



Market Insights & Resources

LEADERSHIP IN ACTION: A SYMPHONY OF INSPIRATION

Dynamic times make it 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



TABLE OF CONTENTS

Coffee Chat: Webinar Transforming Unconscious Bias into Conscious Inclusion	5
Professional Assessment Algorithm A Framework for winning the talent war	6
The Biotech Boom: Tips to Recruit Top Talent	7
Evolving Paradigm for C-Level Readiness	8
9 Learning Agility Strategies to Help You Thrive During Challenging Times	9
Search Insights: BJC HealthCare – Chief People Officer	10
Women Leaders Playbook	11
Search Insights Report: UC Davis Health – Chief Strategy Officer	12
New Leadership Installation	13
CEO Transition: Hope and fail or fail to plan ... how to avoid both	14
Harnessing the Hidden Strengths of Physician Leaders to Thrive	15
Best Practices for Hosting and Participating in Video Interviews	16
Best Practices for Virtual Panel Interviews	17
Beyond Onboarding	18
CEO Primer: Accelerating executive team performance	19

TABLE OF CONTENTS

Trends Shaping the Future of Palliative Care, PACE, and Post-Acute	20
Physician Leadership Development	21
Leading Through Extraordinary Times: A webinar series	22
The “S” Word: How avoiding succession planning is impacting your profitability and future	23
Reshaping Healthcare Leadership: Lasting Lessons Learned from the COVID-19 Pandemic	24
Developing Physicians to Become Organizational Leaders	25
Managing Stress: Four Key Strategies for Leaders	26
Evolving Healthcare: Succession Planning Amidst Post-Acute Care Growth	27
Identifying Authentic Leadership: Values-based Interview Questions	28
Leadership Resource Library Articles, eBooks, and other resources related to Leadership	29
About the Companies of MPI	30



TRANSFORMING UNCONSCIOUS BIAS INTO CONSCIOUS INCLUSION

Unconscious bias is something we all have. Our body sends millions of bits of data to our brains every second to make sense of our environment, and our brains can only process a few dozen of them. As our brains quickly scan our surroundings for threats to our health, real or perceived, this can often generate biases that lead to errors in memory, judgment, and decisions without us being aware of it. But by being mindful and present, you can overcome these innate tendencies.

Practicing conscious inclusion helps leaders enhance [psychological safety](#) on their teams and develop an organizational culture that values diversity and inclusion. This is crucial to cultivating an environment where a true sense of belonging is possible for all team members.

In a recent [webinar](#), Senior Consultant, [Clarissa Peterson](#) and Chief Operating Officer, [Dave Appino](#) discussed unconscious bias (what it is and why we all have it) and strategies you can use today (emotional intelligence and allyship) to create an inclusive culture on your team. Access the webinar or review the recap below.

Types of Unconscious Bias

Unconscious bias (also known as implicit bias) is a part of all of us and refers to [assumptions](#) we make about other people based on past experiences, attitudes, stereotypes, etc. As humans, our brain categorizes

information to make sense of our world and help protect us from harm. These assumptions are deep-seated in our brains and are often connected to early life experiences.

Overall, there are more than one hundred types of unconscious bias. Some of the most common include:

- **Affinity Bias** – *I like to hire people from my alma mater*
- **Ageism** – *This candidate is too old to bring the energy I need to this role*
- **Beauty Bias** – *This person doesn't "look" the part*
- **Gender bias** – *They had a baby last year. They can't handle a new promotion right now*
- **Halo/Horn** – *They will make a better employee because they went to an ivy league school*
- **Weight bias** – *A higher-weighted person will be undisciplined at work*

Check Out the Webinar



PROFESSIONAL ASSESSMENT ALGORITHM – A FRAMEWORK FOR WINNING THE TALENT WAR

When it comes to attracting and retaining high-performing team members, the Professional Assessment Algorithm provides a solid framework for the versatile and fluid calculations commonly involved with new career opportunities. Career decisions are influenced by several factors that we place into four categories – Opportunity, Geography, Compensation, and Timing.

As executive recruiters solely focused on the healthcare industry, we have seen the veritable war on talent ramp up in recent months to the highest level in nearly four decades. With talent in such high demand and shifting views on remote and hybrid work environments, it is becoming increasingly critical to go beyond traditional role design and compensation packages for organizations to attract and retain top talent.

Add to the mix the complex nature of healthcare organizations and increasing demand for diverse talent, and you have a highly dynamic and volatile talent landscape rife with indefinite obstacles and barriers. When you consider the investment of time and resources spent on talent management, leaning into the Professional Assessment Algorithm helps minimize risks that could derail the process.

Effectively recruiting top talent starts from the first conversation and extends through the offer process. The framework of the Professional Assessment Algorithm provides useful checkpoints for gaining a deeper understanding of talent *before* the offer when it is often too late to have an impact on anything but compensation.

The Four Elements of Consideration

From our decades-long experience working with leaders and organizations, it's become clear that we are all working through an algorithm that is unique to each of us. Life and work events alter our Professional Assessment Algorithm, and everyone's algorithm is personal and evolves throughout their career.

These four core elements aim to capture and categorize the endless factors that candidates assess when considering the next step in their career. From an organizational leadership standpoint, keep in mind that each of the four elements is independent from one another yet interrelated, so someone's perspective on one could impact how they view another. Yet, interestingly, they each carry equal weight when it comes to a candidate's final decision to accept or reject the offer.

- 1. Opportunity** – on its surface, this quadrant seems rather basic relating to the role definition (e.g., description, reporting structure, and expectations) and how that aligns with a candidate's career goals. But as we push beyond the surface, we see that leaders are assessing far beyond the basics. As candidates work through this element, many people will offer them opinions and advice on this

[Access Full Article](#)

THE BIOTECH BOOM: TIPS TO RECRUIT TOP TALENT



Biotech leaders are in demand as Life Sciences lead the race to solve many of humanity's challenges. Biotech provides solutions for various needs ranging from agriculture and energy to engineering, pharmaceuticals, and medicine. As the pandemic ensues, the need for biotech soars, and with it, demand for experienced talent in an already competitive marketplace increases.

If your company is searching for leaders who align with business goals, you must understand the industry's current trends, needs, and dynamics. To help you, we teamed up with [IIC Partners](#) to gather recruitment insights from the top executives in biotech across the globe. The following summarizes key areas to help you find and hire your next Life Sciences executive.

Trends in Biotech

Despite the economic perils of covid-19, biotech is experiencing ongoing growth. The pandemic's strain on health systems means that technology and top talent will increasingly be sought to lead the sector across industry trends. [Recent research](#) found that the share price of US and European biotech doubled the rate of the S&P 500. In addition, Chinese biotech increased 6x the average share price between 2020 – 2021. In response to the biotech boom, organizations seek to attract top candidates for scientific and non-scientific roles.

[Read the Article](#)

THE EVOLVING PARADIGM FOR C-LEVEL READINESS

Contributors: Deanna Banks, Tim Frischmon, and Jessica Homann



Recently published in Wharton Healthcare Quarterly

The Big Quit

The Great Resignation

The Great Reshuffle

No matter what you call it, the challenge is the same. With unexpected resignations and expedited retirements rapidly increasing across the executive ranks, healthcare organizations struggle to find *been-there-done-that* executives.

While many predicted the approaching gap in succession management and leadership development, no one anticipated the pandemic and its subsequent acceleration of not only resignations but telemedicine, industry disruptors, and consumer-driven care. Healthcare's changing future is colliding with an unpredictable talent landscape. Disoriented in this unfamiliar terrain, organizations and executives must develop an agile mindset to evolve and redesign pathways to enter the C-Suite.

Experience ≠ Future Success

In the wake of unforeseen change, it's a common belief you'll minimize risk by choosing a leader who has proven credentials in a similar role and situation. However, this experience in and of itself doesn't guarantee a successful outcome.

Depending on the size, scope, scale, and complexity of the role, you could inadvertently narrow your aperture to the smallest subset of qualified leaders. Add to that the nature of the current talent market where most candidates are entertaining multiple opportunities, and you'll find yourself in a highly competitive battle for talent.

[Access the Article](#)



9 LEARNING AGILITY STRATEGIES TO HELP YOU THRIVE DURING CHALLENGING TIMES

By Veronica S. Harvey, PhD, and Kenneth P. De Meuse, PhD

Recently published in Wharton Healthcare Quarterly

Turbulent times are not new to leaders and organizations. However, the recent pandemic has produced a level of personal stress and organizational upheaval not seen in modern times. It's no surprise that leaders and teams are fatigued and languishing under the relentless pressure.

During the pandemic, many organizations have struggled, yet many others are thriving in the chaos. So, what is it that sets them apart? In the recent SIOP Professional Practice Series book, *The Age of Agility: Developing Learning Agile Organizations and Leaders*¹, we share our research which identifies a critical factor that determines whether leaders and organizations will adapt and grow during challenging times – learning agility.

At its core, learning agility is the capacity to adapt to first-time, often tough situations using a variety of behaviors and personal strategies to nimbly learn from our experiences and adjust. Learning agility empowers leaders, teams and organizations to grow and evolve with a changing landscape, making them more agile and focused with each challenge.

Thankfully, learning agility is a skill that can be cultivated and improved. But developing this “muscle” requires willingness, effort, discipline and resilience. By focusing on the following nine strategies and behaviors, you can build and strengthen your learning agility.

1. Mindful Awareness

A leader's “get things done” mentality is great for action but can make it difficult to see a situation without judgement. Mindfulness is not simply about meditation. It requires full awareness of the present reality to quickly shift from System 1 (fast-reactive) thinking to System 2 (slow-deliberate) thinking. Mindful leaders are self-aware – they know what they're feeling and why, so that their emotions don't control their actions or cause them to act impulsively.

2. Forecasting

To be agile, leaders should anticipate what new skills they and their team will need and predict what ongoing capabilities are necessary. For example, a manager might ask some team members to attend a conference on business management while others read a book about working with remote teams. This allows the entire team to become more aware of current issues, and how their skills may affect them in the future.

[Check Out the Full Article](#)

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 has on the industry has been evident at every *Modern Healthcare* Women Leaders in Healthcare conference and Women Leaders in Healthcare event.

For over a decade, 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 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 ...


[Download the Report](#)



New Leadership Installation

When onboarding leaders who are new to your organization or new to a role, it can take months for them to acclimate. Our new leader installation process uses a data-driven approach to transition leaders into a new role, accelerating their integration and ability to drive results.

Our installation method leverages assessments to facilitate a series of dialogues that assist in setting expectations and surfacing style differences, barriers, and other obstacles sooner, which allows you to build a strong foundation for productive, effective relationships. This process is tailored to the role and responsibilities of the new leader by identifying key stakeholders to success and developing an awareness of the challenges that they may face in these relationships. Working through these challenges provides a basis for establishing effective communication and ground rules on how you will make decisions and work through conflict.

[Learn More](#)

Leaders who have worked together for some time, even in different facilities, often have narratives or stories they've written for one another. The installation process provides the opportunity to be vulnerable and transparent with one another, which allows leaders to truly understand how best to work together.

Leaders can have very different styles of communication. Add to that the narratives they had in their minds about the others, and these challenges could easily have derailed their success and caused irreparable damage to the relationship. By breaking these preconceived ideas down and gaining a better understanding of each other, these leaders were able to transition quickly into their new roles, lead united, and drive incredible outcomes within a short period of time and well into the future.

[Access the Brochure](#)

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 ...

[Read the Article](#)



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.

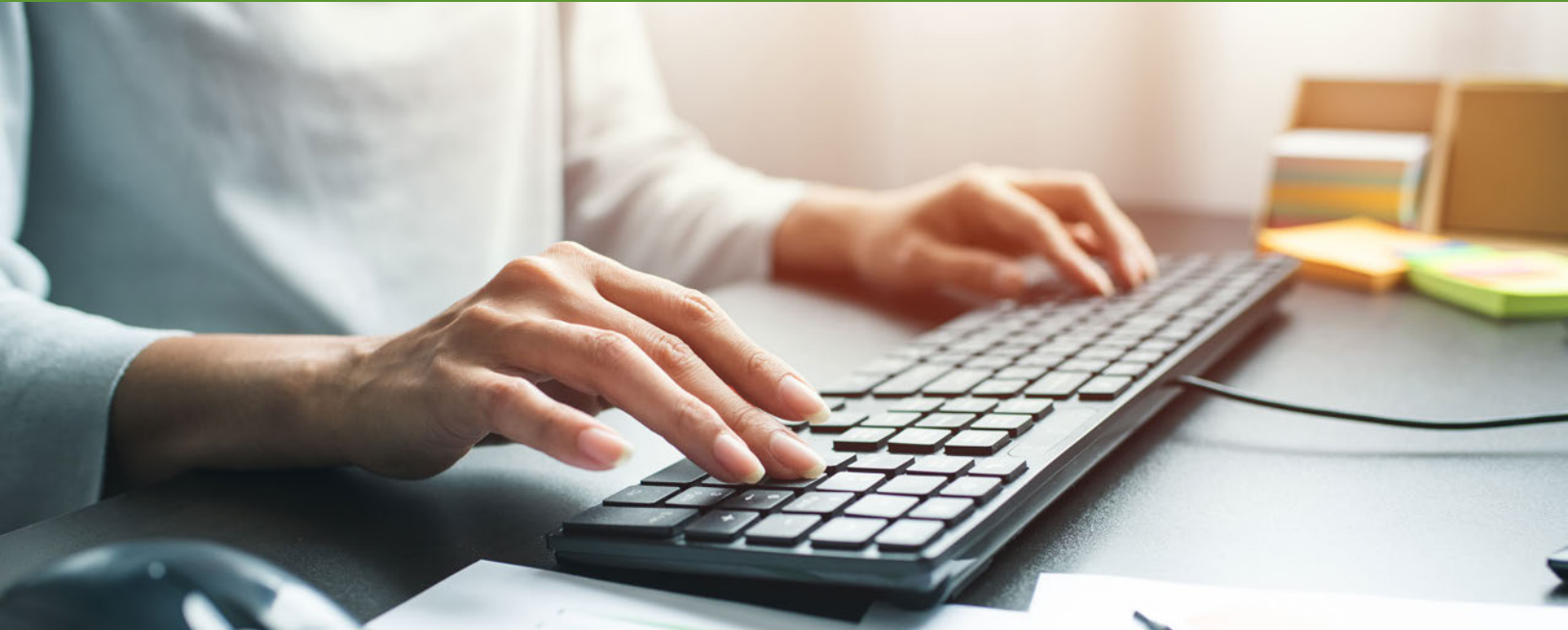
Physicians are intelligent, voracious, lifelong learners, a result of their heightened curiosity and scientific thinking. What may be surprising is that this aspect of their personality correlates with and amplifies two other innate tendencies these leaders often possess – ingenuity and innovation. These 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 ...

[Read the Article](#)

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.

Our team gathered up all of our tips and advice on conducting stellar video interviews to create these helpful infographics. They can be a resource for organizations and teams hosting video interviews, as well as a resource for candidates participating in them.

[Download the 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">Use a plain background with a light color and full lighting to prevent unnatural shadows or highlights on your face.Avoid using the digital backdrops offered in some video conferencing tools as they can put extra stress on your bandwidth and cause technical issues.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.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	<ul style="list-style-type: none">Dress in solid colors like blue, gray, or yellow, if possible. Avoid stripes and patterns.Dress appropriately from head to toe. Wearing shoes while attending a video interview or working from home helps get you in the right mindset.Be prepared to stand up. During the interview, you may need to get up for

**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">Use a plain background with a light color and full lighting to prevent unnatural shadows or highlights on your face.Avoid using the digital backdrops offered in some video conferencing tools as they can put extra stress on your bandwidth and cause technical issues.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.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	<ul style="list-style-type: none">Dress in solid colors like blue, gray, or yellow, if possible. Avoid stripes and patterns.Dress appropriately from head to toe. Wearing shoes while attending a video interview or working from home helps get you in the right mindset.Be prepared to stand up. During the



Best Practices for Virtual Panel Interviews



Video conferencing software makes virtual panel interviews possible, 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 their own office and 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 rest into the right mindset for the interview.

Get the 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 ...

[Download the Article](#)

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 ...

[Unlock Full Article](#)



Trends Shaping the Future of Palliative Care, PACE, and Post-Acute

WHAT IS THE FUTURE OF PALLIATIVE CARE, PACE, AND POST-ACUTE?

The healthcare landscape is expanding. Particularly, organizations grapple with how to care for palliative patients, post-acute, and those within the Programs of All-Inclusive Care for the Elderly (PACE) care sectors. As the baby boomer generation ages, we are witnessing a significant surge in demand for senior care.

With the senior citizen population reaching a historic height of over 60 million, the demand for non-acute care continues to grow. Likewise, in the USA, over the last 12 years, patient counts in the PACE sector have nearly tripled, and this trend is projected to continue over the next twenty years.

Specifically, the population of individuals aged 80 and above is projected to increase by a remarkable 47% to 82 million by 2050, presenting an opportunity for the PACE sector to continue to expand its reach and impact with more innovative strategies, driving us toward more effective solutions.

The United States home care market, including PACE programs, is expected to more than double from \$100 billion in 2016 to an impressive \$225 billion by 2025. This substantial growth underscores the increasing preference for in-home care and the integration of digital health technologies, positioning PACE at the forefront of change.

[Access the Article](#)

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 ...

[Learn More](#)

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.



Access 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...

[Unlock Full Article](#)





RESHAPING HEALTHCARE LEADERSHIP: Lasting Lessons Learned from the COVID-19 Pandemic

By Bob Clarke – *Chairman, Furst Group & NuBrick Partners* and Tim Frischmon – *Principal, Furst Group*

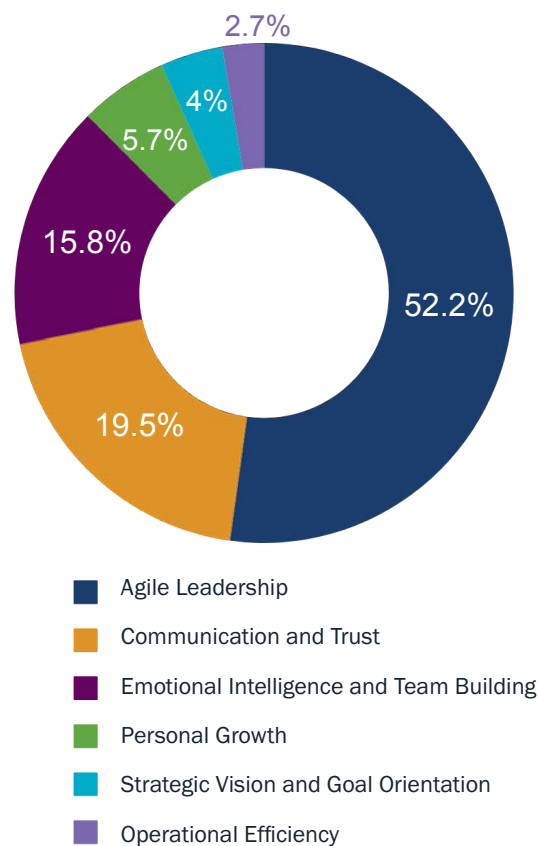
As we remember the COVID-19 pandemic, it's a time for deep reflection. We reached out to thousands of healthcare executives, inviting them to share the leadership lessons they learned during that unprecedented crisis. What emerged from their responses was a distinct blueprint for the future of healthcare leadership and the cultivation of resilient teams.

WHAT THE COVID-19 PANDEMIC TAUGHT US ABOUT LEADERSHIP

While many may have expected the insights to center solely around improving technology and emergency preparedness, the results reflected the following standout themes:

- Agile Leadership
- Communication and Trust
- Emotional Intelligence and Team Building

This report provides an overview of our survey results related to these themes and the role these critical leadership competencies will play in reshaping the healthcare leadership paradigm.



[Access the Report](#)

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...

[Unlock Full Article](#)

MANAGING STRESS: FOUR KEY STRATEGIES FOR LEADERS

At this time fraught with myriad challenges and endless uncertainties, we've all been operating under exponential stress for an extended period of time. Both personally and professionally, we find ourselves adjusting as we go and facing an array of emotional ups and downs that seem to have no end in sight.

The overwhelming confluence of issues produces high to extreme levels of emotional and physical stress that deplete our internal resources. This leaves us feeling fatigued and anxious precisely when we need energy and enthusiasm to maintain endurance and develop mental resilience. For leaders, the highest priority during times like these is to be facile, skilled and courageous enough to address and support colleagues who may be struggling on a number of fronts.

When tensions are high people do not behave or perform at their best. Leaders need to create the necessary time, space and opportunities for team members to interact in the most productive manner during this “new normal.” But safe conversations don’t come easy. They need to be encouraged and managed. Therefore, leaders must extend grace and empathy to ensure that their teams have appropriate outlets and opportunities to express the concerns, fears and anxieties that they may be experiencing.

How to identify stressor reactions

Stressors trigger changes in the human brain. Normally, the limbic brain interprets crisis from emotional stress, such as an angry remark from a close friend, similarly to

the way it experiences being chased by a predator. It’s a survival response that served our ancient ancestors well. But during a crisis situation, a neurological shift activates the amygdala or primitive brain. This response often reveals personality traits that do not show up in someone’s typical, everyday state. This in turn, negatively impacts interpersonal communication.

When faced with fear, anxiety and stress, the primitive brain employs two essential survival tactics. First is to assess the situation. How serious is the threat? And second, determine the appropriate physical reaction: Flight, Fight, or Freeze. These reactions are effective responses that ensured the survival of the human species over millennia. However, in modern society they often uncover personality traits that are not productive in team environments like the workplace.

Here are ways that Flight, Fight, and Freeze behaviors might present in today’s modern workplace:

Fight

- Assign blame
- Irritable and agitated
- Amped up

[Read the Article](#)



Evolving Healthcare: Succession Planning Amidst Post-Acute Care Growth

The post-acute care (PAC) sector is at the center of a historic transformation. According to Modern Healthcare, the expected shift from traditional healthcare facilities to home health over the next two years is projected to reach a staggering \$265 billion. In the US PAC sector alone, trend analysts foresee a remarkable surge in home-based care over the next decade, driving the market cap beyond \$696 billion by 2032.

Amidst the growing demand, many independent organizations are also quickly approaching a talent gap due in large part to looming executive retirements. Add in the pressure of potential acquisition, and the mounting reality of succession planning and management have become a foremost concern. By proactively strategizing leadership transitions, your organization can harness growth opportunities, cater to evolving patient needs, and maintain a cutting-edge approach to care delivery.

[Read the Article](#)



Identifying Authentic Leadership: Values-based Interview Questions



Healthcare is a dynamic realm where the lives of millions depend solely on the willpower of a few. With such high stakes, exceptional leadership is more than a requirement—it is the force that shapes communities. But how do we find leaders who possess the values, resilience, and compassion needed to navigate such complexities? To put it simply, the answer lies in asking values-based interview questions to help surface authentic leadership.

Before embarking on your next executive search, review your organization's core values. Values stem from the culture and go beyond your mission and vision statement. Essentially, these values serve as a compass guiding decisions that define success. Moreover, these principles support and shape employee behavior, leadership, and overall business practices.

You can review company values by asking your team questions such as:

- What do you think our company stands for?
- How does employee feedback impact leadership decisions?

Across thousands of healthcare executive searches, we have discovered questions that unearth authentic leadership competencies during the interview process. So, whether you are a member of an executive search committee, a dedicated board member, or an ambitious healthcare leader seeking a new role, this list of questions serves as a guide for identifying those who will inspire excellence and reshape the landscape of healthcare.

[Get More Questions](#)

LEADERSHIP RESOURCE LIBRARY

In the Leadership Resource Library, you'll find articles, eBooks, and other resources on topics on building multidimensional, high-performing teams. Being committed to excellence in healthcare leadership means bringing together people with varied perspectives, lived experiences, and backgrounds to drive stronger business outcomes, higher employee engagement, and enhanced talent retention.



Article:

Multidimensional Teams Deliver Innovation & Success

Evidence from many studies indicates organizations that are committed to diversity in their leadership ranks are more successful.



eBook:

Women Leaders Playbook

Thought-provoking articles from inspiring leaders on topics related to advancing leadership and fostering inclusivity for all.



Article:

Making a Case for Women Leaders in Healthcare

An in-depth look at the challenges and opportunities for women in healthcare leadership.



Article:

Change Happens in Moments

In a moment, you make a commitment. In a moment, you make a decision. A decision to speak up. In a moment, you take action. And change cannot happen without action.



Article:

Effective Teams: Moving Beyond the Status Quo

Organizations that focus on building multidimensional teams deliver better outcomes and business results than their homogenous counterparts.

[Access the Leadership Resource Library](#)

ABOUT MPI

One organization with two areas of expertise, Management Partners, Inc. (MPI), provides contemporary talent solutions and support for all aspects of executive talent management:

- Executive Search
- Senior Leadership Development
- Executive Team Performance
- Succession Planning and Management
- New Leader Installation
- CEO and Board Services

FG

Furst Group – Healthcare Executive Search

Furst Group is a premier executive search firm that focuses in healthcare and life sciences. With more than 40 years of experience, we partner with leaders and organizations from all facets of healthcare—payor, provider, medical device and other life science companies, academic medical centers, medical groups, associations, and more. 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. [FurstGroup.com](https://www.furstgroup.com)

p

NuBrick Partners – Integrated Talent Management

NuBrick Partners is a leadership development firm comprised of highly trained psychologists and organizational development experts who provide an integrated, systemic approach to talent management. Their support encompasses the board and C-Suite in 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. [NuBrickPartners.com](https://www.nubrickpartners.com)

BY THE NUMBERS

94

Client Net Promoter Score

50+

Team Members



4k

Engagements



40+

Years of Experience



97

Candidate Net Promoter Score