

Tyler's Tidbits

SUMMER 2007

A PUBLICATION OF *Tyler & Company*[®]

Providing News and Information to Help Corporate Decision-Makers



MARKET MEMO

Welcome to the New www.Tylerandco.com!

Tyler & Company unveiled its new Web site in April, and we think you will like it. The contemporary site is the product of a six-month process led by J. Larry Tyler, President of Tyler & Company, and me. We worked with a team of Tyler & Company staff with key skills to offer to the project; and, we engaged Advanced Design Interactive of Philadelphia to lead the redesign effort.

Many of you might remember that Tyler & Company was one of the first retained executive search firms to

launch a Web site—our original Web site was built in 1994! We were ahead of the curve then, and we

wanted to keep our best foot forward by updating our site now. Tyler & Company has gotten more sophisticated, and we wanted our Web site to reflect a more sleek and contemporary look. Another guiding tenet—that navigation within the site be intuitive for users. We also identified features we wanted to retain from our original Web site. For example, at Tyler & Company, we have always targeted three audiences: current and potential clients as well as candidates, sometimes forgotten by other retained executive search firms. Today's Web site caters to these three audiences just as the original site did.

The best way to get a flavor for Tyler & Company's new Web site is to visit it, of course. But, let me walk you through a few features. Current and potential clients can learn about Tyler & Company's search process, scan client lists, read about Tyler &

Company's commitment to quality assurance and adherence to the AESC (Association of Executive Search Consultants) guidelines. They can also access actual client/candidate questionnaire scores. Tyler & Company is one of the only retained executive search firms to offer on-line quality data at this level of detail. Tyler & Company's affiliate relationships are detailed on another page as well as its diversity policy. Finally, clients can read a list of "FAQs"—that is, frequently asked questions. Of course, if you don't

find your question (and answer) here, feel free to hit the "contact us" button, and we'll get back to you!

This sounds like a lot, but at Tyler & Company, we like to offer a little bit more—or, as we say in New Orleans, "lagniappe!" For current clients, there will soon be a pass code-guarded section that will offer special resources such as links to various salary surveys and job descriptions. The resources in this, as in other areas, will continue to grow.

Candidates visiting Tyler & Company's Web site will also find a wealth of resources. And, just as all visitors to the site, they will find it much more intuitive to use. They can pull up a list of all open Tyler & Company searches; or they can narrow their search by type (CEO, CFO, etc.), then pull up a specific search "CCP" (Client/Candidate Profile), and—if they choose—send in their resume for consideration. Of course, candidates are always welcome to send their resume into Tyler & Company's candidate


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Tyler & Company Again Earns Spot on *ERN's* "Top 40" List

Tyler & Company has once more been recognized for its leadership position in retained executive search, having been included in *Executive Recruiter News'* (*ERN's*) annual "Top 40" listing of U.S. retained executive search firms for 2006. The survey ranked firms by total U.S. revenue for 2006. Tyler & Company ranked number 37 on the list, one of only eight firms with U.S.-only practices to qualify.

Included in the 2006 survey were retained executive search firms ranging in size from \$307.9 million to \$3.8 million. Firms included in the survey had worldwide, North America, U.S. and U.K., or U.S. only practices. Participants also listed the number of partners/consultants they employed—this figure ranged from 236 (associated with the firm with the highest revenues) to four. Another interesting statistic revealed in this survey was revenue per partner/consultant. This figure ranged from \$2,600,000 to \$188,000.

In the company's press release, company President, J. Larry Tyler, said, "This recognition is testament to the great work the people of Tyler & Company do for our clients. Our success as a firm reflects the continued faith our clients have in our ability to find top talent for them, as the majority of our search work represents repeat business." Tyler added, "Tyler & Company is pleased not only to be included on *ERN's* "Top 40" list once again, but we are happy with our placement. We continue to believe we are sized correctly to serve our clients well. We're not too big and not too small—we're 'just right!'"

Executive Recruiter News' annual "Rankings Issue" is now in its 35th year; it has ranked the "Top 40" retained executive search firms since 1990. Tyler & Company has been included in this ranking numerous times. It is the de-facto benchmarking standard for the retained executive search industry. *Executive Recruiter News* is a publication of Kennedy Information, Inc., a BNA Company. The 2006 survey was published in *ERN's* March 2007 edition. Visit the company's Web site at www.KennedyInfo.com to learn more about *ERN*. 

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.

ASK A CONSULTANT



J. Lee Perrett



What is a behavioral-based interview? That is, what can I expect if I am interviewed using this methodology?

Behavioral-based interviews are used by many organizations today. The premise behind the questions used during behavioral-based interviews is that, for human beings, past behaviors predict future behaviors. There are several methodologies that are common, but core tactics for interviewer/interviewee are the same. Interviewers incorporating the behavioral-based interviewing methodology ask questions around specific behaviors that the open position requires of the person doing the job. For example, in an interview for a Chief Financial Officer position, questions should be related to a candidate's previous experience working in a senior-level finance position. To respond effectively in such an interview, the candidate should have good examples of how he/she has successfully performed in such a position. In general, questions in a behavioral-based interview are structured so that the interviewee is asked to give examples of situations or "tell a story" about a time when he/she had to perform or behave in certain ways that would be applicable to the open position. A sample question targeting an executive candidate for a customer service role might be, "Tell me about the most difficult customer service experience that you have ever had to handle—perhaps an angry or irate customer, client, or group. Be specific. Tell me what you did to handle the client and

describe the outcome." The nice thing about behavioral-based interviews is that they allow the candidate to really explain how he/she would be a good fit for the position, based on the skills and abilities they have shown in past positions. Most candidates feel that this type of interview allows them to more thoroughly cover their background and experience than the dreaded "tell me about yourself" question that many interviewers ask in non-behavioral-based interviews.

Initially, behavioral-based interviewing may seem a bit intimidating. However, once you have some experience, you will likely embrace this style. Even if an interviewer does not ask example-based questions, it is usually a good idea to answer questions giving examples of "real life" situations. That is, do your best to show that you not only have the necessary skills required for a position, but that you have actually "been there, done that," to perform successfully in a similar position. Oftentimes, this will put you at the top of the list when the interviewer is determining which candidate to select. With a little practice, you will become comfortable and skilled at answering questions in a behavioral-based interview format. **T**

J. Lee Perrett is a Senior Vice President for Tyler & Company, based in the firm's Atlanta office. He can be reached at 770.396.3939 or via e-mail at lperrett@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 kmazuckelli@tylerandco.com or fax to Katie Mazuckelli at 770.396.6693. (Please indicate that you are submitting an item for "Ask a Consultant.")

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database in general. To further assist candidates in their search process, there are many other resources on the Tyler & Company Web site. The Resource Guide link offers sample cover letters, reference lists, and resumes; and, candidates can link to purchase *Tyler's Guide*—a comprehensive guide by Tyler for candidates in the midst of a search process.

Of course, Tyler & Company consultants are profiled front-and-center on the new Web site. Tyler & Company's consultants are unique—"Senior Level People Doing Senior Level Searches;" read about them and you will find that they have worked in the provider setting themselves. Users will find testimonials throughout Tyler & Company's new Web site. "Clients and candidates have always been our best marketing tool," says Tyler. "We are excited to showcase clients and candidates in many ways on this new site." And, users can find any/all Tyler & Company news on the Web site.

"We are so excited about the whole redesign that it is hard to single out any one feature, but I must confess that my favorite new feature is our blogs," continues Tyler. "To the best of our knowledge, Tyler & Company is the only retained executive search firm hosting blogs. Every consultant can post blogs, and Web site visitors can respond. As our blog posts grow, we plan to archive them by subject matter so visitors can retrieve them for future use. We are enjoying 'blogging' and look forward to the dialogue this medium will afford."

Of course, clients and candidates can use Tyler & Company's Web site to e-mail us, and there are many more features I have not had time to detail here. This is a living, breathing Web site, and our commitment to grow and change is reflected in the site's dynamic nature. Surely I've whetted your appetite? Please visit the Web site and see it first-hand. Then send us your feedback—we'd love to hear what you think about this new Tyler & Company resource! **T**

Comments about this article can be directed to Stephanie Underwood, Senior Vice President of Tyler & Company, based in the firm's Philadelphia office. She can be reached at 610.558.6100 or via e-mail at sunderwood@tylerandco.com.



SIGHTINGS

J. Lee Perrett, Senior Vice President, Atlanta
"Is the Grass Any Greener on the Other Side?" Perrett participated in this panel presentation made at the SHRM (Society for Human Resource Management) Atlanta meeting, Atlanta, June 6, 2007.

J. Larry Tyler, FACHE, FAHC, FHFMA, CMPE, President, Atlanta
"Governance—Board Roles and Responsibilities." Presented to the combined Boards of SantaFe HealthCare Inc., Orlando, Florida, April 29, 2007.

"Career Positioning—Proactively Managing Your Professional Development," a panel presentation offered by the American College of Healthcare Executives through the Local Program Council of Chattanooga. This program was hosted by Erlanger Health System, Chattanooga, Tennessee, May 3, 2007.



WORTH NOTING

Northeast Regional Leadership Advisory Board Meeting Scheduled for September

Tyler & Company's Philadelphia office will host its annual Northeast Regional Leadership Advisory Board meeting on September 21, 2007 at The Downtown Club at Independence Hall West in Philadelphia from 11:30 a.m.-3:00 p.m. Besides having ample opportunity to network, attendees will hear presentations from **David Nash**, MD, MBA, FACP, The Dr. Raymond C. and Doris N. Grandon Professor and Chairman of the Department of Health Policy at Jefferson Medical College of Thomas Jefferson University in Philadelphia and **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company. Dr. Nash, internationally recognized for his work in outcomes management, medical staff development, and quality-of-care improvement, will present, "Leadership for Quality and Safety." Tyler will present "Hiring Right and Avoiding Wrong," then lead a group discussion among all attendees, asking: "What Keeps You Up at Night?!"

Invitations to the Northeast Regional Leadership Advisory Board meeting were mailed over the summer. Besides Mr. Tyler, joining attendees from Tyler & Company will be: **Dennis J. Kain**, FACHE, Executive Vice President and COO; **Patti Hoffmeir**, CHC, and **Stephanie Underwood**, Senior Vice Presidents; **Ron Sellers**, Vice President; **Roberta Levine**, Senior Consultant; **Alicia Flannery** and **Stephanie Odorisio**, Research Associates; and others from the Philadelphia office. As always, Tyler & Company looks forward to hosting this event. It always proves an enjoyable and educational session for Tyler & Company participants as well as Advisory Board attendees, and Tyler & Company values the input it gleans from these meetings each year.

For more information about Tyler & Company's Northeast Regional Leadership Advisory Board, please visit the company's Web site, www.tylerandco.com, or

call the Philadelphia office, 610-558-6100.

Tyler & Company Employee News



Tyler & Company's Newest Senior Vice President

At a dinner during ACE's 2007

Congress in March, **J. Larry Tyler** announced the promotion of **Stephanie Underwood** to Senior Vice President. Underwood, who is based in the firm's Philadelphia office, has been with Tyler & Company since 2001. Underwood joined the firm as a Vice President and has logged nearly twenty years of experience in healthcare organizations and retained executive search firms. She earned her Bachelor of Arts degree in Journalism from Louisiana Tech University. Announcing the promotion in her hometown of New Orleans added a special touch to the occasion, according to attendees. Underwood is married and is the mother of two teenagers.

Welcome to . . .



Melanie Blenis

Melanie Blenis joined Tyler & Company as Director of Marketing and

Communications in April; she is based in the company's Atlanta office. Blenis comes to Tyler & Company with an extensive background in all aspects of marketing and communications. Her experience is broad and includes work with a creative agency, film production company, and hi-tech firm. With each of these organizations, she led the marketing and development efforts as well as all manner of communications endeavors. Blenis earned both her Bachelor of Science degree in International Affairs with a minor in Marketing and her Master of Arts degree in Professional Writing, Composition, and Rhetoric from Kennesaw State University in Georgia. Blenis is married and is the mother of two teenage sons.



Christine Leon

Tyler & Company greeted its newest Research Associate in June when Christine

Leon joined the firm. Leon has nearly ten years of experience in corporate marketing, public relations, and communications. Prior to joining Tyler & Company, she worked in public affairs and communications roles for seven years at Mayo Clinic in Jacksonville, Florida. Leon earned her Bachelor of Science degree in Public Relations with a minor in Psychology from the University of Florida; she earned her Master of Business Administration degree from the University of North Florida. Leon is married and based out of the Atlanta office.

Tyler & Company In-and-Around the Industry . . .

HAP—**Dennis J. Kain**, FACHE, Executive Vice President and COO, attended the Hospital and Healthsystem Association of Pennsylvania's Leadership Conference in Harrisburg, PA, May 14-15, 2007. In his capacity as ACE Regent for Eastern Pennsylvania, he co-hosted the ACE Regent's Statewide Leadership Breakfast the morning of May 15. This breakfast was sponsored by the five Pennsylvania-based ACE Chapters.

Metro Atlanta Chamber of Commerce—J. Lee Perrett,

Senior Vice President, attended the Board of Director and Board of Advisor's breakfast meeting in Atlanta, May 17, 2007.

GAHE—**J. Lee Perrett**, Senior Vice President, attended the Senior Executive Luncheon sponsored by the Georgia Association of Healthcare Executives, an ACE affiliate, in Atlanta, May 24, 2007.

AESC—**J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President of Tyler & Company, attended the Association of Executive Search Consultant's Council of the Americas Conference in San Francisco, May 30, 2007. Tyler was elected a member of the Americas Council of the AESC for 2007 and is a member of the Council of the Americas Membership Committee.

CHA—**Roberta Levine**, Senior Consultant, attended the Connecticut

Hospital Association meeting in Southington, CT to promote the expansion of Tyler & Company's New England market, June 19, 2007.

NACHRI—Vice Presidents, **George Linney, Jr.**, M.D., CPE, FACHE, and **Nelson Mann**, and **Stephanie Underwood**, Senior Vice President, will attend the 2007 Annual Meeting of the National Association of Children's Hospitals and Related Institutions in San Antonio, October 7-10, 2007. Tyler & Company is a contributing sponsor of this annual meeting and will also be an exhibitor.

THA—**Nelson Mann**, Vice President, and **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, will attend the 2007 Texas Hospital Association Annual Leadership Conference in Austin, October 15-17, 2007. Tyler & Company will also exhibit at this meeting.

MGMA—**George Linney, Jr.**, M.D., CPE, FACHE, Vice President, **J. Larry Tyler**, FACHE, FAAHC, FHFMA, CMPE, President, **Ron Sellers**, Vice President, and representatives from the Philadelphia office led by **Dennis J. Kain**, FACHE, Executive Vice President and COO, will attend the Medical Group Management Association's 2007 Annual Conference in Philadelphia, October 28-31, 2007. Tyler & Company will also host an exhibit during this conference.



MORE SIGHTINGS

Marcia Champagne and **J. Lee Perrett**, Senior Vice Presidents, Atlanta Champagne and Perrett offer career and search advice in the column "Positioning" published monthly in *Atlanta Hospital News*. Each consultant authored the column in alternating months as follows:

- **Champagne**, "When to Bring Spouses/Family into the Interview Process," June 2007.
- **Perrett**, "When Filling A Position: Avoid 5 Common Interview Mistakes," July 2007.
- **Champagne**, "Be Prepared, Be Smart, Get the Job," August 2007.

George Linney, Jr., M.D., CPE, FACHE, Vice President, **Charlotte** "Communication Skills Predict Success." *The Physician Executive*, July/August 2007.

SEARCH SUPERLATIVES

"We chose Tyler & Company to assist us with a recent retained executive search. We needed to identify an outstanding candidate, and we felt that Tyler & Company offered the best access to financial candidates and would successfully conduct the search. I was very pleased with the quality of all candidates presented and the final search result. As a result of the search process, we were able to narrow the selection down to two outstanding candidates—either of whom would have been an excellent fit for our organization. Without the assistance we received, I do not believe we would have found the outstanding individual we now have in this position as easily and as quickly as we did. I would absolutely use Tyler & Company again, and I would recommend them to other organizations needing assistance adding to their leadership team."

David Cauble, MBA, Chief Financial Officer, Trover Health System, Madisonville, KY.

Tyler's Truisms

COMEDY LAW

He who laughs last thinks slowest.

COMMERCE LAW

If you can't get your work done in the first 24 hours, work nights.

GALLAGHER'S LAW

Change is inevitable, except from a vending machine.

LAW OF PHYSICS

Light travels faster than sound. That is why some people appear bright until you hear them speak.

TAX TRUISM

A fine is a tax for doing wrong. A tax is a fine for doing well.



WELCOME TO OUR NEWEST (OR RETURNING) CLIENTS

Bayhealth Medical Center
Dover, DE
Administrative Director of Operations, Cardiac Service Line

Child, Inc.
Wilmington, DE
Executive Director

Genesis HealthCare Corporation
Kennett Square, PA
Vice President, Corporate Clinical Operations
Vice President of Sales and Marketing, Central Area

Invinson Memorial Hospital
Laramie, WY
Chief Executive Officer

Jupiter Medical Center
Jupiter, FL
Chief Financial Officer

King's Daughters Medical Center
Ashland, KY
Vice President, Non-Acute and Outpatient Services

MCG Health, Inc.
Augusta, GA
Director of Design and Construction

Memorial Hermann Healthcare System
Houston, TX
System Director of Critical Care

Moses Cone Health System
Greensboro, NC
Vice President, Medical Affairs
Vice President, Behavioral Services

Piedmont Healthcare Organization
Atlanta, GA
Chief Operating Officer, Piedmont Hospital

Piedmont Medical Care Corporation
Atlanta, GA
Chief Financial Officer

Saint Francis Medical Center
Cape Girardeau, MO
Director of Performance Improvement

St. Luke's Hospital & Health Network
Bethlehem, PA
Vice President of Marketing and Public Relations

University of Mississippi Medical Center
Jackson, MS
Chairman, Department of Surgery, University of Mississippi School of Medicine and Medical Center

University Physicians, LLC
Jackson, MS
Executive Administrator
Director, Revenue Cycle

Virtua Health
Marlton, NJ
Vice President of Medical Affairs, System



RECENTLY CLOSED SEARCHES

Bayhealth Medical Center
Dover, DE
Senior Vice President, Planning and Business Development

Brockton Hospital
Brockton, MA
Chief of Medicine

The Children's Hospital of Philadelphia
Philadelphia, PA
Chief Human Resources Officer
Director of Clinical Nutrition

Civista Medical Center
La Plata, MD
Senior Vice President, Administrative & Professional Services

Doylestown Hospital
Doylestown, PA
Chief Financial Officer

LifeBridge Health
Baltimore, MD
Director, Strategic Planning
Director, Medical Education

MCG Health, Inc.
Augusta, GA
Director of BioMedical Engineering

MediCorp Health System
Fredericksburg, VA
Vice President, Quality

MidState Medical Center
Meriden, CT
Hospitalist Medical Director

Presbyterian Healthcare Services
Albuquerque, NM
Director, Compensation and Employee Relations

Shepherd Center
Atlanta, GA
Executive Director and Vice President, Development

Trover Foundation
Madisonville, KY
Director, Revenue Cycle

University of Mississippi Medical Center
Jackson, MS
Director of Quality and Clinical Systems Improvement
Executive Director, Batson Hospital for Children

Washington Hospital Center
Washington, DC
Director of Recruitment

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A PUBLICATION OF

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