

# Leading Through Connections

Insights from the  
Global Chief Executive  
Officer Study

## Healthcare

Identify and build critical employee competencies

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The IBM Global CEO Study 2012, “Leading Through Connections” comprises face-to-face conversations with more than 1,700 CEOs in 64 countries and 18 industries. The study reveals three imperatives impacting geographies and industries: Empowering employees through values; engaging customers as individuals; and amplifying innovation with partnerships.

CEO Study employee imperatives are particularly relevant to the Healthcare industry. Our latest IBM industry research, “Redefining value and success in Healthcare: Charting the path to the future,” indicates that recruitment, training and retention of employees has never been more competitive as the healthcare ecosystem becomes truly global.

Of the 58 Healthcare CEOs interviewed for the CEO Study, an overwhelming 76 percent said their people will be the key source of sustained economic value. This compares with 71 percent of the overall sample.

Sixty percent of Healthcare CEOs plan dramatic changes in internal collaboration versus 52 percent of the global CEO study population. They go on to say that to engage with their employees, 74 percent will focus on ensuring a collaborative environment compared with 63 percent of total study respondents. The theme of collaboration continues in CEOs’ answers to “What key personal characteristics do your companies look for in employees?” For Healthcare, 86 percent of CEOs said their predominant need is for collaborative employees versus three-quarters of the global sample. Seventy-nine percent of Healthcare CEOs said communications skills are also key, compared with two-thirds overall.

Healthcare CEOs need to consider how their companies attract and retain a different type of workforce that can help move into new business models. Real value will come from people who can be deployed across different boundaries of both business and geographies. Organizations also need to build their talent bases in three key areas – partnership building, systems thinking and data analytics – in order to be best positioned to achieve success.

Getting the new multiple business models right will be the ultimate challenge. But for Healthcare CEOs, looking at the employee competencies necessary to deliver smarter healthcare will be the number one challenge.

To reach an IBM industry expert, contact [iibv@us.ibm.com](mailto:iibv@us.ibm.com) and for more information about the IBM CEO Study, please visit [ibm.com/ceostudy](http://ibm.com/ceostudy).





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