

# HBA BULLETIN

THE NEWSLETTER OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION *Advancing Women's Careers* MAY/JUNE 2004

## The HBA "Makes it Happen": WOTY 2004

### Britta Herlitz

President, Herlitz HealthCare:  
A Communications Co  
Editor *HBA Bulletin*

**N**EWYORK, NY—What do the most successful professionals in the healthcare industry have in common? They all attend the HBA's "Woman of the Year" (WOTY) event. This year's WOTY, held Friday, May 14th at the New York Hilton, convened approximately 1500 healthcare professionals to honor a true industry leader, **Christine Poon**, Worldwide Chairman, Medicines & Nutritionals, Executive Committee, Johnson & Johnson (for an in-depth interview with Poon, see the March/April issue of the *HBA Bulletin*).

"Make it Happen" was the theme of this event, which came on the heels of a record breaking year for the HBA in terms of corporate membership, sponsorships, and expansion to include seven chapters and affiliates nationwide. Clearly, both Poon and



HBA Immediate Past President **NANCY LARSEN** (right), **PROmedica Communications, Inc.**, presented this year's WOTY award to HBA's 2004 Woman of the Year **CHRISTINE POON**, Worldwide Chairman, Medicines & Nutritionals, Executive Committee, Johnson & Johnson.

the HBA embody this proactive, success-oriented philosophy.

"Once again, the HBA hosted an outstanding event whereby almost 1500 attendees from around the country gathered to honor the industry's most respected leaders," said HBA National President, **Daria Blackwell**. "We provided an opportunity to recognize the achievements of our industry's brightest contributors, including 51 'Rising Stars' (see article below); **David Epstein**, the 2004 'Honorable Mentor,' (see page 6); and Christine Poon, 2004 HBA Woman of the Year, whose call for the industry to return to the ideals on which it was founded was inspirational. We also honored our HBA 'Volunteers of the Year'—the Founding Presidents of the seven chapters and affiliates who made it possible to bring the HBA to our members on a regional level.

Today, the HBA can truly think globally and act locally—we made it happen," Blackwell concluded.

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## HBA Honors Rising Stars

**T**he "Rising Star" Award recognizes women from the HBA's corporate member companies whose outstanding accomplishments make a difference in the industry and inspire others. Notably, a record 51 Rising Stars were honored at the 2004 WOTY event—congratulations to each and every one.



**CHRISTY AGOSTI**  
*Director, Marketing*  
Genentech, Inc.



**CHRISTINE BALOGH**  
*Senior Director, Business Development*  
Ventiv Sales and Marketing



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*Director of Financial Planning & Analysis*  
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*Senior Director, Group Leader,*  
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*Senior Customer Marketing*  
*Manager, Market Development and*  
*Planning, Managed Markets*  
GlaxoSmithKline

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## HBA BULLETIN

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**HBA** HEALTHCARE  
BUSINESSWOMEN'S  
ASSOCIATION  
Advancing Women's Careers

# HBA NATIONWIDE NEWS BRIEFS

## ATLANTA

The HBA Atlanta Chapter continues to feature a strong program plan for 2004. Recent events have included an April program on "How to Build a Brand" with guest speaker **Rita Brett**, Creative Director, Adair-Greene, and a May 18th program on "OIG Guidance" which was hosted and sponsored by Solvay Pharmaceuticals, Inc. (Special thanks to Solvay for underwriting the travel expenses of guest speaker, attorney **Carolyn McElroy**, who is an expert on this topic.)

Upcoming events include a seminar on "Leadership" in June, which will feature **Peter Topping**, PhD, Executive Director of Executive Education and Senior Lecturer at Emory University; a "Panel on Patient Advocacy" in August; and a unique program entitled "Case Study on Bringing a Product to Market" in September. (For more information on upcoming events, see page 4 of this issue or visit [www.hbanet.org](http://www.hbanet.org).)

"Our new book club is off to a very positive start," said Chapter President **Deborah Coogan Seltzer**. "It has generated strong member interest in reading and discussing books that support career advancement skills and work-life balance. Our first selection for the second quarter of 2004 is Lois Frankel's *Nice Girls Don't Get the Corner Office: 101 Mistakes Women Make That Sabotage Their Careers*."

Also on the drawing board for Atlanta: A golf outing this summer and a holiday party at year's end.

## BOSTON

The HBA Boston Chapter's February 3rd seminar on creating balance in a chaotic world was enormously successful and drew more than 100 attendees. (See page 11 of the March/April issue of the *HBA Bulletin* for informational highlights from this event.) Feedback from attendees indicated that the networking segments of evening seminars are immensely popular. In light of this, the chapter hosted its first of many "Speed-Networking" events on Wednesday, May 19th, from

6–8 pm at Charley's Restaurant in Boston. Participants networked via a series of six-minute, face-to-face encounters, rotating throughout the evening and spending time with at least nine different individuals. The event provided a great opportunity for attendees to strengthen their professional networks and learn about relevant topics, trends and opportunities within the healthcare industry.

HBA member **Rosario Cestau-Murphy** recently noted the relevance of a *Wall Street Journal* article to many HBA initiatives. In the article, reporter **Perri Capell** addresses the importance of being "mentor worthy." To develop good mentors, Capell asserts, it is important to be "worth mentoring," both in attitude and performance. The article also underscores the importance of seeking mentors from diverse backgrounds and having set agendas and goals that define the relationship. On that note, the HBA Boston Chapter is pleased to welcome **Carol Nicholson**, Sr. Training and Development Consultant, Nicholson Consulting, as the Director of its Mentoring Program. "The Mentoring Program will be a valuable asset to career advancement for the many women who seek both formal and informal mentoring relationships at all levels and disciplines," Nicholson said. "For 2004 we are planning to initiate an HBA Connections program that is tailored to serve the needs of our chapter, in addition to establishing a forum for traditional on-going mentoring relationships."

Congratulations to **Karla Gonye** on being named a National Director of the HBA. (See the cover story of the *HBA Bulletin's* March/April issue.) Gonye, a founder and Past President of the HBA Boston Chapter, will provide leadership in strengthening relationships with corporate members, sponsors and contributors while identifying incremental opportunities for memberships and sponsorships.

## CHICAGO

**Jack Groppe**, PhD, author of the book *The Corporate Athlete: How to Achieve Maximal Performance in Business and Life*, was the guest speaker at the May 26th HBA Chicago Affiliate evening seminar held at the Hyatt Regency hotel in Chicago. The event was a huge success as Groppe, who is also a professional speaker, piqued attendee interest with valuable information on achieving career success within

### LOOKING FOR A NEW MEMBER?

For a complete list of new HBA members throughout the country, visit [www.hbanet.org](http://www.hbanet.org)

# CHRIS POON

## WE'RE BEHIND YOU 100 PERCENT!

Your leadership and vision inspire us all.  
Congratulations on your achievements at Johnson & Johnson  
and for being named 2004 HBA Woman of the Year.



*Executive On-line Pharmaceutical Marketing MBA Students from Johnson & Johnson (Clockwise from the top) Julie Locklear, Assistant Director, Outcomes Research; Dan DeStefano, Strategic Marketing Technologies Manager; Brian Bastean, Manager of Medicaid Market; and Roxanne McGregor Beck, Manager, Regulatory Advertising & Promotion.*

OUR STUDENTS HAVE A CLEAR UNDERSTANDING OF WHAT IT TAKES TO BE SUCCESSFUL IN THIS BUSINESS. THAT'S WHY THEY HAVE ENROLLED IN SAINT JOSEPH'S UNIVERSITY'S ON-LINE PHARMACEUTICAL MARKETING MBA PROGRAM. THIS AACSB-ACCREDITED, PHARMACEUTICAL INDUSTRY-FOCUSED CURRICULUM AND OUR EXPERIENCED HAUB SCHOOL OF BUSINESS FACULTY PREPARE YOU FOR THE FUTURE.

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- \$1,355 tuition per course includes books and meals.\*
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- Visit [www.sju.edu/hsb/pharmaceutical\\_marketing](http://www.sju.edu/hsb/pharmaceutical_marketing) for Summer and Fall '04 schedules.

## POST-MBA CERTIFICATE PROGRAM

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For more information call 610-660-3155  
or email [pharmaonline@sju.edu](mailto:pharmaonline@sju.edu)

\*The expenses and course schedules listed above were accurate at time of publication and are subject to change.



## PHARMACEUTICAL MARKETING MBA ADMISSIONS CRITERIA

- › 4 YEARS OF PHARMACEUTICAL INDUSTRY EXPERIENCE
- › GMAT, OR IN LIEU OF GMAT, COMPLETION OF A STRUCTURED PERSONAL INTERVIEW
- › ONE LETTER OF RECOMMENDATION
- › OFFICIAL TRANSCRIPTS
- › RESUME
- › COMPLETED APPLICATION

## ADMISSIONS REQUIREMENTS (POST-MBA CERTIFICATE)

- › 4 YEARS OF PHARMACEUTICAL INDUSTRY EXPERIENCE
- › COMPLETED APPLICATION
- › RESUME
- › OFFICIAL MBA TRANSCRIPTS

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today's highly competitive and unique corporate environment. See the July/August issue of the *HBA Bulletin* for more news from this event.

■ ■ Affiliate board member **Phil Stamm** has moved to Boston and will be joining the HBA Boston Chapter Board there. Thanks to Phil for all of his hard work with the HBA Chicago Affiliate Board.

■ ■ Board member **Debra King** is leaving the Midwest and heading to the southeast. Her support and volunteerism have been greatly appreciated.

■ ■ **Lorri Provov**, Chicago Regional Sales Director for Wyeth, has joined the board of directors as the committee chair for membership.

## INDIANA

■ ■ The HBA Indiana Affiliate sponsored a wine tasting and networking event at the Villa Restaurant and Spa. The event, held on March 25th, featured **Dean E. Medeiros**, the Villa's sommelier, who introduced approximately 60 healthcare industry professionals to wine appreciation. Attendees learned about the compatibility of specific wines with certain foods and the basics of how to taste and serve wine. The event served as a platform for members to network in a relaxed setting and also provided an opportunity for HBA national leaders to introduce the local affiliate to prospective members. More than 25 prospects attended the event and were introduced to the HBA.

■ ■ As part of its ongoing membership drive and educational efforts, the HBA Indiana Affiliate sponsored its first educational event of the year on April 26th at Butler University in Indianapolis. **Patricia Chase**, Professor and Dean of the College of Pharmacy and Health Sciences at Butler, provided an energetic presentation on leadership. Her talk, "How Powerful and Imaginative Are You as a Leader?" helped attendees to assess their leadership styles and outlined practical ideas they could implement the next day. The program was designed specifically for women leaders and offered keen insights to both senior executives and women at

earlier stages in their careers. See the July/August issue of the *HBA Bulletin* for more news from this event.

## MID-ATLANTIC

■ ■ Despite launching just seven months ago, the HBA Mid-Atlantic Affiliate has already welcomed 120 new members. The enthusiastic reception of the HBA in the Mid-Atlantic is due to the diversity in membership, the unique networking opportunities offered, and to dedicated recruitment efforts. In honor of these efforts, Columbia MedCom Group sponsored an award for the top recruiter. **Jann Keenan**, President, the Keenan Group, was the winner of this recruitment contest and was awarded a trip to the HBA's "Woman of the Year" event in New York City.

■ ■ British poet and author **David Whyte** was the keynote speaker for the HBA Mid-Atlantic Affiliate's May 5th evening event at AstraZeneca Pharmaceuticals. Whyte, one of a handful of poets who takes perspectives on creativity into the field of organizational development, drew on his insights to present "Crossing the Unknown Sea: Re-imagining Leadership in a New World of Work." He offered attendees a unique understanding of the nature of individual and organizational change, helping them to understand the attributes of great leaders and how to elicit their personal best. In addition to five volumes of poetry, Whyte has authored *The Heart Aroused: Poetry and the Preservation of the Soul in Corporate America* (Doubleday/Currency), *Crossing the Unknown Sea: Work as a Pilgrimage of Identity* (Riverhead Books), an audiocassette lecture series, and an album of poetry and music.

## METRO

■ ■ The HBA Metro Chapter held another successful seminar, this time focusing on "DTC Sweeps: The Impact and Evolving Role of Direct-to-Consumer Marketing." See page 11 of this issue for news coverage of this event.

■ ■ The HBA's March CONNECTIONS Mentoring event, hosted by Orga-

## 2004 CAREER DEVELOPMENT CONFERENCE, JULY 21ST-22ND

Career success is no longer guaranteed just because you are a great performer on the job. While performance continues to play a role, it is but one of many criteria in career advancement. Whether you are a "GenXer" or a "Baby Boomer," you need to understand the strategies and tactics that will enhance your career agility in the 21st century.

The HBA Metro Chapter is proud to announce its first full-day Career Development Conference to take place from July 21st-22nd, 2004 at the Parsippany Hilton in Parsippany, NJ. We will officially kick off the conference on the evening of July 21st with a networking reception. Informative and practical, the next day will be focused on helping participants to identify and master the behaviors, skills, attitudes and expectations the 21st century workforce requires.

The Career Development Conference will put you at the helm of your career with a selection of skill-building workshops provided by recognized career and leadership development specialists, a motivational keynote speaker, and a panel discussion on the impact of job rotations, international assignments, and high-profile strategic projects in shaping your career.

Registrations will be limited to HBA members only. Look for more details soon on the HBA web site at [www.hbanet.org](http://www.hbanet.org) and in our publications.

non Pharmaceuticals, took place on Wednesday, March 24th in Roseland, NJ. This event was attended by more than 120 healthcare professionals at various career levels. The panel discussion, facilitated by **Jill Quist** of



Featured from left to right: **JILL QUIST**, President, Quist Solutions; **DEBBIE GLICK**, President, Advantage Healthcare Inc.; **JOHN EWELL**, VP, Sales and Marketing, Organon USA; **LIZ BARRETT**, VP, Surgery, Ortho Biotech; and **CYNTHIA HOGAN**, SVP and Head of Ophthalmics NA, Novartis Ophthalmics.

Quist Solutions, provided attendees with information on the roles of mentors and "mentees," the mentoring process and how to identify a possible mentor. Special thanks to the distinguished panel for their interest and commitment to making this event a valuable experience for all: **John Ewell**, VP, Sales and Marketing, Organon USA; turn to **NATIONWIDE NEWS BRIEFS** on page 12

# HBA CALENDAR OF EVENTS

JULY 21 & 22, 2004

**METRO CHAPTER**  
*Career Development Day*  
Parsippany Hilton  
Parsippany, NJ  
Wednesday, July 21—Dinner  
Thursday, July 22—All day

THURSDAY, SEPTEMBER 9, 2004

**METRO CHAPTER**  
Evening Seminar  
Pfizer Inc.  
New York, NY  
5:30-8:15 PM

THURSDAY, SEPTEMBER 30, 2004

**CHICAGO AFFILIATE**  
*Gender Differences & The Price  
Women Pay*

OCTOBER 21, 2004

**METRO CHAPTER**  
*CONNECTIONS*  
Bristol-Myers Squibb  
Plainsboro, NJ  
5:30-8:15 PM

OCTOBER 14, 2004

**METRO CHAPTER**  
Evening Seminar  
Philadelphia, PA  
5:30-8:15 PM

THURSDAY, OCTOBER 28, 2004

**CHICAGO AFFILIATE**  
Evening Seminar  
*Career Strategies to Move  
Ahead*  
Details to Follow

NOVEMBER 9, 2004

**METRO CHAPTER**  
Evening Seminar  
Novartis Pharmaceuticals  
E. Hanover, NJ  
5:30-8:15 PM

NOVEMBER 17 & 18, 2004

**NATIONAL**  
*Leadership Conference*  
*Redefining Leadership:*  
*Executive Influence,*  
*Ethics, and Integrity*  
Hyatt Regency Philadelphia at  
Penn's Landing

## SPEAKERS WANTED FOR HBA SPEAKERS BUREAU

We are gauging the level of interest among members to take part in an HBA Speakers Bureau. As a first step, we'll be interviewing interested parties and evaluating what it will take to implement such a bureau.

Interested in speaking at an HBA event, external industry meetings or at corporate member facilities? We are identifying potential speakers for one or more of the following venues:

**A. Internal HBA meetings and seminars.**

**B. External Industry Opportunities, such as healthcare conferences.** Open to all HBA members. When applying via email, please specify the topics in which you specialize and related skill sets. Please also include any formal public speaking training you have had, and the size of the largest group to which you have spoken.

**C. HBA Corporate Member Seminars** We are also identifying potential expert speakers who may be referred to healthcare companies for internal corporate seminars and meetings. Open to HBA members that are not employed by pharmaceutical companies, such as graduate level professors, coaches, mentoring specialists, negotiation experts, independent consultants, diversity specialists and others who may have special skills or services to support staff development.

When applying via email, please specify the topics in which you specialize and related skill sets. Please also include any formal public speaking training you have had, and the size of the largest group to which you have spoken. Interested applicants may contact Linda Zani Thomas, Chairperson of the Initiative Development Committee at [lindazani@aol.com](mailto:lindazani@aol.com)/973-962-9307.

## CLASSIFIED ADVERTISING

### POSITION OFFERED

**DIRECTOR OF SCIENTIFIC SERVICES:** MediVia -61 Responsibilities: Provide strategic guidance relative to science/content issues for existing accounts and business development. Develop plans for dissemination of preclinical and clinical data; develop content outlines and agendas for scientific symposia, recruit faculty and solicit writers. supervise content development, working closely with writers, authors and internal staff. Strong team player, strategic thinker who can translate science into educational strategy. Requirements: Advanced medical/science degree (PhD, PharmD or MD) and 3-5 years experience in the medical education/communications industry. Prior management experience, strong research skills, and excellent writing skills essential. Please send resume to [aglick@llns.com](mailto:aglick@llns.com)

### POSITIONS OFFERED

**ORGANON PHARMACEUTICALS, Roseland, NJ**  
**DIRECTOR, BUSINESS DEVELOPMENT—Basic Function:** To search for and gain access to external opportunities that support the strategic objectives of the Company. In close cooperation with internal clients, to work with the Department in negotiating and maintaining sustainable agreements with external parties. **Qualifications:** 1. Typically requires a Bachelor's degree in Pharmacy or in a health related field required (Master's degree preferred) with 10 years relevant experience; three to five (3-5) of which must be in business development. 2. Excellent financial, analytical, writing, verbal and presentation skills. 3. Ability to interact with all levels of management and work on complex projects with minimal supervision. 4. Excellent negotiation and deal making skills.

**DIRECTOR, DRUG SAFETY—Basic Function:** To oversee the adherence to all relevant Organon and FDA requirements pertaining to the receipt, entry, tracking, evaluation, and reporting of adverse events and serious adverse events from Phase I-IV Organon studies from spontaneous reports and other sources for Orga-

non marketed products. To provide direction and management to staff responsible for the collection, processing, medical review and evaluation, analysis, and reporting of all safety related information related to Organon products. To provide Strategic input to the company regarding the organization, pharmacovigilance and risk management. **Qualifications:** 1. MD, Board Certification preferred, with minimum of five (5) years' experience in the pharmaceutical industry, including experience in the evaluation of safety information from clinical trials, and for marketed pharmaceutical products. 2. Minimum of five (5) years' supervisory experience. 3. Demonstrated management experience. 4. Strong leadership and interpersonal skills. 5. Excellent written and verbal communication skills and organizational skills. 6. Knowledge of FDA regulations, GCPs, and ICH guidelines relevant to drug safety. 7. Ability to interact with all levels of personnel within, and external to, the company, including internationally.

**DIRECTOR OF CLINICAL PROJECTS (CNS-Depression)—Overview:** 1. To direct personnel in a specified therapeutic area. 2. To ensure adequate clinical/scientific expertise and qualified staffing for the project related activities of the therapeutic area. 3. Supervise Clinical Research Scientists (CRS) and possibly Associate Directors, Clinical Safety in the local organization. 4. The incumbent is responsible for providing clinical/scientific expertise in a specific therapeutic area (R&D critical objective) for the design of clinical studies, and for the provision of adequate and high quality manpower for the required activities performed by members of the group. 5. The Director, Clinical Projects (DCP) may be expected to participate as a member of an established International Project Team as International Clinical Development Team (ICDT) Leader for at least one project and will recommend individuals to be (I)CDT leaders for other projects as required. 6. The DCP may be a Clinical Development Team (CDT) or Study Team (ST) Leader and therefore is also responsible for fulfilling all principal responsibilities of the CRS. **Qualifications:** 1. M.D. or Ph.D. in a biomedical discipline, or equivalent. 2. Minimum 5 yrs ex-

perience in clinical research in the pharmaceutical industry in the field of CNS (preferably depression). 3. Demonstrated ability to effectively manage and coordinate long-term research programs. 4. Proven experience in positions of clinical project or clinical trial management. 5. Demonstrated ability to present data at scientific meetings and to prepare scientific reports or publications in scientific journals. 6. Excellent interpersonal, oral and written communication skills. 7. Ability to conduct efficient and effective staff and project team meetings. 8. Must be able to travel for business (both domestically and internationally). 9. Conduct staff meetings every 4-6 weeks to provide information and recognition, which effectively supports and motivates staff to achieve departmental and Company objectives. 10. Review performance appraisals to monitor the quality of the work evaluation and oversee development plans to completion. 11. Responsible for supporting the Company's Equal Employment Opportunity Policy as it applies to all the terms and conditions of employment, and for assisting in the day to day implementation of the Company's current Affirmative Action Plan, including but not limited to, assisting with meeting "utilization" placement rate goals, reviewing and addressing allegations of discrimination, and maintaining a positive work environment that "manages the difference".

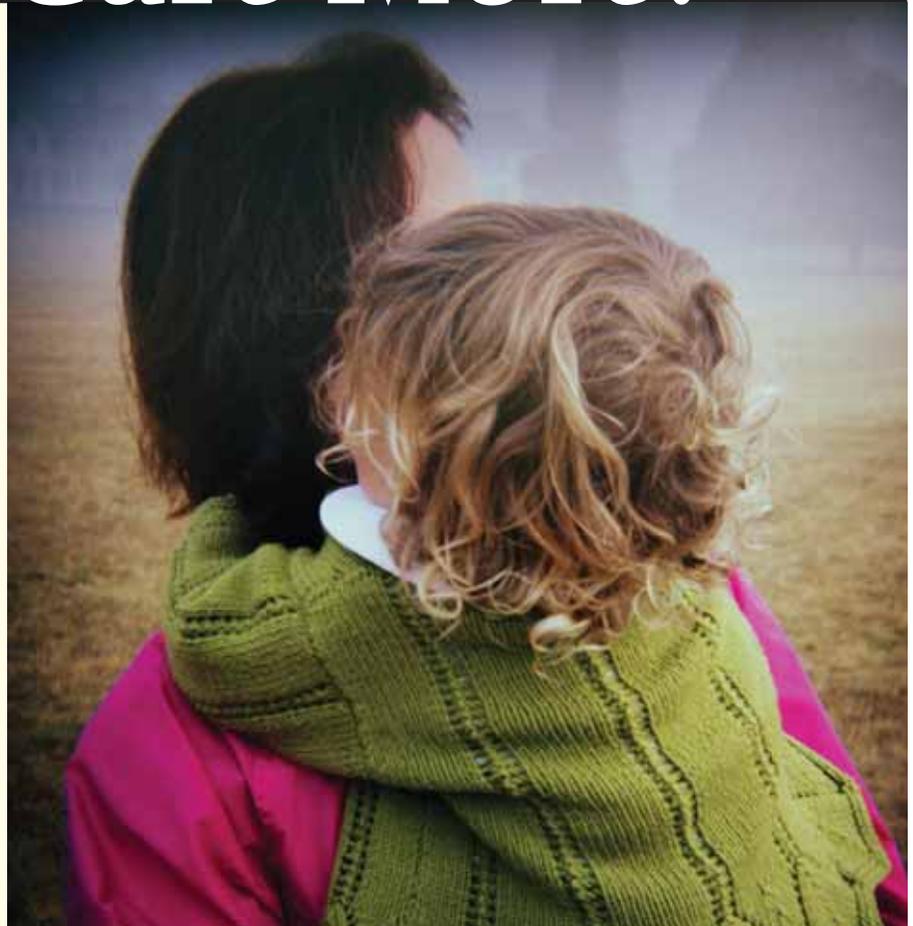
**SR. BRAND MANAGER (CNS Marketing Team) Basic Function:** To preside over and manage the marketing strategy and implementation for all assigned Organon products and related budgets. **Qualifications:** 1. Bachelor's degree in Science or Business; Master's degree preferable. 2. One to two (1-2) years' product management experience. 3. Two to three (2-3) years' pharmaceutical sales experience. 4. Sound analytical skills. 5. Good interpersonal skills. 6. Ability to interact with various levels of management. 7. Orientation to detail. 8. Proficiency with personal computer and related software programs (Microsoft Office, Word, Lotus, etc.) 9. Ability to travel for business. **CONTACT:** Eric Nunes Organon Pharmaceuticals, USA Direct: 973-324-6941 Toll Free: 800-835-6212 x 6941 [e.nunes@organonusa.com](mailto:e.nunes@organonusa.com)

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JOURNAL of MEDICINE

# HBA's 2004 WOTY Makes It Happen!



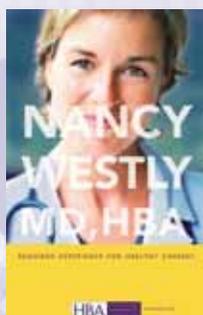
(LEFT TO RIGHT) LISA BANKET, PharmaVoice; STEVEN WICE, Lyons Lavey Nickels Swift, Inc.; and MAUREEN REICHERT, American Medical Association.



(Left to right) DEBBIE FREIRE, Novartis Pharmaceuticals Corporation; SHELLIE CAPLAN, Caplan Associates; and JULIA AMADIO.



HBA Bulletin Editor BRITTA HERLITZ (left), Herlitz Healthcare: A Communications Company with WENDY HAUSER, Grey Healthcare Group.



REQUIRED EXPERIENCE FOR SUCCESSFUL CAREERS  
The HBA launched a powerful "Value Awareness" campaign at the 2004 WOTY event.



(Left to right) Metro Chapter President CHARLENE PROUNIS, Corbett Accel Healthcare Group; SUSAN FOELIX, Aventis Pharmaceuticals; and ALICE RUVANE, Lyons Lavey Nickel Swift, Inc.

## 2004 HBA HONORABLE MENTOR: DAVID EPSTEIN



The HBA recognizes exceptional men in the industry via its "Honorable Mentor" award. This year, that honor went to **DAVID EPSTEIN**, President, Novartis Oncology.

Epstein is widely known for his exceptional mentorship. Those who nominated him describe him as a superb manager and leader who is personable, accessible, direct and decisive. He encourages participation and interaction at all levels and regularly conducts employee group breakfast meetings and maintains an open door policy.

"I want to thank HBA leadership and all the women at Novartis who made this possible," Epstein told WOTY attendees. "HBA has been making things happen for more than a quarter-century—HBA is a formidable presence nationally and soon, I am sure, internationally."

## 2004 WOTY EVENT *from page 1* Star Power

The structure of this year's WOTY event was a bit different than in past years. **Andrea Pennington**, MD, President of the Pennington Institute; Medical Director and spokesperson for the Discovery Health Channel, served as Mistress of Ceremonies, giving this year's luncheon an overtone of female empowerment and the power of positive thinking. "Women are making it happen," Pennington commented, adding that the HBA is leading the way for positive change, growth and progress in the healthcare industry.

However, the true star of this year's WOTY was Christine Poon who clearly touched every member of the audience with her simple, succinct and powerful message.

## Wise Words from a True Leader

"Trust in business leadership generally, and trust in our industry specifically, are

at an all time low," Poon said. "For an industry that has done so much good—for an industry that has had such an enormous impact on peoples' lives and their health—how is it that there is so little trust, so little confidence?" she asked.

"Maybe it is because we have allowed the rhetoric around our rights—our IP rights, our rights to be free from price controls, our rights to access global markets—to dominate the headlines. It is not that these rights are unimportant, but it was not these rights which drew any of us to this industry, rather it was the ideas and responsibilities upon which many of our companies were originally founded. These ideas and responsibilities are powerful.

"Over half a century ago **Dr. E.R. Squibb** spoke of the 'priceless ingredient of a product,' that it is the honor and integrity of the maker. Merck says that profits should only come from work that satisfies customer needs and benefits hu-



**HBA President**  
**DARIA O. BLACKWELL,**  
Knowledge Clinic, Inc.



**HBA WOTY**  
**Committee Co-Chair**  
**and President Elect**  
**BARBARA M.**  
**PRITCHARD,** The  
Pritchard Group.



**2004 HBA Woman of the Year**  
**CHRISTINE POON,**  
*Johnson & Johnson*



**WOTY Mistress of**  
**Ceremonies**  
**ANDREA**  
**PENNINGTON, MD,**  
The Pennington  
Insititue.



**HBA WOTY**  
**Committee Co-Chair**  
**and Immediate Past**  
**President NANCY**  
**LARSEN,** PROmedica  
Communications.



**(LEFT TO RIGHT) KARLA GONYE,** HBA; **HEIDI GEARHART,**  
Roche; and **HBA Past President SYLVIA REITMAN,** Elsevier/  
IMNG.

**(Left to right)**  
**2004 HBA WOTY**  
**Christine Poon,**  
Johnson & Johnson;  
**with Rose Crane,**  
JJPGSM; and **Joan**  
**Keith,** Keith  
Associates.



manity. And of course at Johnson & Johnson our credo, written over 60 years ago by **General Johnson**, speaks to the responsibilities of business leaders: 'First our responsibility to the doctors, nurses, patients, the mothers and fathers who use our products—then to our employees, to our communities, and then last to our shareholders.

"These founding business leaders understood first and foremost that responsibilities are not the same as rights," Poon continued. "That responsibilities are a higher calling; they are aspirational; they are long

**"I use today to ask each of us, as business leaders of a truly wonderful industry, to redouble our efforts to find our way back to the ideas of responsibility, honor, and integrity, enabling us to continue the work we do to conquer the diseases of our generation."**

term. That our responsibility to put patients first, to call on the honor and integrity of our people, to operate and make decisions for the long term, and to always act in ways which will protect our reputations...would ensure the trust and reputation of our industry and its leaders. [They understood] that without this trust we simply would have no credibility to negotiate our rights.

"So, I use today to ask each of us, as business leaders of a truly wonderful industry, to redouble our efforts to find our way back to the ideas of responsibility, honor and integrity, enabling us to continue the work we do to conquer the diseases of our generation." As Poon concluded her acceptance speech, the audience was already standing with pride and

offering one of the most resounding rounds of applause ever to be given to a WOTY recipient.

### Parting Thoughts

As the 15th Annual WOTY event came to a close, the impact of Poon's words lingered on. Indeed, many of the attendees remained well after the podium had emptied to catch-up with colleagues and discuss leadership issues in hopeful and inspired tones.

"We all need to remember one simple message from Chris Poon's acceptance speech: Our work improves people's lives," said **Rosemary Azzaro**, Marketing Communications Consultant. "WOTY is a great day for women in our industry," she added.

Special thanks to **Carol Davis-Grossman**, The Charles Group, Inc. and the 2004 WOTY Committee (see page 14) for organizing another stellar Woman of the Year event. ■

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# SKILLS FOR SUCCESS

Whatever your current career position, you aspire to greater responsibility. Whatever your current skills, you must sharpen and expand them to achieve your next targeted level of accomplishment.

## Executive Success: Leadership from the Inside Out

**Lelia O'Connor**

Executive Coach/Leadership Consultant  
Ngal So Consulting Group  
Global Center for Authentic Leadership

*Authentic leadership is natural for women who want to make the world a better place.*

*Authentic leadership is not a job title; it's a state of being.*

What is urgently needed today is authentic leadership. Authentic leaders are:

- focused not only on increasing the bottom line but also using their financial resources to help people and to give back to the global community;
- willing to do the inner work to develop their integrity, character, strong human values and a commitment to improve the quality of life.

Most women are naturally interested in taking care of human relationships, nurturing families, improving the workplace and building better communities. Women make 90% of the health and well-being decisions for their families and are always looking for ways to improve the quality of life in the workplace, schools and the community at large.

That's why women leaders in healthcare must spearhead efforts to adopt and teach the qualities of authentic leadership. We must challenge the status quo and lead our organizations with vision, integrity, and fiscal responsibility. Not only because this is desperately needed *but also because we can*. Women instinctively know how to make the world a better place. We know how to run businesses, increase profitability *and* focus on improving the quality of life.

We often times view leadership as the "act" of leadership split off from the person or as an external event. Leadership is not simply something we "do"—it is our "being" our "state of mind." We lead by virtue of who we are. The more we can unleash our full human potential—mind, body and spirit—the more value we can create inside

and outside of our organizations.

In my 15 years as an executive coach, I've worked with hundreds of leaders from many different industries. From this work I've identified the following qualities and actions for authentic leadership.

### 7 Wining Leadership Strategies for Executive Success

- **Leadership is the mirror image of your integrity and wisdom:** Lead with humanism as, in the end, all is people and all is life. A strong sense of purpose and vision should be tantamount to integrity. Be clear about your values. Be adapt-

Leadership is not simply something we "do" – it is our "being" our "state of mind."  
We lead by virtue of who we are.

able and open to change. Successful leaders learn from their mistakes, adopt new behaviors and become life long learners. Understand that this is real wisdom so cultivate this with strong intuition and stillness. Learn the value of silence and power of inner-listening. Martin Luther King, Jr., Gandhi, Mother Theresa and Winston Churchill, all took time out in their daily lives to be quiet, go into stillness and listen to their inner wisdom.

- **Leadership expects material and financial betterment:** Understand the financial realities of your business. "Keep your eye on the money," not only to generate profitability but also to improve the quality of life. Use your money and your company's money in a positive way, to benefit the employees, the community at large and to give back to those less fortunate.
- **Leadership is joy and self-empowerment:** Create an environment where people find joy and the best means to express their passion. Be positive and do what you love, but inspire and empower

others in the process. Everyone must do something that's a source of inner joy. Joy and empowerment are states of mind that you can bring to all of your jobs.

- **Leadership demands total concentration towards the ultimate goal:** Have clarity of purpose and a shared vision, and a concentrated mind to realize it. Understand what matters most and what will make the biggest difference to you and your organization. Be selective so that the ultimate goal is attained effectively. Don't be sidetracked by the unimportant. Develop inner concentration to always stay focused on the positive.
- **Leadership walks on the road of patience and tolerance:** Take a long-term view. Practice patience so that you don't sidestep important stages within your path and understand the roads others are traveling with you. View your career as a holistic life long journey and view your organization as an essential vehicle to benefit many generations.
- **Leadership blooms out of your integrity and compassion:** The key factor of integrity is "non-harming." Don't harm people with your thoughts, actions and words. Don't harm the environment. Help and be of benefit to others. Create businesses that improve the quality of life for all its shareholders *and* stakeholders. Set an example: have your actions match your values. Take the high road.
- **Leadership brings your corporate and world vision closer to the heart:** Keep your attention on human relationships. Be committed to the whole person and not just their results. Be willing to accept and act upon criticism and suggestions. Listen to the people who are closest to your customers as they will give the best advice. Empower people to be happy and successful. Make the world a better place. ■

Lelia O'Connor can be reached at  
[loconnor@ngalso.com](mailto:loconnor@ngalso.com)

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# National Expert Helps HBA Members Find Work/Life Solutions

**ROCKVILLE, MD**—Work plus life need not be an all or nothing venture nor must it be a 50-50 split. The key is to make work and life fit well together. So said **Cali Williams Yost**, nationally-known work/life strategy expert and author of the newly released book *Work+Life: Envision, Negotiate and Implement a Strategy that Makes Sense for You* (Riverhead/Penguin Group). Yost was the keynote speaker for the HBA Mid-Atlantic Affiliate's April 21st educational event at the University of Maryland, Shady Grove Campus.

At the heart of Yost's presentation was a list of the top 10 mistakes people make when trying to creatively combine work and life. She offered advice on avoiding these mistakes and tips on how to make the work plus life combination more flexible. Some of her tips included:

- Ensure that your work plus life fit is compatible with the tasks and responsibilities of your job, your workload and your scheduling.
- Recognize that work is not all or nothing. Even the smallest change can make a big difference.
- Don't wait for your manager or Human Resources staff to come to you with a solution—take the initiative!
- Once you've decided on the right fit, formally document, negotiate and review the arrangement with your manager before it is implemented.

"I was nodding my head as Cali talked about how work plus life changes as your priorities change. Different things are important now that my son is grown," said **Lynn Zimmerman**, Account Development Specialist, Columbia MedCom Group and an HBA Mid-Atlantic Affiliate Board member. **Towan Isom**, President, Isom Events, and a founding member of the Affiliate said that she is looking forward to applying Yost's

advice which she feels will help her to find time for friends and family while still ensuring that her business remains successful.

Yost was a Senior Research Associate with Families and Work Institute and a Senior Work/Life Strategy Consultant with Corporate Family Solutions (now Bright Horizons), two of the country's leading work/life consulting and research organizations.

She has worked with numerous Fortune 500 companies and today, heads her own consulting firm, Work/Life Vi-



Featured left to right: HBA Mid-Atlantic Affiliate President **SUSAN TORROELLA**; Discovery Health Channel's **DR. ANDREA PENNINGTON**; **CALI WILLIAMS YOST**; HBA Mid-Atlantic Affiliate Programming Co-Director, **DONNA FUCELLO**.

sions, Inc. For more information, visit her company's web site at [www.worklifevisions.com](http://www.worklifevisions.com). ■

## The HBA Chicago Affiliate Sells Out February Program

*Panelists Offer First-hand Accounts of Successful Career Strategies*

**DEERFIELD, IL**—On February 26th a talented panel of women from Abbott Laboratories joined the HBA Chicago Affiliate to discuss career strategies to a sold-out audience of 250 healthcare professionals. The panelists were: **Heather Mason**, VP, Pharmaceutical Specialty Operations; **Mary T. Szela**, VP, Pharmaceutical Primary Care Operations; **Tracey Heimberger**, MD, Divisional VP, Global Medical Services; **Jill Mueller**, Group VP, Human Resources Pharmaceutical Products Group, and **Chris Ward**, Group VP, Global Pharmaceutical Regulatory Affairs.



Featured from left to right: **KIMBERLY FARRELL**, HBA Chicago Affiliate President; **HEATHER MASON**, VP, Pharmaceutical Specialty Operations; **MARY T. SZELA**, VP, Pharmaceutical Primary Care Operations; **TRACEY HEIMBERGER**, MD, Divisional VP, Global Medical Services; **JILL MUELLER**, Group VP, Human Resources Pharmaceutical Products Group and **CHRIS WARD**, Group VP, Global Pharmaceutical Regulatory Affairs, all of Abbott Laboratories.

**In a survey of attendees, 98% of respondents said the topic was relevant to their career development and 100% of respondents stated they would attend another HBA Chicago Affiliate event.**

The five VPs offered expert advice on managing people, businesses, careers and personal lives. They also spoke of the importance of supporting other women in the workplace. At one point, Szela remarked: "As **Madeline Albright** mentioned recently during an interview, "There is a special place in hell for women who don't support other women!"

Mason underscored the need to stay focused on the goal of the business and spoke about the importance of creating boundaries around one's personal life to maintain a healthy balance between work and home.

The response from participants was overwhelming. "The candor of the panelists was great," said one participant. "The women were amazing! Their perspectives on business, their intelligence and their positive outlooks made this a great evening." ■

# Analyzing DTC

## March 11<sup>th</sup> Seminar an Interactive Success!

**Wendy Meyeroff**

Owner, WM Medical Communications

**PHILADELPHIA, PA**—It was labeled the “ED (Erectile Dysfunction) Bowl.” The HBA Metro Chapter audience viewed six TV ads—two each for Viagra, Levitra, and Cialis. Then, using Meridia audience response systems, answered three multiple choice questions:

- How do you rate each of these ad campaigns?
- What will be the market share for each of these products in the next six months?
- Was it wise for Cialis and Levitra to spend money on Super Bowl ads? (The latter cost over \$2 million for 30-second spots.)



Attendees at the DTC seminar, held at Saint Joseph's University, outside of Philadelphia, PA.

This interactive, energized environment was all part of the chapter's unique March 11th evening seminar: “DTC Sweeps: The Impact of DTC on a Successful Launch.” Dr. **William Trombetta**, Professor of Pharmaceutical Strategy & Marketing, St. Joseph's University, facilitated a lively panel discussion before more than 120 participants with **John Mack**, Publisher of Pharma Marketing News and **Patrick Angelastro**, VP of Marketing and Client Services with ImpactRx.

Mack asked those questions in a survey of his online readers. The 20 (out of 40) viable votes were fairly positive (labeling the ads good or excellent), but there was also some negative feedback including: “I'm tired of seeing washed-up ball players, coaches, and politicians,” and “Can ROI really be measured from these ads?” Angelastro warned that analyzing dispensed prescriptions traditionally re-

ported as “new” can be misleading since many are actually renewals. He also emphasized the physician's influence on DTC: even if the patient requests one drug, he might leave with something else just because it's what the doctor had in sample packs. That's why an essential suggestion from the panel was to get your DTC and DTP groups to work together. After all, if the patient is spurred to ask for your drug and the physician says no, what was the point of your investment? The audience also made many insightful comments. One young woman was applauded when she asked, “How often are drugs like this tested in both male and female focus groups, especially given the effect women have on healthcare purchases?” Another attendee, just returned from an urologists' meeting, agreed, saying that doctors at that

meeting said many of their male patients were requesting Cialis at the urging of their wives who had been influenced by the romantic nature of the ads. As the industry learns more about DTC—what works and what doesn't—it is clear that timely seminars such as this one will prove invaluable forums for the exchange of new information and expert knowledge.

Many thanks to St. Joseph's University for hosting this event, Cardinal Health for providing dinner, and to **Eve Dryer** and **Julie Kampf** for organizing this event. ■

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*Wendy Meyeroff has extensive clinical communications experience and is also an expert in “consumer-speak,” DTC/DTP communications and Web content development. Wendy can be reached at (718) 996-5979 or [wendy@medicalwritingplus.com](mailto:wendy@medicalwritingplus.com)*

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## HBA Survey Yields Early Data on the Career Advancement Needs of Women in Science

**Buket E. Grau**, Director, WIS Initiative

**Asli Memisoglu**, WIS Committee Member

**BOSTON, MA**—The HBA Boston Chapter's Women in Science (WIS) Committee, has been spearheading efforts to better understand how the HBA can serve women scientists in Biotech and Pharma. In March, 15 women scientists were interviewed via detailed questionnaires, phone and personal meetings. The participation rate was 40%. The goal of the study was to gather information on: 1) knowledge and perception of the HBA, and 2) the types of programs that would best support the professional advancement of women scientists. The salient findings of the study are presented below:

- Participating scientists agreed that gender-specific organizations such as the HBA are valuable because there is a paucity of female role models in executive positions.
- Successful women in science appreciate and would like to gain a better un-

derstanding of the business side of the industry and how science and business are integrated.

- Seminars and networking events that include women from various types of companies and functionalities within industry would be very useful.
- The need for opportunities to meet with peer women scientists was strongly emphasized.
- Programs with mentors whose careers are outside of the scientific field would be of great interest. (Based on this study, among women scientists there appears to be a somewhat limited awareness of the other career options available within the biopharmaceutical industry.)

In response to the feedback received, the chapter's Women in Science Committee is currently planning evening seminars coupled with ample networking opportunities and small group mentoring meetings where women scientists can share experiences and ideas with peers and business counterparts. If you would like more information contact **Buket Grau** at [be\\_grau@yahoo.com](mailto:be_grau@yahoo.com). ■

## NATIONWIDE NEWS BRIEFS *from page 3*

**Debbie Glick**, President, Advantage Healthcare Inc.; **Liz Barrett**, VP, Surgery, Ortho Biotech; and **Cynthia Hogan**, SVP and Head of Ophthalmics NA, Novartis Ophthalmics.

Executive Women of New Jersey honored long-time HBA member and former HBA legal advisor, **Geraldine E. Ponto**, Esq., Director, Gibbons, Del Deo, Dolan, Griffinger & Vecchione, P.C., at its "Salute to the Policy Makers" gala honoring women on boards of directors or in executive management of major corporations and foundations. The event was held on Thursday, May 6th, at the New Brunswick Hyatt Hotel. Ponto is a member of Gibbons Bankruptcy and Insolvency Department, concentrating her legal practice in corporate reorganization law, creditor/debtor relations law, troubled loan workout law and insolvency law.

"Two of the HBA National Advisory Board members and members of the HBA Metro Chapter have announced their retirement. We wish them both well in their future endeavors," said HBA President, **Daria Blackwell**.

1995 HBA "Woman of the Year" and longstanding supporter of the HBA, **Carol Webb**, was one of the highest ranking women in the healthcare industry as Company Group Chairman, Johnson & Johnson. Webb announced her retirement at the end of 2004 and has stepped down from the HBA Advisory Board to provide an opportunity for another to step into an active advisory capacity. "Thank you, Carol, for everything you've contributed as role model, advisor and mentor. We look forward to your continued involvement with the HBA in other capacities," Blackwell said.

**Bill Sheldon**, CEO, Eisai Inc., who was the HBA's first "Honorable Mentor," a longstanding member of the HBA's National Advisory Board and an indomitable supporter of women in healthcare, recently announced his retirement. We wish him great joy in the next phase, whatever he chooses that to be," Blackwell said. "We will certainly miss his support and his guidance, which were so pivotal in the years when few men took such chances. We thank you, Bill. We probably would not have gotten so far so fast without your encouragement. Bon voyage!"

## SAN FRANCISCO BAY AREA

The HBA San Francisco-Bay Area (HBA SFBA) Chapter has a new Board of Directors, which is working to offer a very interesting and exciting line up of events beginning in June.

Check your email and the [www.hbanet.org](http://www.hbanet.org) for information about upcoming programs, which will feature:

A June Executive Women's Breakfast on "Success in Starting a Women's Network." This invitation-only event will be hosted by the chapter's new President, **Claudia Estrin** at Genentech in South San Francisco. The moderator will be **Denise DeMan Williams**, who is a 2004 NAWBO Hall of Fame Inductee.

A September evening seminar for all members on "Defining Leadership for the New Healthcare Environment" will be hosted by the chapter's new President-Elect, **Pamela Yanchik** at Genentech in South San Francisco. The moderator for this event will be **Kimberly Farrell**, President, HBA Chicago Affiliate; President, Unlimited Performance Training, Inc.

October's evening seminar will focus on "Marketing Healthcare to Women: The Business Case," and will be hosted by SFBA Advisory Board member **Maria Degois-Sainz**.

### HBA SFBA CHAPTER 2004 BOARD OF DIRECTORS

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*President Elect*, **Pam Yanchik**, Senior Director, Business & Scientific Solutions, Genentech

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**Debra Newton**, President/CEO, Newton Gravity Shift

## 2004 RISING STARS *from page 1*



**CAMILLE DESANTIS**  
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Corbett Accel Healthcare Group



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*Senior Vice President, Account Services*  
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*Senior Director, Allergy Marketing, Primary Care Customer Group*  
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**JOYCE GRIGGS**  
*Vice President, Senior Group Account Supervisor*  
International Meetings & Science Inc.



**LINDA GRUNER**  
*Executive Publisher*  
Elsevier Inc.



**TESSA A. HALL**  
*Group Account Manager*  
Clinical CONNEXION



**SYDNA KELLEY**  
*Senior Director,*  
*Pharma Information Services*  
Wyeth



**SARAH KIDD**  
*Director, Field Monitoring & Study Operations*  
TAP Pharmaceuticals



**THERESA KIM, MPH**  
Account Supervisor  
KPR



**MICHELE KIRSCHBAUM**  
Senior Managing Editor,  
Medical DecisionPoint  
Dowden Health Media



**LORI KREAMER**  
Executive Director, Clinical Operations  
AstraZeneca Pharmaceuticals LP



**MARY ALICE LAWLESS**  
Senior Vice President,  
Managing Director  
Solara (a CommonHealth Company)



**S. MACHELLE MANUEL, PhD**  
Director, Medical and Scientific  
Affairs, Field Operations  
Sankyo Pharma, Inc.



**JULIE MCHUGH**  
Vice President, Global Strategy and  
New Market Development  
Centocor, Inc.



**FARRYN MELTON**  
Vice President, Strategic Sourcing  
Novartis Pharmaceuticals Corporation



**ELLEN MILLER**  
Team Leader  
Chandler Chicco Agency



**COLLEEN PATRICIA MOORE**  
Associate Director,  
Commercial Operations  
Millennium Pharmaceuticals, Inc.



**CAROL A. NUTTLE**  
Vice President, Account Group  
Supervisor  
PACE, Inc., a Lowe Healthcare  
Company



**ALEXIS O'CONNELL**  
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**BLASINE PENKOWSKI**  
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Abbott Laboratories



**LISA RICHARDSON**  
Senior Manager Finance,  
Mergers & Acquisitions  
Bristol-Myers Squibb Company



**MARVELLEN ROYLE**  
Vice President, Group Supervisor,  
Dorland PR  
Dorland Global Health Communications

## HBA Star Volunteers

Traditionally, the HBA has honored one outstanding volunteer each year at its WOTY luncheon. This year, seven outstanding women are being honored. Due to the efforts of these exceptional women, healthcare professionals across the country have access to the valuable career advancement events that the HBA is known for. Congratulations to the Founding Presidents of the HBA's seven chapters and affiliates.



**2004 Star Volunteers (left to right):  
KARLA GONYE; SUSAN TORROELLA;  
GAYATHRI KOUNDINYA; KIMBERLY FARRELL;  
CHARLENE PROUNIS; TERESA PASCARELLI ; and  
JAN HANNON**

Atlanta Chapter  
**JAN HANNON**  
President  
Envision Communications, Inc.

Boston Chapter  
**KARLA GONYE**  
National Director  
Healthcare Businesswomen's Association

Metro Chapter  
**CHARLENE PROUNIS**  
Executive VP, Chief Marketing Officer  
Corbett Accel Healthcare Group

San Francisco-Bay Area Chapter  
**GAYATHRI KOUNDINYA**  
Commercialization Manager  
CV Therapeutics, Inc.

Chicago Affiliate  
**KIMBERLY FARRELL**  
President  
Unlimited Performance Training, Inc.

Indiana Affiliate  
**TERESA PASCARELLI**  
President  
Integrity Pharmaceutical Corp.

Mid-Atlantic Affiliate  
**SUSAN TORROELLA**  
President  
Columbia MedCom Group



**ALICE RUVANE**  
Senior Vice President,  
Associate Creative Director  
Lyons Lavey Nickel Swift, Inc.



**DEANNA N. SCHULY**  
Senior Vice President,  
Group Account Supervisor  
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# PRESIDENT'S FORUM

## A Letter to the Industry's Rising—and Super—Stars

**Daria O. Blackwell**  
HBA President



Congratulations to all of the 2004 "Rising Stars!" How proud you must be to have been chosen by the management of your companies and by your peers to represent their brightest talents aspiring to the top leadership. We hope this HBA honor will inspire you to achieve ever more in reaching your potential for success.

A recent flurry of activity in the press may provide a bit of inspiration in your quest for leadership and its commensurate rewards. An article in the *Harvard Business Review* picked up by newspapers around the country, titled "Nice Girls Don't Ask," recently shed some light on salary discrepancies between men and women. It turns out that women making career moves accept the first financial package offered while the majority of men ask for more. The same article cites research into competitive behavior, noting that women don't seem to ask for the next step up the ladder or the raise they deserve.

Another study added found that for many women, salary isn't the important part of the job. The Korn/Fern International study\*, "What Women Want in Business" provides insight into the reasons why women leave

the ranks of corporate America. Contrary to perceptions, women in executive positions are not leaving due to the demands of the job or for family reasons. Among the top reasons are: opportunity to take risks, participate in decisions and receive generous compensation for performance.

- "78% of the women in the study pointed to the opportunity to take risks with new ideas and test personal limits as the chief reason for leaving jobs with large companies to move into smaller, entrepreneurial businesses."

- "The chance to make more money influenced 67% to move, while the ability to impact strategy was the third major reason, cited by 65%."

**"Part of the problem is that although companies are good at attracting talented women into leadership positions, they are far less successful at developing and retaining them. So, perhaps you, our Rising Stars, can help change the ways companies approach the leadership culture."**

community and yourself. ■

Part of the problem is that although companies are good at attracting talented women into leadership positions, they are far less successful at developing and retaining them. So, perhaps you, our Rising Stars, can help change the ways companies approach the leadership culture. Ask for what you want and deserve. Learn to negotiate effectively on your own behalf. Interestingly, women tend to negotiate less even on the personal front, failing to obtain best prices on homes and cars, for example. Just like any other skill, effective negotiation is an asset to your company, family, com-

\*[http://www.kornferry.com/Library/Process.asp?P=PUB\\_004](http://www.kornferry.com/Library/Process.asp?P=PUB_004)

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