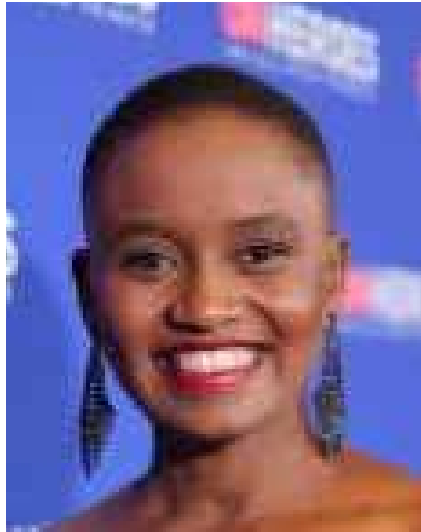
### 3. Factor ‘X’

- Pick your battles.
- Support others.

This article and these tips are just a small snapshot into the world of office politics. Joanna runs in-depth diagnoses with individual and small group clients, to see how they could be perceived, which results in specific skills they can work on.

Fundamentally, until individuals realize they have a role to play in office politics and work on their relationships with others, it can't be improved. Positive office politics benefits individuals and organizations, and everyone can – and should – work towards it!





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## Nelly Cheboi

Education (USA)

**N**elly Cheboi grew up in a rural village in Kenya and landed a full scholarship to Augustana College in America. As an undergrad, she invested all her income from various campus jobs into her community back in Kenya and built a school, Zawadi, there and later started TechLit Africa. TechLit Africa is an American non-profit organization that redistributes recycled technology to build computer labs in African schools. They have built ten computers in rural Kenya and are working on the following 100 computer labs. The organization currently has around 4,000 students and 20 teachers. By 2023, they aim to have about 40,000 students and 200 teachers.

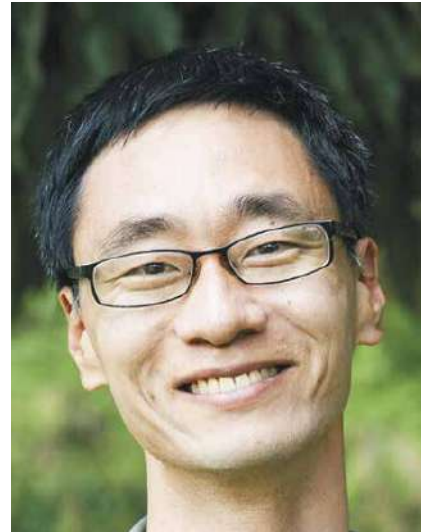


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## Phyllis Omido

Social Impact (Kenya)

**P**hyllis Omido dubbed the 'East African Erin Brockovich,' is a Kenyan environmental activist. She was one of 6 people awarded the Goldman Environmental Prize in 2015. She is known for organizing protests against a lead-smelting plant in the middle of Owino Uhuru, a slum near Mombasa. The plant was causing lead poisoning by raising the lead content in the environment, killing residents, in particular children, and harming others, including her own infant. The plant was ultimately closed after multiple protests led by Omido. She is the Founder of the Centre for Justice, Governance and Environmental Action (CJGEA). The organization was established to address environmental issues faced by the settlements near Kenya's industrial areas.



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## Andrew Youn

Social Impact (Rwanda)

**A**ndrew Youn has lived in rural East Africa for more than 12 years and observed one of the world's most significant impoverished civilizations: smallholder farmers. In 2006, he was inspired after meeting two farmers in Kenya working on similar plots of land. One family was going hungry, and one was thriving, harvesting four times as much food. He began asking questions. He established One Acre Fund, a non-profit fighting extreme poverty in Africa, based on his findings. Today, his organization directly serves more than 1.3 million farm families in sub-Saharan Africa, providing them with quality farm products and the essential training to harvest more food and grow their way out of poverty.



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## Zach Oschin

Technology (Mexico)

**A**fter launching, working for, and investing in high-growth startups around the world, Zach Oschin founded Elenas, a social commerce platform in Latin America. Since its inception, Elenas has allowed over 100,000 women across Latin America to launch and grow their online stores on the forum. As the top social commerce platform in Mexico and Colombia, the platform has raised over \$28M USD in funding from investors like DILA Capital, Endeavor Catalyst, FJ Labs, and Mercado Libre. The company has grown over 30x over the past 18 months and hopes to continue empowering more micro-entrepreneurs in the future.



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## Ayesha A. Malik

Social Impact (Pakistan)

**A**yesha A. Malik is the first female Supreme Court judge in Pakistan's history. On 6 January 2022, the Judicial Commission of Pakistan approved her appointment to the Supreme Court of Pakistan. She took her oath of office on 24 January 2022. Ayesha's legal practice consists of appearances in the High Courts, District Courts, Banking Courts, Special Tribunals, and Arbitration Tribunals. In England and Australia, she has been an expert witness in family law cases involving child custody, divorce, women's rights, and constitutional protection for women in Pakistan. She has authored several notable judgments regarding women's rights and gender equality. She is also a part of The International Association of Women Judges (IAWJ), an initiative for women's empowerment through equality and justice for every girl and woman. Justice Ayesha advocates the importance of the gender perspective in upholding the rule of law.



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## Farwiza Farhan

Social Impact (Indonesia)

**F**arwiza Farhan is an environmental activist and one of the leading voices in the fight to protect the Leuser ecosystem in Sumatra, Indonesia. She is the leader of Forest, Nature & Environment Aceh (HAKA), a homegrown Acehese NGO striving to protect the Leuser Ecosystem in Sumatra. The Leuser Ecosystem is the last place in the world where several key Sundaland mega-fauna species can still be found: the tiger, orangutan, elephant, and rhino. Farhan focuses on ground-level species protection and high-level legal advocacy. Her strength is fostering collaboration; she built a grassroots movement that successfully advocated for law enforcement against companies operating illegally and launched a civil lawsuit that empowers local communities to have meaningful involvement in policymaking.






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who made the list!**

*In the end, it is important  
to remember that we cannot  
become what we need to be by  
remaining what we are.*

**– Max De Pree**

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