



# Market Insights & Resources

# LEADERSHIP IN ACTION: A SYMPHONY OF INSPIRATION

Dynamic times are challenging for leaders and teams to flourish and function cohesively. Collaboration empowers leaders to work toward common goals with more symphony and less noise.

Outstanding leadership is a commitment that goes beyond legacy. Partnering with the largest healthcare organizations in the industry provides us the unique opportunity to experience how leaders transform not only individual organizations, but the industry as a whole.

Great leaders know that teams, not individuals, create progress. They seek diversity of thought, share vulnerably, and speak transparently to create a true, lasting, far-reaching change. Across the globe, there is no shortage of great, inspirational leaders in healthcare. The impact that these leaders have when they come together is limitless.

In this eBook, you'll find a collection of articles, market and talent insights, and leadership and team development resources to help you further your mission and ongoing commitment to outstanding leadership.



**Bob Clarke**  
Chairman



**Sherrie Barch**  
CEO





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# Search Insights:

## BJC HealthCare – Chief People Officer



Furst Group recently had the privilege of partnering with BJC HealthCare in their search for an executive leader to serve as their new Chief People Officer. As one of the largest nonprofit, integrated delivery healthcare organizations in the country with a goal of being the national model in patient advocacy, clinical quality, medical research, financial stability, and employee satisfaction, BJC HealthCare was looking for an experienced, transformational HR leader to serve as a strategic partner on its executive team.

Led by Furst Group Vice President, Jessica Homann, this search would not only replace the retiring CHRO, but also redefine the role to support the evolving needs of the organization. By leveraging the unique market insights of our team, along with the role design intelligence of our sister company, NuBrick Partners, we were able to define a solid talent success profile to identify, attract, and assess ideal candidates.

The position required a forward-thinking, innovative and strategic HR leader. We explored various approaches to contrast the roles and objectives between a Chief Human Resource Officer (CHRO) versus Chief People Officer (CPO). This allowed our client, BJC HealthCare, to ...

[Review the Search Insights](#)



# Women Leaders Playbook



There is no shortage of inspirational women in healthcare. The impact that gender diversity has on the industry has been evident at every *Modern Healthcare* Women Leaders in Healthcare conference and Top Women in Healthcare event.

Throughout our 14-year sponsorship of these events, we have been honored to support, connect, and engage with leaders to hear examples of amazing achievements and stories of overcoming adversity, as well as gain invaluable insights and inspiration.

What comes after and beyond these events is up to each and every one of us. Our *Women Leaders Playbook* was created out of our inspiration to invoke action. How can each of us continue to close the gender gap? What actions can we take to be the next generation of courageous leaders? We don't have all the answers, but together we will find many.

[Unlock the Full eBook](#)

# Search Insights Report: UC Davis Health – Chief Strategy Officer

## INSIGHTS

Soft skills like comfort with ambiguity, courage, and foresight are not found on a resume and take solid assessment practices. Be prepared to tell stories of success (and failure). What kind of culture will allow you to be at your best?

## EDUCATION

**92%** Master's Degrees

**16%** Doctorates (PhD)

UC Davis Health partnered with Furst Group to find a Chief Strategy Officer to continue moving the organization forward by advancing its focus on building stronger community partnerships and affiliations. As a leading national academic health system, UC Davis Health is ranked among the Top 10 medical schools in the United States, the Top 30 for medical centers, and the Top 50 for schools of nursing.

### Mapping the Role

Defining success is an integral part of identifying the ideal candidate profile. Beyond the description of the position itself, it is important to develop a deep understanding of the culture and the needs of the organization, while also considering the specific factors and support needed for the executive leader to achieve the desired outcomes.

For UC Davis Health, success was crucially dependent on finding a strategic executive who had the competencies and operational experience to design and execute a new clinical strategy within the distinctive pace and cadence of an academic health system and subsequently drive the evolution of the organization's culture over time.

### Navigating the market

Strategy executives are in high demand. These leaders, however, are acutely decisive when considering their next opportunity. Employing an intentional, informed approach to the market allowed ...

[Review the Search Insights Report](#)

# New Leadership Installation

From the moment a new leader enters your organization or transitions to a new position, it can take months for them to get fully acclimated. In the meantime, their onboarding costs your organization time and money.

Our new leader installation process uses a data-driven approach to accelerate their transition allowing your new leader to integrate faster and start driving results sooner. Our installation method leverages assessments to guide and facilitate productive dialogue that sets expectations and surfaces potential obstacles, like style differences and other barriers sooner, empowering you to build a strong foundation for a more effective relationship. This process is tailored to the roles and responsibilities of new leaders by identifying key stakeholders to success and developing an awareness of the challenges that they may face in these relationships. Our approach to working through these challenges provides a basis for establishing effective communication and agreeing on expectations about how you will effectively partner, exchange feedback, resolve conflict, and make decisions.

[View the Brochure](#)

## Installation in Action

We were approached by Health First to assist in the installation of two existing leaders into new roles. The positions would overlap and depend on each other for success and Health First recognized that the new responsibilities would pose a unique challenge for these seasoned leaders, both of whom had been with the organization for some time. They would move from ...

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**Deborah Angerami**  
*Sr. VP/COO, Hospital Services*  
Health First

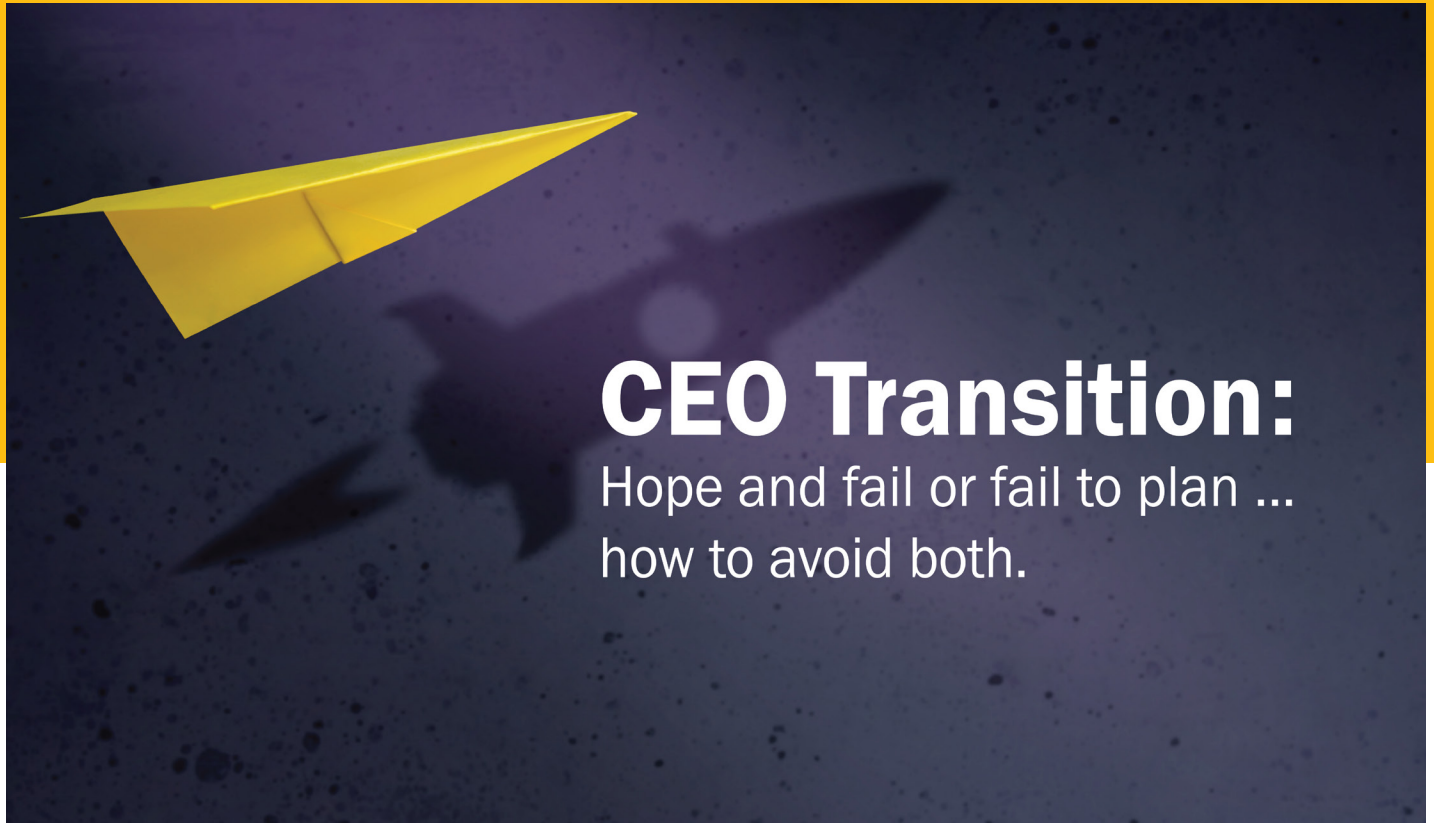


**Brett Esrock**  
*CEO – Hospital Division*  
Health First



# CEO Transition:

Hope and fail or fail to plan ... how to avoid both



## CEO Transition:

Hope and fail or fail to plan ...  
how to avoid both.

Any CEO transition, whether it's an executive coming from outside the organization or an internal hire, will cause an impact on the performance of the organization. Hopefully, that impact will be positive, but nearly half of the time, that isn't the case. A transition at this level affects the entire organization and hoping that it goes well is a plan that more often than not results in negative outcomes.

According to research from the CEB, successful transitions result in a 90 percent higher likelihood that teams will meet their three-year performance goals. As an executive search firm, we partner with top healthcare organizations to discover and attract executive talent, as well as create a solid installation and transition plan to ensure success from the start.

When seeking a new CEO, organizations must focus on defining success far beyond the resume. Establishing a detailed set of filters and criteria for measuring talent allows the organization to gain a deeper understanding of candidates' competencies and experiences and how those will or will not translate into future success. Viewing talent through a lens programmed with the organization's culture, existing talent and structure, and business objectives and challenges, allows ...

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# Stock Up on Compassion:

## Leading through a Crisis



Over the course of just a few short weeks, COVID-19 disrupted the lives of millions across the globe. In the wake of this new reality, leaders have had to adapt quickly and change course significantly from where they were headed prior to the crisis. Understandably, it's been a struggle for leaders to guide themselves, their teams, and their organizations through these challenging times.

Throughout our many conversations with leaders since the start of this pandemic, we've been struck by their vulnerability to sharing their experiences and challenges. This open exchange is how we remain resilient, by leaning into all that's happening and gifting the lessons we've learned to one another and sharing the tools and tactics which have helped us along the way.

Inspired by this spirit of sharing, we've created a forum where leaders can engage and learn from each other's experiences, as well as share and seek resources. Through a series of webinars aimed at fostering and

facilitating this meaningful connectivity and support, leaders in all industries, from healthcare to manufacturing, have been weighing in about specific challenges and opportunities they are facing.

In our first webinar, we tackled a topic that was on the minds of all attendees – how to equip your team to persevere. Leaders and teams are experiencing stressors, familiar and unfamiliar, from all angles and at a greater pace.

Identifying those stressors is the first step toward ...

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## HARNESSING THE HIDDEN STRENGTHS OF PHYSICIAN LEADERS TO THRIVE POST-PANDEMIC

Never has the clarion call to transform healthcare delivery been louder or more urgent than it is today. Organizations will need to engage physician leaders to answer the call. But not in the way many assume. The COVID pandemic has thrust us into the most incredible circumstances, forcing organizations to reassess nearly every aspect of how they operate, and how they will survive and thrive in the near and distant future.

Physicians are intelligent, voracious, lifelong learners, a result of their heightened curiosity and scientific thinking. What may be surprising is that this aspect of their personality correlates with and amplifies two other innate tendencies these leaders often possess – ingenuity and innovation. These core drivers are critical for idea generation, out-of-the-box thinking, and problem solving.

During the course of our work with physician executives, most of whom are focused primarily on administrative leadership activities, we've measured data related to the foundational personality drivers of more than 200 physician leaders. Our methods use three science-based assessments that have been independently audited, validated, and refined over 40 years of talent development applications in myriad industries.

These three assessments measure a person's baseline propensities and characteristics, their key strengths, motivators, and values, and the unconscious tendencies they have which can derail their performance. These metrics enable organizations to leverage this predictive data to create ...

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# Diversity and inclusion: A guide for action

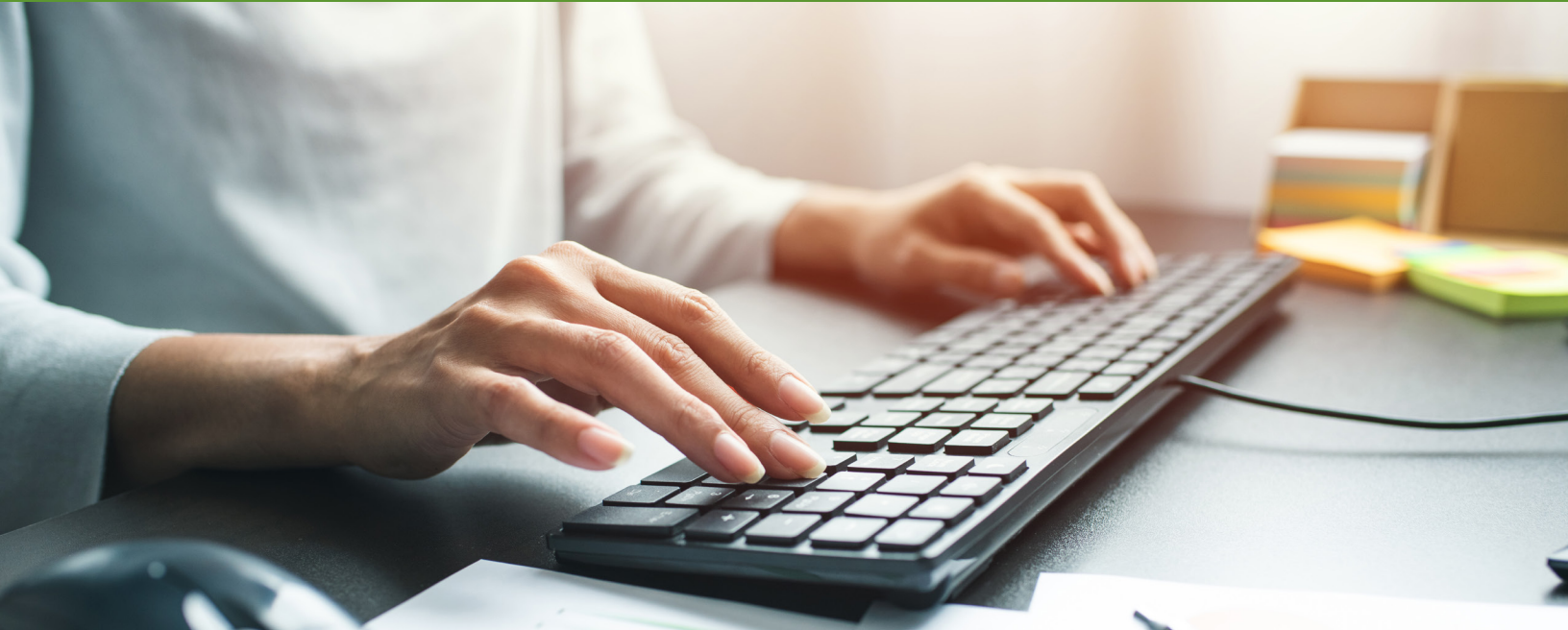


Many organizations desire to develop or maintain a diverse work force, but few fully understand that it requires a multi-faceted strategy focused on recruitment, retention, leadership development, promotional advancement, and mentoring to make it a reality. Once you've got a solid plan and strategy in place managing that initiative is critical.

By measuring the effectiveness of your diversity and inclusion program, you can begin to create real change within your organizations. Assessing how your program is doing against its goals allows you to further define and adjust your program. Creating a diversity and inclusion program isn't something you can just launch and walk away from, it must be embedded in every aspect of your business. Ensuring success in any business goals means ...

[View the Guide](#)

# Best Practices for Hosting and Participating in Video Interviews



Interviewing is challenging in any environment, but when it happens in a virtual environment, new and different obstacles arise. More than 20 years ago, our organization invested in an infrastructure and culture that supports a mix worked environment with remote work capabilities, so engaging people and teams via video conferencing is very familiar to our team.

Considering the dynamic times we are all currently navigating, our team gathered up all of our tips and advice on conducting stellar video interviews and created these helpful infographics as a resource for organizations and teams hosting video interviews, as well as ...

[See the Full Infographics](#)

**Best Practices  
FOR HOSTING A VIDEO INTERVIEW**

Hosting a video interview isn't all that different from hosting an in-person one, but there are a few things to keep in mind as you aim to create a great experience for candidates. The guide below compiles the best practices from our 20-plus years of video interviewing expertise into a reference we hope you'll find helpful.

SETTING THE SCENE	WHAT TO WEAR
<ul style="list-style-type: none"><li>Use a plain background with a light color and full lighting to prevent unnatural shadows or highlights on your face.</li></ul>	<ul style="list-style-type: none"><li>Dress in solid colors like blue, gray, or yellow, if possible. Avoid stripes and patterns.</li></ul>
<ul style="list-style-type: none"><li>Avoid using the digital backdrops offered in some video conferencing tools as they can put extra stress on your bandwidth and cause technical issues.</li></ul>	<ul style="list-style-type: none"><li>Dress appropriately from head to toe. Wearing shoes while attending a video interview or working from home helps get you in the right mindset.</li></ul>
<ul style="list-style-type: none"><li>Frame the shot, making sure to find a static, solid background like in a home office or area free from appliances, beds, couches, or other cluttered spaces.</li></ul>	<ul style="list-style-type: none"><li>Be prepared to stand up. During the interview, you may need to get up for</li></ul>
<ul style="list-style-type: none"><li>Frame yourself appropriately for the camera by allowing participants to see your head, shoulders, and a portion of your upper torso – avoid close-ups or being too far from the</li></ul>	

**Video Interviews:  
BEST PRACTICES FOR INTERVIEWEES**

When it comes to video interviewing, it's important to understand the nuances of the experience and how it differs from in-person interactions. Like any interview, you'll want to be as prepared as possible so you can focus on having a great conversation. The guide below compiles the best practices from our 20-plus years of video interviewing expertise into a reference we hope you'll find helpful.

SETTING THE SCENE	WHAT TO WEAR
<ul style="list-style-type: none"><li>Use a plain background with a light color and full lighting to prevent unnatural shadows or highlights on your face.</li></ul>	<ul style="list-style-type: none"><li>Dress in solid colors like blue, gray, or yellow, if possible. Avoid stripes and patterns.</li></ul>
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# Best Practices for Virtual Panel Interviews

Video conferencing software makes virtual panel interviews possible in this age of social distancing. But the experience of interviewing remotely presents some unique challenges for both hosts and participants, not present with a live panel.

As a virtual meeting host, your goal should be to create an experience that is the next best thing to meeting in person. Your virtual meeting should give candidates a true sense of your organization's culture and help your leaders shine, all within the confines of a small video window. Participants want to engage with the group despite the social separation and technical limitations.

Here are some valuable lessons and best practices we've learned for hosting and participating in virtual panel interviews. The infographic below offers our helpful tips on ...

## Best Practices

FOR VIRTUAL PANEL INTERVIEWS

Conducting panel interviews virtually does add some additional layers of complexity to the process for both host and participants. As a host you want to create an experience that gives candidates a true sense of your culture and helps your leaders shine. Participants want to engage and begin to develop a connection, while also putting their best foot forward. More than 20 years ago we began utilizing video conferencing tools. Here are some tips and best practices we've learned along the way that we hope you'll find helpful.

### SETUP AND LOGISTICS

**Hosts**

- 

Avoid hosting the meeting with everyone around a conference room table. When you have multiple participants, it's best for each person to attend from his/her own office on their own computer. This allows participants to see everyone on their screen at once in a gallery view.
- 

If a group meeting in a conference room is the only option, have all participants sit as close to the camera as possible, and ensure everyone in the room is visible and their audio can be heard.

**Interviewees**

- 

Take time ahead of the interview to visualize yourself in an in-person panel interview. Think about the various ways you create connections and apply that same approach to this virtual platform.
- 

Know who will be on the video conference and plan a few questions to ask the various leaders, and anticipate questions they may ask you.
- 

Be sure to set aside time before the interview begins to prepare yourself and get into the right mindset for the interview.

See the Full Infographic



# Beyond Onboarding

Most new leaders fail within 18 months. Executive Installation makes those odds a whole lot better.



Recently published in Wharton Healthcare Quarterly

When a new leader is promoted or hired within a healthcare organization, the initial tendency of the search committee or the hiring manager is to relax. After all, the hard work is over, right? The savvy, experienced executive will hit the ground running and make quick improvements to his or her department or the entire organization, in the case of a new CEO.

In truth, the moment the leader has signed the offer sheet is when the work of acclimation should begin in earnest with what we call Executive Installation, a far more rigorous undertaking than a perfunctory onboarding or orientation process.

The suggestion that a detailed, intentional process should be ...

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# CEO PRIMER:

## ACCELERATING EXECUTIVE TEAM PERFORMANCE



The alignment and performance of the executive leadership team (ELT) can make or break the short- and long-term success of an organization. This is why it is crucial for CEOs to focus on accelerating the effectiveness of the ELT.

Most CEOs inherit a leadership team. And most organizations have an executive team full of bright, hardworking, experienced leaders. But, according to Patrick Lencioni, author and leadership expert, the last true competitive edge is developing a high performing leadership team, which subsequently leads to a healthier organization overall.

So how can a CEO, new or otherwise, tackle the daunting task of taking an existing group of leaders to the next level?

Creating an effective team isn't hinged on an event or an episode. You don't go to the gym and expect to be in shape within a day or even a week – this would just leave you overworked and sore. The same thing is true of ...

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# PHYSICIAN LEADERSHIP DEVELOPMENT

The new and continually evolving landscape of healthcare has resulted in an unprecedented need for physicians to view themselves as “leaders” beyond the exam or operating room and inform, establish, and execute the vision of their healthcare organization. Yet few physicians were trained in the fundamentals of professional leadership during their medical training.

During the course of our work with physician executives, most of whom are focused on administrative leadership activities, we’ve collected and measured data related to the foundational personality drivers of hundreds of physicians. Our methods use three science-based assessments that have been independently audited, validated, and refined over 40 years of talent development applications in myriad industries.

These three assessments measure a leader’s baseline propensities and characteristics, their key strengths, motivators, and values, and any tendencies that can derail their performance, leadership, and relationships. These metrics enable organizations to leverage this predictive data to create robust development and succession plans for their leaders, thereby increasing their effectiveness assessments at all levels by identifying and accelerating one of the central tenets of leadership, emotional intelligence.

## Why Develop Physicians

The challenges and opportunities within healthcare, and for physicians in particular, have never been as great as they are today. The complexity of care has dramatically increased over the last four decades through advances in technology, payment model, regulatory changes, and increased digitization of healthcare information. In addition, the need to rapidly research and implement improved solutions to ailments as well as deliver excellent patient care – all while containing costs – are demands that show no signs of dissipating.

This confluence of issues produces constantly high stress levels that deplete internal resources and leave physicians feeling fatigued. A shift occurred pre-pandemic that had largely ...

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# Leading Through Extraordinary Times:

## A webinar series



This webinar series has been created for leaders to foster and facilitate meaningful connectivity and support during this season of uncertainty. As leaders, it's important to have actionable tools to lean on and apply as you guide yourself, your team, and your organization through these challenging times.

Please feel free to share these resources with others who you think may find them useful. Moving forward, as you encounter new challenges or opportunities to use these tools, let's stay connected and continue sharing. And, as always, don't hesitate to reach out if you have specific questions or challenges you would like to further discuss.



Watch the  
On-Demand Webinars

## THE “S” WORD: HOW AVOIDING SUCCESSION PLANNING IS IMPACTING YOUR PROFITABILITY AND FUTURE

Succession planning is often viewed as the unspeakable elephant in the room. If your organization has deftly avoided the “S” word, know that you are not alone. But know that it’s also holding back your organization from realizing its full potential.

In a recent American Hospital Association (AHA) governance survey, they found 49 percent of hospital boards do not have a formal CEO succession plan. This is often true of many healthcare organizations.

According to Nicholas Tejeda’s commentary within the AHA survey report, “Succession planning is key to the long-term success of any organization, and governance is certainly no exception.”

In addition, organizations that effectively incorporate succession planning:

- Leverage diversity of thought, talent, gender, etc.
- Achieve higher margins and performance
- Have a more engaged workforce
- Are more agile and positioned for growth
- Attract, retain, and engage top performers

### “S” stands for – Start at the top.

Succession planning needs to be a top-down priority starting with your CEO and executive leadership team (ELT) and eventually tied to every level of your organization. Not only is succession crucial for...

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# Developing Physicians to Become Organizational Leaders – A Holistic Approach



Recently published in Wharton Healthcare Quarterly

The healthcare environment has experienced continuous and tumultuous change for a number of years. There is no question that change is the one constant that can be expected for the foreseeable future. What is required during times of upheaval is leadership. Leaders provide hope. It is at such a time as this that physician leadership is especially vital.

The divide between the administration and the physicians at a healthcare organization used to create a sense of wariness between “the ‘suits’ and the ‘scrubs,’” as one Chief Medical Officer described it to us. Developing physician leaders is proving to be one avenue to minimize the mistrust, but more work needs to be done.

As healthcare organizations have acquired medical groups at an increasing pace over the past decade, physicians have told us they have been feeling like they have less of a voice in how healthcare is delivered. And, increasingly, having to adapt their work to the needs of electronic medical records has given them less time with their patients, they say. As the move to value-based care helped providers and insurers alike see the untapped potential in having physicians step up to guide the entire enterprise, physicians also see...

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# ABOUT MPI

Three interconnected companies comprise Management Partners, Inc (MPI). Together, our organizations provide solutions and support for all aspects of executive talent management including executive search, senior leadership development, and executive team performance. With a combined team of nearly 70 employees, we have conducted more than 4,000 engagements.

## THE COMPANIES



Furst Group is a premier executive search firm that focuses in healthcare. With more than 35 years of experience, we partner with leading healthcare organizations in the payer, provider, healthcare services and technology sectors of the industry. Our experience in evaluating talent, leadership, and culture helps companies align their organizations to execute their strategic initiatives. Furst Group continues to be ranked among the Top 10 Healthcare Executive Search Firms by Modern Healthcare and ranked on Forbes list of Best Executive Recruiting Firms.



NuBrick Partners is a leadership development firm with a team comprised of highly trained psychologists and organizational development experts who provide an integrated, systemic approach to talent management. Their support encompasses the board, C-Suite, and senior leadership team development, succession planning, executive selection assessment, and new leader installation across all industries as well as executive physician leadership within the healthcare industry.



Salveson Stetson Group (SSG) brings more than 25 years of executive search experience in a multitude of industries. SSG has an outstanding track record of recruiting strong leaders with a special focus on human resources, finance, and life sciences. Ranked by Forbes as a Best Executive Recruiting Firm, SSG has conducted searches for organizations that range from privately held and not-for-profit to publicly traded and venture-backed startups in industries that include consumer goods, retail, life sciences, medical device, wholesale distribution and manufacturing.

## BY THE NUMBERS

97%

Placement  
Retention Rate

65+

Team  
Members



4k

Engagements



35+

Years Experience



11

Support Locations