

PR::XIMITY

Proximity Picks

Volume 3

**Curated Readings on CEO Succession
and Humanizing the Role of CEO**

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OTHER VOLUMES IN THIS COLLECTION

Proximity Picks Vol. 1: Curated Readings on CEO Succession and Talent Readiness

Proximity Picks Vol. 2: Curated Readings on CEO Succession and the Talent Pipeline Dilemma

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 Ontario hospitals to identify, develop and ready a quality pipeline of emerging CEO talent.

www.proximityinstitute.com

PREFACE

Leaning into one's humanity is proving to be perhaps the most distinguishing strength for leaders of tomorrow.

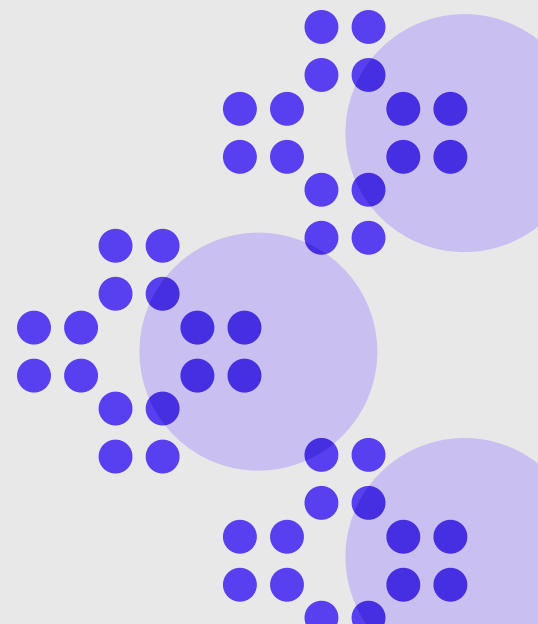
This volume is dedicated to the 32 executives in *Propel*, a leadership development endeavour conceived by Proximity to enable readiness of exceptional talent to assume a hospital CEO role. By offering a human lens on the CEO role, these readings serve as a catalyst for developing the next generation of exceptional hospital leaders.



CHAPTER ONE

Harnessing the Board as a Tailwind

1. **Together at the Top: The Critical Relationship Between the Chair and CEO**
Hossack, Ivey Business Journal, 2006
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2. **Closing the Confidence Gap: Why the Board-CEO Relationship Needs a Reset**
Spencer Stuart, 2025
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3. **How CEOs Can Build a Better Relationship with the Board**
Bingham & Garg, Harvard Business Review, 2025
[Read the article](#)
4. **Under Pressure: Maintaining a Strong Board/CEO Relationship**
KPMG, 2020
[Read the article](#)
5. **How the Best Boards Engage with Management**
Rowley & Capron, Harvard Business Review, 2025
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CHAPTER TWO

How CEOs Manage Time

6. How CEOs Manage Time

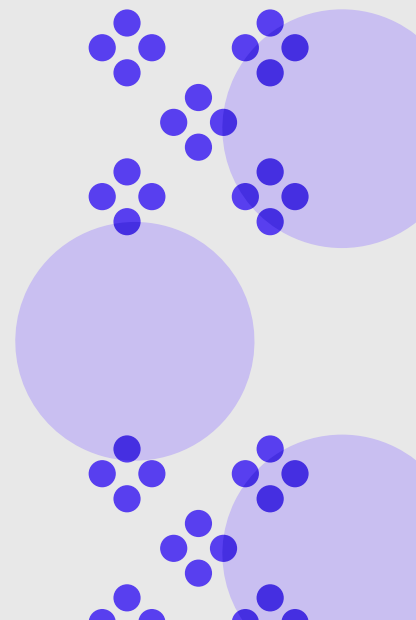
Porter & Nohria, Harvard Business Review, 2018

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7. The CEO as Elite Athlete: What Business Leaders Can Learn from Modern Sports

Sternfels & Pachod, McKinsey & Company, 2025

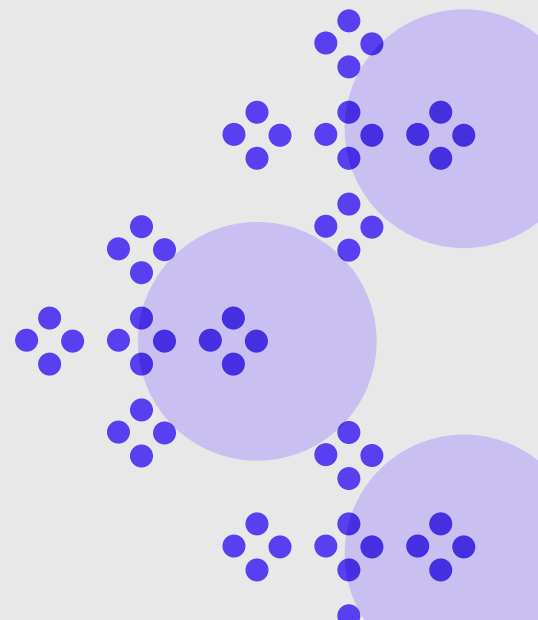
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CHAPTER THREE

Tapping into the Power of Vulnerability

8. **How Leaders Can Tap the Power of Vulnerability**
Maor et al., McKinsey & Company, 2024
[Read the article](#)
9. **How CEOs Build Confidence in Their Leadership**
Hildebrand et al., Harvard Business Review, 2024
[Read the article](#)
10. **A Healthier Dose of Self-Doubt: Reframing and Destigmatizing 'Imposter Syndrome' in Ontario Hospitals**
Proximity Institute, 2024
[Read the article](#)



CHAPTER FOUR

The Loneliest Job?

11. CEOs Often Feel Lonely. Here's How They Can Cope

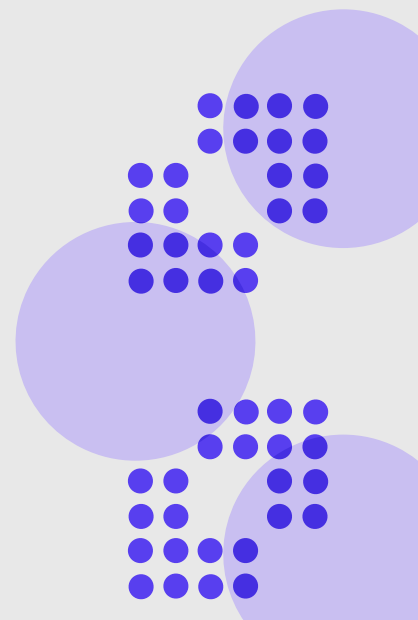
Bourgoin et al., Harvard Business Review, 2024

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12. The Loneliest Job? How Top CEOs Manage Dilemmas and Vulnerability

Kumra et al., McKinsey & Company, 2024

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CHAPTER FIVE

Humility

13. Stepping Up: Becoming a High-Potential CEO Candidate

Dewar et al., McKinsey & Company, 2023

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