

PR::XIMITY

Proximity Picks

Curated Readings on CEO Succession

Volume 3
Humanizing the Role of CEO

Curated by

Jeanette Despatie
Dr. Jack Kitts
Dr. Andy Smith

Emily Jago
Christine Mitchell
Annie Tobias

MORE VOLUMES IN THIS COLLECTION:

Proximity Picks Curated Readings on CEO Succession
Volume 1: Leading Practices

Proximity Picks Curated Readings on CEO Succession
Volume 2: The Talent Pipeline Dilemma

ABOUT PROXIMITY INSTITUTE

Proximity Institute (Proximity) is an independent charitable organization dedicated to leadership development at the most senior level in Ontario hospitals. Our mandate is leadership development and change leadership. Our purpose is enabling effective leadership. Our long-term ambition is to work collaboratively with Ontario hospitals to identify, develop and ready a quality pipeline of emerging CEO talent.

Proximity was founded by the Ontario Hospital Association (OHA).

www.proximityinstitute.com

INTRODUCTION

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

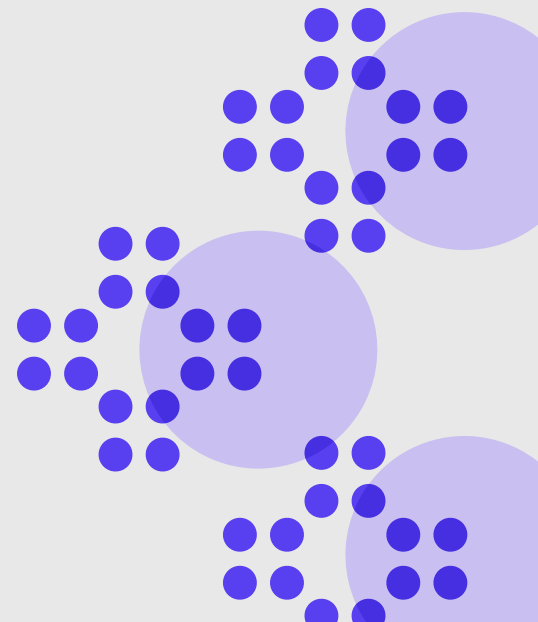
This volume is dedicated to the 32 executives in *Propel*, a leadership development endeavour conceived by Proximity to enable readiness of exceptional talent to assume a hospital CEO role. By offering a human lens on the CEO role, these readings serve as a catalyst for developing the next generation 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
[Read the article](#)
2. **Closing the Confidence Gap: Why the Board-CEO Relationship Needs a Reset**
Spencer Stuart, 2025
[Read the article](#)
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
[Read the article](#)



CHAPTER TWO

How CEOs Manage Time

6. How CEOs Manage Time

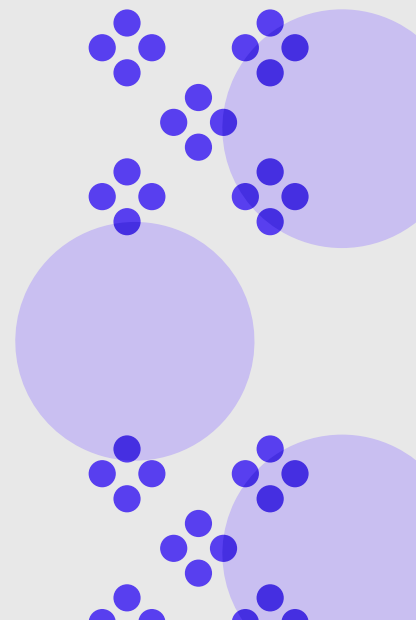
Porter & Nohria, Harvard Business Review, 2018

[Read the article](#)

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

Sternfels & Pachod, McKinsey & Company, 2025

[Read the article](#)



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

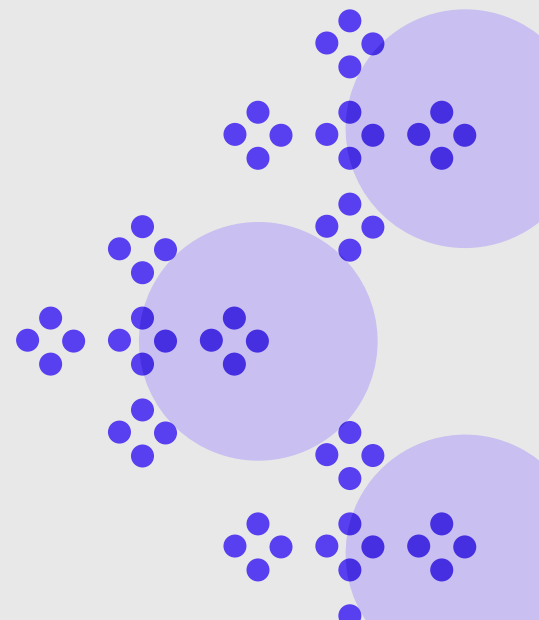
Hildebrand et al., Harvard Business Review, 2024

[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

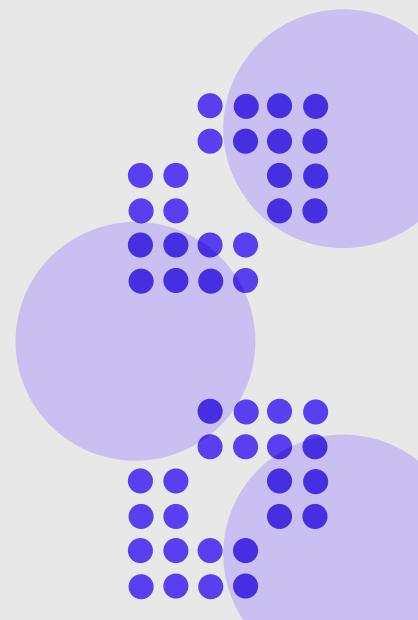
Bourgoin et al., Harvard Business Review, 2024

[Read the article](#)

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

Kumra et al., McKinsey & Company, 2024

[Read the article](#)



CHAPTER FIVE

Humility

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

Dewar et al., McKinsey & Company, 2023

[Read the article](#)

