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be the LIGHT
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Alice Yammine Boueiz

CEO - ARAB HOSPITALS FEDERATION
VP - WORLD COUNCIL FOR MEDICAL TOURISM

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Leadership today is not defined by having answers. It is defined by the ability to stand in uncertainty without losing direction.

I DID NOT FIND THAT QUOTE IN A LEADERSHIP BOOK. I LIVED MY WAY INTO IT.

Nearly three decades of leading across the Arab world across 22 countries, through geopolitical storms, through moments of institutional fragility and moments of breakthrough have taught me that uncertainty is not the exception in leadership. It is the condition.

And then came a year that made that truth entirely personal. A serious health crisis put my life in grave danger in the same year that Forbes Middle East recognized me among the region's Top 100 Healthcare Leaders.

Both things were true at once. The recognition and the fragility. The achievement and the near-loss. That is when I understood not intellectually, but in my bones what it truly means to lead through uncertainty, because uncertainty does not test our knowledge. It reveals our leadership..

It means choosing, every single day, to be the light. Not to pretend the darkness is not there. But to illuminate enough of the path that others can take the next step.

✦ THE WORLD WE ARE LEADING IN ✦

THIS IS NOT A DIFFICULT MOMENT. THIS IS THE NEW PERMANENT.

What many of us have experienced personally, the world is now experiencing collectively. According to the World Economic Forum's 2026 Global Talent Barometer, nearly half of all core workforce skills will be disrupted within five years. C-suite turnover hit record highs in 2025 not because of bad performance, but because leadership models built for a previous era simply stopped working.

39%

of core workforce skills disrupted
by 2030 · WEF 2026

50%

of employees don't believe technology
will make work better · WEF

72%

use AI regularly — yet leadership
confidence is falling · BCG 2025

McKinsey stated plainly in January 2026: *in this environment, CEOs will not always be the smartest people in the room.* Fortune was even more direct: *“This isn't a tech failure. It's a failure of leadership to adapt.”*

RHR International described 2026 as the era of “overlapping disruptions” where before one wave is absorbed, the next one arrives. The question is no longer whether you will face uncertainty. The question is what kind of leader you become inside it.

The greatest risk today is not uncertainty. It is leaders who pretend they understand it.

THE HUMAN INTERIOR IS THE LAST COMPETITIVE ADVANTAGE

The strongest leadership thinkers of our time are converging on a truth that contemplative traditions have known for centuries and that modern neuroscience is proving: **who you are on the inside determines how you lead on the outside.**

“Leadership is ultimately a uniquely human endeavor. AI may transform how we work, but only human leaders can determine ‘why’ we work and what we’re trying to achieve.”

— McKinsey Global, January 2026

“Leaders who cultivate inner stillness create space between events and reactions leading to clearer thinking, better judgment and less reactive decision-making. The leader who knows how to return to inner stillness always carries a stability that circumstances cannot shake.”

— Entrepreneur Magazine, March 2026

“It takes courage to admit you don’t know something. It takes courage to step into discomfort.”

— Simon Sinek

“Vulnerability is not weakness. It is the birthplace of innovation, creativity and change.”

— Brené Brown, Dare to Lead

I know this not as theory. The moment a health crisis forced me, the leader who is always moving forward to stop completely, to be still, to face my own fragility: that is when I found the clearest thinking, the most honest reassessment of priorities, the deepest renewal of purpose I had ever experienced.

Leadership starts with self-leadership. Caring for others begins with caring for ourselves.

The giants who walked before us said the same thing

“Success is not final, failure is not fatal: it is the courage to continue that counts.”

— Winston Churchill — leading Britain through its darkest hour

“I learned that courage was not the absence of fear, but the triumph over it.”

— Nelson Mandela — after 27 years of imprisonment

“The only thing we have to fear is fear itself.”

— Franklin D. Roosevelt — First Inaugural Address, 1933

“A leader is a dealer in hope.”

— Napoleon Bonaparte

None of these words were spoken from comfort. Churchill spoke under bombing. Mandela spoke after 27 years in a cell. Roosevelt spoke when an entire nation had lost faith in its future. They did not pretend the darkness was not real. They chose to become the light inside it.

Across centuries, across cultures, across crises, the message is the same: the leader's job is not to eliminate uncertainty. It is to illuminate it.



“Success is not just measured by milestones, but by the memories we create along the way they are the foundation that transforms every journey into a legacy.”

Alice Yammine Boueiz



THE PRACTICE



Five principles — earned, not borrowed

01 Purpose is the only compass that doesn't break

When a crisis strips away everything else, purpose remains. Build your leadership on why, not how the how will always change. The why is what survives.

02 Wellbeing is non-negotiable

A leader who neglects their wellbeing will eventually fail the very people they are trying to serve.

03 Vulnerability is not the opposite of strength

The leader who says ‘I don't have all the answers but here is how we face the rest together’ earns more trust than the one who performs certainty they don't feel.

04 Create clarity, not certainty

You cannot promise a smooth road. You can give your people clarity about values, direction, and what will not change even when everything else does. That clarity is the light.

05 Love is what keeps you from giving up

We speak endlessly in leadership about strategy, resilience, execution, and vision. But there is one word that belongs at the center of every serious leadership conversation — and we almost never say it out loud.

Love.

Love for the people you serve. Love for the mission that brought you here. Love for the future you are building even when you cannot yet see it clearly. Love for the colleagues who show up with you every day, and for the family that holds you together when the weight of leadership becomes heavy.

I have found, through every challenge I have faced, that love is not a soft addition to leadership. It is the hardest, most durable foundation there is. It is what makes challenges worth fighting. It is what transforms a difficult decision from a burden into a responsibility you are proud to carry. It is what keeps you from walking away when everything in you wants to rest.

When the path disappears, when the uncertainty is real and the weight is heavy, it is not strategy that keeps you moving. It is love. Love for what you have committed to protect. Love for who is counting on you. Love for what is still possible.

Make love your first priority not as sentiment, but as the deepest act of leadership. Because a leader who loves what they do, who they serve, and why they lead, will never stop finding the strength to continue.

“In the end, love is what allows us to face every challenge. The happiest moments with those we love are the fuel that keeps us moving forward — in life and in leadership.”

Alice Yammine Boueiz

✦ THE ERA'S REAL QUESTION ✦

The question this era is really asking

This is not a time for perfect leaders. It is a time for present, conscious, and courageous ones.

The WEF's most important finding from 2026 is not about artificial intelligence. It is about the human beings behind it. Most workers are not disengaging. They are *waiting*, waiting for a leader who can help them connect today's work to tomorrow's meaning.

That is the real leadership opportunity of our era. Not to manage the disruption. To *illuminate* it. To stand in the middle of the most accelerated period of change in human history and say: I know our direction. I know why it matters. And I will walk first.

Leading across one of the world's most complex regions, through its contradictions and its possibilities, has confirmed one thing above all else: “When the path is UNCLEAR, be the LIGHT that makes it visible.”

This is not a motivational line. It is a commitment to every leader, every healthcare professional, and every institution that has trusted us to show the way.

The next chapter will be written with the courage that keeps us standing, the clarity that keeps us focused, and the love that makes every step worth taking.

What has your hardest moment taught you about your own leadership? I would love to hear your answer below.