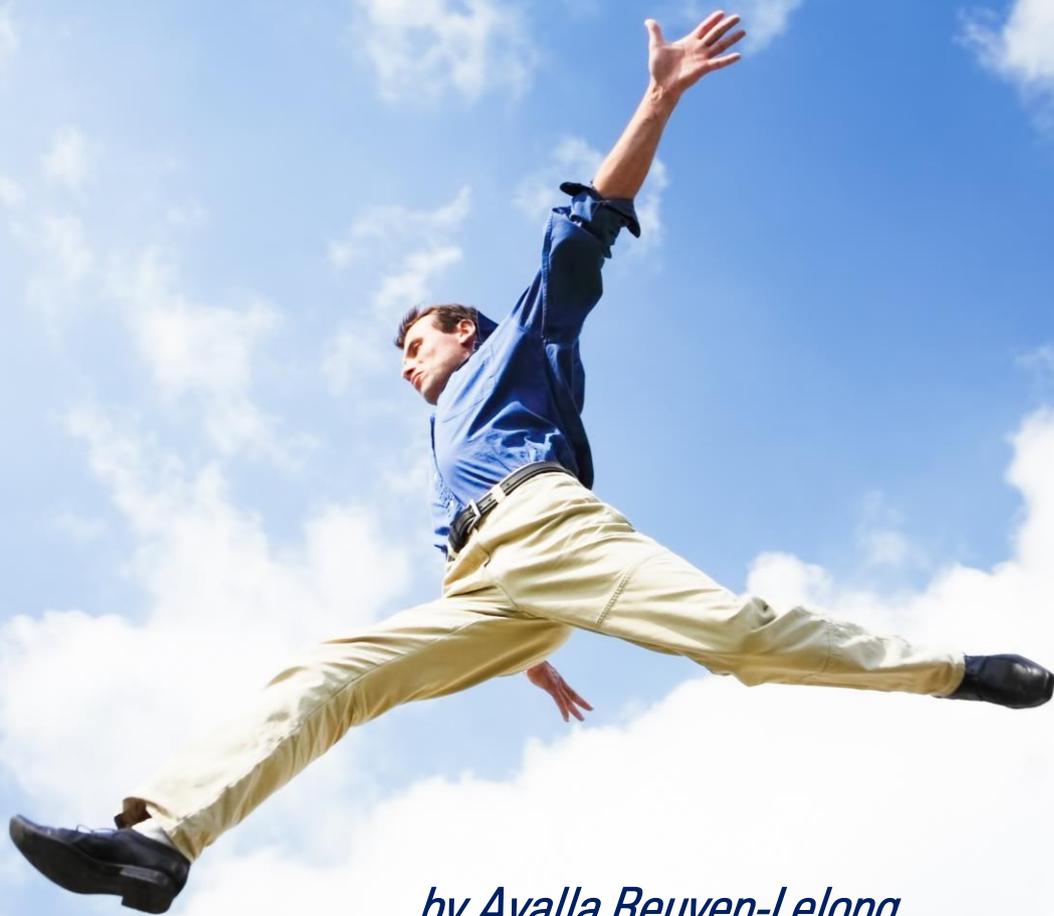


Becoming the Leader of Tomorrow

A Five Lands Journey



by Ayalla Reuven-Lelong

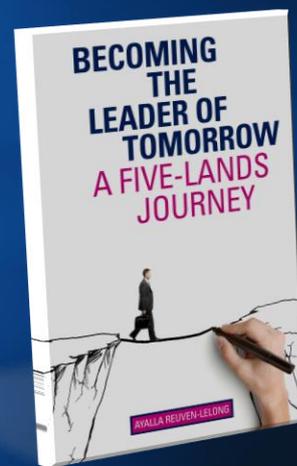


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Becoming the Leader of Tomorrow: A Five Lands Journey

“Only by going through this journey will organizations be able to prepare their entire workforce for the new era and become The Organization of Tomorrow.



Top leaderships have never been as concerned with the future of their workforce as they are today. As many of us already know, the challenge of disruptive technologies, heavy regulation, new generations, and globalization will make tomorrow's workforce unrecognizable.

Yet, when most c-suite leaders think about the future of the workforce, they focus mainly on business models and disruptive technology, and they don't invest enough quality time in developing their organization's talent strategy, particularly when it comes to their own leaders.

CEOs, CHROs, and leaders in general, should remember that in this new reality, in which big data and robots will do most of the repetitive work, the leaders and employees of the future will need to be lifelong learners, flexible, creative, purpose-driven,

entrepreneurial, customer-centric and cooperative.

C-Suite leaders should know that the future of their organizations mainly depends on their ability to attract, retain and develop the right type of leaders and employees: talented people who are able to build a winning culture which is the competitive advantage in the new era of the workplace.

Building such a culture will enable leaders and employees within the organization to invent and reinvent themselves and provide a winning value proposition for current and future clients.

To do so, leaders will first need to invest time and effort in self-development and upskill themselves, build personal winning value propositions, and become

inspirational thought leaders.

Unfortunately, many leaders do not realize it yet and stick to their old habits, which are mainly connected to the delivery aspect of their work and technical skills.

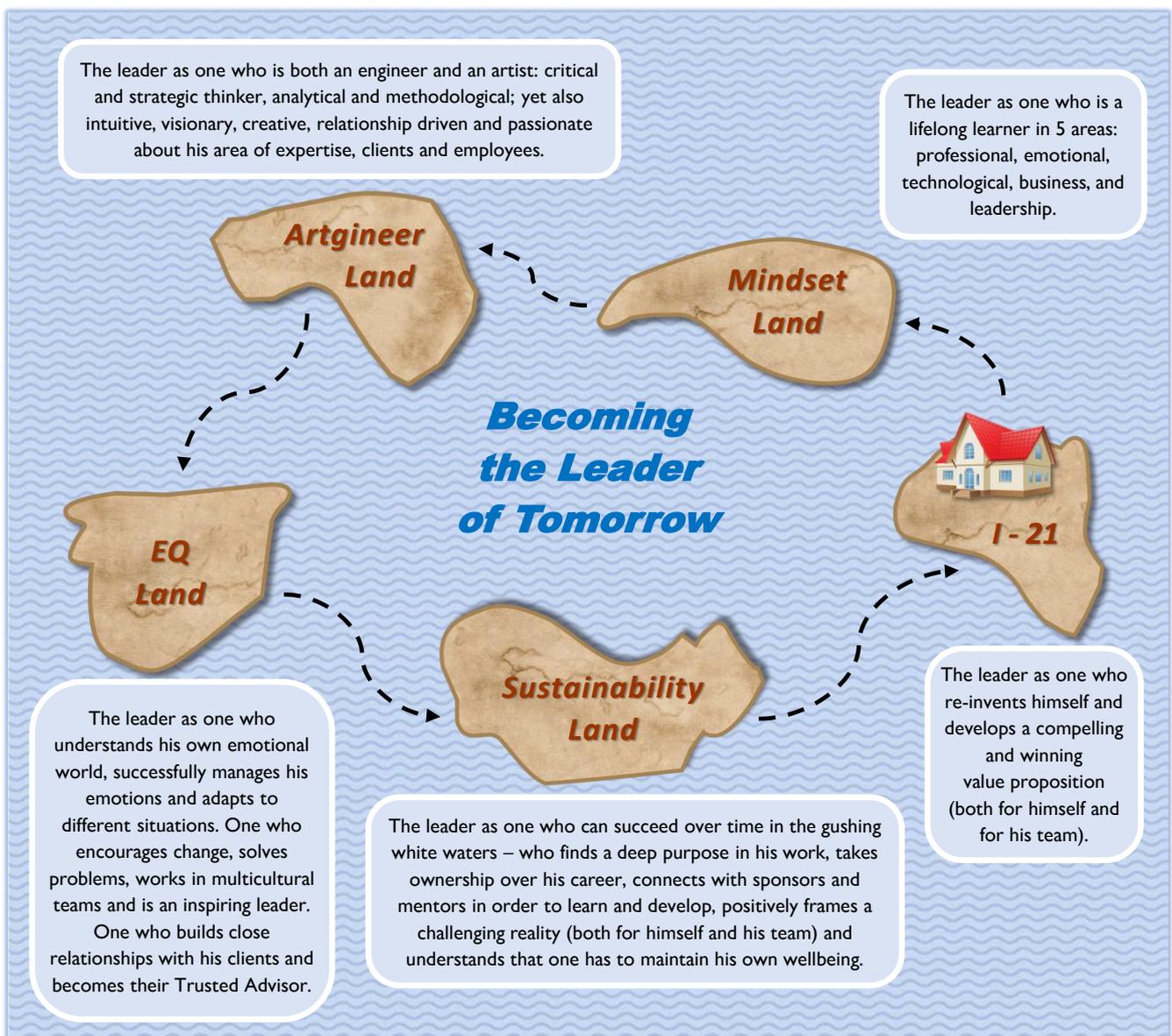
Leaders should go through a mindset shift in relation to their own positions and their personal value propositions. It is true that cultivating the skills of tomorrow takes time and effort, and there are no shortcuts. But this is the only way to continue to succeed and remain relevant.

CEOs and CHROs must take this journey more seriously. They should build a talent strategy and invest time and effort into self- and group-development. Only by going through this journey will organizations be able to prepare their entire workforce for the new era and become the organizations of tomorrow.

The Five Lands model which is presented in this article describes a metaphorical journey that we should all go through in order to cultivate the skills of tomorrow.

This model is based on cutting-edge theories on the plasticity of the brain, and the future of business and leadership in the era of complexity. It is also based on interviews with dozens of leaders in general; CEOs, C-suite members, firms' senior partners, HR leaders, L&D leaders

and professors from various universities and faculties, as well as on the writer's own experience in implementing change management processes in various industries, mainly in the professional services industry.



*“ Don't be a know-it-all;
Be a learn-it-all*

Satya Narayana Nadella, Microsoft CEO

Leaders and the Mindset Land

This land is based on the theory developed by Professor Carol Dweck from Stanford University, and her book – ‘Mindset: The New Psychology of Success.’ In her book, prof. Dweck describes two different types of mindsets: A Fixed Mindset and a Growth Mindset.

Leaders who hold a fixed mindset attitude assume that our character, talents, intelligence, and creative ability are static givens which are unchangeable in any meaningful way.

Therefore, they tend to stay in their comfort zone and resist any change or personal development process. These leaders will figure out very soon that their personal value proposition is depreciating.

On the other hand, leaders who hold a growth mindset attitude, believe that their most basic abilities are not fixed and can be developed through dedication and hard work. They enjoy challenges and see failure not as evidence of unintelligence but as a

heartening springboard for growth and for stretching their existing abilities. These leaders are willing to step out of their comfort zones, put in the effort, and practice and develop new skills and competencies. As a result, they will invent and reinvent themselves and retain their own winning personal value proposition.

A growth mindset attitude is a prerequisite for success in a new reality where change has become the new normal.



The leader of the future will need to have a Growth Mindset attitude and become a Lifelong Learner in five different fields which together comprise the 'Whole Leader' model

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The first field is, obviously, the **Professional** field. The leaders of the future will still need to continue and develop skills and competencies related to their area of expertise.

The second field in which leaders will need to become lifelong learners is the field of **Technology and Innovation**. The leaders of the 21st century will need to be smart users of the new technologies that increasingly penetrate the organizational world from fields such as communications, automation, and artificial intelligence. Unfortunately, a significant portion of leaders are not early adopters of such technologies, and neither are they prepared for them. They might also fear the use of these new technologies.

Technology is here to stay, and leaders in all ranks of the organization should discover the elements of their current workload which could be undertaken by technology and be done faster, cheaper, more efficient and with a higher level of quality (Susskind).

Leaders need to understand that they have no choice, as this is the direction in which their profession is headed.

The third field of the 'Whole Leader' model is the **Leadership** field. To become the first choice of their strategic clients and most talented employees, leaders will have to demonstrate leadership skills. Above all, they need to think of themselves

as inspirational leaders. And it starts on the inside. Leaders need to find, deep within themselves, their own personal vision, and their own sense of true purpose in the profession. Vision and a sense of purpose are critical factors in creating endless passion and preventing burnout. In addition, leaders still need to have managerial capabilities, since they have to manage their teams, their clients, their energy, their personal lives, and their careers, of course.

Next, the fourth field of the 'Whole Leader' model is **Critical Skills (what we used to call Soft Skills)**. Nowadays, leaders must believe that they can develop their own set of critical skills, which are so very essential to their success. This is especially crucial when it comes to employees' engagement, passion, and grit. Critical skills are also indispensable for leading change, building relationships with clients and becoming their trusted advisors.

It is not enough to just say 'clients come first' as many leaders do. Every leader has to ensure that all leaders and employees in the organization have adequate critical skills in order to build a meaningful relationship with their clients, particularly during WOW moments. Many people mistakenly think that thanks to various new technologies, leaders will not need to build meaningful relationships with their clients. On the contrary – the truth is that the use of technology has enabled leaders and team leaders to distinguish themselves by focusing on client relationships and higher-value propositions.

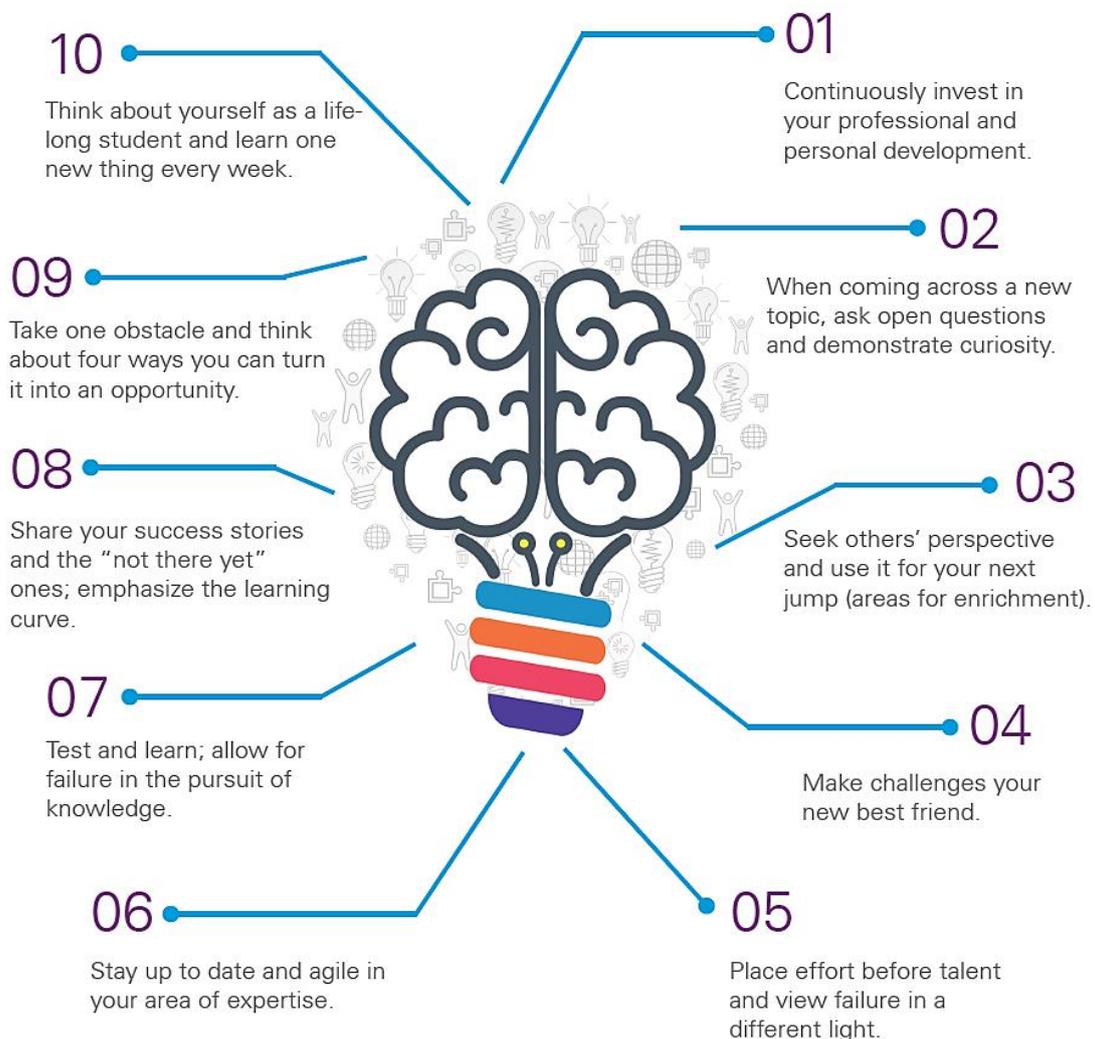
And last but not least, comes the field of **Business Value Proposition**.

Regardless of the industry leaders work in, many of them don't feel that business development is a natural part of their profession. Today, clients demand to get more for less and if possible, to pay only for the results and not for the effort the leader and the other employees put into the

process. In order to continue and lead, leaders will have to provide a unique value proposition to their clients – to be proactive, creative, innovative, and to provide strategic insights. To do so, leaders will need to be experts in the industries they operate in, to know how local and global trends might affect their clients' success in the coming years, and to hold a global mindset.

Of course, they should also know what are the most important issues to their clients, that keep them up at night. Whenever possible, they should offer them valuable and creative solutions to these issues. They should invest the time and effort to build a meaningful network and to be their trusted advisors.

Strategies to Develop Growth Mindset



“ The future belongs to a different kind of person with a different kind of mind: artists, inventors, storytellers – creative and holistic ‘right-brain’ thinkers whose abilities mark the fault line between who gets ahead and who doesn’t”

Daniel Pink, author and thought leader on the topic of leadership

Leaders and the Artgineer Land

The Artgineer Land is based on the Whole Brain concept; the left hemisphere and the right hemisphere.

In the new era of the workplace, we all need to be Artgineers – both engineers and artists. Critical and strategic thinkers, analytical, and methodological (engineers); yet also intuitive, visionary, creative, relationship driven, and passionate (artists).

This land relies on theories of brain function lateralization, the physical division of the brain into two hemispheres, each characterized by different functions. Although considered to be largely metaphorical in nature, the model is an

effective way of describing and understanding different thinking styles and decision-making patterns, which are complementary to each other. The left, rational hemisphere is related to analytical, methodological problem-solving, and logical abilities. The right, metaphorical hemisphere is related to feelings, imagination, abstractions and associations, vision, creativity, and holistic thinking.

In contrast to the 20th century in which success belonged to those who displayed strong left-brain skills, success in the new era of the workplace requires the use of both parts of the brain and, in particular, right-brain related abilities.

According to Daniel Pink (in his book “Drive”), throughout the past hundred years, there was a clear hierarchical structure in the organizational world.

The people at the top of the pyramid were those who were inclined to use the left part of their brain: those who were traditional and held pure knowledge in their hands, such as accountants, economists, lawyers, engineers, and bankers. They had an advantage where rational thinking and

technical skills were concerned; they had high salaries, excellent working conditions, respect, and prestige.

This period is almost over (Daniel Pink). In the new era of the workplace, many current practices of leaders and experts are at a high risk of disappearing.

This day may still be in the future, but part of this transformation has already begun. Most of the repetitive or technical experts' tasks carried out by

leaders and employees with a so-called left-brain tendency are in fact rational and analytical processes, which can now be taken over by machines.

These leaders – the engineer type, the logical mind – rely on technical skills, analysis, reasoning, and the checking of the applied aspect of things. These repetitive tasks are starting to be done by computers and big data technologies.

The successful leaders of the future will see the big picture and will be able to connect the dots and be very creative and innovative. By doing so, they will be able to provide their clients with a winning value proposition.

On the other hand, leaders with a right-brain tendency, who are driven by a vision, who are inspirational and intuitive leaders, who are creative and impactful and who look at the bigger picture – the artistic type – will be more and more in demand.

The successful leaders of the future will see the big picture and will be able to connect the dots and be very creative and innovative. By doing so, they will be able to provide their clients with a winning value proposition. They will put relationships at the heart of their everyday life and do their best to build positive relationships within their team members and clients, relationships based on trust and respect. They will do their best to help their clients and team members succeed, and this is what they will focus their energy on.

The leaders of the future will have a strong emotional connection to their field of expertise. They will be driven to do their best, as they will want to be meaningful and wish to have a long-term impact on their environment. They will have a strong vision and will invest their time and energy in places where their impact could be greater and always look for the next thing in the five fields of the 'Whole Leader' model. They will have a tendency for exploration, which will drive them to go out of their way to find new areas of interest, to break the boundaries of the present, and to search for new opportunities for their organizations, clients, and teams.

Such leaders are constantly looking for new challenges, and as a result, they leave their comfort zone on a regular basis. Their creativity and their ability to think outside the box lead them to discover new ways of improving their performance. They focus on the opportunities instead of the obstacles and actively seek challenges in order to achieve excellence. They look for people with similar interests because they understand that the more they expand their network of contacts, the greater their chance is to learn from others. Finally, they seek out meaningful relationships with relevant figures in their field of expertise in order to reach new insights, to learn and improve, irrespective of their level of knowledge. These qualities enable many of them to become entrepreneurs in their field of experts.

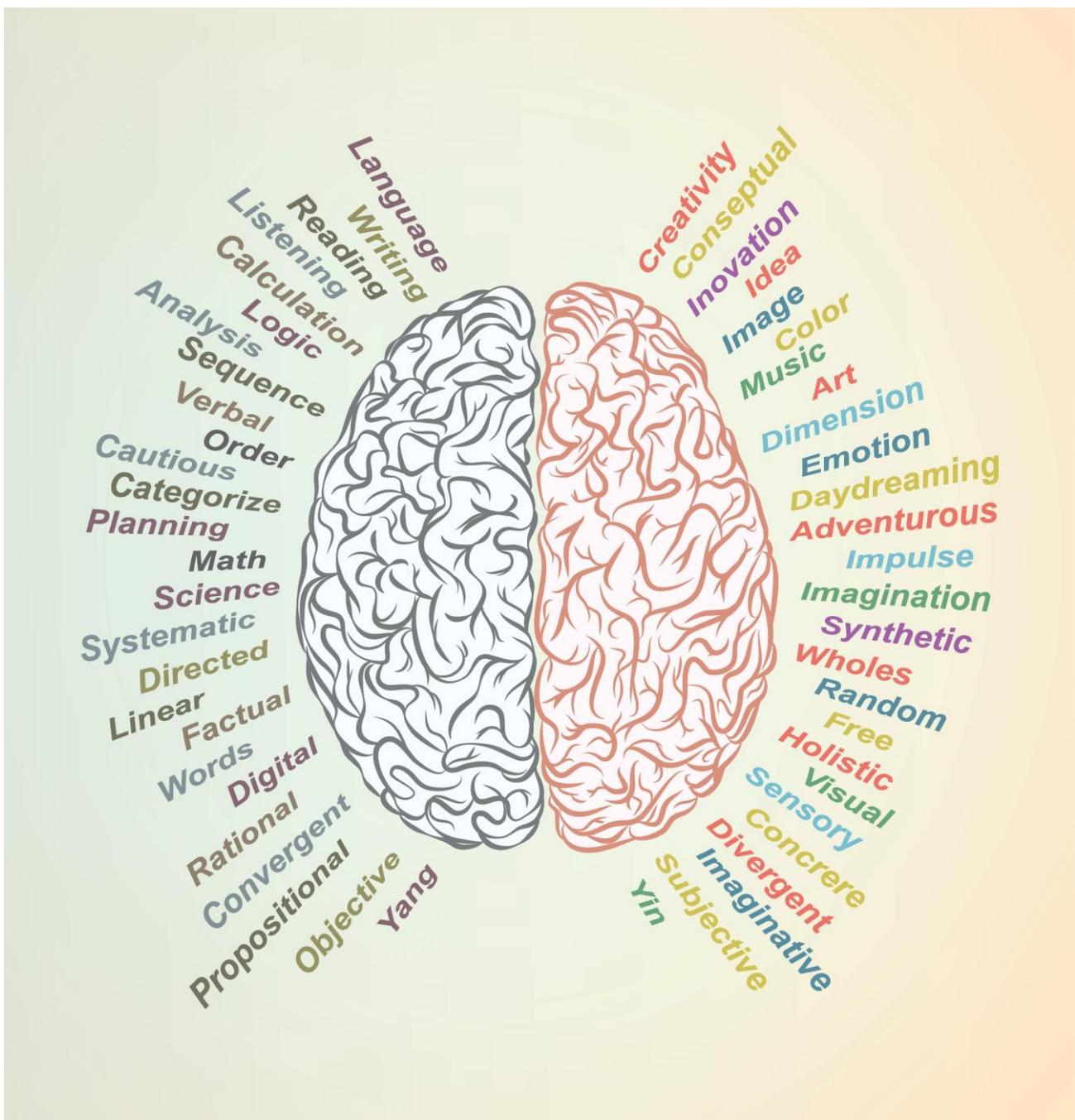
These Artgineers will be the biggest asset of any organization. In his book "The Future of Management," Gary Hamel notes that the abilities that contribute the most to the success of business organizations are passion (35%), creativity (25%), and initiative (20%). They exceed intelligence (15%) and diligence (5%). Without a doubt, the only leaders who will be able to use these abilities and who will lead their teams and organizations to the top are leaders with a strong right-brain tendency.

The new era of the workplace demands that all leaders should use both parts of their brain, as their work has become so much more complex. This change, in fact, marks the end of the management era and the beginning of the leadership era.

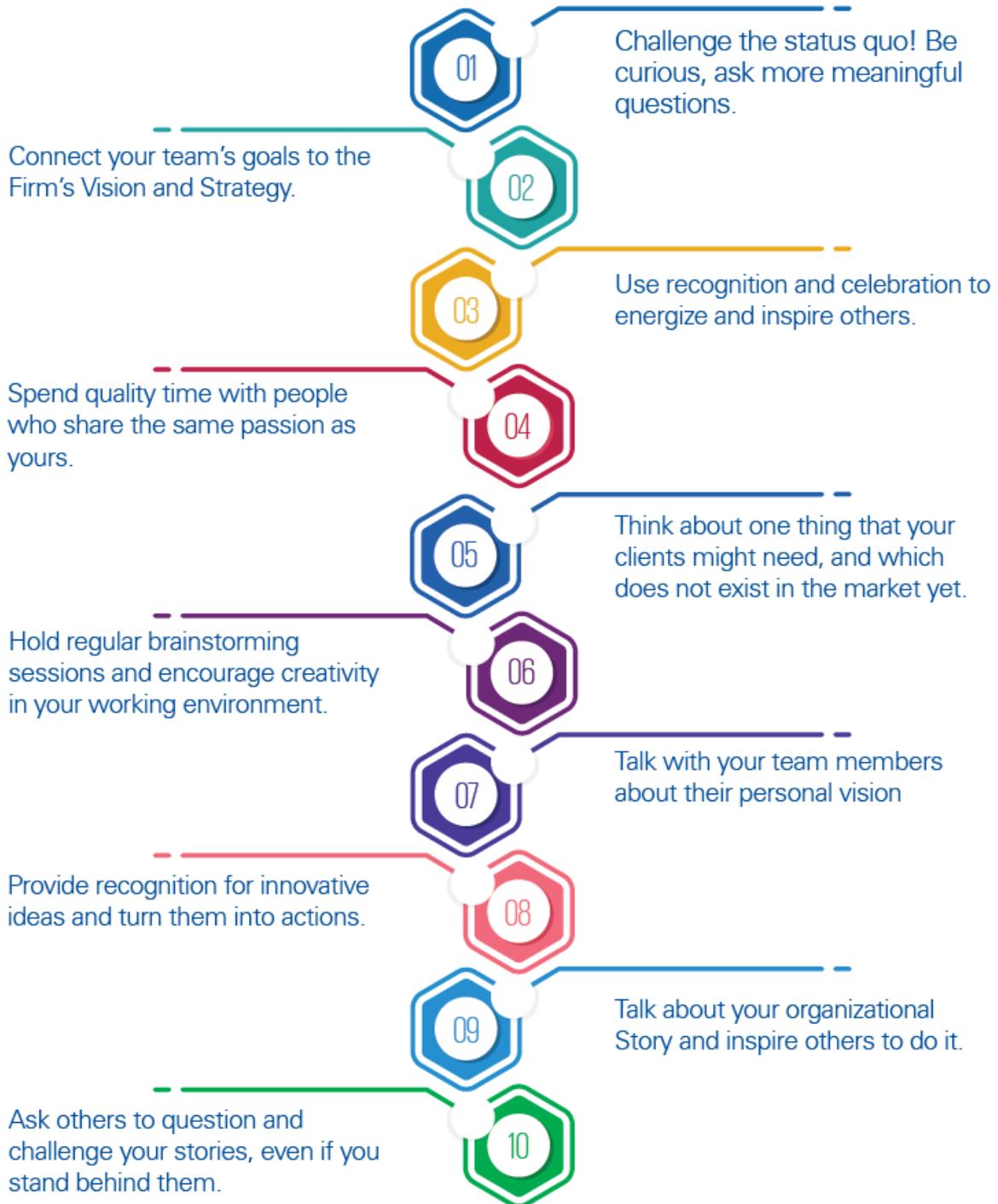
In the management era, the predominant use of the left-brain was a prerequisite in order to become a leader. In the leadership era, at the

beginning of the 21st century, an additional prerequisite for success is a simultaneous and intensive use of the right-brain. In other words, a whole-brain outstanding performance. A leader must work with people – connect with them emotionally, create a sense of trust and empathy, and make them willingly walk the extra mile for him or her, and for the organization.

Many studies find that people are not actually committed to organizations, but rather to their managers. In his book "Drive," Daniel Pink discusses how leaders can imbue their employees with motivation in three ways: expertise, autonomy, and meaning. Without a doubt, only leaders who succeed in using their whole brain will be able to do so.



Strategies to Develop the Whole Brain and Become an Artgineer



“ In the Fourth Industrial Revolution, emotional intelligence is especially needed to gain new competency and fluency.

Prof. Klaus Schwab, Shaping the Fourth Industrial Revolution

Leaders and the Emotional Intelligence Land

EQ stands for Emotional Quotient, just as IQ stands for Intelligence Quotient. Measuring one's Emotional Intelligence comes from the relatively new recognition of the fact that emotions are important in every aspect of our life, including those that were previously considered to be entirely analytical or logical by nature. Today, emotions are increasingly recognized as an inseparable part of the thinking processes which are part of our professional lives.

Overall, Emotional Intelligence is a set of social and emotional skills that enables optimal action, which leads to desirable results: individual and group effectiveness, synergy, the recognition of challenges and the ways to address them.

Our emotional intelligence model consists of 10 subscales, divided into four groups: **Emotional Awareness & Management** relates to understanding, accepting, and managing our own emotions. **Social Skills** relate to our abilities in understanding emotions of others and managing interactions and relationships. **Adaptability** relates to our ability to understand situations objectively and to handle changes and uncertainty. **Self-Actualization** relates to our determination, passion, and influence.

In the new era of the workplace the ability to understand one's own emotions and those of others, to be adaptable in the fast-changing reality, to show determination while facing growing challenges in a competitive world, and to lead with both head and heart, are crucial for leaders' personal and organizational success in a disruptive and turbulent reality.

“Without emotional intelligence, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won’t make a great leader.”

Daniel Goleman

While in the 20th century emotional intelligence was only perceived as a "nice-to-have" and sometimes even frowned upon, in the new era of the workplace, it is a critical element of personal and professional success. Emotional intelligence is a scientific concept, based on more than 30 years of detailed research. The largest emotional intelligence center is located at Yale University.

In his insightful book "Shaping the Fourth Industrial Revolution," the president of the World Economic Forum, Prof. Klaus Schwab, says that emotional intelligence is especially needed in the Fourth Industrial Revolution. According to Prof. Schwab, leaders and employees will need to become comfortable with the unknown and remain both hopeful and alert about what comes next. They will need to be creative in how they respond to the complexity of the systems around them and yet remain humble enough to know that they cannot understand it all.

There is nowadays reputable evidence that emotional intelligence is one of the biggest predictors of performance in the workplace and a strong driver of leadership. Without a

good amount of emotional intelligence, many leaders will find it difficult to achieve their personal and professional goals. As Daniel Goleman puts it, "Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader." Young leaders joining organizations will very quickly discover this themselves. They join organizations that are full of smart, hardworking, and ambitious professionals, and they will quickly realize that they need more than IQ and a great education to differentiate themselves.

Even more than it is today, emotional intelligence will be a critical ability for all leaders in the next decades.

Working with automation, big data and artificial intelligence will not eliminate the human factor. Just the opposite! Organizations that will continue to lead in the future will need to create a culture of augmented intelligence: the best leadership between people and artificial intelligence. This leadership should enhance, scale, and upgrade human activities.

Artificial intelligence + Emotional intelligence = Augmented intelligence

Only leaders with high emotional intelligence will be able to do well in this new environment, as they are aware of their emotions and their thoughts in various situations. They have a better understanding of their emotions and can manage them successfully (Emotional self-awareness is the foundation of emotional intelligence). They are also proactive and can demonstrate self-regulation,

acting by choice rather than by emotional hijacking. Their awareness of their values, purpose, and knowledge enables them to set challenging yet realistic objectives and strive to attain them. They have a high sense of self-actualization and a growth mindset. They strive for constant learning and development and are not afraid to take risks and step out of their comfort zone.

Their ability to clearly and assertively express their opinions and needs both in the organization and with their customers enables them to achieve their objectives. They are flexible and adapt easily to changes; they know how to act, even in stressful situations.

They understand the emotions of others (employees, colleagues, superiors, clients, and business leaders in general), recognize their needs, provide them with an appropriate response, build

positive and productive relationships. Their empathy enables them to understand their clients' needs and interests, and gain their clients' appreciation.

This leads them to become the trusted advisors of their clients: CEOs and C-Suite Members.

Their high emotional intelligence also helps them create a shared vision and successfully motivate others to join in.

In addition, organizations need leaders who are not only

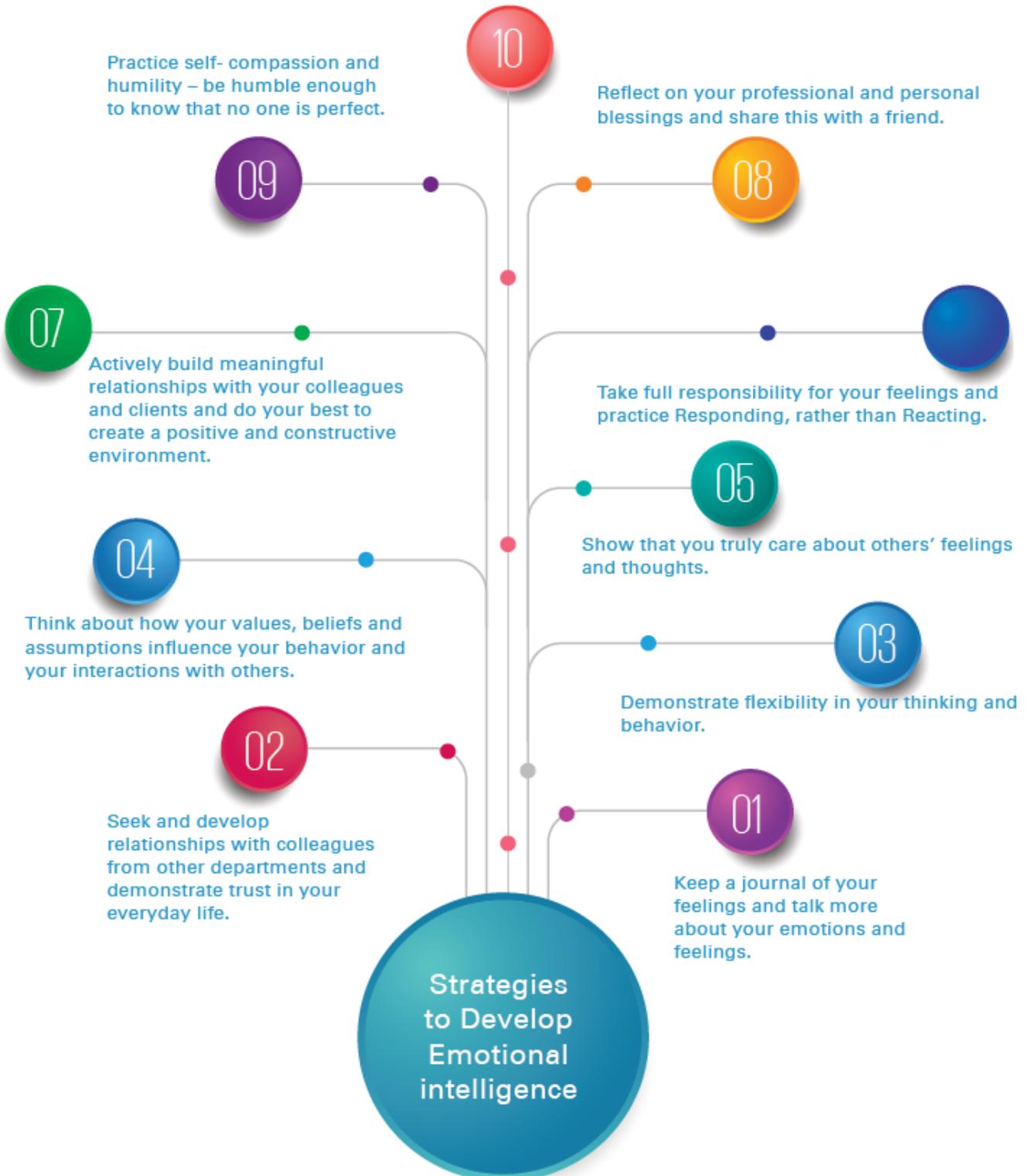
adaptable themselves but are also able to help others adapt to change. Many industries have already undergone tremendous transformation and will continue to transform dramatically in the coming years.

Many leaders now realize that it is time to shift focus from developing mainly technical and professional skills to developing and constantly improving their Emotional Intelligence.



Strategies to Develop Emotional Intelligence

Take inventory before you go to bed – feelings, thoughts, small achievements and next jumps (areas of enrichment).



“ Our research shows that purpose well-being has a high correlation with social, financial, community, and physical well-being.

Peter Choueiri, President, Healthways International

Leaders and the Sustainability Land

The fast-changing and disruptive reality in the new era of the workplace is often described as "gushing white-water rapids." The Sustainability Land relates to our ability to "stay on the boat" when at risk of falling into those turbulent rapids. It is about success in the long term. The rate and pace of changes we are all facing now are not easy and take a toll on everyone. No one can run a marathon at sprint-speed for a long time without proper resources.

The Sustainability Land is based on the work of many thought leaders on the topic of well-being, optimism (professor Seligman), and career success in a changing, complex and dynamic reality (Barsh and Cranston).

The following five components of the sustainability land are therefore crucial for our success in the new era of the workplace.

First, our ability to find **a sense of Higher Purpose** in our work and life.

Second, our ability to choose to **look at the glass half full (Optimism)**.

Third, is our ability to take full ownership of our career by building and maintaining a personal winning value proposition (**Proactive Career Management**).

Fourth, is our ability to build and maintain a wide network of relationships, so people will support us during both good and challenging times (**Social Capital**).

And last but not least, we also need to proactively take care of ourselves – get enough sleep, eat well, exercise and engage ourselves in activities that contribute to our well-being and our level of happiness (**Well Being**).



The five components of the sustainability land are therefore crucial for our success in the new era of the workplace.

Staying on the boat while riding the white waters rapids

Higher Purpose:

The leaders of tomorrow will need a strong sense of purpose. These leaders will no longer assess their success based only on traditional factors such as financial performance, or the quality of their products or services. They have a strong feeling that their personal success is also based on their positive influence on all their stakeholders: team members, clients, shareholders, and society at large. Leaders with a strong sense of purpose feel highly committed to their work and have a strong desire to make a meaningful contribution. The sense of higher purpose helps them to inspire and to motivate their employees, build relationships based on trust with their clients, and contribute to society at large. This sense of meaning will help them to overcome most of the obstacles and “stay on the boat in the white-water rapids.”

Optimism and Positive Framing:

Optimism is a crucial ability in the ever-changing reality characterized, most of the time, by obstacles along the way. Optimism plays a role in almost every aspect of leaders’ professional lives, regardless of their fields of specialization – when facing clients, colleagues, superiors or subordinates, as well as when leading organizational change management processes or innovative processes.

Optimistic leaders can find opportunities in difficulties, seeing difficult problems in a way that encourages creative solutions and innovation. The way in which they

choose to view and interpret the world influences their personal and professional achievements. It is important to note that “positive framing” does not mean putting on a pair of rose-colored glasses, but rather the ability to see the facts as they are and still being able to emphasize the positive. Leaders who positively frame their reality can lead their teams towards feelings of capability and ability, rather than submission and helplessness. This ability helps everyone to keep going in “stormy weather.”

Social Capital:

This dimension relates to leaders’ ability to put time and effort into building significant networks and create meaningful relationships with people from different groups. Studies indicate that people who have strong social networks and good mentors tend to progress faster, earn more, and be more satisfied with their careers. This means that creating meaningful and productive relationships is part of a leader’s everyday job.

Successful leaders build complex networks of connections, which increase their personal influence and accelerate their development, thanks to the variety of ideas, meaningful insights, and experiences they are exposed to through these connections. They consult with the relevant experts in different fields in order to deepen their knowledge, widen their perspectives, and eventually make better and more professional decisions.

The five components of the sustainability land are therefore crucial for our success in the new era of the workplace.

Staying on the boat while riding the white waters rapids

Proactive Career Management:

The leaders of the future will recognize the fact that in 'The Era of the Smart Machine' they need to develop the skills of the future. They will need to take full ownership of their career management and to pinpoint the set of skills they will need in order to continue and succeed. They will search for opportunities to empower themselves, acquire valuable experience, and upgrade their capabilities. They will set for themselves challenging goals and put in the time and effort to achieve them. They will certainly not wait for the Training and OD department in their organization to provide the workshops or the organizational development program but will put in time and energy on a regular basis in order to build a winning personal value proposition.

Well-Being:

The leaders of the future will focus on their mental, emotional, physical, and spiritual health. They will methodically invest in their wellbeing by creating actions and habits on a regular basis. These leaders will realize that everyone has a limited amount of energy – from the CEO to the most junior employee.

The challenging reality in which we live demands that we exert massive amounts of energy on a daily basis. It is well known that leaders work hard and that many of them are unable to achieve a balance between their jobs and their lives outside of work. However, leaders need to show awareness of the fact that they must find this balance as leaders – both for themselves and for their employees – and that balance can lead to better life habits.

Individuals who are occupied with things they are good at and love to do are also more likely to maintain high energy levels. When we use our core skills – our strengths – to overcome challenges and achieve goals, we experience a mental state in which our work is perceived as effortless. As a result, we have better output, higher productivity, and greater satisfaction from our work. However, it is important to remember that sometimes, even when we are focused on the task at hand and feel capable and motivated, we may still fail. In general, our ability to easily recover from failure attests to our resilience.

Strategies to Develop Sustainability



“ Human beings are works in progress that mistakenly think they’re finished. The person you are right now is as transient, as fleeting and as temporary as all the people you’ve ever been. The one constant in our lives is changing.

Daniel Gilbert

Leaders and the I-21 Land

The **I-21 Land** symbolizes the leaders' ability to create new lands using the skills and competencies they have acquired in their personal journeys. First, holding a growth mindset attitude, leaving their comfort zone, and putting in time and energy. Second, becoming Artgineers – critical and analytical thinkers on the one hand; visionary, creative, and innovative, on the other hand. Third, displaying strong abilities in the components of emotional intelligence, becoming comfortable with the unknown, responding to the complexity of the surrounding systems in creative ways and yet remaining humble enough to know that they cannot understand it all. And last, maintaining good wellbeing, a wide network, and the ability to positively frame challenging situations.

In the new era of the workplace, leaders will need to invent and reinvent themselves in order to provide their employees, clients, and society at large with a winning value proposition:

Professionally: leaders will need to understand what their profession is going to look like in 'The Era of the Smart Machine' and to put time and effort into developing the set of necessary skills.

Clients: leaders will need to understand how the new era of the workplace is going to change their clients' lives, needs, industries, and strategies, and provide them with a winning value proposition from all departments within the organization.

Employees: leaders will need to support their employees in their personal journey in the five lands, helping them to acquire a growth mindset attitude and the skills of the future and maintain their employability.

Society at Large: leaders will need to combine growth and profit with support for society at large: protect the markets, invest in making lives of less fortunate people better and shape the future of the society in which the organization is operating.

Strategies to Develop I-21



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Ayalla Reuven-Lelong is a leading expert on the topic of the 'future of the workplace.' She leads strategic processes in local and global companies in Israel and around the world, helping leaders and employees develop the abilities and skills which are crucial for success in the new reality we are all facing now.

Based on more than 20 years of experience, together with her team, Ayalla developed the Five-Lands model - a roadmap of the journey that each leader and employee have to go through in order to acquire the most important skills for success and develop a winning value proposition in a fast-changing world. Ayalla also created a set of measurement tools to help organizations and leaders to assess their readiness for the new era of the workplace.

Based on strategic processes she has led in the last ten years, Ayalla has published two books dealing with how to succeed in the new era of the workplace:

1. Riding the White Water Rapids – The Story of My Success at KPMG
2. Becoming the Physician of Tomorrow – A Five Land Journey To Success
3. Becoming the Banker of Tomorrow – A Five Land Journey To Success (to be published soon)

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