

Speaker 1(0:00):

Um, I first joined Kaiser Permanente really to get my master's degree and, um, health administration. So I went to the San Francisco medical center. So about three months into the program, I got involved helping to open the open heart unit in San Francisco. Uh, and then one day the executive asked me to go in and do this massive assessment domain, all these great recommendations. She said, really good job. Now go implement. And I literally started a conversation with her and say, you know, it'd be very hard to implement this as a resident, but as a manager, I can make it happen. I got hired as the management, by the way, this executive was the chief executive officer. They call it the hospital administrator of a ISER in San Francisco. She also happened to be American. So he gave me that first break. And the reason why I talk about it is throughout my journey in as a Permanente while she was there, she was both a mentor and a sponsor.

Speaker 1(0:57):

Hopefully in your careers, you will have both a mentor is a relationship with an individual in which you can feel free to basically reflect on who you are, what you're trying to accomplish, how you behave, you know, you can lay out situation. Did I handle that correctly? How could I have done it differently stuff that doesn't feel right? Those kinds of things. I always tell people that I mentor that all I'm doing is putting a mirror up for you to look at yourself. And that's the way I view a mentor sponsor is a person who speaks on your behalf when you're not there. A sponsor is a person who is in the room of power. And when a decision is about to be made, you know, who should we think about for this new job? The sponsor is the person that will say, well, you know, anyone to consider Morrison so that the sponsor represents you. I talk a lot about really everybody's should seek to have a sponsor. As you are moving through corporate America, it could be two differen

Speaker 3(3:48):

So I love that language is, um, a sponsor is a person who speaks on your behalf when you're not there. And I think that's good coaching that Bernard Tyson's giving to all of us even now. So today we're recording and discussing how equity impacts a seat at the table. And we'll talk about some critical issues

Bernard got when he came to Kaiser was ms. Alba Wheatley. And she was African American she's to this day and we have a close, personal relationship. She hired him in right out of school. She said he was a young ripper snapper came in that he was just going to take over the world. Sometimes she said, he forgot who he worked for and who was the boss?

Speaker 1 [07:41](#):

They had a relationship for over 30 years and she retired, but she helped them ~~the way~~. And sometimes he would accuse her of not paying him enough. As I came to work for him, she would tell me to tell him the same thing. But then I think Dennis Chanel was one of his biggest mentors when he was trying to become CEO. Because when ~~me~~ to work for Bernard, one of the things he asked me, what was my aspirations to do when I came to work at Kaiser, I said, well, my hopes and aspirations were someday to support a CEO. He's a little great that's in line with what I want to do. I ~~was~~ the CEO. So you might get that opportunity. 16 years later, he would become the CEO.

Speaker 3 [08:19](#):

That's remarkable. The story of you both speaking into existence, something that happened after 16 years and knowing that he wanted to be a CEO. Um, and you saying what you wanted to do, which is actually a good time to bring in Ken McNeely president of T Western region overseeing 19 States. Can, what do you think about Bernard Tyson's focused ambition?

Speaker 4 [08:45](#):

I didn't know that story knew early on. Certainly Bernard had shared that. I mean, he was a man on a mission, so I'm not surprised about that, but having such an incredible CEO like Ken Chenault be a, be a mentor too was, I mean, gosh, you know, two peas in a pod. I mean, it's, it's great to see that Ken reach back and saw what we all saw in Bernard and reached out and motivated him to do the same thing. And Bernard's done the same thing with, with other ~~you~~ executives too. So,

Speaker 3 [09:16](#):

So Ken, how would you describe your relationship with Bernard and the impact that he's had on your life? I mean,

Speaker 4 [09:22](#):

It's the giving tree Bernard was my mentor. It grew into that. I mean he knew me as a young black executive multinational, and I think he gravitated to me. I mean, I was first introduced to Bernard through his wife, Denise, I'd known Denise from her work ~~the~~ museum of the African diaspora and the relationship that H and T had there. And after their marriage then got to socialize with them and, you know, gradually Bernard was sharing these nuggets that I hold. So dear to me now, and I use the red, your Lily and my leadership and my management, and, um, just been a great experience. I mean, his legacy lives on Bernard. And I talked a lot about difference about those little things that, that make you unique when he came into Kaiser, how he would try to ~~tamp~~ ~~down~~ all of those things that kind of a Bernard Bernard to fit in.

Speaker 4 [10:20](#):

But Nard would often share with me that it was often those differences that ~~you~~ ~~tamp~~ down that really made you who you are. And he would share with me off and, uh, you know, going into a boardroom and preparing himself to fit in and, you know, and he realized that at the end of the day, he

was expending quite a bit of energy to it. And he came to realize after a period of time, that the very thing that he was trying to hold in to try to not share that may Bernard Bernard might be that very trait, that very characteristic that the organization needed to Excel the next level, in fact, your secret sauce as he called it might be your value add. And he told me that, which was very powerful to me as a, as a gay black man executive in corporate America. You know, I too went through those same things where I try to hide the kinds of things that really make me unique, the very value that I can bring that energy, that difference. And I realized through Bernard's

Speaker 3 [\(1:32\)](#):

Counsel that it was maybe

Speaker 4 [\(1:34\)](#):

That very, that very identity, that very lived experience that the organization needed to take itself to the

that he lived at, I mean, he lived that authenticity. He was, he was Bernard ~~and~~ ~~he~~ apologetic about it. And he was, and he reveled in his brilliance, but he was so modest about it. Think about, but not as that, you always got Bernard. I mean, there was no, but nod was sure, but there's little Fanny pack and I'll, you know, and, ~~a~~ ~~me~~ was halo exists. I would kid him about it and he was just Bernard and he would just lay it out there and he didn't change. And he was just, he was just a straight shooter. And I mean, I've learned so mu.3 (j)-4.1 (u)-3.(o)-6.7 (w)-3.4ntd hheu jtat utt abnaogehasall,wrt
p a .

So his legacy left behind a footprint that I hope people remember and embrace. And for me personally, he saved my life. His legacy helped me want to be a better person and that I can make a difference. And I believe I am. What I want people to remember about Bernard is that he was a man of God. They generally fought to eliminate disparities in healthcare, not only in America, but for the entire world. And he and my mind turned the wheels in motion to get access to healthcare for everyone, ~~political~~ cause he did it because it was the right thing to do.

Speaker 4 [18:14](#):

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We chuckled often that by bringing these resources to our communities, by expanding the way we outreached to the communities, we spoke to these communities, we engage these communities, also engaged our companies in ways that they had never anticipated and allow them to grow and became our value adds to them at the same time we were giving back to our communities. And I think that that win-