



Building future-ready leaders

Host: Burt Rea, managing director, Deloitte Consulting LLP

Guests: • Joe Moscola, senior vice president and chief people officer, Northwell Health
• Jen Radin, principal, Deloitte Consulting LLP

Joe Moscola (Joe): We believe one of the greatest things we can do as leaders and it's our expectation amongst all of our leaders at Northwell is that they will pay it forward. We stand on the shoulders of those who came before us, who put us in these positions, people presumably went out of their way to help develop the organization invest in us. And so it is incumbent upon us as leaders in these roles to do that for others. And really that becomes the selfless part of these leadership roles and the critical piece of what we believe in at Northwell.

Burt Rea (Burt): Welcome back to Capital H. This is Burt Rea, your co-host. Did you know 80% of respondents to this year's Global Human Capital Trends Survey told us they think that 21st century leadership has unique and new requirements. It's not enough to invest in new leadership development programs. Today leadership

is viewed as a new context with changing social and organizational expectations for how leaders should act and what outcomes they should aim for. My Deloitte colleague Jen Radin has a chance to speak with today's guest, Joe Moscola, Senior Vice President and Chief People Officer of Northwell Health. Joe is here to talk about leading people and working symphonically as a team with other leaders in the context of the fast-moving health care industry.

Jen Radin (Jen): Hi, this is Jen Radin with Deloitte Consulting and I am really excited to be here today with Joe Moscola to talk about leadership and leadership in health care, an ever evolving and ever-changing industry in our country. Joe is a Senior Vice President and Chief People Officer for Northwell Health, New York's largest health care provider and private employer with more than 68,000 employees, 23 hospitals, 3,500 physicians and specialists and Joe

in his role oversees a number of different functions and areas here at Northwell Health, one of course is HR operations and all the important good work that happens there. Joe also oversees all the aspects of talent, talent management, talent strategy, leadership, diversity and inclusion, and even more recently health and wellness for the organization and for the thousands of patients and families at Northwell hospitals. So Joe, welcome, and thank you so much for being here with us today.

Joe Moscola (Joe): Thank you so much. My pleasure and thank you for the invitation to be a part of this. I really appreciate it.

Jen: So to start with, could you share with us a little bit about your leadership philosophy, your personal leadership philosophy, and how your career journey at Northwell has contributed to that.

Joe: Absolutely, so maybe I'll start with the second half of the question on the career journey because it certainly has been such a critical part of how my philosophy has grown. Well I have the pleasure of sitting as the Chief People Officer for Northwell, the largest private employer in the New York State. I definitely have an atypical journey to this chair. I started off as a clinician. I practiced cardiac surgery as a physician assistant for many years. And then really at a point in time just felt like I had more to give. To me it wasn't enough to be able to help one patient or the team of us to be able to help one patient at a time and so a day that is very vivid in my memory. I was with a mentor of mine, our Chair of Cardiac Surgery and we were just talking about the utopia of health care delivery; yes, this was the topic of conversation over the operating room table and one of the questions that came to me was, "Hey, don't you think that we can be doing more, that we should be making a bigger impact, and that we should be doing more to prevent illness." And his challenge to me at that time was, "Well, if you feel that passionate about it, then you should go back to school and do something about it." So, I did. I went back to school, got a master's in business, had no idea what I was going to do with it, and then graduated with that degree and decided to take on first a project management role, really allowing me to learn influence skills. I think project management is an outstanding role for people who are really pivoting in their career and/or making a career of it. When you think about it, resources, scope, timeline, in a situation where you have virtually no power. And so all of it comes to influence. I think that was a big part of helping to develop my leadership philosophy. I then went through a number of operational roles and just about five years ago, I had a breakfast meeting with our CEO who was asked to take on this opportunity. And so going back to my career mission and how do we make an impact in people's lives in a positive way, in a broad way, this seems to check off many of those boxes. So, that journey that I just described definitely had provided me with a number of experiences that helped me to create a leadership philosophy which I had narrowed down to three to four key points and that is 1) lead by example; 2) be fair, be consistent, and be real; 3) balance humility with confidence, those two things which obviously seem in a bit of a contrast to each other, but I believe a person who can balance between those two can really gain the

respect of those around them, and then lastly lead with kindness. It's not enough to just know all the employees' names in your business, in your company, but do you know their story, do you know where they come from and where they are trying to get to, and if you make it more about them and less about you, you'll be able to lead the team, motivate and inspire, and hopefully take that business unit or that company to wherever you hope to take it.

Jen: Well Joe, thank you for that and I loved the yin-yang of a lot of what you just talked about, particularly humility and confidence, and then of course leading with kindness and the empathy that then creates and drives as you work with leaders and professionals in the organization. So, tell us a little bit about what you've done at Northwell in terms of the framework for leadership here and how you established that what some of the core leadership capabilities are that you set out in terms of expectations for people at all levels.

Joe: So, a lot of that journey comes back to first do we understand through our employee value proposition what are promises to the employee and we go with this sort of tagline of "made for this" and through the process of developing our employee value proposition, our team went out, spoke to about 2,000 Northwell team members, gained how they would describe the culture of Northwell. And it went something like this and these were their words, obviously just comments that we tweaked and adjusted along the way just to sort of wordsmith, if you will, but there's phrases in there that go as follows, it's not a normal 9-5 job. We are flexible, we are hardworking, we are not afraid to push the boundary, we're true to our beliefs. We wanted to find the health care industry of tomorrow. And so many of these words really describe and it goes on beyond that, but if they go on to try and describe the culture of what Northwell is and aspires to be, and so that becomes our cornerstone of where we then look to build the behaviors we want in our leaders. And we've set our leader expectations in the four key behaviors. And they are managerial courage, motivating and inspiring others, strategic agility, and developing others. You can see I have this tendency to think in fours, but each one of them. For managerial courage: Back to even some of the opening comments in terms of philosophy, are you fair, are you consistent, do you approach things with sound judgment, and then as importantly is their integrity with the actions that you take and do you stand for what the culture of Northwell stands for and rooting it in those concepts. Motivating and inspiring others: Do you understand your team, back to the comment of knowing what drives the individuals on your particular team, be it large or small, how do you help create the vision for them, how do you motivate them then to get there, and then as importantly how do you make them part of that, taking their input, taking their feedback, listening to them, not just hearing them, but actually listening to them and then using that to build the vision for the team and not just the one individual. Strategic agility: Whether its health care or any other industry and these are fast-moving industries, they are complex, obviously I am biased to health care of course, but there are so many different things that are coming at you every single day, whether it's regulation, whether it's financial and economics, or

whether it's quality and the patient experience whatever, internal factors or external factors, whatever it is, we've got to be agile. Curveballs will be thrown, different things will be put in our lap, and we've got to be able to quickly pivot and move in that new direction. Last is developing others: We believe one of the greatest things we can do as leaders and it's our expectation amongst all of our leaders at Northwell is that they will pay it forward. We stand on the shoulders of those who came before us, who put us in these positions, people presumably went out of their way to help develop us, the organization invested in us, and so it's incumbent upon us as leaders in these roles to do that for others and really that becomes the selfless part of deep leadership roles and the critical piece of what we believe in at Northwell.

Jen: Great Joe, thank you so much for those four important tenets on the leadership strategy and philosophy and framework and I think surely it's something that you see every day and people really live and breathe it. Can you tell us a little bit about how you have taken those four tenets and integrated them into how you design and think about and implement succession planning.

Joe: So, starting with that base of those leadership expectations, what our team has really done a phenomenal job of is beginning to then work that through into our discussions around talent. And these are discussions we have on a very regular basis, many formal, some informal, some through performance review, so it is part of our performance review process, but at the same time also as we consider and think about that diverse slate of candidates that we want to have, let's call too deep for every leadership role within the organization. And that's from the C-suite right down to our frontline managers. And so we spend an awful lot of time beginning to evaluate not only what I would call the objectives or how did that business leader, that operations leader, that clinical leader do from an outcome standpoint via the metric or performance, but then at the same time, how do they then measure up with regards to the emotional intelligence, the EQ, how they interact with the organization, how they live and breathe these four leader expectations I just described. Health care is such a team sport. What we will often talk about it's not so much about who is running the hospital, but it's the team that's running the hospital and the team that exists all around them. So it's not just about the CEO, but the CMO, it's the chief medical officer, it's the chief nursing officer, and how those three key roles and any other of the key leadership roles at each of our sites, business units, how they work together as a team and so do they all imbibe those, how far each of those individuals on that journey, understanding they'll never get to the end of that journey, always working hard to perfect and improve and that is what goes into the consideration for special planning. Particularly in our marketplace, within health care, we are a case study on the coming of age of the baby boomer. We know we are going to have quite a number of key executives and then the ripple quite frankly that that will create in the next number of years as baby boomers begin to retire and then do we have enough leadership at the ready, does that leadership embody the expectations I talked

about. Is it diverse enough and not only is it diverse enough, but are they all talking to each other? And are they communicating in an effective and cohesive way, to me that's the inclusion part, and so that's how we strive for as part of our succession, it's not only the individual, but the team.

Jen: Thank you Joe. It's so interesting and wonderful to hear that Northwell has actually been able to take these beliefs and weave them into what is a critically important process of course for everyone in the organization. Tell us a little bit more about, as the Chief People Officer, your collaboration with the CEO and the importance of that collaboration as you think about leadership and leadership strategy.

Joe: Great question, I mean truly I am blessed. I say that frequently and I truly, truly mean it and I am blessed because our CEO, my CEO, truly values this function of human resources of the CHRO, the Chief People Officer, whatever it is called in your organization. He is the ambassador for the notion of human capital being the most valuable aspect in this organization and quite frankly in any organization. In a way, it's easy to step into a role like this, particularly for someone like myself who doesn't have a formal training in human resources, when you have the support of an extraordinary CEO such as Michael Dowling. Michael, not only does he say these words, he always puts his money where his mouth is, if you will, and so the establishment of CLI like we talked about, he is continuing to push us on how we continue to educate and develop anyone who steps foot within as an employee, as a team member within Northwell. Our commitment to doing so, our commitment to veterans, our commitment to individuals conquering their disabilities, our commitment to diversity and inclusion, these are things that as a head of HR, I don't have to work too hard if you will to try and convince our leadership because Michael is living and breathing the key strategies to be a successful company, successful health care organization every day, and so that partnership, while it's been talked a lot about within the various publications, Harvard Business Review or anything else about should HR be blown up and HR needs to be at the table. I was truly blessed in coming into a situation where that never was in question. The only question was how high we are going to raise the bar and what was possible for this function and for the, quite frankly, the 68,000 people that are at Northwell.

Jen: Yeah Joe, that's truly amazing, the relationship you have and the respect that's there. I am sure you may be getting a lot of calls after this from our audience about how did you do that, how did you build that. Because I think some have that and I think many are still trying to obtain that kind of set you at the table if you are in a relationship with the CEO in terms of the value of humans in the business. So tell us a little bit about a leader or leaders who historically or today that you look to as models of leadership, as maybe role models and few characteristics that you grabbed and you hold tight from those leaders and you mentioned one of them just now, but tell us a little bit about who you look to.

Joe: Sure, so certainly I mention Michael like you said. Just continue to try and aspire to that greatness. Somebody definitely a student of history and Jen you and I have talked a little about this, reading about certain leaders over the course of time and one that you may agree with and others quite frankly that you may wholeheartedly disagree with. What I strive for in perspective and I say that to the various individuals I mentored, working for someone who is the boss as opposed to a leader is a value in that and there is a value in understanding who you don't want to be, as much as who you want to be. And so look there are of course are greats over the course of time. It's Mother Teresa and truly the kindness that she embodied as we are talking about kindness, but for me she took that to a whole another level obviously as I think, but then you look at individuals like Churchill. If we were to a sort of thrust ourselves back into that age, incredibly misunderstood leader early on in his very aristocratic tenure. But then you look back over history and you see what he did over a longer period of time and obviously it's hard to dispute. And then you look to maybe more common day and you look into sports, and Herb Brooks and coaches like that who can seemingly accomplish the impossible and how they were able to get every little ounce out of their team to this incredible goal of winning the Olympics in a seemingly impossible situation. And going back to, do you understand your team, can you be fair, can you be consistent, can you be real? I think he understood exactly what made and motivated every single player on that team. And so, as a huge hockey fan, and someone that I often read about and again try to learn lessons from, could probably go on and on about the sort of go on and on about sort of individual after individual. But the other sort of group of individuals that I would just sort of categorically look towards and its more of my fascination is our Navy SEALs. It's something about the training, it something about obviously their discipline, their commitment obviously to this great country above all things.

Jen: That's a great array of leaders and I love the way you look to all of them and you draw different aspects of their life and experience and their leadership qualities into an integrated way of thinking about it. Thank you for that. So, last question. Let's still wrap this up a little bit. I am sure everyone is listening with us today would be interested in, what would your advice be, what would you say are the two or three things you must do if you are starting on this leadership journey in an organization, what you need to put in place, who you need to talk to, how do you need to think about, what's your advice on that, Joe?

Joe: Great question. So, my advice early on would be, be curious. Curiosity will lead you to question, curiosity will lead you to answer. Having that constantly curious mind, that ability to ask questions and not being afraid quite frankly to ask the question that you don't understand. Oftentimes we'll say, "Oh well, maybe I am the only person in the room that does not understand this." You are probably not, and so the curiosity to continue to ask the question to discover I think that's something that if you have ever feel that sort of drifting away, that's where complacency sort of comes, it sneaks its way back in. The other thing I would say is, we said it before, be fair, be

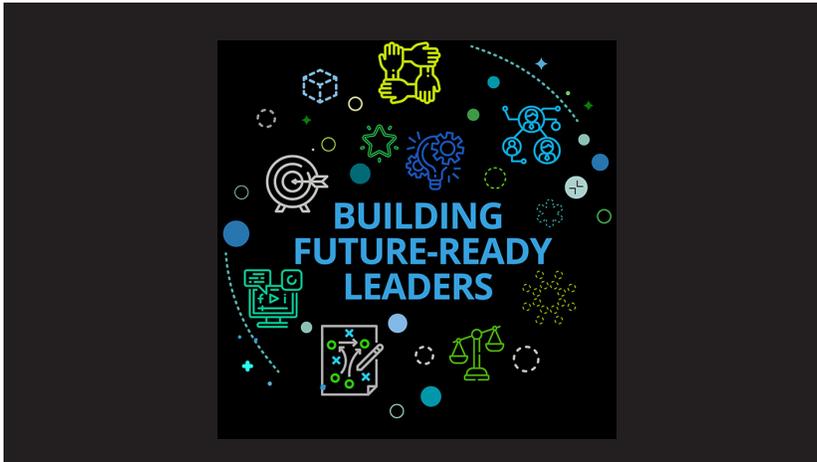
consistent. In essence, have your own signature style and maintain it. Don't one day you come in as this, the next day you come in as that. Your staff around you eventually have to try and guess who am I getting today. If you can be fair, you can be consistent throughout the course of your journey, which creates that authenticity that 1) got you elevated into whatever leadership role you are in today, but it's the same formula quite frankly, that's going to help continue to elevate. Not to say that you shouldn't continue to develop your style, especially if your style is grounded and some of the things we have been talking about today, but just don't veer off too far from your, of course we are always working on our EQ, we are always working to improve, that would be second item. The third is work hard, and that's not work more hours of the day, but work hard at improving who you are, at improving how you represent not only yourself, but the organization, and work hard at your craft. Someone once said to me a good leader is like a fine wine, it just takes time to develop. And there are absolutely aspects of that that I believe to be true. Sometimes you just need to experience things in life to have seen it before to avoid it again, or to be able to react to it again. So, life isn't going to be that lucky for you. You are not going to see everything multiple times. Sometimes you generally see it once and sometimes you see things just once that really determine the future for an individual or team or an organization. Leadership, it just takes practice, it takes consistency, and it takes a lot of hard work. These roles require you to be, it's done right, they require you to be in it, they require you to be part of what's happening, they require you to be on the frontline as well as on sometimes at the top of the house and the ability to toggle between those attitudes to me takes a lot of hard work, but it's more of working hard at what you do.

Jen: Well Joe, thank you so much for that great wisdom and I think great wisdom for leaders in talent and people, but also just great wisdom for leaders overall. And perhaps even certainly across industries and for how we realize and how we approach working with others and creating impact. So, I very much appreciate your time today, your candor, and your philosophy in sharing that with us. This was a tremendously informative and insightful conversation.

Joe: It's my pleasure. Thank you so much for the invitation.

Many thanks to Joe Moscola from Northwell Health for sharing his path to leadership and the ways Northwell Health is fostering and developing leaders for the 21st century.

Join us next time as we dive into more topics and trends that focus on putting humans at the center of work.



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