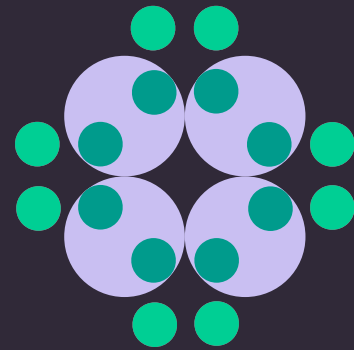
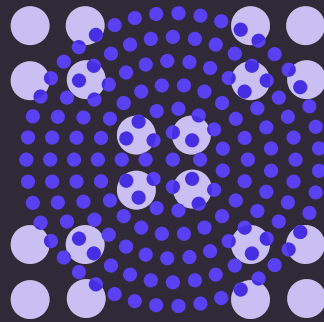
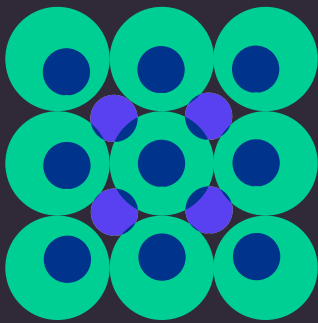


PR::XIMITY

Constructing a CEO Profile



Guidance for Ontario Hospital Boards
in the CEO Succession Process

Introduction

A CEO profile is a composite picture of a future leader developed by a board. The profile supports an anticipated or active CEO search.

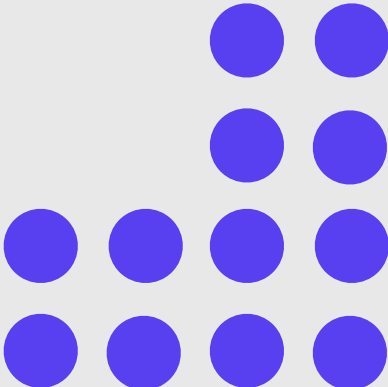
A CEO profile includes the attributes, skills and experiences required to lead an organization into the future. When well-crafted, carefully considered and robustly debated, it is an invaluable tool that contributes to board consensus and objectivity in its CEO search outcome for the organization.

In response to an increase in CEO leadership transitions in Ontario hospitals in recent years, Proximity Institute developed a foundational yet flexible and adaptable CEO profile framework to support boards in the CEO succession process. The five-step framework provides guidance to boards as they consider the CEO leadership requirements for the future of their hospital and its unique context. At the core of the framework are twelve leadership attributes thematically grouped.

The CEO profile is not prescriptive. The twelve embedded attributes are designed to generate conversation and debate within the search committee of the board. Importantly, the search committee must expand upon the attributes and contextualize and prioritize them to best reflect the leadership needs of their hospital and coalesce around a desired profile.

The attributes were derived from two sources. The first, a set of 33 stakeholder interviews led by Professor Boris Groysberg at Harvard Business School with current and former Ontario hospital CEOs and board members from the four corners of the province, Ontario health ministry and policy representatives, executive search professionals, academics and leadership practitioners. The second, Proximity’s own learnings from ongoing conversations with Ontario hospital stakeholders.

Hammering out a CEO profile unique to each hospital and its context, culture and leadership requirements, and doing so well in advance of a succession event, is vital for board consensus and objectivity in the choice of the next leader. The evidence is clear that the costs of a poor hiring decision far exceed the focused investment of time at the front-end of the search process to develop a CEO profile. The authors do not underestimate just how much time this places on a volunteer search committee. However, this work cannot be delegated to an executive search firm.



CEO Profile Framework

A CEO profile is constructed by the search committee of the hospital board prior to engaging an executive search firm. This five-step framework provides guidance for search committees as they develop a CEO profile for the future of their hospital.

1. Understand Environmental Context and Trends

The process typically begins with the committee conducting an environmental analysis to understand the forces and trends at play and anticipated in the sector. This may include the evolution of the Ontario hospital sector, the position of the hospital within the sector and the current and anticipated external forces and trends that surround the hospital in local, provincial, national and even global contexts.

2. Map the Hospital's Short- Medium- and Long-Term Strategic Horizons

In addition to an understanding of the environmental context, the committee must be clear about the hospital's strategic priorities in the near term balanced with the hospital's ambitions in the longer term.

3. Debate, Prioritize, Short-List and Define the Required Leadership Attributes

The construction of the CEO profile begins with leadership attributes. Leadership attributes, also known as behaviours, are the anchor of the CEO profile and therefore require the most deliberation. The committee will debate, prioritize, short-list and define the leadership attributes required to realize the hospital's near-term strategy and steer the organization towards its longer-term aspirations.

The twelve embedded attributes are designed to generate conversation and debate within the search committee. The search committee may also identify other attributes that are specific to the hospital's context and strategy.

4. Identify the Skills that Underpin the Short List of Leadership Attributes

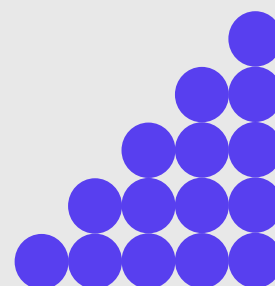
The committee will then consider the skills requisite to the CEO role that are directly aligned with the prioritized attributes. Also consider the skills that can be found or developed on the executive team that complement the skills of the CEO.

5. Identify Must-Have and Nice-to-Have Experiences and Qualifications

The final step of the CEO profile is to identify experiences and qualifications that will contribute to CEO effectiveness and give the board further confidence in its choice of CEO.

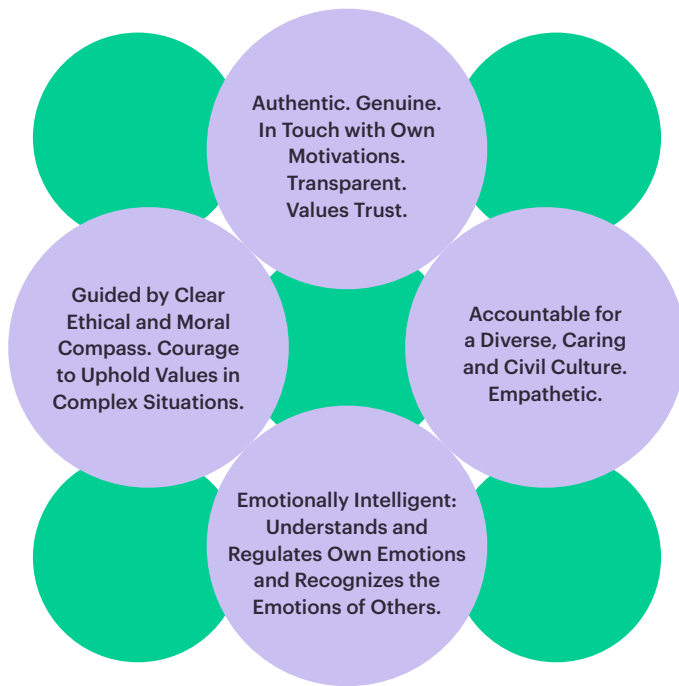
Once constructed, the agreed upon CEO profile is embedded in all aspects of the CEO search and selection process and provides clear guidance to more effectively partner with an executive search firm.

In CEO search, the board can never achieve perfection. The board needs to have confidence through the work of the search committee that the preferred candidate exhibits the priority attributes and has supporting skills and experiences. It is important to keep in mind that the next CEO will also have opportunities to grow and develop and will build the team around them accordingly.

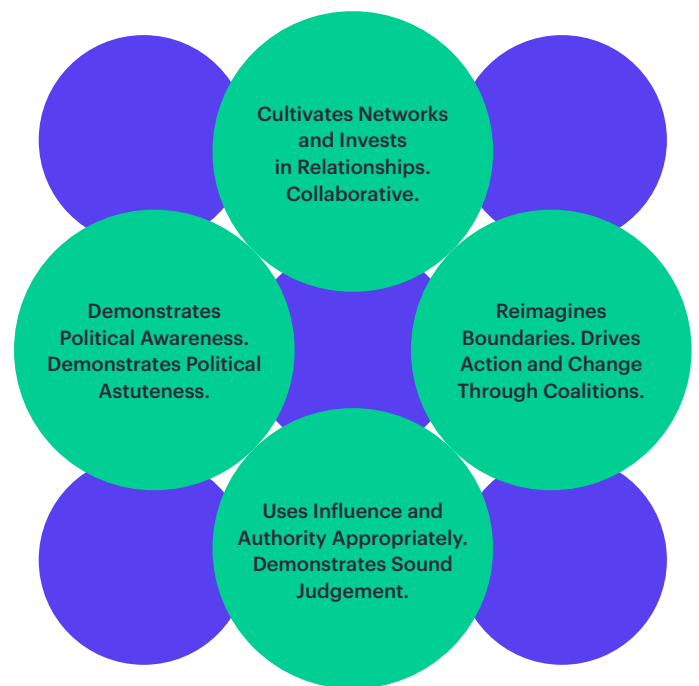


Leadership Attributes for the Future

Self-Aware Leader



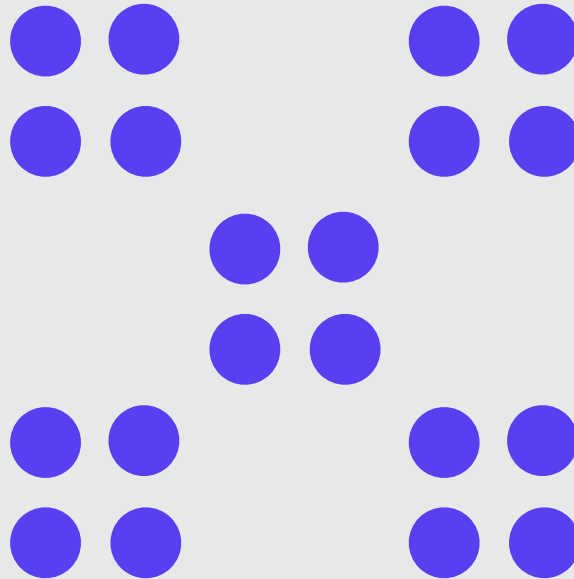
Transformative Leader



Strategic Leader



Attributes are derived from 33 stakeholder consultations led by Professor Boris Groysberg at Harvard Business School and ongoing conversations between Proximity and its stakeholders.



About Proximity Institute

Proximity Institute (Proximity) is an independent charitable organization dedicated to enabling effective leadership at the most senior level in Ontario hospitals. We seek to understand the contextual realities facing Ontario hospitals and work in partnership with CEOs and their leadership teams on the priorities that matter most. Our long-term ambition is to work collaboratively with hospitals to identify, develop and ready a quality pipeline of emerging CEO talent. Proximity was founded by the Ontario Hospital Association (OHA).

