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**WHAT MAKES APPLE'S TIM COOK
THE MOST INFLUENTIAL CEO?**

EDITOR'S NOTE

CEOWORLD Magazine

CEO and Editorial Director
Prof. Dr. Amarendra Bhusan Dhiraj

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EDITOR'S NOTE

Hello and welcome to the December 2021 issue of CEOWORLD magazine!

The COVID-19 pandemic is a humbling reminder of how suddenly plans can be upended, but we will never stop trying to look ahead. It's time to take a closer look at the decisions of business leaders and policy makers as they work to shape the recovery. Here at the CEOWORLD magazine, this year has provided a chance to reflect on our storied past, a chance to look forward towards a bright future, and a chance to transform ourselves.

Here are some of our favourite stories from CEOWORLD magazine's December 2021 edition:



This December we are taking this opportunity to wrap up 2021 by thanking our loyal readers, whose support, feedback, and partnership have sustained and strengthened us.

We hope you find this issue illuminating, interesting, informative, engaging, and enlightening. As always, we welcome your feedback.

Here's to a very happy 2022.

Best wishes,




Prof. Dr. Amarendra Bhusan Dhiraj

CEO and Editorial Director

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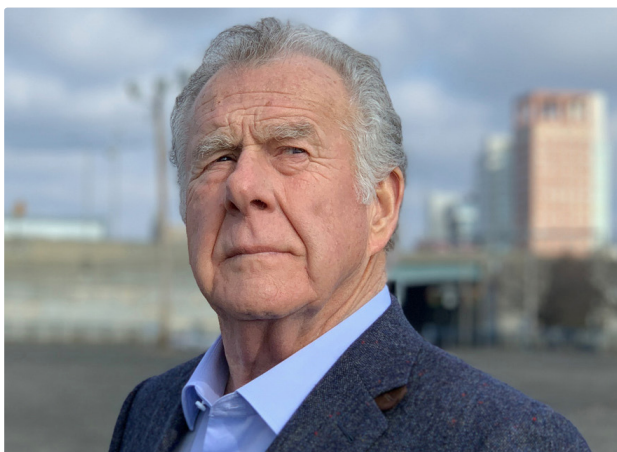
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What Makes Apple's Tim Cook the Most Influential CEO



Apple's Tim Cook is arguably the most influential person and CEO worldwide currently. Cook regularly features in various global rankings for the most influential people and CEOs. One such ranking is TIME's 2021 influential persons, which ranked Cook in the "Titans" category alongside other influential people such as Tom Brady, Simone Biles, Shonda Rhimes, Swizz Beats, and Timbaland. Cook has headed Apple as the Chief Executive Officer (CEO) since 2011. Before his promotion to the position of the company's CEO, Cook worked in the company as the Chief Operating Officer, where he oversaw the company's worldwide sales and operations, which included end-to-end management of the company's sales activities, supply chain, services, and support (Forbes.com, 2021). Besides Apple, Cook has also held plum executive positions elsewhere. For example, before joining Apple in 1998, he was the Vice President of Corporate Materials for Compaq. While in the position,

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Cook oversaw the management and procurement of all Compaq's products (Apple.com, 2021). Therefore, Cook has had a long and successful career as a business executive. Since the debut of his CEO career at Apple, Cook has led Apple's growth into a behemoth by all imaginable and verifiable metrics. For example, Apple's profits have more than tripled from \$ 6 billion in 2011 to \$28.8 billion in the first quarter of 2021. This paper will seek to explain what makes Cook the most influential and successful CEO.

Cook is a man of excellent judgment and has the capacity to think strategically and tactically (Knight, 2021). These are the words of Nike's Co-founder Phil Knight when describing Cook. Knight wrote Cook's profile for TIME for the award of one of the most influential people of 2021 when he

used the statement to describe Cook. The statement reflects one of the reasons why Cook is one of the most influential people and successful CEO currently. The task of heading a big company such as Apple is complex and requires the CEO to have the capacity to think tactically and strategically for them to make excellent judgments on complex matters that the company deals with daily. Fortunately for Cook, he bears this quality and uses it as a major pillar in his company's leadership. The Covid-19 pandemic was one of the instances where Cook demonstrated strategic and tactical thinking by guiding Apple through the pandemic. For example, Apple.com (2020) states that Cook led Apple to partner with Google on the Covid-19 contact tracing initiative that would lead more people to use Apple and Google products and help manage the Covid-19 pandemic.

In his statement description of Cook, Knight also terms him as compassionate towards other people (Knight, 2021). It is due to his compassionate nature that Cook adopts a democratic leadership style. Business leaders who embrace a democratic leadership style are often more successful and influential in their careers as they get to listen more to employees and customers (Rahbi, Khalid, & Khan, 2017). Through his democratic leadership style, Cook focuses more on having a positive relationship with the company's employees; hence the employees feel appreciated and motivated. Cook also makes sure to listen to employees' concerns and puts in place mechanisms to ensure that the company addresses their welfare. This factor influences Apple's employees to be compassionate about solving other people's problems. Cook is also

passionate about middle-income and low-income earners; hence he has led apple in making price-friendly products; thus, Apple products are getting more affordable. Such products include the iPod. For many years, especially during the Steve Jobs era, Apple cultivated an expensive brand image; hence many people thought it impossible to own its products. However, Cook is gradually leading the company into shedding the “expensive brand” image and cultivating an alternative image of affordability (Leswing, 2017). This well-thought-out strategy stems from Cook’s compassion for people who do not have a high income and has subsequently helped in raising Apple product sales significantly.

Cook’s ability to trust other people who are around him in Apple has also significantly contributed to his success and influential status (Actualidadiphone.com, 2021). Cook is fortunate to have a team of strong and well-qualified top executives at Apple, who help in decision-making and also share in the workload that most people would shoulder alone if they were in Cook’s position. However, Cook often allows his top executives to take the lead, as he understands that they have vast experiences, are innovative, and have brilliant ideas. The result is that these top executives have helped Cook to build Apple into a huge company making some of the highest sales worldwide and also having a global presence, where its products are available in most countries worldwide. According to Bligh (2017), trust is a fundamental component of business leadership, adding that business leaders who have the capability to trust others often make successful and influential leaders. Business leaders need to understand that they cannot do everything for their company and should allow more people to take a more active role in developing ideas for the company and giving suggestions about the company’s leadership. Cook



When Cook took over Apple’s leadership as CEO to replace Jobs, Cook said that people should not expect him to be a second Jobs but should expect him to be the first Cooks. This statement showed that Cooks was aware of his ability to adapt to new circumstances proactively and would chatter a different leadership and managerial path from Jobs.

understands this well and prefers to allow his top executives to help in many leadership decisions, which gives the company a chance to develop different ideas on product development and service delivery.

Genuine appreciation of diversity is another aspect that has significantly contributed to Cook’s most influential and successful CEO status. Cook understands that Apple is a company that is primarily driven by innovation. As such, it requires many different-minded and unique individuals who are competent enough to help create its future. He insists on having people who have the diversity of thought and style work for Apple, as they have the capacity to offer different insights (Holtzblatt, & Marsden, 2018). Cook also encourages Apple’s employees to bring the best out of themselves by urging them to think critically and strategically. These preferences have contributed to making Cook the most influential and successful CEO currently, as they help

him influence his employees and the executives who work under him to be innovative in ideas and think differently to the company’s advantage. Cook also appreciates diversity by ensuring that Apple hires people based on qualifications and merit, hence people from any gender, racial or national background have a chance to work for Apple and showcase their innovative skills, which has enabled the company to tap a lot of talent worldwide, fuelling its success in innovative technology (Holtzblatt, & Marsden, 2018). Appreciating people from all walks of life also upholds Cook’s personal image as a progressive individual, hence building his most influential and successful CEO status.

Upon his assumption of Apple’s top leadership, Cook had the option to continue Steve Job’s legacy of an autocratic leadership style. However, Cook decided to build on his strengths instead of following Job’s footsteps fully. One of his strengths is building teamwork and cooperation among employees from the basic levels to the highest levels in the company. This factor has also played a significant role in making Cook a highly successful and most influential CEO. Cook takes an active role in influencing Apple’s employees to work in teams and cooperate among themselves for the best outcomes in pursuing the company goals and objectives. Teamwork and cooperation enable Apple’s employees to work faster and encourage consensus building, especially among the high-level employees and top executives, allowing the employees to engage in consented decision-making (Tasnim, 2018). Successful and influential CEO and business leaders encourage teamwork and cooperation among the employees, which facilitates communication between the employees and the top executives by fostering an atmosphere of mutual support (Holt, Hall, & Gilley, 2018). It also

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reduces the desire and needs for employees to compete in their work hence significantly reducing workplace conflict. Many of Apple's employees see Cook as an influential and successful CEO due to his insistence on teamwork and cooperation among all levels of employees.

Cook's style of engagement with stakeholders is also a factor that plays a critical role in making him a successful and most influential CEO. Cook understands that a company's success and his success as CEO largely depend on how he engages with the company's stakeholders. Apple has several stakeholders who include employees, customers, local communities, suppliers, and governments. Cook places a keen interest and insight into the priorities of Apple's stakeholders and has an

unrelenting focus on delivering the company's short-term and long-term goals and objectives in reference to the interests of the company stakeholders. Successful and influential CEOs hold in high regard the interests of their company's stakeholders and focus on fulfilling them in every possible way (Kujala & Korhonen, 2017). Cook started his career as CEO of Apple by developing an astute understanding of the motivations and needs of the company's stakeholders and then aligned them around the goal of value creation. Before making any major decisions concerning the company's operations, Cook creates a stakeholder map of the key stakeholders who need to be on board before executing the decision. He also identifies the concerns aired by the detractors of any major projects undertaken by the

company and thinks on how to address such concerns as effectively as possible. Cook often makes it clear to stakeholders such as employees and customers that they are an important part of the company's processes and that they are also part of the company's wins, hence making them feel appreciated by the company.

Jobs, Cook's predecessor, was a revered CEO. Many people felt that Cook would have a difficult time filling Job's shoes. However, Cook learned to adapt to new circumstances proactively, largely contributing to his successful and most influential CEO status. Adapting to new circumstances proactively is a major strength for Cook. It has enabled him to lead Apple as a business leader and a Fortune 500 company in a rapidly changing technological innovation business environment. When Cook took over Apple's leadership as CEO to replace Jobs, Cook said that people should not expect him to be a second Jobs but should expect him to be the first Cooks. This statement showed that Cooks was aware of his ability to adapt to new circumstances proactively and would chatter a different leadership and managerial path from Jobs. He has since showcased his ability to adapt to new circumstances proactively. For example, during the Covid-19 pandemic, Cook led Apple to adapt to the pandemic's circumstances, such as by developing ways through which employees would work from remote environments to comply with Covid-19 containment measures (Kerrissey, & Edmondson, 2020). Adapting to new circumstances proactively has also made Cook a successful and most influential CEO as he has led Apple into embracing sustainability in developing its products. For example, Apple.com. (n.d) states that the company embraces clean energy, and some of its products, such as Siri, run on clean energy.

Winding up on the list of things



that make Cooks a successful and the most influential CEO is that he delivers reliably. Cook has a track record of delivering reliably and sometimes more than expected. He has a series of achievements at Apple which cements his ability to deliver reliably. For example, since the debut of his career as Apple's CEO, Cook has overseen the improvement of existing Apple products such as Siri, the iPad mini, the iPhone series from iPhone 4S to the current iPhone 13, the Apple watch, and the M1 microprocessor for Macintosh computers (Kim, 2020). Cook has also introduced a culture of reliability at Apple. He urges employees to be reliable, arguing that reliable people are more likely to be hired due to their ability to deliver. Reliability is a critical component of business operation. Cook focuses on setting realistic but ambitious expectations without necessarily

jumping into execution at first. For example, after being named Apple's CEO, Cook took a span of two years innovating on Apple products that were already in existence instead of introducing new products. Later he started introducing new products, which have made major impressions in the market. Cook's reliable delivery is attributable to his insistence on digging into budgets and plans, engaging with customers and employees to gauge and understand their expectations, and engaging with the board members. He also assesses the goings-on in the company and in the technological innovation industry to develop a personal point of view on what can be delivered realistically. He aligns his working goals and expectations with that point of view.

In conclusion, Cook is a business executive and CEO per excellence. He has mastered the art of leading Apple

into a giant global company and has grown into a titan, as described by TIME. Under the stewardship of Cook, Apple has growth and development have more than doubled since 2011. His success is attributable to his ability to make excellent judgment, a compassionate nature, ability to trust other people, genuine appreciation of diversity, building teamwork and cooperation among employees, the right engagement with stakeholders, adapting to new circumstances proactively, and ability to deliver reliably. Cook's success at the helm of Apple's leadership leaves no doubt that he is indeed a successful and the most influential CEO. As he continues leading Apple towards greater heights in the technological innovation industry, Cook is expected to continue being a successful and the most influential CEO. ■

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The 5 essentials of a first-time people leader

How do you transition from being one of the team, to leading the team? One thing's for sure what got you here, won't get you there! Not only will you need to wrap your head around letting go of being the expert, you'll need to establish a coaching approach to the leadership of your team and then deliver on the five essential duties of leadership.

1. Connecting with your team

Connection is the precursor to trust. And whilst there is no one-size-fits-all recipe for building connection, there are some basics you must get right:

- # Meet your team members with an open mind and 'mine for gold'. Look for what's good about them.
- # Always greet and farewell your team members each day in a way that's appropriate for you and for them.
- # Seek common ground with each of your team members. Ask curious questions.
- # Remember what your team members tell you, so you can build your understanding and appreciation of them.
- # Say 'I'm sorry' when you make a mistake. Own it. Solve it. And try not to make the same mistake twice.

- # Ask your team members for help. Working through a challenge together is a great way to build connection.
- # Use your manners. No-one connects with someone who's rude.

Genuinely care for your team members. Make sure they're okay. And when they need more help that you are qualified or able to provide, refer them on to someone else who can help.

2. Communicating with your team

Effective communication is simply the transfer of understanding from one person to another, and the responsibility lies with the sender. When your message isn't landing, adapt your style to better match theirs. When you're not sure what style they are, consider using a quality profiling tool

like DiSC or HBDI to get some insight. Ask your HR team for support.

Importantly, irrespective of style, everyone wants to understand the 'why'. When you can't share this, explain why not. Saying 'my door is always open' is not an effective communication strategy so ensure you schedule regular one-on-one time with each of your team members. You must also hold regular team meetings and ensure that these are about the team - not a random selection of presentations from across the business. It's far better to have more, shorter, focused meetings and fewer long, rambling, unfocused meetings. And if you're working virtually, have a short daily 'check in', to maintain connection within the team.

3. Focusing your team

Knowing *why* your team exists



Written by Anna Marshall

Director at People Mastery, author of *On your marks, get set... LEAD!: A beginner's guide to people leadership*, is an engaging facilitator, inspiring coach and entertaining speaker. Anna enables CEOs and their organisations to flourish by developing their leaders, transforming their cultures and enhancing their people systems.

enables you to establish what matters most. This is critical if you're going to prevent your team from becoming overwhelmed, as it enables you and your team to decide what to do and what not to do. When you have multiple priorities they dilute focus and erode cohesion. Distilling your single priority will enable your team to come together and deliver on its purpose. Once you've nailed that one, you can select another to work on.

4. Developing your team

You must train and develop your team members. Both are important, but they're not the same. Training relates to the specific knowledge, skills and competencies that your team member needs to perform effectively in their current role. Development is focused on the person's potential for growth and their future aspirations.

Training and development engage your team members and help retain them in your team. Remember that development is so much more than a training program and will look very different for different team members; make it personal. Establish a cycle of regular development discussions with your team members, discuss their needs, provide positive feedback and

feedback for improvement, make a plan and follow up.

5. Resolving problems with your team

Likely the biggest change you'll need to make as you become a people leader is enabling your team to solve their own problems; don't solve them for them. You need to stop being the expert and start being their coach. The GROW model is a useful coaching tool you can use to help your people solve their own problems. Switch from providing answers to offering curious questions and empower your team.

Now that you understand the five essential duties of a leader, which one do you think you need to focus on first to become the best leader you can be? ■



Female CEO Tackles An Often Misdiagnosed Health Issue That Impacts Digital Futures

MC Kinsey Global Institute identified digital competency as one of four skill categories necessary for employees to “future-proof” their ability to work. In a survey of 18,000 people in 15 countries which was published in June, McKinsey looked at the kind of jobs that will be lost, as well as those that will be created, as digital transition, automation, AI, and robotics take hold. Improving digital skills will be vital.

Enhancing visual skills is overlooked in digital transformation planning. Historically our eyes were used primarily for distance activities, such as hunting and fishing. With the increase in literacy, we started spending more time reading books. Today we spend several



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hours a day in front of computer and digital device screens. The increasing use of abstract formulas, algorithms, computer software, and even common programs such as Excel spreadsheets, used in digital functions, require new digital skills, and bring new vision challenges.

There is an urgent need to address binocular vision challenges to enable the increase in digital workloads. Binocular vision disorder (BV disorder) affects over 12% of the population in developed countries, with some studies showing a prevalence greater than 30%. The numbers of symptomatic cases can be expected to increase from society's expanded use of digital devices. Much of this is unaddressed.

Why does it matter? BV disorder affects the eyes' ability to function as a team, to focus from near and distant objects clearly and comfortably, and to see a single image rather than overlapping and blurred ones.

Reading words and sentences is much easier than reading abstract formulas and digital programming. The latter is an enhanced vision skill that is rarely tested, but in today's world, those skills will be vital for our new digital economy.

Neglecting the tests that diagnose BV problems, and the therapies and technologies that can resolve them, can be expensive losses to corporations, educational and other types of organizations. Annual economic damage assessments in the US alone are conservatively estimated at \$236.5 billion. Moreover, this neglect can limit our full transformation to a digital economy.

I recently published a patient guide to the disorder to help the millions suffering from this problem: Binocular

Vision Disorder: A Patient's Guide to a Life-Limiting, Often Underdiagnosed, Medical Condition. In the guide are examples of some of the devastating losses to careers and the work force talent pool. Joseph Marasco, Ph.D., CEO of Verdimine, tells the story of a talented young man who dropped out of a pre-medical program because with his BV disorder he was unable to see sufficiently in 3-dimensions to tackle the stereochemistry part of organic chemistry, a skill required for the program. Joe says he felt helpless and saddened that we would have one less physician join society solely because of an addressable vision issue.

My inspiration for addressing BV disorder with better diagnostics and technology originated from my own experience. In 1979 I gained full funding from the University of Illinois to start a telecommunications program. This was in 1979. I was only 24. I foresaw telephone and computer communication developing into a single medium. My work was cutting edge. My advisors included the likes of John Bardeen, who won two Nobel prizes in physics. But the work with computers and algorithms presented heavy challenges to my eyes. It caused eye fatigue (in medical terminology it is called asthenopia.) I thought I must be bored. I dropped out of my breakthrough program, which is a common result without a proper diagnosis of BV disorder.

What can corporations do to address and manage BV disorder? The good news is that this is one public health issue which can be effectively resolved with minimal funding. Some basic actions corporations or other organizations can take include the following:

1. Organizations can provide information to their employees

regarding symptoms and sources for diagnoses and treatment. My book contains in-depth patient information and resources, including the military exam, which is an example of the form required by the Department of Defense Medical Examination Review Board for the United States service academies and Reserve Officer Training Corp (ROTC) and is publicly available.

2. If organizations desire to be more proactive, they can bring some of these diagnostic and treatment options in-house through employee testing programs. They can direct vision programs to developing enhanced digital skill building, which is mostly unaddressed in exams and treatments today.
3. Corporations can be instrumental in designing better technologies for diagnostics, treatments, and technologies. My new prism technology, for instance, was essential to resolving my own BV issues. We are on the frontier of these innovations. With advancements in optics and digital technology, significant inroads to improving diagnosis and treatment are readily achievable. These are lucrative new fields for corporations with large untapped markets.

BV disorder is a relatively easy and inexpensive public health issue to address. The financial returns to corporations just in improved productivity, reduced absenteeism, and an expanded workforce of skilled STEM employees alone, will be significant.

This is also a wide untapped market opportunity with large returns for innovation. ■



With jobs set to disappear, here's the 5 key skills you need to make a career pivot



Written by Roxanne Calder

Founder and Managing Director at EST10 Recruitment and author of 'Employable - 7 Attributes to Assuring Your Working Future' (Major Street). Roxanne is passionate about uncovering people's potential and watching their careers soar.

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As a result of social distancing, lockdowns, isolations and the increase of virtual communication during COVID, our jobs have already changed and future jobs will never be the same. Over the next few years some jobs will 'disappear', but most are likely to be redesigned thanks to advances in artificial intelligence and the rapid changes in technology.

So, which jobs will be impacted? Post-pandemic, all jobs will be redesigned. It's the evolution of our now very rapid tech-driven times. Medical staff, teachers, accountants, brokers, even judges. Those to disappear, though? Assuming 'remote work' is to remain in dominance, any job closely tied to an office is due to transform. Receptionists, office managers, administrators will all be affected. As we continue to work remotely, people will become more self-sufficient, and the reliance upon the administrator for rudimentary tasks will significantly decrease.

Other industries such as retail, travel, and hospitality will adjust to survive. We already witnessed the change at airport check-ins, with automation and a roaming human to assist. Before we become too anxious, though, consider our postal service. Not long ago, the job of the 'post person' was all but extinct! Who posts letters anymore? Technology through online shopping created an opportunity, and our lockdowns escalated it, putting our postal service into overdrive. We now have a traditional service working alongside retail's most significant disruptor.

If your job is destined to disappear or be redefined, the good news is every job utilises YOUR skills. These transferable skills don't belong to the job; they belong to you! Let's take a look at the 5 key skills you need to make a career pivot:

”
Technology through online shopping created an opportunity, and our lockdowns escalated it, putting our postal service into overdrive. We now have a traditional service working alongside retail's most significant disruptor.

1. Adaptable. Adjusting and responding quickly to your new circumstances and environment. Be the person who embraces and leads the charge. To quickly capture value, businesses rely on future-oriented employees, who are flexible to adjust to changes. Having your mindset attuned to the 'upside' and not be caught in the past. Move where the trends are going, not where they used to be.

2. Learning attribute. Nurture your curiosity, dig deeper and re-evaluate previous opinions. Demonstrate in-depth knowledge and understanding. Surface level learning at a quick cursory click of a button won't suffice. Learning will ensure you have a constant growth mindset and provide confidence in your abilities. Curiosity and learning enrich your mind to accept change and embrace the future.

3. Initiative. Your initiative is closely linked to the learning attribute, enhancing and stretching your capabilities and potential. It creates value for organisations and will assist you to be more problem solving oriented. A hybrid working environment has less guidance; thus, initiative will be crucial in remaining employable. It also builds confidence and assists with your self-sufficiency.

4. Self-awareness. The gold bullion of skills. Self-awareness incorporates your emotional intelligence, your ability to take on feedback and helps you to build self-confidence. Strong self-awareness has always been a key life skill and, in the future, will be worth its weight in gold. This will be valuable not just for leaders but all employees. It's your ability to see yourself as others perceive you and is essential for your empowerment. For leadership roles, it will unlock your potential and that of others.

5. Communication skills. This is more than talking and listening. A skilled communicator can quickly defuse a situation by the tone, pace, pitch, and timing of the conversation. An effective communicator can lead, influence, negotiate, sell, manage, and do much more.

Many jobs will be redesigned and redefined and indeed some will disappear. By developing your transferable skills and attributes further, you will be in a prime position to take charge and transit with ease to the next natural place. ■



Written by Dr. Lynda Folan,

The changing requirements for Leaders in today's volatile world

the author of 'Leader Resilience, The New Frontier of Leadership', is an Organisational Psychologist and a renowned specialist in Leadership and Organisational Development. Lynda has considerable expertise in leading organisations through transformational change and works with organisations across the globe to deliver Leadership Development, Organisational Development, Resilience Building, and Executive Coaching.

The present economic, social, and business context is redefining what successful leadership looks like and refocusing on the requirement for a new set of competencies that will enable leaders to succeed in a VUCA world. We live in truly exceptional times and face challenges that can't be overcome with the past leadership styles.

These unprecedented times require outstanding leaders who can lead effectively and flourish in a volatile environment. It is no longer acceptable for businesses to tolerate 'old school' leadership

styles and allow people to abdicate responsibility for delivering effective leadership or continue to behave in ways that go against the best interest of the organisation. A new focus and a new way of leading are required from leaders. In this context, the relationship between resilience and leadership is critical to understanding the requirements for leaders 2021 and beyond.

The New Frontier of Leadership

Research has clearly and consistently shown that great things happen when leaders deliver a transformational leadership style and have the capacity to adjust to the challenges they experience. We also know that transformational leaders deliver excellent cultures and achieve sustainable outcomes for their organisations (Bass, Avolio, Jung, & Berson, 2003; Bass & Riggio, 2006). However, there continues to be ongoing global concern over the lack of effective leadership (Howard & Wellins, 2009). This incongruence results from a lack of understanding of the attributes required to deliver a transformational leadership style. If we are going to fix the global deficit of effective leadership, we need to shift our focus to understand the prerequisite attributes essential for effective leadership. Instead of teaching people how to deliver a transformational style, we need to first and foremost support them to develop the personal attributes that enable a transformational style. Recent research has shown that without resilience, it is impossible to deliver a transformational leadership style (Folan, 2019; Garbowski, 2010; Offutt, 2011).

No matter how much we invest in developing the transformational

capability of the leader, we will always end up in the same place, with a global deficit of effective leadership. For years, we have educated people on the behaviours they need to deliver to demonstrate a transformational style. Yet, we can still look around and see people who do not exhibit these behaviours even when they have been trained in them. If we are to shift these results, we need to change our focus and focus first on enhancing leader resilience. Because without resilience, people are unable to deliver and maintain a transformational leadership style.

Leader Resilience is a Prerequisite for Effective Leadership

During the last ten years, we have seen the emergence of research identifying the importance of the relationship between resilience and leadership (Folan, 2019; Garbowski, 2010; Offutt, 2011). Research now shows that they go hand-in-hand and that being a successful leader is impossible without being resilient. The most outstanding leaders of our time—the ones that will go down in the history books as positive role models and icons of leadership—build their resilience, support the people around them to enhance their teams' resilience and grow their organisations' capacities to succeed and bounce back from challenge and adversity.

The synergistic relationship between resilience and leadership means that delivering a transformational leadership style requires a commitment to developing resilience. Organisations need to realign their strategies and build leader resilience to enhance

leadership capacity and capability successfully. A leader without resilience is like a car without gas—it just won't get you very far. No matter how many skills the leader is given or how competent they are. Like the car without gas, the leader is going nowhere without resilience. The importance of resilience in leadership cannot be overstated: it is the fuel that enables effective leadership.

A Shift in Focus is Required

The focus going forward needs to be on selecting and promoting people who want to lead and who are actively developing their resilience to enable an effective leadership style. Now more than ever, in our VUCA world, effective leadership is critical. If you want your organisation to stand out from the competition and deliver sustainable success, you must build exceptional leaders. Leadership is the distinguishing factor amongst highly successful companies. Show me a company delivering sustainable results, and you will be able to point to a leadership team that is the driving force of this success. Show me a company that is failing or getting in trouble, and this failure can be attributable to ineffective or unethical leadership. Resilient leadership is the driving force that carves out success for individuals, teams, and organisations. Resilience is the attribute that differentiates exceptional leaders from mediocre or ineffective ones.

Understanding the inter-dependence of leadership and resilience will support you and your organisations in building success. Resilience is the new frontier of leadership that will enable you to deliver sustainable and effective leadership. ■



We know intuitively that trust is a feeling – often a gut feeling. It cannot be purchased, outsourced, automated, created through a policy or process, or sent out as a message. Trust is an emotion, as it relates to the limbic system, which is also involved in motivation, learning, memory, and loyalty. Emotions are tied to our daily choices, so respecting and valuing them is important.

What reaction do you have when you hear the word 'trust'? Is it a positive, warm feeling? Or are you in the other camp, like many people we have spoken with, where you feel the word 'trust' has become a commodity? It no longer holds the same value as it used to. The perceived abuse of the word in marketing campaigns and throwaway lines from people and organisations that are happy to promote trust but aren't actually earning it.

Written by Lisa Sisson,

author of 'Risk Starts And Ends With People: Demystifying risk for executives and leaders', is a sought-after speaker, mentor, consultant and author who helps executives and leaders who have become distracted and overwhelmed with 'managing risk', by demystifying and tackling risk within their organisation.

When employees hear their organisation promoting itself as transparent, collegial or supportive, but their lived experience of it is different. They feel that their organisation is simply paying lip service to these values, or worse, trying to manipulate them. This can lead to distrust and suspicion, then to disengagement and disgruntlement, all of which pose a risk to your organisation.

There are so many formulas or checklists for building trust, but even if you theoretically follow all the right steps, you can still get it wrong. Stephen MR Covey, author of the book 'The Speed of Trust', challenges the assumption that trust is a social virtue, asserting that it is actually a hard-edge economic driver – that is, a learnable and measurable skill. Covey shares fundamental principles in his book, which can be utilised in building a pathway of confidence that can lead to trust. But the decision to "trust" still resides with the person.

Your motivation to create trust is a key factor. Those who exploit trust for manipulation, control and deception will often be discovered with heavy consequences. These can include reputational and financial damage, as well as elevate your organisational risk. Which is why no organisation wants to be headline because the dilution of trust. Statements like the 'Royal commission erodes trust in banks: new poll' were incredibly damaging, as was the loss of confidence in the banking sector with four out of five Australians believed the banks didn't act ethically. Or when you see statistics from the 2020 Edelman Trust Barometer Report, that gauges trust by asking "How much do you trust the institution to do what is right?", within in Australia it was noted that "no institution is seen as either competent or ethical". These examples

show the dilution and even loss of trust within sectors.

What are you promoting?

Promoting a valuable image helps to lure customers, investors and talent. This is why many organisations promote their culture as a point of difference to the market, prospective employees and current employees. Their aim is to portray a favourable image, for example promoting trust, empowerment, inclusiveness. Employees are often drawn to organisations that promote similar beliefs and values as themselves.

A Griffith University study in 2018 found that the second-strongest influence on employee job satisfaction in Australia was management's trust and empowerment – in other words, if you want satisfied employees, you must demonstrate your confidence or trust in them.

However, organisations dilute the value of trust, perhaps without even knowing. They send clear signals that they don't trust their employees by imposing onerous systems, checks and approval processes. There have been cases where employees have interpreted such systems as an implication that they are negligent or incompetent, or worse, that management feel they have malicious intent.

Take this opportunity to reflect and consider if any of your intentions to build confidence and trust are being diluted. Think on the last time someone gave you misinformation, misled you, withheld important information that impacted your decisions or second-guessed what you did, did you continue to trust them? ■

Are you building trust?

In his book, *The Thin Book of Trust*, Charles Feltman defines trust as 'choosing to risk making something you value vulnerable to another person's actions'.

Feltman writes about the potential value created through trust, but how 'good work is being sabotaged by interpersonal conflict, political infighting, paralysis, stagnation, apathy, or cynicism.'

A key problem we have come across is when an organisation's leadership expects trust from their employees without first proving themselves to be trustworthy.



Lessons in Leadership and Resilience

In my time in the British military was very fortunate to go through a year of Officer training in the Royal Navy, which is recognised as some of the best in the world. I went on to serve as a helicopter anti-submarine warfare officer and helicopter search and rescue crew member, and some of the lessons I learnt have real relevance for leaders in today's challenging times. Here are some important tips;

Purpose is key

This is one thing that the military do exceptionally well. They're very good at communicating not just the purpose of the organisation, but also the purpose of each mission and, crucially, the role that everyone has to play in each mission, right down to the chef in the galley. I have seen first-hand that when

leaders take the time to work with their people to help them identify how the work that they do on a daily basis contributes to the mission or task, and the greater purpose of the organisation, that their engagement increases – and for very good reason, because we all like to see that our work is meaningful.

You can't over-communicate clarity

Information is key on any battlefield, which is why the military puts such an emphasis on clear, effective, timely communication. I remember it being drilled into us that "you can't over-communicate clarity". It turns out



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that this is critical for business as well - Gallup research on employee engagement reports that clarity of expectation is the most critical aspect of engagement, and this is especially true in busy, stressful times. It's also when it becomes more difficult, as leaders can often be overwhelmed and close to burnout - but it will pay great dividends to sit down with each of your team members and make sure that they're very clear about the expectations of them and what their priorities are.

Accountability

Flying helicopters is a dangerous business – whether that's operating at sea 100km away from your ship, or performing search-and-rescue duties in terrible weather in the mountains and islands of Scotland. If one person makes a mistake, 4 people can die. That's why accountability (both self and peer-to-peer) is very high in these environments, just like it is in teams of 4 in Special Forces units. There is no room for passengers.

When I run High-Performance Teams workshops for organisations, I consistently see accountability showing up as a red flag – across different industries and different sized organisations. And accountability starts with self, then peer-to-peer. In a high-performing organisation, the last person to have to call an individual to account is the leader – because everyone should be holding themselves to account, first and foremost, and then peers should hold each other to account. It often requires tough conversations, but without good accountability, the organisation will be sub-optimal. Agreeing on plans and having each team member accountable to them is critical.

Create a tribe

According to Professors Richard Ryan and Ed Deci, who created Self-Determination Theory, the 3 key human psychological needs are competence, relatedness and autonomy. Relatedness is about having a sense of belonging and attachment to other people, or put another way, being part of a tribe. Great leaders make their team feel like a tribe where everyone is included, and this sense of belonging becomes particularly important in times of stress. Taking the time to foster inter-personal connections, celebrating wins together and building team spirit and identity are key to this process.

Make debriefs mandatory

Every single helicopter mission that I ever flew, whether it was a training or operational sortie, had both a brief and a debrief. I find that most businesses are very good at the former, but not the latter. Business conferences often feature real-life examples of best-practice wins to inspire people to do great things, but very rarely have I seen people standing up on stage talking about disasters and the lessons learned.

The aircrew world has a very strong culture of debriefs and any aircraft incident is shared amongst the 3 Services, along with the reasons for the issue, be it human error or something else. This isn't to point the finger of blame, but so that everyone can learn from each other's mis-haps and failures, because some mistakes kill you.

The point of regular debrief are so that everyone learns how to make incremental improvements and reduce errors, and sharing these throughout the

organisation is key. Having the courage to be vulnerable enough to stand up and talk about your own failures and mistakes has the added bonus of helping to make you much more relatable and foster a deeper sense of connection with your people.

Adversity reveals character

The Stoic Philosopher, Epictetus, said "Circumstances don't make the man, they only reveal him to himself". I had a powerful first-hand experience of this when I went through military combat survival and resistance-to-interrogation training. It was an exceptionally demanding 10 days - physically, mentally and emotionally - but the lessons still stay with me to this day. One of my podcast guests, the psychologist Dr Stan Beecham, said to me that most people die without knowing what they're capable of.

Everyone on the course that I did was surprised at what they were capable of when the chips were really down, but what surprised me was how inaccurate some of my internal predictions, about who would do well and who would really struggle, turned out to be. I made a promise to myself after this course to never judge anybody again until I had seen them in the most challenging of circumstances, because that is when true character shines through. This pandemic has shown us the best and the worst of people and the silver lining is that it also reveals to you would be good to have in the trenches with you. When you identify those people, double down on their development. ■



C-SUITE
ADVISORY

How to Revamp Client Onboarding and Retention Going Into 2022

Though Q4 is often synonymous with lower sales and revenue prospects, it's still a crucial time for setting up the business for success in the new year. While year-end business is slower, take some time to tune up your customer loyalty efforts.



Written by Rhett Power ,

is responsible for helping corporate leadership take the actions needed to drive impact and courage in their teams that will improve organizational performance. He is the author of *The Entrepreneur's Book of Actions: Essential Daily Exercises and Habits for Becoming Wealthier, Smarter, and More Successful* (McGraw-Hill Education).

C-SUITE ADVISORY

The fourth quarter is infamous for slow sales and decreased revenue. Even the giants can slow down in the last few months of the year.

But don't let slow business discourage you. The fourth quarter is still an important time to set the stage for the coming year. Even if you miss your sales goals for the end of 2021, you can still take steps to set 2022 up for success and start out the new year on a positive note.

As the year winds down and business might be slower, spend some extra time thinking about your customers. Revamp customer onboarding and retention with these steps:

1. Improve your warm welcome.

A good first impression goes a long way, and your onboarding process is essentially your first opportunity to impress your client. Make it an excellent experience, and you'll be more likely to keep new clients on for the long haul — which is key to success. In financial services, for example, increasing customer retention by just 5% can boost profits by more than 25%. Businesses in any industry can see similar success from improving onboarding.

So think carefully about what happens when you make a sale. Focus on making the logistics of onboarding as easy as possible. Contracts shouldn't be dense or confusing, and new clients should be able to sign them easily with a digital signing tool. Make sure any other necessary paperwork is clearly labeled and that clients have simple instructions on how to complete it.

From there, ensure smooth communication by asking new clients how they prefer to talk with your team — email, Slack, videoconferencing, phone, or something else? Summarize your findings in an introductory meeting as well to show clients you're listening and dedicated to delivering value.

2. Trade discounts for loyalty.

The longer your clients stay with you, the more they'll spend. How do you keep them from the siren's song of your disruptive competitor? One tried-and-true method is through loyalty discounts. Tzu & Co.'s reporting showed that top businesses shared a common thread: They rewarded loyalty and successfully avoided losing ground to larger organizations with irresistible offerings like lower prices than regular customers could snag.

Of course, you get to design your customer loyalty program to fit what you sell. Get creative and don't forget that many customers will hand over first-party information in exchange for being in an exclusive group. That means you could boost your first-quarter sales while amassing a wealth of marketing data about who's devoted to your brand.

Be an expert voice of reason.

Believe it or not, the customer is not always right. As you go into the new year, remind yourself and your employees that they're the experts in the service you're providing. If a client thinks they want something that doesn't align with their objectives, telling them so is how you can provide truly great service.

For example, Chris Cardinal, a founding principal of app consultancy Synapse Studios, wrote about how his business turned down a client request that would have brought Synapse sizable revenue. But the project simply wouldn't have been in the best interest of the client, and turning it down was an exercise in building trust.

Cardinal explains how this works: "One way you can drive value for your clients is by digging deeper to understand their true needs. When you ask your clients why they want to do something, their first response might

only be a symptom of a larger issue. By asking more questions, you might find they're trying to solve an entirely different problem than the one they hired you for."

So are you just giving your customers whatever they ask for? Or are you personalizing their journey by making sure you're doing everything you can to help them meet their goals? Your answer could mean all the difference in your balance sheet come January.

3. Stay in touch.

As growth tends to slow in the fourth quarter, so does communication. It's natural for clients to seem more distant and slower to respond in the later months of the year, but you can still keep the lines of communication open and stay present for them by sending out regular updates. That way, when things pick back up in January, you'll be top of mind.

Just how many touchpoints you initiate before the new year rolls around is up to you. It may be worth considering your industry, as financial advisors do when creating communication touchpoint maps. Some financial management professionals allow weeks, months, or full quarters to pass between communications. However, that model might not work for your sector or brand.

You shouldn't inundate clients or make them feel like you're hounding them for a response. Nevertheless, reminding them that you haven't fallen off the planet is never a bad idea. Yes, they might be deep in family obligations and corporate celebrations at the moment. However, they'll be back to business after all the festivities are over and ready to reconnect.

Seeing your numbers dip as you move closer toward December might not feel comforting. It's not the end of the world, though — just the end of another 12 months. Use the extra time in the fourth quarter to focus on customers and set 2022 up for success. ■

People With Passion And Purpose = Profit





Written by Colleen Callander,

author of *Leader By Design* (Major Street Publishing \$29.95) and former CEO, is a renowned business and leadership coach, keynote speaker, board member and ambassador. She is also the founder of Mentor Me, a platform through which Colleen mentors women from all different walks of life.

Good leaders understand that people are their greatest asset. Prioritising the needs and well-being of your people can have a remarkable impact on the organisation and your bottom line.

In this profit-driven world, we live in today, it's no surprise that sales, margins, shareholder return and revenue is at the forefront of most leaders' minds. And of course, performance and profits are essential for businesses to reinvest, innovate and grow. However, an area that can often be overlooked is not one solely found on a spreadsheet...it's 'people'!!

Great leaders create environments where people feel connected, where their work matters, where they can contribute and feel part of something greater. When people feel valued, trusted, and empowered, they will also feel engaged and motivated, and do their best ...to achieve the organisation's goals and contribute to its success. When people are engaged their output is far higher than those who feel undervalued and undermined.

As a leader and CEO of 13 years, I have always aimed to create environments where people get up every day and come to work feeling safe, valued, inspired, empowered, and fulfilled, where they really love what they do and feel part of something bigger than just the seat they sit in. I believe this has been my secret weapon and one of the biggest success factors for me as a leader. The "power of people" and the performance of people have a very real impact on business success.

People and relationships were always important to me, and I could see the impact that putting people first

could make. I have never been a leader who feared my team being better, smarter, or more skilled than me – in fact, I strived for it. I believed having incredible people around me was one of my biggest advantages as a leader.

Throughout my career, I have met leaders at different levels and from different industries with fear in their eyes – scared of being outdone, outshone, or outsmarted. I always saw this as a reflection of their own insecurities.

It saddens me that in today's world, that most people go to work each day uninspired! You might be alarmed to discover that only 15 per cent of people worldwide are engaged with their jobs?

Together we can change that by embracing a new style of leadership: one that leads with kindness, honesty, and integrity and one that acknowledges the '**Power of People**'.

What would happen if we changed the emphasis from **profit** to **people**, **purpose**, and **passion**? To me, these characteristics are the foundations for creating organisations that will not only survive but thrive in the future.

That does not mean profit is not important; of course, it is.

Profit is an essential resource for any organisation; however, I believe the will of the people is just as essential, and if you look after the people the profits will follow.

People with Purpose and Passion = Profit

Here are 10 quick tips on how to create an environment that empowers and engages the 'POWER OF PEOPLE?'

- Let people know their work matters and how it impacts the bigger picture.
- Be open to ideas and suggestions from people at all levels.
- Create open lines of communication and value people's feedback.
- Encourage collaboration.
- Celebrate diversity.
- Recognise great performance.
- Give everyone a voice.
- Encourage autonomy throughout the team.
- Recognise individuals are experts in their field
- Create environments of growth and development.

Research shows that organisations where 'people' feel engaged are 21% more profitable.

Throughout my 30-year career truly embracing the 'Power of People' leads to increased productivity, builds trust, drives engagement, boost morale, improves performance, allows for innovative thinking, and very importantly retains great talent. Embracing the '**Power of People**' is what can give you and your organisation a competitive advantage. ■



Why collaboration is harder than it sounds

Did you know there's two definitions of collaboration in the Oxford dictionary?

The first is “the action of working with someone to produce something”. Which is what we mean when we say we want collaboration. The second is “traitorous communication with an enemy”. Which is sometimes how it feels when collaboration isn't working. Even the dictionary makes it clear that collaboration might not be as simple as it sounds.

When it's “the action of working with someone to produce something”, we all benefit from:

- **Transparency** – I know we use this word a lot, but great collaboration fosters great communication and a consistent sharing of important information.
- **Psychological safety** – done over time, collaboration reduces the eye rolling, cutting off, and belittling of ideas as we all get to appreciate each other's different styles and perspectives.
- **Trust** – ongoing negotiation and co-working that works well reduces cynicism and protectionism and builds trust amongst individuals and teams.
- **Participation** – one of the great

complaints of 2021 is the lack of participation by the vast majority of the workforce. Collaboration offers a great sense of belonging, shaping your culture and retaining your people.

- **Quality** – diversity creates more robust decisions and designs more robust solutions.

If collaboration feels more like “traitorous communication with an enemy”, then these are the most likely factors at play:

Midlevel leaders are not truly equipped for collaboration yet.

Even experienced and influential midlevel leaders – what I call the B-Suite



Written by Rebecca Houghton,

author of 'Impact: 10 Ways to Level up your Leadership' (\$29.95), is a Leadership and Talent Expert and founder of BoldHR. Rebecca builds B-Suite leaders with C-Suite impact by working at an organisational, team and individual level.

– can struggle with collaboration, and without them it is doomed to failure. They are the ones with the discretionary decision making and operational controls that make collaboration actually work. Or not work, as is often the case.

- They have been trained to communicate up and down rather than across – and the art of negotiation is a far cry from the art of direction.
- They are largely focused on tasks rather than relationships, which means they don't take time to understand the strengths, motivation or experience of others.
- They are trained to prize control, so letting go of it and truly empowering others does not come as easily as it might.
- They are bred for productivity – and collaboration can often, especially initially, feel like a time-suck, so they can be resistant.

Because they are so experienced, B-Suite Leaders often haven't received any re-training, they've just been told to collaborate. Those with high emotional intelligence have managed to make the switch (this is only about 25% according to a 2005 study by Tamm + Luyet). The other 75% continue to struggle on their own.

Today's workplace is making collaboration harder

- Disconnected workplaces and remote or hybrid working are making silo's worse by eliminating what organic interaction teams once had.
- Video meetings instead of passing conversation now accounts for 20% more time in people's diaries (that's a full working day if you are full time), which is eroding our ability to spend more time on collaboration.

- After two years of uncertainty, exhaustion is now rife, and in businesses where collaboration isn't yet the norm, it will be deprioritised by staff just 'surviving' on auto-pilot.

So what can we do to establish collaboration in our organisation and reap the rewards for our people and our workplace?

DO Make time to develop and embed a culture of collaboration – it's not organic

- **Define and communicate** success as a greater purpose that goes beyond the day-to-day work of individuals and silos. Then communicate it constantly, consistently, and to all levels of your organisation.
- **Involve** broader groups of staff in your conversations, both about how to collaborate and during the collaborations themselves. Yes, collaboration works better with trust, but collaborating also helps to foster trust if its lacking.
- **Clarify responsibilities.** We are asking people to shift from individual to collaborative ways of working, which means creating complex interdependencies. Without properly defined responsibilities, you'll rapidly see a refusal to collaborate with certain individuals, them and us mentality arising, and complaints that individual efforts lack recognition.
- **Equip** your leaders and teams to collaborate by training them in the art of negotiation, compromise and communication. Then invest additional time in equipping your leaders with the mindset that collaboration requires them to release some of their

traditional approaches. Without that, collaboration will feel like an add-on to most, and will be unconsciously undermined by leadership.

DON'T buy into quick-fixes and silver bullets – they only work on werewolves.

- **Don't Restructure** to enable collaboration. In most cases collaboration is undermined by behaviour, which is often at its worst when faced with something that isn't familiar. Structure and role clarity is often blamed for behaviours such as opting out, getting competitive, not paying enough attention, playing politics, seeking personal credit, or getting too rigid in your views. Structure won't change that, it'll just act as a distraction from the real issue – behaviour.
- **Don't expect it to be easy.** We are asking people to adopt a community mindset when we often still reward them for individual performance. It's confusing. When we ask people to step outside their comfort zone and collaborate with others, the walls go up. Conflicts in working style become more apparent, and as most of us are conflict-avoidant, leaning in to collaborate can feel more like "communication with an enemy".
- **Don't give up.** There's no such thing as 'a collaborate'. Collaboration is not a one-off task, but an ongoing action and ultimately, a behaviour that will really shift the needle. Unless you're putting in conscious, designed effort to create a hybrid way to collaborate, and you stick at it, collaboration will struggle to find purchase in your business. ■

Written by
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New Year, New Plans—But No New Predictions

One of my new year's resolutions is to never make another prediction. If 2020 taught us anything, it's that predictions don't hold much water. Instead, I've learned to make flexible plans rather than firm predictions. So, it's with that mindset that I offer three trends from 2021 to help HR/benefits professionals make thoughtful, but flexible, plans for 2022.

1. Workforce/talent management takes employers out of the driver's seat.

The Great Resignation is real, with all-time highs in voluntary employee turnover nationwide. Although burnout



Predictions were rightly cancelled in 2020; instead, benefits professionals look to 2022 with thoughtful planning.

surely is a top reason, employees not feeling valued might be an even bigger one.

A Prudential survey, for example, asked employees to list the top issues that led them to re-evaluate their career path. In response, 50 percent said compensation, 34 percent said

limited growth opportunities, and 23 percent said not being challenged professionally. Taken together, those factors in dissatisfaction are likely what's driving employees to take a "my way or the highway" stance—even for employers whose pre-pandemic recruitment and retention strategies would have been considered highly generous and hyper-personalized.

To keep pace and compete in this talent environment, employers will need to think creatively to balance employee needs/demands for what they want from their workplace without sacrificing business objectives for financial success and growth. One way to achieve that balance could be

through a renewed focus on upskilling and career pathing rather than hiring. Almost half of employees (48 percent) also told Prudential that the pandemic has made them rethink the type of job and career they want in the future, and 53 percent would retrain for a career in a different field or industry if they had the opportunity. Positioning your organization as one that not only offers people a role to perform now but a development and career path to explore in the future may well be a winning strategy in the ongoing race for talent.

But regardless of which road organizations take in driving their retention strategy, the employee-manager relationship is squarely at every intersection. The saying that, "People don't leave companies; they fire their manager" is especially true in the post-COVID-19 environment. Gallup's annual State of the American Manager report consistently reveals that the number one reason that employees leave a job is a poor relationship with their leader. Further, according to Gallup, managers account for a 70 percent variance in employee engagement:

- # 96 percent of employees who are highly engaged with their manager are satisfied with the quality of 1:1 meetings.
- # 97 percent of engaged employees report feeling seen and understood as a person by their manager.
- # 90 percent of employees who are highly engaged with their manager feel a strong sense of belonging at their organization; those with a strong sense of belonging at their organization are twice as likely to stay.

Yet, less than half of managers (48 percent) say they've been trained on how to support their direct reports in these areas. Managers are clearly employers' first line of defense against the Great Resignation, which means additional leadership coaching and/or leader

development paths could be among the soundest investment in upskilling that organizations can make going into 2022.

2. The health care "hangover" likely will last longer (and be more expensive) than we thought.

One of the unexpected effects of COVID-19 has been employees putting off needed health care. As of summer 2020, 97 percent of medical practices reported a drop in patient volume and 41 percent of U.S. adults had delayed or avoided medical care—including 32 percent who went without routine care and 12 percent who deferred urgent or emergency care. Among those, 87 percent say the top reason for skipping health care was worries about the pandemic.

Indeed, due to pandemic-related deferred care, 2020 medical claims covered by employer-sponsored plans were an average 5 percent lower than initial forecasts. In 2022, however, experts project a COVID-19 "hangover," marked by increased patient utilization, that will lead to a projected 6.5 percent increase in employer medical costs.

Those projections, though, didn't account for the increased costs for employers and employees will absorb to comply with the latest Occupational Health and Safety Administration rules that govern vaccine mandates for employers with more than 100 workers, effective Jan. 4, 2022. Further, those estimates also missed compliance costs associated with the federal No Surprises Act and Transparency in Coverage rules that will require employers to work with health plans to disclose and display upfront costs for 500 common health care services and eliminate surprise billing for out-of-network care.

Technology can go a long way to blunting these expected cost increases and their accompanying administrative burdens for employers. When

searching for care, Americans care most about whether a potential provider accepts their insurance (72 percent), is convenient to their location (69 percent), and makes it easy and fast to get an appointment (47 percent). Data shows that employers that leverage technology to integrate ease and convenience into finding an in-network provider and booking an appointment can realize up to 9x ROI.

3. Building and maintaining an organizational culture without walls challenges the notion of "culture fit."

As employers consider their return-to-office strategies for hybrid or full in-person work, many will retain some type of remote workforce. And as we learned during the peak of the pandemic, "culture fit" takes on an entirely new meaning when culture needs to reach all the way across the country, and into individual homes rather than the hub of a traditional office space.

As we navigate the new normal of not only how, but where, we work, organizational culture is a key part of the equation. So, what does culture without walls look like going forward? I'd suggest getting introspective about what sets your organization and employees apart from others in your industry or geographic area. What bonds your employees, if not free catered lunches or latte bars? What connects your teams, other than interlocking cube walls?

I'd venture that the answer lies in shared vision and values. For us at Businessolver, it's a heart tuned toward empathy and celebrating our diverse differences, a drive toward organizational excellence, and unwavering commitment to client delight. Reaffirming those values with every employee and every hire is how organizational culture lives and grows beyond your headquarters. ■



Your Ego is not your Amigo - 4 key ways to boost your confidence and overcome self-sabotage

These are unprecedented times. Changes in working conditions, legislations and “flexible working” are on an entirely new level. How we operate and must lead today, is like nothing we’ve experienced before.



Written by Nikki Fogden-Moore

author of Radical Self Belief, is a renowned change leadership specialist, host of Radical Self Belief The Mojo Maker Podcast and founder of The Quantum Decision Making Program. Nikki is a proven expert who is dedicated to putting extraordinary leaders and individuals in the driver's seat of life and work.

COVID has turned whatever plan we might have had completely on its head and now suddenly companies are making community and government type decisions. On top of that, life management and leadership outside of work has added pressures, new paradigms and everyone is looking for answers on what to do next.

People are in survival mode, using an old road map of subconscious decision making (ego based - i.e. winging it, bravado, fear, blame and guilt) to navigate through uncharted territory. This is an outdated operating system for a completely new landscape.

According to the 2017 Kronos workplace study, overwhelm was a \$300 Billion dollar industry in the US alone before COVID. It is an epidemic in itself. Even more so for managers and leaders who have so much on their shoulders, especially now, there is a need for a simple approach.

- To get back to basics and reset the place from which we make our core decisions.
- To regain our deepest sense of self, trust and navigation. Whatever the conditions.

Leadership is not just about skills in the workplace, it is about evolving our other level of experience in terms of blending knowledge with "knowing". That sixth sense is the strongest compass of all.

- At any given moment we can re-train our brain and neuro pathways from fear and doubt to calm and clarity.

- It takes practice and an on purpose approach.

How do we tap into our own inner knowing and discern the difference between the subconscious saboteur and our true self? Here are 4 ways why learning to trust your intuition vs your ego is one of the greatest assets in leadership:

1. **True experience requires a blend of decision making** - a gut feel, the facts and stats and the ability to trust your own decisions. It requires a quiet knowing and a moment to reflect before you respond. Aligned leaders listen - to their own intuition, to others, to a wider situation. You can pick up the energy, the tone and predict when you shut out distractions, internal dialogue and don't fill the gaps. This is based on trust, and experience, knowing that there is ALWAYS a solution.
2. **Our ego is not our amigo** - making decisions and leading from fear, blame, shame and guilt creates a dysfunctional level of communication and performance. Instead create decisions based on vision, purpose, possibility and "what the next right step is". Intent and integrity.
3. **Our world is organic**, it is not finite and each action has a reaction. Working with your intuition as well as experience enables us to respond to challenges, projects and people with a higher vision approach. Not getting stuck in the semantics or reactionary = but rather creating space for a clear and conscious decision to be made.

4. **As leaders the greatest asset is to lead by example instead of lecture.**

This fosters trust, experience and modelling on best practices. Allow room for others to show up, learn and lean in without rushing a result or "fixing" issues.

Whatever business we are in - we are still in the business of people, of decision making and leading from within - for our staff, our customers, our communities. A trifecta of responsibility.

Our ever changing world requires that as managers and leaders in life we are asked to evolve. to discern between the subtle subconscious saboteur and instead find a deeper blend of knowledge (facts and stats), experience and knowing (intuition). Boosting confidence by leading from within.

Purposeful, present conscious decisions are required for sustainable success. As leaders this requires us to change the HOW we show up. Not performing a role - but by being completely present and bringing your whole self to work - agile, experienced and connected.

To be courageous in self trust and connection, to not need all the answers, but graciously lead by example one step at a time.

Leadership is an evolution. It is this ability to lead by example, to recognise unique energies and situations. Demonstrating the important role our true intuition can play, empowers our teams to thrive and be agile in times of change. ■



The 30% Rule – dissatisfaction driving behavioural change.

I have dedicated an entire chapter in my leadership book pertaining to this very subject. It's title; *Constant Dissatisfaction*. It is a philosophy that has worked for me over a 30-year corporate career that has spanned multiple geographies, industries and segments. It is a philosophy that drives and ignites behavioural change, yet it is also a concept that can drive those around me absolutely crazy. Particularly my leadership teams. What follows will outline what it means to be constantly dissatisfied. More importantly, I will detail counterintuitive solutions that results in tangible change - including the demanding 30% rule.



Written by Hamish Thomson,

author of *It's Not Always Right to be Right* (Wiley \$29.99), is a former Regional President and global brand head for Mars Incorporated (UK, Australia, Chicago), a senior sales and marketing lead for Reebok International (England and the Netherlands) and an account exec in the London advertising scene. Based in Sydney, he is a strategic consultant and non-executive director of OzHelp Foundation.

Constant versus healthy dissatisfaction. There are two types of dissatisfaction. One is labelled healthy dissatisfaction. It can be described as beneficially looking into areas of needed improvement and having a healthy desire for relevant and adequate change. I do not have this type of dissatisfaction. I have constant dissatisfaction. This is never being satisfied with the status quo, even if that status quo is working. It means constantly, consistently and relentlessly striving for improvement and advancement. At times, striving behaviour can turn into demanding behaviour. At worst, it can lead to low levels of recognition (the leader has already moved on to next and new), ignores needed time for reflection and insight discovery, and if not managed carefully, can lead to disruption and distraction against core revenue and profit focus areas. There are many techniques to ensure chaos does not eventuate, yet the best way to avoid adversity, is to surround yourself with exceptional people who say 'no' to you often.

Four counterintuitive ways to ignite needed behavioural change.

- **Never tolerate contentment.** Like it or not, when organisations are content with performance, it leads to inertia. Inertia is a dangerous place based on unfounded confidence and complacency. Exceptional leaders create a climate and catalyst for change. Ideally, it is done via inspiration-motivational ambition, possibility and purpose. Usually, it is done through fear. Lighting a bloody large fire and pointing out business

realities, financial difficulties, and constant testimonials of those around us who have not changed and who have paid the consequences. Change management 101.

- **Don't lose to learn.** Outstanding organisations do everything in their power to stay ahead of the curve. They lead change versus manage change. They set agendas versus execute agendas and they fix before broken. They have a mindset of we don't need to lose to learn, even if they know that the best insights come from when they fail. Importantly, they build capabilities and competencies that are needed tomorrow, but ruthlessly implement them today. Interesting, almost 80% of global CEOs are nervous of future business disruption, yet they invest less than 10% of resources to address this concern,
- **Dictate change via the 30% rule.** One of the most effective ways of initiating behavioural change is to set stretch targets that are impossible to achieve by using methodologies and ways of working that currently exist within your business today. It forces leaders and teams to become insatiably curious. Outside in perspective is mandatory and goal achievement is normally possible only via external partnership, inspiration and discovery. It instantly removes limiting beliefs and unlocks untapped potential within your employees. Although I love this concept, be selective about where and when to use. Most parts of your business should have continuous improvement goals that avoids chaos and unwanted

distraction. That said, there should always be partitions within your organisation where leading change and breakthrough transformation are not only desired, but critically needed.

- **Always a turnaround mindset.** I despise the words maintain and sustain success within any strategic document. Whilst there will always be segments of a portfolio that will have flat or declining targets, language matters big time. In my experience, when the very word "maintenance" is announced, pressure valves are immediately released across an organisation. Invariably, decline will follow. Treat every part of your business with a turnaround mindset. Consistently looking and seeking out change via the knowledge that unless we continually get better, we will soon be in a world of pain. A turnaround mindset will always remove dreaded inertia that is common amongst us all.

Two other thoughts to consider; the best change agents for a business are radiators of possibility and action. Avoid those who hold limiting beliefs (drains) like the plague. Regardless of their technical or functional brilliance, if their negativity infects the wider team, remove them quickly. And finally, never **declare victory too early**. It is a rookie error and one that many leaders, including myself, have done way too often!

Like many, my expectations for corporate leaders are longer than those listed above. They are demanding, challenging and I believe, stretching. Importantly, they are considerably shorter than those that I set for myself. I hope this never changes. ■



3 Ways to Improve Your Strategic Leadership



Written by Jamie Flinchbaugh author of *People Solve Problems: The Power of Every Person, Every Day, Every Problem*, is an accomplished Entrepreneur, Senior Executive, Consultant, and Board Member with 30 years of learning-oriented experience.

Strategy development and the strategic thinking that enables it have become increasingly important for leaders at many different levels in organizations today. There are several reasons for this, but perhaps the most important is that customers and competition are moving faster than ever before. This is why we need more strategic thinking, and not just strategic planning.

We also want more empowerment and engagement with our employees. The ability to be connected to strategy is an important ingredient to help people feel they are a part of making a difference to their organization. This happens when we connect the strategy to everyday work.

Most books and courses about strategy development and strategic planning focus on very analytical market-positioning aspects that lead to the need to engage a team of consultants, generate reams of data, and develop great-looking PowerPoint slides. Strategy is more than that, and many times it is just about setting some direction and ensuring the achievement of clearly defined objectives.

This means that strategy is much more about problem solving than people think. Problem solving, simply put, is about closing gaps. It isn't just about fixing errors. Strategy is about identifying the right gaps to close, framing those gaps purposefully which sets direction, and using creative solutions to drive their closure.

There are three actions that we can take to better leverage problem solving capability and integrate it with dynamic strategic thinking:

1. Use problem solving as a source of insight.

Your team is solving problems all the time. Are those problems visible? Are we closing the problems and moving on, or leveraging them to inform where there is opportunity? Day to day problem solving, whether they are internal issues or customer challenges, offers great insights into strategic gaps and opportunities.

For example, if you're running a coffee shop, and constantly struggle with the variation of the freshness and availability of roasted beans, these day-to-day supply chain challenges

might offer insight that you should vertically integrate to start your own roasting. Furthermore, if your customers are coming in less frequently because they are making coffee at home, you might realize that selling them your own roasted beans can fill that gap.

While you might establish a culture of empowerment for your teams to surface and solve their day-to-day problems, as a leader you still want visibility into what people are struggling with. This doesn't mean you have to take over the solutions, or start approving people's actions. Strategic thinkers need inputs to develop good insights, and there are few greater sources of insights than the day-to-day problem solving efforts in your organization, however formal or informal those efforts are taken.

2. Frame strategic gaps that need to be closed to establish strategic direction.

Good problem solving is all about learning and experimenting to close well-defined gaps. Define your strategy as clear gaps to close, as opposed to the common practice of just describing solutions. This is powerful for a couple of reasons. First, this allows you more flexibility to discover new solutions, pivot while maintaining direction, and learn your way to success. If strategy is about closing a gap, then there are multiple paths forward and you are not as locked-in to one set of answers that you can only hope is right.

The second reason framing strategy as gaps to close is that it allows more of your team to contribute to closing the gaps. For example, if you are a shoe manufacturer and your strategy gap is to help customers establish an emotional attachment to their shoe purchase, then everyone can find ways to contribute to closing that gap. Instead of just designing better shoes, team members make the box they come in more engaging, the shopping experience

more of a personal-touch experience, and the post-purchase support one of community and engagement rather than just a transaction. You may not imagine all the ways your employees can contribute partial solutions to close the gap unless it is defined as a gap. When it is defined only as a set of solutions, you are limited by your initial thought process.

3. Turn strategy into action and establish clear methods to prioritize problems with the execution.

Too often strategy is left on the PowerPoint decks and then reviewed in specific strategic review meetings. Instead, convert strategy into action and make it as tactical as possible. Teams live in the tactical. Is that just about keeping the lights on or about delivering on the strategy? Change your management systems, meetings, metrics, and roles to reflect the strategy. Make the ability to determine progress versus lack of progress as clear and visible as possible.

Then, when strategic execution stalls, falters, or faces new friction, then problem solving can emerge quickly and in a focused way. As earlier stated, the world moves pretty fast. Customer needs change, and competition is always in motion. We must have the ability to surface problems quickly. The speed of solution to a newly discovered gap is often more important than the goodness of that solution. This was made clear during the pandemic. Organizations that could pivot quickly did better than most of those that took a long time to organize themselves around a pivot.

It is important to recognize that problem solving and strategy are not separate things. Too many leaders think their role is strategy, and their teams should solve problems. However, these are really one and the same when done well. Good strategy is problem solving ■

The World's Most Influential CEOs And Business Executives Of 2021



C EOWORLD magazine has revealed its annual list of the most influential CEOs and Business Executives in the world. The issue features CEOs and top business executives, including Tesla CEO Elon Musk, and Tech honchos like Apple CEO Tim Cook, and NVIDIA CEO Jensen Huang. Unsurprisingly, Elon Musk came first in the CEOWORLD magazine's global ranking of the world's best chief executives across all industries for 2021.

He is followed by Microsoft CEO Satya Nadella and Mark Zuckerberg, who is the CEO of Facebook. The 2021 rankings placed Amazon CEO, Andy Jassy in 4th spot ahead of Apple's Tim Cook into 5th, JPMorgan Chase CEO Jamie Dimon ranked sixth; while Arvind Krishna of IBM ranked seventh, and Bernard Arnault eighth. Overall, among the top 10 best CEOs and business executives in the world for 2021, the ninth and tenth positions are held by Pfizer CEO Albert Bourla and Saudi Aramco chief executive Amin H. Nasser.



Written by Sophie Ireland

As CEOWORLD magazine's senior vice president for news and editorial director, Sophie Ireland oversees CEOWORLD magazine's journalism and journalists around the world and across platforms. She leads an award-winning team of journalists and newsroom executives who are committed to excellence, innovation and the highest quality reporting and storytelling.

Rank	Name	Company	Country
1	Elon Musk	Tesla, SpaceX	US
2	Satya Nadella	Microsoft	US
3	Mark Zuckerberg	Facebook	US
4	Andy Jassy	Amazon	US
5	Tim Cook	Apple	US
6	Jamie Dimon	JPMorgan Chase	US
7	Arvind Krishna	IBM	US
8	Bernard Arnault	LVMH	France
9	Albert Bourla	Pfizer	US
10	Amin H. Nasser	Saudi Aramco	Saudi Arabia
11	Noel Paul Quinn	HSBC	UK
12	Bob Chapek	Walt Disney Company	US
13	David Michael Solomon	Goldman Sachs	US
14	Hironori Kamezawa	Mitsubishi UFJ Financial Group	Japan
15	Safra A. Catz	Oracle	US
16	Brian Moynihan	Bank of America	US
17	Lakshmi Mittal	ArcelorMittal	Luxembourg
18	Bahk Jae-wan	Samsung Electronics	South Korea
19	Jean-Laurent Bonnafé	BNP Paribas	France
20	Warren Buffett	Berkshire Hathaway	US
21	Mukesh Ambani	Reliance	India
22	Philippe Brassac	Credit Agricole	France
23	Takeshi Uchiyamada	Toyota	Japan
24	Stephane Bancel	Moderna	US
25	Nicolas Hieronimus	Loreal Group	France
26	Norito Ikeda	Japan Post Bank	Japan
27	Pablo Isla	Inditex, Zara	Spain
28	Herbert Diess	Volkswagen Group	Germany
29	Jane Fraser	Citigroup	US
30	Gautam Adani	Adani Group	India
31	Masayoshi Son	SoftBank Group	Japan
32	Hans Vestberg	Verizon Communications	US
33	Charles Koch	Koch Industries	US
34	Doug McMillon	Walmart Inc	US
35	Charles Scharf	Wells Fargo.	US
36	John Donahoe	Nike	US
37	Tatsufumi Sakai	Mizuho Financial Group	Japan
38	Andrew Witty	UnitedHealth Group	US
39	Daniel ODay	Gilead Sciences	US
40	Michael Dell	Dell Technologies	US

CEO INSIDER

Rank	Name	Company	Country
41	Jose Antonio Alvarez	Banco Santander	Spain
42	Rich Lesser	Boston Consulting Group (BCG)	US
43	Frederic Oudea	Societe Generale SocGen	France
44	Shantanu Narayen	Adobe Inc.	US
45	Jes Staley	Barclays	UK
46	Oliver Bate	Allianz	Germany
47	Gu Shu	ICBC China	China
48	Ma Huateng	Tencent Holdings	China
49	Francois Perol	Groupe BPCE	France
50	Christian Sewing	Deutsche Bank	Germany
51	James P. Gorman	Morgan Stanley	US
52	Thomas Gottstein	Credit Suisse	Switzerland
53	David I. McKay	Royal Bank of Canada	Canada
54	Wang Hongzhang	China Construction Bank Corporation (CCB)	China
55	Liu Jingzhen	Sinopharm	China
56	Brian L. Roberts	Comcast	US
57	Dong Xin	China Mobile	Hong Kong
58	Alex Gorsky	Johnson and Johnson	US
59	Charlie Nunn	Lloyds Banking Group	UK
60	Jensen Huang	Nvidia Corporation	US
61	Pat Gelsinger	Intel	US
62	Severin Schwan	Roche	Switzerland
63	Karen S. Lynch	CVS Health	US
64	Ulf Mark Schneider	Nestle	Switzerland
65	Liu Liange	Bank of China	China
66	Ola Kallenius	Daimler	Germany
67	Timotheus Hottges	Deutsche Telekom	Germany
68	Bharat Masrani	Toronto-Dominion Bank	Canada
69	H. Lawrence Culp Jr.	General Electric	US
70	David S. Taylor	Procter & Gamble	US
71	Mary Barra	General Motors	US
72	Pascal Soriot	AstraZeneca	UK
73	Zhao Dong	Sinopec	China
74	Intesa Sanpaolo	Intesa Sanpaolo	Italy
75	David Cordani	Cigna	US
76	Thomas Buberl	AXA Group	France
77	Zhao Huan	Agricultural Bank of China	China
78	Lee Yuan Siong	AIA Group	Hong Kong
79	Marc Benioff	Salesforce	US
80	Werner Baumann	Bayer	Germany

Rank	Name	Company	Country
81	Vasant Narasimhan	Novartis	Switzerland
82	Yoshio Kono	Norinchukin Bank	Japan
83	Giovanni Caforio	Bristol Myers Squibb	US
84	Robert M. Davis	Merck Co.	US
85	Robert A. Bradway	Amgen	US
86	Marc N. Casper	Thermo Fisher Scientific	US
87	Steven van Rijswijk	ING Group	Netherlands
88	Emma Walmsley	GlaxoSmithKline	UK
89	Stefan Oschmann	Merck Group	US
90	C.C. Wei	Taiwan Semiconductor	Taiwan
91	Dinesh Kumar Khara	State Bank of India	India
92	Nicolas Thery	Credit Mutuel	France
93	Richard A. Gonzalez	AbbVie	US
94	Paul Hudson	Sanofi	France
95	Craig Menear	Home Depot	US
96	Andrea Orcel	UniCredit	Italy
97	Roland Busch	Siemens	Germany
98	Chuck Robbins	Cisco Systems	US
99	Michel Lies	Zurich Insurance Group	Switzerland
100	Ralph Hamers	UBS Group AG	Switzerland
101	Carlo Messina	Intesa Sanpaolo	Italy
102	Jakob Stausholm	Rio Tinto Group	UK
103	Andrew Cecere	U.S. Bancorp	US
104	Tom Rutledge	Charter Communications	US
105	Alan Jope	Unilever	UK
106	Matt Comyn	CommBank	Australia
107	Young Liu	Foxconn	Taiwan
108	Stephen Squeri	American Express	US
109	Alison Rose	NatWest Group	UK
110	Ramon Laguarta	PepsiCo	US
111	Jose Ignacio Senchez Galen	Iberdrola	Spain
112	Bill Winters	Standard Chartered	UK
113	Charles Lowrey	Prudential Financial	US
114	Frederick W. Smith	FedEx	US
115	Herman Gref	Sberbank	Russia
116	Sashidhar Jagdishan	HDFC Bank	India
117	Carlos Torres Vila	Banco Bilbao Vizcaya Argentaria	Spain
118	Brian J. Porter	Scotiabank	Canada
119	Nick Read	Vodafone Group	UK
120	Robert B. Ford	Abbott Laboratories	US

CEO INSIDER

Rank	Name	Company	Country
121	Alfred F. Kelly Jr.	Visa Inc	US
122	James Quincey	Coca-Cola	US
123	Christian Klein	SAP SE	Germany
124	Marc N. Casper	Thermo Fisher Scientific	US
125	Larry Fink	BlackRock	US
126	Wiebe Draijer	Rabobank	Netherlands
127	James Taiclet	Lockheed Martin	US
128	Darius Adamczyk	Honeywell International	US
129	Walter W Bettinger II	Charles Schwab Corporation	US
130	Hock E. Tan	Broadcom Corporation	US
131	Thomas J. Wilson	Allstate Corporation	US
132	Dan Schulman	PayPal Holdings	US
133	Julie Sweet	Accenture	Ireland
134	Phebe Novakovic	General Dynamics	US
135	Geoff Martha	Medtronic	Ireland
136	Jim Umpleby	Caterpillar	US
137	Philippe Donnet	Generali Group	Italy
138	Stephane Richard	Orange S.A.	France
139	Octavio de Lazari	Banco Bradesco S.A.	Brazil
140	Rainer M. Blair	Danaher	US
141	Peter King	Westpac Banking Group	Australia
142	Joaquim Silva e Luna	Petrobras	Brazil
143	James L Robo	NextEra Energy	US
144	Daniel Zhang	Alibaba Group	China
145	Lakshmi Mittal	ArcelorMittal	Luxembourg
146	Aliko Dangote	Dangote Group	Nigeria
147	Abigail Johnson	Fidelity Investments (FMR)	US
148	Lei Jun	Xiaomi	China
149	Jack Dorsey	Twitter	US
150	Robin Li	Baidu	China
151	Evan Spiegel	Snap Inc	US
152	Dara Khosrowshahi	Uber	US
153	Dan Cathy	Chick-fil-A	US
154	Reed Hastings	Netflix	US
155	Ivan Glasenberg	Glencore	South Africa



Best Business Schools In The World For 2021

Harvard Business School takes the prestigious title of the world's business school for 2021, that's according to the CEOWORLD magazine. Wharton School earned itself a respectable second place, with MIT Sloan School of Management is ranked third. The 2021 rankings placed London Business School in fourth ahead of INSEAD Business School into fifth; while Said Business School ranked sixth and Columbia Business School seventh.

Overall, among the top 10 business schools, the eighth, ninth, and tenth positions are held by Haas School of

Business, Stanford Graduate School of Business, and IESE Business School. International Institute for Management Development (IMD) took the No. 11 spot, followed by Yale School of Management and Cambridge Judge Business School (No.13). Meanwhile, Alliance Manchester Business School ranked No. 14 in the CEOWORLD magazine's ranking of the best business schools in the world for 2021. HEC Paris came in fifteenth place, followed by the University of Chicago Booth School of Business (sixteenth), Kellogg School of Management Northwestern University (seventeenth), Duke University Fuqua

School of Business (eighteenth), and Leonard N. Stern School of Business ranked nineteenth. Out of the 100 best business schools in the world for 2021, ESADE Business School ranked No. 20th. A number of parameters are used to compile the ranking, which is based on the satisfaction levels of individual students, industry professionals, and corporate recruiters. So, if you are thinking about boosting your prospects with a postgraduate-level degree in business, we have got just the thing for you; here are the best international business schools that can help advance your career...

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score	Rating
1	Harvard Business School	Boston, MA	US	99.81	AAA
2	Wharton School	Philadelphia	US	98.38	AAA
3	MIT Sloan School of Management	Cambridge, MA	US	95.95	AAA
4	London Business School	London	UK	95.56	AAA
5	INSEAD Business School	Fontainebleau	France	95.3	AAA
6	Saïd Business School	Oxford	UK	95.19	AAA
7	Columbia Business School	New York	US	94.98	AAA
8	Haas School of Business	Berkeley, CA	US	94.73	AAA
9	Stanford Graduate School of Business	Stanford, CA	US	94.71	AAA
10	IESE Business School	Barcelona	Spain	94.54	AAA
11	International Institute for Management Development (IMD)	Lausanne	Switzerland	94.42	AAA
12	Yale School of Management	New Haven, CT	US	94.21	AAA
13	Cambridge Judge Business School	Cambridge	UK	93.9	AA
14	Alliance Manchester Business School	Manchester	UK	93.57	AA
15	HEC Paris	Paris	France	93.56	AA
16	University of Chicago Booth School of Business	Chicago	US	93.52	AA
17	Kellogg School of Management Northwestern University	Evanston, IL	US	93.18	AA
18	Duke University Fuqua School of Business	Durham, North Carolina	US	92.96	AA
19	Leonard N. Stern School of Business	New York	US	92.86	AA
20	ESADE Business School	Barcelona	Spain	92.37	AA
21	UNC Kenan Flagler Business School	Chapel Hill, North Carolina	US	92	AA
22	Tuck School of Business	Hanover, New Hampshire	US	91.9	AA
23	Stephen M. Ross School of Business	Ann Arbor, Michigan	US	91.85	AA
24	HKUST Business School	Hong Kong	Hong Kong	91.37	AA
25	UCLA Anderson School of Management	Los Angeles, California	US	90.97	A
26	Cornell SC Johnson College of Business	New York	US	90.82	A
27	Darden School of Business at the University of Virginia	Charlottesville, Virginia	US	90.8	A
28	McDonough School of Business, Georgetown University	Washington D.C.	US	90.31	A



Written by Sophie Ireland

As CEOWORLD magazine's senior vice president for news and editorial director, Sophie Ireland oversees CEOWORLD magazine's journalism and journalists around the world and across platforms. She leads an award-winning team of journalists and newsroom executives who are committed to excellence, innovation and the highest quality reporting and storytelling.

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score	Rating
29	Indian Institute of Management Calcutta	Kolkata	India	90.3	A
30	IESE Business School	Madrid	Spain	90.27	A
31	Indian Institute of Management Ahmedabad	Ahmedabad	India	90.16	A
32	National University of Singapore (NUS Business School)	Singapore	Singapore	89.92	A
33	Olin Business School	St. Louis, Missouri	US	89.92	A
34	Eli Broad College of Business, Michigan State University	East Lansing, Michigan	US	89.83	A
35	Mannheim Business School (MBS)	Mannheim	Germany	89.72	A
36	USC Marshall School of Business	Los Angeles, California	US	89.51	A
37	Foster School of Business, University of Washington	Seattle, Washington	US	89.45	A
38	Rotman School of Management	Toronto, Ontario	Canada	89.34	A
39	Tepper School of Business at Carnegie Mellon University	Pittsburgh, Pennsylvania	US	88.89	A
40	Purdue University Krannert School of Management	West Lafayette, Indiana	US	88.88	A
41	ESMT Berlin	Berlin	Germany	88.88	A
42	Penn State Smeal College of Business	University Park, Pennsylvania	US	88.62	A
43	Warwick Business School	Coventry, England	UK	88.58	A
44	WHU Otto Beisheim Graduate School of Management	Dusseldorf	Germany	88.57	A
45	Rotterdam School of Management at Erasmus University	Rotterdam	Netherlands	88.5	A
46	Melbourne Business School	Melbourne	Australia	88.4	A
47	George Washington University - GW School of Business	Washington D.C.	US	88.21	A
48	Gies College of Business at the University of Illinois	Champaign, Illinois	US	88.19	A
49	Robert H. Smith School of Business, University of Maryland	College Park, Maryland	US	87.73	A
50	China Europe International Business School (CEIBS)	Shanghai	China	87.7	A
51	Faculty of Management Studies at University of Delhi	New Delhi	India	87.64	A
52	SAIT School of Business	Calgary, Alberta	Canada	87.44	A
53	HKU Business School	Hong Kong	Hong Kong	87.12	A

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score	Rating
54	Emory University's Goizueta Business School	Atlanta, Georgia	US	87.07	A
55	Nanyang Business School at Nanyang Technological University	Singapore	Singapore	86.67	A
56	CUHK Business Schools	Hong Kong	Hong Kong	86.62	A
57	Geneva Business School	Geneva	Switzerland	86.1	A
58	Munster School of Business and Economics	Munster	Germany	85.9	BBB
59	Cranfield School of Management	Cranfield, England	UK	85.8	BBB
60	Mendoza College of Business, University of Notre Dame	Notre Dame, Indiana	US	85.72	BBB
61	UCI Paul Merage School of Business, University of California	Irvine, California	US	85.54	BBB
62	Graduate School of Business, Sungkyunkwan University (SKKU)	Seoul	South Korea	85.17	BBB
63	Frankfurt School of Finance and Management	Frankfurt	Germany	85.08	BBB
64	Vanderbilt Owen Graduate School of Management	Nashville, Tennessee	US	84.6	BBB
65	Indian Institute of Management Bangalore	Bangalore	India	84.58	BBB
66	University of Cologne Business School	Koln	Germany	84.23	BBB
67	Indiana University - Kelley School of Business	Bloomington, Indiana	us	84.22	BBB
68	Vlerick Business School	Ghent	Belgium	84.08	BBB
69	HHL Leipzig Graduate School of Management	Leipzig	Germany	83.97	BBB
70	EUROPEAN INTERNATIONAL UNIVERSITY (EIU - PARIS)	Paris	France	83.69	BBB
71	Fisher College of Business, Ohio State University	Columbus, Ohio	US	83.49	BBB
72	Durham University Business School	Durham	UK	83.11	BBB
73	USD School of Business, University of San Diego	San Diego, California	US	82.97	BBB
74	Indian Institute of Management Lucknow	Lucknow	India	82.89	BBB
75	Fashion Design Institut	Dusseldorf	Germany	82.84	BBB
76	Boston University Questrom School of Business	Boston, Massachusetts	US	82.78	BBB
77	W. P. Carey School of Business at Arizona State University	Tempe, Arizona	US	82.75	BBB

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score	Rating
78	Indian Institute of Management Kozhikode	Kozhikode	India	82.72	BBB
79	EIDM - Ecole Internationale de Mode et Luxe	Paris	France	82.56	BBB
80	Nova School of Business and Economics	Lisbon	Portugal	82.38	BBB
81	IFM Business school - IFM University	Geneva	Switzerland	82.32	BBB
82	Indian Institute of Management Indore	Indore	India	81.63	BBB
83	Carlson School of Management	Minneapolis, Minnesota	US	81.46	BBB
84	Scheller College of Business, Georgia Institute of Technology	Atlanta, Georgia	US	81.4	BBB
85	Xavier Labour Relations Institute (XLRI)	Jamshedpur	India	81.32	BBB
86	Antai College of Economics & Management, Shanghai Jiao Tong University	Shanghai	China	81.31	BBB
87	Macquarie Business School	Sydney	Australia	80.6	BB
88	Tippie College of Business	Iowa City, IA	United States	80.53	BB
89	Vlerick Business School	Leuven	Belgium	79.77	BB
90	SDA Bocconi School of Management Rome	Rome	Italy	78.85	BB
91	Indian Institute of Management Shillong	Shillong	India	77.82	BB
92	Strathclyde Business School	Glasgow	United Kingdom	77.69	BB
93	School of Management (SoM) at the University of St.Gallen	St. Gallen	Switzerland	77.59	BB
94	Desautels Faculty of Management, McGill University	Montreal, Quebec	Canada	76.51	BB
95	Cox School of Business	Dallas, Texas	United States	76.29	BB
96	Athens University of Economics and Business	Athens	Greece	76.27	BB
97	University of Bath School of Management	Bath, England	United Kingdom	75.61	BB
98	TIAS School for Business and Society	Tilburg	Netherlands	74.62	BB
99	Indian Institute of Management Rohtak	Rohtak	India	74.16	BB
100	UCD Michael Smurfit Graduate Business School	Dublin	Ireland	74.07	BB
101	Babson College	Babson Park, MA	United States	73.58	BB
102	UBC Sauder School of Business	Vancouver	Canada	72.75	BB

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score	Rating
103	Boston College Carroll School of Management	Newton, Massachusetts	United States	72.72	BB
104	University of Edinburgh Business School	Edinburgh	United Kingdom	71.45	BB
105	Vlerick Business School	Brussels	Belgium	70.74	BB
106	Darden School of Business at the University of Virginia	Shanghai	China	68.65	BB
107	Indian Institute of Management Ranchi	Ranchi	India	68.27	BB
108	School of Management at Fudan University	Shanghai	China	67.5	BB
109	UNSW Business School	Sydney	Australia	67.33	BB
110	Alberta School of Business	Edmonton	Canada	67.1	BB
111	Birmingham Business School	Birmingham	United Kingdom	66.67	BB
112	Southampton Business School	Southampton	United Kingdom	65.57	B
113	Smith School of Business Queen's University	Kingston, Ontario	Canada	65.34	B
114	Rady School of Management	San Diego	United States	65.29	B
115	University of Queensland Business School	Queensland	Australia	64.63	B
116	TIAS School for Business	Utrecht	Netherlands	64.15	B
117	Ivey School of Business	Ontario	Canada	63.8	B
118	Indian Institute of Management Raipur	Raipur	India	63.78	B
119	School of Economics and Business - Universidad de Navarra	Pamplona	Spain	62.59	B
120	Emlyon Business School	Paris	France	62.29	B
121	Darden School of Business at the University of Virginia	San Francisco	United States	61	B
122	Indian Institute of Management Tiruchirappalli	Tiruchirappalli	India	60.53	B
123	Sydney Business School, University of Wollongong	Sydney	Australia	59.76	B
124	ESSEC Business School	Cergy	France	59.76	B
125	Darla Moore School of Business, University of South Carolina	Columbia, South Carolina	United States	57.77	B
126	China Europe International Business School (CEIBS)	Shenzhen	China	57.65	B
127	Indian Institute of Management Kashipur	Kashipur	India	57.38	B

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score	Rating
128	Emlyon Business School	Bhubaneswar	India	56.31	B
129	Coller School of Management at Tel Aviv University	Tel Aviv	Israel	56.29	B
130	Indian Institute of Management Udaipur	Udaipur	India	56.2	B
131	TIAS School for Business	Eindhoven	Netherlands	55.98	B
132	Indian Institute of Management Nagpur	Nagpur	India	55.89	B
133	Emlyon Business School	Casablanca	Morocco	55.73	B
134	TIAS School for Business	Taipei	Taiwan	55.46	B
135	Indian Institute of Management Amritsar	Amritsar	India	55.37	B
136	Indian Institute of Management Bodh Gaya	Bodh Gaya	India	55.31	B
137	Indian Institute of Management Sirmour	Sirmour	India	55.19	B
138	The College of Business and Economics at Qatar University	Doha	Qatar	54.95	B
139	University of Dubai	Dubai	United Arab Emirates	54.92	B
140	TIAS School for Business	Beijing	China	54.69	B
141	China Europe International Business School (CEIBS)	Zurich	Switzerland	54.63	B
142	Indian Institute of Management Visakhapatnam	Visakhapatnam	India	53.99	B
143	Emlyon Business School	Shanghai	China	53.74	B
144	EAE Business School	Barcelona	Spain	53.59	B
145	College of Business Administration at Kuwait University	Kuwait City	Kuwait	53.55	B
146	Monash Business School	Melbourne	Australia	53.41	B
147	United Arab Emirates University	Abu Dhabi	United Arab Emirates	53.28	B
148	Indian Institute of Management Sambalpur	Sambalpur	India	53.25	B
149	IAE Business School	Buenos Aires	Argentina	53.13	B
150	EGADE Business School	San Pedro Garza García	Mexico	53	B
151	Adelaide Business School	Adelaide, South Australia	Australia	52.83	B
152	Lancaster University Management School	Lancaster	United Kingdom	52.52	B

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score	Rating
153	TIAS School for Business	Shanghai	China	52.5	B
154	Indian Institute of Management Jammu	Jammu	India	52.4	B
155	Graduate School of Business, University of Cape Town	Cape Town	South Africa	52.35	B
156	GIBS Business School, University of Pretoria	Pretoria	South Africa	52.24	B
157	China Europe International Business School (CEIBS)	Accra	Ghana	51.85	B
158	The American University in Cairo School of Business	Cairo	Egypt	51.8	B
159	Keio Business School, Keio University	Tokyo	Japan	51.7	B
160	IPADE business school of Universidad Panamericana	Mexico City	Mexico	51.61	B
161	Waseda Business School at Waseda University	Tokyo	Japan	51.41	B
162	Imperial College Business School	London	United Kingdom	51.34	B
163	Graduate School of Business Administration at Kobe University	Kobe	Japan	50.88	CCC
164	ESAN Graduate School of Business	Lima	Peru	50.73	CCC
165	Nagoya University of Commerce & Business (NUCB)	Nagoya	Japan	50.59	CCC
166	La Trobe Business School	Melbourne	Australia	50.39	CCC
167	Tokyo University of Science School of Management	Tokyo	Japan	50.28	CCC
168	American University of Beirut	Beirut	Lebanon	50.13	CCC
169	Catolica Lisbon School of Business & Economics	Lisbon	Portugal	50.04	CCC
170	Schulich School of Business at York University	Ontario	Canada	49.97	CC
171	Sprott School of Business at Carleton University	Ontario	Canada	49.9	CC
172	Gordon S. Lang School of Business and Economics at the University of Guelph	Ontario	Canada	49.87	CC
173	Lakehead University	Ontario	Canada	49.64	CC



Best Medical Schools In The World For 2021

Johns Hopkins University School of Medicine takes the prestigious title of the world's medical school for 2021, that's according to the CEOWORLD magazine.

Harvard Medical School earned itself a respectable second place, with Perelman School of Medicine at the University of Pennsylvania is ranked third. The 2021 rankings placed NYU Grossman School of Medicine in fourth ahead of Stanford University School of Medicine into fifth; while Columbia University Vagelos College of Physicians and Surgeons ranked sixth, and Mayo Clinic Alix School of Medicine seventh.

Overall, among the top 10 best medical schools, the eighth, ninth, and tenth positions are held by David Geffen School of Medicine at UCLA (DGSOM),

UCSF School of Medicine, and Washington University School of Medicine in St. Louis. The University of Pittsburgh School of Medicine took the No. 11 spot, followed by Weill Cornell Graduate School of Medical Sciences and Yale School of Medicine (No.13). Meanwhile, A Northwestern University Feinberg School of Medicine ranked No. 14 in the CEOWORLD magazine's ranking of the best medical schools in the world for 2021. Vanderbilt University School of Medicine came in fifteenth place, followed by Duke University School of Medicine (sixteenth), Icahn School of Medicine at Mount Sinai (seventeenth),

the University of Chicago Pritzker School of Medicine (eighteenth), and the University of Michigan Medical School Ann Arbor, ranked nineteenth.

Out of the 100 best medical schools in the world for 2021, the University of Washington School of Medicine ranked No. 20th. Only fully accredited degree programs or schools in good standing during the study period are ranked. So, if you are thinking about boosting your prospects with an accredited degree in medicine, we have got just the thing for you; here are 100 outstanding international medical schools that can help advance your career.

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score
1	Johns Hopkins University School of Medicine	Baltimore, Maryland	US	99.06
2	Harvard Medical School	Boston, MA	US	98.13
3	Perelman School of Medicine at the University of Pennsylvania	Philadelphia, Pennsylvania	US	96.75
4	NYU Grossman School of Medicine	New York City, New York	US	96.53
5	Stanford University School of Medicine	Stanford, California	US	96.15
6	Columbia University Vagelos College of Physicians and Surgeons	New York City, New York	US	94.4
7	Mayo Clinic Alix School of Medicine	Rochester, Minnesota	US	93.69
8	David Geffen School of Medicine at UCLA (DG-SOM)	Los Angeles, CA	US	92.08
9	UCSF School of Medicine	San Francisco, California	US	91.26
10	Washington University School of Medicine in St. Louis	St. Louis, MO	US	91.23
11	University of Pittsburgh School of Medicine	Pittsburgh, Pennsylvania	US	90.68
12	Weill Cornell Graduate School of Medical Sciences	New York City, New York	US	90.3
13	Yale School of Medicine	New Haven, Connecticut	US	89.67
14	Northwestern University Feinberg School of Medicine	Chicago, Illinois	US	89.11
15	Vanderbilt University School of Medicine	Nashville, Tennessee	US	88.73
16	Duke University School of Medicine	Durham, North Carolina	US	88.52
17	Icahn School of Medicine at Mount Sinai	New York City, New York	US	88.23
18	University of Chicago Pritzker School of Medicine	Chicago, Illinois	US	87.76
19	University of Michigan Medical School Ann Arbor	Ann Arbor, MI	US	87.64
20	University of Washington School of Medicine	Seattle, Washington	US	87.62
21	University of North Carolina School of Medicine	Chapel Hill, North Carolina	US	86.85
22	UC San Diego School of Medicine	San Diego, California	US	86.6
23	All India Institute of Medical Sciences	New Delhi	India	86.38
24	Oxford University Medical School	Oxford, England	UK	86.02
25	University of Cincinnati College of Medicine	Cincinnati, O	US	85.08
26	University of Cambridge School of Clinical Medicine	Cambridge, England	UK	84.96
27	Boston University School of Medicine	Boston, MA	US	84.75
28	Karolinska Institute	Solna	Sweden	84.64
29	Indiana University School of Medicine	Indianapolis, Indiana	US	84.43
30	UCL Medical School	London, England	UK	83.79
31	Baylor College of Medicine	Houston, Texas	US	83.39
32	University of Toronto's Faculty of Medicine	Toronto	Canada	83.39
33	Melbourne Medical School	Melbourne	Australia	83.26
34	Armed Forces Medical College	Pune	India	83.04
35	University of Virginia School of Medicine	Charlottesville, VA	US	82.95



Written by Sophie Ireland

As CEOWORLD magazine's senior vice president for news and editorial director, Sophie Ireland oversees CEOWORLD magazine's journalism and journalists around the world and across platforms. She leads an award-winning team of journalists and newsroom executives who are committed to excellence, innovation and the highest quality reporting and storytelling.

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score
36	Faculty of Medicine Imperial College London	London, England	UK	82.87
37	University of Sydney School of Medicine	Camperdown	Australia	82.8
38	GKT School of Medical Education	London, England	UK	82.69
39	Case Western Reserve School of Medicine	Cleveland, Ohio	US	82.48
40	London School of Hygiene and Tropical Medicine	London, England	UK	82.38
41	NUS Yong Loo Lin School of Medicine	Singapore	Singapore	82.34
42	University of Massachusetts Medical School	Worcester, Massachusetts	US	82.24
43	McGill University - Faculty of Medicine	Montreal	Canada	82.06
44	Seoul National University College of Medicine	Seoul	South Korea	81.93
45	Medical Faculty - Heidelberg University	Heidelberg	Germany	81.82
46	Emory School of Medicine	Atlanta, Georgia	US	81.46
47	Faculty of Medicine - The University of Tokyo	Tokyo	Japan	81.08
48	UBC Faculty of Medicine	Vancouver	Canada	80.96
49	Christian Medical College	Vellore	India	80.83
50	University of California, Irvine School of Medicine	Irvine, California	US	80.78
51	Faculty of Medicine - University of Amsterdam	Amsterdam	Netherlands	80.68
52	Monash School of Medicine	Melbourne	Australia	80.11
53	UT Southwestern Medical School	Dallas, Texas	US	79.69
54	University of Manchester	Manchester, England	UK	79.54
55	Li Ka Shing Faculty of Medicine, The University of Hong Kong (HKUMed)	Hong Kong	Hong Kong	79.46
56	Georgetown University School-Medicine	Washington D.C.	US	79.39
57	Faculty of Health and Medical Sciences at the University of Copenhagen	Copenhagen	Denmark	79.08
58	Erasmus MC Erasmus University Rotterdam	Rotterdam	Netherlands	78.86
59	JIPMER	Pondicherry	India	78.86
60	School of Medicine and Public Health at UW-Madison	Madison, Wisconsin	US	78.77
61	Faculty of Medicine of The Chinese University of Hong Kong	Hong Kong	Hong Kong	78.72
62	McMaster University Medical School	Hamilton	Canada	78.49
63	University of Minnesota Medical School	Minneapolis, Minnesota	US	77.95
64	Madras Medical College	Chennai	India	77.94
65	Kyiv National University of Technologies and Design	Kiev	Ukraine	77.75
66	School of Medicine at Oregon Health and Science University	Portland, OR	US	77.55
67	Medicine at LMU Munich - Ludwig Maximilian University of Munich	Munich	Germany	77.42

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score
68	Faculty of Medicine - Sorbonne Universite	Paris	France	77.35
69	National Taiwan University School of Medicine	Taipei	Taiwan	77.28
70	University of Alabama-Birmingham School of Medicine (UAB)	Birmingham, Alabama	US	77.22
71	Faculty of Medicine - KU Leuven	Leuven	Belgium	77.16
72	Institute of Medical Sciences BHU	Varanasi	India	76.77
73	University of Colorado School of Medicine	Aurora, Colorado	US	76.77
74	Graduate School of Medicine Kyoto University	Kyoto	Japan	76.76
75	Peking University Health Science Center	Beijing	China	76.56
76	Keck School of Medicine of the University of Southern California	Los Angeles, California	US	76.46
77	SKKU School of Medicine	Seoul	South Korea	76.46
78	Faculty of Medicine - University of Zurich	Zurich	Switzerland	76.32
79	University of Florida College of Medicine	Gainesville, Florida	US	75.66
80	Faculty of Medicine - Universiteit Utrecht	Utrecht	Netherlands	75.52
81	Medicine - Universitat de Barcelona	Barcelona	Spain	75.49
82	UC Davis School of Medicine	Sacramento, CA	US	75.45
83	Faculty of Health, Medicine and Life Sciences - Maastricht University	Maastricht	Netherlands	75.11
84	TUM School of Medicine (TUM MED)	Munich	Germany	74.89
85	Albert Einstein College of Medicine	New York City, New York	US	74.8
86	ETH Zurich	Zurich	Switzerland	74.79
87	Leiden University Medical Center	Leiden	Netherlands	74.13
88	University of Utah School of Medicine	Salt Lake City, Utah	US	74.11
89	Faculty of Medicine - Lund University	Lund	Sweden	73.66
90	International Medical School, University of Milan	Milan	Italy	73.59
91	Warren Alpert Medical School of Brown University	Providence, Rhode Island	US	73.21
92	School of Medicine at National and Kapodistrian University	Athens	Greece	73.16
93	University of Rochester School of Medicine and Dentistry	Rochester, New York	US	73.08
94	Medicine - University of Groningen	Groningen	Netherlands	73.05
95	University of Maryland School of Medicine	Baltimore, Maryland	US	72.95
96	University of Crete Medical School	Crete	Greece	72.74
97	Roy J. and Lucille A. Carver College of Medicine	Iowa City, Iowa	US	72.57
98	Ohio State University College of Medicine	Columbus, Ohio	US	72.33
99	School of Medicine at Aristotle University	Thessaloniki	Greece	72.03
100	Medical University of Vienna	Vienna	Austria	72.03



Best Fashion Schools In The World For 2021

Fashion Institute of Technology (FIT) has been named the best fashion school in the world for 2021 by the CEOWORLD magazine, while London College of Fashion and Westphal College of Media Arts & Design at Drexel University, respectively.

Also making the cut was the prestigious School of Arts, Design and Architecture – Aalto University (No. 4) as well as Central Saint Martins (No. 5); Parsons School of Design (No. 6); and Istituto Marangoni International – Milan (No. 7). Overall, among the top 10 best fashion schools in the world, the 8th, 9th, and 10th positions are held by Bunka Fashion College, National Institute of Fashion Technology -New Delhi, and Savannah College of Art and Design.

” Fashion: It’s as intimate as personal style and as global as the vast, multitrillion-dollar garment industry.

School of Design at Royal College of Art took the No. 11 spot, followed by Fashion Design Institut (No. 12) and Royal Academy of Fine Arts Antwerp (No. 13). Meanwhile, Shenkar College of Engineering, Design and Art ranked No. 14 in the CEOWORLD magazine’s ranking of the best fashion schools in the world for 2021.

Polimoda Florence came in 15th place, followed by the University of Westminster (16th), ESMOD Paris (17th), the University for the Creative Arts (UCA Rochester) (18th), and ArtEZ Institute of the Art Arnhem, ranked 19th. Out of 100 best fashion institutes in the world for 2021, Stephens College in Columbia, Missouri ranked No. twentieth.

ART AND CULTURE

Rank	Institution	Campus	Country	Score
1	Fashion Institute of Technology (FIT)	New York	US	98.09
2	London College of Fashion	London, England	UK	94.29
3	Westphal College of Media Arts & Design at Drexel University	Philadelphia, Pennsylvania	US	94.11
4	School of Arts, Design and Architecture - Aalto University	Espoo	Finland	93.62
5	Central Saint Martins	London, England	UK	92.36
6	Parsons School of Design	New York	US	92.23
7	Istituto Marangoni International - Milan	Milan	Italy	90.62
8	Bunka Fashion College	Tokyo	Japan	90.15
9	National Institute of Fashion Technology	New Delhi	India	89.07
10	Savannah College of Art and Design	Savannah, Georgia	US	88.37
11	School of Design at Royal College of Art	London, England	UK	86.15
12	Fashion Design Institut	Dusseldorf	Germany	85.66
13	Royal Academy of Fine Arts Antwerp	Antwerp	Belgium	84.29
14	Shenkar College of Engineering, Design and Art	Tel Aviv	Israel	83.98
15	Polimoda	Florence	Italy	83.88
16	University of Westminster	London, England	UK	83.66
17	ESMOD Paris	Paris	France	82.18
18	University for the Creative Arts (UCA Rochester)	Rochester, Kent, England	UK	81.93
19	ArtEZ Institute of the Art, Arnhem	Arnhem	Netherlands	81.55
20	Stephens College	Columbia, Missouri	US	80.63
21	Marist College - Poughkeepsie	Poughkeepsie, New York	US	80.28
22	Pratt Institute, New York	New York	US	79.96
23	Royal Danish Academy of Fine Arts	Copenhagen	Denmark	79.16
24	Bath School of Art & Design	Bath, England	UK	79
25	Ryerson University School of Fashion	Toronto, Ontario	Canada	78.9
26	Miami International University of Art & Design	Miami, Florida	US	77.89
27	Istituto Marangoni International - Florence	Florence	Italy	77.43
28	Geneva University of Art and Design	Geneva	Switzerland	77.37
29	IED Istituto Europeo di Design	Milan	Italy	77.3
30	Academy of Art University	San Francisco, California	US	76.6
31	Manchester School of Art	Manchester, England	UK	75.95
32	Institut Francais de la Mode	Paris	France	75.79



Written by Sophie Ireland

As CEOWORLD magazine's senior vice president for news and editorial director, Sophie Ireland oversees CEOWORLD magazine's journalism and journalists around the world and across platforms. She leads an award-winning team of journalists and newsroom executives who are committed to excellence, innovation and the highest quality reporting and storytelling.

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score
33	Nottingham Trent University	Nottingham, England	UK	75.63
34	Thomas Jefferson University	Philadelphia, Pennsylvania	US	75.33
35	California College of the Arts	San Francisco, California	US	74.72
36	Rhode Island School of Design	Rhode Island	US	74.27
37	Art Institute of Tampa	Tampa, Florida	US	73.22
38	Istituto Marangoni International - Paris	Paris	France	73.02
39	AMFI Amsterdam Fashion Institute	Amsterdam	Netherlands	72.41
40	Ravensbourne College of Design and Communication	London, England	UK	72.08
41	University of Brighton	Brighton, England	UK	72
42	Swedish School of Textiles	Boras	Sweden	71.34
43	Virginia Commonwealth University School of the Arts (VCUarts)	Richmond, Virginia	US	71.04
44	Design School Kolding	Kolding	Denmark	70.36
45	Faculty of Design, Architecture and Building (DAB) at University of Technology Sydney	Sydney	Australia	70.05
46	Institute of Textiles and Clothing, The Hong Kong Polytechnic University	Hong Kong	Hong Kong	69.5
47	University for the Creative Arts (UCA Epsom)	Epsom, England	UK	69.47
48	Art Institute of Atlanta	Atlanta, Georgia	US	69.34
49	Domus Academy	Milan	Italy	69.33
50	RMIT University	Melbourne	Australia	68.83
51	Istituto Marangoni International - London	London	UK	68.68
52	School of the Art Institute Chicago	Chicago, Illinois	US	67.91
53	Moore College of Art & Design	Philadelphia, Pennsylvania	US	67.5
54	Otis College of Art and Design	Los Angeles, California	US	66.59
55	Middlesex University	London, England	UK	66.32
56	George Brown College	Toronto, Ontario	Canada	66.25
57	Art Institute of Austin	Austin, Texas	US	66.06
58	Fashion Institute of Design and Merchandising, Los Angeles	Los Angeles, California	US	65.84
59	La Cambre	Brussels	Belgium	65.44
60	Kyiv National University of Technologies and Design	Kiev	Ukraine	65.2
61	LIM College	New York	US	65.18
62	Fashion Design School at Otago Polytechnic	Dunedin	New Zealand	64.99
63	University of Applied Arts Vienna	Vienna	Austria	64.89
64	Ullman School of Design at University of Cincinnati	Cincinnati, Ohio	US	64.84

ART AND CULTURE

Rank	Institution	Campus	Country	Score
65	Art Institute of Dallas	Dallas, Texas	US	64.79
66	Columbus College of Art & Design	Columbus, Ohio	US	64.01
67	University of North Texas	Denton, Texas	US	63.81
68	Accademia Costume e Moda	Rome	Italy	63.79
69	Nuova Accademia di Belle Arti	Milan	Italy	63.71
70	Istituto Marangoni International - Mumbai	Mumbai	India	63.34
71	University of Central Lancashire	Lancashire, England	UK	63.22
72	School of Design at Edinburgh College of Art	Edinburgh, Scotland	UK	63.13
73	Marist College - Florence	Florence	Italy	63.12
74	Art Institute of Houston	Houston, Texas	US	63.09
75	Istituto Marangoni International - Shanghai	Shanghai	China	62.87
76	Paris College of Art	Paris	France	62.81
77	Istituto Marangoni International - Miami	Miami	US	62.78
78	Northumbria University	Newcastle, England	UK	62.53
79	WdKA Willem de Kooning Academy	Rotterdam	Netherlands	62.27
80	Salford School of Arts, Media and Creative Technology at University of Salford	Salford, England	UK	61.7
81	National Institute of Design	Ahmedabad, Gujarat	India	61.67
82	University of Northampton	Northampton, England	UK	61.65
83	Nuova Accademia di Belle Arti	Rome	Italy	61.61
84	Marist College - NYC	New York	US	61.56
85	Istituto Marangoni International - Shenzhen	Shenzhen	China	61.31
86	Art Institute of San Antonio	San Antonio, Texas	US	61.31
87	Arts University Bournemouth (AUB)	Poole, England	UK	61.12
88	Oslo National College of Art and Design	Oslo	Norway	61.07
89	University of East London	London, England	UK	60.56
90	Glasgow School of Art	Glasgow, Scotland	UK	60.46
91	AMD Akademie Mode & Design	Hamburg	Germany	59.32
92	Greater Brighton Metropolitan College	Brighton, England	UK	59.1
93	De Montfort University (DMU)	Leicester, England	UK	58.85
94	Limerick Institute of Technology	Limerick	Ireland	58.84
95	Jannette Klein Universidad	Mexico City	Mexico	58.63
96	IED Barcelona - Istituto Europeo di Design	Barcelona	Spain	58.62
97	Koefia Academy	Rome	Italy	58.52
98	LaSalle College	Montreal, Quebec	Canada	58.42
99	Art Institute of Virginia Beach	Virginia Beach, Virginia	US	58.29
100	Fashion Design Studio - TAFE NSW	Sydney	Australia	58.24



Best Hospitality And Hotel Management Schools In The World For 2021

Ecole hôtelière de Lausanne (EHL) once again ranked No. 1 on the list of the best hospitality and hotel management schools in the world for 2021, according to a new study out by the CEOWORLD magazine, the School of Hotel Administration at Cornell University placed second on the list, followed by the William F. Harrah College of Hospitality at the University of Nevada at No. 3.

The 2021 rankings placed the School of Hospitality Business at Michigan State University in fourth ahead of the Rosen College of Hospitality Management at the University of Central Florida into fifth; while College of Hospitality at Johnson & Wales University ranked sixth; and Oxford School of Hospitality Management seventh.

Overall, among the top 10 best hospitality and hotel management schools

in the world for 2021, the eighth, ninth, and tenth positions are held by the International School of Hospitality and Tourism Management at Fairleigh Dickinson University, School of Hospitality Management at The Pennsylvania State University, and the School of Hospitality Business Management at Washington State University.

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score
1	Ecole hôtelière de Lausanne	Lausanne	Switzerland	98.53
2	School of Hotel Administration at Cornell University	New York	US	98.39
3	William F. Harrah College of Hospitality at the University of Nevada	Las Vegas	US	98.28
4	School of Hospitality Business at Michigan State University	East Lansing, Michigan	US	95.71
5	Rosen College of Hospitality Management at the University of Central Florida	Orlando, Florida	US	95.26
6	College of Hospitality at Johnson & Wales University	Charlotte, North Carolina	US	94.87
7	Oxford School of Hospitality Management	Oxford	UK	93.85
8	International School of Hospitality and Tourism Management at Fairleigh Dickinson University	New Jersey	US	91.58
9	School of Hospitality Management at The Pennsylvania State University	University Park, Pennsylvania	US	90.95
10	The School of Hospitality Business Management at Washington State University	Pullman, Washington	US	90.86
11	Fritz Knoebel School of Hospitality Management at the University of Denver	Denver, Colorado	US	89.96
12	Howard Feiertag Department of Hospitality and Tourism Management	Blacksburg, Virginia	US	89.43
13	UW-Stout's School of Hospitality Leadership (SHL)	Menomonie, Wisconsin	US	88.38
14	School of Sport, Tourism and Hospitality Management (STHM) at Temple University	Philadelphia, Pennsylvania	US	87.35
15	Collins College of Hospitality Management, Cal Poly Pomona	Pomona, California	US	87.08
16	Conrad N. Hilton College of Hotel and Restaurant Management	Houston, Texas	US	87
17	Institute of Hotel Management Catering Technology and Applied Nutrition	Chennai, Tamil Nadu	India	86.49
18	School of Hotel and Restaurant Management at Northern Arizona University	Flagstaff, Arizona	US	85.32
19	SAIT's School of Hospitality and Tourism	Calgary, Alberta	Canada	84.27
20	Les Roches - Crans-Montana	Crans-Montana	Switzerland	83.8
21	Kendall College of Culinary Arts and Hospitality Management at National Louis University	Chicago, Illinois	US	83.69
22	Boston University School of Hospitality Administration (SHA)	Boston, Massachusetts	US	83.66
23	Culinary Arts and Hospitality Administration Division at University of Alaska Anchorage	Anchorage, Alaska	US	82.71
24	School of Hospitality and Tourism Management at Oklahoma State University	Stillwater, Oklahoma	US	81.52
25	Cecil B. Day School of Hospitality Administration at Georgia State University	Atlanta, Georgia	US	81.27



Written by Sophie Ireland

As CEOWORLD magazine's senior vice president for news and editorial director, Sophie Ireland oversees CEOWORLD magazine's journalism and journalists around the world and across platforms. She leads an award-winning team of journalists and newsroom executives who are committed to excellence, innovation and the highest quality reporting and storytelling.

EXECUTIVE EDUCATION

Rank	Institution	Campus	Country	Score
26	Isenberg School of Management at UMass Amherst	Amherst, Massachusetts	US	81.01
27	School of Hotel & Tourism Management at Hong Kong Polytechnic University	Hong Kong	Hong Kong	79.16
28	Jonathan M. Tisch Center of Hospitality	New York	US	78.99
29	School of Hospitality and Tourism Management (SHTM) at the University of Surrey	Surrey	UK	78.83
30	College of Merchandising, Hospitality and Tourism at the University of North Texas	Denton, Texas	US	78.79
31	College of Human Environmental Sciences at The University of Alabama	Tuscaloosa, Alabama	US	78.74
32	Center for Hospitality and Sport Management at the Drexel University	Philadelphia, Pennsylvania	US	78.66
33	Hotel Institute Montreux	Montreux	Switzerland	78.27
34	Culinary Institute of America	New York	US	78.16
35	Rochester Institute of Technology	New York	US	77.74
36	Barcelona School of Tourism, Hospitality and Gastronomy	Barcelona	Spain	77.53
37	College of Hospitality at Johnson & Wales University	Providence, Rhode Island	US	76.74
38	EHL Swiss School of Tourism and Hospitality	Passugg	Switzerland	76.6
39	Les Roches - Marbella	Marbella	Spain	76.41
40	Glion Institute of Higher Education - Glion	Glion sur Montreux	Switzerland	76.38
41	Lubin School of Business at Pace University	New York	US	75.32
42	Culinary Institute of New York at Monroe College	New Rochelle, New York	US	75.02
43	State University of New York Plattsburgh	Plattsburgh, New York	US	74.21
44	Glion Institute of Higher Education - Bulle	Bulle	Switzerland	73.07
45	Les Roches - Shanghai	Shanghai	China	72.44
46	IHTTI School of Hotel Management	Caux	Switzerland	72.2
47	American College of Greece	Athens	Greece	71.98
48	Nanyang Technological University, Singapore (NTU)	Singapore	Singapore	71.75
49	Sun Yat-sen University	Guangzhou	China	71.62
50	Sejong University	Seoul	South Korea	71.15
51	School of Tourism & Hospitality at Mediterranean College	Athens	Greece	70.94
52	Ecole Hoteliere de Geneve - EHG Hotel Management School	Geneva	Switzerland	70.82
53	Emirates Academy of Hospitality Management	Dubai	UAE	70.8
54	IHTTI School of Hotel Management	Leysin	Switzerland	70.28
55	Glion Institute of Higher Education - London	London	UK	69.88



One Clear Message: How clarity and autonomy can give your employees their mojo back



Written by Gayle Smerdon PhD is a coach, speaker, author and organisational development practitioner who specialises in learning and culture. Gayle applies her expertise in strategic organisational development, learning, change and workplace communication, to create simple, practical tools and programs to meet the needs of government, tertiary and not-for-profit organisations.

It can be hard to get our bearings in these turvy-topsy times, where fatigue and burnout are playing havoc in the workforce. Many of us feel exhausted from an experience that has taken away our sense of control. We are figuring out our part in the new 'big picture' while we reframe it. But as we start our recovery, we have an opportunity to reflect on the last eighteen months and recalibrate our lives and work.

The restrictions imposed as part of the pandemic response created both losses and gains of autonomy for many, particularly for knowledge workers. We had no choice about where we worked. But the upside is that we had more discretion when it came to how and when we worked. Now that we have been required to work from home, loss aversion – being driven to keep what we have – will make it difficult to simply revert to the previous status quo.

While we might crave the certainty of the work environment that we previously took for granted and perhaps miss those everyday markers of our work life, right now, many of us would be willing to settle for clarity. As we continue to work through the impacts of this massive alteration to our work practices, leaders have an opportunity to reduce the stress of change by sending an unambiguous message about what matters now. Share what the focus should be in this moment and provide space for people to work on that in their own way.

So, what might that one clear message, that one thing to focus on, look like? Maybe it's concentrating on one strategic goal that can help people frame their work and solidify their sense of belonging. Perhaps it's a message that encourages people to 'take a breath' and gives employees opportunities and permission to recover in small ways every day. Maybe it's to

reconnect with our teams, our purpose, goals, health and wellbeing, and to provide time to consider different ways of being at and doing work.

GET IT OUT – Decide and share

What is one thing that matters right now, one thing to focus the energy and attention of your team or organisation? Listen out for concerns and identify opportunities that could support your people and your business recover and grow. What is one thing they could believe in that would help everyone get back on track? When you have it, then sell it to your people.

Make it obvious and share it often. People will need time and repetition to take it in, and they'll need to encounter the message in ways that resonate with them. And, if you can, make it fun. We all need that right now!

Keep in mind that everyone will be watching. People need to hear a consistent message and see their leaders demonstrating 'this thing that is so important' every day. Nothing will derail your efforts more quickly than not walking the talk. Nothing will support success more than leaders wholeheartedly and light-heartedly embracing the idea they want to share.

LIVE IT OUT – Make it easy and make it theirs

Don't overcomplicate this. Make it simple to do. So simple, it's harder not to do it. Then, hand it over so that your people and teams can control much of the application locally. And still have support on hand. Give them a destination, a bit of a map, and then give them autonomy – let them fill out the route they want to take. Let your

people surprise you with the many different and interesting paths that get them there.

STICK IT OUT – Don't cave too early

Not everyone will be on board right away. Late adopters will watch what happens the way a medieval King would watch his food tasters: they're waiting to see it's okay. Some cynics will see this as the latest corporate thing that will get in the way of what they're already doing. They will kick the tyres for you and be vocal about their concerns. But you'll need to stick with the message and be there to answer questions. Given time, most people will get on board when they see that it is safe, working and worth the effort. Especially when they have a measure of control over how they engage.

Right now, we need to focus on what will be beneficial to our wellbeing and how it will support our achievements in purposeful work. We need one thing that will override the clutter of concerns from the last eighteen months, something to make our work life a little simpler and more meaningful. And we need to experience a sense of control and agency as we do so.

Having clarity of purpose and autonomy of practice needs heightened attention right now. It matters that we ask our people what they need and listen to their answers, that they hear leaders sharing and living the one clear message out loud, and that we give them some choice and control over how this will work for them. Seeing the positive effects of focus and clarity in the workplace will help us recover and keep our best and brightest in the fold as we re-energise our organisation and support our employees to get their mojo back. ■



The Great Resignation- Could Gratitude in the workplace hold the key?

It's being called by many names, but the Great Resignation is sparking a very different response depending on how you look at it.

The actual term comes from the World Economic Forum who are saying that 41% of employees plan to leave their job this year. In the US and Europe, this is already in play. Innovation expert at Gartner, Aaron McEwan suggests that we have about six months to prepare for the mass movement with many saying Australia is having a delayed response, expected to impact March 2022.



Written by Renée Giarrusso

author of Gift Mindset and Limitless leadership is a communication and leadership expert. She is a speaker, trainer, mentor, and a professional coach (PCC) and works with leaders, teams, and organisations to energise mindset and accelerate leadership and communication to lift performance and create collaborative and connected cultures.

In October this year data from LinkedIn has shown a 26% jump in workers changing employers in comparison to the same time last year.

There are many factors contributing the great resignation including:

- No pay rises
- Lack of career opportunities
- Lack of appreciation and recognition
- Post pandemic values misalignment
- Poor company culture
- Lack of work life balance
- Overseas work opportunities (Employment Hero research says 2 in 5 people would consider taking a job overseas)

The Great Rejuvenation?

I believe the great resignation is actually a gift, as challenging and hard as it is going to be in organisations and on industries, I think it should be called the great rejuvenation. I believe a lot of the contributing factors have been underlying and many people have experienced some sort of awakening during and post pandemic.

When we are challenged and let's face it, the pandemic has been the war of our lifetime, it's natural and healthy to question things such as your purpose, values, career path, priorities, life balance and ultimately your life. I believe a lot of people have "hung in there" during the lockdowns and are now emerging with a stronger conviction of what they really want.

It was only last week I had a senior sales manager say to me that he now wants to work in a company that has a bigger purpose than just profit. Another client said she doesn't feel aligned anymore with the values of a company she has worked for over 13 years.

None of this is new, things are just rising to the surface, and I believe we all need to look at and address the factors that we can control, as leaders, organisations, or business owners.

One of these factors is Creating a workplace culture of gratitude

Recognition, praise, gratitude, whatever you want to call it, is free and so underestimated.

Lack of appreciation & recognition is common, many organisations are performance based and may look at gratitude and self-reflective time as indulgent or they may practice what we call "grey gratitude" where there is recognition, but it is not regular, intentional, or specific.

The practice of gratitude is vital in all areas of life. It can take place as a feeling, a mindset, or an action.

Cultural norms

The collective workplace culture can really drive whether the organisation is one that shares and shows gratitude. Not all companies embrace gratitude, and many are transaction and performance focused. Many people feel awkward showing gratitude and see it as a sign of weakness. Others believe that

it is time-consuming or fear they might not receive gratitude in return.

In our home lives, different backgrounds, experiences, and ethnicity can play a huge role as far as the level of priority that gratitude is given. The good news is you have the choice in and out of work to make gratitude part of your life in a way that works for you.

Benefits of gratitude

There are many benefits of gratitude. Robert Emmons, the world's leading scientific expert on gratitude, studied more than 1000 people from ages eight to 80, and found that people who practise gratitude consistently report a host of benefits:

Physical:

- Stronger immune systems
- Less bothered by aches and pains
- Lower blood pressure
- Exercise more and take better care of their health
- Sleep longer and feel more refreshed upon waking

Psychological:

- Higher levels of positive emotions
- More alert, alive and awake
- More joy and pleasure
- More optimism and happiness

Social:

- More helpful, generous and compassionate
- More forgiving
- More outgoing
- Feel less lonely and isolated

The social benefits are especially

significant here because, after all, gratitude is a social emotion. I see it as a relationship-strengthening emotion because it requires us to see how we've been supported and affirmed by other people, pivotal in the workplace.

Some researchers also refer to an additional benefit of gratitude, known as the 'find-remind-bind' function. By attuning people to the thoughtfulness of others, gratitude helps them 'find' people who are good candidates for quality future relationships. It also helps 'remind' people of the goodness of their existing relationships.

Lastly, it 'binds' them to their partners and work colleagues by making them feel appreciated, and encouraging them to engage in behaviour that will help prolong their relationships.

Gratitude at work

If you are a leader who wants to encourage your employees to go beyond the contractual obligation of their roles, expressing gratitude should be part of your leadership. Gratefully acknowledging the thoughts and efforts of your people shows them that they matter, and this can also build a vital culture around gratitude.

In any role at work, we should practise gratitude – this is the best way to ingrain it in your organisational culture. Research led by Lea Waters at the University of Melbourne found a positive relationship between expressing gratitude and increased productivity and job satisfaction. Gratitude can lower stress and reduce absenteeism.



I believe the great resignation is actually a gift, as challenging and hard as it is going to be in organisations and on industries, I think it should be called the great rejuvenation. I believe a lot of the contributing factors have been underlying and many people have experienced some sort of awakening during and post pandemic.

Finding out how your people like to express and receive gratitude works best.

Expressing gratitude to others could be in the form of a thankyou note, a phone call, an email, a passing comment, deeply listening to someone or even taking someone out for a coffee or lunch. In a study, the Happiness Project found that when thankyou

letters were sent in the post the 'happiness level' went from 2% to 4%. When people were phoned directly, this increased by 4% to 19%.

A few ideas for expressing gratitude in the workplace:

- During team meetings, share what each of you has learnt and enjoyed from working with each other
- Who and what are you grateful for?
- Send surprise emails to others expressing appreciation
- Adopt the 3:1 ratio- for every negative share 3 positives
- Create a forum to share internal updates and encourage people to share.

Finding out how your people like to express and receive gratitude works best.

It is important to think of subtle ways of sharing gratitude every day within the workplace. Ideally, there will be structured forums to share as well as spontaneous recognition and ways to show appreciation. Be mindful not to do 'gratitude' in overdrive – this can seem false and dilute the effects of authentically being grateful.

Lack of recognition is only one of the key factors contributing to this "next normal", but it is one I know we can address and encourage as part of a connected and collaborative workplace culture.

What can you do to foster a workplace of gratitude and make people feel truly appreciated? ■



When It Comes to Influencer Marketing, Don't Take Shortcuts

Many view Influencer Marketing as a cheat code. They seek out partnerships with celebrities to buy their way into benefitting from the influencer's authority, knowledge, and social following. These firms don't understand the importance of confirming that their brand's values, beliefs, personality, and interests are aligned with the influencer. Creating real influence isn't about partnering with any celebrity or local boldface name just to produce a relationship with their followers. The best influencer relationships are built on integration, alignment, and shared values. It's a collaboration designed to expand your ability to enlighten and educate customers. Getting people to join the party is what real influence is all about.

Many misunderstand this because they look at influence marketing as a hot, new way to instantly change their brand's image and appeal solely by partnering with personalities. They fail to see the importance of education over influence. They

C-SUITE AGENDA



Written by Kelly Keenan

is a leading brand strategist, agency owner, highly sought-after speaker, and leadership consultant. He is the Founder and President of Brand Story Experts. He is also the author of *Everyone is an "Influencer": Building A Brand By Engaging The People Who Matter Most*.

view influencers as marketing tools, and to them, influence is an easy way to generate quick sales. So, they put off learning the best way to share their story. They shortcut the process and fail to create an influencer relationship that educates people on who they are and why they can be trusted.

It's a waste of time. Now the good news. Influencer opportunities have expanded far beyond celebrities and social media personalities. *Today, everyone has the potential to be a valuable influencer.*

Any person or community that possesses the credibility and ability to share your brand's story in a way that inspires others to connect, and engages with the story as well, is an influencer. This definition of influencer reaches beyond paid influencers to include every individual, regardless of social following or **influencer** rating. We all have a voice. We also have open access to the internet, social media channels, and email, which provide the ability to communicate our opinions, ideas, and thoughts as frequently as we like in whatever format we choose.

Communities are included in the definition for a reason. People who share a passion or vision can be grouped together to quickly super-size your influencer opportunity. In community influencer relationships, a brand extends their credibility through an association with a group. Such partnerships have existed in the past; however, smart brands have learned to make these relationships more meaningful. Their arrangements go far beyond simple alignments and sponsorships to create brand-defining collaborations that can immediately alter a company's trajectory.



At the heart of these expanded influencer opportunities are integration and authenticity.

When people in agreement become integrated with your brand, and they participate with passion, they gain—and give you—authority. But the connection has to be real. The authenticity in their actions allows them to stand out and be recognized.

When a true connection exists, the public learns from what they say, begins to value their own opinions, and becomes inspired to act. Whether that action is purchasing a product, signing up for an email list, or sharing a post on social media, the rare ability to celebrate a brand's story in a way that inspires others to get involved is a truly

powerful influence. This impact bubbles up from the experiences, feelings, and dreams of actual people.

Yes, make no mistake about it: The biggest advantage in the world of marketing is the ability to educate the public about your brand's story.

This doesn't mean producing classroom-style lectures on Facebook Live. Organizations need to make education engaging by celebrating brand story-related content, helping people understand the experience. The key is to create a constant flow of content that solves problems, answers questions, introduces new ideas, provides information on products, and makes it easy for people to be a part of what is going on. ■



CEO INSIDER

One Simple Strategy to Winning the Unreceptive

One of the greatest challenges of a CEO is changing strongly held biases of employees, investors, or customers. The most important initiatives can't be accomplished through sheer force or position. Rather, to break through and influence someone to embrace a radically different point of view requires a very counterintuitive approach.

The bottom line—your intellect, facts, and best arguments backfire. Here's why: when someone is emotionally closed, the more you try to persuade them, the more closed they become. In other words, your best argument works against you.

In the book *Compelling People*, Neffinger and Kohut cited a study

by Drew Weston regarding the brain. Weston used an MRI to study the reaction to information that contradicted a person's bias. For example, he would show a clip of someone's favorite politician making a contradictory statement. The brain's response was fascinating.

The logical side of the brain shut down, and the emotional side lit up – shutting down reason and the ability to cognitively process the information.

Receptivity > Your Message

What does this all mean? Two things. 1) A person's willingness to listen is far more important than your ability

to deliver your message, and 2) we all need a new approach when talking to our most resistant audience. To convert the unreceptive, we need to shift our focus from creating a compelling message to creating receptivity to the message.

One of the most significant and simple changes you can make is how you begin. Unreceptive people don't struggle. They are unwilling to burn brain cells to attempt to embrace something they don't believe. Like a missionary in a new country, you need to learn their language to have influence. To immediately engage the listener, start with what they care about.

If you can begin your sentence with "Because you...", you will always engage



Written by Tom Stanfill

is CEO and co-founder of ASLAN Training, a global sales enablement company appearing nine consecutive years in the SellingPower Top 20. Since 1996, ASLAN has worked with many Fortune 500 companies, training more than 100,000 sellers and leaders in over 35 countries. Tom lives in Atlanta with his wife Claire. They have three sons and one daughter. *unReceptive: A Better Way to Sell, Lead, and Influence* is his first book.

your audience. "Because you want . . ." "Because you are challenged with . . ." "Because you believe . . ."

If you show them a picture of themselves, 100% of the time they will look at it.

Exceptional communicators know what the audience is thinking about the topic at hand. They take the time to acknowledge the multiple perspectives audience members have. "It's as if she were talking to me," many of their listeners will say. How can they pull this off? They focus as much or more on learning their audience as they do on crafting their message.

A Tale of Two CEO's

The power of starting with the listener's point of view was nicely demonstrated by a billionaire on the TV program *Shark Tank*. In one episode, a hardworking man named Johnny was there to find a financial partner. He sauntered in to present to the sharks like he rode in on a horse. He was dressed in jeans, a T-shirt, a rodeo-style belt buckle, and a workingman's hat. You could tell he doesn't typically hang out with boardroom types.

He had been in the irrigation business for twenty-nine years, a business his father started, providing the equipment farmers need to water their crops. Johnny explained that water is not as plentiful as it was in the eighties, and farmers' costs are skyrocketing. His passion for farmers was obvious, but his resources were limited and the need was great.

Johnny was asking for \$150,000 to expand his production of a product called the Tree T-Pee. It's a small dome that wraps around the base of the tree, reducing the gallons required to water a tree from 25,000 per year to just 850. He had a patent and had sold about 127,000 in a five-county area in Florida to his existing customer base. His

margins are slim. He makes it for \$2.95 and sells it for \$4.50. He nets a buck on each Tree T-Pee.

Kevin O'Leary jumped in. "Why only \$5? Why not charge \$10 or \$15?"

"Because I'm working with farmers. They're not buying one; they're buying five thousand," Johnny explains, as if to say, "I'm not doing that to my friends."

"Why not \$7?" the shark continues.

"I've never done that. I've always tried to be right. If I sell seven thousand, I make \$7,000." In other words, Johnny's primary goal is not to make more money. His point of view is to take care of the people he cares about.

O'Leary is interested but needs to convince Johnny to change his business approach, to change his perspective. Here's what the first shark communicated: "If I'm a big distributor of water irrigation systems and I see this product and you make it for \$2.95 and sell it for \$4.50, I can't get involved with you because there's not enough margin for me as a distributor. I need to be able to sell it for \$12, at least. So, I can make some profit and you can make some profit. There's two mouths to feed."

"Yeah, but you're selling to faaarmers." Johnny draws out the word farmers as if to say, "Don't you get it? These people are not wealthy. They need our help." Why should I care about the rich distributor?

O'Leary takes another stab at getting Johnny to see his point of view. "I'm just exploring where your head's at. That means there's no room for a distributor who can pay more Johnnies to get out there and scale this out. Because you said all farmers need this, right? I need two thousand Johnnies all across the land. Who's going to pay them?"

You can sense the tension as Johnny digs in. Johnny is struggling to understand the shark's point of view. Because the first shark started with the distribution challenge (his point of view), Johnny resisted. All he heard

was a business guy trying to make more money with no passion or real commitment to help the farmer. Johnny has a very unusual perspective. His goal is not to make more money but to find a way to help more farmers. Given that perspective, raising the price seems unconscionable. He believed there had to be a better plan than raising the price.

That's when a second shark, John Paul DeJoria, the founder of Paul Mitchell, chimes in. "Johnny, farmers are the cornerstone of America" (he starts with aligning with what Johnny cares about). "There may be a lot of farmers out there that can't afford \$12 per tree [agrees with Johnny], but maybe [drops the rope] they could afford \$6 or \$7. I'm going to give you everything you're asking for. Your \$150,000 for 20 percent. What you are doing is right [we want the same thing]. You deserve the chance to make it big and do a lot of good. I would like to be your partner, Johnny. I like everything you stand for. God bless America."

Johnny beams. He immediately agrees and walks over and embraces his new partner, a billionaire who understands and shares his passion for farmers. DeJoria understood the economics of getting distributors involved, but he focused on a completely different point of view, Johnny's. Now that alignment has occurred, he has an opportunity to influence Johnny on the best strategy to get the product in the hands of every farmer in America. If the price needs to rise above \$7, he has established a platform to have that conversation. The key was to start with Johnny's goal to help the farmer, not to help the distributor. Once alignment occurs, there will be an opportunity to reframe. If you can start a sentence with other people's perspective or problem, you will immediately get their undivided attention. ■



Dear Santa: All I want for
Christmas is a few extra Elves

CHIEF EXECUTIVE INSIGHTS

It's the single most frequent request heard around the world. Thousands of CEOs and business owners penning their deepest hopes to the big man, with the white beard, in the red suit. "Dear Santa, can I have more workers this year - please?"

Living and working in a Covid pandemic world certainly has its challenges, some foreseen, others not. Highlighted this Holiday Season is the difficulty most employers are having attracting and hiring new employees. Surprising many economic experts for a variety of reasons workers coast to coast are simply not returning to work at pre-pandemic 2019 levels, despite the record number of help-wanted signs we wave at them.

Some call this The Great Resignation. In fact the "quit-rates" as measured by the Bureau of Labor Statistics are at all-time highs in leisure and hospitality, trade, transportation, and utilities since 2000 when quit-rates were first recorded. The reasons -- A combination of government pandemic handouts, a changing demographic workforce from older to younger, burnout & lack of work-life balance, and a large cohort of staff with child-care issues or still afraid of catching Covid at work. A recent Harvard Business Review study identifies mid-career workers, especially in technology and healthcare, hitting the exit doors most.

Nevertheless, regardless of the causes the current state of affairs leaves prospective employers in the lurch this season despite their keen Elf-assisted efforts to find and hire new staffers for the Holiday and beyond. So, is this the end of the line for thousands of businesses who can't find employees? Just how difficult is it to replace these stubborn non-workers?

It depends on how narrowly you look at the problem. Some industries absolutely require a human on site, others not so much anymore. According to a recent BLS labor report - in the USA there are 7.7 million unemployed workers and 10.4 million job openings at the same time. Clearly, despite the imbalance – the jobs are waiting. For now, able workers however are simply too unmotivated to jump back in or to re-train. And the ball's in their court. In response, employers are forced to quickly step up their game to retain - or be left behind. It's being called The Great Retention. Here's a quick look at the current approach.

- **Make it personal** – The Great Retention is on. Time to re-engage your crew on a personal level, see what it takes to keep them happy, ask them, add surveys and online suggestion boxes.
- **Be Covid Free** – Announce your Covid vaccination policies and practices - how and why. Be a pop-up Vac-Site if possible. 'Test and track' is a best practice. Let them feel safer at work than at home.
- **Raise wages** – Employers hate hearing this but it's the new reality at the moment. Re-calculate your margins and pricing power to see what you can manage. Expect all costs/inflation to increase in the first half of 2022.
- **Introduce new benefits** – More can

be done here. Give every job and every worker a bright future. Add free job training, free education (eg: Target Stores announces paid college tuition) and free child-care benefits as incentives. Many parents can't return to work because of child-care issues.

- **Be super work flexible** – hybrid office hours/flex schedules/added time off – ask your crew what they want most. It's not always just about the money, time away is key to most staffers. Just ask.

And that's about it.

However, while these measures are driving fundamental changes to help preserve the ranks, they do little to urgently help expand them.

Perhaps the real answer to finding more Elves asap is thinking outside the Christmas box this time, way outside. In other words what would your new-hire job search look like if distance didn't really matter?

Going "Really Remote" – Some are calling it the "metaverse," and it's about as far out as the North Pole. But it's also the latest thing in enterprise software technology designed to create virtual office environments for remote workers to work and socialize together online. The concept replaces physical office interaction with a similar virtual one using a 3-D headset. Sounds a little advanced? Yes. But it's the near future.



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And it makes perfect sense to recapture the office water-cooler experience from anywhere.

Will it solve the trucker shortage at U.S ports, or reluctant restaurant wait staff, or front-line healthcare absenteeism? No.

But. At present more than 75% of the US Economy as measured by GDP is in the Services sector, and if of the roughly 165 million U.S. workforce roughly one-third can work a hybrid remote job, then why not **"really remote?"** Well, they can. And the obstacles are falling fast.

As Covid creates demand for more remote workers, more remote workers and their technology are likely to follow. Moreover, in a surprising result according to a recent survey by HR firm Mercer, of the 800 employers asked, 94% reported worker productivity was the same or higher than an on-site worker! Who was expecting that? This clearly opens the door to a much wider coast to coast search for remote talent.

In fact, like never before job listing agencies such as Indeed.com are finding high quality really remote out-of-state staffers that can live anywhere, including a beach house in Florida or a man cave in Montana. Indeed.com has more than 100,000 jobs available remotely in the U.S. And, if you can't find an American-based really remote worker and you must look offshore, ask the staff at We Work Remote (WWR), a

company that helps find really remote workers. WWR says there are a host of un-discovered really remote worker benefits:

"You may be able to find top talent for a fraction of the cost... And if you hire remote workers in different time zones, you'll boost your company's productive hours and support..."

Nonetheless, if Covid has any remote worker upside it's in the creation and deployment of these new technologies and services to help attract and retain them. For those companies that embrace the model the benefits may well outweigh the costs. And it gets better.

According to research from Global Workplace Analytics a typical U.S. employer can save on average \$11,000 per half-time remote worker. The savings come from reduced real estate costs, increased worker efficiency, less sick time off, less stress and lower turnover-rates. Workers on the flip side report saving on average up to \$6,000 per year on transport/commuter costs (carpool, fuel, maintenance, insurance, etc), lunches, dry cleaning, and wasted time on the trip to and from. They also reported being happier. Wow. What a surprise, not to mention less traffic and lower carbon footprint for everyone!

So, what are you waiting for?

SHMR the HR management company has a host of procedures and policy guidelines, toolkits and standardized remote worker forms for accommodating and facilitating remote and really remote workers. It's not for every company to use remote workers, of course. That debate is still happening across the country right now. But the decision to invest in and go fully remote for some staff positions gets much easier when you need to hire asap and the locals are skipping the milk and cookies this time.

Take a closer look at every job and ask yourself; Can this be done **really remote?** Think healthcare online – it sounded crazy just a few years ago, right? It's common practice now.

So, bottom line. As letters to Santa roll in and Elf labor and reindeer services grow scarce it's likely a good time to take your new-hire search to the next level and really consider **really remote** workers this season. Let's face it, Covid has permanently changed the employer/employee landscape. Be it across the country or across the world, it's now a more remote workforce than ever. And the way I see it is given the tools are there with ribbons and bows, let's unwrap them, and who knows... They could be the most welcomed gift under the tree this Christmas.

Makes sense? Go Elves! ■



LOGICAL THINKING



Written by Dr. Jim White

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Although human thought is often based on emotion, the ability to use reason is often considered one of the characteristics of being human. When we reason, we apply logic to determine if B follows A. Logical thinking – that is, checking the components of an argument or discussion, and making connections between them – is the strategy called “reasoning.”

In the process of reasoning there are four major steps involved:

1. Asking questions
2. Organizing the data
3. Evaluating the information
4. Drawing conclusions

A logical thinker should ask many questions rather than immediately jumping to conclusions. Because some people may take offense to being asked questions if they feel they are doubted or being cross-examined, it is important to ask questions in the right way.

A logical thinker’s first question should be, “What are the premises of this argument?” If we are confused about the premise of what we are hearing or reading, we might make mistakes further along in the reasoning process.

As part of understanding the premise, we should ask, “Is any information missing?” No real conclusion can be made if key points in an argument are withheld.

In the logical thinking paradigm,

sylllogism means using two or more premises to derive a valid conclusion.

Once we have mastered this first step of asking the right questions, we find ourselves with answers – that is, feedback or data. We organize the data, which is the second step in the logical thinking process. This gathering of data to lead to a hypothesis is called *inductive reasoning*, as opposed to using prior knowledge to reach a logically certain conclusion, which is called *deductive reasoning*.

Organizing the information means making connections. That is done by breaking down the data into manageable pieces. We can use linear ordering to infer orderly relationships in data. It is often helpful to diagram the premise and all the data, which makes it visual.

In real life, as in a casual conversation, for instance, this visualization should be practiced until it becomes a natural skill.

When using observation to make hypotheses and draw evidence, the logical thinker should be sure not to draw more conclusions than what is implied – that is, we must avoid the tendency to interpret more than what the sender suggests. We must make decisions based only on what the data says.

Once organized, we evaluate the data to distinguish if a statement is a *fact* or a *value*. The logical thinker must determine whether or not the

information is valid. People often have trouble separating what is valid from what is true because of ingrained beliefs, which we all have. *Belief bias* occurs when our individual belief system interferes with our ability to think logically.

Also, we must be careful to identify our underlying assumptions or we risk the *confirmation of biases*, which is the tendency to use information to support our existing positions. This bias prevents us from making a solid decision.

Finally, when the data has been collected, organized, and evaluated, we can draw conclusions. *Probability* can help us determine if a conclusion is probable or if it is untrue. Using *if-then statements*, or contingency statements, can help: “If that is true, then the consequence will also be true.”

As a real-life example, consider the topic of vaccination. When listening to an argument for or against a policy of vaccination, we ask, “Who do I believe and who do I not believe when it comes to the safety and efficacy of vaccines – the medical expert or the fringe crusader?” “Do I have all the information – what are the statistics involved?” “Have I been given flawed data – who provided the statistics? Who did the research?” “Do I have a preexisting bias about this topic or am I being appropriately open to the facts?”

This is a critical time in our history to use reason. We should put logical thinking to good use. ■



How Valuable Is Your MVP? The Answer Isn't Invaluable

- Here in the United States, there's been a lot of news lately about professional football – American football, that is. Yet, even if you're not a fan or follower of the sport, the storyline is all too familiar and worthy of your attention – especially if you are a senior leader.
- Rather than news about scores or standings, it's about the antics and egos of individual star players. In the aggregate, all-about-me stories of professional athlete arrogance are nothing new.



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- What's worth taking note of is the extreme of the current me-first attitudes and the damaging effects on team culture they are having. Because within that broader storyline lies a lesson with implications for every team – sports, business, or otherwise.

Let's be clear, big egos are a part of any human group. While at times annoying however, the threat they pose is typically modest and momentary. The presence and impacts of big egos mean something entirely different when a star player demands, for example, that an entire team and its strategy be built around him or her, and engages in a campaign to get what they want that completely consumes the organization.

In a similar fashion, we move into a different ego zone when a player's off-the-field actions go from poor personal choices impacting only them, to actions that threaten the entire team, be it a reputational, legal, or monetary, or some combination. Equally, when a star athlete knowingly puts the health of others both on and beyond their team at risk by publicly misleading people about their own health status, without question we've entered a whole new level of tolerance for kingly arrogance that ought to give us pause. As strong as such cues seem, it's a sure bet that a team has missed them when they start using the phrase "Production equals tolerance."

Over the years, every so often this phrase rears its ugly head in pro sports. It's put out there by leaders and organizations in a pinch between what's right and what's easy. It functions as a pass – a pass for the player's behavior, but equally for an organization's leadership who simply let the violating player off the hook because, well, you know, he or she scores a lot of points, is the star the fans love, or the person central to the mythological belief that

one talented individual alone holds the key to a team's success.

In such moments, no matter how egregious their behavior, it's concluded that the rules don't apply to the star violator. Their production equals our tolerance of their collateral damage to the rest. Such tolerance sends a powerful signal to everyone else: culture doesn't matter. The impact is tsunami-force. And the occurrence happens far beyond sports.

Years ago, when I frequently worked with start-up technology companies, a version of production = tolerance regularly occurred. The argument was regularly made that an outstanding yet disruptive single person – a brilliant engineer, for example, the lead sales person, even the founder – was worth whatever it cost to keep him or her.

Typically, even if surprisingly, cost had little to do with the purely financial. Communication and teamwork were sacrificed to accommodate such individuals. Timelines and plans were expanded or shrunk, sending shockwaves of disruption out to everyone. In many cases even strategy was altered, not because it made sense, but because one person – one individual deemed uniquely valuable, demanded the arc of the company bend to suit them.

You can guess at the moral of the story: Those organizations that accommodated the star in this way lived to regret it. More, the organization's subsequent inability to adapt and thrive as conditions around them changed,

cost them dearly, sometimes everything. On the flip side, those organizations who pushed back on, even let go of the extreme employee after reasonable attempt to strike a balance, found new, often better ways to thrive.

Back then, I wasn't just in the role of advisor, I was often a member of the investment group that was as if not more dependent on the performance of the start-up for our own performance as investors. On average, we as investors were committed to the venture for shorter timelines, which might lead you to conclude that we had the greater incentive to condone, even if begrudgingly, the production equals tolerance approach. We did not. Every time we did, we lost – time, money, value creation, hair, all of it. Instead, we followed and advocated a rule of thumb that said this: No one – no one – is so valuable that they should ever be allowed to hold the organization hostage.

Though stars do exist and have their moments in time, the truth is that strong teams and adaptable organizations are inevitably built on a collective set of skills and on cultures in which everyone is valued and expected to lead, each in their own way. Such environments leave scant room for super egos. True enough, in certain circumstances some skills stand above the rest and can even be crucial. But lasting success is a team sport. And the viability of that team comes down to the culture – not the talent – it's built upon. **If production = tolerance is your M.O., even if you don't mean it to be, chances are it's time for a team huddle.** ■



Burnout Is Not a Buzzword. It's Real!

The pandemic brought many problems facing the business community to the forefront of people's consciousness – owners, leadership, managers, and employees. As a result, the traditional outlook of having people work long hours and perform tasks without asking questions met a severe roadblock.



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CEO INSIDER

Due to people changing from working in an office environment to working from home, many realized that life could be better. The one, two, or three hours a day they used to spend commuting was something they didn't want to go back to doing. While remote work presented challenges for many, they discovered that it was more conducive to happiness. Lack of commute, lower cost of living, more time with family and friends were a few of several benefits of working from home. In addition, the additional time allowed people to take stock of their lives and be more discerning about the kind of work they wanted to do.

What this has meant for the leaders of almost any business is difficulty in hiring and sustaining talent. Practically every industry is suffering from a staff shortage. Perhaps this means that an organization has to look at itself and its relationship with its employees closely.

Terse Managers

High-performing contributors believe in excellence, gauge their success through results, and have high expectations of themselves. But, as it happens, individual contributors get promoted on their performance. However, managers need a different skill set to transition into people leaders.

On the one hand, many experience a lack of motivation due to the absence of tangible results and individual contributions. On the other hand, managers find it hard to delegate and let go of their responsibilities.

From an employee's perspective, if they are doing a good job, they do not want their boss to manage every detail? Micromanagers may fail to engage employees due to a lack of consideration of creating space for others. Not everyone is this way, of

course, but there is a lot of it out there.

When managers lack basic leadership skills, the employees will be more likely to walk.

A true story from the telecom world was a manager who took pride in directing his employees without realizing that he was suffocating them. At the same time, he felt stumped by the highest turnover rate in his department. It is time to not hide from the obvious if you want to hire and keep good people.

People Discovered Choices

The pandemic showed people there were other ways to make a living than the job they had. "Necessity is the mother of invention." and people discovered new ways to make an income throughout the pandemic. Some finally started that business they always wanted to do. Others realized they could reposition their skills and be part of the gig economy. They could do a job and then move on to the next. Maybe it didn't pay as well as their old job. But the freedom, being your boss, and the flexibility more than offset the negatives.

Then some found out they were so tired of their old job that they would do anything but return to it again. I coached one successful executive who transitioned into a consultant. He found out that he made enough to support his wife in her business venture if he worked strategically.

Normalizing Mental Health

With the state of the world today, advocating mental health is especially important. We need to help each other create "a better world." We can best do that by being as mentally healthy as possible.

Mental Well Being is the most critical consideration for C-suite high-achievers. They are already super-focused and highly productive. High-Achievers worry about their physical health, but not as much as they worry about their mental health. So, as leaders, don't just tell people to exercise their minds; show them. Give them something to think about. Inspire them. Give them a "challenge" and provide incentives for overcoming it.

Offer them a hybrid working environment to those who are hesitant to return to work in person. Educate the workforce that in-person working allows for information sharing through impromptu conversations, building a sense of camaraderie, creating a sense of shared mission, and enhancing work satisfaction.

Time for Organizations to Look in the Mirror

A dangerous road to travel is to continue doing things the same way as before. The pandemic could very well be a reckoning time for the American business culture. People realized that they don't have to be stuck with their job if they don't like it. Instead, they can look for places that will provide employee centric culture with comparable or higher payscale. Potential employees will judge if a company's environment and culture are for them or not.

It is on a business to make themselves more attractive to potential employees. People want more of a work-life balance and to be happy. This might force some firms to get out of their comfort zone as they might have to offer work flexibility and create work incentives. However, the truth is that burnout is prevalent amongst us, and business leaders recognize the need to adapt. ■



How to cultivate a growth mindset in your team



Written by Zoe Aitken

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The word “pivot” has become one of the most overused buzzwords of the pandemic. We are all being forced to try new ways of doing things, both personally and professionally. (Just last week I was dyeing my Mum’s hair!) In a business context, we are all navigating new territory and are bound to experience some failures along the way. But in many cases, it’s not the failures themselves, but more importantly how we view those failures, that determines whether we bounce back.

Professor Carol Dweck identified two different mindsets that have a profound impact on our relationship with success and failure: a fixed mindset and a growth mindset.

In a nutshell, people with a fixed mindset inherently believe that their character, abilities, and intelligence are static and cannot be changed. While those with a growth mindset believe

that these aspects can be cultivated over time through dedication and effort.

This is important because Professor Dweck says that having a growth mindset can create a love of learning and greater resilience. While a fixed mindset can see our self-esteem plummet in the face of failure.

The good news is that our mindsets are not set in stone. People can have a growth mindset at certain times and a fixed mindset at others. Below are three strategies that you can adopt to help cultivate a growth mindset in your team.

1. Set learning-based objectives

The types of objectives that you set for your team influence their behaviours as well as their mindset. Performance-based goals and objectives, such as revenue targets and growth figures, can encourage more of a fixed-mindset. This is because there is little flex to them, meaning you either achieve them or you don’t. Or put another way, you either succeed or fail. Therefore, they can promote more risk averse behaviours in an attempt to avoid failure.

On the other hand, learning-based objectives can encourage a team to adopt a growth-mindset. With these types of objectives, the team is more likely to explore more risky solutions, as they will see failure as a learning opportunity.

Therefore, think about setting learning-based goals, particularly where you are venturing into new territory or are looking for more disruptive-type solutions.

2. Give signals that it’s OK to fail

Risk aversion is a typical behaviour of someone who is stuck in a fixed mindset. This is because they are focused on trying to prove themselves.

Another way to help your team overcome a fixed mindset, is by

providing clear and consistent signals that it’s OK for them to fail. The Finnish mobile gaming company Supercell embraced this idea by introducing a ‘Cheers to Failure’ champagne celebration. As they state on their website “We’d like to think that every failure is a unique opportunity to learn, and every lesson will ultimately make us better at what we do”. This celebration signals to the rest of the team that failure is not only OK, but something to be celebrated. So, think about ways that you can send permission to your team that it’s OK to fail.

3. Give people the right amount of challenge

Professor Dweck’s research shows that people with a growth mindset are much more likely to embrace challenges. While those with a fixed mindset tend to avoid challenges and give up more quickly. While we cannot always avoid obstacles, we can make sure that our team are appropriately challenged on the projects that we assign to them.

Research shows there is a U-shaped relationship between challenge and performance, meaning that performance is optimised where there is a moderate level of challenge. That is, where you hit the ‘sweet spot’ of not too easy or conversely too difficult.

Therefore, when you are allocating team members to projects, look for people who will be stretched, but won’t be outside their competency. Because where tasks are considered too challenging, a fixed mindset might set in.

Unfortunately, we cannot avoid failures. However, by adopting the above three strategies, you will help your team recover from them more quickly. And lucky for me, my Mum has been very forgiving of my hair dyeing failures and we are learning as we go. We all are. ■

CHIEF EXECUTIVE INSIGHTS

The Cycle of Entrepreneurship



For 190,000 years, our Boss Brain flourished by moving with and anticipating the cycles of nature. Like every other animal, we found certainty in the changing seasons. Every ending was a new beginning. Birth, death, and rebirth were as inevitable as the sunrise. We found comfort in Mother Nature's predictability. We could always count on her to bring spring thaws and summer bounties. Then, we made a sudden shift. Life became linear.

We are now obsessed with straight lines. Straight highways, straight fences, straight buildings. This is how we see our lives now—as a linear journey from point A to point B. We even rewrite the stories of our lives to form the straightest path to our current situation.

Because of this obsession with all things linear, we now view our collective history as behind us and our future in front of us. We ignore how our own biases and lack of self-awareness cause history to repeat itself over and over again. The modern brain moves on an imaginary pathway that leads in one direction as if our cultural and social evolution also represents biological progress. It's logical to look at our recent technological prowess and assume that we are smarter than our ancestors. And, for the most part, that's true.

For virtually the entire period in which we have measured human intelligence, the average IQ has risen by about three points a decade—a phenomenon known as the Flynn Effect. The steady uptick has lasted for decades. But recent research has yielded frightening news: the trend has reversed.

In the past three decades, the average IQ has fallen by more than seven points, a rate equal to its previous ascent. Our journey is no longer linear. Our trajectory has changed. That is, we

can no longer claim to be collectively smarter than previous generations. Scientists concede the possibility of an ebb and flow within our brains, where intelligence rises and falls over time. Ebbs and flows, beginnings and ends, death and rebirth. It seems even the development of our brains flows in a cycle.

The Four Primary Instincts of the Boss Brain also flow within a cycle—the Cycle of Entrepreneurship. They flow like the changing of the seasons. Each one is useless without the next.

- Belief**

Our optimism and self-efficacy drive our actions. However, that instinct alone was not enough. If we think that variables outside of our control limit us, then they do limit us. Belief means nothing if we feel controlled by the world around us. So, a second instinct was required.
- Accountability**

To harness the power of belief, we needed to feel in control. Feeling empowered inspired us to create systems and processes. Working within those processes required diligence. So, Mother Nature wired us to be accountable. However, accountability means nothing if progress is mired in distraction. So, a third instinct was required.
- Focus**

To maximize our accountability, we needed focus—the ability to direct our attention and efforts toward a singular outcome. So, Mother Nature wired us to ignore distractions and direct all our resources and time toward our goals. Along the way, we encountered lots of unforeseen challenges. So, a fourth and

final instinct was required to complete the cycle.

- Creativity**

To overcome the inevitable and unexpected challenges we encountered, we needed creativity—the ability to open our minds and find unique solutions to problems. So, Mother Nature gifted us with genius-level creativity from birth. Our optimism and self-confidence are preserved by our ability to look for and find creative solutions to every obstacle in our path. Therefore, our creativity fuels our belief and perpetuates the cycle of entrepreneurship.

The Future of Entrepreneurship

Based on the current trajectory, 99% of the American workforce will work for the other 1% sometime in the mid-2040s. Everyone is familiar with the 1% when talking about wealth distribution and income, but what about legacy creation? What about the innate human desire to explore our limits and build something that lasts long after we are gone? What about our inner calling? If we allow just one in 10 of us to experience the fulfillment and self-actualization that comes with entrepreneurship, we are sacrificing our potential on the altar of certainty.

For the self-employment percentage in America to reach its historic highs, more than 25 million employees would have to become entrepreneurs. Based on current averages, that would create 80 million jobs and generate 20 trillion in economic output—an amount just short of our national debt. If that happened, the effects on our society would be immeasurable.

CHIEF EXECUTIVE INSIGHTS

Increased entrepreneurship would yield greater health, happiness, civic engagement, and charity while lowering crime, depression, stress, and disease. Small businesses have the same positive effect on society as social services. But unlike social services, small businesses are not funded by taxpayer dollars. It's counterintuitive to say, but if you want to help your community, start by helping yourself. That is how it starts. That is how our nation gets better. That is what topples the first domino. It takes only one entrepreneur to start the chain reaction.

One small business might not sound like much, but its impact ripples through society and through time. The cycle of entrepreneurship overflows into families, charities, churches, and schools, empowering the less fortunate and future generations. Sons and daughters of entrepreneurs are significantly more likely to be business owners themselves. From one generation to the next, self-reliance weaves itself into the fabric of our society and strengthens us. It transforms communities. Entrepreneurship shaped America.

If those who founded America had been willing to submit to economic subservience, the country might not exist today. The speed of our unprecedented rise as a nation wasn't due to technological or economic advantages. Those were mere byproducts of the real driver of American ingenuity—our entrepreneurial spirit. Immigrants didn't flood Ellis Island in hopes of finding a stable and predictable job. They came here to live the real American Dream. Our country only exists because our ancestors refused to take a place in the spinning cogs of an empire.

We now find ourselves at a pivotal moment in our nation's history. We are

becoming victims of our success. As more and more of us seek certainty at all costs, some who sleep under the blanket of freedom question how that fabric is woven. They want to trade our individual liberties and our right to pursue happiness for the certainty of a meager existence. They want to give control back to the tyranny that we fought to take it from. That won't require a revolution. Given the current trajectory of entrepreneurship in America, that will require only that we do nothing at all.

America has suffered through forty-seven economic recessions in its history and fought in thirteen major wars. The U.S. has seen its share of hardship. Each time, American entrepreneurs have answered the call. Whether it's steel factories manufacturing weapons or car assembly lines creating ventilators, the government and the world always turn to American entrepreneurs to save humanity. Now, it's time for aspiring entrepreneurs to save themselves.

The blanket of freedom that we all sleep under is warm and comfortable. One might say that there is no real need to leave a steady job and take even a measured risk. But there was no need for us to leave our caves, no need for us to farm the earth, no need for us to create this modern society. The world we live in didn't even exist for more than 99% of our existence. But, at some point in human history, one of our ancestors took a hard, right turn. She could have accepted a life of mediocrity and stayed in her cave. She could have raised her kids there. But she didn't, so here we are.

The precipitous decline of American entrepreneurialism is enigmatic, to say the least. The entrepreneurship gap grows every year despite our overwhelming desire for self-employment. The irony of it all is that

we have risen to the challenge each time humanity has been called upon. Each time the world needs individual effort, we step up.

Now, you must step up. You must choose sides in the ancient battle between optimism and uncertainty. That decision will determine if your fate is to be part of someone else's legacy or if you will create your own.

You can choose optimism and recapture the spirit of American entrepreneurialism. Or you can ignore your instincts and succumb to the need for certainty. You must decide, and that decision will determine the future of entrepreneurship.

Personally, I am optimistic that we will rise to meet this challenge. Because if history has taught us anything, it's this: our entrepreneurial spirit will always prevail. Nothing could be more certain. ■



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Victoria Kennedy, Victorious PR CEO Utilizes Power of Integrity to Establish Award-Winning Firm



CEO SPOTLIGHT



Written by Sophie Ireland

SVP for News and Editorial Director. As CEOWORLD magazine's senior vice president for news and editorial director, Sophie Ireland oversees CEOWORLD magazine's journalism and journalists around the world and across platforms.

Public relations is defined as a strategic communication process that builds mutually beneficial relationships between organizations and their publics.

A simple statement, but it is an industry that requires individuals who are multi-talented. They must be energetic, creative, possess sound communication skills and have the ability to establish lasting connections with others.

While these are necessary skills to succeed in the public relations industry, one quality that has set Victorious PR CEO Victoria Kennedy apart from others is her dedication to placing her ethics at the forefront of everything she does – including growing her company into an award-winning public relations firm.

Victorious PR partners with clients who also possess strong ethical values as the company works to transform their clients into industry leaders. Guided by their trusted CEO, the Victorious team builds brands that effect real change.

"I built this company with one goal in mind: to lead with integrity and help impactful leaders and businesses be seen and heard to have a greater influence on the world," said Kennedy.

Victorious PR has partnered with multi-billionaire entrepreneurs, such as Krista Mashore and Dan Henry, to develop their authority in the press. The most inspiring part of her story is not just that Kennedy grew her business from its beginning stages to seven figures in just under one year, but she did so during a year struck by a worldwide pandemic that saw many businesses struggle to make ends meet.

From music sensation to public relations phenomenon

Before Kennedy established herself as the public relations expert she is today, she was first a professional opera singer who toured all over Europe. Kennedy was adored by fans, performing at packed concerts and giant cathedrals. She even had the opportunity to perform with the likes of Andrea Bocelli and landed one of her singles at the top of the iTunes classical chart in Europe.

During her musical career, Kennedy understood the importance of creating a name for herself. She was aware that talent alone was not enough for a successful musical career if no one knew her name. It made a big difference in playing small stage verses large venues – even castles.

"Music artists need to promote their work to wide audiences to be successful, and this is achieved best through publicity and public relations campaigns," Kennedy explained.

It was a no brainer for Kennedy to transfer those skills she had acquired in branding her own musical career to help others reach their own success after her work visa was not renewed in Europe, ending her musical career.

When she launched her public relations career, she could have never imagined the exponential growth she would experience in such a short amount of time, but her experience creating a name combined with her core values quickly got her noticed and appreciated.

"Literal gold," Bao Le, CEO of Bao Digital, said of working with Victorious

PR. "If your clients don't know you, they aren't going to trust you and Victoria has helped me overcome that and so much more. She got me on Yahoo! Finance and it absolutely blew my mind! I've been over the moon with the quality of work."

A trusted leader

The multi-talented entrepreneur founded Victorious PR in 2019. With no connections within the industry of her own, she relied on self-taught media relations experience, strong drive and sense of integrity to push forward in her new endeavor. Within the first three months, the company drew six-figures in revenue and is now on its way to becoming a million-dollar business.

It turned out Kennedy didn't need inside connections or leads to find success in public relations. She allowed her own leadership ideas of helping, motivating and inspiring others to guide her, and it proved to be just what the industry needed.

Kennedy realized early on that her personal integrity would be reflected in the way she did business. It was important for her to always do the right thing, even behind closed doors when no one was watching. On a personal level, those with integrity must hold onto their ethics even during uncomfortable situations.

However, in the world of public relations, remaining true to one's integrity means continuing to perform the tasks at hand without compromise due to any disruptions in one's environment – and in an industry like public relations where things are constantly evolving, there will always be disruptions. Remaining true to oneself is easier said than done, but Kennedy is

a shining example to others that it can be done.

"I know that I am responsible for my actions under any circumstances. Positive results will accelerate the company's growth, while negative results can be used as lessons for the future," Kennedy said. "I take credit for my success while holding myself accountable for my mistakes, and that has paid dividends when it comes to growing my business."

It is not an easy task, but because of Kennedy's loyalty to placing her integrity above all else, she has been able to lead a company that is making a difference. Beyond the numerous awards, at its core, it is helping others. It is something both her clients and her team appreciate about her because it takes more than metrics, channels and platforms alone to create a successful public relations campaign.

The future is bright

As Kennedy continues to build successful brands for others, she has no intentions of slowing down the triumph of Victorious PR. With a growth mindset, she intends to use her positive approach and leadership skills to market herself in order to let clients know she is willing to assist them in establishing their businesses and brands in their chosen market.

"She has genuinely helped my business tremendously and my personal brand," said Jared Curry, seven-figure business owner and coach and client of Victorious PR. "She has been getting me on podcasts, on articles all over the internet. And I have become the authoritative brand in my space. And it's been such an asset to our organization."



Just like during her musical career days, she was well aware it was just as important to continue building her own personal brand as it is to help others build their brands.

"Your customers need to know the face behind the brand and what you stand for," Kennedy said.

Kennedy has worked to build a loyal customer base for herself alongside her agency, only exposing the power of both. Now, her global company has everything it needs to continue working alongside the entrepreneurs and businesses who choose Victorious PR in climbing to the top of the ladder.

About Victorious PR:

Victoria Kennedy is a well-respected authority in public relations. She is the CEO of Victorious PR, an award-winning full-service agency that has helped clients across the world boost their visibility and revenue. She is a highly in-demand speaker on all things branding and publicity. Due to her expertise, she has spoken on TEDX, the National Association of Real Estate Brokers, Inman Connect, and several other high-profile events, in addition to being featured in more than 200 publications including Forbes, Entrepreneur, and Yahoo! Finance. Click here to get into top publications: victoriouspr.com. ■



The CEO's Primer on How to Use AI in Digital Marketing

How do companies fully take advantage of AI's magic when it comes to marketing efforts? Although this is traditionally in the domain of marketers themselves, CEOs also need to have a basic understanding of how to use AI in this realm. Here's a high-level overview for the C-suite on what this budding technology can do for digital marketing — and why companies who aren't using it will get left behind.

The role of a CEO is multifaceted. All at once, an effective CEO must be strategic, financially savvy, communicative, and innovative in order to set and realize the long-term goals of their organization. Yet up until very recently, many CEOs lacked a true understanding of the benefits of artificial intelligence in business. That

being said, if the COVID-19 pandemic taught us any business lesson, it's that you need to be prepared to bob and weave at any moment.

AI offers your organization the agility you need to adapt to market trends as quickly as possible. Without it, companies will fall behind and lose their competitive edge. Perhaps that's

why a recent Appen survey discovered that 71% of executives are now directly engaging in AI initiatives compared to just 39% in 2019. That's a pretty significant jump.

Clearly, more CEOs are waking up to the fact that they need to possess a basic understanding of how AI is used in marketing if they want their companies



Written by Paul Taylor,

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to establish and maintain a competitive edge in the future.

How to Use AI in Digital Marketing

Lack of AI-related support often means companies move slower when producing actionable consumer insights, messaging, and — perhaps most importantly — customer experience efforts. Customer experience is everything. In today's market, there's more to business than just selling a great product or service. In order to truly be successful, brands must offer a stellar customer experience that draws audiences in and creates the loyalty that keeps them coming back for more.

Sure, people switch brands for a variety of reasons (ranging from political ideology to price), but data shows that 1 in 3 consumers would abandon a brand after a single poor experience. That might sound harsh, but it's reality. When CEOs don't fully understand how to use AI in digital marketing, they're less likely to invest time and money in these types of solutions. As a result, they lose customers to competitors that better understand modern consumers' wants and needs and how to offer those consumers the experiences they expect.

To start, let's dive deeper into the ways AI is used in marketing.

For one thing, AI helps you understand your consumers on a deeper level. Manually analyzing all your data is not only inefficient and time-consuming — if not impossible — but it also takes marketers away from big-picture responsibilities. When you leverage AI solutions to analyze that data, you can take a step back and see patterns in consumer behavior, many of which humans are simply incapable of identifying on their own. As a result, you're able to retain a human element because your consumers become more than the last action they took on your website.

Using AI also allows you to act more quickly on those insights, consumer behaviors, and dynamic preferences. For example, marketers can manually personalize messaging for around 10 to 15 audience segments, but going beyond that is just not feasible. With AI, your brand can curate thousands of variations of emails and SMS messages as well as personalized web experiences based on a consumer's individual preferences. That means marketers can spend less time writing copy and more time focusing their efforts on things such as strategy and innovation.

Another benefit of AI in digital marketing is that it helps you create more relevant consumer experiences through dynamic content and personalized product recommendations. That might be as simple as only recommending products that are available at retailers near the user's current location, but these kinds of updates can have a significant impact. According to Accenture, 91% of consumers are more likely to shop with brands that offer relevant product recommendations tailored to them.

Now that we've discussed a few key benefits of AI in business, here are three recommendations for CEOs who want to use AI to drive measurable results:

1. Start now.

The best time to integrate AI into your digital marketing efforts was yesterday. The second-best time is today. It might sound daunting, but you shouldn't wait to implement these tools until you consider yourself a quote-unquote expert in AI-driven marketing. After all, AI is constantly evolving; therefore, learning how to use AI in digital marketing is a continuous journey. The important thing is to determine where to start. Then, take small steps. For instance, take inventory of your data. Ask yourself: How do we collect data, and how do we use it? Is our data tagged correctly? Is it siloed? Slowly chip away at the process — you can

build momentum and expand your efforts from there.

2. Research AI trends and industry use cases.

Look for big data and research-driven insights that are related to your company's industry specifically. Consultancy firms such as McKinsey and Nielsen are great places to start. Then, work to understand the technology you need to implement to realize the benefits of AI in your business. Realistically, if you don't understand it, you aren't going to invest your time and money into it. That said, don't put too much pressure on yourself — you're not going to understand everything about AI and digital marketing overnight. If you need a frame of reference, look to other industry leaders. Where are they getting their information? Are they conducting their own research about AI?

3. View AI implementation as a journey.

Implementing AI-powered digital marketing personalization is a business process — and not simply a task to be checked off your to-do list. There are three main stages to this journey:

A. Collecting relevant consumer data.

B. Drawing insights from that data and optimizing the consumer journey through simple personalization.

C. Rolling out fully dynamic and predictive personalization at scale. Each stage will have its own set of challenges and initiatives, so don't try to move on from one stage before you are ready.

Ultimately, AI can help your organization improve sales, boost engagement, reduce churn, and deliver a better return on investment. And now, more executives are realizing the benefits of AI in digital marketing. If you're one of the last holdouts, it's time to start learning more about AI and how it could make all the difference in the success of your digital marketing initiatives. ■



5 Questions to a Drama-Free Workplace: Developing Emotional Mastery within your Team

As a leader, you know that employees that are happy are typically more innovative, resourceful, and ultimately contribute to the overall success of your organization. However, in today's post COVID world, leaders are now having to deal with individual and team communication issues in a more impersonal and virtual

way. The dynamic has changed. The typical challenges associated with managing a team in person have been further complicated by employees now having to manage their environments in their home "offices." Unspoken conversations and issues are harder to identify and triggered employees can wreak havoc on more productive members of the team if not managed

well. Inexperienced and younger leaders that lack the fundamental skills to address issues or potential issues head-on will typically choose short-term conflict avoidance in an effort to keep things moving. In the long term, it's a losing strategy.

Managing emotional states is a teachable skill and if mastered company-wide, it can create massive



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C-SUITE LIFESTYLE

results. In fact, anytime an employee has experienced something negative, you can coach them with the following questions, which can be easily remembered by using the OCEAN acronym. Use it yourself first and you'll begin to understand the nuances. Then when an employee comes to you with a situation or you have to confront a particular situation, use this framework to guide your inquiry.

1. O is for observation. What did you observe? What really happened?

When an employee is involved in an emotional situation such as a disagreement with a colleague or a customer, often the employee reacts to personal misinterpretations. Have the employee write what happened – with no embellishments. Strip the statement of any interpretation. Adverbs and Adjectives are not needed here. The employee should be specific, but offer no interpretations such as “I think...” or “I guess...” Note who was there and what was said, but don't let the employee get hung up on their interpretations of others' comments. Often this step alone diffuses the intensity of the situation.

2. C is for conclusion. What do you conclude from your observations?

We are wired to understand what we are experiencing by our past experiences. We often jump to conclusions. What did the employee conclude from their observation? It is critical to differentiate the employee's observation from their conclusion. Have the employee take a moment to understand how much of their own opinion gets mixed in when describing anything they observe. Let the employee express as many opinions as desired.

3. E is for emotion. What feeling resulted from your conclusion? What

emotional state did you experience?

The goal here is to connect the conclusion that they reached with their emotional state. “When I conclude _____, then I feel_____.” Feelings are what flow directly from the conclusions someone reaches about an event, and it is feelings that drive actions and behaviors. When an employee concludes something negative (“Daryl is always trying to undermine my ideas with his comments”) then he or she may go straight to anger or frustration. It is critical at this point to keep things precise. This is what was said (just the words). This is what I concluded and if I believe that this is the Truth I feel. There may be justification, precedence, etc for the conclusion and the reaction, but the goal here is to have the employee start to gain control and power over their emotional state. Instead of being furious, they can move to disappointment.

4. A is for action. What action did you take from that emotional state?

There are three actions someone might take: fight, flight, or freeze. Typically you will see someone have an outburst or simply stay quiet to avoid conflict. The employee feels threatened in one way or another and that is because their conclusion about what they observed was personalized to them.

5. N is for the net result. Did that action move you closer to – or further away – from your intended outcome?

What you will find most times is that in the situation there was never an outcome contemplated in the first place. There was simply an expectation that was not met. Anytime the action is consistent with defending, protecting, or justifying a position or point of view the employee is communicating from a fear-driven place and has been triggered. As a leader recognizing that

the fear has come from some distorted conclusion about something that the employee has observed can be useful in slowing down the triggered employee to become more precise in articulating what was observed and what was concluded. The opportunity for coaching here can be tremendously impactful. Work with the employee to visualize other possible responses to the exact same circumstance. One effective way to do so is to ask them to name a powerful personality either real or fictitious that they respect. Ask them how would they handle that situation. What would they say? How would they respond? In a perfect world we are all choosing actions that don't just serve our immediate need, but actually serve others and ultimately serve the greater good.

With a little practice, The Emotional Mastery Process (EMP) can help your team members learn to ride the wave -- the ups and downs that happen every day in business -- on their own. Teaching them the OCEAN steps can help them to:

- Reduce the intensity with which they experience negative emotions.
- Cut the time they feel these negative emotions.
- Learn to see reactions coming and just let them pass like a wave.
- Improve working and personal relationships.
- Improve leadership skills.

Bottom line: Employees who are functioning and not “shut down” by emotions will be more resourceful, innovative, and creative because they're in a more positive place. That will ensure better bottom-line results for companies striving to be competitive. ■



Why co-creation is key to SaaS success

When I first entered the product engineering world after college, it was very different than it is today. For one thing, what is now called software-as-a-service (SaaS) was known then as

web-based software. More significantly, we used the waterfall model of software development. Our team had an idea of the kind of customers we thought we needed, then we built a program for them, and then we delivered it.

It was only when the new software was in customers' hands that we realized where we went wrong. We weren't intentional about what we were building and shipping. That's very different from the approach that SaaS companies take today.

It was only when the new software



Written by Paul Garibian

currently serves as president of Nota, an innovative legal industry fintech solution powered by M&T Bank that adds value through increased productivity and decreases compliance risk.

have their finger on the pulse of their customer community. At Nota, we're very deliberate about this process. We deliver updates to early adopters and use their feedback to inform the next iteration.

A startup could spend its first several years on this phase alone. Achieving product/market fit — which in the SaaS world is \$1 million in annual recurring revenue — before scaling the business is not only a key principle of lean startup philosophy. It is also a critical element of co-creation.

Even after product/market fit is reached, however, co-creation continues. It is a guiding philosophy, not a stage of a company's life cycle. If product development is finished, the business is probably finished, too. Remember that product/market fit is not static. You can achieve product/market fit and then lose it. It's based on value, but what that means to a customer changes over time.

When people ask me for advice about choosing technology vendors or partners, one of the first things I recommend is looking at a company's product engineering department. You don't want a long-term partner that isn't investing in R&D and the continuous co-creation of value.

Another fundamental aspect of co-creation is identifying the specific community you are serving. Few solutions work for all people in all situations. If everyone is your customer, then no one is your customer.

Hyperpersonalization is one of the most exciting developments in consumer fintech in recent years. Financial services in general have been commoditized and static in the last 10 years. Increasingly, however, providers are recognizing industries

and sectors that have traditionally been underserved by SaaS. Attorneys and the legal community, for example, have been undervalued by our industry — especially solo attorneys and small practices.

When I mention attorneys as an example, people are often surprised. "Wait a minute," they say. "Lawyers are part of an influential and highly sought after profession. How can they be underserved?"

But small firms and solo lawyers have very specific financial needs, not to mention regulatory and oversight demands. The generic products of the financial industry may have met their needs 30 years ago, but they don't anymore. Large firms have had access to well-integrated enterprise solutions for years. Small and solo practices, on the other hand, have had to choose between technology that's not designed with their needs in mind, or sticking to outdated, error-prone manual tools that take time and effort.

The same principle of hyperpersonalization can be applied to an almost limitless number of categories and segments. The market can be segmented according to industry, behavior, user group, geography. It offers an extraordinarily rich set of untapped opportunities for value creation.

In order to truly meet the expectations of those various underserved industries and communities, software providers must establish connections with thought leaders and early adopters. Their input kick starts the co-creation cycle that is essential to SaaS success. That's how you learn how to offer real value and create an authentic experience that delights users, serves them and converts them into loyal partners. ■

For the most successful SaaS providers, product development now means a partnership with customers. In effect, it is a process of co-creation, with a continual ongoing exchange of ideas powering new iterations and updates that generate a new round of feedback and learning assets.

Co-creation starts with relentlessly serving the customer, understand what they need and understanding how you create value for them. Companies that build products based on this cycle of rapid iteration and feedback will



Five Covid-19 leadership behaviours to maintain in 2022

Covid-19 has undoubtedly cast an enormous shadow globally, but it has also reshaped leadership.



Written by Fiona Logan,

is Chief Executive of Insights. Fiona came to Insights in 2015 as VP Europe, and soon took on the role of Chief Operating Officer. Fiona has attended Henley, Harvard and Macquarie Business Schools and is a previous winner of the UK Public Servant of the Year from the Women in Public Life awards. Fiona enjoys life as a mum to two teenagers and is a passionate wild swimmer, walker and environmentalist.

Rewind two years and some leaders were already embracing behaviors like servant leadership, and new approaches, like hybrid working. As a global people development company, at Insights we put our people firmly at the center of everything we do and work hard to accommodate individual working preferences. But the pandemic has acted as a super-accelerator, moving things along further and faster than anyone could have imagined. It has also changed what we expect from leaders and organizations – and there's no going back.

As we move towards the end of another turbulent year and look forward with confidence, it is obvious that we must hold onto what COVID-19 has taught us, and continue to drive forward this people-focused, agenda of wellbeing, centered on our core values and adapting our employee propositions to capture the attention of key talent as much as we can.

For me here are five leadership behaviors to maintain as we move towards 2022:

1. Getting comfortable with intimacy. Most people will remember in 2017 when an American academic was interrupted by his children during a live television interview – the clip soon went viral. Fast forward to 2021 and virtual meetings are often interrupted by children, or pets – or an Amazon delivery! It is normal. That is unlikely to change anytime soon, and nor should it.

In the months ahead, as colleagues continue to work remotely, or adopt hybrid patterns of working, leaders will need to get increasingly comfortable with intimacy. They will need to understand that

personal can, and will, intersect with professional, and respond in a human-centred way.

Homeworking, whether full or part-time, and our reliance on technology has redefined the way we connect, communicate and collaborate. It has also highlighted the importance of relationships. Where relationships were strong, people transitioned to a virtual world – interruptions and all – more easily. Where relationships were less robust, virtual working only exposed that further.

2. Listening and responding authentically. Covid-19 upped the ante on many of the 'softer' aspects of leadership including, listening and responding authentically. The most successful leaders have taken the time to listen to the personal testimonies of their people, empathised, and responded authentically – seeking to find the right solution. As we enter a new year, leaders must remember to retain these essential human skills.

3. Being grateful. Regularly thanking from the top creates a powerful trickle-down effect that flows through an organisation. Covid-19 was a leveller – and incubator – of leadership because no one had experienced anything like it before. At Insights, we have found countless different ways of being grateful and recognising the enormous efforts of our people. Personally, as a CEO I have lost count of the number of times during the pandemic I have sat on phone calls thanking people from the bottom of my heart for their dedication and commitment to helping the business through.

4. Trusting in your instincts. As time passes, leaders become more

confident and steadier in decision-making. Covid-19 accelerated this journey for many as there simply wasn't the usual time for second guessing. My reflection here is that, whilst technical capability is important, surrounding yourself with people you trust and respect and empowering them to gather as much information as possible and make recommendations – and then go is essential. In a crisis, decision making needs to be agile, instinctive and fast.

Learn also to 'fail fast' and recover quickly. Try not to dwell too much about getting things wrong. Do something and know you'll probably do it right. If, however, it does go wrong, learn the lessons and carry those forward into the next decision – and beyond.

5. Investing in self-awareness. Self-aware leaders know what they are great at and any potential blind-spots; they know where and how they can add most value; how to challenge appropriately; and how to turn their ideas into new realities. They understand how others perceive them and can adapt their approach in the moment. They also know what those around them are great at and the value that they can bring. Once you understand yourself, and others, as a leader, you can moderate your behaviours to build stronger relationships and achieve better outcomes

So, invest in becoming highly self-aware and you'll give your people, and your organisation, the best chance of success for the future. After everything we've experienced during the past two years, it's incumbent upon leaders to ensure that we keep moving forward. ■

How to Advance and Retain Women of Color in the Workplace



As so many of us are painfully aware, women of color remain the most underrepresented group in the corporate pipeline. We are hired at lower rates. We are promoted at lower rates. We are retained at lower rates. We are paid at lower rates. Many years ago, I set my intention to help underrepresented professionals accelerate their careers.

As a Black woman in corporate America and the founder of a career coaching company, I know that building your career is the most valuable, and the most personal, investment you'll ever make. As a career coach I work with companies to help advance and retain their underrepresented employees. During the pandemic I wrote a book, *Prep, Push, Pivot: a career coaching guide for women of color in the workplace*. In it I discuss the importance of paying it forward. Here are three ways you can help advance, and retain, women of color at your organization.

1. Forge Connections

Feeling connected at work — to coworkers, managers, or our organization as a whole — is an important catalyst for motivation and fulfillment. Consider where your internal networks are strongest and where they are weaker. Be intentional about expanding and broadening your connections to be inclusive of others. As a leader, be intentional about enabling women of color to drive projects that create opportunities for professional development, growth, and visibility. When you do this, provide support, and permission to stumble, learn and grow. This will help set your colleagues up for success.

Visibility at work matters because underrepresented professionals are often overlooked. According to a recent study by Working Mother Media, multicultural women are 25 percent

more likely to aspire to senior roles than white women. However, our aspirations can fall by the wayside fast. Working Mother Media's research found only 46 percent of multicultural women had attended a meeting with senior executives within a two-year period, compared to 63 percent of white men.

2. Provide Space for Participation and Perspectives

Have you been in a group meeting recently where one person, or small cohort, dominated the conversation and everyone else was silent? If you're leading a meeting, make space for broader participation and perspectives. Bring in quieter voices by asking other people for their opinions, ideas, or suggestions. Use open-ended questions and give other people your full attention when they are speaking. These are ways you can involve others by using your voice to help others participate and share their perspectives.

Another way to pay it forward is to invite women of color to events or join networks that could support their professional development. If you're attending an event or a conference think intentionally about who could benefit from the opportunity and share it.

3. Be an Authentic Advocate

As women of color navigating the workplace, we see and feel barriers to advancing that are invisible to others. During my career there were periods of time when I was the only Black woman in a meeting, the only Black woman on my team, and the only Black woman in the building. Now, as a coach my work centers on helping others overcome similar challenges in the workplace.

Being an advocate for underrepresented women in the workplace reinforces your attributes as a leader and your commitment to the advancement of

others. Share your experiences, as well as your mistakes. Give space for new perspectives and provide support during challenging times. Be invested. Identify opportunities to support other women with their professional goals. Strive to close the systemic the gaps that can hit women of the color the hardest when it comes to pay equity and opportunities for advancement.

Inclusion and performance are inseparable. If you want your organization to keep achieving, you need to enable others to maximize their potential. Use your connections and insights to help open doors. Use your voice to amplify others. Use your experience to answer questions. Listen, support, develop, promote, nurture, recommend, encourage, and amplify the women of color in your workplace. It will make a powerful difference. ■



Written by Octavia Goredema

is the founder of Twenty Ten Agency, a career coaching company and the author of *PREP, PUSH, PIVOT: Essential Career Strategies for Underrepresented Women*. Her mission is to help underrepresented professionals advance their careers. Octavia has coached leaders at renowned companies including Google, American Airlines, Tinder, General Motors, Nike and Dow Jones.



← Written by Dr. Rachel Baird

is a senior executive with legal and commercial experience managing diverse and remote teams around Australia. Rachel's governance experience over the past 15 years includes serving as a member and chair of numerous boards and committees and she has extensive experience in corporate governance, risk and compliance as an advisor working with boards.

Managing the Dysfunctional Board

One of the key relationships for a CEO is the one with their board. The CEO can be proactive in ensuring this is a functional and effective relationship, but this task is immeasurably harder when the board itself is dysfunctional.

A dysfunctional board has driven many a CEO to despair, whether it be board members meddling in operational matters or failing to agree on key strategic goals. Either way, the organisation can be left rudderless with the CEO left trying to set course, whilst dealing with interference from above.

There are many shapes that a dysfunctional board can take. This could transpire in the form of factions at work or power struggles between members. At times board members can meddle too closely in operational matters, disrupting the business rhythm. Some may attend meetings unprepared and unequipped to discuss agenda items, abrogating their duties, whilst others may pursue self-interest via a range of overt and covert methods.

The dynamics within the board and its effectiveness, depend upon the people sitting around that board table. Much responsibility rest upon the Chair to set the tone, but this does not absolve directors of their individual responsibility to act in the best interests of the organisation, which includes ensuring the board comes together as one.

In a perfect world, your board members would be well versed on their directors' duties, and they would behave maturely, impartially, and ethically. They would come together for a meeting of the minds and consider the strategic issues before them, whilst resisting the temptation to tell the CEO who should be head coach or where the national conference should be next year.

But as we know, people are messy. They come with bias and self-interest.

They may not take the role seriously and be content to leave the heavy lifting to other board members. They may have a particular focus or outcome in mind that blinkers them to other options. They may form cliques and fall into the habit of group think, with positions being formed outside the board room.

Every CEO will face these challenges at some time in their career so understanding how you might navigate a dysfunctional board is a necessary CEO skill.

The board within a board

This dynamic is best spotted when matters not on the agenda are brought up during a meeting and then brushed aside as having already been dealt with. Another flag is when agenda items slated for management presentation followed by discussion, appear to have already been decided upon by a few board members.

It's clear evidence that power is being misused and this increases risk for the organisation. Consider a decision to form a new association with a sponsor or supplier without the necessary due diligence because the decision was made by three board members who regularly catch up between meetings.

If a supplier is found to be associated with unethical supply chains or a sponsor also promotes a celebrity with extremist social leanings, there is an increased reputational risk for the organisation. If the supplier cuts corners with production, there could be major public liability risks.

An effective way to broach the issue is via the risk register (with risk being a standing item on the agenda). For example, raising a review of the tendering processes for all contracts and tabling a report will support a discussion on risks where the process has not been followed. If there is no process, that's the first immediate action before behaviours can be addressed.

Discussing the issue with the Chair is also the best option, assuming the Chair is not part of the problem. Where decisions appear to be made outside the board meeting, ensuring Minutes reflect formal decisions will help capture the behaviour because it provides a process to link each decision to an agenda item.

The operational board

Boards sometimes get excited by what's going on within the business. Given many board members are former CEOs or C-Suite executives from a highly operational environment, this is understandable, but can be highly disruptive to the business. Meddling in conference location decisions, curriculum development or webinar speakers/topics, coach selection or marketing collateral once strategy is set; are all examples of board interference.

The CEO can combat this to a large degree via a clear delegation of authority document. When discussions veer too closely to matters delegated to the CEO or management, the CEO (if the Chair has not already spoken) can refer to the delegation to consider where the decision falls.

A conversation with the Chair is the ideal first option to gain their support for this conversation. If there is no delegation of authority, this needs to be a high priority to establish a clear and common understanding of decision-making responsibilities.

Conclusion

The Chair should be the chief ally for a CEO facing these challenges, however not all Chairs are up to the task. The CEO or board member(s) wishing to hold a conversation within a dysfunctional board may find the best way forward is to bring an external facilitator to ensure their own relationships are not damaged and that board dynamics are improved not worsened. ■

The World's Richest People (Top Billionaires, 2021)



WiWith a net worth of more than \$296 billion as of November 27, 2021, Tesla CEO Elon Musk is the richest person in the world, followed by Amazon's

founder and former CEO Jeff Bezos. The businessman has a total net worth of approximately \$201 billion.

LVMH's Chairman and CEO, Bernard Arnault, is the 3rd-richest person in the world, with approximately \$164 billion

in current real-time total net worth. Microsoft mogul Bill Gates ranked 4th with a personal wealth of \$136 billion, followed by Larry Page with \$127 billion.



Written by Sophie Ireland

As CEOWORLD magazine's senior vice president for news and editorial director, Sophie Ireland oversees CEOWORLD magazine's journalism and journalists around the world and across platforms. She leads an award-winning team of journalists and newsroom executives who are committed to excellence, innovation and the highest quality reporting and storytelling.

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
1	Elon Musk	\$296 billion	United States	Technology
2	Jeff Bezos	\$201 billion	United States	Technology
3	Bernard Arnault	\$164 billion	France	Consumer
4	Bill Gates	\$136 billion	United States	Technology
5	Larry Page	\$127 billion	United States	Technology
6	Mark Zuckerberg	\$124 billion	United States	Technology
7	Sergey Brin	\$122 billion	United States	Technology
8	Steve Ballmer	\$117 billion	United States	Technology
9	Larry Ellison	\$112 billion	United States	Technology
10	Warren Buffett	\$103 billion	United States	Diversified
11	Mukesh Ambani	\$91.1 billion	India	Energy
12	Francoise Bettencourt Meyers	\$90.1 billion	France	Consumer
13	Gautam Adani	\$78.1 billion	India	Industrial
14	Zhong Shanshan	\$75.1 billion	China	Diversified
15	Amancio Ortega	\$70.5 billion	Spain	Retail
16	Michael Bloomberg	\$70 billion	United States	Media & Telecom
17	Jim Walton	\$65.0 billion	United States	Retail
18	Rob Walton	\$64.5 billion	United States	Retail
19	Alice Walton	\$63.1 billion	United States	Retail
20	Phil Knight & family	\$62.9 billion	United States	Consumer
21	Charles Koch	\$59.4 billion	United States	Industrial
22	Julia Flesher Koch & family	\$59.4 billion	United States	Industrial
23	MacKenzie Scott	\$59.2 billion	United States	Technology
24	Zeng Yuqun	\$59.1 billion	Hong Kong	Industrial
25	Carlos Slim	\$58.9 billion	Mexico	Diversified
26	Michael Dell	\$55.8 billion	United States	Technology
27	Francois Pinault	\$50.0 billion	France	Consumer
28	Jacqueline Badger Mars	\$47.5 billion	United States	Food & Beverage
29	John Mars	\$47.5 billion	United States	Food & Beverage
30	Ma Huateng	\$47.5 billion	China	Technology
31	Zhang Yiming	\$44.5 billion	China	Technology
32	Len Blavatnik	\$41.8 billion	United States	Diversified
33	Stephen Schwarzman	\$41.1 billion	United States	Finance

STATS GATE

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
34	Jack Ma	\$39.9 billion	China	Technology
35	William Ding	\$36.2 billion	China	Technology
36	Azim Premji	\$35.8 billion	India	Technology
37	Klaus-Michael Kuehne	\$35.2 billion	Germany	Industrial
38	Takemitsu Takizaki	\$35.1 billion	Japan	Technology
39	Leonard Lauder	\$34.4 billion	United States	Consumer
40	Giovanni Ferrero & family	\$33.7 billion	Italy	Food & Beverage
41	Tadashi Yanai	\$32.7 billion	Japan	Retail
42	Pallonji Mistry	\$31.5 billion	Ireland	Industrial
43	Leonardo Del Vecchio	\$31.5 billion	Italy	Consumer
44	Gerard Wertheimer	\$31.4 billion	France	Consumer
45	Alain Wertheimer	\$31.4 billion	France	Consumer
46	Leonid Mikhelson	\$30.3 billion	Russia	Energy
47	Li Shu Fu	\$29.9 billion	China	Industrial
48	Li Ka-shing	\$29.9 billion	Hong Kong	Real Estate
49	Vladimir Potanin	\$29.8 billion	Russia	Commodities
50	He Xiangjian	\$29.8 billion	China	Consumer
51	Dan Gilbert	\$28.9 billion	United States	Real Estate
52	Jensen Huang	\$28.9 billion	United States	Technology
53	Dieter Schwarz	\$28.5 billion	Germany	Retail
54	Shiv Nadar	\$27.8 billion	India	Technology
55	Alexey Mordashov	\$27.4 billion	Russia	Industrial
56	Eric Schmidt	\$27.3 billion	United States	Technology
57	Vladimir Lisin	\$26.9 billion	Russia	Industrial
58	Miriam Adelson	\$26.5 billion	United States	Entertainment
59	Abigail Johnson	\$26.1 billion	United States	Finance
60	Dustin Moskovitz	\$25.9 billion	United States	Technology
61	Thomas Struengmann	\$25.4 billion	Germany	Health Care
62	Andreas Struengmann	\$25.4 billion	Germany	Health Care
63	James Simons	\$25.3 billion	United States	Finance
64	Huang Shilin	\$25.2 billion	China	Industrial
65	Wang Chuan-Fu	\$24.9 billion	China	Consumer
66	John Menard	\$24.7 billion	United States	Retail

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
67	Radhakishan Damani	\$24.7 billion	India	Retail
68	Pang Kang	\$24.3 billion	China	Food & Beverage
69	Colin Huang	\$24.1 billion	China	Technology
70	Wei Jianjun	\$24.0 billion	China	Consumer
71	Scott Farquhar	\$23.7 billion	Australia	Technology
72	Mike Cannon-Brookes	\$23.7 billion	Australia	Technology
73	Yang Huiyan	\$23.6 billion	China	Real Estate
74	Thomas Peterffy	\$23.6 billion	United States	Finance
75	Masayoshi Son	\$23.5 billion	Japan	Technology
76	Henry Cheng	\$23.4 billion	Hong Kong	Retail
77	Lee Shau Kee	\$23.0 billion	Hong Kong	Real Estate
78	James Dyson	\$22.6 billion	United Kingdom	Consumer
79	Lukas Walton	\$22.4 billion	United States	Retail
80	Susanne Klatten	\$22.3 billion	Germany	Industrial
81	Carl Icahn	\$22.2 billion	United States	Diversified
82	Ken Griffin	\$21.7 billion	United States	Finance
83	Qin Yinglin	\$21.5 billion	China	Food & Beverage
84	Alisher Usmanov	\$21.5 billion	Russia	Diversified
85	Thomas Frist	\$21.1 billion	United States	Health Care
86	Vagit Alekperov	\$21.0 billion	Russia	Energy
87	Ernesto Bertarelli & family	\$21.0 billion	Switzerland	Diversified
88	Jorge Paulo Lemann	\$20.8 billion	Brazil	Food & Beverage
89	Iris Fontbona & family	\$20.7 billion	Chile	Commodities
90	Stefan Quandt	\$20.5 billion	Germany	Industrial
91	Elaine Marshall	\$20.4 billion	United States	Industrial
92	Li Xiting	\$20.2 billion	Singapore	Health Care
93	Aliko Dangote	\$20.2 billion	Nigeria	Industrial
94	Peter Woo	\$20.0 billion	Hong Kong	Real Estate
95	Zhang Zhidong	\$20.0 billion	China	Technology
96	Richard Liu	\$19.9 billion	China	Technology
97	Gustaf Douglas & family	\$19.7 billion	Sweden	Diversified
98	Wang Xing	\$19.6 billion	China	Technology
99	Gennady Timchenko	\$19.2 billion	Russia	Diversified
100	Donald Newhouse	\$19.1 billion	United States	Media & Telecom

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