

How to Hire a CEO

A Guide for Ensuring Effective Selection at the Most Important Position



A Governance Institute Webinar

presented by
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Kevin H. Mosser, M.D.
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February 25, 2021



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Today's Presenters



Lawrence R. McEvoy II, M.D.
President & CEO, Epidemic Leadership

An emergency physician, healthcare executive, entrepreneur, and strategic advisor, Larry's diverse perspective renders him an inspiring, design-oriented leader, strategist, advisor, facilitator, and speaker. His track record of real-life strategic and operational results—and a unique facility with ecosystems, neuroscience, social intelligence, and human networks—helps clients optimize performance, adaptation, and vitality. He shapes the challenges of our complex times into outstanding results, rapid learning, and energized professional cultures.



Kevin H. Mosser, M.D.
Senior Medical Consultant, SE Healthcare

Kevin H. Mosser, M.D. is a seasoned health system executive with experience in all facets of quality and operations performance including physician practice management, organizational integrity, quality improvement, culture development, and fiscal discipline. Most recently, Dr. Mosser served as the President and CEO of WellSpan Health. Over a period of five years, Dr. Mosser seamlessly integrated four new organizations into WellSpan and increased organizational growth from \$1.2 billion to \$2.9 billion.



Joy Goldman, RN, M.S., PCC
Founder & CEO, SixSEED Partners

Joy is a Certified Coach with the International Coach Federation and a Certified Physician Development Coach. She is one of 110 global coaches certified as a Narrative Coach Practitioner. Her over 35 years of healthcare experience in both community-based and academic medical centers provides real world knowledge of the challenges facing physicians and healthcare leaders today. Joy's mission is to inspire leaders to reconnect with their purpose to improve care for all.

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Learning Objectives

After viewing this Webinar, participants will be able to:



Leverage the search firm to your organization's advantage.



Design a process to optimize success and mitigate "pageant bias."



Leverage candidate assessments and data to support a successful board-CEO relationship.



Create a post-selection plan for the board to ensure the new CEO's success.

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Continuing Education

Continuing education credits available



IPCE CREDIT™

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AMA: The Governance Institute designates this live activity for a maximum of **1 AMA PRA Category 1 Credit(s)**™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

ACHE: By attending this Webinar offered by The Governance Institute, a service of National Research Corporation, participants may earn up to **1 ACHE Qualified Education Hour** toward initial certification or recertification of the Fellow of the American College of Healthcare Executives (FACHE) designation.

Criteria for successful completion: Webinar attendees must remain logged in for the entire duration of the program. They must complete the evaluation survey and include their name and degree (M.D., D.O., other) at the end of the survey in order to receive education credit. Evaluation survey link will be sent to all registrants in a follow-up email after airing of the Webinar.

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In accordance with the standards of the National Registry of CEP Sponsors, CPE credits will be granted based on a 50-minute hour.

Field of study: Business Management & Organization

Program level: Overview

Prerequisites: None

Advanced preparation: None

Delivery method: Group Internet based

Maximum potential CPE credits: 1

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- None of the presenters intend to discuss off-label uses of drugs, mechanical devices, biologics, or diagnostics not approved by the FDA for use in the United States.

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The Problem That Isn't Going Away...

Monthly Departures



Source: Challenge, Gray, & Christmas

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Polling Question #1

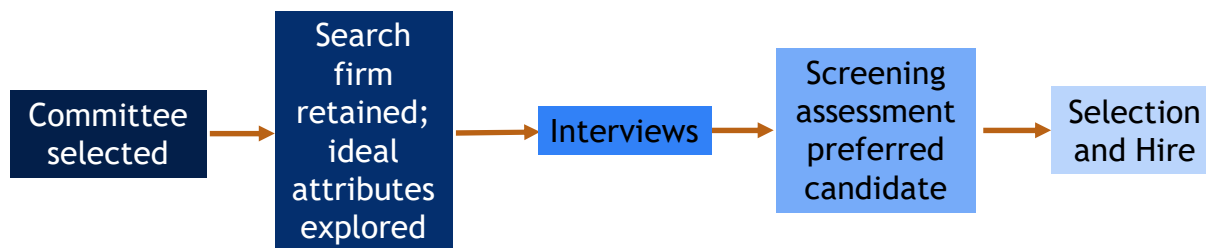
In service to getting the right candidate, what's keeping you up at night?

- a. Selecting the right search firm
- b. Creating the right leadership profile to attract candidates
- c. Trusting that the process will yield the best candidate
- d. Assessing candidate ability to optimize the organization
- e. Protecting the organization after the hire

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Current Process

Three to six months prior to CEO departing:



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Risks of the Conventional Selection Process

- Search firms often favor qualifications similar to prior “successful” placements, and can exclude non-traditional candidates in favor of safer bets to present to the committee.
- The process of discernment is over-focused on traditional candidate attributes and under focused on organizational and strategic needs.
- Boards risk following a comparative algorithm on standard questions rather than probing each candidate based on pre-interview assessment cross-referenced against organizational need.
- The “beauty pageant” approach can lead to excessive weight of interview skills and insufficient assessment pre hire and development post hire.

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Leverage Candidate Assessments and Data

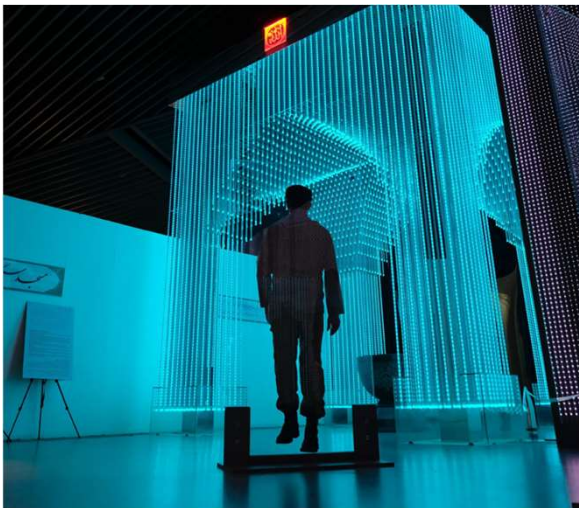


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- Types of assessments and tips for maximizing value
- Evidence-based research: capacity to scale leadership
- The one vital capacity no one asks about or measures!

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Polling Question #2

As you consider your selection of a new CEO, what do you consider to be the most important attribute(s) to the success of the candidate?

- a. Culture fit
- b. Assessment results
- c. Internal interviewer ratings
- d. Prior experience
- e. Ability to scale leadership
- f. Thinking capacity

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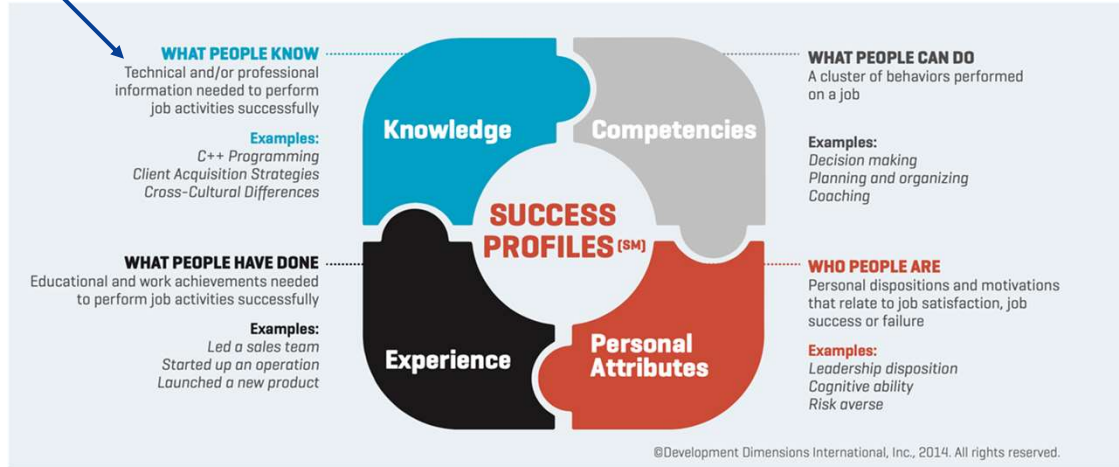
Polling Question #3

As you consider your selection of a new CEO, which of these do you currently assess?

- a. Culture fit
- b. Assessment results
- c. Internal interviewer ratings
- d. Prior experience
- e. Ability to scale leadership
- f. Thinking capacity

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Common Attributes Assessed



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Assessment Types

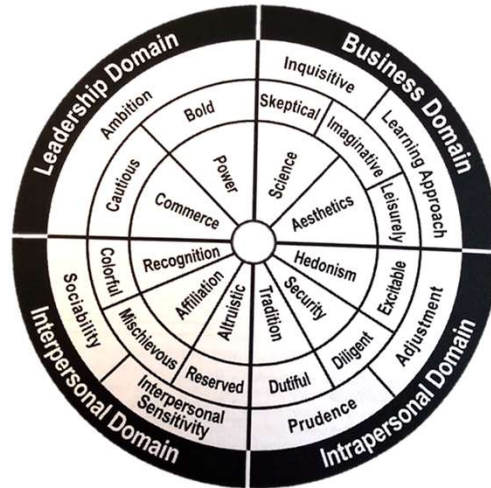


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The False Allure of Fixed Identity and Absolutes

Strengths and liabilities with assessments:

- They tell you much AND nothing at all!
- Integrate into your interviewing process: assess self-awareness and intentional mitigation of risks
- Explore seeming contradictions



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What Differentiates: Creative Leaders' Strengths; Scaling Leadership

What Differentiates the Most Effective Leaders

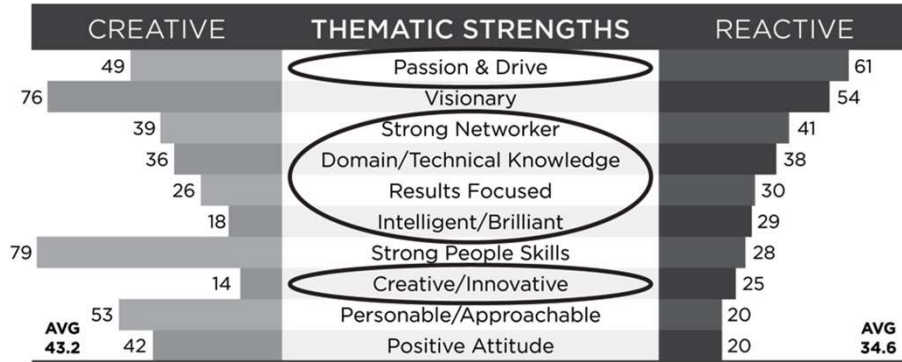


Creative leaders endorsed **2.3 times** more often than Reactive leaders

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What Doesn't: Reactive Leaders' Strengths

Non-Differentiating Strengths



Creative leaders endorsed 1.3 times more often than Reactive leaders

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What Is It No One Assesses?

Thinking capacity: both/and thinking

- Team player AND courageous decision maker
- Modifies risk AND innovative
- Results focus AND people focus

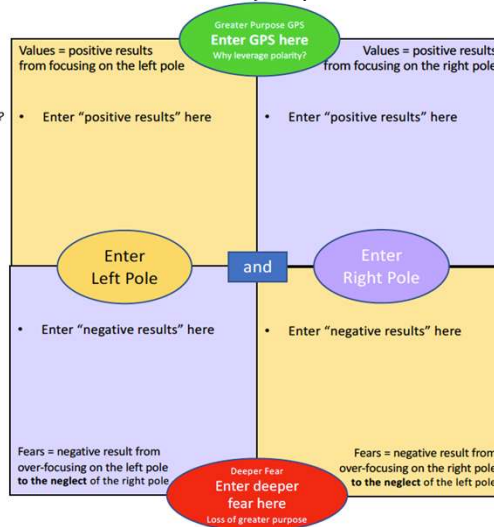
Action Steps
How will we gain or maintain the positive results from focusing on this left pole?
What? Who? By when? Measures?

- A. First Action Step
- B. Second Action Step

Early Warnings
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this left pole

- A. First Early Warning
- B. Second Early Warning

Polarity Map®



Action Steps
How will we gain or maintain the positive results from focusing on this right pole?
What? Who? By when? Measures?

- A. First Action Step
- B. Second Action Step

Early Warnings
Measurable indicators (things you can count) that will let you know that you are getting into the downside of this right pole

- A. First Early Warning
- B. Second Early Warning

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From Hero to “Creator and Multiplier of Heroes”

Talent development is THE TOP strategy for complex times!

Behavioral Question: If we were to ask your prior organization how concerned they were with your departure, on a scale of 1 to 5 (1 = not at all and 5 = significant risk), what would they say?

What evidence supports your response?

Listen for an intentional strategy of increasing leadership capacity:

- Rotational assignments
- % senior leader salaries based on talent development
- Ratio internal promotions to external hires
- Mix of “I” and “We” statements (confidence & humility)



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Polling Question #4

As you think about optimizing your CEO selection process, what further depth of knowledge would you suggest your organization seek, from the following sources?

- a. Webinars
- b. White papers and research
- c. External advisors
- d. A working resource guide
- e. Internal OD capability
- f. Search firms

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Thematic Keys to an Optimal Process

- Create wide, situational awareness on leadership capacity (start, stop, continue).
- Design board “thinking audit.”
- Positively “disorient” the candidates.
- Ensure “bilateral security.”

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Building a Better Approach

- Consider candidates beyond technical and operational expertise; find those who have “done different things.”
- Design live-action simulations tailored to “real-life” org. needs crossed with candidate profile and *specific* candidates, including psychometric assessments.
- Create a proactive development plan for integrating CEO-board-executive function post-hire, using pre-hire insight from appropriate psychometric assessment.

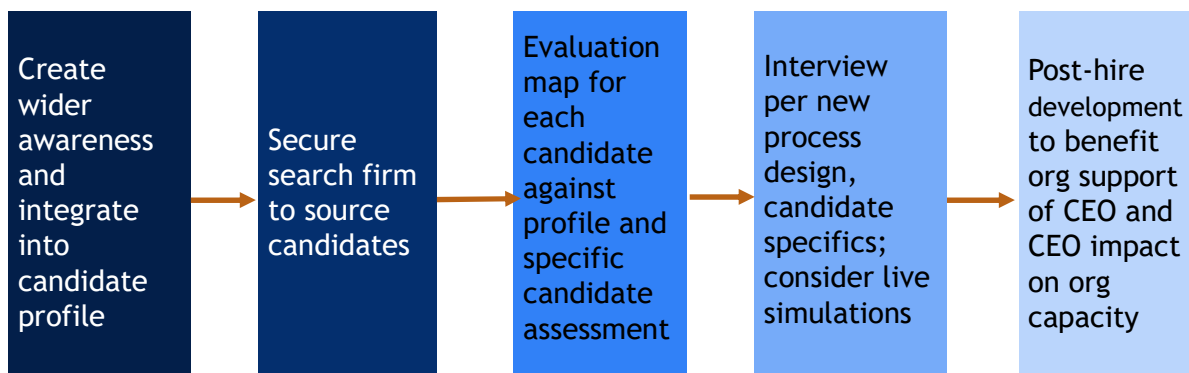
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Suggested New Process Flow



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Call to Action

- Current state is not serving best case for organizations. Start talking about this today so that you are AHEAD and able to “upgrade,” not replace.
- Increase the capacity of the system ahead of time; will multiply odds of selection success and CEO’s ability to leverage and amplify org capacity later.

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Questions & Discussion

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Contact Us...



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