The untold chapters

- First female CIO of the Israeli Navy, after being told it was impossible as a woman
- Finance degree graduate who fell into tech via Lotus, eventually became CEO
- Global citizen (Sudan-born, Qatar-raised, US-based): drawn to vague situations and figuring things out
- Chartered accountant turned event organizer and artisanal sweet boutique founder

Pivotal Moments

- Forced MBA transfer from Texas to North Carolina (mother's insistence): led to full scholarship, first US job, green card, and 12–year tenure
- Navy system failure during joint Army/Navy/Air Force exercise: learned to shield the team from pressure while managing upward simultaneously
- Declined permanent CEO role to return to Texas and care for a parent with dementia: no regrets, led to Traction On Demand
- Pandemic pivot from Red Bull and finance into catering and sweets business: family skepticism overcome, now runs two businesses

On Mistakes and Regrets

- Consensus: no regrets, as regret assumes you can change the past and know the alternative was better
- Biggest shared leadership mistake: moving too slowly on people decisions
    - Four categories of people: great fit, right person/wrong role, good person/wrong fit, toxic
    - Leaders waste time managing the third and fourth categories instead of developing the first two
- Letter from a child to a panelist: "When I'm in your position, I want my kids to think of me the way I think of you"
- Key reframe: negative feedback often reflects discomfort with facts, not a judgment of the person

Mentors and Closing Taglines

- Mentors named: mothers, grandmothers, fathers, and colleagues (McCree, Chris, Lynn, Mike Eppner)
- Recurring advice: "Be useful. Be the person everyone goes to. No job is routine."
- Grandmother's lesson: "Live a meaningful life, first to yourself." Ask daily: am I happy, am I passionate, am I meaningful?
- Mother's final words to one panelist: "You should not stop. There should be no excuse in your life."
- Taglines offered:
    - "CA turned mithai wali" (chartered accountant to sweets maker)

- “Sprinkle of luck, a lot of gratitude, and only a few chapters of a very big book”
- “No Man’s Land”: push to the front of the pack or fall back, but choose decisively
- “Almost day one”: still waking up with Day 1 energy; the day that changes is the day to move on