CEOWORLD Magazine

- **How to End the Labor Shortage: Find a Cure for Boomer Male Syndrome**
- A new paradigm for workforce
- How to negotiate with an egomaniac

Elon Musk: A Case Study of The World's Richest, Influential, And Most Controversial Man

THE WORLD'S MOST INFLUENTIAL CEOs & BUSINESS EXECUTIVES OF 2021

CEO and Editorial Director
Prof. Dr. Amarendra Bhushan Dhiraj

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EDITOR'S NOTE

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

Now that we've officially stepped into winter, here at CEOWORLD magazine, we are excited to present you our November dose of inspiration from some of the world's leading CEOs and entrepreneurs, as well as our monthly travel & lifestyle section.

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

All of this and so much more - I hope you enjoy the content in CEOWORLD magazine's November 2021 issue!

Make sure you check out the full list of features and exclusive interviews over the next pages. If you want to stay connected with us until our next edition, visit our website for more, join the conversation on our Twitter (@ceoworld) and follow our LinkedIn and Facebook pages.

Best wishes,

Prof. Dr. Amarendra Bhushan Dhiraj

CEO and Editorial Director

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Elon Musk:
A Case Study of The World's Richest, Influential, And Most Controversial Man

> The first successful instance was in 1995 when he founded the Zip 2 company. The new company provided business directories for the American media companies, especially online newspapers and also maps.

There is no better word to describe Elon Musk, than an 'entrepreneur'. To Musk, entrepreneurship is more of a personality guided by high intellectual character and proper management skills. The success story of Elon Musk does not depict more of an employee in him, but a creator, manager, and developer of economy-based giant investments. His story rather presents a personality that has high potential in the identification and evaluation of investment opportunities which makes him a visionary and innovative business person. Through the success story of Elon Musk, this study also deduces significant behavioral patterns of an entrepreneur that made him the man he is today. The success story of Musk also explores a huge number of challenges and a strong will pitted to overcome them with time to become the second richest man on the planet. This study exclusively explores

Elon Musk, the Chief Executive Officer of Tesla, his background, academic, and professional work experience with an expression of how he overcame challenges.

The far Elon Musk has come, there must have been a motivation that moved him from one investment and workplace to another. Musk is an expansionist in the sense that for humanity and life to get easier, there must be more than one option for everything in the world and that includes the planet itself. According to Mair (17), Musk was largely dissatisfied with the cost of rocket launches and that is the same reason he came up with Space X (Space Exploration Technologies in the year 2002. Musk is an original citizen of South Africa and that is where his story begins; he left South Africa for Queens University in Canada in 1989 and avoided a mandatory service for the South African Army. It was also easier for him to obtain American citizenship while in Canada, which he obtained in 2002. Transferring from Queens University in Ontario to the University of Pennsylvania in the United States was his best shot to get to who he wanted to become. Most importantly is that Musk's story is founded on a strong academic background, a Bachelor's Degree in Physics and Economics before he realized that the internet was more important to him than school.

The first successful instance was in 1995 when he founded the Zip 2 company. The new company provided business directories for the American media companies, especially online newspapers and also maps. Zip 2 did exemplarily well and in 1999, it was bought by Compaq the then computer manufacturer, at $307 million which means, Musk had to move on to the next chapter of his career. The early years at Zip 2 as per Archwell (6) were hard for Musk and the company at large because it was not doing for the lack of funding from investors; to cut down the costs, the staff even had to live on the business premises. The worst part is that the company had leadership wrangles, for instance, Musk was thrown out of the office of the Chief Executive Officer in 1996 over a disagreement on the company principles and rules. However, Archwell (7) comments that the success story of Elon Musk at this point shows that knockbacks did not make him back down; they only developed his resilience and that is what makes his present position. Thereafter, Musk founded X.com which transformed to PayPal and specialized in electronic money transfer. Although PayPal still exists today and in good form, it is part of the larger success story of Elon Musk.

Getting to the position he is now, has not been easy for Musk, at PayPal, the public did not receive the company and its business ideas well. Strauss (13) states that 1999 saw PayPal voted as the worst business concept of the year; a devastating development in a new company with huge potential. Therefore, Musk and his co-founder Levchin scrapped everything else that the company was involved in and focused on the electronic wallet and this made the company proceed well until the 2002 breakthrough. The company at this point received funding and went public but shortly after that, Saint-Martin (9) records that eBay bought the company at $1.5 billion in the same year after watching slowly grow to the taste of millions of American citizens and companies. Note that this is the same year that Elon Musk transitioned and became a citizen of the United States and also had to move on from PayPal to something else. At this time, Musk lived in California because he had even enrolled at Stanford University for another academic pursuit. This is when the long-time dream of expansionism for humanity returned and Elon Musk went forward to partner with a few other entrepreneurs to start Tesla.

The actual motivation for the foundation of Tesla was from a Serbian investor who wanted to change the world of transport at the beginning of the century. When Musk joined Martin Eberhard and Marc Tarpenning at Tesla in 2004, as in Muegge (21) he became the controlling investor and took the company through the foundational financial year. Later as per Dzialo (39), he rose to the position of chairman of the board of directors and contributed largely to the company's first project rolled out in 2006 where the company spent over $7.5 million. The success story of Elon defines a person who believed a lot in Tesla. Therefore, he drove the mission to change the public opinion of electric cars; an idea that attracted affluent investors and companies that wanted to emulate his technological perspective to a better world. At Tesla, Musk managed to drive the company to more competitive markets and consumer acceptance due to the lower price ranges of the products it was powering into the markets.

The first achievement that comes with the Musk success story at Tesla is the rollout of the Roadster that hit the news as a prototype in 2006 and finally hit the market in 2008. Musk understood that once the new type of car got out into the market, the company would be able to understand and take statistics on what they need to do to change the transport system. Although as per Bilbeisi (4) the Roadster did not do well as expected by the company, it served the public well in terms of realizing and accepting the change; they learned that electric cars were not just boring and slow cars but a reliable mode of movement. Therefore, in 2009 as pr Mair (6), Musk pushed Tesla to power a new car into the market, the Model S and this is one car that hyped the fame of the company across the United States and to the world. Just as Musk faced criticism and failure in the previous investments and collaborations, Tesla was not doing so well in the early years either. At the time that Musk was contemplating producing Model S, Tesla was going bankrupt and many sources cited that the company was on the brink of collapse, so he powered his wealth because he believed in his project. With little help from his friends, corporates, and banks, Musk helped Tesla move forward.

Musk did not forsake Space X because it held his dream, getting to space and creating more room for the establishment of a human colony out there. In 2006, the company launched the first affordable rocket named Falcon 1 and later launched Flacon 9; all this he did was in a bid to reduce the cost of visiting space. In 2018, as per Muegge (21) Space X launched a more advanced rocket named Falcon Heavy crafted to lift up to 117, 000 pounds and outsmarted the original rocket launcher Boeing Company which produced the Delta IV Heavy. Producing a rocket that could lift to 53,000 kilograms into space as per Muegge (23) means that Musk contributed to the development of a machine that could lift twice as much compared to what the Boeing company has done. On the lookout to reduce the expense, Musk's success is also characterized by the need to reuse which means that the Space X technology rockets are reusable. As the chief engineer in the production of the Grasshopper and the Dragon rockets, Musk contributes largely to the cutting of costs by the United States' NASA in its space explorations.

Conclusion

The story of Elon Musk is an inspirational tour, and despite the challenges that come with his professional and personal life, he is depicted as a person who does not let go off easily. He possesses all the possible characters of an office and field leader based on his ability to navigate various business deals, property management, and corporate development. The story of Elon Musk cannot be underrated whatsoever, especially when it comes to exploring how his intellect is outstanding. This shows that this is an authentic person with huge potential given the support he requires to change the world. From the first investment to the current enterprise, Musk's nature is depicted as relentlessly insightful with high problem-solving skills. Rising from South Africa's apartheid rule, the early storyline of Elon Musk explains a person determined to bridge the gap between formality and looking for a bright future and this served him well. In any case, he would just join the military and commit his life to South African apartheid.

Written by
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is the founding partner of Proteus International and the bestselling author of Growing Great Employees, Being Strategic, Leading So People Will Follow, Be Bad First, and Change from the Inside Out: Making You, Your Team, and Your Organization Change-Capable).

Most Leaders Underestimate How Difficult Change Can Be. Here's Why

Several years ago, I was sitting in on a meeting when my client, a senior sales leader, told her folks about a major change that was going to happen in their organization. They were switching to a new CRM system, which would have a significant impact on all of them—and all of their people.

There was lots of headshaking, sighing, and eye-rolling (the company had a lousy reputation when it came to making changes), and I watched, surprised, as the boss blew right past these clear indications of discomfort. She said a few things about how she had faith in their ability to conquer new things, whatever-whatever, and then she changed the subject. Everyone was unusually subdued for the rest of the meeting, and she didn't seem to notice that either.

When the meeting broke up, I pulled her aside, noted what I had seen, and asked why she chose not to acknowledge people's reactions. Her response? "They just like to complain, but they'll be fine; they'll get with the program."

Pretend Change Is Easy… At Your Peril

Sadly, many leaders take this approach to change, blatantly ignoring people's hesitation and discomfort. Then they're surprised when the change either takes much longer than anticipated or doesn't yield the hoped-for benefits. And when the change doesn't work or is more time-consuming or complicated than promised, it erodes the leader's credibility and makes it likely that people will dig in their heels even harder when the next change comes along.

So why do leaders do this?

Reason #1: Wishful Thinking

As leaders, too many of us believe that if we tell our folks, "This change will be easy," it will keep them from worrying and experiencing the change as difficult. But this is magical thinking that doesn't help anyone.

Imagine you were going on a road trip, and you asked a travel blogger who knew the route what it was like. If he said, "Oh, it's a great, simple trip with beautiful scenery," but your trip on this same route was filled with traffic jams and desolate countryside—how would you feel about that person and the trip? That's how your people will feel about you.

When it comes to change, honesty is the best policy. Be as accurate as possible about how long the change is likely to take and what it will require. Of course, you should share the positive stuff, too: the benefits you believe the change will bring and the support you'll provide to make the change (such as tools, training, and new processes). In other words, provide balanced insight into what the change will require and what it will yield.

Reason #2: Not Knowing What's Involved

Some leaders think change is going to be easy because they simply have no idea what's involved.

Case in point: Almost 20 years ago, I was working with the CEO of a media company who wanted to start a streaming service. Now, he wasn't wrong; he saw where the industry was headed and wanted to go there. But because it had been years since he was involved in the details of the business—and because he didn't understand the new technology—he was convinced it could all happen in a few months.

The first time he said that in a meeting, I thought the COO and the CTO were going to pass out; they both had a much better idea of what this change would require, and they knew his goals were wildly unrealistic. Fortunately, he was a pretty open guy, and they were able to help him see what was truly involved.

When contemplating a change, be sure to get input from people in the organization who have expertise in the areas most affected so you can be realistic about the time, effort, and resources required.

Reason #3: Selective Amnesia

By the time leaders are tasked with communicating a change to their folks, they've had weeks or months to wrap their own heads around the change. And generally, when they first heard about it, they had concerns and reluctance, too. So, they asked questions, thought about it, gradually came to terms with it, and accepted it. But somehow, leaders forget they've gone through this process—and they expect their folks to magically be open to the change the first time they hear about it!

Remember: Your folks need to go through the same process you went through. They need to have time to think about the change, ask questions, understand why it's happening and what it will mean for them. Their initial hesitation doesn't mean they're "risk-averse" or "change-resistant." It simply means they're having the standard human response to change (as you did). Recall what you went through and support your folks as they work through the same process.

If you're one of those rare people who love and are comfortable with major change, and you didn't go through hesitation and discomfort when first hearing about the change you're about to share with your team, recognize that you're unusual. Most people aren't comfortable with change. Remind yourself that they'll need more time and support to accept and make the change than you did.

Two Powerful Antidotes

I've seen all three of these things happen, and sometimes I've seen the same issues repeat in a single organization. Leaders can be remarkably resistant to learning from their mistakes about change.

So, how can you keep yourself from making change even more challenging than it needs to be?

Listen. Sincere, open-minded listening is the single most valuable skill for a leader. Simply listening to your team's concerns and questions, and taking in their feedback and insights, will reduce their unease and help them feel included and engaged (versus victimized and dismissed).

In addition, you'll get valuable information about what the change will require, how to make it easier for them, and how to increase the likelihood of success.

Manage how you talk to yourself about change and your people's reactions to it. Your negative self-talk about these topics can easily become a self-fulfilling prophecy. Instead of thinking, "This will be a piece of cake" or "My team hates change," shift to more neutral, hopeful thoughts, such as: "I don't know yet what this change will require; we need to find out" or "My team needs some time and information to understand and accept this change."

Doing these two things will help you navigate any change more easily—and it will enable you and your team to become ever more change-capable in this world of nonstop change.

How to End the Labor Shortage: Find a Cure for Boomer Male Syndrome

Written by Mark S. Babbitt is President of WorqIQ, a community and change management consultancy that helps organizations understand leadership's impact on culture and the company's collective level of Workplace Intelligence (WQ). Mark is also CEO and Founder of YouTern. This career-focused community enables college students, recent graduates, and young professionals to find their first or next internship or job with the right organizational culture for them.

Even as COVID variants continue their death grip on regions of the world and segments of the workforce, company leaders worldwide are starting to demand that employees return to the office.

"That's how we've always worked," those leaders apparently think. "It's time to get back to normal."

And they are right; corporate America has always been this way. But that doesn't make it right—especially for the employees now being asked to forget how much more productive and balanced they've felt since March 2020.

We already know many employees have made it clear that going back to the old normal—for them—is not an option. In some circles, phrases like "The Great Resignation" and "labor shortage" have become clichés. But the reality is people aren't just voting with their hearts and minds—they aren't just *contemplating* making a change. They're voting with their feet—they're *literally* walking away from jobs, colleagues, and company cultures that suck. More specifically, they are leaving companies run by leaders afflicted with Boomer Male Syndrome (BMS).

The Unfortunate Miscalculation of Business Leaders

For my grandparents and parents (and me in my early career), work was never supposed to be a source of enjoyment or fulfillment. Instead, you worked to pay the bills. And in many cases, especially during downturns, yes—people felt lucky to have a job.

Not now. Now we have more jobs than people willing to take them. So the lucky-to-have-a-job mindset that informed leadership styles for almost 100 years is beyond outdated. It hurts individual businesses and entire industries. And it slows recovery.

And yet, despite Buffer's 2021 State of Remote Work report that stated a whopping 97.6% of those surveyed would like to work remotely at least some of the time for the rest of their career, some legacy business leaders maintain this mindset. They've always led this way. They don't know any different; they don't seem to know any better. So when the CEO of Goldman Sachs—clearly a BMS leader—basically tells his employees to get back to the office *now*, we aren't surprised. But given the staggering disconnect from reality—maybe we should be.

Boomer Male Syndrome: The Root Cause of Disconnect (And so Much More)

Not surprisingly, most legacy leaders who maintain the Industrial Age leadership style (autocratic to the point of insisting on a parent-child relationship with employees) are older, white men. Not all older white men lead in this fashion, of course. But look at those companies insisting employees return to the old normal, and you're likely to find a pale male sitting behind a large desk. In the financial sector alone, in addition to the aforementioned CEO of Goldman Sachs, executives from Barclays and JP Morgan Chase have declared remote work the enemy of their "ideal" work culture.

In our book, *Good Comes First: How Today's Leaders Create an Uncompromising Culture That Doesn't Suck*, my co-author, S. Chris Edmonds, and I state that most of these leaders suffer from what we call Boomer Male Syndrome. While BMS sufferers tend to hire people who talk, think, and act like them, even women and people of color assume they must mirror the behaviors of BMS leaders for those legacy leaders to accept them into the leadership club. This makes for a never-ending cycle that minimizes diversity within leadership teams, which further spreads BMS.

BMS symptoms vary depending on the level of self-awareness shown by the leader. However, we can typically identify someone afflicted with BMS by their refusal to abandon archaic leadership methods, a distinct lack of empathy and vulnerability, the failure to be even a little curious about making the workplace better, and a rigid approach to decision making.

In addition, the inability to build mutually beneficial relationships with fellow leaders, allies, and key contributors is a warning sign. Another red flag: The inclination to ignore what the data and science say. Perhaps the reddest of flags, though, is the failure to hold themselves accountable for living the company's stated values.

Perhaps the most obvious indicators that a leader suffers from BMS, however, is a combination of:

- An unwavering focus on results (sometimes "at all costs")
- The failure to consistently treat all contributors with respect

Sadly, the longer the pandemic lasts, the more entrenched BMS seems to become.

BMS: The Impact on Business (and People)

BMS-style leaders are so entrenched in the way they have always led that they are seemingly incapable of recognizing the symptoms of BMS—or its weaknesses. As a result, not only are they unaware they have unconsciously built unhealthy company cultures, but they fail to understand the tremendous toll BMS has taken on their customers, employees, profits, and even our global economy.

In the form of "The Great Resignation," this is what we're seeing in the world of work today.

Unfortunately, at least so far, these leaders aren't willing to change. Additionally, members of the Board of Directors (most of whom also seem to suffer from BMS) aren't demanding they change. So the workplace doesn't change, nor does the representation in the C-Suite and boardroom. This means company cultures still suck. And because no one wants to work in a culture that sucks, only the most ill-informed will take the first job offer that comes along.

Is that what leaders mean when they say we have a labor shortage?

> "
> The Great Resignation" and "labor shortage" have become clichés. But the reality is people aren't just voting with their hearts and minds—they aren't just contemplating making a change.

What We Have is a "Respect Shortage"

Who is ultimately responsible for company culture? The leader of a corporation, the owner or founder of a business, or maybe the director of a non-profit. No matter the legal structure of your organization, the top dog is responsible for culture.

And here's what too many of these leaders fail to understand: Company culture is not a responsibility to be delegated. They fail to realize that they can't dismiss the development of an intentional workplace culture. In "the buck stops here" fashion, the ultimate decision-maker at each organization is solely responsible for creating a purposeful, positive, and productive work environment. It is that leader's job—and hers or his alone—to create and sustain a culture where all stakeholders (not just shareholders) can expect respect while they help drive real expected results.

When leaders themselves treat people—all people in all interactions—with the respect they've earned, company culture improves. When that CEO expects their fellow leaders, middle managers, and frontline supervisors to show and expect the same level of respect, contagious pockets of excellence form. Soon, entire teams are made up of employees who feel trusted to do their part, remain engaged, and enthusiastically refer friends and colleagues to their employer. Especially within an ultra-competitive job market, word gets out:

"This is a great place to work. As we help drive results, we can expect respect. Here, we feel valued. We know our work matters—*really* matters."

Within your organization, this is how you make respect as important as results. This is how you build an uncompromising company culture. And this—one random act of leadership and one human at a time—is how you attract and retain top talent. Ultimately, at least within your walls, this is how you eradicate Boomer Male Syndrome.

Soon, fully staffed and with more diverse and deserving talent in the pipeline, you'll say, "What labor shortage?"

Written by Dr. Dorel Iosif is a Board Director and CEO with Cognisium, a tech executive marketplace headquartered in Australia. He held senior executive roles with KBR, WorleyParsons, PwC and Advisian Management Consulting. Dr Iosif started his career in Israel with the Technion Institute of Technology and continued in Australia with BHPBilliton and the University of Melbourne.

A new paradigm for workforce

The marketplace is changing, for both business owners and those seeking employment. The rise of high-velocity markets and an increase in global mobility has led to a unique set of challenges.

The high-velocity markets are those markets that experience a number of characteristics such as: frequent launches of new competitive moves, entry of important new rivals, rapid-fire technological changes, short product life cycles and rapidly evolving customers-expectations.

Small and medium enterprises (or SMEs) are, of course, most impacted by these challenges. Despite making up an estimated 95% of global business (and 70 – 80% of global employment), they often struggle to carve out a market share and reach their proverbial "escape velocity." A hybrid workforce strategy can be an efficient tool when it comes to managing flexibility, multiple strategic initiatives, specialized work packages and costs.

Talent Migration and the Rise of On-Demand Marketplaces

Traditionally speaking, businesses seeking employees with a specific set of skills would simply advertise the position in local forums and hire the best applicant to fill the role. As it has become more common to travel for employment and education, both employment opportunities and the individuals with the skills to capitalize on them have started to gather in specific locations.

Silicon Valley is a perfect example of the results of the talent migration and the geographical pooling of certain industries, which Ed Glaeser discussed in his 2009 research titled "The complementarity between cities and skills". This unique situation has left SMEs in asymmetrical competition with larger businesses for limited and often remote talent and made it harder for them to hit 'escape velocity.

This term, which generally refers to the speed at which a craft must travel to break away from the gravitational pull of a celestial body (around 25,000mph in the case of the earth), has become a buzzword in business media meaning the level at which a business reaches the point of sustainable, profitable growth. Thanks to start-up costs, overheads, and labour costs, reaching this point is hard for any business, but SMEs can struggle to meet the demands of modern, high-velocity markets.

Recent changes in the world have made remote working more common, and indeed more necessary, than ever before. As a result, those on-demand freelance labour marketplaces that have previously been on the fringes, or outside of the bounds, of traditional recruitment practices are experiencing a renaissance. By offering localized and regional SMEs access to global talent pools on an 'as-needed basis, platforms like Cognisium, Upwork and Kaggle have made deploying an effective hybrid workforce strategy far more attainable for small and medium-sized enterprises across the world.

Drivers of the 'On-Demand' Mentality in Business

The focus of the average business has changed considerably over the last few decades. Hyperconnectivity and the exponentially increasing speed at which every aspect of culture is changing and being shared. That has made flexibility a necessity for most businesses. As the consumer has come to expect services and products 'on-demand, entire industrial ecosystems have had to adapt to the change of pace.

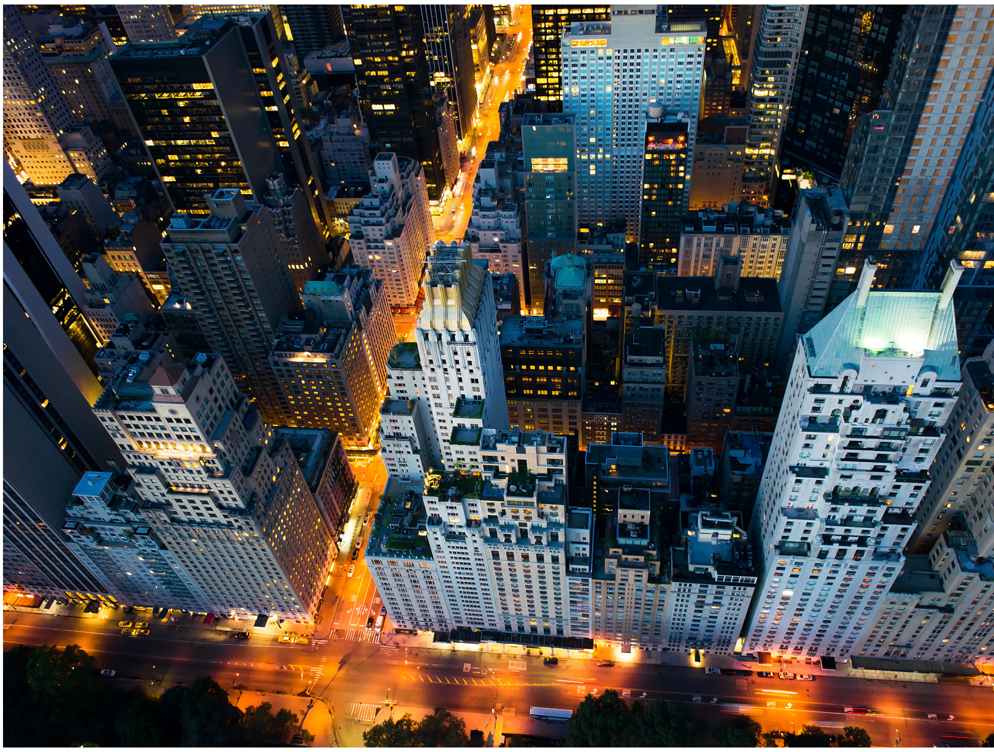
The result has been a wholesale shift in mentality and focuses for most industries. Long-term views surrounding enterprises and the half-life of skills have become shorter as businesses have become forced to look beyond legacy projects and consider their adaptability and capacity to move swiftly with the pace of innovation, technology, and the opening and closing of delivery channels. The key drivers of the 'on-demand or hybrid model for businesses of all sizes can be categorized as:

- The need to remain competitive in high-velocity markets
- The need for labour flexibility
- Competition for premium talent at a global level
- Marketplace volatility and the changing demands of global consumers and service end-users

The increased volatility of many markets has led to a large-scale shift away from traditional employment and growth models. The World Economic Forum's report titled "Future of Jobs 2020" found that 43% of the businesses surveyed intended to reduce their permanent workforce as a result of technology integration. Meanwhile, 41% intended to reduce their core staff and increase their use of freelance contractors in order to gain access to specialist skills.

This is not an isolated finding. A further report by Harvard Business School that was titled "Building the On-Demand Workforce" reported that 90% of the C-Suite participants viewed marketplaces for premium, on-demand talent as important or very important to their future and ability to compete within the wider market.

This shift away from a traditional employment roster towards a 'core' staff that is supplemented by freelance and fixed-term talent within larger businesses is having an impact on SMEs, of course. SMEs whose main advantage, in previous years, was their ability to 'think on their feet' and react quickly are now finding that larger businesses are emulating this model and must react in order to survive and thrive. This is where an effective hybrid workforce strategy becomes essential to SMEs seeking to reach or maintain their "escape velocity".



What a Hybrid Workforce Can Mean for SMEs

At the simplest level, an effectively hybrid workforce could provide SMEs with the edge that they need to stay afloat in the modern market. The ability to grow and shrink with the demands of business, while supplying a consistent level of quality to the consumers or end-users as a result of a skilled core team cannot be underestimated, especially for SMEs who are fighting an asymmetrical battle against large businesses, corporations, and conglomerates.

Beyond this, however, tapping into the 'on-demand' labour market has a unique set of benefits that are tied to the nature of freelance work as much as the level of expertise that an 'on-demand' expert can bring to the table. Freelance independent executives and specialists must cultivate a number of skills that include, but are not limited to:

- The ability to meet short deadlines
- The ability to extract key information quickly
- Robust problem-solving skills
- Adaptability to varied positions and focusses
- The ability to reinvent the materials, information, and systems to hand effectively

Thinking clearly on the move, so to speak, is a key feature of successful freelance work, and any freelance specialist or executive who is brought into an existing team will be unburdened by the knowledge of how things are usually done. This fresh perspective and the pragmatic, can-do attitude that 'on-demand' work fosters can be incredibly beneficial for any business that is facing new challenges and seeking growth.

What's more, with an estimated 1.1 Billion freelance workers in the world today and the sector growing by 25% in the April to June quarter of 2020, on-demand workers now represent a sizable chunk of the talent pool. A hybrid workforce strategy is no longer a matter of financial flexibility alone. SMEs looking to compete within their markets and larger ecosystems need to engage with the on-demand market in order to have access to premium talent on an accessible scale. Therefore, the implementation of an effective hybrid workforce strategy could be the difference between reaching and maintaining 'escape velocity,' and struggling to survive in increasingly volatile and saturated marketplaces.

Creating a Successful Hybrid Workforce Strategy

Creating a successful and sustainable hybrid workforce strategy in both an individual and wider, the cultural sense is no small undertaking. While both supply and demand are currently high in terms of freelance work, the talent pool leans heavily towards the creative and technological industries.

While a staggering 36% of the workforce in the U.S. alone completed some form of freelance work in 2020, this work was mostly carried out in specialist, complex, or technology-led initiatives (primarily by highly educated female workers seeking to find working arrangements that accommodate their familial situation). The COVID-19 pandemic has accelerated the supply of freelance workers available through digital and premium marketplaces while encouraging remote and hybrid workforces within businesses of all sizes and natures.

Of course, the demand for specialist talent on an as-needed basis has been growing within many businesses. Over the last decade, the full force of what Schumpeter dubbed "creative destruction" (or the point at which innovation and manufacturing increase productivity to the point that it destroys and revolutionizes the economic structures of the world from within) has been felt in every sector. While SMEs have long been at the mercy of volatile markets and consumer biases, larger companies have also started to feel the effects of this volatility as a result of habitual and exponential innovation in manufacturing, technological, and delivery processes.

As such, a new approach is needed: a corporate-led re-envisioning of the business world as a whole to close the huge and pressing skill gap in a way that allows supply and demand to meet in all areas of business. A good example of this is the partnership between *Freelancer.com* and *NASA* in 2015. This partnership has crowd-sourced solutions to several issues and needs from 3D tools for robotic astronauts to mobile applications of all natures. In fact, *Freelancer.com* currently aids *NASA* in crowdsourcing talent, tools, and technologies. This enables them to meet the demands of their ongoing projects and the market.

This hybrid approach to problem-solving has become more common at the highest levels of business. AstraZeneca used on-demand platform *InnoCentive* to solve delivery issues associated with the RNA and DNA molecules they use in research, while Enel used the same platform to enable them to overcome challenges to their ability to meet the UN's 2030 Sustainable Development goals. SMEs, too, can utilize 'on-demand' marketplaces to overcome their challenges and meet the sustainable growth and development goals in a way that allows them to reach a sustained and profitable status quo.

However, to sustain agility and flexibility at scale, businesses will need to engage in an examination of their collaborative work processes, people programs and technological infrastructure that may be required to accommodate a hybrid-led strategy.

The Future of "Talent On-Demand"

The writing is on the wall, so to speak: it is unlikely that the role of the modern employee will return to pre-pandemic parameters. Instead, it is likely that the future of the full-time employee will change more toward the undertaking of routine, baseline tasks within the core of a business or corporations' remit, while specialized tasks will be increasingly outsourced to the freelance market.

Cognisium believes that a well-run hybrid workforce model will be the norm by 2025 and that core worker will be those who are experts in collaboration, effective communication, and collective intelligence management. As such, it is imperative that SMEs begin to shift their focus now to avoid being left out in the cold as the C-suite makes increasingly explicit, intentional, and systemic changes within larger corporations.

SMEs should therefore consider what their core tasks and needs are, what specialized talent they are likely to need in the immediate, near, and far future. Furthermore, SME owners should consider their current ability to communicate and delegate. Hybrid workforces pose many challenges because of the likelihood of time-zone differences and other barriers to immediate and effective communication.

Finally, a cultural shift will be needed to maintain the integrity and cohesion of a hybrid workforce. Incoming, on-demand experts, executives, and specialists must not be seen to be a threat to the existing workforce but should instead be a part of the wider company culture so that all members of a hybrid workforce can contribute in an optimal manner. Likewise, the position of freelance experts as workers 'outside the box must be respected. Ernesto Ciorra, Enel's Chief Innovability Officer, encourages businesses to be humble and remember that the best solutions to in-house issues often come from those outside the company. This is, in part, because such team members are not shackled by the knowledge of what has been done before.

Of course, if the future of mixed workforces and 'on-demand' talent pools is to be bright, all of these changes must be made confidently and with clear and concise changes to policy and procedure. This is key to ensuring that all enterprises have the capability to maximize the expertise of these workers while offering stable and sustainable environments for the continuation and growth of the remote and on-demand talent marketplaces that will be increasingly entering the fringes of the traditional workplace.

The Best of Both Worlds: 3 Reasons Why In-Person Offsites Should Be Part of Every Remote Workforce

Written by
Sameer Bhalla
is CEO of Modal, which provides e-commerce solutions to the world's leading automotive dealers and brands. He brings over a decade of high-growth technology expertise as both an exited founder and growth investor, during which he has spearheaded all facets in a technology company's lifecycle.

Unsurprisingly, the COVID pandemic has created a flexible workplace that most management — as well as their teams — never thought possible. With better work-life balance, a less stressful and money-saving commute, and improved inclusivity — not to mention the positive environmental impact — the benefits of location independence are almost countless.

I can attest to them firsthand. Like many companies, my company has been fully remote since March 2020. But despite the numerous advantages of a work-from-home team, sustaining and satisfying a fully remote workforce comes with unique and unprecedented challenges. However, it wasn't until my company recently hosted a two-day offsite that the critical importance of in-person interaction became shockingly clear. Companies need the best of both worlds in order to be successful.

Here are three reasons why a short offsite could be your holy grail for building corporate culture:

Build rapport faster

With in-person interaction, there's an innate ability to establish and drive a trusting rapport that's infinitely easier than online. There's an immediate and genuine connection that can be made in a few hours, which can otherwise take weeks — or even months — online. With virtual meetings, there is always a beginning and an end, and usually an agenda. When you can interact with colleagues over a coffee, lunch, or even a mini-golf course like we did, without the formal conversation structure that often comes with online meetings, you can bring your "whole self" to work.

To help our people feel more socially connected while remote, we use Donut as a "virtual watercooler" to mitigate workplace loneliness and isolation. And, we all had a blast with a high-energy, fully interactive Virtual Game Show Extravaganza, hosted by Feet First Entertainment. However, despite the undeniable value that these platforms and services offer for virtual coffee, peer learning, and much-needed comic relief, genuine interactions also need to happen in the physical world to generate real emotional human connection. The value of "free-flowing interaction" can be challenging to measure, but when our team felt it at our offsite, they knew exactly what it meant.

Brainstorm more effectively

By creating an environment for sharing concepts and thoughts in a more fluid setting, ideas flow more easily, and creativity follows. Employees otherwise unable to engage in a remote setting have the unique opportunity to informally interact, while helping drive cross-functional collaboration. At the offsite, we didn't exchange ideas only during our designated "brainstorm" session on the formal agenda. Instead, one of our most effective brainstorms spontaneously occurred when we ate lunch together, enabling our ideas to flow more easily — without a whiteboard or laptop in sight. In fact, one of the best ideas that came out of the offsite had been batted around for years, but never succinctly discussed nor, therefore, implemented. An innovative concept that sat dormant for ages suddenly sprang to life over a serendipitous, dynamic conversation over sandwiches and salads that was never planned on the itinerary. Sometimes, unscheduled brainstorms are precisely when the most creative ideas evolve.

Drive morale through employee engagement

In-person offsites make management suddenly both accessible and approachable. A humanized leadership team can increase employee engagement and motivation by making employees feel revitalized, reenergized, and motivated. One of the hardest-hit generations among the pandemic are those who are just starting their careers. For many entry-level and even mid-level professionals, the barriers to learning can become insurmountable. These days, there is so much friction for asking simple questions because you cannot just pop by someone's desk, or see her in the kitchen or the elevator. A bubbling environment of learning and development has been siphoned into a Slack channel or a text message.

A company's success cannot be fairly evaluated just by looking at revenue numbers. Instead, its ability to foster developmental, career-growing opportunities is just as important, or you will no longer attract — or retain — your best talent. In the office, passive learning is achieved by listening to a colleague pitch a client from the next cube or observing how a colleague prepares for an important presentation. In a remote environment, this can only be achieved with much greater intention. At our recent offsite, I purposefully dedicated a significant amount of time with our junior-level staff so I could truly get to know them better. As a leader, you must constantly be bridging the gap, so it's a win-win environment for everyone.

Undeniably, the global pandemic has enabled many innovative companies to scale rapidly without stepping foot inside a traditional office. However, optimizing your best practices learned from remote working and integrating them with in-person offsites can help take your organization — and its success — to a whole new level.

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

The pathways and pressure-points of influence

First – be purposeful about what YOU want. Without purpose, influence is pointless. Be crystal clear about what you want from the act of influencing. Perhaps it's about enhancing your day-to-day performance, removing roadblocks for your team, improving your relationship and influence, or increasing your perceived value and eventually, seniority. It can be as explicit as changing a stakeholders mindset, negotiating a win-win outcome, adjusting the balance of power in a relationship or asking for more resources.

Start every influencing exercise with a very clear purpose in mind, and the more that purpose is in service of others, the less distasteful you will find it.

Second – be purposeful about what THEY want. Remember, your audience does not want to say yes to your solution. They care about what will happen for them afterward. Describe, in detail, what that will look like.

By looking through the transaction (the point where you get what you want) and out the other side (to the point where they get what they want) you will ensure your influencing evolves from transactional to strategic.

Steve Jobs did this incredibly well – he described an experience, even a lifestyle, that would happen once you purchased an apple product. He based his influence on the most important question for his listeners – why should I care?

Lastly, take time to work out your pathway of influence. A planned pathway makes the difference between ordinary ideas getting there and great ideas getting nowhere.

Plotting the pathway is obviously critical in big, complex organisations but it can be even more critical in smaller and more nuanced organisations when you cannot afford a single wrong step. And it is an essential planning step for influencing when the stakes are high.

The pathway is made up of five key influencing conversations:

- Logical. A collaborating peer or a finance partner who supports the logic of your ask.
- Social. The cultural or reputation influencers in your organisation that could derail you.
- Functional. The owner of the greatest benefit needs to be your no1 ally.
- Influential. These are the people that your target decision-maker trusts; they may not even have a formal position. You may not know who they are to start with but you need to find out.
- Personal. Find out where they stand on the issue you are influencing on, never go in blind when the stakes are high.

For most B-Suite leaders, adjusting their relationship with influence – and how much they are prepared to invest in it – is a major tipping point in how much impact they will have.

The more you exert influence, the more influential you become, and the easier it becomes to influence outcomes.

Quite simply, influencing creates influence.

Written by Tim Cook

Written by Tim Cook, partner at Acertitude, leads executive search assignments for IT and cybersecurity leadership across multiple sectors and in many parts of the world

The Best Time to Hire a CISO Was Yesterday. The Second-Best Time Is Now.

When a cyberattack takes hold, it's enough to ruin a company's reputation for a long while. This causes trust in the company to plummet in turn. Thankfully, hiring a chief information security officer could put your company one step ahead in the endless quest for cybersecurity.

The only constant in life is change, said the Greek philosopher Heraclitus — an aphorism that's especially true when it comes to cybersecurity. The fear of change is also constant, he said. Consider that most Fortune 500 companies lack a genuine long-term commitment to cybersecurity. In the meantime, data breaches cost companies nearly $350 million and result in stock price drops of 7.5%, according to Bitglass.

In addition, just one successful cyberattack can monumentally damage a company's reputation, causing customer trust to plummet. After all, who wants to entrust sensitive information to a company with known cybersecurity weak spots?

The cyberattacks of the future will only become more sophisticated, and bolstering your cybersecurity efforts to combat those attacks starts with getting the right people in the right seats. At my company, I head up executive search assignments for IT and cybersecurity leadership roles. Here's what is perhaps my biggest recommendation:

Hire a chief information security officer, or CISO. This person will work to ask — and answer — key questions for your organization, such as:

- Who's trying to hack your data, anyway?
- What might their strategy be?
- Have they tried to hack your company already? If so, in what ways?
- What kinds of information are they interested in stealing?
- What might their motive be?
- When is your business especially vulnerable?
- Will you be hacked because someone is especially skilled at what they do, or because you didn't take proper precautions?

Untapped Opportunities Abound

CISOs help their organizations anticipate and reduce risk tied to the above questions and beyond, and particularly for risks of the digital variety. A good CISO has both senior-level and teamwide conversations about risk. However, for your CISO to be better than good, you have to integrate them into the executive team — something surprisingly few companies do.

The good news? More than 60% of companies have added a CISO to their team, according to the Bitglass study mentioned above. But only 4% advertised the role on their leadership page. In fact, 77% had *zero* information on their website about who was in charge of their cybersecurity strategy. That's a major missed opportunity, and it's time to flip the switch.

When your CISO owns the risk, monitors the risk, and is empowered to take necessary action, you'll realize the full benefits of the role. For example, I once talked with a CISO at a large U.S. retailer that was going through an acquisition. He inserted himself in the process to evaluate elements of risk that the

executive team had glossed over. When he did his due diligence, he realized the company they were about to acquire had multiple third-party supply chain risks. Although he pushed the acquisition back several months, he also saved his employer from a massive headache.

Another CISO at a large software company in the U.K. realized there was no integration between the security and software development functions. He inserted his cyber team into parts of the software function to ensure the product wasn't released to market before it had been signed off by the security function, thereby reducing the risk in the products the company was releasing.

Determine What Kind of CISO You Need

Different organizations require different abilities in their CISOs. So how can you determine what kind of CISO you need to effectively protect your company from risk? In an attempt to answer this question myself, I created a five-level CISO maturity model using psychometric data, artificial intelligence, and facial expression detection to draw a psychological profile that is then compared to the profile of a typical CISO. Using this framework, IT leaders can determine where their organizations stand on the model and what they need to do to move to the next stage on the spectrum.

It's important to keep in mind that not every organization will require a level-five CISO. Perhaps you're a smaller business that just needs a level-one CISO to monitor the cyber aspects of IT and infrastructure. That's perfectly valid.

Other organizations (such as large financial institutions) have more complex cyber needs, and they'll likely require a level-five CISO. That's because cyberattacks targeted at highly connected international organizations can profoundly impact supply chains, adjacent industries, and even society at large. These companies need a premier CISO who understands the technical aspects of attacks, communicates that risk effectively in a way nontechnical employees will understand, and takes action at all company levels.

Determining your own needs means grasping your exposure risk. How much riskier is your business or industry going to get in the next five to 10 years? If you are not growing or getting more complex, then you probably don't need a higher-level CISO.

It's also a good idea to consider succession planning when determining the right type of CISO. Competent CISOs are likely to be constantly recruited. If your current CISO leaves, who will take over, and what does that look like? Hiring a great CISO is more complicated than placing a few LinkedIn ads. People inevitably move on from their current employers, so enact a three-year development program to prepare for change now.

"All is flux, nothing stays still," said Heraclitus. Indeed, change in cyberspace is constant, and a CISO's strategies must be, too. The CISO of yesterday was considered to be a data firewall. Now, CISOs are the cybersecurity thought leaders the future urgently demands.

Written by Sophie Ireland

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

How Alex A Molinaroli Is Supporting Women-Owned Businesses and the Next Gen of Business Leaders

Women-owned businesses are on the rise in 2021, according to Forbes.com, but with that increase comes its own set of challenges. Retired CEO and Chairman of Johnson Controls Alex A Molinaroli has always recognized the roadblocks women-owned businesses face and says he refuses to turn a blind eye.

"I've been involved quite a bit with minority and women-owned businesses, and it's something that remained important to me throughout my career," Molinaroli says. "I've invested personally in women-owned businesses, I've been engaged with them as a mentor, but I've also helped them, not only from an advising standpoint but also with their financing and capital formation perspective."

Helping women-owned businesses not only access capital but thrive in a male-dominated business world is a mission that hits home for Alex A Molinaroli. Being a father of two daughters has brought him perspective and empathy and has been a catalyst for his actions.

Helping women break the glass ceiling

As part of his egalitarian ethos, Alex A Molinaroli forged a path for women at Johnson Controls, and the company has continued to promote and nurture female leadership even after his retirement. In January, it pledged to double its representation of women leaders globally and increase funding for women and minority-owned businesses, according to a company press release. Johnson Controls made the *Forbes* list of Best Employers for Diversity 2021.

A chief complaint among women-owned business owners is the difficulty in tapping into a robust network. In 2021, only 41 women, or 8.1%, ascended to the CEO seat on the annual *Fortune 500* list—and as paltry as that number is, sadly, it is a record-breaker. Leaning on the right network of professionals can make all the difference. "I am fortunate to be able to open doors," he says. "My business career afforded me contacts that can be useful for entrepreneurs." Many of these contacts can be found in Wisconsin, home to Johnson Controls' headquarters, as well as other local communities and technology circles.

"Being able to make contacts, being able to make some investments, and to help them while providing mentorships are all part of how I'm still helping women-owned businesses succeed," he says.

Molinaroli also wants to encourage women to find their voice in the workplace. Women often find that they don't feel adequately heard or valued in professional settings, and having someone help them navigate their career path can help. "So I provide that kind of phone-a-friend support for many," Alex A Molinaroli says. "Some are in-between jobs, and some are experiencing glass ceilings at their current jobs. I'm a resource to help them overcome the unique challenges women in business face."

Those challenges, according to *Business News Daily*, include the ugly manifestations of gender bias in the workplace, like women's struggles to be taken seriously, the expectation to downplay personal accomplishments, the need to find a healthy balance between work and home life, and a lack of women in executive roles within, and outside of, a woman's company.

Teaching the next-gen of business leaders

Perhaps the best way to remedy gender bias and unfair workplace practices against women is not only to address it head-on but guide the next generation of business leaders. Alex A Molinaroli says another passion of his lies in mentoring youth.

"Learning and developing young people and the positive can-do energy that young people have is also essential," he says. "I can help them resolve or avoid problems because of the years of experiences I may have that they don't have yet. Over my career, I have provided mentorship for many people, oftentimes this happens without even realizing it. I think it was part and parcel of the roles that I had."

Sometimes, the simple act of listening is enough to be the catalyst in a budding career. Alex A Molinaroli says he learned how to be a good listener from his father. "My father didn't talk to hear himself speak. He listened, he had a lot of integrity, and people saw a lot of value [in that approach]," Molinaroli says. "He was a great listener and gave good advice with loads of empathy."

"

Being able to make contacts, being able to make some investments, and to help them while providing mentorships are all part of how I'm still helping women-owned businesses succeed,"

Alex A Molinaroli says he is also devoted to advocating for accessible mental health care and services for children with learning disabilities. He's been a donor to Meta House, a Wisconsin nonprofit that works to end the generational cycle of addiction by healing women and strengthening families. He also lent his support to Safe Babies Healthy Families, which shields children from abuse, neglect, and poverty, as well as COA Youth & Family Centers, which assists Milwaukee children, teens, and families with educational, recreational, and social work programs. He has family members with learning disabilities, he says. "So that was something that's always been pretty important to me."

How to negotiate with an egomaniac

Written by Gaëtan Pellerin, Principal at NaviGates Group, is author of the new book, Mindful NEGOtiation: Becoming More Aware in the Moment, Conquering Your Ego and Getting Everyone What They Really Want. He has spent the last ten years as a negotiation consultant-coach, helping negotiators hone their skills, and prepare and rehearse for their upcoming live deals. He also has consulted with many Fortune 500 companies on their strategies and established best practices for product launches, technology retirement, and the internal negotiation decision process. Before beginning his consulting career, Gaëtan held several senior sales and marketing management roles that allowed him to negotiate multimillion-dollar contracts in Japan, China, Thailand, Europe, and North America.

Some people enter a negotiation with the goal of finding common ground, allowing both parties to walk away with something that benefits them. Others enter negotiation with the sole purpose of winning and seeing the other party lose. This second type of negotiator is an egomaniac, and they are extremely difficult to negotiate with.

When dealing with an egomaniac, we need to prepare to negotiate with someone who is not rational, someone who will use persuasion to justify unrealistic demands. They will not hesitate to use threats, interruptions, and other aggressive behavior to get what they want. It is crucial not to give in to their threats or to let them push you around. The last thing you want to do is to reward their bad behavior.

Negotiating with egomaniacs will most likely trigger our own emotions: fear, insecurities, lack of self-worth, or competency. That is why so many people often fail at negotiation; they negotiate poorly because they fall victim to their own emotions.

The solution is to handle our emotions before they get a chance to take over. And the only way to avoid being controlled by our emotions during the negotiation process is to be present and mindful. This is important in all negotiations, but especially when you're dealing with an egomaniac. By following the below tips, we can get better at controlling our emotions and not allowing an egomaniac to take control of the negotiation.

PREPARATION Most of us believe that when we negotiate, we will be able to be and stay in control, improvise, and pivot in the moment. We want to think that negotiation is all about being rational, and that anybody can do it. But once the negotiation begins, many of us find that we go from confident and competent to uncontrolled, stressed, and unable to see clearly. With a little bit of preparation prior to the negotiation, we can get better at controlling our emotions once it starts.

1) Make sure to prepare with the other party in mind.

Egomaniacs want to win at your expense. They want to create a win-lose scenario. Your job is to create value for both sides. Don't let your fear or insecurities dictate the perceived lack of power, as is often the case.

2) Plan to handle emotions: yours and theirs.

Many of the same emotions that come up during the meetings will also come up during our preparation. Practicing managing our emotions starts with experiencing and understanding them in a safe space with no real stakes. One of the best ways to experience emotions that can show up in a meeting is using what-if scenarios:

- What if they interrupt me and don't let me explain my position?
- What if they threaten to walk away if I disagree with them?
- What if they make an unrealistic demand?
- What other scenario could trigger your emotions?

Take your time. It's not about thinking about it. It's about connecting with your emotional reaction to a specific scenario. Once you connected with that emotional trigger, you can plan to behave differently should the scenario presents itself during the meetings. This way, you can courageously choose to detach yourself from that emotion by becoming an observer.

IN THE MEETING All egomaniacs pretty much share the same objective. They want to control your emotions, so they can get what they want. The key here is to remain calm and not let your emotions control you.

1) Whatever happens, it's not personal; keep breathing.

Your ego wants you to believe that you are under attack or a threat, and you need to react. It's not about you. Slow down time by slowing down your breathing.

2) Be curious

and ask as many questions as possible to understand their real motivations, drivers, pain points. Most times, it's not about money: it might be about proving that they are right, that they have the power to control you, or about avoiding losing face. Persuasion rarely works with a nEGOtiator; make it about them and their world.

3) Be assertive and clear with what you can't do or things you can't agree on.

Being assertive means expressing yourself with confidence. It doesn't damage the relationship. Remember, we don't want to reward their ego-driven behavior. Believe it or not, If you say yes to their demands or requests without getting something in exchange, it won't give you any more respect or positively impact your reputation and credibility. Egomaniacs could be very resentful if they feel that it was too easy to get what they want. Next time, they will ask for more.

4) Be creative: Egomaniacs think there is only one way of being successful: their way. Propose alternatives or options by testing the water: Imagine that we could do this.... Let's pretend that we could structure the contract this way.... The more options you bring to the table, the higher probability of finding a potential agreement.

Next time you find yourself about to negotiate with an egomaniac, you must plan to handle emotions (yours and theirs) in advance. Don't show the other side that their approach works. You are not intimidated. Your job is to be curious and creative to find a solution that delivers value for both of you.

3 Tips for Single Mom CEOs in The Workplace

CEO INSIDER

Written by
Christina DiArcangelo,

An entrepreneur and CEO with more than two decades of experience in the biotechnology, pharmaceutical, nutraceutical, and medical device industries, Christina DiArcangelo's dedication to revolutionizing patient care is unprecedented. Through her roles as CEO, Spectral Analytics Precision Tele-Monitoring, Affinity Bio Partners, Board President and CEO of Affinity Patient Advocacy, Christina has been involved with revolutionary projects and global clinical studies that positively impact patients.

Working while raising a child can be a challenge. Working while raising a child as a single mother brings on an entirely new list of challenges. I happen to be a single mother and have learned a tremendous amount during the process.

Prior to being a single mother, I was married, and even then, it was a challenge to be a working mom and CEO simultaneously. The self-awareness required to be able to pivot, admit when you are inexperienced in a matter, and look to others for help is critical. The phrase "just fake it until you make it" doesn't work in this scenario.

With that said, I've been observing trends, seeing other single mothers who try to balance their work with being a mother, and I want to share three tips that will help single mothers overcome the most common workplace challenges.

You Are Not Alone

47% of most professionals in the workplace are single mothers according to the U.S. Department of Labor. Don't be afraid to befriend other single mothers. Be open in your communication, share tips, and know that it's healthy to allow yourself to be vulnerable with them. You will learn new things while making new friendships, and once you open up you'll quickly learn that you are not the only one facing similar challenges.

Do Not Forget About Self-Love

Taking time off to love yourself is very important. If you do not take proper care of yourself, you will not be able to give the best version of yourself to your children or to your colleagues. Blocking off time to talk a walk, listen to music, soak in a bath, light your favorite candle, or drink your favorite tea is a great way to give yourself time to recharge.

Do Not Feel Guilty

Often as single mothers, we feel guilty because we can not attend every single school function. Sometimes we feel guilty and question whether we are working too much and not spending enough time with our children. Rather than always feeling guilty, make it a point to give yourself some credit. Every day when we rise, we start our day by taking care of our children, getting them ready for school, and getting them out the door for the school bus or taking them to school ourselves. More likely than not, your day begins with you giving, and that's something you should be proud of.

We, as single mothers, do have the ability to control and navigate these workplace challenges. There is no reason to feel shy or any less empowered to speak up. Remember, you are not alone and should feel proud of being the extraordinary single, working mother that you are.

Written by
Keith R. Wyche

author of Diversity Is Not Enough: A Roadmap to Recruit, Develop and Promote Black Leaders in America, is a recognized thought leader in the areas of Change Management, Executive Development, Leadership, Business, Career Development, Diversity and Inclusion, Transformation, and Innovation who excels at talent development and has a consistent record of growing revenue and expanding margins across a broad range of industries, including technology, manufacturing, outsourced services, and grocery retail.

10 Steps to Improve the Development and Retention of Your Diverse Workforce

Over the past few years, much attention has been paid to the importance of attracting, developing and retaining diverse talent. This focus has increased exponentially given the war for talent, the mass exodus of talent due to the "Great Resignation", and the changing demographics as America moves ever closer to a "majority minority" country.

More often than not, many of the actions taken by organizations has been focused on the "recruitment" of diverse talent to build a talent pipeline. While recruitment is essential, it is not enough to win the war on talent. If organizations are to move the needle on the development and retention of their diverse associates, the effort needs to be intentional and deliberate. A "cookie cutter" approach, or a "one-size-fits-all" playbook will not yield the same result, particularly if your organizational culture is lacking in inclusive behaviors.

While not an exhaustive list, below are ten actions your organization can take to enhance the development, retention and ultimately the success, of your diverse associates:

1. Proper On-boarding and Training:

This is the most impactful area to address in either moving a diverse associate into a new role or bringing a diverse candidate into the organization. If not well planned, thorough, and deliberate, this sets a weak foundation for expected performance and greatly reduces the likelihood of retention.

2. Job Shadowing with High Performers:

In most organizations, to be successful requires being aware of and having access to key people and resources within the organization. Likewise, to not have to reinvent the wheel, it's important to be able to visualize best practices. Too often, these are not easily determined by those new to the role or new to the organization. When diverse professionals spend time job-shadowing high performers, they receive exposure to best practices and resources to help them succeed in their new roles.

3. Clearly Defined Role Expectations/Early Performance Feedback:

To avoid misunderstandings regarding role expectations, it is strongly suggested that such expectations be covered in detail. Ideally, to minimize subjectivity in evaluating performance, many of these expectations will be objective in nature and time bound. Additionally, organizations that enjoy high diverse retention provide feedback early and often to allow for awareness of gaps, and the opportunity to course correct.

4. Access to Leaders of Similar Diversity/Gender:

Research has determined that when people see others like themselves in key roles, they are inspired and thus "aspire" to reach such levels. Additionally, there is a trust that exists with like individuals that allows for a deeper level of mentoring and an acceptance of constructive feedback. This can be done on an individual basis or as part of an employee resource group (ERG). While such interaction requires a willingness on behalf of the diverse leaders in your organization to participate, for those who do, they will no doubt find engaging in such a manner rewarding.

5. Leverage Employee Resource Groups on Business Matters:

Just having ERGs does not, by itself, improve DE&I retention. Companies with high DE&I retention utilize these groups to help solve business challenges, uncover new products or offerings, and gain consumer insights. As a result, ERG members feel more engaged and aligned with the company and are able to add greater value. Furthermore, such projects will provide them with visibility to senior leaders and expose them to other business functions that will further enhance their development.

6.Implement Structured Programs Targeted for High Potential Diverse Associates:

Over the past ten years, to increase the number of women in their senior ranks, many organizations created special development programs for women. These programs included discussions and access to senior leaders, additional skills training, coaching, and other opportunities to expand their learning. As a result, these women were better positioned for advancement due to the relationships developed, the information they were exposed to, and the new perspectives they gained. A similar approach for diverse high potential associates, if supported by the organization, should yield similar, if not greater results.

7. Encourage Participation in Outside Professional Organizations:

The reality is most organizations don't have the infrastructure in place to offer separate training, coaching, or mentoring for their diverse associates. The cost of providing individual coaching for diverse professionals is prohibitive, even though diverse candidates do have unique needs. Encouraging and supporting participation in outside organizations (i.e., Catalyst, Network for Executive Women (N.E.W.), National Black MBA Association (NBMBAA), Prospanica, etc.) allows for personal and professional development that they might not otherwise receive internally.

8. Provide a "Safe" Environment to Share Concerns/Ask Questions:

For fear of being perceived negatively, many diverse professionals have been culturally conditioned to refrain from asking for help, asking questions, or speaking honestly about their work experience. Organizations that enjoy a high level of retention of diverse professionals are intentional about providing a safe environment in which to ask questions and voice concerns.

9. Inspect what you Expect:

To gauge progress, it is essential that on a frequent basis your Human Resources leaders calibrates and reports out on the performance and advancement of your diverse associates. I suggest this be done quarterly. Doing so will help identify not only those who are performing well, but those who may be struggling, which allows for course correction. Additionally, by designating associates by their "readiness" helps create a bench of "ready now" talent and can identify gaps or challenges to be addressed.

10. Accountability Is Key:

In the business world, those things that get measured, get done. This statement does not intend to imply "quota-based" decisions, but rather suggests that just as a leader would have to explain a poor P&L performance (with actions to address the poor performance), the same rigor should be given to the recruitment, development, and promotion of your diverse associates. Nothing will move the needle faster than leaders understanding that THEY are as responsible for the organization's DE&I goals as they are for their other key metrics.

Written by
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A Disaster in the Making – Your Credit Policy

Early-stage companies are glad just to get orders for their products. They see every prospect as a link in the chain that brings them ultimate success. It usually takes them a few bites into a rotten apple before they realize that one of the standards that they need to set is a credit policy that provides them with reliable customers that will end up paying their bills. Larger, well-established companies developed solid credit policies as part of their standard operating procedures. Someone wants to do business with you, they submit to a credit check. When you are comfortable that they're able to pay your invoices, you give them a credit line, allowing them to buy your products or services.

In spite of solid credit policies, companies still get blindsided by customers that fail to pay their bills. Every company that looks at their business strategically, plans on a certain amount of bad debt. Nobody wants bad debt, but the reality that some bills aren't going to get paid is part of good business planning. But the key is to do what you can to provide a fence around your receivables to reduce, if not totally eliminate write-offs. But not every risk is something that you can preplan for.

One only needs to look back to our recent past during the Great Recession of 2008. Many companies were caught short when their customers weren't able to pay their bills and there was a domino effect that crippled many businesses. For instance, I worked with a manufacturer of new and replacement windows that had quite a few small home builders as customers. The manufacturer had been having a difficult time, but was working their way out of a hole. Then the recession hit. Home sales plummeted. Remodeling came to a halt. Construction of spec homes stopped, and many small home builders went out of business. The company, which had been doing OK, suddenly found that their accounts receivable, which supported their line of credit, had gaping holes in it. Invoices started to age out, and fall off the edge of their borrowing base. Credit line availability evaporated, and the company was suddenly short of cash, and at risk of going out of business.

Companies with established credit policies have great similarities. They are larger, with a stable customer base, and often have long established credit policies. Once a policy is established, there is little impetus to go out and change it because it was likely achieved after many frustrating conversations around the conference table to get everyone to agree. Finance wants tighter restrictions to protect collections, while the sales department wants more lenient policies so that they can push sales. Once those two warring parties come to agreement, nobody wants to open the topic again.

After 10 years of growth, the economic climate has once again changed. While some businesses have been able to take advantage of the economic turmoil, many businesses are struggling for customers. Banks are starting to pay fresh attention to their loan portfolios and the "pretend and extend" policies of 2020 are in the rear-view mirror. Supply chain issues have suddenly brought new issues to the fore and will likely have an impact on consumer sales over the next six months or longer. Now is not the time to sit on the sidelines, letting policies that were established years ago drive decision making. Re-examining your credit policy might certainly have an impact on sales but will undoubtedly provide some additional security to your bottom line. Your business needs to do two things:

1. Evaluate whether your existing credit policy is still relevant in light of the current economic environment.
2. Determine whether your long-standing customers should be reviewed to see if their credit worthiness has changed.

Here are some steps that you should undertake to protect your accounts receivable:

Realistically examine your credit policy.

- Does it still provide the protections it once did?
- When was it established, and how has your business changed since it was first written?
- It is likely that not only has your business changed, but the economic environment has changed dramatically as well.
- Write a new policy based on the current environment and set a schedule to provide continual review of relevancy.

In the new economic reality, should new customers be rated differently than in the past?

- Review of their banking relationship
- Size of credit granted them by other suppliers
- Review their financial reporting
- Examine their accounts receivable – are their customers paying on time, and does their customer concentration create risk for them that ends up transferring to you?

Give your own customers a fresh look

- When did you last review their credit worthiness?
- Apply Pareto's Rule – Time is a valuable and limited commodity. With reduced staff levels, concentrate your efforts on your largest clients.
- Review not just their credit history with their current suppliers and bank, but take a deeper dive into their businesses.
- Get current financial statements, and review not just their profitability, but make a decision on their financial risk profile. What is their customer concentration? Where is their cash coming from – credit line, sale of inventory, accounts receivable collections?
-

The days of a stable economy will hopefully return, but now is not the time to reminisce about the good old days. Mature businesses have always looked outside the norm to find not just opportunities to expand their market, but also to protect their assets. It's common for companies to explore and establish alternate sources of supply, cross train staff, and establish product lines that are counter cyclic. But internal policies need to be reviewed regularly as well.

Just as this time of the year brings the typical drive to create a budget that reflects what you hope will be next year's sales and profitability, shouldn't it also be a time to reexamine the policies that are at the core of how your business operates? Regulatory agencies and the courts provide a necessary direction for accounting procedures, human resource management, and contractual relationships. But the review of your customer relationships is no less important. Collection of accounts receivable may be going fine, but it can certainly create a different sense of urgency in short order. Take the time to make sure that the processes and procedures that drive your cash flow are up to date and relevant in the current economic reality.

Written by Sophie Ireland

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

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

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

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

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

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

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

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

Best Business Schools In The World For 2021

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

Overall, among the top 10 business schools, the eighth, ninth, and tenth positions are held by Haas School of Business, Stanford Graduate School of Business, and IESE Business School. International Institute for Management Development (IMD) took the No. 11 spot, followed by Yale School of Management and Cambridge Judge Business School (No.13). Meanwhile, Alliance Manchester Business School ranked No. 14 in the CEOWORLD magazine's ranking of the best business schools in the world for 2021. HEC Paris came in fifteenth place, followed by the University of Chicago Booth School of Business (sixteenth), Kellogg School of Management Northwestern University (seventeenth), Duke University Fuqua School of Business (eighteenth), and Leonard N. Stern School of Business ranked nineteenth. Out of the 100 best business schools in the world for 2021, ESADE Business School ranked No. 20th. A number of parameters are used to compile the ranking, which is based on the satisfaction levels of individual students, industry professionals, and corporate recruiters. So, if you are thinking about boosting your prospects with a postgraduate-level degree in business, we have got just the thing for you; here are the best international business schools that can help advance your career...

Written by Sophie Ireland

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

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

EXECUTIVE EDUCATION

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

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

EXECUTIVE EDUCATION

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

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

EXECUTIVE EDUCATION

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

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

Best Medical Schools In The World For 2021

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

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

Overall, among the top 10 best medical schools, the eighth, ninth, and tenth positions are held by David Geffen School of Medicine at UCLA (DGSOM), UCSF School of Medicine, and Washington University School of Medicine in St. Louis. The University of Pittsburgh School of Medicine took the No. 11 spot, followed by Weill Cornell Graduate School of Medical Sciences and Yale School of Medicine (No.13). Meanwhile, ANorthwestern University Feinberg School of Medicine ranked No. 14 in the CEOWORLD magazine's ranking of the best medical schools in the world for 2021. Vanderbilt University School of Medicine came in fifteenth place, followed by Duke University School of Medicine (sixteenth), Icahn School of Medicine at Mount Sinai (seventeenth), the University of Chicago Pritzker School of Medicine (eighteenth), and the University of Michigan Medical School Ann Arbor, ranked nineteenth.

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

Written by Sophie Ireland

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

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

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

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

Best Fashion Schools In The World For 2021

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

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

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

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

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

Written by Sophie Ireland

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

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

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

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

Best Hospitality And Hotel Management Schools In The World For 2021

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

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

Overall, among the top 10 best hospitality and hotel management schools in the world for 2021, the eighth, ninth, and tenth positions are held by the International School of Hospitality and Tourism Management at Fairleigh Dickinson University, School of Hospitality Management at The Pennsylvania State University, and the School of Hospitality Business Management at Washington State University.

Written by Sophie Ireland

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

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

EXECUTIVE EDUCATION

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

Written by Michael Timms

author of, How Leaders Can Inspire Accountability, has dedicated his career to making leadership easier and to helping leaders and organizations reach their potential.

Want Others to Take More Accountability? Try This...

Do you ever wish that the people in your organization would stop blaming other people or circumstances for problems, own up to how they contributed to the problem, then do their part to help fix it?

This is a common frustration I hear from CEOs and executives as I help them create a stronger culture of accountability within their organizations. Whether department heads or lower-level staff members, many workplaces are full of people who think that every problem is someone else's fault. It is rare to find someone who quickly admits to how they contributed to a problem and focuses on how they can help solve it.

If other people's unwillingness to take accountability for problems has ever frustrated you, you're in luck, because I'm about to share a technique that will help change all that. Here it is:

Whenever problems are discussed, be the first to admit how your actions or inactions contributed to it and what you will do to help solve it.

This is an essential habit of personal accountability that I refer to as "look in the mirror."

The most powerful way you can encourage others to take more accountability is by setting a higher standard yourself. This takes tremendous courage, especially in a hostile environment. But when everyone else is caught up in the blame game or in "duck and cover" mode, the only person who can break the destructive cycle of blame, low accountability, and poor results is you. If you want other people to behave differently, *you* must behave differently.

If you doubt the need to look in the mirror, consider this:

> If you are part of the system in which a problem was discovered, you likely contributed to that problem.

Most problems are not caused by a single person or thing. Problems that we think are caused by others are almost always the result of a combination of factors, including the systems in which we operate and our past decisions and behavior. However, when we encounter problems, our brains are programmed to look for the simplest explanation, ideally one that doesn't incriminate us.

To break the cycle of low accountability and poor results, resist the allure of simple explanations that point to a single, external cause and instead look in the mirror to see what you could have done differently to prevent the problem or reduce its impact. Only after you acknowledge how you contributed to the problem will you have the moral authority to ask others how they or flawed systems within your organization may have contributed to the problem.

Looking in the Mirror Inspires Accountability in Others

A project manager at a construction company that I taught this concept to told me that every week the general manager leads a team meeting to review work from the previous week. Virtually every time they talk about what didn't go well, the GM finds someone to blame. Naturally, whoever he blames gets defensive and tries to deflect blame elsewhere, and the meeting goes downhill from there.

The project manager then told me that the week after my session with them, the team meeting went very differently. As usual, the GM identified something that had gone wrong the previous week. He was about to launch an attack on the person he viewed as the culprit, but then he paused and reframed. "This is how I think I contributed to the problem," he said. Just like that, the tone of the meeting changed. Suddenly, other people began saying, "It's not just you, boss. This is how I think I contributed to the problem."

Instead of wasting time trying to figure out who to blame, they were able to quickly get to the root of the problem to make sure that mistake didn't happen again.

Here's another example. Recently, an executive who heard me speak called to say, "I know what you teach works because I use it all the time now." He said he was preparing to have a difficult conversation with one of his managers about an incident with a client that didn't go well. He began the conversation by saying, "Thanks for meeting to discuss this recent issue. Here's what I think I did to contribute to the problem." Dumbfounded and totally disarmed, his manager confessed, "I was prepared for a fight. But I'll tell you what, these are the three things I think I could have done differently to prevent this sort of thing from happening again." This was precisely what the executive wanted him to say!

Had the executive not begun the conversation by looking in the mirror, it would have likely turned into a heated discussion that further entrenched opposing positions and inhibited progress.

Why Looking In the Mirror Works

1. **It Creates Psychological Safety**. Being the first to admit how you contributed to a bad situation makes it safe for others to do the same. This is especially true when the person with the most authority initiates the confessing. Their example provides a model for others and an invitation to follow suit.
2. **The Reciprocity Norm Is Real**. Most cultures encourage people to show kindness to others who have extended kindness to them. Admitting how you contributed to problems is an act of courage, kindness, and humility. People respect that, and they will feel the need to mollify your contrition by acknowledging how they too may have contributed to the problem.

Although there is no guarantee that others will follow your lead in this area, your example will make it far more likely that they will. Even if they don't, you will now be on solid moral footing to ask what they think they could do differently next time to produce a better outcome.

If you want others to take more accountability for problems and solutions, inspire them with your example. Breaking the cycle of low accountability begins with you setting a higher standard of accountability for others to emulate.

Written by Dr. Keren Tsuk, Ph.D,

is a sought-after speaker, consultant, and thought leader in 21st-century leadership. As the founder and CEO of consulting firm Wisdom To Lead, she specializes in the development of senior management teams and corporate leadership.

The Power of Mindful Communication

Communication is a key tool in driving innovative, creative, and agile organizations. But what many do not truly understand is that this agility is based on trust relationships between people. Producing a healthy, harmonious, and successful company is achieved through the ability to produce constructive and authentic communication.

In mindful communication, we learn how to listen and manage our emotions, feelings, and thoughts.

This kind of communication involves listening to the self and the various sensations and emotions that arise within us during conversations. It is communication born of genuine listening, from a position of openness and curiosity, and without defensiveness. This communication transcends fear, and it enables change and growth and the ability to connect to a broad vision and create the groundwork for creative solutions to emerge.

Some people are more rational than others. Both types are equally valuable. The idea is to see who is truly in front of you, from a place of presence and without an agenda, so that you can use the discourse and language style of that person. If there is a very rational person in front of me and I focus solely on emotional discourse, we probably cannot have a fruitful conversation. In contrast, my ability to be here and now, listening to the person standing in front of me, will enable me to have open and meaningful communication with that person. The opposite is also true; someone who is unable to communicate rationally because they are emotionally overwhelmed is someone who needs to be met where they are.

The reality is that some people speak about facts and data when their real challenge is an emotional one. It's not always as obvious as tears or yelling. Researcher Albert Mehrabian conducted a series of famous experiments in which he showed how different our verbal and nonverbal messages really are. Mehrabian made observations in open spaces such as playgrounds and public spaces and concluded that there are three parameters that bring communication together: body language, intonation, and content.

He mapped the impact of each component on our whole experience of communication, showing that, at 55 percent, body language is the source of more than half of what we communicate and hear when we talk to others; intonation influences 38 percent of what we hear, while the content of what we say has the least impact on communication, only 7 percent. How we say things is not just sometimes but always more important than what we say.

In my work I've accompanied investment consultants in their meetings at one of the largest banks in the world. I would sit next to them and listen to their conversations with customers and then provide feedback on the conversation, communication, and their behavior with the customer. I remember sitting with one investment consultant who was many years older than I and discussing how the long waiting times at the bank were causing great frustration and dissatisfaction among customers. A customer who called in had to wait about ten minutes, and he started complaining as soon as it was his turn. The consultant began to explain rationally and logically that there was a long queue and that they were doing their best, but this explanation did not convince the client, who continued complaining. About five minutes went by in wasted discourse, which only extended the waiting time the company wanted to prevent in the first place.

After the conversation, I suggested that the next time a frustrated customer called, the consultant could use emotional, empathetic discourse and tell the client that he understood their frustration and that he would also be frustrated if he had to wait a long time. The consultant looked at me and realized he had no choice. Amazingly, after expressing empathy with the next customer, the consultant did not need to add another word. The customer immediately moved on to talk about her personal finances.

People want to be seen. Once you see them by expressing alignment with their emotional state, they will move on. If they are not seen, however, they will continue to argue. They may even use a rational form of discourse. But then they'll experience stagnation, because they aren't really getting what they wanted out of the conversation.

Five Ways to Be a Radically Decent Business Leader

In the last 40 years, business has become the epicenter of our culture, funding most everything else from politics and the media to our religious, educational, and communal/nonprofit organizations. And with this preeminence comes new responsibilities. As business leaders, we can no longer pursue our private ambitions and let the rest of the world take care of itself. Like it or not, the choices we make now profoundly affect the future of our culture – for good or ill.

So how should we run our businesses?

My answer: As important as our jobs are, we need to remember that we're people first. Then, rejecting the cynical (and false) belief that a successful business and good citizenship are incompatible, we need to treat sound social and ecological practices with the same seriousness as financial return. This is the mission of my organization, the Decency Foundation, where our work is guided by Radical Decency, the values-based approach to living that is the subject of my blog and recently published book.

My personal journey as a radically decent business operator began in the summer of 2005 when I started Eccoes Associates, a multi-disciplinary healing center. Many of the ideas I teach and promote were developed in those early Eccoes years, including the five principles for running a radically decent business that I'm pleased to share in this article.

Written by Jeff Garson,

a lawyer, psychotherapist, social activist and co-founder of the Decency Foundation; an organization dedicated to bringing Radical Decency to business.

Lesson 1: Fully commit to your decency goal.

Far too often businesspeople justify their singled-minded pursuit of profit with internal dialogue that goes something like this:

Hey, I'm a good guy/gal. Sure, I've done things I'm not proud of; made promises I knew I couldn't keep to get an edge; competed hard and, at times in not so nice ways. But work is tough and unforgiving. Who, in the end, hasn't done these things? Like it or not, this is just the way things are in business.

If you want to run a radically decent business, this sort of concession to "reality" just won't work. Adopting a pick and choose approach – pursuing decency in one part of your business while quietly ignoring it in others – will almost inevitably pull you back to mainstream ways of operating.

This does not mean, however, that self-immolation is required. To the contrary, since decency to self is integral to the philosophy everything can't, and shouldn't, be changed at once. What is required instead is determined, unwavering focus on ways of operating that steadily increase your business' decency over time.

Making money is of course vital **but not at the expense of decency**, priority 1A, right next to but clearly subordinate running a radically decent enterprise. 80% to 90% of the time, these two goals will be compatible. But in that 10% to 20% zone, the temptation to compromise decency will be strong. And it is precisely in those moments when your decency practice will succeed or fail.

Lesson #2: Be patient, use care in building your staff and support team.

It's relatively easy to find people who know how to make money or, alternatively, put decency first. But finding both together is much more difficult.

At Eccoes, a good example of a person stuck in indecent "business as usual" ways of operating was our first chiropractor, Brianna. Several months after we opened, she started pushing for a larger share of the profits. Seeing merit in her position, we created a profit-sharing compensation model that was, we thought, a model of Radical Decency. But Brianna was never able to shake the belief that we were taking advantage and, within months of signing the new agreement, she left.

Then there was Mark, a massage therapist who warmly embraced Radical Decency but seemed to confuse these values with a lack of accountability; showing up late for meetings and cancelling sessions to tend to personal matters. Here, too, we placed too much faith in the power of our guiding principles to inspire different behavior. In the end we had to part ways with him as well.

The key takeaway? Pick your co-workers and collaborators with care. Before committing to them, really try to get to know who they are, not just as workers but also as people. To succeed, you need people who can deliver on both sides of the equation – values and productivity.

Lesson #3: Sweat the little stuff.

Running a radically decent business is complicated and challenging. If you aren't vigilant, you're likely to slide back into "business as usual" habits one small compromise at a time: Overpromising to make a much-needed sale; overlooking the indecencies of a key employee; allowing authoritarian attitudes to erode your collegiality and cooperative decision-making; quickly pulling back on contributions to the community when profits dip.

To counteract this tendency, our attention to detail at Eccoes was intense. We spent long hours discussing how to run meetings; talk to customers; deal with co-worker conflict; and even (at one memorable meeting) how to keep the bathrooms clean. And while these conversations were a frequent source of frustration, it was time well spent – essential to making Radical Decency our ingrained, habitual way of operating.

Lesson #4: Sweat the big stuff too.

The "big" issues need to be forthrightly and thoughtfully addressed as well. Who "owns" the company and with what associated rights? What is fair and just compensation at all levels? How do you price products fairly? How do you create a truly collegial environment? How do you effectively contribute to decency in the world?

A change in one area of operations, even a significant one – relating to your environmental footprint or wage and work conditions for example – is not enough. Decency also needs to be baked into your most basic corporate structures.

Lesson #5: Don't let the seduction of success or fear of failure derail you.

Suppose after years of hard work, your earnings are just ok. Now a big contract or strategic alliance comes your way that could, possibly, turbo charge your income and growth but would inevitably compromise the values-based business you've worked so hard to create. At that moment, remember why you began this journey in the first place: To experience the ennobling, soul nourishing pleasure that comes with leading a radically decent business. Resist the temptation to settle for anything less.

Global mobility: The world's best countries to live and work abroad, 2022

Written by Sophie Ireland

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

There are around 56.8 million expatriates currently living all over the world, and growth is expected to continue over the next few years. Over the past five years, there has been a compound annual growth rate of 4.7 percent. But if you are an aspiring expat, where should you be looking to move to?

The study looked at a number of factors such as personal happiness, health & well-being, safety & security, digital life, quality of the environment, ease of settling in, feeling at home, local friendliness, finding friends, personal finance, career prospects & satisfaction, work & leisure, economy & job security, quality of life, better salary, better work-life balance, and to search for a more meaningful career to determine which foreign countries are the most advantageous for expatriates.

According to the study, most global expats – 71% – are individual workers. International students, retired expats, corporate transferees, and any remaining expat groups round out the ranking at 8%, 4%, 3% and 14%, respectively. Even though international students (8%) are not yet the top group, the study estimated that the category will have the most rapid growth between 2021 and 2025, with a compound annual growth rate of 6.8 percent. Individual expatriates are predicted to have the second-strongest growth rate at 4.1%, followed by retired expats (3.2%) and corporate transferees (3.1 percent). The U.S. State Dept. estimates that 10 million Americans are living outside the U.S.

Best Countries for Expats, 2022

1. Canada
2. United Arab Emirates
3. Taiwan
4. Mexico
5. Vietnam
6. Portugal
7. Malaysia
8. Thailand
9. Costa Rica
10. Ecuador
11. Colombia
12. Czech Republic
13. Spain
14. Bahrain
15. Singapore
16. US
17. France
18. Philippines
19. Ukraine
20. UK
21. Ireland
22. Switzerland
23. Indonesia
24. Kenya
25. China
26. New Zealand
27. Panama
28. Oman
29. Australia
30. Estonia
31. Luxembourg
32. Qatar
33. Austria
34. Romania
35. Netherlands
36. Brazil
37. Germany
38. Denmark
39. Norway
40. Finland
41. Chile
42. Greece
43. Poland
44. Belgium
45. Saudi Arabia
46. South Korea
47. Sweden
48. Hungary
49. Turkey
50. Kuwait

Why Consumers Don't Care About (Most) Brands

Written by
Dr. Emmanuel Probst's

background combines over 15 years of market research and marketing experience with strong academic achievements. As Global Lead, Brand Thought-Leadership at Ipsos, he supports his clients by providing them with a full understanding of their customer's journey. His experience spans a wide range of industries, including consumer package goods, retail, financial services, advertising agencies, and media outlets. His 2021 book Brand Hacks: How to Build Brands by Fulfilling the Consumer Quest for Meaning is a Wall Street Journal and USA Today Bestseller.

Each year, brands spend over $600 billion (and counting) to convince us to buy their products. Yet, as consumers we have become insensitive to most advertising. This excerpt from *Brand Hacks – How to Build Brands by Fulfilling the Consumer Quest for Meaning* aims at helping CEOs understand why consumers don't care about (most) brands and most advertising campaign fails.

This is chaos

On an average day, we consume over 13 hours of media and check our phone 96 times, or once every 10 minutes. We spend two hours and 24 minutes a day on social media and upload 995 pictures on Instagram every second. We have urges to see the next post, the next picture, the next vlog; to not miss the next cycling class, the next meetup, the next date. Along this journey, brands try to convince us to buy their products through advertising, an industry projected to reach over $769 Billion in revenue by 2024. This media overload has made us insensitive to most advertising. We become overwhelmed with too many choices and end up not being able to choose anything.

We don't care about [most] brands

Let's be clear from the get-go: we all search for meaning, not brands. That is, we interact with others, buy products and experience things to resolve this tension between who we are and who we want to be or how we want to be seen. Brands that succeed are the ones that act as shortcuts to resolve these tensions and help us find meaning. In this process, brands became meaningful themselves.

Brands that don't help us resolve these tensions fall by the wayside. Because we forget these brands easily, they have to constantly remind us of what they sell. In advertising, we call this "increasing frequency of exposure." By reminding us often, these brands hope that we'll remember them next time we go to the store. Eventually, this leads us to look at their products as commodities. That is, we will buy them for their functional benefits but will switch to any competitor as soon as we find a cheaper or better alternative.

Our disbelief in brands is also a generational issue. Baby boomers are a more brand-loyal group who grew up with fewer choices, fewer advertising channels, and TV as their only real media screen. In contrast, more than half of millennials don't care for brands at all. A 2018 study from Cadent Consulting Group shows that 51 percent of millennials have no real preference between private-label and national brands. This only propels the growth of private-label brands from Trader Joes, Aldi, Amazon, and others, which now compete toe-to-toe with national brands.

Purchases are increasingly driven by benefits such as free delivery or lenient return policies, rather than the brand itself. That's why store brands grow three times faster than branded products. In response, retailers have evolved their store-brand products to make them indistinguishable from those of the national players. Target, for example, has rolled out dozens of its own products and invested heavily in branding and design.

Conventional advertising is dying

Unlike previous generations, today's consumers can access a vast amount of content without having to see many, if any, traditional ads. Consumers ignore ads, skip them, or even block them by using ad blocking software to keep digital advertising out of their days. As of 2019, roughly 26 percent of internet users relied on ad blocking software to avoid being disrupted by digital advertising. Ad blocking is not a fad: the use of ad blocking software keeps rising, and impacts all devices (desktop, laptop, mobile, and tablets) and publishers.

This is frightening news for the publishing industry. Newspaper and magazine circulation has been free falling, along with advertising revenue. Publishers have therefore relied on digital advertisements to keep them afloat. However, about 26 percent of US readers use ad blockers, causing the US publishers to lose almost $35 billion in revenue in 2020 alone.

In response to this phenomenon, some publishers like Facebook are investing in technologies to block ad blockers. These programs render ad blockers useless, enabling publishers to serve ads even to people who have installed ad blocking software. This begins a game of cat-and-mouse between software developers blocking software that blocks ad blocking software, begging the question of who the real beneficiary is meant to be.

Why most advertising campaigns fail

"*Half the money I spend on advertising is wasted; the trouble is I don't know which half.*" —John Wanamaker (1838–1922), American merchant

Despite all the technology and "advanced analytics," not much has changed since Wanamaker made this statement over 100 years ago. Here is why most marketing efforts fail:

Most marketing and advertising executives live in a bubble, disconnected from the real-world consumers they target.

Marketers often live in big cities like New York and San Francisco, where they earn more money, and consume more media than middle-America. A study commissioned by ThinkBox shows that marketers overestimate the time people spend watching video on various devices by a factor of 18. They also overestimate time spent on Video-on-Demand (VoD) devices by 10 times. These same marketers spend three times more time on social media or VoD devices than ordinary people.

As it turns out, advertising professionals also hate ads. Jason Grimm, co-founder of Pressboard surveyed people working at advertising agencies, in ad departments, and ad publications about their own behavior towards ads. Twenty-seven percent of these advertising professionals use ad blockers at home (using an ad blocker at work would be cheeky), 79 percent skip ads when watching content via DVR, and 98 percent stream ad-free content. Just like their "target audiences," they would rather trust their friends to inform them about products, along with social media, articles, and emails. "It's possible we're the only industry that actively avoids the product we produce," says Grimm. "I doubt organic farmers are eating GMO-cage-raised-hormone-fed chicken for dinner. Or that dentists have stopped brushing their teeth. If even the people making the ads avoid them, is it reasonable to hope consumers won't?"

In conclusion, the C-suite must prevent its brands from force-feeding more disrupting ads to an audience that is already burned out. The real fix for advertisers lays in connecting with people on an emotional level and supporting their quest for meaning.

Written by
Michael Norring is President and CEO of GCSIT
He plays an integral role in building the GCSIT brand and reimagining the future of IT partners to help bring smarter, more innovative, affordable technology solutions to consumers faster.

The New Agility and Resiliency Model Businesses Need to Survive

Organizations operating today balance flexibility and time-to-market. They're managing cyberattacks, COVID-19 shutdowns, and other threats to a business's ability to function. Managing these issues and moving forward in a digital world requires a responsive and iterative infrastructure.

Businesses require hybrid work models offering the flexibility of home or the office. Making this happen seamlessly requires the right technology and resources in place to enable people to do their jobs regardless of their location or access device. There's a need for a new model for business infrastructure, where digital tools, security tech, and connectivity all come together. Realizing this new modern infrastructure involves a host of strategies, including a more secure virtual desktop, hybrid clouds, and more available business applications.

Leverage Virtual Desktop Infrastructure (VDI)

To manage security concerns for remote workers, many firms offer virtual desktop infrastructure, or VDI. With VDI, companies can offer virtual desktop PC environments. These are hosted on a server, and users can then access virtual desktop images that are running a central server. All the virtual machines are host based and managed through a virtual machine monitor which establish and run the various VMs running on the VDI.

It's an efficient way to give organizations the workforce flexibility they and their workers need along with enhanced security. VDI centralizes the infrastructure, so information is never flowing outside of the data center where it stays under strict monitoring. If the device is compromised, the data is not at risk. It eliminates a core concern about virtual desktop usage, where employees open them on unsecured devices that aren't under corporate control.

For firms handling large remote workforces, VDI's are purpose built for scale. It reduces capital costs because there's less hardware required, and the company does not need to provide laptops for the employee's home usage. There's also inexpensive deployment for firms that have server architectures in place, and there's long-term cost benefits for firms that need a bigger initial investment.

VDI simplifies remote working, by allowing access through any device and location for maximum flexibility for today's global teams. This boosts productivity and VDI's reliability removes downtime issues, so workers can gain access with confidence. The centralized control means IT and management can provide seasonal workers, consultants, and other vendors with access without exposing the company's data.

Use Containers for Applications

Remote workers utilize network resources throughout the day and night. With global teams and flexible hours, some staff need application access at midnight on a Saturday. Supporting this requires firms to transform their legacy applications so they function with a remote mobile device-based workforce. Pick some of the company's applications accessed through mobile and introduce a container architecture, where code and dependencies come together, so IT can shift an application to a different server without needing any adjustments. This removes downtime caused by server maintenance because the application moves to another server, so there's little to no downtime and reduced infrastructure costs.

These containerized applications also offer enhanced security, since they're running as their own processes, independent of others. With this structure, a threat would not reach the centralized host system, giving IT more time and opportunity to remedy the situation. It improves application availability to enable productivity and reduces the costs of a potential breach.

Bring in a Qualified Vendor for Hybrid Cloud's Capabilities

Developing a hybrid cloud strategy is an ideal way to add agility to an organization. It provides flexibility and security for remote workforces. Firms using this model can support both distributed and remote employees with instant data access that is not coming through a single central location. The firm can shift sensitive data to on-premises secure servers as it moves apps and various employee and partner-focused services to a public cloud. IT and senior leadership leveraging hybrid clouds also hedge against spikes in demand because they can simply pay for more cloud resources, instead of worrying about massive capital costs with growing their infrastructure.

Consider shifting applications to public clouds within a hybrid model to reduce latency. If some of the remote workforce lives within a narrow area, then pick cloud services close by for the optimal performance. Encourage IT to look at the most often used applications and those that receive more complaints and a poor user experience due to connectivity issues. Another tactic is using edge caching to reduce latency. Talk to IT about caching some content on your internal servers, such as static information like profile data or product documentation.

Leveraging a third-party firm for hybrid cloud implementation gives companies a guided hand and outside perspective. The best partners will utilize a DevOps-down approach that includes discussions with the development and application departments. They'll propose cloud strategies that align with the client's change management initiatives, operations, complementary technology choices, and conceptual architecture. It's part of a new way of looking at business infrastructure that optimizes security, connectivity, and growth.

It´s time to go: The great "employee exodus" is here

Written by
Ralf Specht

is a visionary business leader, highly sought-after speaker, and creator of the Soul System™, a framework that aligns value-creating employee action with broader corporate strategy through shared understanding & shared purpose.
As a founding partner of Spark44, he was the architect of an innovative, industry-first joint-venture with Jaguar Land Rover, which he grew to a global revenue of $100+m and 1,200 employees before it joined forces with Accenture Interactive in 2021. Previously, he consulted with global companies and brands for more than two decades with McCann Erickson. He is the author of Building Corporate Soul: Powering Culture & Success with the Soul System™ from Fast Company Press, and the forthcoming, Beyond the Startup: Sparking Operational Innovations for Global Growth. His driving vision is to make soulless companies a thing of the past.

How can you retain and hire people who strengthen the organization at every level?

The numbers are scary: 65% of employees are looking for a new job according to PwC. McKinsey & Co. argue that nearly two-thirds say that "COVID-19 has caused them to reflect on their purpose in life. And nearly half said that they are reconsidering the kind of work they do because of the pandemic." It´s time to act for corporations of any size.

HR leaders have to provide compelling arguments for two pressing questions at the same time – stopping the exodus and finding a way to a make hybrid work something that really works. But the buck does not stop here. If CEO´s and their boards do not finally get their act together on their company´s purpose and key strategic pillars, HR leaders are getting themselves into a vicious circle. Their success will only be short-term as new joiners will go as quickly as they came. Especially when it comes to Millennials.

They are "three times more likely than others to say that they were reevaluating work" according to McKinsey.

Three questions are critical when it comes to your company´s purpose – assuming you believe your company already has got one:

- **Is that purpose really a purpose?** Is it grounded in an everyday reality and at the same time able to stretch to an improbable goal?
- **Is the management team aligned on that purpose?** Too often, purpose is treated as feelgood placebo that has no impact on everything a firm does?
- **Is this purpose relevant to customers and employees?** The simple way to check is to ask and see whether a) it is known and b) whether it matters?

Building a committed workforce is paramount

Commitment has a pre-requisite. You need something to commit to. In the context of work, this can mean many different things. Your manager, the CEO, the reputation of the firm, their products or services. All of these have varying shelf lives – one thing that unites successful companies is something that lasts long if managed wisely: the company´s purpose. In my view, that purpose needs to be a shared purpose. One that goes deep in meaning and deep inside the organization so that it actually impacts behaviors at every level. Once that is the case, that company has got soul. Once that is the case, you never want to lose it again as companies with soul have got thriving cultures. That matters big time. According to the O.C.Tanner Culture Index, such a culture is 13 times more likely to have highly engaged employees and an 8 times higher incidence of great work and double likelihood to have increased revenues. At the same time, employees in thriving cultures are experiencing 3 times less burn-out situations. And the companies are 3 times less likely to face lay-offs.

The reality check – do corporations walk the talk?

The numbers are compelling, yet too many leaders ignore them every day. EY´s Business Case for Purpose study reveals that 80+% of leaders believe that:

- An organization with shared purpose will have employee satisfaction (89%)
- I´m more likely to recommend a company with strong purpose (85%)
- Our business transformation efforts will have greater success if integrated with purpose (84%)
- Purpose-driven firms deliver higher-quality products/ services (81%)
- An organization with higher purpose will have greater customer loyalty (80)

Action, though, speaks louder than words. The same respondents have an honest view on their firm´s realities – the top score is only 50%:

- Our organization´s strategy is reflective of our sense of purpose (50%)
- My organization has a strong sense of purpose (46%)
- Our staff have clear understanding of organizational purpose and commitment to core values/ beliefs (38%)
- Our business model and operations are well aligned with our purpose (37%)

Time to act – building corporate soul is critical for companies to succeed

Defining the purpose and then *sharing* it throughout the organization is the critical first step. Not just in big letters are the corporate reception – *sharing* means fully embedding into each area of the business. Aligning the key strategic elements like vision, mission, values and spirit with that *shared* purpose then creates a *shared* understanding among all stakeholders. If that´s in place, *shared* behaviors create a momentum inside the firm that unleashes a very powerful energy that unleashes the best in every employee. What more can you wish for?

One of the companies that has done it well is LEGO. The Danish firm has defined its purpose *"to make a difference in children's lives"*. Back in 2003 when LEGO was in a significant crisis, Jørgen Vig Knudstorp reinforced that notion and put the company back on track. Establishing a shared understanding and fostering a set of shared behaviors were critical to this success. The 2020 RepTrak report, *A Decade of Reputation Leaders,* names LEGO as one of the top 15 global companies when it comes to purpose.

So go ahead and do some soul searching:

1. **Is that purpose really a purpose?**
   If not, get your leadership team behind the task and work out a roadmap to align behind a real purpose.
2. **Is the management team aligned on that purpose?**
   Review your OKR´s to ensure that the purpose is embedded inside the organization in everything it does.

Is this purpose relevant to customers and employees?

Make sure it is credible and relevant by involving your key stakeholders before you commit to your company´s purpose – and if you already have one in place and these stakeholders cannot agree … well, then you better start the real soul-searching.

Written by Natalie Rekstad

founder and CEO of Black Fox Philanthropy. Delegate and contributor to the Skoll World Forum; Ashoka Arab World; the World Economic Forum, and chosen to be a delegate at TED 2022 in Vancouver, B.C.

Women Are Essential To Post World COVID-19 Recovery Plans

We know that the world over, women have been disproportionately affected by the COVID-19 global pandemic. During this time, many women have lost their jobs, or if they didn't lose their job, they had to work from home and have had the additional burden of concurrently taking care of their families including children and/or the older generation. While those of us during various lockdowns have also been locked into unhealthy relationships, with no place to escape. In short, whenever there is a crisis, women and children are impacted more than other groups in society.

Sustainable Development Goals

Now with countries starting to kick-start again, it is important to recognize that women are vital to the global economic recovery from this pandemic. If we look at the Sustainable Development Goals (SDGs), particularly SDG5 on women/equality, we can track the gains achieved over the arc of years' pre-pandemic, and how hard-hit those gains have been since.

SDG 5 focuses on ending all forms of discrimination against women and girls, to equal opportunities. Providing women and girls with equal access to education, health care, decent work, and representation in political and economic decision-making processes will fuel sustainable economies and benefit societies and humanity at large. The UN has defined nine targets and 14 Indicators for SDG 5. This pandemic has impacted women in each one of these areas. Over the last 25 years, women's rights have moved forward in many areas, but there are still so many inequalities that exist; what the pandemic has done, is bring these inequalities into the glaring light of day.

The fact that women are still, in 2021, paid less than men for the same work is one key example, and is one of the demands that is still on the table at international level. There is much more that needs to be done and we need to garner support, not only from women, but from men - we need to bring more men on board, particularly young men to help create the change.

Holding Up The Other Half The Sky

I believe that the future hinges upon a more just and gender balanced world. What matters is that we include everyone in this conversation and in this movement, it is men who are 'holding up the other half the sky' (Kristof and WuDunn, 2008). But to truly bring about lasting change, there is a need among men to come to terms with the great loss of being victims of their era(s) and the myth of superiority.

A UN report says that the pandemic will push 96 million people – men and women – into extreme poverty by 2021. Sadly, more than half of them are women and girls, bringing the total number of women and girls living on almost $2 or less to 435 million globally.

Why is this? Well, it's because women disproportionately work in the informal sector where there is no social protection. They also work on their own in small businesses so they tend to earn less and have fewer savings. Women are also in the types of jobs that don't lend

themselves to online work; for example, the hospitality sector. They are also burdened with unpaid domestic work, which sometimes forces them to leave their paid jobs. On top of this, many women are single parents and often are not in decision-making positions whether in their families, communities or countries.

Mental Health

I also want to highlight that mental health is another issue. Not only the mental health of women and girls, but all of us. Mental health, whether it is the mental health of individuals or of communities as a whole, is important. I believe wholeheartedly in preserving our mental health; this is why I helped produce a session for the 2021 Skoll World Forum's Wellness Hub about burnout. It is so important for all of us to look after our mental health and not feel guilty for putting ourselves first.

But that voice needs to be informed by inner knowing and that can only come through awakening and healing. We can't lead while we are bleeding and broken. We can't have a voice infused with power without trusting our own inner wisdom. While we can acknowledge today's reality, we can also hold a vision for what can be, and strive, together, to usher in a new era of possibility.

The economic recovery of our respective countries and the world depends on us and I believe, there is a real opportunity now for radical change globally. Research shows that empowering women, from improving their incomes, if made a critical part of recovery from the pandemic, has the potential to dramatically boost the global economy, with gross domestic product forecast to be five percent higher, if women participated in the workforce at the same rate as men.

Empowering Women is Smart Economics

Women are essential to global recovery plans. The International Monetary Fund came up with the phrase that 'Empowering Women is Smart Economics.' Why does this matter? Because we all benefit. Where there's more gender equality, there's more peace: gender equality is a more reliable predictor of peace than a country's GDP or level of democracy. Advancing gender equality will add billions to all economies.

Gender diversity in leadership roles boosts business performance. And close to home for many of us: Gender equality makes children's lives better. Teens in countries with higher levels of gender equality experience higher levels of satisfaction than teens in countries with lower levels of gender equality.

Final Thought

I leave you with this final thought, which is that the future hinges upon a more just and gender-balanced world, and it is the feminine side of our natures that will lift our world.

Tips For CEOs: The Courage to Ask for Help

Written by Leo Bottary is the founder and managing partner of Peernovation. He is a sought-after thought leader on Peer Advantage and Peernovation, emerging disciplines dedicated to strategically engaging peers to achieve personal and organizational excellence. Leo Bottary is a member of the External Advisory Board (EAB) for the CEOWORLD magazine.

When you ask people, generally speaking, whether asking for help is a sign of weakness or a sign of resourcefulness, they will usually choose the latter. However, if you ask people how they view it personally, they will admit to being worried about being perceived by others as weak or incompetent. In a world that depends upon people giving and receiving help, this mindset poses a problem.

Common reasons people don't like to ask for help are as follows:

1. It can make us feel needy or incapable.
2. It often involves compromising control.
3. We don't want to be a burden to others.
4. It can make us feel indebted.
5. It competes with our idea of the self-made man or woman.

Before addressing these specific reasons, let me share three lessons from working with peer groups and organizational teams.

Who You Surround Yourself with Matters.

For as long as we can remember, we look to our peers to make sense of the world. We watch their behaviors, seek out their reactions, and ask for their help. We've always done it, and we always will. We are poised to help each other be successful; it's why we work together in tribes, families, communities, collectives, committees, groups, and teams – all of which promote asking for help and providing assistance to others.

If you find it difficult to ask others for help, you may be surrounding yourself with the wrong people. Seek out people in every aspect of your life where abundance reigns supreme and where cooperation and collaboration are the rule rather than the exception.

The Notion of Being Self-Made is a Myth.

There are no self-made men or women. Zero. In 2017, my podcast partner Randy Cantrell dragged me (so to speak) into the world of hosting my own podcast. It was titled The Year of the Peer, primarily because I wanted a built-in exit strategy if I didn't want to host it after December 31st.

During The Year of the Peer, I conducted 50 interviews with highly successful people from the worlds of business, media, and academia. As I dove into their stories, I asked each of them if they reached the pinnacle of their respective careers all by themselves. Every one of them laughed at the idea that they achieved what they accomplished alone, citing countless people who helped them along the way. They also noted that there are some people they can never pay back, yet they resolved to always pay it forward to others as their way of saying thank you.

The podcast itself would not have existed without Randy. Today, we co-host Peernovation, where we deliver a better show together than I could ever do on my own.

The Power of We Begins with Each of Us.

We can't be at our best if we try to do it alone. Social learning theory tells us that we learn better when we do it together. As a result, we help each other learn concepts more deeply and give each other the courage and encouragement to apply what we know to our great personal and collective advantage.

As a result, great teams are capable of accomplishing more than any individual ever will. If you want to win a championship in a team or individual sport, it takes a team to make it happen. If you're going to create the best products or deliver the most outstanding professional services in the world, it will require a team comprised of members committed to bringing their best selves. It all comes down to the ability to help and ask for the help of our teammates.

A Matter of Framing

If, after what you've just read, you still feel queasy about asking others for help, it may just involve a little reframing. For example, rather than say, "I need help." Say, "I want your help." The first approach is all about you, the word *need*, and the whole *help* part. "I want your help" serves as an invitation to join you in your challenge in a way that is specific (and complimentary) to the other person and inspires the idea that two people can achieve a better result than one.

Summary

As we reflect on lessons learned in the wake of the pandemic, I hope one of them is that asking others for help is not a sign of weakness – that it's an act of resourcefulness that underscores our humanity. Asking for help and offering support during the past year was not only accepted but expected as we tapped into something deeper and more profound than our relationship as co-workers. I hope everyone recognizes the benefits and value of having tapped into our shared humanity and that it's among the lingering symptoms poised to stay with us for years to come.

Written by
Lisa Veneziano

is a global supply chain and operations leader with extensive experience steering high-volume business transformations and optimizing performance in a variety of functions. She led Global Aftersales Supply Chain, Warehousing and Logistics for General Motors Customer Care and Aftersales, an organization of 95 warehouses in 21 countries, and serves on the Board of the Association for Supply Chain Management (ASCM). Lisa Veneziano is a member of the External Advisory Board (EAB) for the CEOWORLD magazine.

Creating Customers For Life – 3 Fundamentals for a Business of Any Size

One thing I've learned as an executive leader in a Fortune 50 firm and now a small business owner: ***size doesn't matter***. For companies large AND small, putting the customer at the center of business decisions is key to long-term success. The Association for Supply Chain Management (ASCM) calls this "customer centricity".

I've gained 35-years of corporate experience at a career with General Motors Customer Care and Aftersales; I am now venturing into another business opportunity, launching Classic Auto Management with my husband. And, although very different in terms of scale, the same core elements for creating an exceptional customer experience at GM apply just as directly to our family-owned business: Relationships Matter. Communicate, communicate, communicate. Always close the loop.

Creating Customers for Life

Three fundamentals stand out for building positive relationships, communicating proactively and closing the loop effectively with customers:

Make Each Customer Feel Special – Every business is a "people business". Your product or service will get people "in the door" and perhaps even generate the first sale. But the relationships and reputation you build is what will keep them coming back.

Every customer contact is a chance to build your brand and earn their loyalty. With every interaction, ask yourself / your team: "Are you building your brand or deteriorating it?" At GM, each auto parts warehouse has a customer liaison focused solely on the dealerships serviced from that location. Taking the time to personalize business interactions and understand their specific needs were key to building long-term relationships and maintaining dealer loyalty… especially the past couple of years with significant supply chain disruptions related to a six-week union work stoppage and global pandemic.

Be Timely and Transparent – Whether digital or direct, communications must be timely and transparent. This matters before, during and after each sale. Keeping your customers informed of their order / transaction status is one of the most critical factors in creating an overall positive experience… especially when the results aren't so positive.

Effective communication is a science AND an art. Trust your learned knowledge of each customer to keep them proactively informed without being overbearing or annoying. Let them know what to expect, including how often there will be follow up / status updates of orders in process.

Transparency matters too. Notify customers as soon as you know things aren't going as planned. In both digital and direct communications, the key is to ensure there are no surprises so your clients can make alternate plans if needed. A 2020 consumer survey revealed that customers are more forgiving of delays in a pandemic. However, in return, 70 percent said they expect more proactive communication and transparency AND 70 percent are less likely to shop with a retailer again if they are not informed in advance of a delay.

Consumers will return to and frequent those businesses that keep them informed and provide an end-to-end frictionless experience. At GM, we often referred to this as the Domino's or FedEx experience – two companies that have set the bar early on in this area of customer transparency. We were able to expedite progress by referencing these proven examples when developing GM's aftersales digital order visibility platform.

Turn Lemons Into Lemonade – With today's widespread product shortages, logistics disruptions and worker challenges, things WILL go wrong. Don't miss the chance to turn a mishap into an opportunity to build your customer-focused brand. Jumping on these situations quickly and resolving to a mutual satisfaction between you and the customer are the intentional actions that will set you apart from your competition. This will ultimately create loyalty, good will and a high likelihood of gaining a vocal advocate vs being silent – or worse, spreading negative reviews and negative feedback about their experience.

When done well, effectively resolving a customer's bad experience can actually prove to build more loyalty than if everything had gone as planned. Don't go as far as to create issues, but when you do have them, the focus should be on an outcome that your customer wants to share on social media. My husband and I have been in the commercial and residential real estate business for years, adopting this philosophy from day one. Now also with our used vehicle business, we consistently focus on ensuring our clients know that their safety and satisfaction are our priority. They can count on us to be extremely responsive and thorough in closing the loop, regardless how small the issue. As a result, we have long-term / repeat clients who are extremely satisfied and often feel compelled to share their positive experiences.

The Bottom Line

It's really ALL about the bottom line. An exceptional customer experience is a competitive advantage, positively influencing retention and long-term business results. While none of these concepts are new, these basics often get overlooked. Their importance gets minimized as time goes on and business pressures increase. And consequently, can be difficult to consistently and flawlessly execute. Specific focus on these intentional actions, and utilizing an approach like the PDCA (Plan-Do-Check-Act) cycle to ensure consistent execution, will go a long way toward building and retaining your customer base… in a large corporation like General Motors OR a small family-owned business.

Paying attention to these customer service basics with every interaction will open the door for you and your company to *Create Customers For Life.*

Three superheroes to help your organization plan the future

To combat business uncertainties and risks, leaders must adopt a strategic mindset to approach competition, the market, and the rest of the business realities at play. They must also look beyond the present to predict what changes and disruptions might lie in the future. As Javier Gimeno, Professor of Strategy at INSEAD, once said, *"It's hard to ignore shareholder demands for quarterly earnings miracles. But too often, what looks like success today can inhibit a company's competitiveness tomorrow."*

Scenario planning helps organizations flex this longer-term strategic muscle. In my experience, the process involves a few critical stakeholders with organizational superpowers in uncertainty and risk management to make it successful, from the chief executive officer (CEO) and chief strategy officer (CSO) to the scenario planners.

At a high level, the CEO and CSO (or VP Strategy in some smaller organizations) play essential roles in driving strategy and leveraging scenario planning benefits with the scenario planning team's support. All CEOs and most CSOs are involved in the upfront part of the strategy development process, leaving the execution to specific business units and functional leaders to ensure it is successfully implemented and cascaded down to front-line employees.

Written by Lance Mortlock

Lance is managing partner at Ernst & Young Canada for the energy market segment, visiting professor at the Haskayne School of Business; and author of Disaster Proof: Scenario Planning for a Post-Pandemic Future. Lance leads EY Canada's oil and gas, power and utilities and mining sectors across Canada. As a strategy practitioner working with the C-suite, Lance has provided consulting services on more than 150 projects to over 60 clients in 11 countries. He brings a broad set of strategic skills and experiences, helping clients solve some of their most complex strategic problems. Lance Mortlock is a member of the External Advisory Board (EAB) for the CEOWORLD magazine.

At a more detailed level, these three influential roles come together and contribute in different ways to drive collective success when scenario planning as follows:

Chief Executive Officer (Visionary) – The role of the CEO is unique. They stand at the organization's top, and everyone ultimately takes direction from this one individual. Only the CEO can ensure that the right resources spend time undertaking the necessary actions. The CEO plays a critical role in overseeing scenario planning and that of the broader strategy development. The CEO sets the tone from the top and is responsible for the company's vision and mission.

The CEO must buy into the importance of future thinking using scenario planning. Otherwise, it will not be successful. Leaders will not support it, and challenges will occur when communicating the results to front-line workers.

CEOs need to engage actively, hold other leaders accountable, model the proper behaviour and be prepared to roll up their sleeves and get involved. CEOs need to communicate consistently throughout the organization to recognize the importance of scenario planning and the proper management of external risk, uncertainty, and internal complexity as part of the strategy development process. The CEO should also communicate the importance of organizational learning, strategic flexibility and nimbleness, and other beneficial aspects of the process. Messages need to be frequently repeated to employees to ensure they sink in.

At Zappos, former CEO Tony Hsieh treated employees as his most crucial audience with transparent and open communications in a way that broke down silos, allowing employees to raise issues. Zappos, which Amazon acquired in 2009 in a deal valued at $1.2 billion, is considered exceptional in customer service and one of the best places to work.

Chief Strategy Officer (Orchestrator) – Is the most senior strategist in the organization and has an essential executive sponsor role in supporting strategic processes like scenario planning. To meet the increased demand for an adaptable and coherent strategy, organizations must have a senior leader focused on strategic direction and potential futures that could play out: the CSO.

This role is crucial for companies today, and business leaders must be selective in choosing the position tomorrow. In a report on the DNA of the CSO, global professional services company Ernst & Young (EY) explored the different attributes of the role. EY indicated the criticality in understanding the changing business landscape, assessing what's important to know internally and externally, and filtering external noise. When the sensing is done well, the CSO can steer the company toward the future short and long term. The CSO is uniquely positioned to challenge fellow leaders, including the CEO, to stretch mental models on strategy. The power and importance of this cannot be underestimated when performing scenario planning. The CSO can help facilitate the process, align senior leaders, and stretch the organization to think more broadly about future realities.

According to a further report in the Harvard Business Review, a great CSO goes beyond leading the traditional annual strategic planning process, which typically struggles to absorb the shocks and disruptions of today's uncertain and complex market. The CSO is an individual who can help transform into an ongoing process with continual pressure testing discussions about the strategy among different groups of people.

Scenario Planner (Executor) – The scenario planning team, which typically reports to the chief strategy officer, has the vital role of supporting the entire scenario planning process in many organizations. These teams vary considerably by the company and combine skills and expertise that enable successful outcomes from a qualitative and quantitative perspective.

In Vaclav Smil's new book, Numbers *Don't Lie*, he highlights why it's essential to interrogate what we take to be true in these disruptive times and why facts matter. Scenario planners make this happen. They conduct research, plan, coordinate, prepare, facilitate, present, and run the process. Different sources of information and activity need to be coordinated, verified to be factually correct, and scenario planners ensure this occurs.

Another consideration and often overlooked and undervalued component of the scenario planner's role is writing. When building scenarios, the ability to tell a compelling story about potential future realities can be a difference-maker in engagement. Typically, four scenarios are developed as part of the planning process. Each tells a different story on a continuum of favourable, neutral, and unfavourable to the organization. The better a story is written, the more likely it will inspire a high degree of dialogue. It's one thing to gather all the research data and other associated information as part of the exploration and analysis phase but quite another to explain what it all means in a way that will engage others. Jennifer Aaker, a professor at the Stanford Graduate School of Business, said, *"Our brains are wired to understand and retain stories. Story is a journey that moves the listener, and when the listener goes on that journey they feel different, and the result is persuasion and sometimes action."*

Like in business, in the world of the fictional superhero's the DC Trinity (Wonder Woman, Superman and Batman) pack a powerful punch and rain supreme when they integrate and collaborate. Success in scenario planning is also a combination of superhero roles working together with the broader organizational stakeholders to support the process effectively. Everyone wants to win, but most understand that they cannot do it alone. Success is a team effort. The process must be impelled from the top down. If the CEO does not buy into the power of the scenario planning process, it cannot be truly successful. The CSO is also crucial in this equation and must act as the provocateur and sponsor of the process, the purveyor of a new way of thinking. Finally, the scenario planners bring the technical expertise necessary to coordinate such a significant effort.

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

With a net worth of more than $336 billion as of November 4, 2021, Tesla CEO Elon Musk is the richest person in the world, followed by Amazon's founder and former CEO Jeff Bezos. The businessman has a total net worth of approximately $196 billion.

LVMH's Chairman and CEO, Bernard Arnault, is the 3rd-richest person in the world, with approximately $168 billion in current real-time total net worth. Microsoft mogul Bill Gates ranked 4th with a personal wealth of $137 billion, followed by Larry Page with $130 billion.

Written by Sophie Ireland

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

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
1	Elon Musk	$336B	United States	Technology
2	Jeff Bezos	$196B	United States	Technology
3	Bernard Arnault	$168B	France	Consumer
4	Bill Gates	$137B	United States	Technology
5	Larry Page	$130B	United States	Technology
6	Sergey Brin	$125B	United States	Technology
7	Mark Zuckerberg	$124B	United States	Technology
8	Steve Ballmer	$119B	United States	Technology
9	Larry Ellison	$117B	United States	Technology
10	Warren Buffett	$105B	United States	Diversified
11	Mukesh Ambani	$94.4B	India	Energy
12	Francoise Bettencourt Meyers	$93.1B	France	Consumer
13	Gautam Adani	$80.0B	India	Industrial
14	Amancio Ortega	$77.5B	Spain	Retail
15	Jim Walton	$66.9B	United States	Retail
16	Rob Walton	$66.4B	United States	Retail
17	Zhong Shanshan	$65.3B	China	Diversified
18	Alice Walton	$64.9B	United States	Retail
19	Phil Knight & family	$64.3B	United States	Consumer
20	Carlos Slim	$64.1B	Mexico	Diversified
21	Charles Koch	$60.4B	United States	Industrial
22	Julia Flesher Koch & family	$60.4B	United States	Industrial
23	Michael Bloomberg	$59B	United States	Media and Telecom
24	Zeng Yuqun	$57.4B	Hong Kong	Industrial
25	Michael Dell	$57.2B	United States	Technology
26	MacKenzie Scott	$57.2B	United States	Technology
27	Francois Pinault	$50.4B	France	Consumer
28	Ma Huateng	$48.0B	China	Technology
29	Jacqueline Badger Mars	$48.0B	United States	Food and Beverage
30	John Mars	$48.0B	United States	Food and Beverage
31	Len Blavatnik	$44.7B	United States	Diversified
32	Zhang Yiming	$44.5B	China	Technology
33	Jack Ma	$43.3B	China	Technology
34	Stephen Schwarzman	$41.2B	United States	Finance
35	Klaus-Michael Kuehne	$38.4B	Germany	Industrial
36	Azim Premji	$37.7B	India	Technology
37	Tadashi Yanai	$35.6B	Japan	Retail
38	Leonard Lauder	$35.0B	United States	Consumer
39	Giovanni Ferrero & family	$34.9B	Italy	Food and Beverage
40	Leonardo Del Vecchio	$34.2B	Italy	Consumer
41	Takemitsu Takizaki	$34.1B	Japan	Technology
42	Leonid Mikhelson	$33.1B	Russian Federation	Energy
43	William Ding	$32.7B	China	Technology
44	Pallonji Mistry	$32.7B	Ireland	Industrial
45	Colin Huang	$32.6B	China	Technology
46	Li Ka-shing	$31.7B	Hong Kong	Real Estate
47	Vladimir Potanin	$31.5B	Russian Federation	Commodities
48	Alain Wertheimer	$31.1B	France	Consumer
49	Gerard Wertheimer	$31.1B	France	Consumer
50	Dan Gilbert	$31.1B	United States	Real Estate
51	He Xiangjian	$29.9B	China	Consumer
52	Dieter Schwarz	$29.6B	Germany	Retail

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
53	Li Shu Fu	$29.3B	China	Industrial
54	Shiv Nadar	$29.2B	India	Technology
55	Alexey Mordashov	$28.9B	Russian Federation	Industrial
56	Vladimir Lisin	$28.3B	Russian Federation	Industrial
57	Dustin Moskovitz	$28.0B	United States	Technology
58	Eric Schmidt	$28.0B	United States	Technology
59	Abigail Johnson	$27.9B	United States	Finance
60	Miriam Adelson	$27.9B	United States	Entertainment
61	Scott Farquhar	$26.9B	Australia	Technology
62	Mike Cannon-Brookes	$26.9B	Australia	Technology
63	James Simons	$26.1B	United States	Finance
64	Yang Huiyan	$25.8B	China	Real Estate
65	Wang Chuan-Fu	$25.2B	China	Consumer
66	James Dyson	$25.2B	United Kingdom	Consumer
67	Pang Kang	$25.0B	China	Food and Beverage
68	Wei Jianjun	$25.0B	China	Consumer
69	Radhakishan Damani	$25.0B	India	Retail
70	Henry Cheng	$24.9B	Hong Kong	Retail
71	Jensen Huang	$24.5B	United States	Technology
72	Huang Shilin	$24.5B	China	Industrial
73	Vagit Alekperov	$24.0B	Russian Federation	Energy
74	Thomas Peterffy	$23.9B	United States	Finance
75	Susanne Klatten	$23.7B	Germany	Industrial
76	Masayoshi Son	$23.3B	Japan	Technology
77	Qin Yinglin	$23.3B	China	Food and Beverage
78	Lukas Walton	$23.1B	United States	Retail
79	Lee Shau Kee	$23.0B	Hong Kong	Real Estate
80	Carl Icahn	$22.8B	United States	Diversified
81	Thomas Struengmann	$22.6B	Germany	Health Care
82	Gennady Timchenko	$22.6B	Russian Federation	Diversified
83	Andreas Struengmann	$22.6B	Germany	Health Care
84	Thomas Frist	$22.5B	United States	Health Care
85	John Menard	$22.3B	United States	Retail
86	Ken Griffin	$22.1B	United States	Finance
87	Stefan Quandt	$21.9B	Germany	Industrial
88	Alisher Usmanov	$21.7B	Russian Federation	Diversified
89	Jorge Paulo Lemann	$21.5B	Brazil	Food and Beverage
90	Ernesto Bertarelli & family	$21.4B	Switzerland	Diversified
91	Li Xiting	$21.3B	Singapore	Health Care
92	Lakshmi Mittal	$21.2B	India	Commodities
93	Forrest Li	$21.1B	Singapore	Technology
94	Iris Fontbona & family	$20.9B	Chile	Commodities
95	Elaine Marshall	$20.7B	United States	Industrial
96	Gustaf Douglas & family	$20.6B	Sweden	Diversified
97	Wang Xing	$20.4B	China	Technology
98	Zhang Zhidong	$20.3B	China	Technology
99	Stefan Persson	$20.2B	Sweden	Retail
100	Donald Newhouse	$19.7B	United States	Media and Telecom
101	Peter Woo	$19.3B	Hong Kong	Real Estate
102	Aliko Dangote	$19.2B	Nigeria	Industrial
103	Jay Chaudhry	$19.1B	United States	Technology
104	Laurene Powell Jobs	$19.0B	United States	Media and Telecom
105	Robert Kuok	$19.0B	Malaysia	Diversified

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
106	Xu Hang	$18.9B	Hong Kong	Health Care
107	Roman Abramovich	$18.7B	Russian Federation	Diversified
108	Viktor Vekselberg	$18.5B	Russian Federation	Industrial
109	Wang Wei	$18.5B	China	Services
110	Richard Liu	$18.3B	China	Technology
111	Andrey Melnichenko	$18.3B	Russian Federation	Industrial
112	Budi Hartono	$18.3B	Indonesia	Diversified
113	Ernie Garcia	$18.2B	United States	Consumer
114	Lei Jun	$18.1B	China	Technology
115	Jiang Rensheng	$18.1B	China	Health Care
116	Eduardo Saverin	$18.0B	Brazil	Technology
117	Sara Mota de Larrea & family	$18.0B	Mexico	Commodities
118	Alwaleed Bin Talal	$17.6B	Saudi Arabia	Diversified
119	Dave Duffield	$17.5B	United States	Technology
120	Michael Hartono	$17.2B	Indonesia	Diversified
121	Gina Rinehart	$17.0B	Australia	Commodities
122	Andrew Forrest	$16.8B	Australia	Commodities
123	Donald Bren	$16.8B	United States	Real Estate
124	Chen Bang	$16.8B	China	Health Care
125	Uday Kotak	$16.6B	India	Finance
126	Hasso Plattner	$16.6B	Germany	Technology
127	Ned Johnson III	$16.5B	United States	Finance
128	Charlene de Carvalho-Heineken	$16.4B	Netherlands	Food and Beverage
129	Cyrus Poonawalla	$16.3B	India	Health Care
130	Jim Goodnight	$16.2B	United States	Technology
131	Vicky Safra	$16.1B	Greece	Finance
132	Karl Albrecht Jr	$15.7B	Germany	Retail
133	Beate Heister	$15.7B	Germany	Retail
134	Ray Dalio	$15.6B	United States	Finance
135	Dietrich Mateschitz	$15.3B	Austria	Food and Beverage
136	Pei Zhenhua	$15.2B	China	Industrial
137	Charoen Sirivadhanabhakdi	$15.2B	Thailand	Food and Beverage
138	Sam Bankman-Fried	$15.0B	United States	Finance
139	Ricardo Salinas	$14.9B	Mexico	Diversified
140	David Tepper	$14.9B	United States	Finance
141	Mikhail Fridman	$14.9B	Russian Federation	Diversified
142	Philip Anschutz	$14.7B	United States	Diversified
143	Jim Ratcliffe	$14.7B	United Kingdom	Industrial
144	Brian Chesky	$14.5B	United States	Services
145	Goh Cheng Liang	$14.5B	Singapore	Industrial
146	Jack Dorsey	$14.4B	United States	Technology
147	Wang Wenyin	$14.3B	China	Commodities
148	Zhang Congyuan	$14.3B	Taiwan	Industrial
149	Lv Xiang-yang	$14.3B	China	Consumer
150	Robert Pera	$14.3B	United States	Technology
151	Harold Hamm	$14.3B	United States	Energy
152	Sherry Brydson	$14.3B	Canada	Media and Telecom
153	Mikhail Prokhorov	$14.1B	Russian Federation	Diversified
154	Ma Jianrong	$14.1B	China	Consumer
155	Victor Rashnikov	$14.0B	Russian Federation	Industrial
156	Charles Ergen	$14.0B	United States	Media and Telecom
157	Charles Schwab	$14.0B	United States	Finance

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
158	Eric Yuan	$14.0B	United States	Technology
159	Li Zhenguo	$14.0B	China	Energy
160	Lui Che-Woo	$14.0B	Hong Kong	Entertainment
161	Reinhold Wuerth	$14.0B	Germany	Industrial
162	Melker Schorling	$13.8B	Sweden	Diversified
163	Jan Koum	$13.7B	United States	Technology
164	Dilip Shanghvi	$13.7B	India	Health Care
165	Leon Black	$13.2B	United States	Finance
166	Brian Armstrong	$13.2B	United States	Technology
167	Savitri Jindal	$13.0B	India	Commodities
168	Zhang Bo	$13.0B	China	Industrial
169	Ugur Sahin	$12.9B	Germany	Health Care
170	Hugh Grosvenor	$12.9B	United Kingdom	Real Estate
171	Lin Jianhua	$12.9B	China	Technology
172	Gong Hongjia	$12.8B	China	Technology
173	George Roberts	$12.7B	United States	Finance
174	Kumar Birla	$12.7B	India	Industrial
175	Tobi Lutke	$12.7B	Canada	Technology
176	Wu Yajun	$12.7B	China	Real Estate
177	Jorge Moll & family	$12.6B	Brazil	Health Care
178	Henry Kravis	$12.3B	United States	Finance
179	David Geffen	$12.3B	United States	Entertainment
180	Sun Piaoyang	$12.1B	China	Health Care
181	Fan Hongwei	$12.1B	China	Energy
182	Robin Li	$12.0B	China	Technology
183	Joe Gebbia	$12.0B	United States	Services
184	Marijke Mars	$12.0B	United States	Food and Beverage
185	Victoria Mars	$12.0B	United States	Food and Beverage
186	Pamela Mars-Wright	$12.0B	United States	Food and Beverage
187	Valerie Mars	$12.0B	United States	Food and Beverage
188	Nathan Blecharczyk	$11.9B	United States	Services
189	Dang Yanbao	$11.9B	China	Energy
190	Leo Koguan	$11.9B	United States	Technology
191	Eyal Ofer	$11.8B	Israel	Services
192	Melinda French Gates	$11.8B	United States	Diversified
193	Sunil Mittal	$11.8B	India	Media and Telecom
194	Jim Davis	$11.7B	United States	Consumer
195	Alejandro Santo Domingo & family	$11.6B	Colombia	Food and Beverage
196	Marc Benioff	$11.6B	United States	Technology
197	Steven Rales	$11.5B	United States	Industrial
198	Gang Ye	$11.5B	Singapore	Technology
199	Liu Jincheng	$11.5B	China	Industrial
200	Jin Baofang	$11.5B	China	Energy
201	Qian Dongqi	$11.5B	China	Technology
202	Carl Bennet	$11.5B	Sweden	Finance
203	Raymond Kwok	$11.5B	Hong Kong	Real Estate
204	John Grayken	$11.4B	Ireland	Finance
205	Patrick Collison	$11.4B	Ireland	Technology
206	John Collison	$11.4B	Ireland	Technology
207	Micky Arison	$11.3B	United States	Entertainment
208	Dmitry Rybolovlev	$11.3B	Russian Federation	Diversified

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
209	Zhou Qunfei	$11.3B	China	Technology
210	Suleiman Kerimov	$11.2B	Russian Federation	Commodities
211	Stan Kroenke	$11.2B	United States	Real Estate
212	Heinrich Deichmann & family	$11.1B	Germany	Retail
213	Paolo Rocca & family	$11.1B	Italy	Commodities
214	Antonia Axson Johnson	$11.1B	Sweden	Industrial
215	Steve Cohen	$11.1B	United States	Finance
216	Qi Shi	$11.1B	China	Finance
217	Pierre Omidyar	$11.0B	United States	Technology
218	Brian Kim	$11.0B	Korea, Republic of	Technology
219	Sarath Ratanavadi	$11.0B	Thailand	Energy
220	Thomas Kwok	$11.0B	Hong Kong	Real Estate
221	Rinat Akhmetov	$11.0B	Ukraine	Industrial
222	Liu Hanyuan	$11.0B	China	Industrial
223	Anders Holch Povlsen & family	$10.9B	Denmark	Retail
224	Bobby Murphy	$10.8B	United States	Technology
225	Dietmar Hopp	$10.8B	Germany	Technology
226	Patrick Soon-Shiong	$10.8B	United States	Health Care
227	Gordon Moore	$10.7B	United States	Technology
228	Cao Renxian	$10.7B	China	Technology
229	Laurent Dassault	$10.7B	France	Diversified
230	Marie-Helene Habert-Dassault	$10.7B	France	Diversified
231	Thierry Dassault	$10.7B	France	Diversified
232	Harry Triguboff	$10.7B	Australia	Real Estate
233	Stephane Bancel	$10.7B	France	Health Care
234	Michael Platt	$10.7B	United Kingdom	Finance
235	Stefano Pessina	$10.6B	Monaco	Retail
236	Christy Walton	$10.5B	United States	Retail
237	K P Singh	$10.5B	India	Real Estate
238	Carl Cook	$10.5B	United States	Health Care
239	Michael Kadoorie	$10.4B	Hong Kong	Energy
240	Stan Druckenmiller	$10.4B	United States	Finance
241	Johann Rupert & family	$10.3B	South Africa	Diversified
242	Liu Yonghao	$10.3B	China	Diversified
243	Graeme Hart	$10.2B	New Zealand	Finance
244	Emmanuel Besnier	$10.2B	France	Food and Beverage
245	Marcel Telles	$10.1B	Brazil	Food and Beverage
246	Evan Spiegel	$10.1B	United States	Technology
247	German Khan	$10.1B	Russian Federation	Diversified
248	Jay Y. Lee	$10.0B	Korea, Republic of	Diversified
249	Liu Yongxing	$9.97B	China	Industrial
250	Les Wexner	$9.97B	United States	Retail
251	John Albert Sobrato	$9.97B	United States	Real Estate
252	Andy Bechtolsheim	$9.96B	Germany	Technology
253	Gianluigi Aponte	$9.95B	Switzerland	Services
254	Izzy Englander	$9.88B	United States	Finance
255	Li Ping	$9.85B	China	Industrial
256	Ding Shizhong	$9.81B	China	Consumer
257	John Fredriksen	$9.81B	Cyprus	Industrial
258	Wee Cho Yaw	$9.71B	Singapore	Finance
259	Andy Beal	$9.70B	United States	Finance
260	John Malone	$9.67B	United States	Media and Telecom
261	Rocco Commisso	$9.63B	United States	Media and Telecom

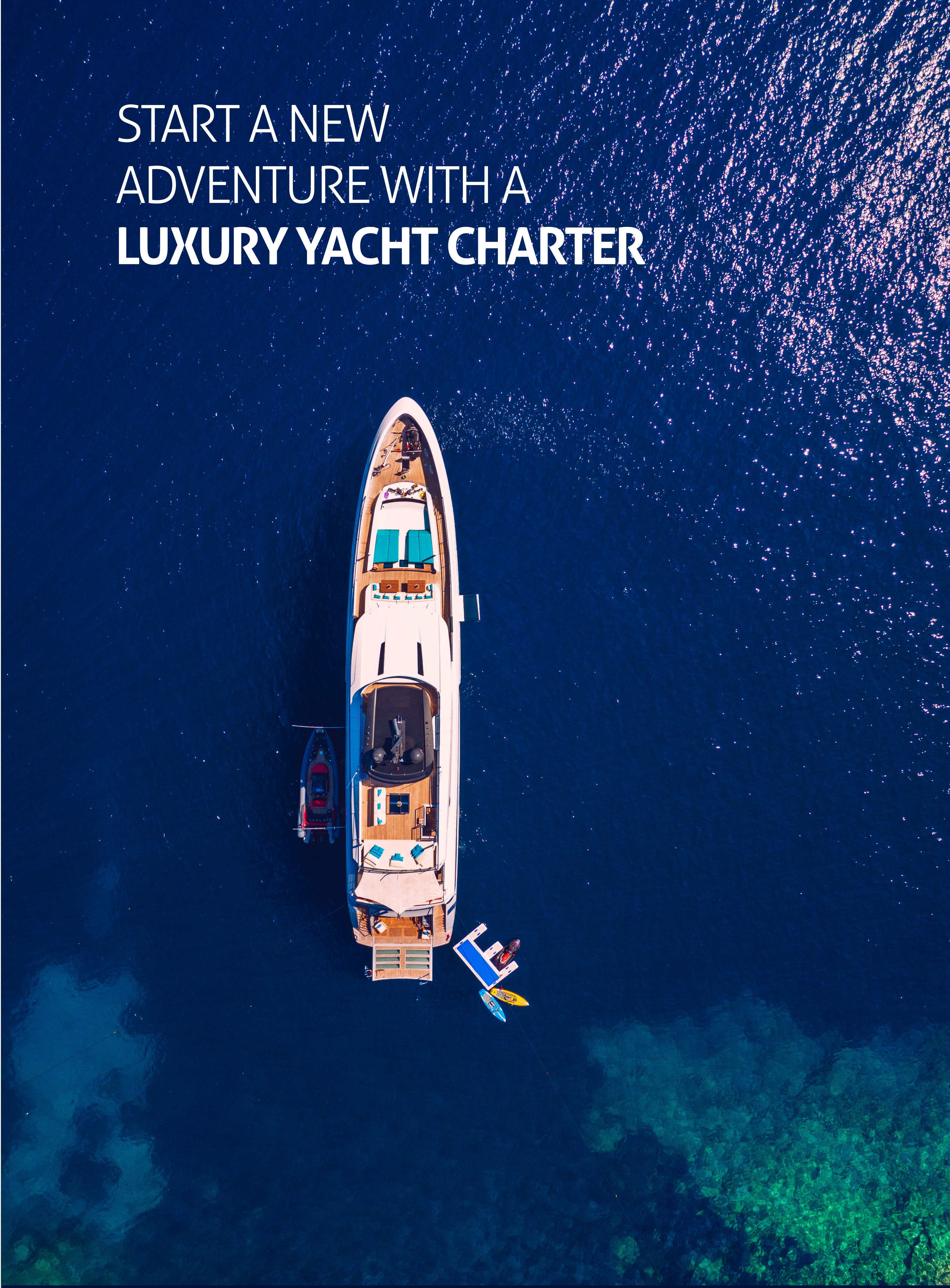
RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
262	Georg Schaeffler	$9.63B	Germany	Industrial
263	Patrick Drahi	$9.63B	France	Media and Telecom
264	Jerry Jones	$9.60B	United States	Entertainment
265	Chen Zhiping	$9.55B	China	Consumer
266	Li Ge	$9.54B	United States	Health Care
267	August von Finck	$9.51B	Germany	Diversified
268	Anthony von Mandl	$9.51B	Canada	Consumer
269	Rupert Murdoch	$9.50B	United States	Media and Telecom
270	Ding Shijia	$9.43B	China	Consumer
271	Leonid Fedun	$9.43B	Russian Federation	Energy
272	Niels Louis-Hansen	$9.42B	Denmark	Health Care
273	Zhong Huijuan	$9.38B	China	Health Care
274	Tim Sweeney	$9.37B	United States	Technology
275	Theo Albrecht Jr	$9.29B	Germany	Retail
276	Alexander Abramov	$9.19B	Russian Federation	Industrial
277	Silvio Berlusconi	$9.19B	Italy	Media and Telecom
278	Mitchell Rales	$9.18B	United States	Industrial
279	Blair Parry-Okeden	$9.11B	United States	Media and Telecom
280	Jim Kennedy	$9.11B	United States	Media and Telecom
281	Reinhold Schmieding	$9.09B	United States	Health Care
282	George Lucas	$9.09B	United States	Entertainment
283	Hansjoerg Wyss	$9.09B	Switzerland	Health Care
284	Alberto Bailleres	$9.09B	Mexico	Commodities
285	Magdalena Martullo	$9.09B	Switzerland	Industrial
286	Luis Sarmiento	$8.99B	Colombia	Finance
287	Anthony Pratt	$8.98B	Australia	Industrial
288	Benu Bangur	$8.95B	India	Commodities
289	Wang Laisheng	$8.87B	China	Industrial
290	Shigenobu Nagamori	$8.85B	Japan	Industrial
291	David Thomson	$8.84B	Canada	Media and Telecom
292	Peter Thomson	$8.84B	Canada	Media and Telecom
293	Rahel Blocher	$8.81B	Switzerland	Industrial
294	Taylor Thomson	$8.81B	Canada	Media and Telecom
295	Samuel Yin	$8.80B	Taiwan	Diversified
296	Carlos Sicupira	$8.79B	Brazil	Food and Beverage
297	Oleg Tinkov	$8.78B	Russian Federation	Finance
298	Joseph Tsai	$8.78B	Canada	Technology
299	Mat Ishbia	$8.77B	United States	Finance
300	David Sun	$8.75B	United States	Technology
301	John Tu	$8.75B	United States	Technology
302	Nusli Wadia	$8.71B	India	Diversified
303	Robert Smith	$8.65B	United States	Finance
304	Tammy Gustavson	$8.64B	United States	Services
305	Jude Reyes	$8.63B	United States	Consumer
306	Chris Reyes	$8.63B	United States	Consumer
307	Giorgio Armani	$8.63B	Italy	Consumer
308	Ernest Garcia III	$8.61B	United States	Consumer
309	Sandra Ortega Mera	$8.60B	Spain	Retail
310	Pham Nhat Vuong	$8.57B	Viet Nam	Real Estate
311	Martin Viessmann & family	$8.55B	Germany	Industrial
312	Herbert Kohler	$8.54B	United States	Consumer
313	Rahul Bajaj	$8.52B	India	Diversified
314	Elizabeth Johnson	$8.52B	United States	Finance

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
315	Ned Johnson IV	$8.52B	United States	Finance
316	James Pattison	$8.49B	Canada	Media and Telecom
317	Xavier Niel	$8.39B	France	Technology
318	John Doerr	$8.39B	United States	Finance
319	Stephen Ross	$8.39B	United States	Real Estate
320	Vincent Bollore	$8.36B	France	Diversified
321	Johann Graf	$8.35B	Austria	Entertainment
322	Yu Yong	$8.34B	China	Finance
323	Michael Otto	$8.34B	Germany	Retail
324	Chase Coleman	$8.29B	United States	Finance
325	Wang Laichun	$8.27B	China	Industrial
326	Ronda Stryker	$8.26B	United States	Health Care
327	Richard Kinder	$8.23B	United States	Energy
328	Frederik Paulsen	$8.22B	Sweden	Health Care
329	Liz Mohn	$8.21B	Germany	Media and Telecom
330	Cheng Xue	$8.21B	China	Food and Beverage
331	Natie Kirsh	$8.20B	South Africa	Food and Beverage
332	Michael Rubin	$8.19B	United States	Retail
333	Wang Jianlin	$8.17B	China	Real Estate
334	Zhao Yan	$8.16B	China	Health Care
335	Nicky Oppenheimer	$8.15B	South Africa	Diversified
336	Josh Harris	$8.14B	United States	Finance
337	He Xiaopeng	$8.13B	China	Technology
338	Charles Butt & family	$8.13B	United States	Retail
339	Shahid Khan	$8.13B	United States	Consumer
340	John Sall	$8.09B	United States	Technology
341	Cen Junda	$8.09B	China	Health Care
342	Xu Shihui	$8.07B	China	Food and Beverage
343	Dennis Washington	$8.06B	United States	Industrial
344	Ralph Lauren	$8.02B	United States	Consumer
345	Juan Beckmann Vidal & family	$8.00B	Mexico	Food and Beverage
346	Iskandar Makhmudov	$7.97B	Russian Federation	Commodities
347	Steven Spielberg	$7.95B	United States	Entertainment
348	Li Shuirong	$7.93B	China	Energy
349	Laurence Graff	$7.93B	United Kingdom	Consumer
350	Yu Renrong	$7.92B	China	Technology
351	Yao Liangsong	$7.91B	China	Retail
352	Takahisa Takahara	$7.90B	Japan	Consumer
353	Andrey Guryev	$7.88B	Russian Federation	Industrial
354	Wu Shaoxun	$7.88B	China	Food and Beverage
355	Shari Arison	$7.88B	Israel	Diversified
356	Tito Beveridge	$7.88B	United States	Consumer
357	Tatyana Bakalchuk	$7.87B	Russian Federation	Technology
358	Andre Hoffmann	$7.85B	Switzerland	Health Care
359	Frank Lowy	$7.78B	Australia	Real Estate
360	Wang Yusuo	$7.71B	China	Energy
361	Leng You-Bin	$7.68B	China	Consumer
362	Cai Kui	$7.67B	China	Real Estate
363	Jian Jun	$7.67B	China	Consumer
364	Alain Merieux	$7.65B	France	Health Care
365	Guillaume Pousaz	$7.65B	Switzerland	Technology
366	Alexey Kuzmichev	$7.61B	Russian Federation	Diversified
367	Manuel Villar	$7.61B	Philippines	Diversified

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
368	Horst Pudwill	$7.58B	Germany	Consumer
369	Axel Oberwelland	$7.56B	Germany	Food and Beverage
370	Mike Novogratz	$7.53B	United States	Finance
371	Gabe Newell	$7.52B	United States	Technology
372	Jorn Rausing	$7.51B	Sweden	Services
373	Chen Jianhua	$7.50B	China	Industrial
374	George Soros	$7.50B	United States	Finance
375	Nancy Laurie	$7.49B	United States	Retail
376	Terry Pegula	$7.49B	United States	Energy
377	Anthony Bamford & family	$7.46B	United Kingdom	Industrial
378	Bob Rich	$7.44B	United States	Food and Beverage
379	Stef Wertheimer	$7.43B	Israel	Diversified
380	Denis Sverdlov	$7.41B	Russian Federation	Technology
381	Lin Bin	$7.41B	United States	Technology
382	Hui Ka Yan	$7.40B	China	Real Estate
383	Chip Wilson	$7.39B	Canada	Retail
384	David Shaw	$7.39B	United States	Finance
385	Jon Gray	$7.35B	United States	Finance
386	Vera Michalski-Hoffmann	$7.34B	Switzerland	Health Care
387	Maja Hoffmann	$7.34B	Switzerland	Health Care
388	Ludwig Merckle	$7.34B	Germany	Industrial
389	Vyacheslav Kantor	$7.33B	Russian Federation	Industrial
390	Dan Cathy	$7.27B	United States	Food and Beverage
391	Bubba Cathy	$7.27B	United States	Food and Beverage
392	Jane Lauder	$7.26B	United States	Consumer
393	Peter Thiel	$7.25B	United States	Finance
394	Reed Hastings	$7.23B	United States	Technology
395	Steve Feinberg	$7.22B	United States	Finance
396	Yeung Kin-Man	$7.22B	Hong Kong	Technology
397	Tom Gores	$7.22B	United States	Finance
398	Mohammed Al Amoudi	$7.20B	Saudi Arabia	Energy
399	Sergey Gordeev	$7.17B	Russian Federation	Real Estate
400	Mark Shoen	$7.17B	United States	Services
401	Peter-Alexander Wacker & family	$7.17B	Germany	Industrial
402	Chris Hohn	$7.16B	United Kingdom	Finance
403	German Larrea	$7.16B	Mexico	Commodities
404	Lynn Schusterman	$7.14B	United States	Energy
405	Teh Hong Piow	$7.11B	Malaysia	Finance
406	Frank Wang	$7.09B	China	Technology
407	Seo Jung-Jin	$7.09B	Korea, Republic of	Health Care
408	Gwendolyn Sontheim Meyer	$7.08B	United States	Commodities
409	Pauline Keinath	$7.08B	United States	Commodities
410	Ashwin Dani & family	$7.07B	India	Industrial
411	Patrick Ryan	$7.03B	United States	Services
412	Lu Weiding	$7.00B	China	Diversified
413	Vyacheslav Kim	$7.00B	Kazakhstan	Finance
414	Fredrik Lundberg	$7.00B	Sweden	Real Estate
415	Alexander Otto	$6.97B	Germany	Real Estate
416	Nassef Sawiris	$6.97B	Egypt	Industrial
417	Matthew Prince	$6.97B	United States	Technology
418	Randa Williams	$6.94B	United States	Energy
419	Linda Campbell	$6.93B	Canada	Media and Telecom

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
420	Gaye Farncombe	$6.93B	Canada	Media and Telecom
421	Geoffrey Kwok	$6.92B	Hong Kong	Real Estate
422	Dannine Avara	$6.91B	United States	Energy
423	Scott Duncan	$6.91B	United States	Energy
424	Milane Frantz	$6.89B	United States	Energy
425	Henry Samueli	$6.86B	United States	Technology
426	Ruan Liping	$6.86B	China	Industrial
427	Ruan Xueping	$6.83B	China	Industrial
428	Joseph Lau	$6.81B	Hong Kong	Real Estate
429	Edward Roski	$6.78B	United States	Real Estate
430	Bin Li	$6.77B	China	Technology
431	Idan Ofer	$6.76B	Israel	Energy
432	Simon Reuben	$6.75B	United Kingdom	Diversified
433	David Reuben	$6.75B	United Kingdom	Diversified
434	Mikheil Lomtadze	$6.75B	Georgia	Finance
435	Jeffery Hildebrand	$6.73B	United States	Energy
436	Ronald McAulay	$6.73B	Hong Kong	Energy
437	Mahendra Choksi & family	$6.71B	India	Industrial
438	Hiroshi Mikitani	$6.71B	Japan	Retail
439	Zhang Lei	$6.70B	China	Finance
440	Marc Rowan	$6.69B	United States	Finance
441	Nik Storonsky	$6.69B	United Kingdom	Finance
442	Tony Ressler	$6.68B	United States	Finance
443	David Bonderman	$6.67B	United States	Finance
444	J K Irving	$6.66B	Canada	Commodities
445	Marcos Galperin	$6.65B	Argentina	Technology
446	Jean-Pierre Cayard	$6.64B	France	Food and Beverage
447	Ivan Glasenberg	$6.62B	Australia	Commodities
448	Petr Aven	$6.62B	Russian Federation	Diversified
449	Martin Lorentzon	$6.62B	Sweden	Technology
450	Tsai Eng-Meng	$6.59B	Taiwan	Food and Beverage
451	Olav Thon	$6.54B	Norway	Real Estate
452	Abhay Vakil & family	$6.50B	India	Industrial
453	Kim Jung-Ju	$6.49B	Korea, Republic of	Technology
454	Charles Cadogan	$6.46B	United Kingdom	Real Estate
455	Ann Kroenke	$6.44B	United States	Retail
456	Ken Fisher	$6.44B	United States	Finance
457	Joe Lewis	$6.43B	United Kingdom	Diversified
458	Charles Johnson	$6.41B	United States	Finance
459	Kjeld Kirk Kristiansen	$6.39B	Denmark	Consumer
460	Gao Dekang	$6.37B	China	Consumer
461	Lai Meisong	$6.34B	China	Services
462	Wang Yanqing	$6.33B	China	Technology
463	Ray Hunt	$6.32B	United States	Energy
464	Tom Morris	$6.31B	United Kingdom	Retail
465	Tony James	$6.30B	United States	Finance
466	Leonard Stern	$6.29B	United States	Real Estate
467	Pat Stryker	$6.29B	United States	Health Care
468	Majid Al Futtaim	$6.29B	United Arab Emir-ates	Real Estate
469	Jean-Michel Besnier	$6.27B	France	Food and Beverage
470	Johan Johannson & family	$6.26B	Norway	Retail
471	Jiang Bin	$6.25B	China	Technology

RANK	NAME	TOTAL NET WORTH	COUNTRY	INDUSTRY
472	Sam Zell	$6.22B	United States	Real Estate
473	Kenneth Dart	$6.18B	Cayman Islands	Finance
474	Richard Branson	$6.17B	United Kingdom	Diversified
475	Sofie Kirk Kristiansen	$6.16B	Denmark	Consumer
476	Agnete Kirk Thinggaard	$6.16B	Denmark	Consumer
477	Thomas Kirk Kristiansen	$6.16B	Denmark	Consumer
478	Terry Gou	$6.16B	Taiwan	Industrial
479	M A Yusuff Ali	$6.15B	United Arab Emirates	Food and Beverage
480	Henry Laufer	$6.15B	United States	Finance
481	Antti Herlin	$6.14B	Finland	Industrial
482	Joe Mansueto	$6.14B	United States	Technology
483	Lin Muqin	$6.14B	China	Consumer
484	Barry Lam	$6.12B	Taiwan	Technology
485	Andreas Halvorsen	$6.11B	Norway	Finance
486	Eric Smidt	$6.11B	United States	Retail
487	Kei Hoi Pang	$6.10B	China	Real Estate
488	Bidzina Ivanishvili	$6.07B	Georgia	Diversified
489	Katharine Rayner	$6.03B	United States	Media and Telecom
490	Kjell Inge Rokke	$6.03B	Norway	Industrial
491	Frits Goldschmeding	$6.03B	Netherlands	Retail
492	Wang Wenjing	$6.03B	China	Technology
493	Daniel Dines	$6.03B	Romania	Technology
494	Margaretta Taylor	$6.02B	United States	Media and Telecom
495	James Cox Chambers	$6.02B	United States	Media and Telecom
496	Anthony Wood	$6.02B	United States	Technology
497	Richard Li	$6.01B	Hong Kong	Media and Telecom
498	Robert Kraft	$5.99B	United States	Entertainment
499	David Cheriton	$5.99B	Canada	Technology
500	Mark Cuban	$5.98B	United States	Technology
501	Trevor Rees-Jones	$5.97B	United States	Energy



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