

INDIA
EDITION

◆ 2026

GLOBAL COVER STORY

ENTREPRENEUR
EDITION

THE AI ENTREPRENEUR

BUILDING THE
INTELLIGENT FUTURE

HOW AI AGENTS, AUTOMATION &
INNOVATION ARE REDEFINING BUSINESS

TOP 20

Business Leaders 2026

VISION • COURAGE • IMPACT

THE NEW
AI ECONOMY

FOUNDERS
TRANSFORMING
THE WAY
INDIA WORKS

20 LEADERS
20 BOLD STORIES

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20 UNDER 40 · CLASS OF 2026

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IRFAN
EDITOR-IN-CHIEF

EDITOR'S NOTE

The quiet compounders

Twenty people we believe will define the decade — each given a full spread of their own.

Why These Twenty



A recognition issue is a risky thing. To name twenty people is to leave out thousands, and to rank anyone is to invite an argument. We publish it anyway, because clarity has its own kind of honesty.

This year we widened the lens on purpose — beyond boardrooms into clinics, studios, classrooms and quiet consulting rooms.

Achievement rarely keeps to one industry.

What unites our twenty is not speed but conviction. They decide slowly and commit completely. Our cover honouree, Wilkins Doe, put it best: the hardest discipline is knowing when to wait.

So read the list as an invitation. Disagree with it. Then send us the names we missed.

Irfan Ahmad

EDITOR-IN-CHIEF

MASTHEAD

EDITOR-IN-CHIEF

Irfan Ahmad

DEPUTY EDITOR

Marcus Feld

FEATURES

Priya Raman · Daniel Okafor · Lena Voss

ART DIRECTION

Neha

PHOTOGRAPHY

Studio contributors

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editorial@globalcoverstory.com

THE FUTURE
OF FINANCE:
A CHAIRMAN'S
VISION

+

INSIDE THE
BOARDROOM

A Chairman's Business
and Chairman's
of Finance

CATEGORY 01 · FIVE HONOUREES

01 Business & Enterprise

Five builders scaling with conviction — and the discipline of knowing when to wait.

- 01 **Wilkins Doe**
CAPITAL · DOE CAPITAL
- 02 **Naomi Sterling**
HEALTH-TECH · HALCYON
- 03 **Adrian Vale**
LOGISTICS · MERIDIAN
- 04 **Rohan Mehta**
REAL ESTATE · HORIZON GROUP
- 05 **Ingrid Larsson**
SUSTAINABILITY · FJORD

BUSINESS · Y 01

20 UNDER 40

FORTUNE

MEGA TRUCK, 2020

THE FUTURE
OF FINANCE:
A CHAIRMAN'S
VISION



INSIDE THE
BOARDROOM

Acolowtrihl Business
and Chairman's
of Finance

Wilkins Doe

CAPITAL · DOE CAPITAL

Redefining Patient Capital in a Restless Market

BY THE EDITORIAL DESK · APRIL 2026

GLOBAL COVER STORY · BUSINESS

05

Wilkins Doe still keeps the first cheque he ever wrote framed above his desk — a quiet reminder, he says, of how easily people confuse motion with progress.

He is slow to speak and slower to spend, comfortable with an empty calendar in a way that unsettles his younger partners. The office is quiet by design; the loudest thing in it is the ticking of an old wall clock he refuses to replace.

His one rule has never changed: never grow when growth is cheap and everyone else is buying it on credit. It has cost him deals, and spared him from many more.

Colleagues describe a man almost allergic to urgency. When a rival firm doubled its book in a single frantic year, Doe sent his analysts home early and waited. Eighteen months later he bought the pieces at a fraction of the price.

His analysts have learned to read his silences: a raised eyebrow can kill a deal that took six months to assemble.

He measures a good year not by what he bought, but by what he had the composure to let pass.

That patience is not passivity, he insists. It is the hardest, most deliberate work he does — the daily refusal to act until the odds are genuinely his.

What he has built compounds so quietly that outsiders routinely underestimate it. Insiders no longer make that mistake.

Younger founders come to him for a blessing and leave with a warning about leverage.

The firm has no growth target pinned to a wall — only, he says, a standard it refuses to lower.

"The market pays you to sit still — more often than it likes to admit."



Naomi Sterling

HEALTH-TECH · HALCYON

Choosing Control Over Cheap Capital

BY THE EDITORIAL DESK · APRIL 2026

The morning she turned down the term sheet everyone told her to sign, Naomi Sterling went for a long walk and felt, for the first time in months, like herself again.

The valuation was generous; the terms were not. She would rather own a smaller thing outright than rent a bigger one, she told a board that did not, at first, want to hear it.

The round she eventually raised was half the size — and left her holding the wheel when the market turned and the easy money vanished overnight.

Halcyon's software now sits quietly inside hundreds of clinics, doing unglamorous work with unusual reliability. Sterling likes it that way.

She reads every contract herself, a habit inherited from a mentor who lost a company to a clause she never noticed.

Growth, in her vocabulary, is a means and never a scoreboard.

She talks about capital the way an old sailor talks about weather: with respect, and a healthy suspicion of calm days.

Her competitors raised louder and spent faster. Most are gone. She is still here, still deciding.

When peers celebrate a mega-round, she quietly checks how much of the company they still own.

Her staff describe a founder who says "not yet" more often than "no" — and means it.

"The cheapest capital is the kind you never had to give away."



Adrian Vale

LOGISTICS · MERIDIAN

Building the One Line Competitors Cannot Copy

BY THE EDITORIAL DESK · APRIL 2026

Adrian Vale remembers the afternoon he shut down his three fastest-growing lines as the most frightening — and clarifying — day of his career.

Each was profitable; none was defensible. What remained was smaller, slower, and impossible for rivals to imitate without rebuilding themselves from the ground up.

His team thought he had lost his nerve. Revenue dipped, then flattened, then began to climb in a way that felt almost unfair.

Two years on, that single surviving line out-earns all three ever did combined — and enjoys margins no competitor has managed to touch.

He runs the business from a single sheet of paper he rewrites each Monday.

Complexity, he believes, is where margin quietly goes to die.

Vale keeps a spreadsheet of every opportunity he has declined. It is longer than the one of things he has done, and he is prouder of it.

Focus, he argues, is not a personality trait. It is a series of expensive noes said out loud.

Rivals still copy his old catalogue, not realising the value moved on years ago.

Every product that survives his review has to earn its shelf twice over.

"Focus isn't a virtue. It's arithmetic."



Rohan Mehta

REAL ESTATE · HORIZON GROUP

Reimagining Luxury Living with Purpose and Restraint

BY THE EDITORIAL DESK · APRIL 2026

Rohan Mehta grew up above his father's hardware shop, and he still designs buildings the way his father sold nails — to last, and to be worth every rupee.

In a sector addicted to spectacle, he bet on longevity over launch-day noise: fewer amenities, better bones, quieter luxury that reveals itself slowly.

Early buyers were puzzled by what his towers left out. Later buyers paid a premium for exactly that discipline.

He walks every site himself, often at dawn, checking joinery and light the way his father once checked a delivery.

He refuses to break ground until the last detail of the finish is decided.

His crews stay with him for decades, a rarity in an industry built on churn.

Horizon's resale values now quietly lead the region — proof, he says, that restraint is simply patience wearing a good suit.

He is unmoved by the glass-and-gold arms race around him. His buildings, he notes, will still look composed when the spectacle has dated.

Buyers who once wanted more marble now thank him for the restraint.

A building, he says, should flatter its street, not shout over it.

"Luxury is whatever still feels right ten years later."



Ingrid Larsson

SUSTAINABILITY · FJORD

Making Circular Supply Chains Genuinely Profitable

BY THE EDITORIAL DESK · APRIL 2026

Ingrid Larsson likes to say she did not set out to save the planet — she set out to stop wasting money, and the two turned out to be the same thing.

Waste became feedstock; the ledger caught up with the ethics faster than anyone predicted, and a lot faster than her early investors feared.

She spent years unglamorously re-plumbing a supply chain nobody else wanted to touch, convinced the arithmetic would eventually win.

It did. Competitors are now retrofitting a model she has run quietly across five Nordic markets for a decade.

She keeps a jar of the first pellet her plant ever recycled on her desk.

Regulators now call her before they draft the rules she has already met.

Larsson is impatient with grand pledges. She prefers a spreadsheet that balances and a process that does not lie.

The circular economy, in her telling, is not a movement. It is just accounting done over a longer horizon.

Her model spread not through evangelism but through invoices that simply added up.

Waste, she insists, is just a resource waiting for better accounting.

"We simply measured over the right timeframe. The rest followed."



-38%

Supply-chain waste

5

Nordic markets

10 yrs

Circular by design



CATEGORY 02 · FIVE HONOUREES

02 Health & Science

Five minds moving medicine and research closer to the people who need them.

01 Dr. Sahana Rao
PREVENTIVE CARE

02 Dr. Imran Qureshi
ADVANCED SURGERY

03 Dr. Soo-jin Park
AI RESEARCH · LUMEN

04 Dr. Meera Nathan
ONCOLOGY

05 Dr. Kabir Sethi
REHABILITATION

A portrait of Dr. Sahana Rao, a woman with long dark hair, smiling. She is wearing a white lab coat over a patterned shirt, with a stethoscope around her neck. The background is a blurred clinical setting.

Dr. Sahana Rao

PREVENTIVE CARE

The New Face of Preventive Healthcare in India

BY THE EDITORIAL DESK · APRIL 2026

Dr. Sahana Rao trained as a surgeon, then spent a decade trying to make her own operating table unnecessary.

Her clinics treat screening as a habit rather than an emergency, and the data has been quietly startling. People come in feeling fine, and leave with problems caught a decade early.

Preventable admissions across her network have fallen for six straight years — the kind of graph that rarely makes headlines but changes thousands of lives.

She built the model in ordinary neighbourhoods, not gleaming hospitals, because that is where the difference is largest.

She spends her mornings in clinics and her evenings arguing with insurers about paying for prevention.

The graph she is proudest of is the one that shows nothing dramatic happening.

Colleagues once dismissed prevention as unglamorous. Rao considers that the highest compliment medicine can pay a discipline.

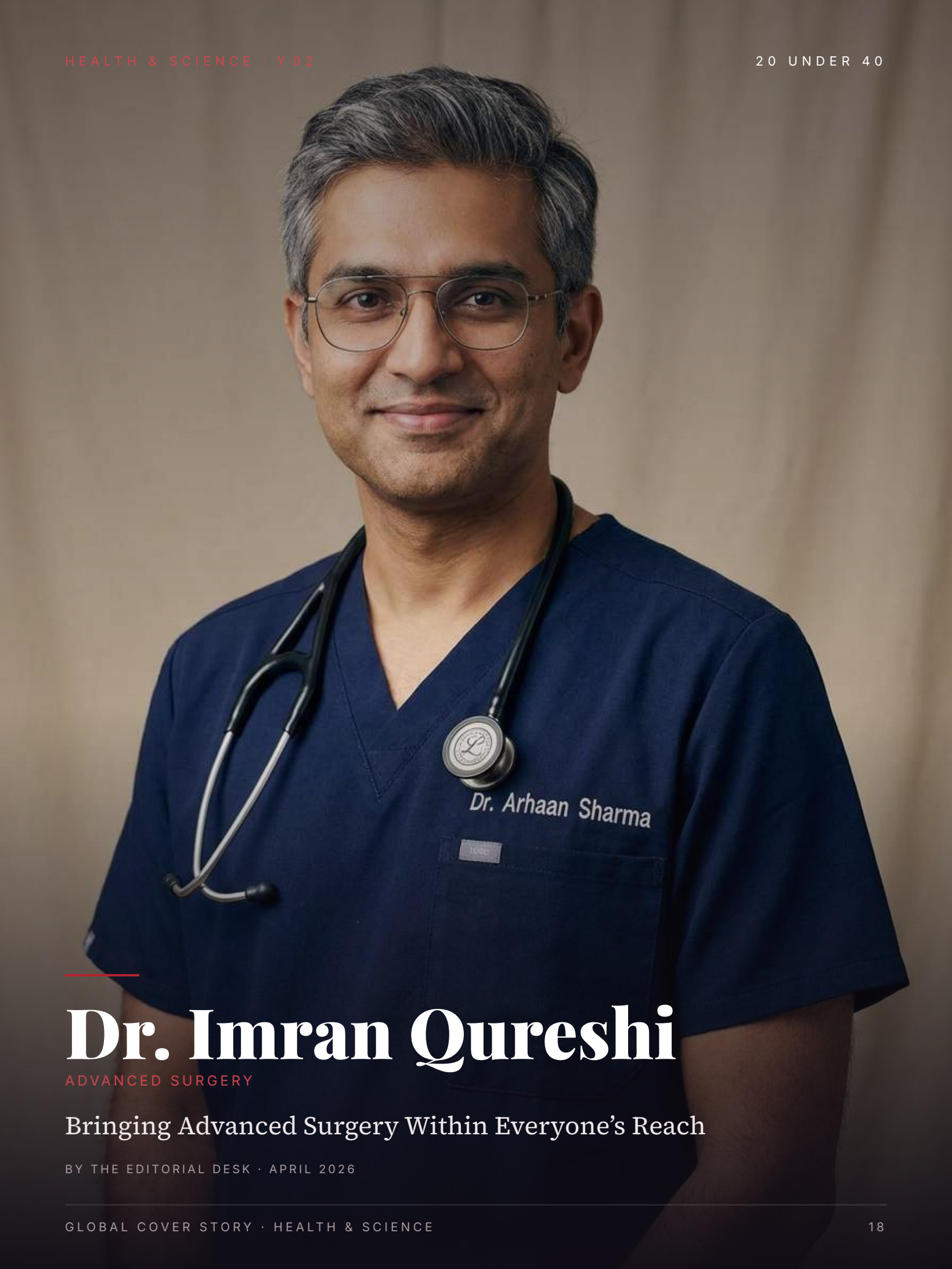
Her ambition is almost subversive: to make herself, and doctors like her, gradually less necessary.

Her patients rarely thank her, because the crisis she prevented never arrived.

Medicine, she says, should measure the disasters it quietly avoids.

"The best surgery is the one you made unnecessary."



A portrait of Dr. Imran Qureshi, a middle-aged man with grey hair and glasses, wearing a dark blue V-neck scrub top. A stethoscope is draped around his neck. On the left side of his chest, a name tag reads "Dr. Arhaan Sharma". The background is a neutral, light-colored wall.

Dr. Imran Qureshi

ADVANCED SURGERY

Bringing Advanced Surgery Within Everyone's Reach

BY THE EDITORIAL DESK · APRIL 2026

Dr. Imran Qureshi still performs in the same small-town hospital where he was once told complex surgery could never be done.

By standardising technique and training relentlessly, he cut both cost and complication rates until the impossible became routine.

What was once a metropolitan luxury now reaches tier-two cities, performed by teams he has patiently taught.

He is evangelical about protocol, not because he distrusts talent, but because protocol is what lets talent scale.

His trainees inherit not just technique but a stubborn refusal to accept excuses.

He measures progress by the towns that no longer need to send patients away.

Patients travel hundreds of kilometres for him; he would rather train the surgeon in their own town.

Excellence, he insists, is not a location. It is a system anyone disciplined enough can build.

Referrals now come from the very hospitals that once doubted him.

Distance from a big city, he argues, should never decide who survives.

**"Excellence only the rich
can reach isn't excellence at
all."**



Dr. Soo-jin Park

AI RESEARCH · LUMEN

Teaching Machines to Reason Efficiently

BY THE EDITORIAL DESK · APRIL 2026

Dr. Soo-jin Park keeps a sticky note on her monitor that reads, simply, "smaller." It has become a lab philosophy.

Her work on efficient reasoning cut training costs by an order of magnitude and quietly reset the field's assumptions about scale.

Where others chased ever-larger models, she asked a harder question: how much intelligence can you win back per watt of energy spent?

The answer reshaped roadmaps at labs far larger than her own.

Her lab runs on modest hardware by choice, a constraint she treats as a teacher.

She publishes her failures as readily as her wins, which unnerves her rivals.

She is wary of the industry's appetite for spectacle, and allergic to the word "breakthrough."

Progress, she argues, looks less like a moonshot and more like a thousand careful economies compounding.

Efficiency, to her, is a moral position as much as a technical one.

The field, she suspects, will spend the next decade unlearning its love of size.

**"Bigger was never the point.
Judgement per watt is."**

PREMIUM TECH MAGAZINE

Brothan, 39-year-old Korean woman AI research scientist, with a slender audience citation determinamus of an honour to premium curios it searher ontanz each prafiliated energy and scientists. Its whictry reacted onioles and advantage inereache technologies to matic orarimars ilooperative enemy.

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FUTURE OF INTELLIGENCE:
DR. ANYA SHARMA

13 PREMIUM TECH MAGAZINE

Dr. Meera Nathan

ONCOLOGY

Redefining Hope in Modern Cancer Care

BY THE EDITORIAL DESK · APRIL 2026

Dr. Meera Nathan measures a good day not only in scans but in how honest a conversation she managed to have.

Her practice pairs aggressive science with unusually candid counsel, refusing the false comfort that leaves patients unprepared.

Patients describe something rare in oncology: the feeling of being genuinely informed, and genuinely accompanied.

She trains her younger doctors in the hardest skill of all — telling the truth without stealing hope.

She keeps a chair beside her desk that patients, not charts, are meant to fill.

Her hardest lessons are taught to doctors, not students: how to sit with bad news.

Behind the warmth is a rigorous scientist who reads late into the night so her patients get tomorrow's options today.

Hope, in her hands, is not a mood. It is a discipline built on honesty.

She reads trial data at midnight so no patient waits for yesterday's medicine.

Compassion, in her clinic, is a clinical instrument, calibrated and sharp.

"Hope and honesty are not opposites. Together they're a method."



A portrait of Dr. Kabir Sethi, a man with a beard and mustache, smiling. He is wearing a dark blue polo shirt. The background is a blurred gym or clinic setting with exercise equipment.

Dr. Kabir Sethi

REHABILITATION

Rebuilding Lives Through Advanced Physiotherapy

BY THE EDITORIAL DESK · APRIL 2026

Dr. Kabir Sethi took up physiotherapy after an injury ended his own athletic career — and decided no one else should be written off so easily.

His protocols blend sports science, wearables and old-fashioned patience, treating recovery as a skill to be coached rather than a wait to be endured.

Athletes and grandparents alike walk out of his clinics stronger than they arrived, often to their own disbelief.

He is obsessive about the unglamorous middle of recovery, the weeks when most people quit.

He films his patients' first steps and their last sessions, and shows them the difference.

The exercises look dull; the results, he says, are anything but.

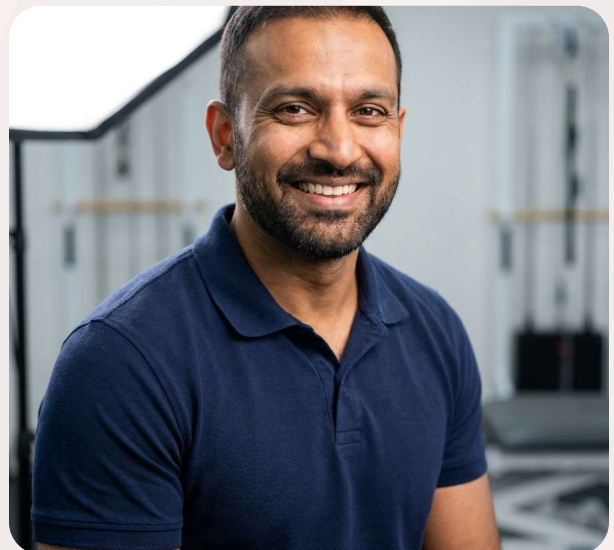
Seven clinics later, his return-to-activity rates read like a rebuke to everyone who ever said "learn to live with it."

The body, he insists, is far more willing to rebuild than we give it credit for.

He is proudest of the patients who no longer need him.

The body forgives more than we expect, if we are patient enough to ask.

"Recovery is a skill. We just teach it properly."



12k+

Patients treated

94%

Return-to-activity

7

Clinics nationwide

CATEGORY 03 · FIVE HONOUREES

03 Culture & Creators

Five makers giving the decade its sound, its buildings and its stories.

01 Aarav Menon
MUSIC · QAWWALI

02 Amara Sol
ARCHITECTURE · SOL+VEGA

03 Mateo Rossi
ARCHITECTURE · ROSSI STUDIO

04 Leela Iyer
CULINARY ARTS

05 Daniel Weiss
FILM & TECHNOLOGY

Aarav Menon

MUSIC · QAWWALI

Reviving a Devotional Tradition for a New Generation

BY THE EDITORIAL DESK · APRIL 2026

Aarav Menon learned qawwali sitting on his grandfather's harmonium case; he now fills concert halls with listeners half his age.

He reworked the form for modern stages without hollowing out its soul, trusting audiences to meet him halfway.

The gamble — that reverence and reinvention could share a stage — paid off in sold-out nights and unlikely converts.

Purists grumbled at first; many now sit in his front rows.

He still tunes his grandfather's harmonium before every show.

Younger listeners arrive for the spectacle and stay for the stillness.

He speaks of the tradition as a living thing he is merely carrying forward, not a museum piece to be guarded.

A century-old form, in his hands, sounds urgently present tense.

He turns down lucrative fusion gigs that would dilute the form.

A tradition, he says, is a conversation across generations, not a recording.

"Tradition survives only when it's brave enough to change."



CULTURE JOURNAL

Amara Sol

ARCHITECTURE · SOL+VEGA

Designing Public Space as if It Were the Client

BY THE EDITORIAL DESK · APRIL 2026

Amara Sol keeps a photo of a crowded stairwell on her studio wall — proof, she says, that people, not renders, finish a building.

She fights hardest for the plaza, the stair, the shaded bench that no developer bills for and no brochure celebrates.

Those "leftover" spaces, she argues, are where a city actually lives, and where good architecture earns its keep.

Clients arrive wanting an icon; she gently talks most of them into something more generous.

She surveys her finished buildings by watching how strangers use them.

The bench nobody costed is often the part she fought hardest to keep.

Her buildings give as much to the street as to their owners — a quiet act of civic arithmetic.

A great city, she insists, is measured by what it offers the person who cannot afford to be there.

Developers arrive sceptical and leave quoting her back to themselves.

A city, she insists, is judged by its most ordinary corners.

**"Cities are made of the
space nobody billed for."**



A portrait of architect Mateo Rossi, a middle-aged man with grey hair and a beard, wearing a black turtleneck. He is holding a pair of glasses in his hands. The background is a blurred office space with architectural models and drawings.

Mateo Rossi

ARCHITECTURE · ROSSI STUDIO

Building in Timber for the Long Century

BY THE EDITORIAL DESK · APRIL 2026

Mateo Rossi talks about his buildings the way a vintner talks about wine — in decades, and with a certain patience for how they age.

His civic work treats mass timber as a structural language, not a sustainability gesture bolted on for the brochure.

The material warms his buildings and, he hopes, their cities, settling into place rather than fighting it.

He designs for the second and third generation of occupants as much as the first.

He visits his older buildings to see how they have aged, notebook in hand.

Timber, in his hands, is structure and warmth in the same gesture.

Rossi is suspicious of buildings that photograph better than they live. His rarely make that trade.

A structure, he says, should feel inevitable the day it opens — as though the city had simply been waiting for it.

He designs for the grandchildren of his clients as much as the clients.

Permanence, he argues, is the most generous thing architecture can offer.

"A building should feel inevitable the day it opens."



Leela Iyer

CULINARY ARTS

Elevating Culinary Storytelling Through Fine Dining

BY THE EDITORIAL DESK · APRIL 2026

Leela Iyer writes her menus like short stories, and edits them just as ruthlessly.

In a world that consumes food in seconds, she slows the whole experience down until diners forget their phones.

Each course earns its place in the plot, or it is cut without sentiment.

She sources with the obsessiveness of a novelist checking facts, tracing ingredients to the people who grow them.

She rewrites her menu the way an editor cuts a manuscript, without mercy.

Her suppliers are named on the card, because the story starts with them.

Critics call her tasting room the most disciplined in the country; regulars call it a place that remembers them.

A plate, she believes, should say something — and know when to stop talking.

Diners who arrive in a hurry usually leave having forgotten the time.

A great meal, she says, has a beginning, a middle and a reason.

"A plate should say something, or leave the table."



Daniel Weiss

FILM & TECHNOLOGY

From Code to Cinema, Shaping Culture Across Media

BY THE EDITORIAL DESK · APRIL 2026

Daniel Weiss wrote software by day and screenplays by night for years before anyone let him do both at once.

His tools reshape how films are made; his films reshape what audiences expect.

Few people sit so easily on both sides of the camera and the compiler, and fewer still resist letting one swallow the other.

He is wary of technology that dazzles at the expense of story, and says so, loudly, to rooms that would rather he didn't.

He keeps a screenplay and a codebase open on the same desk, switching between them.

His tools serve the story; the moment they don't, he abandons them.

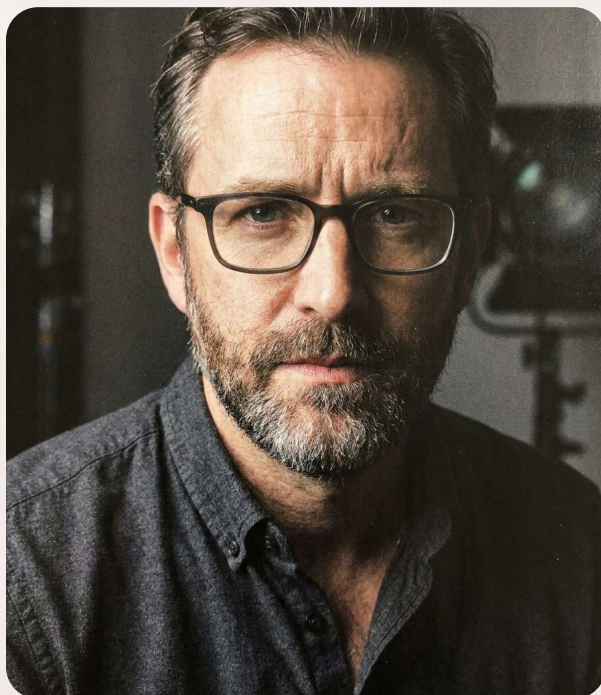
Each project begins with a question about meaning, not machinery.

The story, he insists, must always choose the tool — never the other way round.

Studios court him for the technology and stay for the taste.

The best effect, he says, is the one the audience never notices.

**"The story decides the tool
— never the other way
round."**

**3**

Feature films

2

Tech patents

40+

Festival selections

CATEGORY 04 · FIVE HONOUREES

04 Spiritual & Wellness

Five guides helping a restless world find clarity, strength and calm.

01 Pandit Vikram Rathi
VEDIC ASTROLOGY

02 Dr. Riya Kapoor
EDUCATION

03 Sourav Ghosh
TAROT & NUMEROLOGY

04 Anjali Nair
FITNESS & WELLNESS

05 Ishita Dutt
SOCIAL IMPACT

Pandit Vikram Rathi

VEDIC ASTROLOGY

Accurate Predictions Grounded in Practical Guidance

BY THE EDITORIAL DESK · APRIL 2026

Pandit Vikram Rathi is wary of the word "prophecy." He would rather send you home a little calmer than a little more afraid.

In a noisy field crowded with theatrics, he built trust the slow way — by being useful rather than mystical.

His readings favour clear, humane counsel over spectacle, and clients notice the difference within minutes.

They return, he has found, less for prediction than for perspective — for a steadier way of seeing a hard week.

He offers steadiness, not certainty, and finds people prefer it.

He is candid about the limits of what he can know, which is precisely why people believe the rest.

Guidance, he insists, should leave you steadier on your feet, never more afraid of the ground.

He is candid about what the charts cannot tell him.

Wisdom, he says, is mostly the courage to say "I don't know."

Doubt, admitted honestly, is what makes the rest believable.

"Guidance should leave you calmer, not more afraid."



Dr. Riya Kapoor

EDUCATION

Purpose-Driven Leadership in Modern Learning

BY THE EDITORIAL DESK · APRIL 2026

EDUCATION'S NEW VISION

Dr. Riya Kapoor rebuilt a struggling institution around a single stubborn idea: that education should reach past the syllabus.

Careers guidance, wellbeing and community became core to her school, not extracurricular afterthoughts.

Graduation and placement rates followed close behind, but she is prouder of the students who found their footing.

She spends as much time with anxious parents as with governors, convinced that trust is the real curriculum.

She protects her teachers' time as fiercely as her students' futures.

Her staff describe a leader who protects their time so they can protect their students'.

You teach people, she reminds new teachers, not just subjects — and people remember how you made them feel.

Results improved, but she measures success in confidence regained.

A school, she says, is a promise a community makes to its children.

Trust, she argues, is the only curriculum that truly scales.

"We teach people, not just subjects."



EDUCATION'S NEW VISION

Sourav Ghosh

TAROT & NUMEROLOGY

Bridging Ancient Wisdom with Modern Guidance

BY THE EDITORIAL DESK · APRIL 2026

Sourav Ghosh runs his practice from a calm, book-lined room that feels more like a therapist's study than a mystic's den.

He treats a session as structured reflection, not fortune-telling, and says so before anyone sits down.

The cards, in his hands, are a prompt for honesty rather than a claim about fate.

A steady following has grown almost entirely by word of mouth, which is the only marketing he trusts.

He sends the anxious away calmer, which he counts as the real work.

He turns away clients looking for certainty, and keeps the ones looking for clarity.

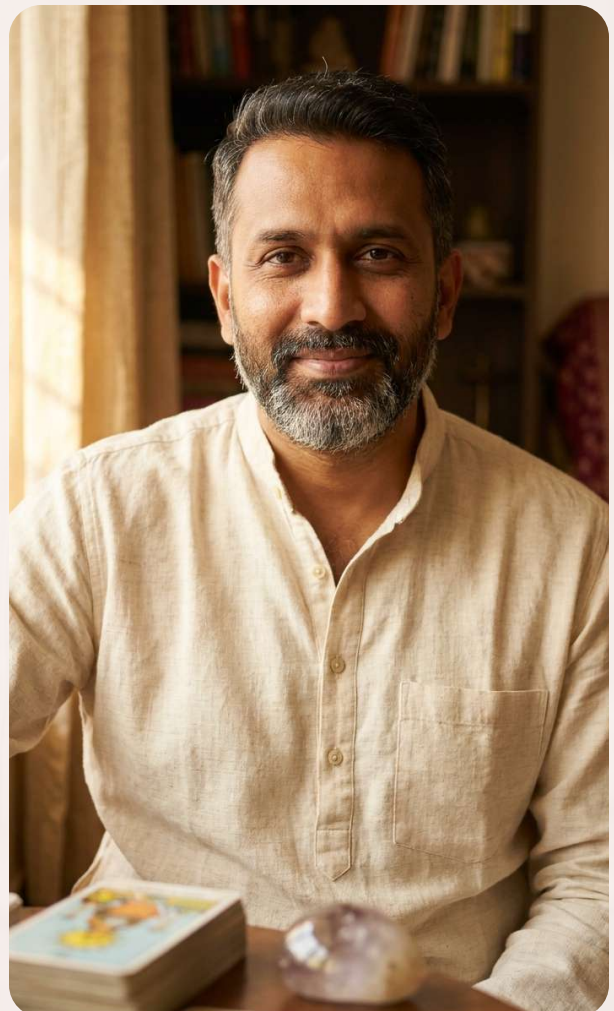
The cards start a conversation, he says. You are the one who has to finish it.

He has no interest in prophecy, only in perspective.

The cards, he repeats, are a mirror, not a map.

Clarity, not prophecy, is the only thing he promises.

"The cards start a conversation. You finish it."



Anjali Nair

FITNESS & WELLNESS

Transforming Fitness and Empowering Women

BY THE EDITORIAL DESK · APRIL 2026

Anjali Nair built a movement, not a gym chain — and to her the difference is everything.

Her programmes centre strength, confidence and community over vanity metrics and mirror selfies.

Thousands of women credit her with a lasting relationship to their own health, long after the initial motivation faded.

She designs for the beginner terrified to walk in the door, not the athlete already at ease.

She celebrates the first unassisted push-up as loudly as any record.

Her coaches are trained to notice the quiet wins — the first unassisted push-up, the returned confidence.

Strong, she reminds them, is a mindset first and a body second.

The community she built outlasts any individual's motivation.

Strength, she insists, is a habit long before it is a physique.

Belonging, she has found, outlasts any burst of motivation.

"Strong is a mindset first, a body second."



Ishita Dutt

SOCIAL IMPACT

Driving Change Through Menstrual Health and Education

BY THE EDITORIAL DESK · APRIL 2026

Ishita Dutt took a subject wrapped in silence and, classroom by classroom, simply started talking about it out loud.

Her workshops reach schools that had never discussed the topic openly, replacing shame with plain information.

The result shows up in dropout rates that stopped rising — and in girls who stayed to finish what they started.

She trains local teachers to carry the work forward, so the change outlasts any single visit.

She hands communities the tools and then, deliberately, steps back.

Funders wanted slogans; she gave them curricula, and the numbers to back them.

Silence was the real problem, she says. All she did was start the conversation.

The numbers she is proudest of are the girls who simply stayed in school.

Silence, she says, was never neutral — it was the whole problem.

Change that depends on her, she says, is change that has already failed.

"Silence was the real problem. We just started the conversation."



500+

Schools reached

180k

Students taught

9

States active

The Habits of High Performers

We asked four leaders with a combined 90 years at the top to name the routines they refuse to compromise. The answers were almost boringly consistent — and that is the point.

None mentioned productivity apps or rising at 4am. They described disciplines of attention: protecting uninterrupted thinking, reviewing decisions rather than tasks, and saying no by default.

The table maps how they spend a week. The higher the seat, the more of the calendar is deliberately left empty.

THE THROUGH-LINE

"Protect your attention like it's the only asset that doesn't compound back."

William Doss
INDUSTRIALS

Blocks the first two hours daily for reading — no meetings before ten.

Hideo Tanaka
TECHNOLOGY

One customer call a day, unfiltered — no summaries, no slides.

Marisol Bauer
CONSUMER

Reviews decisions, not dashboards — a weekly post-mortem on judgement.

Grace Adeyemi
FINANCE

Defaults to no; every yes must survive a 48-hour cooling-off.

WEEKLY HOURS	DOSS	BAUER	TANAKA	ADEYEMI
Deep work	14	10	16	12
Meetings	9	12	6	8
Customer time	5	7	5	4
Unscheduled	12	11	13	16



Know someone remarkable?

Nominations for the Class of 2027 open this autumn. Tell us who the next decade belongs to.

editorial@globalcoverstory.com