



LEVERAGE

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A wealth of ideas, perspectives and experiences

Welcome to our final newsletter of 2022 and Happy Holidays to our expanding cadre of leaders, aspiring or already in charge!

As TLN looks to 2023 and reflects on 2022 – our most successful year to date – we are proud of our progress and prepared for future challenges.

In 2016 TLN launched its Healthcare Board Initiative (HcBI) with an initial cohort of 15 Black executives recruited from 10 states. This cohort completed a one-day seminar followed up with three webinars across a four-month period. Subsequently, 30% of graduates obtained board opportunities with providers, academia and technology companies.

The HcBI evolved with the support of two sponsors who helped us build out a six-month curriculum. We see growth in both of our programs, as the Healthcare Board Initiative (HcBI) graduated its fifth cohort this year, and the second cohort of our Healthcare Executive Leadership (HcEL) program got under way. TLN has now conducted over 80 board governance and 40 leadership sessions and forums, helping prepare over 100 executives to change how healthcare is governed and led. To date over 30% of our HcBI cohorts have gained a seat at the table and over 40% of our HcEL cohort have been promoted to higher leadership roles, increasing their ability to influence decisions and work around equity and inclusion in their organizations.

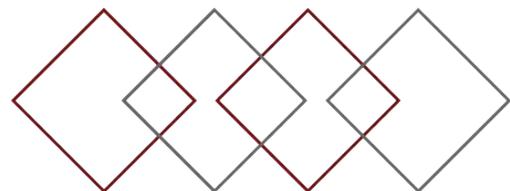
We have created an environment where the richness of our ideas, perspectives and experiences demonstrate value for partnering organizations and businesses. Through our programming we work with Black men and women with the aptitude and passion to work to dismantle systemic racism and promote health and social equity for disadvantaged communities. I think you will see all of this reflected in the rich content in this issue of *Leverage*.

We know we could not have made the progress and impact we have around DEI without the support of our board, sponsoring partners and all of the executives who participate in our programs. After all, it is our cohort members who through their board and leadership opportunities will influence the change needed to eradicate inequities.

As we embark upon a new year I am even more convinced that together we can make a difference. We look forward to your continued support and partnership into 2023.

Antoinette (Joni) Hardy-Waller

Antoinette Hardy-Waller
Founder and CEO



CONGRATULATIONS



 The Leverage Network

MEMBER SPOTLIGHT

TLN MEMBERS ON THE MOVE

Highlighting our talented members on their journey to new board appointments, roles, and promotions in leadership.



Airica Steed
Former System Chief Operating Officer/Executive Vice President/President Mount Sinai Hospital
Becomes President and CEO of MetroHealth Systems effective January 2023. [Click Here.](#)



Wendy Wright
Healthcare Associate McGuireWoods
Becomes Partner, at McGuireWoods effective January 2023. [Click Here.](#)



Alisahah Jackson
System Vice President Population Health Innovation and Policy
Becomes Inaugural President, Lloyd H. Dean Institute for Humankindness & Health Justice effective October 2023.



Q&A WITH GYASI CHISLEY

During the Healthcare Executive Leadership (HcEL) Cohort II kick-off, Excell Hardy of TLN sat down with Gyasi Chisley, Managing Director/Head of Corporate Healthcare of PNC Bank and author of the 2021 book, Healthy Disruption: The Benefit and Burden of a Black Executive In America, to discuss the importance of “leveraging your influence for change.” The fireside chat was so dynamic for attendees that TLN wanted to share key insights with a larger audience.

Excell Hardy: What was your goal in writing this amazing book?

Gyasi Chisley: The American healthcare system is a microcosm of American society. We examine these phenomena, drawing on personal background/experiences with the aim to catalyze a national conversation on health, healthcare and race in this country.

EH: In your book you indicated that the “3Ps” – pandemic, protests and profit – of the past two years cemented who we are as a society. Now we must decide what we will become in healthcare moving forward. Can you elaborate?

GC: COVID nearly broke the U.S. healthcare system and economy while the events that further polarized the country, such as the murders of Ahmaud Aubrey, Breonna Taylor, George Floyd and others, as well as the insurrection on Jan. 6th nearly broke our democracy. Conversation as well as confrontation is needed before we can cure the ills of the American healthcare system. The opportunity is for us to

make the necessary transformation personal just as healthcare is a personal journey for consumers across the country.

EH: In your discovery, how did you arrive on the premise that everything is related to health in this country and in one way or another, we are in the business of healthcare?

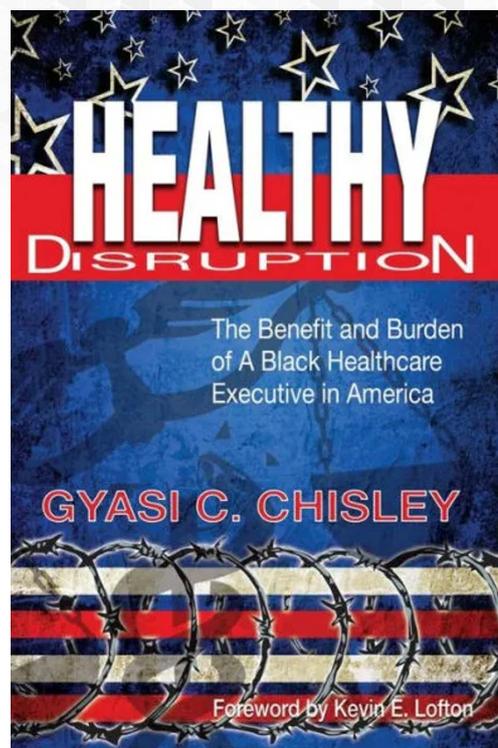
GC: We spend over \$4 trillion each year on healthcare in this country, which accounts for almost 22% of GDP. This makes healthcare the largest industry in the U.S. We also know from empirical data/evidence that health is inextricably tied to your wealth. Therefore, everyone is in the business of healthcare because it is deeply connected to nearly everything in American society.

EH: In *Healthy Disruption* you write that Black leaders have a pivotal opportunity – even a responsibility – to seize this moment in time in the wake of the pandemic to change healthcare in America. How so?

GC: Black people in America have been disenfranchised for generations, first by enslavement, then by marginalization and mistreatment by the privileged and masses in this country. As a result, Black people have developed a certain resiliency, shared consciousness and enormous empathy. However, we oftentimes suppress/hide these characteristics once we ascend to leadership roles. Our distinctive qualities should not only be demonstrated but celebrated in boardrooms across the country, particularly within healthcare. These experiences give us a unique lens, and we have the opportunity to pull from our roots, experiences, and communal spirits such as Ubuntu and Sankofa, to lead with passion/purpose.

EH: You've shared a bold prediction in your book that healthcare will be disrupted either intentionally by courageous leadership or unintentionally by outsiders to the industry. What makes healthcare ripe for disruption?

GC: As the largest industry in the U.S., healthcare has been more transactional than transformational. Transactions fuel the exorbitant amounts of money spent on healthcare each year. In addition, healthcare has been purposefully insular because the privileged, typically older white men, are making significant amounts of money within the healthcare space. We are witnessing disruption already occur through those with means through consolidation, etc. However, those who think differently, who have a consumer perspective are penetrating the industry, generally anchored by Millennials and Gen Zers. I believe this will accelerate in the years to come.



“COVID nearly broke the U.S. healthcare system and economy while the events that further polarized the country, such as the murders of Ahmaud Aubrey, Breonna Taylor, George Floyd and others, as well as the insurrection on Jan. 6th nearly broke our democracy. Conversation as well as confrontation is needed before we can cure the ills of the American healthcare system.”

GYASI CHISLEY
MANAGING DIRECTOR/HEAD OF
CORPORATE HEALTHCARE,
PNC BANK

LEVERAGE YOUR ONLINE PRESENCE TO ATTAIN YOUR LEADERSHIP GOALS

By Anouk Pappers, Brand Anthropologist & CEO, Signitt

When the world locked down in the face of a global pandemic, we had to find different ways to conduct business, so we pivoted to the online world. From day-to-day planning to networking at the highest levels, virtual meetings became the primary form of contact. As a result, ensuring that our personal brand is properly reflected by our online presence has become more relevant than ever.

It's essential that we realize that we are not our job titles. Most executives have a LinkedIn profile that includes their biography and work experiences. This is important, but it is limited to past achievements. In order to move forward, we need to pinpoint our next career goal and determine how we want to be known in order to get there.

By identifying your personal brand – stating who you are and what you stand for – you position yourself to stand out from others with similar expertise. The secret is to have a laser focus on the future; to create a digital conversation based on two or three key topics that reflect your thought leadership.

For everyone who has a next professional goal, having a strong online presence is key. This is how people will find you. It is how they will decide if they want to connect with you, to work for or with you; to judge whether you are the right person to fill that open role. Your online presence is the tool that can make – or break – those decisions.

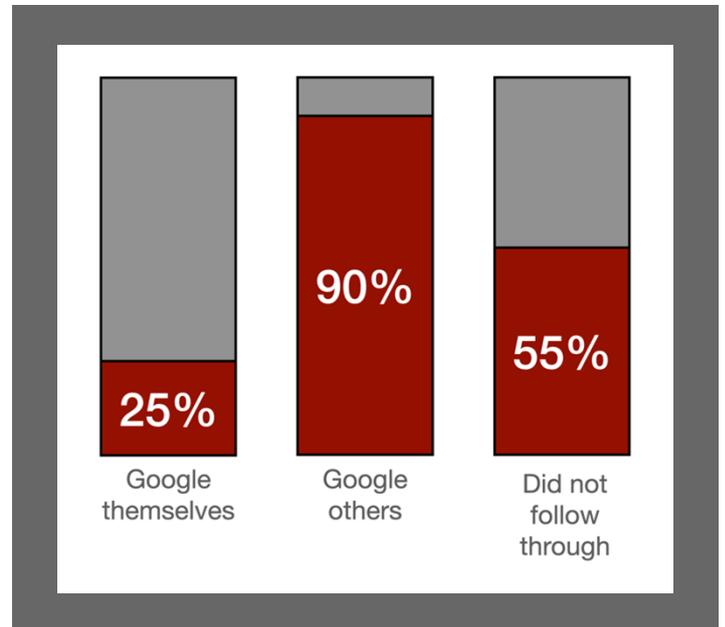
Once you have established your personal brand, the next step is to consistently create and publish relevant content. This is what will raise your profile and establish your credibility.

Strengthening your leadership position

In order for you to succeed as a leader, you need to present yourself online in such a way that your teams will follow you. How do they see you in your current job? Do you convey your thought leadership clearly? Can your team understand your vision? Are you expressing what you do for your community?

If the answers are not easily found, then your online presence is not a good reflection of the leader you want to be.

Google serves as your wingman (or wingwoman!) in achieving your goals. These days every executive search professional, all hiring managers, and anyone seeking to do business with you Googles you before they ever meet you. They will base their decisions on whether to move forward on how you come across online.



At every presentation we ask three basic questions:

1. Do you Google yourself?
2. Do you Google others?
3. Have you ever decided not to follow through based on what you found?

The results may surprise you. For example, you have two board candidates have similar experiences and resumes, but one has a strong online presence and the other does not. Who do you think is more likely to get the first interview and then consequently, the board seat?

As you navigate our hybrid world, you need to leverage every digital tool at your disposal.

BEST PRACTICES FOR DIVERSE LEADERSHIP



By John Harpole, Executive Search and Leadership Advisory Consultant, Spencer Stuart

Identifying, selecting, supporting and providing oversight to executive leaders is essential to boards of directors fulfilling their fiduciary obligations to shareholders and to stakeholders more broadly.

Ideally, the highest-performing and highest-potential talent rise to the top when it comes time for CEO and C-suite succession.

Unfortunately, this is often not the case. While persistent, institutional, historic inequities continue to plague society, these alone do not explain the dearth of talent from underrepresented groups being considered for and achieving C-level positions.

All too often, it is the selection process itself that can inhibit change and breakthrough leadership.

What are some of the best practices that boards, chief human resource officers and other leaders involved in C-suite succession should adopt to increase the odds that their process results in an inclusive slate of top candidates?

- **Set intentional objectives.** Aligning strategic priorities with critical leadership attributes and focusing the search process on these attributes is key. Talent is broadly distributed. Leaders must make it clear from the start that the only acceptable pool of talent, right to the end of the process, is broadly inclusive.
- **Build diverse leadership pipelines earlier.** The “route to the top” begins mid-career. Spencer Stuart has found there are several routes, with divisional leaders and COOs having the highest probability of achieving that career capstone. Interestingly, this same research also showed that “leapfrogs,” talented younger execs who are whisked from mid-level posts, while infrequently selected for CEO (~8% of the time) outperformed on total shareholder return over 40% of the time. Developing talent within the organization enhances returns over time.
- **Maintain a diverse candidate pool throughout the process.** Researchers at the University of Colorado identified the “status quo effect.” One member of an underrepresented group in a finalist pool signals

tokenism. A broadly representative pool mitigates this pernicious assumption and fosters a focus on key attributes.

- **Balance critical career experience with assessment for potential.** “Prior experience” is often an excuse to continue with the status quo. Having clear search objectives, an exhaustive process committed to inclusion, and the tools for conducting an unbiased assessment all can aid a search process by balancing proven executives with emerging talent on the cusp of a career breakthrough.
- **Mitigate bias through education and vigilance.** Unconscious bias training is an increasingly common request from boards. This is not enough. Leaders must learn to recognize and call out bias-tinged norms and behaviors such as: men are “go-getters” but women are “aggressive.” One leader is a charismatic communicator while the executive of color is merely “articulate.” Recognizing and calling out biased norms align the board around stated values and focus the process on the true attributes of success.
- **Provide onboarding and transition support.** CEOs are made, not born. They require onboarding and transition support. The CEO is unique in the organization. Helping the new CEO cope with this reality so that he/she might form a well-functioning C-suite, work well with the board and other stakeholders is essential to success.

An inclusive process is an exhaustive process. This is not easy, but if it is done well, the leadership choices available to the board will be richer, more inclusive, and will more likely lead to enhanced performance outcomes.

