

GLOBAL Leaders TODAY

Issue 1 | Volume 4

Jan - Mar 2024

The Future of Work:
How AI and ML Impact
Leadership Practices

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SAM ALTMAN

From Loopt to OpenAI - A Tech Odyssey

3rd ANNIVERSARY ISSUE

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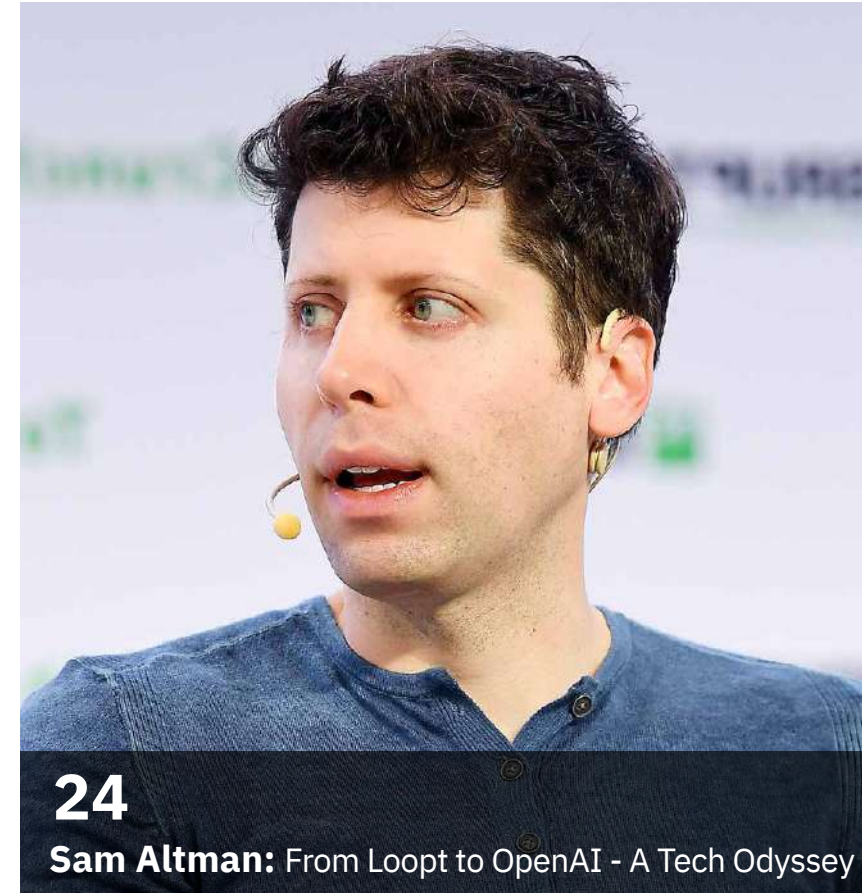
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President's Note



Dear GLT Community,

I am thrilled to pen this President's Note as we celebrate the remarkable journey of Global Leaders Today on our 3rd anniversary. Time has flown by, and what an incredible journey it has been!

When this publication began three years ago, our vision was clear: to provide a platform where inspirational leaders, innovators, and change-makers from across the globe could converge to share their insights, experiences, and wisdom.

Today, as I look back at the incredible growth and impact of Global Leaders Today, I am filled with pride and gratitude.

First and foremost, I extend my heartfelt thanks to our loyal readers. Your support and enthusiasm have been the driving force behind our success. Your thirst for knowledge and dedication to leadership excellence motivates us to push boundaries and explore new horizons continually.

I also express my appreciation to our esteemed contributors, including the members of our Advisory Board, for their invaluable insights and expertise. Your thought-provoking articles and visionary perspectives have enriched the pages of Global Leaders Today and elevated the discourse on leadership and innovation.

I want to thank our advertising partners for their constant support. Your belief in our mission is deeply appreciated.

Finally, a special thank you to our dedicated team, whose hard work and passion are the lifeblood of Global Leaders Today. Your devotion to excellence is what makes this magazine shine.

As we reflect on our journey, we also look forward to the future. Here's to many more years of growth, innovation, and global inspirational leadership.

Warm Regards,
Prof. Jeevan D'Mello
 President, Global Leaders Today.



From the Editor

Dear Readers,

As we celebrate the 3rd anniversary of Global Leaders Today, I am honored to write this Editor's Note, reflecting on the incredible journey we have undertaken together. It has been a remarkable three years, filled with thought-provoking content, inspiring stories, and a dedicated community of readers, contributors, and stakeholders.

In this issue, our editorial team and contributors have delved deep into the evolving work landscape in the age of artificial intelligence (AI) and machine learning (ML). We understand that the workplace is undergoing a profound transformation, and leadership practices are at the forefront.

Our cover story features Sam Altman, a visionary leader in the tech industry, sharing his insights on how AI and ML are reshaping businesses and the very nature of leadership itself. Altman's perspectives provide a compelling look into leaders' challenges and opportunities in this technology-driven era.

We also have the privilege of featuring Dr. Moustapha Cisse, a trailblazer in AI research, and Dr. Jürgen Schmidhuber, one of the pioneers of deep learning. Their contributions shed light on the cutting-edge developments in AI and how these advancements influence leadership strategies.

Inclusivity and diversity are integral to leadership, and our thought-provoking article, "Lessons From The Women's World Cup: How To Achieve A Level Playing Field In Business," discusses the parallels between leadership in sports and the corporate world. This article highlights the importance of gender equality in leadership.

Throughout this issue, we aim to provide our readers with a comprehensive view of how AI and ML impact leadership practices across various sectors. From healthcare transformation to the future of business decision-making, our articles offer multiple insights and ideas.

As we celebrate our 3rd anniversary, we are dedicated to continuing our mission of fostering global inspirational leadership. We hope that the content in this issue inspires, informs, and empowers you to embrace the challenges and opportunities of the future of work.

Thank you for being a part of the Global Leaders Today community, and we look forward to many more years of exploring the ever-evolving world of leadership.

Best Regards,
Elena Arnaiz
 Editor at Global Leaders Today

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GLT media partnerships around the world



World Realty Congress Makes a Smashing Debut - Dubai, UAE

Global Leaders Today was the proud media partner of the World Realty Congress witnessing a record-breaking attendance of over 500 visitors from 12 countries. The inaugural edition of the World Realty Congress (WRC) organised by Plan3Media and the fourth edition of IRECMS ended on a grand note. This was the first time the event had a staggering number of international delegates, marking the highest number of attendees ever.

Bringing together the biggest names from the world of real estate, the WRC and IRECMS took place for four days from December 12 to 15, 2023, at the Movenpick Grand Al Bustan, Dubai and had a host of engaging events.

A Bouquet of Affairs

One of the highlights of the conference was the international community tour of the Palm Jumeirah hosted by Nakheel Community Management. The leading community management organisation took international delegates to the iconic spot to help them witness how the Palm is managed behind the scenes.

The WRC and IRECMS also served as a platform for thought leaders, innovators, and decision-makers to discuss the future of the entire real estate ecosystem. Events like REM TIMES Realty Confex, IRECMS Conference IRECMS Masterclasses, and the CAM G10 Summit bridged the gap between different segments of the real estate market and helped facilitate many fruitful discussions.

While some of the points covered at

the REM TIMES Realty Confex were the importance of affordable housing amidst the luxury real estate boom, global investments, and the impact of branded housing sectors, the key themes covered at IRECMS Conference included sustainability, zero tolerance towards collapses, managing luxury properties, role of community management at design level, importance of best governance and compliance in community management, role of AI and Chat GPT in real estate management

The IRECMS Masterclasses trained attendees to strike a fine balance between their personal and professional lives by touching upon topics such as easy ways to manage personal finances, mental health resilience, and improving one's soft skills.

Partnerships and Recognition

The summit provided the ideal platform for exhibitors and visitors to secure meetings with key industry professionals from various countries and sectors like developers, brokers, facilities management, community management, property management, and proptech. Many exhibitors confirmed their presence for the event in 2024 on the spot!

At the REM TIMES Realty Confex, 12 key industry players were recognised for their contribution to the industry – Sobha Realty, Union Properties, Damac Properties, Ayana Holding, ORO 24 Developments; Magnum Central; ZāZEN Properties, Fakhruddin Properties, Maysan Properties, ROSHN, Global St. Angelo's Group of Companies, and Innovation Experts Real Estate Institute.

A Glittery Gala

The IRECMS Gala Night consisted of IRECMS Dubai Awards 2023, which consisted of 48 finalists and 108 impressive presentations. Over 300 hours of assessment by 28 global expert jury members culminated in the glittery evening that consisted of 26 categories and 52 glorious winners.

It was an unforgettable night, with Dubai Community Management and Nakheel Community Management taking home the 'Gold Award for Best Community Management Company of the Year' and AG Facilities Solutions bagging the Gold Award for 'Best Facilities Management Company of the Year'.

Looking Ahead

The four-day conference was sponsored by LOAMS, Urbanise, EP&T Global, Buzzin, NoBrokerHood, Far Vision, My Gate, Bluestream, Anacity, Emrill Services, ADDA, Mansions Community Managers, BKA Facilities Management, PMO, PID Owners Association Management, Nakheel Community Management, Prime Association Management, NAM Chartered Valuers, Emirate National Facilities Management, IEREI, QBeI Facilities Management, Heriot Watt University, Your Wordsworth, CAI (USA, South Africa, Middle East), SCA, CAMICB, MEFMA, National Association of Community Managers and Japan Property Management.

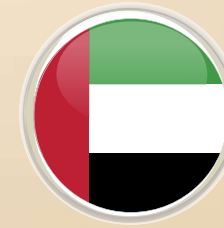
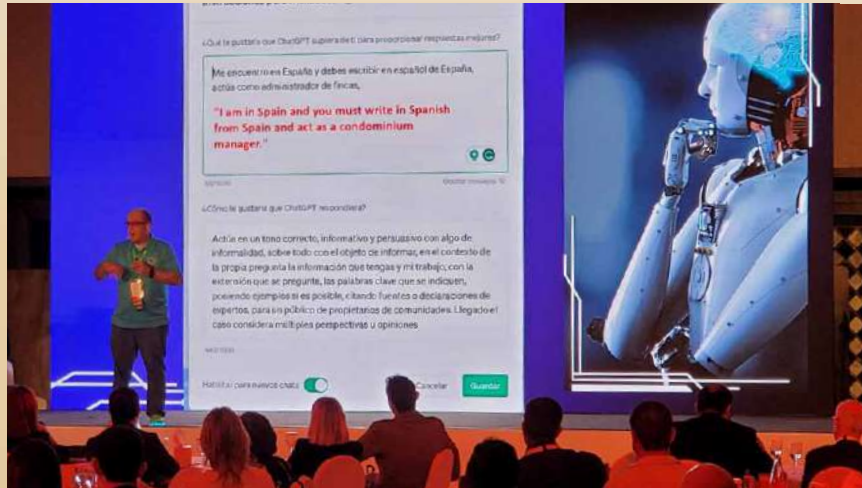
The next edition of World Realty Congress promises to be even bigger and better, with many exciting announcements to come. For details, visit www.worldrealtycongress.com



AI's Synergy with Human Insight: Pepe Gutierrez's Vision

Pepe Gutierrez, renowned as the guru of AI and Technology in Real Estate Management, eloquently emphasized the paramount significance of integrating cutting-edge technologies into the realm of real estate management. In a riveting address, he elucidated how harnessing artificial intelligence and advanced technologies can revolutionize the profession, enabling practitioners to deliver superior and expedited results. Gutierrez underscored the synergistic relationship between technology and human intelligence, emphasizing that the integration of AI tools enhances efficiency without diminishing the innate talents and insights that human professionals bring to the table. According to him, the judicious use of technology in real estate management not only expedites processes but also empowers professionals to make more informed decisions, thereby ushering in a new era of effectiveness and innovation in the industry.

Moreover, Gutierrez delved into the transformative potential of Generative AI, underscoring its distinctive nature from other forms of artificial intelligence. He elucidated that Generative AI possesses a unique ability to create novel content, whether it be realistic images, text, or even entire scenarios. This sets it apart from traditional AI models that primarily focus on recognizing patterns or making predictions based on existing data. He emphasized how Generative AI can play a pivotal role in real estate management by generating immersive virtual experiences, realistic property simulations, and even crafting personalized marketing content. The dynamic and creative nature of Generative AI, he argued, opens up unprecedented possibilities for enhancing client engagement and fostering innovation within the real estate sector, making it an invaluable asset in the pursuit of redefining industry standards.



Customer Happiness Summit & Awards 2023 - Dubai, UAE





CIGSA 2023 - Santiago, Chile



IP Law Summit 2023 - London, UK



IRECMS Masterclasses - Verona, Italy



GLOBAL LEADERS TODAY

3

ANNIVERSARY CELEBRATION

Three Glorious Years of Pioneering Inspirational Leadership in the Age of AI

Global Leaders Today is thrilled to mark three incredible years dedicated to the art of sharing and curating inspirational leadership stories. As we embark on our third year, our gratitude extends to the entire Global Leaders Today team, our writers, editors, designers, our invaluable contributors, our advisory board, and our esteemed readers.

The year 2023 bore witness to monumental transformations within the corporate arena, primarily propelled by the unstoppable tide of artificial intelligence (AI) and technological innovations. These advancements, akin to seismic shifts, redefined the very essence of leadership. AI emerged as corporate leaders' silent yet powerful partner, offering invaluable insights, driving operational efficiency, and pushing the boundaries of what was once deemed impossible.

In the world of AI-infused leadership, businesses have embraced adaptability, demonstrating resilience and fortitude. Visionary leaders have risen to the forefront, skillfully harnessing the boundless potential of AI to navigate intricate challenges and spearhead groundbreaking advancements. This transformative wave has left no industry untouched, as it has reverberated from real estate, where AI streamlines property management and enhances customer experiences, to healthcare, where AI-powered diagnostics revolutionize early disease detection and treatment planning. It systematically dismantled age-old norms across diverse sectors, establishing fresh and elevated benchmarks for innovation. Global Leaders Today has consistently led the way in documenting these pivotal milestones.

Throughout our dedicated journey at Global Leaders Today, our commitment has remained steadfast: to deliver the highest quality content and provide insightful coverage of emerging leadership trends, including the profound impact of AI. Every profile featured in our

esteemed magazine undergoes meticulous selection, enriched by our dedicated team of experts' extensive research and in-depth analysis. Our mission remains crystal clear: to illuminate the journeys of leaders whose stories resonate with a purpose that transcends mere financial gains, ultimately enriching the corporate landscape and society as a whole.

Our journey of promoting inspirational and compassionate leadership has led us to curate extraordinary stories of leaders across diverse sectors. Throughout 2023, Global Leaders Today meticulously chronicled the compelling journeys of exemplary leaders in Real Estate, Healthcare, Hospitality, and beyond.

As we embark on our fourth year, our gratitude extends to the entire Global Leaders Today team, our invaluable contributors, and our esteemed readers. Your support has been the cornerstone of our growth, and we sincerely appreciate your trust and dedication.

2023 was a year of remarkable milestones for us at Global Leaders Today. We continued to share stories of exceptional corporate leaders, fostered collaborations with influential thought leaders, partnered with international industry events, and expanded our global footprint to champion the cause of inspirational corporate leadership in the age of AI.

As we celebrate our third anniversary, we eagerly anticipate the years ahead. Each year brings us closer to our mission of empowerment, enrichment, and expansion, adding more value to our cherished stakeholders.

Here's to the Global Leaders Today family and to many more years of inspiring leadership stories, where the fusion of human ingenuity and innovation continues to shape the future in remarkable ways!

3rd Anniversary Wishes



Noriaki Shiomi
President at Meiwa Management,
Japan

I have been consistently impressed with Global Leaders Today magazine's commitment to maintaining high standards in every issue. The quality of content, the insightful interviews, and the overall presentation have made it a reliable source of inspiration for leaders worldwide. Congratulations on achieving this remarkable milestone!



Mario Tura De Marco
Founder, Amministratore Evoluto,
Italy

The exceptional team behind Global Leaders Today magazine deserves commendation for their dedication and professionalism. From the initial interview to the final profile article, the entire process has been a seamless and enjoyable experience. Their attention to detail and passion for their work is truly remarkable.



Moira Bossolani
Brazil

GLT magazine has consistently provided a seamless and professional experience. Their dedication and attention to detail shine through in every issue and I am very happy to be a subscriber and avid reader.



Francisco Martinez
Co-Founder, Administrapolis S.L.,
Spain

Global Leaders Today magazine has made a significant impact in the world of leadership. It has become a valuable resource for leaders seeking guidance and inspiration. Well done on your remarkable journey!



Rafael Escobar
Director General, Grupo Caleu,
Chile

I must commend Global Leaders Today magazine for consistently delivering content of the highest caliber. Its insightful articles and valuable information have consistently impressed me. Keep up the excellent work!



Verónica Ojeda Brit
Megafincas
Uruguay

It's inspiring to witness the phenomenal growth of Global Leaders Today magazine within just three years. The magazine has successfully built a stellar community of leaders who share valuable insights and contribute to the global discourse on leadership. I'm excited to see how this community continues to evolve and inspire in the years to come.



Dawn Bauman
Chief Strategy Office, Community
Associations Institute, USA

The growth of Global Leaders Today magazine's community of leaders in just three years is truly impressive. It has created a vibrant platform for leaders to connect and share ideas. Here's to fostering this inspirational community!



Randhir Narayan
Founder & CEO, AM Hotel Kollection,
India

Congratulations GLT magazine for your 3-year milestone. You have been a great source of wisdom and guidance for leaders. Here's to another exceptional year with many more to come.



Mara Cavazos
Organization Manager, Expo
Condominio Mx, Mexico

Global Leaders Today magazine's transformation over the past three years has been inspiring to witness. It has evolved into a dynamic force for positive change in the world of leadership.



Pilar Leguizamo
General Manager, Corporación Responder,
Bogota, Colombia

As Global Leaders Today magazine celebrates its three-year anniversary, I am certain that it will continue to excel and contribute to the field of leadership. Here's to a bright future of continued success!



Micah Solomon
President & CEO, Four Aces Inc.,
USA

You can find me quite frequently turning to Global Leaders Today for the very latest (and most cogent) insights into leadership, both as a concept and in terms of exemplary leaders themselves. There is a lot of so-called content out there, but GLT features writing. And that's a big difference. The layout/graphic design is far above par as well, which leads to an even more pleasant reading experience.



Dr. Raul V. Roodriguez
Vice President, Woxsen University,
India

Global Leaders Today's dedication to showcasing the diverse perspectives of leaders from various industries and backgrounds has been a source of inspiration for me and my colleagues at Woxsen University. The magazine's ability to capture the essence of leadership, as a journey of continuous learning, growth, and transformation, has resonated deeply with us.



Fredrik Jonsson
Founder & Managing Partner, Mereha,
UAE

Global Leaders Today magazine consistently sets the standard for quality in leadership publications. Its commitment to delivering valuable insights, practical advice, and visionary perspectives is commendable. The magazine's incredible team ensures that every issue maintains the highest standards, making it a go-to resource for leaders seeking inspiration and guidance.



Teyra Bilgray Elhers
Founder & CEO, Administra PTY,
Panama

I'm genuinely impressed by GLT magazine's professionalism and the genuine passion. Their commitment to delivering top-notch content and upholding high standards shines through in every publication. My heartfelt congratulations to 3 years of success.



Dr. Glenn Williams
CEO, LCP Global,
Australia

The Global Leaders Today magazine consistently sets the standard as a leadership publication. It draws on the wisdom and practical advice of leaders in diverse industries all around the world, making this a go-to resource. Thank you for what you've done, and I wish Global Leaders Today many more years of success.



Mai-Lan Trinh
Vice President Marketing, FIABCI - The
International Real Estate Federation, USA

Global Leaders Today magazine has been on an incredible journey over the past three years. Its commitment to excellence and dedication to inspiring leadership are truly noteworthy. Congratulations on this milestone!

Photo Gallery

In our vibrant and diverse global community, our magazine has become a beacon of inspiration for personalities from all walks of life. We are happy to display a captivating spread of photographs showcasing prominent figures who have not only read our publication but enthusiastically embraced it.



Mohammed Bin Hammad, Senior Director, RERA, Dubai, UAE



Jose Bonet, CEO, Organizacion Bonet, Majorca, Spain



Ayed Alqahtani, Transition Management Director, KAFD, Riyadh, KSA



Dr Orna Rosenfeld, Global Housing Advisor, Paris, France



Teyra Ehlers Bilgray, CEO Administra PTY, Panama



Pilar Leguizamo & Laura Salamanca, Corporación Responder, Bogota, Colombia



Lucy Hedges, BBC Presenter, London, UK



Mara Panajia, President Henkel, Milan, Italy



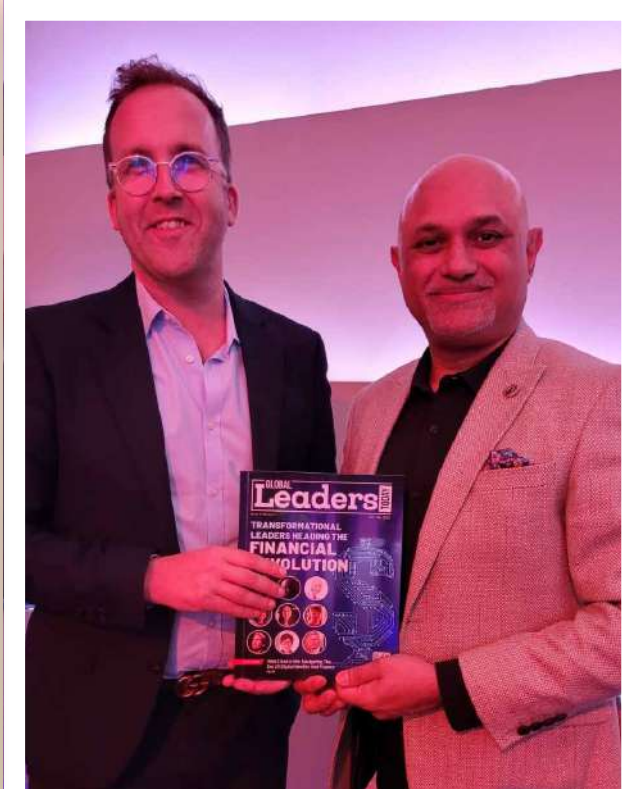
Luis Eduardo Garcia & Mariela, founders Inmobiliaria Valenzuela, Bogota, Colombia



Mara Cavazos, Organiser Expocondominio, Mexico City, Mexico



Elena Arnaiz Ecker, Editor Global Leaders Today, and Mario Tura De Marco, CEO Amministratore Evoluto, Milan, Italy



Dr Michael Waters, Herriott Watt University, Dubai, UAE



Anibal Ahumada, Presenter Pauta Inmobiliaria, Santiago, Chile



Rafael Escobar, Director General Grupo Caleu, Santiago, Chile

AI

THE FUTURE OF WORK:

How AI and ML Impact Leadership Practices

Artificial Intelligence (AI) and Machine Learning (ML) are not just buzzwords; they are significantly transforming leadership practices. According to recent studies, 35% of businesses already use AI, with 42% actively considering its implementation in the near future. AI and ML have become indispensable tools for leaders seeking a competitive edge in today's data-rich environment. Recent studies have shown that these technologies are helpful and essential in shaping strategic choices and outcomes. They empower leaders to make faster, more informed decisions by providing insights from vast datasets. Moreover, AI can analyze data beyond the capabilities of human leaders, reducing decision-making time and enhancing the quality of choices.

AI is poised to make significant advances in various areas, including:

The Metaverse: Virtual and augmented reality technologies are blurring the lines between the physical and virtual worlds, transforming collaboration, communication, and training.

Fraud Prevention: AI can analyze vast amounts of data to uncover fraud trends, automatically block or flag suspect transactions, and enhance cybersecurity.

Chatbots and Digital Assistants: Natural language processing advancements enable more natural and effective communication with users, improving customer service and streamlining complex queries.

AI in Healthcare: AI is helping address the global shortfall of healthcare workers by automating routine tasks, improving productivity, and allowing more time for patient care.

Explainable AI (XAI): Ensuring transparency, fairness, and responsibility in AI decision-making through explainable AI is vital in detecting errors and addressing ethical concerns.

AI in HR: From automating recruitment processes to enhancing training, AI is reshaping human resources functions, saving time and reducing costs.

Contrary to the fear of widespread job loss due to AI, it is estimated that automation will create more jobs than it displaces—up to 890 million new jobs by 2030. AI automates routine tasks, allowing humans to focus on more creative and fulfilling aspects of their work. AI's growth also fuels demand for tech skills and those involving creativity and emotional intelligence.

AI holds the potential to drive significant economic gains, increasing productivity, efficiency, problem-solving capabilities, and innovation. PwC estimates that AI could contribute \$15.7 trillion to the global economy by 2030. The benefits include:

Productivity: Automation of routine tasks boosts productivity, with 44% of business leaders aiming to increase productivity through automation.

Efficiency: AI performs tasks faster and more efficiently than humans and

is available 24/7 for fraud detection and customer support.

Solving Complex Problems: AI's machine learning capabilities allow it to tackle complex tasks such as medical diagnosis and freeing up resources.

Innovation: AI aids brainstorming sessions, enhances collaboration in the Metaverse, and improves supply chain decision-making.

Leadership in the age of AI and ML demands proactive strategies. Responsible AI adoption is crucial, ensuring that AI systems are developed and used ethically, with appropriate controls and safeguards. Leaders must skillfully navigate the transformation brought by AI, implementing change initiatives that ensure a smooth transition.

In the January-March 2024 issue of *Global Leaders Today*, we explore the heart of the AI and ML industry. From cutting-edge AI applications to the ethical considerations of machine learning, we have highlighted leaders who are disruptors leading the way forward. Our visionary leaders, from diverse backgrounds, inspire and navigate the ever-evolving AI and ML landscape, paving the way for groundbreaking experiences that will redefine the industry. Join us as we delve deep into the thrilling world of AI and ML, where innovation knows no bounds, and the future is forged by those daring enough to dream.

Sam Altman: From Loopt to OpenAI - A Tech Odyssey

Samuel Harris Altman is an accomplished entrepreneur, investor, and programmer with notable achievements in the tech industry. He co-founded Loopt and currently serves as OpenAI's CEO. Altman's leadership extends to roles like Y Combinator's former president and Reddit's short-term CEO. His impact at OpenAI has propelled the organization into AI innovation. Beyond business, his writing on communication and success has left a substantial influence. Altman's prowess in converting concepts to reality and his commitment to tech innovation make him a key figure in entrepreneurship and artificial intelligence.

By Sherlyn Gomes

Born in St. Louis, Missouri, Sam Altman's early exposure to technology saw him master programming and deconstructing a Macintosh computer at the tender age of 8. This ignited a passion that would shape his future in unprecedented ways.

"I discovered that technology could be a pathway to self-discovery," Altman candidly shares. This revelation crystallized during his formative years as he navigated the challenges of adolescence. At 16, Altman chose to

come out to his parents, a decision amplified by the refuge technology offered him. "AOL chat rooms transformed my world," he muses, reminiscing about his path toward self-acceptance.

His academic journey led him to the esteemed John Burroughs School, a bastion of education. He boldly addressed his sexual orientation to the entire school community. This act of courage resonated beyond himself, ushering in a new era of inclusivity and understanding.

Altman's academic pursuits later intersected with entrepreneurship as he delved into computer science at Stanford University. Reflecting on how he entered the industry, he says, "I stumbled into it unintentionally. Initially, I went to college to become a computer programmer, certain that was my path. Starting college post the dot-com bubble's burst meant startups weren't in the limelight. As a freshman, I was surprised by the lack of excitement for startups, mentioning one earned chuckles. Initially, I wasn't drawn to startups. During my freshman year, I researched in the Stanford CS department, which I enjoyed." Altman continues, "From this stemmed a project, later evolving into Loopt. Y Combinator transformed it into a startup. We'd worked on it during the spring quarter, and despite having planned an internship at Goldman Sachs, the project was more enticing. Aware of Paul Graham, we noticed his call to forego mundane summer jobs for startup innovation. We applied and got funded, becoming YC's inaugural investment. From there, it took off."

In his capacity as CEO, Altman successfully secured over \$30



I discovered that technology could be a pathway to self-discovery,





We think this is important. One example is that we worked with the government of Iceland, a language with fewer speakers than many of the languages well represented on the internet, to ensure that their language was included in our model. We think it's crucial to include many languages and cultures to prevent AI from becoming too concentrated in a few languages and avoid bias and exclusion.



million in venture capital funding for the company. Despite these substantial financial investments, Loopt encountered challenges in garnering a significant user base. Subsequently, in March 2012,

the Green Dot Corporation acquired Loopt for a valuation of \$43.4 million.

Hydrazine Capital emerged as Altman's next venture, harnessing a \$21 million fund. "You want to invest in messy, somewhat broken companies... hugely underpriced," he remarks. Guided by this philosophy, Altman channeled 75% of the fund into Y Combinator's innovative ventures. His sagacity also steered his brief stint at Reddit through a transformative Series B fundraising, unraveling a latent potential.



At 31, Altman's entry into Y Combinator in 2011 marked the beginning of a transformative chapter. Initially, a part-time partner, his ascent to the presidency in 2014 marked a turning point for the accelerator. Under his leadership, Y Combinator's valuation soared, boasting companies like Airbnb, Dropbox, Zenefits, and Stripe. Altman's goal was ambitious: to fund 1,000 new companies annually while expanding the spectrum of startups to include "hard technology" ventures.

To further Y Combinator's impact, Altman introduced YC Continuity, a \$700 million equity fund for maturing YC companies, and Y Combinator Research, a nonprofit research lab. With a diverse research portfolio spanning basic income, future computing, education, and urban development, Altman solidified YC's commitment to shaping the future. "Under Sam, the level of YC's ambition has gone up 10x," says Mark Andreessen, cofounder of Andreessen Horowitz.

Altman's transition to a full-time focus on OpenAI as CEO marked a pivotal moment. Alongside influential figures like Elon Musk and Peter Thiel, Altman paved the way for OpenAI's mission.

OpenAI was structured as a nonprofit organization committed to not being driven by the need to generate financial returns. This approach was meant to enable them to prioritize advancing

digital intelligence for the benefit of humanity. Their focus was on conducting research transparently and in a manner that wasn't constrained by traditional profit motives.

By raising \$1 billion upon its 2015 launch, the company embarked on a journey to ensure AI's development aligns with human well-being. He says, "What we have right now is just a small sampling of the AI we will build in 20 years."

At the core of ChatGPT's capabilities lies the engine known as GPT-4. Altman characterized GPT-4 as an "alien intelligence," notable for its ability to craft coherent essays punctuated by short pauses that mimic real-time contemplation. GPT-4's achievements have spanned a spectrum, from suggesting innovative cocktail recipes based on its flavor combination theories to generating college papers and even passing the Uniform Bar Exam. Its notable trait includes a willingness to acknowledge its errors with charm.

ChatGPT's success surged remarkably, attracting an estimated 100 million monthly users within nine weeks after its release. This remarkable adoption rate spurred significant investments and research and development endeavors across major U.S. and China players. This wave of accelerated AI progress subsequently caused projections for

achieving artificial general intelligence to converge closer to 2026.

Highlighting the importance of inclusivity in AI development, Altman says, "We think this is important. One example is that we worked with the government of Iceland, a language with fewer speakers than many of the languages well represented on the internet, to ensure that their language was included in our model. We think it's crucial to include many languages and cultures to prevent AI from becoming too concentrated in a few languages and avoid bias and exclusion."

He continues, "And I look forward to many similar partnerships with lower resource languages to get them into our models. GPT-4 is unlike our previous models, which were good at English and not very good at other languages. Now, [it's] pretty good at many languages. You can go pretty far down the list ranked by number of speakers and still get good performance. But for these less spoken languages, we're excited about custom partnerships to include that language into our model run."

However, in November 2023, OpenAI experienced a period of upheaval, resulting in the sudden removal of Altman. The dispute, rooted in alleged communication issues, led to Altman's dismissal by the Board and the subsequent resignation of Greg Brockman, the company's president. Microsoft took the opportunity and swiftly recruited Altman and Brockman for an advanced AI research team, triggering an outcry among OpenAI's employees, culminating in an ultimatum for board resignations or mass departures. In response, Altman was reinstated, prompting significant board reshuffling that ousted three members and brought in new figures from the technology and economics sectors.

In conclusion, Altman offers valuable advice for budding entrepreneurs: "The hard part of running a business is that there are a hundred things that you could be doing, and only five of those matter, and only one of them matters more than the rest of them combined. So figuring out there is a critical path to focus on and ignoring everything else is important."

AI for the Underrepresented: Dr. Moustapha Cisse's Inspiring Mission

Dr. Moustapha Cisse is the Founder and CEO of the AI + Health stealth startup. He was the former head of the Google AI Center in Accra, Ghana, where he led the research efforts in foundational machine learning and its applications to solving complex societal challenges. Dr. Cisse is also a Professor of Machine Learning at the African Institute of Mathematical Sciences and the Founder and Director of the African Master's in Machine Intelligence (AMMI). He holds a PhD in Machine Learning from Pierre et Marie Curie University, France. He was previously a Research Scientist at Facebook AI.

Kyle Goldberg

Born and raised in Senegal, Dr. Moustapha Cisse's inspirational journey into artificial intelligence (AI) began in his homeland. While pursuing a degree in mathematics and physics, he encountered an AI project in an undergraduate algorithmic course that ignited his curiosity. Driven by his innate interest in the potential of AI, Dr. Cisse self-learned the basics of AI by watching YouTube videos, laying the foundation for his future career. His passion for AI led him to continue his education, earning Master's degrees in AI in France and Canada and a Ph.D. in Paris.

However, the turning point in Dr. Cisse's career came in 2017 when he joined Facebook AI Research (FAIR). FAIR, founded in 2013, has established research laboratories worldwide, and Dr. Cisse's expertise added to its global influence. "FAIR was where I felt I could make a real difference in the AI world," he confides.

Dr. Cisse's passion for AI took on a profound purpose at FAIR. He shares, "The topics that interest me most are AI's fairness, transparency, and reliability." In 2017, Dr. Cisse and his colleagues developed an algorithm called 'Houdini,' which evaluates the robustness of AI systems across various media types, such as sound and video. This work was crucial for enhancing the security of AI products.

Yet, Dr. Cisse's commitment to promoting fairness in AI extends even further. He notes, "I ensure that algorithms are as reliable as possible and as relevant as possible to the needs and values of the human society they are meant to serve. Studies have shown that facial recognition systems work better with European faces than with African ones. It is the same for AI systems that identify skin cancers: they give better results for white patients than for black patients. Similarly, some systems were found to work better with men than with women. There is, therefore, a whole axiological

dimension that has been neglected during the development of these systems." He continues, "I am working with other colleagues to integrate this dimension from the beginning in constructing the AI models we are working on. This is an essential aspect of AI development if we want it to be able to offer the same benefits to everyone."

Dr. Cisse's passion for AI extends far beyond algorithms and research papers. He envisions AI as a force for positive change in people's lives, particularly in underserved regions. "If you use AI to diagnose their diseases earlier and offer therapies, you also improve their lives." He continues, "AI is already changing many industries, and I

would like it to be made available to all those who need it – not just part of the world's population – to meet the various challenges of this century. For my part, I try to make things move in that direction at my level. And I remain convinced that the AI research community is making giant strides."

Adding further, Dr. Cisse asserts, "If this technology is to be accessible to all, it must be taught everywhere. It is through education that it will reach the hands of those who need it most. And I guarantee

you that if you give them the means, people will find solutions to their own problems."

Dr. Cisse's commitment to democratizing AI in Africa isn't just a concept; it's a personal mission. He says, "For the last few years, I have started, along with a group of friends, to teach AI at summer schools organized in Africa by Data Science Africa, a non-profit professional knowledge-sharing group. Every summer, for a week or two, we introduce various AI techniques to students and teachers who want to discover this scientific discipline."

Dr. Cisse has played a pivotal role as one of the organizers of the inaugural BlackinAI event, which took place during the Neural Information Processing Systems (NIPS) conference in 2017 in California, USA. The primary objective of this event was crystal clear: to amplify the presence of Black individuals in the field of artificial intelligence, with a dual focus on enhancing diversity and mitigating data bias. Together with esteemed colleagues, including Timnit Gebru (Microsoft Research, NYC), Sanmi Koyejo (University of Illinois), Sarah M. Brown (University of California, Berkeley), Rediet Abebe (Cornell Ph.D.) and Lyne P. Tchapmi (Stanford University), Dr. Cisse co-founded BlackinAI.



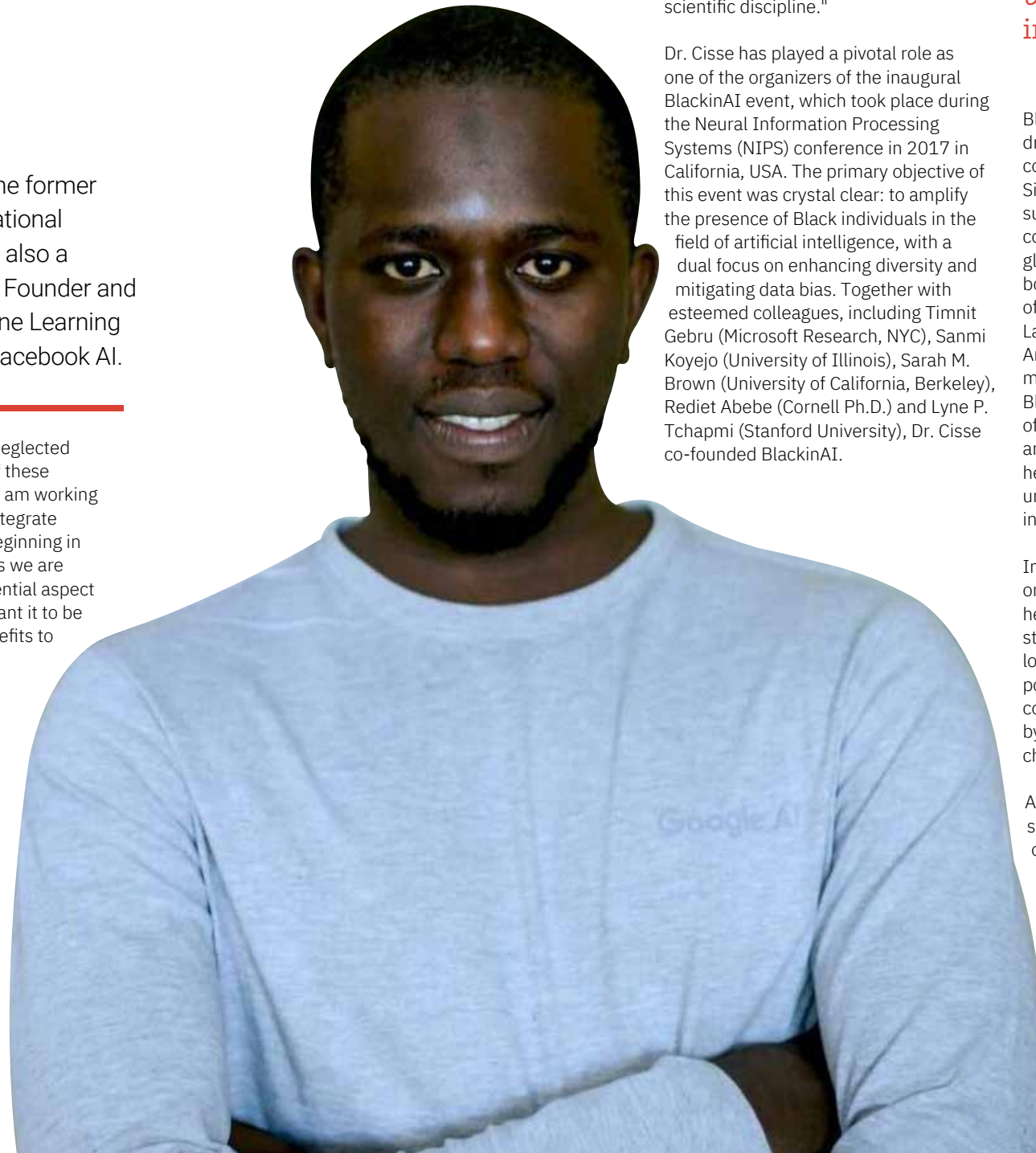
We launched BlackinAI to increase the presence of Black people in AI for diversity and data bias prevention purposes," he explains. "It's about empowering underrepresented voices and fostering inclusion."



BlackinAI is at the forefront of driving capacity building through conferences and mentorship programs. Simultaneously, it works toward a more substantial representation of the Black community within the rapidly evolving global AI landscape. The organization boasts an impressive membership of over 600 individuals from Africa, Latin America, Asia, Europe, and North America, with more than 200 women members. He says, "We launched BlackinAI to increase the presence of Black people in AI for diversity and data bias prevention purposes," he explains. "It's about empowering underrepresented voices and fostering inclusion."

In September 2022, Dr. Cisse embarked on a new adventure, founding a healthcare startup in Senegal, AI + Health stealth startup. "It's about addressing local problems with the transformative power of AI." Through his startup, he is confident that he will save millions of lives by early detection with AI leading the charge in healthcare in the future.

As he reflects on his journey, Dr. Cisse's story testifies to the boundless potential of AI, driven by a vision that resonates deeply with his personal beliefs: "It does not matter where you start from; every child in Africa can go and become the best in their chosen career." His tireless efforts continue to inspire the path toward a more inclusive and equitable AI-powered future.



Transforming Healthcare: Becoming Exponential Organizations with AI and ML

- Written by contributing writer, *Salim Ismail, co-founder, OpenExO*



About the Author:

Salim Ismail, renowned tech entrepreneur, sold his company to Google and led Singularity University. A prolific global speaker, he's featured in major media. As **OpenExO's** co-founder, he empowers organizations worldwide to implement ExO principles for exponential transformation.

In the world of healthcare, change is the only constant. Yet, the rate of change we're witnessing today, driven by Artificial Intelligence (AI) and Machine Learning (ML), is not merely incremental - it's exponential. Leaders in this vital sector must adopt new practices to thrive and survive. AI and ML are not the future of healthcare - they are here now. From diagnostics to patient care, from administrative tasks to complex surgeries, these technologies are profoundly reshaping the Medical industry. Here is a recent partial list of some of the breakthroughs involving AI in health care:

Breakthrough AI implants let paralyzed woman 'talk' for first time in years (link)
The World of Protein Design: AlphaFold,

RFdiffusion, and Beyond (link)

17 doctors, no answers: ChatGPT helps mother find the correct diagnosis for a 4-year-old child (link)

No matter if you are a Doctor, a patient, a researcher, a clinician, a nurse, or a parent. AI is here.

One of the most significant shifts is in diagnostics. We now have AI systems that can analyze medical images - from X-rays to MRIs - with a level of accuracy that matches or, in some instances, even surpasses that of trained radiologists. For example, Google's DeepMind has developed an AI that can detect over 50 eye diseases as accurately as a doctor. Such technology accelerates the diagnostic process and makes it more precise, enabling early detection of diseases and, thus, more effective treatment. This is a game-changer in areas lacking specialists because it gives the expert incredible support and leverage to be more effective and help more people faster. AI isn't the Doctor. It supports the medical professional.

On the treatment front, AI and ML are pushing the boundaries of personalized medicine. By analyzing a patient's genetic makeup, lifestyle, and medical history, AI can help doctors tailor treatment plans to the individual's unique needs. This is the approach taken by Tempus, a technology company that uses AI to personalize cancer treatment. Yet, the challenge lies in managing the vast amount of data these technologies require. This is where the principles of ExOs come in, particularly the SCALE attributes.

By leveraging external algorithms, community and crowd, engagement mechanisms, interfaces, and leveraging assets, healthcare organizations can effectively manage data, engage patients and stakeholders, and deliver personalized care at scale. Moreover,

the administrative aspect of healthcare - often seen as a burden - can also be revolutionized by AI. From scheduling appointments to managing patient records, AI can streamline operations, reduce costs, and improve patient satisfaction. Consider the case of Olive AI, which uses AI to automate administrative tasks in healthcare, thereby saving millions in costs.

Adopting AI technologies requires leaders and organizations that are open to experimentation and who can foster a culture of innovation within their organizations.

Despite the clear benefits, many leaders struggle to leverage these advancements effectively. This challenge stems from a lack of understanding about what it means. That no longer needs to be the case. A firm understanding of what it means to lead an Exponential Organization (ExO) is all it takes.

Exponential Organizations are entities whose impact is disproportionately large - at least 10x larger - compared to their peers because of the use of new organizational techniques that leverage exponential technologies. In healthcare, the need for such organizations is paramount and immediate. The first step towards becoming an ExO is defining your Massive Transformative Purpose (MTP). In healthcare, this could be as ambitious as "Eradicating Cancer" or as focused as "Delivering Personalized Care". Your MTP is more than a mission statement - it's the North Star guiding all your efforts and decisions. Next, ExOs possess a set of attributes that allow them to scale and adapt rapidly. These include leveraging assets like data and algorithms, engaging the crowd through platforms and communities, and fostering a culture of experimentation and autonomy. AI and ML are instrumental in realizing these

attributes. For instance, ML algorithms can analyze vast amounts of patient data to predict health risks. At the same time, AI can automate routine tasks, freeing up human resources for more critical, patient-focused work.

Let's explore all of the ExO attributes with specific examples in the healthcare sector.

- Staff on Demand:** This attribute involves using temporary or part-time employees to scale up or down as needed. For instance, telemedicine platforms like Teladoc use a network of licensed physicians who offer their services on-demand to patients. This flexibility allows the organization to meet patient demands without being burdened by a large permanent staff.
- Community & Crowd:** This involves leveraging the power of the crowd to solve problems, innovate, and scale. A great example in healthcare is PatientsLikeMe, an online community where patients share their experiences and contribute to a shared data pool that aids in better understanding diseases and treatments.
- Algorithms:** Algorithms, especially in combination with AI and ML, are extensively used in healthcare. Zebra Medical Vision, for example, uses algorithms to read medical imaging data and detect a range of diseases, such as lung cancer and cardiovascular conditions.
- Leveraged assets:** Instead of owning assets, ExOs use what is available. This could be seen in the use of shared medical equipment or facilities in healthcare. For instance, MedShr, a global platform, allows doctors to share and discuss clinical cases and medical images.
- Engagement:** This attribute refers to using digital engagement mechanisms like gamification or incentive prizes to drive business goals. MySugr, a diabetes management app, uses gamification to engage users and help them manage their condition effectively.
- Interfaces:** This refers to the software and protocols used to exchange data between the company and its customers or users. In healthcare, this could be a patient portal that allows for seamless communication and data exchange between patients and
- Dashboards:** These are real-time control panels necessary for measuring business metrics. This could be a real-time dashboard monitoring patient vitals in an ICU.
- Experimentation:** This involves creating an environment that encourages trial and error and accepts failure as part of the process. Many healthcare organizations now have innovation labs where they experiment with new technologies and approaches. Mayo Clinic, for example, has a Center for Innovation where they experiment with new ideas for improving patient care.
- Autonomy:** This attribute involves creating a decentralized authority structure that allows for more flexible and responsive decision-making. This could empower healthcare professionals at all levels to make patient-care decisions based on their expertise and judgment.
- Social Technologies:** This involves using social technologies to improve collaboration and communication. In healthcare, this could be platforms like Doximity that connect doctors and allow them to collaborate and learn from each other.



healthcare providers, like the MyChart interface used by many hospitals.

When a healthcare organization understands and leverages ExO attributes, they can harness the power of exponential technologies and drive transformative growth in countless ways and to powerful effect.

ExOs demonstrate leadership practices that are forward-thinking, inclusive, and agile. In the context of healthcare, this could mean encouraging your teams to experiment with AI-driven diagnostics, involving patients in the co-creation of health solutions, or rapidly pivoting your strategies based on data-driven insights.

Becoming an ExO is about more than just incorporating technology into your operations. It's about embodying an exponential mindset. It's about recognizing that maintaining the status quo equals falling behind in our era of rapid technological progress. It's about taking bold, calculated risks and embracing a future where AI and ML are not threats but opportunities for growth, innovation, and impact.

In conclusion, as healthcare leaders, we must strive to become ExOs, harnessing the power of AI and ML to transform not just our organizations but the very fabric of healthcare delivery. The future of work in healthcare is exponential - and that future is now.

Shaping a Global Vision:

Newly elected CAI International President, Prof. Jeevan D'Mello on Community Association Management

In an exclusive interview, we sat down with Prof. Jeevan D'Mello, the inaugural International President of the Community Associations Institute (CAI). Additionally, as the esteemed President of Global Leaders Today, his visionary leadership extends beyond CAI, shaping the global discourse on community association management. Join us for an insightful conversation, delving into his journey and forward-looking perspectives in this field.

By Sherlyn Gomes



1 Congratulations on your recent election as the first International President of the Community Associations Institute (CAI). How do you envision your role influencing the global landscape of community association management?

Thank you very much. It is indeed a great honor to be President of this 50-year-old institute. I never thought for a moment when I attended my first course with CAI in 2007 that one day I would have the opportunity to serve as president of this prestigious institute and also the first international president.

Professionals in the US have, over the past 50 years, had the great benefit of having CAI as a platform for learning, sharing, and promoting our profession. Other countries, even though they have had laws pertaining to common interest communities for a

long time, do not have this cohesive body to work with and through.

I want to use my term as President to allow CAI to reach out to many countries, notably in the Middle East, Far East, the Indian Subcontinent, and South America, where they have a great hunger for professional learning and networking.

2 You have been referred to as the 'Father of Community Association Management in the Middle East.' How did your experiences and travels around the world shape your vision and contributions to the industry, particularly in regions where this concept was relatively new?

It is a real honor and humbling experience to have received such a title. While it makes me feel a bit older than I am, it is indeed uplifting, and as such, I feel a lot of responsibility towards the real estate management community in Dubai, UAE, the Middle East, and, in fact, around the world.

It has also spurred me to take the mantle on seriously, and I have been traveling across the world over the past few years spreading the message about the importance of best practices in real estate management and supporting the importance of continuing education,

leadership, and above all, customer happiness. In a very short time, I had the great opportunity to speak about the profession in several countries, including the USA, Spain, Italy, Colombia, Uruguay, Argentina, Chile, India, San Marino, and South Africa. After all my travel and interactions with many professionals, I have come to believe that we are facing the same challenges, albeit with some degree of difference in their intensities. We have so much more in common than we understand, and that means we can have similar solutions but completely customized to the city or country. Thus, we can easily transport best practices to other jurisdictions and countries where the concept is relatively new or where there is much more to be accomplished in the profession.

3 Could you share your vision for CAI's global expansion and the goals you aim to achieve during your tenure as the International President?

During my term as International President, I have 3 primary goals:

- Taking CAI to the world by promoting the institute to several countries outside the USA.
- Bringing the world to CAI by bringing international best practices, innovations, and the latest trends from abroad to the USA.
- Lifting the image of the profession around the world by ensuring that our customers look at us as serious professionals as they would of doctors, lawyers, and architects.

The good news is that I have already been given a lot of support and encouragement from all my professional peers, colleagues, and family and friends.

4 Could you share your thoughts on the intersection of community association management and societal change? How does CAI, under your leadership, contribute to fostering democratic principles and community engagement globally?

Community Associations, in general, promote democratic principles by

providing owners and residents with a platform for active participation and decision-making within their communities. Through regularly scheduled meetings, owners and residents have the opportunity to voice their opinions, express concerns, and contribute to the decision-making process. This democratic approach ensures that the community's rules, regulations, and policies are reflective of the collective will of its members. By fostering open communication, inclusive decision-making processes, and fair representation, Community Associations contribute to the democratic ideals of community governance and civic engagement. This is of immense value in countries which are not democracies. CAI, as the largest institute for Community Association Management around the world, educates, fosters, and promotes these very ideals.

Education is the key to excellence in our profession, and at CAI, we are already promoting education in a major way in the UAE, Bahrain, Australia, Canada, and South Africa. We started the M-100 program in Spanish and taught the very first one in Bogota, Colombia, in 2022 and in Cali, Colombia, in 2023. We started in India before COVID-19 but should continue next year. I also see CAI being able to provide advice and best practices to governments and regulatory bodies on an international level.

5 What message would you like to share with emerging leaders in Community Association Management?

Community Association Management and managing common interest communities is a tough business. It can cause severe stress and thankless conditions, and it is very easy to get burnt out. My constant advice to young professionals is to stay the course, even when times seem tough, and the future seems bleak. This is a great profession and something that is not going out of fashion. The built environment needs good professionals, homeowners want good people to take care of their properties, developers need people like us to ensure that their vision for their properties is realized, and governmental regulators need proper compliance with the laws and regulations. So please do not



Education is the key to excellence in our profession, and at CAI, we are already promoting education in a major way.



give up or give in easily.

I also ask all our colleagues to become educators to others. One of the key roles of the community manager is to educate and create awareness about our industry to all stakeholders, including developers, homeowners, tenants, and service providers. We need to spread the knowledge so that they clearly understand their roles and responsibilities and the need to work together to achieve a common goal of safety and security, enhancing property values, and community wellness.

6 What is your vision for Community Association Management as a global profession?

My vision for Community Association Management is that everyone in the profession attains a high level of education and professionalism. As professionals we must learn to serve the needs of people who live and work in our communities. We must be transparent, ethical, and honest and be seen as such by those whom we serve.

It is disheartening to note that while people view doctors, lawyers, and architects as experts within their professions and take their advice seriously when they need medical, legal, or real estate development advice, they don't accord the same respect and deference to community managers.

My endeavor is to change the perception of owners, board members, and residents in communities to ensure they view community managers as professionals in the real estate management arena and take their advice seriously.

I believe if we focus on education, industry knowledge, customer service, and self-belief, we can achieve the above.

Elevating Business Decisions with Immersive Technology: Insights for CXOs

- Written by contributing writers **Dr. Hemachandran Kannan, Director – AI Research Centre, Woxsen University,** and **Dr. Raul V. Rodriguez, Vice-President, Woxsen University**

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Dr. Hemachandran Kannan is the Director of the AI Research Centre and Area Chair of the Analytics Department at Woxsen University. He is an ambassador of the AI Accelerator Institute and an Advisory Board member in many international and national companies such as AptAI Labs, USA, Agzintence Pvt, Ltd, and many more. He served as an effective resource person at various national and international scientific conferences and also gave guest lectures on topics related to Artificial Intelligence. Currently serving as Expert at UNESCO and ATL Mentor of Change. He is an expert in Natural Language Processing, Computer Vision, Building Video recommendation systems, and Autonomous Robots. He is working on various real-time use cases and projects in collaboration with Industries across the globe.



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1. Introduction

CXOs must make increasingly difficult decisions that might make or destroy their organizations in the quickly changing commercial and technological world. A variety of possibilities and problems are presented by the ever-expanding digital world, which calls for creative ways of problem-solving and decision-making. Immersive technology is one such cutting-edge strategy that has been gaining popularity across sectors. Virtual reality (VR), augmented reality

(AR), and mixed reality (MR) are all types of immersive technologies that have moved beyond the boundaries of gaming and entertainment to revolutionize the business sector. This article examines how CXOs may use immersive technology to improve their decision-making procedures and produce more effective, well-informed, and data-driven results.

CXOs are in charge of guiding their organizations toward sustainable growth and profitability as leaders in their respective fields. In contrast, they frequently run into challenging

situations that need foresight, in-depth data analysis, and cross-team cooperation. Sometimes, traditional methods of decision-making fall short of resolving these difficulties.

When immersive technology enters the picture, it offers CXOs a novel way to connect with data, visualize it, and work with stakeholders. CXOs may get insights that were previously unreachable by immersing themselves in cutting-edge experiences, ushering in a new age of decision-making prowess.

The core of immersive technology, its effect on CXOs, and actual instances of how business leaders have taken advantage of its potential to alter their organizations will all be covered in the sections that follow. We hope that these case studies and insights will demonstrate to CXOs the real advantages that immersive technology can offer, motivating them to use this game-changing tool in their quest for better, wiser, and more significant business choices. Let's go out on this immersive exploration and innovation adventure where pixels and profit meet and where digital experiences reimagine the road to success for today's CXOs.

2. Understanding Immersive Technology

Virtual reality (VR), augmented reality (AR), and mixed reality (MR) are examples of immersive technologies that produce improved or simulated experiences while masking the boundaries between the real and virtual worlds. Users can see digital overlays of the actual world (AR), watch completely immersive computer-generated settings (VR), or interact with virtual objects placed in the real world (MR). These tools provide CXOs with engaging, interactive, and multimodal experiences that let them visualize data, simulate situations, and work together in novel ways. This revolutionizes the decision-making process and equips CXOs with the knowledge and power to make better decisions for their companies.

3. Immersive Technology's Impact on CXOs

Immersive technology has a significant influence on CXOs, revolutionizing their capacity for decision-making. CXOs may access insights and experiences that weren't previously available by implementing Virtual Reality (VR), Augmented Reality (AR), and Mixed Reality (MR) apps. They can analyze complicated statistics with more clarity thanks to immersive data visualization, which helps them make better decisions. VR simulations give CXOs the chance to test and improve their plans in risk-free settings, improving results. As a result, communication and problem-solving are improved.

AR gives people the ability to overlay digital information onto the actual world. Additionally, immersive technology lowers geographical boundaries by enabling remote team management. CXOs are able to confidently move their companies forward by making better decisions that are informed by data and innovation as a consequence.

4. Real-Time Examples of Immersive Technology in Decision-Making

Case Study 1: Virtual Reality in Product Design and Prototyping

In this case, a major automaker adopted virtual reality to revolutionize the way it designs and prototypes products. CXOs, design teams, and engineers used VR headsets to immerse themselves in lifelike virtual settings to visualize and interact with 1:1 scale car models. They were able to find design problems, improve ergonomics, and simplify manufacturing thanks to this immersive experience. By incorporating real-time input from the virtual simulations, the business was able to shorten the time it took to develop new products, avoid making expensive mistakes, and eventually introduce more inventive and customer-focused automobiles.

Case Study 2: Augmented Reality in Retail and Customer Experience

Augmented reality was included in a multinational retail chain's customer experience plan. Customers may view AR overlays on product displays via a specialized mobile app on their cell phones, delivering more details, tailored recommendations, and even virtual try-on experiences. CXOs used data insights from augmented reality to get immediate feedback on consumer preferences and purchasing patterns. With the use of this data-driven strategy, they were able to improve consumer satisfaction overall while also optimizing inventory management, marketing activities, and brand loyalty.

Case Study 3: Mixed Reality in Remote Collaboration and Team Management

In order to enable remote communication among its geographically distributed personnel, a global technology business used Mixed Reality systems. Team members may

virtually collaborate in virtual meeting rooms, interact with 3D models, and annotate real-world items in real-time by donning MR headsets. CXOs made use of these intense team meetings to promote the exchange of creative ideas, quicken project turnaround times, and strengthen corporate culture. Regardless of geographical boundaries, the organization was able to increase production thanks to the smooth integration of MR into their regular routines.

These actual instances show how immersive technology has broken down preconceived barriers, empowering CXOs to make data-driven choices with more precision, foster creativity, and provide measurable business results. CXOs can put their companies at the vanguard of digital transformation and achieve a competitive edge in the fast-moving global market by incorporating immersive technology into their arsenal for decision-making.

5. Challenges and Considerations

Although immersive technology has many potential benefits, CXOs need to be aware of several difficulties and factors. First, there might be significant implementation costs, including those for hardware, software, and training. Second, it is crucial to protect data privacy and security since immersive experiences could entail sensitive data. Third, to prevent interruptions, incorporating immersive technology into current workflows may need careful planning and change management. Additionally, for seamless communication, issues with accessibility and compatibility across platforms and devices must be resolved. Finally, in order to choose the most appropriate immersive solutions, it is crucial to keep up with changing technological developments. CXOs can fully realize the potential of immersive technology while minimizing risks by proactively addressing these issues.

6. Best Practices for CXOs Integrating Immersive Technology

CXOs should adhere to the following recommended practices to successfully integrate immersive technology into decision-making processes:



Start with Pilot Projects: Start with little immersive initiatives so you may gauge their impact and determine which use cases are most pertinent to your company.

Invest in Training: Make sure staff are properly trained so they can utilize immersive tools to the fullest.

Data Governance and Security: Establish strong data governance guidelines and security precautions to safeguard private data during immersive events.

Collaborative Culture: Create an environment that values experimentation and cooperation while encouraging departments to use immersive technologies.

User-Centric Design: Focus on user experience to provide intuitive, captivating, and immersive solutions that appeal to both consumers and workers.

Measure and Analyze: Utilise analytics to monitor how immersive technology affects choices made by users and the results of corporate operations.

Stay Updated: To adapt and develop proactively, keep up with evolving immersive technology and market trends.

CXOs may successfully incorporate immersive technology into their organizations by following these best practices, which will lead to improved business choices and sustained growth.

7. Future Outlook and Conclusion

Immersive technology's prospects for use in CXO decision-making are surprisingly bright. The possibility for more complex and immersive experiences will increase as technology develops. CXOs may anticipate improved data visualization, smoother AI and analytics integration,

and more accessible and affordable hardware. For CXOs in a variety of businesses, immersive technology will probably become a necessary tool that will improve cooperation, creativity, and productivity.

In conclusion, CXOs may advance their decision-making processes to new heights by embracing immersive technologies. By utilizing the potential of Virtual Reality, Augmented Reality, and Mixed Reality, they will be able to get access to previously unattainable insights, improve business plans, and pave the way for innovation, eventually guiding their organizations down a more fruitful and secure route. The opportunities are endless for CXOs who are willing to take advantage of this game-changing technology as the trip into the immersive world is just getting started.



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Sustainability in Style: Hozefa Poonawala's Journey with Pine Tree Lane LLC

By Sherlyn Gomes



As the visionary Director behind Pine Tree Lane LLC, Hozefa Poonawala leads a passionate team to craft affordable luxury furniture infused with creativity and unwavering dedication. In January 2019, Hozefa embarked on an exhilarating venture, founding Pine Tree Lane LLC. Beyond the mere provision of furniture, the mission encompasses a deep understanding of client's tastes, resulting in impeccable finishing and top-quality products that redefine and elevate living spaces.



Amidst the diverse chapters that shape Hozefa Poonawala's life, his passion for innovation took center stage with the founding of Pine Tree Lane. Starting this venture in Dubai at the age of 35 wasn't just a business move; it reflected Hozefa's commitment to creativity, quality craftsmanship, and personalized solutions.

Pine Tree Lane stands tall as a comprehensive destination for custom furniture, offering a repertoire that includes bespoke kitchens, doors, and wardrobes. At its core, the ethos of Pine Tree Lane is dedicated to translating the visions of its clients into tangible, distinctive creations. Each project showcases meticulous attention to detail and the seamless fusion of traditional craftsmanship with modern design sensibilities.

Beyond its dedication to personalized solutions, Pine Tree Lane sets itself apart

by intentionally embracing technology. The incorporation of cutting-edge AI and ML technologies isn't merely a feature but a deliberate decision aimed at providing unique, customized experiences to each client. Pine Tree Lane views technology not as a disruptor but as a seamless enabler, enhancing the creation of functional and aesthetically pleasing pieces.

Sustainability lies at the core of Pine Tree Lane's identity. From responsibly sourced materials to an efficient manufacturing process, the company champions practices aligned with a commitment to minimizing environmental impact. "Sustainability is not just a buzzword; it's a responsibility we owe to our planet and future generations," emphasizes Poonawala. "At Pine Tree Lane, we prioritize practices that minimize environmental impact while delivering top-notch craftsmanship."

Crafting Luxury: Pine Tree Lane's Expertise

Pine Tree Lane strategically positions itself in the custom furniture market, offering discerning clients high-end, bespoke joinery services. The world of renovations, particularly within the luxury segment, necessitates a delicate equilibrium between traditional craftsmanship and innovative solutions. Here, Pine Tree Lane seamlessly addresses this demand, providing clients with not just furniture but a curated experience that mirrors their unique tastes and preferences.

"As a company, we're not just crafting furniture; we're crafting narratives," muses Poonawala. "Each piece tells a story – of creativity, our client's preferences, and our commitment to excellence."

As the global market for bespoke furniture continues to burgeon, Pine Tree Lane leverages its expertise to carve a niche in delivering exquisite, tailor-made solutions.

Business Focus and Market Expansion

In Poonawala's entrepreneurial journey, Pine Tree Lane stands as a testament to his business acumen and a symbol of resilience and adaptability. Success at Pine Tree Lane goes beyond traditional metrics; it's a redefined concept that places equal importance on making positive contributions to society and the environment.

"We envisioned Pine Tree Lane not just as a business venture but as a community," affirms Poonawala. "Our success is intertwined with the well-being of our employees, the satisfaction



Sustainability is not just a buzzword; it's a responsibility we owe to our planet and future generations.



of our clients, and the sustainability of our practices."

"We focus on the growth of our people first, which then moves on to the progress of the company, both in numbers and a positive work environment where employees see themselves earning and supporting their families. This approach sets us apart, along with hiring the right people who align with the company's values and goals," Poonawala adds.

This principle seamlessly resonates with the core of Dubai Land Department's 2026 strategy—a vision championed by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, set to redefine Dubai's real estate landscape globally. Outlined across three progressive phases, this strategy is about cultivating opportunities and an empowering environment where employees thrive while contributing to the company's success. It showcases innovation, sustainability, and a people-centric ethos that echoes our shared values.

Comprising five pivotal pillars, this visionary strategy aims to elevate DLD's role and influence. From enhancing readiness for sustainable real estate to fostering innovation and fostering a culture valuing its employees, these pillars signify a transformative era for both DLD and Dubai's real estate market.

Director's Insights: Hozefa Poonawala's Vision

"In this industry, it's not just about furniture; it's about crafting experiences," shares Poonawala. "The people we meet, the challenges we overcome, and the

“
The people we meet, the challenges we overcome, and the solutions we provide – all come together to create something truly exceptional.”



solutions we provide – all come together to create something truly exceptional."

Transitioning from a technology and digital marketing background to the furniture manufacturing industry wasn't a happenstance; it was a calculated move. "My prior experiences allowed me to infuse fresh perspectives into furniture manufacturing and marketing," Poonawala explains. "We aimed to revolutionize an existing business model, and fortunately, it's working!"

As Director of Pine Tree Lane, Poonawala embraces a multifaceted role and is deeply involved across various dimensions of the business. "From sales to operational

fulfillment and quality control, every step of this journey has been immensely fulfilling," he reflects. "As a startup, we've worn numerous hats to launch this business, our ethos revolves around relentless execution and achieving our goals. My responsibilities include scouting new talent, nurturing and expanding teams, and strategically analyzing key business indicators to identify potential growth areas for the future."

Innovating with Technology

At the heart of Pine Tree Lane's meteoric rise within the furniture manufacturing industry lies a relentless commitment to integrating technology seamlessly



into every aspect of their operations. Recognizing the transformative potential of technological advancements, Hozefa Poonawala and his team have embraced innovation as a cornerstone of their business strategy.

"Technology isn't just a tool for us; it's a catalyst for transformation," affirms Poonawala. "From inception, we envisioned Pine Tree Lane as a hub where traditional craftsmanship meets cutting-edge technology."

Pine Tree Lane leverages state-of-the-art design software and 3D modeling tools to actualize clients' visions with precision

and finesse. These technological marvels empower the design team to create lifelike visualizations and meticulously plan every aspect of a project, ensuring a harmonious blend of aesthetics and functionality. "Through technology, we can bring the most intricate and imaginative designs to life, ensuring that what our clients envision becomes a tangible reality."

Cutting-edge infrastructure and Lean Operations

Poonawala emphasized, "We've looked towards the West to acquire high-

end, reliable machinery, ensuring seamless operations for our customers." Maintaining a lean operational structure with low overhead costs has been pivotal, allowing the company to remain agile even during quieter periods. Reflecting on the challenges posed by the onset of COVID-19, Poonawala added, "Our unwavering focus on the UAE market and its resilient leadership ensured uninterrupted business continuity."

Conclusively, as an experienced entrepreneur and visionary leader, Poonawala offers a piece of three-fold advice:



1. Stay persistent and maintain that hunger for success. Find authenticity in your actions—let it be your driving force, keeping you motivated every single day.
2. Remember, the larger goal often outweighs the significance of smaller obstacles along the way. Focus on the bigger picture; don't let minor setbacks derail your vision.
3. Working with people can be challenging, but it's essential to remember that they are just people. Embrace this understanding; it will guide you through the complexities of collaboration and leadership."

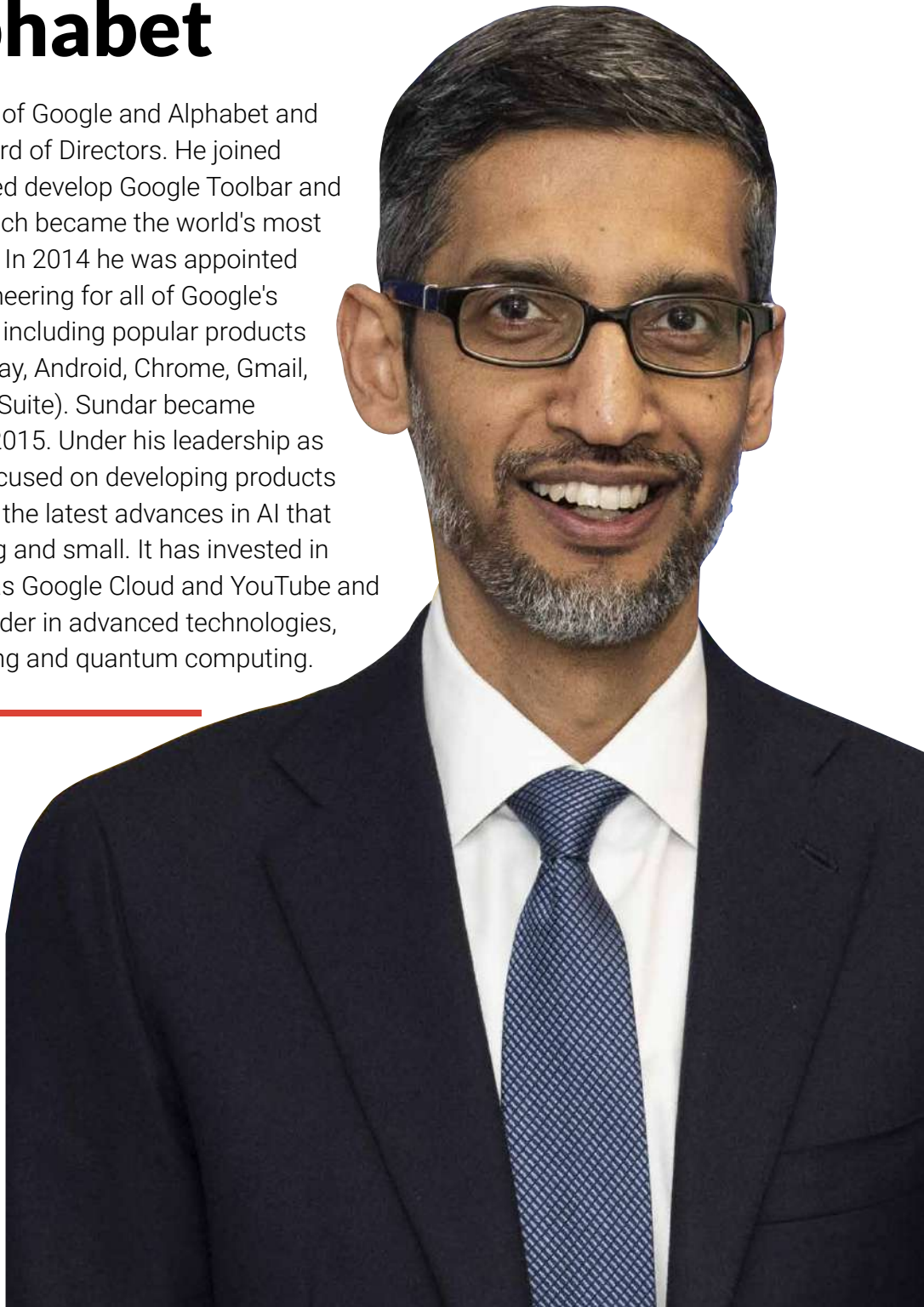
Sundar Pichai:

Engineering the Future of AI-Infused Technology at Alphabet

Sundar Pichai is the CEO of Google and Alphabet and serves on Alphabet's Board of Directors. He joined Google in 2004 and helped develop Google Toolbar and then Google Chrome, which became the world's most popular internet browser. In 2014 he was appointed to lead product and engineering for all of Google's products and platforms - including popular products such as Search, Maps, Play, Android, Chrome, Gmail, and Google Apps (now GSuite). Sundar became Google's CEO in August 2015. Under his leadership as CEO, Google has been focused on developing products and services powered by the latest advances in AI that offer help in moments big and small. It has invested in new opportunities such as Google Cloud and YouTube and has continued to be a leader in advanced technologies, including machine learning and quantum computing.

By Alexis Miller

Sundar Pichai's father's vocation as an electrical engineer and his mother's initial role as a stenographer, subsequently transitioning to full-time homemaking, laid the groundwork for his trajectory. Nurtured in a modest household, Pichai's early proclivity for technology emerged. Reflecting on his formative years, he says, "There existed a simplicity to my life, a contrast to today's fast-paced world. Our dwelling, shared with tenants, was modest. Sleeping on the



AI is the most profound technology humanity is working on, and the more people work to advance the science of AI, the better opportunities will be created for communities everywhere.



living room floor was the norm. During my upbringing, a drought prevailed, inducing a sense of unease. To this day, a water bottle beside my bed is a must. While other households embraced refrigeration, our moment arrived later—a significant milestone."

During his youth, Pichai found ample time for reading. "I immersed myself in various literary works, including Dickens. Engaging in activities like street cricket and books constituted life's essence."

His educational journey commenced with studies at IIT Kharagpur, then led to Stanford University in the US, where he pursued an MS in Material Sciences and Engineering. Reflecting on this pivotal phase, he remarked that access to labs and computers was "a big deal." He candidly admitted, "I was so wrapped up in that, that, to some extent, I didn't understand there was a much bigger shift happening with the internet." Pichai's academic achievements include an MBA from the esteemed University of Pennsylvania's Wharton School.

Subsequently, in 2004, Pichai embarked on a new chapter by joining Google. His role encompassed product management and development for various Google offerings. Among his early significant contributions were his involvements with the Google Toolbar and Google Chrome, the latter of which achieved remarkable success. He says, "When Larry and Sergey founded Google Search, one of the things that struck me was that it was

available for everyone to use. We deeply desire our services to work for everyone. And that inherently means we have to work with partners. That is the thesis underlying everything we do."

Pichai's acumen in comprehending user needs, strategic foresight, and adept leadership skills captured the attention of Google's eminent executives—Larry Page, Sergey Brin, and Eric Schmidt. His profound contributions spanned developing and launching diverse Google products, ranging from Google Drive and Google Apps to the groundbreaking Chrome operating system.

In 2013, Pichai assumed the leadership of Google's Android division, responsible for the evolution of the Android operating system for mobile devices. Under his leadership, Android expanded its reach and became the most widely used mobile operating system globally.

Pichai's pivotal moment occurred in 2015 when Google underwent a significant restructuring, establishing Alphabet Inc. as its parent company. In this move, Pichai was appointed CEO of Google, responsible for leading the company's core business operations. In this capacity, he continued to guide Google's initiatives in search, advertising, YouTube, and other crucial domains.

In 2019, Pichai assumed the role of CEO of Alphabet Inc., succeeding co-founders Larry Page and Sergey Brin, who stepped down from their positions. This transition elevated Pichai's responsibilities, encompassing not just Google but also the diverse companies under the Alphabet umbrella. Pichai's leadership ushered in a period of continued innovation and advancement across a spectrum of technological domains.

He says, "For me, it matters that we drive technology as an equalizing force, an enabler for everyone worldwide. Which is why I do want Google to see, push, and invest more in making sure computing is more accessible, connectivity is more accessible."

Under the leadership of Pichai, Google's foray into artificial intelligence (AI) has been transformative. Pichai's vision

has driven Google to embrace AI as a foundational component of its strategies. He has championed the concept of an 'AI-first company,' where AI is integrated into various aspects of Google's products and services.

Google's AI-driven initiatives have been at the forefront of technological advancements with products like Google Assistant, which uses AI to provide personalized assistance in AI-powered search algorithms. Noteworthy among Google's AI-driven ventures is the pioneering work accomplished through Google DeepMind. This AI research division achieved remarkable milestones, including AlphaGo, an AI system that triumphed over world Go champions. DeepMind's impact extends beyond gaming, making strides in healthcare by accurately diagnosing diseases through medical images.

Google has also seamlessly integrated AI and machine learning, amplifying user experiences. Notable innovations include the Google Duplex AI, showcasing AI's potential in facilitating lifelike phone conversations, and advancements in AI-powered search algorithms. Furthermore, Google has significantly improved quantum error correction, a pivotal element of practical quantum computing.

Pichai adds, "AI is the most profound technology humanity is working on, and the more people work to advance the science of AI, the better opportunities will be created for communities everywhere."

The era also witnessed significant strides in hardware and software domains, with Google launching innovative products like Pixel smartphones, Nest smart home devices, and Pixelbook laptops. Software enhancements included updates to Android and Google Workspace, enhancing user experiences.

Summing up his journey in the industry, Pichai says, "In technology, it's about the people. Getting the best people, retaining them, nurturing a creative environment, and helping to find a way to innovate."

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Dr. Timnit Gebru: Ethics at the Heart of AI

Dr Timnit Gebru is the founder and Executive Director of the Distributed AI Research Institute (DAIR). She is a researcher in artificial intelligence, working to reduce the potential negative impacts of AI. Until her recent firing from Google, which ignited a labor movement resulting in the first union to be formed by tech workers at Google, Timnit co-led the Ethical Artificial Intelligence research team. Before her work at Google, she did a postdoc at Microsoft Research, New York City, in the FATE (Fairness Transparency Accountability and Ethics in AI) group, where she worked on algorithmic bias and the ethical implications underlying projects aiming to gain insights from data.

By Kyle Goldberg

Born in Addis Ababa, Ethiopia, Dr. Timnit Gebru's upbringing was defined by tribulations. With her father's early demise, she was raised by her economist mother. Escaping the conflict-driven turmoil of the Eritrean-Ethiopian War, she secured political asylum in the US, an experience she succinctly characterized as 'miserable.'

Settling in Somerville, Massachusetts, her academic path was marred by racial prejudice. "I started to experience racially based discrimination, with some teachers refusing to allow me to take certain Advanced Placement courses, despite being a high-achiever," she recounted.

Her trajectory toward becoming a proponent of technology ethics was spurred by an encounter involving law enforcement. "A friend of mine, a Black woman, was assaulted in a bar, and Dr. Gebru called the police to report it. She says that instead of filing the assault report, her friend was arrested and remanded to a cell," she recollected. This incident galvanized her commitment to addressing systemic racism and disparities, culminating in her fervent dedication to reshaping the

technology landscape.

She went on to earn both a Bachelor's and Master's degree in electrical engineering concurrently at Stanford University. During this time, she contributed to designing circuits and signal processing algorithms for Apple products, including the first iPad. She subsequently gained admission to Stanford University, attaining her Bachelor of Science and Master of Science degrees in electrical engineering. In 2017, Dr. Gebru earned her Ph.D. in computer vision under the guidance of Fei-Fei Li.

Throughout her doctoral pursuit, Dr. Gebru contributed substantially to the discourse surrounding artificial intelligence. Her unpublished paper addressed concerns about the trajectory of AI, highlighting the imperative of diversity within the field. Drawing from personal encounters with law enforcement and insights gleaned from a ProPublica investigation on predictive policing, she examined the propagation of human biases within machine learning models. Dr. Gebru's critique extended to the gender dynamics prevalent in the industry, the issue of conference

harassment, and the unexamined veneration of prominent figures within the field.

In 2013, Dr. Gebru became a part of Stanford's research landscape by joining Fei-Fei Li's lab. By employing data mining techniques on publicly accessible images, Dr. Gebru focused on examining funds allocated by governmental and non-governmental entities for community information gathering. Utilizing a fusion of deep learning and Google Street View data, she successfully estimated the socioeconomic attributes of United States neighbourhoods, showcasing qualities such as voting patterns, income, race, and education that can be inferred from vehicle observations. Dr. Gebru discovered that an over abundance of pickup trucks, as opposed to sedans, correlated with communities more likely to vote for the Republican party. This extensive analysis involved over 15 million images from the most populous US cities.

In subsequent years, Dr. Gebru significantly fostered inclusivity and diversity within the AI domain. Her presence at the Neural Information Processing Systems (NIPS) conference in

2015 revealed the under representation of Black researchers, propelling her to co-found Black in AI with Rediet Abebe. A subsequent venture led her to Microsoft's Fairness, Accountability, Transparency, and Ethics in AI (FATE) lab in 2017. Here, she explored biases in AI systems and their remedies through team diversity. Dr. Gebru coauthored the influential research paper "Gender Shades," uncovering biases in facial recognition technology.

Transitioning to Google in 2018, Dr. Gebru assumed a pivotal role in addressing AI ethics alongside Margaret Mitchell—their collaborative effort aimed to improve the societal benefits achievable through technology. In 2019, she joined other AI researchers in advocating against Amazon's biased facial recognition technology being sold to law enforcement. Dr. Gebru expressed reservations about using facial recognition for law enforcement and security purposes, citing its current risks. Dr. Gebru was among six co authors of the research paper "On the Dangers of Stochastic Parrots: Can Language Models Be Too Big?" The report delved into the risks associated with extensive language models, encompassing environmental and financial implications, inscrutability leading to obscure biases, the models' inability to grasp underlying concepts, and the potential for deceptive use. In December 2020, Google chose to terminate her employment, citing her paper's alleged oversight of relevant research as the reason.

However, undeterred by this hurdle, in June 2021, Dr. Gebru revealed plans to establish the Distributed Artificial Intelligence Research Institute (DAIR), modeled after her Google Ethical AI work and Black in AI involvement. Launched



I started to experience racially based discrimination, with some teachers refusing to allow me to take certain Advanced Placement courses, despite being a high-achiever.



on December 2, 2021, DAIR is set to explore AI's impact on marginalized groups, particularly in Africa and among African immigrants in the US. She says, "There's a real danger of systematizing our societal discrimination [through AI technologies]. What I think we need to do — as we're moving into this world full of invisible algorithms everywhere — is to be very explicit, or have a disclaimer, about what our error rates are like."

One early project will employ AI to analyze South African township satellite imagery, investigating apartheid's enduring effects. The analysis will likely uncover patterns of development, access to resources, and socio-economic conditions that might reflect the historical inequalities resulting from apartheid policies. Through this project, Gebru's goal is to shed light on the long-lasting effects of apartheid and contribute to the larger discourse on social justice and equality. The utilization of AI to

analyze these images could reveal insights that might have been otherwise difficult to discern, offering valuable information for policy-makers, researchers, and advocates working towards addressing historical injustices and promoting equitable development in these communities.

Conclusively, in her perspective on AI and regulation, Dr. Gebru says, "We're seeing a kind of a Wild West situation with AI and regulation right now. The scale at which businesses adopt AI technologies isn't matched by clear guidelines to regulate algorithms and help researchers avoid the pitfalls of bias in datasets. We need to advocate for a better system of checks and balances to test AI for bias and fairness and help businesses determine whether certain use cases are appropriate for this technology."



2024 Leadership Insights by Dr. Glenn Williams: Trends and Strategies



Our features editor, Sherlyn Gomes, had the honor of engaging in a captivating interview with Dr. Glenn Williams, a leadership and organizational well-being luminary. With over 25 years of experience as a psychologist, C-suite leader, and executive coach, Dr. Williams founded LCP Global in 2010, where he has passionately worked to bridge the gap between personal and corporate well-being, ultimately unlocking resilience and driving breakthrough performance. His latest book, "When Leaders Are Lost: Moving Beyond Disappointment, Failure, and Hurt to Redefine Success," published in July 2023, is on the rise to be a best-seller. In this interview, he shines a light on the upcoming leadership trends in 2024 and how leaders can better prepare for them.

By Sherlyn Gomes

1 How do you envision technology's role in shaping leadership practices in 2024, and what advice would you offer leaders aiming to harness these advancements for organizational growth?

In 2024, technology is a game-changer, requiring thoughtful leadership. At a recent healthcare conference in Melbourne focusing on a fascinating area, aged care, within the healthcare sector, I noticed a significant divergence in perspectives on AI. Some were wary of potential disruptions, while others asked, "Why not use AI to boost productivity and comply with health regulations?"

For companies and leaders

aiming to embrace this latter perspective, I recommend actively engaging with subject matter experts in your specific industry. Seek opportunities to deepen your understanding of how cutting-edge technologies like AI can be seamlessly integrated and effectively leveraged to foster innovation, elevate productivity, and enhance overall operational efficiency.

2 How can leaders foster a sense of unity, purpose, and collaboration within teams that might be physically dispersed?

Firstly, it's crucial to acknowledge that relationships form the foundation of any successful business, whether with staff, employees, contractors, vendors, or customers. Leaders should tailor their approach to meet the unique needs of each group, particularly in hybrid work settings. I recommend proactively organizing "engagement opportunities" to enhance staff engagement.

Secondly, leaders should encourage what I call "Innovation Working Sessions," where teams can unleash their creativity to address specific challenges or improve organizational practices. This also helps in fostering innovation in the organization. Furthermore, rather than solely addressing remote work concerns, focus on identifying and leveraging individual and team strengths. Recognize that motivation varies based on an individual's life stage and circumstances, and tailor incentives accordingly. For instance, financial rewards may hold different significance for someone in their mid-20s than those supporting families or funding education.

3 How do you see diversity and inclusion evolving in the leadership landscape for 2024, and what steps should leaders take to create genuinely inclusive environments that drive innovation?

Many organizations share a common issue: they wait too long to act, hindering progress. Leaders should take the initiative and not wait for external pressures or glaring diversity and inclusion problems. Cultural assessments can help assess the prevailing workplace

culture, especially employee well-being. Proactive leaders create an environment where employees thrive, benefiting the culture and business success.

My advice to leaders is to simplify the process. Be proactive, innovative, and creative in addressing these challenges. Take the lead and identify individuals passionate about driving change within your organization to lead these initiatives.

4 Could you elaborate on reskilling and upskilling in maintaining a competitive edge and how leaders can cultivate a continuous learning culture?

The traditional life model of education, career, and retirement is becoming outdated due to longer, healthier lives and the prevalence of frequent job transitions. Today, individuals experience numerous micro transitions throughout their lives, often changing job roles eight to 12 times by age 38, highlighting the importance of upskilling and maintaining a broad skill set to stay relevant in a rapidly changing job market.

Yet, some businesses have hesitated to upskill their employees, fearing that it might lead to them leaving for other opportunities. However, investing in employee development is more advantageous, even if they eventually choose to move on. A reputation for being committed to staff development not only benefits the employees but also enhances a business's reputation. People prefer working for organizations that prioritize continuous learning and skill enhancement over those that do not invest in any development at all.

5 What principles should guide leaders' ethical decision-making in 2024, especially as they navigate sustainability, social responsibility, and AI ethics?

Ethical decision-making is not a new challenge; it has long been part of business. While AI ethics is relatively recent, we can learn from the 2008 global financial crisis as an example of questionable leadership decisions. The lesson is that businesses can no longer prioritize values less than core objectives

like profitability, market share, or competitive advantage.

Today, consumers seek trustworthy and consistent brands prioritizing principles over convenience, as seen in various sectors like banking, finance, health, and aged care. Trustworthy brands garner more support, so businesses should let values guide profit rather than profit-shaping values. We have seen a shift where companies have started assessing their core values' impact at all organizational levels, moving beyond culture assessments.

6 How can leaders prioritize mental health and well-being in their organizations, and what strategies do you propose for fostering a supportive and resilient workforce?

In the post-COVID landscape, we're witnessing a surge in depression and mental health issues, declining employee engagement, job shifts, and burnout-driven resignations. The pandemic-induced isolation prompted businesses to proactively foster community and enhance engagement from remote to hybrid setups. Recognizing that people have varying social needs is important; while some crave frequent in-person interactions, others thrive working remotely.

Additionally, some companies are encouraging the use of mental health apps to bolster personal development, wellness, and work-life balance. Notably, there's a direct link between one's relationships outside work and within the workplace; therefore, investing in social connections beyond the office is vital to drive overall well-being. Lastly, leaders must shift focus from performance evaluations to continuous development through coaching, which can yield more favorable outcomes, promoting employee well-being and professional growth.



Why not use AI to boost productivity and comply with health regulations



7 How can leaders infuse a sense of purpose into their organizations' missions, and how does purpose-driven leadership contribute to employee satisfaction and retention?

We're observing significant shifts as employees increasingly seek purpose-driven organizations. Many leave their jobs in favor of enterprises that generate profits while addressing critical social causes like combatting human trafficking, environmental preservation, or ensuring clean water access.

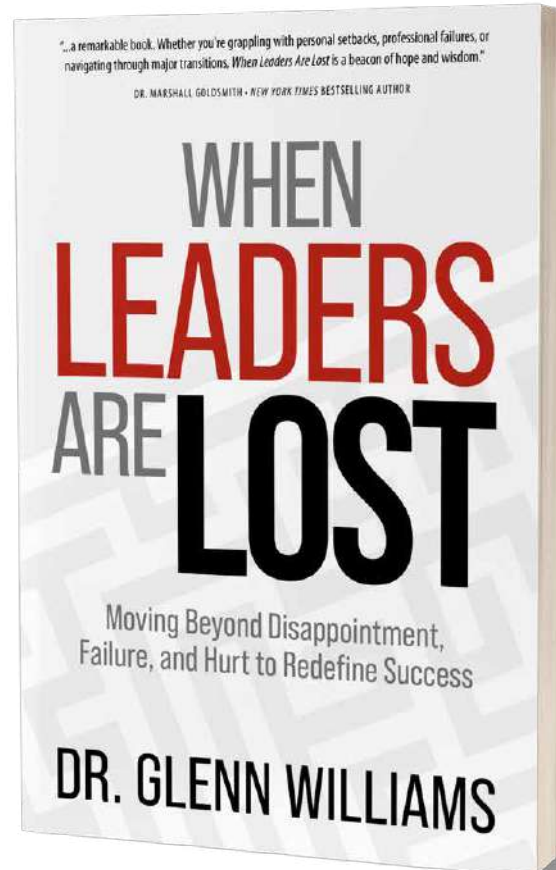
Businesses are recognizing this trend's significance and are finding ways to support these causes. Some allocate a percentage of profits for employees to contribute to their chosen causes, maintaining a list of social enterprises, nonprofits, or humanitarian organizations. This approach includes offering pre-tax contributions and tax benefits to employees supporting these causes. Leaders can also infuse purpose by revisiting their vision and mission statements to align with employees' values, appreciating their passions, and aligning organizational goals with these passions to foster a stronger sense of purpose among team members.

8 Could you discuss collaborative leadership models that you anticipate will gain traction in 2024 and share examples of organizations that have successfully adopted these models?

We employ a process called SLIK (Rapid Alignment Process) to address a common challenge in organizations. Approximately 10% of businesses need help to bridge the gap between strategy and execution. Many invest heavily in strategizing and visioning, but only a fraction succeed in implementing their system effectively. SLIK is built upon the principles of appreciative inquiry, a renowned change management approach. Unlike traditional SWOT analyses that often focus on weaknesses and threats, our process

emphasizes strengths, opportunities, and aspirations. We initiate discussions on what success looks like in 12 months, examining strengths, opportunities, and aspirations from a strength-based perspective.

Crucially, SLIK promotes collaboration among business units, avoiding unnecessary competition. By aligning core values and merging culture with strategy and execution, SLIK offers a more comprehensive



and integrated approach to driving organizational success. This process has been successfully applied in numerous companies over the past year, providing a new narrative for businesses seeking alignment and purpose.

9 How can leaders embrace ambiguity, make sound decisions amidst uncertainty, and communicate effectively to instill confidence in their teams and stakeholders?

In today's world, despite having more communication channels than ever

before, effective communication remains an area where many organizations underperform. Effective communication doesn't mean denying challenging moments or hiding problems; it's about consistent and authentic communication. Leaders should avoid the mistake of communicating only during crises or post-crisis recovery. Instead, they should maintain ongoing communication, addressing challenges truthfully and respectfully. Authenticity and treating people with dignity are key components of successful communication, especially during difficult times.

10 Leaders are often focused on short-term goals, but the concept of legacy is gaining prominence. What insights can you share about maintaining a balance between immediate objectives and leaving a lasting impact on the organization and its stakeholders?

In today's fast-paced world, the pressure for immediate results can lead to short-term goals overshadowing long-term sustainability. Balancing both is vital. Here's a multi-faceted approach:

The Power of 90 Days: Focus on short-term goals achievable in the next 90 days with significant impacts on your staff and business.

The Blink Test: Define success for yourself and your customers within 12 months to set a clear vision and align efforts.

3-5 Year Goals: Plan for longer-term objectives, including research and development catering to future customer needs.

While having a vision beyond five years is valuable, remain flexible. As seen in recent events like the pandemic, external forces can swiftly alter plans. Adaptability and flexibility are key.

As a leader, embrace mistakes and setbacks as opportunities for growth and learning. Surround yourself with a supportive "cheer squad" that encourages you to become a better leader.



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Empowering Women in Condo Management: A Global Movement Ignites in Latin America

- Written by contributing writer, Dawn M. Bauman, CAE Chief Strategy Officer CAI and Executive Director, Foundation for Community Association Research



About the Author:

Dawn M. Bauman, CAI's chief strategy officer and the executive director of the Foundation for Community Association Research, has worked for CAI for more than 20 years at both the international and chapter levels. CAI is the leading international organization representing the condominium, homeowners association, housing cooperative, strata, sectional title, and property horizontal sector. This sector of housing is the fastest-growing type of housing in the world and represents at least 30% of housing in the U.S. and an even greater number in many major cities worldwide.

Bauman is a leading expert in the community association housing model and is frequently sourced in U.S. and international media outlets, including The Wall Street Journal, U.S. News & World Report, The New York Times, The Washington Post, and Bankrate, on community association housing topics.

In a transformative gathering at the CIGSA conference in Santiago, Chile, in November 2023, more than 40 women leaders from nine countries came together to participate in a groundbreaking workshop that focused on addressing the impact, challenges, and future of women in the condominium management sector. Facilitated by myself, Dawn M. Bauman, CAE of the USA, and esteemed leaders Paula Castelli and Carmen Gloria Perez of Chile, this event marked a significant stride in the ongoing journey toward gender equality in the professional realm.

The resounding success of the workshop was not only due to the engaging discussions and valuable insights shared but also because of the support it received from the founders of CIGSA. Taking place in Latin America, where housing and family are intrinsic to the cultural fabric, a movement is taking shape—one that empowers and inspires women in the profession of condominium and building management. The significance of this movement

cannot be understated, particularly when considering the historical challenges women have faced in professional roles worldwide. Inequality has been a pervasive obstacle for far too long, hindering the progress and potential of countless talented women.

However, a palpable change is on the horizon. Women in Latin America are not merely navigating the challenges that come with professional roles; they are actively breaking down barriers and forging a path toward equality. What makes this movement even more remarkable is its global resonance. Women in condominium management are not confined by geographical boundaries; they are leaders reshaping an entire industry and proving that progress knows no limits. The workshop facilitated an inspiring connection between Latin America, the Americas, Europe, and beyond, creating a network where women from different corners of the world could learn from one another and share experiences, ideas, and triumphs.

The alliance formed during the workshop is driven by shared determination, strength, and sisterhood. The future, as envisioned by these women, is undeniably bright. It is in the hands of those who continue to break barriers, challenge stereotypes, and embrace the unique intersection of housing, family, heart, and progress in Latin American culture.

As women around the world join forces, a new reality is being forged—one that celebrates diversity, equality, and progress. This journey is not only about empowering women in condominium management but also about inspiring a broader societal shift towards recognizing and valuing the contributions of women in professional spheres.

In conclusion, let us acknowledge who we are, understand our worth, and collectively determine where we are going. In condominium management, as in life, progress knows no borders, and these women are leading the charge, lighting the way for a future where equality and progress reign.



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Jensen Huang:

A Visionary Leader Redefining the Tech Landscape

Jensen Huang is the co-founder of graphics-chip giant Nvidia, a company he started in 1993 and has led as CEO and president since its inception. Under Huang's visionary leadership, NVIDIA emerged as a dominant player in the computer gaming chip industry. Beyond gaming, the company expanded its horizons, designing chips for data centers and autonomous vehicles. Huang's philanthropic endeavors are also notable, including a \$30 million contribution to Stanford University for an engineering center and a \$5 million donation to Oregon Health & Science University to support cancer research labs.

By **Brianna Da Cruz**



I believe that everyone has the potential to be an innovator. We just need to be given the opportunity to learn and create. I am committed to providing that opportunity to everyone.



Jensen Huang was born in Taiwan, but his family was soon forced to move to Thailand due to the tumultuous context of the Vietnam War. Amidst the uncertainty and unrest that defined Southeast Asia during this period, Huang's parents faced a pivotal choice: to expose their sons to the potential risks of the ongoing conflict in Thailand or seek refuge in the United States, a nation promising safety and a brighter future.

Choosing the latter path, Huang and his brother embarked on a journey that would shape their futures. Huang says, "I came to the United States when I was nine. I didn't speak English, and I didn't know anyone. It was a challenging time for me but it also made me resilient. I had to learn to adapt and to overcome challenges. I think those experiences have helped me become the leader I am today."

Reminiscing about his early days in the country, he says, "It was my aunt and uncle, recent immigrants themselves, who inadvertently guided me and my brother to Oneida Baptist Institute in Kentucky—unintentionally enrolling us in what was seen more as a reform school than a traditional preparatory institution."

It was amidst these defining years that his passion for table tennis flourished. His dedication culminated in a notable achievement—he secured the third position in the junior doubles division of the U.S. Open Table Tennis Championship at 15. He says, "Table tennis taught me the importance of discipline, focus, and teamwork. It also taught me the value of hard work and never giving up."

This foundation of discipline and curiosity seamlessly guided him toward a career in technology. Huang explains, "I was always fascinated by technology. I loved to take things apart and see how they worked. I think that's what led me to a career in engineering. I wanted to be a part of creating new technologies that would make a difference in the world." He pursued his undergraduate degree at Oregon State University and later enrolled in a master's program at Stanford University. After college, he gained valuable experience as an executive at LSI Logic and a microprocessor designer at Advanced Micro Devices, Inc. (AMD).

Huang's journey took a turn for good with the inception of NVIDIA; as he reflects, "I started NVIDIA with two of my friends in 1993. We envisioned creating a company that would revolutionize how graphics were processed. We started with just a few employees and a small office but were determined to succeed. We worked hard, and we never gave up. Today, NVIDIA is a global leader in the semiconductor industry. We're helping to shape the future of computing and making a difference in the world."

Under Huang's strategic guidance, NVIDIA Corporation rapidly evolved into a dominant force within the computer graphics industry. The organization achieved a significant milestone by creating the GeForce 256 graphics processing unit (GPU) in 1999. While claiming to be the "world's first GPU" was contested, the GeForce 256 indisputably revolutionized the GPU landscape. It introduced real-time programmable shading, defining modern computer graphics and driving the parallel computing revolution. This innovation extended to AI, where GPU deep

learning ignited a new era of computing, empowering machines to comprehend and perceive the world, impacting fields such as self-driving cars and robotics.

Huang's influence led to formulation of what is now dubbed "Huang's Law." A counterpoint to Moore's Law, Huang's Law asserts that the growth rate of graphics processing units surpasses that of central processing units. Based on this principle, Huang predicted that GPU performance would double every two years.

Among Huang's notable accomplishments stands the creation of the Omniverse—a platform positioned to shape the evolving metaverse. The Omniverse facilitates the development and operation of applications for this emerging digital realm. Offering customizable 3D pipelines empowers users to simulate vast virtual reality environments at unprecedented speeds. While the metaverse's potential is still unfolding, Huang envisions it generating an economy surpassing that of the United States. As the metaverse gains traction, the Nvidia Omniverse is poised to be a cornerstone of its construction.

As a visionary leader, he also played a crucial role in establishing and managing NVIDIA Ventures—the venture capital arm of NVIDIA, through strategic investments in startups aligned with NVIDIA's core interests, including AI, autonomous vehicles, and robotics. He adds, "We live in an era of unprecedented technological change. The pace of innovation is accelerating, and the opportunities are endless. I am excited to be a part of this journey and to help shape the future of technology." With a robust track record of over 43 investments, including recent participation in the \$25 million funding round for Ayar Labs, Huang, and his team continue to champion groundbreaking technological initiatives that reshape our world.

In conclusion, his advice to budding leaders is, "I believe that everyone has the potential to be an innovator. We just need to be given the opportunity to learn and create. I am committed to providing that opportunity to everyone."

Dr. Fei-Fei Li:

Crafting AI's Narrative with Vision and Diversity

Dr. Fei-Fei Li is a renowned computer scientist recognized for her transformative contributions to artificial intelligence. She is best known for establishing ImageNet, a pioneering dataset that propelled the evolution of computer vision. As the Sequoia Capital Professor of Computer Science at Stanford University, she has not only shaped the future of AI education and research but also co-founded AI4ALL, a nonprofit focused on promoting diversity in artificial intelligence. Her leadership extends to her roles as Co-Director of the Stanford Institute for Human-Centered Artificial Intelligence and the Stanford Vision and Learning Lab. Elected to the National Academy of Engineering (NAE) in 2020, she is esteemed for her machine learning and visual understanding advancements. She holds membership in the National Academy of Medicine (NAM) and the American Academy of Arts and Sciences (AAAS).

By **Kyle Goldberg**

Dr. Fei-Fei Li was born in Chengdu, a southern Chinese city; as a precocious and introspective child, she found solace in the pages of books, an activity that set her apart. Her family's dynamics were equally unique, with her father's decision to gift her a puppy in a culture that didn't prioritize pets and her mother's introduction of classic literature, including 'Jane Eyre' and 'Wuthering Heights,' from an intellectual lineage.

However, a pivotal point in Dr. Li's life came when her father emigrated to Parsippany, New Jersey, leaving her and her mother separated for several years. Reunited at the age of 16, Dr. Li's journey in the United States began. On her second day in America, her father challenged her to communicate with a mechanic to fix his car, despite her limited English proficiency. Through gestures and determination, she successfully conveyed the issue. In just two years, Dr. Li's grasp of the language progressed significantly, enabling her to act as an interpreter, translator, and advocate for her parents, who were navigating the challenges of a foreign language.

Reflecting on her role, Dr. Li candidly recalls, "I had to become the mouth and ears of my parents."

While in school, Dr. Li excelled in her studies and majored in physics but also studied computer science and engineering as an undergraduate student at Princeton University, from where she graduated with high honors with an A.B. in physics and certificates in applied and computational mathematics and engineering physics in 1999. Dr. Li then pursued graduate studies at the California Institute of Technology, where she received a Ph.D. in electrical engineering in 2005.

Dr. Li's distinctive ability to discern and cultivate connections between seemingly disparate fields catalyzed her groundbreaking idea for ImageNet. While her contemporaries in computer vision were engaged in developing models to facilitate image comprehension by computers, these models were inherently limited in their capabilities. Each algorithm was tailored to recognize specific objects, such as dogs or cats, in isolation. However, Dr. Li's perceptive insights prompted her to reconsider

whether the fundamental challenge lay in the models or the data it was fed.

Questioning this paradigm shift, Dr. Li pondered the analogy between a child's visual learning process, shaped by exposure to an array of objects and scenes during early developmental stages, and a computer's potential to learn through analyzing diverse images and their interconnections. This realization marked a significant turning point for Dr. Li: "It was a way to organize the whole visual concept of the world." This concept of training machines by infusing them with a vast and varied visual dataset served as the bedrock for ImageNet's conception. It fundamentally transformed the landscape of computer vision and artificial intelligence.

In 2007, Dr. Li returned to Princeton as an assistant professor and faced initial resistance to her ImageNet idea, eventually finding a collaborator as a computer architecture specialist. The endeavor demanded substantial effort in photo tagging, and the adoption of Amazon Mechanical Turk expedited progress while requiring vigilance against worker biases. By 2009, Dr. Li's team

published a paper on the comprehensive 3.2 million-image database, which expanded to 15 million. Proposing its use for a computer-vision competition, they laid the foundation for the ImageNet Challenge.

In 2012, Geoffrey Hinton harnessed ImageNet to innovate deep neural networks, yielding remarkable accuracy improvements. Hinton's success, marked by winning the competition, heralded the transformative influence of ImageNet. By 2017, the error rate in computers identifying objects had dwindled below 3 percent from 15 percent in 2012, a milestone that reflected computers' superior visual capabilities.

Concurrently, Dr. Li embarked on her role as an assistant professor at Stanford University. During this period, she was married to Silvio Savarese, a roboticist with a position at the University of Michigan. However, the geographical separation proved challenging. "We knew Silicon Valley would be easier for us to solve our two-body problem," Dr. Li says. (Savarese joined Stanford's faculty in 2013.) "Also, Stanford is special because it's one of the birthplaces of AI."

Committed to erasing disparities in AI, she took a sabbatical from Stanford, assuming the Chief Scientist of AI/ML role at Google Cloud. In this capacity, she pursued the democratization of AI technology, a pursuit encapsulated by her creation of AutoML, a groundbreaking innovation aimed at automating the application of machine learning models to practical challenges.

Yet, her dedication extended beyond technological innovation. Fueled by the resolve to amplify the representation of women and individuals from diverse ethnic backgrounds in AI, she co-founded AI4ALL, a nonprofit organization that fosters diversity and inclusivity—guided by its mission to nurture the next generation of AI technologists, thinkers, and leaders through the lens of human-centered AI principles. Taking her commitment to even greater heights, in 2019, she co-established the Stanford Institute for Human-Centered Artificial Intelligence (HAI) to propel AI

research, education, policy, and practice toward enhancing the human condition. Dr. Li says, "I believe in human-centered AI to benefit people positively and benevolently. It is deeply against my principles to work on any project that I think is to weaponize AI."

With a prolific output of over 300 peer-reviewed research papers, Dr. Li's expertise spans AI, machine learning, deep learning, computer vision, and cognitive neuroscience.

Her research landscape has recently expanded to encompass AI's intersection with healthcare, including endeavors to minimize medical errors and maximize the benefits of 'ambient intelligence' — environments attuned to human presence. Dr. Li says, "It is essential to institute enduring structures that foster positive change in response to the field's growing impact and the

pressing need for diverse representation. A multi-faceted approach is required to drive meaningful transformation from educational foundations to established academic hierarchies, work cultures among AI practitioners, and research dissemination mechanisms."

Conclusively, Dr. Li emphasizes the pivotal juncture that the AI field has reached. She says, "We are at a turning point. AI's influence continues to grow, but the representation and inclusion of diverse researchers in the field do not. We must seize this moment to create structures supporting long-term, positive changes."



Also, Stanford is special because it's one of the birthplaces of AI.



Kaggle Grandmaster and Scaling Startups: Sudalai Rajkumar

Sudalai Rajkumar is a distinguished data science veteran and a three-time Kaggle grandmaster. His extensive career has spanned a multitude of domains, from natural language processing and recommendation systems to forecasting, computer vision, and voice analytics. Rajkumar's impact is felt through the development of scalable AI solutions and his valuable assistance to clients in solving complex challenges. He holds degrees from PSG Tech and IIM Bangalore and shines as a Kaggle grandmaster across competitions, notebooks, and datasets. His impressive achievements include ranking first on the Analytics Vidhya data hack platform and being recognized among India's top 10 data scientists by Analytics India Magazine and Jigsaw Academy. A dedicated community builder, Rajkumar has conducted numerous data science workshops, webinars, and meet-ups.

By Justin Roberts

A distinguished alumnus of PSG Tech, Sudalai Rajkumar's educational journey laid the foundation for his exceptional career. After graduating as a mechanical engineer, Rajkumar faced a critical decision point when he received job offers from both a mechanical engineering giant and an analytics firm. Guided by an innate curiosity to unravel patterns hidden within data, he chose the path less traveled, inadvertently setting the stage for an illustrious career.

Interestingly, Rajkumar's initial role at the analytics firm was not in data analytics but as a Python engineer in the software team. As he later described it, this serendipitous twist proved to be a blessing in disguise, introducing him to Python, which would become the de facto language for data science in the years to come.

Rajkumar's professional journey has carried him through some of the most

distinguished names in the analytics and data science industry. He has held pivotal roles at H2O.ai, Freshworks, Tiger Analytics, and Global Analytics, amassing invaluable insights and expertise. His commitment to continuous learning led him to pursue an Executive program in Business Analytics at the esteemed Indian Institute of Management (IIM) Bangalore.

Rajkumar's foray into the world of data science was marked by his eagerness for hands-on experience and learning through action. He says, "I have an interest in finding patterns right from my childhood, which eventually led me to take up a job in the analytics field over the core engineering field. So, I started taking MOOC courses to gain knowledge in machine learning. I was able to get a theoretical understanding from all these courses, but I was not sure how to use all of them. So, I was looking for an opportunity to try them out. That is when I got introduced to Kaggle to get

some hands-on experience." Kaggle is a prominent platform in data science and machine learning. It serves as a competition platform and a community for data scientists and machine learning practitioners. Today, Rajkumar proudly holds the titles of Kaggle Competitions, Notebooks, and Datasets Grandmaster.

Talking about his journey and the motivations that drive him, Rajkumar says, "It is hard to get started, but once we are into Kagglings, it is very addictive. I am sure most Kagglers will agree with that. The community is awesome, and in every competition, we learn many new things from the top solutions, discussion forums, and notebooks."

His humility is evident when he reflects on his early Kaggle experiences: "Are you kidding me? I am not that smart. It took me a lot of time to get my first gold medal in a Kaggle competition." He attributes his progress to continuous learning and the motivation to surpass his previous

achievements, often teaming up with fellow Kagglers to learn and inspire each other.

Rajkumar's advice for beginners venturing into Kaggle is practical and motivating: "It is easy to start, but it is tough to do it consistently. Most of the things we try will not improve the score, so we feel like giving up in the middle of the competition. It is quite natural. But take a break and come back. This has helped me get a new perspective on the problem and improve the scores. Also, this is another area where teaming up with people helps motivate each other."

As Rajkumar's professional journey continues to evolve, he remains enthralled by the rapid advancements in machine learning. He adds, "The pace at which things change in the machine-learning world amazes and excites me. It always keeps me on my toes and brings out my best."

Besides his impressive data science achievements, Rajkumar has a rich entrepreneurial background. He and his co-founder initiated a journey in 2012 by co-founding a social recommendation startup named Frilp. Their entrepreneurial spirit led them to sell the company three years later to Freshworks, where they assumed pivotal roles as engineering and product lead for different

products. The experience of scaling products at Freshworks and witnessing the company's growth was a significant boost to their entrepreneurial ambitions.

Five years later, the duo deliberately embarked on a new venture. Their mission was straightforward yet profound: to identify a deep problem with a vast market. The result was the birth of Growfin, a product of extensive market and customer discovery research. As

Rajkumar revealed, every step of this entrepreneurial journey involved a deep dive into first principles, a constant questioning of 'what' they were doing, and the profound 'why' behind it all.

Today, Growfin is soaring to new heights, with a growing base of customers actively shaping the product's evolution. As the team expands and more customers trust the company, Rajkumar and his co-founder maintain their core strengths - a boundless enthusiasm reminiscent of their Frilp days and a wealth of templates and wisdom garnered from their experiences at Freshworks.

Looking toward the future, he envisions a landscape where data science projects become an integral part of production systems for all companies, leading to advancements in data science tooling, algorithms, and abundant opportunities for young talents.



The pace at which things change in the machine-learning world amazes and excites me. It always keeps me on my toes and brings out my best.



Lessons From The Women's World Cup: How To Achieve A Level Playing Field In Business

- Written by contributing writer, Kirstene Hair, director of Empower Coaching and former Member of the UK Parliament



About the Author:

Kirstene Hair is the director of Empower Coaching, a business she founded to increase female representation in senior and leadership roles.

She works with businesses and organisations to promote women to those positions, and coaches females in how to assert themselves in the professional environment to ensure they can be promoted and rewarded in line with their male colleagues.

Kirstene is a former Member of the UK Parliament. She was elected to the Angus seat in the north east of Scotland in 2017, and is the only Scottish Conservative MP to win a seat this century.

We're all familiar with great sporting moments and how these can be translated into motivation for achieving success in business.

And I'm not the first to remark that these examples, inspiring as they are, have a habit of being male-dominated.

A 100-metre runner bursting through the finish line or the focus of a golfer facing a pressure putt – they're generally men setting examples for other men.

But the recent women's soccer World Cup broke new ground – and creates an opportunity to bring women onto a level playing field once and for all.

The spectacle in Australia and New Zealand displayed, on a global scale, that we are at a pivotal time in the sport.

And while there's still some distance to go, there was no shortage of lessons – good and bad - for businesses seeking to achieve gender equality in senior positions and close the gender pay gap.

There are three key points to take away if we want to become a genuinely equal society for women in the workplace.

Invest and progress

It would be nice to think the surge in interest in recent years was solely down to natural progression.

But what has made the real difference is the ramping up of investment.

As a result, training methods have improved, youth development has widened and some clubs are now in a position to enable women to become full-time professional athletes.

Without additional funding, we simply would not have seen the success we did in the recent the tournament which broke records for stadium attendances and TV viewing figures. When the final was on, it was the second most watched programme in the UK outside King Charles' coronation, with men clearly tuning in by the million.

As more women are playing and more men and women are watching and attending matches, the ripple effect can unlock future advertising, finally equalise

prize funds, boost investment and open up opportunities for the next generation.

Similarly, in business, change won't happen without dedicated investment. Research illustrates the clear financial case - businesses are around 21 per cent more likely to enjoy above-average profitability with a diverse top team.

Every day, working with female leaders I see the incredible impact coaching, mentoring, sponsoring and supportive networks can have, along with a positive culture and policies that reflect modern society.

My work illustrates clearly that experiences, entrenched societal norms and an undermining of skills and abilities understandably impacts the beliefs women have about themselves.

So it's little wonder we now witness a 'confidence gap' – meaning there are women with unquestionable competence are not climbing as far or as quickly as they could.

The most frustrating aspect of the current situation is that we have an enormous pool of untapped and unfulfilled talent. And it's lose-lose. For women, for organisations and our country more widely.

Yet where we see dedicated, strategic investment, and prioritisation of levelling up leadership we see considerable progress that benefits everyone.

Equalising pay

There has been some progress in women's sport in relation to prize money, international sport's equivalent of a fair day's pay. The prize fund sat at \$110m in 2023 – compared to just \$30m in 2019.

The 2023 World Cup probably closed the gap more than ever on that front, but it's still gaping at an unacceptable level.



This, in itself, sends a strong signal that women's soccer is inferior to the men's game. That women are inferior to men. So why does that gap exist?

One of the reasons is the sheer number of obstacles put in women's way, both physical and psychological.

To this day, some schools do not allow or enable girls to play soccer, and institutions including governments and sporting authorities have in the recent past suggested the game was unsuitable for females.

Women's salaries have never reflected male counterparts, leaving many talented women no option but to juggle two or three jobs to establish a career in soccer, creating a decades-long stigma.

As we know, across the business world, four in five women continue to be paid less than their male counterparts in the workplace.

While some women can be easily deterred from putting themselves forward for a promotion or showcasing their achievements, and continue take on the lion's share of caring responsibilities, men are getting promoted faster and are getting paid more.

Women are just as ambitious and talented as men and businesses are

always looking for the highest calibre to deliver the best outcomes, so ensuring that half the population have every chance to achieve their rightful positions must be integral to everything they do.

The role of wider society

There were numerous examples during the tournament of public pressure bringing about positive change.

The most obvious was the unedifying sight of the victorious Spanish female soccer player Jenni Hermoso receiving an unsolicited kiss from the country's FA president Luis Rubiales.

Mr Rubiales and some of his colleagues attempted to play the incident down and insisted on staying on in their roles, but it's rightly being recognised as soccer's #metoo moment.

I also noticed that so many of those championing the women's game were women and, in the UK, Prince William faced backlash for this very reason. When he wished the team well in a video alongside his daughter, Princess Charlotte, his two sons were absent.

Without the authentic backing of the whole of society, women's soccer won't see the changes required, and neither will business.

With men still holding the majority of leading positions in business, they have a significant role to influence changes that could drastically change the landscape for women in the workplace in the years ahead.

Everyone's a winner

The issue of gender equality isn't just worth pursuing because it is morally right.

The whole of the economy would benefit.

By promoting more women into roles that their talents undoubtedly merit, we widen the talent pool, thus increasing productivity and innovation.

Women also bring different – much needed - qualities to the table. In Australia and New Zealand, we saw very little of the usual downsides that accompany men's sport – aggression, ill-temper and abuse of officials.

It was a more palatable product as a result.

It is the same in business. Women in leadership bring more compassion, less bravado and a more measured approach to leadership and influence.

The female athletes showed us how it's done in the summer of 2023.

Now it's up to each of us to create the change society so desperately needs for the future.

The Evolution of AI: Dr. Jürgen Schmidhuber's Visionary Contributions

Dr. Jürgen Schmidhuber is a renowned computer scientist and a pioneer in artificial intelligence (AI). His contributions to AI have been transformative. Dr. Schmidhuber is known for his pioneering work in artificial neural networks and deep learning. His research laid the foundation for many modern AI applications, including image and speech recognition. In 1997, Dr. Schmidhuber introduced Long Short-Term Memory (LSTM) networks, a type of recurrent neural network crucial for sequential data processing. His career includes leadership roles at institutions like the Swiss AI Lab IDSIA and the Middle East's King Abdullah University of Science and Technology (KAUST), where he directs the AI Initiative.

By **Elena Arnaiz**

Dr Jürgen Schmidhuber's fascination with technology began during his formative years in Germany. As a teenager in the 1970s, Dr. Schmidhuber was fascinated with creating intelligent machines capable of autonomous learning. This youthful curiosity catalyzed his groundbreaking contributions to the field of deep learning in the future.

Reminiscing his early days, Dr. Schmidhuber says, "As I grew up, I kept asking myself, 'What's the maximum impact I could have?'" He continued, "And it became clear to me that it's to build something smarter than myself, which will build something even smarter, and eventually colonize and transform the universe and make it intelligent."

In the 1980s, Dr. Schmidhuber pursued his studies in computer science at the Technical University of Munich (TUM), where he earned his diploma in 1987. During this period, he delved into the intriguing concept of creating intelligent machines that could learn through pre-

designed algorithms and autonomously improve those algorithms. His thesis focused on developing self-improving machines, foreshadowing a key theme in artificial intelligence.

Years later, his pioneering ideas about self-improving machines gained significant prominence, evolving into a hot topic within the AI community. This visionary thinking laid the foundation for many subsequent advancements in AI and machine learning.

Dr. Schmidhuber's dedication to the field led him to achieve a Ph.D. at TUM in 1991, where his research further contributed to the underpinnings of modern AI.

Dr. Schmidhuber is renowned for his significant contributions to developing recurrent neural networks (RNNs), a robust artificial neural network capable of processing sequential data, such as speech and natural language. Collaborating with his students Sepp Hochreiter, Felix Gers, Alex Graves, Daan Wierstra, and others, he made

groundbreaking contributions in this field. They introduced architectures and training algorithms for long short-term memory (LSTM) networks, a specific type of RNN that has found widespread application in natural language processing, speech recognition, video games, robotics, and various other domains.

The LSTM, developed by Dr. Schmidhuber and his team, has become one of the most cited neural networks of the 20th century. Business Week even hailed it as "arguably the most commercial AI achievement." These innovations have profoundly impacted artificial intelligence, enabling the development of more efficient and effective sequential data processing models.

Dr. Schmidhuber's contributions extend beyond LSTMs. In 1990, he introduced unsupervised generative adversarial neural networks, which engage in a minimax game to implement artificial curiosity. In 1991, he introduced neural fast weight programmers, a concept formally equivalent to what we now know

as Transformers with linearized self-attention. Transformers, in turn, drive advanced language models like ChatGPT. In 2015, his team introduced Highway Neural Networks, which are significantly deeper than previous networks and have found widespread use in numerous applications.

Dr. Schmidhuber says, "The future of AI is comparable to the invention of life itself. It's not just about creating smarter machines; it's about enhancing human potential and making the world a better place."

He emphasizes that AI doesn't pose a "new quality of existential threat" compared to the long-standing danger of nuclear warheads, which can devastate entire cities and civilizations in two hours without AI."

Dr. Schmidhuber explains, "We should be more apprehensive about aging technologies like H-bomb rockets, exemplified by the Tsar Bomba's 1961 test, which packed nearly 15 times the destructive power of all World War II weapons combined. Despite substantial nuclear disarmament efforts since the 1980s, a significant number of nuclear warheads remain, capable of obliterating human civilization in a matter of hours without any AI involvement. My greater concern lies with this enduring existential threat rather than the relatively benign nature of AI weapons."



The future of AI is comparable to the invention of life itself. It's not just about creating smarter machines; it's about enhancing human potential and making the world a better place.



Dr. Schmidhuber also points out, "There's intense commercial pressure towards good AI rather than bad AI because companies want to sell you something, and you are going to buy only stuff you think will be good for you. So, already, just through this simple commercial pressure, you have a tremendous bias towards good AI rather than bad AI. However, doomsday scenarios like in Schwarzenegger movies grab more attention than documentaries on AI that improve people's lives."

This commitment to responsible and ethical AI development is central to Dr. Schmidhuber's work and advocacy. He

firmly believes in AI's potential to drive positive transformations and envisions a future where AI systems coexist harmoniously with humans, contributing to the betterment of society.

In conclusion, he offers a profound perspective: "View human civilization as part of a much greater scheme, an important step (but not the last one) on the universe's path from straightforward initial conditions toward more and more unfathomable complexity. Now, it seems ready to take its next step, a step comparable to the invention of life itself over 3.5 billion years ago. Alas, don't worry, in the end, all will be good!"



Yamini Rangan:

Leading HubSpot's Innovation and Customer Focus

Yamini Rangan is the Chief Executive Officer at HubSpot. Prior to becoming CEO, Yamini served as HubSpot's first-ever Chief Customer Officer, overseeing the marketing, sales, and services teams. Yamini is a tech industry veteran with over 24 years of experience in product marketing, sales, and strategy. Yamini previously served as Chief Customer Officer at Dropbox, responsible for embedding customer focus across the organization. Before Dropbox, she was VP of Sales Strategy and Operations at Workday; she helped quadruple revenue and scale the sales organization. At SAP, Yamini held several customer-facing leadership roles in strategy, pre-sales, and value-based selling and helped close landmark deals. In 2019, the San Francisco Business Times recognized Yamini as one of the Most Influential Women in Business. Yamini currently serves on the Board of Splunk, a cybersecurity company.

By Alexis Miller

Hailing from a modest locale in India, Yamini's ardor for the world of technology was kindled during her formative years. Demonstrating exceptional academic prowess, she acquired a degree in computer science, laying the foundation for her forthcoming accomplishments. As she honed her skills, Yamini's relentless curiosity led her to explore various aspects of the tech world.

At the age of 21, Yamini relocated to the United States to pursue her aspirations. The initial phase of her American sojourn was characterized by formidable challenges, with a significant portion of her financial resources allocated toward rent payments. At one point, she had just \$150 to her name. Undaunted, she began working as a food server at an Atlanta football stadium. She says, "I refused to go back or ask for money from my parents; I wanted to be independent." Throughout her illustrious career, Yamini made significant contributions to the IT industry, serving prominent organizations such as SAP, Lucent, Workday, and Dropbox. However, her most notable career move occurred in 2020 when she joined HubSpot, the company co-founded by billionaire Dharmesh Shah, assuming the role of Chief Customer Officer. Remarkably, within a short span, her

journey reached a pinnacle in 2021 when she ascended to the esteemed position of CEO, positioning her in the same league as industry luminaries like Oracle's Safra Catz, Arista's Jayshree Ullal and HCL's Roshni Nadar.

Yamini has garnered several accolades throughout her career, including recognition as one of the Most Influential Women in Business in San Francisco in 2019.

Reflecting on her journey, she says: "I always believed in the transformative power of technology. It can potentially solve some of the world's most pressing problems." This belief became her driving force." She believes understanding and addressing customer needs are fundamental to sustained business growth.

Yamini elaborates, "I always sought roles that pushed me beyond my comfort zone. Each challenge was an opportunity to learn and grow." This approach has not only defined her career but has also shaped HubSpot's future. Under her leadership, HubSpot has seen remarkable growth and transformation in the tech industry.

Yamini Rangan's

tenure as CEO has marked HubSpot's evolution into a powerhouse of innovation and customer-centricity. Conclusively, she adds, "It is natural to want to be a leader and get promoted. The transition is very exciting but can be a treacherous path to navigate without guidance."



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