

### **What sort of work does Carnall Farrar do?**

We help clients to improve health, care and public services more broadly. We do this from the inception of an idea, development of strategy, all the way through to delivery. We bring a multi-disciplinary approach to our work, combining insights from analysis, project management, communications and organisational development.

We serve clients in projects which can be short (e.g. less than six weeks) or long (six months to a year). Typically, however, projects are in the range of two to four months. Our clients are usually Chief Executives or entire boards of organisations. We tend to work with a sponsor (who is an executive), a project leader (who might be the sponsor as well or someone reporting to them) and a range of others in the organisation at different levels.

Our work includes working with individual providers (e.g. hospitals), groups of providers, commissioners (the budget holders of care delivery), regulators (who oversee care delivery) and whole systems (e.g. combining all commissioners and providers in a defined geographic area). The sorts of topics and questions we help people with include:

- Facilitating Chief Executives to clarify and define their goals in working together
- Improving the quality and productivity of hospitals
- Changing the configuration of how care is delivered across hospitals to deliver high quality services
- Developing business cases for major new capital building
- Supporting the development of new ways of providing and paying for primary care to improve outcomes and increase system cost effectiveness
- Developing advice and materials for how to deliver better and more coordinated care across the country
- Supporting teams to work more effectively together
- Building skills and capabilities in leadership.

### **How do you do the work and what will my involvement be as an Analyst?**

We do all of our work in teams that bring together a set of skills and capabilities to support the clients. We work alongside our clients to help them get the most out of their people, teams and organisations. We often work with multiple organisations who together form a local system to accomplish difficult things they could not achieve on their own.

Our work typically involves:

- Defining the goals of what the organisation wants to achieve and what success looks like as an organisation and as individuals
- Establishing a plan of how this will be achieved and then managing the project to deliver this
- Problem solving which is informed by quantitative and qualitative analysis
- Facilitating meetings and workshops
- Synthesising materials and communicating both orally and in writing
- Coaching and supporting people.

Our teams are led by Directors. Each project we work on is led by a Director who spends a day or two per week on the project. The Director is responsible for ensuring the quality of the work and the effectiveness of the team. The team usually includes a Managing Consultant who provides day-to-day direction to the team. There is also a number of Analysts and/or Consultants on each team.

As an Analyst you will usually focus on problem solving, communications and project management.

The team will apply a disciplined problem solving approach to the identified issue. This will allow you to build skills in solving any problem. You will work with the team to define and structure the problem that needs to be addressed and together you will plan out the work to be done. Collectively we will define our hypotheses about what the likely answer is in order to sharpen the analysis that is required. The next step is to gather the data and information necessary for the analysis, which could be gathered from public data sets or requesting data from clients, or from carrying out interviews, or conducting research. You will carry out analysis and summarise and communicate your findings in crisp charts which form a part of an overall story. We use this material in meetings with clients to share findings and discuss the implications of them.

There will be regular interactions with senior clients, e.g. in a steering committee meeting on a fortnightly basis.

As an Analyst at Carnall Farrar you will have the opportunity to:

- Learn how to structure and solve business problems
- Communicate clearly in written materials
- Present findings
- Work effectively as part of a team
- Interact with senior leaders.

### **What would a case interview involve?**

We believe the case interview allows us to learn more about you and your skills and experience and gives you the opportunity to learn more about us and what we do.

We help our clients to solve problems they face. That means that in hiring people we look for people who have the ability to understand the client's context, assimilate information, structure problems, carry out analysis and communicate findings. We are also looking for people to join us who would get on with clients and the rest of our team. We are real people and are keen to understand your strengths.

We use case interviews drawn from real-life experience as a way to simulate what our client work involves in order to assess your ability to solve real-world problems. You will be given a question or problem or challenge and you will be asked how you would resolve it. You would be expected to understand the context and the problem faced, structure how you would approach it, carry out analysis and apply reason or common sense to test your conclusions. You will not be expected to bring any specialist knowledge or insight.

You will be expected to make estimates, analyse information and perform basic calculations with large numbers under pressure. You will be expected to synthesise what you have concluded and express it clearly.

The objective of the case interview is not to get it 'right'. Many times there is no 'right' answer. Instead it is designed to allow you to show how you grapple with complex problems and demonstrate to the interviewer how you think and how you act. You should expect the case interview to be interactive: you should talk through the case with the interviewer, ask clarifying questions and test the approach you are taking.

In the case interview you should feel free to use a pen and paper to help structure your thinking and carry out calculations. You will be expected to do this without use of a calculator or any electronic tools. Typically this involves some rounding up or down and using orders of magnitude (e.g. is that millions or billions?). You may also be provided with information on paper which you are expected to read and synthesise. At the end of the case interview you will be asked for all the paper back.

A case interview will usually begin with some general conversation before moving onto discussing the case. You will know the case interview is starting when the interviewer says something like 'I am now going to give you a case' and possibly 'you may want to take some notes'—this is a clue that the case interview is beginning and you may need to take notes about key pieces of information. You will need to determine the important pieces of information required to answer the problem and confirm or clarify if necessary. You should make sure you are clear on the problem you are trying to solve before diving in so we recommend you clarify anything that is unclear with the interviewer. You should then lead the rest of the interactions whilst the interviewer steps back to watch how you work and understand the progress you are making. You should feel free to confirm the steps you have taken and ask for additional information.

In addition to thinking about solving a specific problem we will also be looking for some form of judgment and understanding from you. This may involve testing your conclusions e.g. how confident are you in that? What would the biggest potential sources of error be? It may also involve testing how practical any answer is e.g. what would it take to achieve that? How likely is that to be possible?

You can expect to have one or two case examples back to back, and each case example will take between 30 and 45 minutes to complete. Although you may feel tense or nervous or anxious during a case interview, try to relax and enjoy solving the problem.

We use case interviews because they allow us to understand how you think and would operate in a situation we expect to face through our client work. We know they are a somewhat artificial construction but they can be prepared for. Therefore, we would recommend that you read about case interviews and practice completing some.