PUBLISHED IN **Visionary Vogues** · Magazine column · web
PUBLISHED May 2025
Month as recorded by the author; no day is printed on the published page.
AUTHOR Ravi R. Iyer, MD
SOURCE https://www.visionaryvogues.com/dr-ravi-iyer-iyer-clinic-healing-vision
RECORDED 23 November 2026 · record AR-2025-05-001

PROFILE

Redefining the Art of Healing

The vision and legacy behind the Iyer Clinic.

By **Ravi R. Iyer, MD**



Key art as published by Visionary Vogues. Retained as part of the record of how the piece appeared.

- In the often-sterile corridors of modern healthcare, where
- efficiency, insurance codes, and clinical checklists dominate the
- patient experience, one doctor has spent over four decades
- redefining what it truly means to heal.

When Dr. Ravi Iyer founded The Iyer Clinic in 1997, he wasn't just opening a medical practice; he was launching a movement. Grounded in deep scientific training, tempered by rural service in India, and inspired by a profound sense of human empathy,

Dr. Iyer built a clinic that stands today as a living manifesto: that medicine is not simply the science of curing disease, but the art of empowering life.

The Birth of a Philosophy: From Healing Disease to Empowering Humanity

After completing his residency at George Washington University in 1996, Dr. Ravi Iyer entered private practice like many young physicians, full of energy, eager to serve, and guided by traditional notions of success. Yet, within months, he realized something was deeply amiss.

- “Very early on in my practice, I recognized that the shape of
- medicine was changing,” he recalls. “Doctors were just
- practicing in their clinics, but no one was going out to where the
- elderly actually lived.”

It was a quiet revelation that would redefine his life’s work. At that time, the medical establishment viewed community-based care as second-rate. “The idea of doctors visiting retirement communities, nursing homes, or private residences was considered unproductive,” he says. “They used to call them ‘nursing home doctors,’ implying that you weren’t a real doctor if you had to care for the elderly.”

That prejudice infuriated him. “I found that philosophy offensive,” he continues. “It was arrogant. It suggested that caring for the old or frail was beneath the dignity of a physician, as if these lives were less worthy of our time.”

Driven by conviction rather than convention, Dr. Iyer began doing the unthinkable: he took his practice on the road. “I started exploring actually going out to the patient,” he says. “I didn’t want to sit behind a desk waiting for the sick to come to me. I wanted to meet them where they lived, where life was still unfolding, sometimes slowly, sometimes painfully, but always meaningfully.”

His first stop was Falcons Landing, an Air Force retirement community in Virginia. “The people there were extraordinary,” he remembers. “Generals, colonels, United Nations ambassadors, individuals who had shaped policy and history. Now in their seventies and eighties, they were experiencing the wear and tear of age, yet their minds were sharp, their stories alive.”

He pauses, reflecting. “One of the founders of Falcons Landing was my patient. Senator J. William Fulbright, creator of the Fulbright fellowship program, was among the people I cared for. I looked after the wife of Lt. General Brent Scowcroft, who was President George H. W. Bush’s National Security Advisor. The Joint Chiefs of Staff and several UN diplomats were patients of mine. These were the architects of modern history, and yet they were invisible to the healthcare system. That realization shook me.”

As he began caring for them, Dr. Iyer’s understanding of medicine deepened . He saw how chronic illness is intertwined with emotion, loneliness, and loss of purpose. “When you take care of people in their seventies and eighties,” he explains, “you’re not just managing disease, you’re helping them navigate the final chapters of life with dignity, preserving functionality, and keeping meaning intact.”

The work was relentless. “Breakdowns were frequent,” he says. “Every week, I had to move patients from Falcons Landing or other nursing homes to hospitals for acute infections, pneumonias, or cardiac crises. I was constantly transitioning between settings, from the hospital, to the nursing home, to rehab facilities, and sometimes to their homes.”

That continuum of care, from acute to chronic to preventive, gave birth to one of his most defining innovations: the integrated model of lifelong patient care. “I didn’t just treat a case; I followed a life,” he says. “It was exhausting. I practically lived in my car, working 12 to 16 hours a day, but it was the most rewarding work I’d ever done.”

Those years were grueling, but they forged an unshakable conviction. “The patients were not poor,” he recalls. “They all had insurance. It wasn’t charity. It was simply hard work, a lot of documentation, a lot of travel, and a lot of heart. But what I got in return was validation, the gratitude of families, the trust of patients, and relationships that endure even today.”

That experience crystallized his philosophy of care, one built not around disease, but around empowerment. “I began to see that human beings fundamentally want to live lives that validate them as powerful, competent, and contributory,” he says. “When they lose that capacity, they experience disease. So healing isn’t just about eliminating symptoms, it’s about restoring that sense of power and possibility.”

This insight became the spiritual and operational foundation of the Iyer Clinic, which he later founded. “My job as a physician,” he explains, “is to empower a person’s possibilities. That is the true essence of healing.”

Dr. Iyer describes this ethos not as idealism, but as science informed by soul. “The human elements of compassion, connection, and contribution, combined with intellectual rigor, clinical precision, and scientific discipline, create a field where real transformation happens,” he says. “That’s what medicine should be.”

He draws a clear line between what he calls technicians and physicians. “A technician approaches disease as a mechanical problem to be solved,” he says. “A physician uses the resolution of that problem to generate empowerment. The goal is not just to fix the body, but to reawaken the person.”

This distinction, he believes, lies at the heart of modern healthcare’s crisis. “Too many people in medicine today see their role as problem-solvers, not as life-restorers,” he observes. “That mindset produces inferior outcomes, not only for patients but for doctors themselves. It leads to burnout, cynicism, and a loss of purpose.”

His voice grows reflective. “The only antidote is to reintroduce service, true service, as the moral and emotional core of medicine. The single greatest role of a physician,” he says, “is that of service to a higher goal.”

It is this service mindset that, for over three decades, has allowed the Iyer Clinic to not only survive but flourish. “Our mission,” he says, “is to create a space where every person who walks through our doors experiences empowerment, no matter what problem they bring.”

For Dr. Iyer, the balance between science and compassion is not a delicate negotiation; it’s a deliberate integration. “Whether I’m treating a teenager or a centenarian, I ask one simple question,” he explains. “Is what I’m doing empowering this person to become more capable, more self-expressed, more alive?” He smiles softly, the conviction unmistakable. “That’s my compass. It’s the question that guides every decision I make.”

And perhaps, that’s the quiet revolution at the heart of his legacy: the transformation of medicine from a mechanical act of repair to a profound act of renewal, where healing means more than surviving, and where every diagnosis becomes an opportunity to rediscover what it means to be fully human.

The Scientist Who Never Stopped Being a Humanist

To understand Dr. Ravi Iyer's work today, the cutting-edge care at the Iyer Clinic, the research initiatives, and the deep philosophical undertones, one must first travel back to where it all began: the dusty rural outposts of India.

> *My training in India exposed me to medicine in its rawest, most demanding form," he recalls. "Sometimes I was the only doctor within a hundred miles. Villagers would arrive at my door in the middle of the night on bullock carts, asking me to save a life.*

Armed with only the tools he could carry, he learned to improvise. "I delivered babies by lamplight," he says. "I performed emergency surgeries with minimal equipment, assisted only by untrained villagers who learned by watching. Those were moments that tested not just my skill but my courage and compassion."

These experiences forged an indelible truth in him, that medicine is first and foremost a human art. Yet even as his hands mastered the craft of field medicine, his mind yearned to understand the science behind life itself. That hunger led him to one of India's foremost research institutions, the All India Institute of Medical Sciences (AIIMS).

- "At AIIMS, I was exposed to the most advanced scientific
- disciplines of the time, protein and peptide chemistry, electron
- microscopy, molecular biology, tissue culture," he explains. "I
- learned how to compound, how to analyze the smallest
- elements of biological life. It was like moving from the
- stethoscope to the microscope, from healing the body to
- understanding its molecular poetry."

Long before "peptides" became a buzzword in modern wellness, Dr. Iyer was synthesizing them by hand in laboratory settings. "Even today," he smiles, "I can set up a peptide lab in my basement. I know exactly what to order, how to build the sequences, and how to fold the proteins. There are perhaps only a few hundred physicians worldwide who can do that."

From AIIMS, he advanced to Harvard University, where his postdoctoral research immersed him in the evolving field of molecular genetics, gene cloning, transgenic mice, tissue extraction, and cell biology. "That period gave me a kind of X-ray vision," he says. "I could see the body not as organs and systems but as molecular symphonies. I learned that the human body doesn't know East or West, it only knows chemistry. Healing, therefore, is chemistry guided by compassion."

This combination of empirical rigor and emotional intelligence became his lifelong signature. When Dr. Iyer speaks about medicine, he does so not as a technician but as a philosopher-scientist, one who understands that every molecule in the body responds not only to biochemistry but to belief, emotion, and purpose.

His vast, cross-disciplinary training, from delivering babies in mud huts to synthesizing peptides in sterile labs, gave him a panoramic view of healing. "There is no Western medicine or Eastern medicine," he insists. "There is only human medicine. The molecules of the body respond to integrity, precision, and compassion, and that's the foundation upon which the Iyer Clinic was built."

Innovating Beyond Boundaries: From Molecules to Meaning

When Dr. Iyer founded the Iyer Clinic in 1997, he brought with him a perspective that few physicians could claim: the hands of a country doctor and the mind of a molecular biologist. It was this rare fusion that allowed him to see patterns others missed, especially in the treatment of chronic disease.

One of his earliest and most influential insights came in the field of metabolic health. “I realized in the mid-1990s that Type 2 diabetes wasn’t really an insulin problem,” he says. “It was an energy utilization problem, a mismatch between the human genome and modern civilization.”

At a time when the medical world focused on prescribing insulin and medication, Dr. Iyer began teaching patients about metabolism, cellular energy, and genetic adaptation. “We were feeding people processed carbohydrates and then wondering why their bodies were rebelling,” he explains. “It wasn’t a matter of deficiency; it was a matter of misalignment between diet and DNA.”

Out of this understanding grew the Six-in-Six Diabetes Program, a pioneering initiative that helped patients dramatically lower their hemoglobin A1c levels and regain vitality in six months. “We were talking about carbohydrate toxicity, energy balance, and genetic predisposition long before it became fashionable,” he says. “Back then, people thought I was eccentric. Now, they call it visionary.”

This same spirit of integration, combining acute care, chronic management, and prevention, soon became the clinic’s hallmark. His earlier experiences in rural India, where he often performed minor surgeries with minimal tools, taught him to innovate under constraints. “I learned to think with my hands,” he says. “That skill translated perfectly to modern practice, doing more with less, achieving precision without waste.”

Dr. Iyer’s patients often remark that his care feels like “the return of the country doctor.” Indeed, his approach revives the intimate, hands-on medicine of the 1950s, yet his science operates squarely in the 21st century. “My patients tell me, ‘You remind us of the doctors our parents had, but you do it with the technology of today,’” he smiles. “That’s exactly what I wanted to create, timeless medicine in a modern world.”

But his contributions were not limited to clinical care. Leveraging his research background, Dr. Iyer brought laboratory-level science into community practice. “My early exposure to molecular research made me comfortable bridging the gap between the lab and the bedside,” he says. “That’s how the Iyer Clinic became one of the few private practices to run clinical trials.”

Under the umbrella of the Nova Health Management and Research Group, he led several pivotal studies, including the SUSTAIN Trials, the foundational research that would later lead to the development of Ozempic, the GLP-1 therapy now celebrated worldwide. “We were doing that work in 2014,” he notes. “Back then, nobody even knew what a GLP-1 agonist was, except the Iyer Clinic.”

- Today, the entire medical world echoes what Dr. Iyer was
- teaching decades ago: that cellular health begins not with drugs
- alone, but with understanding energy, chemistry, and the
- human will to heal.

> *What I’ve always believed,” he reflects, “is that true innovation in medicine doesn’t come from more technology, it comes from seeing connections others don’t. You have to see the person, the molecule, and the meaning, all at once.*

That integration of science and soul, molecule and meaning, remains the heartbeat of the Iyer Clinic, a living proof that the most advanced medicine on earth still begins with the oldest principle known to humanity: compassion.

The Philosophy That Drives Physician Freedom and Fulfillment

As the Iyer Clinic grew in scope and renown, Dr. Ravi Iyer began noticing another, quieter crisis unfolding in the medical world, one that had little to do with patients and everything to do with physicians themselves.

- “In recent years,” he says, “I’ve seen many doctors trying to
- escape burnout by turning to concierge models, charging
- patients thousands of dollars a year simply for access. They call it
- personalized care, but very few of those models offer true
- human connection or home-based medicine.”
- He pauses, his tone measured but firm. “I’m not here to
- denigrate anyone’s choices. But to me, that approach never

From its founding, the Iyer Clinic was designed to embody a different ethos: high-quality, high-integrity, high-access care, without inflated costs. “Right from the beginning,” Dr. Iyer explains, “we were providing concierge-level service without concierge-level pricing. I was doing house calls, managing complex chronic diseases, and conducting clinical trials, all as part of the same practice. The patients didn’t pay extra. They simply received the best care possible.”

While other practices built business models around exclusivity, Dr. Iyer built his around accessibility. “People assume you have to charge $3,000 a year to be successful,” he says. “But I’ve proven otherwise. I live an excellent life. My clinic thrives. We run international research programs. We’ve built a nutritional and wellness company that’s gaining global recognition, all without monetizing the privilege of access to a human being.”

For Dr. Iyer, this is not just an economic model; it’s a moral stance. “Medicine is not a commodity,” he insists. ○○○To charge exorbitant fees for access is, in a sense, to sell the soul of the profession. Physicians must remember: our purpose is to serve, not to gatekeep.”

That conviction gave rise to one of the most enduring policies of the Iyer Clinic, its Faith Leaders Care Program. “From day one,” he explains, “we decided that any person of faith, whether a Hindu priest, a Muslim imam, a Christian pastor, or a Jewish rabbi, would receive care at no cost beyond what their insurance covers. And if they have no insurance, they still receive care, free of charge.”

He smiles gently as he continues. “It doesn’t matter what religion they serve. If they are dedicating their life to spiritual service, then society owes them access to care. Because when you support a person of faith, you’re supporting the community they uplift. Denying them care harms everyone.”

This philosophy, Service supporting Service, has been woven into the clinic’s mission statement since its inception in 1995. And it has borne fruit in ways that transcend finance. “The goodwill we’ve received is beyond measure,” Dr. Iyer says. “It’s why people from across the world, India, Pakistan, Bangladesh, Sri Lanka, the Middle East, know that if they fall ill while visiting Washington, D.C., they can come to us. They’ll be treated with dignity, competence, and fairness.”

This inclusive approach also extends to the clinic’s Direct Pay Program, which makes medical care affordable for uninsured or visiting patients. “If someone comes to us without insurance,” Dr. Iyer

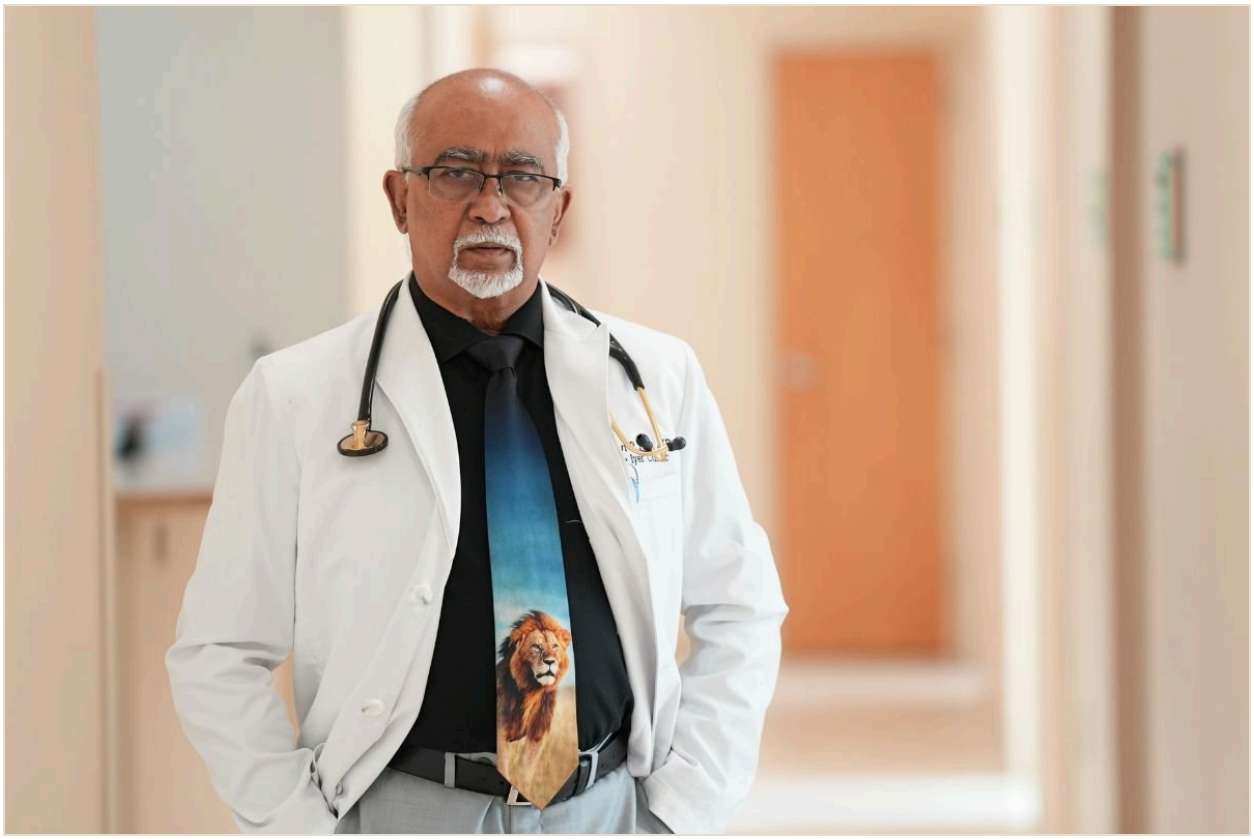
explains, “the maximum they pay for a consultation is between $75 and $100. If lab work is needed, we negotiate reduced rates with outside facilities. It’s simple, transparent, and humane.”

He likens it to a restaurant philosophy. “If a good restaurant can serve a wholesome meal for $30 and still be profitable, why can’t a doctor be sustainable at $75 a visit?” he asks. “The problem isn’t the economics, it’s the ego. Many physicians have entangled themselves in lifestyles that require enormous revenue just to sustain appearances, the big cars, luxury homes, the constant comparison to others. It’s not freedom. It is captivity disguised as success.”

By contrast, Dr. Iyer defines freedom in medicine as the ability to serve without compromise. “My wife and I have always lived comfortably but consciously,” he says. “We invest in education, not extravagance. We prefer assets that appreciate, not depreciate. The goal isn’t to keep up with the Joneses, it’s to keep faith with your own purpose.”

That financial simplicity has given him something far rarer than wealth: fulfillment. “Because I am not enslaved by my lifestyle,” he reflects, “I can focus on what truly matters, innovation, compassion, and the joy of making a difference.”

In his view, this is the path to reclaiming the soul of medicine. “Physicians must rediscover that service, not status, is what brings lasting satisfaction,” he says. “You can make an excellent living without selling your integrity. And when you do, you not only heal others, you heal yourself.”



Key art as published by Visionary Vogues. Retained as part of the record of how the piece appeared.

- He leans back, thoughtful. “That’s the paradox of physician
- freedom,” he concludes. “The less you chase profit, the more
- prosperous your spirit becomes. And that, not the balance sheet,
- is the true measure of success.”

Neuroalignment: Turning Difference into Superpower

- Every great philosophy, like every great invention, begins with

- self-discovery.
- For Dr. Ravi Iyer, that discovery came not in a laboratory, but
- within his own mind.

> *I often say," he reflects, "that my greatest research subject has been myself.*

For most of his life, Dr. Iyer sensed that his mind worked differently. "I have what's called high-functioning Asperger's and ADHD," he explains. "I wasn't formally diagnosed until I was fifty-eight, by a psychiatrist colleague, but by then, I had already learned to live with it, even to master it."

Growing up in India in the 1960s, neurodiversity wasn't a concept; it was an unspoken mystery. "There was no vocabulary for it," he recalls. "You were simply expected to cope." And cope he did. His extraordinary photographic memory and ability to hyperfocus for hours on end became both his shield and his superpower.

Yet the journey wasn't without struggle. "When I speak publicly, I often keep my hands in my pockets," he says, smiling. "That's because I stim, my fingers rub together. It's how my brain centers itself. For years, I hid it, thinking it was something to conceal. Now I recognize it as a tool, a rhythm that keeps me balanced in flow.

This deep personal understanding of neurodiversity didn't just shape his life; it redefined his leadership and his philosophy of human performance. "The essence of being a physician, or a leader, is answering one question," he says. "'How does life work, and how do you make it work when it doesn't?' That applies to medicine, organizations, and even the human brain."

His long career in leadership, from Vice Chairman to Chairman of the Department of Medicine at Reston Hospital, and later as Hospice Director at Heartland Hospice, was built on that question. "Whether I was running a department or guiding a team," he says, "the principle was the same: every person shows up wanting to be excellent. When they fail, it's because life threw them something they didn't know how to handle. My job as a leader is to help them recognize the demand that life has placed on them, and give them the tools to rise to it."

- This approach, seeing people not as problems to fix, but as
- capacities to empower, became the seed of what would later
- evolve into Neuroalignment.

> *I realized that what I had learned managing my own neurodiverse brain, balancing focus, curiosity, and creativity, was the same principle that builds great teams," Dr. Iyer explains. "If you align people's cognitive strengths rather than trying to make them uniform, you create super teams.*

He likens it to the human hand. "Each finger is different, in size, strength, and function," he says. "But when aligned, they form a fist that can punch through walls. Alignment, not sameness, creates power."

From that realization, Dr. Iyer built an entirely new framework, Neuroalignment, a method of cognitive and organizational development that celebrates diversity as a source of synergy. "The corporate world was approaching neurodiversity through accommodation," he notes. "They were saying, 'Let's make room for people who are different.' But that's not empowerment. Empowerment means recognizing that every cognitive pattern has a contribution to make; it's not about making room, it's about making alignment."

Through his company IR Focal Point, he began teaching this philosophy to organizations and leaders worldwide. His books, Squirrels in My Brain: How to Create Neuroaligned Superteams and

Acorns of Wisdom: The Neuroalignment Workbook for HR Executives and Team Leaders, offer both theory and practical frameworks for applying these principles in real-world teams.

> *Neuroalignment isn't just for people with neurodiverse labels," he emphasizes. "It's for everyone. Because in truth, every mind is unique. And when you understand how those minds can synchronize, you unlock exponential potential.*

But Neuroalignment isn't just an intellectual construct for Dr. Iyer; it's a lived experience transformed into service. "My Asperger's gives me an almost meditative hyperfocus," he explains. "I can work for six, eight, even ten hours in a flow state without breaking concentration. That's what allows me to balance everything, the Iyer clinic, the research, Active Power, and IR Focal Point."

He sees this ability not as an exception, but as an example of what's possible when the mind finds its alignment. ○○Once you stop fighting your wiring and start working with it," he says, "you move from resistance to resonance. And resonance is where genius happens."

To him, these aren't separate worlds; they are expressions of one integrated vision. "Whether I'm healing patients, mentoring doctors, or training leaders," he says, "it's the same work, helping people discover how to make life work when it doesn't."

At sixty-seven, his energy remains formidable. "Because my focus is aligned," he says, "I can accomplish in a few hours what might take others days. The flow state has become my natural habitat, and I intend to live in it for at least another twenty to twenty-five years."

In a world that often pathologizes difference, Dr. Iyer offers a counter-narrative: that difference, when understood and aligned, becomes destiny. "The human mind," he says, "isn't something to normalize. It's something to harmonize. Neuroalignment is not about fixing people, it's about freeing them."

The Pandemic That Proved the Vision

When the COVID-19 pandemic swept across the world, private practices shuttered overnight. But not the Iyer Clinic. In a moment when 85–90% of physician practices around us closed their doors, the clinic kept its doors open, every single day, while protecting its entire staff from illness. At the height of the crisis, Dr. Iyer and his team were seeing close to a hundred patients a day, serving an extended community of more than 100,000 people without a single missed day of care.

- "We didn't just survive; we thrived," Dr. Iyer reflects. "Our
- systems, our philosophy, our team, everything we'd built for

The experience inspired Dr. Iyer's memoir, The Reaper's Dance, a reflection on medicine, mortality, resilience, and the quiet heroism of teams who choose service over fear. It also marked the birth of his public voice. Having long preferred quiet work to publicity, he recognized that the story carried lessons worth sharing: that preparedness is compassion in action, and that integrity scales under pressure.

From there, Dr. Iyer began speaking on podcasts, in conference halls, and on the TEDx stage. His message resonated widely, culminating in a viral TEDx talk viewed by more than 4.2 million people worldwide. He wasn't chasing celebrity; he was illuminating a pathway: disciplined focus, ethical clarity, and human connection can build health systems that do not break when the world does.

Beyond Titles: The Legacy of a Life Well-Lived

Recognition followed, Who's Who in America, Who's Who Among Top Professionals, and multiple bestselling books. For Dr. Iyer, these were never destinations; they were amplifiers. "Each one lets me carry a message a little farther: that every human being can make a difference, right now, as they are."

Before 2019, he did most of his work under the radar, building programs, running trials, mentoring teams, and keeping communities safe. The pandemic changed that. It revealed, to himself and to the world, that what he had built belonged on a larger stage. He stopped hiding his lamp under a bushel and chose to speak about the power of focus, about living beyond the us-versus-them narrative, and about the radical idea that significance is available today, not after we acquire some future resource or credential.

> *Either everyone makes a difference here and now, or no one does," he says. "Waiting to matter is the fastest way to waste the life you already have.*

Today, his world revolves around three synergistic enterprises that form one seamless ecosystem of empowerment:

The Iyer Clinic - pioneering integrative, patient-centered primary care. ActivPower Inc. - a wellness company creating advanced nutritional and regenerative products for humans and companion animals. IR Focal Point - an educational platform dedicated to neuroalignment, leadership, and performance transformation. "I've never seen my work as separate compartments," he says. "Whether I'm synthesizing peptides, mentoring doctors, or helping an executive overcome burnout, it's the same act of empowerment."

A Philosophy That Outlives the Practitioner

As he reflects on more than three decades of service, Dr. Iyer's voice softens. "The purpose of life," he says, "is to leave the world slightly better because you existed. That's all."

It is a simple creed, but its expression has been anything but small. Through the clinic, research, education, and quiet acts of compassion, he has touched thousands of lives, often in ways that will never be measured, only remembered. With recognition has come both praise and skepticism, even jealousy. He meets it with the same steadiness he brings to medicine: authenticity and outcomes. "Walk with me for one day in the clinic," he says gently, "and you will see."

What drives him now is not success but significance. "Success fades," he reflects. "What endures is the difference you make in another person's life." For a man who has spent his life empowering others, perhaps the greatest irony is how humbly he measures his own legacy: "If one patient leaves my clinic feeling more capable, more alive, more human, then my purpose is fulfilled."

As Visionary Vogue closes this conversation, one truth is clear: Dr. Ravi Iyer has not merely built a clinic; he has built a philosophy, a living demonstration of what happens when science serves compassion and medicine rediscovers its soul. In an era of automation and artificial intelligence, his message stands as a timeless reminder: healing begins not with the stethoscope, but with the heart that holds it.... Something that is encapsulated by the Iyer Clinic's mission statement:

- To Honor the Human in Each one of Us
- To Treat the Least among us with the Best that is in Us
- To Be a Space for the Emergence of Human Possibility

ABOUT THE AUTHOR

Ravi R. Iyer, MD, is a physician-scientist, entrepreneur, author, and 5x TEDx speaker who has spent four decades exploring a deceptively simple question: What makes human beings, and the organizations they create, perform at their best? A Harvard-trained physician, corporate strategist, and the founder of multiple healthcare and performance ventures, he is the creator of Neuroalignment, a framework for building high-performance organizations around the realities of human cognitive diversity. His work sits at the intersection of biology, leadership, technology, and human behavior. Boardroom Reflections is where those worlds meet.

THE AKAASHIK RECORD

A permanent, complete and unedited register of the writing and public work of Ravi R. Iyer, MD. Each entry records where the work first appeared, when, and at what address, so that the record stands independently of any platform that carries it. Entries are never removed. © Ravi R. Iyer, MD. Recorded by arrangement with the original publisher; all rights in the original publication remain with its owner.

Name forms. One person, credited as Ravi R. Iyer, MD; Ravi R. Iyer; Ravi Ramamoorthy Iyer, MD; Ravi Ramamoorthy Iyer; Ravi Iyer, MD; Ravi Iyer; Ravi Ramamoorthy; R. R. Iyer; R.R. Iyer; R. Iyer. The author's name is Ravi Iyer, and has been for many years. His work is nonetheless credited under several forms. In India the canonical surname is Ramamoorthy and Iyer is the clan name appended to it, and where a form is entered under that convention the credit follows it: on the signed speaker release for TEDxChantilly he entered Ravi Ramamoorthy Iyer, and that talk stands credited on the TEDx channel to Ravi Ramamoorthy. The five ted.com event pages credit him under four different forms between them — Dr. Ravi Iyer at TEDxGary, Dr. Ravi Iyer, MD at TEDxHandley Blvd Women, R.R. Iyer at TEDxUMKC, and Ravi Ramamoorthy Iyer at both TEDxMontgomery College and TEDxChantilly HS. The Record lists every form the work is credited under, so that it remains findable under each.