

# The CEO Forum

THE QUARTERLY PUBLICATION BY CEOs FOR CEOs • SPECIAL EDITION SUMMER 2020 • THECEOFORUMGROUP.COM



**15 TRANSFORMATIVE CEOs**

**BUILDING  
BUSINESS**

**POST-  
PANDEMIC**

**Healthcare • Innovation • Leading Through Crisis**

## HEALTHCARE

Healthcare Delivery:

**Dr. Steven J. Corwin • CEO**  
NewYork-Presbyterian

A National Model:

**Jeffrey Flaks • President & CEO**  
Hartford HealthCare

Safety Net Hospitals:

**Gary Terrinoni, President & CEO**  
The Brooklyn Hospital Center

Behavioral Health:

**Alan B. Miller • CEO & Chairman**  
Universal Health Services

Wellness:

**Richard Ashworth • President & CEO**  
Tivity Health

## INNOVATION

5G:

**Tami Erwin • CEO**  
Verizon Business

Communication Infrastructure:

**Rob Johnson • CEO**  
Vertiv

Digital Transformation:

**Mohamed Kande • Vice Chair**  
PwC US

COVID Solutions:

**Ken Lamneck • CEO**  
Insight Enterprises

Financial Services:

**Salene Hitchcock-Gear • President**  
Prudential Individual Life Insurance

## LEADING THROUGH CRISIS

Community:

**Sharon Prince • CEO & Founder**  
Grace Farms Foundation

Global Nonprofit:

**Brian A. Gallagher • President & CEO**  
United Way Worldwide

Retail:

**Nigel Travis • Chairman**  
Dunkin' Brands

Women Leadership:

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Carly Fiorina Enterprises

Entrepreneurs:

**Kathy Ireland • Chair & CEO**  
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# The CEO Forum

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## Real-time CEO Insights



St. Patrick's Day 2020 for most of us was surreal. What I realized that day is we needed solutions, and not just from media and politicians — from CEOs. In 2015 Bill Gates predicted an eerily similar pandemic. CEOs think solutions. I decided immediately that day that I would start asking CEOs for real-time insights on leading through Coronavirus.

On my last day of normal, I was at a dinner party with Doug Conant, former CEO of The Campbell Soup Company. I asked Doug as a brilliant leader to share any insight that would help other CEOs get through this pandemic. I put his response on my homepage [theceoforumgroup.com](http://theceoforumgroup.com). Numerous CEOs commented; so the next day I asked Jo Ann Jenkins, CEO, AARP, as senior citizens are at high risk. Since then we've had dozens of CEOs share their direct quotes. On the next pages are those actual quotes with historical reference based on the date.

As I continued to speak with CEOs every day, what I found was first they needed to keep their people safe; second, they wanted to preserve resources and their clients; and third, they knew they would have to reinvent their business and hoped to emerge stronger post-pandemic. So I had this thought — actually, more like a calling — to help CEOs by creating what would be the seminal publication for CEOs during summer 2020 ... I was remembering when I was a kid, and The Beatles' Sgt. Pepper album helped lead everyone through the summer of 1967. This issue features 15 transformative CEOs in healthcare, innovation, and leading through crisis, and we will be donating a portion of the proceeds to the Human Vaccines Project. I suggest you research them.

I was speaking with a CEO friend one evening in mid-June and mentioned that, in addition to this pandemic, we now have protests about systemic racism spreading across the land. He responded, "We've always had systemic racism." Sadly, we all know he's right.

One of the reasons I changed our magazine cover format for this special edition was to symbolize the technological breakthroughs that I expect to result from deeper communication within the medical community. Added to that now is my belief that, as we face and discuss racism, we will also have major breakthroughs that will result in a more caring, unified society of equality and opportunity for all.

I hope this magazine fuels discussion to elevate us all, individually and collectively. Of course, feel free to share any feedback with me.

Robert

A handwritten signature in blue ink, appearing to be 'RR' with a flourish.

# Real-time CEO Insights on Leading through Coronavirus

## Build Durable Communities

6.11.20 “When we confront difficult times, I believe the most powerful thing we, as business leaders and human beings, can do is to invest in the things that matter most – our relationships. At 1-800-Flowers, we have doubled down on our company mission – to help people express and connect with the important people in their lives. During this health crisis we have worked toward strengthening these guiding principles to keep our team members and customers top of mind. My advice is to use this disruptive time to build durable, supportive communities and reprioritize how you engage and communicate with your stakeholders in genuine and impactful ways.”

**Jim McCann**  
Founder & Chairman  
1-800 Flowers.com

## Listen to Frontlines

6.9.20 “I am focused almost entirely on vision, strategy, relationships, development and opportunities. But what I find in crisis is, I turn on my operating instinct a little more directly. How are we taking the strategy to ground? Because when times are this volatile and this dynamic, you get a series of strategic questions that are being raised constantly. And so, I find myself in touch almost daily with our key management team and even operators, local market CEOs, our digital people, our impact people, our marketing and communications people ... not to tell them or direct them on how to do their

jobs, but for me to understand what their operating reality is. It is hard for me to lead if I do not have a sense of what challenges they have in front of them right now.”

**Brian Gallagher**  
President and CEO  
United Way Worldwide

## Teams and Culture

5.29.20 “Now more than ever, we need to trust, empower and encourage our colleagues and our teams. Our culture makes us strong and resilient – and enables us to keep our commitments to each other, our customers and all our stakeholders. We have faced many challenges over the past 167 years – and have always emerged stronger. We remain optimistic about the future, sustained by the values that define us: the knowledge that we are better together, our sense of common purpose and the pride we all take in our work.”

**Judy Marks**  
President & CEO  
Otis Elevator Company

## Time to Create

5.28.20 “As the fog of this crisis begins to dissipate, we have to balance how we react and rebound with how we reimagine new products, new models and new ways of serving customers in a post-Covid environment. I believe the most important thing a leader can do is to lift your head and look forward. Life and work feel different now. We need to create new and interesting ways of doing things for our employees, customers and society at large. That will

be what makes the difference moving forward.”

**Tami Erwin**  
CEO  
Verizon Business

## Purpose and Pivoting

5.27.20 “Stay true to your purpose and why you exist but don’t be afraid to pivot. Be decisive. Now more than ever testing new things in new ways will give you instant and sometimes surprising feedback from all of your stakeholders –

“Now more than ever, we need to trust, empower and encourage our colleagues and our teams.”

investors, partners, audience members, consumers and team. Knowledge and insights are key, so stay connected with your network, sound them out and listen to their perspectives and thoughts. It’s these insights that have helped Worth move quickly to a new set of products, programming and content ideas for our community. Most of all leading through this crisis has required and reminded me to be compassionate, courageous and stay curious.”

**Juliet Scott-Croxford**  
CEO  
Worth Media

## Discipline and Bravery

5.26.20 “It’s easy during crisis to take a short-term view, but now CEOs need to take the long per-

spective. It is essential to support your employees, and by that I mean the blue-collar workers, by training them, communicating and keeping their morale high. As for aligning leadership, you may never get everyone on the same page, so you have to work with those who agree and build a plan together. The keys to being a strong CEO during crisis times are stamina, discipline and bravery.”

**Pehr Gyllenhammar**  
Former 24-year CEO  
Volvo

## Lead to Your Values

5.22.20 “My biggest recommendation: stay true to who you are – as a leader, and as an organization. For SAS, this means taking care of our people. SAS was founded on the principle of treating people like they matter. We cultivate this behavior; we lead to our values. And, as a result, we have a global workforce of the most talented problem-solvers whose nature is to help and treat customers, partners, colleagues and communities like they matter.”

**Dr. James Goodnight**  
Co-Founder, Chairman,  
President, & CEO  
SAS

## Big Ideas and Resolve

5.18.20 “Life is not full of ‘high five’ moments. In fact, the real test of leaders is not how they respond to success, but rather how they respond to setbacks, mistakes and adversity. As a British officer observed some decades ago, ‘Don’t tell me how high the guy jumped, tell me how high he jumped back after getting knocked down.’



# Real-time CEO Insights on Leading through Coronavirus

Members of one's organization make mistakes, some significant. Leaders themselves come up short and exhibit faults.

Circumstances present challenges – as certainly is the case in unprecedented fashion with the ongoing pandemic. And the question is how the leader responds. Does he or she guide the workforce in responding resolutely, determining the new big ideas in an inclusive, open, and iterative manner, communicating the big ideas relentlessly throughout the breadth and depth of the organization, overseeing the execution of the big ideas with skill and energy and resolve, and determining thoughtfully how to refine the big ideas in order to do it all over again? If so, the organization will answer the challenge impressively, adapt appropriately, and, in the end, not just survive, but succeed.”

**General David Petraeus**  
(U.S. Army, Ret.)

**Former Commander of the Surge in Iraq, U.S. Central Command, and Coalition Forces in Afghanistan, and former Director of the CIA**

## **Focus and Communication**

5.15.20 “To lead a company, especially in a time of unprecedented global crisis, I find we are laser-focused on our purpose. We know the how, what and why we exist. The team and I have never communicated better. Through great communication, we're learning, we're adapting, we've become more nimble, efficient and effective.”

**Mark Del Rosso**  
**President & CEO**  
**Genesis Motor North America**

## **Stick to Principles**

5.6.20 “In a crisis, it's easy to panic and throw out your game plan. My advice is to avoid that temptation. As the COVID-19 outbreak became real, our leadership team turned to the guiding principles we established years ago. While we've shifted priorities, adhering to these principles helps us remain disciplined and gives us a framework for decision-making. As a result, our franchise partners and team members understand and embrace the actions we are taking. A&W is weathering the crisis well because of that. I believe we will emerge an even stronger organization.”

**Kevin Bazner**  
**President & CEO**  
**A&W Restaurants**

## **Know Your Purpose**

5.5.20 “The COVID-19 pandemic has really brought home the value of knowing our purpose as an organization. When I first joined MassMutual more than 30 years ago, I don't think I fully appreciated what it meant to be purpose-driven, even though we have been since our 31 founders pooled \$100,000 to start the company in 1851. Since the crisis began, we've made a number of decisions backed by this purpose – decisions like moving quickly to working from home, using technology to connect customers with their trusted financial professionals, and talking to our managers about leading with empathy as people balance work

and personal obligations.

There's no universal playbook for organizations to follow right now – we each have parts to play, and if you know your purpose, it's much easier to determine what you are best positioned to contribute in difficult times.”

**Roger Crandall**  
**Chairman, President & CEO**  
**MassMutual**

## **Let Team Follow Principles**

5.4.20 “I would recommend that any time a company faces a tough decision or challenging situation, write down the principles that will be the foundation for the road ahead. These principles should be rooted in the company's purpose and used as a litmus test on any decisions that are made. This empowers your team to make decisions in an agile way without always coming back to the CEO. If there is any doubt on potential actions to be taken, lean on your principles and the answer will be clear.”

**Tom Polen**  
**CEO and President**  
**BD (Becton, Dickinson and Company)**

## **Follow Your Culture**

4.30.20 “At the American Heart Association, we have dedicated our life's work to the health and well-being of people and take seriously our responsibility to tackle the COVID-19 crisis and its aftermath. Millions of people are counting on us for science-based information and answers, research that gets to the core of big unanswered questions, resources for the frontlines, community programs and patient support. While there's no denying the complexity

“The best indicator of how you will succeed leading through this crisis is how you led before the crisis.”

of managing through crisis, leaders can find clarity by testing every decision against touchstones that define their culture.”

**Nancy Brown**  
**CEO**  
**American Heart Association**

## **Look to the Future**

4.24.20 “The best indicator of how you will succeed leading through this crisis is how you led before the crisis. If you built trust and a strong culture over the years then you can now draw upon that reservoir. Communication is key. In a time of crisis there is no such thing as too much communication. Reach out to all of your stakeholders and when you think you have done enough then start all over. Your stakeholders need to hear from you and most importantly you need to hear from them. Focus on the long term. Ignore the daily fluctuations in the markets, the noise from Washington, and the breaking news on cable news. Look to the future. Know where you want to be in two or three years and set your strategy on how to get there.”

**Mehran Assadi**  
**Chairman, CEO & President**  
**National Life Group**

# Real-time CEO Insights on Leading through Coronavirus

## Create the Future

4.23.20 “I have put a quote on my wall to motivate me when I get frustrated at the current state of affairs, “Take action. Embrace uncertainty. Create the future.” When dealing with uncertainty like our current times: 1. Act. By taking a small step toward your goal. Then pause to see what you have learned. 2. Learn. Incorporate that learning into a game plan for achieving your goal. 3. Reflect. On that learning to calculate your next move. 4. Take the next step. Pause and reflect and then take another small step ... The bottom line is, this cycle continues and repeats until you have succeeded or decided there is another more appealing opportunity to pursue. And especially in challenging times like these, leadership and action is the key — I believe a failure is only a failure if you don't learn from it.”

**Len Green**

**Chairman & Founder**

**The Green Group CPAs;**

**Top-selling author: The Entrepreneur's Playbook; Babson College Professor**

## Transform Processes

4.21.20 “We are facing an unprecedented challenge with the COVID-19 pandemic – one we have prepared for but hoped we would never have to encounter. It has transformed the way we live, work, communicate and even care for our patients. For Sentara, it has prompted us to evolve our organization's processes, adapting practices to fit CDC guidelines and social distancing protocols while simultaneously addressing the

needs this crisis presents for our patients and staff on the front lines. The pandemic has also forced a change in our operating and business model as we have stopped doing elective procedures to preserve critical bed capacity and staff protective supplies. It has resulted in a significant reduction in revenues and margin while we are staffing up for critically ill COVID-19 patients. This combination of actions are severely adverse economically to hospitals and health systems.

Our first priority is protecting and supporting our front line healthcare professionals and support staff. These staff are making sacrifices every day, working under difficult circumstances and deserve our full support. Clinical leadership physicians and nurses are essential in areas such as critical care medicine, pulmonary care, infectious disease and clinical pathology. Technology in the ambulatory environment pivoting to applications such as virtual care and telemedicine have proven to be incredibly valuable in supporting patient access to primary care delivery as physicians manage care for patients at home.

Communication and coordination with all levels of local, state and federal government officials is critical to serving our communities effectively. Partnering with private companies, universities and other health systems is also helpful in developing creative solutions to increase supplies of personal protective equipment,

“Our first priority is protecting and supporting our front line healthcare professionals and support staff.”

improve access to and turn-around times for testing, and implement new and safe clinical practices. Last, but not least, logistics in the management of data analytics modeling, supply and inventory management, communications, public affairs and operations management are all essential to the highly effective response in a high stress, intensive environment. The creation of a well-designed and leadership-focused Incident Command Center with key players participating from clinical and logistics areas mentioned above is essential to the effective execution in our response to this crisis.”

**Howard P. Kern**

**President & CEO**

**Sentara Healthcare**

## The Greater Good

4.20.20 “The best thing we can do as leaders right now is to put humanity above the almighty dollar. For Gold's Gym, that meant making the difficult decision last month to temporarily shut down operations of all company-owned gyms due to COVID-19. While this puts a strain on our business, I knew it was essential that we put the

health and safety of our customers and employees at the forefront. I'm working around the clock with my team to come up with alternative ways to serve our members from the safety of their homes, and to simultaneously keep the spirits of my team up. Consistent communication with all parties – our members, our franchisees, our corporate team – has been a key piece in reassuring everyone that all initiatives put in place during this time of uncertainty are designed with the greater good in mind.”

**Adam Zeitsiff**

**President & CEO**

**Gold's Gym**

## Facilitate Dialogue

4.17.20 “Pets now, more than ever, are here for us – providing much-needed companionship and comfort during this time of uncertainty – and it's essential that we're here for them. At Banfield Pet Hospital, this means remaining agile and finding new ways to empower our veterinary teams with the information they need so they can focus on delivering essential, high-quality care to the pets that rely on us.

As we continue to prioritize maintaining a safe and healthy environment for our people and everyone who comes through our doors, it's more important than ever that we use new, creative ways of communicating with associates while providing outlets that empower them to voice their questions, concerns and offer real-time feedback. To facilitate dialogue with our dispersed workforce of more than



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19,000 associates across the U.S., I've implemented regular video virtual town hall meetings while continuing to actively engage with associates on social media – in addition to providing daily practice-wide updates with the latest information and guidance.”

**Brian Garish**

**President**

**Banfield Pet Hospital**

## Listen

4.16.20 “Leadership is hard to define but easy to spot, especially during times of crisis. During this crisis, it is important to communicate frequently with confidence and a calming tone – be there to listen, as much as to lead. A leader's legacy will be defined by how they respond to the toughest challenges and I can't think of anything more challenging than what the world faces today.”

**Dan Berta**

**President**

**Fairfield County Bank**

## Character and Courage

4.14.20 “In tough times, leadership matters. Character and courage are at the heart of that; it is during the most challenging times when character is revealed. Courage is not the absence of fear, but overcoming fear; a leader has to have the courage to see the truth, speak the truth and act on the truth.”

**Carly Fiorina**

## Transparency

4.13.20 “Transparency and leadership are of utmost importance as we navigate through this unprecedented time. Employees are desperately searching for an-

swers, guidance and support. As leaders, it is our responsibility to provide them with the answers they not only are looking for but deserve. As we navigate through this pandemic, it is my number one priority to protect staff and patients while also doing everything to alleviate the strain on our NYC healthcare system. We are laser focused on using all available capacity across our system to fight this battle. HSS is known for our resiliency and working together to deliver world-class care. It is important to find the positive in a tumultuous time and rise to the challenge.”

**Louis A. Shapiro**

**President and CEO**

**HSS | Hospital for Special Surgery**

## IoT and AR Prevail

4.10.20 “We have been forced into a work-from-home experiment at a scale far too large for comfort. But it has worked surprisingly well. Videoconferencing has made knowledge workers productive, but IOT and AR technologies have stolen the show for those who work in the real world of factories, plants and worksites. IOT enables the remote monitoring and optimization of equipment and processes, while AR has enabled remote training and support of front-line workers. Just like videoconferencing vendors, PTC experienced a 10-fold increase in AR-based remote support customer traffic in the month of March. The Genie won't go back in the bottle after the crisis passes, the days of a distributed workforce is here to stay.”

**James E. Heppelmann**

**President & CEO**

**PTC**

## Stronger Supply Chain

4.9.20 “The coronavirus crisis brought into focus our core business: Partnering with patients. The strain on our country's already fragile drug supply chain is leaving people struggling to fill their prescriptions. To solve this, our team programmatically developed a supply-chain protocol to locate or source medications across our pharmacy network, ensuring people can access the drugs they need. In parallel, we are advocating for a stronger domestic drug supply chain that can be mobilized when necessary.”

**AJ Loiacono**

**CEO**

**CapitalRX**

## Acknowledge Fear

4.8.20 “Our country is experiencing an unprecedented crisis. As leaders, it is crucial that we acknowledge the fear and stress it imposes on our workforce and the communities we serve. At EmblemHealth, we organized early to be a trusted source for comprehensive information about this disease. We committed early on to moving our thousands of non-patient facing employees to the safety of their homes. We also have helped our employees adjust to this new normal with information about how to work in a digital environment and how to deal with the stress of working at home while caring for children and elderly relatives.

And for our members, we went to work quickly to ensure that they had the prescription drugs they needed, expanded

access to telehealth services, and directions on where to find testing for COVID-19. We are also continuing to partner with our hospital and physician partners to do everything we can to meet this crisis head on. We will take all the steps necessary to bring our members, associates and partners through this crisis.”

**Karen Ignagni**

**President & CEO**

**EmblemHealth**

“We have been forced into a work-from-home experiment at a scale far too large for comfort. But it has worked surprisingly well.”

## Never Give In

4.6.20 “I am a Churchill devotee and he said a lot but the one I look to these days is ....never give in, never give in, never, never, never... ....so we just have to let it run its course.”

**Alan B. Miller**

**Chairman & CEO**

**Universal Health Services, Inc.**

## New Opportunities

4.2.20 “At this moment, CEOs are living through a difficult and different time. Yet, opportunities are there, and it is up to us to reinvent ourselves and our work. This is not the most difficult time our country has seen. Today, all kinds of digital

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and virtual avenues of communication bring us together that were previously nonexistent. We have community organizations and community leaders who are moving together. We are energized by the example of those who are assisting others in the wake of this virus, by the leadership in the medical and scientific fields. Those “on the front lines” leading the way to resolve the conflict at hand, and by the courage of people and organizations who have pivoted — tailors who are now crafting masks, breweries who are now making hand sanitizer. Quality, character, courage, and “beyond the call” describe those who respond to these unexpected national pandemics.”

**Frances Hesselbein**

**CEO**

**The Frances Hesselbein Leadership Forum (\* Note –**

“Older people are about twice as likely as younger, healthier people to develop serious outcomes from COVID-19. Many are more reliant on caregivers, friends and family to help them get the food, supplies and medicines they need.”

**Frances is 104 years old and the only active CEO I know who was actually alive during the 1918 Influenza pandemic!**

## **Come Out Stronger**

4.1.20 “Napoleon said that a leader’s role is to define reality and provide hope. Well, the reality of this situation and the situation of societies at large is this is an unprecedented set of circumstances that civilization has not had to encounter in the last 100 years. And while things have been difficult over the last few weeks, I’m confident that things are going to get more difficult before they get better. As a leader my mission is to ensure the wellbeing of our company, our employees, and to ensure that we come out of these events stronger and more viable than ever before. As always, we will be guided by our values. To do the right thing the right way.”

**Marc Lautenbach**  
**President and CEO**  
**Pitney Bowes**

## **Be a Role Model**

3.31.20 “Clearly convey your expectations, be visible, listen closely and control the narrative. As you work through the immediate issues of this crisis, think if you were to look back two weeks from now on the decisions you made today. Would you regret them or have done things differently? That’s how we’re making some of the most important and hardest decisions we will ever face here at Hartford HealthCare. Lastly, take care of yourself so you can take care of others – and be a role model for your team so they, too, will delegate and

empower others. Together, we will get through this.”

**Jeffrey Flaks**  
**President & CEO**  
**Hartford HealthCare**

## **Be Stakeholder Driven**

3.30.20 “This pandemic could become the ‘tipping point’ for our country moving from shareholder-driven to stakeholder-driven capitalism, as how a company supports its people, customers and communities has never been more important or evident. There are so many great initiatives that CEOs and their companies are taking. The Just Capital Covid 19 Response Tracker <http://www.justcapital.com/> provides many inspiring examples. It makes me optimistic of how American capitalism will emerge from this crisis.”

**Dan Hesse**  
**Former CEO**  
**Sprint**

## **Empower Work-Life Balance**

3.27.20 “With the current health crisis changing norms, work-life balance is no longer a binary concept, but one that has evolved into a challenging confluence of needs between work, home and family, all under one roof. As a leader in this new paradigm, it’s important to provide employees with flexibility in how and when their work gets done, and trust and empower them to find the right life balance in these trying times.”

**James Parker**  
**CEO**  
**Masergy**

## **Past Lessons Apply**

3.26.20 “In my 50-year career, I’ve experienced and led

“Clearly convey your expectations, be visible, listen closely and control the narrative. As you work through the immediate issues of this crisis, think if you were to look back two weeks from now on the decisions you made today.”

companies through many crises, from weather events that destroyed facilities to plane crashes that killed employees, but none of them comes close to the intensity and existential threat of the current crisis, the Coronavirus COVID-19.

However, I learned a lot from those previous disasters and the lessons I learned apply to this one, big time.

## **1. Engage in Non-Stop Communication**

I’m a self-confessed communications freak (many people have confirmed my diagnosis) and a crisis is no time to cut back on communications. Information is power and must be shared,

# Real-time CEO Insights on Leading through Coronavirus

so that people can make good decisions for themselves and for their organizations.

So leaders have to be open, share what they know, respond to questions, reveal what they don't know, admit when they've gotten something wrong. I'm encouraged that so many business leaders are doing just that.

## 2. Imagine the Post-Crisis Future

I believe in the "power of anticipation." I learned the importance of envisioning the future and acting on it the hard way from my time at Blockbuster. We could glimpse the future (more video streaming, less physical media) but were not able to take action on what we saw ahead. So, as dire as things are and as focused as you are on getting through the current moment, now is also the time to think about what happens on the other side.... The food industry, for example, has already seen how important "contact-less" food delivery is to people and expect it will be part of the new normal.

## 3. Develop Multiple Sources throughout Your Supply Chain

The lesson is that we should always have multiple sources for our ingredients and supplies, and we need to set them up during normal times so they're ready to come on line when disaster strikes.

## 4. Be Kind

People are vulnerable and concerned. Many face furloughs or the loss of jobs, reduced income, uncertain futures, illness. The lucky ones, like me, can

successfully work from home. Many people are even discovering unexpected pleasures in the midst of the gloom. We are learning the beauty of "distant socializing," for example. People are talking more often on WhatsApp or sharing a glass of wine with friends on Zoom. But let's not forget that many people are suffering badly. Organized charities and philanthropies need support more than ever.... The human instinct is to protect ourselves and our families first, but in times like these we have to take care of each other.

**Nigel Travis**  
Chairman  
Dunkin' Brands

## Reduce Costs

3.25.20 "Ask yourself, will your business survive a 50% drop in revenue over the next 90 days? If yes, track new information and evaluate weekly. If unsure, build a forecast asap. If no, attack costs.

If more than 80% of costs are people costs, reduce people costs: a) shift some employees to part time; b) defer salaries / bonuses; c) reduce staff; and d) cut travel. If you are unsure about people costs as a percentage, build a forecast asap.

If people are less than 80% of costs, reduce other operating costs: a) negotiate payment terms; b) evaluate all discretionary expenses; c) cut vendors / services; d) reduce inventory; then e) review possibility of reducing people costs."

**Scott Case**  
CEO  
Upside; Founding CTO Priceline

## Cleaning and Distancing

3.24.20 "It is critical that we are incredibly diligent about cleaning and sanitizing our facilities constantly throughout the day as well as reminding our employees to maintain adequate social distancing. We have professional cleaners sanitizing all surfaces in our building multiple times a day. We're utilizing virtual meeting technology for most of our meetings and staggering the number of employees in the building and in common areas. Our list of protective measures grows daily, and we are constantly asking ourselves what else we can do to keep our employees and their families healthy and safe."

**Cindi Bigelow**  
President & CEO  
Bigelow Tea

## Be Calm and Direct

3.23.20 "Leadership is of utmost importance now. People are looking for it. You should address all employees in a calm but direct manner. Lay out your guidelines and remind them we will get through this and we are all here for each other. This is not the first and won't be the last crisis we as Americans have gone through. United we are strong and will get through this."

**Dottie Herman**  
CEO  
Douglas Elliman

## Help the Vulnerable

3.19.20 "Older people are about twice as likely as younger, healthier people to develop serious outcomes from COVID-19. Many are more reliant on caregivers, friends and family to help them get the

"Many people are even discovering unexpected pleasures in the midst of the gloom. We are learning the beauty of 'distant socializing.'"

food, supplies and medicines they need. In addition to the medical risks, they also face significant social and economic risks from isolation and scam artists who use times like these to steal money or sensitive personal information. We must all go the extra mile to help our most vulnerable citizens feel a sense of security. We're all in this together."

**Jo Ann Jenkins**  
CEO  
AARP

## Care for Associates







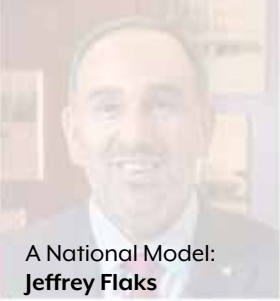








3.18.20 "In the face of this pandemic, leaders of all organizations must, first and foremost, evidence a deep, abiding, and unmistakable concern for the well being of their associates. If they do not evidence that they genuinely "care" about the interests of the associates in a palpable way, it is hard to believe that the associates will "care" enough about the leaders agenda to fully help bring it to life. In that sense, "caring" is the cost of admission to the leadership game."

**Douglas R. Conant**  
Former CEO  
Campbell Soup Company



# CEO Forum Cover Key

# The CEO Forum

 <p>Healthcare Delivery: <b>Dr. Steven J. Corwin</b> • CEO NewYork-Presbyterian</p>	 <p>Digital Transformation: <b>Mohamed Kande</b> Vice Chair PwC US</p>	 <p>Women Leadership: <b>Carly Fiorina</b> Founder &amp; Chair Carly Fiorina Enterprises</p>	 <p>Global Nonprofit: <b>Brian A. Gallagher</b> President &amp; CEO United Way Worldwide</p>	 <p>5G: <b>Tami Erwin</b> • CEO Verizon Business</p>
 <p>Entrepreneurs: <b>Kathy Ireland</b> • Chair &amp; CEO kathy ireland Worldwide</p>	 <p>A National Model: <b>Jeffrey Flaks</b> President &amp; CEO Hartford HealthCare</p>	 <p>Communication Infrastructure: <b>Rob Johnson</b> • CEO Vertiv</p>	 <p>Financial Services: <b>Salene Hitchcock-Gear</b> President Prudential Individual Life Insurance</p>	
 <p>Behavioral Health: <b>Alan B. Miller</b> • CEO &amp; Chairman Universal Health Services</p>	 <p>Safety Net Hospitals: <b>Gary Terrinoni</b>, President &amp; CEO The Brooklyn Hospital Center</p>	 <p>Wellness: <b>Richard Ashworth</b> President &amp; CEO Tivity Health</p>		
	 <p>Retail: <b>Nigel Travis</b> • Chairman Dunkin' Brands</p>	 <p>Community: <b>Sharon Prince</b> CEO &amp; Founder Grace Farms Foundation</p>		
			 <p>COVID Solutions <b>Ken Lamneck</b> • CEO Insight Enterprises</p>	

**AMAZING  
THINGS  
NEVER STOPPED  
HAPPENING  
HERE**



**Eliana**

**Heart Transplant**

**3.21.20**

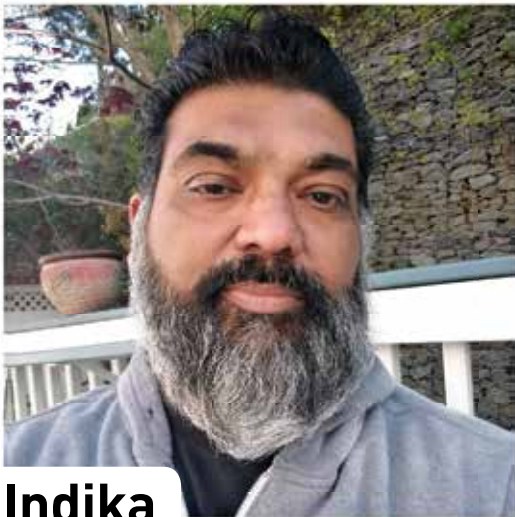
NewYork-Presbyterian/  
Columbia University Irving Medical Center



**Daphne**

**Breast Cancer Treatment  
Uninterrupted**

NewYork-Presbyterian/  
Weill Cornell Medical Center



**Indika**

**Neurosurgery**

**4.28.20**

NewYork-Presbyterian Brooklyn  
Methodist Hospital

**The same amazing doctors, nurses, and staff who kept them safe are here for you now, online or in person.**



Dr. Steven J. Corwin







“At our peak, we had about 2,600 COVID patients occupying well over 80% of our hospital capacity.”

**Robert Reiss:** In February, when we spoke, we talked about your 250-year anniversary and the amazing culture. The world has dramatically changed over the past few months. Talk about what NewYork-Presbyterian is as a hospital system, and then let’s talk about your actual experience in leading through this pandemic.

**Dr. Steven J. Corwin:** Well, the world has changed a lot since February, Robert, as you know. You’ve got the pandemic itself, which is still with us and not under control. New York, of course, was an epicenter of the pandemic in the United States, and we were at the heart of that epicenter. At our peak, we had about 2,600 COVID patients occupying well over 80% of our hospital capacity. We increased our ICU capacity from 450 beds to 900 beds. The sheer numbers, the sickness of these patients, and the terrible toll on life were really daunting. As a management team, we had to really dig deep to make sure that we could do the things necessary to bring our hospital system through this and to help bring our great city of New York through this.

It was a daunting period of time, and if you add to that the economic collapse associated with this, it’s been a very troubling few months. And now, of course, the deaths of George Floyd, Ahmaud Arbery, and others are the match that lit the fuse on discussions about racism and structural racism in the country, and we have just added to the tension that we as a country are experiencing.



*The CEO Forum Group has selected NewYork-Presbyterian as the Healthcare Delivery Leader for the 2020 Transformative CEO Award. This is based on the leadership of Dr. Steven J. Corwin and the heroics of the cohesive, caring and tireless team of 47,000 during COVID-19.*

*Left: Dr. Corwin thanking employees after NYPH is named the #5 hospital in the nation by U.S. News & World Report.*

## Dr. Steven J. Corwin

**Your leadership philosophy has always been centered on culture. Has this pandemic changed your philosophy on leadership?**

I think it is the same philosophy, and I think it was validated during the pandemic.

I think that culture trumps strategy. All of our work on a culture of respect, on diversity, inclusion and belonging -- especially now as you see all of this developing in the country -- enabled us to pull through ... the indomitable spirit, the willingness to go the extra mile, the flexibility of people to perform different roles. That starts from that basis of trust in each other, trust in the mission, trust in the culture, and I think that it just redoubles the need to do those things as we move forward into the future. So, I felt very good about exactly how we got through this. And I think that the leadership of the organization in terms of building upon culture is the right way that organizations have to proceed.

**And what's interesting is not just diversity and inclusion, but also the word 'belonging.' So, it sounds like your 47,000 people are getting through this because of this culture of diversity, inclusion and belonging before this started?**

I think so. We had issues where different hospitals of ours would be a hotspot at particular points in time, or have a need for protective equipment or a need for ventilators. We were able to move things around. We had different ICU teams that were formed on a moment's notice. That sense of all being part of the same family enabled us to have that happen. I was extremely proud of the way that our employees responded. This is something that was unprecedented, and the degree of flexibility that was required, the hard work that was required, the exhausting hours -- you know, it's ultimately all about the people. It's not about the X's and O's.

**How do you deal with something basic like health**



*Dr. Corwin congratulating staff at NYP/Columbia on their national recognition in nursing excellence.*



**and not having sleep, all of the physicians, your clinical team, and yourself? It's a very different world. How do you manage and maintain your own health, because you have to be at ground zero treating all of these people?**

Well, I was not at ground zero treating patients. I have incredible respect for and devotion to the people who were at ground zero.

I've said this before, you know, NYP will not lay people off despite the economic hardships that we're facing. You ask people to run through walls for you. They do the next to impossible. You can't lay them off as a consequence. That's the social contract we have with our employees. The incredible emotional toll this took on our frontline workers is hard to describe, and I think that there are some who clearly are going to have emotional problems after this, such as PTSD. There are some who won't exhibit the signs of real chronic stress until well after this is over. So, we've offered a series of mental health and well-being programs to try to address that. Everyone always thinks they're tough enough to withstand these pressures, especially frontline workers. They have seen it all. "I've done it all, I can handle this." But many can't, and there's no shame in that. These are horrific circumstances, and you've seen the pictures. The pictures tell the story of a pandemic that was close to getting out of control. And what stopped it from getting out of control? And it still could get out of control, couldn't it?

I think that we made the decision that we weren't going to break. We came close, but we didn't. And I think it was 47,000 people pulling together saying we can't let this get out of control. Was there a little luck involved? Yes. At the peak, we were about five percent away from reaching complete capacity, and it could have broken,

**"NYP will not lay people off despite the economic hardships that we're facing. You ask people to run through walls for you. They do the next to impossible. You can't lay them off as a consequence. That's the social contract we have with our employees. The incredible emotional toll this took on our frontline workers is hard to describe, and I think that there are some who clearly are going to have emotional problems after this, such as PTSD."**

sure. But, as this thing rose, we did what was necessary to make sure that everything that we could possibly do was being done. I think other places, other cities would have broken before this. New York City was lucky not only to have us as a major institution, but to have other major academic institutions here as well. And we all pulled together on this one. All of us compete with each other in one sense. But, here was an example where you had to have intense collaboration to pull the city through.

**And, you know, you even mention the economics. I'm so impressed. People don't know I'm on a hospital board, and there's no elective surgery for revenue and costs skyrocket. It's phenomenal, but you haven't even mentioned that. All I could tell is your care for your people, which is extraordinary. I really commend you on that, Steve.**

Well, thanks Robert. I appreciate that. At the end of the day, we have a mission, and our mission is to take care of patients and that's first and foremost what we have to do. Yes, we have a balance sheet. Fortunately, we've been assiduous in building up that balance sheet, so we can withstand this, but it's going to be a very difficult road ahead for us financially and for health care in the U.S. in general. And we're going to need to have those discussions as we move forward.

You know, it should not be lost on anybody that we're talking about an unprecedented liquidity provided by the Feds, an unprecedented fiscal stimulus that's been provided by the federal government. This is certainly the worst recession and, perhaps, even close to the Great Depression in terms of the economic dislocation. Health care is a piece of it, but whole industries now are in trouble, whether it's the aviation industry, travel, retail, the hotel industry, or restaurants. You're talking



## Dr. Steven J. Corwin



*Dr. Corwin applauding clinical leaders and staff at a Herbert Irving Comprehensive Cancer Center event.*

about a major reconfiguration of the economy that will take a while to square itself away and probably won't completely square itself away until we have an effective treatment or an effective vaccine, or both.

### **So, regardless of what industry they are in, what advice do you have to CEOs?**

This may sound surprising to you, but I feel strongly that CEOs do not have all the answers. CEOs need to have the humility to listen to advice. They need to have the humility and the humbleness to be flexible about how to deal with things, and they need to have unwavering commitment to the people who are doing the work for that corporation, because they're ultimately who pulls you through these things. It's not about the X's and O's I grew up with. It's about their trust in my leadership, in my integrity, in the words that I tell people. Have you given it to them straight? And then, will they do what is necessary to pull us through?

I was very careful about making sure that in all my statements to the staff I was very honest about what we were facing and very sober-minded about what the pitfalls would be as well as what the dangers were. You run the risk of losing the hearts and minds of people if they feel that you're not giving them the straight scoop. Give Americans the straight scoop, they'll deal with it. And I think that helped in large measure.

### **There's no playbook for a pandemic. Where did you**

**go to get your information on clinical data and on leadership for how you get through this?**

We drew up the playbook as we went along. I would say that we had management meetings of the top 30 to 40 managers every day twice a day. We briefed our employees every day. Our chief operating officer, Dr. Forese, held an operating meeting every day. But during those management meetings, we had a very structured way of dealing with things, and you have to delegate authority in those circumstances. We

delegated all of our real estate decisions to our real estate facilities people. They did everything from making sure that we could domicile 3,000 of our employees who did not want to go home or had to be quarantined to making sure we had bus service that could take our employees to and from work, so that they didn't have to take mass transportation, to making sure that our oxygen lines, our liquid oxygen lines didn't freeze, to reconstructing ICUs. That was one thing.

Then, we had somebody who was totally concerned with logistics. Do we have enough material at every site? Our supply chain people were working almost 17 hours a day to make sure we had enough supplies. Then, we had our operating people who were actually managing the patients in the institution.

So, all of that just goes to show you that if you have the right people, you can delegate authority, you can pull them together, so that everyone understands what everyone else is doing. That's how you get through something like this.

### **What could your vision be of how we might emerge positively post-pandemic?**

You can't go back to the way it was. As attractive as you think it was before the pandemic, there's no going back to that. So, you have to chart a new path going forward. Some of that is going to be more telemedicine. Some of that is going to be different ways of dealing with infection

control. Some of that is going to be looking at things like climate change and other potential causes of pandemics to prepare ourselves in this country better in the future.

Some of that is going to be taking a look at just-in-time supply chains and how fragile they are and whether or not they have to be more resilient. Some of that will be hospitals having more resilience.

Some of that is going to be a discussion about how do we get to universal health coverage, so that people can seek the care that they require. The last thing you want is to have people without health coverage. It's great to cover them for the episode of COVID-19 pandemic, but you also have to cover them for those things that predispose you to dying during the COVID.

We have to have a discussion in this country about why there were such disparate rates of mortality amongst people of color as opposed to white Americans. It relates directly to this question of 'is there structural racism in the country,' and how do we deal with that?

So, there are a lot of lessons we can learn from this pandemic and its aftermath that hopefully will make us a better country, and hopefully make me a better leader in terms of being a better CEO. What are the things that I need to focus on with our employees? What are the things that I can do with my institutions to help our communities? Those are things that I think we should learn from this.

I think the biggest mistake would be to say, let's get back to normal. There isn't the old normal. There's got to be a new normal, and as a country, we have to believe in ourselves, in the optimism that the new normal will be a better normal, and that this will be a better country in so many different respects. I hope that that's the case, Robert.

**On that note, Steve, just great having you on The CEO Show, and thank you and your team for your heroic efforts.**

Robert, thank you for your support and for the type of interview that you give and the person that you are. Thank you again.



**Steven J. Corwin**  
**President and Chief Executive Officer**  
**NewYork-Presbyterian**

*Steven J. Corwin, M.D., is President and Chief Executive Officer of NewYork-Presbyterian, one of the nation's most comprehensive healthcare systems. Under his leadership, NewYork-Presbyterian has nearly doubled in size, with more than 47,000 employees and affiliated physicians, providing world-class care at 10 hospitals and 200 primary and specialty care clinics and practices. NewYork-Presbyterian Hospital, the only academic medical center in the country affiliated with two medical schools, Columbia University Vagelos College of Physicians and Surgeons and Weill Cornell Medicine, is ranked No. 5 in the nation and has been the top-ranked hospital in New York for 19 years, according to U.S. News.*

 **NewYork-Presbyterian**



# AI Presents Opportunities, Plans for Hospital Performance Enhancement

By Jason Palmer, Chief Executive Officer, RVH Solutions

Normal as we know it has been shattered. Healthcare clinical teams stand bravely on the front lines in the battle against COVID-19. As the initial wave of the COVID-19 pandemic passes, another challenge looms: How do healthcare system leaders manage operations to ensure quality outcomes, remain profitable and work with staff to continue to keep the doors open and serve their community in the face of formidable financial challenges?

The truth is that many hospitals were struggling before COVID-19. A third of hospitals were losing money on patient care, and dozens have been forced to close in the last year. The loss of elective procedures and a precipitous drop in volume from the pandemic has exacerbated the problem and brought many health systems to a breaking point.

### **Financial and quality performance**

There is help. A powerful new Artificial Intelligence (AI) enabled technology offers hospital leaders much needed support. RVH Solutions' Teamwrks Technology Suite

empowers health systems and global consulting firms to drive and sustain financial and quality performance through robust analytics, actionable insights and technology-generated project plans. The technology has also been carefully crafted to provide health system leaders with rapid real-time intelligence across all facilities in their systems, providing instant access to the magnitude of opportunities and the patterns driving performance gaps so they can distribute the work and focus resources on the areas of greatest need.

Teamwrks is designed to go beyond mere data. Instead, it presents hospital staff with a clear picture of the patterns that are interfering with their work and provides simple roadmaps to empower staff to make sustainable change from the inside. It also provides advisors and consulting firms essential tools to reduce the time required to assess facilities and move quickly to actual change.

The technology is designed to engage hospital staff at all levels and foster rapid frictionless change via four simple steps:



1. **Identify Achievable, Actionable Targets:** analysis is based on a hospital's own historical performance (adjusted for outliers) so it is instantly accepted by staff.
2. **Drive Quickly To Project-Based Change:** the technology analyzes root cause and creates roadmaps of effective projects to realize value from data.
3. **Facilitate Execution for Sustainable Results:** the technology enables leaders and change experts to distribute work and focus on higher impact projects while empowering broader staff to sustain change.
4. **Ease Of Use For Change Leaders:** the system ensures sustainability via a common language and structure to allow for distribution, celebration and oversight of best practices.

### **Data to deployment, fast**

Teamwrks will reduce the burden to health system leaders by streamlining data gathering, analysis, and execution. Health systems can go from initial data request to full-system command center and deployment in as little as 72 hours. The AI-driven technology rapidly identifies targets and drives quickly to project execution. With it, hospital systems will realize permanent performance enhancements in both margin and quality.

Notably, Teamwrks Command and Control requires only readily available hospital data and can be deployed in days to help manage the immediate operational crisis and workflow during COVID-19 and plan for an uncertain future into fiscal 2021 by:

- Instantly identifying areas of operational opportunity to help leaders provide support to managers that are struggling to adapt to changing conditions.
- Providing mathematically substantiated volume and revenue to support recouping the maximum funds available from the CARES Act stimulus package.
- Defining a strategic plan for medical procedures that addresses the pent-up demand from canceled elective/non-acute procedures and the necessary resources and timeframe to reintroduce them to operations.
- Performing analyses by pay category to explore variability in LOS and address avoidable days.
- Reducing staff burden and predicting volume for up to a year in advance by hour and shift using advanced predictive modeling.

Teamwrks technology has proven invaluable for large academic health systems, but it is uniquely scalable to smaller community hospitals as well.

### **Avoid rural hospital closures**

All hospitals are suffering, but in rural areas, where many hospital closures historically have taken place, the toll will be much higher. These rural healthcare systems are the cornerstones of their communities in medical care, employment, and the dissemination of critical public health information. If they are not supported and positioned to succeed, it will undoubtedly have a domino effect on entire communities.

These rural closures hit especially hard because it often means not only the loss of the facility and the timely access to care but also the permanent loss of medical staff who often must relocate to find employment.

Whether it is a large health system or a smaller community hospital, health leaders will need rapid insight and full system situational awareness to address the growing needs amplified by the COVID-19 crisis. Teamwrks technology represents a mission-critical weapon in the ongoing fight to ensure that health systems are stable and successful for their employees and the communities that they serve.



*A decorated business leader across multiple industries from healthcare to technology to education, Mr. Palmer has over 20 years of experience in business management. A founder of several companies in SaaS, analytics, online learning, retail, and manufacturing, he*

*currently serves as CEO of RVH Solutions and a Principal at Rizk Ventures.*

*Mr. Palmer has worked with corporations, health systems and universities worldwide including Emerson Health, the Hospital for Special Surgery, Georgetown Law School, Northwestern University, and Epson Corporation.*

*Mr. Palmer was honored as a Top Executive by CTPG and the North American Publishing Company. He is a patent holder in cause-based crowdfunding and has a J.D. from UCLA Law School.*



Hartford area police and fire departments give a drive-by “salute” in front of Hartford Hospital to recognize the combined efforts of the entire healthcare community in the face of the COVID-19 pandemic.

## Robert Reiss: Let’s first talk about the Hartford HealthCare system.

**Jeffrey Flaks:** Hartford HealthCare has 30,000 colleagues, 377 locations and total operating revenue of \$4.3 billion. But the most important thing is that we’ve worked hard to create a unified culture of accountability and innovation. As health systems go, we’re fairly young, having just evolved rapidly over the last decade. I believe we actually represent a scalable model for healthcare. We’re not a hospital-based system, but we’re a really agile system of care organized around patients, using a key service-line institute model for care delivery.

Later on we’ll talk about your model, which you say could be the future of healthcare in America, but let’s first discuss the COVID-19 health crisis and how you’ve been managing.

I’m incredibly proud of the teams across Hartford HealthCare. You know, there’s no rulebook for this. In a pandemic, you don’t have the luxury of time to make



*The CEO Forum Group has selected Jeffrey Flaks and Hartford HealthCare as the recipient of the 2020 Transformative CEO Award in Healthcare for their leadership in creating a national model of care that can be re-created throughout our nation. This is of significant importance- especially as we emerge from the pandemic. Much of healthcare will be transformed and Hartford’s strategically designed system could be the model for the future of healthcare in America.*

critically important decisions that traditionally may have taken weeks or longer — about PPE, work-from-home policies, testing, and a thousand other things. We have a saying here, “It’s about progress, not perfection,” and that has never been more true.

Our management structure — with training in lean processes and high reliability operations — allow us to be agile. Teams are used to huddling to solve problems, and “arcing up” pressing issues in real-time. We were quickly able to re-deploy resources across the whole system — redistributing people, medical technology, even patients to where it made the most sense. Not many systems can do that well.

### **What is it you are proudest of in how your team is responding to this pandemic?**

I’m awestruck by the teamwork of my 30,000 colleagues — how it all came together. We were built for this. People were eager to step up; many requested to be redeployed and used rapid-cycle change to match needs with resources. They are heroes, every day. I’m convinced that health-care workers are cut from a special cloth — they run into a crisis instead of running away from it. And this team is never satisfied with the status quo. We’re already using lessons from the pandemic to make lasting changes that improve care and access.

### **As CEO, what was your leadership philosophy during these times?**

Do the right thing. Use your mission as your North Star. From the outset, we decided we wouldn’t allow the finances to dictate what we would do in this crisis. We watched the economics carefully, but avoided furloughs and layoffs thanks to colleagues’ sacrifices to serve our communities however and wherever needed. Our teams literally scoured the globe and paid tremendous mark-ups to ensure our staff would be protected. Our ability to move patients from crowded hospitals to less crowded ones, to move ventilators to hospitals that were inundated with COVID patients, to move nurses from more rural hospitals to busier urban hospitals — this all made a dramatic difference. This saved lives.

**Prior to this health crisis, you had built a very specific model, which has helped you navigate and be stronger**

“Our management structure — with training in lean processes and high reliability operations — allow us to be agile.”

### **during COVID-19. Describe how you operate and why you are different than most systems.**

Over the last decade, we’ve transformed our health system. Last year, 52 percent of our revenue was derived from outside the hospital, and that’s a very purposeful transition and reflection of our investments in a robust ambulatory strategy. Today, we have outpatient imaging centers, outpatient surgery centers, urgent care centers. Many procedures that traditionally would be done in the hospital are now done in the community more accessibly and more affordably.

### **Looking forward post-pandemic, it is likely that many healthcare systems will be reinventing themselves. What will change? What will stay the same?**

It’s natural to look forward to things returning “back to normal.” But in healthcare, there must be no going back. In several important areas, the COVID-19 pandemic has helped us recognize that what we accepted as “normal” was actually nowhere near good enough. “Better than normal” is our goal — a health system that is more equitable, more convenient, more engaging and more prepared.

Each crisis presents unique opportunities, and we’d be foolish to squander the rapid advancements and innovations we’ve undertaken. With careful planning, attention to data, use of technology and the inclusive elevation of voices from our most at-risk communities, we have an opportunity to create a new normal that sets the pace for the country.

**The concept you built at Hartford HealthCare could be a model for many hospitals to emulate. Walk through the process of how you transformed Hartford HealthCare.**

Robert, I often say, “We had to break it in order to build it.” Our health system looked like the vast majority of



those throughout the country. We have legacy organizations that have hundreds of years of proud history, and we had leadership teams with their own governance systems in place. It was like individual pistons in separate engines. We had to break old practices, change governance models and create a seamless infrastructure.

Creating real “system-ness” is not easy. But now, we’re optimizing it — using a single electronic health record across all 377 locations. We’ve empowered and engaged our consumers in a way like never before, and we’re starting to demonstrate true value to the people we serve.

### **Talk about how you’re empowering everyone.**

Of course, we have MyChart, Epic’s consumer platform. But we also created ImageConnect, a homegrown enterprise imaging platform. It allows seamless viewing of a patient’s imaging history regardless of where, how or in what format the image was acquired. It addresses provider and patient needs, and fills a real gap. We’re using technology to create partners in care: lab results, test results, appointments, radiology, messages.

At the start of the pandemic, we launched a 24/7 hotline. It began as a way to answer questions about COVID concerns, a Clinical Command Center. It quickly expanded

into a Community Care Center, with medical and behavioral health experts available every hour of every day. I’m excited that we’re helping patients see us as their connecting point to great care, on their terms.

### **As many CEOs through industry will want to use this time to reinvent themselves, any advice to CEOs when they want to transform an organization?**

First of all, you have to have a clear vision. You have to have the courage to be disruptive and you have to build the right team around you who share that ambition. We brought people together from vastly different backgrounds and with different levels of experience, who had a calling to do something transformative. We built a system-wide board, a governance structure and a management team that are centered around an operating model that propels us to innovate.

### **When we emerge from this pandemic and consider the new national healthcare model, what are the key issues we should consider?**

First, it’s all about access. People wait too long for healthcare today and care is not coordinated. The nature of episodic healthcare doesn’t allow people with chronic disease to be treated in a thoughtful, planful way. We don’t have evidence-based medicine driving all of our decisions. Second, there are great inefficiencies. There is care being delivered in the wrong settings.

### **What do you mean by ‘the wrong settings’?**

In places that are more costly. Often, in settings that aren’t built to provide care with maximum efficiency. For example, today, we’ve moved virtually every one of our colonoscopies into community-based endoscopy centers where they do it exceptionally well, with great quality in results, the highest level of patient



Jeffrey Flaks, President and CEO of Hartford HealthCare, opens a new Cancer Center in Manchester, Conn. Part of what makes Hartford HealthCare’s model unique is its focus on bringing care to the community and expanding access across the state.

“Creating real 'system-ness' is not easy. But now, we're optimizing it — using a single electronic health record across all 377 locations.”

experience — and it's done more affordably. You can learn from that very specific example and apply it across a multitude of services in healthcare today in America.

**Let's talk about the economics of healthcare. It's usually about 17.5% of the GDP, yet it seems that costs keep escalating and when you look at America in the continuum of the world, we're paying more for healthcare than almost anywhere else and yet we don't have the highest quality outcomes.**

That's why I believe in restructuring the delivery system itself. If you look at our system as one example, we've built 22 urgent care centers in the last 18 months. They're now doing about 240,000 visits. Those visits are about \$110 or so per visit. In the emergency department, those visits, which we call Level 1 or Level 2 visits might have been \$1,500. So, it's about being disruptive. We have to create our own less expensive options for appropriate care. We can move many of our surgeries, many of our procedures, many levels of care to the right and appropriate cost setting, we can dramatically drive down the cost of care.

Secondly, we have to put in place care management systems so that we're providing preventive health and wellness, and we're taking people who have chronic diabetes, people who have a whole series of diagnoses that they're working through. With health coaches and healthcare coordinators, we can provide care more affordably and prevent hospital admissions, hospital readmissions, and more intensive levels of care from occurring.

**What about healthcare insurance?**

We have to change the incentives in healthcare. We have to move from traditional fee-based systems that get paid for what they do, to being systems that ultimately achieve

success by lowering the cost and increasing the quality of healthcare. Hartford HealthCare started a Medicare Advantage health plan — our first foray into providing an insured product, but we're doing it with the Tuft's Health Plan out of Massachusetts that is one of the region's only five-star certified Medicare advantage plans. They're bringing the expertise on how to provide the insurance kind of support, and we're bringing the delivery system.

**What should a CEO's role be in this transformation of healthcare in America?**

We have to be willing to disrupt ourselves. When you think about the hundreds of thousands and millions of patient-encounters we have, hospitals account for only about a hundred thousand of them. The way we change people's lives is through home care. It's through telehealth. It's through physician offices and in interventional settings that are community-based.

I believe the status quo needs to change dramatically. People who are in my capacity, CEOs in health systems, should be embracing change. We should be accelerating change in recognizing that we're doing today and how we're doing it gets the results that we currently achieve. They're not good enough, so we have to change something.

**You've been COO and CEO. Talk about your whole philosophy on leading an organization.**

For the last 12 years, we had a phenomenal CEO who was my partner, Elliot Joseph. I give great recognition to Elliot as a great thought leader and somebody who really challenged the conventional. I had the privilege to be his partner and now be his successor as CEO. My philosophy is very clear: the work we do is we're driven by our values and that begins with integrity.

We've set a bold and courageous ambition for this organization. I believe that this is our moment. We have this privilege and this responsibility to impact everybody's lives in Connecticut by creating a health system that can be their partner and allow them to maximize the life that they live.

That happens by ensuring that we are driving access, improving quality, and moving this organization forward. I

also feel great sense of responsibility of corporate citizenship as an economic driver within our state; we are serving as a job creator, we're a catalyst for an innovation, we're attracting companies and people and ideas to Connecticut, and that we're using the strength of our organization as a nearly \$5 billion operation with 30,000 people who work here to actually drive the global economic health in addition to the core services we provide.

## **During the Hartford HealthCare transformation, what was a challenge you faced?**

“Every system achieves exactly what it's designed to do.” That's a favorite saying. In the early years of building Hartford Healthcare, we were working with a different govern-



*Jeff Flaks, President, CEO, Hartford HealthCare, and others greet VADM Jerome Adams, MD, MPH, U.S. Surgeon General on his visit to Hartford HealthCare to address the opioid epidemic and coronavirus. “Elbow bumps” are traded in lieu of handshakes in accordance with infection control strategies in response to the coronavirus outbreak.*

nance structure, a different leadership structure. We needed to disrupt it. If we had to do it again, we would have done it even faster. Because once we built the system to achieve the results we desire, we started to move much faster, much more efficiently, much more effectively. In our early years, we were trying to achieve this vision, but we were doing it through a system that was built a hundred years earlier that wasn't set up for that level of success.

## **What is the conversation you have with your executive team, with your board, when you're talking about disruption so they're not afraid?**

It's about our vision. Our vision is to be most trusted

for personalized coordinated care. Every decision we make, every investment we make, every hire we make, it all comes back to that vision. So, we're zealots for the vision. We need 30,000 people committed to the vision — and be ambassadors for this organization who believe deeply in what we're trying to achieve and understand the “why.”

## **How do you get people to understand the ‘why’?**

It's hard work. We're distributed across a broad geography in many locations. We use social media. We use digital techniques. We physically bring people together in many different forms, but a huge portion of my time and what I do is communicate, and communicating the why and helping people really engage with what we're trying to accomplish.

We need their discretionary effort and we built a system that has clear leadership behaviors, and we ensure those leadership behaviors are embedded in how we run this organization.

## **Let's talk about you personally. I know you're big on teamwork, specifically basketball.**

I played competitive sports growing up, and I think it's relevant to what we do. Healthcare is a team sport. No one person is going to achieve the type of great impact we aspire for. It's going to be driven by teams. When you think about the miracles of current healthcare, I mean the incredible work that's done clinically, that is driven by teamwork. We want to build a culture that values team, embraces team, recognizes and rewards team.

## **Tell everyone more about yourself as a CEO, the personal side of Jeff Flaks.**

I'm enormously humbled to be in this position and have this opportunity. I grew up the son of two parents who were public school teachers, who had a great sense of community, who had a great respect for making a difference where we lived, where we worked. And I see what we do here in our system; we have an enormous opportunity to impact our community. My greatest privilege is seeing the people right around me, like on the very wall that sits



behind us. These are people we've helped in different moments of despair. It's the greatest privilege of my life.

## What advice do you have to CEOs about succession?

I really recognize Elliot Joseph, my predecessor. He had a great clear perspective that what he was working to do was going to be far greater than his own personal impact. I think he felt his most important job ultimately was to groom, develop, and create his successor. And I give our

*“I'm awestruck by the teamwork of my 30,000 colleagues — how it all came together. We were built for this. People were eager to step up. ... They are heroes, every day.”*

board great recognition for having the foresight to be committed to that succession, to have great clarity around it, and to develop me so I would be ready at the right time. We don't consider our succession as a disruption, but it's an evolution. And it's really just a continuation of what we've done, and we're accelerating it.

## What's your vision for healthcare in America?

I believe it's got to be driven by organizations like ours. We're going to create the reform. I often compare what we've built to the Apple ecosystem where people use different components of Apple because of the interoperability, and it produces a more efficient products and greater satisfaction. That's what we're creating here.

People will make choices to use our services because we can demonstrate it is safer. It's higher-level quality. We can do it more efficiently and more affordably because of the ecosystem we've created. I believe across America that's what the health system should be creating.

Jeff, a pleasure having you on The CEO Show.

My honor. Thank you.



**Jeffrey A. Flaks**  
*President and Chief Executive Officer (CEO)*  
*Hartford HealthCare (HHC)*

*Jeffrey A. Flaks is President and Chief Executive Officer (CEO) of Hartford HealthCare (HHC), Connecticut's only truly integrated healthcare system, with 30,000 employees and nearly 350 access points across (and beyond) Connecticut.*

*Mr. Flaks is a proud Connecticut native who is passionate about the culture of the organization. He feels strongly that business leaders must lead by example, and has made a commitment to creating an organization that values its employees and celebrates diversity and inclusion.*

*Mr. Flaks has received numerous honors over his career, including selection by Modern Healthcare as one of the top 12 industry leaders in the nation and being named one of the 50 most influential people in Connecticut.*

*Mr. Flaks is a graduate of The George Washington University with a master's degree in health services administration and earned his Bachelor of Science degree at Ithaca College.*



**The hospital that treated the Spanish flu is**



**the same hospital that treated COVID-19 is**



Victor J. Blue for The New York Times

**the same hospital poised to deliver excellent care for another 175 years.**



**The Brooklyn Hospital Center  
Keeping Brooklyn Healthy**



**Robert Reiss:** Gary, you go into this year celebrating your 175th Anniversary as the first Brooklyn hospital, and all of a sudden you find yourself in one of the hotspots of the whole world in COVID-19. How do you manage this?

**Gary Terrinoni:** You might think it was a lot different for us, but the way we responded is reflective of the people that generally are in healthcare. And, that is, we took it in stride, and we did the things that we needed to do— that we were trained to do — whether it's through a command center or whatever the case may be. For example we put up a tent so we could serve more COVID-19 patients. I believe we were one of the first ones who did that in the New York City marketplace. Yes, it was a shock to the system, but we were trained to be here.

There has also been a lot that we've learned and I'm hopeful that maybe we're through the most of it. Clearly we're a different organization because of it.



*The CEO Forum Group has selected Gary G. Terrinoni and The Brooklyn Hospital Center for the 2020 Transformative CEO Award in Healthcare in the category of Safety Net Hospitals. This is bestowed for excellence in responding proactively and as a unified, focused and caring team of true heroes during the Coronavirus pandemic.*



## Gary Terrinoni

I'm proud of the team, because those of us who have gotten into healthcare, particularly at an early age, we were inspired by trying to help people. In the case of myself, I've always been part of a nonprofit organization thinking that I was giving back.

**One of your board members told me that “Gary is always about doing the right thing.” How did this manifest itself in March when the pandemic hit?**

It was mid-March and I was quoted in the paper saying, “we went into disaster mode.” That’s basically what we did, and we’re trained to do that. It wasn’t that long ago when there was a train accident up at the Atlantic Rail Yards and they ended up bringing a good number of potential patients to us, and I was so impressed in the way that the emergency department and our doctors and our nurses handled it. So, again, this is what we’re trained to do. We started to redeploy some of our resources, since elective surgeries were discontinued not only here

but throughout most of the country. So, we were able to repurpose the doctors, nurses and staff. Everybody was more or less moved to the frontline and everybody was very adaptable to that. We didn’t really have anybody resisting. So, people moved to the frontline and did what was needed. And that’s the most interesting thing. We didn’t have to tell anybody; they just knew what to do.

**How does that occur when you have thousands of employees and clinical staff, and people don’t need to be told? Pretty amazing ... and you’re at ground zero.**

I think if you’re a doctor and you took the oath, you’re in the business because not only are you smart but you want to help people. I think that’s reflective of me and why I moved here to The Brooklyn Hospital. It’s about

“We put up a tent so we could serve more COVID-19 patients.”



helping people, helping community, helping organizations that need the help. So, I would tell you that was the theme that permeated throughout the entire organization. You didn't really have to say much; people just stepped up.

### **What was your communication process?**

Typically we would have town halls, but we had to more or less go to virtual communications. What was the norm was not the norm. A lot of written things here in my office are documents with new protocols and policies, and we were disseminating that from top leadership all the way through the organization.

Importantly, we immediately put up a command center, which is something that we normally do in a disaster. It was very helpful because everything is really centralized. You have one core that's talking, and you're conveying mainly the same message throughout the organization and through that command center. We have various aspects — whether it's the finance department, whether

it's the supply chain, whatever it might be. The whole benefit of that is all the key attributes of a hospital are coming together.

And then we immediately established the ability for our patients to call in; we had doctors and residents answering the phones. There were a lot of questions from the community as to what is this all about? What do I do? So we were able to respond not only internally but then particularly externally to the community that we serve.

### **You are what is called a safety net hospital. Explain what that means.**

That context in normal terms would be a hospital that serves a slightly different demographic. Typically, these are folks that are uninsured or are on Medicaid, those who would normally be underserved, low-income folks. What makes being a safety net challenging is the reimbursement is generally Medicare and Medicaid, and unfortunately that reimbursement doesn't cover the cost of providing the care. So, it makes a safety net most chal





lenging. The more governmental you are, for example the more Medicaid, the more difficult it is to be viable as an institution and to make a profit and to put that profit back into capital and resources and things that most companies want to do.

### **What advice do you have on the economics of leading through COVID-19 to other safety net hospitals across America?**

The first thing that we did was take a different perspective of the financials. We were hopeful that we would get support from the federal government through the stimulus. So, we were somewhat encouraged when we ended up getting an advance from the federal government which was very helpful because we needed the liquidity.

The other issue with being a safety net is typically they don't have a lot of resources on the balance sheet. So your cash is limited; your endowments typically are limited. So, there's not a lot of liquidity to really fall back on. The advice there would be to try over time to save as much money as you can and always be looking for opportunities to generate additional resources. One of the things that we're trying to do here with the Brooklyn campus is to monetize some of the property to be able to reinvest those proceeds into building newer facilities. The age of some of our buildings goes back to the late 1800s. With the safety nets you're not making enough profit or retained earnings to replenish the capital and the facility. But the quote I use, which I learned from a former boss, is "you can't shrink to greatness."

That has stuck with me because it also says that you just can't sit back and not do things. So, you have to be aggressive particularly if you're a safety net. You have to look at opportunities. Are there possibilities to change the payer mix? What do you do to generate new business? I'm happy to say that we have done a lot of that in the four and a half years that I've been here at the hospital, and that would be in line with your question of how do you prepare.

We had a lot of things in play. I had already started an intensivist program when I got here, which we really didn't have. I have one of the top critical care

doctors in the country, and he was able to build strong intensivists. Intensivists are critical care doctors that take care of the sickest. So, that's right in line with COVID. That really prepared us. When Coronavirus came, we were ready for it.

### **On a side note, you've had some very important people born at The Brooklyn Hospital Center.**

Yes. For one, Dr. Anthony Fauci, who is at the epicenter in terms of the response to COVID, and most of you see

*"A lot that we've learned and I'm hopeful that maybe we're through the most of it. Clearly we're a different organization because of it."*

him every day on TV and the press conferences. Dr. Fauci was literally born here at The Brooklyn Hospital.

### **What advice can you give CEOs about keeping their people safe and leading through Coronavirus?**

When I got here we were not one of the safest hospitals in the market. We now follow something called LeapFrog, which is a national association related to safety. In about a three-year period, we went from a very low score to an A. We were one of only a couple of hospitals in the New York marketplace with an A. My view is if you're going to be in a business, you want to make sure you do that business well. So, if you're in healthcare, if you don't provide the best quality and safety, why would someone want to come to the institution whether you're safety net or not? And, by the way, as far as safety net is concerned, my belief is everybody should get the same level of care no matter who you are, no matter what your pocketbook says.

### **Let's talk more about leadership because you were with Jefferson at Johns Hopkins. Describe your philosophy of leading through a crisis.**

You mentioned earlier about doing the right thing, so you start with that; you always take the high ground. I





I think I'm a little bit different is I like to listen to everybody when I come into the hospital every day. I meet the guards. They see things that I don't see, so they give me some opinions or advice. The environmental services people, I see them a lot when I come in and they give me opinions. Listening is important, and I think when you stop listening to other people that's the time that you kind of lost the game. So, I think there's a lot to be gained from everybody in the organization, not just leadership. I think that's important.

The other thing, though, which may be even more important, is Challenge. I want people to be respectful in the way they interact with other folks, but Challenge is the C. So our TLC is not tender loving care; it's Trust, Listen, Challenge, and that's what I learned at a young age. Never accept the status quo. You always can do better, and you keep challenging yourself and the organization to do better, and I think that's how you take the organization from A to Z. If you have goals and objectives, that's the way you're going to

was taught that by my parents at a very young age. It's those values that I think should be inherent.

I've come up with a little acronym, TLC which usually is tender loving care, but I use T for Trust because I think that's very critical in any situation where you're dealing with employees or vendors or whoever, so you have to develop a form of trust. The other thing I've learned in servant leadership is you have to Listen. A lot of people ... we just like to talk and talk, and we think we know, we can expound on things. But where

achieve those objectives.

**The Brooklyn Hospital Center is known for having an exceptional culture. And that's probably why the performance was so exceptional in times like these.**

Part of that is the individual as a leader. As a CEO some people say we set the tone of the organization. I'd like to think that a lot of it is the people themselves. If I had any little part of that, it's really setting the tone of the organization, as you said, the culture. It's a culture of

honesty, of trust, of commitment, of treating everybody equally, and I think what you see and what you saw in the response from The Brooklyn Hospital is that everybody knew what to do.

An important aspect was that I've been here every day at the hospital. My senior team has been here. The exposure to the organization, to making sure that we were in it, that we're here to stay, and that we weren't running away from the issue, and quite frankly people were putting themselves at risk. We ended up losing about six employees who actually had passed because of the situation. This is not an easy thing for anybody

“With the safety nets you're not making enough profit or retained earnings to replenish the capital and the facility. But the quote I use, which I learned from a former boss is, 'you can't shrink to greatness.'”

and probably most impactful to me is seeing some of the folks who did pass, who I knew personally, and that's probably the toughest thing for me through this whole experience.

I sense that we're coming out of this now. Hopefully, we're going to come up with the vaccines soon. I think at the end of this year we could come up with something, and I do think now that we're practicing the things that we should practice. I think we need to get the country back in operation. We need to get things open.

**In looking forward, what is your hope on how we emerge from COVID-19?**

People are now more cognizant of all the things that we need to do, and that will be a big lesson learned. And the idea of having adequate supply of protective equipment is important. I think we're caught a bit short there. So, I think there are a number of things that, if this were to happen again, we will do better.



**Gary Terrinoni**  
*President and CEO*  
*The Brooklyn Hospital Center*

*Gary G. Terrinoni was named President and CEO of The Brooklyn Hospital Center in 2015. He oversees an organization resolute in honoring its 175 years' history in Downtown Brooklyn while working to position the hospital as a modern, independent, and vital healthcare provider for the 2.5 million people of Brooklyn.*

*During his tenure, Gary has overseen essential initiatives including improvements in quality standards; a Center for Critical Care Services (which was instrumental in the hospital's heroic response to the COVID-19 pandemic); implementation of an electronic medical record system; Emergency Department renovation; and successfully completing the sale of the Maynard Building, allowing faculty and private practices to move to a brand-new, state-of-the-art Physicians Pavilion.*

*Prior to his arrival at The Brooklyn Hospital Center, Mr. Terrinoni was formerly Executive Vice President of Administration and Chief Financial Officer of Kennedy Health System in Voorhees, New Jersey.*



**The Brooklyn  
Hospital Center**

*Keeping Brooklyn Healthy*





Alan B. Miller (center) along with members of the UHS Board of Directors and the UHS Executive team ring the NYSE Closing Bell on April 30, 2019, in honor of the 40th Anniversary of the founding of UHS.

**Robert Reiss:** What’s rare in such a large enterprise is that you are not just the CEO, but you started the company. As founder, share what the UHS business model is and the role it has in our society.

**Alan B. Miller:** Since our founding over 40 years ago, Universal Health Services has grown from six employees and a single hospital management contract to 90,000 employees across an expansive international network, serving over 3.5 million patients annually.

UHS has steadily expanded through a combination of strategic acquisitions, construction of new hospitals and facilities in attractive markets, expansions at existing facilities and joint-venture partnerships with highly regarded health systems. We remain as committed today as we were in 1979 to providing superior quality care and being the preferred provider in all of the markets we serve.

I am proud of the reputation we have earned as a leader in the healthcare industry. For the 10th consecutive



The CEO Forum Group has selected Alan B. Miller and Universal Health Services as recipient of the 2020 Transformative CEO Award in Healthcare in the category of

Behavioral Health. This is bestowed for leadership in helping the mental health community during this COVID-19 pandemic.



year, UHS was recognized among the “World’s Most Admired Companies” by Fortune magazine. We rank #281 on the Fortune 500 list, and our employees and facilities continue to be honored by national, state and local organizations for delivering high quality care, for pioneering innovation, for thought leadership, and for our commitment to serving local communities.

We continue to look ahead with great optimism and believe that the future will feature continued growth and expansion, operational excellence and achievement of new milestones.

### **How has the pandemic impacted UHS’s work in acute hospitals and in behavioral hospitals, and how are you responding?**

Over the past few months, the nation has lived and worked through one of the most stressful times in our history. Yet, we continued to deliver superior care to high-risk patients and vulnerable populations, while working to keep our communities safe. It reminds me of the John Maxwell quote, “The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails.” As leaders in healthcare, we adjusted our sails adeptly, and kept saving patients.

At UHS, we put patients first, delivering consistent and superior quality patient care across all access points, service lines and programs. Our care teams on the front lines have demonstrated their exceptional resilience and commitment. They are truly Healthcare Heroes, courageous and dedicated to serving patients, even in the midst of contagious conditions.

At the start of the COVID-19 crisis, we quickly activated UHS Incident Command to direct the clinical guidance, protocols, operational adjustments, supply chain, human resources needs and communications necessary to equip our facilities to meet the evolving needs as the pandemic expanded across the U.S.

Every UHS team member – whether they are working at one of our hospitals or working from our corporate office supporting our facilities – realizes and appreciates his or her necessary role in providing and supporting patient care. This era is unprecedented, and I am proud

“One in five adults in the U.S. (approximately 43 million people) experiences mental illness in a given year.”

to say our healthcare team has been exceptional.

We have scaled and greatly expanded our telehealth engagements month after month, and expect the trend to continue. Clinicians at our hospitals are engaged in leading-edge medical discoveries and advances. For example, we announced the first-in-nation use of Virtual Reality at The George Washington University Hospital to visualize the effects of COVID-19 [<https://youtu.be/XzlrgeLhS5M>]. Clinicians and Physicians at Manatee Memorial Hospital <https://www.facebook.com/manateememorial/> in Florida, at Northwest Texas Health System <https://www.facebook.com/nwtxhealthcare-system/> in Amarillo, and at South Texas Health System <https://www.facebook.com/SouthTexasHealthSystem/> in the Rio Grande Valley are participating in clinical trials studying the prospects of using convalescent plasma as a treatment. Working with MIT, UHS innovators participated in the MIT COVID-19 Challenge, a hackathon to develop new, innovative healthcare solutions to address the pandemic.

### **What is it that most CEOs don’t know about the role mental illness plays in the fabric of our nation?**

One in five adults in the U.S. (approximately 43 million people) experiences mental illness in a given year. Often mental health, which today is called behavioral health, is overlooked. UHS is a leader in this sector with over 50% of our hospital portfolio focused on behavioral health and delivering compassionate care to individuals during the most vulnerable time of their lives.

Within our Behavioral Health Division, through a continuum of inpatient, partial hospitalization and outpatient programs, we provide a broad range of behavioral health solutions. As we continue to increase awareness and change the conversation about mental health and addiction issues, we remain committed to our top priority of taking care of patients, providing superior quality



Alan B. Miller and wife Jill Miller (center) present the UHS Service Excellence Award to Henderson Hospital CEO Sam Kaufman (holding award) and team in Las Vegas, recognizing the superior care delivered to patients.

The Patriot Support Program and similar initiatives of our industry peers represent just a few examples of how companies and individuals can make a difference in supporting the military and the V.A. in addressing the behavioral health needs of our service members and their families. Working together, we can help improve the lives of those who have sacrificed so much for us.

**You have 90,000 employees. How were you able to galvanize them during these challenging times?**

care, and treating individuals with respect and dignity.

Quality of care and patient satisfaction are our most important metrics. UHS is one of few behavioral health providers voluntarily measuring clinical outcomes. We deliver industry-leading outcomes including: 91% feel better at discharge than when admitted; 90% of patients were satisfied with their treatment; and 86% would recommend the facility to someone needing treatment.

An important population that we also care for is our nation's military. UHS has worked on these issues for years. We continue to expand our efforts to more local communities. Since UHS' founding, we've expressly sought to deliver care to deserving service members, veterans and their families. Over the past decade, UHS has expanded its collaborations with military leaders and behavioral health experts including the establishment of the UHS Patriot Support Program. This initiative was born out of a shared objective and to complement the great work being supported through the Department of Defense, Defense Health Agency, Tricare and the U.S. Department of Veterans Affairs.

In fact, last year, UHS received the Distinguished Civilian Award for the work we do in serving the behavioral health needs of our nation's military and veterans. In 2019, we were honored to care for over 7,500 members of the military and their families.

Through our subsidiaries we operate 328 behavioral health facilities, 26 acute care hospitals, 42 outpatient facilities and ambulatory care access points, an insurance offering, a physician network and various related services located in 37 U.S. states, Washington, D.C., Puerto Rico and the United Kingdom. Activating Incident Command quickly and in a comprehensive fashion was critical to ensuring consistency of appropriate clinical protocols, operations, communications and supply chain.

As the pandemic intensified, we communicated with and recognized the efforts of our 90,000 employees frequently, and still do today. We emphasize that as healthcare providers, we fulfill a very special mission in society – and during times of crisis, the work that we do, and the dedication with which we do it, is even more important. Despite the medical complexity of the coronavirus, our employees never fail to step up. We are so proud of how our teams are addressing adversity and hardship. These are the #HealthcareHeroes delivering care with compassion and respect.

While no one knows exactly when this will end, we do see glimmers of a light at the end of the tunnel. We tell our team that we will push through, for we know we will emerge even stronger on the other side.

**While there are many acute care hospitals and systems nationally, UHS is the leader in behavioral healthcare services. Discuss the role this plays in our society and economy and how COVID is impacting your behavioral health hospitals.**

“Last year, UHS received the Distinguished Civilian Award for the work we do in serving the behavioral health needs of our nation’s military and veterans.”

The Behavioral Health Division provides necessary care that transforms lives and families. In 2019, our dedicated clinicians were privileged to provide care to over 700,000 patients, providing hope and healing to those struggling with mental health challenges.

We drive health transformation by focusing on “total patient care,” a reference to treating both the body and mind. By looking at healthcare in a total way, we are in a position to focus holistically. As providers, UHS advocates that we redouble our efforts to close the historical treatment gap, provide integrated care to more people, and recognize that total health management is critical to improving population health.

As the number of COVID-19 cases begins to flatten across the country, many experts are speculating about a second wave of illness that will stress the health systems this fall, as the country enters into the normal flu season. However, other experts are warning of a second wave of medical crisis caused by COVID-19 that is happening now and strengthening quickly: the behavioral health surge.

There is a lot of evidence that supports our call for action. Suicide hotlines, including the federal crisis line Disaster Distress Hotline, have reported an increase of over 800 percent in calls since the pandemic started. A new national report detailing the psychological impacts of COVID-19 released by the Well Being Trust (WBT) and the Robert Graham Center for Policy Studies in Family Medicine and Primary Care project states an additional 75,000 Americans could die due to “diseases of despair”—suicide, alcohol and drug overdoses—due to the COVID-19 crisis. As Chuck Ingoglia, president of the National Council for Behavioral Health, has publicly stated, “This is the greatest crisis to ever hit community mental-health and addiction-treatment providers.”

Concern lies with the fact that fewer acute behavioral health patients have been seeking help at the hospitals due to COVID-19 fears. We have seen a reduction in patients who have transferred from hospital Emergency Rooms to inpatient behavioral health hospitalization since the start of the pandemic. In a time of a crisis, where personal lives are being impacted we had expected to see an increase in patients presenting to hospitals in distress, but the opposite is happening.

Individuals with current mental health issues may be fearful to seek professional help in the community at this time. These individuals may already be struggling to function on a daily basis. Add in new struggles exaggerated by the current COVID-19 situation, such as a job loss, problems with loved ones, increased anxiety, and individuals in recovery from addiction may be more tempted to drink or use again, leading to relapse. As the pandemic subsides, we are ready to meet pent-up demand for behavioral health services and support.

### **Describe your philosophy for leading through crisis in business.**

We have been in the hospital and healthcare business for a very long time. UHS has grown and advanced because we have been able to attract and retain outstanding peo-

*Alan B. Miller receives the Distinguished Citizen Award from the Freedoms Foundation at Valley Forge (l to r) Chris Rothey, Board Chair; Alan B. Miller, Founder, Chairman & CEO, Universal Health Services; and David Harmer, President, Freedoms Foundation at Valley Forge.*







Alan B. Miller receives the Admiral Charles LeMoyne Distinguished Civilian Award, December 2019, presented by The Ben Franklin Forum in recognition of his leadership and accomplishments in providing superior behavioral healthcare to active duty military, veterans and their families.

(l to r) Rear Admiral Frank Mitchell Bradley, Assistant Commander – Navy, Joint Special Operations Command; Bob Daniels, Chairman, Ben Franklin Global Forum; Alan B. Miller, Founder, Chairman and CEO, Universal Health Services; and Major General Xavier T. Brunson, Commanding General, 7th Infantry Division.

ple who share a commitment to our mission in taking care of patients.

In times of crisis, my philosophy is to do your job, always putting patients first, and realize these unfortunate circumstances will pass.

In every crisis, there are silver linings. This pandemic is no different. Uncertainty and disruption often drive change and many times, these changes are accelerated in their deployment. For example, at UHS we have scaled telehealth, delivering thousands of virtual care sessions via laptop and mobile over the past few months. Telehealth is here to stay. It is one aspect of life that is likely to become more commonplace, as we ease into a new normal following the pandemic and as Americans continue to approach daily activities with more caution. As healthcare providers, we will continue to enhance our telehealth offerings, providing clear communication on how patients can immediately access care at the time of crisis and receive assistance.

Another silver lining has been the adroitness and flexibility of our employees. During the pandemic, every day the CDC published updated information and guidance

about the virus. Our team members adjusted protocols and practices immediately, in order to continue to keep patients and staff safe. Our hospitals converted units and patient areas to safely manage testing and isolation. We suspended visitation and used electronic means to keep patients connected with loved ones.

From a safety perspective, Personal Protection Equipment was a challenge across the entire healthcare industry. For the U.S., PPE products are overwhelmingly sourced overseas, with approximately 80% coming from China and Southeast Asia. The risks associated with this overreliance on Asia came into sharp focus during the pandemic as shutdowns prevented U.S. access to supplies, triggering widespread shortages of products needed to protect healthcare workers. While our UHS facilities were equipped with the required PPE, we are moving forward with a long-term agreement with U.S. producers of PPE. Not only does this create more diversity in the supply chain, but it also helps ensure that our workforce has the supplies they need to stay safe, healthy and able to provide quality care for the patients that count on us.

**You are a historian. Talk about what you've learned from leaders of the past.**

Several leaders have influenced my leadership style, but none more than the first President of the United States, George Washington. I am a student of history and have carefully studied the courage of our nation's founding fathers and their bold entrepreneurial style. From Washington, I have learned the importance of perseverance, the power of remaining calm under pressure and the value of being ambitious.

Perseverance is the hallmark of both Washington and Winston Churchill. Never give up. Always expect to prevail, and convey that outlook to your people.

In the case of Churchill, one of his famous mottos was 'Stay the course.' For example, even while their cities were being devastated, the Brits cleared the rubble in the streets every morning and faced a new day. From them, I have adopted the phrase, 'Stay calm and carry on,' which was their watchword.

Washington was determined but mostly retreated for six years, preserving his Army until circumstances led him to prevail at Yorktown, which led to Britain's ultimate defeat.

**Can you share what lessons you've learned from growing a business from start-up to one of the largest companies in the world?**

I am certainly appreciative of the success we have achieved. I was an entrepreneur intent on doing meaningful work and making a difference with my life. It is

**"In every crisis, there are silver linings."**

an honor to lead this very successful company and know that every day, we provide superior quality care, save lives, and help families in their times of greatest need.

UHS stands among the most respected providers of hospital and healthcare services in the world, leading the industry with its unique combination of quality patient care, financial stewardship and integrity. I often give a few pieces of advice to other CEOs and leaders, sharing the lessons I have learned from growing an enterprise:

- Character is destiny – an organization with good character will always be better off and prevail. Choose your friends carefully because you are known by the friends you keep. That extends to executives, as well.
- Hard work is critical and if you are going to do something, do it well.
- Hire the best team possible. When you have built trust, your team will focus on the goal you have put forth.

**What can CEOs do to emerge stronger post-pandemic?**

Even in these challenging times, we are asking ourselves, 'How do we get ready for a post-COVID world?' No one knows exactly what that world will look like, but we will certainly play a key role in determining what healthcare will be. We adjusted the sails early on in this pandemic. We will keep adjusting to harness the winds, care for our patients and serve our communities.



**Alan B. Miller**  
Founder, Chairman and Chief Executive Officer  
Universal Health Services, Inc.

Alan B. Miller is Chairman and CEO of Universal Health Services, Inc. (NYSE: UHS), which he founded in 1979. UHS, a Fortune 500 company (#281), is also one of the largest and most respected providers of hospital and healthcare services.

Miller also serves as Chairman of the Board, CEO and President of Universal Health Realty Income Trust (NYSE: UHT), which he founded.

Miller has received numerous awards for his business and charitable activities. Most recently, in 2019, he was named to the Forbes "America's Most Innovative Leaders" list. He has been named by Modern Healthcare as one of the "100 Most Influential People in Healthcare" for the last 17 years.

At graduation from the College of William and Mary in Virginia, Miller was commissioned in the U.S. Army and served in the 77th Infantry Division.

Miller earned his MBA degree from the Wharton School of the University of Pennsylvania.





# YOU'VE SERVED US. NOW LET US SERVE *YOU*.

Our network of treatment centers, support staff and medical professionals are dedicated to meeting the needs of active duty service members, veterans and their families. Our primary focus is to provide the support and treatment through collaboration and integration with Military, VA and TRICARE® healthcare infrastructures.

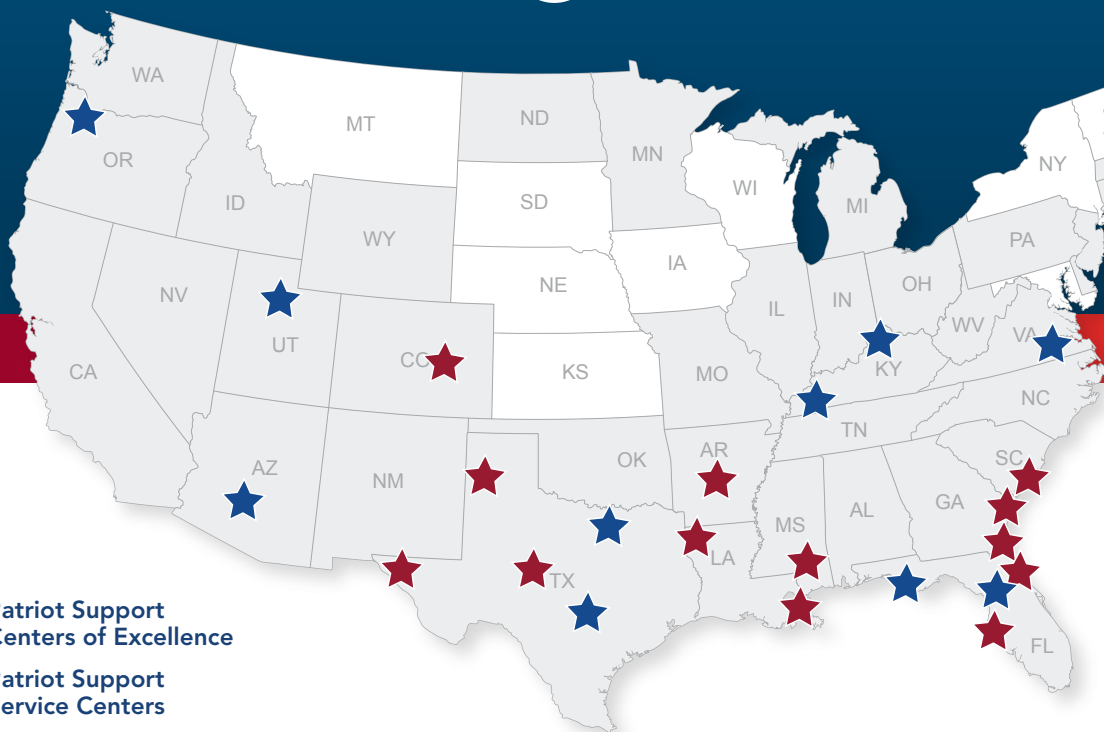
As a leading provider of behavioral health services through TRICARE, we continually enhance programs to ensure military personnel and their families receive the support and care they need. Specialty treatment centers can help individuals who are struggling with:

- ★ Substance use
- ★ Post-traumatic stress
- ★ Eating disorders
- ★ Military sexual trauma
- ★ Complex trauma

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**PATRIOT SUPPORT PROGRAMS**





# Richard Ashworth President & CEO Tivity Health



“This approach to health and well-being empowers members to take charge of their own health, with solutions for every age and stage.”



*The CEO Forum Group has selected Tivity Health for the 2020 Transformative Award in Healthcare in the category of Wellness. Tivity Health has been*

*selected for their unparalleled leadership in creating a comprehensive model for all adults from nutrition to fitness. There is a special commendation for their SilverSneakers network in helping senior citizens stay healthy and limit social isolation during the COVID-19 pandemic.*

*Left: As our members return to the gym, Tivity Health is working closely with local and state guidelines as well as participating locations to ensure a safe experience for members.*

**Robert Reiss:** Describe the Tivity Health brand and what it stands for.

**Richard Ashworth:** Tivity Health is committed to our mission of empowering and engaging adults to live their best healthy lives through fitness, nutrition and social connection. In partnership with health plans, we engage members at the right time with the right solution to ensure they have the tools and resources they need to achieve optimal health.

This approach to health and well-being empowers members to take charge of their own health, with solutions for every age and stage. Chronic conditions are associated with poor health outcomes and higher healthcare costs and can often be effectively managed through non-clinical interventions such as exercise and a healthy diet.

The brands that drive this approach include SilverSneakers® and Prime® Fitness for physical activity, and Nutrisystem®, Wisely Well™ and South Beach Diet® for nutrition. WholeHealth Living® addresses pain management and offers discounted access to specialty services like acupuncture and chiropractic care.

Our holistic solutions, combined with our analytics and data-driven approach to member engagement supports improved health, decreased healthcare costs and increased member satisfaction and retention.

With our proven brands, we are developing an ecosystem of solutions to improve health and wellness and help individuals and health plans reduce healthcare costs.

**You've recently joined Tivity Health after a career at Walgreens. What inspired you to move to Tivity Health?**

Tivity Health offers an opportunity to improve the health of millions of Americans and help individuals make decisions that will significantly improve their quality of life. It's mission-driven and purpose-driven work, finding ways to improve overall health, address health disparities, support healthy aging and prevent disease.

It's well-known that proper physical activity and nutrition can improve one's health, but there are very few scal

able programs that engage people in physical activity and social engagement or provide convenient nutrition options. Tivity Health offers these programs and knows how to engage consumers in using them to improve their health. This has always been a passion of mine.

I previously spent nearly 30 years at Walgreens and was part of the effort to build the company into a leading health and wellness brand. I'm a pharmacist by training and when I was working in the pharmacy at Walgreens, I would regularly see older adults who continued to increase their medication to manage chronic illness rather than adopt healthier behaviors to mitigate the impact.

I want to be a part of an organization that can proactively offer non-clinical solutions to improve health and well-being and encourage healthy lifestyle behaviors. I was familiar with Tivity Health as a leader in improving older adult health through SilverSneakers, and Nutrisystem and South Beach Diet are well-known weight loss programs. I appreciate the mission to bring healthy lifestyle solutions to consumers.

Exercise and proper dieting are outstanding prescriptions for healthy living, and the Tivity Health family of brands provides that opportunity for meaningful healthy behaviors.

### **How would you describe your leadership style and how will your leadership shape the culture at Tivity Health?**

My leadership style is built on three pillars. Purpose-driven intent and trust is the center of my philosophy, and we all must be working towards the Tivity Health mission of improving the health and wellness of our members. The second tenet is valuing capability, ensuring that everyone can execute and perform the requirements the company

**“I'm a pharmacist by training and when I was working in the pharmacy at Walgreens, I would regularly see older adults who continued to increase their medication to manage chronic illness rather than adopt healthier behaviors to mitigate the impact.”**



*With social distancing guidelines in place during the COVID-19 pandemic, SilverSneakers has encouraged members to utilize digital opportunities including live virtual workouts and access to an online library of workouts, workshops and educational content.*

and customers need. And lastly, we hold colleagues accountable, having a performance-oriented attitude and the ability to perform.

At Tivity Health, the mission is solid and its evident in the dedication of colleagues throughout the company. Whether its our fitness instructors, customer service teams or individuals supporting operations, there is a singular focus on helping members live their best, healthy lives.

As a leader, I believe in collaboration; conversations with multiple perspectives can best inform strategy and approaches. In my first few months, I met with internal and external stakeholders to listen to ideas, challenges and opportunities. A strategy is best informed by collaborative ideas, and there are many bright minds throughout Tivity Health that inform that strategy. As CEO of Tivity Health, I'm committed to growing the business while promoting a mission-driven culture based on clear, transparent communication and a solid foundation of trust.

### **How does this view of culture shape your response to the pandemic? What's it like becoming the leader of a company during the COVID-19 crisis?**

We're in unprecedented times amid the COVID-19 pandemic, and the primary concern for me is to make sure that as a company we're acting in the best interest of our colleagues, customers and members. Safety is our top priority, and we're collaborating with fitness location partners and health plans to make sure we can safely deliver our solutions.

I grieve for those who have lost their lives and those who have been impacted by COVID-19, we want to best honor those individuals by continuing to follow best practices and maintain the health and safety of our colleagues, members and partners. As a leader, I emphasize with our teams that this public health crisis requires us to be flexible and fluid as an



organization. A positive that I've seen with this crisis is that organizations can be more agile and more innovative than they may have thought possible. We must adapt to our members' changing needs and the guidelines by public health organizations, and some of those guidelines continue to evolve. This may require adjustments in programming or the way we deliver our solutions, but the creativity and steps we're taking now can help us better prepare for the future.

Although the pandemic is a new experience for everyone, I previously led Walgreens' COVID-19 response team, and helped the organization transition to a more comprehensive digital and telehealth strategy, as well as a collaboration with health plans, physicians and government officials to expand our medication and testing services. There were many similarities in the lessons we learned in the early days of the crisis and the approach at Tivity Health. If you prioritize health and safety and react to the human toll of the pandemic with compassion, you are demonstrating leadership.

It's a unique time to become a CEO of a new company, but there will always be unforeseen challenges and obstacles to overcome.

### **How has Tivity Health responded to COVID-19, particularly with gyms across the nation closing?**

First and foremost, Tivity Health has prioritized the health and safety of our colleagues and members. The company quickly transitioned all colleagues, including our 300-person call center, to a work from home model in record time. From there, the focus was on serving our customers and members, and doing our part to provide accurate resources and tools to keep people healthy.

Because we serve adults 65 and older through SilverSneakers and with many of our nutrition solutions, we are especially cognizant of the increased risk for this age group. When stay-at-home guidelines were announced, we quickly reconsidered our messaging and delivery of our solutions to ensure that we could continue to serve our members and customers and support them while sheltering in place.

This extends to both our fitness and nutrition programming; it's been a collaborative effort to better meet mem-



*Tivity Health supports healthy living through its fitness, nutrition and social connection solutions, empowering adults to live their best, healthy lives.*

bers' needs during the crisis. As the COVID-19 pandemic spread throughout the country, fitness locations were closed in order to mitigate the spread of the virus. We already had virtual fitness classes and robust digital channels in place and were able to almost immediately expand those channels to offer more virtual opportunities.

Development teams throughout the organization rapidly expanded the virtual footprint of SilverSneakers and began offering virtual classes on Facebook Live, averaging 50,000 participants per session. These classes reached not only our members, but other older adults who may be isolated at home and wanted to stay active and connected.

The SilverSneakers community has strongly responded to new digital offerings, and we've learned how our virtual platforms are reaching members who may not have been as active in the community previously. These digital options will continue to be a part of our core offerings even after the pandemic subsides.

As states and communities transition to reopening, it is important to use the SilverSneakers network as an educational platform as well. Many members and gym locations were eager to reopen and return to business as usual, and our re-engagement strategy involves educating members and our partners on following safety best practices guided by public health organizations.

We encourage members to stay active, but we want it to be a safe environment, and that may vary by geographic area or because of individuals' underlying health conditions. We continue to provide options so that our members can remain active either in a fitness location or from their home.

**That's great news, and we all want to get back as safely as possible. You've discussed how the healthcare business has adapted, but what about the nutrition business and brands?**

Our nutrition business unit is continuing to serve members without disruption. With stay-at-home orders in place, we shifted our messaging to promote healthy, home-delivered meals that are frozen or shelf-stable.

During the quarantine period, we focused on our nationwide capabilities to deliver food directly to customers' homes. This has been important as people adhered to shelter-in-place recommendations and avoided public shopping experiences. We also added greater variety to our product bundles, which has been well received, and focused more on ala carte items, nutrition bars and shakes.

Food insecurity is another growing challenge during the COVID-19 pandemic, especially for older adults. With food banks overrun and people waiting in line for hours, traditional safety net programs alone are not enough to address this growing problem.

We consider the needs of our seniors as we've worked with health plans and organizations providing meal delivery programs to repurpose our Nutrisystem, South Beach Diet and Wisely Well offerings to meet short term needs and to address food insecurity in older adults exacerbated by the COVID-19 crisis. Shortly after the pandemic began, we had sold our entire inventory of Wisely Well, a meal program specifically designed to support the nutritional needs of older adults and those with chronic illness, to health plan partners who needed home-delivered meals to support their most vulnerable members.

**You've discussed the importance of communication in your leadership style. How has Tivity Health continued contact with members?**

Internally and externally it's about listening – to our colleagues, investors, partners, members and customers. I am

stepping into this role during a global crisis, so hearing what is on the minds of our stakeholders is a critical first step.

Customers and members inform strategy decisions, especially when it comes to the delivery of health and wellness solutions. Member and customer experience are an integral part of success, and Tivity Health relies on feedback from members, customers and partners to continually improve our solutions. That has been especially important during the COVID-19 pandemic as needs evolved.

**“When you couple the heightened risk of COVID-19 for seniors, with physical distancing, it's important perhaps now more than ever that we engage our seniors and offer solutions that meet them where they are.”**

To ensure that we're staying in touch with our SilverSneakers members, we executed a series of member surveys to better understand how they were managing. Our surveys found that as many as 74 percent of individuals were using video calls or live streaming for

medical appointments, socializing or taking classes. The uptake in technology has been remarkable, and these surveys give us insight into what our members want and need.

When you couple the heightened risk of COVID-19 for seniors, with physical distancing, its important perhaps now more than ever that we engage our seniors and offer solutions that meet them where they are. Beyond the virtual connections we've discussed, we have a platform for ongoing member outreach and education. We offer programming that goes beyond fitness, offering newsletters, online content and workshops to help our members navigate all the information that is out there about staying healthy during this crisis. And, as businesses begin to reopen, we're providing them with information about how to stay safe and remain active, whether at home or in a fitness location.

**How do you think COVID-19 is going to change the way Tivity Health looks moving forward?**

During the COVID-19 pandemic, Tivity Health has created new avenues and partnerships that will continue to evolve and support our members. We've shown tremendous innovation and flexibility and have gained new insight on how to improve our members' experience. Many of the digital solutions will continue to enhance our

products moving forward. We've found that many members who were not particularly active in the gym locations have enjoyed the online workouts and is their preferred way to stay healthy. In delivering a solution, each member has different needs, and we are continuing to adapt to meet those needs.

Throughout this process, we're all adjusting to the new normal of business, but successful companies are learning how to adapt and change to ensure that they can continue to serve their customers.

## What do you envision for the future of the company?

Our SilverSneakers program is available to more than 16 million eligible seniors and we are the leading fitness partner in the senior space. Our fitness business enjoys strong macro tailwinds. Medicare Advantage membership is growing with 11,000 seniors turning 65 every day and health plans are providing members with benefits they value, like the SilverSneakers community.

We are in a unique position as a trusted brand that has served this population for almost 30 years. I want to leverage our knowledge of seniors and our expertise in delivering scalable programs to find new ways to support healthy aging.

With Wisely Well, we've expanded our offerings to health plans to include senior nutrition options. Food insecurity is a growing problem for seniors, and the role of nutrition in keeping seniors healthy and out of the hospital is increasingly being recognized. Legislative changes have opened the door to enable health plans to cover home-delivered meals after discharge from a hospital or to those suffering from chronic illness, and Tivity Health has the solution to meet these needs.

Macro trends are also favorable for our Nutrisystem brand, with more consumers than ever seeking diet programs to address obesity, chronic conditions, and health and wellness. We are hard at work executing our strategy to respond to these consumer needs, with our healthy, home-delivered meals as a competitive differentiator.

Given demand for our current products and the opportunities that I see ahead to further leverage our expertise in delivering healthy living solutions at scale, I believe the future for Tivity Health is bright.



**Richard Ashworth**  
President and CEO  
Tivity Health

*Richard Ashworth joined Tivity Health as President and CEO, and as a member of the Board of Directors, in June 2020. Previously, Ashworth facilitated the growth of Walgreens for nearly 30 years, transforming the company into a global leader in pharmacy and health and wellness. He started at Walgreens as a store clerk in 1992, and most recently led as President, responsible for developing the strategies and plans for all Walgreens operations including leadership, development and management of the business.*

*Ashworth has spent his career focused on improving the health and well-being of others, with a passion for making a difference in the lives of customers and members. His experience includes navigating a rapidly changing healthcare landscape while serving a portfolio of large customers and individual consumers in the intensely competitive retail realm. Ashworth is an influential voice in public health policy and the future of healthcare and has shared his views at the White House and on Capitol Hill. He also served on the NACDS board for the last four years, formerly as Chairman.*

*Ashworth earned a Doctor of Pharmacy degree (PharmD) and a master's degree in business administration.*







# Telehealth Is Key to the Future Post-Pandemic

By Ken Freirich, CEO of Health Monitor Network

Does a pandemic force or create an opportunity to innovate? Do we need to lead differently through these challenging times?

These are all difficult questions as we navigate uncharted waters for our businesses. Our company is in the healthcare space, so what the country is experiencing is very close to home for us.

From a leadership perspective, I believe there are a number of things that are vitally important at this time, whether you are CEO of a Fortune 100 company or a mid-size organization. We need to be entrepreneurial, nimble, flexible and creative. We need to be calm, steady and remember that our employ-

ees and customers are facing some of their biggest challenges ever, working at home and dealing with so many things they are not accustomed to on a daily basis.

### **Empathy**

As leaders, one quality for all of us that is absolutely critical now is empathy! Here are a few examples of what I have done recently.

First, I recognized that closing down our offices and making work virtual was an abrupt change that brings added stress to all of our teams. Many of our employees are juggling children, helping with schoolwork, a partner working at home, and then

they have to get their work done. It's tough. We still need operational excellence, but need to be patient, understanding and flexible.

One of the things I have been doing on a regular basis is town hall meetings via Zoom, so that all employees hear directly from me. I have told them that I empathize with everyone's situation, and that I, too, don't love working at home. That resonated with many people. I also felt that it was really important to continue with aspects of our culture that show how committed we are to employees. We made our Healthy Me program that offers free fitness, yoga and meditation classes available via Zoom, as well as our HM University classes. I also recognized that the stress of prolonged work-at-home situations continues to build as the months go by. We hired a seasoned social worker and are now offering stress management workshops to all employees virtually.

To provide a context to the commentary on healthcare and innovation, here is some background information. I am CEO of Health Monitor Network, a privately held, PE-backed company based in Montvale, N.J. We are the largest patient engagement / education company in the U.S. For over 37 years, we have been providing hundreds of printed condition-specific publications (e.g., Breast Cancer, Diabetes, Asthma) and digital exam room posters in over 200,000 physician offices and health-system waiting and exam rooms around the country, reaching over 400,000 healthcare professionals and tens of millions of patients.

### Virtual doctor visits

Two important constituents for us are patients and healthcare professionals. Over the past three months, we have spoken to thousands of offices, and the vast majority have remained open to patients. However, they have implemented many new protocols for everyone's safety. At the same time, we have seen an explosion in telehealth and virtual doctor visits. We believe this is going to be one of the biggest changes we will see in healthcare in the future, and it will be really positive. Patients with chronic con-

ditions are still going to see their healthcare professionals in offices, but now with so many options for doing virtual visits, patients and physicians have more flexible options to see each other. This is really important in rural parts of the U.S. I see telemedicine as an enhancement to their practices and now to our business.

This pandemic has accelerated our innovation toward new products that complement our existing product lines. I have mobilized our teams to look at our vast print and digital content libraries of patient education and asked them to adapt our content, physician tools and animations for virtual telehealth health visits. Moreover, we are contemplating launching our own Telehealth and Virtual visit product for physicians and health systems around the country. As a result, we will be forging partnerships with telehealth provider and service organizations.

In the end, this pandemic pushed us to be creative and to innovate faster. As leaders, we need to continue to be empathic and the best we can be. It's during these times that our employees, customers and investors need us more than ever. We need to rise to the occasion. It's ironic, but sometimes during challenging times, we can find a silver lining of inspiration.

Healthmonitornetwork



*Ken Freirich is a seasoned entrepreneur / executive and CEO of Health Monitor Network. The company has grown ten-fold over the past 15 years. He led the organization through a transaction for a significant growth investment with WestView Capital a year ago.*

*Ken is a graduate of Skidmore College, plays drums in a rock-and-roll band and is an active international philanthropist.*



Tami Erwin

5G<sup>✓</sup>  
LAB





“We were the first to launch 5G. 5G will be a game changer like we haven’t imagined.”



**Robert Reiss: Talk about the Verizon Business brand and how it’s different from others**

**Tami Erwin:** Verizon has been through a transformation where we’ve codified our purpose...we create the networks that move the world forward. It’s a purpose that is rooted in our technology’s role at the epicenter of how people live, work and play. We understand the power we can have on our 4 stakeholders - customers, employees, shareholders and society - and the responsibility that comes with it. During this pandemic, we’ve partnered closely to help those stakeholders react and rebound. And now, as the initial fog of the pandemic lifts, we’re working to understand not only how their needs have changed, but how we can help them reimagine the future.

**What have you learned about leadership in crisis during the current pandemic?**

During a time like this, I believe it is important to have kindness and compassion, two values I learned from my father at a young age. As a physician, my father did everything he could to care for the needs of his patients, often saying to them “Oh there’s no charge today.” That is just how he treated people. At Verizon Business, we seek to do the same for our employees, customers, and



*The CEO Forum Group has selected Tami Erwin and Verizon Business for the 2020 Transformative CEO Award in Innovation in the category of 5G.*

*This is bestowed for: leadership in creating the model for 5G expansion with unparalleled delivery to enterprises; exemplary connection of communications during the COVID-19 crisis; building the foundation through 5G for stronger business, economy and society post-pandemic.*

society. At the start of stay-at-home orders, we moved over 100,000 of our employees to remote work in just 5 days, while never skipping a beat for our customers. To date, we've committed over \$55 million to help our communities in the U.S. and abroad. And we continue to provide connectivity and services that aid small business, large enterprise, distance learning, frontline healthcare workers and telemedicine, first responders and more. As a large corporation, we believe it is our responsibility to be an active member in our communities. Now it's more clear than ever that we must continue to nurture our fourth stakeholder, society.

**In your conversations with other leaders and customers, what are the key technology and communication challenges being faced today and what solutions are they seeking so they can emerge stronger post-pandemic?**

Before the pandemic, we were already in the midst of a digital transformation that was two or three years out. The pandemic essentially accelerated our digital transformation in two months what would have previously happened in two years. Today, we see customers of all sizes facing a need for large-scale digital transformation. They want to know not only how they can succeed in the future, but also right now. We are helping them fast-track their adaptation of innovative technology and embrace the "new normal." For large enterprises in particular, we're seeing 5G as a significant part of the transformation roadmap. The infrastructure a corporation puts in place today is going to become foundational to their ability to unlock important new business models.

**Expanding on that, what is the role of 5G in transforming the future of business?**

5G is not an evolutionary technology, it's a revolutionary technology. It will fundamentally alter how

we live, work and play. For business customers, 5G will become essential to success in the "new normal" of work. Large scale remote work forces will rely on virtualized networks buoyed by 5G that can provide ironclad security along with enhanced virtual video and intuitive and scalable collaboration tools. Moreover, the adaptability of 5G technology will help innovate our supply chain as we push to better manage the manufacturing process to meet the shifting

demands of a delivery service economy. The possibilities are endless when it comes to how 5G will be used to support the changing needs and behaviors of consumers, businesses, and entire industries in themselves in terms of how we work and even live. We are limited only by our imagination.

**Give some examples of how some companies are using 5G.**

We've forged several key partnerships with public and private sector customers looking to co-innovate with our 5G technology to revolutionize society. Recently, we installed 5G Ultra Wideband service in Corning's fiber optic cable manufacturing facility in Hickory, North Carolina to test how 5G can enhance functions such as factory automation and quality assurance in one of the largest fiber optic cable manufacturing facilities in the world. In the media space, we're working with Snapchat at our 5G Labs to create new experiences for consumers, including opportunities to experience live events in new ways through their app. We've also partnered with The New York Times to launch the Verizon/New York Times 5G Journalism Project, which puts 5G tech in the hands of journalists. And in the realm of entertainment, we worked with our longtime partners, the NFL, to bring the world's first 5G SuperBowl to life, and joined Disney's StudioLAB innovation program to develop new business models and solutions to advance production and storytelling through 5G.

**"5G will become essential to success in the 'new normal' of work. Large scale remote work forces will rely on virtualized networks buoyed by 5G that can provide ironclad security along with enhanced virtual video and intuitive and scalable collaboration tools."**

**As a leader in innovation, share some of Verizon's key accomplishments.**

I've touched on 5G already, but I think it's worth expanding upon given we were the first to launch 5G. 5G will be a game changer like we haven't imagined and not all 5G networks will be created equal. Our 5G Ultra Wideband network combines end-to-end fiber resources throughout the network, a large deployment of small cells and significant spectrum holdings, particularly in the millimeter wave bands. This strategic infrastructure

**“I believe it's up to us to create the right environment and provide the right tools and resources to our teams.”**

has afforded us the ability to be a leader in 5G in several key areas including first-in-the-world to launch fixed wireless, 5G mobility, uplink capability and mobile edge compute (MEC).

MEC is particularly interesting for businesses that want high-performing, rich interactivity, data processing and advanced analytics to happen in real-time. By moving the cloud to the edge of the network, this platform allows for much greater control and security of personal information, video and other data.

**Talk about your leadership philosophy in driving a successful culture of innovation.**

Culture is one of the most important things for a leader to nurture. From my time as a customer service representative early in my career to now being an executive, I've come to value the importance of understanding what motivates and engages people. As a leader, we all seek to bring out the best in our teams based on their needs, whether it is through compassion, respect, or accountability. I believe it's up to us to create the right environment and provide the right tools and resources to our teams so they can innovate and deliver results for the business and customers.



**Tami Erwin**  
CEO  
Verizon Business

*Tami Erwin is executive vice president and CEO of Verizon Business Group. She is widely recognized for her strategic impact, marketing and operations focus, technical savvy, and passion for people. Verizon Business Group is a \$30B+ business with over 26,000 employees that would be among the Fortune 30 if it was a separate entity.*

*Throughout her Verizon career, Tami has earned a reputation for building a world-class culture of customer-centricity and business performance. Prior to being named CEO of Verizon Business Group, Tami played a crucial role in the evolution and growth of Verizon's wireline and wireless business segments. She was the head of operations for Verizon Wireless, and led Verizon Fios, the nation's largest residential and commercial fiber network.*

*Tami is a brand builder known for competitive turnarounds and market-moving strategies. Earlier in her career, she was Chief Marketing Officer of Verizon Wireless. In that role, she launched the industry-shaping "Share Everything" pricing program.*

*Tami is a graduate of the Executive Program at the Stanford University Graduate School of Business, and attended Pacific Union College, majoring in Business Administration. Originally from Seattle, Washington, Tami and her husband Darrell have two adult children and now call New Jersey home.*





# Rob Johnson



Rob Johnson and David Cote celebrated Vertiv's move to public status during the bell-ringing ceremony at the NYSE in February of 2020.

**Robert Reiss:** Vertiv is probably the only \$4 billion company with 20,000 people that not everyone knows about, but the work you are doing is of real significance, especially during this pandemic. Talk about what you do.

**Rob Johnson:** We protect the critical networks around the world, starting with the telecommunication networks. We work with the telecoms companies – whether it is China Telecom, AT&T, British Telecom – to provide the base power, thermal management and security that allow their radios to work and their networks operate reliably.

So, we start there and go into the data centers. Everybody has heard about the cloud. So, the computers where this software is housed are in these data centers, and we provide uninterruptible power to them. We provide thermal management, and we can provide security. We provide the infrastructure foundation of the internet and the communications that are especially essential when so many people are working from home.



The CEO Forum Group has selected Rob Johnson and Vertiv for the 2020 Transformative CEO Award in Innovation in

*the category of Communication Infrastructure. This is bestowed for excellence in building and protecting the critical telecommunications networks around the world and in data security and delivery of uninterrupted power. Most significantly, Vertiv's communication infrastructure has become our backbone during the COVID-19 crisis.*

**I am sensing that now more than ever the significance of security and bandwidth are front and center.**

We physically provide the enclosures at the base of cell towers with, again, the power, the thermal management and security to allow those radios to communicate and keep them running. From a data center perspective, your data is growing at about 20% a year and, after this pandemic, the use of data – whether it is Xbox or Zoom or anything in between – will increase dramatically.

Something we're really excited about solving is what we all are now experiencing working from home. It's this thing called latency. When the clock on your screen spins or you have a delay, that is latency, and it's really driving a big segment that we support. And that's Edge data centers; putting data centers out where the consumers are actually using that data. "Companies like Netflix have placed local data centers in cities to minimize latency, and Vertiv has infrastructure support that can keep these "edge" sites running. We do the physical building; we do the physical power and cooling for companies like that to be able to reduce that latency. We all hate that delay when we go to access a film or go to access something on our phone.

**And I bet as we move into 5G, that is going to grow dramatically and latency will be of increased importance.**

Absolutely. Well, 5G, as you know, is in its early days, but we are heavily involved with that because 5G has a different set of requirements, including power and environment. It is no secret China announced, to get themselves out of some of the economic woes, a big investment in 5G, and we have seen that happen in other places of the world. So, the pandemic is really driving important infrastructure investments. What it does is it allows for applications that are latency-sensitive. Ultimately, there will be autonomous vehicles out there, local drones doing delivery, and similar new technologies need local processing and things like 5G to make it really happen and come together.

**What are you focusing on right now?**

One of the big limiting factors is getting data centers

built. Three years ago, it would have taken 18 to 24 months to put a data center up. We do not have that kind of time. So, the investment we are making is in modular prefabricated solutions that can go anywhere in the world and be assembled in months. And so, part of our integration is speed and speed is everything now. The densities are going up. The densities of the computer environment are going up. More electricity is being consumed and things are running hotter than ever.

The innovations are really around building fast and delivering the reliability and being able to do it anywhere in the world. Data centers are not just growing in the U.S. We have more opportunities in the Middle East and South America. The globe is needing more data centers and there are just not enough engineers to design each one of these. By doing prefabricated modular-based

**“Three years ago, it would have taken 18 to 24 months to put a data center up. We do not have that kind of time. So, the investment we are making is in modular prefabricated solutions that can go anywhere in the world and be assembled in months.”**

designs, we can reuse that, and we can go quick and we can deliver what the economy needs.

**That is brilliant. Who came up with the idea of modular designs?**

The world's been doing modular for a long while, but not really in the data center space. Interestingly, what people have found is, you can actually get higher reliability by doing pretesting in the factory. Before, the industry could not get the reliability, and there really was not the ability to transport these things around the globe. A lot of the field assembly work these days actually drives defects in the products. Now, we are getting a better product faster and at a better cost to our customers.

**You joined the company in 2016 and became CEO, and you did your IPO in February of 2020 ... that is a very interesting time. And what is even more interesting is, somehow, the timing worked out really well for everyone involved.**

We could not have been luckier, but also there's a little bit of good in there. We pushed really hard for this IPO. When the window opens, you have to go. We did this as a special purpose acquisition company with Goldman Sachs, and it has been really good.

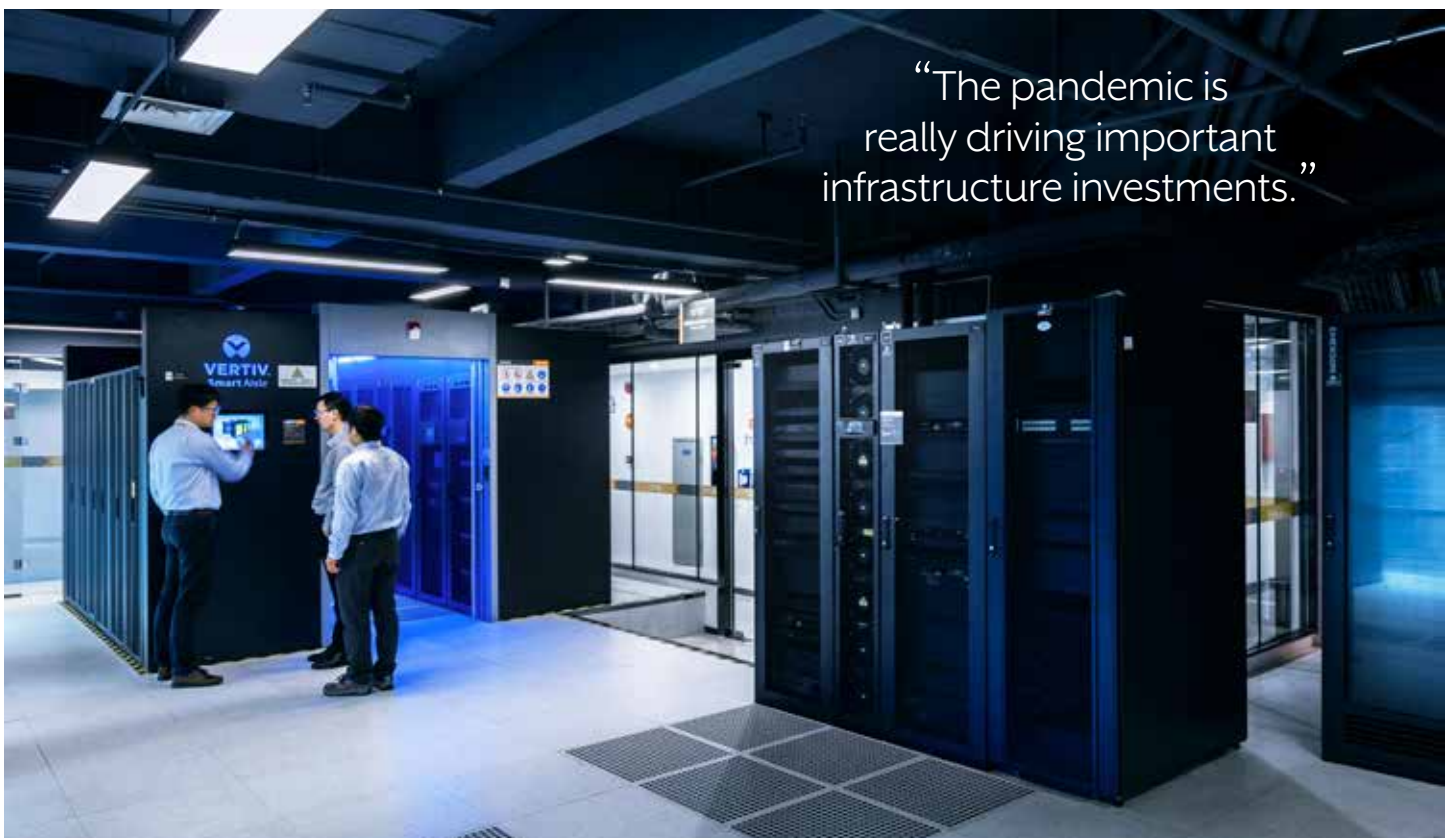
We were private equity-owned for three years by a company called Platinum Equity, who was a great partner. They invested in the company. We had a really good foundation coming out, and it took us about three years to get ready to go and to be a publicly traded company. And we are really excited about the opportunities that we have now with the liquidity, the ability to do inorganic opportunities and ability to invest. It gives us a liquidity position, especially during down cycles, to be able to weather the storm and to

continue to invest. So, when we come out, we come out much stronger.

Total investment for the company was about a \$2 billion buyout, and Platinum Equity still retains about 38% of the company. But the investment we are talking about is really in the R&D area and in the coverage of sales and taking care of our customers and services. So, we are actually continuing our hiring of engineers during this pandemic to create and develop more innovative products.

**Let's talk about your executive chairman, Dave Cote, who is one of the most beloved CEOs. He joined Honeywell in 2002 and was CEO for about 15 years. He grew the company significantly during the Great Recession, so he is used to managing during crisis. I am thinking there must be some similarities between Vertiv and Honeywell.**

Absolutely, and I have the pleasure and honor to work with Dave. I have always had a mentor and coach throughout my career. When I first met Dave and we



*Vertiv is a global leader in supporting data centers of all sizes with industry-leading hardware, software, analytics and services.*



talked about doing this deal, I really did not know him that well. And as I got to know him, I realized we are very similar. Like you said, Honeywell, in the first two to three years, was doing foundational stuff like we have done. What we and my entire executive team have learned over the last eight months working with Dave is how much depth and breadth he has – whether it’s cultural development or philosophies of holding fixed cost constant while growing your business. And that seems very simple, but most CEOs don’t ever do that. They think, “Well, if I am going to grow, I have to add some more HR people and some more resources in finance.”

What Dave’s teaching us is his term about “re-anchoring,” which he has in his book that is coming out soon, “Winning Now, Winning Later.” You have got to force your organization to re-anchor and think about how to do things differently. Give them a white sheet of paper and ask your team to sketch out a new plan and reimagine our approach.”

What Dave has taught us in a short period of time is there is a totally different way of thinking about things. And when you do that, you really move your organization.

### What is ‘this way’?

First of all, an organization can do a lot more than that it actually thinks that it can. And so, we are going to double our research and development dollars over the next two to three years and focus on innovation. One of the primary things that Dave has taught us and things that I have focused on throughout my career, but Dave is really focused on, is the customer view. When you are developing the product, make sure you understand it from the user standpoint, the installer standpoint and, then, the maintainer standpoint. He’s also taught us to focus on the basics, such as the fixed-cost constant thing, holding those resources and forcing your functions to actually reengineer those processes. By doing that, you will get more out of them and you can grow your company without taking that fixed cost up.

During this recessionary time, I call it the pandemic time, ... one of the things we were able to do is take the Honeywell playbook early on, and we instituted a bunch of things, such as eliminating discretionary

“The world’s been doing modular for a long while, but not really in the data center space. Interestingly, what people have found is, you can actually get higher reliability by doing pretesting in the factory.”

spending, taking down budgets and implementing furloughs instead of firing people. Dave is a big believer, and you will see in his book and when you talk to him, in building a culture. Instead of firing people, knowing the business is going to come back someday, you get to bring them back. Employees appreciate the fact that they can go collect unemployment for a little bit. They still have a long-term job, and it is working out really well.

I would tell everyone that the biggest thing is you’ve got to be fully transparent – a word that is overused. You’ve got to let your employees know where they are going, where you are going. You have got to really share with them and be compassionate and let them know that you understand their situation and over-communicate. That is what Dave has really helped us think through. We have done it, and it has gone really, really well.

**When you are talking about things like re-anchoring I know that you have an entrepreneurial background and mindset and even wrote a book about business transformation. And one thing you talked about is calculated risks. And that is something one of the great entrepreneur professors Len Green from Babson talked about with me, as calculated risks are at the heart of entrepreneurship.**

**So, you are now moving into a larger organization, 20,000 people and yet, you are being highly innovative, focusing a lot on R&D. How exactly are you using the entrepreneurial concepts like calculated risk when you are managing Vertiv?**

We like to think of ourselves as a \$4 billion startup. And it starts with the culture. It starts at the top, and it really starts with rewarding people to take risks and have failure. We have an environment now where it is safe, where you can actually try things and not get punished for taking chances. You know, at the end of the day, I call it the progress-prevention systems that big corporations begin to have with these antibodies inside that want to slow things down. What we have had to do is simplify processes, flatten things within the organization and really praise and recognize those that are willing to go above and beyond and think through things while moving fast.

Speed is everything today. We all know that, and we have to get product out faster than ever. So it is changing the processes, it is rewarding people, it is removing the progress-prevention systems, and, quite honestly, it is focusing on innovation which comes from the customer. You have to be so close to your customer and understand what problems they really want to be solved. Innovation is nothing more than solving real customer problems. That is really where innovation comes from.

**Let's talk about another mentor, your dad. He did not just loan you the \$5,000 to start a business, but he**

**“An organization can do a lot more than that it actually thinks that it can. And so, we are going to double our research and development dollars over the next two to three years and focus on innovation.”**

**taught you a lot of things as well, like integrity. What you have learned from your dad, and how do you tie that in now that you are managing a \$4 Billion company.**

My dad was my first mentor and coach right out of school. As a kid growing up, I used to go out to business dinners with him and listen to how he interacted with customers and with others. What I would say is, he taught me the value of honesty, discipline and respect. And those things, although easy to say, sometimes are hard to practice at work.

What I have done throughout my career is I have always done what I said I am going to do, and that integrity has really helped me open doors. You can get access to

people. He taught me the value of the customer and taking care of the customer, the customer being first, regardless of the cost. Even if you are going to lose money, if you told a customer you are going to do something, you do it. You deliver it, and it comes back and pays you in spades.

Along with that customer-focus and having that



*With 17 customer experience labs around the world, customers can get hands-on interaction with Vertiv technologies. Rob Johnson joined the Singapore team for their grand opening ceremony.*

high level of integrity, my dad always taught me, “Think big.” It is kind of like the Walt Disney quote, which I love. Disney said it is kind of fun to do the impossible. If somebody says, “You can’t do it,” then figure out how to go do it, and that is how I push the organization because it can be done. And “no” is not an answer. The question is how can we go do it?

### **When we emerge post-pandemic, what will you be proudest of that Vertiv has done?**

I think what I am going to be really proud of is, first of all, our employee base. Our employees are out there on the frontline every day and putting themselves in harm’s way -- whether they are out working in data centers, whether they are out servicing cell towers, whatever they might be doing.

What I am really also going to be proud of, and what I am excited about is that we continue to invest. We are hiring. We have openings. We are going to continue to innovate and collaborate with our customers. It is going to be different as we return to the workplace, and we are going to take the lessons learned about how we can collaborate with our customers over things like Zoom and Teams and other tools.

I am proud of the team and the way we held it together and the way we still delivered on the commitments. And the fact that the stuff we are doing is allowing kids to be schooled at home and allowing those vital companies to deliver the goods that they need to deliver to hospitals and ventilators to run with battery-backup systems. I am really proud that we were able to participate.

Honestly, I’m just as proud of some of the things we have done for local communities, like sending meals home with our employees to get to their neighbors, or giving them coupons so they can get a discount. It is not only our job to take care of our employees, but also to help out the communities that we work within, and that has been something that we keep quiet. We are a pretty humble company, but that’s part of our responsibility as we go forward. So, those types of things, we are still doing. We are not cutting those out of the budget. On that inspirational note, Rob, a pleasure having you on the CEO Show.

Well, thank you Robert and it is great being on it. I really appreciate it.



**Rob Johnson**  
CEO  
Vertiv

*Rob Johnson joined Vertiv in December 2016 as the company’s first chief executive officer after it spun off from Emerson Electric. Rob led Vertiv from private- to public-company status, with the first trade of VRT taking place on the New York Stock Exchange February 10, 2020.*

*Before joining Vertiv, Rob was an operating partner at venture capital firm Kleiner Perkins Caufield & Byers and held executive positions at Consolidated Container Corporation and AI23 Systems. Rob spent 10 years with American Power Conversion (APC) and, as chief executive officer, oversaw the company’s sale to Schneider Electric in 2007.*

*Rob earned a bachelor’s degree and an honorary doctorate in engineering management from The Missouri University of Science and Technology. He was elected into the Engineering Management Academy of Sciences.*

*Rob has served on several boards and is the co-author of “Executing Your Business Transformation,” a guide for companies navigating major changes.*







# A Five-Tool CEO Shares Perspective on Building a Stronger Post-Pandemic Business

By Greg Reilly, Associate Publisher, The CEO Forum Group

*“Len Green has unique perspective. He is what I call a five-tool CEO. The term five-tool player comes from a comprehensive baseball player — top of the list is Willie Mays — who is elite in: running, hitting for power; hitting for average, fielding, and throwing.”*

*Len has excelled in five key areas: Professor, Author, CEO, Investor, Philanthropist. I put professor first, because when I attended, as a guest speaker, his MBA and undergrad class in entrepreneurship at Babson, it was actually the single most valuable session on business I had ever attended. He also wrote the hit book, *The Entrepreneur’s Playbook*; runs a boutique accounting firm; was key investor in several leading CPG products and in sports, including over 100 horses — one who won the Breeders’ Cup and the Eclipse Award. Len helped build Jeremy’s Heroes honoring 9/11 to help at-risk youth through sports. Plus, frankly, I really trust Len.*

*A five-tool background with comprehensive problem solving is significant — especially during this pandemic — as practically all CEOs and entrepreneurs I know have the same objective: building a stronger post-pandemic business.”*

*-Robert Reiss, CEO, The CEO Forum Group*

Renowned professor of entrepreneurship, CPA, MBA, business owner, advisor, author and thoroughbred horseman, Len Green says a few things are already certain coming out of the Coronavirus crisis: CEOs know they have to change their businesses, and they need to learn from one another; remote working is proving to be a good thing; and the increased reliance on technology is a boon for young people.

“It’s a great new world if you’re innovative and want to do things,” Green told *The CEO Forum* magazine in an interview June 3. Yet, “there are CEOs who are saying, ‘Wait a second, I know I have to change, but where do I get advice to change? Who is going to give it to me?’ The old way of doing it is getting advisors or advisory boards or a board of directors. But wait a second, they’re giving me advice about things that used to work. They don’t work anymore.”

“CEOs are the only people who really can give other CEOs the right advice,” Green said. “Who else is going

through the same thing as they are, like trial and error?”

He wants to see a forum where CEOs trust each other, talk about a problem they are having and where the others share advice based on things they’ve tried and done .... a place where the leaders are completely honest with one another and talk about things that didn’t work.

“That kind of thing is unique and the value is great,” Green said.

Green gave a recent example of horse farm CEOs who were exchanging ideas about the problems in the horse trade when live auctions were forbidden because of COVID-19. In short, one horse owner said he started selling horses directly, without an auction house, via Zoom. Selling horses online had never been done before, and other CEOs and sales auction companies didn’t know it could be done. It was the sharing of ideas that led to what is now a booming method of selling horses.

Green is the first to remind people about what makes for great success—“satisfying a need,” he says, like online horse selling. Similar opportunities for innovation are rising all around for businesses as economies reopen and society establishes new norms.

### **Remote working**

CEOs and workers are now realizing benefits that Green put into practice at his accounting and real estate firms a while ago -- flexed hours that allow people to spend more time with their children, sports teams or whatever are good for the workforce and for business. He said leaders are finding that workers who can spend more time at home are more productive with their work.

Part of the increase in productivity is simply from less time commuting. “It used to take me two-and-a-half hours to get into New York,” Green said. “Now, I had breakfast at 8:00 and at 8:02 I walked into my office.”

Facebook has been in the news for reporting that their workers’ productivity has not dropped while their workers have been at home, and Green said he heard

a representative from Aflac report that her firm is “as productive, if not more productive” than when the workers were in the office.

Asked if he thinks his Babson College students will miss out on important collegial, social or learning experiences by not being in an office environment, Green said, “The easy answer would be ‘yes,’ because that’s a popular answer. But I’m finding that the opportunities now for the students are greater than ever before, because when we have a problem like getting on Zoom ... my students can jump into a company and just change things around, and for the first time they’re being listened to.”

I tell people, “You ought to listen to your students because they can show you how to set up your website, they can coordinate the sales and all of the supply and demand.... The students are getting opportunities to show what they can do.”

Green, a successful full-time CEO himself when not teaching, said, “The students that I have are getting on Zoom, and they’re talking about problems and solving them. They’re being asked to make decisions, and they’re moving up the ladder faster. Now, again, maybe that’s not as much fun, but the end result is they’re going to be more valuable and get more out of it.”





# CEO Playbook

Tips, Techniques and Strategies for the New Norm

By Len Green

At the start of this year, most of the companies I am involved with were pretty optimistic. Many were:

1. Hiring more people.
2. Moving to new locations and upgrading their space and amenities.
3. Planning on spending more and in areas that could produce more sales and customer satisfaction. This included golf facilities and some luxury boxes at athletic events.
4. Some planned to take more time off and their ideas of vacations became more exotic and expensive.
5. Most expected that their key employees, if they wanted to get ahead, were not talking about work / life balance. Two-hour commutes, to and from the company were the norm as were weekly meetings in large conference rooms and individual offices with ample support staff.
6. Working at home was the rare exception.

And then COVID-19 hit and the world of business changed.

CEOs have had to adjust to change before. The usual way

was to gather their team together including advisors and strategize what had worked before in similar circumstances. But this time these time-tested methods will not work. COVID-19 was different than anything any of us had seen before.

I thought back to what I had read many years ago about an early Army vs Notre Dame football game. Army was heavily favored. It had a potent running attack, and teams ran the ball 95% of the time. Notre Dame received the kickoff and began throwing forward passes. Army did not know how to react. Army's coaches did not know the answers. It was a pandemic! Army lost the game.

Army had gotten complacent and stopped being innovative but Notre Dame did.

Why do I bring it up? Because Army studied what had happened, and they adjusted and won the next game.

Questions: How many of our companies had gotten complacent and accepted certain norms that dictated how they run their businesses? How many had decid-



ed instead of innovation they went with the old adage, “If it ain’t broke, don’t fix it!”

I have always found that successful CEOs and successful companies know how to pivot. Successful CEOs think differently and think outside the box. Just because their companies did things one way before COVID-19 does not mean they cannot do things differently when the “new norm” confronts them.

For instance:

1. Do you really need as much office space as before? How about large conference rooms? Separate private offices?
2. Can people work as effectively or even more so from their home office part of the time?
3. If they work at home, they pick up two to four hours of the lost commute time, not to mention the long lunches or coffee time chats that were the old norm. And, if they are just as effective or even more effective, are the employees happier because they can increase their family time? They may even be motivated to be innovative to prove they can.
4. Do they really need to be in prime expensive space or need as much of the space if the world has learned to feel comfortable with Zoom, WebEx, Skype and Facetime conferences?
5. Maybe this is an opportune time to review your personnel and “furlough off” people that were no longer productive. Now there is no stigma involved – a large number of companies are doing it. It is part of the solution to survive under COVID-19.
6. And, let’s check with your advisors as to the multitude of new tax advantages and changes in the tax law which may result in substantial tax benefits for your company.

Maybe it is a great time to get young hires onto the strategy team. Do you need new ideas as to:

- a. Websites and platforms
- b. Selling directly to customers instead or in addition

- c. Re-examining supply chains and logistics
- d. Digital communication and emails are fast but you do not see the other person’s reactions. Making great use of Zoom and WebEx etc., once you get comfortable with it, can be more effective. One more essential new tool may be Webinars.

I listened into one of CEO Forum’s events and there were over 200 executive participants and five panelists. The topic was “How to Survive and Prosper in COVID-19.” The CEOs in the audience realized they were encountering problems they never faced before.

The audience wanted new kinds of tips, techniques and strategies on how they had handled a variety of major challenges they had faced. Time did not permit the panelists to answer all of the questions the audience had.

I thought: One of the areas CEOs need assistance to help them come out of COVID-19 would be a mechanism to have other successful CEOs interact with them to provide solutions to individual problems that other CEOs have.

That would be worth the price of admission to receive that type of meaningful, timely and expert advice.



*Leonard Green, Chairman and Founder of The Green Group, has over 40 years of experience as an entrepreneur, accountant, advisor for many leading businesses, a successful owner and investor, owner/breeder of racehorses, author of The Entrepreneur’s Playbook, and Professor of Entrepreneurship at Babson College.*

*Len’s passion for out of the box thinking, inspiring others to be successful and philanthropy has influenced many generations through business. His former students are continually seeking his guidance years after graduating and navigating through the world of entrepreneurship.*

*He is married for over 60 years to his wife, Lois, and has three children and five grandchildren.*



Mohamed Kande speaks to high school students about the role of a consultant, emerging technologies, and the importance of a STEM education.



*The CEO Forum Group has selected PwC for the 2020 Transformative CEO Award in Innovation for the category of Digital Transformation. This has been bestowed for Mohamed Kande's leadership as strategic counsel to CEOs in driving business model and technology-driven reinvention, and for the organization's insights on Transcenders being the essential leadership characteristic for digital transformation.*

**Robert Reiss:** I speak with CEOs every day and they're telling me they're trying to plan how they can strategically emerge stronger after this crisis. You did a study about the companies that emerged strongest out of the 2008 Great Recession. What lessons did you learn?

**Mohamed Kande:** One of the learnings that we have had from the last recession in 2008 was that the winners coming out of the recession were the companies led by CEOs that were able to accelerate through the last downturn, and that acceleration was across multiple dimensions. CEOs needed to make sure that they had the right cost structure in their companies, because it was important for them to run the company with the right level of efficiency. They also used technology to become very efficient. So, a lot of the companies that we have seen that could accelerate with the downtown were companies that were able to use technology to change their cost structure and the cost of running their companies.

The second thing that we saw was that the CEOs were able to use technology to change the business model that they have as far as how they could leverage technology to better serve the customers. This made a huge difference because many companies find a way to better serve their customers and make sure that they had the ability to use multiple channels to serve these customers. Investment in technology was prime.

Third, many of the companies that were able to accelerate through the downturn were all around investing and making acquisitions for either talent or for technology that they needed to receive the portfolio of products.

And lastly, they invested a lot in the people to ensure that they upgraded the talent that they have internally and that they were able to acquire additional talent from outside. So, a recession, from what we have seen, is an opportunity for CEOs to accelerate their strategies by leveraging technology and being able to make investments, but also making sure that they have the right people joining their companies or upgrading their skills to be able to execute a strategy. So, we see a recession as an opportunity rather than a threat for many of our clients.

**When you look at this COVID-19 crisis, what would you advise CEOs to do based on what you learned? And when you're talking about accelerating, how do you know specifically what to accelerate?**

Nobody knows what the future is going to look like, but a couple of things are given. Moving to the cloud is no longer

“Companies will have to utilize back office and front office in a way that it is frictionless or contactless. The only way you can achieve this is through digital channels.”

an option and digital transformation. What you see with the COVID crisis today is most corporations have to be able to be run in a remote fashion or virtually, and the only ability that they have today is to make sure that the operations are run by leveraging the cloud. Then they can have all the virtual environments by which their employees can be productive. So, that acceleration is a must. It is a given because any company that was thinking about whether they needed to embark into digital transformation to run the company, to run the operations, they now know there is no choice today, especially in an environment where people cannot go into a physical office.



*Mohamed meets with students following a presentation on the value of a STEM education at the 2018 xSTEM event in Washington, D.C.*



## Mohamed Kande



Mohamed Kande speaks to the concept of business model innovation during a speech at MWC 2018.

artificial intelligence. The cloud has given us the ability to store data and to have access to massive amounts of data. It's now relevant to help companies using artificial intelligence either to run the businesses or to better serve the customers. So, we know that acceleration, through the adoption of artificial intelligence, will increase. Why? Because companies moved to the cloud! They have

The focus of acceleration should be to figure out how companies can use digital technologies today to serve the customers, whether it is to market the products and services, price the product and services, to deliver them, to support them, and to take care of the customers. Today, access to customers, access to clients has to be done through digital means to the acceleration of digital transformation, not only for the back office, but for what we call the front office to better serve customers. Companies will have to utilize back office and front office in a way that it is frictionless or contactless. The only way you can achieve this is through digital channels.

**As we are in the Fourth Industrial Revolution, do you believe that COVID-19 will slow down the increase in progress or will increase it, and what innovations are you expecting within the next decade?**

I believe the COVID-19 crisis will accelerate The Fourth Industrial Revolution. For example, we talked about the cloud, we talked about artificial intelligence, the one example around the ability to better serve customers, the ability to run companies in a very different way, but also the ability to have access to data.

As we all know, artificial intelligence has been around for decades. The thing that was not available was data, because you need data to actually get the benefits of

access to more data and will be able to get the benefits of artificial intelligence.

There were questions around how robotics can be used in a manufacturing environment. Now, many companies today that are manufacturing products are thinking about how to use robotics to replace people in the manufacturing environment, especially when people cannot actually go to the factory floor. That's their acceleration point.

Think about drones for delivery. We all know there are many of those now working remotely. We know that package delivery has massively increased around the country today. There are a lot of studies today around how drones can help not only to ensure that packages can be delivered, but they can be used also in powering utilities or the monitoring of power lines. We had to see a lot of use cases that were already starting over the past couple of years around the use of technology like drones and robotics. 3D printing also is going to evolve.

All of these technologies now are being considered to think about how companies can change how to run the business in the future, how manufacturing can be done in a very different way, how the delivery of packages can be done in a different way, and how assets can be maintained in the field by leveraging technology. So, we

“I believe  
the COVID-19 crisis  
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The Fourth  
Industrial Revolution.”

actually see now the COVID-19 crisis has pretty much helped people who are at home without the ability to do the work that they were supposed to do, including the manufacturing floor. We’re announcing that technology is going to be a really big lever that companies would have to pull if they want to continue to run their businesses, and there’s more to come there.

#### **So what specifically would you recommend CEOs do right now?**

Every CEO should be able to increase their own digital or technology acumen. They need to understand what technology is and also how technology can benefit the way they currently run their businesses. Second, they have to surround themselves with people that have an understanding of technology, and not the technologies of the past but the technologies of the future.

#### **Talk about your concept called “Transcenders” and its role in COVID.**

A couple of things about what we believe are the Transcenders and the leadership principle that they need to display. The first one is to listen. Listening to the environment, listening to their people, but also listening to trends that they see in the market. And one of the common trends that we have seen with Transcenders is they tend to be system thinkers. They look at data points coming from multiple directions and try to understand what would be the implications of all these trends on the way they run their businesses and how they can serve the customers better. A Transcender has the ability to listen ... to listen to technology trends and to business trends while surrounding themselves with people that provide a diversity of background and diversity of thinking.

To be able to evolve in the midst of the crisis, things will need to change, and Transcenders are people that have the agility to change because they seek information and they surround themselves with people that will challenge a status quo, not people that manage a status quo. And they are the ones who know how to make decisions very quickly even sometimes with incomplete information, because they know how to take risks.

Another thing that we are seeing about Transcenders is that they have been able to really understand how to innovate, but its business model innovation, it’s not products and services. It’s not about the next product category. It’s not about the next services. It’s about how they innovate the way they run the business, how to innovate their own business model. They are the disruptors of the industry.

And crisis, when you’re getting to a crisis environment like COVID, we are going to see a lot of disruption



*Kande meets with event organizers and clients during MWC 2019.*

“A Transcender has the ability to listen ... to listen to technology trends and to business trends while surrounding themselves with people that provide a diversity of background and diversity of thinking.”

coming to the economy with new players, new challengers will emerge, and they will have the best ability to leverage technology the way that we have not seen before. It happened in 2008. It happened in 2001. Now, in the generation of companies that have disrupted a lot of industries, we believe that something will happen today, and the Transcenders will be the CEOs that are able to lead the companies to be the disruptors.

**It sounds like the Transcenders will be building a culture of innovation.**

Yes, a culture of innovation but also a culture that accepts failure. Failures need to be seen in a very positive way. Failure needs to be celebrated because if we are averse to failing, basically we're not trying hard enough. Transcenders know that it's okay to fail. We have also seen that Transcenders have failed a lot, and they learn from it.

**PwC went through a transformation in 2018 -- New World, New Skills. Talk about how that prepared you for the remoteness and for the pandemic.**

The first thing we did, about five years ago, was digitize our own operations, which means that we needed to make sure that all of our back office functions run on the cloud. We embarked into a massive digital transformation initially within PwC to ensure that we leverage the benefit of technology, the benefit of the cloud, and the benefit of automation to change the way we run our business. In the U.S. we have 55,000 people, but globally it's more than 260,000 people.

So, we needed to digitize our business first.

The second thing after digitizing our infrastructure was, for lack of better terms, to digitize our people because people use technology. People need to adopt the technology if we want to actually get the benefits. Technology is rated based on the adoption of technology by people. So, what we needed to do when we think about New World, New Skills, was to embark into a digital upskilling program worldwide for PwC to ensure that our people were digitally savvy.

We increased the digital enlightenment of our people to make sure that they had the ability not only to adapt to technology and all the technology tools that we're putting in their hands, but also to create that culture of innovation, that culture of agility, so that when it came to innovation at PwC it didn't come from leadership. Innovation comes from everybody.

All of the new ideas around how we automate, how we run our business, how we use technology to run our business differently are not coming from leadership. No, it is coming from our people. It is coming from our staff. So, the digital upskilling of our people has done two things -- adoption of technology and a culture of innovation where innovation is completely how we're running our company today.

Now we have the agility and ability to basically trend how we run our business by leveraging technology as much as we can. New World, New Skills for us is to make sure that this technology platform and the digital upskilling platform that we built for ourselves will upskill our people, and we made it available for the rest of the world. That's where the initiative came from. But we actually used it on ourselves first, and the results have been impressive, not only on the business result that we've been able to enjoy, but also in the quality of the staff of people. This includes their willingness to continue to be there with PwC and their job satisfaction.

**When your daughter at five years old asked, “What do you do, daddy?” you explained to her you were a consultant, a doctor of companies. This is relevant when looking at 2020 because most CEOs are look-**



ing for remedies. What are you prescribing to CEOs today?

There are a couple of things that CEOs should be focusing on today. The first should be the safety of their employees because we're in the middle of a pandemic. And I know there are a lot of conversations around returning to work and returning to the office. They have to make sure that the important assets of any company are safe. That's the number one responsibility of the CEO.

Second would be, there is no such thing as taking more time to really adjust or really make sure that every company now is running the way that is most efficient. In today's environment, no additional cost overruns and not adopting technology are no longer an option. And the reason why we believe it is important to make sure that companies are being run in a cost-efficient manner is because it will unleash investment capacity. The cost saving that companies need to be able to generate needs to be reinvested in the company, reinvested into technology because as we mentioned at the beginning of the discussion, companies will have to change the way they treat the customers today, the way they access customers, the way they serve them, and the way they create the different customers. It requires capital to invest into all of the front office technology that will be required to ensure that post-COVID-19 companies can be resilient and deliver against shareholders' objectives.

We believe that cost efficiency is a must to generate the investment capacity. Investment in technology is also going to be a must because that's what is going to help companies. Those are the remedies that we believe, and if most of the CEOs are able to execute against different vectors, I think the future will be bright.

And I will also say do not forget the human capital angle in the process of all the technology investment. People need to also be digitally upskilled so they can adapt to technology.

**On that note, Mohamed, I want to thank you for your inspirational messages to CEOs.**

Thanks for having me.



**Mohamed Kande**  
Vice Chair, US and Global Advisory Leader  
PwC US

*Mohamed Kande serves as PwC's US and Global Advisory Leader. Previously he was PwC's US and Global Advisory Leader for the technology, media, telecoms, and hospitality industry sectors. His expertise spans the areas of operational strategy, technology development, mergers and acquisitions, and operations management.*

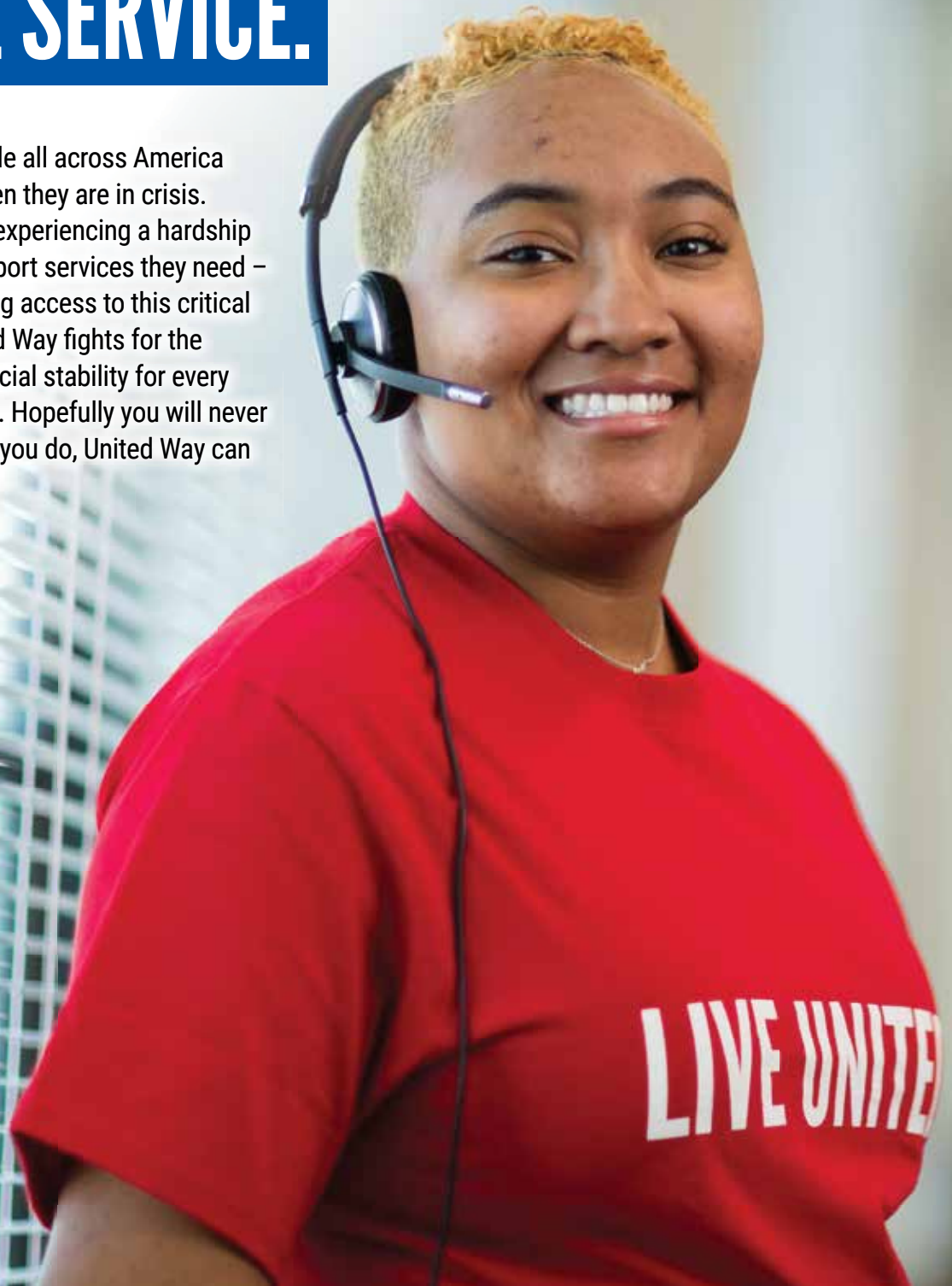
*Before joining PwC in August 2011, Mohamed was the managing partner of PRTM Management Consultants' Europe, Middle East and South Asia business. Prior to this leadership role, Mohamed was the managing partner of PRTM's Global Public Sector business. Prior to joining PRTM, Mohamed worked for Motorola in Chicago, and for DTI Telecom in Canada deploying and launching telecommunications networks in the USA, Europe, Middle East, Asia and Africa.*

*He holds an MBA from the University of Chicago, an MS in electrical engineering from the University of Montreal, and a BS in electrical engineering from Ecole Supérieure d'Ingénieurs en Génie Electrique in France.*



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# Return to the Workplace: Data Can Help Employers Decide and Deploy

Organizations need information to support ongoing efforts to evaluate conditions and mobilize employees to return to work, and remain at work, in the wake of COVID-19.

By Barbara J. Hayes, General Manager, Payer & Provider, IBM Watson Health

The COVID-19 pandemic has many organizations asking: When are conditions favorable to let employees return to the workplace? How can we monitor ongoing risk levels and adherence to policies and guidelines once employees are back at the office? What does our floor plan look like with new social distancing measures in place?

Employers are making complex decisions about the way they work, affecting their people, buildings and spaces. They must balance the well-being of their employees with the needs of their clients and strength of their organizations. They must also consider factors unique to each location and individual employees, and they should understand where additional protocols

could be put in place that can help protect vulnerable populations.

### **5 dynamic data sources every employer should consider**

To help do this effectively, we consider drawing insights from five primary types of data:

1. Local COVID-19 infection rates and trends
2. Employee symptoms and test results
3. Population health status and risk factors
4. State and local regulations
5. Applicable company policies

It can be challenging to work with these data in-



puts, as they can change daily. Applying analytics to information gathered from employees about their current symptoms and risk of exposure, as well as localized data on infection rates and trends, can help give employers a clearer picture of locations where conditions have been met to bring employees back to the workplace.

Or these insights may help an employer decide where to delay bringing employees back to protect employee health. In addition, organizations can leverage information on population health and vulnerability to gain insights into specific locations where more stringent health and safety protocols are needed.

### Considerations for the employee experience during COVID-19

Organizations I've spoken with are very focused on employee health and well-being as they work remotely and prepare to re-enter the workplace. Employee-facing tools designed to help communicate company information and gather individual employee data are critical. Some employers are turning to virtual assistants and conversational AI to help respond to the volume of questions. For example, IBM has trained Watson Assistant to deliver fast, accurate answers to common questions about COVID-19.

In a fluid situation, it's also important for employers to be able to routinely assess employee health and readiness to return to work. This means they need tools that enable employees to share self-reported information in near real time. Like other technologies that support employee healthcare decisions – such as when employees select a health insurance plan – these applications must adhere to high standards of data privacy and security.

Employees and employers must work together to help inform decisions about the right time to return to the workplace. Unfortunately, it is unlikely this will be a one-time decision, as COVID-19 infection rates and state and local policies may fluctuate over time.

### IBM solutions to help employers work safe and work smart

Over the coming months of pandemic response and recovery, employers will engage with their teams to help determine what's in the best interests of individuals and the organization. As both a large employer and a technology provider, IBM has spent a lot of time thinking about workplace re-entry and resiliency. We've developed a suite of solutions to help organizations emerge stronger from this crisis and ensure employee health, safety and productivity in a changing workplace.

As part of those larger efforts, IBM Watson Health offers an analytic application designed to help organizations monitor and analyze COVID-19's impact on their workforce, as well as communicate with employees as they return to the workplace. Data and insights from multiple data sources can help employers make informed decisions for their organizations.

To learn more, visit [ibm.com/work-safe](https://ibm.com/work-safe)



*Barbara Hayes serves as General Manager for the Payer and Provider segment at IBM Watson Health. She oversees the delivery of healthcare-focused data, analytic insight and workflow solutions, including the application of artificial intelligence via Watson. She is responsible for*

*the financial management of the market segments and leads client service teams focused on delivery, consulting and data science. She also owns strategy and offerings – and works accordingly on business growth initiatives among current clients and in the market at large.*

*Prior to joining the company in 1993, Ms. Hayes worked primarily in the employee benefits field. She earned a Bachelor of Arts degree in Economics from the University of Connecticut and holds a Certified Employee Benefits Specialist designation.*



Ken Lamneck, Insight Enterprises president and CEO, gives a keynote address to nearly 800 software, hardware and cloud provider industry experts during Insight's Synergy 2020 partner conference, held Nov. 6-7, 2019, in Phoenix.



*The CEO Forum Group has selected Ken Lamneck and Insight Enterprises for The 2020 Transformative CEO Award in Innovation in the category of COVID-Solutions. This has been bestowed for their noteworthy initiatives during this pandemic in being the integrator of intelligent solutions to lead enterprises through COVID protocols, including security, social distancing, and face mask usage while connecting workforces and reinventing supply chains.*

**Robert Reiss:** Insight has a different model in the highly competitive technology space. Explain as an integrator how you work with clients.

**Ken Lamneck:** Insight has taken an integrated approach to how we solve our clients' IT challenges, where the core purpose isn't solely focused on the technology but in finding transformative solutions that help the business run smarter overall. That includes helping clients modernize their operational processes and the mindsets of how their workers interact with the technology to ensure they get the most out their IT investments.

Organizations of all sizes today are embracing more complex technologies like the Internet of Things, artificial intelligence, machine learning and the cloud. These are transformative technologies that can deliver powerful outcomes by increasing business agility, accelerating speed to market and fundamentally changing how you engage with customers, but they also demand increasingly specialized expertise. As we've grown to more than 11,000 teammates globally – including 4,500 technical experts – we've structured our managed services and solutions to fill those knowledge or resource gaps. We've done so by focusing on four key areas where our clients most often seek deeper strategic guidance, program and change management expertise: driving digital innovation, modernizing and securing their cloud and data platforms, connecting workforces with the tools that fuel productivity and mobility, and simplifying IT procurement and asset management. We can be a single partner for our clients that can architect, implement and manage digital transformation initiatives across all aspects of modern IT.

### **Once the pandemic hit, how did that change your conversation with CEOs and clients?**

COVID-19 forced businesses to pivot faster than ever, and that's not the easiest thing to do when you're managing relationships with multiple IT vendors. Before the pandemic, we had surveyed IT leaders from small and midmarket businesses, and the majority (65%) told us they outsourced IT support to no less than six to 10 vendors. Outsourcing gets even more complicated for larger enterprises – a successful IoT project alone typically requires 10+ different partners to execute – so the prospects of making fundamental changes to the core systems and networks powering a business during a crisis can be daunting when you're juggling resources, both internally and externally.

Perhaps you suddenly had to ramp up remote enablement for your workers. Or maybe your e-commerce engine lacked the horsepower to cater to customers who traditionally were accustomed to transacting with you in person but abruptly needed digital options. We've been able to go to clients and say, "Hey, there's a simpler way of doing this." We can provide resources to help you envision, build, deploy and then maintain new solutions, and do so at scale. That's a real luxury when time is so critical.

### **How did Insight develop COVID Solutions so quickly and explain all of its specifics.**

Insight is well-positioned for unexpected moments like COVID-19 because we believe agility, flexibility and mobility should already be common survival instincts for any organization seeking to thrive in today's digital world. It's not surprising that the companies with those traits have coped the best throughout the pandemic; it's also not surprising that most of them are very cloud-based.

When workers were forced home in early March, organizations struggled to enable people to take work home with them. They needed updated technology like notebooks with modern operating systems; they needed things like headsets and bigger displays to build home offices. Fortunately, that's the heart of our business through our Supply Chain Optimization solutions. But

“Insight is well-positioned for unexpected moments like COVID-19 because we believe agility, flexibility and mobility should already be common survival instincts for any organization seeking to thrive in today's digital world.”

they also needed greater bandwidth and secure connectivity like virtual desktop infrastructure, and that's where our Connected Workforce and Cloud + Data Center Transformation solutions come in. They specialize in the modern workplace experience and modernizing IT infrastructure, respectively, so we had immediate answers to fit these “new normal” needs because we were already big believers in the power of digital dexterity.

But innovation ultimately is the key, particularly as everybody reflects on how to do business post-pandemic. For starters, how do you provide assurance to workers that it'll be OK to return to the office? A couple of years ago, our Digital Innovation team introduced the Insight Connected Platform, which is based on the concept

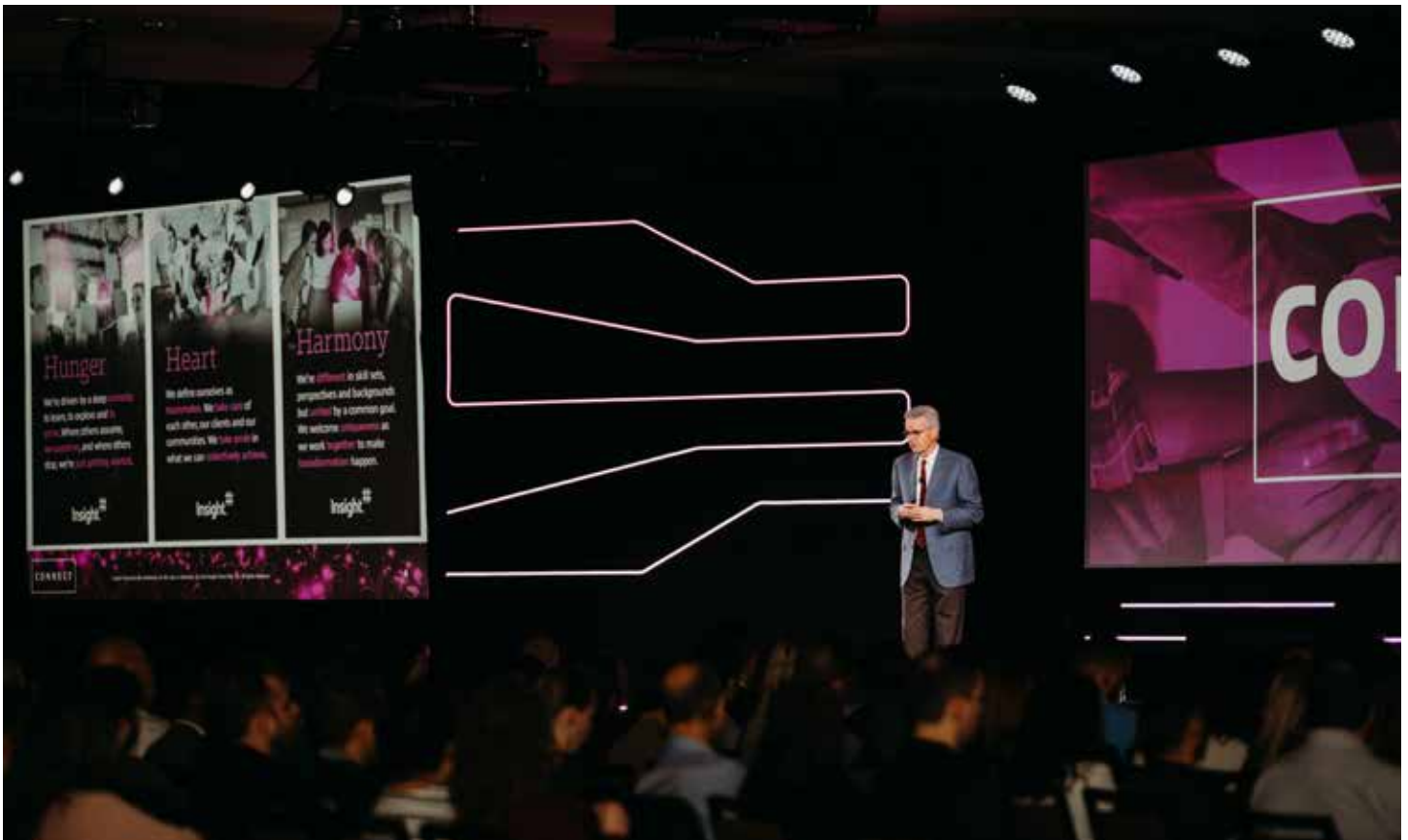


of making IoT and AI mainstream, scalable and easily applicable to table-stakes areas that organizations are constantly looking to improve. By deriving key insights about a business through devices on the intelligent edge, you gain better insights into everyday issues like monitoring food safety standards in a restaurant, predictive maintenance for manufacturing equipment, inventory analysis and customer buying habits for stores, or even regulating temperatures and medical staff sanitation practices in hospitals. We built this proprietary, completely configurable Connected Platform to provide a single pane of glass connecting all IoT devices – sensors, cameras, contact-tracing technology, etc. – so you can actually make sense of all of your data.

When the COVID crisis hit, this was a natural solution to a common challenge that all businesses were going to face, no matter if they're running a warehouse, a restaurant, office facilities, an entertainment venue or a cruise ship. That was: How do you get people back to work and public places safely

and sensibly? We consequently created a Detection and Prevention solution built on the Connected Platform so that when people interact with one another in high-traffic areas, there are measures in place to help detect for common symptoms of a virus and to reinforce awareness of smart social distancing, all to help prevent the spread of the virus.

We're installing this solution at our distribution centers, labs and larger offices across North America, as Insight begins a phased approach to returning teammates where it makes sense. Before those select teammates come to work, they'll use a mobile app to answer a CDC-derived questionnaire – if a possible health concern is identified, the app instructs them to stay home, and their manager is automatically aware of that recommendation. We're also installing thermal cameras or contactless temperature-check kiosks at building entrances. Additionally, we've developed machine-learning software connected to optical cameras that sends alerts to a facilities manager when team-



Ken Lamneck, Insight Enterprises president and CEO, discusses the company's values of hunger, heart and harmony during a presentation to 650 of the company's technical consultants, architects and engineers at Insight's third annual Mastery conference, held Aug. 13-15, 2019, in Scottsdale, Arizona.

compliance with social-distancing guidelines or wearing facemasks. Potential added capabilities include radio-frequency identification chips in employee badges to remind them to practice good hygiene whenever they pass a smart hand sanitation station. Because organizational data privacy protocols can be configured into the platform, the technology accommodates compliance requirements to protect people's privacy.

Altogether, the Connected Platform creates a centralized means to manage an organization's processes for looking after people's wellbeing, with the intelligent technology making those efforts easier. That's also evident in a mobile COVID-19 testing center solution called the Citizen Care Pod that we've quickly brought to market in partnership with a multi-disciplinary team of industry leaders led by Citizen Care Pod Corporation, WZMH Architects and PCL Construction, in collaboration with Microsoft, Dell, Intel and Bosch. The beauty of the Pod is its customizability and portability to expedite testing, screening, and eventually vaccination on a mass scale for any high-traffic business or community.

### **What is your take on businesses reopening?**

We're all planning for the post-pandemic world, but I think most health experts would say that there's a good chance that we could have a repeat of COVID-19 in the fall. We hope that doesn't occur, but it's obviously prudent for all CEOs to prepare for that and ensure business continuity plans are executed much smoother than a few months ago.

At Insight, from the beginning of this crisis, we've prioritized the health and safety of our teammates as most important. Given that, we're taking a phased and measured approach to reopening, with select groups of teammates returning to our larger offices where stay-in-place restrictions have been lifted. In these offices, we'll return a small subset of our teammate population based on a practical and thoughtful assessment of Insight's business needs,

“We've developed machine-learning software connected to optical cameras that sends alerts to a facilities manager when teammates aren't in compliance with social-distancing guidelines or wearing facemasks.”

and only after we've implemented appropriate protective measures for social distancing and screening procedures recommended by public health authorities. Part of that includes integrating the Connected Platform for Detection and Prevention solution that I previously mentioned. But the technology component is only as effective as the human considerations that are enacted along with it, and that means working alongside our human resources, operations and legal teams to ensure teammates understand the benefits and that their privacy is preserved. This is a perfect example of IT's growing role and how an organization's technology decision makers should be plugged in to the rest of the business's needs and concerns.

### **How are you leading a large and widespread organization through this pandemic crisis?**

We've remained focused throughout the chaos of COVID-19 thanks to constant two-way communication and staying true to who we are as a company, which is team-oriented with strong input from everyone. The wellbeing of our teammates comes first, and we immediately committed to ensuring everyone was aware of our plan to maintain continuity as we shifted most of them to work from home. We took extra precautions to protect our workers who were needed at our distribution centers and labs. Weekly email updates and video messages from our senior leaders are the norm, and we created a resource page on our teammate intranet to provide regular updates and guidance on what to do if they think they've been exposed to the coronavirus. Further, our nonprofit In It Together Foundation provides assistance to teammates in need, and that certainly includes this situation.

### **How have your core values helped prepare your culture of 11,000 for this pandemic?**

Our core values of hunger, heart and harmony are intentionally simple because we want them to be memorable enough to act upon. Hunger is that insatiable desire to



*IT technicians at Insight Enterprises work from an operations center at the company's corporate headquarters in Tempe, Arizona. With global operations, Insight fields a team of more than 4,500 technical experts helping clients envision, architect, implement and manage IT solutions from end to end.*

win with our clients. Heart is all about people, taking care of our clients, partners, teammates and communities. Then harmony ... from our perspective, technology is the best team sport there is, and all of us have to work together to bring out its full potential to help people.

Our values become even more critical during a crisis because that's when we're truly tested. They've really stood up well to that test during the pandemic, as we've seen our teammates willingly devote long hours to equipping healthcare, public agencies and businesses on the front lines of the crisis so they could do their most important work without interruption. Other teammates have united in common causes like donating computing power to virus research, helping nonprofit data-sharing and analytics platform Vivli rapidly develop a COVID-19 research portal, building medical components through 3D printing, and sewing masks for frontline workers. It's inspiring to see the best arise in people in the most challenging times.

**Talk about what you think the new normal will look like in 2021. What specific advice do you have to enterprise CEOs in leading in today's and tomorrow's world through technology?**

None of us knows exactly what the new normal will look like. But what's clear is that every company needs to be thinking like a technology company to compete in the future, and we're seeing a lot of excitement around the possibilities. COVID demonstrated that speed and

business agility are critical, and we've seen an immediate acceleration in clients moving to the cloud or doubling down on their investments in it. It's no coincidence that they've experienced the least amount of disruption.

When we look at post-pandemic and what's already occurring, a couple of things are pretty clear. First, companies are recognizing they have to digitize and automate as much as possible. Remote activities like field services that can be automated via IoT and drones will take priority, and as business travel is reduced,

companies will look for solutions that automate remote tasks. Cognitive services (bots, virtual assistants, etc.) will be deployed more to improve the customer experience without requiring direct human interaction, and e-commerce in general will be seen as a more efficient way to reach buyers and personalize their shopping experience. These trends were already happening, but this will accelerate them.

The second thing we're seeing is companies have to be prepared to work remotely more efficiently than ever. We won't see offices go away, but you'll certainly see people working more from home. Organizations need to continue building a stronger digital foundation to enable that and refine their procedures so employees get the most out of resources like collaboration tools. We'll see many more efficiencies in how organizations engage virtually, and some industries are going to really benefit from the new normal, such as telemedicine becoming mainstream for healthcare.

At the core of everything is the growing importance of data and bandwidth to empower business and insulate it from any major disruptions. The intelligent edge is emerging as a crucial enabler, particularly as IoT grows and latency shrinks thanks to 5G. There are more than 16 billion connected devices today, and that number is estimated to triple in the next five years alone. Everything is turning intelligent, data will continue to decentralize, and now is the time to get a grip on how you collect and analyze it in order to run smarter.



“None of us knows exactly what the new normal will look like. But ... every company needs to be thinking like a technology company.”

**I know one of your favorite quotes is, “There are decades where nothing happens; and then there are weeks when decades happen.” It seems that is so true in this world ...**

If we’ve learned anything recently, it’s that there is no place for complacency in the business world, especially as technology rapidly evolves. You really have to be resilient and prepared to move in a new direction just like that. At the start of the year, if I had told you that in two months, we’re all going to be working from home, most of our clients would have said that’s just not going to work. But I think people are pretty amazed how effectively everyone has been able to adapt, albeit some to a greater degree than others. The world is different, it’s exponentially more digital than just a few months ago, but we’re getting better and better at managing it. And that’s only going to continue.

**What is your hope in how we will emerge stronger post-pandemic and what will be Insight’s role in that future?**

As more companies transform into technology companies, we’ll be at the forefront to really help them with these solutions to really make their business more successful and differentiated so they can compete better in the marketplace. Digital transformation isn’t a one-step process, it means evolving every aspect of your business, from the front end of how you directly engage with clients and customers to your back-end processing. And you can’t do so unless you’ve also taken care of your internal infrastructure. It’s truly a journey and a never-ending one, especially as technologies change and – as we’ve seen so far in 2020 – unforeseen circumstances fundamentally change how our marketplace operates. We’re excited about how we’re positioned, and the opportunities are immense going forward for technology.



**Ken Lamneck**  
**President & CEO**  
**Insight Enterprises**

*Ken Lamneck doesn’t believe in settling for the present. He is fascinated with the future and technology, and the way each inspires the other. This interest and vision have driven Ken from the West Point Military Academy to Insight, where he leads the company as President and Chief Executive Officer.*

*Ken approaches leadership as a privilege to serve his organization and clients, whether that’s building an environment where teammates can grow and excel, or helping businesses stay ahead of the competition and the rapid pace of innovation. He seeks people who share Insight’s values of hunger, heart and harmony and believes what differentiates Insight are its teammates and the Insight Intelligent Technology Solutions™ they deliver to clients.*





**The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.**

*– Martin Luther King, Jr.*

There is no question that recent days have been times of challenge, from the COVID-19 crisis to the important movement to fight systemic racism. Throughout this all, our president and chief executive officer, Jeffrey Flaks, has stood strong and steady, side-by-side with our patients and communities as we move forward. His leadership has been unquestionable and unwavering. Thank you, Jeff, for your vision, commitment and inspiration. And thank you for helping us to stand together.



**Hartford  
HealthCare**

## Salene Hitchcock-Gear



“Consumer expectations  
are changing.”



**Robert Reiss:** Talk about the Prudential model, and in such a competitive space how you differentiate yourself.

**Salene Hitchcock-Gear:** The Prudential model revolves around bringing financial wellness to as many Americans as possible by making the experience of purchasing protection and retirement income solutions easier for customers and advisors.

Meeting the need of our customers has been at the core of what we have done for more than 140 years. We solve for consumer challenges in achieving financial wellness and financial security through things like simplified product design, innovation, diversification and features bolstering access and inclusion.

Succeeding in today's market isn't simply through differentiated solutions—it's also about how we make those solutions more reachable to consumers and financial professionals. That's one of the reasons we acquired Assurance IQ last year. We know our industry is shifting from a multichannel to an omnichannel marketplace, where consumers will expect seamless, unified service whether they prefer to engage with a financial professional or directly through self-service options using technology.

We see digital platforms as an enabler, helping us to support the financial wellness of more Americans, while also providing new pathways for consumers to access person-to-person advice more easily than ever before.



*The CEO Forum Group has selected Salene Hitchcock-Gear and Prudential Individual Life Insurance for the 2020 Transformative CEO Award in Innovation in the category of Financial Services for work in advancing equity, access and in streamlining the customer experience in a digital world.*

## Salene Hitchcock-Gear

### Share specifics of how you are innovating your business.

Consumer expectations are changing, and we need to be sure we're meeting our customers where they are with the products and solutions that best meet their needs—it's this outside-in approach that is fueling innovation in our life business.

Our PruFast Track accelerated underwriting process is a great example of how we're innovating our business. PruFast Track makes it faster and easier for eligible clients in both direct-to-consumer and financial professional-sold channels to get life insurance by forgoing the need for medical exams. This convenience is an especially important consideration during this time of social distancing. But, importantly, PruFast Track is only a part of the suite of e-capabilities we bring to bear for both financial professionals and clients, to create a seamless, end-to-end digital experience.

Another great example of how we're leveraging consumer insights to drive innovation is our LifeInsight tool. Because life insurance is a long-term financial tool, we have historically seen clients struggle to remember the specifics of their policy details, or to understand when it may be appropriate to reassess coverage levels. In response to this need, we built LifeInsights as a tool for financial professionals to consolidate all in-force policy details into a single, easily accessible real-time display. The tool provides the ability to generate a summary re-

“PruFast Track makes it faster and easier for eligible clients in both direct-to-consumer and financial professional-sold channels to get life insurance by forgoing the need for medical exams.”



port on demand, to help keep clients updated on the latest details of their policy, and can even flag important milestones and inflection points to remind financial professionals when they may want to revisit coverage levels or policy details with clients.

Our approach to innovation is all about creating a more streamlined, simpler and intuitive process for our customers.

## How has this pandemic impacted life insurance?

Since the onset of the COVID-19 pandemic, we've seen heightened consumer interest in life insurance solutions across the industry. A pandemic can be an unfortunate reminder of our own mortality. But it also helps us refocus on the important things in life, like family and friends, and how we all care for one another. A silver lining from this crisis may be that more individuals than ever are taking another look at how the protections of life insurance can help them extend their ability to care and provide for their loved ones for the long term.

On the business side, while the pandemic has posed challenges to insurers across the board with social distancing making it difficult for both customers and financial professionals to do business, Prudential's life business pivoted quickly to a remote work setup with minimal disruption to our operations. The demand for digital capabilities and streamlined underwriting has been very strong throughout the pandemic, again recognizing the challenges many of our customers face with in-person interactions. As a result, financial professionals have also shown a significant interest in adopting solutions such as PruFast Track and electronic capabilities that Prudential offers. In fact, in April, we saw a 10% increase in business through PruFast Track.

Today, the majority of Prudential's life policies are provided electronically rather than printed.

## What role is digital taking in transforming Prudential during COVID-19 so you can deliver what future customers will want?

“We built LifeInsights as a tool for financial professionals to consolidate all in-force policy details into a single, easily accessible real-time display.”

While it's still too early to understand the long-term impacts of this pandemic, in many ways, rather than charting a new course for Prudential, COVID-19 is instead accelerating our existing plans. That includes the adoption of new technologies and processes as our work increasingly shifts to a digitally driven environment. We expect technology to continue as a central force in transforming our industry and the customer experience going forward in any scenario.

Across the board, we've increased our focus on digital channels to offer consumers more options in terms of how and when they engage with us—whether that's exclusively online, with an advisor in a digital environment, or a hybrid approach. We've done this by expanding our use of digital tools, such as e-signatures and secure email, where possible. Our eCapabilities portfolio allows digital processing of the purchase of life insurance, from application to policy delivery. It includes eSubmission, eInterview, eReview (with PruFast Track Accelerated Underwriting), eDelivery, and eService. Combined, these e-capabilities represent exponential enhancements to the client experience, making one-day turnaround possible, from application to policy delivery. We also are expanding the use of electronic medical records (Human API) along with other methods to drive fast decisions with minimal requirements.

While many of these technology advancements aren't new, the external environment has sped up their adoption rate. This environment has also underscored the important role financial professionals play. To that end, it's critical that we're both high-tech and right-touch. Given this, we're hosting weekly calls for advisors to answer questions and provide helpful information. These advancements allow for a more convenient experience for our customers—with the ability to choose how they want to engage—and make it easier for the advisor to do business in this unprecedented time and beyond.





comes that stand the test of time. And that's the message I would share with other business leaders—the outcomes we help create are what matter and form our legacy. Think about what your legacy will be. It's not only about what you help to accomplish, but also what you don't—what changes were necessary and didn't take place under your watch. Responsibility rests with every leader, at every level, to show compassion, care and understanding for others and help elevate our workplaces, our communities and ourselves.

### **In what ways does your legal background impact your thoughts on business innovation?**

First and foremost, that background gives me a great understanding of the complexities of the rules and regulations that businesses must work through. Having said that, it also gives me the perspective that in order to really innovate, we likely have to bring those legal and regulatory bodies along the journey.

### **With systemic racism, what advice can you provide to other business leaders?**

Our whole company is profoundly disturbed by the manner of George Floyd's death, and by the fact that he joins a long and ever-growing list of Black Americans who have lost their lives because of the color of their skin. The pain and suffering felt by Black communities across the country is deep and will not heal until we make true progress. The path to meaningful change requires all of us working together.

We're embracing our responsibility to help lead our society toward a future in which racism and unequal treatment play no part. Prudential's been based in Newark for more than 145 years, and we know that we will ultimately be judged for our actions, and for out-

Businesses must demonstrate value and customer opportunities in order to overcome many obstacles around the use of data and business processes that could simplify and improve the client experience, and ultimately increase the value of the products and services we deliver. So, it's up to us to both imagine and frame the innovations in the right way and help find solutions to the real concerns that exist around privacy, data-driven bias and the like.

**“The demand for digital capabilities and streamlined underwriting has been very strong throughout the pandemic.”**

“The pain and suffering felt by Black communities across the country is deep and will not heal until we make true progress. The path to meaningful change requires all of us working together.”

## How do you see financial services changing and hopefully emerging stronger post-pandemic?

In many ways, the pandemic marks the full transition of the financial services industry into the digital and self-service era. If your customers didn't have an option to access or manage their accounts online on their own, they were paralyzed during this period. We know that's not how any customer wants to feel when it comes to their finances.

Post-pandemic, I hope to see the industry as a whole mirror the approach we've taken here at Prudential—adopting a customer-driven, tech-enabled mindset when it comes to solutions and service development and delivery. That focus on customer experience will be critical to our future success as an industry.

## What is your hope for business and society over the next few years?

I hope our business communities really take to heart the powerful impact we have made in creating positive differences in our larger society. We now see clearly the disparities in health care for people of color, uneven financial distress in the sudden economic downturn for many working Americans, and we have redefined who is really “essential” to keep day-to-day activities moving. We have to do more than thank essential workers, we have to make sure they have a way forward from this crisis that demonstrates we know their value in our society. Health care, supporting living wages, and addressing systemic racism will continue to be major themes in the years to come and business voices are needed to ensure that actions are carried forward beyond the dialogues.



**Salene Hitchcock-Gear**  
President

### **Prudential Individual Life Insurance**

*Salene Hitchcock-Gear is president of Prudential Individual Life Insurance. Prudential Individual Life Insurance is a business unit of Prudential (NYSE: PRU) that offers competitive solutions to meet the needs of consumers through the manufacturing and distribution of a diverse portfolio of life insurance products.*

*An insurance industry veteran with more than 30 years of experience, Hitchcock-Gear joined Prudential in 2017 as chief operating officer of Prudential Advisors, the company's national sales organization. She was appointed president of both businesses in 2018. Hitchcock-Gear represents Prudential as a director on the Women Presidents' Organization Advisory Board. She also serves on the board of trustees of the American College of Financial Services.*

*Hitchcock-Gear has a bachelor's degree from the University of Michigan, a Juris Doctor degree from New York University School of Law, as well as FINRA Series 7 and 24 securities licenses. She is a member of the New York State Bar Association.*



**Prudential**



Barry Alexander, Airline Captain, Founder & CEO of Aquiline Drones, talks about his drone vision and the future of drones in business and society.

### **Describe your background, how you came to create Aquiline Drones, and why your model is different.**

As a career commercial pilot, I have delved into most aspects of aviation. Aquiline Drones (AD) represents a culmination of my life's experiences. I founded AD in January 2019 after I observed the growth of unmanned aerial vehicles (UAVs) aka drones, in my travels across the globe. I cultivated the idea of building a home-grown, superior drone and cloud solutions company to improve our current way-of-life.

AD's business model is vastly different in a variety of ways. Our staff is comprised of veteran aviators (both military and civilian), aerospace engineers, cloud architects/engineers, software engineers, nuclear physicists, algorithmic mathematicians, savvy businessmen and other technologists. Our management team boasts more than 300 years of collective aviation experience and reflects our commitment to safety and a profound understanding of our national airspace system (NAS).

AD's approach to business in the unmanned aerial systems (UAS) arena is also different; underscoring responsible and safe integration of drones and drone technology into the NAS. We have gained the trust and respect of citizens through carefully crafted and inclusive public education campaigns. We embrace the concept of public/private partnerships, and are desirous of using all channels and resources to help foster sustainable workforce development.

### **How has Aquiline Drones responded to the pandemic?**

AD has responded to the pandemic by protecting citizens through contactless commerce and social distancing, thus mitigating the current and future effects of COVID-19.

AD has also recently launched a new employment initiative that empowers people to become their own entrepreneur, entitled AD's Flight to the Future (FF) program. ([www.aquilinedrones.com/flight-to-the-future](http://www.aquilinedrones.com/flight-to-the-future)) This superior system is designed to train, certify and insure average citizens to become drone pilots and drone business owners. AD is offering a major economic development opportunity for many displaced by technology or unemployed from the pandemic who can now seamlessly transition to a new career within an industry that is growing at a rate of 20.5% compounded annually.

### **What is it CEOs don't know about drones but should?**

PWC reports that drone solutions are valued at approximately \$127 billion. Clearly, the use of commercial drones to solve expensive and life-threatening business challenges is shown to be both cost effective and superior in efficacy.

Drones are essential to the advancement of society and can benefit businesses on multiple levels:

1. They provide powerful aerial perspectives, useful in the management of property, assets, situations,



- etc., and can provide real-time data insights to individuals, groups, enterprises, and industries alike.
2. Drones are essential in providing (and achieving) Total Planetary Management.
  3. Drones are crucial in removing humans from harm's way, especially in first-responder situations and scenarios. They are also vital in the management of ecosystems for having extremely low carbon and noise footprints.
  4. Drones are virtually humanoids and can benefit humanity when used safely and responsibly.
  5. AD provides superior cloud-based solutions that further expand the scope and scale of drone operations. The AD Cloud is also the only aviation-centric cloud dedicated to providing a safe, compliant, and efficient drone ecosystem.

### How can companies use drones to help reinvent themselves during the Coronavirus?

Drones come in a variety of forms, shapes and sizes and can be airborne, amphibious and land-based. Companies use drones to protect property more efficiently and cost-effectively and become a key component in a comprehensive Enterprise Asset Management (EAM) plan.

Drones also help companies sterilize workspaces and business environments, as well as provide ongoing surveillance and monitoring of business activities.

Drone delivery services are becoming mainstream and will present a plethora of opportunities for individuals and enterprises. The delivery of pharmaceuticals, human tissue and organs, blood, etc. are just a few life-saving examples in which the use of drones and cloud technology are highly advantageous and cost-effective.

### What role will drones play in our future post-pandemic?

Drones are here to stay and will continue to grow in usage and popularity as they offer contactless commerce. The adoption of drones with sensor payloads connected to a scalable, robust and customizable cloud platform like that offered by AD will increase efficiency

and reduce costs in commercial applications and save lives in larger society.

Such advantageous missions may include inspection of bridges and tunnels, aircraft carriers, windmills and other large assets. Monitoring farms, livestock and helping farmers increase crop yields through real-time data insights is also viable. Similarly, drones can be deployed for powerline and utility inspections and search and rescue operations. Even the United States Postal Service has begun to explore the use of drones to deliver mail.

Ultimately, drones produce a world in which humans are far less exposed to unnecessary danger, and business objectives will be achieved with increased precision at a fraction of the cost of traditional methods. It is then that a new societal dynamic evolves.

### If a CEO wants to learn more about Aquiline Drones, what is your website?

[www.aquilinedrones.com](http://www.aquilinedrones.com)



*A veteran aerospace professional, Barry brings over 25 years' experience as an aviator and licensed aircraft technician -- both airplanes and helicopters -- operating at the highest technical levels. With over 20,000 hours of flight time logged in the global commercial aviation environment, Barry has spent most of his aviation career flying as an airline*

*Captain with periods in between functioning as a Flight Instructor, Chief Pilot, Director of Operations and Transport Pilot of a Boeing 747 aircraft globally. Barry possesses key expertise in the areas of flight operations and management and has led successful ventures in the diverse areas of health information systems, electronic payment systems, digital media and air ambulance services.*

*These insights, gleaned from both a technical and managerial perspective, form a critical part of the vision and ultimate success for Aquiline Drones. Today, Barry attends to the day-to-day implementation and growth activity of Aquiline Drones as its CEO. His role at Aquiline Drones will be to continue being the visionary leader and to see that the team achieves its Vision and maintains its Mission.*



# How Real Estate Created New Way to Produce Movies at Lower Cost

By Ryan Millsap, CEO and Chairman of Blackhall Studios

**I know, this last year you won all these awards for Jumanji, Godzilla, Jungle Cruise. Talk about what the studio is?**

Blackhall is a huge production facility based in Atlanta, Georgia. About 150 acres, we utilize about 100 acres right now. So, 850,000 square feet underroof and it's really a production facility where Disney, Sony, Warner Bros., Paramount, HBO, all of the big production companies have come and used our facility as a manufacturing place for their concepts.

**And what are they looking for when Sony, Disney, when they come for you, what make something a good facility for production versus a bad one?**

We are in a content boom & right now, content creators will use anything with a roof. In an ideal world, they have a facility like Blackhall, which is a large and secure with 24-hour security and purpose-built sound stages. Our stages are large, clear span buildings that are soundproof and can hold a lot of weight from the ceiling which allows productions to build sets, and hang lights, and do all the

things that they need to do when they're manufacturing content.

### **What are the different things you learned from your different roles in business?**

Well, as everybody who is listening to the show knows, there's a lot of different roles for a CEO and there's a huge difference between a CEO founder and a CEO who's running a stable wise-business. I know from my own self-knowledge, that I'm a better CEO of a business that is being founded and that my strength is really in the chaos of the unknown. As Blackhall grows towards greater and greater stabilization, I've put myself back into a role that's more like a Chairman. I know that there are a lot of people that can administer things and grow the linear side of a business in a much more robust way that I can, and that my talents are better served in the blue water of new opportunities for our business.

### **What is the blue water of content?**

I mean, the water is deep and it is blue and it is clear. There hasn't been a time when the sea bed was as clear as it is right now; with everyone at home, absorbing content on Netflix, Disney +, HBO's streaming and Showtime. I mean, the content can be — right now. When people are watching things over and over and over, it makes you realize how little content we actually have and how much content needs to be produced, in order for people to have enough material to watch. Right now, pipelines are all being absorbed. Content on the backside of this pandemic is going to create a huge boom beyond the boom that we've already been experiencing, but a huge boom in an understanding of what happens when people are trying to entertain themselves at home.

### **What makes for good content right now, what do you hear that people are looking for?**

Well, it's good storytelling. That's true in all environments. The stories change. There's going to be a lot

of content that is born out of the Coronavirus and everybody being home. All of the comedy that comes out of home life when people are quarantined; All of the drama that comes out of home life when people are quarantined; All of the drama that comes out of a society being thrust into a global pandemic. There's a new zeitgeist about viruses and pandemics that will be exploited by storytellers in Hollywood for years and years to come.

### **Talk about to the CEO world. What is your hope with CEOs, what CEOs could learn from this and how they can lead better and more effectively?**

Obviously, we only have jobs if we're making money. So, we must continue to have bottom line understanding in the inside of a corporate environment. The thing I can take away from this is that there is going to be a means by which companies in this country and internationally can better care for the earth and each other and just learn to be more society minded. I do believe that inside a capitalist community there needs to be a mindset that we're doing profitable things that also result in the good of the earth and our communities, and I think we're all going to learn how to do better together.



*Ryan Millsap is the Chairman & CEO of Blackhall Studios and the Founder & CEO of Irinda Capital Management, LLC. In his role at Blackhall, Ryan oversees the strategy of the studios, providing leadership and direction. Blackhall's production clients include Disney, Warner Brothers, Universal, HBO and more.*

*Ryan has played a principal role in the capitalization, acquisition, and management of more than \$1.2B in real estate assets. Since 2008, his companies have acquired \$800M in real estate assets.*

*Ryan is the Chairman of Advance DeKalb and serves on the board of the Aerotropolis Alliance and Metro South CID.*



# BLACKHALL STUDIOS

*BRINGING PRODUCTIONS TO*



SINCE 2017





Designed by SANAA, the River building was created as a porous platform for the work of Grace Farms Foundation. Structurally, the building of glass, concrete, steel, and wood is in essence a single long roof, which seems to float above the surface of the ground as it twists and turns across the landscape. (Photo: Dean Kaufman)



*The CEO Forum Group has selected Sharon Prince and Grace Farms Foundation for the 2020 Transformative CEO Award in Leading Through Crisis in the category of Community. This has been bestowed for the unprecedented heroic efforts in delivering 1.5 million PPE during COVID-19, and for creating the system of five integrated foundations – nature, arts, justice, community and faith – which provide a unique, scalable model for comprehensive response for this and future crises.*

**Robert Reiss:** Grace Farms is a different model than any community organization I have seen globally. As the founder, describe your original vision.

**Sharon Prince:** Well Robert, I always believe that the possibilities for Grace Farms are as open as its 80-acre landscape in New Canaan, Connecticut. When we founded Grace Farms, which is in proximity to New York City and other municipalities, the first question that we asked was, “what could we do here that cannot be done elsewhere in the world to advance good?” Then the idea for Grace Farms germinated when an architect friend of mine said, “space communicates.” This was profound to me that space could communicate a set of values, and, I surmised, could advance good for years to come.

So Grace Farms was envisioned as a new kind of public place, to be a peaceful respite and an active community in tandem where new outcomes could emerge. Grace Farms’ open, porous architecture is designed to break down bar-

riers between people and sectors, and invites us to pause and reflect, while also encouraging engagement with our five initiatives: nature, arts, justice, community and faith. We started with a clean slate to think about “what could we contribute to human flourishing?” These five initiatives are part of our answer.

The curvilinear River building became the three-dimensional expression of our vision. It is embedded in nature and creates this hopeful space for inquiry and restorative work. And we also invite the public, private and government sectors to create not only a diverse place, but a setting in which to bring forth diverse thought that can lead to actionable and authentic systemic solutions to today’s most pressing humanitarian issues. It sounds highly aspirational, and it really is.

There are many thoughtful perspectives and people are participating alongside of us because we’re an open, publicly available space. So it’s not just the private sector participating. It’s quite different to be in a place where we have both the private and the public sectors come. The public can come just take a walk and have a meal or non-profits, corporations and organizations like the United Nations University come together multi-sectorally for convenings at Grace Farms.

Our important stake in the ground in terms of justice is to disrupt modern-day slavery and gender-based violence.

### **How did your five initiatives position you to tackle some of the local and global challenges created by the COVID-19 crisis?**

Our leadership is quite unique, and we also had the breadth and depth of our full team. When you talk about the COVID crisis, it’s about caring for our community, the value of dignity of our community, and the health and care of our community, and I’d like to backtrack for one second, because in addition to the COVID pandemic, we are in another current crisis now.

At Grace Farms, we’ve addressed the systemic effects of race in American memory. All that work that we’ve done in terms of the supply chain and how it relates to human trafficking is that we have transnational supply chain

“Our important stake in the ground in terms of justice is to disrupt modern-day slavery and gender-based violence.”

expertise. We also have been examining contemporary issues like modern-day slavery, that is also linked to systemic racism. So, all of these issues and initiatives go together and they might not seem like they normally would. By inviting our five initiatives to tackle contemporary issues from various perspectives and knowledge, which also happens to include expertise in supply chains and human trafficking, we were more ready than we knew to respond to the pandemic.. If you don’t have those conversations, if you don’t have investigations, a diverse team trying to do the right thing along the way, when the crisis hits, there’s no foundation there.

**So the reason you’re able to give so much is because of the integration of these five elements. That’s the secret sauce, it’s the whole continuum. It’s comprehensive, it’s universal?**

Right. To give you an idea how leadership played a role and how caring for our community was paramount during the COVID pandemic, we were determined not to contribute to community spread. When we closed to the public on March 9, there was only one case in Connecticut. And then we realized quite quickly that two immediate consequences of the COVID pandemic were food insecurity among us and our neighbors. Many more were asking, “Where is my next meal coming from?” And then there’s this critical lack of PPE that we needed for experienced healthcare workers and our first responders throughout the state.

So then we said, “Okay, what do we do immediately once we close?” We closed early, which also gave us an advantage because we could think through next steps. We had our team all mobilized to address the needs that were developing in real-time. Immediately we launched the Grace Farms Relief Fund for Connecticut to help close the emerging PPE gap. We first started to provide food relief within three days of closing by working with our non-profit Space Grant partners. Then we pivoted really





*In 10 weeks, Grace Farms Foundation secured, donated and delivered 1.5M pieces of PPE to health care workers and first responders throughout Connecticut. (Photo: Julien Jarry)*

quickly to focus on filling the critical PPE gap that our health care workers and first responders around the state were experiencing. It was on a Zoom call a week later where I committed to providing essential N95 masks for these frontline heroes and said, “Let’s fill this gap for the entire state.”

Thankfully our diverse team has a lot of first responders on it. We also have the expertise on our leadership team and through our Justice Initiative, we have a deep understanding of transnational borders, running task forces, and creating transnational networks. So, we had this array of active

collaboration between government, public and private sectors. Then, we created a humanitarian distribution hub and recognized our interdisciplinary humanitarian model provided that framework, and then, in the last two months, we have speedily delivered and donated 1.5 million PPE to healthcare workers throughout Connecticut.

**I know that getting PPE seemed near impossible. How could you get 1.5 million? No one could get them.**

That’s a good question. We had to first start off with creating an alliance. You can’t do it by yourself. So, we created the Grace Farms Alliance Against COVID-19, that includes corporations, organizations and institutions across sectors. Once we noticed that the state’s deals were actually turning out to be mirages, we turned back to our cross-sector method and redirected our efforts to trusted overseas suppliers.

I did reach out ... and family helps. I reached out to my sister and brother-in-law, who are both directors at Hamilton Beach Brands, and I asked them to introduce me to any of their appliance suppliers in China. That was one area.

I also reached out to two Chinese-American business women in Connecticut whom I knew had trusted supply chains as well. We were trying to develop an international supply chain, and local supply chain as well, starting here in the U.S. and in China. The diversification of suppliers is prudent, but what may not seem prudent was actually how I got it done, which was by employing unorthodox business methods. This approach enabled our purchases to come through quickly on much like a handshake deal.

So, I really banked on Hamilton Beach Brands, their trusted supplier, because they have hundreds of inspectors already on the ground in China. We did enough research to know which products we wanted to get so they would actually be used. We ended up taking a very calculated risk, so it wasn’t naive. We knew that the clock was ticking, and we felt confident that we were taking all the necessary steps really to save lives. The timeline goes like this; it’s a bit condensed. On March 26, one of Hamilton Beach Brands’ manufacturers added capacity by sourcing PPE, and at the same time China lifted their PPE export policy. So, I placed my first order for 100,000 N95 NIOSH Respirators, and we received them here only five days later.

“We ended up taking a very calculated risk, so it wasn’t naive. We knew that the clock was ticking, and we felt confident that we were taking all the necessary steps really to save lives.”

There was risk-taking. But you think about the healthcare workers taking risks every single day, you could see that. So, taking a risk, a business risk, was warranted.

To see this whole commitment through, I was inspired by Dr. Theresa Bowling, she’s a chief anesthesiologist, who actually volunteered to work in the COVID unit. She would offer me boots-on-the-ground input on how she was immediately using N95s when they arrived. The PPE would arrive curbside, delivered by our local fire department volunteers, and that’s a whole other discussion of how we actually distributed in real time. Once we landed those N95s, that first 195,000 were distributed that same day.

And this was like a task force kind of operation. We distributed PPE through our local emergency management team and with fire department volunteers who said that was one of their greatest moments of their history, of the department’s 138 years of volunteering. They could serve our state.

So, Dr. Bowling inspired me. Every decision became more urgent, and the need to oversee the whole operation to make sure it was going to work from start to finish was necessary, because essentially, no one had ever done this, especially not in this kind of condensed time-frame without the resources we needed. Dr. Bowling was able to articulate how being assured of the fresh N95 respirators when she and her team were in the COVID unit, elevated their

ability to actually provide focused care, not worrying about whether their PPE was going to work. They were then able to concentrate on the intubation.

She said that it offered additional psychological benefits, because they needed to return to their families, they wanted to do so without fear of being infected or even infecting their loved ones with this deadly coronavirus.

### **In retrospect what have you learned from this so far?**

I think about most of our undertakings as CEOs, you don’t know what all the potholes might be when you visualize a path forward and make a commitment, but you do know you have to work vigorously together and use all of your resources, much like an octopus, to make it happen. Months and years from now, I want to be able to look back at this time and be able to say that amidst the pandemic, Grace Farms Foundation continued to advance our mission and values with even deeper roots to help create grace and peace in our world.

### **Now let’s talk about serving food to a dozen essential**



*It is predicted that 136,000 people in Fairfield County will go hungry this year as a result of the pandemic. The Commons at Grace Farms, which normally serves as a community gathering place with fresh food, is now a hub for preparing and donating food to those in need. (Photo: Dean Kaufman)*





*The expertise within Grace Farms Foundation's Justice Initiative to disrupt forced labor has helped navigate PPE supply chains. Seen above is a Justice Initiative conversation with Dr. Denis Mukwege, Nobel Peace Prize winner and Congolese gynecologist, with Nicholas Kristof, columnist for The New York Times. (Photo: Vanessa Van Ryzin)*

**organizations. As background, Grace Farms has its own food Commons with fresh, really good food. I know since I go there often to write my Forbes articles, and looking at all those acres of nature is great. Describe your community food initiative during COVID.**

On the food side, that was something very much in our wheelhouse, because we have the Commons where we serve food to visitors and others and we also have a sustainable garden. It's quite large and we provide food to a number of local organizations like those who lead domestic violence crisis centers and others that align with our various initiatives. We already have those relationships built, so we immediately were able to call them up and ask, "What exactly do you need?"

So again, we were providing relief that was needed and could then really be able to take our whole team and concentrate on that food relief, which we're doing right now, and we will continue to do. It's become part of our DNA. Even when we re-open we will continue this work in some way.

**So what is the most transformative part of your work over the past few months?**

The past few months have really underlined the importance of leaning into our mission. By applying our values and our expertise, we were able to create these outcomes, and like we were just describing, maybe not just for now, but for the future of our own organization as well as for others. So it's been transformative to have the opportunity to do visible lifesaving work in providing this food relief and PPE versus the other lifesaving humanitarian work, like human trafficking work, that's often hidden from view.

So, that was what struck me. We're filling this PPE gap at the time no one in healthcare or government was able to. We were the first to deliver the N95s in bulk in Connecticut. Our work over the past

10 weeks has demonstrated that our model of using our place, our ongoing and interdisciplinary partnerships and perseverance works.

**Your five initiatives give you a comprehensive perspective to solve major problems; sort of like Amazon mastering the customer intimacy process with books and then moving into everything. So what is your hope for the future of the world and of society post-pandemic?**

I really love this question because at Grace Farms, our orientation is a hopeful future. The pandemic has now put global attention on supply chains. This provides us with an unprecedented opportunity to think more critically about supply chains – which is a core issue we need to tackle in order to stop human trafficking. We've been working to create a radical paradigm shift to raise awareness of forced labor in the building materials supply chain. We built a team of 50 leaders in the ecosystem of the build environment, back in September. It was the first real launching of this effort. Together, we've focused our work within the architectural sector and put a spotlight on forced labor in the building materials supply chain, the other



half of the issue, not just on construction sites. So prior to this crisis, conversations on supply chains among industry leaders, architects, engineers and others, may have just concluded with questions about sustainability of a material and nothing more. Questions were rarely, if ever, asked, if the material itself was made with forced labor. Now, as the geopolitical landscape is shifting and awareness of the supply chains has reached new heights, we have this once-in-a-lifetime opportunity to create systemic change and add humanitarian criterion to our purchasing decisions and our global supply chains. We can place that much-needed spotlight on the value of human elements of these supply chains and not just sustainable ones, which I think is a significant shift.

In real time today, we're seeing this urgent conversation about human dignity and systemic racism at the forefront of national consciousness. And the COVID pandemic has already amplified racial disparities, and we recognize this reality, we stand in solidarity. Our team spans a very wide range of disciplines, which includes distinguished former federal prosecutors, a decorated federal agent and a scholarly arts creative director. We are a diverse team from a wide range of backgrounds and perspectives. Just to give you an example, we took time yesterday to listen, to coalesce and determine how we can use our will and wherewithal to take action, to convene interdisciplinary leaders to address these issues of systemic racism that would include law enforcement, artists and scholars — a diverse community—to do what we can to address this humanitarian crisis with a mode of grace and peace.

So, this is another huge challenge, and it is a challenge that we must face together. At Grace Farms we are a hopeful restorative place. Ultimately, it is my hope that out of the chaos and tragedy of this COVID pandemic we can create new opportunities and outcomes to infuse ethical criteria into our local and global supply chains and how we value each person.

**On that inspirational note, Sharon, it's been terrific having you on The CEO Show.**

I appreciate this opportunity and we're looking for that hopeful future.



Photo: Ryan Slack

**Sharon Prince**  
**CEO & Founder**  
**Grace Farms Foundation**

*Sharon Prince is the CEO and Founder of Grace Farms Foundation, a private operating foundation established to advance good through engagement with nature, arts, justice, community, and faith. Prince spearheaded the vision for Grace Farms, a new kind of public space that blends architecture, art, and nature together into a platform for people across sectors to convene and activate the Foundation's initiatives. Grace Farms has been recognized with numerous awards for contributions to architecture, environmental sustainability, and social good.*

*Prince has fought to disrupt contemporary slavery and violence against women locally and globally. Most recently, she formed a first of its kind initiative, Design for Freedom, which includes the Grace Farms Foundation Architecture + Construction Working Group. GFF A+CWG brings together construction and design industry leaders and human rights experts to build awareness and create ethical building materials supply chains.*

*Prince has been recognized with the NYC Visionary Award from AIA New York and the Center for Architecture, NOMI Network's Abolitionist Award and Auburn Seminary's Lives of Commitment Award.*

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*Zeta Smith, CEO, North America Seniors, Sodexo*

## CEOs Share Diversity Is The Key To Strong Leadership During This Pandemic

By Robert Reiss, CEO, Founder and Publisher, The CEO Forum Group

The Women Business Collaborative hosted its second WBC CEO Roundtable: Leading Forward, on May 19th which included insights from four prominent leaders at Microsoft, Tanger Factory Outlets, Sodexo North America and Skanska USA.

With COVID-19 response entering new phases across the United States, leaders from these four corporations talked about their response and how leadership has evolved and changed with the crisis. An important finding was that diverse representation in manage-

ment yields better results – especially during a pandemic. Zeta Smith, CEO of North America Seniors, Sodexo shared an interesting analogy, “Leadership is like a tea bag; your true colors emerge with hot water.”

While the CEOs each represented a different industry facing unique challenges, some common themes continued to rise to the top.

The COVID-19 crisis is moving from the initial adrenaline of response to a disillusionment phase.



To combat this, these leaders are focused on several things: relying on existing, positive corporate cultures, focusing on employee well-being and mental health and keeping open lines of communications across all levels of their organizations.

Toni Townes-Whitley, President, US Regulated Industries at Microsoft shared, “You have a plan, everyone is out there working on adrenaline and that is followed by a pretty steep drop into disillusionment ... and I can see my team and I coming into this place where we have to push ourselves to get to and through the recovery.” With the challenges of leadership during this pandemic, Townes-Whitley shared an interesting concept of personal perspective, “It’s easy to get caught in routine and during this pandemic. One thing I try, is every day to do something different; even small things, like eating in a different room or parking in a different place, help inject freshness into life.”

Richard Kennedy, President & CEO of Skanska USA talked about the process of growing a leading organization, “We realized in the early 2000s, we needed to focus on diversity. Then we needed to talk about inclusion, and we have built on this, and diversity and inclusion are a part of who we are and who we aspire to be.” Kennedy expanded on how this is working during this pandemic, “For us right now, we were participating in these daily COVID-19 response calls and the women on our team have brought a level of pragmatism to the conversation. I can’t imagine not having women at the table. There is such a perspective that we need as a company.”

All participants strongly agreed that organizational commitments to diversity and parity have paid off in terms of effectively managing the crisis. Gender and diversity have allowed CEOs to gain a broader

perspective of employee and customer needs, empathy, pragmatism and diverse schools of thought. This perspective gives leadership more confidence they are making the right decisions.

Steven B. Tanger, CEO of Tanger Factory Outlet Centers, a company where 82% of the workforce are women explained, “It’s easy to talk the talk when times are good, but now you realize how important it is to have diversity of thinking and backgrounds.” Importantly, Tanger Factory Outlet Centers was a rare company who gathered research in January, and because of their

“You have a plan, everyone is out there working on adrenaline and that is followed by a pretty steep drop into disillusionment ... and I can see my team and I coming into this place where we have to push ourselves to get to and through the recovery.”

highly disciplined planning model was ahead of most by almost two months. This allowed them to do tactical things, such as stock up on hand sanitizer and have all preparation in place.

Zeta Smith from Sodexo shared how diversity can significantly elevate a corporate environment, “I can say generally being new to Sodexo, how refreshing it is to walk into a room of senior-level executives and have 40 percent be women, 40 percent be people of color and almost 20 percent be women of color. We are the people that are making decisions for entire organizations for the most important time in our industry. To know that there is a breadth of experience and knowledge that comes from all that diversity of thought. It makes me feel confident that we are arriving at a well-rounded decision to help solve these problems.”

In summary, my co-host, Rebecca Shambaugh, President of SHAMBAUGH and Founder of Women in Leadership and Learning, noted, “The CEO Roundtable on May 19th brought the imperative for diversity and inclusion for organizations to exist and effectively navigate in today’s environment to life. Tapping into the mix of both created a sense of unity and allowed for better problem solving and decision making that served as the foundation to weather any storm or crisis.”

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Brian Gallagher is committed to providing social emotional learning tools to middle school children, especially in this time of distance learning, such as Character Playbook, offered in partnership with the National Football League (NFL.)



*The CEO Forum Group has selected Brian Gallagher and The United Way Worldwide the 2020 Transformative CEO Award in Leading Through*

*Crisis for the category of Global Nonprofit. They have received this for their model of global local which integrates 1,800 local branches through 41 countries, but operating as one brand, which enables enterprises through this crisis to align and deliver broad yet targeted responses. An example during the COVID-19 crisis is their 211 network where they have been responding to 75,000 calls a day.*

**Robert Reiss:** Everyone has heard of the United Way but not everyone knows it’s actually the size of a Fortune 500 company at about \$5 billion a year. Talk about your positioning in the market.

**Brian Gallagher:** Two things that set us apart. First is that we are a globally local organization. I mean by that, we have got 1,800 local United Ways in 41 countries, but we operate as one brand. And so, we have got overarching rules on governance, on financial management, on ethics, but we are very local in terms of having volunteer boards, professional staff teams very focused on their own issues. You can focus on healthcare issues, for instance, and they are very different in Mumbai than they are in New York City. So, globally local is the way that I would describe that.

The other thing that makes us really unique is that we are not special interest. We are not a senior’s organization. We are not a youth organization. We are not a housing organization. We are a community organization. In some ways we were built for this crisis in that everybody



is suffering at the same time. We all suffer differently because some of us have way more means than others. But we are an organization that defines our success if our communities are successful. So, you see United Way is responding to all sorts of different issues in their communities based on what is most required at the time. So, we are a shape-shifting organization if you will.

**I'm guessing everything changed in early March.**

That is right. Everything pivoted to COVID. As you mentioned, where we raise a lot of money every year, we are the largest privately supported nonprofit in the world. We generate about \$5 billion annually, and that goes across the gamut of homelessness, job training, mentoring and so forth. That whole fundraising mech-

**“In some ways we were built for this crisis in that everybody is suffering at the same time.”**

anism now has been turned toward the response to the COVID crisis, both the health-related crisis and the economic crisis, because that is what is most critical in our communities right now.

**In your global-local model, what is interesting is you hear real-time from almost 2,000 communities, plus you are connected directly with many CEOs. What are CEOs globally telling you about their most pressing needs during these critical times?**

*United Way Worldwide January 9, 2020 Hill Day, led by Senior Vice President and Counsel for Public Policy, Steve Taylor, CEOs from United Ways around the country came to Washington to meet with Members of Congress and advocate for the health, education and financial stability of every person in every community.*





Brian Gallagher meets with a child at a migrant shelter in El Paso. Gallagher has committed United Way to telling the human stories behind migration.

Twofold really: one is, like us they are very focused on their workforce. We are all focused on, “Can we keep people employed?” That is both good for the economy and good for our organizations. But in an interesting sort of way, companies have really pivoted or reemphasized the most vulnerable and their communities. Community or corporate social responsibility has become pretty customized by company. Some are very focused on global issues and we are very focused on education and job training. Some are very focused on the environment. Right now, it is basic human need, and so we have had long-term relationships with companies like, UPS and Deloitte and the National Football League and so forth, and we do lots of things with those companies. But almost entirely now, conversations with those companies are, “What can we do to help your employees, and what can we do to help the people in the communities where you work and help the people that are most vulnerable?”

**What’s an example? Let us say, Deloitte, as they may have somewhat similar structure to you in how they are laid out globally.**

Punit Renjen, the global CEO of Deloitte, was our board chair for three years up until the end of last year. Punit and I have talked about, “How do we take advantage of the fact that Deloitte has obviously a very local global firm as well?” And what we have constructed is an overarching approach to the people in communities that are most impacted economically right now. That

means, restaurant employees, that means musicians in New Orleans, that means people who may or may not get access to unemployment insurance or may or may not get access to the small business loans that are being made available in the U.S.

They have a huge workforce in India. And so essentially, what we are doing with Deloitte is charging our two enterprises to work on the local level to identify those who are in those gaps and to make sure that the fundraising that we do together and the advocacy

work that we do together is focused on local needs that adds up to a global change.

So, Deloitte is a great example of that. Wells Fargo and we are very focused on financial stability and access to banking services. We have connections through local nonprofits that identify those that are kind of operating on the fringe of that network. We are making sure that we are connecting working income families that get access to the capital and to income. So, we have essentially taken these longstanding relationships and turned them to local communities and basic human needs.

**So, let us say when you’re talking about Wells Fargo, there’s been a significant financial impact across the board and we went into drastic volatility. How do you make the decisions for a company like Wells Fargo? Are you at the CEO level?**

You are right. We talk at the CEO level. We talk at the C-suite level. We frame out what we think is the biggest and best use of our relationship and then we charge our teams. So, for instance, in a Wells Fargo case, we say that we know we want to deal with those that are most vulnerable financially, and we construct an overarching strategy to do that. But then, we ask in their case their corporate social responsibility folks, their foundation folks, and we engage our local major markets across the U.S. In this case we share with them what it is we are trying to achieve, and we ask them to build plans to do that market by market.



“Companies have really pivoted or reemphasized the most vulnerable and their communities. Community or corporate social responsibility has become pretty customized by company.”

So, it's not a cookie-cutter kind of jamming it down our enterprises. Instead, at the C-suite level, you create the overarching strategy and you execute it on the ground, and you let their market leaders and our market leaders customize it. Because these cities as you know are dramatically different in terms of how strong is the mayor? How does the state play into it? Are they communities that have real corporate and business structures? Is it more small businesses?

It really depends on the market. So, you've got to leave some real design room for the local market leaders. Honestly, that is the best way to work in my world generally. And right now, given the crisis it is almost the only way to work.

**And Brian, for the CEOs listening in who want to get involved with United Way in some capacity, how would they do that?**

Well, I am easy to find at the CEO level just reach out to me at [Brian.Gallagher@UWW.UnitedWay.org](mailto:Brian.Gallagher@UWW.UnitedWay.org). I read all my own emails. I answer my emails. They then would get their teams involved, but I am accessible. I learned a long time ago that great work is on the back of relationships. And so, reach out to me directly, and I can connect our team with your team to make sure that we create mutual value.

**What is your standard leadership style and has that changed any in terms of leading under crisis?**

That is a great question. Like other CEOs, we've all learned that you get way better as a leader if you surround yourself with really, really talented people. So, you start with that. You make sure that, “Do you have the right people in the right places?”

And I am focused almost entirely on vision, strategy, relationships, development and opportunities. But what I find in crisis is, I turn on my operating instinct a little more directly. How are we taking the strategy to ground? Because when times are this volatile and this dynamic, you get a series of strategic questions that are being raised constantly. And so, I find myself in touch almost daily with our key management team and even operators, local market CEOs, our digital people, our impact people, our marketing and communications people ... not to tell them or direct them on how to do their jobs, but for me to understand what their operating reality is. It is hard for me to lead if I do not have a sense of what challenges they have in front of them right now. I can guess, but I am spending more time listening to people on the ground and two people in my own organization who are sometimes, two or three levels down from me, because that is where it is happening right now.

**How do you get your best information to know what is on the ground so you can focus on your operational issues?**

I have Inside United Way Worldwide specifically as an organization. We carve out 15 minutes chunks where I talk through Zoom to people on our teams down into the organization, and essentially the conversation goes, “Tell me how you're doing? Tell me how you are doing personally? What is happening at home? Tell me what

*Brian Gallagher visited border communities in Juarez, Mexico and El Paso, Texas to observe the immigration situation, first-hand.*







Corporate volunteers from Deloitte participate in a United Way volunteer project to promote food security.

you are dealing with? What do you think? How can I help you be more effective in what you are doing? What should I know that you don't think I know?"

What is interesting about crises is that folks will tell you. In day-to-day operation, you have to fight to get the information to come to you. It seems to me that there are people in all organizations whose job it is to make sure the CEO does not hear that, hear whatever it is.

**And CEOs hate that.**

Some hate it.

**It sounds like now you are getting better, more genuine information on a regular basis so you are able to act quicker and think things through.**

It is exactly right. We lead a network called 211 in the United States. It is a three digit dial up like 911 for non-emergency calls. We are taking 75,000 calls a day right now. And if you look at the Bay Area San Francisco when it was a hotspot, it was all COVID-related calls. Should I get tested? I do not have insurance, and then it shifts to the economic crisis. I have lost my job. I need help with rent, with food with utilities. And 211 points folks to which food pantry has food right now, and which shelters actually have a bed.

**What an important practice ...**

If I do not reach down into the organization and ask our

head of 211 what are the calls telling us right now, what are we hearing right now, then it makes it very difficult for me and us to go to Congress and the White House and governors' offices to say, "This is what we're hearing."

I've got to stay current. Again, I am not trying to do their jobs. I am just trying to absorb what it is that they know and it makes me more effective in my job.

**When is your think time? When do you synthesize all this information and determine what actions to take?**

My think time used to be my commuting time. Now my commuting time is 31 seconds. Honestly, when I was traveling, I am not traveling now I used to spend 160 nights a year on the road and all those airline trips, that is when I would write, that is when I would think, that is when I would read. My commute in the morning and evening when I am at home was listening to music and thinking and reflecting.

What I am doing now is, I am trying to take my exercise time to use that. I am also a person that eight or nine years ago, I started meditating. And meditation as it turns out, is really not some mystical experience. It is essentially just being quiet for a while and at least in my experience, and allow your mind to get cleared. And what happens to me after I do that, and I might do that several times a day and even in 10- or 12-minute increments, is more reflective thought makes their way in.

**This is fascinating, and I have been unable to meditate. My mind is too busy.**

**"What we are doing with Deloitte is charging our two enterprises to work on the local level to identify those who are in those gaps and to make sure that the fundraising that we do together and the advocacy work that we do together is focused on local needs that adds up to a global change."**

Yes.

**How do you do it? This is great advice for CEOs – especially in times like these where focus is paramount.**

Here is the tip that I was given that has been most helpful to me: “Accept the fact that as you sit down and start your meditation, you’re going to have a bunch of thoughts keep coming in. Do not beat

**“At the C-suite level, you create the overarching strategy and you execute it on the ground, and you let their market leaders and our market leaders customize it.”**

yourself up over it. Just recognize that thought came in and let it go, and then, the next one comes in, let it go.” And after you have done that in practice a little bit, you get more adept at just accepting the fact that your mind races.

It took me a while, and, quite honestly, maybe it should not have, but I just felt awkward saying to people that I meditate. I just accept the fact that, it is not perfect. But it is like, it is like when you are trying to go to sleep and you cannot go to sleep. If you get them up in the middle of the night and you start working, you are dead. But if you stay in bed and say, “You know what, I am just going to force myself to stay in bed ... sooner or later most people will go back to sleep. Meditation means the same thing.

**So, do you write it down when that idea comes in or you just let it pass and assume it will come back?**

You know, at this age and at this stage of my career, I write it down.

**There you have it. Great having you on The CEO Show Brian.**

Thanks, Robert.



**Brian A. Gallagher**  
**President and Chief Executive Officer**  
**United Way Worldwide**

*Brian A. Gallagher is President and Chief Executive Officer of United Way Worldwide, the world's largest privately-funded non-profit. Under Gallagher's leadership, United Way is a global leader in philanthropic evolution and community impact, an approach that brings people together to create more opportunities for all.*

*In 2002, Gallagher became president and CEO of United Way of America, which in 2009 merged with United Way International to form United Way Worldwide. Supported by nearly three million volunteers and more than eight million donors, United Way today is engaged in more than 40 countries and territories, fighting for the health, education and financial stability of every person in every community.*

*Gallagher is a regular contributor to several high-profile global discussions, frequently speaking about economic opportunity and the ability of public-private partnerships to create long-term human success.*



Barry Alexander

CEO Aquiline Drones



Barry Alexander created Aquiline Drones in January 2019, and envisioned a cloud solutions company, specialized for autonomous machines.

A former airline Captain; retired Boeing 747 pilot with more than twenty-one thousand logged flight hours, Barry spent over twenty-five years as an Airline Transport Pilot (ATP), and earlier in his career, a helicopter pilot, aircraft mechanic and flight Instructor.

Central to Barry's philosophy is that unmanned aerial vehicles (UAVs) are aircraft. He has assembled a high performance leadership team with over three hundred years of collective aviation experience.

Other disciplines that have converged under Barry's vision include aviation management, engineering, cloud computing, artificial intelligence with machine learning and deep neural networks, smart manufacturing, logistics and business development.

Aquiline Drones (AD) considers its specialized cloud as the backbone for a real-time connected platform, capable of total planetary management.

With Barry at the helm, AD is developing key technologies that will facilitate this realization. Notably, a cross-medium, deep learning artificial intelligence that has the ability to acquire different skills tailored for business applications.

With AD's Flight to the Future program and its drone-on-demand service (ADoD), a full fledged initiative is underway to establish a path to entrepreneurship for anyone interested in providing professional UAV services.

AD's multi-mode transport framework for smart life-critical logistics is another significant project that is underway. Not limited to UAV's, AD's forthcoming rollout of the YardBot is a serious foray into the arena of robotic vehicles.

[aquilinedrones.com](http://aquilinedrones.com)





# CEO Communication During the Longest Crisis: When Is Enough Enough? (Not Yet.)

By David Murray, Executive Director, Executive Communication Council  
and Professional Speechwriters Association

As a CEO, you've never communicated more in your career than you have during the coronavirus crisis—and more recently, during the aftermath of George Floyd. And somehow, it's still not enough. No, really: It's still not enough.

The Edelman Trust Barometer in May reported that CEOs are losing credibility in relation to leaders of other institutions during coronavirus — ranking dead last, behind academics and scientists, national government leaders, global health authorities, local government leaders, and journalists.

Only 29% of respondents believe business leaders are doing an “outstanding” job of handling the crisis, while government leaders and scientists garnered

nearly 50% approval in that category.

I work with executive communication professionals, and they take the Edelman stuff with a grain of salt, believing that attitudes about CEOs in general often differ dramatically from those about CEOs in particular. “People hate Congress, but love their congress(wo)man,” an exec comms director points out.

But even so, you have to ask yourself: Do your employees and other stakeholders love you enough to follow you all the way through this? And if they don't, what could make them?

Near the outset of this crisis—March 17—I wrote “an open letter to American CEOs,” saying that CEOs had

a special, crucial kind of credibility due to your “sincere and grounding interest in maintaining profits in the short- and medium-term, which makes you accountable to a wide variety of constituents around the world,” and adding not melodramatically, “a nation turns its lonely eyes to you.”

### Video every day

I advised CEOs to communicate via video every day, answering every question they and their staff can gather from employees and customers. And I promised them that the practice would help them lose their communication inhibitions and start getting real with people.

I’ve studied CEO communication every day since then for the newsletter *Executive Communication Report: Coronavirus*. The closer CEOs have come to following my simple and not-particularly-insightful advice, the better they have done. And if you think your organization is too big to do that—Verizon CEO Hans Vestberg runs a virtual meeting with all 135,000 employees every single day.

As I write this, the economy trembles on the edge between lockdown and reopening. We won’t be far from that edge for a very long time. It’s not too late for CEOs to step up to the daily communication that has characterized the best government communicators over the last two months—people like New York Governor Andrew Cuomo in this hemisphere and New Zealand Prime Minister Jacinda Ardern in the other.

Coming live from the same home office every day, answering difficult questions from employees every day, sharing acquired knowledge or insight every day, interviewing other company leaders and employees, bringing in an insightful outside guest occasionally—it gives you a rare chance to show how hard-working, committed and consistent you really are.

### It’s not too late

And if you haven’t embraced this extreme visibility to date, it’s certainly not too late to start.

There are lots and lots of days to go — and dynamic days, indeed. With triumphs and inevitable reversals,

green shoots and dark moments.

“Business has been drafting for the past three months as government has led the first leg of this race,” Richard Edelman concluded his report. “Now it’s time for business to sprint to the front of the pack as the focus shifts to reopening the economy. This is a moment of reckoning for business and the promise of a stakeholder approach must now be delivered.”

I believe the only way to do that is to manage the company through the crisis, step by careful step, day by difficult day, in public. That’s asking a lot. But then, you’re asking a lot of your people, too, in terms of trust, patience and courage over a very long haul.

Airbnb CEO Brian Chesky got a lot of attention in May when he said during a layoff announcement, “I have a deep feeling of love for all of you.”

I think a lot of CEOs feel that way.

Now, you have a rare opportunity, not just to express that sentiment, but to show that commitment to everyone inside the organization, and everyone outside the organization, every day—on all the issues we face as a society. And if you do, your organization will emerge from this crisis infinitely stronger than when it went in. And if you don’t—it won’t.



David Murray is founder and executive director of the Executive Communication Council and also the Professional Speechwriters Association. He’s editor and publisher of *Vital Speeches of the Day* magazine. And he’s the author

of the forthcoming book, *An Effort to Understand: Hearing One Another (and Ourselves) in a Nation Cracked In Half* (Disruption Books, 2021).

He lives in Chicago, with his wife Cristie Bosch and daughter Scout Murray.



# Handling a Crisis and Creating Culture of Health

By Michael J. Critelli, former CEO, Pitney Bowes

As Pitney Bowes CEO, I had to lead the company through 9/11 and multiple health crises. My leadership during these crises united and energized our employees. Crises give every CEO the opportunity to build organizational strength.

In my case, the anthrax crisis hit shortly after 9/11 and directly affected employees in the House of Representatives mailroom (one of 600+ we operated). In 2003, many Canadian employees contracted SARS, and we later confronted the H1N1 flu virus. I am not a clinician or a public health expert, but I learned the business benefit of having a strong culture of health at Pitney Bowes.

That program, developed over 18 years, was recognized as world class, and I addressed both the World Health Organization and the World Economic Forum about our preventive programs. More recently, I served on the Board of Mollen Immunization Clinics, two primary care physician boards and the advisory boards of the Harvard School of Public Health and RAND Corporation's Healthcare Division. I also led the Dossia Service Corporation, which delivered a comprehensive, lifelong, patient-controlled, personal health record.

As a CEO, you struggle to respond to the Coronavirus. You should understand these imperatives:

- You control your organization's stress levels. High-stress environments compromise employees' immune systems and increase their vulnerability to serious infectious disease levels. How you communicate and act determines how stressful employees feel.
- Basic hygiene is more important than ever. No employees should make short-term decisions to save money on hygiene.
- Healthy employees routinely fight off infectious disease vectors. Create an organizational culture of health to make everyone healthier. It reduces both chronic and infectious diseases. Overweight employees, or those with diabetes, heart disease, and emphysema are at far greater risk of serious infectious disease than healthier ones, because their compromised immune systems increase their vulnerability to infectious diseases.

### What specific lessons can I share?

- As a CEO, take charge of health and safety. This is too important to delegate.
- Do not skimp on hygiene. Facility cleaning, particularly bathrooms and food service areas, is not the place to economize. For example, do not replace bathroom paper towels with air hand dryers; they are disease spreaders.



### How do you create a culture of health?

- Reduce organizational stress totally, not just about the virus. Chronic stress, fear, and anxiety compromise even healthy employees' immune systems.
- Focus on the most important drivers of physical health: daily lifestyle choices.
- Make consuming healthy food and beverages at work the best choice.
- Promote frequent physical activity. Design work and commuting processes and facilities to induce more walking. Prolonged sitting makes people more obese; hold shorter and fewer meetings. Strive for less driving time for employees.
- Even healthy employees have reduced illness resistance with inadequate sleep. Long hours reduce quality and productivity. Insist on employee down time. Eliminate unnecessary after-hours and weekend email usage to improve sleep and reduce stress. Communicate clearly and frequently on these practices, so employees do not feel "guilty" adhering to them.
- Partial telecommuting works even absent a crisis. Full telecommuting works well only with proper planning.
- Direct employees with potentially contagious conditions to go or stay home.
- Give employees better tools to manage their own health, including a comprehensive portable health record.
- Although healthcare is less important than employees' life habits, make sure they have convenient, affordable access to primary care, including telehealth solutions.

### How do you handle a crisis?

- Communicate calmly, accurately and frequently. Employees and other stakeholders want to know, "Am I at risk?" With anthrax, SARS, and H1N1, we preempted that question by addressing it proactively. Media, politicians and social media commentators exaggerate risk or misrepresent information on vaccines and therapies; you cannot afford to do so.
- Communicate how employees can minimize risks to help them feel more in control.
- Recognize that many employees will have stressful caregiving challenges because of school closures.

### What should you be doing longer term?

- Analyze population-level health risk data, including absenteeism, disability, employee satisfaction and workers comp. data. Your data helps prioritize culture change actions.
- Rethink supply chains. The Coronavirus crisis has exposed our excessive dependence on China. Assess all upstream supply chain inputs, not just direct vendors. This is particularly important for mission-critical purchases.
- Rethink when travel is needed. Many employees treat travel as a perk or status symbol and resent being told they cannot attend conferences, trade shows or out-of-area meetings. Organizations should have clearly articulated philosophies on when travel is needed or advisable, and how to avoid pathogenic hazards when traveling, such as wet markets in major urban areas.



*Michael J. Critelli was Chairman and CEO of Pitney Bowes (1996 - 2008.) He chaired the Mailing Industry CEO Council and led his company's response to 9/11 and industry response to the anthrax crisis and postal reform legislative advocacy.*

*He led his company's response to SARS, Hurricane Katrina and the H5N1 virus. He is a recognized leader in employer-sponsored health,*

*health IT, value-based insurance design, onsite clinical care, and wellness programs. He has led multiple statewide transportation commissions.*

*He is the CEO of MoveFlux Corporation, a firm using augmented and artificial intelligence to solve complex business problems and to operate secure, decentralized, private networks.*

*He has been an Eaton Corporation Board member since 1998. He serves on non-profit boards in education, healthcare, regional planning and on the Searching for Solutions Institute Board.*

*He graduated from the University of Wisconsin and Harvard Law School. His web site: [www.mikecritelli.com](http://www.mikecritelli.com).*

## Nigel Travis



“I have learned that the CEO position trains you to always think beyond the immediate issue at hand, or as I call it, the ‘power of anticipation.’”



**Robert Reiss:** Having been CEO of Dunkin' Brands for over a decade, when the pandemic became forefront what were you thinking strategically?

**Nigel Travis:** As a CEO for 14 years at two companies, I have learned that the CEO position trains you to always think beyond the immediate issue at hand, or as I call it, the “power of anticipation.” However, given the global nature of COVID-19, the short-term priority in all the companies had to be the health and safety of both employees and customers. This is always true in situations like hurricanes, typhoons and tornadoes, but with a pandemic, that is especially so, and three months into this crisis remains the priority.

Based on my experience, all companies also immediately pressure-tested their cash flow and projected some very dire assumptions of revenue to ensure that they had sufficient liquidity to last an unquantifiable length of time.

**Here's a tough question where few seem to have the answer: you've led retail including Burger King, Papa John's, Blockbuster and Dunkin' Brands ... What is the future of retail, in 2020 and post-pandemic?**

The future of retail stores and also quick service restaurants will evolve constantly given the pandemic



*The CEO Forum Group has selected Nigel Travis for the 2020 Transformative CEO Award in Leading Through*

*Crisis for his wisdom as a leader, which has provided a platform of guidance. Of specific importance are his concept of “power of anticipation” and in his pioneering the “challenge culture,” as a structure which has both the resilience and flexibility to lead through crisis and perform.*

*Left: Nigel attends the opening of the 12,000th Dunkin' location worldwide in Riverside, California.*



## Nigel Travis

and the resulting impact on the economy. First, given the size of unemployment, the consumer will expect value as a given but an even bigger change will be to the service model.

They will also expect service and products to be delivered in an incredibly safe fashion, including heightened cleanliness and sanitation measures and an emphasis on social distancing. Another expectation from the customer is “contactless” service and given the ease of ordering online and the great improvements recently with online tools, consumers will increasingly be ordering online and will expect very easy pick-up in store. Additionally, drive-thru service and home delivery will continue to be in much demand. As a result of this, I believe we will see a reduction in store footprints.

**You have spoken much about the Dunkin’ Brands culture. What is it about the response of the franchisees and employees that impressed you most?**

At Dunkin’ my successor as CEO, Dave Hoffmann, and his team have been incredibly impressive. They have communicated non-stop with the franchisees and employees. What is particularly instructive in the pandemic situation is that communications shouldn’t just take place on a group basis but also take into account individuals, particularly those who are isolated from their family and friends. In other words, mental health is a major worry.

Overall, in such situations you can never communicate enough, and I am very proud of the care taken by the Dunkin’ Brands team for their employees, franchisees, crew members, suppliers, and – of course – their

“Drive-thru service and home delivery will continue to be in much demand. As a result of this, I believe we will see a reduction in store footprints.”



*Nigel discussing the features of Dunkin's coffee-forward concept store in Berlin, Germany.*

customers. I am also proud of the fund they set up to support franchise employees who are in personal need and the substantial support the organization has given to organizations like Feeding America in the fight against hunger since the need is greater than ever with millions of Americans out of work.

**With Challenge Consulting, what are the messages you are advising for CEOs these days?**

The world right now is in a very uncertain place; employees and indeed all stakeholders want reassurance. With a CEO's demanding schedule, it's not always possible to be available to listen, but it is what their constituents want and should be a top priority. Additionally, CEOs need to anticipate what customers want and need in the new normal. I find it exciting to see how companies are responding to the rapidly changing needs of consumers in these times. Companies are changing the way they interact with customers at warp speed, as they respond to new consumer desires such as digital ordering, curb-side pickup and the use of the drive-thru as a 'safety haven' in cars.

The consumer will continue to evolve through the crisis, and it is critical for all companies to constantly research and understand their customers' needs and expectations.

**During your career you have led numerous companies through crises. What advice do you have for CEOs?**

There are four important strategies.

**1. Engage in Non-Stop Communication.**

I'm a self-confessed communications freak (many people have confirmed my diagnosis) and a crisis is no time to cut back on communications. Information is power and must be shared, so that people can make

“I learned the importance of envisioning the future and acting on it the hard way from my time at Blockbuster. We could glimpse the future (more video streaming, less physical media) but were not able to take action on what we saw ahead.”

good decisions for themselves and for their organizations. Without solid information, people will make up their own, listen to rumors, hope for the best, or imagine the worst. So leaders have to be open, share what they know, respond to questions, reveal what they don't know, admit when they've gotten something wrong. I'm encouraged that so many business leaders are doing just that.

In this environment, it's essential that leaders share information with other company leaders, with government organizations, with the media, and most importantly,

with all the constituencies involved in their enterprise including employees, franchisees, financiers, suppliers, partners, and others. Don't ignore any constituency!

**2. Imagine the Post-Crisis Future**

I believe in the “power of anticipation.” I learned the importance of envisioning the future and acting on it the hard way from my time at Blockbuster. We could glimpse the future (more video streaming, less physical media) but were not able to take action on what we saw ahead. So, as dire as things are and as focused as you are on getting through the current moment, now is also the time to think about what happens on the other side. The crisis will come to an end, how and when we don't know, but it will.

What will the new normal look like? What things will have changed? What strategies will be obsolete? What opportunities might arise? Who might your competitors be? What have you learned about your organization's strengths that can be leveraged? How have your employees and customers responded? The food industry, for example, has already seen how important “contact-less” food delivery is to people and expects it will be part of the new normal. Advance Auto Parts, seeing a sharp decline in new car sales, sees opportunity in supplying parts and services for older vehicles.



*Nigel addresses the audience at the Dunkin' Brands Global Convention in 2018.*

### 3. Develop Multiple Sources Throughout Your Supply Chain

Never before have we heard so much talk about the supply chain and how important it is for companies and countries to have multiple sources of key products and materials, especially ones that are essential to weathering a crisis. One friend of mine, anticipating problems

with his company's suppliers in China, moved to different sources, all based in Italy. I don't need to tell you how that worked out. The lesson is that we should always have multiple sources for our ingredients and supplies, and we need to set them up during normal times so they're ready to come on line when disaster strikes.

### 4. Be Kind

During a prolonged crisis like this one, people are vulnerable and concerned. Many face furloughs or the loss of jobs, reduced income, uncertain futures, illness. The lucky ones, like me, can successfully work from home.

Many people are even discovering unexpected pleasures in the midst of the gloom. We are learning the beauty of "distant socializing," for example. People are talking more often on WhatsApp or sharing a glass of wine with friends on Zoom. But let's not forget that

many people are suffering badly. Organized charities and philanthropies need support more than ever. My wife, for example, chairs the Greater Boston Food Bank and they have embarked on an unscheduled fund-raising campaign to meet the expected spike in demand for services. We can also engage in more individual acts of support. For example, I know many



“The human instinct is to protect ourselves and our families first, but in times like these we have to take care of each other.”

people who are “pre-paying” their independent service providers and gig workers — such as hair stylists, yoga teachers, house cleaners, lawn-mowers, task handypeople — so they have some income to help them through the worst. The human instinct is to protect ourselves and our families first, but in times like these we have to take care of each other.

So, to get through this as successfully as possible, I encourage you to keep your eye on the big issues: keep people informed about the present, imagine the possibilities of the future, ready the supply chain for the next disaster, and help others as much as you can.

**Finally, many people don't know how involved you are with sports and English Football, specifically the Leyton Orient team ... what advice do you have for sports owners, media and fans?**

I have supported Leyton Orient Football Club in East London for 60 years and the opportunity arose to buy them with some colleagues in 2017. We were right on track with our business plan until COVID-19 hit. Now we are not sure when we will play live again. It may be September, October or November, and at that time we may well play with a limited attendance. The result is we at Leyton Orient, are very focused on finding alternative revenue streams to help our financial position.

In the long run the pandemic has started a revolution in the way that finances for football clubs are handled, and I fully expect some form of salary cap to be introduced in the English football league. My advice to owners and fans is that all sports need to be sustainable, but the advantage of football in England is that the action is spiced by the highly competitive impact of promotion and relegation between the leagues. Great viewing live or by streaming and indeed we have many U.S. based fans.



**Nigel Travis**

**CEO**

**Dunkin' Brands**

*Nigel Travis has served as non-executive Chairman of the holding company for Dunkin' and Baskin Robbins since January 2019. Prior to his current role, Nigel served as Chief Executive Officer of Dunkin' Brands from January 2009 until July 2018, and as Executive Chairman of the Board from May 2013 until December 2018.*

*From 2005 to 2008, Nigel served as President and Chief Executive Officer of Papa John's International. Prior to that, he served in a variety of roles of increasing responsibility with Blockbuster from 1994 to 2004, including President and Chief Operating Officer. Before that, Nigel held senior positions at Burger King.*

*At present, Nigel serves on the board of directors of Advance Auto Parts and Abercrombie & Fitch Co. Previously, he served on the board of directors of Office Depot, Lorillard, Papa John's, The Bombay Company, and Limelight Group.*

*Currently he is also Chairman of Fooda, and Servpro, both private companies and serves as Chairman and Co-Owner of Leyton Orient Football Club, a professional football club in England.*

*Nigel received his B.A (Hons). from Middlesex University.*





# CEOs Embracing Racial Justice, Equality and Action

By Edie Fraser, CEO, Women Business Collaborative (WBC)

CEO public condemnation of racism has been at the bare minimum – until now. CEOs as accountable leaders are embracing activism for racial justice in their companies and communities and making action commitments. CEOs in response to the death of George Floyd, faced with the reality of racial inequality, acknowledge that the deeply rooted issues of racism must be addressed. Historically, the private sector may have contributed to systemic inequality, failing to hire and promote black men and women within their own companies, especially in the C-Suite and board rooms; now they are tearing down prejudices and working to support talent and communities in need. Among the widespread support for racial justice from the top CEOs, there is a growing consensus that more must be done now.

Responsible CEOs know delivering results is more than sales and profits. Action makes the bottom line better and the workforce and customers proud. CEOs expect brands to equate equity value and racial pride.

### **Addressing Inequality and Discrimination**

Merck's CEO Ken Frazier acknowledged the issue and called upon the private sector to make a change. He explained in a CNBC interview following the death of George Floyd, "What the African American community sees in that videotape is that this African American man, who could be me or any other African American man, is being treated as less than human." Frazier's statements illuminated the inequalities and discrimination that stretches from education to healthcare. He also called for the business community

to create jobs and provide opportunities for minorities to close the opportunity gap. He argues that “joblessness leads to hopelessness” (CNBC, 6/1/20). Frazier called on his peers to make legitimate changes within their own companies’ hiring practices.

Best Buy’s Corie Barry made a statement which addressed growing tension in Minneapolis. She explained, “For me, it starts with seeing the situation for what it is, acknowledging these experiences for what they are and, quite simply, apologizing for not doing enough. As important, it includes committing the company I lead down a path of systemic, permanent change in as many ways as we can find” (Bizjournals, 6/3/20). Best Buy’s plan for action includes providing disadvantaged communities with technology. The goals of Best Buy’s outreach is to provide opportunities for minorities and work to close the opportunity gap. Barry’s powerful statements demonstrate we need a unified force and action against racial injustice.

Reiterating the company’s longstanding commitment to racial equality, Bank of America CEO Brian Moynihan shared that an urgent response is needed, especially after the killing of George Floyd sparked anger among the lender’s customers and employees. “Things aren’t going to quiet down,” Moynihan said in a CNBC “Squawk Box” interview. “We should not let it quiet down as a business community. We have to double down on our efforts to make progress” on economic and social issues, he said. Bank of America pledged \$1 billion over four years to address racial and economic inequality and has taken out full page ads reinforcing that commitment. “Underlying economic and social disparities that exist have accelerated and intensified during the global pandemic,” Moynihan said. “The events of the past week have created a sense of true urgency that has arisen across our nation, particularly in view of the racial injustices we have seen in the communities where we work and live. We all need to do more.” Employees had expressed concern about Floyd’s death last month at the hands of Minneapolis police and similar incidents elsewhere in the U.S., including Charlotte, North Carolina, where Bank of America is headquartered. Bank of America remains committed to helping create economic opportunity

and equality for people and communities of color.

### **Justice and Equality**

Carol Tome, upon becoming CEO at UPS on June 1, shared on June 8, 2020, “No one is safe until we are safe, and we know there is no place in our community anywhere in the world for racism, bigotry or hate. We will not stand quietly or idly on the sidelines of this issue” (UPS Pressroom, 6/8/20). She continued, “There is still considerable work to be done and we are committed to doing our part to help eradicate racial injustice and inequality around the world” (UPS Pressroom, 6/8/20). Carol listed the support for policy changes and multi-million dollar pledges as top priorities, exclaiming, “We will be champions for justice and equality, not just in words but in our action” (UPS Pressroom, 6/8/20).

Cisco’s CEO Chuck Robbins, addressed the deaths of George Floyd, Ahmaud Arbery, and Breonna Taylor calling the unnecessary and tragic deaths “horrific, maddening, and truly abhorrent” (YouTube, 6/1/20). “What’s happening in the U.S. is abhorrent,” said Robbins on Twitter on May 30. “It’s far overdue for all of us to take action to eradicate systemic racism, xenophobia, inequality & all forms of bigotry in America. How we respond will be an important moment in our nation’s history. @Cisco will lead. #blacklivesmatter.” Moving forward, he announced that Cisco is donating \$5 million to charities combating racism and discrimination. Robbins acknowledged that financial support was only the first step and called Cisco’s “new purpose” to “power an inclusive future for all” (YouTube, 6/1/20).

Apple’s CEO, Tim Cook, who pledged to donate money, touched upon bringing technology to low-income school systems, fighting climate change “which disproportionately harms Black communities and other communities of color,” and promoting diversity and inclusion from within (Apple, 6/4/20). Cook’s statements covered broad initiatives and shared the promise of change within the tech community. Cook shares, “George Floyd’s death is shocking and tragic proof that we must aim far higher than a “normal” future, and build one that lives up



to the highest ideals of equality and justice.”

General Motors CEO Mary Barra expressed frustration with society’s tendency towards platitudes stating, “I am both impatient and disgusted by the fact that as a nation, we seem to be placated by the passive discussion of ‘why.’ Why does this happen? Why can’t we get to a different place? Why is the response so visceral? Let’s stop asking ‘why’ and start asking ‘what’” (CNBC, 6/2/20). CNBC published Barra’s full message to employees including a commitment to diversity. Barra announced the creation

“I am both impatient and disgusted by the fact that as a nation, we seem to be placated by the passive discussion of ‘why.’ Why does this happen? Why can’t we get to a different place? Why is the response so visceral? Let’s stop asking ‘why’ and start asking ‘what’.” (CNBC, 6/2/20)

of an active Inclusion Advisory Board made up of internal and external leaders, which will be up and running by the end of the quarter.

Barra was included in The Business Roundtable Special Committee for Racial Equality and Justice, which was announced on June 5th by the chairman and CEO of Walmart, Doug McMillon. The committee will build on the Business Roundtable’s previous work with diversity and inclusion which is focused on economic opportunity and mobility. Ursula Burns, former CEO of Xerox, and now a board member of Exxon, shared that members of corporate America “have not distinguished themselves as moral leaders” (New York Times 6/6/20). Ursula, joined by Indra Nooyi, former CEO of PepsiCo, are standing up for justice. Guardian’s Deanna Mul-

igan also spoke up in a statement saying, “Living, sharing, and acting on our values has never been more important than it is today” (Guardian 6/20). CEO women speaking out and acting is crucial to the social justice movement as we push to put more women of color in leadership roles.

Last year The Business Roundtable stood up with a statement of purpose which should include all stakeholders and workers; however, many saw no real CEO action. Doug McMillon released a statement, calling for “real change” on issues of racial inequality. He announced the commitment of \$100 million over the next five years to address racial equity, stating, “We will use our collective influence and scale to advance racial justice and equal opportunity for all Americans.” McMillon has implemented a plan for Walmart’s internal and external approach to the issue. The company will prioritize the recruitment and development of African Americans and other people of color within the company. More broadly, Walmart plans to invest and develop more just and equal systems. McMillon stated, “We will find the natural overlaps between Walmart’s core business and society’s larger needs that perpetuate racism and discrimination. Specifically, we’re going to focus the power of Walmart on our nation’s financial, healthcare, education, and criminal justice systems” (Walmart, 6/5/20).

### How to Get Involved

This focus on internal practices in the business world is widespread. BlackRock CEO Larry Fink sent out an email that stated, “As a firm committed to racial equality, we must also consider where racial disparity exists in our own organizations and not tolerate our shortcomings.” Robert Smith, CEO Vista Equity Partners, as a black private equity billionaire, expressed his determination to drive change. He shared that CEOs are asking how to get involved in action. John Rogers, Co-CEO of Ariel Investments said with force: “Businesses need to hire more African Americans in senior management roles — including board seats and executive seats — and work with companies that have diverse leadership” (New York Times 6/6/20).

Tim Ryan, the U.S. chairman of PwC, headed efforts with other CEOs to recruit top black talent asking

for several years that CEOs sign a diversity pledge. He also requested that managers talk about racism. Ryan added, “I co-founded the CEO Action for Diversity and Inclusion in response to the killing of unarmed Black men in the summer of 2016. Two years later, in 2018, we lost a member of our PwC community, Botham Jean, to this same kind of violence and I witnessed the pain his family had to, and still has to, endure over the loss of their son and brother... I have heard from thousands of people, from PwC and elsewhere, and have come to a greater understanding of the hurt, anger, and exhaustion that the constant threat of violence and oppression takes on the Black community.... It is my responsibility as a leader to not only stand with them against racism to condemn these killings, but to use my privilege to be a part of the solution and take action -- to help dismantle the racism and injustice that has become so pervasive in our society... and contribute to the efforts of those who are fighting for racial justice and equality on the front lines.” PwC has an action plan, and Ryan is speaking out on action now.

Morgan Stanley Chief Executive James Gorman, after witnessing George Floyd and the protests that ensued, shared, “This week will not be easily forgotten in history, and it shouldn’t be. God-willing, it will be seen as a turning point in race relations.” Gorman continued, “The pain, fear, sadness and anger felt by the black community, and also by the vast majority of people globally, is palpable.” Gorman shared internally on an email that after George Floyd and the ensuing global outrage, action was needed. He promoted two black women, created a new \$25 million institution inside Morgan Stanley dedicated to diversity and donated \$5 million to the NAACP. He named the global head of D&I to the bank’s management committee and elevated the Institute of Inclusion Group to promote diversity within Morgan Stanley, which he will chair.

Nielsen CEO David Kenny made a public statement that highlighted an action plan which will hold leadership accountable. The company is working to ensure trust, accountability, safety, and provide support for external influences in the fight against racial injustice. Additionally, Nielsen is providing financial support

to Black community organizations, small businesses and pledged to provide press and exposure for the impact of the Black community on American culture. His statement acknowledged a history of complacency with the powerful statement, “In the past, we have often been silent. We will be silent no more” (LinkedIn, 6/4/20).

Reddit’s co-founder Alexis Ohanian has made a bold gesture and resigned from the board making space for the company to replace him with a black candidate whilst making significant donations to non-profit organizations. The company itself promoted its first female board member last year and is working to fill Ohanian’s seat. It takes bold action.

### **Tackle the Crisis with ACTION**

Other CEOs have expressed sorrow, frustration, and need for immediate change. The public response has called for action over empathy. While recognition and financial support are important, action initiatives which promote economic opportunity are crucial in building a more equal and just society. The CEOs who stand up to action and solve the opportunity gaps are the true faces of leadership. CEOs must rise to the occasion and tackle this crisis with ACTION as courageous and strong corporate stewards.



*Edie Fraser is CEO of Women Business Collaborative (WBC), with a powerful vision: Equal Position, Pay and Power for all business women.*

*WBC engages business women's organization partners and stakeholders to accelerate the advancement of women. Edie spent 14 years as Managing Director,*

*Diversified Search, and Founder and CEO of STEMconnector and Million Women Mentors (MWM), with 2.5 million commitments, and she founded Diversity Best Practices. As an entrepreneur she built three companies.*

*Edie won 56 major Leadership awards and served on boards, Chairman of the World Affairs Council of D.C. and a Founding Member of C200. Her books include Do Your Giving While You're Living and Women's Entrepreneurship in America.*



# The Luxury World Post-Pandemic

Annastasia Seebohm, Group CEO of Quintessentially, the global luxury lifestyle group, looks at what will define the affluent audience's needs as we move out of lockdown, and what we can be sure of in the 'new normal' ahead

Through long-term personal relationships and intimate conversations with our members all around the world, at Quintessentially we have learnt first-hand about human nature and the changing physical and emotional responses that come in a time of global crisis. There is no doubt that COVID-19 has challenged and transformed the luxury market. Consumer values and passions have been redefined, and the affluent audience has naturally rethought how and where they want to spend their money and time. Whilst it is clear that we will never go back to how things were before COVID-19, we are observing that many of our members' current behaviours - an increasing need for connectivity, a heightened environmental and social consciousness, a passion for adventure and meaningful experience, a desire for privacy, and the craving to truly enjoy the now - were pre-existing, slowly emerging trends. The global pandemic has accelerated these at a speed that renders previous models of customer engagement and experience within the luxury market unfit for purpose. How affluent consumers value and define luxury has rapidly shifted. As we enter a truly new era of luxury, it will be the brands who are agile,

authentic and ready to meet this shift who are the winners.

Here are 5 key trends that Quintessentially has recognised in the last few months that may help luxury brands better understand the 'new normal' of the future.

### 1. The opportunity to build a better society

When the Coronavirus pandemic first hit it highlighted charity in its many guises. With luxury brands and well known individuals donating to vaccine research, mental health charities, foodbanks or supplying medical support, it has never been clearer that businesses can, and should, step in for social good. Now the focus is rightly on the Black Lives Matter movement, and we will see people playing a more significant role in re-shaping society, both directly through their own charitable initiatives, and indirectly through the brands they choose to support. Across the board, the post-Coronavirus world will see a new type of philanthropy - one where people and businesses listen more, work more mindfully together, and take responsibility not just for giving, but for doing too - ensuring a better, more equal and just world.



## 2. A lust for more meaningful travel

For Quintessentially members, travel for leisure has increasingly focused on either adventure or privacy. We expect this pursuit for privacy to be heightened alongside an escapism mind-set. For many, the desire to get away as soon as possible will be balanced by secluded and self-contained destinations - from a villa on a private Caribbean island, to a long term rental of a house in the hills of Tuscany. Adventure seekers will look for meaningful travel and impactful outcomes - somewhere remote that provides space for restoration in nature, connection to oneself and the planet. Time in lockdown has provoked feelings of nostalgia too, whether it means staying close to home or returning to familiar places - past honeymoon destinations or holidays with friends - focusing on connections to people and place that truly matter.

## 3. A move away from city living

City living has been losing its lustre over recent years, as more space, less pollution and less expensive living costs become even more important. For Quintessentially members, this emerging 'Escape to the Country' mind-set has been accelerated. In light of the Coronavirus, cities have been epicentres for the spread of the disease, and country homes are being re-spec'd and reassessed as primary work/life locations in less populated areas. Post-COVID, we expect to see more of this 'deurbanisation' and increased ownership of self-contained property with surrounding space. Despite a move away from the city, the desire for luxury lifestyle, however, doesn't show any signs of waning; when we are sourcing properties for members, including long term leases, access to the very best, from gourmet food deliveries to first class amenities, remains a priority.

## 4. Embracing the digital experience

Pre-COVID-19, our members were often uncomfortable about the idea of taking part in a brand experience in their home, but now virtual experiences are being embraced around the world. At Quintessentially, we have moved all our event experiences to virtual to great success - our members are craving personal interaction with experts and specialists, the chance to network with like-minded individuals and learn new skills, traditions and rituals. A greater lean on technology allows us to connect in more meaningful and engaging ways with our clients, whilst still retaining an exclusive, luxury feel. From one-on-one

cooking classes with top chefs, to personal masterclasses with artists, photographers and craftsmen or virtual wine tastings and tours of vineyards, consumers can enjoy unique experiences in the comfort of their own homes. When we are able to finally venture out more, we predict it will be to private dining rooms, members clubs or venues that offer more bespoke activities and a safer sense of self-containment.

## 5. A greater focus on health and wellness

Health and wellness were already a rapidly growing preoccupation for Quintessentially members. Personal trainers are practically ubiquitous, and gyms that cater to one customer at a time, providing maximum attention, are trending upward. Demand for healthy, organic product has also never been higher - from biohacking and micro-dosing to veganism, our members want to live longer, happier and healthier lives. With the shift from knowledge to understanding, there is a growing demand for the impact only achieved by complete lifestyle transformation. From virtual sessions with life coaches and wellness specialists, to time with leading yoga, Pilates and fitness experts, our members are fast realising that in this busy, ever-changing world, the most valuable and long lasting relationship you can have is, of course, with yourself.



*Anastasia Seeböhm is the Group CEO of Quintessentially, the global luxury lifestyle group. An authority on the lifestyle industry and luxury market, Anastasia offers an unparalleled insight into the behaviours and preferences of the affluent consumer that it serves.*

*She has an extensive knowledge of the latest lifestyle trends, as well as an acute understanding of the evolution of today's era of connection - the rising importance of human interaction, authentic experiences and the need for a more emotional connection with the world and people around us.*

*Earlier this year, Anastasia was acknowledged by GQ Magazine as one of their '50 Most Influential People in Britain,' and has been included in Luxury Daily's 'Women To Watch 2018' list and About Time's 'Female Entrepreneurs To Watch 2019' list.*

*Anastasia serves as the Membership Chair for YPO (Young Presidents Organization) Metro New York, and is passionate about the arts, her Greek heritage and women in business.*



# Reimagining a Better Future For All

By Johanna Zeilstra, CEO, Gender Fair

The COVID-19 pandemic, subsequent economic strife, as well as the current racial crisis, define this moment – for our communities, nation and economy. These three events shine a blinding light on inequalities built into the fabric of society.

Foremost, people of color and women are the backbones of our economy and are disproportionately affected by the coronavirus pandemic. Recent data from The Bureau of Labor Statistics reveals that women are suffering more job losses than their male peers, while Black and Latinx workers have been harder hit. Women have long shouldered the lion's share of family and home responsibilities and now have additional responsibilities of home schooling and elder care.

As the country begins to open up, we find ourselves in the midst of a movement against discrimination – towards justice and equality. We see, now more clearly than ever, the consequences of racial and gender disparities across society.

During this upheaval, workplace diversity and gender equality may not be the first thing on everyone's minds. Many companies are struggling with financial instability, disruption of operations, reduced consumer spending, adjustment to remote work, and prolonged uncertainty about the future. Some are fighting for their very survival. Yet as we plan for recovery and transition to a "new normal," companies that practice with honesty and integrity in the goal of diversity and

inclusion will bounce back quicker than those that don't, and fare better in the long term.

There are many reasons for this. To start, consumers see which companies are stepping up, whether by shifting production, raising minimum wages for frontline workers, enabling flexible schedules, or supporting smaller businesses. More than 75% of Americans said how a company treats employees and customers during this pandemic will determine whether they support that company post-COVID. Many people are also watching how companies react to racial violence and discrimination – critical of statements not backed up by action or diverse leadership – and will likely reward those that get it right with their loyalty and wallets.

To reimagine a better future, leaders can:

- **Listen and lead with empathy.** Make employees feel heard, be willing to learn without judgment and give them time to heal
- **Take a stand** by reaffirming the company's commitment to diversity, inclusion and equality and against racism and discrimination in any form. Create goals and publish them to your stakeholders
- **Take action** to advance equity by removing barriers that create disparities in pay or promotion. Role model inclusive behaviors using flextime, taking caregiving leave (especially as a male leader), or mental health days
- **Create an inclusive workplace** with diverse hiring and employment practices, including recruiting and retaining colleagues from minority groups, and creating equitable representation in leadership and management roles
- **Invest in communities** where your business operates by purchasing from diverse vendors or donating to causes that matter in the Black community, while advocating for equal access to healthcare, housing, education and economic opportunities

In addition, companies that embrace diversity, equity and inclusion can attract and retain the kind of smart, innovative employees who will propel their continued growth and success. Research from the Great Places

to Work Institute showed that publicly traded companies with inclusive workplaces flourished before, during, and after the 2008 recession. When women and people of color actively contribute in their workplace, individual companies – and the economy – thrive. The link between diversity on executive teams and financial performance has been proven many times over. Given the many financial challenges the business world is currently experiencing, this sort of return on investment matters more than ever.

As the author Arundhati Roy prophetically wrote in the Financial Times, this pandemic is a portal – we can choose what lies on the other side. The current racial crisis is no different. These events provide an opportunity to reimagine a future that supports every worker, regardless of gender, race, or socioeconomic status.

The case for investing in equitable workforces is stronger than ever, promising increased innovation, business performance, consumer loyalty, and most importantly, prioritization of racial and social justice. The silver lining of this crisis: we have the chance to create a better world, to reimagine how to run our businesses going forward. Let's be sure we don't squander such an opportunity.



*Ms. Zeilstra has over 25 years' experience in strategy, operations and change leadership, including 8 years at PricewaterhouseCoopers and 6 years at JPMorgan Chase. She is currently CEO of Gender Fair, a platform that uses data analytics to determine an organization's progress towards diversity and inclusion.*

*Prior to this, she co-founded GiveBack, an innovative platform that makes it easy for companies to build authentic and impactful workplace giving and other social responsibility initiatives, sponsored in part by Oprah Winfrey.*

*Ms. Zeilstra sits on a number of boards, including The CEO Forum and Princeton's Faith Work Initiative.*





# Culture Unifies Companies and Nations

By Dan Hesse, former CEO, Sprint

In my experience, culture is the MVP of company performance. Peter Drucker famously said “culture eats strategy for breakfast,” and this has never been more true than during this pandemic.

Culture is the glue, the shared beliefs and ideals, and the lubricant for people with different skills and functions to get work done together. It stands to reason with employees working remotely and apart during this crisis that companies with strong cultures would outperform companies that do not. The nonprofit Just Capital has shown how companies with strong employee and customer-driven cultures outperform peer companies in normal times, but this relative

outperformance gap has become even wider during the pandemic.

Culture unifies diverse teams. It’s the common language and set of values that bring employees of different races, genders, nationalities, religions, and ages together to pursue common goals. Just Capital’s research shows that companies that commit to anti-discrimination produce statistically higher shareholder returns.

We’re discovering that many employees prefer working at home, and the resulting productivity from delegation, fewer meetings, faster decisions, plus real

estate savings could change the way we work. Managing both an “at home” and “at office” workforce might add complexity, so a cohesive culture will be table stakes. With travel restrictions and avoidance, global companies with strong local national teams plus a unifying company culture will benefit.

There’s a saying, “never waste a good crisis.”

People are most receptive to change during crises, so if your company needs to tweak or strengthen its culture for the “new normal,” now is the time to do it. Successful crisis leaders communicate clearly and honestly to their people the severity of the situation, but they lay out a plan for success calmly and confidently. Hope is not a plan.

Once the team is culturally aligned, company leadership can delegate and empower. Speed is the number of decisions made daily, so a company’s speed is directly related to the number of decision makers. Perhaps the best example of crisis leadership is Sir Ernest Shackleton. An excellent telling of his story is the Liam Neeson-narrated PBS documentary, *The Endurance*. Shackleton demonstrates how a combination of strategy, communication, compassion, optimism, innovation, and courage led all 27 men to safety against all odds. The well-being of his workers was Job #1. It’s a textbook for leading during this pandemic.

### How we treat workers

Our economy will eventually recover, and customers will remember how they were treated in their time of need. So will our people. Our vernacular is changing, with “low-skilled” and “minimum wage” employee monikers replaced with a new lexicon -- “front line” and “essential.” Perhaps this current crisis will burnish in our memories how vital our front line workers have been in keeping our economy going - so some of the recent extra support for workers might become permanent, like improved sick leave, health care, safety and hourly wages. CEOs and boards will need to be prepared for the question “How did your company support your workers, customers and society during the pandemic?”

Culture is the great unifier. Our Founding Fathers fully understood this when they drafted our Constitu-

tion, our shared beliefs. According to Just’s research, roughly two-thirds of Americans want corporate CEOs to take a stand on social issues. I’m glad to see increased CEO visibility on social issues of late. What has always made America great and different is that it’s the most diverse and free country on earth. Capitalism is, at its core, economic freedom which is the perfect match for our political freedom. American culture is based on hard work and creativity from our intellectual freedom, which, with freedom of capital to back this innovation, is where America’s unmatched economic strength and standard of living come from.

We may finally be at the “tipping point” for stakeholder capitalism, where the needs of all stakeholders: workers, customers, communities, the environment and shareholders, are considered. Just Capital’s polling of the American people shows that putting workers first is what Democrats, Republicans and Independents all want U.S. companies to do. We need a “united” United States.

America’s CEOs are skilled culture builders. Our corporate leaders have an unprecedented opportunity to unite us by focusing on the well-being of workers.



Former Sprint CEO Dan Hesse currently serves on the board of directors of PNC and Akamai. He previously served as CEO of Embarq, Terabeam and AT&T Wireless.

Dan was named “Most Influential Person in Mobile Technology” by *LAPTOP* magazine (Steve Jobs was #2), and multiple publications recognized

Dan as a top turnaround CEO. Glassdoor regularly named Hesse one of America’s highest rated CEOs by employees. The American Customer Satisfaction Index recognized Sprint as the most improved U.S. company in overall customer satisfaction over Dan’s tenure at Sprint, while the company received 20 awards by *J.D. Power and Associates* for excellence in customer service.

The Reputation Institute recognized Sprint as the most improved company in overall corporate reputation among all of the 1000 largest global public companies it evaluates. For his last two full calendar years as CEO, Sprint’s Total Shareholder Return ranked #1 among all S&P 500 companies (Netflix was #2).

Carly Fiorina





“A leader is someone, particularly in a crisis, who can have the courage to see the truth, speak the truth and act on the truth, and who also can have the character to give others around them purpose.”



*The CEO Forum Group has selected Carly Fiorina Enterprises for the 2020 Transformative CEO Award in Leading Through Crisis in the category of Women Leadership. This has been bestowed because of Carly's comprehensive perspective in leading through 9/11, recession, SARS and Ebola and her vital wisdom that has been shared through Coronavirus in helping all – and importantly the next generation of women leaders – to build a stronger, better society post-pandemic.*

Left: Carly Fiorina spoke before the audience at the U.S. Chamber of Commerce Foundation audience during the Corporate Citizenship Conference in 2019.

**Robert Reiss:** You've led through 9/11, deep recession, SARS and Ebola; talk about where we are in this pandemic.

**Carly Fiorina:** Well, of course, this is an unprecedented time; it's trite to say so, but it's true to say so. It is unprecedented and yet, there are certain things that are always true in every crisis. One, is that we rediscover how connected we all actually are. Sometimes in the good times, we set aside our connections and what holds us together, and we focus instead unfortunately so often on our divisions and what sets us apart. And it takes a crisis sometimes to remind us that we all are connected.

We're connected in our communities; we're connected in our world; we're connected in terms of the impact of one part of our country or one part of the world on others. And so, I think that is true in every crisis.

The other thing is, in every crisis leadership matters. Leadership matters hugely. In the easy times we can get confused about what leadership looks like. We can think a leader is someone whose rich or famous, or popular or influential. But actually, that has nothing to do with leadership, and it doesn't even matter what position or title someone holds.

A leader is someone, particularly in a crisis, who can have the courage to see the truth, speak the truth and act on the truth, and who also can have the character to give others around them purpose by focusing not just on what has to be done in the moment during the crisis, but also what is possible in the future. It is that focus on the future that gives people purpose, in the midst of a very difficult present.

**When you're in unprecedented times, how do you actually see the future?**

There are two ways. First, if you're an organization of any size really, presumably you had a plan about your future. You had certain things that you had decided were more important to your future. Now is the time not to abandon that plan, but to re-examine that

## Carly Fiorina

plan and ask, for example, are there things going on now that caused me to shift my assessment of some of those plans? Or, are there things going on now that can help me make progress on those plans?

Let me give you a very simple example. I run a small business today, a charity. We can look at these times as extremely difficult, and they are. But we can also look at these times as an opportunity to redouble our connection to our customers, to the clients we serve. We can look at these times as an opportunity to try and strengthen the loyalty of our customers to ourselves. When I was leading Hewlett Packard we had the terrorist attacks and the Dot-Com Burst. We also had just announced the largest merger in technology history. That was a big part of our future and we could not abandon those plans. We actually had to double down on those plans and get it done in the midst of a huge crisis.

And so, it is a quality of leaders that they have the imagination to see the future and to act on that even if they're making the tough calls in the present.

**How do you double down in times like these while considering new technologies, for example the geometric growth of video-conferencing, might shape that future?**

Today there are loads of businesses right now who can't figure out how to survive over the next day or two. They are in an existential crisis. Even in these existential times, however, businesses serve customers, they connect with their employees. People will make better decisions, for example, about how and when to furlough employees if they think about the requirement in the future to bring those employees back, instead of just saying my job is to get rid of as many as possible, as quickly as possible.

With regard to technology, and, by the way, I'm not saying double down on your plan without re-assessing it in light of the crisis, there are certain things that changed because of the crisis, and technology is one of them to your point. Telemedicine, for example, was about 15% of people's connection with a healthcare professional be-



Carly Fiorina is joined by nonprofit leaders from around Salt Lake City, Utah, for an Unlocking Potential's Emerging Leaders Lab sponsored by American Express in 2019.

fore this crisis. I think telemedicine is going to be hugely used going forward. It will probably be 80-plus percent going forward.

I think people have gotten used to virtual telework far more quickly than they would have without this crisis. I tend to think of technology always as a tool, not an end in itself, but a tool. So, for me, it's always about how do I use the tool of technology to further the strategic goals of a team or an organization.

### What do you see are the core components of leadership?

Well, courage is an incredibly important part of leadership, always. Because without courage, a leader cannot act. Without courage, a leader cannot withstand criticism, and criticism is always the price of leadership. So, courage is key. And the thing is, for courage one must overcome fear. And everybody's afraid of something. And particularly, in times like this, people are afraid of all kinds of things. They're afraid for their family, they're afraid for themselves, they're afraid for their health, they're afraid for their life, and they're afraid for their business.

In my experience, and I've had a lot of practice in getting over fears. As courage is never the absence of fear, it's overcoming fear ... the way to get over your fear is to start by confronting it. And that means very simply asking yourself, out loud actually, 'What am I afraid of?' And then naming it. What am I afraid of? I'm afraid I'm going out of business. I'm afraid I'm going to get sick. I'm afraid someone I love is going to die. I'm afraid I'll have to lay off all my employees. The point is, if people will say their fear out loud and confront it, then all of us can deal with it. Once you've named your fear, confronted your fear, it loses a little bit of its power, as soon as you say it out loud.

**So, that's the key: saying it out loud. I got it.**

Saying it out loud, and, in fact, writing it down is even

more helpful. Get it out of your head and get it down on a piece of paper. Personally, I faced the fear of a child's death, which unfortunately came true. So, I've had a lot of practice at this. But then to say, okay what's the worst thing that can happen? What is the worst thing that can happen? And say that out loud too; extra credit if you write down. The worst thing that can happen is I die. The worst thing that can happen is someone I love dies. The worst thing that can happen is I go out of business forever. As soon as you deal with the worst case, then you can start to think about the best case.

Okay, how do I make sure that doesn't happen? What do I do to try and prevent that worst case? And, what can I do to make the best case? I'll survive this. My business will have more loyalty to my employees and my customers when this is over. Then you're in the process of planning for the future, and action dispels fear. Fear paralyzes—action dispels fear.

**You were the very first Fortune 500 woman CEO. What is really at the core of why there are so few Fortune 500 women CEOs?**

Here is what is holding us back. It's not a pipeline issue, not an education issue, it's not a qualification issue, it's not a skills issue. Here's what it is, people are most comfortable with people like them. People are most comfortable with people they already

know. People are most comfortable with people who look like them and sound like them. And so, the reality of that is, that the people who are at the table and in the room, tend to bring more of their own to the table and in the room. That's just the fact.

It's also true that if people will start with this fundamental -- I am going to have a diverse slate of candidates for every single job. I'm going to get over my tribal bias that I'm most comfortable with somebody who's just like me. By the way, we're all like that. It doesn't mean we're bad people. It just means that in a boardroom, for example,

“As courage is never the absence of fear, it's overcoming fear...the way to get over your fear is to start by confronting it. And that means very simply asking yourself, out loud actually, 'What am I afraid of?' And then naming it.”



## Carly Fiorina



Carly Fiorina takes part in the Read Aloud initiative at the Southeast Tennis Learning Center in Washington, DC in 2019.

“In a boardroom, for example, everybody’s skill set kind of looks alike, and they all know each other.

They perceive someone who’s different, a woman, a person of color, someone they don’t know, and they perceive that person as more risky.

So we have to take extra care to have interviewing processes that are gender and color blind.”

everybody’s skill set kind of looks alike, and they all know each other. They perceive someone who’s different, a woman, a person of color, someone they don’t know, and they perceive that person as more risky. So we have to take extra care to have interviewing processes

that are gender and color blind to make sure that people understand the fact that when you don’t know them, you’ve never met them, they’re different from you ... this could actually be a huge benefit not a risk. It works when we do it that way. I mean I’ve done it in organization after organization.

We need diverse teams. They’re better decision makers. They achieve higher returns. The data is clear here, and meanwhile, by the way, just to add to the amazing nature of our current—let’s say lack of progress—corporate America is spending \$8 billion a year on diversity and inclusion training. So, guess what. We know it’s a problem, and yet we’re not solving the problem. The data is crystal-clear, diverse teams achieve better outcomes. I have a whole digital curriculum on how to build a diverse team, which is a more effective team. People can go on to [carlyfiorina.com](http://carlyfiorina.com).

We know how to do this now; we just have to get over our own biases and do it.

**You know, Carly, I’ve never considered until right now when you and I are speaking, but perhaps it’s the same issue of courage, and people needing to confront their fear that different is riskier.**

Yes, absolutely, and again, this is human nature. I’m not taking shots at people. It’s just a reality. People perceive that someone different than them is riskier. We’re wired that way. We’re wired to be most comfortable with people like us. But unfortunately, the reality also is we perform better when we have to collaborate with people who are different than we are. And the reason we perform better is because our brains do not learn unless we are challenged. So, when everybody sits around and agrees with each other, it feels good, it’s easy, you feel like it’s productive, but you’re missing something really important: we do better when we have to collaborate with people different than ourselves.

And this is in men’s self-interest. Again, the data is crystal-clear. Returns are better when a team is diverse.

Teams are more effective when they are different people around the table. It's just clear. Now we've got to do it.

## Post-pandemic, how do you think society will change?

Let me talk about what I hope are the lessons we learn. And of course, learning lessons is always a choice, but I think there are three. Number one, we all are connected. And that has big policy implications. So, for example, of course, we now know this disease came from faraway, and not only did the disease come from faraway, but the parts to build the respirators that we need to save people's lives come from faraway too. We're all connected.

Migrant workers who are illegal have gotten letters saying they're essential because they're picking our food. In other words, out of sight cannot be out of mind. We will learn from this pandemic that faraway is actually closer than we think. We are all connected, and it has policy implications. We want to be thinking now about what happens when these pandemics hit homeless communities and prison populations?

Maybe we don't want to think about those vulnerable groups, but what happens to them impacts us. We are all connected, lesson number one.

Lesson number two, it's what we started to talk about at the beginning. We had gotten to be a very short-term oriented society. CEOs now have to lengthen our view. Consumers were spending their whole paycheck every month, companies cared more about the short-term stock price than they did about anything else, which is why you saw companies spending all of their cash in the good times, buying back their stock and loading up on cheap corporate debt. And then by the way, the bad times come, because they always do. We need to lengthen our view and prepare for the future that may not be as good as when the times are good. That is sort of Finance 101. But somehow, we forgot that.

And number three, leadership matters. It's not about position; it's not about title; it's not about how rich you are; it's not about how popular you are. Leadership matters. And a lot of politicians don't lead, and we want to be more demanding as citizens of what we expect from people who hold positions of leadership.



**Carly Fiorina**  
**Founder and Chairman**  
**Carly Fiorina Enterprises & Unlocking Potential Foundation**

*Today, Carly is founder and Chairman of Carly Fiorina Enterprises, which counsels companies to create an equitable workplace culture, build high-performance teams, and teach the fundamentals of leadership, and of Unlocking Potential Foundation, a non-profit organization that invests in human potential by supporting local leaders who are solving problems in their communities and places of work.*

*Carly began her career as a secretary for a nine-person, real-estate business and eventually became the first woman ever to lead a Fortune 50 company. Under Carly's leadership at HP – which included a severe technology recession – revenue grew, innovation tripled, growth quadrupled, and HP became the 11th largest company in the U.S.*

*In 2015, Carly launched a campaign for President. Running as a political outsider, she spoke about empowering and engaging citizens to take back government from a political ruling class that has failed to deliver results.*

*Carly is also a best-selling author, with titles including Tough Choices, Rising to the Challenge, and Find Your Way.*

*Carly and her husband, Frank, have been happily married for 33 years. They reside in northern Virginia near their daughter, son-in-law and two granddaughters.*



**CARLY  
FIORINA  
ENTERPRISES**



# Building An Adaptive Retail Enterprise For Day 2 Post-Pandemic

By Robert Reiss, CEO, Founder and Publisher, The CEO Forum Group

The Retail Transformation video conference roundtable took place March 24, 2020, shortly after governors across the country were ordering people to stay at home to fight the spread of the new coronavirus. As we venture into the recovery phase of this crisis, with several states opening up their economy, the media is rife with predictions of a future that none of us can be certain of. However, many experts and business leaders believe that this chapter will accelerate the pace of digital transformation, align business and technology behind common strategic objectives, and determine the winning and losing consumer brands of our time. In this context, consumer-driven organizations that innovate to scale, invest in resilient supply chain technologies and nurture ecosystems of trust will emerge stronger.

These were some of the leading points expressed during a virtual roundtable on Retail Transformation that I moderated in March with FedEx EVP, Chief Marketing & Communications Officer, Brie Carere; Tractor Supply Company SVP, Ecommerce, Letitia Webster; and IBM General Manager, Consumer & Travel Market, Gina Claxton.

## Innovation that Matters

With technology innovation taking centerstage, consumers, shoppers, and travelers have unlimited ways to engage with brands holistically within their lifestyle, often demanding experiences, products, and services when and where they want it.

Brie agrees that this movement for brands to connect with people's lifestyles will continue and "retail will be very, very different. You're going to see digital platforms and connectors help the brands emerge and have that direct relationship with customers," she said. "The winners will be those that have a more curated inspiration and learn to go to market differently, given we do think that there will be a huge play for voice-to-purchase, whether that's through your phone or through an ecosystem in your home."

Letitia stressed that 5G, for example, will be very important to Tractor Supply, especially with mobility, self-assisted shopping, and voice commerce. The key will be having technology assist in the consumer's life and living their rural lifestyle. She shared, "Technology is going to continue to integrate itself into how we interact with customers and what the experience looks like. How they get information should be very specific to what they want to achieve."

Gina agrees that technology has the power to create even more differentiating and personal experiences, but also believes that the future will lie in platforms that can scale effectively. "Where and why to innovate is really as important as how to execute the ideas, and making sure you have prioritized them and aligned to a business case that enables the overall strategy... then determining how to scale and accelerate those ... that's really what most companies are trying to figure



out right now.” Addressing this topic further, Brie shared her point of view on scale by asking “Is the hypothesis big enough?” and discussed FedEx’s “Path to Scale” philosophy, which is based on the premise that agility is defined by speed to value and that there is no value without scale. “This is the prioritization framework that enables FedEx to drive quick deployment across more than 220 countries with agility.”

### **Resilient Supply Chains**

Supply Chain systems often define an organization’s ability to deliver on its brand promise at scale. All our panelists had a lot to share on this topic from same-day delivery to real-time visibility.

Gina pointed out, “Consumers can now know literally from the source to the consumer, everything about the product; if it’s food, the temperature all along the way. We’re doing some projects in the food space in this area. This helps convert supply chains from centers of cost to centers of competitive advantage as customers are willing to pay for transparency.” She also referenced the logistics business, FedEx. “What’s happening to the packages from Point A to Point B? You can track that and share key data points along the entire supply chain, across all the entities involved. Therefore consumers can build trust with brand transparency - whether they’re concerned about fair trade, the environment, or health - whatever their priorities are. They can trust the product. Consumers are willing to pay more for products that come with these insights. So I think there will be more investment in enabling this transparency over the next few years.”

Brie said FedEx has a platform called SenseAware that tracks factors like temperature, humidity, barometric pressure, and applied shock all along the delivery route. She expects that the healthcare applications would be “rapidly accelerated especially in a post-COVID world.”

Another area that Brie expects to be accelerated in the wake of the pandemic is e-commerce and same-day on-demand delivery. “Incredible innovation is same-day, which compounds a trend we’ve already

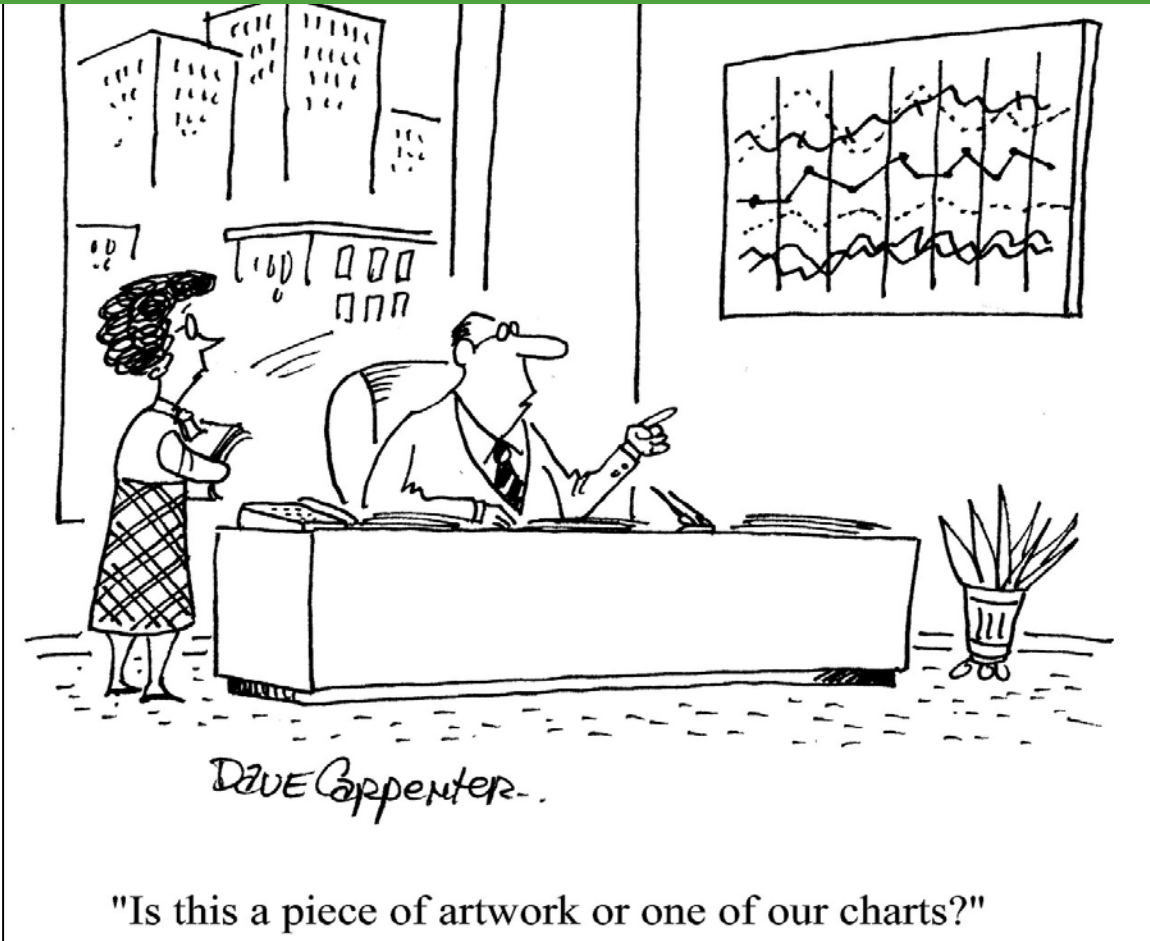
seen. That’s why we’re so excited about Roxo, which is a same-day on-demand delivery robot ... because we know there’s a huge untapped market for pharmacy, for grocery, for food on-demand.”

### **Trust as a Competitive Advantage**

Every panelist agreed that the current crisis will accelerate the digital/physical integration of the retail experience. Letitia said, “The current [coronavirus] situation will change the retail entity even more so and how many retailers will come out on the other end of this ... speeding things up by five or six years.” She added, “Five years from now, I think e-commerce will be very much an on-demand local experience, and I think the winners from a retail perspective are going to have mastered the experience across physical and digital.”

This integration of physical and digital will put a premium on brands that are able to collect, analyze, and unleash the power of their data to unlock new revenue models. Brie points out that decades ago, FedEx Chairman Fred Smith coined the phrase “the information about the package is as important as the package itself.” Gina talks about the idea of Hyper-Trust between suppliers, distributors, retailers, and consumers. “As consumers demand more knowledge and insights about where they spend their dollar, they want to align with brands that share their values and interests. Especially in the context of COVID-19, it’s becoming even more crucial to build these capabilities.”

As Maya Angelou once said, “You don’t know where you are going unless you know where you came from.” Brands and retailers have always had one core mission – to serve their most important stakeholders – the consumers. Technology innovation, world events, generational shifts in values put pressure on traditional business models. In order to build for the future, retailers and consumer brands will have to bridge from their past. In Gina’s words “the key to unlocking innovation is really about removing the cost and complexity of the old legacy business processes and systems and replacing with the agility to capture the demands of the adaptive enterprise.”



©Dave Carpenter / CartoonCollections.com

# You need Art and now Art needs you

By Lawrence B. Benenson, *Principal Owner, Benenson Capital*

Dear Chief Executive Officer,

Like you, I run a business. My company owns 13 million sq. ft. of real estate. I serve on the boards of the Museum of Modern Art (MoMA), the American Folk Art Museum and various other art-related and community-service nonprofits. Here are some thoughts on arts funding and art during our country's crisis.

Hi, how are you doing? I'm asking because I care and I want you to answer. Of course, 'I hope you are well' but that is just a vacuous hope. How are you really? Binge-watching Netflix isn't really satisfying anymore, is it? I'll bet, in the last four months without this Covid-19 reality, you would have visited museums, gone to operas and ballets or gone to poetry readings. Maybe you would have read better books or gone to a dance recital and the school plays of your children.

Millions of domestic and foreign tourists would have as well. They would have traveled to New York and Chicago and Los Angeles and everywhere in between. Attendance at museums and Broadway shows would be overflowing. Gee Whiz, that's a lot of money that didn't go to operating budgets!

Please consider how you and your company can replenish the gigantic, financial shortfalls that threaten to destroy hundreds of art organizations. I want you to reflect on the enormous emotional cost and deficits that people are experiencing. I recently bought each of my employees memberships to the Brooklyn Museum of Art, The American Folk Art Museum and MoMA. Action item: May I suggest your company buys your employees membership(s) to the museum(s) in your town? Online programming is spectacular, and the gift will be well-received and heartwarming.

The overwhelming majority of people depend on and rely on museums, art galleries, music concerts and theatrical shows to nourish their hunger for creativity and feed their imaginations. There is no clickbait in museums, and Instagram is a poor substitute for engaging one's soul.

Why, then, is arts funding almost always the first budget cut? Principals of New York City public schools have vast authority over their schools' budgets. Unfortunately, many of them choose basketballs, and uniforms and travel expenses for the few, rather than paints and paintbrushes for all students. Do the principals really believe that future basketball stars will be groomed at their schools and bring renown to them? It is just as (un)likely that art stars will do the same. However, with ample access to art classes, all students will receive more creative skills and more well-rounded educations.

At the time of this writing, Congress is being asked for another 60 million measly dollars to keep hundreds of arts organizations alive, barely. \$75 million has already been allocated. The United States Air Force (USAF) has 166 F-15s in service. Idea: Perhaps the USAF could change its December 2019 order of eight new F-15 planes to seven new F-15 planes thereby freeing up \$200 million for the government to devote to saving failing arts centers. Just a thought. Please, if you know a U.S. Senator or member of the House, contact him or her, and say that 173 F-15s are sufficient.

Want more backup? The Great Depression of 1929 was pandemic. To combat the economic strife, Franklin D. Roosevelt and his advisors devised the brilliant Works Progress Administration (WPA). Included was the Federal Art Project. It lasted from 1935 – 1943. \$27 million was spent to employ about 40,000 writers, musicians, actors and artists. According to Wikipedia, the Secretary of Commerce Harry Hopkins said, "Hell, they've got to eat, too." The program had two principles: 1) that in times of need the artist, no less than the manual worker, is entitled to employment as an artist at the public expense, and 2) that the arts, no less than business, agriculture and labor, are and should be the immediate concern of the ideal commonwealth. I'm sure you agree.

But, maybe you're more of a numbers person. The \$27 million of the Federal Art Project was 0.55% of the \$4.88 billion WPA. If our current government grants another \$60 million to the already allocated \$75 million, that \$135 million will equal only .0075% of the \$1.8 trillion Covid-19 package! That is preposterous and unconscionable. \$27 million in 1935 is worth \$505 million today. Please notify your boards, senators and members of Congress of this catastrophic disparity.

And what about Art with a capital A? How can a painting make you suddenly laugh and cry? Why do some sculptures make you gasp and gape in awe? Great art connects to our souls. Our emotional responses reaffirm our essence. It's the only indestructible thing we have. The feeling we have being at a symphony and our recognition of the limitless scope of the human imagination when we are in the presence of a great painting is vital to our bodies and souls. Cavewomen and cavemen made art. They did not make deals. Maybe they arbitrated the CMBS market, but all that survives is their cave drawings.

I know you want to make the world a better place. Reminder: please have your company buy each of your employees a membership to your local museum(s). Call your senators and member of Congress. I know they will take your call.

During our Covid-19 pandemic, only Art and first responders have a chance at saving us. They each rescue our bodies and minds, just in different ways.

Sincerely,  
Lawrence B. Benenson



*Lawrence Benenson is a principal owner of Benenson Capital, a New York-based real estate company with property in 32 states. His motto is "People who have more ought to help people who have less."*

*Benenson serves on the boards of The Museum of Modern Art (MoMA) and the Inner-City Scholarship Fund, among others.*



Kathy Ireland



**Robert Reiss: How are you dealing with this pandemic?**

**Kathy Ireland:** My heart is broken for the countless numbers of people around the world who are suffering from this pandemic. It hit every one of us. We are all so greatly impacted, and I'm so grateful to you, Robert, to The CEO Forum Group. You've given us the tools needed to move forward, and I think that is really important.

This is the new normal and, yes, we have been through much. Our company is celebrating its 27th year this year and like everyone, we came through 9/11, and just as we got back to living after 9/11, if we're honest, we know that life was never the same after that time. I don't believe it will be the same after COVID-19. Some things will be better, and some things will be worse, but we will get through this.

Our company has learned many lessons. We have overcome incredible challenges including bankruptcy of our then only retail partner. It was Kmart's first bankruptcy and taught many powerful lessons. We learned to really thrive in the face of challenges.

**What are you doing in your organization ecosystem to lead through this crisis?**

At kathy ireland Worldwide, we're working with our team to stay in closer communication than ever before. Each morning, after prayer, we're jumping to phone calls, video

“As much as we're all thinking about being exposed to COVID-19, COVID-19 exposes us and it exposes the good, the bad, the ugly. It exposes everything in people.”



*The CEO Forum Group has selected kathy ireland Worldwide for the 2020 Transformative CEO Award in Leading Through Crisis in the Entrepreneur category. This has been bestowed for the important work of expanding the kathy ireland Business Network, which helps entrepreneurs succeed during COVID-19. The organization has additionally been a model for others by overcoming all obstacles to actually grow SKUs during the pandemic from 17,000 to 20,000.*

# Kathy Ireland

conferences, and developing our kathy ireland Small Business Network - our new program specifically designed for small businesses that meet certain qualifications who feel that we provide a needed boost in awareness and credibility for their company during the COVID-19 pandemic. (more information on the kathy ireland Small Business Network can be found at [www.kathyireland.com](http://www.kathyireland.com))

## What have you learned from your past history to help manage during this time?

The Kmart bankruptcy, for our company, was a powerful teaching moment in business diversification and never allowing ourselves to be reliant on a single retail channel - as we were at that time. Now, we have products across the entire spectrum of retail - from the value proposition channel, to the luxury channel, to a comprehensive online presence. By ensuring our brand is present and growing in each sector, we guarantee our own ability to be future-proof and, in this case, pandemic-proof. Another very different lesson arrived with the tragedy of September 11th - the last time the world as we knew it shut down in its entirety. We learned that we would no longer be able to anchor our business with traditional methods of connecting, from flights to brick and mortar presence.

## How would you define your philosophy about leading through crisis?

Many would consider this counterintuitive, and for us it works. It's actually a quote from my favorite book: "Consider others as more important than yourself." And that works. To me it all comes down to people before profit. Especially going through times of difficulty, it is such a gift to go through challenges with people because you find out what people are made of. It is very revealing. As much as we're all thinking about being exposed to COVID-19, COVID-19 exposes us and it exposes the good, the bad, the ugly. It exposes everything in people. We see this horrible hoarding when we need to be seeing more generosity in times of trouble. We are fortunate to go through challenges with people and our core team where we've been together 30 years. We've got our millennial team, our Gen Z team who are amazing. We have such a history with people who don't run from trouble that they hold your hand and go through the fire with you. You come out stronger and better, and it takes away the fear.

## You've been a model, actress, author, and an incredibly successful entrepreneur. How do you plan what's next, regardless of the environment?

We listen, Robert. We listen to our customers, our clients. That is our biggest strategy, because with our eyes on the horizon and our ears on the ground I believe in looking and anticipating needs before they're even presented. It's an astute alertness.

We started 27 years ago. I was an aging, pregnant model. My kids then came and we started with a single pair of socks made from recycled soda pop bottles with the philosophy of people over profit. My dad worked for the labor unions. As a kid, I grew up at rallies with Cesar Chavez. Before going back to college and becoming a nurse, Mom was an entrepreneur with a babysitting business, an Avon lady, a house cleaning business, anything. So, I've had incredible role models from an early age, however, it was grassroots.



Kathy Ireland in a fun contest with Warren Buffett and Bill Gates.



I tell people I am NOT an actress, and I have the movies to prove it. I'm so grateful it paid the bills, but it was never a strength. And so, I knew when we started our company, it had to be not about me, not about my name, but about our customer. It has to serve her. And so, while our brand bears my name, it's not about me. It is truly about our customer.

We did grassroots experiences. We would reach out to our customers and we'd say "try these socks." When we started with swimwear, we'd literally go on beaches and hand women of every age our swimsuits and say, "Go surfing, play volleyball, sit in the sun, wash them and give us your feedback." We want to know. If you like it, great. But we really want to know what doesn't work.

We do this with all of our designs and products, and something that's critical to me -- I love engaging with our sales teams. In fact, I serve as CEO for our company with our president and CMO, Stephen Roseberry, and most days he and I are doing sales calls because we learn so much.

Today, yes, it's social media. When we started our brand, we started our website, kathyireland.com, not to sell anything but to make it really a thank-you, because we were so grateful, just as stores slammed doors in our faces early on. Despite all the rejection, there were women who understood that we were taking something as basic as a sock and bringing passion and innovation. There were women who got that, and they knew that it wasn't about me, that we were really working to be of service.

We wanted this website to be a site where she could come and not be sold. She would be given tangible information that helped her in her busy life, this underserved woman — and our brand includes everyone, every demographic. It really started with a focus on busy moms.

## **When you look at an organization, what are the important elements?**

Sales is the lifeblood of every business; nothing happens without the sale. And so for me, much more important is to have that time with the sales team and to share with them the inspiration for all of our designs. Why this silhouette? Why this finish? What are the innovations of this product? And then for me to learn from them what's working and

“What I encourage women to do is if you're getting blocked, if someone is saying no, seek to understand why. Criticism can be a gift.”

what's not. What are they responding to, and where can we do better? That is priceless and that is really helpful.

## **In these times, as in any, what advice do you have for women about success in business?**

You know, Robert, I really encourage women to hang on to their company. So often, it breaks my heart when I see women sell. And I understand there are specific reasons, and sometimes it's absolutely appropriate. But I see this happening disproportionately to companies run by women, and I do not know exactly why this happens, but I do encourage women.

We've got to be able to pivot. We've got to be nimble. The advice that I share to women, I share to men as well. It's really the same across the board. It is, know what your value is. What is it that your company is all about? What is it that you stand for? And the people, they need to see you have integrity. Do what you say; say what you do. Be honest, build that trusted relationship, and be prepared to work hard.

Oftentimes women will come to me and they'll tell me about an idea that they have for a business. I'll follow-up with them six months later ... "So, how's it going? Tell me what your progress is?" And I'll hear, "Oh, I gave it up. My husband, my boyfriend told me this is stupid and I gave up." I say to myself, "No, are you kidding me?" One of the greatest gifts of my long-ago modeling career, although I did not appreciate it at the time, was all the rejection.

When I entered the world of business, banging on doors, and presenting socks to retailers, some people laughed in our faces and said all kinds of unkind things, and I wouldn't let it hinder me. 'No' means now we're talking. I'll come back tomorrow. Maybe you'll be in a better mood or maybe your circumstances will have changed or make the person who is giving the 'no,' who is giving the

## Kathy Ireland



Kathy Ireland with Dr. Anthony Fauci, Director of National Institute of Allergy and Infectious Diseases.

block, will no longer be in power. It is something I encourage all people to do. What I encourage women to do is if you're getting blocked, if someone is saying no, seek to understand why. Criticism can be a gift. It's not always delivered nicely, and there's not always time for it to be delivered nicely. Seek to find out, hey, why isn't this working for you? What can we do better? How can we be a better service?

If it's good advice, we can learn from it. It's great. But go back. Maybe put it in your calendar for six months later. I think I was a little stalking in the beginning, going back day after day after day. I'm surprised they didn't get a

“The advice that I share to women, I share to men as well. It's really the same across the board. It is, know what your value is.”

restraining order. Persevere. Learn what works. If you believe in what you're doing, you will fight through the tough stage, because you know that what you have to offer, your products, your services are of value and that will inspire you to fight.

### **How are you planning for your organization to be different and stronger post-pandemic?**

We continue to work remotely each day, and as a team, we're even more connected thanks to the amazing advances in telecommunication, which we are utilizing in powerful ways. So much of our team is dispersed in different locations that we are grateful to have the perfect reason to use technologies like Zoom, Skype, and various

messaging apps. Our President, Stephen Roseberry, had the brilliant foresight to decentralize the majority of our offices years before the current COVID-19 pandemic, as companies like Twitter and Facebook are now doing - we are proud that this allows us to already have had systems in place to continue growing our business.

### **What advice do you have for CEOs post-pandemic in the summer of 2020?**

Keep fighting. I'm seeing a lot of CEOs that have their heads in the sand. Now is the time to be making calls, connections, and pushing our businesses forward. Kathy Ireland Worldwide always seeks to adapt and overcome challenges as we continue to build dynamic partnerships for the future. We're forming powerful alliances with companies at the forefront of technological advances. Stellus, a Samsung-backed data management and storage solution that is hyperscaling data throughout for industries like film and health. Brainbase is a brilliant software platform that is changing the way the licensing industry operates with simplicity and efficiency. Global Kitchen Concepts | Kathy Ireland, the only national multi-brand European kitchen chain and cabinetry retailer with products from the world's leading ultra-luxury brands, now has 17 showrooms around the country, and growing. Before the COVID-19 pandemic, Kathy Ireland Worldwide had over 17,000 SKUs among our retailer partners - now, we have over 20,000. We must continue to build and we cannot allow ourselves to hide from the challenges our world faces.

### **What are your thoughts about the current protests on racial injustice?**

It's sad and infuriating that in 2020 we are still fighting the scourge of racism. Why would anyone question that Black lives matter? An America... which does not offer equality to every citizen is a painful illustration of our country falling woefully short. It's no longer enough to support inclusion and equality. We now must become peaceful warriors for change.

### **Talk about what you're doing to make the world better.**

At our company, Kathy Ireland Worldwide, our vision is to teach, inspire, empower and make our world better.

We worked with the UN on their millennium development goals. I think we can all agree on these initiatives. The 'hows' are critical to me, and we've got to make sure those are in line with our values. Along with fighting hunger, fighting disease, supporting education, helping the environment ... our company has added support for the military and veterans and their families, and the fight against human trafficking. We've got 10 initiatives. Each potential partner chooses which one they are going to support. That lets us know that our business is going to have a good impact on the world, and that inspires us.

**You and Bill Gates are the two people always on stage with Warren Buffet every year at his shareholder meeting.**

Well, with Warren Buffet, he is a tremendous inspiration and it's an honor to call him a friend. Irv Blumkin was our first retail partner at Nebraska Furniture Mart (NFM), which was started by matriarch Rose Blumkin, an inspiring mentor who we never had the privilege to meet. Irv Blumkin is Mr. Buffet's best friend. Irv, who is like family, is responsible for our friendship with Mr. Buffet. Mr. Buffet truly lives by integrity. At his Berkshire Hathaway shareholders meeting he openly shows his report, and just don't mess with one shred of his reputation. That is critical.

And our business model truly was to follow Berkshire Hathaway. Have many, many companies, so that we would not be vulnerable, as we once were when we faced Kmart's first bankruptcy. Our verticals include public companies, fashion, everything for our homes from furniture to area rugs and lighting, socks, outerwear, and book publishing. It's an endless list of over 17,000 active SKUs... kathy ireland Weddings and Resorts, headed by our youngest BOD member, Tommy Meharey, business conferences.... We're just getting started. Menswear, technology, kathy ireland Kitchens curated by Chef Andre Carthen....

**Finally, what advice do you have for children of the future?**

Know your value, put boundaries in place to protect those values because you will be challenged.



**Kathy Ireland**  
**Chair, CEO & Chief Designer**  
**kathy ireland® Worldwide**

*A world-famous lifestyle designer and philanthropist, Kathy is Chair, CEO & Chief Designer for kathy ireland® Worldwide (kiWW®) and Founder of the kathy ireland Small Business Network, which helps small businesses grow. Kathy Ireland inspired the phrase, Super Model turned Super Mogul.*

*Kathy graces the cover of Forbes Magazine more times than any other magazine.*

*Kathy is one of the 50 most influential people in fashion, according to Fairchild Publications. kathy ireland® Worldwide is listed as the 25th most powerful brand internationally, by License! Global Magazine.*

*Kathy is the recipient of multiple Honorary Doctorates of Humane Letters from CSU. Kathy and kathy ireland® Worldwide support philanthropy including St. Jude Children's Research Hospital, YWCA Greater Los Angeles, and Providence: A Santa Barbara Christian School. Kathy is a Board Member of the NFLPI, WNBPA Board of Advocates, an Ambassador and Donor for the Elizabeth Taylor AIDS Foundation (ETAF) and International Youth Chair for National Pediatric Cancer Foundation (NPCF).*







# ‘Values Are The New Value’ FutureFocus Takes Guts

By Faith Popcorn, Founder and CEO, Faith Popcorn’s BrainReserve

**As the person who coined the term Cocooning, how has the term changed during Coronavirus?**

This isn’t fun, cozy Cocooning. There’s true terror while we’re hiding out at home. We’re facing our mortality and that of our loved ones. PTSD is everywhere; we’re seeking stress relief any way we can find it. Alcohol and weed sales are skyrocketing.

This deep, radical CoronaCocooning is sending shock waves through the Consumer Culture. Brands are losing value; what we care about is who can get us what we want / need quickly and safely. This is a huge opportunity for disruption. Brands need to stand for something other than just “fast and reliable” to gain loyalty. Verizon started streaming concerts, Comcast gave consumers free connectivity, Chipotle created Zoom Hangouts for support and sharing. Connection and community are everything. Values are the New Value.

And we saw that coming, long before the pandemic. The 17 Trends we’ve been tracking over the last four decades let us see what’s 10 or 20 years ahead, and then help our clients chart their path forward. We are helping companies across all sectors prepare for the New (Ab)Normal.

**Talk about how the following industries will emerge post-pandemic: retail, travel, financial services, real estate, sporting events, healthcare, technology ...**

**Retail:** It will mostly be from our homes, but bricks-and-mortar will find new ways to operate. It will be gated and curated, separating those with immunity passports and those who are “virus virgins.” Wellness benefits will help lure us from our Cocoons. Imagine infrared-light treatments and IV-dosing in between appointments with an AI-enhanced personal shopper bot that will joke with you, listen to you and delight you with incredible finds. And it will outfit your avatar,



too – our virtual personas will need tending as much as our flesh and blood ones.

**Sporting events / entertainment:** Everything is going virtual; gaming has soared by 75% or more since the pandemic took hold. Next, our avatars will get into the game, whether you want to pitch against Aaron Judge or compete in Olympic-level snowboarding. Same with plays and concerts; if we pay more, we can join Drake on stage for a duet or star in “Jagged Little Pill” for an audience of our squad.

**Healthcare:** Tele-health is having its Amazon moment, with the Cleveland Clinic’s monthly tele-visits booming from its usual 3K to 60+K. Soon, the digitization of medicine will go much deeper. A private medi-pod will come to you for a vaccine, testing or minor procedures. Next, implanted chips will read our vital stats and communicate with our robo-docs, that will tweak our diet or recalibrate the vitamins and Rx meds being decanted into our personal water supply.

**Technology:** Covid-19 has accelerated our evolution, our Technology Transformation. Our every waking moment will soon be filtered through some form of a tech interface. We’ll meet in VR environments and communicate by thought versus speech. This isn’t sci-fi: Researchers at UCSF have translated brain signals into complete sentences. Next, neural lace – like Elon Musk’s Neuralink – will offer tiny brain implants that connect our minds to the web, completing our cyborg-ization.

**What are some of the assignments you’ve worked on that you’re proudest of?**

I love the work we did for USPS. They have such a unique advantage of touching every address in America daily. We showed how they could tap into that – say, if your mother didn’t take her mail out of the box for a day or two, a chip would tell you that and a postal worker could do a wellness check. We developed a technology wherein envelopes would no longer need addresses, just cell-phone numbers.

How wonderful would that be?

We are also collaborating with a huge, household-name quick-serve restaurant on a driverless, contactless model for food delivery; it also benefits the community. The first steps have been hugely successful, and their stock price is soaring.

We also work with many companies on “How to Think Like a Futurist.” Delivered via Zoom, it’s an incredibly exciting presentation of our latest Future-Thinking and a breakneck brainstorm that delivers dozens of immediately actionable ideas. It’s driven billions in profits – I am very proud of that too.

**As the original futurist, what can CEOs learn from your process of predicting the future?**

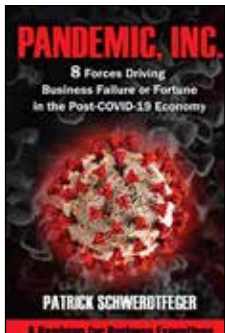
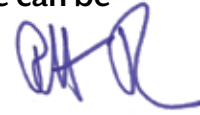
CEOs can understand that there is nothing more important to their success than focusing on their Best Future. Our mantra is, “If you knew everything about tomorrow, what would you do differently today?” Our mission is to help clients succeed into the Future, before their competition gets there. It takes a ferocious FutureFocus and guts—and dropping the inaction excuses.

For inspiration, look at Marcus Baskerville, the founder and head of Weathered Souls Brewing Company in San Antonio, Texas. He started the “Black is Beautiful” global beer initiative, selling stout beer with the mission of raising awareness and funds to overcome the injustices Black people face daily. Baskerville had the idea on a Sunday, and production began on Monday. That’s how you face the Future and activate it.

We can teach client teams to see what’s coming through my Future U, but those in power must prioritize acting on the mandate of Tomorrow – now. Because the Future starts this very second.

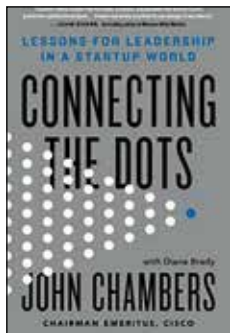
*Faith Popcorn is a futurist, author, and founder and CEO of marketing consulting firm BrainReserve. She has written three best selling books: The Popcorn Report (1991), Clicking (1996), and EVEvolution (2000).*

**“One of my favorite quotes on learning** is from Julia Child, ‘You’ll never know everything about anything, especially something you love.’ My love has been learning about business models and success, where I have read over 1,000 business books; following are three of those which I believe can be of great value to today’s top CEO.”



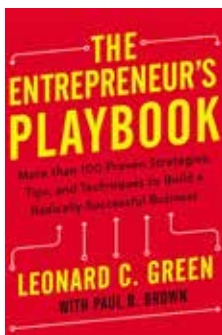
## **Pandemic, Inc. • Patrick Schwerdtfeger**

Change = Opportunity. This is a difficult time, that’s for sure, but it’s also a time of enormous opportunity. Entrepreneurs, small business owners, and self-employed professionals need to leverage these eight trends to thrive in tomorrow’s economy! Pandemic, Inc. offers a strategic roadmap for businesses navigating the Coronavirus COVID-19 pandemic and quarantine. The book details eight accelerating trends that form a convenient acronym: S A L V A G E D: S: Self-sufficiency; A: Analytics; L: Liquidity; V: Virtualization; A: Automation; G: Government; E: Exponential Thinking; D: Decentralization



## **Connecting the Dots • John Chambers**

Chambers is sharing his unique strategies for winning in a digital world. From his early lessons and struggles with dyslexia in West Virginia to his bold bets and battles with some of the biggest names in tech, Chambers gives readers a playbook on how to act before the market shifts, tap customers for strategy, partner for growth, build teams, and disrupt themselves. He also discusses the future which will be built on partnerships between small and large companies. These lessons share not just insights about our digital future, but practical strategies to overcome obstacles, which are more relevant than ever in our current situation.



## **The Entrepreneur’s Playbook • Len Green**

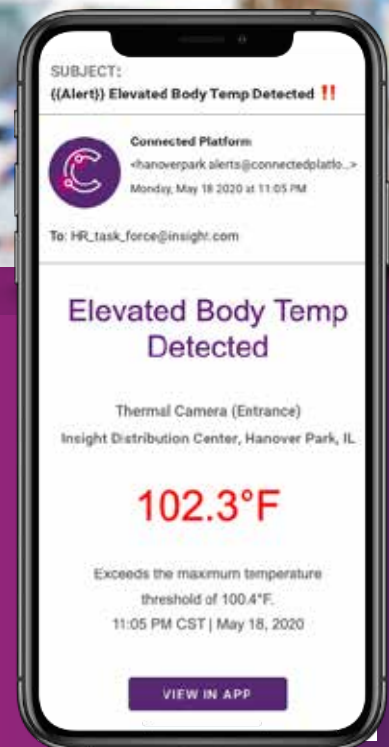
With this pandemic practically every business will need to reinvent itself. Green’s book is arguably the single most important book in the market for entrepreneurs to succeed, and for enterprises to incorporate the entrepreneurial spirit within their organization so they can be more agile during these times. He shares more than 100 proven strategies, tips and techniques to build a radically successful business. These essential insights are built from his unique background as a top professor at Babson, CEO, philanthropist, and investor. You will learn how to spot opportunities, find a marketplace need, learn from mistakes, and always improve.





Enabling a **smarter, safer** return to the workplace takes more than technology.

It takes Insight®.



Insight 

Leveraging our broad IT expertise, industry partnerships and end-to-end capabilities, Insight delivers innovative solutions and intelligent technologies to help you navigate — and redefine — the new normal.

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