

**NOTES FROM DEBRIEF
BETWEEN
GREG HYMAN
AND
XXX [candidate]**

**RE: REGIONAL VICE PRESIDENT INTERVIEW
WITH
X, INC. [client]**

DATE

Greg: “You met with the COO as well as the vice president to whom you will report. What were your impressions?”

XXX: “I liked both of them very much. I really went in there with a fairly blank slate, not knowing what to expect. Maybe because it would happen to be in an environment where they were spending considerable time, effort and resources on training even the lower level folks in the centers, I was impressed that everybody seems to believe the mission and walk the talk and so forth. That is not typically characteristic. People have lofty visions of what their missions and goals are and put the platitudes on the wall, but it’s infrequent that you see people who actually live it. I got a very strong sense of that, which is very important to me to be able to evaluate the culture of the organization and the way that the executives behave around that. I shared that with the COO and that was something I could tell right away, which is very important. I was impressed by their commitment.”

Greg: “Was there as much weight given to a discussion of the particular goals of this position, this role, as there seems to have been to illuminating for you the culture of the company?”

XXX: There certainly was. We spent most of our time on that. The vice president described, at least, his near-term priorities for the region, which really had to do with sorting out some of the regulatory difficulties of the state and very much looking toward expansion of the region and taking advantage of the opportunities. The COO said it, too. They were both very consistent in saying the region runs well, operationally, which is good news because that is not where the immediate attention needs to be placed, but it has been standing still with respect to growth and taking advantage of opportunities—and that peaked my interest. It is a combination of both oversight and management of operations, but also a challenge that I would be expected in that position to spend more of my time, at least initially.”

Greg: “The oft-quoted phrase that comes from the people there is ‘relentless attention to detail’. How would you apply that phrase to this job as you understand it, given their presentation of the opportunity?”

XXX: “I would interpret that as the business they are in requires adherence to standards and procedures and regulations with relentless attention to detail. I asked the COO, ‘What keeps you up at night?’ He said, ‘I am responsible for compliance’. Having been in that business, I know that it is almost a no-win situation. The regulators are waiting to catch you doing something. It is the nature of the business and that is why detail is absolutely vital. The manager has another responsibility, too, and that is to look to the future of the organization. There is a balance between your responsibility as a manager to oversee the operations and make sure the adherence to detail is complied with, but also look for the creative opportunities in the market—to view the market in a way that sustains the organization, long term.”

Greg: “After having gone through this process for the past couple months, the client made it very clear to me that we really ought to focus on people who have significant experience on the provider side as opposed to payer side experience. Did he express that at all?”

XXX: “I asked him, ‘How are you folks doing compared to your own standards and external standards?’ and he said, ‘I think we are doing well with patients. We have differentiated ourselves that way, but I don’t think we have done as well with providers.’ I am not surprised to hear him say that that is a priority—to find somebody who can do that and get the differentiating feature over competition with providers.”

Greg: “What would be your biggest learning curve here, coming from your background?”

XXX: “I would need to quickly get up-to-snuff on what is required. I would have to go and get a sense of what the operation looks like and what the requirements are. I am fairly confident at being comfortable in different medical settings so that wouldn’t be too tough. I would also have to roll up my sleeves, given that what he is describing as the short-term objective of the regional head is to get into the regulations in that state, specifically. Conceptually, I absolutely understood what he was talking about, but now I want to know the details. I want to know the landscape, the number of providers in the market. I need to know a lot about the nature of the disease from a provider’s side, so I can understand that delivery system. It is a microcosm of a delivery system. Mine has been a much more global perspective. I want to zero in on this disease state, specifically.”

Greg: “It sounds like you walked into this thing a little curious, intrigued and perhaps a little skeptical. How did you walk out?”

XXX: “I walked out quite enthusiastic, actually. It is the kind of organization I am looking for. When I did some research after we talked initially, I was even more intrigued. I absolutely walked out saying, ‘This has a lot of the characteristics I am looking for’.”

Greg: “Following your meetings, what did the vice president say in terms of the next steps in the process?”

XXX: “He didn’t say, specifically. There was somebody waiting to meet with him and he arranged for me to talk with the COO, whose remarks to me were, ‘When we find somebody, we’ll move quickly’. I assumed that getting a call back on Friday afternoon when I returned home meant that they wanted to go to the next step.”

Greg: “You have become a leading candidate for this position. It would be uncharacteristic for there not to be some further steps in the process. You have met the two key decision-makers on this. Prior to considering an offer, what more do you need to decide if this is something you want to do?”

XXX: “I did give some thought to that. I certainly need to go back up and meet the folks. I believe he said there are three directors who are responsible for the centers in the area. I want to meet them. I want at least one of them, if not more, to take me to visit one of the centers and see the operation and give me the basics. It would also really help me if I could go with the person I met during the training session (who would be a peer) and spend the day with her. I am doing this full time.

Greg: “The geographical nature is probably the most challenging aspect of this search. How do you feel about it?”

XXX: "I have no problem with the area. The area is fine. I can relocate in two years."