Astellas is inspired by a vision for a healthier world. Our bright employees are determined to impact the world in big and small ways. And while our primary focus is on developing progressive therapies, we are also dedicated to positively affecting our local communities. At Astellas, we are a group of driven people compelled to change tomorrow.
Influence and Impact: Driving Change

Looking ahead...

As an association, the HBA starts 2015 from a position of strength, the groundwork for which was laid during the past several years thanks to a talented and dedicated group of leaders. Before we close the door on 2014, I want to highlight just a few of the dozens of major accomplishments that punctuated the year, including record membership numbers and a growing community of nearly 40,000 women and men dedicated to our mission; more than 400 successful events held at our 15 global chapters and our sell out 25th anniversary Woman of the Year event and Annual Conference; the onboarding of a record number of industry sector corporate partners in our target expansion; the successful launch of Career Conversations, a webinar series that focuses on ways individuals can build leadership competencies and put them to use for themselves and their companies; and the premiere of our refashioned brand—Connect.Share.Grow.

And as we began 2015, the HBA held an incredibly successful first-time reception at the JP Morgan Healthcare Conference, an event that showcased the association as a major player to the hundreds of global corporate leaders, financial sponsors and institutional investors in attendance; co-hosted a senior executive event with ForbesWomen; and was asked to participate in USA Today’s publication for International Women’s Day (Sunday, March 8).

As successful as the HBA has been over the past 35 years, we still have major challenges to overcome as women leaders. According to a report by Judith Warner at the Center for American Progress, at the current rate of progress, equal representation of men and women at the top will not occur until 2085. In this issue of the HBAAdvantage, we take a look at some of the driving factors behind this disparity and solutions to bridge the gap. Also, in this edition Wendy White, 2015 HBA president, issues a challenge for us to be bold as we look at the many other issues facing us as an association and to step into our power as we and the industry sit at an inflection point.

We look forward to an exciting year, as we imagine what’s possible by creating spheres of influence and being bold agents of change to shape women’s leadership and our impact on healthcare.

Laurie Cooke, RPh, CAE
CEO, HBA

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At the HBA, we provide a diverse set of offerings to help you Connect. Share. Grow. This magazine is one and we thank you for taking the time to allow us to share our thoughts with you. Connect with us via Twitter using #HBAnet and #HBAImpact. Tweet your thoughts on the articles you read in this issue of the HBAAdvantage.

Share with us how the HBA has impacted you. How has being a part of this robust community enhanced your career?

Grow with us. Our community is nearly 40,000 strong and growing. Get involved and help us further the advancement and impact of women in healthcare worldwide. Join us at our Woman of the Year event and at our Annual Conference. Attend a webinar or chapter event. Become a member and volunteer.

Stand with us in 2015. Together we will make an impact.

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Carol Meerschaert, MBA, RD
HBA director of marketing and communications
Influence and Impact: Closing the Gap

Mind the gap:
Working together to get to the top

As discussed in depth in the last issue of the HBA Advantage, the tremendous impact of the SHEconomy—the global phenomenon of women controlling trillions of dollars and influencing more economic decisions—on healthcare is clear.

It is clear that women’s voices must be heard—and their real-world experiences taken into account—to communicate effectively with those making the decisions at the patient and provider levels and to rise to the challenge of providing truly patient-centered care. Women make 80% to 85% of healthcare decisions for their families, comprise 75% of informal caregivers for the elderly, incur 57% of doctor-related expenses, and constitute more than 75% of the healthcare workforce.

It is also clear that women bring to the table the leadership skills most-needed to enable our organizations to compete in the dramatically changing healthcare landscape. A 2011 Center for Creative Leadership white paper analyzing leadership effectiveness data from nearly 35,000 people working across healthcare sectors named “the ability to lead employees and work in teams” as the No. 1 priority for leadership development in healthcare. As shown in McKinsey & Company’s Women Matter 2013 report, women leaders’ greater frequency of role modeling, people development and participative decision-making results in improved organizational performance in the areas of leadership team, work environment and values.

What is not clear, then, is why—two decades after Congress’s Glass Ceiling Commission revealed that women held only 3% to 5% of senior management positions in Fortune 500 companies—women remain vastly underrepresented in the top echelons of business and healthcare leadership. According to a report from health startup incubator RockHealth, in 2013 women accounted for 19% of hospital CEOs, 14% of healthcare companies’ board of directors and 0% of CEOs of Fortune 500 healthcare companies. A look at the 2014 list of Fortune 500 healthcare companies tells the same story.

As with any complex issue, the reasons why the leadership gap has been so slow in closing are numerous and intertwined. However, one thing is certain: it is not a lack of ambition on the part of women. McKinsey’s 2013 survey found that women’s ambitions equal men’s when it comes to the C-suite. A full 79% of middle- and senior-management women surveyed said they would like to achieve a top management position during their career, compared with 81% of men. Notably, however, when those same women were asked if they were confident they would succeed in that goal, the gap widened significantly: just 58% of mid-level women managers and 69% of senior-level women managers expressed confidence in getting to the top (vs. 76% and 86% of their male counterparts).

The importance of corporate culture

Examining this issue further, the McKinsey group found that corporate culture is the most important factor in women’s confidence that they can succeed—and it’s twice as important as individual internal factors, such as self-promotion and ambition. The three key barriers identified were the lack of awareness among men of their female colleagues’ struggles to reach the top despite equal qualifications, the “anytime, anywhere” availability expected of senior leadership (which both women and men say affects women far more than men in terms of juggling a career and a family), and the perception that women’s leadership and communication styles are incompatible with the prevailing leadership style among top management. It seems, for example, that though the more frequently female leadership behavior of participative decision-making is needed now more than ever in healthcare, it’s viewed as an inability to make decisions when it comes time for promotions.

This is further bolstered by RockHealth’s The State of Women in Healthcare 2013 survey, which showed that a full 39% of women cited company culture as the reason they left their previous job.

Compounding this may be the way women are promoted and the departments from which companies draw their top leaders. A 2013-2014 research study on Healthcare Leadership and Gender by Diversified Search and the Women’s Leadership Center, which surveyed leaders of healthcare organizations across the US, found that women were much more likely to be promoted from within their organization, while men were more likely to be brought in from outside—and were more willing to relocate to take these new positions. This, the study found, may lead to lower salaries for even those women who do make it to the top due to the perceived bias of internal candidates.

The study also revealed that 66% of the men surveyed came from a background in medicine, finance or general
Influence and Impact: Closing the Gap

administration, while 44% of the women came from a background in nursing. This supports the previous finding of the American College of Healthcare Executives that those women who do reach the top levels of their departments continue to be concentrated in specialized areas that do not typically funnel to executive leadership positions (i.e., nursing, planning, marketing and quality assurance). Indeed, 57% of men in management held positions in general management, compared with only 44% of women and women achieved CEO positions at about 63% of the rate of their male counterparts.

The lack of structured support for women

RockHealth’s State of Women in Healthcare 2013 report found that nearly half of the women surveyed reported a lack of leadership programs or awareness of those programs. And those who were aware of their companies’ programs said those programs were not generally formalized and were more about “checking the box” than providing real, measurable support.

According to McKinsey’s Women Matter 2013, the reason many companies’ women’s leadership initiatives do not succeed is because they are often not well implemented.

Women also lack champions in the healthcare workplace. RockHealth’s 2013 report revealed that 63% of women surveyed lacked a mentor (an informal guide and source of support) and 73% lacked a sponsor (a more senior colleague who functions as an advocate in the workplace).

Women are often touted as the “chief medical officers” of their families—the ones doing the researching, buying, coordinating and decision making for those at home (often across multiple generations as they care for young children and aging parents). When combined with the “anytime, anywhere” model of business in the US, this other full-time job can make it difficult to succeed. Women Matter 2013 revealed that although more than 60% of the women surveyed were willing to sacrifice part of their personal lives if needed to reach the top, nearly 20% fewer respondents agreed that having children was compatible for women vs. men. A full 90% said flex-time arrangements were not compatible with leadership.

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Culture drives women out of companies

For what reason did you leave your previous job? (% of women)

- Company culture: 39%
- Career change: 27%
- Started my own company: 25%
- Lack of managerial support: 23%
- Salary: 16%
- Family obligations: 9%

- controllable by the company


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Influence and Impact: Closing the Gap

Taking diversity beyond the idea of diversity

The HBA has been deeply engaged in the examination of this issue and the necessary actions to close the leadership gap—the actions of raising awareness of the need to work together to advance women worldwide and of holding companies’ accountable for their leadership practices while helping them to successfully implement the programs and policies needed to succeed.

In 2007, the HBA’s Empowerment, Diversity, Growth and Excellence (E.D.G.E.) in Leadership Study examined 19 leading healthcare companies in the US and Europe to not only benchmark the current state of women’s advancement but to understand the attitudes and motivations of companies in order to develop actionable recommendations for both individuals and companies.

This study shows that a successful agenda for advancing women executives depends on at least six best practices:

- Increase visibility of senior leadership support for change
- Ensure merit- and performance-based processes
- Introduce measurements and accountability to drive behavior and results
- Establish recruitment practices to support representation of women
- Establish advancement programs for high-potential female employees
- Establish career and work flexibility models to retain top female talent

These recommendations were further supported by the advice of leaders of successful women’s leadership initiatives (WLIs) at HBA Corporate Partner companies. Recently, the HBA undertook a study of the seven organizations that have won the organization’s ACE (Advancement, Commitment, Engagement) award to date to share best practices of the companies that are leading the way in supporting—and leveraging—their WLIs. In a recently published white paper, the HBA captured a wealth of insights and recommendations from representative leaders of these organizations. A summary of WLI best practices is below:

- Show measurable results—and use them as motivation for leaders to do more
- Make an impact on the organization’s overall business performance
- Garner support at every level of the organization, including senior leadership
- Get men involved
- Integrate the program—and its funding—as a critical leadership initiative
- Establish a strong, sustainable structure of a steering committee supported by committees and local chapters
- Communicate regularly among program committees and chapters and with the larger organization
- Continually take the pulse of the organization and ensure the program is aligned

As we move into 2015—the 20th anniversary of that first Glass Ceiling Commission report—the HBA continues to lead the way in closing the leadership gap and advancing women in healthcare worldwide. Stay tuned for more about our strategic plans for the future.

SUZANNE CLARK, EMBA 2003
While Chief Operating Officer of the US Chamber of Commerce, Suzanne took action to define her future by pursuing the Executive MBA at Georgetown McDonough. Designed for seasoned executives, her experience gave her global and experiential insight she later applied to launching Potomac Research Group—a policy research firm she would later acquire. Suzanne defined her future through the No. 8 EMBA in the United States.

Over 42% of our current EMBA class are women.
Influence and Impact: Celebrating Leadership

As I enthusiastically assume the role of president of the HBA in 2015, I look at an association that is at an inflection point—we are at the precipice of great change, not only in how we serve our members, Corporate Partners, and other stakeholders but in the influence and impact that we can have on the healthcare industry at large as we continue to fulfill our mission: to further the advancement and impact of women in healthcare worldwide. Imagine the possibilities if, collectively, we as an active and continuously growing community of nearly 40,000 women and men, stood together to create opportunities and develop a framework of change for future generations of women leaders.

I am grateful to the previous dedicated HBA presidents who have laid a solid foundation from which we can springboard into the next phase of the association’s evolution. As we move forward, we need to create alignment around our goals, build awareness around the needs and talents of women in the healthcare workplace and be the champions for change. These are ambitious goals, and I challenge myself, the association’s board of directors, our chapter leaders, our dedicated staff, our volunteers and our members to ask and answer: to what end are we taking these actions? We have the opportunity to create a legacy to influence healthcare now and in the future.

Last November at the HBA Annual Conference in Chicago, our 2012 Woman of the Year Carolyn Buck Luce shared data from her work with the SHEconomy noting that we as women in our many roles—as mothers, daughters, aunts—are the chief medical officers of our own lives, but most importantly as collaborative leaders we can have a tremendous impact. We are the drivers of this change. I believe the HBA, with all of us working together, can take a stand to narrow the gap between the labor force and women as leaders in the industry. (See related article in this issue: Mind the gap.)

Like the HBA, the industry is also at an inflection point; companies are broadening their business models to be more patient-centric opposed to pill-centric; to be more value-driven opposed to being driven solely by competition; and to be more collaborative to increase the rates of success in bringing value-based products to market that address the many unmet needs for chronic and specialty patient populations. We, as current and future leaders, need to build our business acumen, learn the skills to create opportunities through relationship building and networking and work across verticals as the diversity of companies that comprise the healthcare industry continues to expand. And it’s not just about getting to the C-Suite, it’s about creating seats of influence to evoke change. The HBA is a natural convener and counts a vast range of diverse industry sectors and companies among its growing community. And through these associations, the HBA provides unparalleled access to the business leaders who are driving the industry forward as well as the tools and resources we all need to advance our careers or meet our own personal goals.

My experience in rare disease has taught me the power of collective action for driving impact. When my daughter was...
Influence and Impact: Celebrating Leadership

A long-term impact

Elizabeth M. Mutisya, MD • 2008 HBA President

Serving as president impacted me in many ways. It was a time of tremendous challenge in healthcare and a growth opportunity for HBA. Working with a great board and talented staff, we found creative ways to leverage our resources to accomplish an ambitious agenda: innovative leadership development programs, outreach to the payor and provider sectors, strategic partnerships and implementation of technology to further our mission globally, strengthened corporate governance and a long-term strategic plan to ensure we remained relevant over the upcoming decade. The best reward? The life-long relationships and friendships developed along the way.

Leadership by example

Debra Newton • 2006 HBA President

My experience as an HBA president was exceptionally fulfilling. Over the years, I have reflected on the lessons I learned. In addition to learning how to structure and govern an evolving, global organization, I learned a tremendous amount from the HBA leadership team. Then and now, the leadership consists of highly motivated, experienced and caring people. Through their examples, they each taught me how leadership is about helping those around you realize individual and organizational goals by being supportive, encouraging, removing obstacles and validating contributions.

Double vision

Nancy Larsen • 2003 and 1991 HBA President

Being HBA president, not once but twice, had a tremendous professional impact on developing and honing my leadership skills. While on a personal level, being president provided me with a huge network of women friends locally, nationally and globally—skills and friendships that continue to carry me through life.

Laying a solid foundation

Mary Cobb • 2002 HBA President

I am incredibly grateful for the many opportunities I have had to contribute to the HBA—as president in 2002, as a leader on the Metro chapter board and in partnership with many great women as we laid the foundation for chapter expansion. These experiences taught me about leading with integrity, having a clear vision, always being true to my word and, most importantly, engaging and empowering the people around me, regardless of their position. The HBA is part of me and I am appreciative of the inspiring women I know and will continue to meet along my journey.

Leading without authority

Sharon Callahan • 1997 HBA President

The most important skill that being HBA president taught me was learning how to lead without authority, which is all about balancing confidence with humility. It’s important to listen, to honor everyone’s opinion, especially when they’re volunteering their personal time and start with the end. We’re all busy, so get to the point. What’s the last thing you want to say? What’s the last thing you want people to know? Begin with the end and then end with the beginning; this way, you get people to visualize, and get excited about, the end results.

In the second of a two-part series, HBA presidents recount how leading the association impacted them.
Influence and Impact: Celebrating Leadership

Cross industry experiences
Kathleen A. Harrison • 1996 HBA President
Being president of Healthcare Businesswomen’s Association gave me the opportunity to interact with women from other areas of the pharmaceutical industry and the chance to learn from their experiences. I was able to appreciate my strengths and with help of many, improve on the areas I was weak. I learned to delegate and through teamwork the job gets done. With the strength of many women, HBA has become an preeminent organization for women in the industry.

Mentor influence
Jean Sharp • 1999 HBA President
Throughout my early career, I was the only woman at industry conferences and events. My mentors were men who helped shape my career and leadership skills. Once I left pharma for the agency world, I began to benefit from the influence of many strong and talented women. Ironically, one of my former mentees introduced me to the HBA. This led to committee leadership and eventually HBA president in 1999, the year we launched the annual Leadership Conference. HBA provided me the opportunity to experience the unique talents of women and to benefit from friendships, which continue today.

Pioneering a bright future
Krystyna Gurstelle • 1988 HBA President
Serving on the board of Healthcare Businesswomen’s Association and being president gave me the opportunity to work with the many talented women who were pioneers in the pharmaceutical industry. I was, at the time, vice president of marketing at Clark-O’Neil and my HBA colleagues were a source of inspiration, a sounding board for my career concerns and provided a sense of humor as we faced the challenges of a mostly male industry. It was also extremely gratifying to watch as young women entered the ranks and see the support HBA was able to provide as they began their careers.

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STEM and the Industry

During the last five years, 24 PhRMA member companies and their foundations have:

• Invested over $100 million in STEM education related initiatives
• Awarded nearly 600 individual STEM education related grants
• Leveraged the skills and talents of nearly 4,500 industry employees as volunteers in STEM programs and initiatives
• Volunteered almost 27,000 hours
• Supported or served more than 17,500 STEM teachers
• Impacted more than 1.6 million students in STEM-related education programs sponsored or supported by the industry at all grade and education levels
• Supported or funded more than 90 individual initiatives supporting students and/or teachers at all levels in STEM-related fields

Source: Battelle, January 2014, STEM: Building a 21st Century Workforce to Develop Tomorrow’s New Medicines

Strong molecular/biologic pipelines are not the only barometers of success for the future of the healthcare industry, companies must also fill their talent pipelines to develop tomorrow’s innovative force. STEM jobs fuel economic growth in many ways, including via higher wages and a higher employment multiplier.

Battelle has noted that there is growing evidence that there are current and projected shortfalls in skilled STEM talent in the US, which underscores a potential threat to the nation’s economic growth as R&D-intensive industries, such as the biopharmaceutical sector, may be forced to shift R&D investment and manufacturing capabilities to other countries.

Battelle reports that in a survey of Fortune 1000 executives, 95% report they are concerned that the US is in danger of losing its global leadership because of a shortage of STEM talent. According a recent report by the President’s Council of Advisors on Science and Technology (PCAST), the US will need to produce 1 million additional STEM graduates over the next decade to maintain its position as the world’s leader in science and technology innovation.

STEM and Women

STEM-related occupations can be found at every stage of the R&D and manufacturing process, and the latest federal data reveal that certain demographic groups are consistently underrepresented in STEM degree programs and jobs, namely women and certain minorities. This represents both a challenge to encourage these groups to pursue careers in these fields as well as an opportunity to leverage the talents of all of the nation’s “best and brightest.”

A report from the American Association of University Women (AAUW) sheds light on the reasons behind women’s under-representation in STEM. The findings fall into three areas: social and environmental factors shaping girls’ achievements and interest in math and science; the college environment; and the continuing importance of bias, often operating at an unconscious level.

Encouraging more girls and women to enter these vital fields, the AAUW says, will require careful attention to the environment in classrooms and workplaces and throughout our culture. (Editor’s note: to learn more about “Why so Few? Women in Science, Technology, Engineering, and Mathematics? or to download a free copy of the AAUW report, visit www.aauw.org/learn/research/whysow.cfm.)

Within the biopharma sector, more than 18 biopharmaceutical companies and corporate foundations have initiatives to support more than 30 STEM-related education programs that primarily target girls or women, minorities and/or students/teachers in lower income areas.

More than 30 PhRMA member companies, many of which are HBA Corporate Partners, are focusing on increasing diver-
Influence and Impact: Talent Pipeline

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Influence and Impact: Talent Pipeline

University in STEM fields by providing students of all backgrounds, particularly women and minorities, experience with hands-on, inquiry-based scientific learning opportunities, including:

- The Astellas USA Foundation supports Stellar Girls, a program that introduces girls in grades 5 through 8 to current interesting “big ideas” in STEM fields.
- AstraZeneca provides support to TechGYRLS in Delaware. The program encourages middle and high school girls to embrace technology and to consider a career in science, technology, engineering, or math.
- Bayer USA Foundation has long supported Biotech Partners, which is the Bay Area’s only nonprofit organization providing a comprehensive, hands-on, bioscience education and job training program for populations underrepresented in the sciences—especially minority students and women.
- Boehringer Ingelheim Care Foundation has provided financial support to the Boys and Girls Club of Stamford, CT, to help fund a science enrichment program, and participation in the Young Scientist Club, an interactive, hands-on science curriculum.
- Daiichi Sankyo supports Students 2 Science, Inc. (S2S), a nonprofit corporation that inspires, motivates and educates middle and high school students to pursue careers in STEM subjects in a lower income school district.
- Johnson & Johnson supports a post-doctoral research program at the University of Michigan for underrepresented minority doctoral candidates.
- Lundbeck is partnering with Perspectives/Illinois Institute of Technology Math and Science Academy to provide students with access to hands-on experiments in quality laboratories as well as access to Lundbeck employees who volunteer as mentors.

The underrepresentation of women in science and engineering

In its 2013, report on the presence of women, minorities and the disabled in science and engineering, the National Science Foundation finds:

Relative to their share of the US population, women are less likely than men to:

- Pursue a postsecondary degree in math, the physical sciences, computer sciences and engineering
- Work as a scientist or engineer relative to their participation in the workforce overall
- Work full time as a scientist or engineer
- Work as a full-time, full professor with a science, engineering and/or health-related doctorate degree

Source: Battelle, STEM: Building a 21st Century Workforce to Develop Tomorrow’s New Medicines

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Influence and Impact: Building Your Network

Increase your visibility through networking

Setting your sights on success

At one time or another, we’ve all walked into a crowded room and looked around and realized, gulp, that we didn’t know a single person. For some of us, this can be one of the most uncomfortable business challenges we face. As we nervously twist the obligatory name badge in our hand, we contemplate our options: turnaround and walk out, stand in the corner busily fussing with our smartphone as we wait for somebody to approach us, or we put on the obligatory badge and forge confidently into the room knowing that there is an opportunity to build new relationships and extend our network.

As a follow up to her successful Fall 2014 Career Conversation—Visibility: give the world a clear line of sight to your success—Andrea R. Nierenberg, president of The Nierenberg Consulting Group, answers some frequently asked questions and shares some essential best practices and tips for increasing one’s visibility through networking and building those essential business relationships.

Networking is a misunderstood word, Nierenberg says, and for successful leaders networking—structured, serendipitous, or subconscious—should be a 24/7 state of mind.

“In every encounter, you have the opportunity to learn something new, give something away, ask how you can help, say thank you, or implement a follow-up strategy,” Nierenberg says.

Why is networking a leadership skill?

Nierenberg: Leadership is the art of accomplishing goals with other people. A network can help leaders complete their efficiently and effectively, enhance their personal and profes-
Influence and Impact: Building Your Network

What are the different types of networking?

Nierenberg: There are three main types of networking: operational, personal and strategic. Operational refers to building internal relationships. Personal are those external relationships that can contribute to knowledge and best practices. A strategic network encompasses internal and external relationships oriented toward future priorities. Strategic networking entails making a list of the key people in your industry or profession who you would like to meet. Also, identify the organizations and people you know who could help you connect: clients—internal and external; colleagues; friends—professional and personal; external business partners; and chance meetings that turn into opportunities.

What are some best practices to developing networking relationships?

Nierenberg: There are several ways to enhance your networking skills, develop relationships, not contacts; seek opportunities for ongoing contact rather than collecting names of people who you have met once; nurture business relationships like any other relationship; and identify ways to be of help, then follow through with your commitments. Set a goal for every event or meeting you attend. For example, meet two people, make a connection and send a follow-up note, call or email within 24 hours, and personalize your follow up. Send three hand-written notes a day to say thank you, congratulations, extend an invitation or just to keep in touch. Information is key; maintain a database of contacts and collect information beyond the basic facts about each person. Jot down notes about how you met, the person’s interests, awards, what motivates them, etc. Refer to these notes when following up or before the next contact.

You have stated that increasing one’s visibility is one of the keys to success, what practical advice can you share?

Nierenberg: Stay open to meeting new people and nurturing your current networks—networking is 24/7. Set aside 10 minutes each day to reach out to people using their preferred method of communication; send an article with news they can use; call or text three people to say hello, have breakfast or lunch with a business friend, client, internal or external partner; and set a goal of meeting or reconnecting with one new person every week. Next, build advocacy and alliances by being proactive and getting involved. Follow up with a goal and action plan; differentiate yourself. Be specific and find one action item you can do in the near future. Finally, find creative ways to stay on people’s radar screens; stay memorable.


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