

Tyler's Tidbits

FALL 2008

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Providing News and Information to Help Corporate Decision-Makers



MARKET MEMO

The Impact of Today's Economy on Executive Recruiting

Patti Hoffmeir



Economic news is dominating today's headlines. The pressure of economic bad news—increasing food prices, fluctuating gas prices, the mortgage crisis, etc.—is as keenly felt in retained executive search as in every other sector. However, the impact of current market forces on search clients is unique.

There are several aspects of this current environment that have made the retained executive search process more challenging. One of the key challenges: clients are finding it increasingly difficult to incent candidates to make the physical move typically required. The state of the real estate market has had a profound impact on this aspect of the search process. Understandably, candidates don't want to carry two mortgages.

They are less and less interested in buying a home in the town near their new employer organization before selling their existing home. Now more than ever, though, clients don't want to be in the real estate business. But, they are finding increasingly creative ways to help candidates in every way short of buying their home. For example, to help cover the expenses associated with carrying two mortgages for the extended period of time dictated by today's environment, some clients have allowed candidates to borrow against future bonuses. Others have put together some of the richest relocation packages in the history of their organi-

zations. Others have opted to extend the time period they cover costs for temporary living. These seemingly expensive options pale in comparison with the alternative of losing viable candidates who decide they can't afford to move.

Clients are also learning that the position itself must be more appealing to candidates. A lateral position (i.e., one that promises no greater compensation) holds no appeal to candidates in today's environment because they most certainly are going to lose money in every other way. Moving is expensive! On this point, prestigious systems may have more power than community hospitals if they can sell candidates on what the lateral move will mean to their career in the long term. For either type of organization, creativity in presenting the position as a resume builder will be critical to luring candidates.

Certain positions, of course, are more in demand than others. Even in this current environment, positions leading service lines, e.g., Executive Director of Neuroscience Institute, are unique. Leaders of these specialty areas are emerging as important contributors to the success of their organizations. Candidates for positions such as these—especially those who have the business experience—are in short supply. This puts them in the drivers' seats for positions leading centers of excellence and the like.

Clients are also finding that it is important not to forget the basics in this environment. Issues that have always been important lures to candidates are exacerbated in this

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Tyler & Company Celebrates 30 Years The Third Decade ...

J. Larry Tyler



Tyler & Company launched its third decade at the tail end of the 90s when the world was heady with anticipation of (i.e., anxiety over) the year 2000, or "Y2K" as we labeled it. Some were worried that 2000 could bring the end of the world. Nothing much happened then as it turned out, but ironically our economic system is bringing many current concerns.

Back to Tyler & Company's story ... The eight years since 2000 have been good to Tyler & Company and to me personally. In 2002, I published a new book, *Practical Governance*, (Health Administration Press) co-authored with my good friend and colleague, Errol L. Biggs, Ph.D., FACHE, Director of Graduate Programs in Health Administration, University of Colorado, Denver.

That same year, the third edition of my bestselling book, *Tyler's Guide: The Healthcare Executive's Job Search* (Health Administration Press) was issued. I am currently working on the fourth edition of this book which has become a staple for candidates and clients alike.

In 2003, I began collaborating with Andrew N. Garman, Psy.D., M.S., Associate Professor, Health Systems Management, Rush University, Chicago, on a series of studies sponsored by the American College of Healthcare Executives. These studies have led to a number of publications on the topic of CEO Succession Planning.

In 2004, Tyler & Company accepted an invitation to join the Association of Executive Search Consultants, the AESC. In 2006, we expanded geographically again, opening our Austin office led by Nelson Mann. We had launched our Northeast Regional Leadership Advisory Board in the late 90s, and we added our Southwest Regional Leadership Advisory Board to complement this important advisory source. Since its inception, the Southwest practice has grown to be an important new market segment for Tyler & Company.

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ASK A CONSULTANT →

Nelson Mann



I'm about to re-write my resume. What kind of problems lead you to "red flag" a candidate when you review resumes?

Your analysis of the resume evaluation process is fairly accurate. When search consultants or organizational hiring managers review resumes—at first, quickly and sometimes dozens at a time—they usually divide the resumes they examine into three piles: “yes,” “no,” and “maybe.” Your objective should be to avoid the round file, so I am going to share the key problems reviewers spot that I believe lead them to eliminate candidates:

1. Job hopping. Employers are looking for stability and for a candidate who has a proven track record—that is, at least three to four years with an organization.

Solution: If you have worked with one organization for an extended period of time but changed positions within the organization, make sure that the overall date range of employment with the organization stands out next to the name of the organization. Include date ranges of employment for each position beside each job title. This way, if you held three jobs at the same employer, the resume reviewer's eye will be drawn to your overall tenure with the organization—not the number of position changes you made in that same period of time.

2. Lack of career progression. Employers are looking for a candidate who has shown upward movement in his/her career.

Solution: If you changed jobs for a promotion or moved to a bigger/more prestigious organization, make sure your position titles and/or responsibility/accomplishment sections explain this progression. If you made a lateral (or career regression) move at any point, it can be beneficial to include the reason for leaving a job, especially if this reason is related to a personal issue (spouse, illness, etc.). Dealing with this issue succinctly, in print, at this point is important as you are not there to voice your explanation.

3. Organizational inertia. Staying in one organization or position too long can sometimes be perceived negatively by employers, as something that limits a candidate's exposure to new cultures and ideas.

Solution: If you have worked for one organization for a long period of time, be sure to show increased responsibility whenever possible. If you have held different job titles, this should be relatively easy. If not, use the responsibilities and accomplishments sections to detail career growth. To counter the notion that you have limited exposure to outside cultures and ideas, stay active in outside associations and obtain certifications in your area of expertise—then be sure to detail these qualifications on your resume. Finally, this attribute can be spun as a positive in terms of stability and loyalty. Be sure you make this point!

There are a few more points I'd like to make, so we'll return to this question in the next issue! **T**

Nelson Mann is a Senior Vice President in Tyler & Company's Austin office; he is also the company's Southwest Practice Leader. He can be reached at 512.266.8739 or via e-mail at nmann@tylerandco.com.

Do you have a question for a Tyler & Company consultant? If so, please share it with us. Questions answered in Tidbits will appear without reference to your name or organization. Please send your questions to kmazzuckelli@tylerandco.com or fax to Katie Mazzuckelli at 770.396.6693. (Please indicate that you are submitting an item for "Ask a Consultant.")

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market. For example, offering telecommuting or other flexible ways to work are enticing options for candidates at any time.

Quite simply, retained executive search clients are finding the need to be more creative than ever in the current economic environment. Though the retained executive search process remains fundamentally unchanged, candidates are risk averse in the current environment. Clients can help overcome environmental obstacles to the search process by working with the search consultant to find increasingly creative ways to attract them! **T**

Comments about this article can be directed to Patti Hoffmeir, CHC, Senior Vice President in Tyler & Company's Philadelphia office. She can be reached at 610.558.6100 or via e-mail at phoffmeir@tylerandco.com.

The Third Decade from page 1

Late in 2006, Dennis J. Kain, FACHE, was named Executive Vice President and Chief Operating Officer of Tyler & Company, thus starting a succession process for leadership at the firm. We also began to post quality data on our Web site in 2006. We had been collecting detailed quality data, based on surveys of clients and candidates, for many years. But we became the first search firm to post it for all to see.

In 2007, we launched our new, state-of-the-art, Web site. Of course, we continue to enhance our proprietary database and recruiting software as well, but the Web site remains the “face” of Tyler & Company. We also initiated our Life Sciences Practice in 2007, hiring Marcia Champagne to formally lead this market for us.

Finally, just this year, I was named one of the “World's Most Influential Headhunters” in *BusinessWeek's* inaugural list of the Top 100 Global Executive Recruiters. And, Tyler & Company announced its affiliation with Signium International. As a stockholder in a much bigger firm, we have enhanced our Life Sciences Practice and opened the door to a world of opportunity to all our clients.

And so, thirty years have come and gone. And at Tyler & Company we still see ourselves as a group of people who strongly believe in what we are doing—helping healthcare institutions be the best they can be by recruiting outstanding talent so that they can achieve their missions. In the course of the past thirty years, we have not become the biggest healthcare retained executive search firm, but we believe we are the best. Why? Because we do important work, we care about our clients, and we care about our candidates. We hope that you will join us in celebrating our thirty years of success, and remember that Tyler & Company is here, today, when the search becomes serious. **T**

Tidbits readers can find a full set of Tyler's musings on T&C's Web site, www.tylerandco.com. The stories that celebrate the 30-year history of Tyler & Company have been published over the course of 2008; all four segments are posted as a Tyler's Tidbits “Extras” on the Web site. Comments about this article can be directed to J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company, based in the firm's Atlanta office. He can be reached at 770.396.3939 or via e-mail at ltyler@tylerandco.com.



WORTH NOTING

Tyler Receives the ACHE Distinguished Service Award

J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, was recognized with a Distinguished Service Award from the American College of Healthcare Executives on August 21, 2008. Tyler earned this award by collecting more than 75 points in ACHE's recognition program over the past years. Points are earned through service to ACHE in many ways including writing articles in the ACHE *Journal of Healthcare Management* or for Chapter publications, serving as a faculty member at the annual ACHE Congress or Chapter educational sessions, or serving as a mentor to fellow ACHE members in other ways. Tyler scored points in most categories!

Northeast Regional Leadership Advisory Board Meeting Recap

Meeting attendees gave high marks to Tyler & Company's annual Northeast Regional Leadership Advisory Board meeting in Philadelphia on September 19, 2008. (See the article previewing this event in *Tyler's Tidbits*, Summer 2008.) As always, both healthcare executive guests and Tyler & Company hosts enjoyed the meeting format which afforded time to network as well as a formal program composed of three wonderful speakers:

- From Health Strategies & Solutions, Inc., **Alan Zuckerman**, FACHE, FAAHC, President, and author of *Healthcare Strategic Planning: Approaches for the 21st Century*, and **Peter V. McGinn**, Ph.D., Senior Strategist, and author of *Leading Others, Managing Yourself*, presented "The Next Wave of Health Care Provider Consolidation: Issues and Opportunities."
- **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company, presented "The Controversy Over CEO Compensation." Tyler followed his formal presentation with a discussion of Tyler & Company's recent decision to accept an invitation to join the international network of executive search firms known as Signium International. (See related article in *Tyler's Tidbits*, Summer 2008.)

As always, the speakers elicited interesting rounds of discussion. Besides Tyler, many members of Tyler & Company's Philadelphia office, led by **Dennis J. Kain**, FACHE, Executive Vice President and COO, attended this event. Kain noted, "The evaluations completed by attendees indicated that the material presented during this meeting was most useful and all felt it was a worthwhile event. This sentiment was shared by Tyler & Company

attendees. The Northeast Regional Leadership Advisory Board continues to be an integral partner to Tyler & Company as the Northeast Regional office celebrates its 12th anniversary and the company celebrates its 30th!"

For more information and additional feedback from this meeting, see Tyler's Tidbits "Extras" on www.tylerandco.com!

TALK to us. Talk to YOUR PEERS.
JOIN the discussion.
BLOG with us at www.tylerandco.com.
TYLER & COMPANY: Building an on-line community of healthcare experts.

See Larry Tyler "Live!"

If you haven't seen Tyler & Company's President, **J. Larry Tyler**, in person lately, you can see him on-line—on the company's Web site! Visit www.tylerandco.com, and click on the "Message from the President" link on the homepage. Tyler will appear and make his presentation. Don't miss this new attraction! And while you are there, be sure to spend some time visiting the rest of the Tyler & Company site.

Healthcare Leadership Network of the Delaware Valley



Dennis J. Kain with six other HLNDV Board members

Dennis J. Kain, Tyler & Company's Executive Vice President and Chief Operating Officer and former ACHE Regent for Eastern Pennsylvania, is featured in the above photograph with other Board members of the Healthcare Leadership Network of the Delaware Valley (HLNDV). *Top row, from left: Kain; Richard J. Henley*, FACHE, FHFMA, President and CEO, Fairfield Healthcare Management, Easton, CT and ACHE Governor; **Thomas E. Skorup**, FACHE, Vice President, Applied Solutions, ECRI Institute; and **Gregory N. D'Adamo**, FACHE, Vice President, Support Services, Capital Health System. *Bottom row, from left: Michael George*, FACHE, Executive Director, Virtua Summit Surgical Center; **Robert F. Hill**, FACHE, Principal, Health Strategies & Solutions, Inc.; and **Warren L. Lyons**, FACHE, COO, Temple Physicians Inc. and CEO Temple Transport Team.

The group met at a reception held during ACHE's 2008 Congress on Healthcare Leadership in Chicago, March 10-13, 2008.

Several ACHE Chapters were recognized as award winners during this Congress, and Kain was proud to have two award-winning Chapters from his area. HLNDV, a Chapter that represents southeast Pennsylvania, Delaware, and southern New Jersey, won an award for the second consecutive year as did the Eastern Pennsylvania Health Education Network (EPAHEN) chapter that includes the Lehigh Valley, and Central Pennsylvania regions. To view a photograph of Kain with all ACHE award-winning Chapter leaders, see *Tyler's Tidbits "Extras"* on www.tylerandco.com.

Tyler & Company In-and-Around the Industry

PaBio—**Patti Hoffmeir**, CHC, Senior Vice President, and **Michael Glenn**, Research Associate, attended the Pennsylvania Bio networking reception in Malvern, PA on August 13, 2008. Glenn and **Stephanie Underwood**, Sr. Vice President, attended another PaBio meeting in Malvern on September 25, 2008.

HAP—**Dennis J. Kain**, FACHE, Executive Vice President and COO, attended the first Annual CEO Forum sponsored by the Hospital & Healthsystem Association of Pennsylvania in Bedford, PA, September 11-12, 2008.

HLNDV—**Patti Hoffmeir**, CHC, Senior Vice President, **Dennis J. Kain**, FACHE, Executive Vice President and COO, **Roberta Levine**, Senior Consultant, **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, and **Stephanie Underwood**, Senior Vice President, attended the 1st Annual Lee White Innovation Institute sponsored by the Healthcare Leadership Network of the Delaware Valley in Wynnewood, PA, September 18, 2008.

GaBio—**Marcia Champagne**, Senior Vice President, attended the Georgia Bio Annual Meeting in Atlanta, September 24, 2008.

NAHSE—**Nelson Mann**, Senior Vice President, attended the 23rd Annual Education Conference, Business Meeting, and Exhibition hosted by the National Association of Health Services Executives in Atlanta, October 14-18, 2008. Tyler & Company was a Friend-level Sponsor of the NAHSE conference this year, the year the organization celebrated its 40th anniversary.

AESC—**J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, attended the Association of Executive Search Consultant's Council of the Americas Conference in Los Angeles, October 30, 2008. Tyler is a member of the Americas Council of the AESC through 2009 and is a member of the AESC Membership Committee.

ACPE—**George Linney, Jr.**, M.D., CPE, FACPE, Vice President, will represent Tyler & Company at the Recruiter Fair held during the Fall Institute of the ACPE in Tucson, November 9-14, 2008.

SEARCH SUPERLATIVES

In this column we typically share comments from Tyler & Company clients. We are equally pleased that many of our candidates find Tyler & Company to be praiseworthy. Following is another example:

"I have very much enjoyed working with Tyler & Company. Everyone I have worked with has been very helpful and professional throughout the search process. Of all the search firms I have been involved with over the past few months, Tyler & Company is #1!"

**Sharon L. Nieb, Executive Director,
Center for Health and Learning;
A Piedmont Healthcare/Mercer University
Partnership, Atlanta, GA.**



SIGHTINGS

Patti Hoffmeir, CHC Senior Vice President, Philadelphia

Hoffmeir participated in a panel held during the ACHE District Two meeting in Charleston, SC, September 11, 2008. The 1.5-hour session was titled, "Career Positioning: Proactively Managing Your Professional Development." Panelists discussed career progression, skills required for future career growth, identifying a mentor, and other career-related topics.

George Linney, Jr., M.D., CPE, FACPE, Vice President, Charlotte

Linney was part of the faculty teaching the five-day course for candidates for the Certified Physician Executive (CPE) examination offered as a Tutorial for the Certifying Commission in Medical Management for the American College of Physician Executives (ACPE) in Dallas, September 21-25, 2008.

J. Larry Tyler, FACHE, FAAHC, FHFMA, CMPE, President, Atlanta

Tyler spoke at the Tutorial for the Certifying Commission in Medical Management for the ACPE in Dallas, September 22, 2008. His sessions dealt with multiple topics, including: "Understanding the Medical Management Marketplace," "Refreshing Job Search Skills: Networking/Interviewing," and "Negotiating Salary and Benefits."

"Advanced Board Self-Evaluation." Presentation to the Texas Hospital Association in Austin, October 2, 2008. **Allison Morris**, Consultant, and **Nelson Mann**, Senior Vice President, also attended this conference.

"Succession Planning in Executive Search Firms." Tyler made this presentation at the Executive Search Summit 2008, a conference presented by *Executive Recruiter News* and Kennedy Information, held in New York, October 20-21, 2008.



WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

Blessing Hospital

Quincy, IL
Chief Medical Officer

Brooks Health System

Jacksonville, FL
Senior Vice President,
Outpatient Operations

Geisinger System Services

Danville, PA
Medical Director of
Community Practice,
Schuylkill County

Iowa Lutheran Hospital

Des Moines, IA
Vice President, Operations

MDAdvantage

Lawrenceville, NJ
Assistant Vice President,
Risk Management

Medical University of South Carolina

Charleston, SC
Chief, Division of
Plastic Surgery

Memorial City Hospital

Houston, TX
Director of Business
Development,
Cancer Services

North Mississippi Medical Center

Tupelo, MS
President

University Hospital Health Alliance

Cincinnati, OH
Administrative Director,
The Neuroscience Institute

University of Connecticut Health Center

Farmington, CT
Assistant Dean of Health
Career Opportunity Programs
and Associate Director
for Health Professions
Partnership Initiative

UPMC Northwest

Pittsburgh, PA
President



RECENTLY CLOSED SEARCHES

The Emory Clinic

Atlanta, GA
Director of Operations,
Ambulatory Care

Geisinger Health System

Danville, PA
Vice President of Cancer Services

High Point Regional Health System

High Point, NC
Chief Financial Officer

Hill Country Memorial Health System

Fredericksburg, TX
Chief Executive Officer

Jackson Healthcare

Alpharetta, GA
President, Hospital Division

KidsPeace

Orefield, PA
President and
Chief Executive Officer

Munroe Regional Medical Center

Ocala, FL
Senior Vice President of
Medical Affairs &
Chief Quality Officer

Sentara Williamsburg Regional Medical Center

Williamsburg, VA
Vice President,
Acute Care Services

St. Luke's Hospital & Health Network

Bethlehem, PA
Vice President, Planning
and Business Development

WilMed Healthcare

Wilson, NC
Chief Financial Officer

Tyler's Truisms

JOB SENSE

*Doing a job right the
first time gets the job done.
Doing the job wrong
fourteen times gives you
job security.*

LIFE LESSON

*It may be that your sole
purpose in life is simply to
serve as a warning to others.*

PROJECT PROVERB

*Never underestimate the
power of very stupid people
in large groups.*

TYLER & COMPANY'S 30TH ANNIVERSARY LAW

*A company is judged by
the President it keeps.*

WELSH'S WISDOM

*A high tide lifts all boats
except those with a big,
gaping hole in the bottom.*

Tyler's Tidbits

A PUBLICATION OF

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