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LESSONS FROM

**THE WORLD'S
TOP 50
KEYNOTE
SPEAKERS**

THE PEOPLE'S CHOICE

**Cristina
Mittermeier:
The Art of
Enoughness**

“

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SUMMER 2023

LEADING WITH EMOTIONAL INTELLIGENCE

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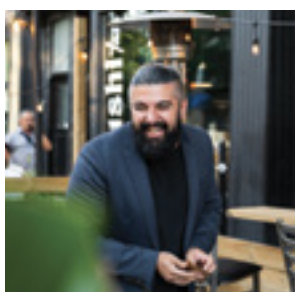
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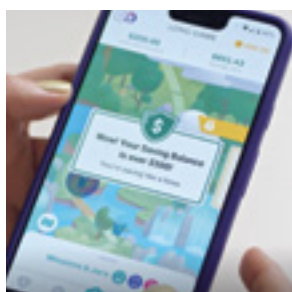
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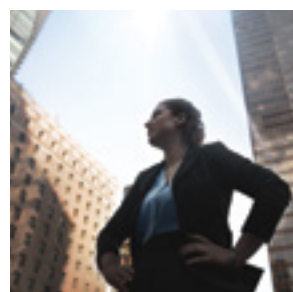
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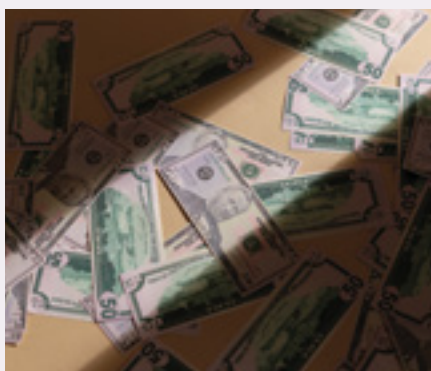
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Cristina Mittermeier wins the Real Leaders People's Choice Award among this year's Top 50 Keynote Speakers. This poignant, exclusive interview proves the people got it right.



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What can you learn about leadership from bees?



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What's one topic you could give a talk about right now if you needed to?

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SUMMER 2023

"How to do well while doing good"

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"Embracing your shadow to reclaim self-worth and personal power"

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"The importance of not losing childlike wonderment as an adult"

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LETTER FROM THE CEO

Influence as a Force for Good

Do you ever wonder why social media is changing leadership in such a profound way?

Leaders need followers and the more followers the leader has, the more influence they have in the world. The power of influence is incredibly dynamic. Not only can it alter the course of one's personal life, causing great joy or pain, but it can also create a powerful ripple effect around the globe. We all know the rapid-fire impact of social influencers like Greta and Malala. With that dynamic power, however, comes ethical responsibilities, especially when it comes to leadership. There should be both caution and optimism regarding the people behind the megaphone.

In today's world, with so many social media influencers dominating the internet, a positive leadership opportunity exists when one thinks about how to lead like an influencer (see "The World's Top 50 Keynote Speakers," p. 32).

To most leaders who are seeking to positively influence their audiences, whether they are a CEO of a company or a global citizen on social media, the careful creation of words reigns king. The "why" of their message must quickly resonate with people to achieve acceptance. A meaningful message with genuine vulnerability is a must.

Most influential leaders also understand the concept of "out of sight, out of mind," so the frequency of their messages — or the "when" to influence — is also critical. Responding to world events makes our message more relevant and more likely to spread beyond our network. Interestingly, the "how" to best deliver their messages is often

"All human beings wield influence — a powerful sword granted at birth. Wield your sword with care."

— RICHELLE E. GOODRICH

where the most angst and controversy occurs. If messages are authentic, accurate, and conveyed with wisdom, the delivery will naturally be more passionate and credible. On the other hand, if the delivery is too forceful, scripted, and disingenuous, the influence can fall flat.

The art of influence is real and requires dedicated thought and research as to why, when, and how to lead others. If done with thoughtful intention to make a positive difference, it can significantly contribute to improving society and ultimately making the world a far better place. An excellent example of this comes from Cristina Mittermeier, a global leader and Top 50 Keynote Speaker, who is our cover story interview (p. 20). "The people I admire most are the ones who grab the mic and take the stage not to talk about themselves, but to talk about how we can make our world better and save Planet Earth."

Within the Real Leaders community, we continually strive to share authentic, educational, and inspiring viewpoints and stories that redefine success and demonstrate how many people are thriving by being a part of turning our world around.

We often speak of "business as a force for good," and now, the challenge for each of us is to elevate our game to become an "influencer as a force for good." ■



Julie Van Ness, CEO
Julie@Real-Leaders.com

REPORT BACK



Amplifying Leaders' Voices on the World Stage

For the last four years, Real Leaders has been the No. 1 search result for "top keynote speakers" and the No. 1 source for leading the way to determine who is the best in the world at influencing crowds, inspiring business concepts, and amassing a recognizable brand. In December 2022, when Real Leaders revealed its fourth ranking of the world's Top 50 Keynote Speakers, it surprised many by adding a fourth dimension – impact.

In an effort to redefine what it means to be a speaker, we looked at all the unique ways people can use their voices to drive change and to create real impact in the world. Represented among this list are NASA engineers, teen poets, award-winning photographers, adventurers, advocates, authors and filmographers. They are world-class speakers but do so in ways that may seem unconventional to how we normally relate to a 'speaker.' Our commitment this year was to turn speakers into leaders, and to do that we focused on how speakers can use their platform to inspire the future of business and do more good in the world.

The public event that revealed the Top 50 Keynote Speakers hosted hundreds of attendees and many of the speakers in this edition, including Tony Robbins, were challenged with using their platform to do more good. We hope you enjoy this edition of Real Leaders and join our community of impact leaders inspiring the future! Want to apply for the ranking? Email us at speakers@real-leaders.com.



LISTEN UP
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and search for
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Real Leaders' Most Impactful Companies

Real Leaders revealed its fifth annual Impact Awards, which ranked 300 of the most impactful companies from around the world that are solving existential problems through innovative and sustainable market-based solutions.

"It's encouraging to see how this movement is going mainstream with businesses all over the world and how organizations are taking responsibility in addressing and finding solutions for the world's environmental and social issues," said Mark Van Ness, founder of Real Leaders. "We are excited to welcome new and past company winners to the impact movement,

and into the Real Leaders Impact Awards community."

Calculated by the proprietary Real Leaders "Force for Good" score, the Impact Awards takes into account the company's five-year sales growth, revenue, and B Impact Assessment (or default score) to objectively rank the companies. The 2023 list features a diverse group of highly respected impact brands from a variety of industries, some of which include Patagonia, FuelCell Energy, Tesla, Outsource Danone, and Allbirds. Is your company impact-oriented or committed to change? Email us at awards@real-leaders.com to join the ranking.



The Real Leaders Impact Awards Photo Challenge

Each year, the Real Leaders Impact Award winners submit fun photos with our logo. Our 2023 winner is Intrigue, an Ontario-based marketing company that empowers leaders to strengthen communities. Be part of next year's celebration at real-leaders.com/impact-awards-application



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YPO

Jim Iversen, CEO of Sen-Jam Pharmaceutical is a YPOer
to reach him, please email: jiversen@sen-jam.com



VOICES

“I’m super honored to be a featured spread by Real Leaders in their latest publication! This magazine is always one that I look up to. The individuals featured there are some of the great minds on the planet.”

MALCOLM WOOD, *Hong Kong, China*



RYLEY EDWARDS

“This is one of my favorite magazines and one of the best on leadership I’ve seen in many years. It’s my strong belief that every leader has an obligation to use their position and influence to make the world better. The stories in Real Leaders directly reflect this, and I love reading what other individuals and their teams are doing to positively advance society. Real Leaders inspires me and gives me energy! Kudos to the editorial team on presenting fresh, relevant, and enjoyable content.”

DARIN ANDERSON, *Newport Beach, California*



WE'D LOVE TO HEAR FROM YOU!

Tell us about your favorite magazine story, your defining leadership moment, or a highlight in interacting with Real Leaders.

Write to us at editorial@real-leaders.com to be featured on our Voices page.

“I found a copy of your terrific publication in the Delta Air Lines first-class lounge, and I found it ‘first class’ for sure. I especially enjoyed your ‘Ever Wonder Why?’ column on the value of being fully present. The irony (or ‘God wink’) was that hours before seeing the magazine and reading your editorial comments, I delivered a keynote speech and the topic/theme was ‘Being Present.’”

IRA BLUMENTHAL
Acworth, Georgia



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“I couldn’t sleep, so I was doing some good message reading to calm my soul. I decided to go out on our porch to listen to the rain as I read a chapter in Jay Shetty’s book on visualization, and at the door is a package no one saw — your package with your wonderful magazine. Who is on the cover? Jay Shetty. There are no coincidences. Thank you for your kindness and your timing. You made this sleepless night amazing! The magazine is beautiful in design and even more beautiful in the content. You worked your magic at 3 a.m. in New Jersey. Well done!”

CHESTER ELTON
Summit, New Jersey

MAKING CONNECTIONS

WHAT OUR MEMBERS AND PODCAST GUESTS ARE SAYING

“These are some of the best meetings I have each month. It’s an incredibly smart group, very personable, and we talk about all the things, big and small, that challenge us both personally and professionally — all in 90 minutes.”

IMPACT COLLABORATIVE MEMBER



Very Informative.
A recommended listen for everyone who dreams of being or is an innovator, entrepreneur, or in a leadership role. Real people, real leaders, real stories.”



REVIEW ON APPLE PODCASTS

“A senior executive from Penguin Publishing Group was recently researching some of my media to explore the idea of amplifying my voice. I shared my Real Leaders podcast, and his enthusiasm was palpable. His comment? ‘I would publish a book on that interview alone.’”



MATTHEW WEATHERLEY-WHITE
Nayarit, Mexico

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BUSINESS AS A TOOL FOR JUSTICE

Nine actions you can implement now that are good for you, your business — and the world

By *Carissa Reiniger*

As a business founder and CEO, I spend a lot of time thinking about the profitability and sustainability of my company. I also spend a lot of time, money, and energy trying to be my best self. Then separately, I invest countless hours and dollars trying to do my part to contribute to my community and have a positive impact.

I spent the first decade of my career feeling like I was constantly juggling competing priorities. When facing big decisions, I often found myself asking if I should do what was best for me, my business, or the world.

Then thanks to so many incredible influences in my life, I had a realization. My wellness, my business's profit, and my contribution to a more just world actually need to be completely aligned in order to live a life that is truly impactful.

The world is changing and as business leaders, we are being held to a higher standard. Where we used to be rewarded

for driving revenue and shareholder value — and doing so with the utmost confidence and charisma — we are now being asked to consider all stakeholders and drive positive change while being strong, integrated servant leaders.

I believe that this is an incredible moment for business leaders to rethink our role and for us to use our businesses as a powerful tool for impact, justice, and real change.

Here are nine actions that you can implement to maximize your wellness, profit, and impact.

Ensure your organization is both financially sustainable and driving social change.

We have long lived in a world where for-profit businesses were meant to focus on money at the expense of the greater good, and nonprofit and governmental organizations were meant to focus on the greater good at the expense of financial sustainability. Neither of these models are sustainable or ultimately, effective. Instead, let's build great companies that are good for all involved. Consider taking one or more of these three actions:

1 Have a public compensation chart so that everyone in your company is paid within the same pay range for the same roles. This creates accountability and transparency for everyone and will increase productivity.

2 Limit executive base pay so that no one in the company is making an outsized amount and instead, implement performance-based pay across the entire company. If individuals or the company perform well, give people across the company extra compensation to reward their efforts, including the CEO.

3 Do away with heads of diversity, equity and inclusion (DEI) or departments that focus on impact. Instead, set company-wide impact goals and drive the entire team to build systems, processes, vendor agreements, etc. based on company-wide principles. Don't put DEI or impact in a department — make it a mandate.

Manage your wellness so that you can maximize your profit and impact.

The leaders of today need to be able to handle sustained uncertainty, complex human realities, and warranted public pressure to be authentic — and to do all of that while navigating change that will continue at unprecedented rates in the years to come. There is no way we can be successful without being completely well and whole as individuals. Our ability to build great businesses will be capped by our overall mental, emotional, and physical health. Consider taking one or more of these three actions:

4 Hire a very good coach and/or therapist.

None of us can manage the sustained pressure of leading in these times alone. I have a team of people who I speak with regularly to process my emotions and get insight and support where I might have blind spots.

5 Get a personal trainer and see them every week. Having consistent accountability to pay attention to how our bodies are doing ensures we stay grounded in wellness, regardless of how intense our schedules get. I travel a lot, so I do this via Zoom so that travel doesn't interrupt this important part of my week.

6 Take one business day a month away from meetings and technology to pause and reflect. I have found that when I can get myself to quiet down the noise and to reconnect to myself, my



As you consider if it is truly possible to use your business as a tool for justice, I invite you to pay attention to the small business owners in your community. With limited financial resources, they are running companies that hire people who are often not employed by bigger companies; they are sponsoring community events and teams and creating neighborhoods that people love to live in; and they are paying taxes and contributing to the broader economy. These very small businesses that we often look down on for not being "more successful" are actually role models for all of us. We have more resources, influence, and opportunity than the significant majority of small business owners — so if they can do it, so can we!

highest priorities surface and I seem to be able to solve all of my biggest problems.

Focus on change, not your personal brand.

Our culture has put so much of an emphasis on building a personal brand, gaining followers, and being a "celebrity" business leader. By focusing on building a personal brand instead of building a great company, we are at a high risk of making poor choices and not actually creating the impact that we want. Consider taking one or more of these three actions:

7 Identify what you want to be known for (I am pretty sure it is not the number of followers you have), and align every decision you make about how you spend your time and money to those things only.

8 Focus on contribution instead of attention.

Create a time budget for the number of hours that you can spend each month sharing your knowledge, wisdom, and expertise with the world. Focus on investing that time in a way that will have the maximum amount of impact and contribution instead of what will have the biggest impact on your brand.

9 When you set company goals, include financial and impact goals. Drive your entire team to hit their impact goals, along with their financial goals, and your core values and good work will speak for itself. People will notice. ■



Carissa Reiniger is founder and CEO of Silver Lining Ltd., started in 2005 in New York. Her Silver Lining Action Plan, a 13-month growth program based on behavior change science, has helped over 14,000 small business owners in 65-plus countries adopt the right behaviors to grow their businesses and hit their financial goals.



OSAKA WAYNE STUDIOS / GETTY IMAGES

HOW TO INNOVATE IN HYBRID AND REMOTE WORK

By Dr. Gleb Tsipursky

Some major companies have implemented return-to-work policies, but at what cost? Disney CEO Bob Iger demanded in January that all employees come to the office at least four days a week because, "In a creative business like ours, nothing can replace the ability to connect, observe, and create with peers that comes from being physically together."

Apple CEO Tim Cook expressed similar sentiments when he mandated that employees show up at least three days per week since, "Innovation isn't always a planned activity. It's bumping into each other over the course of the day and advancing an idea that you just had. And you really need to be together to do that."

Yet is this true? On the one hand, research at MIT found that remote work weakens the cross-functional, inter-team "weak ties" that form the basis for the exchange of new ideas that tend to foster innovation. Along the same vein, a study by Microsoft concluded that remote work weakens innovation since workers communicate less outside their teams.

On the other hand, McKinsey & Company research pointed to a different verdict. It determined that during two-plus years of the COVID-19 pandemic, a record number of new patents was filed across 150 global patent filing authorities. Moreover, in 2021 global venture capital more than doubled from 2020, rising 111 percent. McKinsey suggests that this is because more innovative companies developed new ways of connecting remote workers to build and sustain

“Innovation is eminently achievable. But it requires adopting best practices that address the weakening of cross-functional connections and the lack of natural, spontaneous interactions that breed innovation.”

the cross-functional, inter-team ties necessary for innovation, thus widening the pools of minds that could generate new ideas. Deloitte similarly highlighted how adapting the process of innovation to remote settings offers the key to boost innovation for hybrid and remote teams.

My experience helping 21 organizations transition to hybrid and remote work demonstrates that innovation is achievable. But it requires adopting best practices that address the weakening of cross-functional connections and the lack of natural, spontaneous interactions that breed innovation. An excellent technique to replace those hallway chats involves collaboration software like Slack or Microsoft Teams. I suggest setting up a specific channel to facilitate the creativity and collaboration behind serendipitous innovation – and incentivizing employees to use that channel.

For example, at a late-stage SaaS start-up that used Microsoft Teams, each small team of six to eight people set up a team-specific channel for members to share innovative ideas relevant to the team's work. Likewise, larger business units established channels for ideas applicable to the whole unit. Then when anyone had an idea, they were encouraged to share it in the pertinent channel. We encouraged everyone to pay attention to notifications. Seeing a new post, if they found the idea relevant, they would respond with additional thoughts building on it. Responses would snowball, and strong ideas would lead to next steps, often a brainstorming session.

This approach combines a native virtual format with people's natural motivations to contribute, collaborate, and claim credit. The initial idea poster and the subsequent contributors aren't motivated simply by the goal of advancing the team or business unit, even though that's, of course, part of their goal set. The initial poster is motivated by the possibility of sharing an idea that might be recognized as innovative, practical, and useful, with some revisions. The contributors, in turn, are motivated by the natural desire to give advice, especially

since it is visible to and useful for their team, business unit, or organization.

This dynamic also fits well with the different personalities of optimists and pessimists. The former will generally be the ones to post initial ideas. Their strength is innovative and entrepreneurial thinking, but their flaw is being risk-blind to potential problems. In turn, pessimists will overwhelmingly improve the idea, addressing potential pitfalls.

Remember to avoid undervaluing the contributions of pessimists. It's too common to pay excessive attention to the initial ideas and overly reward optimists – and I say this as an inveterate optimist who has 20 ideas before breakfast and thinks they're all brilliant. Through the combination of personal experiences and research on optimism and pessimism, I have learned the necessity of letting pessimistic colleagues vet and improve my ideas. My clients have found significant benefit in highly valuing such devil's advocate perspectives as well.

That's why you should praise and reward not only the innovative idea generators, but also the two or three people who most contributed to improving and finalizing the idea. And that's what the late-stage start-up company did. The team or business unit leaders made sure that they publicly recognized them and also gave them a bonus proportionate to the value of their contributions. Indeed, several of these ideas ended up prompting patent applications.

While this technique helps address the problem of missing spontaneous interactions, what about the weakening of cross-functional ties? To tackle that challenge, while also improving the integration of new staff, we had the SaaS company set up a hybrid and remote mentoring program involving several mentors. One came from the new staff's team, assisting the mentee with understanding group dynamics, on-the-job learning, and professional growth.

However, we also included two mentors from other teams. One was in the same business unit as the junior staff, while another came from a separate

unit. The role of these mentors involved getting the new employee integrated into the broader company culture, facilitating inter-team collaboration, and strengthening the "weak ties" among company staff to foster collaboration.

Six months after these interventions, the SaaS company reported a notable boost in innovation across the board. The channels devoted to innovation helped breed a number of novel projects. The mentor-mentee relationships resulted in mentees providing a fresh, creative perspective on the company's existing work, while the mentors from outside the team helped spur productive conversations within the teams, breeding further innovation and collaboration.

If a late-stage start-up with 400 employees could adopt these techniques, so too can major companies like Disney and Apple. Certainly, some tasks may best be done in person, such as sensitive personnel conversations, intense collaborative discussions, key decision-making, strategic conversations, and fun team-building events. But otherwise, the more you can do remotely, the better.

Unfortunately, companies like Disney and Apple that have adopted a traditionalist perspective on how to innovate are ironically hindering innovation by losing talented people due to return-to-work mandates. The future belongs to companies that best make use of the most creative people around the globe by adopting best practices for hybrid and remote work – instead of being stuck in the past. ■

Gleb Tsipursky, Ph.D.,
is the CEO of *Disaster Avoidance Experts*,
a future-of-work consultancy based in Columbus, Ohio, and author of *Leading Hybrid and Remote Teams: A Manual on Benchmarking to Best Practices for Competitive Advantage*.



HOW DOES YOUR TEAM 'SHOW UP?'

By Lisa Bodell

You've set their goals. But what are their (and your) intentions? I recently wrapped up an inspiring team offsite. We set clear metrics, aligned on goals, and focused on next steps. But as a leader, I knew that wasn't going to be enough to make magic happen. Why? Because you can tell people what your desired destination is and create a clear list of action items, but how well they'll accomplish this is also up to them.

How do we as leaders make sure our employees are thinking not just about their goals, but about their behaviors too? Specifically, how do they intend to "show up" every day for themselves and for others? How will they thoughtfully be part of the team so they can best collaborate and achieve success?

Moving forward, I'm having people actively think about their intentions. I'm asking, "How do you want to 'show up' at work? What does 'showing up' mean to you?"

To me, "showing up" means thinking about and prioritizing our behaviors, so we better participate each day. It's about leading our work, not just completing tasks. It's about being authentic in our interactions with others. It's about understanding what we want to be known for vs. just "do." Basically, it's the "how" and the "why" of our job, vs. the "what."

As you consider your progress and lead your team, answer these questions for yourself and have your team do the same:

1 How are you actively "showing up" each day for yourself and others? What does it mean to you?

2 What inspires you at work? How do you weave that into what you do every day?

3 How do you want to make an impact? Specifically, what will you be really proud to accomplish — something you did that made a difference?

4 How are you adding value in a way that's meaningful to you?

5 How do you want people to think about or describe you? What's your value to others and why do they seek you out? List three to five adjectives you'd like others to say about you and/or your work. Consider if they are the same for colleagues vs. partners vs. clients.

6 How often do you check your progress toward your goals? Do you know your progress before

"To me, 'showing up' means thinking about and prioritizing our behaviors, so we better participate each day. It's about leading our work, not just completing tasks."

you're asked? How do you keep it top of mind?

7 How do you prepare for your daily work, meetings, and interactions with others?

8 What do you need in order to best focus on what's important?

These questions will help you establish your intentions and understand others' intentions. You'll be able to "show up" in a way that more consciously aligns your behaviors with what you want, and need, to get done. ■



Lisa Bodell is the CEO of FutureThink, an accelerated learning company based in New York, whose clients have included Pfizer, Google, and Merck.

UNLOCKING THE POWER OF AN ABUNDANCE MINDSET

Now more than ever, the world aches for a paradigm shift that can unlock healing on the path to peace. So says activist Lynne Twist, whose call to action is a radical transformation from a scarcity mindset to one of abundance.

Twist is a bestselling author and an authoritative humanitarian voice on the world stage. She has worked exhaustively toward ending global hunger and supporting social justice and environmental sustainability. Twist has raised hundreds of millions of dollars as the chief fundraising officer for the Hunger Project; worked with Mother Teresa in Calcutta and at refugee camps in Ethiopia; and cofounded the Pachamama Alliance to empower indigenous people of the Amazon rainforest to preserve their lands and culture.

Named one of the Real Leaders 2023 Top 50 Keynote Speakers of the World, Twist has worked beside some of the most influential impact leaders in recent history, including Oprah Winfrey, the Dalai Lama, Archbishop Desmond Tutu, and the late Buckminster Fuller.

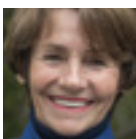
In a conversation with Real Leaders, Twist sheds light on how to pull the world out of crisis and into productivity by switching from scarcity to abundance. An abundance mindset is key to establishing peace around the world, as many of our human conflicts are rooted in the belief that someone has something we want or need to take. Here is an excerpt of her profound perspective:

“We live in a scarcity mindset. And it's a mindset that is before thinking or

“

The radical, surprising truth about life, about you, about me, is not only we are enough, we're sufficient. We have everything it takes to live a healthy and productive life.”

-LYNNE TWIST, GLOBAL VISIONARY COMMITTED TO ALLEVIATING POVERTY AND WORLD HUNGER



before deliberation. In other words, it's a place we're looking from. We look out into the world. And what we see is there's not enough time, there's not enough money, there's not enough love, there's not enough sleep.

We are a ‘there's not enough, get more’ culture. It's everywhere. Every message is about ‘there's not enough of — and why you need more of — everything.’ And it's killing us. It's having us live in a deficit relationship, not only with the world and each other, but a deficit relationship with ourselves.

So, it's not just ‘there's not enough, it's not enough;’ it starts to be ‘I am not enough.’ And now, it's a mental health crisis. It's an obesity crisis. This ‘more is better,’ indiscriminate culture has created the climate crisis. I think it's created our financial crises. It's not that there aren't places where people need more food or more water or more jobs. I know that very intimately. I've worked on that all my life. But the mindset that there is not enough is inaccurate.

The radical, surprising truth about life, about you, about me, is not only we are enough, we are sufficient. We have everything it takes to live a healthy and productive life. And the world has everything it needs to have everyone have a healthy and productive life.

If we live consistent with that, then we manage our resources, rather than consume them. We use them with reverence and respect, rather than destroy them... When you actually live that way, you start living a life of commitment, and service, and gratitude, and making a difference.” ■



LISTEN UP

To watch Twist's full conversation with Real Leaders, visit real-leaders.com.

Cartier Helps Female Entrepreneurs Sparkle

The Cartier Women's Initiative supports female business owners and operators around the world

By Kathryn Deen

Iconic French luxury jewelry and watchmaker Cartier may have been founded by a man, but its Cartier Women's Initiative is putting females at the forefront. Started in 1847 by Louis-François Cartier in Paris, France, Cartier became the official purveyor of numerous royal courts early on, earning a reputation as the king of jewelers and the jeweler of kings. While Cartier has upheld its elite status among royalty and celebrities for 175 years, it has become increasingly conscientious of its power to make a positive impact on people from all walks of life — especially female business owners.

The Cartier Women's Initiative (CWI) was established in 2006 as part of the Women's Forum for the Economy and Society, an international platform elevating women's initiatives for change by French communications company Publicis Groupe. CWI is an annual international impact entrepreneurship program open to women-owned and women-run businesses from any country and sector that aims to have a strong and sustainable social and/or environmental impact. Collectively, participants' businesses have contributed to all 17 of the Sustainable Development Goals adopted by the United Nations. The sectors impacted have been diverse, including pharmaceuticals, e-learning and agriculture, as well as fashion and beauty. Not only does Cartier recognize these entrepreneurs, but it also provides them with financial, social, and human capital support to grow their businesses and build their leadership skills.



CARTIER WOMEN'S INITIATIVE

“Having an association with Cartier helps us elevate the work of our artists and validates years of heart and hard work.”

— REBECCA HUI
2021 Cartier Women's Initiative fellow and founder of Roots Studio

“We find that a big part of our work is to create opportunities for role models and sisterhood amongst women impact entrepreneurs,” CWI global program director Wingee Sampaio told *Real Leaders*. “It’s amazing how empowering that is — when you are in company of someone who has been there, and done that, and also when you are in the company of others doing the same thing but in different parts of the world.”

So far, Cartier has supported 262 women entrepreneurs across 62 countries, granting over \$6 million. To carry out the initiative, a small team based in Paris works with about 100 volunteers around the globe and is supported by strategic partner INSEAD, a graduate business school.

CWI is making a difference. It boosted the majority of its fellows' self-confidence, gave them a sense of belonging, helped expand their network, and improved their visibility and business strategy, according to a 2021 survey in honor of CWI's 15th anniversary. And many of these women are breaking new ground, as over half of fellows offer a product or service that is new to the world, with a quarter of them reporting that it is new in their country, the survey found.

“The beauty of female entrepreneurs lies in their ambition of creating change,” Sampaio said. “Perhaps most inspiring is how every woman entrepreneur in our program took action to a problem that many people have experienced, but never did anything about.”



JUJUBE

2021 fellow Rebecca Hui found CWI's support instrumental to accelerating her company, Roots Studio. Based in New York, New York, Rebecca founded Roots Studio in 2017 to help rural communities around the world to digitize their cultural heritage into intellectual property for licensing.

"I have felt so powerful to be alongside the Cartier Women's Initiative and their community of brilliant women," Hui shared with *Real Leaders*. "Being a part of CWI has already created a lot of pathways for us forward, especially within the art and beauty industry. Having an association with Cartier helps us elevate the work of our artists and validates years of heart and hard work."

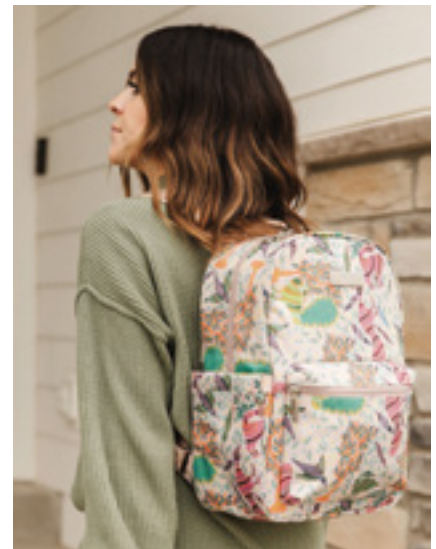
Roots Studio has brought over 2,200 indigenous artists' works from Asia, Africa, and Latin America to Western designers, textile manufacturers, and fashion companies. The process bridges cultures, reverses cultural loss and

appropriation, and provides royalties that enable rural artists to make a living without having to leave home.

"We believe in the beauty of cultural sustainability by nurturing an equitable ecosystem where collective capacities and resource-sharing in the design realm can bring positive economic and social impact," Roots Studio community engagement lead Laya Chirravuru said.

Cartier's other notable people- and planet-focused actions have included helping found the Responsible Jewelry Council in 2005; becoming carbon neutral in 2009; establishing Red Club x Cartier in 2019 to support risk-taking entrepreneurs doing good; and launching the Watch & Jewelry Initiative 2030 in 2021 to work toward industry sustainability and inclusivity. ■

Kathryn Deen is the managing editor of *Real Leaders*.



EAGLE NEST OUTFITTERS

Roots Studio is one of many companies supported by the Cartier Women's Initiative.



Must-Listen Episodes

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Ep. 256: How to Lead a Forum



MO FATHELBAB
Founder, Forum Resources Network

"CEOs say it's lonely at the top because you can't always talk to your coworkers about what's going on when you're the CEO, and when you go home after working 15 hours, your family just may not want to hear about your work day... So having this forum to be you, to be real, to get help, to have peers who have been through the same thing tell you what they've done, is a gift."

Ep. 257: Impact Investment Strategies



CHINTAN PANCHAL
Founding Partner, RPCK Rastegar Panchal

"I kind of went on this journey and... I said, 'All right, I guess I'll just start a firm that is focused on working with entrepreneurs, visionaries, investors who are looking to change the world for the better through the work that they do,' and through that partnership... I get to kind of contribute to that. That is really meaningful to me."

Ep. 258: Value-Add Differentiation



JULIE LINEBERGER
President, WheelPad

"Every single human... has something to teach me. I've learned that, rather than telling people how to do the right thing, if through my work and through my leadership I can inspire people to come up with new ideas or new ways of doing things that help contribute... to this ever-advancing civilization of humankind, I'm doing my job."

Ep. 269: Purpose vs. Mission



CARRIE FOX
Founder and CEO, Mission Partners

"Everything is dynamic these days and that puts a lot of pressure on how we need to show up and keep up and think about where we are in the work... Just start where you are. Ground yourself in today, in the present moment. Think about where you've been because you've probably already climbed a few really big mountains."

Ep. 277: It Starts With a Small Group of People



SHADI BAKOUR
Cofounder and CEO, PathWater

"You can make a change and it starts with a small group of people. It doesn't start with everybody changing at the same time... If you want the change to happen outwards, the best way to do it is by changing yourself and going inwards."

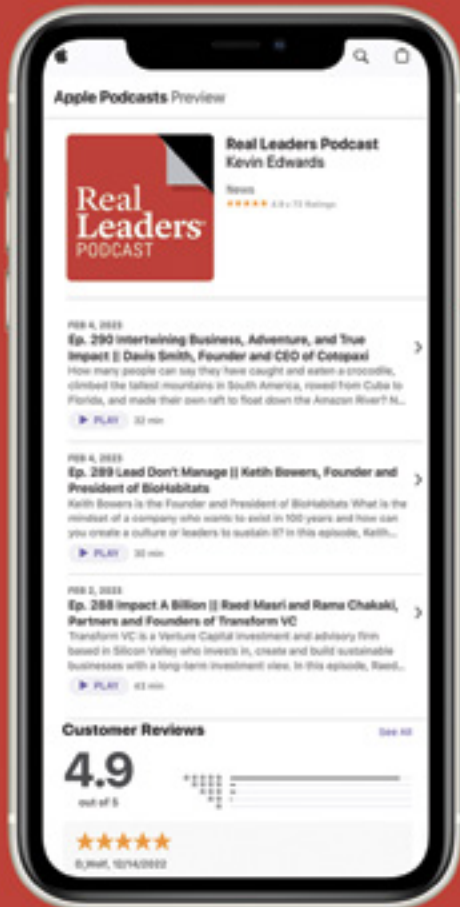
Ep. 280: The Scary Side of Supply Chains



MARCI ZAROFF
Author, EcoRenaissance
Founder, EcoFashion Corp

"When you talk about good business... It's looking through that lens of doing well by doing good in the world and not having a linear or single focus, but having a more collective vision and understanding the power of co-creation."

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the **Top 100 U.S. Business News Podcasts**



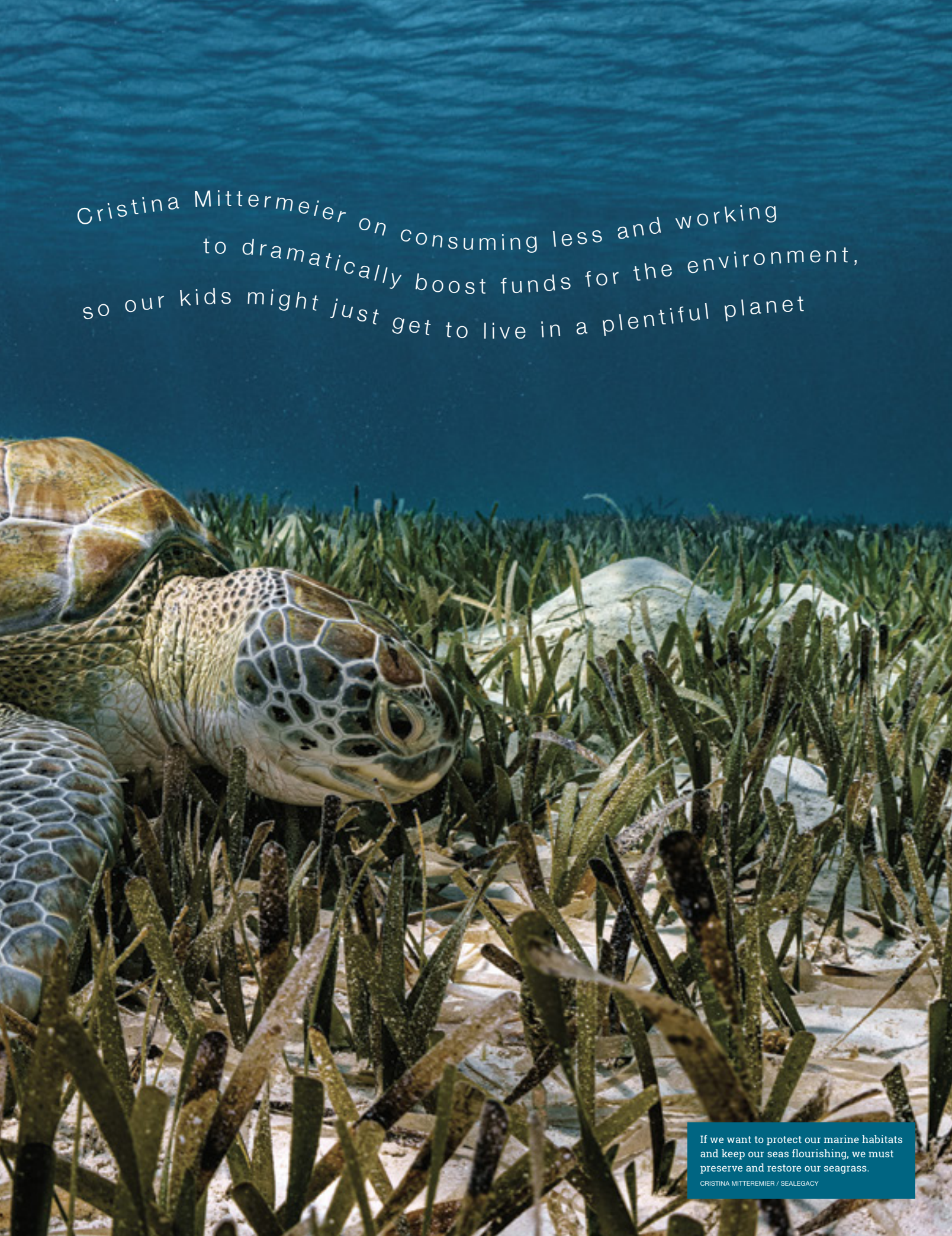
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in the World.

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THE ART OF
ENOUGHNESS





*Cristina Mittermeier on consuming less and working
to dramatically boost funds for the environment,
so our kids might just get to live in a plentiful planet*

If we want to protect our marine habitats
and keep our seas flourishing, we must
preserve and restore our seagrass.

CRISTINA MITTERMEIER / SEALEGACY

A CONVERSATION WITH INTERNATIONALLY ACCLAIMED
CONSERVATION PHOTOGRAPHER CRISTINA MITTERMEIER

By Carla Kalogeridis

The day I interviewed Cristina Mittermeier, I was two weeks into life on my new farm. Cristina had been at sea for some time but had landed in Los Angeles to deliver a talk for the Distinguished Speaker Series and carved out some time for us to speak. I fretted about my two doodles and the low-rider (aka miniature Dachshund) who insisted on being in the room and were visible on camera.

And then I thought: What are you worried about? This woman puppy-sits for Sea Wolves.

Award-winning photographer, conservationist, and Real Leaders Top 50 Keynote Speaker, Mittermeier received the People's Choice Award from the Real Leaders' community in an international vote. This earned her the spot on our cover. The people spoke, and they weren't wrong. Enjoy this intimate conversation with Cristina Mittermeier — I hope it impacts you as much as it impacted me.

Real Leaders' Carla Kalogeridis:
What started you on this path — what compelled you to do the work that you're doing?

Cristina Mittermeier: I don't remember any point in my life not being super interested in nature and wildlife. I think it's an instinctual understanding that all life on Earth depends on healthy nature. I was always kind of baffled that so many people don't get that.

RL: What is your favorite thing to photograph?

CM: There are two things that I really love to photograph. One is the relationship that indigenous peoples still have with Planet Earth. It's the sum total of humanity's dreams, songs, culture, traditions, and we're all part of it. And the other thing that I love is just nature, and in particular, underwater nature. After 30 years of doing this, my career has brought me to a point where I can actually do both: I can photograph indigenous people who live on the shorelines of the ocean and how they relate to the largest ecosystem on Earth.

RL: Do you have an all-time favorite photograph?

CM: I've done so many, but I have a handful that I really like. I guess my

favorite photograph is the one that I haven't made yet. I have so many in my head — this bucket list of images that I still want to make.

RL: What's on your photography bucket list?

CM: The last 10 years have been dedicated to learning underwater photography, which is incredibly difficult and dangerous. But now, I feel like I've abandoned my work with indigenous communities, so I'm going to spend a lot of time this year visiting indigenous groups — the southern valley of the Omo River in Ethiopia, the highlands of New Guinea, and back to my own country (Mexico) to photograph the Day of the Dead.

RL: Tell us about SeaLegacy. Why did you establish it, and what are its main initiatives?

CM: There are about 5,000 nonprofit groups dedicated to ocean conservation in the United States alone, but there is a huge gap in the way that we communicate environmental issues to the public and to government officials. We clearly have not won the battle to save our planet and protect our environment, so I wanted SeaLegacy to be the organization that provides communications and marketing tools and skills to this enormous group

of individuals who are trying to save the ocean but do not have the budgets or the know-how to do it. SeaLegacy lends those services to other organizations. It shines a spotlight on the work that's happening on the frontlines.

And then there's the ocean diplomacy component. My career goes back 30 years with *National Geographic*, which gives you this little mini-celebrity status. You're not a regular reporter when you work for *National Geographic* — heads of state ministers, ambassadors, they want to meet you because they want you to





Like most of the archipelago's inhabitants, Galápagos sea lions depend on the rich upwelling of nutrients from the fierce currents to sustain sardine populations — their preferred prey.

CRISTINA MITTERMEIER / SEALEGACY



MEET MITTY

Hailed as one of the most influential conservation photographers of our time, Cristina Goettsch Mittermeier ("Mitty") has dedicated her life to protecting the world's oceans, inspiring millions of people to do the same.

In 2014, she cofounded SeaLegacy, a nonprofit organization using strategic communications at the intersection of art, science, and conservation to protect and rewind the ocean for the benefit of biodiversity, humanity, and climate within our lifetimes. Her work has published in *National Geographic*, *TIME*, *McLean's*, *The Men's Journal*, and *O.*

Mittermeier received the Smithsonian Conservation Photographer of the Year Award, the Humanity Content Creator Award from HIPA, and the Imaging Award for Photographers Who Give Back. In 2021, she received the Seattle Aquarium's Sylvia Earle Medal and *Travel + Leisure's* Global Vision Award. She is followed by thousands of conservationists, collectors, fans, and aspiring photographers and is the first female photographer to reach 1 million followers on Instagram.



"Pink Dancers," part of Cristina's Limited Edition Art Series, is particularly dear to her heart — not just for its softness, curved lines, and the gentle haze of dusk cast over the Ria Largartos, in Yucatán — but also because it is one of the few pieces in her print collection from Mexico — her native home and the place where her lifelong love affair with the sea began. CRISTINA MITTERMEIER / SEALEGACY

A young Tzotzil boy from the highlands of Chiapas, Mexico. If we measure wealth by the depth of our connection to the natural world or the love we feel from the people around us, what would "enough" look like then? CRISTINA MITTERMEIER

tell stories about what it's like to work for *National Geographic*. Ocean diplomacy is using our communications tools to enable conversations and to move the agenda through diplomatic efforts. Basically, we use the photography as a tool to bring people in.

It's such a great opportunity to get everybody aligned behind the ideas and use my skills as a public speaker to highlight the handful of things that we all need to be focusing on as a community.

RL: What are some of the key components of that agenda?

CM: The agenda is created by the United Nations and by international coalitions of scientists. The latest agenda comes from the Conference of the Party (COP). In the latest COP for biodiversity, which happened in Montreal, Canada, the agenda is that we need to protect 30% of the ocean and land by 2030 if we want to survive on Planet Earth. That's the mandate. And to do that, it requires a tremendous amount of diplomacy, communications, and marketing because

we need to bring the private sector, governments, and civil society all on board with these endeavors.

RL: That is quite a startling statistic because 2030 is not far away. Are you optimistic?

CM: Since 1970, we've already lost 69% of all biodiversity on Planet Earth — so we have no choice. Climate change is so real and so imminent. These communications and marketing efforts are so important because people are not aware. You go on with your life every day without thinking about these things — but life on Earth is at stake.

RL: So, what if you're just an average person hearing this for the first time, and you're thinking: What can I do?

CM: First, congratulations, because now you're aware, right? And that's step No. 1. What people can do is just be more mindful of our consumption rates. How much do we consume? How much is enough for all of us? When I speak to regular folks, I talk about the concept

of enoughness, which I've learned from indigenous people. Can we fill our hearts with joy without having to resort to buying all sorts of stuff? Without material wealth? Can we redefine what wealth means?

Think about some of the tenants that indigenous people have always lived by: Take only what you need and use everything you take. Don't be wasteful. The land is our relative, and we depend on it. If you take care of the land, the land will take care of you. The wealthiest person in the community is not the one who has the most, but the one who gives back the most.

Americans are the most philanthropic people on the planet. On average, we give \$480 billion a year to charity, all sorts of nonprofits. But 32% of that money goes to religion, and 16% goes to education, arts, and the humanities. Only 1.8% goes to the environment. That includes all our planet's biodiversity, all climate change, all the forest fires in California. All of it — 1.8%. So, we need to flip that pyramid on its head. If you're not already donating to the environment, open your wallet or reassess where your money is going because this is an existential crisis. Of course, I'm not discounting the value of other organizations that need funding, but we need to support life on Earth today.

RL: I get a sense that this concept of enoughness is at the core of your message to us right now.

CM: How much is enough? I love enoughness because it's a personal practice. The for-profit corporate marketing machine tells us that we're not enough unless we buy a, b, or c, right? Practice gaining this sense of: What is enough for me? Right now, in the United States, we need enoughness more than ever because we are polarized, we are suspicious of each other, and we're angry and anxious and depressed. How do we start practicing enoughness? By being kind, by consuming less, by taking care of our planet.

RL: What concerns you most about our changing climate?

CM: I want to say something hopeful because scientists are not just warning



us of all the impending disaster — they're also giving us a recipe for how to make it better. When it comes to the ocean, scientists have identified several wedges of action that we need to take to restore health and abundance to the ocean by 2050. If we do, in a single generation — by the time our kids are grownups — they could live on a plentiful planet again.

First, we need to protect more of the ocean. The United Nations is telling us that we need to protect 30% of the ocean by 2030, and now, we've only protected 8%, so we have a long way to go. We need to protect more species like whales and sharks, but also fish. We're depleting the resources of the ocean so rapidly. Pick the cucumber sushi, eat the avocado sushi, and leave the tuna be.

We also need to rethink fisheries. For the last 50 years, the industrial fishing fleet from major countries have been sending massive ships out to the ocean to vacuum the resources that belong to all of us. Industrial fishing needs to end. We've already extracted 50% of the biomass in the ocean. We also need to restore habitats like mangroves and coral reefs — they're in a lot of trouble.

We need to stop the flow of pollution into the ocean. Plastic is a massive problem. Plastic is something that we all can do better with. Tell the waiter that you don't want the straw, that you don't want the plastic lid.

And the final one, which is my favorite, is we need to recognize that the ocean is a huge part of the solution for climate change. You see all this money going toward building machines that decarbonize the atmosphere, while the ocean is already doing it — and it's been doing it for millions of years. But it needs an investment.

All these things have to be communicated with storytelling. The United Nations says the investment that's necessary to keep the ocean alive is \$175 billion dollars a year. That needs to come from governments, corporations, individuals. At the moment, we only have \$25 billion to do the work. So, we have a shortfall of \$150 billion to keep the ocean alive.

CRISTINA MITTERMEIER / SEALEGACY





In the shallows
of the Dominican
Republic, a mother
humpback lifts her
baby to the surface
with all the care
and tenderness of a
brand-new parent.



Top: A fisherwoman in Morondava, Madagascar, heads out to sea in search of small catch fish for her family.

CRISTINA MITTERMEIER / SEALEGACY



Bottom: A healthy bed of lush underwater grass is a welcome sight to conservationists, fishermen, and swimmers alike as these hardy plants keep our waters clear.

CRISTINA MITTERMEIER / SEALEGACY

RL: Are you a vegetarian or a vegan? I have to admit, I love fish.

CM: A lot of people are vegan and vegetarian on animal welfare issues because they don't want cows or goats to suffer. My diet is what I call an Earth-friendly diet. I pay attention to what's locally sourced. Part of being a good human is understanding where your food comes from and why.

I don't have a problem eating meat from animals raised ethically and for the purpose of feeding humanity. The

alternative is to capture wild animals for food, and that's unsustainable. Think about fish for a second. If you went on safari to Africa to look at giraffes and zebras, you would not expect to be served giraffe or zebra at night. But when you go to the beach, you want to eat all the animals.

We need to understand which animals are OK to eat and which ones are not. There's a lot of great fish that are lower on the food chain. They're herbivorous and they're very abundant. They're fished sustainably by fisheries that support the local communities of people who make a living from the ocean. Three-and-a-half billion people on this planet depend on an ocean economy, so we cannot say don't eat fish — that's racist and colonialist. It's absurd. But which fish to eat is difficult to guess, right? Taking the time to educate yourself is a lot of work. There are mussels and oysters and crabs, and even lobsters can be great fisheries. Tuna and farmed salmon, not so much.

RL: OK, I'm glad I can still eat fish.

CM: Of course you can eat fish, and you need to eat fish, right? I would never say don't eat fish because I know that people who catch that fish in a sustainable way; they do it to feed their families — and we need them.

RL: In my little farm, I have horses and I'm just amazed at how much satisfaction I get from filling the manure cart and driving it with my electric golf cart and spreading it around the property because it just feels — I don't know, it's hard to explain. It just feels so...

CM: Connected, right? And it probably fills your own sense of enoughness. I know so many people who keep chickens in their yard. Chickens are amazing because they eat all the food scraps, all that food waste that is just carbon going back into the atmosphere. And chickens will make us eggs. And yes, that happy chicken at some point has to die — and I'll eat it, you know? We just have to be way smarter and understand that it's not what we eat, but how the food is grown and captured that makes a problem. Any industrial process eliminates all empathy, all compassion, all kindness, all



To succeed in rebuilding our planet's ecosystems and empowering communities to thrive in a changing climate, we must protect 30% of our lands and seas by 2030 — currently, only 7.8% of our ocean is protected (Sperm Whales in Dominica). CRISTINA MITTERMEIER / SEALEGACY

thoughtfulness. But the lady who raises the chickens on the farm next door? Of course, I'll buy one of her chickens.

RL: How can we leverage social impact to accomplish some of these goals?

CM: There is a change in consciousness. More and more people are trying to do the right thing. People are thinking about their next vehicle being one that relies on renewable energy. People are putting in more solar panels. For the first time in the history of humanity, renewable energy from the sun is actually cheaper than fossil fuels. It's becoming really affordable to make those choices. And there's a youth component that is very inspiring. I see a lot of hope because I think people want change, and they're demanding it from the corporations that have caused this mess.

RL: Why are you an avid impact investor?

CM: Because you have to be a role model, right? You have to put your money where your mouth is. I donate a lot of my own money to the environment, conservation,

climate change, indigenous groups... but I also want to invest in change. I look up companies that are doing the right thing, that I think have innovative and amazing ideas, and I put my money on them. We all should be doing that. And I expect to get a return on my investment.

RL: What are some examples of businesses taking a leadership role for positive change?

CM: For the longest time, I've been really concerned about salmon. Wild salmon are going extinct because of salmon farms. Corporations have established farms in the ocean that are killing it with parasites, viruses, diseases.

There's a company in Israel called Plantish that has come up with a plant-based salmon lab. They're going to market in 2024 and it's going to be revolutionary. People want to eat healthier, and they want to eat right by the planet.

A second company I'm investing in makes burgers from kelp. And I'm investing in all sorts of seaweed projects because

seaweed is a magic plant that could really save our planet. I'm also investing in biodiversity credits. A company called New Atlantis is investigating how we can create more investments for the ocean by rewarding people who put money into growing biodiversity.

RL: Who are some of the leaders you look up to?

CM: You know, I move in this keynote speakers' universe, and I see a lot of people speak for self-aggrandizing reasons. But I really admire the people who grab the mic and get on stage to make the planet a better place. There's a handful of those speakers who do it really well — people like Dr. Sylvia Earle, Dr. Aulani Wilhelm, Dr. Ralph Chami.

Dr. Chami just gave an amazing TED talk about the role that whales play in the carbon cycle. A living whale is worth so much more than a dead whale. But right now, a whale has zero value in today's economies. So how do we incorporate the services that whales give to humanity?



© Cristina Mittermeier

Tsleil-Waututh warrior and land defender Will George screams in frustration at the injustice committed against his people after Canada proceeded with the construction of a dirty-oil pipeline straight through First Nations lands. CRISTINA MITTERMEIER

I'll tell you how it works. Whales store a lot of carbon in their enormous bodies, but they also feed tremendous amounts of krill and plankton. Basically, their poop fertilizes plankton. Plankton are microscopic plants floating in the ocean that are sequestering carbon through the carbon cycle. If you kill a whale and sell it in Japan, for example, you can get about \$40,000. But the whale's ecosystem service of absorbing carbon from the atmosphere throughout its life — and even after its death, because a whale will sink to the bottom of the ocean and take all that carbon with it to a place where it's no longer a threat — is about \$2 million. If you are a shipping company and you kill a whale, you should be fined \$2 million for killing that asset. But right now, whales are not considered assets. I think there's a revolution coming, and people like Dr. Ralph Chami talking about this are way more interesting than people talking about how to make more money or how to become more successful.

RL: When we talk about real leadership, what does that look like to you?

CM: A real leader is somebody who steps into a room and when that person leaves, all the people in the room are left feeling better, empowered, and motivated to do better. When I give a presentation and get a standing ovation, I want people to leave the theater just punching the air like Rocky, saying, "Of course we can save our planet!"

My presentations now are centering on the art of enoughness. It's a presentation comprised of lessons learned from 30 years of photographing indigenous people. For 10,000 years, indigenous people lived in harmony with the land. During the last 500 to 600 years of colonization, the land has been devastated. So, we need to go back to the knowledge of indigenous people for how to restore health to the land and our own relationship with nature — before we lose all that knowledge because Elders are dying and we're losing their languages as well.

RL: This interview has certainly been a call to action.

CM: This magazine reaches a lot of people who have tremendous influence over very large audiences. I'm not saying to my fellow keynote speakers to change what you talk about, but just incorporate a message for our planet.

When I talk to younger audiences, I talk about something that changed my life. It's about *ikigai*, the purpose of your life, finding the thing that you're good at, which is also the thing that you love, which is the thing that gets you paid, and something that the world needs. A lot of us are great speakers talking about the things we care about. But if you add in what's good for the planet, then you have found real purpose in your life. ■

Carla Kalogeridis is editor of *Real Leaders* magazine.



CRISTINA MITTERMEIER

SeaLegacy co-founder and lead storyteller, and 2023 Real Leaders People's Choice Keynote Speaker Award recipient!



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50. Pocket Sun



49. Jen Gottlieb





48. Ritu Bhasin



46. Halima Aden



47. Janet Mock



45. William McDonough

50. Pocket Sun

"I invest in the change I want to see in the world."

A venture capital investor and advocate for equal opportunities for women in business and minority groups. She cofounded SoGal and SoGal Foundation, a nonprofit funding and training first-generation entrepreneurs and providing grants for underserved populations, including non-binary founders. One of the youngest women ever to be featured on the cover of *Forbes Magazine*.

Pocket Sun is the cofounder and managing partner at SoGal Ventures, a next-gen, early-stage venture capital firm backing world-class, diverse entrepreneurs outside of Silicon Valley. SoGal has built a track record of picking \$1 billion-plus category leaders from seed stage and a powerful network in consumer tech, digital health and wellness, the future of work, and sustainability.

49. Jen Gottlieb

"Start before you're ready. Don't prepare, begin."

Cofounder and chief mindset officer of Super Connector Media, an acclaimed public relations company. She helps entrepreneurs to connect with the media and helps industry leaders to navigate the ever-evolving mainstream media.

Jen Gottlieb is a former Broadway actress and VH1 host. She uses her first-hand experience as an entertainer to help businesses thrive in that space.

The sought-after public speaker regularly appears on talk shows and podcasts.

48. Ritu Bhasin

"When we show up authentically, we invite others to do the same."

Inclusion and leadership expert, belonging advocate, and author on a mission to disrupt through empowerment.

Ritu Bhasin is the CEO and founder of Bhasin Consulting Inc., a global diversity, equity, and inclusion (DEI) leadership consulting firm that has worked with hundreds of world-renowned organizations since 2010. She is an award-winning DEI expert who desires to unlock belonging for all.

47. Janet Mock

"Sometimes people try to destroy you, precisely because they recognize your power – not because they don't see it, but because they see it and don't want it to exist."

Film director and producer, magazine editor, bestselling author, and transgender rights activist. She is on the board of directors of the Arcus Foundation, a charity focused on great ape conservation and LGBTQ+ rights.

Janet Mock is credited with starting the Twitter hashtag #GirlsLikeUs – a trans feminist tag. In 2019 she became the first trans person to sign a production pact with a major studio when she signed a historic deal with Netflix.

46. Halima Aden

"Always stay true to who you are – barriers can and will be broken."

The fashion industry's first hijab-wearing supermodel. She is famous as the first woman to wear a hijab in the Miss Minnesota USA pageant and advocates for Muslim inclusivity.

Halima Aden is a UNICEF ambassador and her work focuses on children's rights. She uses the platform she built through her modeling career to advocate for acceptance and to shine a light on ongoing unfair treatments within the fashion industry.

45. William McDonough

"If we think about things having multiple lives, cradle to cradle, we could design things that can go back to either nature or back to industry forever."

Architect who is globally recognized as the leader in sustainable development and design, known for pioneering the concept of "Cradle to Cradle Design."

William McDonough is an author, consulting professor and innovator. He is the chair of the World Economic Forum's Meta-Council on Circular Energy and served as a presidential advisor on sustainable development.

44. Sonia Nassery Cole

"I don't want to be equal to a man. I think I have certain strengths that men don't."

Former war refugee from Afghanistan, turned human rights activist, turned award-winning filmmaker and author. Sonia is the founder of the Afghanistan World Foundation and dedicates her life to improving the living conditions of women and children in Afghanistan and helping vulnerable groups. Sonia Nassery Cole embarked on her lifelong journey of human rights advocacy as a teen. Shortly after fleeing Afghanistan, she wrote to then-president Ronald Reagan, who invited her to the White House and to testify in front of Congress. Since then, she has been a permanent fixture in the world of philanthropy. Her leadership and charitable work was recognized by the U.S. Congress, United Nations and the PEN Center USA.



43. Jim VandeHei

"The greatest gift you can give yourself and others – in this cluttered world – is their time back and your time back."

Cofounder, CEO, and chairman of Axios, one of the most celebrated digital media success stories of the past decade, focused on breaking news and insights across business, politics, technology and the world. He is also known as the cofounder and former CEO of Politico – a media company that helped revolutionize journalism.

Jim VandeHei is a journalist, executive producer, author, political expert and entrepreneur who serves on the Pulitzer Prize Board. He has been listed as one of the 100 most powerful "Information Age" thinkers by *Vanity Fair*, and he sets the global standard for quality journalism.



42. Jamie Kern Lima

"While authenticity alone doesn't automatically guarantee success, inauthenticity guarantees failure."

Self-made entrepreneur, champion of women, philanthropist, and cofounder of IT Cosmetics. She started her company in her living room and went on to become L'Oreal's first female CEO and is on the *Forbes* Richest Self-Made Women List. Jamie Kern Lima is an active investor in more than 15 companies and works to turn every "no" into an eventual "yes." She worked 100-plus hours a week until she achieved her dream of making her company successful. She is passionate about inspiring and mentoring entrepreneurs and making a difference in the lives of women and girls.





41. Mike Horn

"The impossible exists only until we find a way to make it possible."

Celebrated as one of the world's greatest modern-day adventurer-explorers. He embodies the best of the human spirit with his determination and courage, and pushes our understanding of human

boundaries with his exceptional feats of endurance.

Mike Horn has an astonishing list of accomplishments racked up over the span of 20-plus years of expeditions. He is a survival expert on several TV shows and famously completed a year-and-a-half solo journey around the equator without any motorized transportation.



40. Jenn Lim

"Nurture your greenhouse as you grow others."

CEO, cofounder, international public speaker and bestselling author who teaches businesses how to prioritize purpose and people for growth and impact.

Jenn Lim is a global workplace expert, bestselling author and the CEO and cofounder of Delivering Happiness (listed

on the 2020 Inc. 5000 fastest-growing private companies in America), a company that grows organizations by prioritizing people and purpose with a more profitable and sustainable approach to business. Jenn's books on happiness and leadership have sold over a million copies and have been translated into 30-plus languages, and she speaks internationally.

39. Naomi Osaka

Professional tennis player, investor, and human rights activist. She made headlines for wearing face masks with the names of racial violence victims while playing in the US Open Tennis Championships and she cofounded the Play Academy that encourages girls to participate and stay in sports.

Naomi Osaka ranks among the top women's singles players in the world by the Women's Tennis Association and is the first Asian to hold the top rank in singles tennis. She is a four-time Grand Slam champion with two Australian Open and US Open titles. She founded sunscreen brand Kinlò and owns the North Carolina pro soccer team.



I don't feel like I'm being brave. I just feel like I'm doing what I should be doing.





38. Dambisa Moyo

"The best time to plant a tree is 20 years ago. The second best time is now."

Economist, bestselling author, and preeminent thinker who influences key decision makers in public policy and investments. She is known for her analyses of macroeconomics and global affairs and her exceptional ability to turn economic insights into investable ideas.

Dambisa Moyo, Ph.D., is a member of the Bretton Woods Committee and the World Economic Forum's Global Agenda Council on Global Economic Imbalances. She is known for boldly criticizing economic flaws, shedding light on injustices, and confronting political evils.



37. Yassmin Abdel-Magied

"You don't have to do huge, crazy things to make a difference."

Cofounder of Youth Without Borders, named LinkedIn 2020 #Changemakers and TikTok 2022 #Teammates, and an award-winning social advocate for transformative justice. Her internationally acclaimed TED talk, "What does my headscarf mean to you," has been viewed over 2.5 million times, chosen as one of TED's top 10 ideas in 2015. Yassmin Abdel-Magied is a mechanical engineer, media presenter, and published author who has spent her career focused on the intersections of race, gender and faith. As a Sudanese-born Muslim who grew up in Australia, Abdel-Magied has received numerous awards for her advocacy. She co-wrote the sold-out immersive theater production at Kensington Palace, *United Queendom*.

36. Ben Newman

"When you believe in yourself and consistently drive the right action, the byproduct is winning at a very high level."

Powerhouse storyteller. Ben was featured in ESPN's "Rolling with the Tide" for his renowned work with the national champion Alabama Crimson Tide football team. Ben Newman is considered one of the top mental toughness experts. He has published several books on professional success and how to drive positive life changes. As a speaker and performance coach, he connects purpose and drives accountability for elite companies around the globe, including Top Fortune 500 companies and some of the world's elite sports teams.



35. Carla Harris

"I learned that when you can turn a presentation into a conversation, you have won the battle of converting a client."



Wall Street veteran, business expert and bestselling author of books on how to achieve business success. She is one of the few Black women to rise to the top echelons of Wall Street. Formerly Morgan Stanley's vice chair, she now serves as a senior client advisor.

Carla Harris was appointed in 2013 to chair the National Women's Business Council by former U.S. president Barack Obama. She is a board member of the St. Charles Gospelites, the Mark Howell Singers, and Harvard University's overseers, and on the board of directors of the Walmart Corporation, Cummins Corporation, and MetLife.

34.

Pete Vargas

Platform expert and super connector, Pete Vargas not only has worked with some of the world's top speakers and influencers, he has also booked over 25,000 stages worldwide and supported his clients in generating tens of millions of dollars in revenue and millions of dollars for charitable causes. Pete Vargas founded Advance Your Reach, a company with a mission to impact one billion lives through one million states across every sphere of influence. He is most widely regarded for his ability to teach people how to grow their businesses through stages. He has worked with legendary speakers including Grant Cardone, Ed Mylett and Shark Tank's Daymond John.



Inside the Mind of Pete Vargas

BUILDING YOUR BRAND

I'm going to give you five things on how you can build your brand so you can get that domain perfected as a real leader. No. 1, you have to make a commitment to becoming a world class-communicator. And for some of you individually, it's got to start with you, but it's got to transcend into your company. Darrel Scott (founder of Rachel's Challenge, which combats school violence to honor the victims of the Columbine High School shooting, including Darrel's daughter) had 50 different people in his company before I left that could share their signature talk of their company, share the signature story of their company. We've been able to do that with so many brands, take it to an individual and then translate it into their entire organization or company. Becoming a world-class communicator is one of the most common themes of great leaders. Look at Steve Jobs. Look at Martin Luther King Jr. Look at so many incredible people, even the way that Mother Teresa communicated, and there's this common theme. Look at Ed Mylett. You have to focus on becoming a world-class communicator in order to build your brand.

The second thing you have to focus on is taking a stand for something. You become world-class, you begin to take a stand.

The third thing, and this is one of the ones that gets dropped all of the time, is to create multiple products and services that the world needs. It's not your speech that's going to change their life. It's your products and services that are going to change their lives. Don't fool yourself.

The fourth thing is they have to know how to get on other people's stages. There are tons of your ideal customers meeting right now virtually, digitally, or in person all across the world. The only thing missing is you being the one on that stage. The only thing missing is you. There is a power of getting on somebody else's stage because they've spent the time and the money and the resources to build that. And they want you to come and communicate to serve their audience. That's

the power of other people, other people's stages.

And then the fifth thing is beginning to build your own stages. Social online, digitally, yes, social stages, digital stages are more accepted than they've ever been before. But also physical stages are about to take over the world in the next couple of years, because people are missing the human connection.

You want to build a brand? You become a world-class communicator; you take a stand for something – let's stop taking a stand against things; you begin to develop a product suite that can change people's lives; you begin to get your message on other people's stages; and you build your own stage. And watch, what will begin to happen is that the world around you will begin to shift and change and the impact that you'll have will be so great.



One of the easiest and most reliable ways to build anything – a business, a movement, a brand, even a ministry – comes from speaking on stages.



Listen to Vargas's full talk with Real Leaders at real-leaders.com





Some people think that to be strong is to never feel pain. In reality, the strongest people are the ones who feel it, understand it, and accept it.



33. Turia Pitt

Bestselling author, digital coach, two-time Ironman, surfer, and burn-survivor. While competing in a 100-kilometer ultramarathon, she was caught in a grassfire. The journey to recovery was brutal, but Pitt persisted and is now a walking inspiration.

Turia Pitt is an in-demand motivational speaker and ambassador for ReSurge International, a humanitarian organization providing free reconstructive surgery in developing countries. She raises money through her trekking adventures and is a testament that the worst things that happen to us don't need to slow us down.



32. Amanda Gorman

"I don't want to just speak words; I want to turn them into realities and actions."

Critically acclaimed poet and activist known for delivering her poem "The Hill We Climb" at the inauguration of U.S. President Joe Biden in 2021. She is the U.S.'s first National Youth Poet Laureate and in 2021, she was highlighted in the Time100 Next list under the "Phenom" category.

Amanda Gorman overcame a childhood speech impediment and regards it as a driving force behind her advanced writing skills. She is the founder of the One Pen One Page nonprofit youth writing and leadership program and was named on The Root's "Young Futurists" list.

31. Cristina Mittermeier

"Images and the stories they reveal have the power to create significant systemic change as we realize the urgent need to protect wild places."

Marine biologist, conservationist, award-winning photographer, author, and adventurer. She pioneered the field of conservation photography and is the cofounder of SeaLegacy – a nonprofit using strategic communications at the intersection

of art, science, and conservation to protect and rewild the ocean for the benefit of biodiversity, humanity, and climate within our lifetimes.

Cristina Mittermeier founded the International League of Conservation Photographers to provide a platform to photographers working on environmental issues. Praised for inspiring and supporting conservation actions, she is a *National Geographic* contributing photographer, a Sony Artisan of Imagery and an ambassador for Rolex's Perpetual Planet.





30. James Altucher

"Business is just a vehicle for transforming the ideas in your head into something real, something tangible that actually improves the lives of others."

National Chess Master, hedge fund manager, investor, bestselling author and cofounder of over 20 companies. In his free time he performs stand-up comedy at Stand Up NY, which he co-owns. James Altucher has published over 20 books and writes as a contributor for several publications, including *The Financial Times* and *The Wall Street Journal*. He hosts "The James Altucher Show" podcast and offers advice on cryptocurrency investing.

29. Van Jones

Business leader, author, and a leading proponent that business should be a force for good. He pushes for the business world to tackle climate change and was named "a standout CEO of the past decade" by the *Financial Times*.

Van Jones is the host of the Van Jones Show and The Redemption Project. He gathered fame during the 2016 presidential campaign as an unscripted truth teller. He cofounded several nonprofit organizations that focus on advocating for equality and community upliftment.



The unspoken imperative should be this: I want to understand you and I want you to understand me – whether or not we ever agree.





28. Rachel Hollis

"Decide that you care more about creating your magic and pushing it out into the world than you do about how it will be received."

Bestselling author of *Girl, Wash Your Face* and *Girl, Stop Apologizing* books. She is the host of one of the most successful podcasts in the world, "Rise," and the founder of The Hollis Company (HoCo).

Rachel Hollis started out as a food blogger where she found her passion for giving people the tools and advice to achieve their full potential. She went on to found her media company, HoCo, which produces content in every kind of media format.



27. Paul Polman

"Leadership is not just about giving energy. It's unleashing other people's energy."

Business leader, campaigner, and co-author of *Net Positive*. He leads the UN Global Compact, is an ambassador for the Race to Zero, and works to develop the next generation of leaders.

Paul Polman works to accelerate action by business to tackle climate change and inequality. As CEO of Unilever (2009-19), he demonstrated that business can profit through purpose, delivering shareholder returns of 290% while the company consistently ranked first in the world for sustainability. Today he works across a range of organizations to deliver the UN Sustainable Development Goals, which he helped develop.



26. Greta Thunberg

Revolutionary environmental activist and the youngest person on our list. She is famous for boldly confronting world leaders, being the catalyst of a series of climate protests, and her ability to impact her peers has come to be known as the "Greta Effect." Greta Thunberg holds the title of the youngest Time Person of the Year. At age 15, she started a climate change awareness movement by holding signs in front of parliament. She famously sailed in a yacht to the U.S. to attend the 2019 UN Climate Action summit where she went on to confront world leaders with her iconic "How Dare You" speech.



When your house is on fire, you don't sit down and talk. I want people to panic.



25. Andrew Huberman

"Confidence is understanding how to control your internal real estate regardless of the external environment."

Neuroscientist and tenured associate professor at the Stanford University School of Medicine. He is an award-winning scholar in the field of medicine and has made numerous contributions to the fields of brain development, brain function and neural plasticity.

Andrew Huberman, Ph.D., is the founder of the Huberman Lab and the host of the top-ranked "Huberman Lab Podcast." He has received many accolades for conducting groundbreaking research and developing novel research methodologies.





24. Rich Roll

"The prize never goes to the fastest guy. It goes to the guy who slows down the least. True in endurance sports, and possibly even truer in life."

Vegan ultra-endurance athlete, bestselling author, plant-based nutrition advocate, and inspirational speaker. Over the course of two years, he turned his life around from severely unhealthy to the picture of healthy living, completing near-impossible triathlon and endurance races.

Rich Roll is famous for completing the Epic5 Challenge in 2010 – a feat previously considered impossible. He fundraises for Charity: Water, which supplies clean water to families in need. He is also the founder of Rich Roll Enterprises LLC, and hosts the "Rich Roll Podcast."



We all have the same 24 hours, but it's about what you put into those 24 hours that makes a difference.



23. Daymond John

Self-made millionaire who changes lives by investing in entrepreneurs who really need the money. He is a cancer survivor, businessman, bestselling author, and TV personality known for his appearance on the reality TV series Shark Tank.

Daymond John is a famous investor and the founder of FUBU and The Shark Group. He serves on the Board of Overseers of the Network for Teaching Entrepreneurship, a nonprofit that offers business education to people in low-income areas and enables them to become entrepreneurs.





22. Vishen Lakhiani

"Before we colonize other planets, we need to fix our own."

Entrepreneur and three-time bestselling author on a mission to raise human consciousness and reinvent education for the masses. He is the founder and CEO of Mindvalley – the No. 1 online transformational platform that continues to help millions – and he's the host of the top-rated "Mindvalley" podcast.

Vishen Lakhiani has been named to Watkins' Spiritual 100 List for 2022 as one of the 100 most spiritually influential living people. He was named the "Most Strategic Entrepreneur" at the SME and Entrepreneurship Business Awards, and continues to hold household events that draw thousands of people.

21. Trent Shelton

"The only person who has power to put boundaries on your dreams is you."

NFL star turned philanthropist and motivational speaker who has transformed countless lives with his messages of empowerment and self-love. He is the founder of RehabTime, a nonprofit committed to promoting, enabling, and supporting change for the better.

Trent Shelton has always been a firm believer in "Life After Sports," and despite his highly successful professional sports career, he considers founding the RehabTime Organization his greatest accolade. He finds his motivation in people and is passionate about transforming lives.



20. Lisa Nichols

"When your clarity meets your conviction and you apply action to the equation, your world will begin to transform before your eyes."

From a struggling single mom to a millionaire entrepreneur, Lisa Nichols's story has inspired countless men and women. She is one of the most requested motivational speakers, as well as a corporate CEO and media personality with an audience of over 80 million people.

As founder and CEO of Motivating the Masses, Inc., Lisa Nichols has used her life experience and inspiring message to transform the lives of individuals and the trajectory of many businesses. Her nonprofit, Motivating Teen Spirit, has successfully impacted 270,000 teens and supported over 2,500 teen dropouts in returning to school. She is also the bestselling author of seven books.



19. Marie Forleo

New York Times bestselling author of advice books like *Everything is Figureoutable*. A no-BS business woman, the founder of the Marie Forleo International business coaching practice and named by Oprah as "a thought leader for the next generation."

Marie Forleo is an entrepreneur, business and life coach and bestselling author. She hosts "The Marie Forleo Podcast" and the MarieTV YouTube series. She partners with nonprofit foundations like The Malala Fund, which fights to end child marriages.



Don't wait until you find someone. You are someone.



18. Lynne Twist

"When you take a stand, it actually does shift the whole universe and unexpected, unpredictable things happen."



Global citizen, philanthropist, teacher, visionary, author. She is an activist for ending world hunger and supports social justice and environmental sustainability. She has raised hundreds of millions of dollars as the chief fundraising officer for the Hunger Project.

Lynne Twist has been recognized as a global visionary leader for more than 40 years, from working with Mother Teresa in Calcutta to the refugee camps in Ethiopia, as well as guiding the philanthropy of some of the world's wealthiest families. She cofounded the Pachamama Alliance, to empower indigenous people of the Amazon rainforest to preserve their lands and culture.

17. John C. Maxwell

"Creating positive change is the best way to test whether a person can lead well... and everyone deserves to be led well."



Spent the last 40 years inspiring and challenging people from numerous companies – ranging from Fortune 500 to nonprofits and educational institutions – to find and grow their passion. He is a preacher, coach, speaker, and bestselling author who has sold over 24 million copies in 50 languages.

John C. Maxwell founded the John Maxwell Leadership Foundation, which provides free resources to assist in implementing international change. His nonprofits have trained more than 5 million leaders in 180 countries, and his passion lies in challenging and motivating others to take action.



I stopped being a quiet peacekeeper and started being a loud peacemaker. My anger was good.



16. Glennon Doyle

Bestselling author and activist known for her wisdom, bold activism, and captivating storytelling. She runs **Together Rising**, a nonprofit that supports refugees, immigrant families, and other people in need.

Glennon Doyle hosts the "We Can Do Hard Things" podcast and her books have helped countless people deal with heartbreak and pain while empowering them along the way. She is an inspiration to women around the world.



15. Nick Vujicic

"For every disability you have, you are blessed with more than enough abilities to overcome your challenges."

Born with tetra-amelia syndrome – a rare disorder characterized by the absence of all four limbs – he is a world-renowned bestselling author and motivational speaker. He is the founder and CEO of Life Without Limbs and the creator of the "Attitude is Altitude" Social Emotional Learning Curriculum.

Nick Vujicic overcame tremendous obstacles from a young age by discovering key principles that helped him realize his potential and become one of the most sought-after speakers in the world. He is an anti-bullying advocate and his wit, unshakable faith, and story of triumph impact millions every year.



14. Guy Kawasaki

"Great companies start because the founders want to change the world, not make a fast buck."

Silicon Valley venture capitalist, marketing specialist and author. He is the chief evangelist of Canva and is credited for popularizing the concept of a "marketing evangelist" in the 1980s when he famously "evangelized" the Apple Macintosh to developers.

Guy Kawasaki is the creator of the "Remarkable People" podcast and is an executive fellow at University of California, Berkeley. He cares about animals and serves as a board member on the Peninsula Humane Society nonprofit.

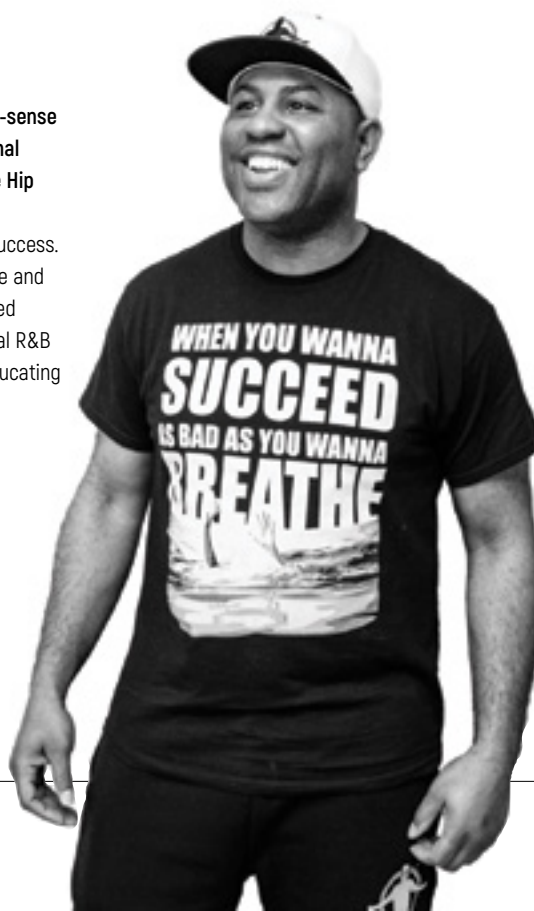
13. Eric Thomas

Has taken the world by storm with his creative, common-sense approach to living a successful and satisfying professional and personal life. He is a minister, also known as "ET, The Hip Hop Preacher," famous for his high-energy messages.

Eric Thomas, Ph.D., is the epitome of determination and success. Formerly homeless, he draws from experience to motivate and inspire his followers. He is a consultant, critically acclaimed author and motivational speaker. He is featured on several R&B and Hip-Hop tracks and is especially passionate about educating and guiding youth out of hardship.



It's not who you are that holds you back—it's who you think you are not.





12. Iyanla Vanzant

"When the student is ready the teacher appears..."

When the student is really ready the teacher disappears."

"Great Mother" is an inspirational speaker, New Thought spiritual teacher, author, and TV personality. She is the founder and executive director of the Inner Visions Institute for Spiritual Development, where she mentors her students on their spiritual growth and healing journeys.

Iyanla Vanzant hosts the "Iyanla: Fix My Life" TV show and podcast. She is a life coach who has been named to Oprah Winfrey's Super Soul 100 list of visionaries and influential leaders.

11. Sadie Robertson Huff

"Identity is how you were created, image is what you created."

A sister and friend to everyone, she lives to inspire and offer spiritual motivation. She is an actress, businesswoman, prominent Christian media personality, and bestselling author. Sadie Robertson Huff is prominent in the Christian faith community and speaks at major conventions every year. She is passionate about helping people in need and is part of Roma Boots' "Giving Poverty The Boot" mission that raises funds for community upliftment.



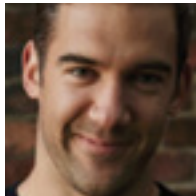
10. Lewis Howes

"True greatness is not self-serving. It means impacting others."

Passionate mentor who is driven by helping others overcome their personal challenges.

He is a two-sport all-American, world-record holding athlete, business coach, entrepreneur, *New York Times* bestselling author, and has been named one of "5 Internet Gurus that can Make You Rich."

Lewis Howes is a former professional football player and plays on the current USA Men's National Handball Team. He is frequently featured on major media platforms like ESPN, *Forbes* and *Men's Health* and hosts a top-ranked podcast, "The School of Greatness."



9. Tim Ferriss

"A person's success in life can usually be measured by the number of uncomfortable conversations he or she is willing to have."

Described as "a cross between Jack Welch and a Buddhist monk," an entrepreneur, investor, lifestyle guru and bestselling author. He achieved fame with his *4-Hour* self-help book series and has been listed as one of *Fortune's* "40 under 40."

Tim Ferriss is a former angel investor and advisor to startups. He is the host of "The Tim Ferriss Show" podcast and is known for his TED talk, "Why You Should Define Your Fears Instead of Your Goals." He serves on the advisory board of DonorsChoose.org educational nonprofit and donates funds for clinical research into psychedelic drugs.



8. Grant Cardone

"I am going to become great by making everyone 10 times greater."

Named the No. 1 sales trainer in the world, he works with companies – small to Fortune 500 – to help them grow sales by identifying and optimizing untapped potential. He is a top entrepreneur, business and sales expert, and *New York Times* bestselling author. Grant Cardone is the CEO of Cardone Enterprises and Cardone Capital and the creator of the 10X Movement and Cardone University. He is a philanthropist and creates mentoring and financial literacy education to at-risk youth through his nonprofit, the Cardone Foundation.



7. Jay Shetty

"The thing about limitations is that they are only true as long as you believe in them. So, instead of believing in your limitations, start believing in yourself."

As a former monk, has redefined what success means. Award-winning host, storyteller, and content creator whose wisdom has inspired and helped people around the world.

Jay Shetty lives a life of service, impact, and passion. He is known for his bestselling book, *Think Like a Monk*, and his top-rated podcast, "On Purpose." He now owns a viral video agency and is one of the most viewed people on the internet globally.



6. Jane Goodall

"Every individual matters. Every individual has a role to play. Every individual makes a difference."

Dr. Jane Goodall, DBE, founder of the Jane Goodall Institute (JGI) and UN Messenger of Peace, is a world-renowned ethologist and activist inspiring greater understanding and action on behalf of the natural world. Dr. Goodall is known for groundbreaking studies of wild chimpanzees in Gombe Stream National Park, Tanzania, which forever changed our understanding of our relationship to the rest of the animal kingdom.

This transformative research continues today as the longest running wild chimpanzee study in the world. Dr. Goodall's work builds on scientific innovations, growing a lifetime of advocacy including trailblazing efforts through her international organization the Jane Goodall Institute, which advances community-led conservation, animal welfare, science, and youth empowerment through JGI's Roots & Shoots program.



STUART CLARKE

5.

Ed Mylett

One of the fastest-growing business personalities in the history of social media, he is also one of the top business leader and peak performance experts in the world. He hosts the No. 1-rated business podcast, "The Ed Mylett Show," and the online series "Change with Ed Mylett." He is the bestselling author of inspirational books with an online audience of over 3 million followers and donates regularly to a variety of charities.

Inside the Mind of Ed Mylett

STAYING ON TRACK

You can't control the outcome of goals because there are too many external factors you don't control. You and your team can execute perfectly, but that doesn't guarantee you'll get the results you want.

Instead, you must focus on standards and habits. You fully control these, and when they are developed and executed correctly, with intention and consistency, that will lead you to better outcomes. The secret is to make your standards and habits challenging enough so that you maintain interest and they advance you toward your desired outcomes.

Measuring and Defining Impact

You measure impact in two ways: on an analytical level and an emotional level. Data will always tell you in black and white if you're having an impact. Are your sales numbers up? Is the number of strokes going down in your golf game? Are you feeling stronger because you can now run 10 miles a day and added 50 pounds to your bench press since you started lifting weights?



When you truly have love in an environment, respect follows.



PRESENTED BY
Goalcast



Listen to Mylett's
full talk with
Real Leaders at
real-leaders.com

Impact also has an emotional component. To measure this, you need to listen. Talk to your customers, family, friends, and business associates who are on the front lines and can give you anecdotal feedback in a way that data cannot. Defining impact in both of these areas also depends on you deciding up front what's important and what is not. Decide early what you want to achieve and then consistently track relevant progress measured against those metrics you've created.

The Greatest Challenge

The greatest challenge real leaders face is effective time management. Unlike money, time is the only non-replenishable resource we have.

You can always make more money, but once a moment, hour, or a day is gone, it's gone forever.

That means you must be unmerciful when it comes to allocating your time. Do not allow time thieves into your life, and cut out any existing bandits already in your life.

Also, approach your day with urgency. One of the ways I do this is by dividing my day into three smaller days, giving me 21 days a week. When I know the end of the day is closer, I squeeze all the unnecessary things out and focus completely on doing the things that matter. The notion of a single 24-hour day is outdated. The speed at which the world moves now demands you rethink your days as I have.



4. Gary Vaynerchuk

"Legacy is greater than currency."

Known as "Gary Vee." One of the leading minds on what's next in culture, relevance, and the internet. Considered one of the most forward thinkers in business, recognizing trends and patterns early to determine how these shifts impact markets and consumer behavior.

Gary Vaynerchuk is an entrepreneur at heart and five-time bestselling author. He aspires to build "the biggest, baddest empire," while being a good and kind person along the way. He supports several charities and made headlines when he raised \$2.3 million on TikTok for the "All-In Challenge" that benefits Meals on Wheels.

3. Brené Brown

"I don't have to chase extraordinary moments to find happiness – it's right in front of me if I'm paying attention and practicing gratitude."

Research professor, storyteller, and author of six No. 1 *New York Times* bestsellers Brené Brown studies courage, vulnerability, and shame and has helped countless people on their journeys to self-love.

Brené Brown has written several bestselling self-help books that have been translated into more than 30 languages. She is the host of two award-winning podcasts and is the first researcher to film a lecture on Netflix. She holds the Huffington Foundation Endowed Chair at the Graduate College of Social Work at the University of Houston.



2.

Simon Sinek

Unshakable optimist known for his TED talks on the concept of *why*. He is an Inspirational speaker, bestselling author, qualified ethnographer, and speaker at the UN Global Compact Leaders Summit.

Simon Sinek hosts "A Bit of Optimist" podcast and is the founder of The Optimist Company. He is also the founder of The Curve, a nonprofit that advocates for police reform in the U.S. He is a member of the RAND Corporation – one of the world's most esteemed think-tanks, and his innovative views on business and leadership have attracted international attention.



If you want to feel happy, do something for yourself. If you want to feel fulfilled, do something for someone else.



Inside the Mind of Simon Sinek

CRYSTALIZING YOUR WHY

We're constantly being given advice on how to run our organizations or live our lives or whatever it is. It's like going to a dinner party and you meet somebody and they give you perfectly good advice based on their own experience or their own data. For example, they'll say to you, "In this economy, you have got to invest in KitKats." And somebody else says, "We've had so much success with soy milk. You have to use soy milk." And somebody else says, "M&Ms are the thing you want to use." Then somebody else says, "It's all about celery." So all good advice from all smart people. You go to the supermarket and what do you buy? Everything. You spend a lot of time and money. If you're resource constrained, you have to take guesses, which is even harder. You may get some value out of some or all these products, you don't really know. But the worst part is when you're standing in line to check out, you've got M&Ms, KitKats, celery, and soy milk, and no one can see what you believe because you bought everything.

Now let's imagine you know your why, your why is crystal clear, and the why is to always be healthy and protect the health of our bodies, right? You know that. So now you

go to the same dinner party, you get the same advice on which products you buy, super easy. You only buy soy milk and celery. Those are the only ones that make sense, right? You spend less time and money at the supermarket. You're guaranteed to get value out of those products. And when you're standing in line with only celery and soy milk in your arms, everyone can see what you believe. People can come to you and say, "Hey, I see that you believe in being healthy. So do I. Congratulations." That's called a customer or an employee who was attracted to you simply because you said and did the things you actually believed.

The most important part in that little metaphor is that when I said the why, you knew which products to buy before I said it. And I'm the founder of the company, just trusting my gut with all my decisions. But you, my partners, my co-conspirators, wherever you are, employee number 550, right? You knew exactly what to do without me being in the room. And that's called scale. That's why great organizations are values-based organizations, because we all have a sense of what right is. We know the direction of the organization.



A close-up portrait of Tony Robbins, a man with dark hair and a slight smile, wearing a dark suit jacket over a light blue shirt. The background is dark and out of focus.

1.

Tony Robbins

The world's leading life and business strategist, he has empowered over 50 million people around the world through his audio programs, educational videos, and live seminars. He is a bestselling author praised for his knack in business by several publications like *Accenture*, *Harvard Business Press*, and *Fortune Magazine*. He gives back through countless philanthropic ventures. He has worked as an advisor and coach to four U.S. presidents, several top entertainers, athletes, sports teams, and business leaders.

Inside the Mind of Tony Robbins

GETTING YOUR VOICE HEARD

How do you get your voice to be heard amongst 8 billion people? And I think it's more than just getting your voice heard. It's really developing the skill of leadership. If you try to define leadership, everyone has different definitions. But I think what makes somebody a leader is the ability to influence the thoughts, the feelings, the emotions, and the actions of another human being for a greater good. Obviously, you can do that for not a greater good, you're a leader, but not what I would consider to be a quality leader; you're certainly not a leader of integrity. And how does someone do that? How do you lead someone? How do you really influence them to do more than they would do if you weren't there? That's the leader's job.

Well, it's not about being in a position of being a manager. Managers are great, and managers can have some form of influence. But a manager is like a supervisor; they get people to do things while they're there. A leader gets the individuals they lead to raise their standards so that when you're not there, they continue to perform at a higher and higher level. That's really, I think, the secret.

And how do you know how to influence people? Well, everyone is so different. The mistake that so many people make is they try to lead people the way that works for them. Even with your own kids, if you try to get them to clean their room and it's not working, it's probably because you're using what would have worked on you. We're all different. So in order to influence another human being, you've got to know what already influences them. You've got to know what they value, what they believe, what their rules are, and what their expectations are.

Some of the greatest leaders I've had the chance to work with over the decades – from Mikhail Gorbachev or somebody like Stormin' Norman (former U.S. Army Gen. Norman Schwarzkopf), or you look around and see someone like Ray Dalio or just anybody you could imagine; I've been with Nelson Mandela, Mother Teresa, every living president – all of them have different styles and approaches. But somehow, the very best are able to influence people from various walks of life; they're able to enter their world.



Listen to Robbins's full talk with Real Leaders at real-leaders.com

“The only limit to your impact is your imagination and commitment.”



“A real leader inspires you to express your deepest potential and become your own authority for the highest good of all.”

-MARIE FORLEO

“REAL LEADERS ARE PEOPLE WHO ARE SEARCHING FOR MEANINGFUL TRUTH IN CULTURE OR COMMERCE IN WAYS THAT ATTRACT OTHERS TO ENGAGE WITH THEIR GUIDANCE AND DIRECTION. THE LEADERS WITH THE MOST IMPACT ON OTHERS, FROM MY PERSPECTIVE, CAN ALSO BE SEEN AS DESIGNERS BECAUSE DESIGN IS THE FIRST SIGNAL OF HUMAN INTENTION AND THEY FIND WAYS TO RENDER THEIR INTENTIONS VISIBLE AND ATTRACTIVE.”

-WILLIAM McDONOUGH

WHAT IS A REAL LEADER?

**Some of the Real Leaders
Top 50 Keynote Speakers of 2023
share their insightful definitions here.**

“Real leaders are direct, creative, courageous, measured, and selfless. They put the people they’re leading — and the cause — first. Real leaders are confident, but agile in decision making. They are candid, but not caustic. Leaders know how to maximize strengths and minimize weaknesses. A real leader is someone people yearn to trust and follow in good times and bad.”

-JIM VANDEHEI

“A real leader is someone who helps people see, believe in, and act upon a bigger vision than they ever thought possible.”

-JEN GOTTLIEB

“BEING A REAL LEADER IS DEFINITELY SOMETHING I CONTINUE TO WORK ON. I TRY TO LEAD WITH EMPATHY AND LEAD BY EXAMPLE. I ALSO KNOW IF I PRIORITIZE MY OWN HEALTH — PHYSICAL AND EMOTIONAL — I AM A MORE EFFECTIVE LEADER. HAVING A YOUNG FAMILY AND LEADING A TEAM IS DEFINITELY A CHALLENGE, BUT IT’S A CHALLENGE I RELISH!”

-TURIA PITT

ONES TO WATCH

Real Leaders prides itself in highlighting people at a variety of stages on their journeys toward changing the world for the better through their unique missions and causes. **Put these 50 emerging impact-makers on your radar as real leaders to watch and follow.** Here are the **2023 Ones to Watch**, listed in no particular order.



Elayna Fernandez
Abuse survivor who founded "The Positive Mom" to support others, TEDx speaker, story strategist



Mike Waterbury
Creating a future with affordable healthcare for generations to come, CEO of Goodroot



Lewis Hamilton
Seven-time Formula 1 world champion, author, advocate of equal rights for all, founder of Mission 44 to transform the lives of young people from underserved groups

DIMITRIOS KAMBOURIS / GETTY IMAGES



Jim Kwik
Known as "The Brain Coach," founder of Kwik Brain Universe, author of the best-selling book "Limitless" and host of the No. 1 brain performance podcast, "Kwik Brain." He is a world leading expert in speed-reading, memory improvement, brain performance, and accelerated learning who endured a childhood brain injury.

"Having the skills to recall, read, think, and learn faster are superpowers that will give you a true advantage..."



Shane Bigelow
Revolutionizing the way vehicle titles are processed as CEO of CHAMPtitles



Lisa Bilyeu
Lisa Bilyeu is the cofounder of Quest Nutrition and Impact Theory. As featured on entrepreneur.com, Lisa helped Quest Nutrition rise to No. 2 on the Inc. 500 list of the fastest-growing private companies. At Impact Theory, she combines her creative producing skills with her drive to help people build things that matter.



Jenn Drummond
Entrepreneur, survivor, mountaineer, pursuer and record breaker. After going through a life-changing accident, she decided she needed to change her life, determined to be the first woman to climb to the second-highest summits on each continent and set a world record.



Alper Utku
Founder of European Leadership University, a new generation LeadTech university built for the tech era

Muniba Mazari

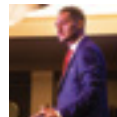
Pakistan's first National UN Women Ambassador, activist, humanitarian, motivational speaker, mixed-media artist who founded Muniba's Canvas, overcoming challenges as a wheelchair-bound paraplegic



Samantha Kris
TED speaker on goal setting, best-selling author, head of reputation at Goalcast



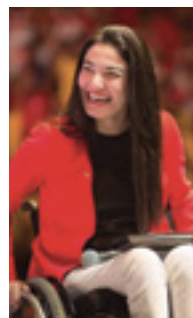
Ron Stotts
Conscious leader, social and environmental advocate



Ovidilio Vasquez
Immigrant farm boy turned national leadership keynote speaker turned advocate for youth graduation



Marsha Vanwynsberghe
Bestselling author, accountability master, advocate for mental health



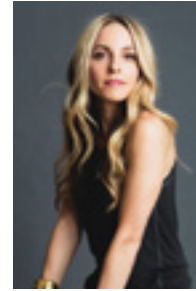
Jenna Kutcher
New York Times best-selling author, podcaster, marketing educator, photographer, CEO

**Gerhard Komenda**

Outdoor play and nature advocate, designer, builder, CEO of Tree-Mendous

**Najwa Zebian**

Four-time best-selling author, speaker, and creator who is healing souls through words. Since self-publishing her first collection of poetry and prose in 2016, Zebian has become an inspiration to millions of people worldwide and a trailblazing voice for women everywhere.

**Gabby Bernstein**

Best-selling author of eight books and a spirit junkie. After hitting bottom and getting sober, she decided to become a source of love and inspiration to help people on their spiritual journeys to align with their true purpose.

"The world needs more people bringing love, light, and inspiration to their work, no matter what field you're in."

**Atena Sadegh**

Hypnotherapist and soul activator for entrepreneurs, creator of Pretty Happy Habits

**Laura Queen**

Founder of the Council for Inclusive Capitalism, educator, leading voice in human resources

**Rob Follows**

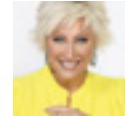
Chair of STS Capital Partners, creating billions of dollars in new philanthropic and impact capital

**Jack Smith**

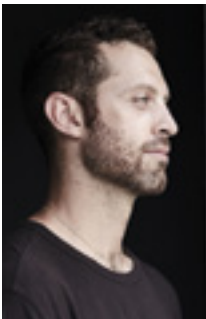
CEO of Fortuna, award-winning executive for leadership and integrity

**Karen Gaffney**

Record-breaking speaker and swimmer with Down syndrome, advocate for inclusivity

**Kim Gravel**

Entrepreneur, TV personality, public speaker, life coach, founder of apparel and cosmetic lines

**Jesse Israel**

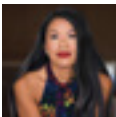
Founder of The Big Quiet and Turn Up Your Inner Wattage. From guiding meditations in arenas with Oprah and keynoting the largest stages in the world, to collaborating with Grammy-winning rappers and coaching today's most influential entrepreneurs – Israel helps leaders get out of their heads and into their power.

**Amy Porterfield**

Online marketing educator, best-selling courses, top-ranked podcast

**Rachel Tipograph**

E-commerce thought leader, founder of MikMak, former global director of digital and social media for Gap

**Swan Sit**

Marketing maven, investor, advisor, keynote speaker, leading voice on Clubhouse

**Brad Stevens**

International entrepreneur, philanthropist, pioneer of a new outsource model

**Akhil Handa**

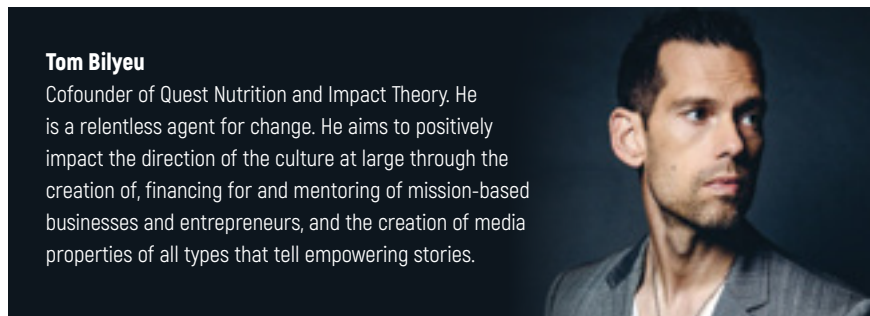
Impact driver delivering a better tomorrow, founder and CEO of Earth 51

**Laura Gassner Otting**

Mission-driven motivator, author, catalyst, and executive coach who inspires people to push past the doubt and indecision that keep great ideas in limbo. She delivers strategic thinking, well-honed wisdom, and perspective generated by decades of navigating change across the start-up, corporate, nonprofit, political, and philanthropic landscapes.

**Ashley Ridgeway-Washington**

Guiding Fortune 500, nonprofits, and start-ups in developing people and culture

**Tom Bilyeu**

Cofounder of Quest Nutrition and Impact Theory. He is a relentless agent for change. He aims to positively impact the direction of the culture at large through the creation of, financing for and mentoring of mission-based businesses and entrepreneurs, and the creation of media properties of all types that tell empowering stories.

**Megan Gallagher**

Mental health advocate, marketing expert and creator of "Motivational Talks with Megan"

**Adam Grant**

Best-selling author, podcast host, speaker, The Wharton School of the University of Pennsylvania's top-rated professor, organizational psychologist who explores the science of motivation, generosity, original thinking, and rethinking

**Lauren Maillian**

Award-winning marketer, entrepreneur, investor, advisor, former CEO of digitalundivided

**Don Yaeger**

Longtime associate editor for *Sports Illustrated*, an 11-time *New York Times* best-selling author, a keynote speaker and a business leadership coach. He has fashioned his career as one of America's most provocative thought leaders and is primarily sought to discuss lessons on achieving greatness.

**Jason Goldberg**

"JG," MBA, is a celebrity mental performance coach and keynote speaker. He is also the host of "The Jason Goldberg is Ruining Podcasting" podcast, author of the No. 1 international bestseller on self-leadership titled *Prison Break* and creator of the Playful Prosperity and Competition-Proof Business Immersion programs.

"You don't work through challenges. You play through challenges."

**Shamil Hargovan**

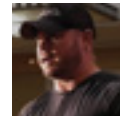
Impact investor, managing director of STS Capital Partners, CEO of Altruvest Charitable Services

**Shadi Bakour**

Silicon Valley native, social entrepreneur, cofounder and CEO of PathWater

**Vivian Chu**

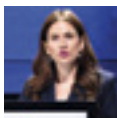
Robotics wizard, cofounder of Diligent Robotics, paving the way in the human-robot connection

**Chans Weber**

Marketing expert, founder and president of Agile & Co.

**Missy MacKintosh**

Clean Beauty creator, sustainability advocate

**Sahra-Josephine Hjorth**

Award-winning entrepreneur, cofounder of CanopyLAB

**Richard Mulholland**

Rock-and-roll roadie turned entrepreneur, speaker, and author. He founded presentation powerhouse Missing Link, as well as cofounded 21Tanks, HumanWrit.es and The Sales Department. He works with executives and speakers around the world to help them deliver unforgettable presentations that activate audiences and generate income.

Sam Demma

Cofounder of PickWaste, two-time TEDx speaker, and author of "Unpack Your Backpack." He uses his words and actions to unite people, inspire more kindness and bring awareness to the importance of mental health and how we, as individuals and collectively, can take care of ourselves, each other, and the planet.

**Corey Glickman**

Innovation catalyst, author, shaping the future of sustainability, partner at Infosys

**MJ Day**

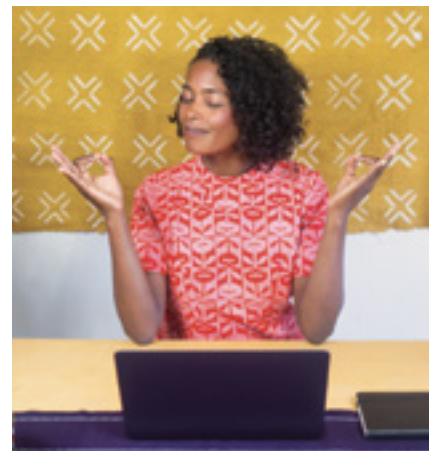
Editor in chief of *Sports Illustrated Swimsuit*, promoting diversity and inclusivity in modeling

**Nikola Ilic**

Cofounder of two movements focused on democratization and human rights

**Russell Pullan**

Pioneer in clean energy investing and cleantech venture capital

**Zee Clarke**

Author, sound Healer and yogi whose mission is to help Black people and all people of color heal, survive, and thrive. Her goal is to empower communities with mindfulness and breathwork tools to manage any race-related challenges that might come their way.



Sion Tesone | CEO, TISSINI



Sandra Moore | CIO, Advantage Capital



Will Chen | CEO, P.L.A.Y.



Julie Davitz | Founder and CEO,
Plus Media Solutions, Inc.

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Members.Real-Leaders.com/Become-a-Member



Embracing the Space Between

By Samantha Kris

There's a kind of no-man's-land we enter once we embark on a journey of change; it is called liminal space. You may not be familiar with the term, but you've certainly been there, either physically, emotionally, or metaphorically — or perhaps all of the above. Liminal space is the space between what is and what is next. Physical liminal spaces come in the form of bridges, hallways, and staircases, to name a few. Their sole purpose is to help you transition from point A to point B. Emotional, metaphorical, and even spiritual liminal spaces serve the same purpose and represent the crossing of a new threshold from who you are to who you are becoming. This is something leaders have long felt, but seldom have had a name for.

While it may feel good to put a label on this grown-up growth spurt, it doesn't always feel good to experience it. Liminal space draws us out of what we've known, yet it doesn't quite reveal what's coming or when. It has a way of shaking us loose from our foundations, forcing us to relinquish control, and teaching us to appreciate the lessons

of the "in between." As a slight control freak who likes to plan and has an affinity for crossing the finish line, you can imagine how uncomfortable this space makes me.

There are three distinct moments I have been in liminal space. Though vastly different experiences, the feeling that accompanied the transition that followed was familiar. The first was when I graduated university and realized that the career trajectory I'd been on my whole life until that point was not one I wanted anymore. The realization blew me entirely off course and I found myself back at square one, needing to figure out what to do next and who I was without that part of my identity. The second precipitated my divorce, which forced me to reevaluate what I wanted in all areas of my life, catapulting me into a wild ride of entrepreneurship. I'm in the midst of the third one now, navigating a new role and piecing together the parts of me and my experience in a way that allows me to amplify my impact.

I've heard this transitional period be described as "limbo." Personally, it feels as if I'm floating through space with nothing to hold onto but the trust that

I'll find my way. I begin to wonder how long it will last, if I've missed my exit and if I should've packed more snacks. The vastness of this space can feel both paralyzing and liberating, like I'm simultaneously lost *and* exactly where I'm meant to be. When I fight it or try to rationalize my way out, I spiral further into the abyss. If this sounds like I'm all over the map, it's because this process is anything but linear. But if this speaks to you, rest assured you're not alone and not crazy — unless we're both crazy, but I digress.

Sometimes we're ready to enter liminality and step into the unknown. This might be driven by a pursuit of greatness, a call to adventure, or a desire to disrupt the status quo. And other times, we trip and fall into this space unexpectedly with no idea how we got there. Ready or not, the only way through it is by being curious, patient, and honest with ourselves. These are, in my opinion, three of the most important qualities of any leader, for our ability to improve the world is only as strong as our willingness to improve ourselves.

“Ready or not, the only way through it is by being curious, patient, and honest with ourselves — three of the most important leadership qualities.”

Ways to Lean into Liminality

Navigating liminal space will never feel easy because each time you step into it, you are a different version of yourself crossing a new threshold. But I have learned a few ways to lean into liminality with a little more ease:

01 Get clear on your values.

Your values serve as your internal compass, and while you may not always know where you're going, you can always know you're going in the right direction.

02 Keep your ego in check.

Your ego is going to want to defend the thoughts, opinions, decisions, and beliefs of your current self. When you find yourself resisting change, ask yourself if it's because it conflicts with your values or your ego. Most of the time, it's the latter. Until you outsmart your ego, your ego will always win.

03 Remember that possibility propels change.

Uncertainty triggers fear and when we operate from a place of fear, we are often closed to new ideas and experiences. Your growth and the growth of the communities you serve will be stifled unless you remain open to possibility and have the courage to do things differently.

04 Know that you are not your experiences.

Liminal space will prompt a great deal of self reflection. This is not an invitation to fall victim to blame, shame, and guilt. This is an opportunity to learn from your decisions and carry the lessons through to the next chapter of your story.

06 Doing the internal work is hard.

Catalyzing change is hard. Leadership is hard. But the world needs people like us — the ones who know it'll be hard and do it anyway.

05 Don't rush the process.

Wanting to speed through liminal space defeats the purpose. Trust me, I've tried. Take your time and explore what comes through when you actually give yourself space to just be. Without forcing any answers, see what your ideas, emotions, observations, and questions reveal about who you are becoming and what you want for your future.



Samantha Kris is a speaker, author, and the head of reputation at Goalcast, one of the world's leading empowering media companies. Her TEDx Talk, "Setting Goals that Matter," is the No. 1 TED Talk on goal setting.



MARTO NISTOCO

The Power of Outsourcing

Making waves of impact
for businesses and communities

By Brad Stevens

Ten years ago, I found myself in the depths of a major business crisis. The times were changing, and the market had us against the ropes. Cash flow was tight, our staff was struggling and overwhelmed, and tasks were piled up with no end in sight. As a leader, I felt responsible for finding solutions to our business and operational problems. It seemed like nothing was working, as if we were stuck in a never-ending cycle of stress and frustration. I tried everything I could think of, but it was like trying to put out a forest fire with a garden hose. I was at my wits' end and didn't know where to turn.

Then I stumbled upon the world of offshore virtual staffing. The idea of outsourcing work to a remote team was new to me, but I was willing to try anything to get my business back on track. Little did I know this discovery would be a game changer and would imbue me with the greatest sense of purpose in my entrepreneurial and personal life.

I made a life-changing decision that would impact not only my business, but also the life of a young woman named Jaycel and many more virtual staff like her in the years to come. She was 23 years old when she became my first virtual assistant in the Philippines. From the moment I started working with her, I was impressed with her eagerness to learn and grow. She was always willing to raise the bar and expand her knowledge.

As I continued to work closely with Jaycel, I became more inspired by her ability to adapt and improve, and I was impressed by the Filipino culture. This inspiration mapped the path toward the launch of Outsource Access, a company dedicated to helping business owners redefine how they scale by providing access to highly skilled, cost-effective virtual staff from the Philippines. That 23-year-old woman has grown from being my first virtual assistant into leading Outsource Access as its chief operating

officer and helping the company evolve into what we are now as we target 1,000 employees this year.

My personal experience with outsourcing helped me realize that it extends beyond just call centers. It has evolved into a versatile tool that businesses can utilize to access a pool of talented and motivated professionals who can help take their companies to new heights. In the Philippines, I've found an abundance of college-educated individuals eager to contribute their skills and expertise to support and help businesses and keep them ahead of the curve.

In many cases, discussions about outsourcing focus on how it benefits companies aiming to reduce costs or improve efficiency, often overlooking a critical aspect of the process – the people being hired. When we talk about outsourcing, we are not just talking about helping businesses; we must also consider the people who help make it happen – people who live real lives with families that are impacted by this seemingly small decision.

It's important for any entrepreneur looking to outsource to acknowledge the fact that it's never only about the numbers, charts, or statistics. It's also about the people who provide you with invaluable services and support. Most of the time, they are from developing countries and are paid low wages; worse – some may even be subjected to atrocious working conditions.

Whether you're looking for a virtual staff on your own or working with an outsourcing firm, we must all take a more active role in addressing social inequities and promoting a fair and more inclusive global economy. Ensuring employees have access to fair compensation and nurturing careers, safeguarding their rights, and providing opportunities for personal and professional growth are only some of the ways to trek this path.

When done responsibly, outsourcing

“My personal experience with outsourcing helped me realize that it extends beyond just call centers. It has evolved into a versatile tool that businesses can utilize to access a pool of talented and motivated professionals who can help take their companies to new heights.”

can have a positive impact on everyone involved. Not only does it provide decent, well-paying jobs and economic growth opportunities, but also it helps improve the living standards of outsourced employees. Most of all, it may have the potential for knowledge transfer and skill development, leading to employees' long-term growth and success. This is why our company is purpose-driven and dedicated to providing a supportive environment for both clients and staff. Our goal is to empower everyone involved to reach their full potential and help create a sustainable, mutually beneficial partnership.

Before I end, I want to share another experience that changed me. Two months after I hired Jaycel, I received a picture of some shoes she had purchased for low-income children in a local village using her income from Outsource Access. This small act of kindness moved me and sparked a fire in me to do more. Our company's success has given us the opportunity to give back in a big way. We've continued to support thousands of families and the environment through several projects based on the United Nations Sustainable Development Goals. Our impact goes beyond helping clients, creating job opportunities, and making a positive difference in the world. We hope that what we do also inspires others to make an even bigger wave of impact and strive for a better future. ■



Brad Stevens is the founder and CEO of Outsource Access, an outsourcing and virtual services firm in the U.S. and

the Philippines; and member and sponsor of the Real Leaders Impact Collaborative. He has helped thousands of businesses scale through outsourcing and speaks globally on the impact of leveraging offshore virtual staff, automation, and delegation. Learn more about how outsourcing can benefit your company at OutsourceAccess.com.

Why Every Company Needs to Be a Media Company

Connecting with people on a human level through content is the only way companies will win in the digital age.

By *Cyrus Gorjipour*

In the digital era, it's no longer enough to merely have the lowest prices or best products. Every business needs to create good content to remain relevant. Whether you're selling shoes or software, capturing the attention of your target audience and keeping them engaged is crucial to achieving business goals and fulfilling your company's mission.

Our initial concept for Goalcast was a goal-setting app to help individuals achieve their life goals. The idea was to connect users with similar aspirations, allowing them to hold each other accountable while also providing access to resources such as coaching and useful advice. The idea was rooted in research indicating that individuals who share their goals with others are more likely to achieve them. We launched with high expectations that users would flock to the app — but much to our surprise, they didn't.

We quickly realized that a great concept alone would not reach the masses. We had limited resources and needed to make a decision most startup founders



are familiar with: Continue to improve the product or focus on building a community. We shifted our strategy overnight and focused on creating and posting engaging videos and articles that would resonate with people who were looking to better themselves. Our objective was to create a community of 1 million engaged followers before relaunching the app to a more receptive audience.

Today (six years later), Goalcast has more than 60 million followers across our various channels, and our content is viewed by over 700 million people per month. We have yet to launch our app. In the process of building an audience, we discovered that stories are the most powerful change agent. By continuing to refine our approach to storytelling and investing in the creation of high-quality, empowering content, we kept the attention of our growing audience and were better positioned to help them achieve their aspirations and realize their potential.

“Attention has become the most valuable resource in the digital age.”

Your Most Valuable Resource

Attention has become the most valuable resource in the digital age. People make the decision to buy a product from the comfort of their couch, often in a matter of minutes, if not seconds. That means capturing and leveraging audience attention is paramount. Only the companies that are engaging their audiences will win. The rest are already irrelevant.

A good example is Mr Beast, one of the world's most popular YouTubers. He completely disrupted the fast-food industry by launching the fastest-growing burger chain in the world. How? By leveraging the popularity of his videos



to launch and promote a delivery-first concept with Mr Beast Burger. After it instantly proved successful, he expanded the chain by launching 300 physical locations overnight, something that took McDonald's six years to do. He's going head-to-head with McDonald's with a huge advantage: the hundreds of millions of people around the world eagerly waiting to watch his next video.

According to *bloggingwizard* (January 2023), the average person spends roughly 7 hours consuming content each day. Once your customer opens their device, every app and every piece of content is fighting for their attention. In the attention economy, you need to work harder than ever to create content that stands out and keeps your audience coming back for more. ■

Cyrus Gorjipour is cofounder and CEO of Goldcast.

How to Think — and Act — Like a Media Company

Whether or not you are part of a media company, you've got to think and act like one. These three principles can help take your content to the next level.

01 Authenticity can't be faked.

Your audience can spot insincerity a mile away, and they have no patience for it. It's not enough to seem authentic, you must actually be authentic. We learned this the hard way. We got our start editing long-form speeches into bite-sized snippets of motivation. We expanded into the production of original content and sought to recreate viral empowering speeches of our own.

To keep costs low, we put great speakers in front of an empty room with no audience. But this staged approach lacked authenticity, and our audience felt it. This resulted in underperforming videos and forced us to do things differently. We began to create experiences that included an actual audience, allowing authenticity to emerge organically. We've pulled this learning through to our documentary shows as well. Communicating with your audience authentically establishes interest, trust, and loyalty — the attention trifecta.

02 Don't underestimate the power of simplicity.

The most viral content is simple and relatable, especially on social media. This concept has been woven into the DNA of all our shows. We offer simple, yet powerful, life lessons that people connect with and feel compelled to share.

The content people share and the brands they endorse are extensions of their identity. The clearer the message and the more it speaks to who they are and what they care about, the more they'll engage with your company and encourage their friends to do the same.

03 Think like a storyteller.

The companies that retain their audience's attention, and ultimately get them to convert, are the ones that make them feel something.

There are two main ways we elicit emotion from and connect with our audience. The first is conflict. We usually start our videos with a high-stakes scene, especially effective to grab people's attention. Conflict is the driving force behind every story, enticing the audience to see where it will go. The second is a perspective shift. Great stories get the audience to draw connections between the characters and themselves. When we witness others overcoming adversity, and we recognize parts of our stories in theirs, we begin to see how change is possible for us too. While conflict and perspective shifts may not be what best serves your brand, be intentional about immersing your audience in a story that will have them thinking about your content long after they've consumed it.

Managing Money with Digital Gaming

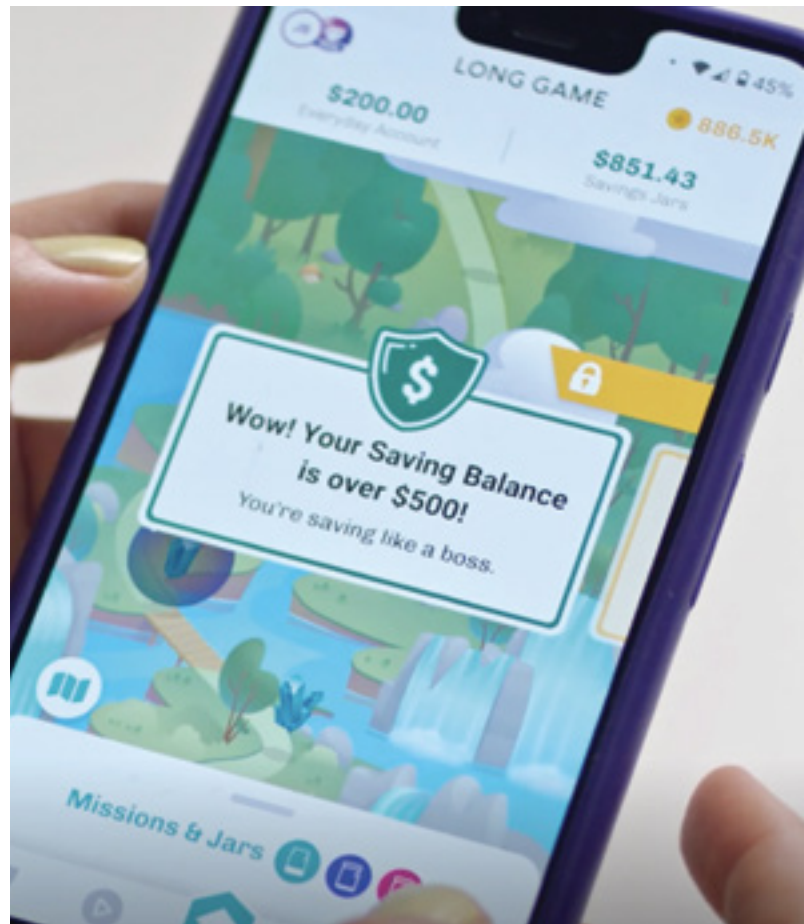
A forward-thinking couple's foundation employs video gaming and digital storytelling to break through to people from all walks of life with money-savvy lessons

By James Rosebush

It was unsurprising that on their first date they talked about business strategies. After all, both Will and Cary Singleton grew up in households where their families ran successful enterprises. As the son of Teledyne Corporation founder and CEO Henry Singleton, Will had witnessed the birth of a major U.S. technology behemoth; and Cary's family created and ran a successful engineering firm.

What was perhaps a bit more unusual was that their conversation in that first meeting quickly pivoted from business to philanthropy. What if they could make a difference in the lives of people who had not had the business backgrounds and education they had? Well frankly, that sounded logical. But they went further in their focus and took action that has actually transformed lives — a lot of them.

Today, happily married for over 10 years, the Singletons have turned that early conversation into a highly recognized entity known as the Singleton Foundation for Financial Literacy and



Entrepreneurship. Its programs have been shared by more than 200 million people and counting. Through the power of entertainment in digital stories and video gaming, the Singleton Foundation is helping individuals set themselves up for better financial futures. The Million Stories Media series has earned their production team 12 Telly Awards — the equivalent of Oscars in the digital production world.

But what Will and Cary really care about is that people from all walks of life are learning critical skills through shows that focus on debt, home mortgages, how your brain thinks about money, how to secure a job or start a company, and nearly every other subject that could possibly help anyone struggling to make ends meet. Because they decided on the format of digital storytelling to get their points across, using familiar faces and real, relatable people in them, they are having an impact where traditional economic education publications have failed. What's

“When, people at all levels of society are spending multiple hours every day on their digital devices — we are reaching them with entertainment value right where they are.”

more, digital markers reveal that a high percentage of watchers actually do make progress — like getting out of debt or saving their marriages because they learned how to talk to their spouses about money. Now sponsors want in on the act and firms like Experian, Delta Air Lines, and Altair are beginning to underwrite the work initially funded over a half-dozen years by the Singletons themselves.

Recently, I sat down with Cary and Will to dig a little deeper into their goals and plans to educate the masses about financial literacy.

Q Will, for what seems like a century, many philanthropic organizations and companies have dedicated themselves to educating young people and adults about how to become more literate about things like debt and spending. What is different about your approach?

A: I’ll tell you what, storytelling with relatable, real people using some of the best digital entertainment writers and producers we could find has made all the difference. When people at all levels of society are spending multiple hours every day on their digital devices — we are reaching them with entertainment value right where they are. What’s more, they identify with the actors in our series and they can track them as role models for what they can themselves achieve.

Q Cary, how did you find all these creative people and put them to work on your cause?

A: I’ll tell you that we decided if we were to be successful in this venture, we had to locate and engage the highest quality

talent and management in the business — and we did. We hired people who not only had run digital production companies, but we also found people who shared our passion. After that, we also knew we had to be able to determine whether or not we were reaching our audiences. To do that we used top-notch assessment tools as indicators that would tell us whether or not we were actually making a difference in people’s lives. We were able to recruit talent to create and run all the digital assessment initiatives as well. And as the story goes, “that has made all the difference.” We have an extraordinarily talented and creative team totally dedicated to the cause we sought to make our life work. It’s incredibly fulfilling.

Q But, Will, any skeptic would say that, after all, millions of dollars have been spent over many decades attempting to provide training in the value of money and how to use it; and we still have an abundance of people suffering from debt and insolvency every year. Why isn’t this taught in schools as a required curriculum?

A: That’s something that puzzles us as well. We have reached out to dozens of what we call partnership organizations. These are institutions such as the military and military schools where there has been a great interest in using our content. Our Venture Valley video game content is available to school districts through the Discovery Education platform. But you have to understand that today, teachers are rewarded financially for increasing test scores in math and reading, so they logically put an emphasis on curriculum-related programs that focus on that. It’s the true life skills that often suffer

and are left to parents or after-school programs to remedy, and it doesn’t often happen. Old patterns of poverty persist in families without the ability to help lead the next generations out of these limits. That cycle has to be broken and we are dedicated to that.

Q Lastly, Cary, give us a sense of what comes next.

A: The Singleton team is never at a loss for new, creative ideas. This includes games that focus on financial literacy and templates that provide roadmaps for people of all ages to start new enterprises and companies. The more we understand the digital marketplace and what users are focusing on next is where we want to be. We constantly listen to the consumer, and now that we have other businesses joining us in this effort, we are pleasantly surprised that they value not only the quality of our digital content, but also our process for discovering new shows that address where people are right now in terms of their specific financial needs. It’s a dynamic market and will be for a long time. We are also focusing on our nationwide annual awards program that features leaders in the business community who have conquered unique obstacles to succeed in business today. It’s all extremely gratifying and rewarding. ■



James Rosebush is the founder of the Intersection Impact Fund, a best-selling author, speaker, and CEO of GrowthStrategy, a corporate advisory firm.

Try Leading with This Superpower

Form deeper emotional bonds with your team to create a more inspired, kinder workplace

By *Tonya Towles*

Some leaders like to think that showing no emotion is what makes them successful. They strive to keep emotions and even intuition out of the workplace, and they face societal pressure to appear strong rather than vulnerable (as if vulnerability were not a strength).

But that type of thinking couldn't be more wrong. Studies have found that emotional intelligence makes up nearly 90% of what sets high performers apart from their counterparts with the same knowledge and skills. What matters in a business setting is not so much technical know-how and financial acumen, but softer leadership skills.

Being a leader myself, I've experienced deeper connections with my team after being vulnerable and opening up about my emotional life. When I was dealing with mom guilt after going back to work, I decided to tell my team about it. Employees really responded — they told me it was relatable to hear about my work and personal hurdles, and it showed them that I was a real human being. It also validated their own feelings, which they might have kept hidden for fear of seeming weak or unprofessional.

Communicating my feelings and leading with emotional intelligence became a strength of mine, creating deeper bonds with my coworkers and motivating them to open up about their struggles.

“**STUDIES HAVE FOUND THAT EMOTIONAL INTELLIGENCE MAKES UP NEARLY 90% OF WHAT SETS HIGH PERFORMERS APART FROM THEIR COUNTERPARTS WITH THE SAME KNOWLEDGE AND SKILLS.**”

What is Emotional Intelligence?

Emotional intelligence is about self-awareness. Although the majority of people believe they are self-aware, only about 10-15% can show that they practice self-awareness in their daily lives. To be emotionally self-aware, you have to be able to pause and ask yourself which emotions are affecting your actions. What are you feeling right now?

Emotional intelligence also involves viewing things from a different perspective. Self-awareness is a starting point and from there, you can venture into other people's viewpoints and imagine their emotional lives too. How might emotions be playing a role in your employees' behaviors?

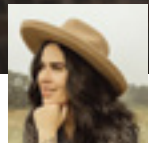
Practicing emotional intelligence for yourself and others can make leadership more rewarding and more effective. For yourself, it helps dissolve the mask between work and home, allowing you to be yourself confidently, open up, and make more meaningful relationships with the people you work with. Emotional intelligence helps you begin to fulfill your “hierarchy of needs,” which, according to Abraham Maslow's theory, includes social needs such as acceptance, belonging, friendships, and community groups.

For others, a leader who shows emotional intelligence will be more likely to inspire their team. Research from the Yale Center for Emotional Intelligence found that people who work for supervisors with higher emotional intelligence scores feel 50% more motivated and inspired than employees whose leaders have low scores. Emotional intelligence helps people feel cared about. A workplace with leaders who ask, “How are you feeling today?” is a place people want to work and contribute to growth. Just show interest in your people and create the space for them to show up as they are.

The most important way emotional intelligence operates in the workplace is by making us aware of ourselves, our well-being, others, and their well-being. The more aware we are, the more we can move in the right direction to make a kinder, more motivating, and inspiring (and ultimately productive) workplace. ■



FANG XIA NUD / GETTY IMAGES



How to Tap into Emotional Intelligence

Start putting those leadership soft skills to work, tap into the power of intuition, and bring your team along with you by actively practicing emotional intelligence. Here are a few actions you can take to start this journey:

01 Start with yourself.

It might seem like an uphill battle to ask your team members to start practicing emotional intelligence when society has been telling them to avoid it. Starting with your own emotional life can help. Explore your own emotions at work. Be open to whatever they might be, and if you need to, ask for help exploring them — a therapist or leadership mentor can be a good sounding board.

02 Share your experiences.

Like I did when I shared my mom guilt with my team, sharing a personal, emotional experience (especially when it relates to work) can help others offload too, and makes you more relatable as a leader. Lower your own taboo and try talking about your struggles and perceived weaknesses; this vulnerability will show others that it is OK to struggle.

03 Ask questions.

As you learn to approach the world of work through an emotional lens, questions will be extremely helpful. This is true for gauging your own emotional responses, but it's especially true when you start reviewing your team. Questions can help you discover what other people are going through. Could your teammate possibly have factors within or outside of the workplace that are impacting their performance? Has their engagement with work changed? Do they seem distracted or irritable?

Tonya Towles

is the founder and CEO of The PCS Pro Team, a nationwide network helping U.S. military families and working moms find fulfilling careers. She and her active-duty husband are based in Fayetteville, North Carolina. Having experienced poverty and homelessness as a child, Towles is determined to help others build wealth via education and advocacy.

BIG PICTURE

Looking at the world from a different perspective can tell us a whole new story



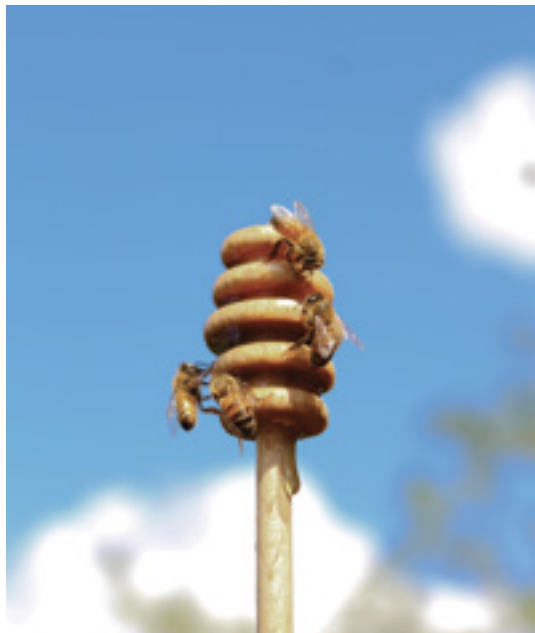
What's the Buzz?

Perhaps no one knows the importance of bees better than The Best Bees Company. Founded in 2010 in Boston, the company is on a mission to improve bee health and expand the bee population. As the largest beekeeping service in the U.S., it employs 60 beekeepers in 21 operating regions and has recorded 85,000 beehive visit reports for research. The Best Bees Company installs and maintains honeybee hives on commercial and residential properties in urban centers and uses their hives to conduct groundbreaking scientific research that positively impacts the environment.



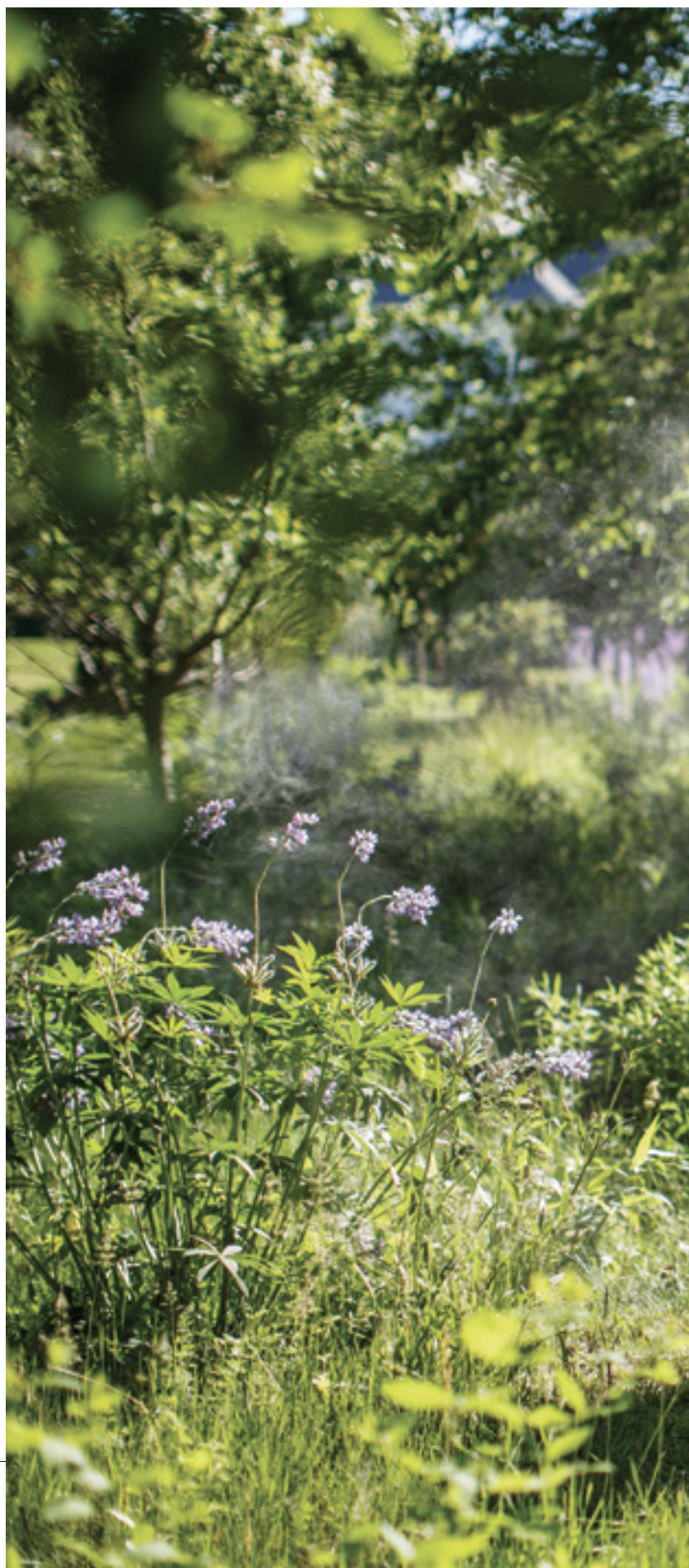
Doing It Differently

The Best Bees Company finds itself at the intersection of diversity, equity, and inclusion – and environmental, social, and governance efforts. Its young and diverse urban beekeepers ensure corporate responsibility by holding up its value of inclusive innovation. This practice entails encouraging people to share observations, ask questions, and solicit feedback.



MEET NOAH

Noah Wilson-Rich is the founding partner, CEO, and chief scientific officer of The Best Bees Company. He leads research in honeybee immunology and biodiversity, which is shared with research partners Google Earth, NASA, MIT, *National Geographic*, and Harvard University. His passion for bee health has driven profound scientific findings that aid in stabilizing food systems to combat climate change by saving pollinators.





A Demand for a Green Future

The Best Bees Company has been researching sustainability and green spaces long before larger corporations started to catch on to its importance. Now, these businesses see that investing in the environment is crucial to laying the foundation for the future. Wilson-Rich broke it down: "Sustainability and green spaces a few years ago were just something that were nice to have; they were amenities. Now they are necessities. These companies know that they're behind the curve, and they're going through some major corporate FOMO (fear of missing out) right now. They're looking for other companies that are out there right now, like The Best Bees Company, that are doing biodiversity."





Leadership Lessons from Bees

According to Wilson-Rich, bees are constantly making discoveries and sharing their findings with fellow bees to improve the flow of the pollination process. He believes that humans can learn a lot about leadership from bees. "They rely on each other as these complex systems, almost like businesses, and we can learn so much from the natural world," he says.

The Honey Hype

Not only is the honey that is produced by The Best Bees Company hives 100% kept by the client it is serving, but the company also builds upon its community by uniting taste and science. Through its pollinator program, it shares honey and talks about the science behind what a person tastes in it.



Hot-button
topics for
today's CEOs

LEADING LEADERS



INVESTING

3 Guiding Principles for Long-Lasting Wealth

A lot of tough lessons have been learned about building enduring affluence that can be shared in hopes of making others' journeys more successful.

That's why wealth management firm Balentine LLC's CEO Adrian Cronje, a YPO member, partnered with chairman Robert Balentine to co-author the book *First Generation Wealth: Three Guiding Principles for Long-Lasting Wealth and an Enduring Legacy*. Over the years, they have worked with hundreds of entrepreneurs and family business owners to help them think about how they want to preserve and leave a legacy. They educate people on how to lay the groundwork for the successful transfer of wealth among generations.

Here's an introduction to their three guiding principles for long-lasting wealth:

1. Don't Mistake Wealth for Legacy

It takes more than money to shape and sustain a legacy. In fact, chasing wealth can become unhealthily all-consuming.

"There are so many unhappy wealthy entrepreneurs who arrived in the end zone and didn't stop along the way and think of the soft stuff that really matters," Cronje says. "It takes a hard look in the mirror as an entrepreneur to realize that your identity should be separated from your business. If money starts to define who you are, it becomes hard to live a fulfilled life."

Cronje points to the metaphor in the book's forward explained by friend and mentor Brian Dyson, former president and CEO of Coca-Cola Enterprises. Cronje summarizes, "Imagine life as a game juggling five balls in the air – work, family, friends, health, and spirit. Work is a rubber ball – if you drop it, it will bounce back. Entrepreneurs can always come back from mistakes. The others are breakable."

Thus, building your legacy is also about cultivating relationships with family, friends, employees and clients, as well as making an impact by giving back to the community in a purposeful way.

2. Distinguish Between Your Business and the Business of Your Family

Entrepreneurs must perform a delicate balancing act between leading and managing a business and leading and managing a family – especially when the two are inextricably intertwined.

Simply put, what's good for the family is not always good for the business and vice versa.

"A lot of families try to hide the wealth that they created from their children," he notes. "That's running away from the problem – and it doesn't work in this information age."

Coined the "shirtsleeves to shirtsleeves phenomenon," this is the age-old concept expressed in countless cultures that says that wealth tends to decay with the third

generation if you're not careful.

"This is where families often fracture," Cronje tells *Real Leaders*. "My own family has gone from shirtsleeves to shirtsleeves twice."

Statistics show that about 70% of second generations and 90% of third generations squander their inheritance. It takes intention and effort to defy the odds and transfer wealth successfully.

3. See the World Through the Next Generation's Eyes

It takes foresight, clear communication, and empathy to prepare the next generation to carry on the family legacy.

Cronje suggests engaging the next generation early, often, and on their terms about financial education and literacy around money. Not doing so can be detrimental.

"Often, wealth created by the first-generation wealth creator becomes a burden and robs their children of confidence or ambition since they feel that they didn't earn it," Cronje explains. "It's awful to see the next generation feel guilty about being a successful family."

It's key to create a space to talk with their children and listen with empathy about their fears around money, he said. Cronje's successful clients share a legacy document with their children that contains well-defined values and culture and approaches money with gratitude, philanthropic intent, and meaning. ■

“

A LOT OF FAMILIES TRY TO HIDE THE WEALTH THEY CREATED FROM THEIR CHILDREN. THAT'S RUNNING AWAY FROM THE PROBLEM...”



-ADRIAN CRONJE, CEO OF BALENTINE LLC

MONEY



COTTONBRO STUDIO / PEXELS

The Pay Transparency Challenge

A new report finds that only 24% of companies around the world publish their pay ranges.

The recently released Global Salary Planning Report (3R Strategy) — which investigates the salary budgets, transparency, and performance assessments of 500 businesses in over 50 countries globally in 2022 — finds that surprisingly few companies publish their pay ranges. The data was collected between August and September 2022. Respondents were asked to submit data per country in relation to their pay review budget for 2022 and their forecasted pay review budget for 2023 as a percentage of base salary.

Of the respondents, 59% of companies reported using salary ranges. Of these companies, only 24% publish them, prompting questions around why so many organizations are not communicating pay practices clearly with employees and job seekers.

Salary Trends & Data Insights

Here are some insights from the report:

- **Cost-of-living crisis.** Rising inflation is a global concern based on the rise in cost-of-living, soaring fuel and energy costs, and the global supply chain disruption.
- **One-offs instead of raises.** Due to rising inflation and cost-of-living, it's no surprise that pay increases have been higher in 2022 compared to previous years. Many organizations that were unable to provide pay raises gave one-off payments to support employees in 2022.
- **Pay increases for 2023.** Projected pay increases for 2023 are slightly higher than 2022, with the aerospace and defense sector indicating the highest budgets. The average budgeted pay raise for 2023 is 5%.

Pay Discrimination

Founder and managing director of 3R Strategy, Rameez Kaleem, notes the difference between gender equality in pay and the gender pay gap. Equal pay means that men and women in the same employment must receive equal pay for equal work. The gender pay gap is a measure of the difference between men and women's average earnings across an organization or industry.

Regulations have existed for years in many countries that ensure equal pay for equal work based on gender, ethnicity, and other protected characteristics. However, Kaleem says, that's not to say that pay discrimination doesn't exist. "There is a real lack of transparency in how organizations manage pay," he says. "Pay transparency and carrying out regular equal pay audits should be mandatory for organizations of 100+ employees."

Kaleem says the main driver of the gender pay gap is the lack of representation of women in leadership roles. "If most of the CEOs and leadership teams are made up of men with very high salaries, then this pushes up the average

male salary," he says.

Not surprising, pay discrimination and the gender pay gap can hurt an organization's culture of trust. "There is a simple way to build a culture of trust, but it doesn't mean we have to share what everyone is getting paid," Kaleem says. "What people ultimately want to know is that they're being treated fairly. Instead of deciding pay based on how well someone is able to negotiate or what they currently get paid, we need to have a clear process in how we decide on a pay range for a role and decide where an individual sits within that range based on their knowledge and skills. We have to tell the truth and treat people like adults."

Salaries by Sector

The report breaks the data down by industry, identifying key differences between sectors. The education and public sector/nonprofit sectors show the highest use of salary ranges at 86% and 88% respectively. Meanwhile, real estate/construction (36%) and logistics/distribution/transportation (40%) are less likely to use them.

Overall, transparency around salaries was low, with less than half of those using salary ranges publishing them. The charity sector was the most transparent with salary ranges. Out of the 64% of respondents who had salary ranges, 100% published them. However, tech was one of the least transparent.

While 63% of participating organizations use salary ranges, only 8% publish them.

"For many employees working at charities, pay is less of a motivating factor than it is for those in other sectors because there is a greater focus on building a collaborative and transparent culture," says Kaleem. "However, the low levels of transparency in some of the reported sectors — particularly tech — present a significant issue and raise further questions regarding the continued lack of pay transparency we are seeing on a global scale." ■

SOCIAL IMPACT

Changing the Narrative on Racism

NBCUniversal News Group debuted *Changing the Narrative*, a 14-part digital series sponsored by the W.K. Kellogg Foundation (WKKF), on advancing racial equity through the experiences of racial healing. The series, available now on NBCNews.com, explores the central themes of racial healing, including the progress individuals and communities can make by sharing stories and recognizing past- and present-day racism, acknowledging everyday biases, and repairing society by building inclusive relationships and transforming systems and structures. The series culminated on the seventh annual National Day of Racial Healing (Jan. 17).

Produced by NBCUniversal News Group's Race, Equality and Justice Unit, the series follows reporters Zinhle Essamuah and Maya Eaglin, as well as Claretta Bellamy, an NBC News fellow and NBCU Academy embed working for NBC News Digital's award-winning diversity vertical NBC BLK, as they travel the country to learn what racial healing means to different communities and how residents are changing the narrative.

The series kicks off with Buffalo, New York, where Bellamy explores how residents continue to focus on healing from the ongoing trauma brought about by the past and present, including the recent mass shooting. In Battle Creek, Michigan, Eaglin meets with Black, Latinx, and Burmese communities as they create a new multi-racial narrative of the town's history and present-day reality through the publishing of oral histories.

While in New Orleans, Eaglin explores how communities are fighting back against dual threats: climate change,

which is driving the displacement of indigenous communities, and environmental racism, which poses serious and disproportionate threats to largely African American residents. Then, Bellamy heads to Selma, Alabama, where residents share their challenges and triumphs and discuss how they are harnessing racial healing to support the next generation of entrepreneurs.

The National Day of Racial Healing's organizers note that racial healing is a tool for celebrating our common humanity, acknowledging the truths from our shared history, and recognizing our collective potential. Through racial healing, they point out, we can forge deep, meaningful relationships; lay the groundwork to transform broken systems; and bridge the divides to transform communities for future generations.

Importance of Their Stories

We must tell stories that are representative, inclusive, and rich with the diversity of our communities because healing is at the heart of racial equity. For example, on the National Day of Racial Healing, a panel of journalists from Kansas City sat down with the Health Forward Foundation to discuss diversity, equity, and inclusion efforts.

"The picture is not always completely painted... We're missing essential nuanced stories that people have wanted to tell," says Vicky Diaz-Camacho, of Flatland at Kansas City PBS.

Charity Dean, president and CEO of the Metro Detroit Black Business Alliance, recently spoke at the Detroit Policy Conference and cited WKKF's Business Case for Racial Equity in explaining why racial equity is a critical strategy for economic growth in Detroit. For instance, when Interstate Highway 375 was constructed in the city, it destroyed the Paradise Valley and Black Bottom neighborhoods and business districts, which were thriving Black communities. Now that the state and city are looking to transition the highway into a boulevard with amenities for pedestrians, Dean challenged local leaders to center racial equity in their historic opportunity to right the wrongs of the past.

The cities of Las Cruces and Albuquerque in New Mexico issued proclamations in support of advancing racial equity and healing for the National Day of Racial Healing. In addition, the Explora Science Center and Children's Museum of Albuquerque kicked off their own two-day celebration with a town hall viewing party in the museum's new teen center, and concluded with a teen summit on racial healing and a community event.

"Racial healing in itself is a part of changing the narrative," says W.K. Kellogg Foundation president and CEO La June Montgomery Tabron. "It is addressing the legacy of racism and structural racism in this country but allowing people to tell their own truth about that journey." ■



RACIAL HEALING IN ITSELF IS A PART OF CHANGING THE NARRATIVE. IT IS ADDRESSING THE LEGACY OF RACISM AND STRUCTURAL RACISM IN THIS COUNTRY BUT ALLOWING PEOPLE TO TELL THEIR OWN TRUTH ABOUT THAT JOURNEY."

INNOVATION & TECH

Mountains of Solar Waste: What Can Be Done?

By Dylan Stoll

We sure do love our solar panels, but in 10 to 20 years a lot of them will be heading for landfills if we don't figure out how to recycle them.

When purchasing green alternatives for home power generation, there are many features that the average consumer looks for. Most are hoping to find options that are the most efficient, or the lightest, or the most durable, but what about the most recyclable?

This question is often overlooked when making such purchases. Unfortunately, ignoring a product's life cycle can have disastrous consequences, especially if reducing your environmental footprint is a concern.

Take solar panels, for example. The average solar panel lasts roughly 25 years, and the vast majority of them were purchased and put into use within the last 10 years. This means that within the next 15 years, millions of retired and broken solar panels will be flooding landfills. A 2020 study out of the federally funded National Renewable Energy Laboratory found that as much as 8 million tons of solar modules could arrive in landfills

“

WE SURE DO LOVE OUR SOLAR PANELS, BUT IN 10 TO 20 YEARS A LOT OF THEM WILL BE HEADING FOR LANDFILLS IF WE DON'T FIGURE OUT HOW TO RECYCLE THEM.”



KINDEL MEDIA / PEXELS

globally by 2030, and by 2050 these solar panels could make up to 10 percent of all e-waste on the planet.

To make matters worse, if the waste isn't disposed of properly, it could cause problems for the groundwater in its vicinity. Solar panels contain trace amounts of toxic compounds, such as lead, and a carcinogen known as cadmium telluride. If either of these chemicals were to leach into a freshwater source, the water would become unsafe to use in most capacities.

Although solar panels are recyclable, there is little incentive to do so. Made from materials such as aluminum, copper, silicon and glass, approximately 80–85 percent of a solar panel can be recycled; however, the process would actually cost more than the raw materials are worth.

Thankfully, the U.S. Department of Energy's Solar Energy Technologies Office has been hard at work developing a comprehensive system for handling and recycling solar panels. By 2030, they plan on reducing the cost of solar panel recycling to a mere \$3 per panel. This reduction would actually make solar panel recycling an economically feasible venture.

That said, there is still the option to rebuild new solar panels from old ones.

However, to accomplish this would require a direct reuse of the materials recovered. Silicon, for example, can be directly recycled back into solar panels, or it can even be used in the anodes of lithium-ion batteries — the functional storage unit of power generated through the use of solar panels.

But what about simply making the solar panels greener? For example, instead of silicon solar panels (what people normally buy), thin-film solar panels have a carbon footprint that is 20 percent that of silicon; they do not require toxic chemicals such as lead, cadmium, hydrofluoric acid, or hydrochloric acid to produce; they require less water; and are 80 percent less energy-intensive to make. They are also paper-thin, require no silicon purification, no glass, and no mounts, and are even more efficient in low-light conditions. ■

Dylan Stoll is an environment and sustainability writer. This article first appeared in The Environmental Magazine and was reprinted with permission from EarthTalk, a nonprofit working to improve environmental literacy.



Healing Unresolved Trauma

Internationally known trauma expert releases science-backed strategies for healing in new book

In his new book, *Post-Traumatic Thriving*, Dr. Randall Bell weaves science and academic research with true stories from survivors of the Holocaust, crime, disasters, and other tragedies to explore the rare thriver's mindset.

"The science is so good in terms of the brain neurology and understanding what we go through when we go through trauma," Dr. Bell said. "But the science is also spectacular when it comes to the techniques that get us from just surviving to thriving."

As a socio-economist, Dr. Bell has

"The problem is not the problem. The problem is how we react to the problem."

consulted on more disasters on earth than anyone in history and is widely considered the world's top authority in the field of post-traumatic thriving. In his new book, Dr. Bell lays out the academic research and speaks freely about being born with a congenital heart defect. Diagnosed with PTSD, he learned specific principles to heal from his childhood trauma of having open-heart surgery at age 11.

"The problem is not the problem," he noted. "The problem is how we react to the problem."

In a recent conversation on the "Parenting ADHD" podcast hosted by Penny Williams, Dr. Bell discussed some science-backed strategies for healing unresolved trauma. He shared that no matter what kind of trauma it is, the solutions for healing look relatively similar. However, marginalized populations are much more likely to experience trauma. Here are more of his insights from that conversation:

The natural progression of trauma includes:

1. **Dive — feeling knocked down, shock, denial, depression.** If you're stuck on depression for more than two to three months, take very serious action.
2. **Survive — getting back on your feet and reclaiming your life without self-medicating.** If we can cure and address trauma, the crime and drug addiction and the workaholicism will all go away. The self-medications just don't do it — they simply cause more trauma.
3. **Thrive — tapping into the energy of the trauma.** Trauma creates an enormous amount of fuel, and if we tap into it properly, we can do remarkable things that we didn't know we were capable of beforehand.

The Trauma Skillset

The first strategy is to sit in the fire and have those really tough conversations. Next, try grounding, which includes yoga, meditation, and deep-breathing exercises. There is science that proves deep-breathing exercises reset the brain's chemistry on trauma.

Harvard Medical School's Dr. Sara Lazar's studies show that deep-breathing exercises regrow sections of the brain. Dr. Lazar's results suggest that meditation can produce experience-based structural alterations in the brain. She also found evidence that meditation may slow age-related atrophy of the brain. As few as six deep breaths lower blood pressure and bring a sense of calm. If we can do deep-breathing in the morning for 20 minutes or in the evening — or even better both — that in itself is incredibly healing.

Knowing how to handle trauma is a life skill we all need because by college age, 66 to 85% of us have been impacted by a trauma, and by adulthood, it's 100%. ■



BORISZ/GETTY IMAGES

Starting a Business at 17 — in an Industry Full of Age Bias

By Sam Demma

“If you're early, you're on time. If you're on time, you're late. If you're late, you're forgotten.” This insight from a mentor was the reason I was sitting in an elementary school staff room 60 minutes before the scheduled presentation. It was early in my speaking career — speech number 14 to be exact. At that point in my journey, the 24 hours leading up to each speech were filled with anxiety and nervousness. At home, I would practice my material in the shower so my family couldn't hear. At schools, I was reserved and found it difficult to converse with teachers and principals because I was often the same age or younger than their own children. Moments later, they would watch me speak and develop their own ideas and opinions. Yet there I was, sitting in the staff room, making conversation, hoping they would categorize me as a professional, not a student.

Twenty minutes before the presentation, the principal escorted me to the gymnasium and helped set up the space. Before I knew it, the speech was finished and my armpits were covered in sweat. Students stuck around to take pictures and were asking questions, when a group of teachers that I had met earlier in the staff room ran over to apologize. “For what?” I asked. “Well, when you left the staff room, we all chuckled and joked that someone your age wouldn't have meaningful things to share — and we were wrong.”

At the start of my career, one of the biggest obstacles was age. People didn't take me seriously. On sales calls, prospective clients would laugh when

“
YOUR AGE CAN BE YOUR BIGGEST ADVANTAGE OR YOUR ACHILLES' HEEL — AND THE CHOICE IS YOURS.”

I quoted the investment. After hearing my age, there would be an awkward silence followed by a few comparisons to other youths. I'll never forget being at a conference in California and jumping out of my seat to ask the first question only to have the speaker on stage make a joke: “Son, don't be discouraged if you don't get on stage anytime soon. I wouldn't even let you around my daughter for 60 minutes!” Embarrassed is an understatement.

Through persistence, my biggest insecurity became my greatest advantage. Relatability was always my unique selling point, although it took time to fully embrace it. After building enough credibility, the conversations began to shift. What I realized was that challenges always exist and people have opinions that are outside your control. More important than the opinions of others is what you choose to believe about yourself. Although the opinions of others impact your self-image, it's often your perception of yourself that holds you back. Your age can be your biggest advantage or your Achilles' heel — and the choice is yours. My advice to young entrepreneurs is to forge ahead, stand tall, and know your worth. If you stand in it long enough, the world will begin to agree. ■

Sam Demma is a two-time TEDx speaker, author, and entrepreneur who created the #emptyyourbackpack movement, cofounded the volunteer cleanup organization PickWaste, and launched “The High Performing Student” podcast. Sam’s mission is to provide students with hope, tools, and strategies to become servant leaders.



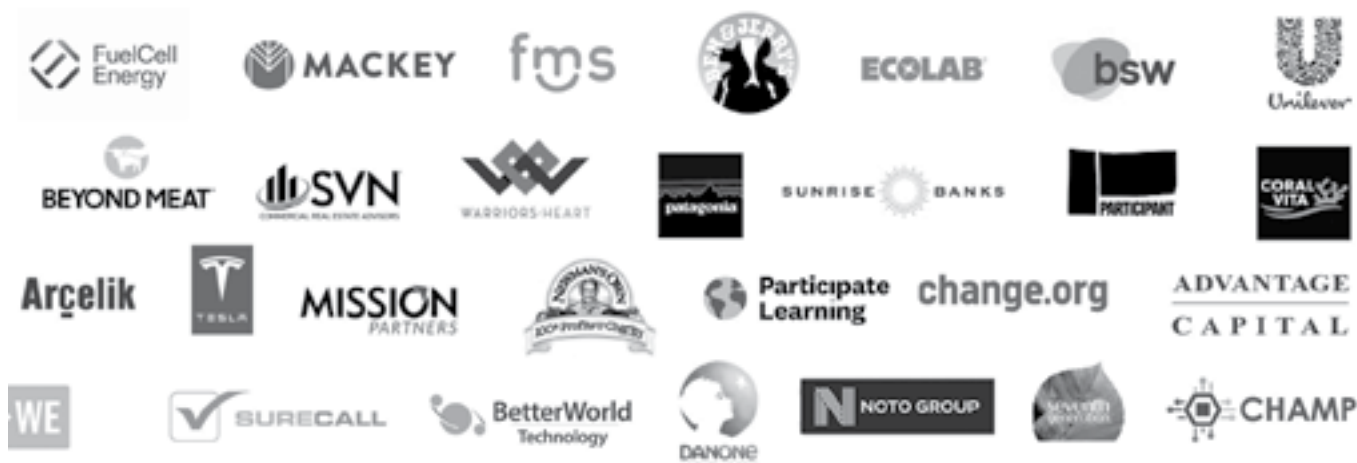


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PAST WINNERS



Speak with Impact

By James Rosebush

Q MY COMPANY RECENTLY HAD TO LAY OFF EMPLOYEES. HOW DO I CRAFT AND DELIVER AN EMPATHETIC MESSAGE THAT CONVEYS SINCERITY AND TRUST AT A TIME WHEN I AM SEEN AS A PERSON WITH NEITHER?

A This is the question many managers face in turbulent economic times. But how we communicate may be a decisive turn for the better — or an actual nightmare. The first essential step is meeting face-to-face with a small group of employees to deliver the message, learn their reactions and listen to their view points. You can also empathize with and address their concerns. Your authenticity, sincerity, and relatability to employees' predicaments will determine the outcome. You may be delivering bad news, but you can at least show empathy to the degree that you are genuinely interested in their future well-being. Make yourself somewhat emotionally available rather than distant. Strength can often be characterized as an ability to communicate warmth and concern in a way that comes across as authentic. Not only will this go a long way with employee relations, but also it will affect the long-term equity value of the company.



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James Rosebush is founder of the Intersection Impact Fund, a best-selling author, speaker, and CEO of GrowthStrategy, a corporate advisory firm. He managed the Reagan White House Office on Impact and coaches executives to speak like the late Ronald Reagan. He enjoyed unique access to the late Queen Elizabeth II, who taught him much about leadership.

Q HOW DO I NAVIGATE WHAT MY LEGAL AND COMMUNICATIONS TEAMS ARE TELLING ME WHEN I HAVE MY OWN INSTINCTS ABOUT WHAT I SHOULD SHARE PUBLICLY?

A I like to invite into my office individuals who work for me and represent differing points of view. Let them crank it out in front of you — but recognize that you make the final decision. Because most companies are controlled by some government regulation, your legal team naturally must be involved. That does not mean that lawyers always know how to frame your messaging in ways that ring true with the public and won't damage sales or equity value. To an extent, the same may be said of communications advisors who also may be taking a shot in the dark with regard to messaging. Remember to never repeat the problem in your statements, nor to use graphic descriptions of the problem in your response. For example, you would not want to make a denial like this: "I have never evaded paying taxes." This sounds like you have evaded taxes. Better to use, as an example, "I have always been completely compliant with everything expected of me." Try out what your team has to say with your spouse, kids, or best friends. See how they think it sounds. Despite having experienced advisors, communicating can be a death trap for CEOs if they're not careful.

ALVAREZ/GETTY IMAGES

BOOK

The Life Is Too Short Guy: Strategies to Make Every Day the Best Day Ever

Are you happy, grateful, motivated, and living your best life? *The Life Is Too Short Guy: Strategies to Make Every Day the Best Day Ever* gives a practical roadmap for making the most of every minute and living a more fulfilling existence. The author, YPO member Scott White, takes the reader on an inspiring journey, weaving thought-provoking personal stories and the stories of others who have had major AHA! moments in life.

After spending 10-plus years in investment banking on Wall Street, White took a chance and became an entrepreneur. Today, he is chairman and CEO of Invesque, a public real estate company.

"As we reflect on life in 2023, most people believe the world we live in and life in general have never been worse," he says. "Most people live with a negativity bias. Most people don't strive to make every day the best day ever...We all want happiness; we just don't make it a priority or even know how to focus on living a happy life...Too many people do not prioritize happiness." (lifeistooshortguy.com)



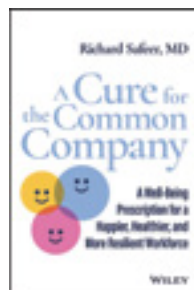
BOOK

A Cure for the Common Company: A Well-Being Prescription for a Happier, Healthier, and More Resilient Workforce

Johns Hopkins' physician Dr. Richard Safeer has released, *A Cure for the Common Company: A Well-Being Prescription for a Happier, Healthier, and More Resilient Workforce*. After three decades of experience in employee health, Safeer provides an innovative, systematic approach to help organizations establish a more positive well-being culture for employees. The book contains a step-by-step guide that integrates science with practical solutions.

Employee illness and injuries cost companies billions a year in absenteeism, lost productivity, workers' compensation, paid disability, and more. Most Americans today are not sufficiently active and don't maintain a healthy weight, and chronic conditions are on the rise. Research shows a key factor in the ability to achieve health goals is whether those goals are supported by the people an individual is closest to — at home and at work.

"Shaping a culture of health improves employee well-being and happiness while increasing team morale, productivity, and resiliency," says Dr. Safeer. "While many leaders desire to create a well-being culture, research indicates they do not know where to begin." (richardsafeer.com)



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sustainability and luxury are not mutually exclusive...

Welcome to South Africa.

She's veiled in myths and legends from the wild. With open savannahs, iconic mountains, majestic waterfalls, raging rivers, world heritage sites, a mosaic of cultures and fascinating people, she will never stop running through your veins once you meet her.

Mother City is arguably one of the most striking capital cities in the world, with diverse world-class

cuisine, modern "vibey" cities, great value, and some of the best road trips you'll find anywhere. South Africa appears on pretty much any intrepid traveler's bucket list. And it's no wonder.

Responsible luxury tourism in South Africa revolves around exclusivity, sustainability, conservation, and community upliftment and development.

Let's explore!



WESTERN CAPE

GLAMOROUS CAMPING AND ECO-CABINS

Glamping locations across South Africa offer cozy and insulated tents with lambskins and linens, spectacular terraces, down comforters and duvets, stylish kitchenettes and breathtaking views of untouched nature.

There are also an array of exquisitely designed tiny houses and cabins. Located in the picturesque Cape Fold Mountains lies **Melozhori Private Game Reserve and Eco-Pods**, built by sustainably sourced and natural materials and running on solar. Walk alongside a family of giraffes. Unwind in a wood-fired hot tub. Spot star constellations from a giant hammock. Utter solitude immersed in pure wilderness.



LIMPOPO PROVINCE

RESPONSIBLE SAFARI

Home to the Big 5 – lions, leopards, black rhinoceroses, elephants, and African buffalos – **Marataba** is one of the finest safari lodges with an extraordinary commitment to conservation of animals. Located along the foot of the Waterberg Mountains, Marataba has served as one of South Africa's most innovative conservation models, particularly with the work it conducts with elephant management, rhino conservation, and cheetah tracing. It's a rare opportunity to spend time with some of the world's most trafficked and poached animals.

Private dining and 5-star accommodations... tailored adventures and boat and bush safari drives... sleeping under the stars... To do good, to give back, and to experience the ultimate luxury makes Marataba a top bucket-list destination.

FRANSCHHOEK

CULINARY INSPIRED

Franschhoek, known as "the Valley of Dreams," is one of South Africa's oldest settlements, located in the Cape Winelands. The town's beautifully lined streets are quaint and filled with charming boutiques, renowned galleries, and picturesque vineyards.

Also known as the food and wine capital of South Africa, dining and "wining" is nothing short of a luxurious experience married with the best environmental practices.

Restaurateurs and chefs lead the way in doing good for the planet through a sustainable fusion of fresh ingredients, seasonal specialties, and community upliftments. From tackling food waste to eliminating plastic packaging, sourcing foods from local farms or harvested from in-lodge vegetable gardens, and finding responsible suppliers, Franschhoek is a must visit.

Oyster and sparkling Méthode Cap Classique (the South African version of Champagne) pairings... intimate picnics between the vines... artfully designed plates of crayfish and caviar and confit mussels and coconut... seven-course meals... It's a feast for the senses.



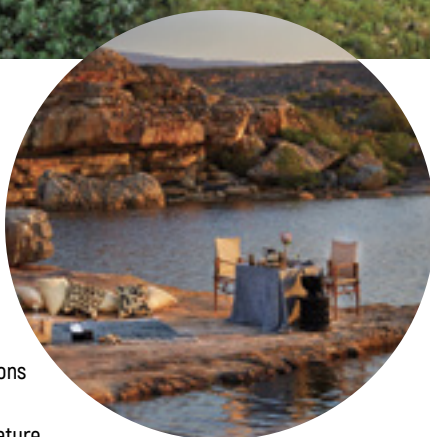


CEDERBERG CONSERVATION

As the only country in the world to have an entire floral kingdom within its borders, South Africa is the third most biodiverse place on Earth. Its natural areas are conserved in a series of United Nations Educational, Scientific and Cultural Organization world heritage sites, nature reserves, and national parks. There is no better place to highlight than the five-star **Bushmans Kloof Lodge**, located in a National Heritage Site within the Cape Floral Kingdom and alongside the fabled foothills of the Cederberg Mountains.

As an award-winning ecological lodge, Bushmans Kloof enforces a strict environmental protocol around reducing water waste, cleaning with only biodegradable detergents, and using organic waste for mulch and compost in the gardens.

The majestic Mars-like landscape, the kaleidoscope of wildflowers in the spring, and the remarkable ancient rock art sites make Bushmans Kloof the ultimate destination for the perfect blend of adventure travel, luxurious experiences, environmental awareness, and conservation initiatives.



Connection is the core of sustainability in South Africa; global citizens, conservationists, and people all around the world are building communities, engaging with everyday living habitats, and finding innovative solutions to the greatest environmental and social challenges.

Your choice to immerse yourself in extraordinary experiences across South Africa provides a crucial bridge between conservation and community. As we all connect together, we become present — present to the fact that it is about so much more than a commitment to the environment.

It's about species protection... It's about social justice and opportunity... It's about understanding how everything in nature is interdependent and how we as humans... as travelers... as conservationists... fit into it as part of the earth.

Find that heartbeat and let it lead you on your adventure. It's time to create your own South African story. Discover South Africa in all her raw, unrivaled beauty. ■

Smart Buys from Thoughtful Companies



WASH AND WEAR Carry One Bag

The Uashmama Carry One Bag is an all-purpose carryall bag that feels and looks like leather — and is similarly stretched and tanned to make it durable — but is made of washable paper. This Italian-made bag is composed of cultivated fiber paper, meaning its production does not contribute to deforestation. The Carry One is durable and meant for everyday use. Its attention to detail is rooted in generations of Italian craftsmanship. The company is family owned and managed in Tuscany. The Uashmama mission is to simplify our lives with eco-friendly products. uashmamausa.com

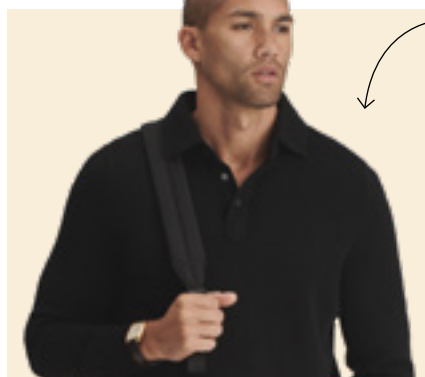
GLASS TO FEEL GOOD ABOUT Eco Glassware

Each year, 7 million tons of glass containers are sent to landfills. Neutrall is a 100% American-made company that produces upcycled glasses and glass containers. Despite being sustainably made via discarded materials, these glasses look and function as well as any other glass cup. Additionally, the company uses the revenue from its sales to invest in carbon offsets to make sure the products mitigate net carbon emissions. Neutrall was founded by a husband-and-wife team who devoted their careers to conversation and restoring natural ecosystems. All Neutrall glassware is completely upcycled and sustainable, from the initial materials used to create the glasses to the eco-friendly packaging used to ship them. The drinking glasses are sturdy, compact, and Montessori-friendly. neutrall.us



REPAIR DON'T REPLACE The Essential Chair

Sabai's Essential Chair is a fully sustainable piece of furniture. The legs are made from domestically sourced maple with 100% cork gliders, and the wood frame is FSC-certified. The pillows contain 100% recycled fiber, and the chair is upholstered with Sabai's 100% upcycled and recycled fabrics. The materials are free from toxic flame retardants and added formaldehydes. Customers can replace or update parts at any time with Sabai's Repair Don't Replace program. The seat is built to withstand 10 years of regular use and is designed to reduce furniture waste. Plus, when you're ready to move on, resell your furniture with Sabai Revive, the company's secondhand line. sabaidesign.com



CUT OUT THE MIDDLEMAN Ethical Cashmere

NAADAM provides high-quality, affordable cashmere clothing while also promoting transparency, ethical practices, cultural preservation, and environmental sustainability. The company works directly with herders to pay appropriately, donates

food and veterinary care to provide the best conditions for the animals used for their clothing, and supports several environmentally conscious initiatives, such as anti-desertification programs. NAADAM sources its cashmere from Mongolia's Gobi Desert. The company provides a wide variety of sweaters, hats, outerwear, and other

accessories for men and women. It was founded in 2013 by two college friends who traveled to Mongolia and saw firsthand how traditional cashmere traders and brokers drive up prices and take all the profits. By cutting out these middlemen, NAADAM can pay herders more, while selling premium quality clothes for less. naadam.com

By focusing on what we have in common, we can solve the challenges we share.

Here are some ideas and examples of leaders finding common ground in government, business, and community.

South Africa's Collaborative Efforts to Sunset Coal

South Africa ranks seventh in the world for coal consumption, with about 80% of its electricity coming from coal. Coal is the most polluting fossil fuel and the country's largest contribution to greenhouse gasses.

"Because of our heavy reliance on coal, we are considered the continent's worst polluters," said Tshilidzi Marwala, vice-chancellor and principal of the University of Johannesburg in South Africa and rector of the United Nations University in Tokyo. "We must make the changes needed to keep our planet safe. The big big challenge is how do we move away from coal?"

In an effort to help reduce its contribution to global warming, South Africa pledged to reach net zero greenhouse gas emissions by 2050. But the developing country can't do it alone, and phasing out coal may be one of its biggest challenges. To support South Africa's goal to eliminate coal, the U.S., U.K., France, Germany, and the European Union pledged \$8.5 billion in 2021, as announced at the United Nations Climate Change Conference. The funds will aid the country's needed

"ONE THING IS FOR SURE, IT WILL TAKE CONTINUED SUPPORT FROM THE PRIVATE AND PUBLIC SECTORS TO TAKE COAL OUT OF SOUTH AFRICA'S FUTURE."



XUANYU HAN / GETTY IMAGES

actions to close coal plants and invest in clean alternatives, such as electric vehicles and green hydrogen. Another hope is that the financial support could inspire similar partnerships in other coal-reliant countries.

The \$8.5 billion commitment will "play an important catalytic role, but it is not sufficient to meet the scale of our ambition," South African president Cyril Ramaphosa stated. Ramaphosa presented an \$84 billion plan to his climate commission in November 2022 to kick start the decarbonization of its coal-dependent economy over the next five years. He described the plan as one that "provides a vision of a future South Africa which is a leading player in a new low carbon global economy."

Also in November 2022, a defunct coal-fired plant in South Africa secured \$497 million from funders including the World Bank to go toward producing renewable energy on the site. Marwala noted a need to focus on transitions such as these and to clean coal technology to enhance efficiency and minimize environmental impact, also calling for immediate steps the country can take to increase the use of

solar energy and to recycle plastics (and eventually ban them).

"The time to act is now," Marwala said. "A day later is a day late."

Marwala was interviewed earlier this year about South Africa's zero-coal initiative by youth climate activist Mphahesithe Mkhize on the "Net Zero" video and podcast series, which was launched by The Protect our Planet Movement, in association with Planet Classroom, as a platform to share meaningful conversations to educate and inform the public. Mkhize is one of 24 youth climate activists asking international thought leaders working on the environment the big questions as to how their nations are progressing towards their Net Zero pledges.

South Africa's domestic and international institutions are also supporting the country's zero-coal goal by refusing to fund high-carbon projects, including coal-related ones. Many other players are getting involved. One thing is for sure, it will take continued support from the private and public sectors to take coal out of South Africa's future. ■

IMAGINE

...a World Where No Food Goes to Waste

Astoundingly, about 931 million tons of food are wasted every year, according to the World Economic Forum. Meanwhile, around 2.3 billion people are food insecure, the United Nations (UN) reports. Adding insult to injury, unconsumed food produces 8-10% of global greenhouse gas emissions. The UN Sustainable Development Goals aims to slash the amount of food waste in half by 2030. The majority of food waste is from households, with about a quarter from food service and the remainder from retail.

Bringing hope are innovators that have gotten creative about addressing the problem. Irregular fruits and vegetables are being rescued by companies like online value grocer Misfit Produce, condiment maker Rubies in the Rubble, vegetable-based pasta producer Wholy Greens, and flavored sparkling water maker Dash Water. Meal kit delivery services like HelloFresh and Home Chef

supply precise quantities for recipes. Some food is even getting a second life, as Nam Mushrooms employs used coffee grounds to grow mushrooms; Regrained puts to use nutrient-laden grain waste from brewing beer to make flour; The Real Dill makes extraneous cucumber-infused pickling water into Bloody Mary Mix; and Sir Kensington's uses leftover chickpea liquid from a hummus manufacturer to make vegan mayo.

New ways are being discovered to slow produce from rotting, connect surplus food to nonprofits, alert people via apps about food approaching expiration in their fridge or at nearby restaurants for a discount, and even to make food waste into furniture, wall paneling, food packaging, shirts, toys and electricity. This is one global food fight worth fighting for. ■

Nam Mushrooms gathers used coffee grounds from cafes and uses them as fertile soil to grow mushrooms.



Collaboration Leads to Shared Value for a Kentucky Community In Need



For over 35 years, our mission at SVN® has been to create amazing value for our clients, our colleagues, and our communities.

We know that by working together, we can create the most value, which is why our Shared Value Network® extends across all of our service lines, offices, and the communities where our Advisors live and work.

In Louisville, Kentucky, SVN | Menish Commercial and SVN | SFRhub Advisors joined forces to sell 375 Section 8 Single Family Homes, helping to alleviate the shortage of affordable housing and drastically reducing the community's Section 8 wait list.

Louisville, Kentucky is in dire need of more affordable housing. The section 8 wait list is extremely long due to a shortage of 31,000 affordable housing units. Housing demand is near an all-time high in the United States and the lack of supply continues to be a drag on affordability across the country, especially in the single-family residential marketplace post-2008 recession.

To help address this issue, two SVN firms — SVN | Menish Commercial in Louisville and SVN | SFRhub in Phoenix, AZ — joined forces to bring relief to the residents of Louisville.

Bill Menish and Ron Pregliasco of SVN | Menish Commercial partnered with Michael Finch, Jeff Cline and Tom Johnston of SVN | SFRhub to sell 375 single-family homes in the city.

The buyer of these homes is committed to providing affordable housing options to the community.

With a growing population and limited options, many in Louisville struggle to find a place to call home. Now, the promise of affordable housing brings stability and security, allowing families and individuals to focus on other aspects of their lives such as education, employment, and community involvement.

By working together, the teams at SVN have made a significant difference in the lives of many Louisville residents, the impact of which will be felt for many years to come.



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11 SUSTAINABLE CITIES
AND COMMUNITIES



13 CLIMATE
ACTION



15 LIFE
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