

CIOA CHRONICLES

Dear Esteemed Members,

There's something about the last quarter of the year that fills the air with a different kind of energy – festivals, reflections, celebrations, and a renewed sense of purpose as we begin the countdown to a brand-new year. And what an exciting few months it has been for the CIO Association.

From the vibrant line-up of chapter events across the country to the incredible conversations at the **Gartner Symposium in mid-November**, this season has brought our community together in ways that truly reflect the spirit of collaboration and leadership. We also saw the release of the **DPDP Act**, a defining moment for India's digital ecosystem, and one that will shape many of our community discussions, playbooks, and knowledge sessions in the coming year.

Our chapters have been buzzing with everything from flagship gatherings to bespoke interactions, each reaffirming what the CIO Association community does best – create spaces where leaders connect, learn, and co-create.

As the year draws to a close, we find ourselves especially thankful for your enthusiasm, your participation, and your trust in helping shape India's most influential community of technology leaders. And yes, as we all begin thinking about 2026, this is the time when the resolutions start creeping in. (We promise ours will last longer than the first week of January!)

We look forward to bringing you **newer, bolder, and more immersive formats in the new year**, and to continuing this journey of knowledge, collaboration, and shared growth with each one of you.

Wishing you and your families a joyful, festive, and fulfilling season.

With Warm Regards,

UMESH MEHTA
President, Governing Body
CIO Association



BUILDING RELATIONSHIPS BEYOND TRANSACTIONS: A NEED OF THE HOUR

By Sendil Kumar V, Joint Treasurer – Governing Body, CIO Association

In today's fast-paced world, relationships—whether personal or professional—are increasingly becoming transactional. Our interactions with family, colleagues, and business partners often revolve around tasks, deadlines, and deliverables. While efficiency matters, this shift has come at a cost: the erosion of genuine human connection. Ironically, our strongest "relationships" today often seem to be with social media platforms, where we live in a virtual and sometimes fantasy-driven world. Face-to-face conversations, once the foundation of bonding, are becoming rare. It's a trend that needs to change—because sometimes, the "old is gold" principle truly works.

Strong relationships aren't about exchanging pleasantries or completing transactions. They're about sharing joy and sorrow, offering support, and finding solutions together. Here are simple, practical ways to strengthen relationships across family, workplace, and business partnerships—so they become sources of trust, collaboration, and mutual growth.

Why Relationships Matter More Than Ever

Human beings are social by nature. Our emotional well-being depends on meaningful connections. When relationships weaken, loneliness and stress rise, affecting mental health and productivity. In organizations, weak relationships create mistrust, poor teamwork, and missed opportunities for innovation. In families, they lead to emotional distance and misunderstandings. In business, they reduce loyalty and long-term collaboration.

Building relationships is not a luxury—it's a necessity. And it requires conscious, consistent effort.

Strengthening Family Relationships

Traditionally, families bonded over shared meals, conversations, and rituals. Dinner time was sacred—a moment to exchange stories, joys, and challenges. How many of us still follow this? If you do, it's a wonderful habit worth preserving. If not, it may be time to bring it back.

One CIO recently shared that he cooks every Sunday so his spouse can rest. It's easy to order from Swiggy or Zomato, but a personal gesture creates deeper connection. When families connect meaningfully, they become sources of strength in tough times and joy in good times.

Building Stronger Workplace Relationships

Workplaces often prioritize efficiency and results, but behind every task is a human being with emotions, aspirations, and struggles. When colleagues feel valued beyond their job roles, trust deepens and collaboration improves. Knowing a colleague's interests, mentoring based on strengths, or simply practicing empathy can transform team culture.

Strong workplace relationships lead to higher morale, better teamwork, and a more trusting, resilient environment.

Transforming Business Partnerships

In business, relationships often begin and end with transactions. Vendors are treated as service providers, and partners feel reduced to suppliers. This mindset is limiting. True partnerships are built on trust, knowledge exchange, and long-term thinking.

How to Strengthen Business Relationships

-  **Think Beyond the Deal:** View partners as collaborators, not vendors.
-  **Share Knowledge:** Exchange insights, case studies, and trends—even if not immediately relevant.
-  **Adopt a Long-Term View:** Discuss future opportunities and shared vision.
-  **Enable Mutual Growth:** Help partners succeed—growth is always reciprocal.
-  **Engage Regularly:** Stay connected beyond transactions through events, conversations, or informal interactions.

When businesses invest in relationships, they build loyalty, innovation, and resilience.

Common Principles Across All Relationships

1. **Lead with Empathy:** Listen before you judge.
2. **Be Consistent:** Trust builds through repeated positive interactions.
3. **Be Transparent:** Clear expectations strengthen relationships.
4. **Celebrate & Support:** Be present in both joy and difficulty.
5. **Invest Time:** Relationships need attention—there are no shortcuts.

The Role of Social Media

Social media helps us stay connected, but it should complement—not replace—real interactions. Virtual likes can never substitute genuine conversations. Limiting screen time and prioritizing face-to-face engagement can make a real difference.

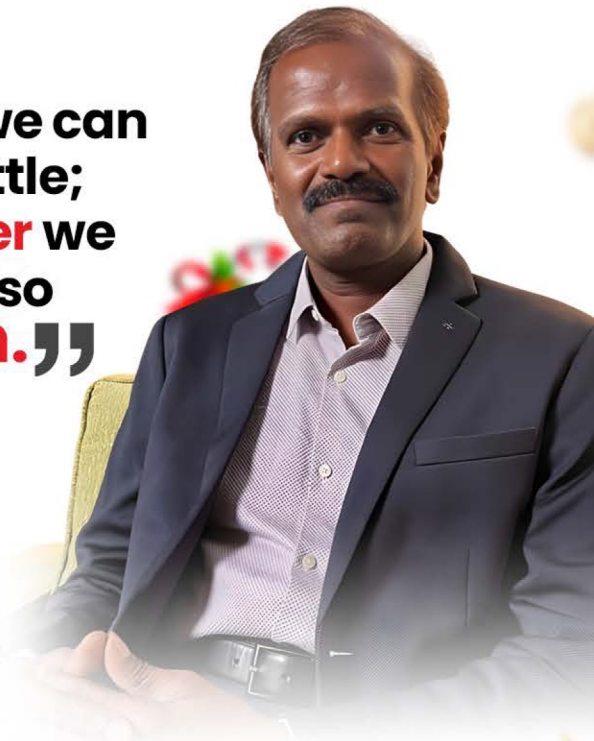
Conclusion

Building strong relationships is not about grand gestures—it's about small, consistent actions that show care, respect, and trust. In a world dominated by transactions and virtual interactions, we must bring back the human touch. When we strengthen relationships, we create support systems where happiness is shared, challenges are solved together, and growth becomes collective.

Ultimately, the CIO Association is one of the best platforms to foster meaningful relationships and strengthen our community.



**Alone we can
do so little;
together we
can do so
much.**



**AS THE YEAR ENDS, LET'S PAUSE TO APPRECIATE
THE PEOPLE WHO MAKE PROGRESS POSSIBLE**



THE UNWRITTEN CODE: WHY TECH LEADERS MUST MASTER BUSINESS STORYTELLING

In the Age of AI, the Human Heart is Our Most Valuable Interface

In my two decades in technology, I've seen one thing consistently emerge as the absolute need of the hour for every leader, every engineer, and every team member: **Business Storytelling**

It's no longer a soft skill—it's a **survival skill** and a **leadership mandate**.

We in the tech world are wired for complexity. We thrive on clean logic, perfect code, and measurable performance. But I've learned that a technically perfect solution often sits on the shelf if it's wrapped in a narrative that is dry, detailed, and utterly forgettable.

The core principle remains true: **Logic makes people think, but emotion makes them act.**

1. The Critical Shift: From Features to Felt Needs

The fundamental role of a technology leader is changing. We must transition from being just the Expert Builder to the Strategic Storyteller.

Our old mindset asked: How fast is the cloud? Our new mindset must ask: Why should the CEO care? How does this improve Priya's life on the factory floor?

Old Mindset (Technical)	New Mindset (Business Value)	The Storyteller's Role
Focus: Features, Technical Specs, Jargon Goal: Proving the system works	Focus: Value, Impact, Strategic Growth Goal: Proving the system drives business outcomes.	Translates complexity into the language of P&L. Creates urgency and unlocks budgets.

“

Ms. Vani Gopalan

Senior Director of Information Technology, AstraZeneca, Member – Chennai Chapter



The AI Imperative: Why We Need the Human Heart

With Artificial Intelligence rapidly taking the forefront, everyone is talking about how AI is positioning itself to handle complexity. My take is simple: **The best way to position AI is as a co-pilot for the human.**

AI operates from the **head**—it handles data, logic, and patterns brilliantly.

But we, the human technology leaders, bring the **heart**.

- 🎁 **AI** can tell you the system is 99.9% reliable.
- 🎁 **We** tell the story of Ramesh (our veteran technician) and how that reliability means he can go home knowing his plant won't shut down, protecting 50 jobs.

That storytelling, that user experience, that injection of real-world value—that is what only we can do. If we don't master the story, we risk becoming vendors of complexity, rather than partners in value creation.

2. Speaking the Language of the C-Suite

We need to shift our organizational vocabulary. When we pitch a ₹50 lakh digital platform, we must not talk about "inventory turnover" to the CFO. We must talk about **risk mitigation and customer trust**.

Here is the difference:

1. **The Technical Pitch:** "We need an integrated supply chain tool to reduce data silos."
2. **The Business Story:** "This tool ensures that when our key customer, a pharmaceutical firm, places an urgent order, they **never** face the risk of delay. We're not spending money on software; we're investing in guaranteed customer supply, which is our most critical competitive advantage."

Teaching our teams to speak this business language—the language that the **CFO and CEO truly understand**—is not only essential for us; it's essential for building the next generation of leadership within our tech organization.

3. Building a Business Storytelling Culture

We must cultivate a culture in our technology organization that goes way beyond coding.

Every single feature, every technical deployment, every system upgrade must be viewed through the lens of a story:

- **Who is the Key Person?**
(The customer, the worker, the sales team)
- **What is the Challenge?**
(The pain, the inefficiency, the risk)
- **What is the Turning Point?**
(The technology's intervention)
- **What is the Positive Result?**
(The success, the relief, the profit)

Our role as tech leaders is to be the **Editor-in-Chief** of the company's success story. We must connect the brilliance of our engineering to the tangible value for the business.

Let the AI handle the complex logic. We will harness the human element—the heart, the vision, the story—to drive action and secure our indispensable role at the center of the business.



Every innovation has a story — in 2026, make yours unforgettable

DPDP ACT – A NEW MANDATE FOR RESPONSIBLE DIGITAL LEADERSHIP

*By Vinod Kumar Gupta, CISO & Data Protection Officer, Paytm Money
Member – Delhi NCR Chapter*

India's Digital Personal Data Protection (DPDP) Act has moved decisively from a long policy debate into an operational reality. With phased enforcement starting 13 November 2025, and tighter requirements—mandatory audits, DPIAs, breach reporting, and Significant Data Fiduciary (SDF) obligations—expected to activate over the following 12–18 months, the countdown has begun. For CIOs, CTOs, CISOs, and digital leaders, this is no longer a legal or compliance discussion; it is a transformation mandate that requires deep architectural, operational, and cultural shifts.

What makes the DPDP Act particularly impactful is its blend of simplicity of intent and seriousness of expectation. The core principles are clear:

- Provide precise, accessible notices.
- Obtain and manage verifiable consent.
- Collect only what is necessary and retain only as long as needed.
- Protect personal data with strong technical and organisational safeguards.
- Notify the Data Protection Board of breaches within 72 hours.
- Conduct annual audits and DPIAs for SDFs.
- Implement strict protections for children's data.
- Honour data principal rights—access, correction, deletion, grievance redressal, consent withdrawal.

The message is unmistakable: data governance is no longer a background hygiene function—it is a core enterprise responsibility. The consequences of gaps are not just regulatory penalties, but reputational damage, loss of customer trust, and operational disruption.

So, where should technology and security leaders begin?



1. Start with discovery, not documentation

Compliance does not start with drafting policies; it starts with visibility. Organisations must identify where personal data is collected, stored, processed, transmitted, and shared. This includes SaaS systems, data lakes, analytics tools, backups, APIs, and third-party processors. Mapping data flows—what data exists, where it moves, who accesses it, and why—is the foundation on which all DPDP controls depend.

2. Redesign consent, notices, and data communication

DPDP requires clear, purpose-specific, multilingual notices and verifiable consent. This means rethinking how apps, websites, IVR systems, and branches communicate with customers. Consent must be granular, traceable, revocable, and stored in a central consent vault. Special care is required for children's data—strict verification, parental consent, and default safety settings.

3. Strengthen your security posture with prescribed safeguards

The Act explicitly mandates “reasonable security safeguards”, shifting security from best-practice to legal obligation. Organisations must implement:

- End-to-end encryption,
- Strong access controls and logs,
- Masking and tokenisation,
- Vulnerability management,
- Breach detection and reporting playbooks,
- Periodic audits and testing.

The breach-reporting requirement-notification within 72 hours-demands readiness, not reaction.

4. Prepare for possible SDF classification

Enterprises processing large volumes of personal data or operating in high-risk sectors may be designated as Significant Data Fiduciaries. SDF status brings enhanced obligations: annual independent audits, detailed DPIAs, stricter security, and higher accountability thresholds. Even if you believe your organisation is unlikely to be classified, the government retains discretionary authority-so early readiness is vital.

5. Build capability, not just compliance

Technology can implement controls, but culture sustains them. Leaders must invest in:

- Establishing a Data Protection Office,
- Role-based privacy training for engineering, product, and customer-facing teams,
- Internal awareness programs,
- Clear accountability frameworks for business units.

When privacy becomes embedded into daily decision-making, compliance becomes a natural by-product.

The DPDP Act is more than a regulatory obligation-it is an opportunity to elevate how Indian enterprises handle personal data with responsibility, transparency, and trust as core design principles. If they take a Shift-Left on Privacy approach embedding data protection early in design, development, and operations, It will strengthen their organisation’s resilience, reduce risk, reinforce customer loyalty and Privacy become a trust multiplier. The CIO, CTO, and CISO community will set the pace and direction.

Look out for more content, webinars, templates, and training modules on DPDP implementation in the coming weeks.



YOUR GUMS' COLOUR SAYS A LOT ABOUT YOUR HEALTH

Dentists view gum colour as a key indicator for diagnosing oral health and systemic health issues

*By Dr S Saberitha with quotes from Dr Srividya Rao Vasista (Chief Dentist),
Dr Sona Bhatia (Consultant Dental Surgeon)*

Santhamani A has spent 25 years in a classroom, and she knows how much a smile matters in the teaching profession. "Being a teacher, I explain concepts to students all day, but never forget to smile," says the Coimbatore resident. Perhaps the constant smiling allowed her to become aware—at age 55—that her gums had been darkening over the years.

Thinking tea and coffee were the cause, she even cut down on her intake, but to no avail. Her dentist later explained that it is melanin, the pigment that colours the skin, that also gives the gums a darker hue.

People with darker skin tones commonly exhibit dark gums that become more noticeable as they age. It is also more common in females (67.1 per cent) than males (58.1 per cent), according to a 2024 study published in BMC Oral Health.

Sometimes, changes in gum colour can indicate underlying health issues. "Healthy gums are usually coral pink but can vary depending on skin tone, genetics and health status," says Dr Srividya Rao Vasista, chief dentist at the Advanced Centre for Dental Care, People Tree Hospitals, Bengaluru. The blood flowing through tiny blood vessels beneath the gum tissue creates that pink hue.

External factors

"High pigmentation is also seen in individuals who smoke," says Dr Sona Bhatia, consultant dental surgeon, P D Hinduja National Hospital and Medical Research Centre, Khar, Mumbai. Moreover, the sudden appearance of dark patches or uneven discolouration can indicate medication side-effects, which need to be evaluated by dentists.

Dr Vasista recalls a young college student worried about her "red smile." She suspected spicy food was the cause, but the redness turned out to be gum inflammation. With professional dental cleaning, better brushing, flossing and rinsing after meals, her gums returned to a healthy pink within weeks.

Bright red gums are a sign of inflammation caused by plaque buildup. Bacteria form a soft, invisible layer called plaque that accumulates along the gum line and can cause irritation and bleeding during brushing. Vitamin C deficiency, too, can result in bleeding gums.

What gum colours say

During a routine dental check-up, Dr Vasista noticed that a middle-aged woman's gums looked lighter and paler, which can sometimes indicate anaemia, and blood tests confirmed it.

Pale gums can be due to a low red blood cell count or may indicate poor blood circulation. Blue or purple gums can indicate reduced oxygen delivery in the blood.

Gum colour can also reflect hormonal changes during puberty, pregnancy and menopause. Additionally, it can be a sign of diabetes or may even reflect heart and lung health.

Dr Bhatia adds that pale gums can also be due to vitamin B12 deficiency.

The gum-body link

A 2024 study published in the Dentistry Journal found

that iron deficiency anaemia or insufficient iron intake can increase the risk of gum disease. Anaemia often shows early signs in the gums, tongue and the lining of the cheeks.

“Early gum inflammation is reversible with timely care. However, if the gum disease progresses to damage the alveolar bone (supporting bones of teeth), it is difficult to regenerate the lost bone and tissue completely,” says Dr Bhatia. Deep cleaning, laser-assisted surgeries and regenerative therapies such as collagen and bone grafting can help to a certain extent.

“Early detection makes the biggest difference. What begins as reversible redness can progress to severe gum disease and even tooth loss if neglected,” adds Dr Vasista. She recommends oil pulling as an add-on to regular oral hygiene.

Nutrients that support gum health

Dr Vasista and Dr Bhatia suggest including the following nutrients for healthier gums:

Vitamin C

supports collagen formation and healing of gums

Vitamin D

boosts immunity and reduces gum inflammation

Calcium and phosphorus

strengthen teeth and their supporting bone

Omega-3 fatty acids

provide anti-inflammatory benefits

Iron and vitamin B12

prevent anaemia-related gum changes

A balanced diet rich in fresh fruits, leafy greens, dairy and lean proteins can help maintain healthy gums.

Gum colour changes can be the body’s way of signalling something. Some variations are considered natural, like Santhamani’s melanin pigmentation, but others require timely care. It can reflect health conditions long before other symptoms appear.

Spotting them early and consulting a dentist can make a significant difference to long-term oral health.



Contributed by HappiestHealth.com

GARTNER SYMPOSIUM/XPO 2025

What You Missed at India's Most Important Gathering of CIOs and Tech Leaders

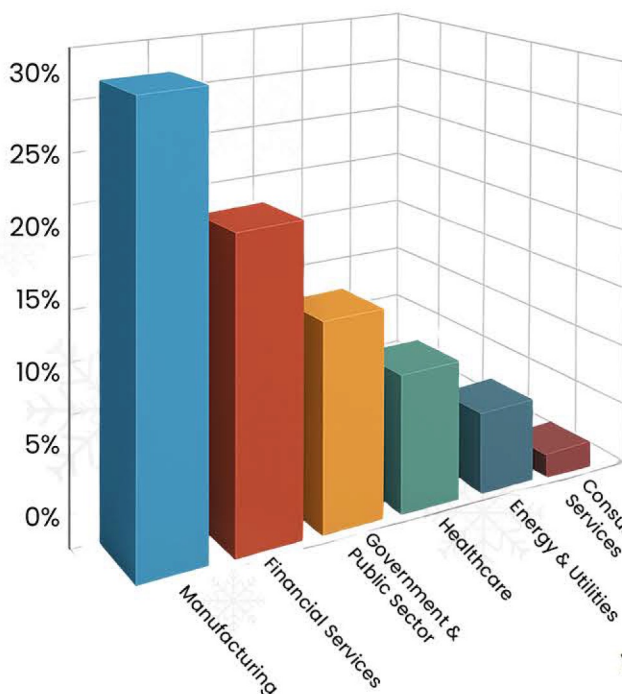
Editorial

The Gartner IT Symposium/Xpo 2025, held in Kochi from **17–19 November**, once again proved why it is regarded as the most influential annual gathering of CIOs, IT executives, and technology decision-makers. With 1,150+ senior leaders in attendance of which nearly **65% were CIOs, CXOs, VPs, and Directors** – this year's edition brought together India's most strategic minds to discuss the future of technology, AI-driven transformation, and the evolving mandate of digital leadership.

For those who couldn't make it, here's a crisp snapshot of what unfolded, who was in the room, and why the conversations this year felt especially consequential.

A High-Quality Audience Shaping India's Digital Core

One of the most striking aspects of the 2025 edition was its audience composition. According to Gartner's audience insights, attendees represented **10 core industry** sectors, with particularly strong participation from the sectors shown in the chart below.



The event also attracted leaders from some of India's largest enterprises – **65% of organizations present had revenues above 3 Billion**, spanning conglomerates, global capability centers (GCCs), and large digital-native enterprises. This mix created a powerful exchange of perspectives on modernization, AI adoption, cloud strategies, cybersecurity readiness, and digital business models.

Theme of the Year: Agents of Change – Leading Through Intelligence

This year's central theme, "*Agents of Change: Leading Through Intelligence*," underscored the pivotal role CIOs now play in steering enterprises through rapid disruption. The agenda echoed this across multiple tracks – leadership, AI, applications, cybersecurity, cloud, data, innovation, and operating models, all designed to help leaders build intelligence-driven organizations prepared for 2026 and beyond.

Key message from the mainstage:

AI is no longer a technology trend – it is the new leadership toolkit.

Sessions spotlighted how AI-ready data foundations, agent-based automation, cloud sovereignty, cybersecurity modernization, and cost optimization are becoming the defining strategic levers for CIOs.

A Glimpse Into the Content That Moved the Room

Over three days, attendees accessed a dense **mix of keynotes, Signature Series sessions, Hype Cycles, Magic Quadrant briefings, workshops, roundtables,**

boardroom simulations, and Ask-the-Expert engagements.

Some standout topics from the agenda:

- **Future of Automation: Will AI Agents Replace My Bots?**
- **Top Strategic Technology Trends for 2026**
- **The CIO's Cybersecurity Radar for 2026**
- **Cloud Strategy in the Age of AI**
- **Executive AI Governance Playbook**
- **Disrupt or Cultivate? The Strategic Game of Transformation**
- **The 7 Forces Impacting Your Organization's Future**

These sessions provided practical, research-backed frameworks CIOs could take back to their organizations to shape AI policy, reimagine operating models, evolve IT- business partnerships, and build resilient digital foundations.

A Hub of Industry Connections

Beyond the content, the Symposium continues to be one of the most valuable networking platforms in the region. Special programs such as the **CIO Circle, Women in IT**, and multiple **peer meetups** created curated spaces for leaders to explore challenges, share stories, and learn from each other's transformation journeys.

The **IT Xpo** saw participation from leading global and Indian solution providers — including **Cisco, Sify Technologies, IBM, AWS, Fortinet, Dynatrace, VMware, Zoho, Pure Storage, ManageEngine, Equinix, NTT** and others, showcasing cutting-edge products and platforms that will shape enterprise transformation over the next five years .

Why This Year Felt Different

If one sentiment echoed across corridors, coffee tables, and roundtables, it was this:

The CIO role has permanently expanded from technology leadership to enterprise-wide intelligence leadership.

2025's discussions went far beyond tools and platforms. Leaders spoke about AI governance, talent reinvention, cloud and data strategy, geopolitical resilience, board communication, and the CIO's role in shaping shareholder value.

For those who missed it, the Gartner Symposium/Xpo 2025 was a front-row seat to the next chapter of India's digital leadership story, and a reminder that the coming year belongs to those willing to act boldly, learn continuously, and lead with intelligence.



SPECIAL CHAPTER EVENTS

Chapter: Chennai | Topic: CIO Tech & Kinship Family Event 2025

Partner: Prophaze, Felix Infotech, Uniware Systems, AWS, S4 Technologies, Precision Infomatic & Sify

Date: 11th October, 2025



Chapter: Mumbai | Topic: Diwali Dhamaka CIO Edition

Partner: Nutanix, Rubrik, LR Technologies & Solarwinds | Date: 11th October, 2025



Chapter: Punjab | Topic: Future Forward (Third Edition)

Partner: Neovatic & SAP | Date: 12th October, 2025



SPECIAL CHAPTER EVENTS

Chapter: Dubai | Topic: Festive Fusion

Partner: ITHR Technologies, Guardware, Silverse & Seclore | Date: 25th October, 2025



Chapter: Kerala | Topic: AI in Commerce and Education

Partner: Bharata Mata College, Autonomous, Thrikkakara | Date: 28th-30th October, 2025



Chapter: Nagpur | Topic: Diwali Milan 2025

Partner: Seva Computers & Shree Nithya Enterprises | Date: 2nd November, 2025



SPECIAL CHAPTER EVENTS

Chapter: Nagpur | **Topic:** Diwali Milan 2025

Partner: Seva Computers & Shree Nithya Enterprises | **Date:** 02nd November, 2025



Chapter: Kolkata | **Topic:** Executive Development Programme on Responsible AI

Partner: IIM Calcutta | **Date:** 10th November, 2025



Chapter: Hyderabad | **Topic:** AI & Security Conference for CIO

Partner: Quadra, AWS, Rubrik, Paloalto & V5 TechSol India LLP | **Date:** 15th November, 2025



PARTNER EVENT

Chapter: Chennai | Topic: Exploring the Next Generation of Technology

Partner: Oracle | Date: 6th November, 2025



KNOWLEDGE SHARING SESSIONS

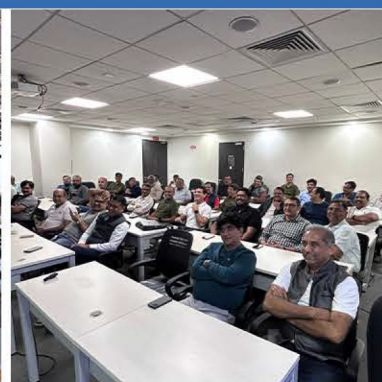
Chapter: Chennai | Topic: Knowledge Sharing & Partner Session

Partner: S4 Technology | Date: 15th November, 2025



Chapter: Pune | Topic: Leadership, Cybersecurity & Digital

Date: 16th November, 2025



ANNIVERSARY EVENTS

Chapter: Ahmedabad | Topic: CIO Conclave 2025 | 8th November, 2025



Chapter: Punjab | Topic: Tech Vision Summit | 22nd November, 2025



FORTHCOMING EVENTS

We invite partners to collaborate in these events and showcase their solutions to technology leaders, foster innovation, and create powerful brand engagement opportunities across the CIO community.



KOLKATA

CIO FUTUREScape

Date: 10th January, 2026

Venue: Taj City Center, Kolkata

A forward-looking gathering where CIOs and technology leaders will explore the next wave of AI, digital transformation, and enterprise innovation. Designed to inspire fresh perspectives and bold ideas for the road ahead.

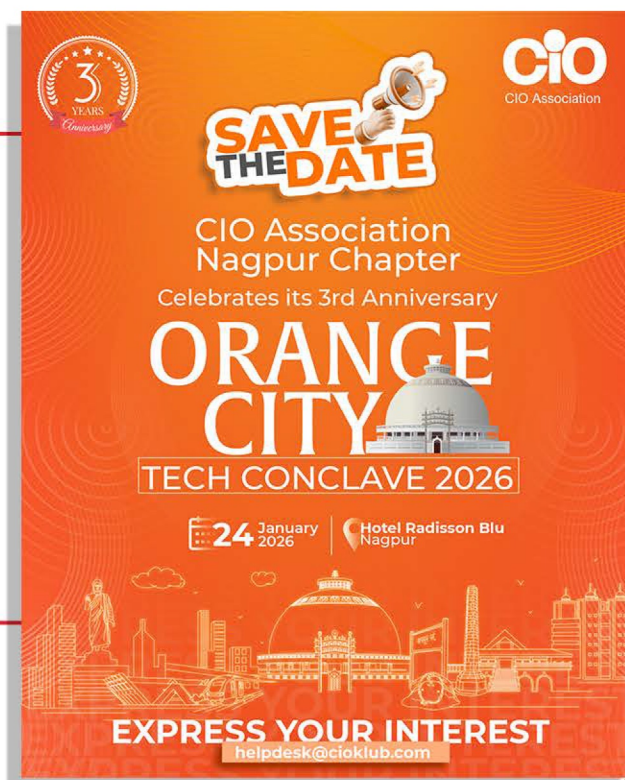
NAGPUR

ORANGE CITY TECH CONCLAVE 2026

Date: 24th January, 2026

Venue: Hotel Radisson Blu, Nagpur

A milestone celebration marking three years of impact, leadership, and community in Nagpur's technology ecosystem. CIOs and industry leaders will connect, to discuss and shape the state's digital future together.



FORTHCOMING EVENTS

We invite partners to collaborate in these events and showcase their solutions to technology leaders, foster innovation, and create powerful brand engagement opportunities across the CIO community.



MUMBAI

17th MEGA ANNUAL CONCLAVE

Date: February 2026

Venue: TBD

The Mumbai Chapter's flagship gathering brings together Governing Body members, national chapter leaders, and senior IT decision-makers under one roof. A premier platform for strategic dialogue, leadership exchange, and charting the next phase of enterprise transformation.

CIO RESOLUTIONS 2026

THE UPGRADE WE ALL NEED

- 1 Prioritise What Truly Matters
- 2 Lead People, Not Just Processes
- 3 Celebrate Progress
- 4 Stay Curious
- 5 Strengthen Your Network
- 6 Lead with Empathy
- 7 Protect Your Wellbeing
- 8 Choose Clarity
- 9 Encourage Experimentation
- 10 Find Joy in the Journey

Here's to a new year built on purpose, balance, and meaningful leadership

