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TWO VITAL INDUSTRY EVENTS CO-LOCATED MAY 18-20, 2016 | GEORGE R. BROWN CONVENTION CENTER | HOUSTON, TEXAS

# Preparing for a New Leadership Role: What It Takes

An ACHE Qualified Education (Category II) Session – 1.0 Hour CEU

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# Learning Objectives

- Know how to prepare when beginning a new leadership role
- Execute a plan for the first year in a new leadership role
- Understand why leaders fail in new roles and how to avoid it



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# Preparing for a New Role

## *What it Takes*

1. The Interview
2. You Got the Job, Now What
3. The First 100 Days

The will to succeed is  
important, but what's  
more important is the  
will to prepare.

Bobby Knight

QuoteAddicts

# The Interview

# The Interview

## *Structuring the Job Search*

- Career path
  - What's the dream job?
  - What's the next job?
  - How will this job prepare me for my next job?
- Promote yourself positively
- Differentiate yourself
- Networking
- Personal SWOT

# The Interview

## *Personal SWOT*

### Strengths

- What do you enjoy?
- What are you good at?
- What have been some of your successful projects?
- What are you most proud of?
- What is your greatest accomplishment?
- What is positive feedback you have received?

### Weaknesses

- What would your most recent 360 say about your opportunities for improvement?
- What are some projects or decisions that did not work out well?
- What is your greatest professional disappointment?
- What would someone, who does not like you, say about you and why?

### Opportunities

- What are you working on?
- How are you trying to be a better..
  - Employer
  - Leader
  - Employee
- What are your career aspirations? What's your dream job?

### Threats

- Specific to the job you are interviewing for.
- What is the gap between the job description and what you have done?
- What haven't you done?

# The Interview

## *Nailing the Interview*

- Do your homework
  - The company
  - The hiring manager
- “Tell me about yourself?”
  - Succinct
  - Quantitative accomplishments
  - Personalize (Who is someone you admire? Why?)
  - Ideal working environment
- Answering the salary questions
- Questions to ask



# The Interview

## *After the Interview*

- Show interest – tell them you want the job!
- Understand next steps
- Send a note
- Follow-up



# The Interview

*The Good and the Bad*

# You Got the Job, Now What

# You Got the Job, Now What

## *Getting Ready\**

- Learn about the new job
- Prepare questions for key stakeholders
- Prepare your family
- Construct a 100-day plan

# You Got the Job, Now What

## *Learn About the New Job*

- Research role
  - Incumbent if replacement position
  - Reporting structure
  - Knowledge, skills, abilities of direct reports
- Key organizational metrics & historical performance
- Organization financials
- Market dynamics
- Re-read interview notes

# You Got the Job, Now What

## *Prepare Questions for Stakeholders\**

- What are the most important things that we should preserve?
- What are the things we should change?
- What do you most hope that I do?
- What are you concerned I might do?
- What advice do you have for me?
- If there were one thing you could change about the culture, what would it be?

# You Got the Job, Now What

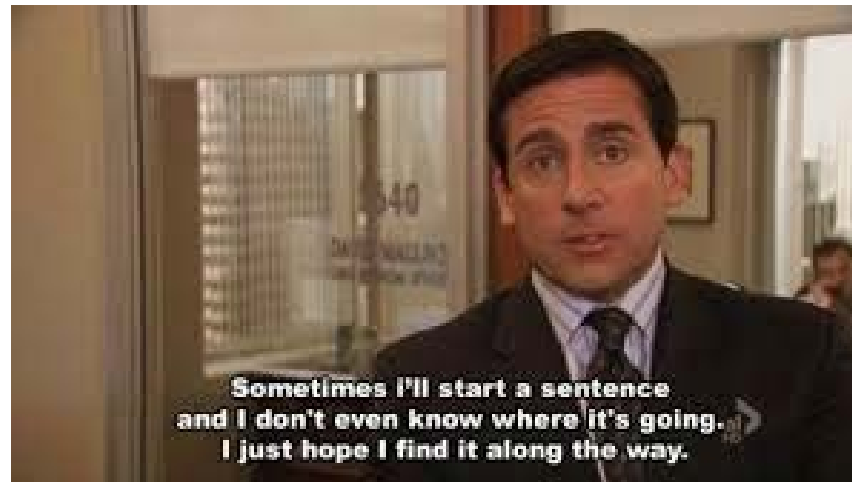
## *Prepare Your Family*

- Set expectations for your time away
  - First 100 days
  - First year
- Daily schedule
- Accessibility requirements outside of work hours
- Social obligations
- Needed support

# You Got the Job, Now What

## *Construct a 100-day Plan*

- 1<sup>st</sup> 30 days
- 1<sup>st</sup> 60 days
- 1<sup>st</sup> 100 days



# You Got the Job, Now What

## *The Good and the Bad*



# The First 100 Days

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## *Key Actions in a New Role*

- Send a note – thank people who helped you
- Be visible, transparent, humble
- Look people in the eye, smile and talk to staff
- Talk about family and values
- Do not talk about previous organizations
- Resist making significant changes in the first 100 to 150 days
- Be mindful of personal habits/traits – everyone is watching!

# The First 100 Days

## *Managing Perceptions*

- Do not redecorate office
- Do not get a reserved parking space
- Have an open door policy
- Exercise discernment
- A lot of people will want your attention – do not commit, just listen

# The First 100 Days

## *Your First 30 Days*

- Meet minimum requirements of the role
  - Training
  - Paperwork
- Read organizational communications – all of them
- Listen more, talk less
- Understand performance metrics
  - Organizational
  - Personal
- Don't make major decisions or commitments

# The First 100 Days

## *Your First 60 Days*

- Meet with everyone (in their office)
  - Internal candidates for role
  - Peers
  - Direct reports
  - Key external stakeholders
- Assess your team
  - Validate conversations/observations from staff
  - Draw your own conclusions
- Formulate your vision for the role
- Start to contribute more in discussions

### You Got the Job, Now What *Prepare Questions for Stakeholders\**

- What are the most important things that we should preserve?
- What are the things we should change?
- What do you most hope that I do?
- What are you concerned I might do?
- What advice do you have for me?
- If there were one thing we could change about the culture, what would it be?

# The First 100 Days

## *Your First 100 Days*

- Request a 90-day review
- Present your vision and plan to your supervisor
- Start to make hard decisions
- Clarify the decision-making matrix within the organization

# Parting Thoughts

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# *Questions?*



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# Biography



Craig Cordola, FACHE, serves as Senior Vice President and President of the Central/West Region for the Memorial Hermann Health System with overall responsibility for all ambulatory facilities within the region, as well as Memorial Hermann-Texas Medical Center (TMC), Children's Memorial Hermann Hospital, Memorial Hermann Katy Hospital, Memorial Hermann Rehabilitation Hospital-Katy, TIRR Memorial Hermann, Memorial Hermann Memorial City Medical Center and the new campus being established, Memorial Hermann Cypress Hospital.

Prior to this role, Cordola served as Chief Executive Officer of the Memorial Hermann-TMC Campus – which includes Memorial Hermann-TMC, Children's Memorial Hermann Hospital, Memorial Hermann Heart & Vascular Institute-TMC and Memorial Hermann Mischer Neuroscience Institute at the TMC – for four and a half years.

Cordola's leadership and strategic direction were instrumental in the success of several key strategies, including unprecedented physician relations and strategic physician recruitment and retention, as well as programmatic development with a focus on growth, culture and expansion of services, both for the Memorial Hermann-TMC Campus and the Memorial Hermann Health System. Under his leadership, the Campus received its first UHC Quality Leadership Award in 2014 (and again in 2015) ranking Memorial Hermann-TMC among the top tier of all academic medical centers in the country.

Cordola graduated with honors from The University of Texas at Austin with a degree in Psychology and continued his studies at University of Houston-Clear Lake, where he earned dual degrees with a Master of Healthcare Administration and a Master of Business Administration.

## **Craig A. Cordola, FACHE**

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# Biography



Scott Sette serves as partner and is a member of DHR International's Healthcare Services & Solutions Practice Group.

Scott has successfully completed senior level executive searches for prestigious healthcare organizations, including national and regional health systems, physician group practices, and academic medical centers. Additionally, he provides guidance and counsel to clients on topics such as leadership development, succession planning, and organizational excellence.

Prior to joining the firm, Scott was a consultant with another prominent executive search firm, where he was a core member of the healthcare practice. Previously, he was the president of a boutique executive search firm, where he led the healthcare sector and oversaw the daily operations of the firm. Scott began his career with Deloitte & Touche as an auditor in its Houston office.

Scott received his Bachelor of Business Administration in Accounting from the University of Texas at Austin. He is an active member of the American College of Healthcare Executives (ACHE) and the Healthcare Financial Management Association (HFMA). Scott is a past board member of the Gulf Coast Chapter of HFMA and currently serves as the board chair for a Houston-based non-profit organization.

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***Thank you for attending this session***