



THE HEALTH CARE EXECUTIVE SEARCH

*A Guide to Recruiting
and Job Seeking*

Earl A. Simendinger
Terence F. Moore



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THE HEALTH CARE EXECUTIVE SEARCH

A Guide to Recruiting and Job Seeking

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Preface

The turnover rate in health care facilities probably has never been greater than it is today. The reasons for voluntary and involuntary resignations of chief executive officers are numerous, but the results are the same—more health care executives are seeking positions and the velocity of executive turnover is high. Moreover, all of this turnover at the top has an unsettling effect throughout those organizations where it occurs and causes increased turnover at all levels.

This book has been produced to help organizations in their search for executive talent. More importantly, from our viewpoint, it has been written to assist our professional colleagues who are either in search of a position now or will be at some stage of their careers. Our estimate is that 90 to 95 percent of all practicing health care executives can benefit from the book, either now or in the future. It is our hope that the book will become an essential part of every health care executive's job search or career advancement folder, which also is sometimes referred to as a "parachute file."

The true experts in the field of job searches and executive recruitment are neither the academicians nor the health care practitioners. The true experts are the executive recruiters and outplacement directors who have handled hundreds of job placements and have heard stories from the governing bodies, medical staff, and practitioners. Unfortunately, these top professionals seldom are asked to document their thoughts about various aspects of job hunting and executive recruitment.

We asked executive recruiters and outplacement executives, who generally are acknowledged to be among the best known in the United States, if they would be willing to write a particular chapter for this book. Every one of these professionals readily accepted the challenge. A result—a handbook to help recruiters enhance their skills and health care executives prepare themselves for their next career move.

*Terence F. Moore
Earl A. Simendinger, Ph.D.*

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Part I

The Hospital's Perspective

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How To Evaluate Executive Staff: A Step-By-Step Approach*

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The world is filled with bright people and good people, and people who work hard and think clearly. But for any given job, only a select few have that magical combination of qualities that make them ideal candidates. The most daunting task for anyone searching for a new executive is not to locate a pool of fine prospects, but to distinguish between people who are really right for the job and those who think they want it.

As the world's largest executive search firm, Korn/Ferry International's success and reputation rest on its recruiters' ability to make these distinctions accurately, and on the resources they have developed. In the field of executive search, quality and consistency are critical. As a top human resource officer recently said about the search business, "You're only as good as your last placement."

Of course, over many years a successful recruiter develops strong instincts about candidates and about the "fit" between the individual and the institution. In today's competitive environment, however, even a sixth sense is not enough. Professionals in the executive search field have developed rigorous techniques to ensure that they choose, from among a field of able, amiable candidates, those who will negotiate a smooth transition, work effectively with colleagues and the community, provide strong leadership, and move an organization toward its goals. This chapter describes those techniques, proven effective in any industry, and offers a sequence of steps that apply to any executive-level search.

The health care field has a unique climate and culture. Indeed, this is why some search firms and some recruiters—including Korn/Ferry International (a leading executive search firm)—have specialized in providing

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