

JOURNEY OF EXCELLENCE: TOP 10 EMINENT LEADERS TO WATCH

CIO TODAY

Role of AI in
Mental Health

PG No. - 54

BILL
Hinshaw

CEO | Cobol Cowboys, LLC



📍 Parque Nacional Coiba
08/09/24 | 05:20PM



RELAX A LITTLE


Coronita
Extra

© CUANDO MANEJE, NO TOME

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EDITOR'S LETTER



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The Timeless Relevance of Legacy Systems in a Digital Age

The IT industry is constantly evolving, yet legacy systems remain the backbone of critical infrastructure in banking, government, healthcare, and finance. Despite the rise of modern programming languages and cloud computing, COBOL—a language developed over six decades ago—still processes the majority of global financial transactions and supports essential operations worldwide. Organizations face the challenge of maintaining and modernizing these legacy systems while ensuring security, compliance, and efficiency. This has created a growing demand for experienced professionals who understand the intricacies of mainframes and legacy code. Companies like Cobol Cowboys bridge this gap, offering specialized expertise to keep these vital systems running smoothly. In an era of digital transformation, the industry must balance innovation with the preservation of foundational technologies that power the world's economy. Bill Hinshaw's journey from a small-town paperboy in Indiana to the CEO of Cobol Cowboys is a testament to perseverance, adaptability, and vision. His early experiences juggling school, sports, and part-time jobs shaped his work ethic. After high school, uncertain about his career path, he took his father's advice and contacted a former customer—the Commissioner of Revenue for Indiana. This connection led to a role in the state's IBM Department, marking the start of a lifelong journey in information technology. Starting as a programmer, Bill quickly climbed the ranks to become deputy director, appointed by the Governor. His expertise grew further at a major bank, where he played a key role in pioneering online banking systems before technologies like IBM's CICS and DB2/SQL became industry staples. His corporate success fueled his entrepreneurial ambitions, leading him to establish multiple IT ventures in Texas. Among these, Cobol Cowboys—a company co-founded with his wife, Eileen—holds a special place in his heart.

Cobol Cowboys is built on a philosophy of honoring IT veterans while delivering expert consulting services. The company's tagline, "Not our first rodeo," highlights the depth of experience its consultants bring to each project. Bill's approach prioritizes autonomy, trusting his team to operate without micromanagement. The company's consultants are chosen not only for their technical expertise but also for their deep industry knowledge and integrity. This blend of skill and professionalism ensures clients receive top-tier service, reinforcing the company's reputation for reliability. Launching a successful company required Bill to navigate competitive challenges by identifying market gaps and developing unique offerings. Beyond innovation, trust and relationship-building were key to attracting clients. His leadership principles—integrity, honesty, and empathy—have shaped Cobol Cowboys into a respected name in IT consulting. He believes in the Golden Rule: "Treat others as you would like to be treated," fostering an environment of mutual respect and collaboration. Bill's impact extends beyond entrepreneurship. He has been an expert witness, advised AI companies working with COBOL, and testified before a State Senate on crucial IT-related issues. Cobol Cowboys has gained global recognition, with media coverage in Reuters, The Wall Street Journal, and Fortune Magazine. Despite these accolades, Bill values the tangible results of his work over formal certifications.

As technology evolves, Bill remains committed to adapting Cobol Cowboys' services to meet emerging needs. The company now mentors the next generation of IT professionals, ensuring COBOL expertise remains relevant. With over 650 independent consultants, Cobol Cowboys continues to support industry growth while celebrating the pioneers who built the foundation of IT. Bill advises aspiring entrepreneurs to pursue their dreams with pragmatism. He emphasizes securing a first client before launching, leveraging media exposure for marketing, and keeping costs low in the early stages. Strategic financial management, strong banking relationships, and a memorable brand name are crucial to business success. More than anything, he believes that valuing people—both clients and employees—is the key to long-term growth. His journey is an inspiring example of resilience, innovation, and leadership. Through Cobol Cowboys, he continues to shape the IT industry, ensuring that experience and integrity remain at the heart of technological progress.

Patrick Hudson
Patrick Hudson

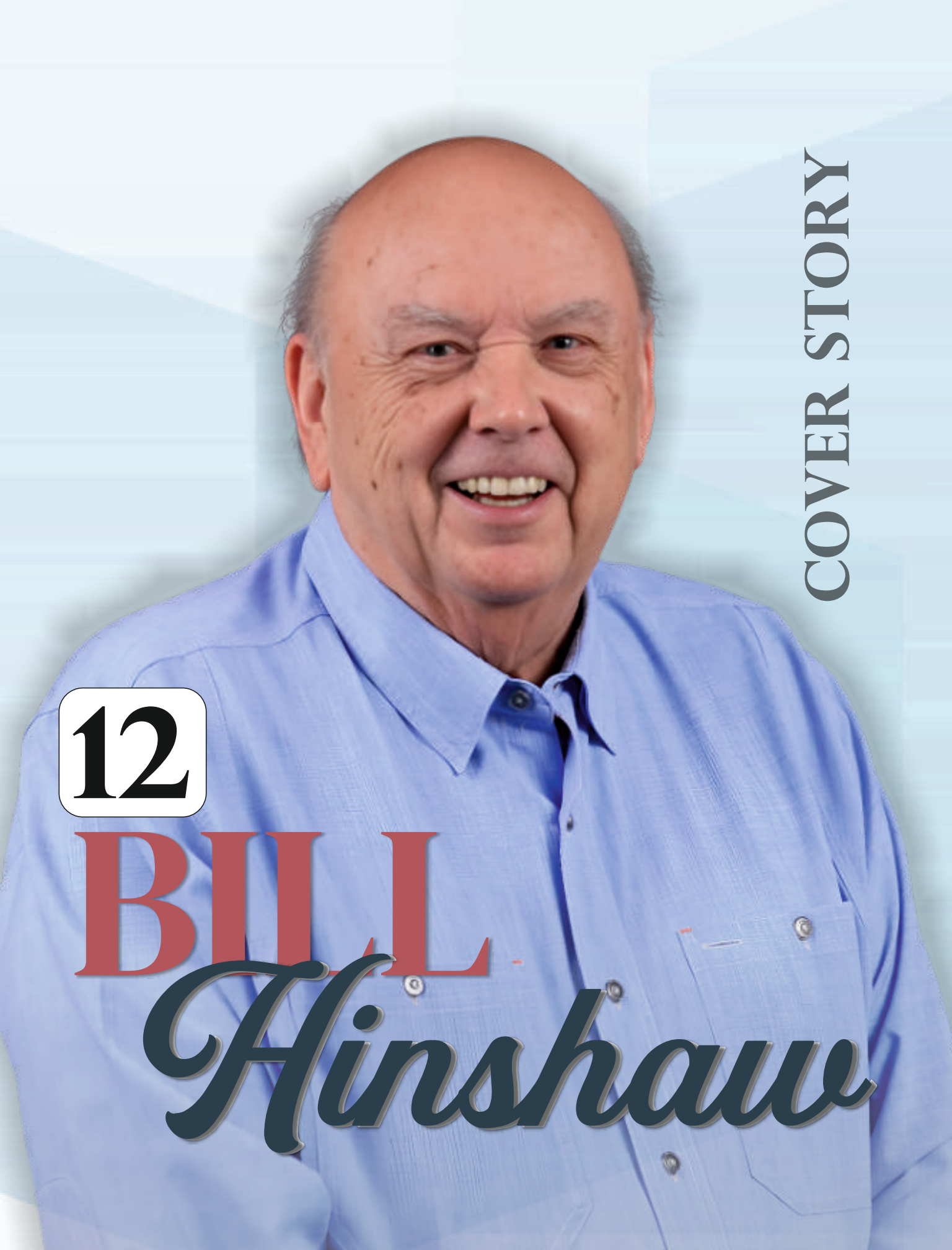
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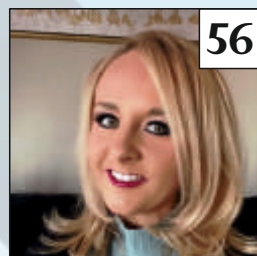
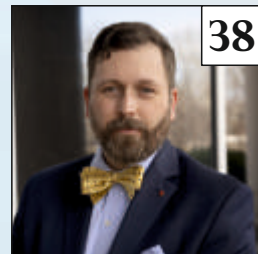
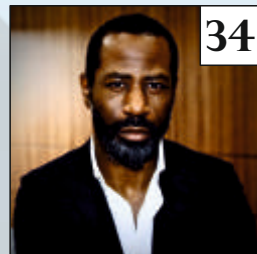
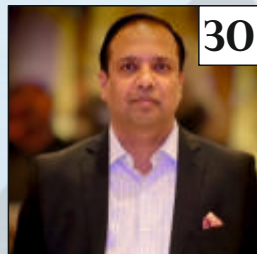
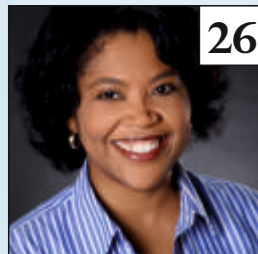
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BILL

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Role of AI in Mental Health: How Technology is Revolutionizing Therapy and Care





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MOON BOOT



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Cover Story

Journey of Excellence:

Top **10**
EMINENT LEADERS To Watch



BILL

Hinshaw

CEO

Cobol Cowboys, LLC



Photo Credit - Tony Avila

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**I'VE LEARNED THAT
ADAPTABILITY AND INTEGRITY
ARE THE TWIN PILLARS
OF A SUCCESSFUL CAREER IN
TECHNOLOGY. MY MISSION
HAS ALWAYS BEEN CLEAR:
TO BUILD A BUSINESS THAT
VALUES PEOPLE AS MUCH
AS IT VALUES INNOVATION.**

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The information technology consulting industry plays a crucial role in shaping businesses by providing strategic guidance and technical expertise. This sector bridges the gap between complex technology and practical business needs, offering solutions that drive efficiency and innovation. From advising on software development to implementing cutting-edge tools like artificial intelligence, IT consultants enable organizations to stay competitive in a rapidly evolving digital landscape. As technology continues to advance, the demand for skilled consultants with deep technical knowledge and industry insight remains critical for businesses striving to adapt and grow. As the co-founder of Cobol Cowboys, Bill Hinshaw has dedicated his career to preserving and advancing the legacy of COBOL while empowering a new generation of IT consultants. His approach to business combines pragmatism with vision, focusing on delivering exceptional client service and cultivating talent within his team. His ability to adapt to industry changes and his commitment to integrity and innovation have earned him widespread recognition among clients and colleagues.

From Paperboy to IT Pioneer: The Journey of Bill Hinshaw, CEO of Cobol Cowboys

Growing up in a small town in Indiana, Bill Hinshaw could never have imagined that his early days as a paperboy would lay the foundation for a career in Information Technology. Like many young people in his community, he spent his days juggling school, sports, and weekend part-time jobs, including a full-time morning paper route. Post-high school, he had no clear plan for the future, but he was determined to earn the money needed to attend college.

Exploring various job options, none seemed to resonate with him until his father suggested reaching out to a former paper route customer—the Commissioner of Revenue for the State of Indiana. The commissioner remembered young Bill as a diligent and reliable paperboy and invited him to apply for a position at the Department of Revenue. When presented with a list of potential roles, one department caught his attention: the IBM Department. While he had no understanding of what the role entailed, Bill had heard that IBM represented the future, and he was eager to be part of it. This decision marked the beginning of a lifelong journey in the world of IT. Starting as a programmer in the State of Indiana's Data Processing Department, he quickly rose through the ranks, becoming programming and systems manager, computer operations manager, and eventually deputy director, a role he was appointed to by the Governor. His expertise grew further when he joined a major bank, where he developed innovative online banking systems and data communication solutions at a time when industry staples like IBM's CICS and DB2 that were not yet available to the industry.

Bill's career pace didn't stop there. His experiences in these roles fueled his entrepreneurial ambitions, leading him to establish several successful companies in Texas. These ventures provided licensed mainframe software, software maintenance, and consulting services, helping businesses navigate the ever-evolving IT landscape. Among his many achievements, he considers Cobol Cowboys—the company he co-founded with his wife Eileen to be his most meaningful endeavor. Cobol Cowboys stands as a testament to his lifelong passion for



technology and innovation, proving that the lessons of reliability, responsibility, and hard work he learned as a paperboy can lead to extraordinary success. From his humble beginnings to becoming a leader in the IT industry, Bill's story inspires a new generation of professionals and entrepreneurs.

"Not Our First Rodeo": The Philosophy Behind Cobol Cowboys

Cobol Cowboys is built on a vision that honors the pioneers of the IT industry while embracing the contributions of seasoned professionals who continue to shape the field today. For Bill, the company represents more than just a business—it's a mission to recognize and empower the individuals who have defined and sustained the industry since its early days.

At the heart of Cobol Cowboys is a commitment to trust and autonomy. The company's consultants are selected not just for their technical expertise but also for their



Photo Credit - Tony Avila

deep industry knowledge and professional integrity. He emphasizes a unique approach: consultants are expected to operate independently, without the need for micromanagement. This principle underscores the company's tagline, "Not our first rodeo," which resonates deeply with clients. It serves as a guarantee that Cobol Cowboys brings not only experience but also reliability to every engagement. Bill believes that the personal qualities guiding individuals in life should align seamlessly with their professional values. This philosophy influences every aspect of Cobol Cowboys' operations, from the careful selection of consultants to the relationships fostered with clients. The emphasis is on providing well-rounded professionals who combine technical skills with an understanding of industry-specific challenges, ensuring clients receive the most capable experts for their needs. Through its thoughtful approach and dedication to excellence, Cobol Cowboys continues to set a standard in the IT consulting space, offering a blend of expertise, trust, and respect for the industry's legacy.

Building Success with Integrity: Bill Hinshaw's Entrepreneurial Journey

Starting a new company is never without its challenges,

and for Bill, the early days were a test of resilience and resourcefulness. Launching Cobol Cowboys meant facing a competitive landscape where many businesses offered similar services. To stand out, he focused on identifying gaps in the market and developing innovative services and products that were unavailable elsewhere. This strategy was also essential in carving out a niche for Cobol Cowboys, but it was only the beginning. After developing new offerings, the next hurdle was finding clients willing to adopt these solutions. Establishing trust and building relationships with potential customers requires time and persistence. Even after gaining traction, the work didn't stop. Bill emphasized the importance of keeping Cobol Cowboys' services "evergreen" by continuously updating them to meet evolving requirements and legislative changes. This commitment to adaptability has been key to the company's sustained relevance and success. He has relied on three core principles to guide his leadership and business philosophy throughout his journey. Integrity has been central—making promises only when they can be kept and ensuring those goals are fulfilled. Honesty has been equally vital, maintaining open communication and informing everyone of changes or conflicts that could impact them.

Bill firmly believes in the timeless value of the Golden Rule: "Treat others as you would like to be treated." For him, this principle is a cornerstone of meaningful interactions and a pathway to building trust and respect with people at all levels. By practicing empathy and fairness, Bill creates an environment where everyone feels valued, fostering goodwill and collaboration in personal and professional settings. He sees the Golden Rule as more than just a guideline; it's a way of life that shapes relationships and inspires mutual growth. To Bill, its simplicity holds profound power, proving that age-old wisdom remains essential for success in today's world.

Recognition & Accolades: A Career Rooted in Legacy and Impact

Over the years, Bill has founded successful software companies, creating, licensing, and maintaining



Photo Credit - Tony Avila

proprietary products that have left a lasting impact on the industry. Recognized for his depth of knowledge, he has served as an expert witness on integrated software systems, an advisor for an AI company working with COBOL, and even testified before a State Senate on critical issues like COVID-19 unemployment claims.

The name "Cobol Cowboys," a company co-founded by Bill and his wife Eileen, has become synonymous with reliability and expertise. Its reputation has drawn not only clients seeking top-tier IT solutions but also consultants from various backgrounds eager to join the team. Media outlets worldwide have taken notice, with the couple interviewed by over 50 publications, including *Reuters*, *The Wall Street Journal*, and *Fortune Magazine*. Their story has reached global audiences, appearing in languages unfamiliar to them but carrying the unmistakable names of Bill, Eileen, and Cobol Cowboys. Their insights have also been shared through televised appearances on PBS and radio interviews, further cementing their influence.

For Bill, the accolades and certifications often sought in the IT world were never a priority. Instead, he has chosen to focus on the tangible achievements of his entrepreneurial journey and the relationships he has built along the way. While he acknowledges the importance of formal recognition for the younger generation, his fulfillment comes from a career that has helped shape the industry and positively impacted countless individuals.

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**AT COBOL COWBOYS, THE
PHILOSOPHY IS SIMPLE: EMPOWER
CONSULTANTS TO EXCEL
WITHOUT MICROMANAGEMENT,
ENSURING EXCEPTIONAL RESULTS
FOR CLIENTS.**

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Photo Credit - Tony Avila

Future Endeavours: Guiding the Next Chapter of IT Excellence

With a keen understanding of the pivotal role artificial intelligence plays in shaping the future of both legacy and modern software, Bill remains dedicated to adapting his company's consulting services to address emerging client needs. As technology advances, Cobol Cowboys has become a trusted resource for training and mentoring the next generation of IT professionals, ensuring that expertise in mainframes, COBOL, and other essential software languages remains robust and accessible.

Alongside his wife Eileen, Bill is steadfast in his mission to reward those who laid the foundation of the IT industry while supporting the professionals who continue to contribute today. Cobol Cowboys, with its growing network of over 650 independent consultants showcases this commitment. The company's focus on providing meaningful opportunities for its consultants underscores its dedication to fostering industry growth and innovation. For him, the path forward is both professional and personal. He envisions himself continuing to work alongside Eileen, driven by their shared purpose to deliver exceptional consulting services and sustain the impact of Cobol Cowboys. While the future of the IT landscape may be influenced by AI and other advancements, his resolve to nurture talent and support industry evolution remains unwavering. It's a

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**I'VE ALWAYS BELIEVED THAT
THE JOURNEY OF BUILDING A
COMPANY SHOULD BE AS
REWARDING AS THE SUCCESS
IT ACHIEVES.**

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Photo Credit - Tony Avila

legacy he aims to uphold as long as his expertise and leadership are needed.

Chasing Dreams with Pragmatism: Entrepreneurial Wisdom

Bill offers timeless advice for aspiring entrepreneurs: never let go of your dreams, even when challenges arise. Drawing from his own experiences, he emphasizes the importance of reaching out to friends and business acquaintances for support and ideas. For those starting, he advocates preparation and perseverance, urging entrepreneurs to secure a contract or first client ready before launching. This initial step not only minimizes start-up capital requirements but also provides a vital reference to build credibility.

In his practical approach to business, Bill highlights the value of media exposure as a cost-effective way to promote a fledgling company. He believes this can replace the need for a sales team in the early stages, helping control expenses. Keeping costs low by working from home instead of renting an office space is another strategy he recommends for businesses just starting. By balancing ambition with frugality, he underscores how financial discipline can often be the difference between

success and failure during the critical initial phases of a company. Bill also stresses the importance of leveraging readily available resources. By taking advantage of legal documents available online to the guidance of a professional CPA, he encourages entrepreneurs to make informed decisions without unnecessary spending. Equally vital is establishing a strong banking relationship to support future growth.

At the heart of Bill's philosophy lies a deep respect for people. He advises entrepreneurs to care for their most valuable assets—clients and employees—with dedication and sensitivity.

Choosing a memorable company name that resonates with potential customers is another cornerstone of his business strategy, and he gives his wife Eileen the credit for naming the company Cobol Cowboys. He believes that pride in one's company, products, and team is crucial to building lasting success. His advice serves as a reminder that starting a business is not just about achieving goals but also about enjoying the journey, learning from setbacks, and staying true to the dream. For those ready to embark on this path, Bill's insights offer both inspiration and practical guidance.





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Banlastic



Founder & Principal of
Lions Financial

ARIEL TAVOR

They say it takes a village to raise a child, similarly, it takes a village and a few to run a successful business. While starting any business, the major part all new entrepreneurs must focus on is taking the business on the right financial path. Finance & Investment keep any business running, making them the most crucial aspects of any industry.

Ariel Tavor, holds over a decade of experience in the financial services industry, specializing in insurance and investment companies. Having experience in working with executives & CEOs from a wide range of industries, his work involves counseling CEOs, Boards of Directors, and Capital Investment Funds. He specializes in advising the top management on executive compensation, business plan designs, mergers & acquisitions, due diligence, and asset financing. Being an expert in financial analysis and strategy, Ariel masters in advising the clients on

allocations based on their business objectives and analyzing the economic factors, to keep a long-term perspective. With a vision to provide his array of expert services to more clients with a dedicated team, he started his firm 'Lions Financial'. His company specializes in real estate asset management, e-commerce, automotive distribution, management consulting, financial services, corporate travel, manufacturing, food concepts, and enterprise technology.

Lions Financial – Making A Mark

Lions Financial focuses on providing holistic business management solutions by working as a business advisory and wealth management firm for their clients. Ariel & his team manages a diverse portfolio of companies & help businesses build financial management strategies to enhance their business for high growth and long-term success. Not just that, they also have expertise in giving their clients a key solution for

three major areas, which include business consulting, capital markets, and last but not least, risk management. They use four specialized disciplines like financial strategy, organizational structure, processes, communications, and technology to fuel better financial management of the clients. Their skilled team serves a variety of industries making them one of the most diversified financial firms that cater to different industries like automotive, hospitality, retail, e-commerce, commercial real estate, financial services, healthcare, engineering, renewable energy, and biopharmaceuticals.

The New Era of Businesses

Ariel believes in advancing his techniques and adapting with time. According to him, *'Industries have evolved a lot over time, and with the digitization of modern technology and businesses, the traditional methods are no longer seen. The industry has*

adopted the new trends, and businesses are now operating on the factors that can help them move a step forward into the future. To maintain pace with the constantly changing market, Ariel advises companies to change their traditional strategies and opt more for online operational methods. He believes every business aspect is different and unique and requires a niche solution that fits their needs. Besides, there is no doubt that technological advancements have shown a drastic effect on the way people used to do business. According to Ariel, successful companies have a thorough understanding of what the future will hold through research and development teams that plan for many ideas and identify future prospects for aspects sought. The recent pandemic has made it a need for companies to transform themselves and be more 'internet-friendly'.

Significant Challenges & Setbacks

In the initial period of starting the business, Ariel has had his share of ups and downs with connecting segments and analyzing bits and pieces that can make a huge difference in the business strategy. As with many companies, Lions Financial had a business plan; but since it was not updated to reflect the current situation early on, it led to miscalculated assumptions. Keeping track of what happened afterward and evaluating it was a time-consuming and ineffective process, Ariel and his team implemented software technology and created an operations team for effective and fast results. In the early days of starting Lions Financial, Ariel focused on companies that had a difficult time obtaining financing, but this created challenges for them to have a longer-term engagement and underfunding for initiatives needed to improve their business. Ariel did not get dispirited by these obstacles and

learning from his experiences, shifted his focus to target established businesses that could leverage more complex financial strategies. They started acquiring clients with better potential by arbitrating their clientele by leadership structures such as; multigenerational family businesses, companies with a board of advisors, and companies with successor CEOs.

Leadership is an Action, Not a Position

A successful leader doesn't just preach the ideas but makes sure to adapt them to his own work ethic and leads the way while everyone around them learns, grows, and prospers along with the company goals.

"I believe in prioritizing my clients' needs. Our business purpose is defined as providing financial services & solutions to businesses during their different life cycles. We focus on building a team that has this same concern for deciding what is best for clients and making sure solutions are tailored to their needs. I do my best in having discussions with the team and listening to their ideas and concerns. Learning from people on the team helps me look at the bigger picture and gain perspective for effective decision-making," says Ariel Tavor on leading a diversified team of experts.

Lions Financial SIRE Strategy By Ariel Tavor

Any business or organization that wishes to bring a revolution into the business world needs to have something unique that others don't possess. What sets Lions Financial apart from its competitors is its Four-Step value-focused and closed-loop process called SIRE strategy. It includes various factors that comply with the client's work culture. SIRE

process entails the Survey, Insight, Recommendation, and Execution. The strategy has been tried and tested by Ariel Tavor for years and provides a diversified solution to niche problems. Let us understand how this works: The Initial and most crucial stage of this strategy is gathering primary & secondary data through surveys and research to evaluate the business situation. The latter part is the 'Insight' stage that extracts data from the pool, identifying a unique blend of skills, business value, competency, threats, and weaknesses. The recommendation stage involves recommending two to three best solutions based on the problem evaluated and the insight gathered. And last but not least, executing the idea for achieving the desired outcome while addressing the hurdles and ensuring a better result for the client's needs.

When asked about how Ariel manages to keep his team motivated and focused on the goals, he said, *"The key to a successful project is communication. Great solutions are found when people are open to exchanging ideas and talking about them. The work system we use at our company is flexible, and we try to build on skills that are already embedded in the team."*

Golden Advice for Young Entrepreneurs

Ariel shares that every entrepreneur must carry a never-say-die attitude on their shoulders even while going through a challenge as he believes challenges are a crucial part of success. He also advises to keep learning from mistakes, and always has field specialists on board that will help you understand options for tackling different aspects of the business.



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The Pill
is **REVO**



FLAT

Low Impact Designed
To Stimulate Arousal Waves

The Pill
is **REVO**




FORK

Deep Impact for High Control

AT

ATTACHMENTS



A portrait of Bridgette Link, a woman with dark, curly hair, wearing a blue and white striped shirt, smiling. The background is a dark grey gradient.

SVP, Finance Solutions
and Technology
Johnson & Johnson

Bridgette Link

The finance and technology industry is a dynamic and ever-evolving sector that combines the worlds of finance and technology to drive innovation, efficiency, and growth. From digital banking solutions to algorithmic trading platforms, this industry plays a significant role in shaping the global economy and transforming traditional financial practices. With a focus on strengthening technological advancements to enhance financial services and operations, individuals in this field are at the forefront of driving change and disrupting traditional business models. Bridgette Link is a respected figure within finance and technology, serving as the Senior Vice President of Finance Solutions and Technology at a leading global

company. With a background in finance and a passion for leveraging technology to drive business success, she leads her team in developing and implementing innovative solutions to streamline financial processes, improve efficiency, and drive strategic growth initiatives. Known for her strategic vision, leadership skills, and commitment to excellence, Bridgette is recognized as a trailblazer in her field, consistently delivering results and driving positive change within her organization.

Bridgette Link: Navigating Finance and Technology

As the Senior Vice President of Finance Solutions and Technology at

Johnson & Johnson, Bridgette Link traces her interest in finance back to high school. Fascinated by both Finance and Accounting systems, she pursued Accounting as her major in college, complemented by IT courses to broaden her understanding of the field.

Starting her career as a Financial Accountant, Bridgette has since handled various corporate accounting functions, including financial reporting, analytics, acquisitions, divestitures, forecasting, planning, tax, and transformational activities. As a divisional CFO, she successfully led the deployment of several large-scale ERP system transformations and played a pivotal role in implementing

emerging technologies like machine learning, blockchain, robotics, and Artificial Intelligence solutions. Early in her career, she received valuable sponsorship, training, and development from senior leadership, providing her with opportunities to explore new areas, gain insights, and advance professionally.

Throughout her career, Bridgette gained exposure to different Financial systems, starting with Oracle ERP and later SAP. She realized that the foundational principles of ERP systems are applicable across multiple platforms, such as Oracle, SAP, JDE, and others. Instead of focusing solely on technical details, she prioritized learning fundamental concepts that could be applied across various professional fields. Her journey exemplifies the importance of continuous learning, adaptability, and a solid foundation in finance and technology. Her dedication to mastering core principles has enabled her to navigate complex challenges and lead transformative initiatives in the ever-evolving landscape of finance and technology.

From Humble Beginnings to Leadership at Johnson & Johnson

Raised by supportive parents who emphasized the importance of hard work, Bridgette learned to approach tasks with integrity, determination, perseverance, and accountability. Her upbringing in humble surroundings shaped her values and work ethic. These values continue to guide her as the Senior Vice President for Finance Solutions and Technology at Johnson

& Johnson. Throughout her career, she has been drawn to large, complex companies with a clear vision and a commitment to making a positive impact, and those who prioritize patient care. She admires leaders who embody Johnson & Johnson's values and guide their teams by example, living up to the J&J Credo through their actions.

As a leader, Bridgette values individuals who share her passion for their work and demonstrate a willingness to embrace change. She admires those who fearlessly tackle complex tasks and challenge established norms. Inspired by visionary leadership, Bridgette believes in nurturing talent, focusing on the present while planning for the future, and striving to maximize organizational potential. Her journey from modest beginnings to a leadership role at Johnson & Johnson exemplifies the power of diligence and a commitment to making a difference. Her story is an inspiration to others, showing that with determination and dedication, anything is possible.

Bridgette's Journey to Empower the Next Generation

Bridgette finds inspiration in her mother, a strong and wise woman who instilled in her the values of honesty and hard work. Her mother's guidance taught her the importance of integrity and the necessity of earning one's achievements through dedication and perseverance. Driven by her upbringing, Bridgette is passionate about sharing her experiences with the next generation..

By sharing her career journey, she hopes to inspire others to pursue their goals. Her commitment to mentorship reflects her belief in the power of lifting others up and providing opportunities for growth. She believes that by giving back, we can create a brighter future for all. serve as a guiding light for both her personal and professional life. Through her actions and words, she inspires others to believe in themselves and strive for success.

Bridgette's Perspective: Diversity, Equity, and Mentorship

Navigating the professional landscape can be challenging for women, particularly for women of color. Bridgette recognizes the importance of diverse perspectives in fostering personal growth and professional advancement. She believes that having sponsors and colleagues from varied backgrounds and skill levels enriches the workplace environment and contributes to overall success.

Throughout her career, Bridgette has encountered situations where she was the only woman of color at the table. Despite this, she never doubted her place or allowed it to hinder her performance. With determination and integrity, she consistently delivers high-quality work, regardless of the circumstances. While progress has been made in promoting awareness and equity for women, Bridgette hopes to see accelerated change in the coming years. As a mentor and supporter, she is committed to empowering young women entering the workforce. She

provides guidance and a support system to help them navigate the challenges they may face.

Additionally, she is a trusted peer and colleague to more experienced professionals, offering her insights and expertise to support their career journey. Her perspective on diversity, equity, and mentorship highlights the importance of creating inclusive environments where all individuals have the opportunity to thrive. Through her actions and advocacy, she is working towards a future where women, especially women of color, are afforded equal opportunities for success in the workplace.

Envisioning, Strategizing, and Leading

Bridgette's greatest asset lies in her ability to envision, strategize, and execute plans effectively. With a forward-looking mindset, she seamlessly integrates finance and accounting with systems, distinguishing herself in her field. Balancing attention to detail with a visionary approach, she adeptly sees the big picture while nurturing supporting details.

Partnership is paramount to success as a leader, and Bridgette excels in forming connections, building trust, and fostering productive working relationships. She approaches the path ahead with determination, acknowledging that potential obstacles may arise that provide opportunities to reassess and adjust course as needed. Her strong emotional intelligence,

coupled with her ability to build connections and understand her team and surroundings, positions her as a leader at Johnson & Johnson. She possesses the skill to "read the room," accurately gauging interest levels and comprehending the needs of her audience. Her leadership style is characterized by empathy, adaptability, and a keen awareness of interpersonal dynamics. Her strengths in envisioning, strategizing, and leading highlight her valuable contributions to Johnson & Johnson and underscore her effectiveness as a leader in her field.

Confidence, Resilience, and Success for Women

Bridgette emphasizes the importance of confidence for women's success, urging them to recognize the value of their voice. Believing in oneself positively impacts personal and professional interactions. Bridgette encourages all women she mentors to overcome any negative mindset by asking questions and taking risks. According to her, resilience is crucial for women to achieve success. It is essential not to let setbacks hinder progress.

Instead, challenges should be viewed as opportunities for growth and to approach situations from different perspectives gaining deeper insights into diverse viewpoints. Bridgette's insights highlight the significance of confidence and resilience in women's journeys towards success.

Bridgette's Advice: Empowering the Next Generation of Women Leaders

Bridgette offers valuable advice to the next generation of women leaders, highlighting the abundance of opportunities available to them. She emphasizes the importance of self-discovery, urging them to embrace their skills and talents while building resilience to overcome setbacks. Taking risks and pursuing new endeavors with purpose are key to personal and professional growth.

Knowing one's worth and advocating for oneself is crucial, Bridgette advises. Women should not be deterred by labels or perceptions when asserting their needs and opinions.

Seeking mentors and sponsors, both men and women, with diverse backgrounds can provide invaluable support and guidance. Similarly, serving as a mentor to others is essential for fostering a supportive and inclusive environment. In times of career setbacks, Bridgette encourages her teams to focus on the lessons learned and opportunities for growth. Rather than dwelling on disappointment, they should approach re-discovery with optimism, exploring new interests and charting a new course forward.

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G V RAMA *Krishna*

DALMIA CEMENTS BHARAT LIMITED
CHIEF TECHNOLOGY OFFICER

You are a successful Chief Technology Officer. Which character traits do you think were most instrumental to your success?

There are many traits required to be a successful CTO but the most important ones to me are being Strategic, Analytical, Learner, Restorative and having Ownership Traits.

What are the technology transformations you haven't explored yet?

We are still looking for involvement of machine learning and artificial intelligence in our regular business operations. Apart from that we are also looking to capture CO2 from our plant emissions and also looking for storage to renewable energy.

Do you have a mantra or motto that you live by?

I believe in the famous quote by Shri Vivekananda - *Arise! Awake! and stop not until the goal is reached.* Also, *I like to perform with Day#1 attitude every day.*

There is no denying that technology has a big impact on almost every industry. So, how do you use technological advancements in your company?

We are in continuous look out for the latest in the technology related to our businesses and we try to be the *first movers* to capture the benefits of the latest technology in our operations. We try to stay competitive with our peers with this attitude.

What crucial traits do you believe Chief Technology Officers should have?

He should have excellent understanding of cutting-edge technologies that can out-compete other organizations. He should work on designing strategies on how to enforce advanced technology within the company to ensure success. He should analyze and execute advanced technology that yields a competitive advantage to the company. He should use feedback from stakeholders to enlighten and fortify crucial improvements and adjustments to technology.

CTO has to make sure that designed plans and strategies are concerning the company's technological interests.

They monitor the organization's infrastructure to assure efficiency and operability.

CTO envisions how technology will be profitably utilized within the company.

CTO should implement technical strategies of the company while managing the technological roadmap.

What were some of your biggest technology challenges, and how did you overcome them to get where you are now?

One of the challenges in the rise prices of the fossil fuel and also the challenge of availability on the sustainable basis keeping Net Zero Mission in mind. We have managed to replace the fossil fuel with alternate fuel like RDP, plastic and other municipal waste which are available as legacy dumps and also fresh generation. We have used the latest technology available to maximise the usage of these alternate fuels and raw material and are the largest consumers of these in entire country. *We call them green fuels.* Also, we have worked on various green materials and green power for getting the competitive advantage over our peers in the industry and have thus managed the cost leadership.

Which roles & responsibilities of the Chief Technology Officer do you believe to be the most crucial?

The most important role a CTO has is to use technology to generate value for a company and help it achieve its business objectives. At their core, they must develop a technology vision and strategy that will allow the company to thrive and build a solid competitive advantage.

Where will technology be in five years and how will we adapt?

Capturing and transforming CO2 to mitigate climate change – we shall be able to find ways to capture CO2 from the air and transform it from the scourge of the environment into something useful. The goal is to make CO2 capture and reuse efficiently to reduce the level of the harmful CO2 in the atmosphere and, ultimately, slow climate change.

Storage of renewable energy sources - Many renewable energy sources are intermittent and require storage. We shall be able to discover new materials for safer and more environmentally batteries capable of supporting a renewable-based energy grid and more sustainable transportation. The use of AI and quantum computing will result in batteries built with safer and more efficient materials for improved performance.

Which of your accomplishments and awards, in your opinion, stands out from the rest?

Using the strategic mindset and able to see the big picture to take the company forward after understanding and researching marketing trends, business models and technologies. I analyzed the competitors and create technology strategies to disrupt the status quo. I have rapid diagnostic skills associated with speed which has helped my company to take quick decisions. The has helped the company to be *early and first movers* in many technology areas.

I have the ability to learn and actively participates in webinars and seminars/discussions to learn the latest in technology and adapt the same in our business.

How do you keep yourself up-to-date with the latest technology?

By attending industry related conferences and tech events. A small portion of each day is spent on staying updated with technology news. I have subscribed to newsletters and get updated on new material on technological advancement. I also follow industry and other technology companies to learn about emerging technologies.

Listen to podcasts and Ted Talks to keep up to date on general technology news and industry-specific technological advances. Look at technology use outside of my industry. Understanding how other successful companies are using technology and replicating the insights into implementing those in our business.

What would be your future endeavors and where do you see yourself in the near future?

I see myself as a CEO is near future so as to impellent my learning and industry experience to take to company to greater heights.


What would be your best piece of advice to aspiring tech leaders of the future generation?

The aspiring Tech leaders should be resilient, agile and future-focused. They have to be collaborating, encouraging entrepreneurship and innovation. The should have agile leadership skills creating psychological safety and a supportive environment for people to be the best they can be. They should be authentic and active listeners, having an entrepreneurial mindset and being an excellent communicator.

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A dimly lit living room at night. On the left, a dark wood desk holds a stack of books, a small bowl, and a framed picture. A lamp with a white shade sits on a round wooden side table next to a blue armchair with a dark blanket. A window on the right has a white blind and a Christmas garland with lights on the sill. The room is decorated for the holidays.

Desk
Official holiday hiding spot

tanguay



Group Vice President, Digital
Transformation, Author
of Artificial Integrity

Hamilton Mann

Kindly brief us about the outset story of your career.

The journey of my career began with a passion for the transformative potential of technology and its impact on society, starting with navigating the stakes and complexities of defining technology strategies to best serve telecom businesses and create distinctive services and customer value; then moving on to advising in the definition and implementation of such strategies as a consultant for Fortune 500 companies—first through my own consulting boutique and later at Capgemini.

Over time, I found myself increasingly drawn to the intersection of technology and societal good to address complex challenges.

This led me to the current executive corporate role I hold at Thales, where I

serve as Group Vice President for a global leader in Digital & Cybersecurity, Aerospace, and Defence. In this role, I co-lead the AI initiative and digital transformation while also overseeing global digital marketing activities, in a global multicultural and matrixed organizations.

As the pervasive impact of new technology evolved in society, particularly with the advance of AI, I became deeply invested in its societal implications, which inspired my work that has been featured—whether as case studies by MIT and IMD Business School, through papers published in esteemed platforms such as *Stanford Social Innovation Review*, *California Management Review*, *Rotman Management Magazine*, *I* by IMD, *Knowledge@Wharton*, *Dialogue* (Duke Corporate Education), *Leader to Leader*, among others, or in lecturing

at prestigious institutions like INSEAD and HEC Paris.

I was honored to be inducted in 2024 into the Thinkers50 Radar as one of the 30 most prominent rising business thinkers globally, and I was also named a Top 10 Thought Leader in Technology by *Technology Magazine* the same year for a podcast I host, *The Hamilton Mann Conversation*, which aims to shed light on how digital and AI can help foster good in society. My vision of AI for good is at the heart of Artificial Integrity, a concept I originated, setting a new standard for frontier AI—one capable of handling ethical dilemmas adaptively, exhibiting context-sensitive reasoning both ex-ante (proactively) and ex-post (reflectively) as it learns from real-world interactions to artificially guide integrity in its outcomes, upholding human values; a prospective approach on which I am conducting research, particularly through my doctoral endeavors.

This has recently culminated in the book, *Artificial Integrity: The Paths to Leading AI Toward a Human-Centered Future*, which has been widely acclaimed in the field of AI ethics, encapsulating the path I envision for the future of AI systems where integrity precedes intelligence, ingrained in the system itself. Looking ahead, I remain committed as a tech executive, researcher, and writer to ensuring that AI continues to evolve as a transformative force for good, benefiting society.

What do you think is the most exciting thing AI can do in the next few years?

The most exciting potential of AI in the coming years lies in its ability to address grand challenges shaping our future.

By 2035, which is not such a distant future, the global population is expected to reach 8.89 billion, with significant regional disparities.

Sub-Saharan Africa will experience rapid growth, driven by high birth rates and improved healthcare, while South Asia, particularly India, will see substantial population increases, with India surpassing China as the most populous country.

Conversely, developed nations, such as those in Europe and East Asia, will face declining and aging populations, leading to labor shortages and strained social welfare systems.

These demographic shifts present dual challenges: meeting the needs of growing populations in densely populated regions while sustaining aging societies with reduced workforces.

They also raise critical questions about resource allocation, equitable development, and sustainability.

Additionally, migration patterns will shift as populations from resource-scarce or unstable regions move toward wealthier, aging nations needing workers, creating opportunities but also tensions in cultural, political, and economic integration.

Urbanization will continue to accelerate, with over 60% of the global population living in cities. And this will amplify challenges like overcrowding, housing shortages, and strained infrastructure, particularly in rapidly expanding megacities.

Facing these challenges pose by the demographic trends, AI holds transformative potential to help address them.

In regions experiencing rapid population growth, AI can optimize resource allocation by analyzing real-time data to improve food production, streamline healthcare delivery, and enhance access to quality education. Predictive models can forecast demand for resources, enabling governments and organizations to plan more effectively.

For aging societies, AI-driven automation can mitigate labor shortages by performing repetitive tasks in industries like manufacturing and logistics, while AI-powered healthcare systems can support elderly care through personalized treatment plans, remote monitoring, and robotic assistance.

Regarding migration, AI can facilitate smoother integration processes by identifying skill gaps in labor markets, matching migrants to job opportunities, and supporting cultural adaptation through language learning tools and community-building platforms. In urban megacities, AI can help manage overcrowding and infrastructure strain by optimizing transportation systems, monitoring air quality, and predicting maintenance needs for public services.

Furthermore, AI can assist in urban planning by modeling sustainable development strategies, ensuring that cities grow inclusively while balancing environmental and social considerations.

Undoubtedly, the grand challenges we will have to face do not stop at those posed by demographic trends. We can also think about the one related to the question of what kind of environment we will have to thrive in, considering the profound impacts climate change will have on the

environment we will inhabit, or how we will thrive in such an environment, given the labor market and broader economic structures that will look vastly different from today, driven and transformed by the pervasive influence of AI and automation.

There is much that AI can do to help us with these grand challenges, not just in the future, but starting now.

However, this opportunity is as full of potential as it is fraught with risk. Given the stakes for our lives, our societies, and the world as a whole, the design of the AI systems we choose to create to address these grand challenges is of paramount importance—if not vital.

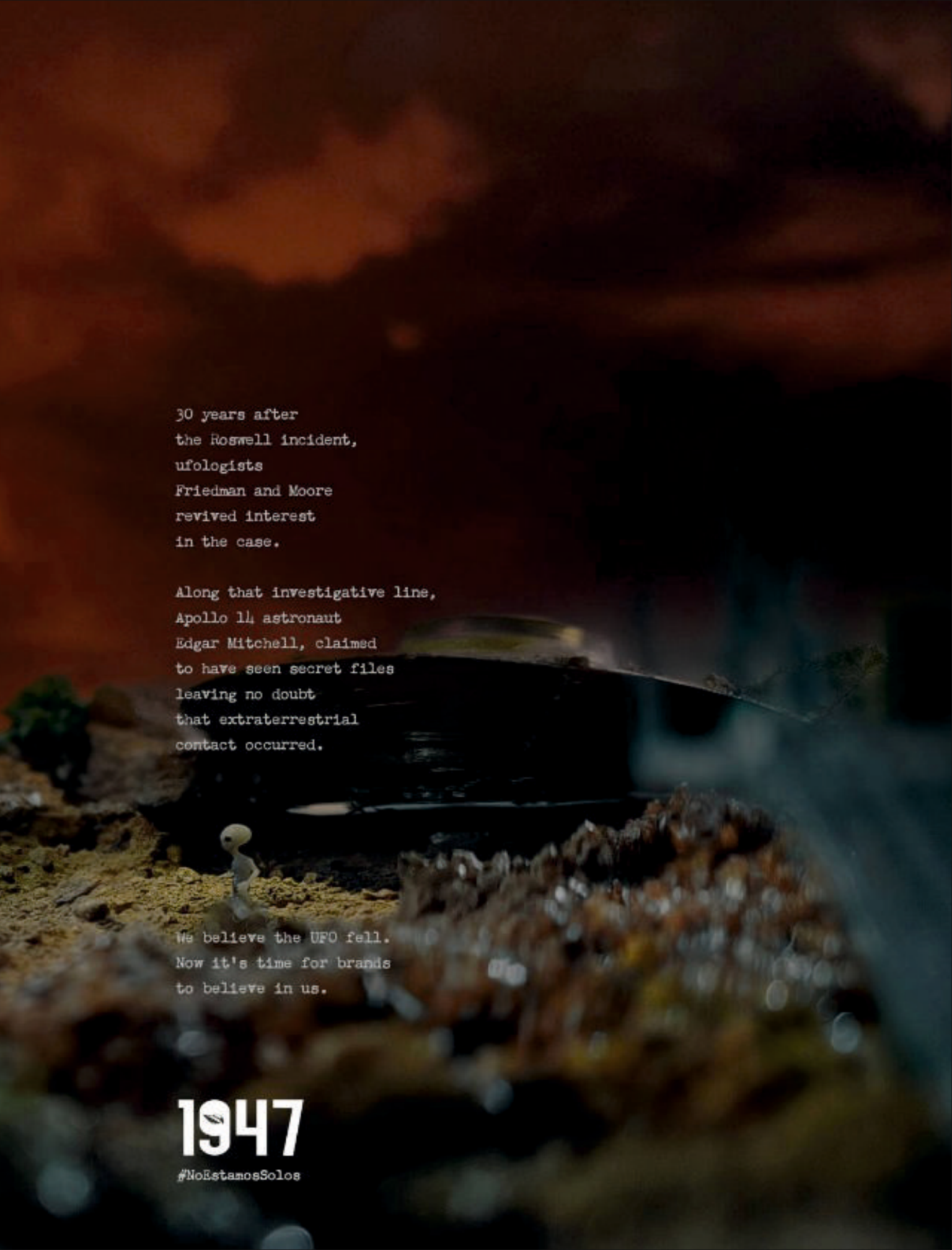
And this is precisely the point: AI systems that will enable us to tackle these grand challenges will become indissociable from the core functioning of all critical infrastructure sectors whose assets, systems, and networks, whether physical or virtual, are considered so vital to the nations.

They will represent particularly sensitive targets, as they are capable of causing the complete paralysis of a state and, consequently, jeopardizing sovereignty at the level of a country, a region, or even several continents due to globalization, on a scale that likely has no historical precedent.

This compels us to design these AI systems responsibly, particularly by ensuring they possess the ability to demonstrate integrity, rather than merely intelligence.

Advancing Artificial Integrity in AI systems is more than a techno-social imperative; it's an obligation for a sustainable future.





30 years after
the Roswell incident,
ufologists
Friedman and Moore
revived interest
in the case.

Along that investigative line,
Apollo 14 astronaut
Edgar Mitchell, claimed
to have seen secret files
leaving no doubt
that extraterrestrial
contact occurred.

We believe the UFO fell.
Now it's time for brands
to believe in us.

1947

#NoEstamosSolos

Dr.
James
Hutson
Lead XR Disruptor
Lindenwood University



Dr. James Hutson's tenure at Lindenwood University has been a remarkable journey of growth, innovation, and leadership, reflecting the intersection of art, technology, and education. Joining the university in 2010, Dr. Hutson was entrusted with the task of developing the undergraduate Art History program within the School of Fine and Performing Arts. With an academic background rooted in Studio Art and Art History, and advanced degrees from the University of Tulsa, Southern Methodist University, and the University of Maryland, College Park, Dr. Hutson set out to expand and transform the Art History curriculum. His efforts established the program as one with national recognition, laying a solid foundation for both undergraduate and graduate studies.

By 2016, Dr. Hutson's role at Lindenwood began to evolve, as he took on more administrative responsibilities, becoming the Assistant Dean of Online and Graduate Programs. This period was pivotal, offering him exposure to the broader aspects of business, management, and

technology. Under his leadership, the university introduced 25 new online degrees and certificates, several of which have garnered awards. His vision extended beyond traditional arts, as he also developed a graduate degree in Art History, alongside programs in Game Design and Digital Marketing. These initiatives blended creativity with the latest digital technologies, marking a significant expansion of Lindenwood's academic offerings. In 2019, Dr. Hutson's focus shifted towards immersive technologies, particularly virtual and augmented realities (VR/AR). He was tasked with spearheading a campus-wide initiative to integrate these technologies across various disciplines, leading to the establishment of the XR and Gaming Lab. The lab quickly became a focal point for research in serious gaming, where human-subject studies contributed to both academic advancements and practical industry applications. This initiative not only enhanced the university's research capabilities but also positioned Lindenwood as a leader in the field of immersive realities.

Dr. Hutson's journey reached another milestone in 2021 when he was appointed as the Lead XR Disruptor. In this role, he was charged with extending the successes of the university's VR initiatives to the broader realm of artificial intelligence (AI). His efforts are now concentrated on integrating AI solutions across the campus, driving curriculum innovation, and fostering discussions on how AI can best serve both academic needs and the industries that intersect with Lindenwood's work. In addition to his responsibilities in technology and innovation, Dr. Hutson continues to lead the Department of Art History and Visual Culture, ensuring that art remains a vital and integrated component of the university's evolving technological landscape.

Bridging Creativity and Technology: Journey in AI and Education

Dr. James' pursuit of a PhD in Artificial Intelligence (AI) marked a significant shift in his career, transforming how he integrates emerging technologies into educational and industrial settings. With a background deeply rooted in art history and visual culture, fields traditionally seen as distant from technology, Dr. James discovered that the fusion of human-centered design and advanced AI frameworks could revolutionize both learning and engagement models. This realization led him to explore the intersection of these diverse disciplines, fostering a new approach that combines creativity with cutting-edge technology.

One of the key takeaways from Dr. James' AI research was the value of interdisciplinarity. He found that merging insights from various fields could lead to more adaptable and innovative solutions. This principle is evident in the work conducted at the XR and Gaming Lab, where Dr. James applies AI concepts such as predictive modeling, neural networks, and natural language processing to create immersive learning environments. These technologies are particularly impactful in serious gaming and educational simulations, where the experiences are designed to adapt in real-time to the individual needs and learning styles of each user. This blend of AI and education underscores the potential for technology to enhance how we learn and interact with information.

Another aspect of Dr. James' work in AI is his focus on scalability and personalization in education. He emphasizes the development of AI-driven curricula and campus-wide initiatives that can effectively scale while remaining tailored to diverse learner needs. This is especially pertinent

in the realm of online education and digital platforms, where adaptive learning tools have the potential to greatly improve student outcomes and retention rates. Dr. James' commitment to personalization ensures that these technologies not only reach a broad audience but also address the unique challenges and opportunities presented by individual learners. Ethics also play a crucial role in Dr. James' approach to AI. He frequently grapples with the balance between harnessing AI's vast potential and ensuring its equitable and transparent use. His advocacy for inclusive AI solutions is driven by a desire to amplify access rather than create new barriers. This ethical framework guides his work both in academia and in industry collaborations, where he helps organizations navigate the complexities of AI adoption. By understanding the creative and technical aspects of AI, Dr. James assists businesses in aligning emerging technologies with their core missions while preparing them for future developments.

Blending Art and Technology: Innovation at Lindenwood University

As the Lead XR Disruptor at Lindenwood University, Dr. James has a unique role that combines the integration of emerging technologies across campus with his leadership as the Department Head of Art History and Visual Culture. This intersection of art and immersive technology has proven to be a powerful avenue for exploring cultural heritage, enhancing visual learning, and making art more accessible to diverse audiences. Dr. James' dual responsibilities allow him to seamlessly blend research and project initiatives, creating a dynamic synergy between these two seemingly different fields.

Dr. James also is the Editor-in-Chief of the International Journal of Emerging and Disruptive Innovation in Education. This position acts as a crucial intellectual hub where the latest trends and innovations in educational technology converge. The journal not only informs the projects led in the XR Lab and within the Art History department but also connects Dr. James to a global network of thought leaders, researchers, and practitioners who are pushing the boundaries of education and technology. These connections often lead to collaborative opportunities that enrich both the university's programs and the broader academic community.

What makes Dr. James' approach effective is his strategic time management and priority setting. By focusing on projects that naturally intersect across his various roles, he

is able to leverage the work done in one area to benefit another. For instance, research conducted in the XR Lab often becomes the basis for articles and case studies in the journal, while editorial insights guide the development of curricula and research initiatives. This cyclical flow of knowledge and resources creates efficiencies that allow Dr. James to manage his responsibilities without the need for strict compartmentalization.

Empowering Innovation: Leadership in the XR and Gaming Lab

Dr. James' leadership philosophy is grounded in collaboration, innovation, and strategically aligning resources to maximize the impact of his work. As the head of the Immersive Arts and Culture Hub and the XR and Gaming Lab, his approach is centered on empowering his team, fostering partnerships across disciplines, and ensuring that their efforts not only contribute to academic knowledge but also find meaningful applications in various fields.

For Dr. James, effective leadership is about enabling others to reach their full potential. At the XR and Gaming Lab, housed in the Library and Academic Resource Center (LARC), this means creating an environment where a diverse and skilled team can thrive. The support from LARC staff is crucial in keeping the lab's hardware and software up-to-date, allowing Dr. James and his team to focus on their core mission: advancing human-subject research and innovation without being hindered by technical issues.

In this collaborative setting, Dr. James sees himself as a facilitator. His role involves ensuring that everyone involved—from lab technicians to faculty collaborators—has the necessary tools, guidance, and freedom to push the boundaries of their respective fields. By fostering an open culture that encourages creative experimentation and idea-sharing across disciplines, the lab is able to produce richer research outcomes and more robust applications of XR technologies. One of Dr. James' key responsibilities is overseeing the human-subject research conducted in the lab. This aspect of the work is highly interdisciplinary, involving collaborations with scholars from fields such as healthcare, psychology, art, and education. Together, they explore how XR can be used to

solve complex problems or enhance learning experiences. Dr. James guides these projects by aligning them with both academic goals and practical applications, ensuring that the research remains relevant and impactful.

Maintaining ethical standards and research integrity is a priority for Dr. James and his team. This commitment not only builds trust in their findings but also bolsters the credibility of the lab's contributions to the wider academic community. By focusing on high-impact studies that lead to publishable results, Dr. James ensures that the lab's work is shared with the world, paving the way for future advancements in XR and related fields.



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Jeffrey Carson

AI and Analytics Executive at Synchrony

The financial services industry is the backbone of the global economy, providing basic services such as banking, credit, and investments to the masses and businesses. This industry has evolved dramatically over the last five years, mainly due to digital transformation and the inbuilt use of cutting-edge technologies like AI, machine learning, and predictive analytics. These innovations help financial institutions experience more personalized and seamless customer experiences while improving operational efficiency. The industry also has increasing accountability to ensure data security, maintain compliance, and apply ethical AI practice, balancing innovation with trust. Amid all these changes, the individual who stands out as a visionary leader is Jeffrey Carson. As VP of Journey Analytics, Voice of Customer, and Operations at Synchrony, he has been directly

involved with innovations and strategic executions that integrate technology with real-world business practices. His passion for making customer journeys better and his commitment to AI done responsibly epitomize forward-thinking leadership the future of the financial services industry.

A Journey Rooted in Curiosity

Jeffrey Carson's love for analytics started early, thanks to his mother, Gladys Carson, who recognized his innate curiosity and made sure he had the necessary educational opportunities to thrive. It was during those formative years that he would discover computer programming, an experience that would ultimately define his career trajectory. His professional journey into analytics started during a very pivotal time in financial history, the subprime mortgage crisis. As a Chase employee, he watched firsthand how

data insights could drive businesses through uncertain times, which made him passionate about it and created a core of his career. Reflecting on that defining period of her life, Jeffrey shares, "It wasn't just about crunching numbers; it was about using insights to make decisions that affected real people's lives. That experience ignited a passion in me that still drives me today." The careers of Jeffrey ever since have had them working in some of the world's most dynamic companies, such as Worldpay, PSCU Financial, Citigroup, and Neiman Marcus. In all of these roles, there were variations with specific challenges and opportunities, ranging from risk analytics to marketing strategies and constantly steering the complex balance between innovation and compliance. His role at Neiman Marcus is also telling, as he played a pivotal role in guiding the company through its emergence from bankruptcy.

Driving Change at Synchrony

Driving change at Synchrony, Jeffrey heads a global team of 30 analytics professionals spread across multiple time zones. Here, his main focus remains on making customer experiences more effective through clever applications of cutting-edge technologies to the extent of AI and ML, moving forward in the disciplines of journey analytics, predictive modeling, & customer engagement, among others. Jeffrey explains, "At Synchrony, analytics unlocks the ability to genuinely understand our customers' stories, not just what they do but why they do it. By combining journey analytics with voice-of-customer data, we can identify those 'lightbulb moments' wherein we could make banking easier and more personal for everyone. One example is the redesigning of the mobile application experience for Synchrony. Looking at usage patterns and customer feedback, Carson's team found pockets of opportunity for improvement that led to a simplified and easier user experience. This was not only better for satisfaction but also for trust and loyalty metrics that Jeffrey and his team monitor obsessively.

A Thought Leader in AI

Jeffrey's experience is far beyond Synchrony. He is considered a thought leader in the areas of AI and analytics. He spoke at such high-profile industry events as the 2024 GDS CX Summit on the application of AI toward engagement rather than containment. He has also been part of several roundtables discussing challenges related to the implementation of AI solutions. His contributions to the field have not gone unnoticed. Jeffrey was recognized in 2024 as one of AIM Research's 100 Most Influential AI Leaders in the USA for his

contributions as a strategist, data analyst, and innovator. He is also proud to be a part of the responsible AI Institute. His commitment to ethical AI is further underscored by his completion of the MIT Sloan Executive Program, which focused on AI's implications for business strategy. He believes in leveraging AI responsibly to enhance customer experiences while addressing governance and risk management challenges. Being on the AI Council has transformed how I think about the role of technology in our business," says Jeffrey. "We're not just chasing the newest technology; we're thoughtfully considering how each innovation can genuinely benefit our customers and employees."

Leading a Global Team

Managing a global team across five time zones is a challenge that requires even more nerves of steel, but Jeffrey handles it with the finesse of a maestro conducting an orchestra: coordination, crystal-clear communication, and respect for the variety of different perspectives. "Leading a global team is like conducting an orchestra; it takes rhythm, coordination, and respect for each player's unique contribution," Jeffrey explains. He makes sure that all the key meetings are scheduled fairly to adjust to different time zones and has fostered a culture of teamwork within his team, celebrating diversity and collaboration. Regular one-on-one meetings and clear alignment with Synchrony's goals further strengthen team cohesion. He believes that when team members see how their work contributes to the bigger picture, they feel empowered to innovate and bring their best ideas forward.

Metrics That Matter

Jeffrey's approach to analytics is deeply rooted in understanding what really matters to customers. It focuses on metrics such as Net Promoter Score (NPS), Customer Satisfaction (CSAT), Customer Effort Score (CES), and First Contact Resolution (FCR) as key indicators of success. "Sou is about measuring things. Important to customers," Carson said. "In addition to tracking numbers, we also use those metrics to tell stories about the customer experience. When we see better scores, that means we are transforming the banking sector for the better for people." But it also informs long-term strategic decisions. This ensures Synchrony is at the forefront of customer-centric innovation.

Innovation and Emerging Technologies

Jeffrey is focused relentlessly on innovation. He actively creates an environment where his team members can experiment and share ideas, celebrate creativity, and draw new ways of thinking into the frontline. He has a great amount of excitement for the promises emerging technologies, such as Generative AI (GenAI), Retrieval-Augmented Generation (RAG), and deep learning, have in store for customer experience and even more granular and context-aware control over solutions. "The future of customer experience isn't just about implementing new technologies; it's about using them thoughtfully to make banking more accessible and personal," Jeffrey asserts.

For instance, the integration of GenAI and RAG into Synchrony's analytics framework has allowed Carson's team to deliver hyper-personalized experiences while maintaining the

human touch that is crucial in financial services. He is a member of Synchrony's AI Council, for which he leads efforts focused on the responsible use of AI. Governance, risk management, and ethical considerations are addressed head-on in this endeavor. His leadership helped shape Synchrony's approach to AI while ensuring innovation doesn't overshadow practicality or conflict with ethics. "One of my favorite aspects is collaborating with other council members to ensure we're using AI responsibly and ethically," Jeffrey explains. "We're always asking ourselves: 'How can this technology make banking better for real people?'" His work speaks for itself, but industry recognition has been extensive and well-deserved. This includes being named one of AIM Research's 100 Most Influential AI Leaders; he has also presented his observations on the transformative potential of AI at industry conferences on numerous occasions. The list of industry recognitions is impressive, but even more telling, in my view, is Carson's passion for being a change agent as well as a mentor to the next generation of analytics professionals.

Advice for Aspiring Professionals

For anyone working in customer experience and analytics and wanting to make a positive impact, Jeffrey said, Be curious. Passionate about networking And never stop learning. By encouraging aspiring professionals to seek mentors. Participate in the coding community and stay on top of cutting-edge technology. "What's interesting about this field is that it combines technical knowledge with human understanding," Jeffrey says. "Behind every dice roll is a story of real people. Never drafted a " in Carson's day. From a curious young programmer who is now famous in the field of AI and analytics. He is perhaps the most powerful example of motivation, innovation, and ethical leadership in practice. Exploring more unfathomable possibilities in AI and analytics, one thing is sure: Jeffrey Carson is shaping not only the future for Synchrony but also the industry at large, making it much more innovative and customer-centric.



WHERE MAGIC BREWS IN EVERY LEAF



MYSTIC INFUSIONS
THE ART OF TEA, STEEPED IN MYSTERY

Organic

ENGLISH BREAKFAST

THE TEA OF ALL TEAS - WE LOVE OUR RICH
CEYLON BLACK TEA AND WE THINK YOU WILL TOO



MYSTIC INFUSIONS
THE ART OF TEA, STEEPED IN MYSTERY



John Giannakakis

Chief Legal Officer
at Hellenic Post



“Charting Legal Waters: 30 Years of Excellence and Innovation”

In our lives, we find only a handful of people who champion for generosity and collaborative efforts even after being masters in their fields for decades. John Giannakakis is the perfect example of humility with expertise in his career centering around Privacy and Data Protection. As the Chief Legal Officer at Hellenic Post, he is consistently excelling and establishing a legacy.

Navigating Three Decades of Legal Excellence and Innovation

John Giannakakis embarked on his professional journey three decades ago, earning his qualifications in Greece and proudly becoming a member of the esteemed Athens Bar Association. Over the course of these years, John has displayed a versatile career path, alternating between roles as a

corporate counsel within highly regulated global entities such as Unilever, Novartis, G4S, and NN, and periods as a freelance consultant and litigator, where he skillfully navigated civil, administrative, and criminal cases. Throughout, his goal remained clear: prioritizing the needs of his clients, delivering practical and well-informed legal guidance, and maintaining a proactive, hands-on approach until the task was

successfully accomplished. The invaluable experience in litigation has seamlessly complemented John's later corporate endeavors, allowing him to bring a unique perspective to the table. His remarkable journey has taken him through the intricate landscapes of six diverse industries, including insurance, real estate, FMCG, Pharmaceuticals, Security & Investigations, and Agriculture & Food Manufacturing. However, what sets

him apart from his peers is his profound immersion and accumulated expertise in the domains of Data Protection, Cybersecurity, and disruptive technologies—a distinction that sets him apart from the typical corporate counsel solely focused on their own career progression.

This journey has culminated in John Giannakakis' recent appointment as the Chief Legal Officer at Hellenic Post, where he aspires to contribute to a monumental transformation initiative that commenced in June 2023. His singular objective is clear: to steer this historical organization away from its outdated, conventional ways and guide it towards becoming a digital, consumer-centric, and quality-driven 21st-century enterprise.

Insights on Evolving Legal and Data Protection Realities

In discussing the journey of his career within the realm of critical legal and data protection, John acknowledges the challenges and dynamic shifts that have characterized this field of career. After all, these are the times we live in, an era marked by unceasing change, where the acronym VUCA (Volatile, Uncertain, Complex, and Ambiguous) aptly encapsulates our shared reality.

To delve deeper into the complexity of legal and compliance challenges, John discerns several pivotal facets. First and foremost, he recognizes the arrival of artificial intelligence into legal practice, a development that has brought both innovation and complexity to the forefront. This infusion of AI has altered the traditional legal landscape, demanding adaptability and acumen from legal professionals. Another notable transformation is the reshaping of the legal industry itself, with a notable

trend being the consolidation of power among large, comprehensive legal firms. Simultaneously, medium and small-sized legal firms have faced contraction and consolidation pressures, leading to a distinct shift in the legal services landscape.

John talks about the imperative for legal professionals to refine their soft skill set, recognizing that in this modern era, expertise must be accompanied by emotional intelligence and professionalism intrinsically tied to change management. Moreover, he observes the escalating threat posed by cyberattacks, an alarming surge that necessitates the emergence of a new breed of legal professionals well-versed in the intricacies of cyber law, AI, and the metaverse. John's perspective on the challenges and transformations within the sphere of critical legal and data protection underscores the need for legal professionals to be not just guardians of the law but agile navigators of change, continuously adapting to the changes.

Qualities of a Trailblazing Legal and Data Protection Leader

John identifies a set of key qualities that distinctly set him apart as a successful legal and data protection leader from their peers within this specialized field of work. These qualities, he asserts, are important for navigating the intricate challenges and dynamic landscape of their profession.

A heightened awareness and fluency in technology stand out as a defining trait. In an era where technology deeply influences legal and data protection practices, a successful leader must possess the acumen to comprehend, leverage, and adapt to the ever-evolving technological tools and

trends. Moreover, change management skills emerge as another crucial attribute. The ability to guide teams and organizations through transformative shifts, especially in a field characterized by constant change, is fundamental. Effective leaders in this arena exhibit the capacity to orchestrate and embrace change, ensuring their teams remain agile and resilient.

Empathy stands as a pillar of leadership in John's view. Understanding the unique needs, concerns, and perspectives of clients, colleagues, and team members fosters trust and cooperation. A successful leader in the realm of legal and data protection recognizes the significance of empathy in building strong, collaborative relationships. Leadership skills, encompassing vision, communication, and strategic thinking, are also vital differentiators. A legal and data protection leader must inspire and guide their team toward a shared goal, effectively communicate complex concepts, and devise strategic approaches to address multifaceted challenges. He highlights the importance of adjustment skills. Rapid adaptation to changing circumstances and the ability to pivot in response to unforeseen challenges are hallmarks of an effective leader in legal and data protection. Flexibility and nimbleness enable leaders to steer their teams through uncertainty.

Collaborative Excellence: Approach to Team Leadership

John places a strong emphasis on fostering a collaborative work environment and ensuring clear communication within his teams. His approach centers around a concept he terms "*affiliative accountability*," which serves as a cornerstone for high-performing teams.

In this model, John positions the leader as an integral part of the team, emphasizing a shared sense of responsibility and accountability among all team members. Each team member is entrusted with specific project components or deliverables, and they operate within a friendly, human-centric, and affiliative environment. Recognizing and understanding each team member's needs and perspectives plays a pivotal role in creating a harmonious work atmosphere. This empathetic approach cultivates trust and cooperation among team members. By encouraging a collaborative spirit, he ensures that team members actively contribute their insights and expertise to achieve a common goal. This collaborative ethos allows for the pooling of knowledge and skills, resulting in more effective problem-solving and decision-making..

Strategic prioritization is a skill John values greatly. It is about what matters most and allocating resources and efforts accordingly. This approach ensures that the team concentrates on

tasks and objectives that have the greatest impact on their overarching goals. He underscores the importance of a high level of expertise within his legal and data protection team. A team comprising individuals with extensive knowledge and skill sets is better equipped to navigate complex challenges and provide superior solutions to clients and stakeholders.

Embracing Triumphs and Setbacks for Growth & Future Plans

John's motivation and the wellspring of inspiration that have encouraged him forward are rooted in a unique perspective—a perspective that places equal importance on both triumphs and setbacks. His humility shines through as he refrains from overemphasizing his own successes or viewing himself as the center of the universe. Instead, his driving force lies in a genuine thirst for knowledge and curiosity that help him embrace emerging trends. His philosophy resonates with the wisdom of Nelson Mandela, *"I never fail; I either win or learn."* This mantra

exemplifies his approach to life—a philosophy that regards every experience, whether victorious or challenging, as an opportunity for growth and enlightenment. It is this very outlook that keeps him forging ahead, ready to conquer new horizons and emerge stronger from every encounter.

This forward-looking vision for the upcoming year embodies his commitment. Foremost among his aspirations is the aspiration to steer the Hellenic Post toward transformation. Beyond the realm of postal services, John sets his sights on the domain of the Metaverse, where complex legal challenges await. Simultaneously, his creative spirit finds expression in his literary pursuits. With a work in progress that he aims to craft narrative titled *"A Cyberthriller or Confessions of an Ethical Hacker."* In the year ahead, John's objectives represent his ambition, intellect, and creative drive while also exploring the intricacies of emerging technology.







PREETI BAJAJ

Preeti Bajaj is a spectacular businesswoman who has carved a unique identity for herself through her remarkable leadership skills and exceptional vision in transforming the market concerning solar technology. With over two decades of experience in the corporate world, she has earned a reputation as a trailblazer, breaking down barriers and achieving success in industries traditionally dominated by men. Her tenacity, perseverance, determination,

and relentless drive to succeed against all odds make her a fantastic and inspiring business leader. Preeti's trajectory to the top is a capsule of motivation for anyone who aspires to achieve great things in their career.

The Brief

Being MD and CEO of Luminous Power Technologies, Preeti has been garnering global applause for reshaping the face of the energy

solutions segment in Indian lands. Her establishment was conceived in 1988 and since then, there has been no turning back. In over 33 years of its successful journey, Luminous has managed to be India's most trusted power backup, and residential solar space. The brand philosophy is to devise solutions that are sustainable and energy-efficient to make lives comfortable and full of happiness. Over the years, Preeti established a lucrative career at the intersection of technology and transformation. She has been highly active for over two decades in the Australian and Asian business environments which brought her extensive expertise to create as well as execute strategies to set the pace for sustainable growth across a range of enterprises (multinationals, ASX-listed corporates, and startups).

The Impetus

While in Australia, the dynamics of solar were accelerating, leading to her headhunting to join Schneider Electric as the Vice President of Strategy and Transformation in 2015, and that is what pushed her to enter this sector. She was fortunate enough to come close to solar technology in a country that was deploying it at scale and speed at the time. Australia has 25% of its homes already leveraged with solar solutions. Rooftop solar was a fast-growing market at the time, and Schneider Electric, the parent company of Luminous Power Technologies, was providing inverter solutions to that market. Preeti happened to work closely with some utilities there, and they embarked on a journey to solve the problem of energy access and energy savings for home consumers. They studied a lot of customers and their associated pain points, which included finding energy bills confusing, understanding solar and its

payback difficult, and the installation experience somewhat lacking, wanting it to be a delightful experience. Sponsored and supported by Schneider Electric Ventures, Preeti established a venture called Clipsal. Solar and Clipsal are homegrown, well-established brands in Australia, similar to Luminous. She took on the task of being the CEO of the first-ever incubated venture in the group, which set up a home energy services company with the explicit purpose of driving energy savings, using connected technologies and solar into the hands of the consumer through the development of an app called Clipsal Cortex. After doing this for a few years, she moved on to her current position at Luminous Power Technologies. In a nutshell, her journey as a C-suite executive began around eight years ago and has earned recognition for her stellar performance.

The Flagship Portfolio

Luminous is a purposeful and concise energy storage and solutions company that focuses on addressing the pain points of consumers in two distinct areas. The first area concerns consumers who require power backup solutions to ensure their appliances have the necessary power when needed. Luminous is proud to offer inverters and batteries that meet this need. The second area is solar solutions for those who want to run all their appliances with solar energy at an affordable price. Luminous provides full solar power generating systems ranging from sub-1 KVA to ten kilowatts. The third aspect is the technology-led component, where Luminous aims to provide consumers with digital and data capabilities for power backup solutions, including inverters from sub-one to ten KVA and beyond. Additionally, Luminous seeks

to enable customers to access information about their inverter and power backup needs as customers are particularly interested in understanding whether their power plant generates sufficient power to offset their electricity costs. Today, the venture has carved an etch for itself in Indian as well as international markets.

Breaking The Glass Ceiling

Preeti Bajaj reflects on her journey as a woman entrepreneur, acknowledging that there were challenges along the way. However, she views these challenges as opportunities to increase her resilience quotient, rather than obstacles to her success. She believes that a career is a combination of ambition, asking, and action, and that having ambition means asking for challenges and complex problems to solve. The woman tycoon started her career in software sales, where she encountered gender bias, with people assuming that she was there to bring coffee instead of being a part of the team. Despite this, she remained positive and demonstrated her commitment to her work, ultimately transforming mindsets along the way. Preeti emphasizes the importance of finding a community of mentors and aspirational people who share similar goals and values to scale in one's journey to higher aloft. She was fortunate enough to have these people in her life, which helped her to build her career and deliver impact across the masses globally.

Thoughts On Leadership

Throughout the world, leaders share different perspectives on leadership based on their personal experiences, values, and beliefs. In Preeti's opinion, leadership is a gender-neutral activity, and in this context, she believes that

there are three crucial skills that one must possess. Firstly, critical thinking is essential to peacefully and logically work through complex problems, regardless of whether it's within your domain area of expertise or not. Secondly, learning agility is crucial in quickly adapting and learning new things to solve complex problems. This skill complements critical thinking, making it even more effective. Finally, resilience is paramount when it comes to dealing with fast-paced change and uncertainty. Preeti believes that as leaders, we have the opportunity to change the perception of volatility to velocity, uncertainty to understanding, complexity to co-creation, and ambiguity to adaptability.

Whom Does She Look Up To For Inspiration?

Preeti shares that she doesn't have just one particular role model, but rather an ecosystem of people she wants to learn from. Her father had a big influence on her, as she grew up around entrepreneurs who were driving heavy engineering in the family business of wood packaging, steel fabrication, and overhead crane manufacturing in India. She also had many mentors in different parts of her life, including men and women in her university who taught her the Australian way as she adapted to a new culture. When she formed her first company with John Nottingham and Mike Dennehy, they taught her a lot about technology and how to look at a technology business. Linda Yates at Mach 49 in Silicon Valley taught her how to build a unicorn from within. Preeti believes that inspiration and learning are often around us, and we don't need to look for an amazing role model. She looks up to traditional role models like Nelson Mandela, Jack Welch, Jeff Bezos, Hillary Clinton, and Indira Gandhi, observing their little

nuggets of wisdom and leadership style that stick with her over time.

The Laurels

“Our core focus on consumer advocacy and consumer recollection has propelled us to the position we hold today. I'm very grateful to all our customers for their loyalty and their trust in luminous and we promise to keep up with it always,” Preeti shared the secret to the marvels attained by her as well as Luminous.

Preeti has had a thriving career, starting with her studies in Australia where she earned an MBA and a Master of Applied Finance. In 2011, the 'woman CEO' was awarded the National Young Executive of the Year Australian Financial Review Award, becoming one of the few Indians to receive this recognition. Her achievement was widely covered in the news, making her feel fortunate and excited. Another noteworthy recognition came in 2017 when the chief executive woman chose Preeti for

the Authentic Leadership Program, sending her to Harvard Business School to learn from other amazing leaders. She is proud to be spearheading the Luminous brand which has received numerous accolades. One of her personal favourites is being the brand ambassador, a recognition that highlights the brand's value and reputation.

Luminous has received numerous accolades for its commitment to sustainability and consumer satisfaction and has emerged as a super brand in the consumer industry. Preeti, the driving force behind the company, is grateful to its loyal customers for their trust and support. The company's recent feat as a winner in the India Green Manufacturing Awards is a testament to its focus on sustainability, with the inverter and battery plant winning gold among its peers. Luminous also received applause from the government for its efforts in water conservation in one of its factories in

Hosur, aligning with the goal of decarbonizing India. Since 2012, Luminous has been a constant consumer superbrand, a significant achievement for any company in the industry. The team at Luminous remains committed to building on these successes and continuing to provide exceptional products and services to their customers.

The Nuggets Of Wisdom Shared By The CEO

“I would say that we need to be bold to build the future that is right here for us to build. We need to move from business managers to business builders. And we need to do that with a bunch of people we can have a lot of fun with. So I would say it's a B cube if you like. And it's all the world that will belong to those who can, I suppose, integrate digitization technology with humanity. So when we build the products of the future, it is incumbent upon us as business leaders to think about the world in that context.”



Fast food commits a CRIME

KILLER
BEHIND
YOU!!



Role of AI in Mental Health: How Technology is Revolutionizing Therapy and Care

In recent years, artificial intelligence (AI) has made remarkable strides across multiple industries, from healthcare to finance, but its potential in the realm of mental health is particularly transformative. The intersection of AI and mental health is ushering in a new era of therapy, care, and accessibility, with technology offering innovative ways to diagnose, treat, and support individuals facing psychological challenges. As the demand for mental health services continues to rise globally, AI presents an opportunity to not only expand access to care but also improve the quality and personalization of treatment.

AI in Early Diagnosis and Detection

One of the most significant ways AI is impacting mental health is through early diagnosis and detection of conditions such as depression, anxiety, post-traumatic stress disorder (PTSD), and even more complex issues like schizophrenia. Traditional methods of diagnosing mental illnesses often rely on self-reported symptoms and clinical evaluations, which can be subjective and vary depending on the therapist's approach. AI, however, has the ability to analyze large amounts of data in ways that humans cannot, identifying subtle patterns and markers in speech, facial expressions, and even typing behavior that may indicate the onset of mental health conditions.

For example, AI algorithms are being used to analyze social media posts to detect signs of depression or suicidal ideation. By monitoring linguistic cues and engagement patterns, these systems can flag at-risk individuals, allowing mental health professionals to intervene before a crisis occurs. Similarly, voice analysis tools can detect emotional distress through tone and inflection, providing an objective layer to the diagnostic



process. These AI-driven insights enhance early detection, giving clinicians the data they need to make more informed decisions and tailor interventions accordingly.

Personalizing Treatment Through AI

Personalized mental health treatment is another area where AI is proving revolutionary. Traditional therapy can sometimes take a trial-and-error approach when determining the best course of action for a patient. However, AI can analyze an individual's unique psychological profile, preferences, and treatment history to recommend the most effective therapies or medications.

AI-driven platforms can provide personalized cognitive-behavioral therapy (CBT) through chatbots, which guide users through exercises designed to address specific mental health issues. These chatbots can adapt in real-time to the user's responses, offering tailored advice and support. This allows patients to access care at any time, in a non-judgmental and comfortable environment, which is especially beneficial for those who might feel stigma or discomfort in traditional face-to-face therapy settings.

Machine learning algorithms can also analyze data from wearable devices, tracking metrics like sleep patterns, heart rate, and activity levels to provide insights into a patient's mental health status. For instance, a sudden change in sleep patterns or a drop in physical activity could trigger alerts, enabling healthcare providers to adjust treatment plans or check in with the patient before their condition worsens. This real-time monitoring offers a proactive approach to mental health management, as opposed to the reactive nature of many traditional care models.

Increasing Accessibility to Mental Health Care

Accessibility to mental health services remains a major issue, particularly in underserved communities or regions

with a shortage of mental health professionals. AI has the potential to bridge this gap by providing scalable solutions that reach individuals who may otherwise not have access to care. Teletherapy platforms, powered by AI, can connect patients with therapists remotely, making mental health services more accessible to those in rural or isolated areas.

Moreover, AI-based mental health apps and tools can be a lifeline for individuals who are hesitant to seek in-person therapy due to stigma, time constraints, or financial barriers. Many of these apps offer free or low-cost services, democratizing access to mental health support. With AI's ability to learn and improve over time, these platforms are becoming increasingly sophisticated, offering more nuanced and effective interventions for users.

Ethical Considerations and the Human Element

Despite its many advantages, the integration of AI into mental health care also raises ethical considerations. Issues such as data privacy, consent, and the potential for AI systems to misinterpret or misdiagnose must be carefully managed. Moreover, while AI can offer valuable insights and support, it should not replace human therapists. The therapeutic relationship is deeply personal, and the empathy and understanding provided by a trained clinician are irreplaceable.

AI should be seen as a tool that enhances human care, not a substitute for it. The most effective use of AI in mental health will likely involve a hybrid model, where AI assists therapists by providing data-driven insights and supporting patients between sessions, while clinicians offer the emotional connection and judgment necessary for complex cases.



Tiffani Neilson

*IoT Marketing
CMO*

Kindly brief us about the outset story of your career.

Prior to joining IoT Marketing, I served as VP of Marketing at GeoTraq, a technology provider that created mobile IoT modules for asset tracking and remote monitoring. In this role, I led the brand's messaging and positioning, as well as directed marketing strategy and implementation. I also oversaw product development, assisted with designing the company's backend platform, and initiated partnerships with industry leaders, service providers, component suppliers, and IoT platforms for integration. Additionally, I helped GeoTraq gain recognition as one of the Top 10 Remote Monitoring Solutions for 2019 by CIO Applications Magazine, one of the 30 Most Innovative

Companies for 2019 by CIO Bulletin Magazine, and one of the Top 30 Most Admired Companies to Watch in 2019 by The CEO Views Magazine.

Now, as IoT Marketing CMO, I oversee all marketing initiatives for both the company itself and our clients. From strategy development to final reporting, I manage every aspect of marketing campaigns from start to finish.

I'm also the Creator and Host of IoT Marketing's Industry Insights Webinars, a content series focused on the IoT and emerging tech landscape that comprises virtual events and webinars. It connects business professionals with the knowledge and network needed to make the right tech-related decisions for their organizations. Industry Insights Webinars has become respected globally as a trusted source of IoT and emerging tech news and information.

Additionally, I was named one of the most Influential Business Leaders to Watch in 2024 by Fortunes Crown Magazine, one of the 10 Most Influential Women in Marketing in 2023, one of the 10 Most Inspiring CMOs of 2022 by C Level Focus Magazine, and one of the Top 10 Inspiring Leaders of 2022 by IE Magazine.

As a successful leader, which three personal qualities do you believe contributed most to your success?

As a successful leader, the three personal qualities that have contributed most to my success are resilience, vision, and adaptability. Resilience has enabled me to navigate challenges and setbacks with determination and agility, turning obstacles into opportunities for growth. Vision has allowed me to set clear goals and set myself and my team up for long-term success. Adaptability has helped me stay ahead in the rapidly changing marketing landscape, embracing new ideas and guiding my team through transitions with strategic foresight.

What are the aims and ideals that guide you as an individual and a professional?

The aims and ideals that guide me are continuous learning and making a positive impact. Continuous learning drives my passion for personal and professional growth and improvement, encouraging me to explore new perspectives, stay ahead of industry trends, embrace new marketing avenues, and develop innovative strategies. Additionally, making a positive impact on the emerging technology sector by helping businesses in this industry amplify their

brands is at the heart of my role. I strive to create initiatives that resonate with our clients' target audiences and contribute to their success.

What have been the toughest obstacles you faced in your career?

In 2020, our team recognized the risk that COVID-19 could pose to the entire tech industry very early on, prior to widespread knowledge of the looming pandemic. Realizing that trade shows and conferences might be going dark due to cancellations and postponements, negatively impacting our clients' ability to grow their presence, we pivoted to virtual events and created Industry Insights Webinars. Because we adapted so quickly during a difficult time for the industry, we were able to successfully evolve our business model well before the effects of the pandemic took hold. Not only were we able to continue operating, but we also built a B2B virtual series that is still thriving in a landscape where many have faded away.

Do you have a mantra that you live by?

My mantra is to always be learning. Continue to acquire new skills and new approaches to traditional practices.

I have always felt that it is extremely important to keep learning new things as a top priority. This lesson stems back to my grandmother's words of wisdom as a young child. She would encourage me to not only do my homework but also to challenge myself to learn as much as possible by reading books and asking questions.

In fact, asking questions at trade show seminars is how I met many of the industry leaders who appear in our content and how I gained a deep

understanding of technology and the industry itself.

Additionally, upskilling and reskilling have always been important to me. This will be increasingly essential as technology continues to evolve.

Who in your life inspires you the most?

My son inspires me the most. Being a mother has been the most rewarding and challenging activity I could imagine. Each day is a new adventure. My heart has never been so full. It gives me more ambition to succeed and brings me joy in all new ways.

Juggling the demands of child care alongside my professional responsibilities has helped me become more adept at multitasking and developing better time management strategies. I used to work long hours and well into the night to get things done, but now that I'm a parent, I've become much more conscious about my time and have become more efficient with the way I work. This has helped me foster a healthier, more sustainable work-life balance that is more dialed-in than ever before.

I also feel that it's important to ensure technology has a positive impact on humanity and the planet. This is dear to me, considering it will impact his future as well.

What would be your future endeavors and where do you see yourself in the near future?

At IoT Marketing, my goal is to increase content creation for our Industry Insights Webinars series. In addition to our live events, we want to give our audience on social media a glimpse into the in-depth knowledge

and highly-valuable insights shared at our summits and webinars through short video clips and in-depth written posts.

In October, I'm looking forward to our biggest event of the year, the Summit of Things. Covering all things IoT and emerging tech, this three-day virtual summit will be packed with valuable insights and networking opportunities. We also have our Industry Insights IoT Awards in December, and 2025 Emerging Trends webinar in January.

Your journey has been inspiring, and it sets a great example for aspiring leaders. What advice do you have for them?

Throughout my career, I have learned two key leadership lessons.

One lesson is the importance of listening. Whether it's taking advice from a mentor or colleague or observing how your audience responds to the content you produce, a major key to success is to always listen and take on board constructive feedback that could help you improve and grow.

Another is to fail fast. When trying something new, the most efficient way to determine what will work and what won't work is to test your ideas and make adjustments. By embracing the concept of failing fast, leaders can quickly identify ineffective strategies or ideas, allowing them to pivot and innovate without wasting time and resources. This approach fosters a culture of experimentation and learning, where setbacks are viewed as valuable opportunities for growth and improvement, ultimately leading to more resilient and adaptive leadership.



JCDecaux

Dry January
doesn't have to be
dry in every sense



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BLACK SHEEP COFFEE

WATERLOO DISCOTS

W
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WATERLOO

"Yes or No"

We got you, either ways...



**Softⁿ
Cool**

FACIAL TISSUES BEFITTING EVERY EMOTION.