



# Leadership for the future

by Awwartes

UNLOCKING YOUR LEADERSHIP POTENTIAL FOR THE NEW ERA

## WHAT RESEARCH SAYS...

**"Managers have just as much of an impact on people's mental health as their spouse (both 69%) – and even more of an impact than their doctor (51%) or therapist (41%)."**

*Workforce Institute UKG, "Mental Health at Work: Managers and Money Report 2023"*

**"Leaders faced with volatility and uncertainty will benefit from building a keen awareness of themselves and of the operating environment around them."** According to 46% of respondents to the survey, **Role modeling** is the most important element of **leadership culture**, followed by **Inspiring others** (37%), **Developing people** (35%), **Setting expectations** (32%), **Fostering team discussions** (28%) and **Communicating effectively** (27%). **Only 25%** of respondents say their **organizations' leaders** are **engaged, passionate, and inspire employees** to the best-possible extent."

*McKinsey & Company, "The State of Organizations 2023"*

**Employee engagement** leads to **21% of higher profitability** (Gallup, 2020). **76% of employees** who have **empathetic managers** are **very engaged** at work and when **leaders genuinely recognize employee**, employees are **40% more engaged**. However, 52% of employees say leadership empathy is insincere and over 80% share that they don't get enough recognition at work.

*Steve Sonnenberg, "How Leaders Impact Employee Engagement", Forbes, Jul 24 2023*

Under **poor management**, **only 30% of employees** are **satisfied with their jobs** and **38% volunteer to do things not formally required by the job** compared to **88% and 74%**, respectively, **under good management**.

*CIPD/YouGov UK, "Working Lives survey 2022"*

**"The need for leadership development** has never been more **urgent**. Companies of all sorts realize that to survive in today's volatile, uncertain, complex, and ambiguous environment, they need **leadership and organizational capabilities different from those that helped them succeed in the past.**"

*Mihnea Moldoveanu and Das Narayandas, "The Future of Leadership Development", HBR March-April 2019t*

# WHY

Change has never been so radical, global, and fast and never was the future of business so unpredictable. No organization is immune to the realities in which business models are transformed by new technologies and new customer expectations. Speed, managing complexity, creativity and innovations are required to grow and thrive.

*Let's face it, more is being demanded of leaders -at all levels- than ever before.*

A few examples:

- ◆ Delivering this year's objectives whilst leading the change that is needed to be able to deliver next year's objectives.
- ◆ Working with new generations and with up to 5 generations in the workplace.
- ◆ Solving more, and more complex problems than ever before.
- ◆ Hybrid work and teams.
- ◆ Severe competition.
- ◆ The incredibly fast development of artificial intelligence and technology.
- ◆ Norms and patterns of the past no longer provide reliable guides for the future.

*The readiness, mindset and human-centric focus of your leadership is The Key to success.*

In our fast changing world the leaders -at all levels- make **all** the difference, now more than ever before. Research confirms time and again that the readiness, mindset and human-centric focus of your leadership is your main road to success.

It is simple: **you cannot decide not to invest in your leaders.** It is your leaders who make the difference for your people and teams and it is your people and teams who make the difference for your customers.



# HOW

- ◆ We only deliver tailor-made solutions created together with our clients. This ensures that we build the precise 'future-fit' leadership capabilities that you need.
- ◆ We fully focus on the solutions for tomorrow and the day after tomorrow and our work is science based.
- ◆ We invest in staying up to date.
- ◆ We always create a safe space for all our participants and we are unapologetically humanistic.
- ◆ All our Leadership Development work is systemic. It has to support the goals and needs of the organization and to fit into the context of our clients.
- ◆ Leadership Development is a journey of transformation. We ensure quick wins, but it is the ongoing journey -of learning and practicing the learning- that will bring the big benefits. That is why we like to space leadership development work over a longer period of time with a mix of learning labs, facilitated peer learning groups and one-to-one coaching.
- ◆ We also deliver shorter workshops on specific and urgent topics.
- ◆ We bring years of global experience and make this available for our clients. In the past, many of us have been in the same position as our clients. We have partners who have been leading Leadership Development in blue-chip global companies. Others have been leading large, diverse and multicultural teams and/or organizations or have been CHRO. We also have deep global experience in co-creating with and delivering to our clients around the globe tailormade Leadership Development Programs.

## THE AVVARTES LEADERSHIP DEVELOPMENT MODEL

**Leading together**  
Leadership is a teamsport

### Leading teams

Common understanding - Psychological safety - Purpose - Vulnerability -  
Healthy conflict - Deadlines - Accountability - Results focus

### Leading others

Strengths focus - Coaching - Growth mindset - Skills above jobs -  
Trust & Respect - Learning - Ongoing conversations - Purpose

### How I Lead

To be - To ask - To see - To think - To do - To learn

### Leading Self

Self-awareness - Emotional intelligence - Feedback - Self-mastery

### What I need to know

Amygdala is 100x faster than neocortex  
Organizations and people are not rational - Need to feel safe - Fear is a blocker

# WHAT

Our Leadership Development work includes:

- ◆ Co-create and deliver **Tailormade and transformative Leadership Development Programs.**
- ◆ Co-creating and delivering your **Leadership Development Process** (or parts of it) whilst building your internal capabilities.



## TAILORMADE AND TRANSFORMATIVE LEADERSHIP DEVELOPMENT PROGRAMS

- ◆ We design (always with our clients) and deliver transformative leadership development programs.
- ◆ It takes time to travel this journey. Many of our programs are delivered over the course of one year or more. These programs are delivered as a mix of learning labs, assessments (including 360 Leadership Feedback), facilitated peer learning groups and one-to-one coaching. Essential is our focus on learning by doing. Participants are throughout our programs invited to practice what they have learned AND to reflect on and learn from their practicing.
- ◆ Assessments are often included in our transformative programs. Feedback is an essential part of leadership development. We have our by Avartes developed Leadership 360 tool and our partners are accredited to work with a variety of outstanding assessment tools, such as: Birkman, DISC, Hogan, Human Synergistics, LCP, MBTI, Standout and Succession Architect.

- ◆ We also deliver shorter workshops around specific topics in our Avartes Leadership Development Model. Some examples are 1-2 day programs about:

- Emotional Intelligence
- Psychological Safety
- Working with Strengths
- Self-Mastery
- Leading High Performing Virtual/Hybrid Teams
- Neuroscience of Feedback
- Growth Mindset

*Our Leadership Development Program provides a platform for progress, innovation and continuous evolution. The world is witnessing a fundamental shift in how people work and what people expect of their workplace, emphasizing the critical importance of leadership. Our programs are not just about unlocking new skills, but also about cultivating a new mindset, where leadership is not a verb but a conscious journey of growth and a generative force shaping a future of abundance.*



## DELIVERING LEADERSHIP DEVELOPMENT PROCESSES WHILST BUILDING INTERNAL CAPABILITIES

Leadership Development Processes in companies have never been more important as right now. We support our clients in designing, leading and executing this essential business process. Our services include:

- ◆ Listening to your needs, your aims, your status quo and strategic choices.
- ◆ Taking a screenshot of today and help you design your desired future. We identify your strengths and gaps in leadership development to create the future that matters for your business.
- ◆ Co-designing your leadership development process.
- ◆ Leading (parts of) your leadership development process whilst building your internal capabilities.



# OUR APPROACH

We are a global company located in 18 different countries. We embolden leaders, teams and organizations to learn, grow and thrive while designing together the desired future. Building on science, we focus our attention more on solutions, possibilities, and opportunities and less on problems, deficits or shortcomings. In all we do, we are unapologetically humanistic. Leadership Development is our mastery. Our values of Curiosity, Passion and Generosity are our DNA. We are low on red tape, high on customization, just enough structure and laser focused.



# WHO

## AAD JCM VAN VLIET



Throughout his corporate career, Aad and his family lived in four countries where he led Regional and Global HR Teams with up to 225 colleagues in HR, serving 12.000+ employees in businesses with sales of up to USD 6 billion. He also brought many years of experience in Regional and Global Leadership Boards before starting Avvartes in 2012.

Aad is switched-on, enjoys reading new research on his topics of interest and applies these new insights in his practices through Avvartes. He is recognized as an outstanding coach, HR, Leadership Development practitioner, and teacher. His clients are in a variety of international businesses. These include Pharmaceuticals, FMCG, Chemistry, Technology, Banking, Insurance, Consulting, Agriculture, Construction, Energy, Education, and Aviation.

Aad is working for free for a part of his time serving good causes.

Aad is married with four children, who are now grown-ups, and a proud grandfather. He is spending as much as possible of his free time with his family and in the Swiss mountains doing trail running, mountain biking, hiking, snowshoeing, and skiing.

## AYSUN BARIN



Aysun has a passion to help develop the leaders of tomorrow and work with individuals, teams and organizations for sustainable success, and create a "better world".

Aysun, being part of the leadership team of IBM Turkiye for 30+ years, she has wide experience in technology, sales, marketing and people&culture. With her strong background in business, Aysun is working with boards and leadership teams of organizations to align People Strategy with the organization's business strategy to achieve the desired business outcomes and get ready for the future.

founded her company in 2009 and joined Avvartes in 2014. Aysun is a facilitator, coach, consultant and life-long learner. She builds trusted relationships with her clients creating a safe environment with the strong belief that each individual is resourceful and creative and encourages them to build the future they aspire.

Aysun is also an active member of Women Entrepreneurs Association and International Women Forum in Turkey, where she actively engages in projects to develop young women entrepreneurs. Aysun loves travelling around the world, learning from different cultures, and enjoying the richness of diversity. She is married and has two children.

## CECILIA RODRIGUEZ



Cecilia is MD of Sollertia, the Consulting Company she founded in 2004, after working for over 20 years in the Human Resources field, in national and multinational companies in various industries. She is Avvartes Lead Partner for Latin American Region since 2014.

She has a degree in Human Relations from University of Buenos Aires (U.B.A.). In the last 20 years, she has attended training programs in Europe (Germany, England, and Switzerland) and Latin America (Argentina, Brazil and Ecuador).

She has worked in the field of Human Resources Management in financial institutions for 11 years. Changing to the agricultural business, she worked as a South Latin-American Regional Manager for Novartis Crop Protection, now Syngenta.

Once initiated in the pharmaceutical industry, she worked as the Human Resources Director for Novartis in Latin-America (13 Countries and diverse cultures). She actively participated in the design and execution of the People and Culture strategy, and the development of each Country Leadership team.

Cecilia enjoys the outdoors, especially the Patagonian mountains in the south of Argentina. She is actively involved in community service; dedicating lots of her time to retreats, training and accompanying people in the search of their vocation and personal development.

# WHO

## EVY SEVERINO



In 2010, Evy said goodbye to a rewarding 22-year career at a top Pharma company to fulfill her mission. She is called to help organizations become more human and more humane, one leader at a time. As the CEO of Severino Consulting and a co-founder of Avvartes, she has supported and challenged hundreds of leaders to take performance to the next level. These leaders connect to their courage, compassion, and curiosity to deliver greater impact.

To create customized leadership development programs with sustainable results, Evy spends up-front time with key stakeholders. They teach her 1) how the time invested will link to important goals 2) what ignites the people who will be participating. She offers breakthrough experiences for leaders who are ready to expand personal capacity.

Based in Pittsburgh, PA, Evy is a wife, mother, community volunteer and lover of al fresco dining. Among her community leadership roles are President at International Coach Federation Pittsburgh Chapter, Board Vice Chair at Amachi Pittsburgh, Volunteer Advisory Board Member at PowerLink for women-owned businesses, Mentor at Healthcare Businesswomen's Association, Amachi Pittsburgh, and Ellevate.

## LOREDANA SHANI



Loredana has a degree in Business Administration with a specialization in Marketing from the Universidad Metropolitana de Caracas-Venezuela and English studies at Syracuse University, USA.

She has had an accelerated career in the telecommunications industry, working for companies like Nokia, Telefónica, and ABB in Venezuela and Chile, where she now resides with her two children.

Passionate about the human capacity for creation, she decided to leave the corporate world 10 years ago to dedicate her energy to preparing organizations not only to face the future but to shape it.

As a coach, facilitator, and consultant, she helps her clients develop skills to orchestrate change and diversity, enjoying navigating uncertainty and designing possible scenarios to help people create the future they care about.

She also loves traveling and immersing herself in different cultures. Her warmth, generosity, approachability, creativity, and simplicity are her personal brand's hallmark and are at the service of everything she does.

## SIEM REITSMA



Siem has spent over 25 years in international HR roles for blue-chip listed companies (Unilever, A.P. Moeller-Maersk), as well as for privately owned businesses. As global HR Director, over the past 12 years Siem has focused on generating and sustaining (hyper)growth for companies with a strong and expanding international presence.

Siem's approach is to always start from the business strategy (not from HR...!), followed by translating this into HR-priorities. Building a talent pipeline through identifying and developing leadership talent, as well as creating an organizational setup in which these talents can flourish have been two of his key focus areas.

Having operated as HR-Director in such sectors as Transportation, Retail and Professional Services, he now has turned to supporting business leaders and international firms as an independent advisor and coach.

His style is calm yet engaging, working largely below the radar, encouraging the company's leadership-team to flourish and for them to enthuse others. Being Dutch he is direct and crisp in his approach, yet respectful. He hates window-dressing, hidden agendas, and unnecessary complexity. As a former top-level soccer-player he will often use sports-analogies as a vehicle for his ideas.

## WENDY CHUA



In 2003, Wendy Chua-Sullivan Kok Wand left a secure career as School Psychologist of Raffles Institution to start her own leadership practice, Wand Inspiration. She has over 20 years of experience as an educator for personal transformation, applying Psychology to help leaders and teams build resilience and better performance.

Wendy's approach to coaching high achievers to maximum performance has been presented at the 2002 International Congress of Applied Psychology. Her WAND approach emphasizes the use of relevant questions, effective actions, acknowledgement, being neutral and non-judging, recognizing individual differences, and making a difference.

Wendy has an authentic style of communication that builds trust quickly with her clients. Her commitment to her clients' achievement leads her to design relevant strategies with them.

Wendy is married, with four children, and is a volunteer for youth mental wellbeing network (YMWB) and on the board of Generation Singapore.