

Welcome to Demystifying the Executive Search Process

- **We will begin the seminar at 12:10 p.m. ET**
- **No cameras today**
- **Please mute your audio**
- **Virtual Seminar archive:**
<http://myHCDS.Dartmouth.edu>
-  **#mhcdsLive**
- **Upcoming events:**
 - 2017 Symposium, **April 6-7**
 - Class of 2017 Commencement, **June 10**



Welcome to Demystifying the Executive Search Process

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- Consultant Witt/Kieffer Academic Medicine and Health Sciences Practice
- Vice President Academic Affairs at Emmanuel College
- Chair of Pharmacology and Toxicology, Dartmouth Medical School
- Director of Neuroscience Center, Dartmouth Medical School

Paul Bohne

- Senior Partner and Vice Chair of Health Care Practice at Witt/Kieffer
- Joined Witt/Kieffer in 1994 and has worked in both Washington, DC and Boston, MA offices
- Focus = senior-level search assignments and leadership-related consultations, including helping lead more than 90 presidential searches



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Demystifying the Executive Search Process

Master of Health Care Delivery Science, Dartmouth College

March 24th, 2017

Paul Bohne
Joyce DeLeo, PhD


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Agenda

- Executive Search, Working with Recruiters
- What We are Seeing in the Industry
 - General healthcare leadership
 - Physician leaders
- Critical Competencies
- Career Tips and Best Practices
- Leveraging the MHCDS program

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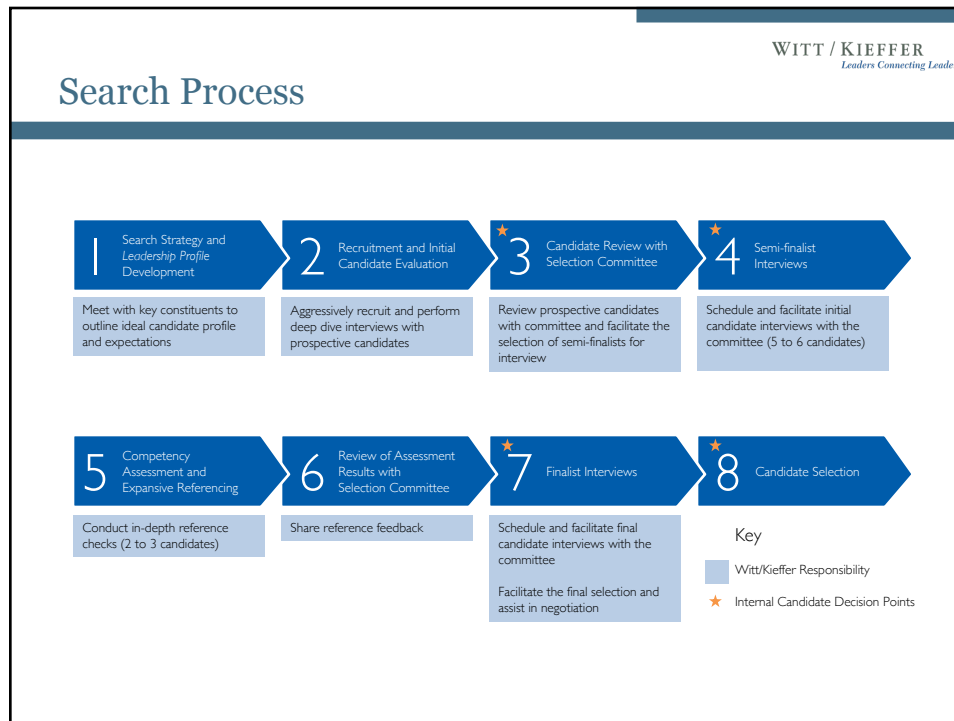
Introduction – Witt/Kieffer

And . . .  **ADVISORS**
a division of Witt/Kieffer

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Advantages of using a Search Firm for Leadership Recruitment

- Competing time constraints of organizational/faculty leadership to lead searches
- Partnership with consultants who coordinate and facilitate the process
- Large database and ability to network to broaden the pool of qualified candidates; more outreach and active vs. a passive process
- Internal and external candidates are treated equally
- Both clients and candidates have knowledgeable advisors to navigate the search process
- Search timeline is efficient with clear deliverables



Positions in Demand

- Chief Medical Officer
- Chief Clinical Officer
- Physician CEOs
- Quality Improvement: Better outcomes for lower cost
- Patient Experience
- Clinical Integration, Service Line Leaders
- Population Health
- Informatics

Competencies in Demand

- Working across matrixed organizations
- Working in dyad partnerships
- Systems-thinkers
- Problem solvers
- Innovators
- Team builders
- Strong financial acumen
- Restless commitment to improvement and quality
- Visible and engaged internally and externally

Career Planning

Know how to advance your career

- Know yourself and be your best promoter
 - Where will you be most successful?
 - What will make you most satisfied?
- Cultivate strategic leadership abilities
- Broaden your accomplishments within your organization
- Network within and outside your organization
- Don't avoid risk, but limit your exposure to risk
- Have an opinion and share it (get published, social media etc)
- Have career mentors that will tell you the truth

Getting the Job: Resume- the First Step

- One size does not fit all
- Tailor resume to fit position description
 - Executive resume versus academic c.v. used internally for promotion
- Quantify successes, scope and responsibilities whenever possible
- White space can be your friend
- Current position highlights are key

Getting the Job: Interviewing

Prepare

- Do your research
- Know your *Net Impression*
- Prepare an opening statement
- Anticipate questions
- Know your numbers (e.g., budget, FTEs) and impact
- Raise meaningful questions
- Project yourself in the role
- Be genuine, confident and vulnerable
- Be honest about contributions and timelines
- Be prepared for leadership assessment testing

Getting the Job: References

- Take your cues from the search committee or recruiter as to how many references to provide
- Have a balance between those who know your character, and who know your work
- Select references who want you to succeed; important people are great, but only if they'll be strong advocates for you
- Cultivate your references; ask them well in advance of a job search, and stay in touch regularly
- Phone references are preferred over letters; select those who can speak clearly and eloquently about you
- The institution may request to conduct "off-list" references for finalist candidates

Getting the Job: Negotiating

- Be honest
- Be realistic
- Understand internal parity / compensation data
- Manage family expectations
- Be committed to the role and move before entering into compensation discussions

Networking

- Join associations, attend events, develop credentials
- Get active in online professional groups (e.g., LinkedIn)
- Talk with search consultants (before you really need us)
- Network with those who can hire you as well as peers
- Join or develop *affinity groups*
- Volunteer leadership in community service organizations
- **70-80 percent** of job opportunities come from networking

How to Leverage the MHCDS Program

- More than 50% of the learning (and networking) comes from peers vs. professors. Leverage these connections.
- Demonstrates your commitment to continued learning but just including the degree on your resume/c.v. is not sufficient to highlight this program

Student vs. Organizational Benefits for MHCDS

- Best teaching and research from TDI (Dartmouth Atlas, health care reform experts) and Tuck
- Program recognizes the different nature of health care: focus on value-based care, success is not simply a measure of profitability
- Relevant course content in health economics and policy, IT, finance, population health, shared decision making, managing organizational change
- Utilize the knowledge and experience from program in your own organization
- Add to resume for accomplishments and scope
- Publish and present, e.g. Action Learning Project

Discussion

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