Powering Up Your Future
An HBA Metro Chapter Seminar
Margaret Gardner
President, Global Medical Communications LLC

What is executive presence? How can understanding and following the rules of business etiquette help your career?

NEW YORK, NY—A sold-out crowd of HBA Metro Chapter members learned the important answers to these questions on Thursday, September 9th, 2004 at an evening seminar sponsored by, and held at, Pfizer Headquarters here.

Charlene Prounis, Executive VP, Chief Marketing Officer, Corbett Accel Healthcare Group and HBA Metro Chapter President, opened the meeting and set the stage for the evening’s discussion. Prounis then turned the program over to Barbara DuBuono, MD, MPH, Senior Medical Director and Group Leader, US Public Health, US Medical, Pfizer, who welcomed the group.

The program’s two wonderful speakers were Susan Morris, MEd, Morris Consulting Group, who spoke about executive presence, and Cindy Post Senning, EdD, Director, The Emily Post Institute. Morris is a facilitator, consultant and executive coach with more than 20 years experience. Senning is one of Emily Post’s four great-grandchildren. She serves as a director for the Emily Post Institute, writing books, columns, and curricula for Institute programs.

Executive Presence: OT + IT = EP²
"Executive presence is a somewhat indefinable quality, but you know it when you see it," Morris said. An expert in executive presence and how to achieve it, Morris offered attendees her definition of the “indefinable” quality and shared her formula for how to develop it.

"Executive presence [EP²] is outer technology [OT—how you look and how you sound] plus inner technology/inner thinking [IT—how you come across].” Hence, Morris’ shorthand formula: OT + IT = EP². “It takes more than the outer package of how you look and sound to have true executive presence,” she said. “With OT alone, an executive can go only so far. It takes the IT, the values, integrity, character, interest in people and technical excellence to have true ex-

Metro Chapter’s First Career Development Day Provides HBA Members with Skills for Success
Carol Sardinha, Director, Bimark Medical Communications

PARSIPPANY, NJ—About 120 HBA members gained hands-on advice and practical tips for enhancing their careers during the HBA Metro Chapter’s first full-day Career Development Conference, held July 21st and 22nd at the Parsippany Hilton.

“It was a resounding success,” said Jill Quist, Managing Director of Career Development, HBA Metro Chapter; President, Quist Solutions, LLC. “And it was a lot of fun.” Quist co-chaired the event with HBA member Mary Gadek, Senior Director, New Product Marketing, Aventis.

The conference kicked off Wednesday evening with a highly energetic and interactive Speed Networking reception, which enabled participants to meet and exchange business cards with other HBA members with whom they shared common career goals, experiences, and interests.

Later, over dinner, attendees were entertained as current and past HBA presidents and other HBA leaders showed their professional fashion savvy by modeling real world examples of outfits that can make-or break-one’s career. While comedian Judy Gold’s stream of wry commentary kept the audience laughing, HBA leaders were serious about emphasizing how crucial dress is in projecting a

www.hbanet.org
ATLANTA

The HBA Atlanta Chapter continues to make great strides in programming and membership. Look for news on upcoming events and about recent, innovative programs in the next issue of the HBA Bulletin—or visit www.hbanet.org.

BOSTON

HBA Boston held a successful evening seminar on September 14th. The event, "Unlocking Your Network Potential," focused on learning how to advance your career through others. Gordon Curtis, Consulting, was keynote speaker. A frequent speaker at senior executive forums, Curtis has been featured in the Wall Street Journal, the Financial Times, the Boston Globe, and Fast Company magazine. During the event, he presented compelling data showing the importance of advancing your career through others and taught attendees how to more effectively evaluate and maximize their network potential; overcome the "discomfort" factor in networking; practice the art of achieving reciprocity (what determines one's willingness to share their network with others); and discussed networking challenges unique to senior executives. Watch for more detailed coverage of this important event in the next issue of the HBA Bulletin.

INDIANA

The HBA Indiana Chapter's Membership Committee hosted an exhibit booth during Indiana Health Innovation '04, a state-wide health industry conference, on June 17th in Indianapolis. Committee Chair Liz Childers, CREW Corporation, along with committee members Ellyn Traub, HP Leadership, and Abby Mallon, VMS Medical, staff the HBA booth at Indiana Health Innovation '04.

CHICAGO

The HBA Chicago Chapter held a productive board meeting on September 10th with positive reports generated on individual membership renewals and 2005 growth goals. The stellar line-up of new programs for 2005 was also reported on.

A successful executive panel discussion was held on September 30th. Titled "Crisis Leadership: Wisdom and Strategies" the event featured top executives who shared their experiences running healthcare businesses during national emergencies such as product recalls, FDA challenges, the September 11th tragedies and corporate reengineering.

The Chapter will be hosting a dinner event on October 28th featuring New York Times best selling business author, Lois Frankel, PhD—Nice Girls Don't Get The Corner Office. An Executive Breakfast will be held the following morning with Frankel speaking on her upcoming book, Nice Girls Don't Get Rich. For more details see the "Calendar of Events" listing on page 4 of this issue. To register, contact Chapter President, Kimberly Farrell at (847) 444-0465.
Relevance. This one word describes the difference between just getting an MBA and earning an AACSB-accredited, industry-focused Executive Pharmaceutical Marketing MBA at Saint Joseph's University. Our flexible programs concentrate exclusively on the pharma industry giving our students the focus they need to succeed.

Opportunity. Our students tell us that after every class they come away with a more strategic outlook, new opportunities and alternative ways to solve problems.

Innovation. It comes from thinking more strategically, more creatively, and with more skills to gauge risks and rewards.

ROI. Returning to graduate school, hitting the books again, and meeting the rigors of our AACSB-accredited programs may not be easy. But your return on this investment will be unparalleled. Relevance, Opportunity and Innovation are all here for you at Saint Joseph's University.
EXECUTIVE ON-LINE
PHARMACEUTICAL MARKETING MBA

- The program's global access fosters the expansion of intellectual capital beyond training programs at pharmaceutical company headquarters.
- Accelerated lock-step cohort, 20-month program with three residencies and 18 on-line courses.
- Flexible on-line format is web-based and ideal for those who travel or who may be promoted and/or transferred.
- Company-specific programs, with students enrolled from only your company, are available.
- Apply Now! SJU's next On-line cohort begins June 1-6, 2005.

NEW to the Pharma Industry

ON-LINE POST-MBA CERTIFICATE PROGRAM

- For the pharma industry professional who already has earned an MBA.
- Join a lock-step cohort program with global access.
- Participate in two residencies at Ace Center and take four (4) on-line courses.
- Apply Now! SJU's first On-line Post-MBA certificate program begins June 1-3, 2005.

EXECUTIVE PHARMACEUTICAL MARKETING MBA AT ACE CENTER

- Self-paced industry-focused curriculum offers the ultimate in flexibility and relevance.
- Friday-Saturday executive format; classes are held at ACE Center, Lafayette Hill, Pa.
- Accelerate your studies and complete the program in two years or take up to six years to earn your degree.

POST-MBA CERTIFICATE PROGRAM AT ACE CENTER

- For the pharma industry professional who already has earned an MBA.
- Complete nine courses of your choice in Pharmaceutical Marketing.
- Executive Friday-Saturday format at ACE Center.

Visit www.sju.edu/hsb/pharmaceutical_marketing

and apply on-line.

For more information call 610-660-3155
or email pharmaonline@sju.edu

*The information listed above was accurate at time of publication and is subject to change.
Indiana Chapter Hosts Program at State Health Industry Conference

HBA-Sponsored Workshop a Hit with Conference Attendees

INDIANAPOLIS, IN—On June 16th, a diverse group of health industry leaders from across Indiana joined the HBA Indiana Chapter for a well-received interactive workshop, "Employers of Choice Require Managers of Choice: 5 Distinguishing Characteristics." Through the support of corporate sponsor Ice Miller Business and Legal Advisors, the HBA Indiana Chapter was presenting workshop sponsor at Indiana Health Innovation '04, the state's premier health industry conference.

Speaker Nancy Ahlrichs Raichart, SPHR, enlightened her audience with a realistic and forward-looking view of what it will take for healthcare firms to be successful as employers of choice. Fundamental to employers' success is the role played by their managers.

Managers of choice, according to Ahlrichs Raichart, demonstrate five distinguishing characteristics, regardless of their technical responsibilities or personal, scientific or commercial expertise. Managers of choice are:

1. talent scouts for the human capital portfolio of the company;
2. relationship builders with and among employees at all levels;
3. trust builders who use multi-faceted communications across the organization;
4. employee skill builders;
5. organization brand builders.

The commitment and skills of managers in these areas are complemented by the managers' sensitivity to and understanding of who's who and why within their organizations.

Following Ahlrichs Raichart's presentation, audience members worked together in small groups to address the challenges of becoming managers of choice across the five distinguishing characteristics described. All attendees left the workshop with practical considerations for use the next day at work, along with the author's text, Manager of Choice: 5 Competencies for Cultivating Top Talent. For more information, visit Ahlrichs Raichart's website at www.ecstrategies.com.

Healthcare Businesswomen's Association's Annual Leadership Conference & Business Meeting
November 17-18, 2004 - Hyatt Regency Penn's Landing, Philadelphia, PA

- Redefining Leadership: Executive Influence, Ethics & Etiquette -

Workshops ... Plenaries ... Exhibits ... Networking & Social Events ... Sponsorship & Exhibit Opportunities ...
Annual Business Meeting ... Pre-conference Leadership Institute for Chapter/Affiliate Board Members

WORKSHOPS & PLENARIES:
- Redefining Leadership: Evolution or Revolution?
- Etiquette in the Global Boardroom, Conference Room and Chat Rooms
- Lessons from the Stars - Personal Leadership Styles
- Credible, Reciprocal & Persuasive Influence: A Computer Simulation
- Diversity in Global Leadership
- What Every Leader Needs to Know - The Do's and Don'ts of Effective Hiring and Performance Management
- Self-Presentation for Career Preservation
- Global Leadership
- Executive Influence: The Politics of Building Organizational Commitment
- Conditioning Your Integrity Muscles

SPEAKERS WILL INCLUDE:
Carol Ammon, Chairman and CEO, Endo Pharmaceuticals
Leslie Baldridge, Author
Liz Barrett, VP Marketing and Sales, Vendo, J&J Diagnostics
Carolyn Buck-Luce, Partner Global Acquires, Ernst & Young LLP
Joseph Brindis, VP, Business Development, Kyowa Pharmaceutical, Inc
Manuela Faniou, CFO, Millennium Pharmaceuticals
Michele Gadsden-Williams, Director, Diversity, Novartis Pharmaceuticals
Adele Goff, VP Primary Care, AstraZeneca Pharmaceuticals LP
Tom Harrison, Chairman & CEO, Diversified Agency Services, Omnicom
Cynthia Hogan, SVP, Head of Outlooks NA, Novartis Pharmaceuticals
Heidi Hunter, VP & Global Business Manager, Bausch & Lomb
Julie Kampf, President, JBK Associates, Inc
Candice Lang, Director, Workforce Partnering, Eli Lilly and Company
Anna McClafferty, VP Marketing, Analytics, and Commercial Support (MACS), GlaxoSmithKline Pharmaceuticals
Margaret McGinn, President US Human Health, Merck
Monica McGrath, PhD, Adjunct Professor of Management, and Director, Leadership & Learning Teams, The Wharton School, University of Pennsylvania
Laurie Myers, PhD, MBA, Vice President, Marketing, Sanofi-Aventis
Kathryn O'Toole, VP, New Product Planning, US Pharmaceuticals, GlaxoSmithKline
Laurie Pellingino, VP, HR, Novartis Pharmaceuticals
Laurence G. Poli, PhD, co-founder and Executive Director, Center for Performance Excellence
Brinda S. Weafer, Worldwide Team Leader - Psychiatry Business, Pfizer Global Pharmaceuticals
Cecil Zat, Director, Customer Marketing, Roche Pharmaceuticals

Attending the Conference as a member?
Don't miss this opportunity to express your opinion on the leadership, direction and issues facing the HBA. The Annual Business Meeting is open to all HBA members on Thursday, November 18. Bring your vote for: the election of officers, Directors-at-Large and Nominating Committee; and amendments to the National Bylaws & HBA policy resolutions. This is your chance to actually Get Involved ...

Get Connected ... Get Ahead to make the difference.

Visit www.hbanet.org for information and registration forms, or call 973-575-0666.

and written skills, are essential. Please send resume to quinnyounga@themr.org.

**POSITION OFFERED**

**VP Business Development**—Pharmaceutical Distribution will develop/implement new marketing programs/services that drive sales. Responsibilities: 1. Secure supplier participation in major product management marketing initiatives. 2. Direct the implementation of Product Management programs. 3. Explore and implement new programs/services developed through external/internal alliances to drive future customer, manufacturer and company margin growth. 4. Lead a team. Qualifications: 1. Bachelors Degree required, MBA preferred. 2. Experience with pharmaceutical companies. 3. Excellent presentation/communication skills. 4. Strong project management skills. 5. Excellent interpersonal/negotiation skills. 6. Proven track record of managing teams. Susan Hackbarth, Executive Recruiter, Cornerstone Partners, Inc. Direct: 614/792-1771, ext 11, susan@cstonepartners.com

**POSITION OFFERED**

**Multiple Myeloma Research Foundation, New Canaan, CT—Program Coordinator:** Fast-growing international cancer foundation seeks candidate to plan and implement educational programs throughout US and worldwide, including patient/physician symposia, medical meetings, teleconferences, webcasts, and development and distribution of print materials; secure funding for educational programs; and liaise with clinicians, researchers, nurses, patient/caregivers, pharmaceutical companies, and other organizations. Requirements: Bachelor's degree with 3+ years experience in a healthcare environment. Science background and/or pharmaceutical experience preferred. Strong attention to detail and organizational skills, as well as excellent oral

---

**HBA CALENDAR OF EVENTS**

**OCTOBER 21, 2004**

**METRO CHAPTER**

EVENING SEMINAR

Bristol-Myers Squibb

Plainsboro, NJ

5:30 - 8:15 PM

**OCTOBER 27, 2004**

**INDIANA CHAPTER**

STRETCH YOUR LIMIT

The Lilly Center at Eli Lilly & Co.

Indianapolis, IN

5:30 - 7:30 PM

**OCTOBER 28, 2004**

**CHICAGO CHAPTER**

EVENING SEMINAR

"Nice Girls Don't Get the Corner Office"—101 Unconscious Mistakes Women Make That Sabotage Their Careers

Hyatt Hotel - Deerfield

Deerfield, IL

6:00 - 8:30 PM

**NOVEMBER 4, 2004**

**SAN FRANCISCO/BAY AREA CHAPTER**

EVENING SEMINAR

Margaret Haffeman, author of "The Naked Truth" talks about solutions for women in business

6:00 - 8:00 PM

**NOVEMBER 9, 2004**

**METRO CHAPTER**

EVENING SEMINAR

Novartis Pharmaceuticals Corporation

E. Hanover, NJ

5:30 - 8:15 PM

**NOVEMBER 9, 2004**

**BOSTON CHAPTER**

EVENING SEMINAR

The Key Elements of a Successful Women Scientist

Event starts at 5:30 PM

Genzyme Corporation, Cambridge, MA

**NOVEMBER 11, 2004**

**SOUTHERN CALIFORNIA AFFILIATE**

Affiliate launch event featuring speaker Anita Bosler, Edwards Lifesciences, Edwards Heart Valve Museum, Irvine, CA

Time to be announced

**NOVEMBER 17 & 18, 2004**

**NATIONAL LEADERSHIP CONFERENCE**

Redefining Leadership: Executive Influence, Ethics, & Etiquette

Hyatt Regency Philadelphia at Penn's Landing, Philadelphia, PA

---

**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 will 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 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 who 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 / 973-962-9307.
Who Could Care More?

When physicians talk, we listen. And when they told us how the New England Journal of Medicine could be even more useful to them, we responded. With a practical redesign, the Journal has strengthened its connection with physicians throughout the medical community. New features, illustrations and charts make the Journal more attractive than ever. And greater appeal to physician subscribers means greater value to advertisers.

Place your ad in the New England Journal of Medicine and make our relationship with the medical community yours. Call your Regional Sales Director, or Art Wilschek at 781-434-7042.

Connections count.

The NEW ENGLAND JOURNAL of MEDICINE
Physician Access and the Future

Kim Rowe
Managing Partner, Agentive Sales and Management Training

You may be aware of the increasing difficulty sales representatives are facing in getting productive sales time with physicians. But have you considered the ways that more limited physician access may ultimately affect you and your job?

The Access Crisis

At the recent "Gaining Physician Access" conference in Philadelphia, sponsored by the Center for Business Intelligence, professionals from across the pharmaceutical industry discussed the current difficulties faced by sales representatives who call on doctors.

First and foremost, doctors are choosing to see fewer representatives. As reported by The McKinsey Quarterly, only eight out of every 100 sales calls end with the physician meeting with the rep and remembering what was said. Even when doctors see sales representatives, they are allowing them less time. A recent study by Accel Health, and presented by Charlene Prounis, Executive Vice President and Chief Marketing Officer, Corbett Accel, showed that the average sales call is now only 30 seconds to three minutes in length and that 53.6% of doctors spend only 40 minutes or less each week seeing sales representatives.

What's the Problem?

Rising malpractice insurance costs, more widespread controls on formulary compliance, and managed care price pressure have all driven physicians to tighten their business belts and look for ways to increase revenue and cut costs. Time spent with sales representatives is seen as a business cost that is easy to cut.

At the same time, pharmaceutical companies have been building larger sales teams. Today, there are between 80,000 and 90,000 reps—almost 1 for every doctor in the country.

The rapid expansions in sales force size have resulted in frequent territory realignments and a plethora of new sales people replacing reps that the doctor may have known for years. According to the Accel survey, 82% of doctors feel that reps have changed over the last five years—and not for the better. Doctors described their current sales representatives as being "younger," "more aggressive," "less informed," and "more rushed" than in the past.

What Doctors Want

Physicians would like to see companies provide more detail along with their study results and include unbiased comparisons to other products, especially when presenting cost-effectiveness information. Overall, they would like to see companies represented by sales reps who are better prepared in the science surrounding their drugs. Some tools and methods identified by speakers at this conference that could be used by pharma reps to better meet doctors' changing informational needs included on-demand detailing, which provides information requested by physicians while respecting the demands on their time, and new tools such as Healthbanks, that allow pharma reps to position themselves as business partners with their physicians by providing help with patient-physician communication.

How the Industry May Be Affected

* Segmented Sales Force: With so many studies questioning the effectiveness of sales representatives, and with physicians pushing back by seeing fewer reps, sales forces may begin to diminish in size and change in structure. Some sales organizations may segment their sales forces into two or more tiers, with the first tier being the less experienced sales team whose main function is distributing samples and the second tier being the more highly trained, scientifically based sales rep or medical liaison. Hiring more former pharmacists, nurses, researchers or technicians will add scientific credibility to some sales teams.

* Partnership Selling: The next few years are likely to bring a shift from promotion-based detailing to partnership selling with a newfound customer awareness and orientation. In that environment, the most valued reps will be those who can create dialogue, trust, and credibility with their customers. And because doctors are crying out for more consistency and less turnover in the reps they see, there will be renewed respect for the older, more experienced rep who has consistently developed and maintained long-term relationships with physicians.

* Change in Training: Sales training will begin to focus less on the pre-planned marketing message at each POA and more on giving reps practice in creating dialogue and engaging physicians in productive conversation. As the sales force downsizes, reps will be required to sell a broader range of products and deliver multiple messages. Training will prepare them to sell more strategically, tailoring the marketing messages to the needs and preferences of the individual physician.

* Virtual Reps: As sales forces move toward long-term relationship building and partnering with physicians, the traditional "detail" reinforced by POA marketing messages may become a thing of the past. Marketers will move toward increased use of e-detailing and more strategic use of the "virtual sales rep" to deliver product and disease state information, patient education, and industry news.

* Increased Market Segmentation: Market research will take a new focused approach to segmentation, slicing the customer database in much smaller segments than ever before and developing highly targeted messaging strategies that are directed to these smaller segments.

It's not enough to know that a physician access revolution is occurring in the field; companies must respond, assess the change, then act to make the necessary course corrections that will help them ride the wave of change.
You have 7 years to live.

Better get a move on.

From the day it launches, even the healthiest brand has a life span of about 7 years. Which means there’s no time to waste identifying every possible opportunity to create market-moving success at every phase of your brand’s life. Corbett Accel acts quickly to help you do just that.

Whether it’s building prelaunch awareness of over 100% for one brand, generating initial sales for two other launch brands to a level matched by only six brands in pharmaceutical history, or revitalizing another brand’s sales 80% with a repositioning two years before patent expiration, Corbett Accel never stops thinking about how to unleash all your brand’s potential at every point in its life cycle.

And we have the case histories to prove it.

The time it took you to read this ad could be the first sixty seconds of the rest of your brand’s life. Give Charlene Prounis a call at 646-602-5904, and let’s get started.
A Synergistic Mix: Keys to a Successful Partnership

Joe Soto
EVP, Dorland Global Health Communications; Director of Communications, HBA San Francisco Bay Area Chapter

SOUTH SAN FRANCISCO, CA—Collaboration, Respect, Balance. These have been the three key ingredients for the successful partnership between Genentech executives, Susan Desmond-Helman, MD, and Myrtle Potter. Desmond-Helman is MPH-President, Product Development, and Potter is President, Commercial Operations. They were the panelists for a June 24th Executive Women’s Breakfast discussion titled “Compelling Partnerships that Drive Business Strategy,” moderated by Robin Winter-Sperry, MD, President, Scientific Advantage. During the discussion, Potter and Desmond-Helman shared their recipes for a successful working partnership.

The spirit of collaboration is key to a successful partnership, they noted. This collaborative spirit sets a harmonious tone for the working relationship. “Each of us has the responsibility to help others. Anything we can do to inspire someone is important,” Desmond-Helman said.

Over 50 top pharmaceuticals and biotech executives from the San Francisco Bay Area attended the Executive Women’s Breakfast hosted by Genentech.

Respect is the next crucial ingredient for a successful partnership. Indeed, Potter identified respect as the reason why she and Desmond-Helman have been able to effectively collaborate. We contribute our individual expertise to the equation, the execs noted. “Our mutual respect combined with a strong commitment to helping patients, many of whom have a life-threatening disease, make it easy for us to accept each other's positions and work together to achieve more,” Potter said. Desmond-Helman added that “by allowing yourself to learn from someone else, you can instantly develop a respect for them and develop the foundation for a cross-functional relationship.”

Creating and maintaining a balance between work and life is the third essential component to a successful partnership. As these executives noted, work and life should complement—and not compete with—each other. Both Potter and Desmond-Helman have discovered the added importance of balancing their internal and external partnerships.

By blending a synergistic mix of collaboration, respect, and balance, Potter and Desmond-Helman have created a winning partnership for corporate success. Their insight, commitment and support truly inspire the partnerships that serve the very foundation of the HBA.

Congratulations!
TO THE
CHICAGO, INDIANA AND
MID-ATLANTIC AFFILIATES
WHO HAVE BEEN GRANTED
CHAPTER STATUS.
READ MORE IN THE
NEXT ISSUE OF THE
HBA BULLETIN.
Etiquette and Executive Success

"Whenever two people come together and their behavior affects one another, then you have etiquette," Senning explained. In a business setting or otherwise, proper etiquette will help ensure successful interaction. Indeed, the formula for etiquette is quite simple:

Manners + Principles = Etiquette

Manners are the rules we all learn as children—making introductions, greeting others, table manners, writing thank you notes, etc. These can change over time and with cultural shifts (for example, chaperones are no longer required for most dating situations). The principles of etiquette are consideration, respect and honesty. These never change. Senning suggested following a five step process, based on these principles, to ensure that you act appropriately in any situation, especially when the rules may be unclear.

Consider: Think about all of the people who could be affected by your action.

Brainstorm: Determine all of the possible solutions to the situation you are faced with.

Analyze: How will each potential solution affect the people you identified?

Note Implications: Honestly evaluate the implications of each possible solution.

Refine: Refine the actions you have decided to take.

In closing, Senning reminded attendees that executives need to be gracious, 24/7. "Etiquette and grace are not something you can turn on and off at will," she said. "We are who we are. Etiquette must be embraced completely—not just used to get through a meeting. That doesn’t work."

Thanks to Julie Kampf, HBA Metro Program Director and President, JBK Associates, Inc.; Helen Cooke, Managing Director, Cooke Consulting Group, LLC; and Megan O’Keefe, Account Executive, Business Development, Metropolitan Research Associates, LLC, for organizing a wonderful program.
NATIONWIDE NEWS BRIEFS from page 2

■ ■ The HBA Indiana Board of Directors began 2005 strategic planning on July 30th at a meeting hosted by Board member Candi Lange at Eli Lilly and Company.
■ ■ Marketing and Communication Committee Chair, Laurie Kowalevsky, returns to her position at Publicis following the recent birth of son, Gus. Congratulations, Laurie!

METRO

■ ■ The HBA Metro Chapter thanks the following companies for their support of the First Annual Career Development Conference Day (see cover story):
  Platinum Sponsors: Innovations Printing, St. Joseph’s University
  Gold Sponsors: Boston Scientific
  Silver Sponsors: Johnson & Johnson CPhW, McMahon Publishing Group, Stern Investor Relations
  Other Contributors: Midnight Media

■ ■ Congratulations to Mid-Atlantic Chapter President, Susan Torroella. The CEO of Columbia MedCom Group won Fortune Small Business (FSB) magazine’s “Winning Workplaces Best Bosses” award. The award honors leaders who are innovative and productive enough to adapt and thrive even during challenging times. Exhibiting high ethical standards is also a key criterion. Torroella was nominated by her staff because of the many programs she has put in place to enhance employees’ lives. The company’s focus on family, formal and informal training programs, fitness benefits, corporate book club and employee awards were specifically cited. The “Best Bosses” will be featured in the October 2004 issue of FSB.
■ ■ HBA Mid-Atlantic Chapter members Richard Safer, MD, FAAPF, and Jann Keenan, EdS, have just published I Can Quit Smoking, an interactive book that prepares smokers to stop, then offers them tips, tools and techniques to remain smoke-free. The book will be sold in retail outlets and through a website. It is an ideal tool for pharmaceutical, disease management and health insurance companies to give to patients. In addition, employers can give the books to smoking employees. For more information, contact Dr. Safer at (410) 804-4736 or at staying_healthy@comcast.net.

SAN FRANCISCO BAY AREA

■ ■ The San Francisco Bay Area Chapter’s new leadership brought together a host of industry heavy-hitters for a timely seminar on the keys to a successful executive partnership (see page 8).
■ ■ More innovative programs are planned for the remainder of ‘04 and into ‘05. For the latest updates, visit www.hbanet.org and watch for more news and information in the next issue of the HBA Bulletin.

MID-ATLANTIC

■ ■ Baltimore Mediation Center founder Louise Phipps Senft, who was voted Baltimore’s Best Mediator by Baltimore Magazine, will be the guest speaker at the Mid-Atlantic Chapter’s October 14th evening seminar. She will explore how mediation and facilitation services are being used to resolve customer service and employee complaints, as well as disputes and misunderstandings between organizational boards and staff. Senft will also review the benefits of mediation and facilitation to healthcare providers in areas like eldercare planning, a growing source of conflict with patients and families. The space for this program was donated by American Healthways, Baltimore Care Enhancement Center. To register, please visit www.columbiamedcomgroup.com/hba or email events@hba-midatlantic.org for more information.

■ ■ Congratulations to Mid-Atlantic Chapter Founding President, Susan Torroella. The CEO of Columbia MedCom Group won Fortune Small Business (FSB) magazine’s “Winning Workplaces Best Bosses” award. The award honors leaders who are innovative and productive enough to adapt and thrive even during challenging times. Exhibiting high ethical standards is also a key criterion. Torroella was nominated by her staff because of the many programs she has put in place to enhance employees’ lives. The company’s focus on family, formal and informal training programs, fitness benefits, corporate book club and employee awards were specifically cited. The “Best Bosses” will be featured in the October 2004 issue of FSB.

■ ■ HBA Mid-Atlantic Chapter members Richard Safer, MD, FAAPF, and Jann Keenan, EdS, have just published I Can Quit Smoking, an interactive book that prepares smokers to stop, then offers them tips, tools and techniques to remain smoke-free. The book will be sold in retail outlets and through a website. It is an ideal tool for pharmaceutical, disease management and health insurance companies to give to patients. In addition, employers can give the books to smoking employees. For more information, contact Dr. Safer at (410) 804-4736 or at staying_healthy@comcast.net.

■ ■ The San Francisco Bay Area Chapter’s new leadership brought together a host of industry heavy-hitters for a timely seminar on the keys to a successful executive partnership (see page 8).
■ ■ More innovative programs are planned for the remainder of ‘04 and into ‘05. For the latest updates, visit www.hbanet.org and watch for more news and information in the next issue of the HBA Bulletin.

■ ■ The San Francisco Bay Area Chapter’s new leadership brought together a host of industry heavy-hitters for a timely seminar on the keys to a successful executive partnership (see page 8).
■ ■ More innovative programs are planned for the remainder of ‘04 and into ‘05. For the latest updates, visit www.hbanet.org and watch for more news and information in the next issue of the HBA Bulletin.

■ ■ The San Francisco Bay Area Chapter’s new leadership brought together a host of industry heavy-hitters for a timely seminar on the keys to a successful executive partnership (see page 8).
■ ■ More innovative programs are planned for the remainder of ‘04 and into ‘05. For the latest updates, visit www.hbanet.org and watch for more news and information in the next issue of the HBA Bulletin.

■ ■ The San Francisco Bay Area Chapter’s new leadership brought together a host of industry heavy-hitters for a timely seminar on the keys to a successful executive partnership (see page 8).
■ ■ More innovative programs are planned for the remainder of ‘04 and into ‘05. For the latest updates, visit www.hbanet.org and watch for more news and information in the next issue of the HBA Bulletin.
Fresh thinking knows no boundaries!

We take a fresh approach with every brand, every client, and every situation. We refuse to be confined by conventional thinking. And as a result, our ideas have changed mind-sets, raised market share, and enhanced brand loyalty.

We're a full-service healthcare advertising agency filled with creative, freethinking professionals who have launched, built, and revitalized some of the biggest brands in the industry. So you can be sure that our fresh approach works.

When was the last time anyone had a fresh thought about your brand? Give us a call today.

PACE

Think fresh. Go farther.

Contact Mary Cobb, President and CEO or Cindy Schermerhorn, Director of Client Services
www.paceconnect.com 973-658-1200
day because you’ll miss out on critical networking opportunities with others—both inside and outside of your organization. And you won’t gain the visibility that often leads to promotions and new opportunities.

- **Take risks.** Start out small. Set one goal and know where you want to go with it.
- **Be short and to the point.** Women tend to use more words than men. Remember: Less is more. Deliver your message in a way that influences people. Focus more on strategy and less on details and processes.
- **Develop a reputation of high trust and ethics.**
- **Embrace change rather than resist it.**
- **Excel in your current role.** Produce and contribute as much as you can.
- **Keep a portfolio of your accomplishments on hand,** and always have your resume updated.
- **Take on new assignments that develop and promote you.**
- **Seek out and use a mentor wisely.**
- **Communicate your career goals with others.**
- **Know what makes your manager tick.**
- **Project confidence and demonstrate your ability to work well with others.**

**DRESS FOR SUCCESS: TIPS FROM THE TOP**

- **Travel a lot?** Wear clothes that are comfortable on the plane, but pack something in your carry-on bag and change in the women’s room when you arrive at the airport. Not only will you avoid wrinkles, you’ll be presentable in the event you spilled coffee during the flight!
- **Buy classic clothing that will last and won’t go out of style the next year.** You can always build and update wardrobe basics over time.
- **Wear a suit for presentations.** Some women find pant suits more practical and comfortable if they have to move around a lot from meeting to meeting.
- **Keep an extra pair or two of shoes and a change of clothes at the office.** This way, you’ll be prepared in case you get called out to a client unexpectedly, or get invited to an evening business function at the last minute.

**PRESIDENT’S FORUM from page 12**

both the national and regional levels. We also approved a groundbreaking marketing campaign that will get out the word about the HBA... “Required Experience for Healthy Careers.”

Finally, the Board voted to assign significant budget figures to development of corporate initiatives that would carry the HBA brand, with “package” the expertise of the HBA, and would turn the success of our acclaimed programs such as Connections Mentoring into turkeys that our corporate partners can implement internally. We’ve been hearing that this is what our corporate partners need most, and we are now in a position to assist. The first program is under development and will be piloted this fall.

It was an exciting retreat for the HBA Board of Directors. This meeting represented the culmination of two years of hard work on the part of many volunteers to create an infrastructure that will serve the HBA well into the future. It’s been challenging for our chapter and affiliate leaderships who worked with us through a transitional period of unknowns as we took the leap into change, shed the structure that served us so well for the first 25 years, and adopted a new vision for the next 25 years of dynamic growth. We thank everyone ... our volunteer National Board members who worked so hard, our consultants who guided us skillfully through the process, our corporate partners who urged us on, and our chapter and affiliate leadership who showed great patience and shared the vision.

We are now ready for the first-ever Annual Business Meeting of the national HBA scheduled to take place in tandem with the Annual HBA Leadership Conference on November 17th-18th in Philadelphia. We will announce the new structure, vote in a new slate of officers, and train the new crop of HBA leaders through the first-ever HBA Leadership Institute, a training program for new Board members. Come to the business meeting, cast your votes in person, meet your peers from across the nation, and learn what it takes to be the next great leader in your world.

While you’re at it, take full advantage of the exciting program at this year’s Leadership Conference. This is expected to be a sell-out event with the top talent in the industry taking part. Make sure you reserve your place in this historic meeting and learn what provocative thoughts today’s leaders have about what it will take to lead the industry into the future. We have workshops to hone your leadership skills, plenary sessions to provide food for thought, and networking opportunities to help you pull it all together. Will you be ready to take the lead when the call comes?

We have come so far in a short period of time. I can’t wait to see how far we can now go. Our corporate partners suggested expanding into several European markets. Can global be far behind?
Once again, the HBA Board of Directors set aside a full day to examine issues facing the organization, especially as we assume greater responsibility for national representation of women and men in the healthcare industry. This is a pivotal year for the HBA as we transition from an alliance of regional entities to a national strategic organization representing more than 2,000 women and men and 85 corporations through regional activities in seven chapters and affiliates.

One of the key issues is to identify the optimal structure for the organization as we add more chapters and more members. When we first set out to form a national organization, a network of affiliated but independently incorporated chapters was created. It quickly became apparent that this type of structure was antiquated and took too much volunteer time and funding to satisfy all the accounting and reporting functions. With the assistance of a consulting group that specializes in non-profit organizational issues, the Board examined all available options and elected to adopt a structure that maximizes flexibility as we grow.

The structure with which the HBA will move into the future will encompass independently operating geographic units that function as chapters under a single national corporate umbrella. This will save both time and money by channeling efforts on the local level toward programming for members rather than building individual corporate infrastructures. We already have tested this system throughout 2004 by separating the financial and functional components of the Metro Chapter from national and by adopting a similar process for the three affiliates. We are pleased to report that the system is working well, allowing new affiliates to start up much more rapidly and capitalize on a centralized depot of resources.

The next steps are for the remaining two independently incorporated chapters (Atlanta and Boston) to dissolve their regional corporations and join the other five under the unified national HBA organization. The respective Boards of the Atlanta and Boston Chapters, the first two chapters to form, have formally adopted resolutions to recommend this action to their members, and their resolutions will be going out to the members for a vote shortly. The final resolution also will be presented to the National membership as part of the election process later this year. The transitions will be transparent to members as everything will continue to function the same way. The primary difference will be a significant reduction in paperwork — legal and financial — that will be much simpler to manage each year.

With a unified structure, the HBA will ably carry the full weight of a national organization united in a single mission. The structure allows us to provide full attention to member needs at the local level while giving us the flexibility to tackle strategic issues on the national level. Already, the HBA Board approved allocating resources to create a centralized national database tool that will allow chapters to access and manage their own events and resources in a much more cost-effective way. We also have adopted a process by which chapter and affiliate initiatives outside the approved budget for the year may be able to receive incremental funding as funds become available from corporate and individual member contributions or surplus revenue generated by events like the "Woman of the Year" luncheon. It's all coming together and the first few initiatives already have received their funding by unanimous board approval!

At the retreat, the Board also tackled the issue of volunteerism and how best to develop leaders and promote succession planning at turn to President's Forum on page 11