TRANSCRIPTION OF NOTES OF CONVERSATION
BETWEEN
GREG HYMAN
AND
XXX [candidate]

RE: SVP, OPERATIONS
WITH
X, INC. [client]

[Date]

Greg: "What puts you in the position to be available? Tell me a little about your current professional situation."

XXX: "Basically, I was recruited out to *Company A* two years ago. They are a local telephone company. That industry is in complete upheaval at this point in time. So, when they recruited me out they needed someone to teach them scale management. They had a plan to acquire up to five new companies. They had issues with their back office – and what I mean by back office is ordering, predicting, billing and maintenance, and then the engineering, the actual running of the telephone network, the pipe, computers and routers. They knew that the team that they had there were great people, all keepers, but they didn't have the expertise. So, they had done a professional search through a recruiter."

Greg: "You were recruited into what kind of a role?"

XXX: "The role was Executive Vice President of Operations. I had reporting to me, all of the ordering functions, all of the billing functions; IT, engineering, and then we had a specific data unit, which the Internet unit reported into, taking the orders and delivering them. I had about 900 people reporting to me in that role, and three work centers."

Greg: "As you think about making the leap over to another industry, specifically this health insurance, transaction intensive, claims processing world, what do you think is going to be The biggest challenge?"

XXX: "I need a tolerant environment of people willingness to teach, because I am at a ground zero level to learn the terminology, to learn the intricacies, to learn the P&L attributes. I can learn them. If I can learn the incredibly complex businesses I've been in before, I know I can learn almost anything underneath the sun. But I'm going to be asking the low learning curve questions, like, 'What does that term mean?' If people are willing to teach, I am willing to learn and invest as much time as it takes."

Greg: "When you think about all of the different roles that you've been in throughout your career, was there a particular job that you had when you felt like you were at your best, you were best matched, best utilized, and produced your best accomplishments?"

XXX: "The last job I had at *Company B*, because after we got the XXX business to where it needed to go, the company asked me to move into global ordering because they wanted me to replicate the pattern into the global ordering process. That allowed me to kind of take all of the learning that I had and move it right into that organization. That organization is incredibly ripe for change. They were just dying on the vine to prove value. This group just loved customers. So, I built a project management team. These were implementations."

Greg: "Was it major culture shock for you to go from a big gigantic company, a Fortune 50 company like *Company B*, into this smaller $600 million *Company A*, from a cultural, operational and leadership standpoint?"

XXX: "Everyone was concerned about that but me. I think it's a misperception, and I also think there's probably some reality to it. However, I did not find a big huge culture shock. Everyone, *everyone*, to this day is so very, very concerned about it. But most of that concern was, 'Are you really going to be a person who's going to be able to roll up their sleeves?'"

Greg: "So if the rap on you would be, 'Well, she doesn't really know healthcare. She doesn't really know health insurance,' what would be the positives? What is your essence?"

XXX: "I'm the problem solver. Give me the sticky wicket and I will come up with the most creative way of solving it. People say to me over and over again, 'Good question. I never would have thought of it.' I have this gift, and I can't even tell you how, logically, I get there, but I ask the questions that nobody else thinks of asking, which gets the thinking happening. I look at problems, from what people tell me, in a very unique way. I look at my problems the way I look at my process. I ask questions that are key levels of logic. We go to the first level and we move it down, because it's never the first two levels where your answers reside. It's the next level down."

Greg: "You've built your career on running back offices. How do you feel about working for another company that runs back offices?"

XXX: "Wouldn't that be the irony twist? Honestly, it's what I enjoy, and I say this over and over again because I got to sell the Fortune 500 companies, there is definitely a difference. You can walk into one company and just see it. It cooks. It happens. You can walk into three others, same industry, and they're just falling apart and its all process. So, as I was asking up front, what's the benchmark? Have they figured out the success formula and can they replicate it? Then you can take that and offer that to every other company either within the segment or across segments and just see how they grow. It will be the ones that are committed, who are disciplined, that will succeed."

Greg: "What if the benchmark hasn't been established? What if the success formula hasn't been discovered yet? What if you look at the competitors and none of them are doing a particularly great job at it now and you have a chance to set the standard? How do you do that?"

XXX: "If there's been no benchmark, then you go to the customer and you go to your CFO, and you find out what's going to make the customer happy. A you find out what are the linkages between the past generations and cycle time, or path, and then you build the formula. You lose nothing by benchmarking and as you move in that area you can tweak and work it.

Greg: "What's your investigative methodology? How do you describe the way that you go about investigating a situation to really drill down to get at the essence of the challenge?"

XXX: "You start with very simple questions. 'What's the problem? Why those problems?' You get that on the table. That's level one. Humans are such that you never have wants for not having problems and issues. Get them all on the table. Level two, 'Which one's most important? Which one is least important?' Then you begin to burrow down into the problem. 'Now let's go through the instances. How'd you get to where you got? How would you fix it? Where would you take it? What's preventing any type of changes?' Then you have to get very specific. The level three really gets very specific to the situation at hand

Greg: "Who's the best person you've ever worked for, and why?"

XXX: "The best person I ever worked for was probably *Mr. X*. That was a long time ago. He was the toughest person. He extracted flesh. But, you knew where you stood with him. He allowed you to state your case, so he was an excellent listener. When we got to the solutions stage, it was there. Once he was behind you, he supported you to the hilt. You could go in and share your stories with him and he always would give you good advice and counsel. What I liked most about *Mr. X* is he's incredibly gifted."

Greg: "What would a person who knows you well say about you? When I say, 'Tell me about XXX,' what do you think would come out of that person's mouth as to who you are and what you can do?"

XXX: "That person would say I'm creative, innovative, tireless, passionate, fun, and demanding."