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Our annual conference is designed to sponsor women and help them prepare for and assume leadership roles as they further their careers in the healthcare industry. We need the best minds and talent to advance our industry, as a foundation to others, and deliver the essential care people need.

Someday, women will achieve equal rank, equal pay, and equal representation in both the labor force and the leadership force. Until then, we have our work cut out for ourselves. We must join the future-shaping conversations, we must stay relevant, we must advocate for women at every step along their career track, and we must empower women to flourish and have impact in whatever career path or position they choose.

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We encourage you to mark your calendars now for the 2014 HBA Conference—Inspiring leaders. Powering innovation.—Nov. 12-14, 2013, in Chicago.

Laurie Cooke, RPh, CAE
CEO, HBA

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The HBA, in conjunction with Insigniam and our other corporate sponsors and volunteers, is pleased to offer this publication with inspiring and practical leadership information to further your advancement in healthcare.

Warm regards,
Carol Meerschaert, MBA, RD
Director of Marketing and Communications
Healthcare Businesswomen’s Association
Business model transformation is mission critical if companies want to remain competitive.

But transforming established business models is complex and requires innovative thinking and process change.

“There’s a seismic shift taking place in the industry today; the model is going to move from volume to value,” says Shideh Sedgh Bina, founding partner of Insigniam and editor in chief of Insigniam Quarterly. Bina is also a 2014 HBA Woman of the Year honoree. Insigniam is an international management consulting firm serving large-cap firms in multiple industry segments, including pharmaceutical, healthcare, consumer goods, transportation, banking and finance.

“This is a fundamental change that’s going to require a new business model for many enterprises,” Bina says. “The ultimate transition that will take place in the healthcare industry is a move from treating sick people on a fee-for-volume basis to possibly managing overall population health on a value and outcome basis, which will then mean preventing illness before it occurs or before it becomes chronic.”

This new focus on the patient, aka the customer, will require companies to rethink their current business models, otherwise as Bina says “it’s like rearranging the chairs on the Titanic.”

A business model transformation always starts with a profound insight into the customer. And in some markets, especially the life-sciences market, the customer is comprised of many constituents.

“We’re looking at a new paradigm, but we’re talking about change using old language,” Bina says. “Population health doesn’t even have patient as the core focus in the vocabulary. Managing population health value needs its own language as language helps constructs a business model as well as a world view. We need to create a new language. What do we call the consumers of the services provided in healthcare when they’re not sick? Calling them citizens or customers brings baggage and may drive things in the wrong direction. So what do we call them? These are the questions we need to start to ask.”

Changing the paradigm

Innovation is at the heart of changing the current paradigm. Insigniam doesn’t view innovation as ambiguous shorthand, but rather as the culmination of disciplined processes. Combining an aligned and committed corporate culture capable of developing a pipeline of new and meaningful value with a structure to commercialize that pipeline enables companies to accelerate growth. Innovation can be small or large, from incremental process or structural changes to market-defining breakthroughs. Many companies, however, do not have the necessary structure or culture. Others just can’t manage the risks associate with innovation while trying to keep existing operations running smoothly.
According to Insigniam’s 2013 Executive Sentiment Survey, there is a widespread cognitive dissonance among executives; they know what their companies need, but they do not believe their companies are prepared to execute accordingly.

The Executive Sentiment Survey captured responses from 214 leaders from Insigniam’s international customer base, which include Global 1000 companies, revealed five key findings.

- 87% of executives say innovation is very important for their organizations’ future success, yet only 15% agree that they are fully prepared to deliver on this priority.
- 20% of executives cite operational excellence as the top priority in their areas of accountability.
- 26% of executives worry about their employees’ complacency, lack of focus, and lack of accountability.
- 20% of executives name “resource and time issues” as their greatest sources of frustration.
- 36% of executives believe their organizational culture needs transformation in order to meet future needs.

“As we began to delve into these results, we began to see that there were two impediments to preparing organizations for change,” Bina says. “The first is that there is rarely an immediate return on the financial investment and this inhibits the investment needed to set up an innovation-driven construct in an organization, or what we call a growth machine.

“The second barrier is everyone says they want innovation, but the subtext is they hope it doesn’t have a lot of risk,” she continues. “Innovation is a risky business. Executives invest money that they don’t see results from. They take on models without knowing if they are the right models. People are talking about innovation because that’s what’s expected, but the question today’s leaders need to answer is do they have the financial and intestinal fortitude to place the bets necessary to create and sustain innovation?”

Taking a creative approach to transformation

Greg Trueblood, a consultant at Insigniam, says organizational transformation is based, in part, on the creative discipline of diverge and converge.

“In the diverge phase, the idea is to generate as many ideas as possible, then in the converge phase take those ideas and whittle them down to the feasible options or elaborate on a few selected ideas,” he explains. “This process should be done over and over again. One of the approaches to transforming a business is to make explicit the idea being evaluated at any moment. What often happens is that when people start brainstorming they tend to concentrate on one idea and the team loses focus on the bigger picture.”

Trueblood also recommends that whatever the transformative approach, it should be in service of the end result.

“For example, in a very strategic meeting the goal might be to identify a whole new marketplace to serve; in a more tactical meeting, the goal would be to develop a three-month plan on how to come up with ideas for this new business model,” he says.
ner in which customers purchase or use their products,” he says. “When we talk about innovation in business models it’s about creating new value, which offers a much wider possible field of opportunity. This doesn’t mean the innovation has to be a new product, it could be a new ideation approach, it could be a new organizational structure, it could be a new marketing approach. Innovation is at the core of business model transformation, but it’s a different type of innovation than most people think and its based on customer insights and data.”

The arc of business over the past 100 years started in what Trueblood calls “the Newtonian way of thinking about the world.”

“Newtonian physics is based on gravity and math and the idea that we can predict what’s going to happen based on static information,” he says. “The point was that based on the information on hand we could predict future revenues, market success, etc. But we don’t live in that world any more; it’s becoming less and less easy to predict what’s going to happen because of the increasing speed of change present in our lives.

“The discipline of design thinking is becoming more and more popular as a way to do business,” Trueblood continues. “Starting with an intimate relationship with the end user or customer, this approach leverages prototyping instead of predicting When companies set out to innovate their business model, I would bet that the first model they choose is not going to be the one that saves the day. The more prototypes they can test, the better chance they have to deliver a breakthrough.”

Insigniam has identified four different types of business model innovation: value-driven, customer-driven, finance-driven, and resource-driven.

**Value-driven innovation.** The value-driven model is the most common and addresses the world of product innovation.

“A lot of innovation, especially in companies serving third-world markets or developing markets, focuses on how to make a product cheaper,” Trueblood says. “It’s innovation that sacrifices performance for accessibility and price. Apple innovates the other way. The company makes its products more expensive, more powerful, and faster. Apple sacrifices low cost for higher performance. There are many different kinds of ways to can generate new value.”

**Customer-driven innovation.** Customer-driven innovation is based on what new types of customers could be served.

Trueblood says Insigniam suggests companies ask what kinds of new customers could they reach out to; what are the demographics—young men, single parents, etc.; what are the buying preferences—are they repeat buyers, occasional buyers, etc.; what are the economics—at what point do people ‘price out’ of the market, etc.

“This model is based on the new customers that are not currently being served and where there might there be an opportunity,” he says.

**Finance-driven innovation.** “This is the model that I am most excited about,” Trueblood says. “For example, General Electric had a monopoly on the jet engine market. United Airlines would buy its engines and would pay a lot of money up front for them. Then Rolls-Royce entered the market. Their engines were pretty much the same as GE’s and the customers were the same. Rolls-Royce innovated by allowing the airlines to rent engines. This an example of finance-driven innovation, which changes the way, the amount or the frequency in which customers buy your goods.”

Insigniam encourages companies to ask what other “methods of use” are available to their customers, for example rent, lease, sell; what other payment types are available—smaller payments, larger payments; and what kinds of cost structures does the company rely on that can be changed or counted on based on scope and scale.

**Resource-driven innovation.** In this model, it’s important to identify what a company’s most important asset is, what activities does it engage in the most, who could it partner with, and how these might satisfy new market needs.

“These kinds of business model innovations start by asking one provocative question, such as what kinds of new payment options could be offered, or what kinds of new customers might be interested in a company’s expertise,” Trueblood says. “Then, a whole new business model can be built starting from that one small change, including the product portfolio, marketing, and supply chain processes.”

### Innovating for success

According to Bina, for transformation through innovation to be successful the first and most important step is a rigorous and methodical engagement with the marketplace.

“Companies need insights into the marketplace,” she says. “Then from those insights, they need to ask the right questions, such as how can we be better or what’s missing from what we are providing that makes a difference? Transformation starts with being thoroughly and empathetically engaged in the market.”

Next she says there has to be alignment and agreement across the top of the organization that innovation is a company mandate. Furthermore, there has to be employee buy in and dedication to innovation.

Trueblood adds that it’s also important to instill in the culture that it’s okay to fail; innovation is risky.

“Everyone knows they might fail, but just because an innovative idea didn’t stick, didn’t sell, didn’t make it, doesn’t mean that the team failed,” he says. “When a group of people are working to achieve an ambitious goal, and they and their executive stakeholders recognize it might not be successful, but it’s a bet worth taking, then a powerful message gets communicated. This is transformation and allows teams to step out of the status quo and be entrepreneurial.”

“The third step is having a proprietary process for creativity,” Bina says. “This is a foreign sounding concept to a science-based, evidence-based industry. Don’t misunderstand that this is whimsical, capricious, or without rigor. We’re talking about a rigorous methodology to create new value.”

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**Editor’s Note:** For more information, or to speak with an Insigniam about the results of the 2013 Executive Sentiment Survey, please contact Alexes Fath at afath@insigniam.com or call 610-667-7822.
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Setting your career GPS for success

“If Apollo 13 astronauts hadn’t known exactly where they ‘were’ relative to where they wanted to ‘end up’, their risky maneuver around the moon would have been a joyride to oblivion.”
— Howard Stevenson, Harvard professor

Building a successful and enriching career is a purposeful journey.

Whether you are just starting to plot your course, need to recalculate, or are looking for a quick tune up at the next mile maker, you need to decide where you want to go.

Anne Camille Talley, Lisa Courtade, Jill Royston, and Debra Dominianii, have outlined nine guideposts to help you along the way.

They say knowing what your purpose is—why you do what you do—can help lay the all-important road map. Next, they say let your long-term destination drive short-term way-stations; and make a plan for both.

They also advise working your opportunity roadmap, which allows you to identify and take on new challenges, like a GPS to see how to get ‘there.’

Don’t forget to engage your fellow travelers and help others and let them help you. And, most importantly, build your network—the ever-important interconnected and intersecting vertical and horizontal groups of people you meet along the way who can be your personal TripAdvisor. You never know when you might get a flat tire.

A road well-traveled
Senior executives from throughout the industry provide their reflections on creating a successful career and leadership path.

Sarah Bader
Principal
Gensler

My advice is know yourself; you can’t begin to lead others until you can lead yourself.

Be mindful; this is a daily task to improve ourselves and our teams.

Give yourself and your teams freedom; this allows everyone to bring their ‘A’ game.

Provide structure; hold people accountable for what they do.

Curate talent; gather the right people at the right time, the whole is greater than the sum of the parts.

Promote curiosity; this will create new experiences, new ideas and a passion for innovation.

Build a platform; make what you do scalable to sustain and create value for yourself and your firm.

Sharon Callahan
CEO
LLNS
Executive Vice President
Omnicom Group

Building a fulfilling and successful career is like anything else in life, you need to be committed and focused—and to live your own definition of success, not someone else’s. There a few things that have helped me along the way.

The single most important thing I need to be happy is healthy boundaries. You’re never going to be happy in your career if you’re overly sensitive, defensive, worried about what people think of you, and if you don’t follow your own heart and intuition.

The key is to find balance—to listen to others but be solid enough in your own skin, with your own thoughts, beliefs and self-worth that you can navigate through your career knowing who you are and what you want, and advocating effectively for that without it being a constant struggle.
You need the courage to move away from what’s draining you. It takes courage to say “enough of this” when “this” is something your ego, fears and hopes are tied up in. I’ve been deathly afraid of making change when I was in a job so long that I became overly attached. The problem is, no matter how much you visualize the wrong job getting better, wrong is still wrong. If you’re in a role that drains, disappoints and demoralizes you, it’s a role that is wrong for you.

Have gratitude and vision of what you love. The people I’ve met who have the most rewarding careers are individuals who have developed a habit of experiencing gratitude on a daily basis. The more you take time to acknowledge with appreciation and thanks what you love about your job, the more you’ll be able to expand those things that bring you joy. If you don’t ever stop to feel or express gratitude for what is going right, you’ll become blind to the new and improved opportunities that are waiting in the wings.

You need to be willing to get into the cage with your fears. Flexibility, openness and adaptability are the keys to success. I’m not happy being and doing the exact same thing every day of my life. I long to stretch, grab new experiences, spread my wings and bump against new challenges, and do more of what I love.

All of this requires walking through fear. The more comfortable I become getting in the cage with my fears and taking them on, the more satisfying my career has been.

Have a support circle that empowers you. Finally, don’t forget other people. Building positive relationships with supportive, empowering and enlivening people (and mentoring those who are emerging) is the best career strategy I have ever used.

Cultivating a powerful support circle and community has made the difference between being stuck for years in a miserable situation and having new doors fly open just when I needed them to.

Kathy Haines
Principle
Deloitte & Touche LLP

There are certainly challenges for women who have careers in life sciences and healthcare. However, diversity in the field of science drives innovative thinking. Therefore, it is important not to let obstacles get in your way in building a career.

I have a few tips I would offer for the next generation of leaders. First, find a good mentor. Mentors not only bolster your technical and industry knowledge, but they can help you navigate the culture and nuances of your organization more effectively.

Second, build your network, including joining and participating in key associations such as the HBA.

Third, take advantage of programs your company offers, including actively participating in diversity groups and using programs established to provide flexibility such as on-site day cares and flexible work arrangements.

Fourth, stay engaged in your career even if the decision is made to depart for children or other reasons.

Stay involved in networks, with mentors, and other activities that keep you abreast of what is happening in your field. All of these activities can help the next generation of leaders achieve career growth and fulfillment.

Building your network

“The best time to plant a tree was 20 years ago...the second best time is now.” This Chinese proverb is a great metaphor for the importance of building a network before you need it.

Tips to follow
- Seek to learn about and help others.
- Listen intently to others and ask “is there a connection here!”
- Tell people your mission/purpose and share your interests.
- Ask about their purpose and interests.
- Help others see the potential connections.
- Don’t be reluctant to speak up and offer ideas or suggest mutual benefits and opportunities.
- Be open to possibilities on the path to your purpose.
- When new information surfaces, be open to it.
- Be authentic, be open.

Mistakes to avoid
- Avoid tunnel vision.
- Even if you are targeting specific people, don’t overlook the others.
- Don’t dismiss individuals due to role, title, age, current situation.
- Don’t make it all about you.

How might your interests align with theirs?
What questions could you ask?
What do you want to learn from them?
How can you help them?

Source: Anne Camille Talley, Lisa Courtade, Jill Royston, and Debra Dominianni.
LEADERSHIP PRINCIPLES: A Development Resource

Shannon Hartley
Healthcare Vertical Leader
Rosetta

It’s an exciting time to be working in healthcare, as we see continued need for more personalized disease management and rising expectations of customers across all stakeholder groups (patients, HCPs, payers, advocacy) for an ever-increasing level of engagement with each other and healthcare brands. Those looking to build career success will need to be even more adept at understanding and navigating this interconnected world. My focus and advice is to be passionate and proud. It is an honor and a privilege to work in healthcare. There is nothing more important than our health.

As someone who lives with a chronic disease, multiple sclerosis, I am reminded on a daily basis of just how precious good health can be and how grateful I am for the amazing healthcare professionals who are researching new treatments and cures for this disease, for the pharmaceutical companies who develop and market drugs that keep the disease at bay, for the insurance that covers the cost of medication and tests and for the advocacy groups that connect me with other patients who inspire, educate and support my journey.

We, as an industry, do amazing work, and we should be proud and vocal about the impact we truly have on people’s lives.

My other advice is to be a student. Engage and experiment with new technology, observe what’s happening in other industries and look for how it could make healthcare better, talk to everyone who touches even the smallest part of healthcare delivery and listen for ways to improve the system.

Finally, be a connector; learn what other disciplines do and find areas for collaboration and connectivity, take advantage of opportunities through HBA and other organizations to make connections across companies and industry sectors and connect with leaders you admire and ask for their advice.

Krista McKerracher
Vice President, Global Program Head, Oncology Global Development
Novartis Oncology

If you have decided that you want to climb the corporate ladder, be brave—jump into the unknown and stretch yourself. Move beyond your comfort zone. It is the best way to show others how good you are. As you move into more senior roles, surround yourself with outstanding people and let them shine. If you lead with passion and integrity, success is within your grasp. Most of all, have fun—if it isn’t fun it isn’t right for you.
Storytelling is an important part of your leadership tool kit. And the ability to tell your own story is just as vital to developing your personal brand.

We all have a story to tell. Some are stories of hardship, others stories of joy. Our stories are what make us who we are. They fuel our memories and behaviors and shape our today and our tomorrow. Sharing your story strengthens your confidence, shows and exposes your true self and builds your community.

A unique exercise—What’s your six?—was unveiled at the 2013 Leadership Conference to help leaders develop their stories. Using only six words think about how you can share: What sort of leader are you now? What type of leader do you aspire to be? Where are your gaps? What are your strengths?

The exercise of writing your own six word story helps you to condense your experiences into a concise—and maybe provocative—narrative. Finding those words that best describe you and your experience will be not easy, but it will be well worth the effort.

To inspire you, here are a selection of six word stories developed by some of our HBA leaders and members.

Editor’s Note: To share your six word story with the HBA, please send your contribution, along with your name, title, and company to Carol Meerschaert at cmeerschaert@hbanet.org.

What’s your six? — story starters

Creating your six word story can begin with six simple words: remember, reflect, reach, relate, refine and radiate.

**Remember**: Think about people, times, places and events that have shaped you as a person and as a leader. Did you experience significant turning points? What events or experiences were catalysts for growth? What took courage? What do you appreciate in retrospect? Who guided your decisions? What do you wish you did differently? When did you choose the road less traveled?

**Reflect**: Write down words or phrases that come to mind as you think about these memories. What are individual words that illustrate those situations that shaped you? What are the action words? What describes how you perceive yourself and why you are unique?

**Reach**: Push your thinking using your reflections as a base. What words describe the struggles that you have experienced along the way? When have you been tested like gold in the fire? What are those things that have helped to form who you are as a leader that are hard?

**Relate**: Stand back from the collective set of thoughts generated by recollection, reflection and expansion of your ideas and begin to see what set of words strike you as connected in your life. Do certain words lead to others? Is there a natural tension between certain thoughts? Which words encapsulate facets of your life? Are there words that stand out as so important that they must be included?

**Refine**: Begin to choose from among all of the words identified those ones that “must” be part of your story. Play with them! Arrange them! Talk them through. Replace them with others. Think of this as unique as your fingerprint or genetic profile. There is no right or wrong here. Be real!

**Radiate**: Tell your story using the six words. Go back to step 5! Tell your story using the six words. Go back to step 5! Your story is yours alone — and six words make it brief and brilliant.

Source: Sue Foelix, US vice president and general manager, Sanofi Oncology Patient Centered Unit (PCU)
Critical thinking in today’s knowledge economy

Thanks to technology, stronger processes and globalization, employees are doing more than anyone ever thought possible, using resources that once couldn’t have been imagined, and working with colleagues around the world.

Employees are also facing new challenges and increasing pressures to work smarter, often with fewer resources. They are experiencing information overload and myriad of distractions. Their companies and workplaces need them to be creative, productive and innovative. The knowledge economy rewards organizations, leaders and individuals who know how to access and communicate their best thinking in the face of these new challenges, distractions and complexities.

“We recognize that some people have an innate ability to ask questions that get to the heart of the matter quickly,” says Kristin Lamendola, director of strategic sales and marketing, Vervago. “They’re the ones who often seem like the smartest person in the room. Unfortunately, most of us believe that we can’t change how smart we are or improve the analytic skills that are core to knowledge work. I respectfully disagree.”

Lamendola says there is a methodology for asking questions that will help you tap into your or your organization’s full potential. Not only will this questioning framework provide greater focus, but when paired with crisp, clear, concise answers, it will also enhance your ability to think better together.

One key to building our capacity for better thinking might surprise you: it’s curiosity.

“Curiosity is an engine for our growth,” Lamendola says. “Questions are a vehicle to curiosity—a way to spark curiosity about any topic is just to ask more questions about it. As we get curious and ask more questions, we are on the fast track to engagement. We work together better with others, and we take our thinking deeper.”

According to a recent Economist Intelligence Unit survey of more than 300 executives, 84% of executives from strong performing companies reported that better questions have improved performance. Only 68% of executives at average performing companies credited questions with improved performance. Moreover, looking into the future, 93% of executives at those high performing companies report that the ability to asking better questions will lead to improved performance in the next three years. These high-performing executives know the value of asking good questions on firm performance.

Intellectual capital

Intellectual capital is the collective knowledge and know-how of the individuals in an organization. Lamendola says as the demands of knowledge work continue to increase, organizations place a higher priority on amassing and growing intellectual capital and using it as a competitive advantage.

Developing intellectual capital depends on asking more precise questions. Lamendola says that general questions such as How do you know? and Why did this happen? are not the types of questions that drive thinking deeper. “Precision questioning is the movement away from the general, toward something more precise,” she says. Vervago has developed seven categories of questions that will help critical thinking not just by offering more precise questions, but also by showing seven angles into any issue in work.

“When you learn the seven categories and become experienced with them, you have at your disposal seven different ways to approach a challenge,” Lamendola says. “Another way to look at this is when you get stuck on an issue, you will have seven different ways—seven distinct perspectives from which to consider it.”

So, the trick to growing intellectual capital is to notice the general question in your mind and then make it more precise.
Leading with curiosity

- Significant evidence is amassing to challenge the myth that we cannot significantly shift our analytic and social capabilities over the span of our careers.
- Questions provide a vehicle for generating focus, engagement, and better execution.
- Changing our questions also changes the answers we receive and our ability to think together.
- When curiosity drives our inquiry, we are on the fast track to more fulfilling collaboration, deeper learning, and greater vitality in our work.

Source: Vervago

Building a questioning vocabulary

There are seven distinct ways to analyze a statement and drive thinking deeper.

**Category 1: Focus questions.** These are the questions that are asked to direct the use of time, energy and attention.

**Category 2: Clarification questions.** These are the kinds of questions to ask when one seeks to better understand the meaning of key terms and statements.

**Category 3: Assumption questions.** These help uncover things that may be taken for granted.

**Category 4: Evidence questions.** These questions help assess the strength of data in support of an idea or the credibility of the thinking.

**Category 5: Cause questions.** Cause questions explain why something has happened.

**Category 6: Effects questions.** These types of questions help us better imagine and predict the future.

**Category 7: Action questions.** These questions, which are common in the workplace, help plan and manage activity.

“If we only focus on action questions, you can see that we are leaving a lot of analytic horsepower on the table,” Lamendola says. “We deepen our thinking and gain analytic capability when we begin to use more of these categories of questions in our work. The combination of seeing the categories and recognizing the purpose of each allows us to become more intentional and articulate in our use of questions, and it will help drive our thinking.”

Matching answers with questions

Questions are only part of the total solution for outstanding knowledge work.

“The real power comes when we pair those precise questions with clear, crisp and concise answers,” Lamendola says. “Carefully pairing questions and answers will support greater collaboration, and help the organization bring world-class knowledge work to the forefront more quickly.”

Lamendola presents several ways to make answers better attuned with questions.

“When we listen with care, avoid the tendency to answer too quickly when the pace of work is accelerated,” Lamendola says. “When we align answers and questions, the thinking stays on track and we build lines of thinking.”

Given the current pace of work and limited resources, everyone is being called to develop their ability to think more deeply about their work.

“You have the potential to grow your own intellectual capital and to enhance collaboration in your organization when you attune your thinking and work smarter together,” Lamendola says. “Thought leaders not only enhance their own credibility but they motivate their colleagues by raising the level of discourse. Good questioning and answering drives efficiency, increases productivity and empowers the entire organization.”

Editor’s note: For more information, visit www.vervago.com or email kristin@vervago.com

Seven categories of questions

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Source: Vervago
Leadership trends

The more than 950 healthcare industry professionals who gathered in Boston at the annual HBA Leadership Conference were treated to cutting-edge programming addressing the hottest trends in business acumen, career development, and leadership practices. The HBA thanks the talented women and men who inspired attendees with their insights on the topics listed below. The conference workshops and seminars were organized around the conference theme: The Art & Science of Leadership.

Many of these same themes as well as many others will be played out during the year at the more than 300 chapter events being held throughout the United States and Europe.

Mark your calendar now for the 2014 HBA Conference, November 12-14, in Chicago.

Business acumen
- Business Model Transformation: The Role of Innovation
- It Takes Two to Tango: Cultivating Successful Client-Vendor Relationships
- The Art and Science of Hiring: What Every Extraordinary Leader Needs to Know
- User-Friendly Analytics for Strategy Development: A Mba Case Study
- What You Need to Know about Healthcare Reform

Career development
- From Employee to Consultant: Making the Transition
- Career Development Success: Action and Influence
- The Politics of Promotion: What It Takes for Women to Get—and Stay—Ahead
- Bridging the Gap: Nine Critical Success Factors for Advancement
- Career Opportunities in the New Healthcare Space: Translating Your Skills

Leadership development
- Owning the Room: Simple Secrets to Increasing Your Leadership Charisma
- Growing Seeds into Sequoias: Building Big Ideas from Insights to Solutions

- Keeping Cool Under Fire
- What American Idol® (and Reality TV) Can Teach You about Leadership
- The Improvisation Edge: Women and Executive Presence
- Group Decision-Making: Using a Knowledge Plan to Move Ahead
- Sharpen Your Critical Thinking: Precise Questions, Concise Answers
- Uncover Your Storytelling Skills
- Leading Change in Turbulent Times: Improving Organizational Agility
- Mistakes, Mishaps and Blunders: Learning from—and Leading Through—Failure
- Innovate You: A Year of Magical Thinking
- Getting a Seat at Your Leadership Table: How Women Can Land the Leadership Roles They Want
- Resilient Leadership: Staying Calm, Confident and Productive When It Matters Most

Executive women’s forum
- Serving on Corporate Boards: Personal Stories and a Call to Action
- Communicating Your Vision: Applying the Art of Storytelling
- Living from Your Legacy Now

To view the full list of workshop presenters and contact information, please visit www.hbanet.org/news/2013/11/18/thank-our-lc-workshop-presenters

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- Grant Thornton
- Insigniam
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- PharmaVOICE
- Quintiles
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- Saint Joseph’s University Pharmaceutical and Healthcare Marketing MBA
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To learn about 2014 sponsorship opportunities, contact Nancy Donohoo at donohoo@grantcooper.com or Laura Butler at laurabutler@worklifeonline.com.
“A woman’s power to inspire and improve someone’s life should never be underestimated.”

– Bridgette P. Heller
2013 Healthcare Businesswomen’s Association Woman Of The Year

We applaud Bridgette and all award winners for the daily contributions you make in the industry’s quest to improve the health and wellbeing of people around the world.

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