Transforming the future

Vision 20/20
Business acumen
Career advice
Gender parity
Q&A with Kathy Giusti
Nothing’s more powerful than potential.

The Johnson & Johnson community provides a culture for women to build their networks, stay well and balance their professional and personal lives. Our company is committed to helping women reach their potential through inspiring assignments, development programs and dedicated leadership initiatives, like our Johnson & Johnson Women’s Leadership Initiative.
At the core of the HBA

One of the greatest parts of my role as the director of marketing and communication for the HBA is serving as the editor-in-chief for the HBA Advantage. Working with HBA Board Member Taren Grom, we share the HBA’s messages via this magazine as a key communication vehicle. Our first issue of the HBA Advantage each year allows us to share industry news and thought leadership and inform our readers of the key activities of the HBA.

Last year, as part of our strategic planning process, the board, chapter leaders and senior staff agreed upon core values for the HBA. They are: Relevance: Demonstrated by visionary leadership, forward-looking strategy and the perseverance to drive change; evidenced in achievement of measurable progress on gender parity and member engagement.

Integrity: Demonstrated by honesty, transparency and accountability; evidenced in an earned reputation for professionalism, trustworthiness and value.

Community: Demonstrated by mutual trust and respect, appreciation of the value of diverse perspectives and the power of inclusion; evidenced in a culture that values relationships and the power of a broad, collaborative business network.

Engagement: Demonstrated by personal involvement, supportive behavior; dedicated volunteers and a collective commitment to actively helping other women succeed; evidenced in mutual support, active advocacy of a common cause and personal initiative.

Our core purpose to further the advancement and impact of women in the business of healthcare is what we do. Our core values show how we do it. Our perseverance, professionalism, transparency and accountability make the HBA the most trusted organization you can participate in. Our supportive environment allows each member to strive to be her best self, and fully actualize her talents in the healthcare industry. Every day we demonstrate the power in inclusion and collaboration.

I invite you to fully live our values and know that the HBA is the place for you.

Carol Meerschaert, MBA, RD
HBA director of marketing and communications

The HBA’s virtual world

As our mission states, the HBA is committed to facilitating career and business connections through strong business networks and education. To better serve you, no matter where you are located, we are expanding our virtual offerings. In 2016, look for program topics and formats that suit your needs—from building your career and personal brand to increasing your business acumen to preparing for your role as a chapter leader—the HBA will offer a robust selection of virtual offerings and recordings to help you accomplish your goals.

Our popular and well-received Career Conversations quarterly webinar series continues in 2016. Join us June 7 for Conflict Management: Keeping Your Cool When You Come Under Attack from an Irrational Person. For all of our topics and dates, visit http://www.hbanet.org/career-conversations.

Our in-person events serve to strengthen your network. Now expand that virtually by visiting our online community at http://community.hbanet.org. You can update your profile by adding your photo and professional accomplishments, start a discussion or join a conversation. Connecting with thousands of HBA members in the HBA Community is a great way to connect, share and grow.

Juliana M. Wood
HBA associate director, online learning resources

Contents

Letter from the editor.................................................................................. 3
Vision 20/20.................................................................................................... 4
Business acumen .......................................................................................... 6
Career advice ............................................................................................... 10
Gender parity ............................................................................................... 12
Q&A with Kathy Giusti.............................................................. 14

March 2016 | HBA Advantage | 3
In 2016, the HBA is putting a stake in the ground around the important issue of gender parity.

The HBA is embarking on a bold approach to transform the future of the healthcare industry: achieve gender parity.

This pivot in direction first began in 2015 as the HBA’s board of directions re-evaluated the organization’s strategic plan based on feedback from key members of its advisory board.

HBA CEO Laurie Cooke notes that while the organization has been doing great work for the past 40-plus years, including developing important programming, providing mentoring and building a trusted network in which members can freely engage with one another on all levels, to achieve the HBA’s long-standing mission to further the advancement and impact of women in the business of healthcare, a new lens needed to be applied to measure success.

“We challenged ourselves and agreed that we needed more metrics to measure the important work that we’re doing to support women leaders,” Cooke says. “One of the metrics identified was the need to measure the representation of women in leadership positions in the C-suite and one level below. We believe if we can harness the power of connecting what we are doing as an association to what companies are doing to advance women, we can achieve greater and quicker results in moving the gender parity needle.”

In 2015, to achieve this complex and aspirational goal, the HBA’s mission statement was significantly refreshed by the HBA board, senior staff and 2015 chapter presidents and presidents-elect.

### Thank you...

There are countless volunteers around the world—from the 15 chapters to the association’s board of directors—who are key to keeping the HBA engine running. The HBA would like to thank the 2015 board of directors who completed their years of service and who remain dedicated to supporting the association.

- Amy Bybee—CAHG
- Liz Coyle—IMS Health
- Linda DaSilva—EY
- Liz Kay—LehmanMillet, a member of Precision for Medicine
- Julia Kelly—TeleRx
- Laurie Lucas—L3 Healthcare Marketing, LLC
- Gabriele Matthias—Friedrich Miescher Institute for Biomedical Research
- Wendy White—Dohmen Life Science Services
- Jeanne Zucker—athenahealth

To find out more about volunteering, contact Lauren Heffner, HBA vice president, stakeholder relations, at lheffner@hbanet.org.
We believe if we can harness the power of connecting what we are doing as an association to what companies are doing to advance women, we can achieve greater and quicker results in moving the gender parity needle.

Laurie Cooke

“Our mission has evolved to a bolder statement that truly captures the core elements that you’d want to have in your arsenal as you talk with others about the HBA,” Cooke continues. “What you should see shining through is our strong focus on achieving gender parity at all levels of leadership. We also clarified that we’re facilitating the growth of high-value, industry connections—more so than just ‘networking,’ which can have more social connotations. And we’re serving as a key resource to enable organizations to realize the full potential of their female talent.”

While undertaking the exciting challenge of envisioning what might be possible, the board took time during the strategic planning session to reflect on and refresh the HBA’s core values—relevance, integrity, community and engagement—as well as set strategic goals for 2016. (See Letter from the Editor for more information about the HBA’s core values.)

Strategic goals for 2016

A McKinsey study reported that companies with the highest share of women on their boards saw a 41% higher return on equity compared with companies with no women on their boards. Credit Suisse in 2014 reported that companies with more than one woman on their boards returned a compound 2% to 4% a year premium on ROE over those that have none.

Many of us are familiar with these as well as numerous other statistics about the paucity of executive positions held by women. The mission of the HBA is now laser-focused on transforming the industry and achieving gender parity sooner than the predicted three-generation timeline and has made this goal central to one of the association’s two strategic initiatives for 2016 and its five-year plan.

In 2016, the goal is to establish the HBA as a leader that advances gender parity by:
- Creating the HBA’s business case for change (to advance gender parity)
- Developing a gender parity maturity model
- Strengthening brand, communication and PR plans

“Intuitively, we know from individual success stories that we are accomplishing our mission, and by putting a measurement to these narratives we can also prove we are making a difference,” Cooke explains. “This is a tangible way of putting a stake in the ground around the important issue of gender parity. Several studies estimate that it could take anywhere from 80 to 100 years before there is true gender parity.”

Moving the needle requires more than facts and data; it requires personal commitment and dedication.

Nancy Santilli

Care Systems Inc., and 2016 chair of the HBA says moving the needle requires more than facts and data; it requires personal commitment and dedication.

“Alone we whisper, together we roar,” Santilli says. “Change can and will be uncomfortable, but discomfort signals progress. The time is right for gender parity.”

The second strategic 2016 goal is to ignite geographic expansion and improve volunteer satisfaction in both the US and Europe by way of HBA Next, leveraging technology for both internal and external value.

Under the broad umbrella of “Women leaders transforming the future,” the HBA will continue to execute its annual plan of work, such as the Woman of the Year (WOTY) program, Annual Conference, ACE award, 3BC (Building Better Business Connections), Career Conversations webinar series, a number of additional virtual offerings and more than 300 amazing chapter programs.

This year’s WOTY program, May 12, 2016, in New York City, will celebrate the achievements of remarkable leaders in healthcare from across the industry, including more than 95 Corporate Partner Rising Stars and Luminaries; the 2016 STAR, Deborah Coogan Seltzer, director, enhanced search, North America, Spencer Stuart; the 2016 Honorable Mentor Jacopo Leonardi, executive VP, president of immunology division, Baxalta; and the 2016 WOTY, Jennifer Cook, head of pharma, region Europe, Roche.

The HBA looks forward to a transformative future, one in which its leaders are helping to shape each and every day.

Plenty of room at the top...

There are a number of current studies that reveal the paucity of women leaders in the C-suite, below are few illustrative facts:

- In pharma women hold only 16% of the senior management positions
- In the top 10 highest-valued biotech companies, it is slightly better, at a whopping 17.9%
- In the 10 companies that raised the most money through IPO this number climbs to 16.6%, only to decline again to 17% for the top 10 companies that raised the most venture capital money in 2014
- Looking at the boards of directors and SABs of these companies, the number of women plummets below 10%

Source: Rosana Kapeller, CSO of Nimbus Therapeutics, and Nature Biotechnology “Old Boy Biotech”
In 2006, Cynthia LaConte was happily celebrating the 10-year anniversary of DDN, a highly successful pharmaceutical logistics company she had started under the umbrella of Dohmen, her family’s 150-year-old organization, when she received a call she never expected.

It was the organization's board. They wanted LaConte to leave her position as president of DDN and step into the role of CEO for Dohmen.

Losses from the company’s wholesale division were threatening to overtake the whole company and the board needed a fresh perspective on how to fix it. The news was a surprise and the request a difficult one.

“But I knew I couldn’t sidestep this,” LaConte says. “I’d been called to solve this problem and, if I didn’t, hundreds of families might be hurt and generations of work might be lost.”

She asked for some time to pull a plan together.

An emerging leader finds her grounding concept

In a happy—or perhaps fateful—coincidence, LaConte soon happened upon a framework for transformation that focused on three key steps: preserve, destroy and create.

“The concept offered simplicity in the face of so much complexity,” she recalls. “It was conveyed as a recipe for innovation and growth. And the core concept is that, in order to achieve those things, you must go through these three steps on a concurrent and ongoing basis.”

In a nutshell, the concept calls on leaders to:

1. Preserve the enduring tenets of your business, which is the big core purpose of why you exist.
2. Destroy, or let go of, the parts of your business that aren’t working well or may no longer have relevance.
3. Create new products or services by constantly looking at the horizon for changes that are taking place and how you can meet them.

Leaders who can be clear about why they are in business and that they’re in business first and foremost to improve the health and well-being of people, and who can live out that purpose in their daily actions, will succeed.

Step 1: Preserving a company’s core purpose

For LaConte, the first step was to define the vision and values she wanted Dohmen to preserve. She looked to her company’s history for inspiration. Dohmen started in 1858 as a small apothecary in Milwaukee and evolved into a larger pharmacy, then a wholesaler and manufacturer, and finally a provider of benefits management and outsourced services for biopharma.

“Along the way, Dohmen has always been willing to change what it does without sacrificing or changing who it is and what it stands for,” LaConte says. “We have always held onto a simple perspective: What’s the right thing to do for our customers and what’s the right thing to do for our employees?”

The result has been a long-term, sustainable model that has positively impacted generations of both.

With this perspective as her foundation, LaConte asked herself what felt like the right thing to do for the future and found her answer in committing to making a real impact on the nation’s healthcare problem.

“In the US, we spend double every other country and yet we consistently rank in the lowest quartile for healthcare outcomes,” she says. “So I put words to that commitment with a vision of creating an efficient, effective and easy-to-use health experience—and then I named the values that had been guiding our organization’s behaviors for decades.”

Once she had achieved clarity around Dohmen’s vision and values, she began to communicate them to others. She and her executive team created a clear and accessible roadmap, developed an award system to recognize employees for exhibiting values, and incorporated a 360-degree feedback loop on values into their performance management process.

“Every communication I make, I orient our team to our vision and values,” she says. “You have to say it, live it, repeat it over and over and over and tie everything you do to it.”

And it worked. Dohmen gained two critical things: a shared perspective and speed.

Leaders who can be clear about why they are in business and that they’re in business first and foremost to improve the health and well-being of people, and who can live out that purpose in their daily actions, will succeed.

With everyone operating with a fundamental sense of the “big why,” as LaConte calls it, the leadership team was able to engage more people in the process of finding solutions—exponentially increasing their probability of finding good answers while minimizing the risk of confirmation bias.
“Having our vision and values firmly planted and understood throughout the organization allowed us to make good decisions quickly and with confidence, from small ones like how to answer a customer call to big ones like what businesses to sell,” LaConte says.

**Step 2: Destroying what’s not working**

The next step was harder. As LaConte notes, it can be difficult to take on the role of the change agent within an organization, as confirmation bias has often built up around accepted ideas. To counter this, LaConte actively sought out objective advice from outside the company. She participated in executive roundtables with other CEOs and found a mentor from a different country and industry.

“My mentor really grounded me,” she recalls, “I would present observations and say, ‘This is what I’m seeing. What are you seeing?’ You can get caught up in the ego of things and in the ownership of ideas and that is the worst thing for any business and any industry.”

With a firm grasp on what needed to be done, LaConte set out to let go of the parts of the business that weren’t working: some because they were underperforming, some because they were in conflict with the company’s vision and values, and some because they were simply losing relevance in the future of healthcare.

“This was a painful, and at times, lonely process,” she remembers. “It meant exiting a core part of the company’s identity, but it also brought new business opportunities.”

**Step 3: Creating a strong and focused future**

The third step is like the light at the end of the tunnel: the exciting part where you get to put your more focused, lean business plan into action.

“This is where you imagine where you want to be in five or 10 years and walk backwards from that,” LaConte says. “I was betting on a future of increasingly precise and effective therapies, so we started to create a company that would be well suited to serving small patient populations.”

Within seven years, Dohmen had made nine acquisitions, done four divestitures, doubled in size, expanded its footprint to seven states, moved headquarters and launched a new company.

“Through this process, we were able to preserve our core purpose while creating a vibrant new biopharma services company and a foundation that has positively impacted the lives of over 123 million people since we started it in 2008,” she says. “And the company hasn’t stopped there.

“The process is never ending.” LaConte says. “As soon as you feel like everyone is speaking the vision, a new person walks through the door or you buy a company or a significant event happens and your mettle is tested with something unforeseen. You have to use these concepts like a compass and you have to use them all the time.”

Looking forward, she hopes to continue improving the organization’s efforts at quantifying the progress made towards its vision with hard data.

**A tested leader offers advice on making an impact in healthcare**

The biopharma industry, according to LaConte, is ripe for disruption. She notes that the industry’s current negative reputation is one that has been the result of many individual decisions—and is begging for the restoration of its once noble purpose. She further predicts that the significant efforts and investments being made in health by technological companies will create an emerging type of drug development model that leaves room for nontraditional players to make huge impacts on human health. And she believes that this process of preservation, destruction and creation is just what today’s healthcare leaders need to get us there.

“Change starts with developing a collective consciousness around a core purpose,” LaConte explains. “An understanding of what is the problem we’re all here trying to solve? What are we really trying to get done?”

Then, she says, it’s about destroying the greed, profiteering and short-term thinking that often run counter to that purpose. With that accomplished, we can achieve the goal of creating an industry paradigm that prioritizes innovation over incrementalism.

“I think it’s about looking at the landscape and seeing what’s happening out there on the edges and walking backward and saying, ‘How can I apply that thinking in my own organization?’” she advises.

Additionally, she notes companies that are actively working to restore focus on patient need with real, tangible actions like implementing data transparency initiatives, as well as the emerging models that FDA, patient communities and social businesses will propel forward. This allows these companies to think about a different risk/reward ratio and to imagine more discovery and commercialization of products within areas of unmet need.

“Do you have the courage and the appetite to respond to these market factors?” LaConte asks.

Gaining this courage starts with going through the preserve, destroy and create process for yourself as an individual.

“There is an extraordinary power in taking the time to understand what’s important to you,” LaConte says.

She advises leaders at all stages of their careers to take the time to write down their personal vision and set of values and then look for an organization with a compatible worldview.

Once there, it’s a matter of overlaying your core purpose with that of your organization. “When I became CEO of Dohmen, I viewed myself as having the temporary privilege of stewarding the organization forward,” LaConte says. “So I had to think deeply about what our organization stood for all those many years preceding me and what I wanted it to stand for in the future, and how those two connected.”

Then every activity, goal and metric must align to that core purpose.

“People are hungry for a shared sense of purpose,” LaConte says. “Leaders who can be clear about why they are in business and that they’re in business first and foremost to improve the health and well-being of people, and who can live out that purpose in their daily actions, will succeed.”

---

March 2016 | HBAAdvantage 7
Transforming the future: Career advice

Creating a personal brand

How to create and promote your personal brand through corporate volunteerism

This winter, Lea Knight, vice president, NA Service Delivery, Finance for Johnson & Johnson, slipped on the ice and spent a few days immobilized on her couch recovering from a neck injury. Seeing her unable to do anything, her 13-year-old son shared his concern. “Mommy, I don’t know what to do,” he said. “I’m not used to seeing you like this. This is not how I think of you. You’re so strong, so independent. You’re always there for me. This is not you.”

It was then that Knight realized the full power of one’s image. Whether at home or at work, we create an image around how we show up and how we impact the lives of those around us. It’s this image that shapes others’ understanding and expectations of us. And when it comes to work, it’s this image—and others’ exposure to it—that can also shape the trajectory of our careers.

Recognizing the importance of going beyond performance

Creating an image wasn’t always top of mind for Knight. Like many of us, she was taught by her hardworking parents to “keep your head down and work hard to get ahead.” But when she arrived at J&J as a mid-level manager, the advice of a mentor and a leadership training facilitator convinced her that it would take more to climb the ladder.

“I learned quickly that in a decentralized environment like J&J, which has five different business sectors, you can stay in your lane and work on your performance, but that’s not going to advance your career,” Knight recalls. “You have to work intentionally to build an image and gain exposure across the company.”

Though especially critical in this environment, she says this is true throughout all companies, where even the best performers can risk being sidelined into their departments or functions.

It was at this time that Knight was first introduced to management consultant Harvey Coleman’s PIE concept, explained in his book, *Empowering Yourself. The Organizational Game Revealed*. Created to help empower professionals of all backgrounds to reach for the top rung of the ladder, the concept revolves around three key elements, each of which is given a dedicated percentage of the total package:

1. **Performance:** Performance, Knight says, is the most straightforward piece of the pie. It’s literally what you do in your job and how you show up in terms of the level of commitment in delivering against the expectations of your role. It may seem counterintuitive that job performance takes up a mere 10% of the pie. But don’t mistake this for meaning it’s not important. It is. It’s just that when you work in an industry like healthcare among smart, dedicated people, it’s highly likely that everybody else is also performing well.

“When you reach the management level in a company like J&J, everybody’s really smart,” Knight explains. “So you can no longer compete on that basis. The basis of competition becomes how do you differentiate yourself? How do you become a professional among professionals, and show up differently?”

2. **Image:** Image is how you differentiate yourself. “Your image, or personal brand, is how others view you,” Knight says. “It’s also an aggregation of the impact that you have on the careers of others, on driving business results and on the broader community. It’s what separates you from all of the other professionals in your company.”

3. **Exposure:** “Exposure is who knows you and who has seen you in action and can speak on your behalf when you’re not in the room and decisions need to be made around who gets a shot at the next job,” Knight says. “Who’s going to sponsor you at the big table?”

Exposure is the largest area of focus with a full 60% of the PIE. This is because your personal brand image only carries weight if others know about it.

The role of corporate volunteerism in the PIE

For Knight, as for many professionals, one of the best ways to differentiate herself has been to volunteer.
#GenderParity

Join the 3BC community to harness their collective influence to move the healthcare industry toward gender parity

2016 Building Better Business Connections (3BC) Summit:

**Women Leaders Transforming the Future Through Gender Partnership**

Friday, May 13, 2016 | NYC | 8AM – 4PM | Day after WOTY

**Keynote speakers**

- **Mike Kaufmann**
  - chief financial officer
  - Cardinal Health

- **Rayona Sharpnack**
  - CEO and founder
  - Institute for Gender Partnership

- **Ben Schick**
  - senior consultant,
  - Institute for Gender Partnership

Our keynote speakers will facilitate thought-provoking conversations between male-female pairs, so invite your male and female executive colleagues.

Hosted by:

**Pfizer**

235 East 42nd St.
New York, NY 10017
Building 219 Corporate Lower Level Conference Center

**Attendance is limited to 150 individuals so please do not delay**

Register at www.hbanet.org/3BC

*Access to the 3BC executive community is an exclusive benefit included in the HBA’s purple and gold Corporate Partner packages. To encourage collective industry action towards achieving gender parity, the HBA is opening access to leaders from other organization for this summit only.*
5 tips for making corporate volunteerism work for you:

1. Understand your corporate rules of engagement. Get to know the corporate culture and how the pieces of the PIE are weighted. Talk to experienced colleagues and mentors to create a formula that works for you.

2. Find volunteer opportunities that fulfill your purpose. Volunteer where you can develop and grow from a professional standpoint while giving back to the community.

3. Get corporate support and engagement. Talk to your supervisor about the volunteer roles you’re taking on, why you’re volunteering and how the experiences will benefit you in your job. You’ll likely find that supervisors will be happy to support you and navigate around the time commitments.

4. Create visibility around your contributions. It’s important to talk not just about the roles you’re taking on, but also the specific contributions you’re making. When meeting with your supervisor, be sure to share what you’re doing in your volunteer life as well as in your day job.

5. Get feedback and reassess. Ask your supervisors to help you assess if you’re meeting your development goals through your volunteer roles. If so, document that. If not, ask for help selecting other volunteer opportunities.

Source: Lea Knight, senior finance director for Johnson & Johnson

“Within organizations there are always opportunities to volunteer to do things beyond your base job,” Knight says. “A lot of these roles have the added benefit of giving you access to people you ordinarily wouldn’t have access to.”

Knight’s approach was to choose volunteer roles she was excited about, allowing her to network without feeling like she was networking.

“To run initiatives, I would need to meet with leaders from different operating companies or present to an auditorium full of people,” she explains. “And, unbeknownst to me, in that auditorium was somebody who would take note of my performance and offer me another opportunity.”

This approach has helped Knight advance quickly in her career while building true relationships by engaging with others around common areas of interest.

Knight says volunteering can also help you develop a unique personal brand image. For her, this came from her volunteer efforts to create a more inclusive environment that promotes flexibility and honors different working styles.

“Efforts around this goal have gone a long way keeping me visible, and they also have led to positive outcomes within J&J that have helped to build my brand image,” she notes.

For example, in 2014, when the executive team was looking for a senior finance director who could help build culture, Knight says it was the image she had created for herself through her volunteer roles that got her on the slate for consideration for the position she holds today.

Knight, like Coleman, stresses that it’s not just internal exposure within your company, but also external exposure within the larger industry and community that’s key. This is something Knight discovered herself from her volunteer experiences over the past five years as vice chair of the board of the nonprofit Public Interest Law Center based in Philadelphia.

“I joined the board with the purest intent, because I wanted to help others,” she says. “But as I’ve gotten to know the 30 other members of the board, and as they’ve seen me work and asked me to do more, it has created a ton of opportunities for me personally. I couldn’t even have imagined the connections, networks and access that have resulted from this role.”

This additional experience has also helped to improve her performance at work.

“A lot of what I do at J&J is to help to develop strategy, find alternative ways to approach issues and influence others to get them on board,” Knight explains. “Being the vice chair of a large board, made up mostly of male lawyers, has been great practice.”

The wide range of activities the Center is involved with has also helped Knight strengthen her skills and confidence.

Allowing for fluidity and flexibility

While Knight says you should always be aware of all three pieces of the PIE, their importance to your career does shift over time.

“When starting out in your career, it’s probably 90% about performance,” she explains. “There has to be something there to create an image around. As you advance, it’s important to be thoughtful in choosing experiences that help to build the points of differentiation that will create your image. Once you’ve done that, that’s when you’ve earned the right, if you will, to get in front of those people and organizations that give you the platform to share that image broadly. At that point, exposure is 60% of the pie.”

The PIE process functions as a cycle. You build your image and exposure, which leads to new performance opportunities, which lead to greater exposure. Knight’s advice is to be highly selective about the types of volunteer roles you choose.

“At some point, after you’ve demonstrated the breadth of your skill set, that performance piece probably isn’t going to get much bigger, so it becomes a lot more about exposure,” she says. “It’s also important to ensure there’s room for the pieces outside of work—including our families.”

Source: Lea Knight, senior finance director for Johnson & Johnson
Healthcare Businesswomen’s Association

Woman of the Year event
May 12, 2016 | New York Hilton Midtown

Join us. Early registration rates end April 5, 2016

Honoring

Woman of the Year
Jennifer Cook
head of region Europe for Roche Pharmaceuticals

Honorable Mentor
Jacopo Leonardi
executive vice president and president of the immunology division at Baxalta

STAR
Deborah Coogan Seltzer
director of enhanced search, North America at Spencer Stuart

Review sponsorship opportunities
www.hbanet.org/sponsorship
www.hbanet.org/WOTY
The HBA knows that to affect true change, a variety of voices need to be part of the discussion. At the 2015 HBA Annual Conference, Gail Evans, former executive VP at CNN and best-selling author of *Play Like a Man, Win Like a Woman*, moderated a panel of male executives to get their perspectives on how women get, and stay, in seats of influence in healthcare. Here are some highlights from the discussion with Nick Colucci, CEO, Publicis; Brian Goff, 2014 Honorable Mentor, executive VP president hematology, Baxalta; Rob Moverely, regional VP, operations – west region, Quest Diagnostics; and Stuart Sowder 2015 Honorable Mentor, VP external medical communications, Pfizer.

The ingredients for leadership success...

**Brian Goff:** Women need sponsors; someone who can give air cover at the right times to create a safe haven so they can step forward. The second ingredient is women need to be able to see a pathway and have visible role models who they can emulate. The third ingredient is confidence. Every now and then everyone, not just women, have some self-doubt. And those are the moments when we need someone to just push us in the pool, knowing that we’ll be successful.

**Stuart Sowder:** Women need to take credit for work that they’ve done. I did a bit of research knowing I was going to be on this panel, and was intrigued to read that men attribute their accomplishments to their innate skills and their talent, and women often attribute it to external factors. Women say things like, ‘Well, I had a great team’ or ‘I worked really hard or I got lucky.’ And this is a real issue. Men should be more thoughtful about acknowledging the team and others, and women need to step up and to take ownership and accountability for their own achievements.

**Nick Colucci:** No matter what your ability is, it’s really about the language that you use and positioning. There needs to be a balance between ‘I was there; I led; It’s my ego that’s driving this;’ and ‘we did it as a team and the team is driving this.’

The differences in how men and women get promoted...

**Nick Colucci:** Here’s my experience. I post a job and there are five characteristics necessary to do that job. When a man has two of them, he’s pounding on my door telling me he’s ready for the job. When a woman has four of the five characteristics, she doesn’t knock on the door at all because she’s focusing on the fifth characteristic she doesn’t have. So my words to men are: ‘It’s not always about who raises their hand and runs forward.’ And to women I say: ‘Don’t only focus on that fifth thing you don’t have. No one goes into a job totally prepared for it. Put yourself out there, take those risks, be brave, and show up.’

**Brian Goff:** By definition learning curves are what make people great. So if you wait until someone is ‘ready’ for the job, then you’ve already waited too long. And this is a two-way responsibility. The person who is a candidate for the job has the responsibility to take a step forward and stretch his or herself. And then the responsibility for the leader is to see the potential in people universally.

**Stuart Sowder:** A friend recently told me she’d been tapped on the shoulder by a senior executive at her company to apply for a job. She ran through with me all of the reasons why she shouldn’t do it: ‘I’m not ready, I’m not qualified, I’ve got kids at home. I like my job. I don’t meet the fourth qualification.’ But then she said because of the HBA she’s learned to stop saying these things, and instead told the senior executive she wanted to think about everything and would get back to them.

Being heard in meetings...

**Rob Moverley:** Part of this issue is the leadership of whoever is running the meeting. Whoever it is has to be able to take
control of the situation. If the person leading the meeting sees someone being overridden, he or she has to give that individual the chance to be heard.

**Brian Goff:** Many times I have witnessed a woman make a comment and her male colleague interrupts and then the conversation carries on as if she hasn’t spoke. If the woman doesn’t push forward, then she can get edited out. And men have to recognize that this happens and call each other out and clear a space to allow the dynamic in the room to change. If it is openly acknowledged that more people need to have the space to speak at the table, then it becomes a habit.

**Stuart Sowder:** We need to step up and say whoever made a comment needs to be acknowledged. People think it’s hard to do. But if we really embrace the concept that diversity makes the outcome richer, we have to be willing to speak up. I have found in those instances where someone says, ‘Hey, she made comment and it seems like we skipped over it,’ people pay attention. Generally, people want to do the right thing.

**Nick Colucci:** I think this is a cultural issue as much as anything else. It starts with everybody in the room understanding that to make a great soup you need a richness of ingredients, and that usually means who’s around that table. It’s everybody’s obligation in the discussion to make sure that everybody feels heard. And that also means when you’re not being heard, being assertive to make sure you are heard.

### What it will take to achieve gender parity...

**Brian Goff:** I don’t believe it will take 100 years to achieve gender parity because there will be economic physics that kick in before middle management recognizes that diversity is, in fact, a critical element. Those companies that don’t recognize this won’t survive. We already know about the power of the purse; women are the decision makers in healthcare. Companies won’t survive if they don’t have gender parity. Leaders recognize this because they are the ones accountable for the P&L, and middle managers will learn to recognize this as well, otherwise they will not progress to be in those power seats.

**Nick Colucci:** We have done an engagement survey inside my organization every year for the past five years. Teams that are diverse, usually led by women, have the highest engagement scores and coincidentally, have the best performance financially too. It’s an absolute truism in our organization that diverse teams lead to a more engaged work population and better performance.

**Rob Moverley:** Gender parity is not going to change in even 100 years if people aren’t incented to make a change. If the board or the senior management teams don’t force the layer below them to change, they will not change. Once there is diversity, it becomes self-sustaining because then the interview panel is already diverse.

**Stuart Sowder:** There are centuries of inequality that we’re dealing with here. And I think part of the issue is around unconscious bias. So change has to come from the top and it has to be believed at the middle; change has to be incentivized; and people have to see that diversity drives the bottom line from their own experience. Diversity takes work, it takes listening, it takes time. But if you put in the hard work, you have a much more rich output. And that output can be leveraged in healthcare for better patient care, which drives business.

### The issues women face around the globe...

**Rob Moverley:** From what I’ve seen, the issues women face are very much the same across the globe, just to different degrees. For example, in Saudi Arabia, it’s about as far right as you can go. England is probably somewhere toward the middle, and in America women have it a little easier.

**Nick Colucci:** The danger in any of these types of conversations is the paradox of the ‘n’ of one. In my experience, women think broader. They make connections that men may miss. In a more global workplace, where connections are made through empathy and understanding and having a broader perspective, women seem to be more suited to making and understanding those connections. I find that with men, I often have to have them broaden their perspectives, and with women I have to have them focus on what we can do to get the project done.

**Stuart Sowder:** Culturally, in my experience women are up against the same issues across the globe. Companies can break through that cultural barrier in a lot of ways. Today, Pfizer’s leadership team is composed of 65% women. Companies can put diversity up on posters in the hallways, but they show they believe it through how they act and giving people, regardless of what country they live in, the opportunity to take a risk and to put themselves out there. An organization like the HBA does the same thing. The HBA not only gives you skills, it gives you permission to take a risk that you may not otherwise take.

**Brian Goff:** I think the issue of gender parity exists worldwide. I believe the HBA, an organization we all have to be a part of, can address this issue globally. And let’s get it right in healthcare, to transform women getting into lead seats and showcase them to the rest of the industry. We need this now more than ever. Within Baxalta, our ambition is to make sure that globally we have the same mix of men and women in seats of power. There are pockets in the world where this is going to be a journey. And within each country, there needs to be inspiration, role models and accountability toward progress. Since the HBA is about personal development, think about what can you do personally to be in a key power seat in the future. For example, you’ll need to find a way to get global experience in some capacity. That international experience gives you a whole different lens about many other layers of diversity. So a mini homework assignment for everybody to put on their career list is to gain global experience, and there are many different ways to do this. You can live in a different country, you can lead a global project, you can be on a global team; this is one of the must haves to see the world differently. •
Kathy Giusti talks about influence, a visionary leadership style and lessons learned on the way to the top.

Kathy Giusti is the founder of the Multiple Myeloma Research Foundation (MMRF) and the Multiple Myeloma Research Consortium (MMRC) and currently serves on the MMRF board of directors. She is also a multiple myeloma patient, having lived with this rare and uniformly fatal blood cancer for 20 years. As a patient-focused business leader in the healthcare sector, Giusti has led the MMRF in transforming the cancer research landscape with the MMRF Precision Medicine Model—a unique system fueled by innovation, collaboration and open-access principles. In recognition of her leadership, Giusti was honored as the HBAs Woman of the Year in 1998. Giusti also was previously named to Fortune’s “50 World’s Greatest Leaders” list, one of Time’s “100 Most Influential People in the World,” and to the PharmaVOICE 100.

What does it mean to you to be identified as one of the world’s most influential people?

Giusti: I’m humbled to be listed among incredible world leaders. The greatest thing about honors such as these are that they bring attention to everything the MMRF has done and is doing to advance groundbreaking cancer research to help extend and save lives. I’m honored to accept these recognitions on behalf of the entire MMRF team and the myeloma community. As a leader, you are never on your own; there are so many talented and dedicated people working side by side with you. These honors reflect MMRF’s innovative approaches, especially those in precision medicine and the fact that we’re often the first group to be working to break down obstacles and apply business solutions to cancer research—whether it’s tissue banking or genomics or clinical networks. As a result, many other groups have been able to follow our lead. So, we’ve had a broader impact than even I realize.

To achieve the success that MMRF has had so far requires strong leadership. How would you describe your leadership style?

Giusti: I work hard to apply a visionary approach to my leadership. Because of my business experience and training and also that I am a patient who has lived through the challenges a cancer diagnosis presents, I’m able to see the healthcare landscape in a unique way. I understand the challenges the industry faces, and can also see quickly the amazing trends that are happening at any one time. This vision allows the MMRF to ensure that we maximize these opportunities. In particular, I focus on applying best business practices and solutions because, while new technologies and science continue to emerge daily, it’s business acumen that brings all the elements together.

The other great strength we have at the MMRF is our executive team, which is really diverse and made up of incredibly bright PhDs and MBAs, masters of public health, folks who know the whole clinical research organization side. It’s been terrific for us to be able to tap people with different types of backgrounds to solve problems.

Do you think that vision can be taught or is it part of one’s DNA?

Giusti: I think that some people really have it and are just wired a certain way. I think others have it as well, but their vision has to be brought out from them. The best mentors and leaders can pick up on this and really push these folks to think strategically and in a visionary way. By working with the right people, your vision can really grow and flourish.

What lessons have you learned along the way while you’ve navigated your way to the top?

Giusti: I think my dealing with a fatal cancer actually made me a better leader in three ways. First, because I really thought I only had three years to live, this heightened my ability to take risks. I was much more willing to take risks because I thought I really don’t have much to lose at this point.

The other piece that was heightened for me was to be decisive. I knew I wasn’t always going to get it right, but I didn’t have time to wait.

And the third, was to focus my efforts on working with people who wanted to innovate with me, people who were going to be as aggressive as I was going to be.

I always say to women and men, don’t wait for a crisis or something to happen in your life to take action; trust yourself, have confidence in yourself and just go for it.

And I think if we all followed this advice, it would make us all much stronger.
The Healthcare Businesswomen’s Association
Annual Conference
Women Leaders Transforming the Future
November 2-4, 2016 | St. Louis

Join more than 1,000 anticipated attendees from all sectors of healthcare, including pharmaceutical, biotechnology, medical device, hospital, payers, and service companies, at this year’s dynamic and interactive conference to:

Build business connections for a sustainable leadership advantage

Learn from thought leaders to broaden your perspective

Develop actionable insights for yourself, your team and your organization

Be a part of the convening of top women in healthcare across sectors as we work to further the advancement and impact of women in healthcare worldwide

Registration opens June 1

HBAnet.org | #HBAimpact
Baxalta is a leading biopharmaceutical company advancing innovative therapies in hematology, immunology, and oncology. We see a world with endless possibilities where our imaginations are inspired and harnessed with purpose. We are as diverse as the patients we serve and we value the unique spark in each of us. Our goal is to make breakthroughs that firmly establish Baxalta as an innovative leader in diversity & inclusion, and to be an inspiration to our patients, our workforce, our industry and beyond.

Baxalta.com