

GLOBAL Leaders TODAY

December 2024

Editors Choice



Manish Maheshwari
Pg 12



Rashmi Aiyappa
Pg 16



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MUDASIR ALI SHAH

INFLUENTIAL LEADERS OF 2024

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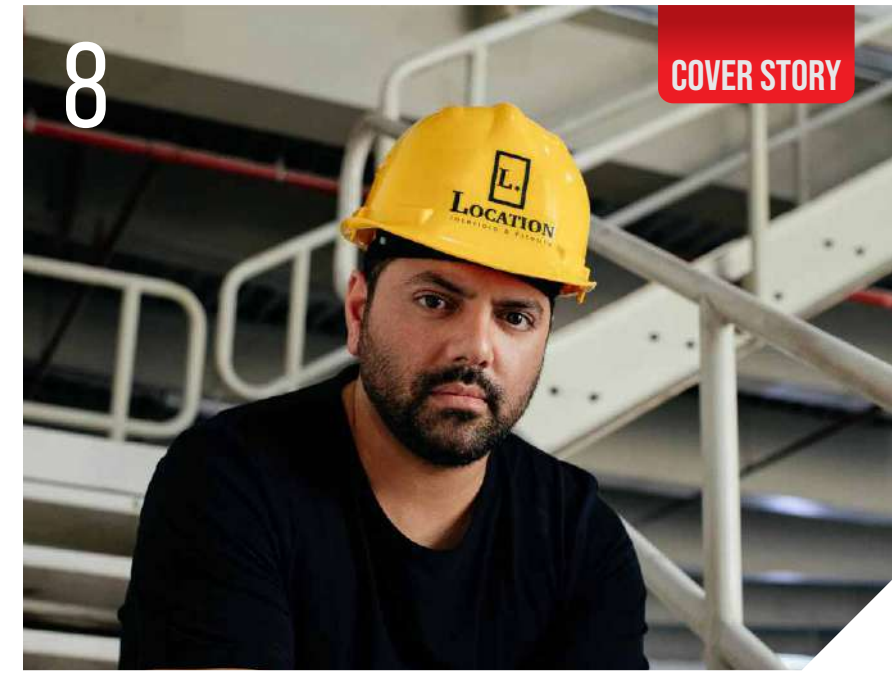
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MUDASIR ALI SHAH: LEADING INTEGRATED REAL ESTATE AND DESIGN SOLUTIONS IN DUBAI
Mudasir Ali Shah brings over two decades of leadership experience across global markets, having successfully led ventures in diverse countries worldwide, including Dubai. His career, spanning the Middle East, North Africa, and Asia, has given him a unique perspective on building and scaling businesses. As Chief Executive Officer at The Location Interiors, Mudasir now channels this wealth of experience into transforming how clients engage with real estate and design services.



THE ART OF CREATING COMMUNITIES
MANISH MAHESHWARI
As Managing Director of Majestique Landmarks, Manish Dwarkadas Maheshwari has taken his family's legacy of excellence from textiles into real estate, where his name has become a hallmark of trust in Pune's skyline.



A PATHBREAKING APPROACH TO RESTORE HUMANITY'S ORIGINAL CREATION - THE VISION OF RASHMI AIYAPPA
Rashmi Aiyappa is a one-of-a-kind visionary who defies categorization. A spiritual scientist, inventor, and serial entrepreneur, she pioneered Aashwasan Science®, an experiential science that helps humanity unlock its infinite possibilities.



GLOBAL Leaders TODAY

From the Editor

Dear Readers,

As 2024 draws to a close, we are proud to present our "Influential Leaders of 2024" issue, which spotlights the remarkable individuals who are defining the future of global business across some of the world's most dynamic sectors.

This year, the challenges have been multifaceted—ranging from sustainability and technological advancements to economic recovery. Yet, in the face of uncertainty, visionary leaders have emerged, demonstrating resilience, innovation, and a commitment to progress. These leaders are not only shaping their industries but are actively influencing the broader trajectory of global business. Their work showcases the power of strategic thinking, collaborative leadership, and a focus on creating long-lasting, positive change.

In this special issue, we delve into key sectors undergoing significant transformation, guided by visionary leaders who are redefining the future of business. These leaders represent a new approach to leadership—one that prioritizes people, sustainability, and meaningful impact. Their achievements go beyond traditional success, creating value not only for their organizations but also for the communities they serve. As we look ahead to 2025, their stories inspire and offer practical insights for the next generation of leaders.

Through candid interviews and insightful analysis, we explore the strategies, vision, and commitment that empower these extraordinary individuals to turn challenges into opportunities for growth. We hope their stories will inspire you as much as they have inspired us.

Warm regards,
Elena Arnaiz
 Editor-in-Chief,
 Global Leaders Today

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HOW TO OVERCOME RESISTANCE TO CHANGE

Written by contributing writer **Dr. Lisa Turner**
 Modern leaders have to handle a lot. A lot more than used to be expected of them. No longer just expected to steer the ship, it seems they're supposed to be the emotional anchors of their teams too.



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DRIVING GLOBAL IMPACT: ARUNMA OTEH, FORMER WORLD BANK TREASURER

Arunma Oteh is a distinguished global financial leader with a career spanning the World Bank, Nigeria's Securities and Exchange Commission, and the African Development Bank. As Treasurer of the World Bank from 2015 to 2018.



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With over 24 years of expertise managing multifamily units, commercial properties, and vacation homes, **Salima Jaafari** has firmly established herself as a trusted leader in the property management industry.



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Dr. Sanjay Agarwal's 38-year journey through India's infrastructure landscape is a masterclass in leadership and innovation. His leadership has been instrumental in driving India's progress, from building Asia's largest Rail Coach Factory to achieving world records in highway construction.

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DISSOLVING IMPOSTER SYNDROME WITH THE DEMARTINI METHOD: A NEW PARADIGM FOR AUTHENTIC LEADERSHIP

Written by contributing writer **Sam Osborne** (aka **Self Worth Sam**), **Wellbeing Speaker**
 If you remember one thing from this article, it's this: "Know thyself." – Socrates. The importance of self-awareness and authenticity as the foundation of true leadership is a principle that has stood the test of time. So how did Imposter Syndrome slip into the picture?

Influential Leaders 2024: Shaping the Future of Global Business Across Key Sectors

Written by Elena Arnaiz

As 2024 concludes, the global business landscape reflects a year of remarkable transformation. Across a wide range of industries, exceptional leaders have risen to meet unprecedented challenges, demonstrating resilience, innovation, and forward-thinking vision. These individuals are not just leading their fields—they are actively reshaping the future of global business.

This year has been a true test of leadership, presenting complex challenges in sustainability, technological advancement, and economic recovery. The leaders featured in Global Leaders Today showcase the power of strategic thinking, collaborative leadership, and a genuine commitment to meaningful progress. Their work goes beyond traditional business metrics, focusing on creating lasting value, protecting our environment, and making a positive impact on society.

In this issue, we highlight leaders who are redefining innovation and progress across diverse domains. They are championing sustainable practices, leveraging cutting-edge technologies, and fostering cultures of inclusivity and well-

being. Their bold visions are transforming industries and creating a lasting legacy for future generations.

From championing green solutions in urban spaces to revolutionizing organizational cultures, these leaders embody the spirit of adaptability and progress. They are harnessing advancements like AI, blockchain, and renewable technologies while embracing mindfulness and emotional intelligence as critical components of success. Their ability to align innovation with a human-centered approach has set new benchmarks for excellence.

The leaders we celebrate in this issue represent more than individual achievement. Their contributions in 2024 have driven positive change, advanced global goals of sustainability and equity, and set the stage for a brighter, more inclusive future.

As we look ahead to 2025, these leaders' stories offer both inspiration and practical guidance. Through detailed interviews and thoughtful analysis, we uncover the insights and strategies that have enabled these exceptional individuals to turn challenges into opportunities for growth, innovation, and collective success.





Sustainability, wellness, and smart technology are at the forefront of real estate and design. We are committed to investing in these areas, ensuring our projects meet global standards while addressing the evolving needs of buyers and investors.

MUDASIR ALI SHAH: LEADING INTEGRATED REAL ESTATE AND DESIGN SOLUTIONS IN DUBAI

Written by Sherlyn Gomes

Mudasir Ali Shah brings over two decades of leadership experience across global markets, having successfully led ventures in diverse countries worldwide, including Dubai. His career, spanning the Middle East, North Africa, and Asia, has given him a unique perspective on building and scaling businesses. As Chief Executive Officer at The Location Interiors, Mudasir now channels this wealth of experience into transforming how clients engage with real estate and design services. In this candid conversation, Mudasir shares how The Location is reshaping Dubai's real estate landscape by dismantling traditional industry silos. From the company's evolution into a comprehensive design and development powerhouse to its innovative approach in delivering bespoke solutions, Mudasir shares insights into creating spaces that don't just meet market demands but truly transform how people live and work.

Can you share how The Location was founded and the inspiration behind integrating interior design, development consultancy, and real estate brokerage under one brand?

The Location was born out of a desire to simplify and elevate the real estate experience. We realized that clients often face unnecessary complexity when dealing with multiple service providers for design, development, and brokerage. By integrating these disciplines, we've created a one-stop solution that ensures a seamless journey from concept to completion. Our goal is to not only deliver exceptional spaces but also to manage every aspect of the process with precision and care.

Our multidisciplinary approach

eliminates the silos that often complicate real estate projects. By bringing design, development, and brokerage under one roof, we streamline communication, accelerate decision-making, and ensure cohesive execution. This unified process not only saves time and resources but also ensures that every detail aligns seamlessly with the client's vision and market demands.

What drives the vision and mission of The Location, and how do these principles shape your approach to interior design and real estate?

Our vision is to redefine luxury and functionality in real estate by placing innovation, sustainability, and well-being



at the forefront. We believe that great design goes beyond aesthetics; it's about creating spaces that inspire, connect, and enhance the lives of those who inhabit them. Our mission is to be a trusted partner in transforming ideas into reality, driven by integrity, a commitment to excellence, and a focus on delivering lasting value.

Our design philosophy focuses on creating spaces that seamlessly blend functionality, beauty, and well-being. Each project reflects our core values of innovation, sustainability, and attention to detail. We strive to craft environments that not only captivate but also enrich the lives of their inhabitants.

Rooted in integrity, we prioritize transparency and trust with every decision. Innovation ensures we stay ahead of trends,

delivering forward-thinking solutions. Excellence inspires us to continually exceed expectations, producing results that stand the test of time.

How has The Location grown and evolved, and what do you believe sets your company apart in a competitive market like Dubai?

Over the years, The Location has evolved from a boutique design studio into a dynamic, multidisciplinary powerhouse. By expanding our services to include comprehensive development consultancy and real estate brokerage, we've established a fully integrated approach to managing projects. Our unique ability to blend creative innovation with deep market

Our extensive network of trusted developers, contractors, and suppliers gives us access to top-tier resources and valuable market insights. These relationships enable us to negotiate favorable terms, optimize processes, and deliver exclusive opportunities beyond what's typically available to our clients.

expertise sets us apart, delivering tailored solutions that consistently exceed client expectations.

We don't just design spaces—we understand the market, anticipate client needs, and assess the long-term potential of every property. Our designs are thoughtfully crafted to align with current market trends while maintaining a timeless appeal, seamlessly combining aesthetic excellence with practical value.

Our extensive network of trusted developers, contractors, and suppliers gives us access to top-tier resources and valuable market insights. These relationships enable us to negotiate favorable terms, optimize processes, and deliver exclusive opportunities beyond what's typically available to our clients.

What role does customization play in your design process, and how do you ensure each project reflects your client's unique personality and vision?

Customization is at the heart of everything we do. We believe that every space should reflect the unique identity of its owner, which is why we invest time in deeply understanding our clients' needs, lifestyles,

and aspirations. This in-depth exploration forms the foundation of a collaborative process, where we work hand-in-hand with clients to translate their vision into a bespoke design that goes beyond the ordinary.

By integrating their values and preferences with our expertise, we create spaces that are not just functional but deeply personal and inspiring. Every design detail is carefully crafted to enhance both the practical and emotional experience of the space, ensuring it resonates with the client on a deeper level. Our commitment to customization means that each project becomes an extension of the client's individuality, transforming their vision into a living, breathing reality that enriches their day-to-day life.

What does the client journey look like when they work with The Location for interior design or real estate services?

Our process starts with a thorough consultation to understand the client's vision and requirements. From there, we create a tailored roadmap, managing every detail with transparency and collaboration. Clients are involved at key milestones, ensuring their input shapes the outcome while we seamlessly handle the complexities.

Open communication and collaboration are at the heart of what we do. Regular updates, design presentations, and feedback sessions keep clients engaged throughout the process. This commitment to listening and adapting ensures that the final result not only meets but exceeds their expectations.

The Location is much more than an interior design firm. How do your development consultancy and brokerage services complement your design expertise?

Our development consultancy ensures that every project is financially and strategically sound, while our brokerage services connect clients with the best opportunities in the market. Together, these services enhance our design offerings, ensuring that every project is not only beautiful but also commercially viable and aligned with market demands.

Our brokerage experience gives us valuable insights into what buyers and investors seek, allowing us to design

spaces that resonate with the market. This understanding enhances resale value and rental demand. Every design decision is made with a careful balance of aesthetic appeal and financial return.

Could you share a few standout projects that exemplify your company's unique expertise in design and development?

Our portfolio features several standout projects, each showcasing our comprehensive capabilities. One notable example is a villa in Al Barari, where we managed every aspect, from site selection to design and development. The home captures natural light from every angle while prioritizing energy efficiency. Thoughtful space planning blends comfort with sustainability, setting a new benchmark for luxury living.

In Business Bay, we transformed a commercial space into a dynamic mixed-use development, balancing sophisticated design with practical features to attract high-value tenants and investors.

Another memorable project involved revitalizing a dated penthouse in Downtown Dubai, turning it into a modern, luxurious sanctuary. The client envisioned a space that fused contemporary elegance with cultural elements. We brought this vision to life by integrating custom designs, smart technology, and curated art pieces that honored their heritage.

What trends do you see shaping the future of interior design and real estate in Dubai, and how is The Location preparing to lead in these areas?

Sustainability, wellness, and smart technology are at the forefront of real estate and design. We are committed to investing in these areas, ensuring our projects meet global standards while addressing the evolving needs of buyers and investors.

At the Location, we prioritize the use of eco-friendly materials, energy-efficient systems, and biophilic design elements to create spaces that are both sustainable and health-enhancing. From maximizing natural light to designing environments that promote mental and physical well-being, we ensure our projects are aligned with the highest sustainability standards.

Looking ahead, what exciting projects, innovations, or plans do you have for The Location in the coming years?

We are expanding our portfolio to include more eco-conscious developments and innovative white-label solutions. By leveraging technology, we aim to enhance the client experience while exploring opportunities to bring our expertise to international markets. We aim to continue shaping the future of real estate and design, both in Dubai and globally.





THE ART OF CREATING COMMUNITIES MANISH MAHESHWARI

Written by Alexis Miller



As Managing Director of Majestique Landmarks, **Manish Dwarkadas Maheshwari** has taken his family's legacy of excellence from textiles into real estate, where his name has become a hallmark of trust in Pune's skyline. A second-generation businessman with natural instincts for opportunity, Maheshwari has shaped Majestique into more than just a developer - he's created a brand that families trust with their dreams.

In this candid conversation, Manish shares his journey from early lessons at construction sites with his father to leading projects spanning 1.7 crore square feet. He reveals the art of crafting homes people cherish, blending luxury with accessibility, and the values that shape every Majestique project.

Could you take us back to when you realized your passion for real estate and construction?

Growing up in a business family in Pune, I watched our textile company, Dwarkadas Shyamkumar, shape not just fabric but also my understanding of enterprise. The countless hours I spent at our textile business have taught me what it truly means to build something meaningful.

But the time spent with my father at construction sites opened my eyes to a different world. I remember walking through empty plots as he would describe his vision - how this bare land would soon house families or how that space would become someone's dream workplace. Those

My father has been more than just a parent; he has been my greatest teacher. His words still guide me today: "Build something that stands the test of time." This simple yet powerful principle, combined with the business insights I gained from our family's textile venture, gave me the confidence to enter real estate.

site visits planted the seeds of what would become my life's work.

My father has been more than just a parent; he has been my greatest teacher. His words still guide me today: "Build something that stands the test of time." This simple yet powerful principle, combined with the business insights I gained from our family's textile venture, gave me the confidence to enter real estate.

Looking back, moving from textiles to real estate felt like a natural progression. Today, every project I take on carries the same values I learned at our family business - attention to detail, commitment to quality, and the drive to create something lasting. But more than that, it's about building spaces where people can truly belong, their stories can unfold, and communities can thrive.

Could you share some of the most significant milestones in your journey as Managing Director?

Looking back at Majestique Landmarks' journey, 2007 marks a defining moment. That year, we took a bold step - moving from our family's textile business into real estate. It wasn't just about changing industries; we wanted to create something meaningful while bringing along the values

of quality and trust that made Dwarkadas Shyamkumar a respected name in textiles.

We began by building value homes, giving families spaces they could truly be proud of and crafting communities that elevate everyday living. Majestique has since evolved into a brand focused on sustainability and elevated living. Projects like The Ornate, The Crown, New Friends, 27 Grand, Evolvus, Ephelia, and Signature Towers weren't just about premium amenities - they represented our vision of what modern living could be. Each project

pushed us to think differently about design, sustainability, and the kind of lifestyle our residents would experience.

What started as a vision has grown into homes for over 15,000 families. Our portfolio now spans 1.7 crore square feet across 25+ completed projects - each one a testament to the trust our customers place in us. With 18 new projects in development, we're just getting started. But what truly matters is the communities that grow within these spaces and the relationships we've built with our customers along the way.



How does Majestique balance affordability with premium quality, especially in high-demand areas?

When we talk about homes that offer true value, it starts with really knowing what our customers want. Take our projects in Kharadi, Baner, and Balewadi - these areas aren't just popular because they're well-connected; they represent the lifestyle that today's homebuyers aspire to. At Majestique, we've made it our mission to build homes that don't just meet these aspirations but exceed them while keeping them within reach.

It's not easy, especially with land and construction costs constantly rising. But we've found ways to make it work. By thinking differently about design, making smart use of space, and working closely with trusted suppliers, we manage to keep costs in check without cutting corners. This means our customers get well-built homes with great amenities at reasonable prices.

We firmly believe that 'affordable' shouldn't mean 'basic'. Every choice we make - from the materials we select to how we design our spaces - is guided by one question: "Will this create lasting value for our customers?" It's about building homes that our buyers will be proud of, not just when they get the keys but for generations to come. This commitment to quality while

When someone chooses a home, they're trusting us with what's likely their biggest life investment. Our years in real estate have shown us what truly matters - delivering quality homes on time, being transparent throughout the journey, and building genuine relationships with our customers.



keeping prices reasonable has been crucial to our growth, and it's a promise we intend to keep.

In your opinion, what are the most critical factors that contribute to customer satisfaction in the real estate sector?

When someone chooses a home, they're trusting us with what's likely their biggest life investment. Our years in real estate have shown us what truly matters - delivering quality homes on time, being transparent throughout the journey, and building genuine relationships with our customers. Finding your perfect home should feel exciting, not overwhelming. That's why our team stays personally connected with every buyer, sharing updates and keeping things clear. And when our customers get their keys, our commitment only grows stronger. From day one to year five, we ensure their dream home remains a cherished reality.

We've also added thoughtful, modern touches to improve the experience - from virtual home tours to innovative living features. But at heart, it's our dedication to exceeding expectations at every step that creates lasting satisfaction and trust.

How do you see the company contributing to the community beyond real estate development?

Building homes is at the heart of what we do at Majestique, but what truly drives us is our connection to the communities around us. Every year, we come together on World Environment Day, walking through neighborhoods and talking with residents

about protecting our natural surroundings. It's our way of showing that sustainable living isn't just about green buildings; it's about creating a better future for everyone.

The safety of our workers is equally as crucial for us - these people bring our visions to life. During National Safety Week, our construction sites become spaces for learning and sharing, ensuring everyone goes home safely to their families each day.

Some of our most cherished moments come from the simple joy of giving back. Last Diwali, we spent Children's Day at Mahatma Gandhi School in Yerwada. Seeing the children's faces light up as we shared gifts and sweets reminded us why we do what we do - it's about building structures, happiness, and hope.

For those looking to make a mark in the industry, what advice would you give to aspiring entrepreneurs and young professionals?

Having been in real estate for years, I've learned that success rarely follows a straight line. To those starting, I would advise them to expect challenges and embrace them - each setback teaches you something valuable. The market will change, plans will need adjusting, and that's part of the journey.

This isn't a business for overnight success. Having good mentors made all the difference for me - they helped me avoid pitfalls and showed me new perspectives. The excitement I felt when I started keeps me going - watching spaces come to life and knowing they'll become part of someone's story. Stay curious, keep learning, and build relationships that matter. That's what turns challenges into stepping stones.

2025

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A PATHBREAKING APPROACH TO RESTORE HUMANITY'S ORIGINAL CREATION - THE VISION OF RASHMI AIYAPPA

Written by Elena Arnaiz



Rashmi Aiyappa is a one-of-a-kind visionary who defies categorization. A spiritual scientist, inventor, and serial entrepreneur, she pioneered Aashwasan Science®, an experiential science that helps humanity unlock its infinite possibilities. Her seminal work reveals a profound insight: what we experience today is just a fraction of our highest potential.

In this candid conversation, Rashmi Aiyappa unveils her breathtaking spiritual science technology.

My vision for humanity is to see lives living their infinite, boundless potential in every moment, with a deep sense of humane values.

Can you share the story behind Aashwasan Science® and your vision for human potential?

The story behind Aashwasan Science® is profound and yet deeply personal.

From an early age, I experienced existence as a dynamic interplay of energies at a subatomic level, where everything felt interconnected. This pure awareness helped me understand the intricate relationship between body, mind, and soul and how they shape our realities. I termed this phenomenon as the Liferforce Mechanism®.

I also experienced time uniquely. For me, time unfolded not as a linear experience but as a multidimensional reality, revealing profound cycles of cause and effect. This experience I termed the Timeless Phenomenon®.

I had always hoped that through my years of living, my experience of these phenomena would culminate into a purpose. And on the 23rd of May, 2005, those hopes were answered. As a divine intervention - the phenomena that I had lived with for 30 years manifested within me as a purposeful journey called Aashwasan®. These phenomena became the foundation of my invention - Aashwasan Science®. This science bridges the gap between the physical sciences and our conscious experience, bringing about a holistic and experiential journey for people to experience the cause and effect of the universe that they live in. This science is spiritual in origin, scientific in approach, and experiential in nature.

Aashwasan® exists as a space that transcends religion, belief, and philosophy—it's an experience. Aashwasan® intends to carry this vision forward by leading lives to explore and experience their infinite selves.

My vision for humanity is to see lives living their infinite, boundless potential in every moment, with a deep sense of humane values.

You have worked extensively with corporate leadership. What makes your approach to organizational transformation unique?

With over 32 years of experience across various industries, my journey of corporate transformation goes far beyond conventional consulting.

Through Aashwasan®, I leverage Aashwasan Science®, a cutting-edge quantum scientific methodology, to uncover the root causes of challenges and map their specific impact across behavioral, circumstantial, and situational levels. Through our techniques, we develop accurate and predictive models, enabling organisations to understand the complex interplay between their choices and future outcomes. These futuristic details provide insights and data far earlier than conventional methods can anticipate, empowering organizations to take proactive decisions today to address the challenges of tomorrow.

We also facilitate a uniquely intuitive experience for leaders, enhancing their decision making and strategic thinking abilities, empowering them to consistently bring about continual growth and success for their organisation.

The interventions of Aashwasan Science® offer groundbreaking experiences in health—spanning physiological, psychological, behavioural, and spiritual dimensions—empowering individuals to evolve seamlessly and holistically, ensuring a continuous evolution for the organisation.

Can you elaborate on your technological innovation approach?

At Epiplex.ai, our innovation is driven by the belief that technology should empower human potential and not replace it. We design solutions that bring great accuracy and transformative experiences for organisational processes, being a boon for the real-world challenges faced by organisations.

For over two decades, we have pioneered impactful advancements. From creating the world's first platform to democratize expertise within organisations, to leading the way in robotic process automation, we have always been at the forefront of innovation. In 2012, we adopted artificial intelligence, years ahead of its mainstream adoption in enterprise solutions.

Our solutions address critical business challenges like digital transformation, process improvement, and user adoption. Endorsed by industry leaders and Fortune 500 companies, with over 1,000 global customers, such as Accenture, IBM, Gucci, the New Zealand Police, FBI, Microsoft, Citibank, and American Express, our products have delivered significant savings in time, cost, and efficiency. Guided by a "People First" ethos, we consistently rank high in customer satisfaction.

Today, with AI and generative AI at the heart of our innovation, our latest solution, Epiplex.ai, is helping enterprises unlock unprecedented value. Recognizing its transformative potential, we rebranded Epiance Software Pvt. Ltd. as Epiplex.ai, to reflect our AI-driven vision.

We are committed to creating technologies that enhance human well-being, foster growth, and contribute to a sense of purpose—ensuring technology remains a tool for empowerment in a rapidly evolving world.

Could you share a specific example of transformation through Aashwasan Science®?

Every client of Aashwasan® gets to experience remarkable transformations uniquely. Here are just a few of our hero stories:

Arun* (*name changed) - A child with autism came with the issue of high heavy metal toxicity in his brain. Unlike painful procedures like chelation, Aashwasan® techniques were able to successfully reduce



the lead and mercury levels in his brain by 2000%, which were confirmed by his before and after blood reports.

Praveen - A client suffering from advanced Multiple Sclerosis for over two decades approached us for support as his basic mobility had drastically reduced. Aashwasan® designed a customised, comprehensive set of services that were rendered for over two years, and facilitated a groundbreaking journey that led to Praveen overcoming MS, with an MRI report showing no traces of MS found. Praveen's life stands as a true journey of hope and inspiration for millions battling with MS.

Sunil - A client experiencing two decades of alcoholism was enabled to experience de-addiction, without withdrawal symptoms, as well as the reversal of a debilitating secondary condition known as neuropathy, caused by years of alcohol abuse.

Deepthi - A client eager to live her life to the fullest, but handicapped by the debilitating condition of clinical depression, that took full control over life, reached out to us for hope. Her journey with Aashwasan® unfolded into a holistic, fulfilling, and empowering new chapter, as she embraced her true self with grace and discovered a profound sense of hope for the future.

What is your future vision for Aashwasan®?

My future vision for Aashwasan® is - Nature preservation and bringing human life experiences back to their original creation.

When every life is led to experience its unique infinite self, not only will that pave the way for humanity to transform, it will also invoke life's truest essence of love, hope, and compassion, leading to a seamless experience of oneness within through all of life's challenges. This sense of oneness becomes a guiding force to lead life gracefully and harmoniously. As I always say, "Love is where it all begins..."

BEYOND TIME AND SPACE INTO A WORLD UNKNOWN™

FOR YOU, YOUR FAMILY, & YOUR ORGANISATION



INDIVIDUAL

Be it a disease, situations in life, relationships, or simply not knowing oneself, we help you find the answers.

MRI reports in June 2012 indicated active demyelination along Praveen's spinal cord. He was diagnosed with Multiple Sclerosis (MS). "I tried many forms of therapy - Allopathy, Homoeopathy, and Ayurveda, but nothing was working. The condition made me feel hopeless. After Aashwasan services, I went through an MRI, and it clearly indicated that the progression had stopped. In fact, some of damage to the nervous system had even been removed."

- Praveen S.N,
Entrepreneur

ORGANIZATION

Make the right decisions, align your organisation with its goals, mission, and vision, and empower your workforce.

"The Aashwasan kind of approach would appear to be unusual at first, but, believe me it works. One could see (my team) believing in each other, trusting each other, and actually leaning on each other.. Today the company's top-level performance has increased by over 55%. More importantly, the changes have been permanent."

- D Ashok,
(Formerly) Executive Vice President - Siemens

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HOW TO OVERCOME RESISTANCE TO CHANGE

Written by contributing writer Dr. Lisa Turner



About the author

Dr. Lisa Turner is a leading voice in the spiritual community, the bestselling author of *CET Yourself Free* and a passionate advocate for humanity's conscious evolution. Her academic background combined with her spiritual training has helped thousands of people around the world to connect with their higher self using a grounded, practical approach that integrates clear, actionable steps into their daily lives. In her new book, *Our Conscious Tipping Point*, Lisa passionately encourages changemakers and conscious leaders to master the art of turning chaos into opportunity, not only for personal transformation but to galvanise real global change.

Modern leaders have to handle a lot. A lot more than used to be expected of them. No longer just expected to steer the ship, it seems they're supposed to be the emotional anchors of their teams too.

The modern leader needs a high degree of emotional intelligence, offering unwavering support to those they lead. Yet, ironically, they often find themselves standing alone, without a similar support system either from those above them or

from within their teams. This paradox can create a unique set of challenges, especially when navigating the turbulent waters of change.

But what if the key to overcoming resistance to change lies not just in managing others, but in transforming ourselves first? And more importantly, what if the future of leadership depends on transcendent leaders—those who rise above the noise and chaos to lead from a higher, more conscious level?

Resistance to change is often rooted deep within our psyche, a reflection of our inner fears and past experiences. It's as if we're walking through life with old maps, trying to navigate a landscape that has dramatically shifted. We cling to the familiar because it feels safe, even when it no longer serves us. For leaders, this means that not only do they have to guide their teams through change, but they must also confront their own internal resistance.

The Power of a Growth Mindset and Neuroplasticity

This is where the concept of a growth mindset becomes essential. A growth mindset is the belief that our abilities and intelligence can be developed with effort, learning, and persistence. It's the understanding that we are not fixed in our capacities but are endlessly capable of growth. This can be liberating for leaders, as it opens the door to continuous personal and professional development.

Neuroplasticity—the brain's remarkable ability to reorganize itself by forming new neural connections—supports this idea. Our brains are not static. They are more like a dynamic, flowing river, constantly



reshaping its course. When we adopt a growth mindset, we essentially rewire our brains, creating new pathways that support resilience, adaptability, and openness to change.

Leaders Need to Be Supported Too

However, adopting a growth mindset is easier said than done, especially when leaders feel unsupported. Transcendent leaders are those who not only navigate change but rise above it, leading from a place of higher awareness and purpose. Great leaders recognize that unresolved emotional pain can become a significant barrier to change. It's like trying to drive with the handbrake on—you can push forward, but the effort required is enormous, and the progress is slow. This is why leaders must prioritize their emotional well-being, just as much as they prioritize the well-being of their teams.

But where can leaders turn for support? The truth is, many find themselves isolated, expected to be the rock for others while their own needs go unmet. This is where practices that offer leaders a framework to identify and remove any unconscious blocks that create resistance to change. It's like clearing the debris from a river, allowing the water to flow freely once again.

Leading by Example

One of the most powerful ways to overcome resistance to change is by leading through example. Transcendent leaders embody the change they wish to see, rising above the immediate challenges and guiding their teams with vision and clarity. A

transcendent leader can harness the principles of neuroplasticity to not only overcome their own resistance but also to inspire a culture of continuous improvement within their organizations. When teams see that change is not something to be feared but an opportunity for growth, they become more adaptable and resilient.

Navigating the Emotional Landscape of Change

To navigate the emotional landscape of change, leaders must also cultivate empathy. Understanding the fears and concerns of their teams, and addressing these with compassion, is crucial. This doesn't mean

coddling or avoiding difficult conversations, but rather, guiding others through their resistance with the same care and support they offer themselves.

It's clear that the ability to embrace and lead change is not just a professional skill—it's a deeply personal one. By developing a growth mindset, and leveraging the brain's neuroplasticity, good leaders can become transcendent leaders who are able to transform resistance into a powerful force for innovation and progress.

In a world where we all face so many challenges, the true measure of a leader is not how they manage stability, but how they inspire transformation.



DRIVING GLOBAL IMPACT: ARUNMA OTEH, FORMER WORLD BANK TREASURER

Written by Sherlyn Gomes



Arunma Oteh is a distinguished global financial leader with a career spanning four decades, including being the 12th Treasurer of the World Bank. In this role she was responsible for assets under management of \$200 billion for the World Bank Group and 65 central banks. She was also responsible for maintaining the World Bank's triple A rating, a \$50 billion multi-currency annual funding programme, and leading a global team of 600 professionals. Currently an Academic at the University of Oxford, she holds a First-Class Honors BSc in Computer Science and an MBA from Harvard Business School. Oteh's new book, *All Hands on Deck - Unleash Prosperity Through World Class Capital Markets*, is being published on the 14th January 2025. In this candid conversation, Oteh reveals the personal and professional journey that shaped her remarkable career, offering an intimate look into her perspectives on economics, leadership, and the transformative power of excellence.

What inspired you to become an economist?

My journey into the world of economics started at our family dining table. After dinner, my father would have me read the annual reports of listed companies, where he and my mother, both civil servants with modest incomes, had carefully invested. These reports, filled with discussions about macroeconomic and microeconomic contexts, introduced me to economic concepts at an early age.

As a student, I was determined to become an inventor and enthusiastically pursued Computer Science. However, economics has a way of weaving itself into life, even when you're focused on other paths. My first job at Centre Point Investment Limited gave me practical exposure to the financial world, while my MBA at Harvard Business School laid a strong foundation for my career in economics and finance.

Over time, I've realized that economics is part of everyone's life. From the choices we make to the environments we navigate; our daily lives are shaped by economic decisions and the larger financial systems around us.

Pursue excellence with a deep commitment. The most potent antidote to bias and limitation is a relentless dedication to mastering your craft. Cultivate curiosity, embrace lifelong learning, and seize opportunities—even when they feel outside your comfort zone.

You spent 17 years at the African Development Bank. What kept you there?

Interestingly, I had initially planned to stay for just two years. However, several factors inspired me to extend my tenure. First and foremost, the mission of multilateral development banks—to support countries through both knowledge and financial assistance—was deeply compelling.

Second, the diversity of work was remarkable. Over the course of 17 years, I had the privilege of working in three distinct areas: Operations as a financial analyst, Finance in various capacities, including treasurer, and eventually as Group Vice President of Corporate Services.

The institution also provided a unique opportunity to engage with countries across Africa and beyond, collaborating with extraordinary professionals while gaining insights into complex project cycles and financial systems.

As the first African Treasurer of the World Bank, what was your most significant achievement?

The role of the World Bank Treasurer is undoubtedly one of the most distinguished financial positions in the world. Overseeing \$7 trillion of annual cashflows was both a significant responsibility and an extraordinary opportunity.

One of our most meaningful accomplishments was the development of the first pandemic bond in response to

the Ebola crisis. This was more than just a financial instrument—it was a strategic tool aimed at accelerating international response efforts and safeguarding critical developmental progress in the regions most affected.

We also broke new ground by introducing the first blockchain bond and designing financial transactions aligned with the Sustainable Development Goals. These initiatives went beyond technical innovation; they marked a shift in how financial institutions could harness technology and creativity to address global challenges.

While these achievements are often celebrated as important milestones, they are the result of collective effort. For me, the focus was on creating systemic solutions that could drive real change and tangible differences in communities around the world.

How do you view the role of economics in addressing global challenges?

Economics serves as a powerful lens for understanding and addressing complex societal challenges. While it may not offer perfect solutions to issues like climate change, technological disruption, or inequality, it provides a critical framework for analyzing and navigating these problems.

Today, we are witnessing a significant shift in economic thinking. The traditional focus on shareholder returns as the sole measure of success is evolving into a

broader, multi-stakeholder perspective. This new approach considers the well-being of employees, customers, communities, and the planet integral to long-term success.

This transformation is being driven by young professionals and investors demanding more than just financial returns—they seek purpose and meaningful impact. The growing prominence of environmental, social, and governance (ESG) investing reflects this change. In 2020 alone, ESG investments tripled compared to the previous year, underscoring the growing appetite for sustainable and ethical approaches to economic growth.

What advice would you give to young professionals?

Pursue excellence with a deep commitment. The most potent antidote to bias and limitation is a relentless dedication to mastering your craft. Cultivate curiosity, embrace lifelong learning, and seize opportunities—even when they feel outside your comfort zone.

Mentorship and a long-term focus on legacy are essential pillars of meaningful professional success. This belief has shaped my focus on developing future leaders through my work at the University of Oxford, serving on boards like King's Trust International, and supporting initiatives that amplify diverse voices.

Above all, remember that your journey is not solely about personal success. It is about paving the way for others and contributing to a more equitable, innovative, and inclusive global ecosystem.





BEN SEVILLA: SHAPING THE FUTURE OF BPO, BROADBAND, AND DIGITAL FINANCE IN THE PHILIPPINES

Written by Sherlyn Gomes

Ben Sevilla is a distinguished Filipino-American executive whose career bridges international banking, business process outsourcing (BPO), telecommunications, investment banking and digital innovation. Born in Washington, D.C., and educated at top universities in the Philippines and United States, he has been a trailblazer in transforming technological and financial landscapes at home and abroad. Sevilla's career journey is marked by a unique blend of strategic visions, entrepreneurial boldness, and a passionate belief in human potential. From his pioneering work with the Bank of Boston, Broadband Philippines, investment banking with Altus Capital to his leadership at UNO Digital Bank, his career is a powerful narrative of marvelous innovation and foresight.

What were the key turning points or milestones in your career?

As my banking career progressed in the U.S. and internationally, with Philadelphia National Bank and the global UK banking giant NatWest, the Bank of Boston gave me a unique opportunity: to return to the Philippines and establish their Manila branch as Country CEO - at just 33 years old - was a dream too good to come true. It allowed me to personally contribute directly to the Philippine economy and my beloved Filipino people.

In 1994, another fantastic opportunity arose with the introduction of the Internet in the Philippines.

My leadership style has always been rooted in transparency, integrity, with a strong focus on teamwork. I believe in recognizing each team member's strengths, ensuring everyone contributes their best to collective success.

I envisioned young, skilled, English-speaking Filipinos—proficient in computer technologies—working for foreign companies remotely from the Philippines. What began as “offshoring” soon evolved into the Business Process Outsourcing (BPO) industry. For Bank of Boston, I pioneered one of the very first Philippine-based BPO operations, relating to Letters of Credit support services opened by our bank's global branches. From this success, I established unique BPO operations in areas like executive recruitment and mortgage and compliance accounting, further cementing the Philippines' position as a major global outsourcing hub.

Then, I saw another pivotal need: reliable and robust broadband infrastructure. This led me to co-found Broadband Philippines in 2001, knowing how this technology would underpin and support the next wave of digital transformation. In 2005, I also co-founded Altus Capital, now a prominent Philippine-based investment banking firm, in which I am presently Chairman, which strategically focuses on Structured Finance deals within the ASEAN region. This move was fully aligned with my unwavering confidence that the Philippines will definitely become an increasing key country participant in future ASEAN growth.

Fast forward to 2021, my involvement with UNO Digital Bank was a natural progression of this journey. I see UNO Bank as a continuation of my vision—leveraging

technology to expand financial access and inclusion, particularly within the lower 2/3 of the lesser affluent in the Philippine economic pyramid. My present firm vision is that the Philippines will benefit greatly in coming decades due to its strategic geopolitical location, large young workforce that can be both re-skilled and upskilled, coupled with government administrations that will fully support technological, energy and supply chain advancements.

What has been your most effective approach in motivating and guiding teams?

My leadership style has always been rooted in transparency, integrity, with a strong focus on teamwork. I believe in recognizing each team member's strengths, ensuring everyone contributes their best to collective success. Over the years, I've had the privilege of building highly successful teams in global and investment banking and BPOs.

You have been a pioneering figure in three transformative technological domains in the Philippines: Business Process Outsourcing (BPO), Broadband Services, and Digital Banking. What is your vision for the future of these industries?

My career across BPO, broadband services, and digital banking has been driven by a single vision: unlocking the full human and economic potential through innovation. Growing up between the USA and Philippines gave me a unique expertise to successfully connect global opportunities with local talent and resources.

The BPO sector is evolving rapidly to embrace high-value knowledge processes powered by automation and artificial intelligence. Accelerated broadband services will allow the Philippines to reach its most remote communities, allowing digital banking to push towards its boundaries of financial inclusion.

I am fully confident that Filipino talent will meet and exceed international standards, thriving in even the most demanding environments. My work has always been about creating platforms that expand opportunities, break down barriers, to allow the fullest potential of our Filipino people, especially those overlooked and underappreciated, to shine. That, to me, is the truest essence of innovation.

What would your advice be for budding leaders entering this industry?

The first step for any aspiring leader is to fully understand – and appreciate – their strengths and weaknesses, aligning their skills with their visions. Persistence is vital, but much more is the ability to instinctively adapt quickly. True leaders must know when to recalibrate their goals appropriately as circumstances shift. Flexibility and resilience are key to navigating change effectively.

Another critical trait is embracing mistakes as opportunities to learn. Failures must be accepted as valuable lessons that drive growth and progress. Success lies in balancing passion and persistence with the vision to adapt and evolve. My core value of leadership has always been about identifying opportunities and refining them to create meaningful impact to benefit as many people as possible. This “giving back” has been my most cherished reward throughout my career journey to present day, with some years yet to come.



Sevilla receiving the “Lifetime Achievement Award in Banking & Finance 2022” from Ateneo with his grandson Manolo

FIVE TRENDS SHAPING REAL ESTATE IN 2025

Written by Prof. Jeevan D'Mello, President, Global Leaders Today



About the Author:

Prof. Jeevan is a respected and accomplished expert in the fields of Real Estate, Communications, and Customer Experience. He is known for his extensive knowledge and experience in these areas and has built a reputation as a thought leader across the world. An author of four books, Jeevan is an internationally accredited trainer and has been awarded a Doctor of Letters (D. Litt) at Azteca University, Mexico. He is also an Executive Fellow of Woxsen University. In 2014, he won the prestigious 'President's Award' in the USA and has received a multitude of awards and accolades from across the world, notably Spain, Italy, Chile, Colombia, Italy, UAE, and India.

Besides being on the board of Global Leaders Today, he is also a board member of the US-based Community Associations Institute and Dubai-based Rotary Club of Dubai. He also served as the inaugural President of the Community Associations Institute - Middle East.

The real estate landscape is rapidly changing, influenced by technological innovation, societal shifts, and the evolving priorities of a new generation of property seekers. This change



follows a quiet period in global real estate capital markets. In 2023, investments fell to **\$699 billion**, marking the lowest levels since 2012, with the first half of 2024 showing similar declines. These shifts were primarily driven by cyclical factors, including rising interest rates across major markets.

Encouragingly, this downward trend is beginning to stabilize. Central banks are now easing policy rates, concerns over a global recession have eased, and occupational markets continue to show resilience. These factors signal a rebound, with real estate fundamentals regaining the attention of institutional investors.

As we approach 2025, these changes are evolving traditional real estate investment models, presenting new challenges but also groundbreaking opportunities for developers, investors, and homeowners.

Here are the five critical trends shaping the future of real estate in 2025:

The Secondary City Revolution

The real estate landscape is shifting from metropolitan giants to smaller, dynamic urban centers like Boise, Charlotte, and Tampa, driven by remote work and a desire for balanced lifestyles. According to the PwC report **Top Real Estate Industry Trends for 2025**, Raleigh-Durham has **4.1 million square feet** of construction in progress, Philadelphia **5.3 million**, and DC-Baltimore **1.8 million**. Smaller markets like Memphis and Charlotte boast 100% occupancy as of Q2 2024, with 11 of the top

26 markets reporting over 95% occupancy. These emerging markets offer a compelling value proposition: lower living costs, more spacious properties, and a higher potential for investment returns.

Sustainability as a Core Investment Strategy

Sustainability is no longer just a regulatory requirement; it is now a critical driver of financial value in real estate. According to Deloitte's 2025 Commercial Real Estate Outlook, retrofitting existing buildings, which generate less than half the carbon emissions of redevelopment, is gaining traction. Deep energy retrofits—improving energy efficiency by 50% or more—are planned by 76% of firms globally within the next 12-18 months, with the Asia-Pacific region leading at 80%.

Building Performance Standards (BPS) and stricter energy codes are pushing this trend. For example, commercial assets in the UK must achieve at least a Grade B energy rating by 2030, yet two-thirds of office buildings currently fall below this standard. This presents a significant opportunity to retrofit and avoid the risk of stranded assets.

Despite the estimated \$3 trillion global retrofitting cost, innovative financing solutions like green bonds are being explored. Firms are moving beyond compliance, with 22% embedding sustainability into their core strategies, aiming to balance immediate returns with long-term environmental and financial benefits.

million in Series A funding, signaling the growing demand for a streamlined, tech-driven home-buying process.

Further, the digital signature market is growing rapidly, projected to reach \$5 billion by 2025, with an annual growth rate of 26.3%. Additionally, artificial intelligence and blockchain are making property transactions more secure, transparent, and efficient.

Rising Demand for Rentals

The demand for both single-family and multifamily rental properties has surged in recent years, driven by demographic shifts. The populations of Americans in their prime renting years (ages 20 to 34) and seniors (ages 65 and older) are on the rise, with household formation remaining strong. According to Harvard's Joint Center for Housing Studies, in 2023, 1.5 million new households were created, a significant jump from the decade's average of 915,000. With



Technology-Driven Property Ecosystem

Virtual tools like 3D tours, drone videos, and virtual staging are now a staple in property searches, allowing buyers to explore homes remotely and gain a clearer sense of the space. Searches for "virtual staging" have surged to 14,800 per month in 2024, nearly double the 8,000 searches per month in 2020—highlighting a clear shift toward digital, immersive property exploration.

Today, more than 40% of homebuyers begin their search online, making digital platforms the go-to resource. Innovations like Huspy—a platform that allows users to search for properties and compare financing options all in one place—have raised \$37

the cost of purchasing a home exceeding renting by about 40%, many individuals are opting for rentals instead. This trend is expected to persist even as mortgage rates gradually decrease.

This growing preference for renting is driven by high home prices and the affordability gap, which creates new opportunities for investors. Build-to-rent (BTR) communities, which offer long-term rental properties with amenities like gyms and parks, are gaining popularity, especially among renters seeking better quality living spaces. As the rental market continues to tighten, BTR investments are positioned for solid returns, making them attractive for investors in 2025 and beyond.

Smart Homes on the rise

The growing concern over security and safety has become a driving force in the adoption of smart home technologies. With burglary happening every 30 seconds in the U.S. alone—over 3,000 burglaries per day, according to FBI statistics—homeowners are increasingly turning to advanced security systems. While traditional Closed-Circuit Televisions (CCTVs) have long been used to monitor properties, they fall short in preventing intrusions and require high bandwidth for remote monitoring. In response, smart surveillance systems have emerged, utilizing sensors and computer vision to detect, deter, and report intrusions in real time. These systems ensure more proactive safety and allow homeowners to store footage securely in the cloud and control their systems remotely.

This growing demand for smart security solutions is part of a broader trend in the smart home market, which is expanding rapidly, particularly in the Asia-Pacific region. With a projected compound annual growth rate (CAGR) of 32.21% over the coming years, this growth is fueled by increasing disposable income, widespread smartphone and internet penetration, and a growing appetite for AI-driven technologies like digital assistants (Siri, Alexa).

Additionally, smart homes have transitioned from a luxury to an expectation, especially among Generation Z. According to a recent survey, 72% of young renters prioritize smart home technology over traditional amenities like gyms or parking spaces.

Conclusion

In the words of Franklin D. Roosevelt, "Real estate cannot be lost or stolen, nor can it be carried away. Purchased with common sense, paid for in full, and managed with reasonable care, it is about the safest investment in the world." As the industry continues to evolve, it remains a stable and invaluable asset, capable of weathering both challenges and opportunities. The future of real estate is dynamic, adaptive, and primed to offer solutions that meet both current and future needs. It's an exciting time to be part of an industry that is not only responding to change but leading it.

BUILDING INCLUSION: HOW JENNIFER TODD IS SHAPING AMERICA'S CONSTRUCTION LANDSCAPE

Written by Kyle Goldberg



As the founder of LMS General Contractors and WynTech Group, **Jennifer Todd** has established a thriving enterprise that has successfully removed over 5 million square feet of hazardous materials across 13 states since 2013. Making history as the youngest Black woman to earn California's General Engineering A license, Todd is a trailblazer in the industry. At LMS, she has cultivated a workforce that defies traditional norms, achieving an impressive 77% retention rate and a team of 30% women.

In this candid conversation, Todd reflects on how her diverse experiences in administration, engineering, and law have fueled her mission to transform construction into a more inclusive field. With initiatives like A Greener Tomorrow and the forthcoming WynTech apprenticeship database platform, Todd is forging the gap to address the U.S. construction industry labor shortage.

What initially drew you to this industry, and when did you realize it was your passion?

My construction journey began unexpectedly at a reception desk,

fresh from university. What started as answering calls soon grew into a deep fascination with how the construction industry shapes our everyday lives and communities. My boss turned mentor encouraged me to lean into my curiosity and understanding of each team member's role on the project.

From there, I fell in love with the intricacies of construction. This passion drove me to pursue both an engineering license and a law degree from ASU's Sandra Day O'Connor College of Law. Today, I'm committed to making our industry more inclusive and innovative because diverse perspectives lead to better building.

What were the key turning points or milestones as you progressed in your career?

A pivotal moment in my career was moving from an admin into project management. As a PM, I felt there was more autonomy of my work and I was an active part of the team. It also created space for me to enter other roles such as estimator and site superintendent.

Another important milestone was starting my business, LMS General Contractors. As a Black woman in demolition and remediation, rarely did my counterparts look like me. For me, it was imperative that I sat for my engineering license and went to law school. I was determined to grasp the full scope and complexity of the projects we led so I could confidently stand behind the quality and impact of the work LMS does.

This passion drove me to pursue both an engineering license and a law degree from ASU's Sandra Day O'Connor College of Law. Today, I'm committed to making our industry more inclusive and innovative because diverse perspectives lead to better building.

How has your leadership style evolved over the years? What has been the most effective approach for motivating and guiding teams?

As a young female leader in a male dominated industry, I struggled to find my authentic leadership style, rarely I saw others who looked like me. So, I emulated my peers; project centered, solely focused on milestones.

Today, I speak to organizations and leaders across the world about the value of being people-centered. The reality is as leaders we're responsible for other people's happiness. Today's employees don't desire to work in toxic and unsupportive environments. They crave a sense of belonging, they desire to be seen, and feel safe in environments regardless of age, sex, gender, or race.

The best leaders care and support their people, and focus on the organization's culture. They take time to understand each person's strengths and motivations, to better allow the person to shine. If the company wants to make more money, focus on the people.

What impact do you hope your initiatives will have on young people entering the industry, and how do they support your goals of fostering connectivity and inclusivity in construction?

Today's job market is unique, and the construction industry faces a significant labor shortage, with an urgent need to bridge a skills gap. Between an aging workforce, COVID's impact, and challenges in retaining diverse groups, the U.S. construction labor shortage is approaching one million workers.

My work centers on connection—recognizing that solving the workforce shortage requires a focus on people. Bridging this gap means attracting and retaining women, minorities, and youth; making them feel seen and supported in an industry that has not always been accessible. Young people, especially girls, need to see role models breaking barriers to believe in their own potential, and it's equally crucial for the industry to cultivate and sustain these opportunities.

Through A Greener Tomorrow, a 501(c)3 nonprofit, and the Breaking Barriers: Women at Work YouTube docuseries, I strive to showcase authentic women leaders in construction who are transforming the industry. This series not only attracts new talent but also builds retention by highlighting real stories of resilience, leadership, and impact.

With WynTech Group, we're creating the largest U.S. construction apprenticeship database, set to launch in Spring 2025. One of the biggest challenges young people face in joining construction is access, WynTech streamlines the process by connecting youth and young adult job seekers to construction apprenticeships nationwide. We're providing the most up-to-date information on a range of programs—from registered apprenticeships to union, open-shop, and nonprofit programs—making these pathways accessible for everyone.

This resource will connect young people, including those from underrepresented backgrounds, with apprenticeship and

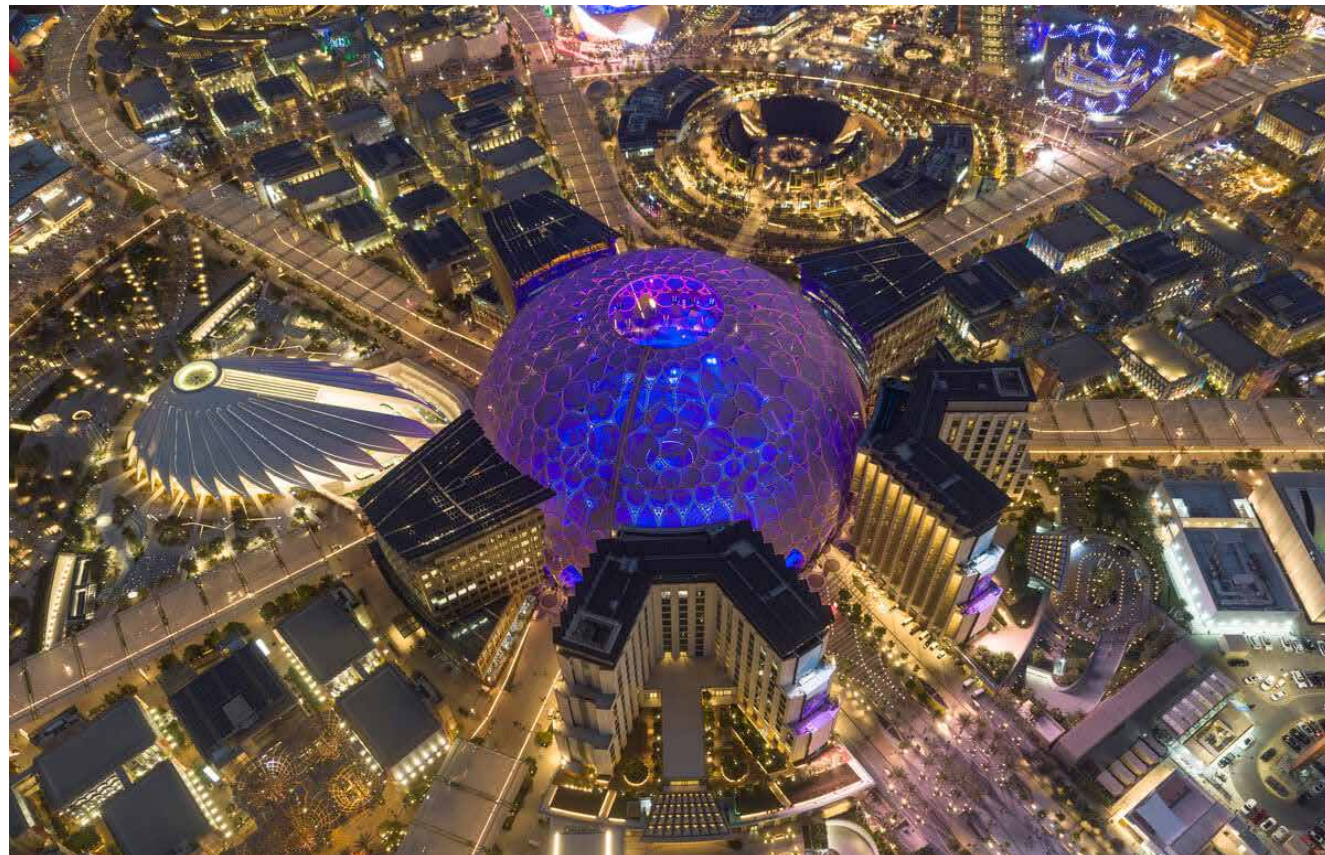
pre-apprenticeship opportunities, filling the workforce gap with skilled, diverse talent. The construction industry needs people, and WynTech is creating a vital pipeline to its future skilled trades workforce. My mission as a leader and advocate is to champion connectivity and community, values that lie at the heart of building a stronger, more inclusive industry.

What would your advice be for budding leaders entering this industry?

The construction industry demands resilience, adaptability, and a commitment to continuous learning. Technical expertise is crucial, but building trust and fostering a reliable team are equally essential.

My advice to new leaders is to "lean in" to who you are first. Do the inner work to understand your strengths and unique approach; take executive coaching to refine your presence and learn how to work effectively with diverse teams. Leadership can sometimes feel isolating, so it's important to find your tribe. Leadership is a long game, stay true to your vision, learn from your mistakes, and continue to hone your skills.





THE CONSTRUCTION SURGE IN THE MIDDLE EAST

Written by Justin Roberts

The construction industry in the Middle East is rapidly expanding, driven by government investments, increasing populations, and efforts to diversify economies. In Saudi Arabia, Vision 2030 is driving this agenda forward. The plan aims to reduce reliance on oil and build a sustainable, diversified economy. NEOM is one of the most ambitious projects under this vision, with over 140,000 workers engaged in creating this futuristic city.

The region's infrastructure construction market, valued at \$48 billion, is projected to grow by 3.5% annually, driven by an unprecedented wave of projects spanning residential, commercial, and industrial sectors. By 2030, the broader Middle East construction market is expected to surpass \$401 billion, reflecting the scale of ongoing development. As nations like the UAE, Qatar, and Saudi Arabia position themselves as global hubs for innovation and infrastructure, the Middle East is rapidly becoming an icon of urban growth. Some projects include:

NEOM (Neom City, KSA)

In northwestern Saudi Arabia, NEOM is a \$500 billion project aimed at redefining urban life. Its flagship initiative, The Line, challenges conventional city planning with a 170-kilometer linear design. The city eliminates the need for cars and roads, offering a vertical living environment powered entirely by renewable energy.

Designed to house nine million residents, The Line incorporates advanced technology to create a seamless blend of urban living and environmental sustainability. Every aspect of the city is engineered to minimize its ecological footprint, emphasizing efficiency and human-centered design.

NEOM also includes OXAGON, an industrial city rethinking manufacturing and logistics, and Trojena, a mountain destination offering year-round outdoor activities powered by clean energy. By 2030, NEOM aims to contribute \$100 billion annually to Saudi Arabia's economy.

The Red Sea Project (Tabuk, KSA)

The Red Sea Project integrates luxury tourism with environmental sustainability. Covering an expansive 28,000 square kilometers along Saudi Arabia's pristine western coastline, the development encompasses an archipelago of over 90 islands. Notably, the project is committed to preserving 75% of its area as untouched, fostering biodiversity, and ensuring minimal ecological disruption.

This pioneering initiative aligns with Vision 2030's sustainability goals by incorporating advanced green technologies. Luxury resorts within the project are designed to be self-sustaining, powered by 100% renewable energy, including solar and wind. The development also employs innovative water desalination techniques and advanced waste management systems, setting benchmarks for eco-conscious tourism globally. With a record-breaking LEED certification score, it has set a new benchmark for sustainable development in the hospitality industry.

King Salman Park (Riyadh, KSA)

King Salman Park in Riyadh, Saudi Arabia, will set the new standard for urban green spaces as the world's largest urban park, covering 13.4 square kilometers. This ambitious project will incorporate cultural, recreational, and environmental elements. The park will feature museums, theaters, sports facilities, and expansive green areas, offering a comprehensive community experience.

Innovative sustainability measures are at the core of the park's design. It utilizes renewable energy systems and advanced irrigation technology to ensure environmental responsibility. A 7.5-kilometer pedestrian pathway encourages walking and connectivity, promoting healthy lifestyles while fostering interaction with nature. King Salman Park aligns with Saudi Arabia's Vision 2030 by transforming Riyadh into a greener, more sustainable city.

Expo City Dubai (Dubai, UAE)

Expo City Dubai, established on the foundations of Expo 2020, serves as a permanent hub for sustainable development. The city showcases environmental innovation by integrating solar panels, waste-to-energy systems, and autonomous transport networks, embodying advanced sustainable urban living.

In addition to its technological milestones, Expo City Dubai fosters global collaboration by attracting researchers, innovators, and businesses. It is designed to



function as a platform for cutting-edge ideas and partnerships, ensuring the impactful legacy of Expo 2020 remains a catalyst for progress.

Masdar City (Abu Dhabi, UAE)

Masdar City in Abu Dhabi has set a global sustainable urban development and innovation benchmark. One of the first large-scale eco-cities, Masdar City, is powered entirely by renewable energy, including a 10-megawatt solar array and additional on-site solar panels. The city incorporates advanced cooling systems that optimize energy efficiency and reduce carbon footprint, while autonomous electric vehicles ensure zero-emission mobility within its carefully planned infrastructure.

Masdar City also functions as a dynamic research and innovation hub, hosting leading institutions like the Masdar Institute of Science and Technology. These organizations focus on clean energy and sustainable technologies, driving global efforts to combat climate change. The

city's success has inspired similar projects worldwide, showcasing the viability of integrating sustainability, advanced technology, and urban planning to create eco-friendly, future-ready cities.

Global Lessons from the Middle East

The construction boom in the Middle East reflects a bold and forward-thinking approach to urban growth that prioritizes environmental responsibility. Projects like NEOM, the Red Sea Project, and Masdar City show that large-scale development can go hand in hand with sustainability and innovation.

These efforts underline the importance of combining technology, environmental care, and cultural understanding in today's urban planning. As the world faces challenges like climate change and dwindling resources, the Middle East is offering valuable lessons on how to build cities that are both modern and responsible.



TRANSFORMING GLOBAL LEARNING: PRASHANT SRIVASTAVA'S INNOVATIVE APPROACH

Written by Kyle Goldberg



Prashant Srivastava is a strategic leader who has reshaped international education, driving partnerships at Seneca Polytechnic that significantly boosted international student enrollment. As Director of Business Development at Seneca Polytechnic, he oversees partnerships and student recruitment for one of Canada's leading institutions, serving over 60,000 students across 300+ programs. Recognized for his efforts in international education, Srivastava has received honors from the High Commissioner of India, the Ontario Government, and the Government of Canada, among others. With experience at top institutions like the University of California, New York Institute of Technology, and Vancouver Island University, he has made cross-cultural education a key driver of growth and student success. His work focuses on creating meaningful educational pathways that bridge cultures and unlock opportunities while championing diversity and transformative experiences for students globally. Through candid conversation, Srivastava shares his passion for bridging cultural gaps, promoting diversity, and crafting transformative educational experiences for students worldwide.

What initially drew you to this industry, and when did you realize it was your passion?

My journey in international education began in 2006 when Vancouver Island University (VIU) offered me the opportunity to establish its first overseas office in India. In 2007, I successfully launched the VIU Centre for Canadian Education in New Delhi, promoting Canadian education and fostering meaningful connections between two distinct cultures.

Traveling across India—from Punjab to Kerala and Maharashtra to Kolkata—deepened my understanding of the country's diversity and its parallels with Canada's values of inclusion. These experiences laid the foundation for my passion for international education, rooted in bridging cultures and championing diversity.

At Seneca Polytechnic, I've advanced Diversity, Equity, and Inclusion (DEI) initiatives, including impactful projects like hosting a tribal student from a partner

Success in international education hinges on strategic thinking, adaptability and a commitment to fostering diversity and inclusion.

institution in India and expanding outreach to underserved communities. What drives me is the opportunity to create meaningful change—building connections, navigating cultural differences, and ensuring access to education for all.

What were the key turning points or milestones as you progressed in your career?

Key milestones in my international education career have shaped my commitment to transforming global education partnerships. Early on, I recognized that international students are not a monolithic group. Research by World Education Services segmented them into "Strivers," "Strugglers," "Explorers," and "Highfliers," a framework that has guided my tailored strategies to meet their diverse needs.

Another pivotal milestone was overseeing student recruitment partnerships at the University of California, Riverside (UCR), particularly in the MENA region, increasing the Middle Eastern student body. This success stemmed from forging partnerships with entities like the Saudi Arabian Cultural Mission and aligning recruitment goals with regional trends. Collaborating with the U.S. Department of State and the Department of Commerce further expanded UCR's international network. My efforts also earned me the prestigious STAR award.

At Seneca, I've focused on entrepreneurship and skills training. Notable projects include the Indo-Canada Innovative Project Competition with the College of Engineering Pune (2016–2018) and a training program with the Arun Jaitley National Institute of Financial Management, which equipped over 350 Indian civil servants with tools for policy innovation in Canada.

How has your leadership style evolved over the years?

Over the years, my leadership in international education has evolved from a results-driven approach to empowering teams, fostering collaboration, and building lasting relationships. Flexibility and adaptability have become cornerstones of my style, enabling me to inspire and motivate those I lead while navigating the complexities of global education.

A key strength of my leadership is a pragmatic, analytical approach to problem-solving. For example, in addressing challenges in student recruitment, I analyze root causes—whether demographic shifts, market trends, or regional perceptions—and develop tailored strategies instead of applying one-size-fits-all solutions. This mindset has also been invaluable in responding to global shifts, such as the COVID-19 pandemic. During this time, I led my team in adopting digital tools like Zoom and Teams to ensure seamless engagement with students and partners, maintaining accessibility and support despite travel restrictions.

Partnership development has been a significant focus of my work, rooted in identifying mutually beneficial opportunities. At Seneca, I managed international recruitment for regions like MENA, South Asia, and Sub-Saharan Africa, contributing to over 80% of Seneca's international student body and driving significant revenue. A notable example of strategic growth is the healthcare cohort partnership launched in 2010, which grew from 20 internationally trained nurses to over 2,000 students, exemplifying the impact of long-term, collaborative partnerships.



Beyond recruitment, I have spearheaded training programs in digital marketing, entrepreneurship, and innovation, training thousands of students across Canada and India. My leadership philosophy is rooted in building trust, investing in people, and maintaining clear communication. Inspired by Seneca President David Agnew and Seneca Polytechnic's values, I prioritize collaboration and people development. By blending vision with execution, adaptability with empathy, and strategic thinking with human connection, I have led teams through significant growth and transformation, advancing opportunities for students and institutions worldwide.

What would your advice be for budding leaders entering this industry?

My experience in international education has shown me that effective leadership requires a balance of essential skills, strong values, and a clear understanding of the challenges faced by students and institutions on a global scale. I am guided by the words of Swami Vivekananda, "Arise, awake, and stop not until the goal is reached," and John F. Kennedy's call to action, "Ask not what your country can do for you—ask what you can do for your country." These principles inspire me to lead with integrity, transparency, and a strong sense of responsibility toward creating meaningful change.

Success in international education hinges on strategic thinking, adaptability, and a commitment to fostering diversity and inclusion. By staying grounded in these values and leading by example, leaders can navigate challenges and drive lasting, positive impact in the global education landscape.

RAJBIR SINGH: SHAPING THE FUTURE OF FIRE PROTECTION IN OMAN

Written by Sherlyn Gomes



With over two decades of leadership in fire protection and security systems, including 17 years in the Middle East, **Rajbir Singh** has earned himself a reputation for delivering mission-critical safety solutions. As Managing Director of Green Light International LLC in Oman, he combines technical expertise with strategic business acumen, overseeing complex projects across industrial sectors. In this candid conversation, Singh shares insights from his career progression, discussing how early experiences shaped his commitment to rigorous safety standards. From implementing advanced fire protection systems to guiding Green Light International's expansion in Oman, he offers valuable perspectives on maintaining excellence in an evolving industrial landscape.

What initially drew you to this industry, and when did you realize it was your passion?

I was drawn to the fire protection and safety industry because of its vital role in saving lives and safeguarding assets. Early in my career, I worked on a project that left a lasting impression—designing and implementing a fire protection system for a

high-risk industrial facility. The complexity of the challenge and the knowledge that our work directly impacted people's safety sparked a deep sense of purpose in me.

I was also fortunate to have a mentor who stressed the importance of ethical practices and innovative thinking. Their guidance helped me see how this industry aligns with my values and long-term aspirations. Over the years, seeing the

real-world results of my work, whether it's creating safer environments for employees or hearing heartfelt thanks from clients, has strengthened my passion for this career. These moments remind me why I chose this path and motivate me to contribute meaningfully.

What was the key turning point or milestone as you progressed in your career?

A pivotal moment in my career came when I was entrusted with a leadership role overseeing a major project for a large industrial client. The project required designing and implementing a state-of-the-art fire protection system tailored to complex and unique site conditions. Successfully delivering this initiative brought our team well-deserved recognition and strengthened my confidence in managing large-scale, intricate projects.

Another significant milestone was Green Light International's expansion into Oman's market. Being actively involved in the strategic planning and execution of this endeavor provided invaluable insights into market dynamics and allowed me to grow professionally and personally. Seeing our efforts introduce advanced safety solutions to a new region was gratifying, elevating our reputation while making a tangible difference.

What core values drive your leadership approach?

A core value that shapes my leadership is a commitment to continuous improvement in the systems we design and how we function as a team. I firmly believe that fostering a culture of learning and innovation is essential to staying ahead in the fire protection industry.

One accomplishment I am particularly proud of is leading a sustainability-focused initiative at Green Light International. We implemented environmentally friendly fire protection systems for a client committed to sustainability, successfully balancing advanced technology with reduced environmental impact.

Another key experience was spearheading an internal development program to upskill our team. By organizing technical workshops and encouraging

certifications, I've witnessed our team grow more confident and capable, directly enhancing the quality of service we deliver.

A deep belief in trust and empowerment is at the heart of my leadership approach. I've found that when people feel supported and trusted, they naturally take ownership of their work and perform at their best.

How has your leadership style evolved over the years?

Over the years, my leadership style has evolved significantly, shaped by both successes and challenges. Early in my career, I was more task-oriented, with a strong focus on efficiency and achieving results. However, I soon realized that effective leadership is about understanding and empowering people.

I've since adopted a collaborative approach, fostering open communication and valuing the contributions of every team member. This has helped create a sense of ownership and accountability, which has been key to keeping teams motivated and engaged. One of the strategies I prioritize is focusing on individual development. By recognizing people's unique strengths and providing growth opportunities, I've seen team members exceed expectations.

For instance, I mentored a junior team member during a critical project, helping them build confidence and skills. Eventually,

A deep belief in trust and empowerment is at the heart of my leadership approach. I've found that when people feel supported and trusted, they naturally take ownership of their work and perform at their best.

they stepped into a lead role and delivered outstanding results. Moments like these reaffirm that investing in people is just as important as achieving project goals.

What would your advice be for budding leaders entering this industry?

My advice to aspiring leaders in the fire protection and safety industry is to start by building a solid foundation of technical expertise while also honing essential soft skills like communication and teamwork. This field demands precision and strict adherence to high standards, so paying attention to detail and committing to continuous learning is vital.

Adaptability is another key quality to cultivate. Each project brings its own set of challenges—whether it's navigating complex regulatory requirements or addressing the unique needs of a client. Being open to innovation and flexible in your approach will help you stand out.

One common hurdle for new leaders is balancing the immediate demands of projects with the need for long-term strategic thinking. I recommend fostering strong relationships within your team and actively listening to their insights to navigate this. Collaboration leads to better outcomes and strengthens trust, which is essential for effective leadership.

Lastly, always prioritize ethical practices and place safety above all else. The stakes in this industry are high, and your decisions directly impact lives. Leading with integrity and purpose not only earns respect but also ensures a lasting, positive legacy in the field.



24 YEARS OF IMPACT: SALIMA JAAFARI'S GUIDE TO THRIVING IN PROPERTY MANAGEMENT

Written by Sherlyn Gomes

With over 24 years of expertise managing multifamily units, commercial properties, and vacation homes, Salima Jaafari has firmly established herself as a trusted leader in the property management industry. She serves on the Board of Directors of the Real Estate Institute of Canada (REIC) and is an active member of the Institute of Real Estate Management (IREM), Canada Chapter. As a former President and Chair of the IREM Quebec Chapter, her leadership and contributions have significantly influenced property management practices. As the founder of JAAFS Property Management Inc. in Montreal, Canada, she has transformed her vision into a thriving enterprise renowned for its innovative strategies and exceptional client service. In an insightful conversation, Jaafari reflects on her remarkable journey, offering a glimpse into her professional evolution, leadership philosophy, and the invaluable lessons she has gleaned while navigating the dynamic and challenging world of property management.

What initially drew you to this industry, and when did you realize it was your passion?

My journey into the real estate industry was unexpected. I began with a bachelor's degree in applied foreign languages, focusing on French, English, and Italian. After completing my studies, I spent three years working in the Commercial Section of the Portuguese Embassy in Tunisia, honing my skills in diplomacy and cross-cultural communication.

In 2001, my career took a pivotal turn when I moved to Canada and joined Groupe Molesini Inc., an Italian company based in Montreal. The leadership at Groupe Molesini was nothing short of inspiring—visionary professionals who were deeply passionate about their work and generous in sharing their expertise.

Over time, with their support, I gained hands-on experience across

various domains, including administrative operations, construction processes, sales strategies, and promotional activities. This exposure allowed me to develop a strong foundation in the industry and ultimately specialize in residential and commercial property management.

What were the key turning points or milestones as you progressed in your career?

In 2013, I began investing in residential rental properties, which sparked a deep appreciation for the importance of professional development in the real estate sector. A significant milestone came in 2017 when I earned the prestigious Certified Property Manager (CPM) designation.

By 2018, I was ready to channel my expertise into a larger vision. With support from my family and valuable mentorship from seasoned professionals, I founded JAAFS Property Management Inc. What started as a personal endeavor has since evolved into a thriving company that manages a diverse portfolio, including residential, commercial, and vacation properties.

What has been your most effective approach in motivating and guiding teams?

I have always prioritized building strong, effective teams, as I firmly believe that the success of any business is rooted in the strength of its people. By fostering open communication, encouraging collaboration, and cultivating a positive work environment, I aim to create a space where everyone feels motivated and empowered.

When teams feel supported and engaged, their productivity naturally increases, leading to better outcomes. In property management, this approach is incredibly vital as it ensures that we consistently deliver exceptional results while maintaining a high standard of service for our clients.

How do you balance the demands of leading a company with your personal and family life?

Balancing property management with family life is an ongoing challenge, especially given the unpredictable nature of the work. Emergencies such as a burst

pipe, a tenant complaint, or a sudden maintenance issue can arise at any moment, often disrupting even the most well-planned day.

Through the years, I've realized that true success isn't about creating a perfect divide between work and home but finding a sustainable balance that works for both. My family has played a pivotal role in this journey, understanding and supporting me in responding to work demands while safeguarding our time together. I've become more strategic in delegating tasks and building a reliable team and network to handle urgent matters when I need to focus on family.

At the core of everything I do is my personal well-being. I've learned that being effective at work requires physical and mental resilience. By committing to regular exercise, taking time for reflection, and establishing clear boundaries between work and personal life, I ensure that I remain sharp, focused, and able to perform at my best.

What would your advice be for budding leaders entering this industry?

Build Strong Interpersonal Skills: Effective communication and relationship-building are paramount in property management. Working with a diverse group of tenants, property owners, and contractors can be challenging, so connecting and communicating clearly is essential for success.

Stay Current and Compliant: The real estate market and regulations are constantly evolving. Staying informed about the latest laws, regulations, and market trends is critical for maintaining compliance and making informed decisions.

Focus on Tenant Satisfaction: Satisfied tenants are more likely to remain long-term and take better care of the property. Prioritizing their needs and promptly addressing concerns fosters positive relationships and enhances your reputation with tenants and clients.

Embrace Technology: Technology can significantly streamline your work and improve service delivery. Don't hesitate to leverage tools that can make your job more efficient and elevate the quality of your service.

Network and Build Relationships: Connecting with other professionals in the industry, such as property managers, contractors, and service providers, can provide valuable insights and opportunities. Networking at local events can open doors to new partnerships and business opportunities.

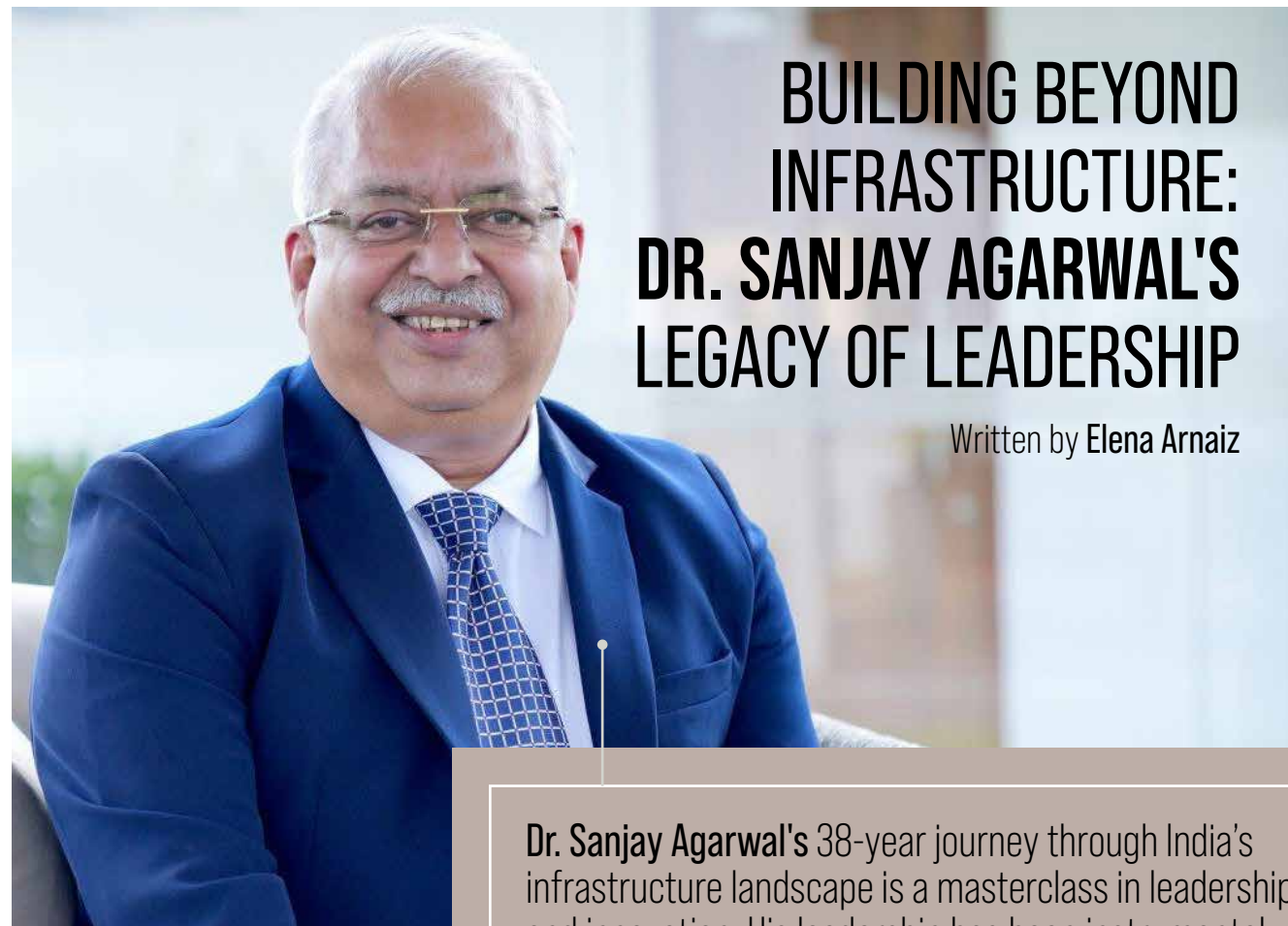
Be Resilient and Adaptable: The property management industry is fast-paced and often unpredictable. Developing resilience and adaptability will enable you to navigate challenges and find solutions to complex problems.

Invest in Continuous Learning: Earning professional certifications, such as the Certified Property Manager (CPM), Accredited Residential Manager (ARM), or Certified Leasing Officer (CLO), will not only differentiate you from others in the field but also ensure you stay ahead of industry trends, technologies, and best practices.

My family has played a pivotal role in this journey, understanding and supporting me in responding to work demands while safeguarding our time together. I've become more strategic in delegating tasks and building a reliable team and network to handle urgent matters when I need to focus on family.

BUILDING BEYOND INFRASTRUCTURE: DR. SANJAY AGARWAL'S LEGACY OF LEADERSHIP

Written by Elena Arnaiz



Dr. Sanjay Agarwal's 38-year journey through India's infrastructure landscape is a masterclass in leadership and innovation. His leadership has been instrumental in driving India's progress, from building Asia's largest Rail Coach Factory to achieving world records in highway construction. In this interview, he reflects on the milestones that defined his career, including the founding of Team Universal Infratech Pvt. Ltd. (TUIPL). With insights into decision-making, team building, and the future of infrastructure, Dr. Agarwal reveals the human touch behind every achievement.

What was the turning point in your career?

Joining IRCON in 1986 was where my journey truly began. I had the privilege of being part of transformative projects such as Asia's largest Rail Coach Factory in Kapurthala and the rail connectivity for the Dadri Power Plant. These experiences provided me with a deep understanding of the complexities involved in large-scale infrastructure development. However, a pivotal shift occurred in 1996 when I joined IJM Corporation, where I led the Desa Sri Puteri mega-building project, leveraging innovative Wall & Table System forms.

The real turning point came when I returned to India with IJM India Infrastructure Ltd., taking on ambitious projects like a 114-acre township in Vijayawada, a 93-kilometer BOT highway project in Tamil Nadu, the first city project in Nagpur, and the second cable-stayed bridge in Kolkata. Each project brought unique challenges and invaluable learning experiences.

In 2008, I made the boldest move of my career by founding Team Universal Infratech Pvt. Ltd. (TUIPL). Under our leadership, TUIPL grew to 300 employees and achieved a turnover of INR 2,200 crores within 14 years. When IJM Corporation acquired TUIPL in 2019, it marked a significant milestone in our journey. I then served as COO and eventually Director at IJM, overseeing several landmark projects, including the record-breaking Solapur-Bijapur highway project.

How has your leadership philosophy shaped your current path?

Leadership, for me, has always been grounded in two fundamental principles: integrity and ownership. The COVID-19 pandemic reinforced the importance of these values, especially within our human-centered industry. During the lockdown, we found ourselves responsible for nearly 2,000 workers stranded at our project sites, unable

My vision is rooted in a fundamental belief that true success comes from uplifting others, not pushing them down to elevate ourselves.

to return to their families. At that moment, it became clear that we were not just managing a workforce—we were responsible for their well-being.

In response, we expanded medical coverage for our employees to ensure that, moving forward, they have the security and resources to sustain themselves in any future crises. The pandemic also pushed us to rethink our business processes. We sharpened our forecasting capabilities, implemented online procurement systems, and standardized our supply chain management. While embracing these technological advances, we always retained sight of the human element, which remained our priority throughout.

This recognition of human capital's power and potential inspired my latest venture in April 2024. Though I've transitioned from my executive role at IJM, I continue to serve as a Director and Advisor while establishing my own advisory practice. This new chapter is focused on

sharing the technical expertise and human-centered leadership lessons I've gained over the years. Through tailored advice, strategic networking, mentorship, and investment guidance, I aim to shape the future of infrastructure and nurture the next generation of leaders.

What excites me most about this journey is the opportunity to partner with individuals and organizations who share my conviction that true excellence in infrastructure stems from exceptional leadership. After decades of watching both projects and people thrive, I've realized that the most lasting legacies we build aren't just in the structures we create—they are in the relationships, trust, and shared visions that form the foundation of every successful endeavor.

What drives your vision for the future, and how do you approach sustainability in your projects?

My vision is rooted in a fundamental belief that true success comes from uplifting others, not pushing them down to elevate ourselves. This philosophy shapes our organizational environment and is reflected in our commitment to sustainability through practical innovations. Since 2000, rather than cutting down trees for highway projects, we have invested in transplantation technology, successfully relocating thousands of trees. We also utilize biodiesel in our equipment and prioritize electricity over generators whenever possible.

The results of these initiatives are evident. Under my leadership at IJM, our

team set a world record between 2020 and 2022 by laying 25.54 kilometers of road in just 17 hours and 45 minutes for the Solapur-Bijapur project.

As we move forward, it is crucial to embed the belief that "Ethics is the essence of Success" in the next generation of leaders. By fostering this mindset, we can equip them to bridge leadership gaps, confront significant challenges, and implement core strategies with a sense of responsibility and purpose. This alignment between ethics and success is the key to driving sustainable growth and innovation in any industry.

What advice would you give to budding leaders?

The temptation to take shortcuts in our industry can be compelling, but integrity remains the foundation of lasting success. Effective communication and teamwork are essential pillars in cultivating strong leaders who can drive sustainable growth and uphold the highest standards.

Decision-making is equally critical. Indecision can lead to wasted time and resources. Whether through conscious choices or collective agreements, taking decisive action is imperative. I encourage my team to embrace responsibility for their decisions and view setbacks as valuable learning experiences.

Lastly, I emphasize the importance of being present on the ground. My team knows their concerns will be addressed swiftly, reinforcing a culture of open communication.



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VINEET KUMAR: THE NPA REDEMPTION EXPERT

Written by Alexis Miller



With an MBA in Finance and a track record of rescuing businesses from the brink, **Vineet Kumar** has become the go-to expert for companies facing seemingly insurmountable NPA challenges. Starting at ICICI Bank and quickly rising to become a top-performing Direct Selling Agent, Kumar turned a career-defining moment during the 2009 recession into a springboard for specialized NPA recovery. His journey includes successfully restructuring over 100 financial transactions and establishing Fund Source India as a leading and most reliable NPA financing firm. With a network spanning major financial institutions and a team of seasoned professionals, Kumar doesn't just manage financial challenges—he reimagines them as pathways to economic revival.

What sparked your passion for financial services, particularly in the NPA (Non-Performing Assets) sector?

During my academic years, I became deeply intrigued by the financial services sector, drawn to its complex problem-

solving nature and potential for meaningful societal impact. My interest was sparked by observing friends working in banking and loan services, which revealed how financial professionals could support businesses and individuals. The defining moment in my career came when a client approached me with challenging Non-

Performing Asset issues when financial solutions for NPA accounts in India were scarce. This experience ignited my passion for developing innovative approaches to financial challenges.

The global financial downturn in 2009 and subsequent economic shifts like demonetization and GST implementation became critical turning points in my professional journey. These disruptions allowed me to rethink financial support for businesses facing unprecedented challenges. Where many saw obstacles, I saw the potential for innovation and growth.

Fund Source has become India's No.1 NPA & OTS Finance company. What inspired you to found the company?

My journey into the world of Non-Performing Assets (NPAs) was driven by the belief that financial challenges are not personal failures but opportunities

The defining moment in my career came when a client approached me with challenging Non-Performing Asset issues when financial solutions for NPA accounts in India were scarce. This experience ignited my passion for developing innovative approaches to financial challenges.

for strategic reconstruction. Recognizing the critical gap in financial support for businesses facing economic distress, I founded Fund Source India with a mission to provide a comprehensive pathway to financial recovery and resilience.

The landscape of financial assistance is complex and often unforgiving. While numerous financial institutions proliferate, genuine support for businesses struggling with NPAs remains limited. My experiences have taught me that an NPA is not a reflection of deliberate misconduct but is often a result of complex business dynamics, market challenges, or unfortunate circumstances.

Through disciplined team management and a client-centric approach, we've developed a unique model beyond traditional risk assessment—understanding that every financial challenge carries a story of potential recovery and renewed opportunity. Our work is fundamentally about restoring economic health and mainly entrepreneurial hope.

What makes Fund Source stand out from other financial advisory companies in India?

At Fund Source, we prioritize educating our clients on the latest market-driven financial tools to effectively manage their NPA accounts. Our commitment to transparency and thorough financial analysis distinguishes us from other firms. Backed by a team of highly skilled professionals with expertise

in corporate finance and balance sheet management, we provide tailored strategies from day one to help clients achieve optimal outcomes.

We evaluate every client's financial profile, current challenges, and any legal complications arising from proceedings in Debt Recovery Tribunal (DRT) or National Company Law Tribunal (NCLT) courts. We offer customized financial solutions by assessing these factors, including the securities tied to their NPA account. After a detailed discussion, we guide clients through the options available to them and, once they're ready to proceed, facilitate their proposals for financial arrangements.

Serving businesses across India requires innovation, so we've developed a fully digital, seamless system. Clients can handle everything—from document submissions to initial consultations—entirely online, eliminating the need to visit our office or a lender's premises. This approach saves valuable time and travel expenses and accelerates the fundraising process, enabling faster results.

Additionally, we process client proposals without any upfront charges, ensuring that financial constraints do not hinder access to essential guidance.

Could you share an example of a challenging case where Fund Source significantly impacted a client's financial recovery?

One notable case involved a client from Chennai who owned a multi-story department store. After a fire caused

significant losses a decade ago, their loan account slipped into NPA despite their efforts to rebuild and make substantial repayments.

In 2019, the client secured an OTS agreement for Rs. 22 crores and approached us to raise Rs. 20 crores. We successfully arranged the funds, but during a subsequent bank merger, the OTS was revoked, and the settlement amount was increased to Rs. 28 crores, leaving the client under immense stress.

To resolve this, we leveraged our network to secure an additional Rs. 6 crores from another financial institution, using the client's high-value property as collateral. This allowed the client to complete the OTS, save their Rs. 100-crore property, and regain financial stability.

What plans does Fund Source have to enhance its services and better meet the needs of your clients?

Looking ahead, we are committed to broadening our range of financial resources to serve our clients more effectively. By diversifying our solutions, we aim to address various financial challenges and ensure our clients receive tailored support that meets their unique needs.

In line with this vision, we are excited to announce the upcoming launch of a mobile application designed to make financial services more accessible and user-friendly. This platform will integrate various products, including car loans, home loans, and stress-related financial solutions, providing clients with a one-stop solution for managing their financial needs.





DISSOLVING IMPOSTER SYNDROME WITH THE DEMARTINI METHOD: A NEW PARADIGM FOR AUTHENTIC LEADERSHIP

Written by contributing writer Sam Osborne (aka Self Worth Sam), Wellbeing Speaker



About the author

Sam Osborne (aka Self Worth Sam) is an Education Coordinator, Wellbeing Speaker, and dynamic Master of Ceremonies. With a degree in Philosophy and extensive training under Dr. John Demartini, a global authority on human behaviour, Sam combines entertainment with empowering strategies for personal and professional growth. Whether speaking at conferences, leading masterclasses, or coaching, Sam inspires audiences to live courageously from the heart. Based in Melbourne, Australia, Sam is dedicated to helping individuals and organisations unlock their true worth and achieve their highest potential.

If you remember one thing from this article, it's this: **"Know thyself."** – Socrates. The importance of self-awareness and authenticity as the foundation of true leadership is a principle that has stood the test of time. So how did Imposter Syndrome slip into the picture? Definition: Imposter syndrome is not a syndrome (according to the DSM-5), it's a psychological state of self-doubt despite evidence of on-going achievement, with added fear of being exposed as an intellectual fraud, or imposter.

Imposter syndrome is a silent challenge for many high-performing leaders, manifesting as persistent self-doubt despite tangible achievements. This phenomenon can erode confidence, hinder decision-making, and limit the capacity to lead authentically. While conventional advice often leans on positive thinking or superficial affirmations, a deeper, more transformative approach is necessary. Enter

The Demartini Method, a groundbreaking tool for self-governance and perception management that empowers leaders to dissolve imposter syndrome and embrace their authentic leadership potential.

Redefining Imposter Syndrome More Than Just Self-Doubt

Imposter syndrome isn't simply about feeling inadequate; it's a perception issue, including:

- **Exaggeration of others:** Even leaders will look up to someone else and perceive them as having something they don't, often intelligence, experience, etc.
- **Injecting of other people's values:** When leaders look up to others, and place them on a mental pedestal, they minimise their own personal values and try to live by those of another individual. This comparison and attempt to imitate others causes the self-doubt and fear, and can

never be overcome by over-preparing tasks or avoiding of tasks altogether.

- **Unrealistic judgments:** When a leader makes a judgement about those whom they look up to, they often create a one-sided story about their entire life, usually an unrealistic and biased picture, which adds to the belief that this individual is above them.

The Leadership Cost

Unchecked, imposter syndrome can reduce strategic effectiveness and inhibit innovation. Leaders may shy away from bold decisions, underutilise their influence, or second-guess their instincts—creating a ripple effect across their organisations. Burnout is also on the cards.

The Limits of "Faking It"

The popular notion of "fake it till you make it" often backfires. Leaders who rely on surface-level positivity can feel disconnected from their true selves, perpetuating the cycle of self-doubt. Authentic leadership requires a more objective approach—one that prioritises one's personal values and area of expertise.

The Demartini Method: A New Paradigm of Thinking and Leading Core Principles

Dr. John Demartini's 50 years of research reveals that authentic leadership stems from aligning with one's highest values and managing perceptions effectively. The Demartini Method enables leaders to:





1. Dissolve limiting beliefs and transform doubts into certainty.
2. Replace externally imposed “shoulds” with personal, intrinsic values.
3. Develop a balanced perspective on events, individuals and yourself, rather than let your emotions run you.

The Process

The method involves structured cognitive exercises that help leaders identify, deconstruct, and neutralise the root causes of their imposter syndrome. By reframing perceptions and honouring their own expertise, leaders gain clarity and confidence.

Practical Steps for Leaders

1. Identify Your Emotional Charges

Pay close attention to scenarios that amplify self-doubt. Common examples include:

- Taking on new responsibilities.
- Receiving praise or awards.
- Comparing yourself to peers or industry leaders.

2. Reframe Limiting Narratives

Challenge internalised beliefs that fuel imposter syndrome. Ask:

- What objective evidence supports my expertise, authenticity and authority?
- What strengths do others see in me that I may be undervaluing?

3. Align Actions with Values

Authenticity arises when leaders act in alignment with their deepest values. To achieve this:

- Reflect on what inspires and energises you most.
- Identify your teleological purpose (your ultimate goal).
- Articulate your ontological identify (what you’re all about).
- Identify your epistemological area of expertise (where you excel most).

4. Cultivate Emotional Balance

Imposter syndrome thrives on polarised thinking and emotions. Instead, aim for balance:

- Recognise how perceived flaws also contribute to your unique style.
- Celebrate progress as much as outcomes.
- Identify where and when you demonstrate your area of expertise.
- Take others off the pedestal by listing the drawbacks of their intelligence until the drawbacks equal the benefits, so you perceive this individual as neither above you or below you.

5. Prioritise your values, vision and mission:

Confident leaders view challenges as stepping stones to mastery.

- Set goals in alignment with your highest values.

- Seek out mentors and communities that support your journey.

The Ripple Effect of Authentic Leadership Inspiring Teams

Leaders who address their imposter syndrome inspire trust and loyalty. Their clarity and self-assurance create environments where teams feel safe to innovate and take calculated risks.

Expanding Influence

With self-doubt dissolved, leaders can focus on their long-term vision, whether it’s scaling their organisations, driving industry-wide change, or championing global causes.

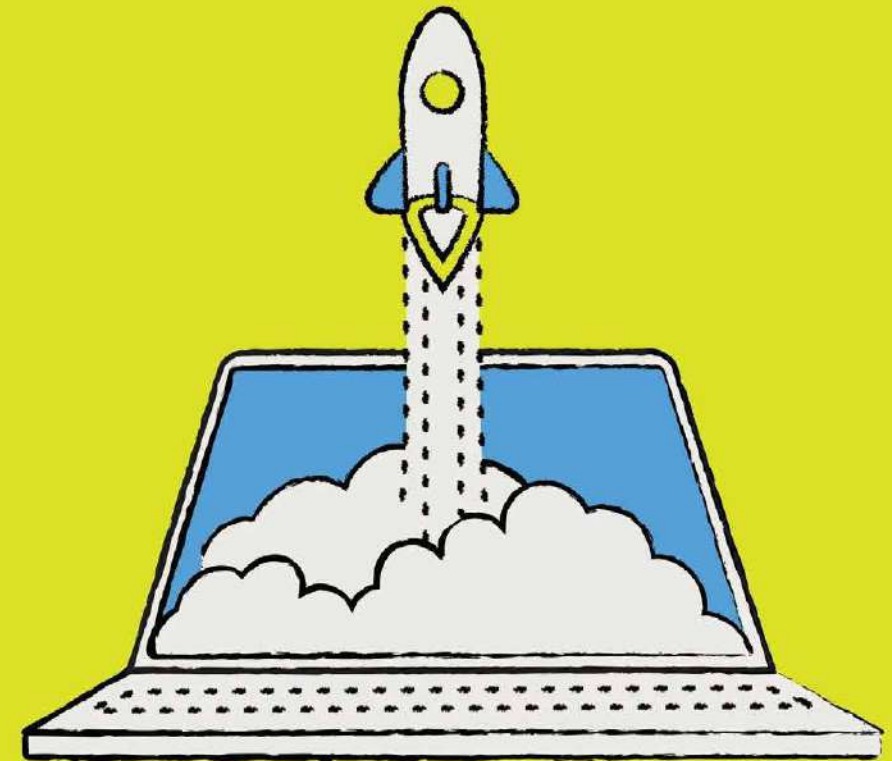
Final Thoughts: Building Authentic Confidence

Imposter syndrome doesn’t have to be a barrier to exceptional leadership. By using The Demartini Method, leaders can reframe their self-perception, align with their highest values, and unlock their authentic potential. The result is not just personal liberation but a heightened ability to influence, inspire, and lead with impact.

Authentic leadership begins with mastering your inner world. When leaders embrace their true worth, they elevate not only themselves but also the teams, organisations, and industries they serve.

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