

Abbreviated Interview Guide

Understanding talent gaps in the emerging global healthcare landscape – a study for the Harvard Business School

Description of the Study

The object of this study is to understand talent gaps in the emerging landscape of global health care and how academia can address these gaps to help foster innovative leadership in health care in the 21st Century. Prof. Regina Herzlinger of the Harvard Business School, the sponsor of this study, is organizing an upcoming global conference on *21st-Century Health Care Management Education: Confronting Challenges for Innovation with a Modern Curriculum*. The objectives of this conference are to develop a curriculum which reflects the needs of 21st century health care organizations worldwide in teaching diverse aspects of the many areas that fall under what is called health care administration.

Introduction - Background

The purpose of this study is to understand the emerging landscape of health care as seen by today's most innovative leaders in the sector, the challenges for innovation it brings, and the talent that will be required to address these challenges. We are conducting a series of in-depth interviews (IDIs) with several CEOs of the most innovative health care companies across the globe. These interviews will inform the academics attending the conference of how these leaders define *Innovation* in their respective areas of health care, the qualities they seek in potential hires, the abilities and attributes they value most in new hires, and the areas in which today's graduates are most lacking.

This phase of the study will also help guide the development of a detailed structured survey to be sent to a representative sample of employers world-wide that recruit graduates of schools of health care administration and/or business management. The responses will play a critical role in shaping new health care management curricula.

Format of the interviews

The interactions with the invitee CEOs will be 40-60 minutes long, conducted over the phone by professionals who have two decades or more of practical business execution in the healthcare industry in the US and a significant track record of moderating research interactions among senior executives and opinion leaders in business. It will be

a free form discussion and the moderator will use the rest of this document as a guide (not a verbatim script) to facilitate the discussions. **The notes that appear under each prompt in blue are meant to serve both the client and the moderators on objectives of the prompt, areas of emphasis etc. and will not be verbalized to the respondent.**

The IDIs will cover the following key themes:

1. Defining Key Trends, challenges and Innovation in the emerging landscape of global healthcare and the long term vision of the CEO.
2. Enabling talent and leadership in that milieu
3. Best Practices and Next Practices – Mentorship, Educational experience, Work experience, Training, and Support
4. Observations on Academia – the impact it can have in meeting the challenges of modern health care

Introduction

Good afternoon Mr. [Jones]. I am [Nathan] and I work for Scriplogix, an independent market research firm. Prof. Regina Herzlinger of HBS had identified your company as one of the most innovative healthcare firms in the world and invited you, as its leader, to share your views for our research. Let me thank you for agreeing to participate in our study.

You must have received a personal invitation from Prof. Herzlinger that described the research and its purpose. Would you like me to recap any of it or do you wish to plunge directly into the interview? (**A brief recap if called for would be:** The purpose of this study is to understand the emerging landscape of healthcare as seen by today's most innovative leaders in the sector, the challenges it brings and the talent that will be required to address these challenges. Prof. Herzlinger is organizing an upcoming global conference on *21st Century Health Care Leadership: Confronting Modern Challenges with a Modern Curriculum*. Your inputs would go to shape the thinking at this conference and inform new healthcare management curricula in leading Management Schools of the world.)

As you know, I am recording this interview. I would rather focus on your thoughts now and use the recording for revisiting the discussion and analysis later. Shall we begin?

Part One: Key Trends in Healthcare and Long-term Company Vision

(Use an appropriate combination of the prompts in this section –not necessarily all of them – to understand the respondent’s view of challenges for 21st century healthcare and the vision for his/her company over the next decade or two)

Part Two: Current Hiring and Training Practices

We are interested in finding out how you hire health care managers of the future. We know that your strategies may include hiring college graduates, to graduates of professional or advanced degree programs, to recruiting experienced managers from other industries. We would like to understand better who you target for hire, and how you help them to become leading managers.

Part Three: Reflections and Best Practices

Part Four: Observations on academia and Wrap-up

Are there any questions you may have for me before I wrap up?

Thank you immensely for your valuable time and courtesies in talking with me today.