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*With a background as a surgeon, I'm working as an operational manager at a thoracic clinic at Karolinska University Hospital in Stockholm. With a budget of 420 million, my clinic performs around 1000 heart and 400 lung surgeries a year.*

*When you started, how did the SSE MBA match your expectations?*

First of all, the service supporting the actual program is amazing: the books, the premises, the people; then there's the high level of our professors, and the breadth of the program. Beforehand I expected a class of square economists and thought SSE was a place where everything revolved around making money. But I turned out to be extremely wrong. Instead I got to spend two years learning how to create value within an organization.

*Do you remember a specific situation when your MBA came in handy?*

I do actually. When I was applying for my current position. The selection came down to me and one other candidate, and we were asked to do a final assessment. We were handed the budget, the business plan and the results from their latest employee survey. With an hour to prepare we were asked to analyze these documents and come up with a plan for the organization. Interpreting and understanding similar documents was something we did a lot during the program. I was done in twenty minutes, and in the end I got the job.

*How would you describe the value of an MBA?*

Enormous. Not everyone needs an MBA, but in an organization as big as Karolinska University Hospital, if say 20% of all managers would have one, then I believe we'd increase the professionalism within our company. For higher management positions, I think it should be a requirement.

*Why?*

Well, to be a surgeon or a doctor you need a certificate. Shouldn't it be the same for a manager position?

At SSE, we were taught that leadership is craftsmanship. I learned that SSE was founded in the beginning of the 20<sup>th</sup> century when companies grew to a size where the owners themselves realized that they needed a leadership professional to manage them.

That insight hasn't reached the health care sector yet. You would never question the surgeon as a craftsman. But leadership requires the same level of education, with business models, theory and tools to use when interpreting and managing an organization. And that education is available, at the SSE MBA.