HBA Members Learn All the Right Moves at Metro Chapter Career Development Conference

Marie Tartaglio, MEd
Director Training & Learning Strategy, Scientific Advantage, LLC

BRIDGEWATER, NJ—More than 120 HBA members gained new insights and practical advice to take charge of their careers during the HBA Metro Chapter’s 2005 Career Development Conference: All the Right Moves, held July 27–28, 2005, at the Bridgewater Marriott.

“Be the CEO of your own career,” was the overarching theme of the two-day event, which featured motivational speakers, as well as interactive workshops and panel discussions led by leading professionals and expert faculty. In addition, this year’s conference enabled participants to informally share advice, support and inspiration with their professional colleagues via the Career Café bulletin board.

Taking Charge Theme Resonates with Attendees

“You need to own and take control of your career. That is, your career in terms of a profession, not just a job,” said participants Dina Katz of Advent Search Group, and Vikki Coffin of VC Pharma Consulting, as they were exiting Thursday’s workshop on Strategic Career Management, facilitated by Caela Farren, PhD, of Mastery Works, Inc.

“In order to improve professionally, one must not shy away from the uncomfortable,” concluded Sharon L. Mosenkis, Strategic Knowledge Management, who attended Kathryn Mayer’s workshop, Enhancing Your Career in a Competitive World. “I appreciated the opportunity to sit and focus on my business career and identify areas where I can improve,” added Marianne Kaminski of Gynecare, who also attended the workshop.

Overall, the two-day conference “was very worthwhile,” and “provided ample opportunity to network with successful female executives in the industry,” said participant Cheryl Roche, of Incyte.

Wednesday Evening Program Focuses on Image

Conference Chair Helen T. Cooke, Managing Director of Cooke Consulting Group, LLC, and Jill Quist, President of Quist Solutions, LLC, kicked off the two-day event during Wednesday evening’s dinner program, which featured Lauren Solomon, Founder and Director of LS Image, Inc. and author of Image Matters! First Steps on the Journey to Your Best Self.

Mosebrook One of Many Men Supporting the HBA

The HBA Mourns Loss of Mick Mosebrook, 2005 Honorable Mentor

Donna Ramer
HBA Director of Public Affairs; President, StrategCations, Inc.

Mick Mosebrook, Executive VP–Sales, U.S. Pharmaceuticals, Pfizer Inc., died in July, just two months after being honored as the 2005 HBA Honorable Mentor. Because of his battle with lung cancer, Mosebrook had been unable to attend the HBA Woman of the Year (WOTY) luncheon in May at which he was being honored.

J. Patrick Kelly, President, U.S. Pharmaceuticals, VP, Pfizer Inc., who had nominated Mosebrook for the award, was on hand at WOTY to speak about Mick’s contributions over the years. “Mick embodies the attributes of the classic mentor: he’s a great listener; he treats everyone with respect; and he’s a natural problem solver,” Kelly said.

“Mick loves people, has a terrific sense of humor and puts all who work with him at ease; he teaches as well as any professor, and he never leaves anyone feeling like they’re been taught. Our organization would not have such rich diversity in our workforce without Mick’s commitment to providing opportunities for and supporting the professional development of women.”

Mosebrook joined Pfizer in 1968. He
CAREER DEVELOPMENT from page 1

“Your image is your most important communication tool,” Solomon said. “You owe it to yourself to check in regularly and be sure it is working for you.” Solomon, who advised Quist on how to make her wardrobe more effective, showed before-and-after photos, and offered practical wardrobe design advice for professional women who—like many of us—sometimes struggle to figure out what makes us look our best at work.

Taking Charge with the Right Touch

On Thursday, Sharon Callahan, President, Summit Grey, and HBA Metro Chapter President, moderated an Executive Insights panel that featured Kaye Foster-Cheek, Johnson and Johnson, John H. Johnson, Ortho Biotech Products, LP; Charlotte E. Sibley, Shire Pharmaceuticals, and Lynn O’Connor Vos, Grey Healthcare Group.

Taking charge of your own career and taking risks are key to moving ahead professionally, the panelists agreed. But how well you interact with others also plays a critical role. “I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel,” said Sibley, quoting African-American poet and author Maya Angelou.

Here are some other insights gleaned:

● “Not only is it OK to ask for what you want, it is necessary,” said keynote speaker Ronna Lichtenberg, President of Clear Peak Communications and author of Pitch Like A Girl: How A Woman Can Be Herself and Still Succeed.

● “Negotiating is all about getting what you want,” Lee E. Miller, facilitator of the negotiation skills workshop, told participants. There are no limits in negotiating except those you place upon yourself.

● Jean C. Male of Emp-Higher Performance Development, Inc. provided some perspective for those who may become discouraged with the set-backs inevitably involved in building a career during her workshop, Facilitation Finesse: “Experiencing is a tough teacher. She gives the test and then teaches the lesson.”

The Best Advice from Some of the HBA’s Best

The conference closed with a panel discussion, The Best Career Advice I Ever Received, moderated by Charlene Prounis, Managing Partner of FlashPoint Medica, and featuring HBA Rising Stars Rebecca Cotton of Impact Rx, Lisa Pilla of Novartis Pharmaceuticals, and Jo-ann Straat of Sankyo Pharma. Here are some of the pearls of wisdom they shared:

● Find out what you are best at and become the subject matter expert.

● Take a risk on people—and then provide them with a cushion in case they fail.

● Hire wisely—the people you hire will make or break your career.

● Network. Reach out for the right relationships. Doing a good job is the equalizer, but networking is the differentiator.

● Communicate effectively by being assertive.

● Be aware that style is important.

● Know the proper business language.

● Keep the emotion out of interactions.
RTP Affiliate’s Workshop Examines Self-Promotion

Elizabeth Swaringen
Freelance Writer and Communications Consultant

RESEARCH TRIANGLE PARK, NC—Trademark high energy prevailed at the first workshop sponsored by the four-month-old HBA Research Triangle Park affiliate. More than 120 women—60 of them not yet HBA members—attended the July 19 event, The Fine Art of Self-Promotion: Getting Noticed, Getting Heard, Getting Credit, Getting Chosen.

The interactive evening program was led by HBA Metro Chapter member Jill Quist. President and Founder of Quist Solutions LLC, a consulting firm specializing in helping organizations implement their strategies and achieve higher performance.

“You are always selling something to someone,” Quist told participants. “It is important to know who you are, show who you are, tell who you are and invent who you need to become,” she said. “Don’t push against what you aren’t.” Quist also advised. “Figure out what you are and push to make the most of it.”

Over dinner, Quist led the audience in a series of exercises aimed at developing a self-promotion model and shared corresponding tools that are powerful, yet easy to use. Attendees achieved a heightened awareness of the impact of “positioning” themselves to their target audience.

Quist encouraged each attendee to set three goals and honor them. “Do what you would do if you weren’t afraid,” she said. “Usually, that’s exactly where you should be.”

As the evening concluded, some attendees were seen comparing calendars to meet for lunch to support each other in setting and achieving goals.

The evening was sponsored by EMD Pharmaceuticals Inc., the U.S. subsidiary of Merck KGaA of Darmstadt, Germany, and Quist Solutions.

MARK YOUR CALENDARS FOR THE 2005 HBA ANNUAL LEADERSHIP CONFERENCE NOVEMBER 7-8, 2005

LEADERSHIP CONFERENCE CEOs, company founders, industry leaders, HBA Women of the Year, rising stars, and internationally recognized personal coaches will share effective ways to become agents of change at this two-day conference. So set aside the time to take advantage of opportunities to network with high-level leaders, learn about leadership styles and techniques from experts in the field, and gain the skills needed to drive your career.

Join the hundreds of decision-making senior women—and men—who will take advantage of opportunities to attend workshops and five plenary sessions on such topics as:

- The Power of Persuasive Communication to Influence Change;
- Executive Influence and the Politics of Building Organizational Commitment;
- Galvanizing Trust with Tools for Perceptual Change of the Healthcare Industry;
- Women in Science;
- Women Who Embrace Change: Case Studies of Successful Women;
- Developing Personal Leadership Style;
- Building and Maintaining Your Network.

WHERE: Renaissance Harborplace Hotel, Baltimore, Maryland

HOW: Pre-registration at www.hbanet.org. Early bird and group discounts available!

The Leadership Conference was created to offer participants a two-day retreat to focus on building their leadership skills. The agenda for this year’s Conference features activities and programs that are addressed in the HBA’s Mission Statement and Strategic Plan. Speakers, workshops and interactive exercises at the 2005 Conference will provide tools and knowledge to enable attendees to be agents of change in their lives, careers and organizations.

Attend the Annual Business Meeting During the Conference

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 who will each bring their vote to:

- the election of officers, Directors-at-Large and Nominating Committee;
- amendments to the National Bylaws and resolutions.

So make your voice heard and your vote count. Join us for the Annual Business Meeting and Get Involved ... Get Connected ... Get Ahead. To Make the Difference.

Transitions – Karla Gonye

Last month, Karla Gonye announced her decision to return full-time to the pharmaceutical industry as District Manager—New England Special Markets for Solvay Pharmaceuticals. As a result, she will be leaving her post as National Director of the HBA, but is looking forward to resuming her former role as an active HBA volunteer. As she transitions, the HBA thanks Karla for the terrific work she did as National Director and her willingness to play a key volunteer role in supporting the HBA and its corporate members.
MICK MOSEBROOK from page 1 garnered many awards for sales achievement and was inducted into the prestigious US Pharmaceuticals Hall of Fame. He also championed Pfizer’s important Pfizer Talent Development initiative — “Women in Sales Leadership” — specifically designed to ensure Pfizer is fully realizing the potential of the talent in the US Pharmaceuticals Sales organization.

“As Mick was a role model for all men in all industries and he will be missed,” said HBA President Barbara Pritchard, President, The Pritchard Group and Intermedia, Inc. “The HBA could not succeed without men like Mick putting into practice our mission to advance the careers of women in healthcare,” she added.

The HBA Recognizes the Importance of its Male Supporters

As the HBA mourns the loss of Mick and sends our thoughts and sympathies to his family, friends and colleagues, we would also like to take this opportunity to recognize and thank the men in the industry who have supported the growth of our organization and our members.

As an organization, the HBA recognizes that men have provided funding, meeting space and time for female employees to attend HBA events or serve as volunteers. Currently, 15% of our memberships is male. In 2001, the HBA created the Honorable Mentor Award — a complement to our annual Woman of the Year award — to honor one man in the industry who has demonstrated long-term support of advancing women in the healthcare industry; is personally dedicated to developing, mentoring, and promoting women in the industry; and who has been an active mentor to the HBA.

The first Honorable Mentor Award was given to William S. Sheldon, then President and COO, Global Prescription Business for Pharmacia Corporation, and a member of the HBA Advisory Board; in 2003 Ronald W. Dollens, President and CEO of Guidant Corporation; and in 2004, David Epstein, President of Novartis Oncology and a member of the HBA Advisory Board. Mick Mosebrook was the fifth Honorable Mentor.

The Value of Mentoring Highlighted

The “Skills for Success” column in this issue (see page 6) highlights the importance of mentoring and the role of the HBA in establishing a framework for finding or being a mentor. While it is beneficial to have female leaders as role models and mentors, it is essential to remember that men continue to be important mentors to women. But the tables are turning: As more women achieve leadership roles, they can be and are serving as valuable mentors to men.

Mentoring relationships are based on trust, support, openness and the ability to develop a working partnership that benefits both the mentor and the individual being mentored. There is a level of comfort in the workplace today that allows individuals of either gender to learn from one another.

Over the 28-year history of the HBA, a number of men have been there to support us, guide us and mentor us, both as an organization and as individuals. We thank you, Mick, and all your male colleagues who believe in women and what we can contribute to the industry, and for your encouragement and guidance. ■
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*2003 Essential Journal Study, The Matalia Group
SKILLS FOR SUCCESS

Honorable Mentoring

Rosemary L. Azzaro
Marketing Communications Consultant
Creative Contributor, HBA Bulletin

New Spin on Mentoring

If you perceive mentoring as a lifelong relationship with an older, wiser person who will plow a clear path for you to the executive suite, you may have to readjust your view. While elements of that perception remain true, the days of “one-to-one” protégé-type mentoring are long gone. Since the late ‘90s, experts have been watching a new trend: skill-based or functional mentoring. Today’s fast-paced world makes it important to gather a “personal board of directors” to help navigate both corporate and personal journeys.

Seeking Mentors

Fostering mentoring relationships is part of the mission and objectives of the HBA. The HBA encourages all members to have a mentor and be a mentor. So how does one seek a mentor? How do you become a mentor?

Many organizations have put formal mentoring programs in place. A basic tenet for such programs is that both mentors and their partners (a preferred name for a “mentee”) should be willing to enter into a mentoring relationship. A mentoring relationship is voluntary. In a corporate mentoring program, matches are typically made based on common interests, traits or experiences. While that is a good start, the key to any match is the mentor’s ability to “tune in to, understand and accept what the partner is experiencing” according to the consultants at Peer Resources. They also reveal that training can enhance these communication skills (www.mentors.ca/mentortips.html). While early mentoring programs developed by the HBA focused on matching, the present thrust of the HBA mentoring program CONNECTIONS, as well as its turnkey mentoring program for corporations, is to prepare mentors and their partners for entering into productive mentoring relationships by sharpening skills such as listening and coaching for mentors and by stressing the importance of goal-setting and follow-through.

Lisa R. Courtade, Director, Business Information & Research, Merck & Co., Inc., and the HBA National Research Director, recounted how she recently received a request from a colleague who was new to her job and wanted specific advice on how to work effectively on teams. Courtade paid close attention to the specific request that also identified how she could help. This gave her enough information to focus her time and feedback in on this mentoring relationship. Had the partner asked, “I just started a new job. Can you help me be a big success?” Courtade admits she might have been unable to offer effective, specific guidance and feedback.

Indeed, often the high-level, seasoned women we seek as mentors may not have much time to spare and may have many requests for mentoring. Partners must recognize that mentors’ time is valuable. Partners, you must be ready to invest your time in following through with your mentor. Show that you value the advice and time your mentor commits to you by preparing for your time together. Show a willingness to learn, to be open, honest and to value constructive criticism. Never expect a promotion or reward as the result of a mentoring relationship.

Mentors Benefit Too

As a mentor, you too, might not know where to start. Begin by recognizing that you will be focusing on the development needs of the partner but you will also be deriving some benefits from the relationship. Peer Resources offers practical tips for mentors at www.mentors.ca. National HBA President Barbara Pritchard, President, The Pritchard Group and Intermedica, Inc. shares, “I’ve been lucky to have been a mentor to a number of people. It is a very rewarding experience. It is certainly flattering and results in enormous satisfaction if you can really help someone. Most often, it’s just playing the role of a good listener, being a supportive devil’s advocate and letting people know that they can always come to you for advice during their careers. A lot of the time, people just need to have a sounding board. They often know instinctively how to handle a situation or what they want to follow, but they need to have their thinking reconfirmed.”

Are you aware of “mentoring moments”—those unplanned, yet incredibly valuable times when someone provided the right words, insight or guidance?

Anne Camille Maher of Health Leaders Consultancy, Hopkinton, MA, the HBA Mentor for the Boston Chapter and a former HBA CONNECTIONS Program Co-Chair, notes that “mentoring moments” are often part of “networking” and “catching up.”

Daisy Wademan, in The Best Advice I Ever Got, published in Harvard Business Review, provides insights from corporate leaders whose personal stories demonstrate that you can find wisdom when you least expect it and that sometimes pieces of advice can transcend a moment to inform a person’s lifelong decision-making process.

HBA Past President Mary E. Cobb, CEO/President, PACE, Inc., a Lowe Healthcare Company, and HBA Director of Corporate Development, has helped facilitate the HBA mentoring programs with Sankyo and Novartis. At Sankyo, Cobb was impressed with remarks reminding participants that the definition of success is very personal and that good mentoring relationships acknowledge that fact. Cobb also helped pilot the HBA turnkey mentoring program with Novartis.

Get Started!

On October 6, 2005, the HBA Metro Chapter will hold a night of mentoring skill building, “Pros and Proteges,” hosted by Eisai Inc.; www.hba-metro.org.

The HBA Corporate Mentoring Program includes resources for establishing mentoring programs. Contact the HBA executive office for information. Administrative fees may apply.

Catalyst also offers mentoring resources; visit www.catalystwomen.org.

Thanks to all those HBA colleagues mentioned above. I would also like to thank Jill Quist, Kim Rowe and Cathi Salvatore for being such great “guideposts.”
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Tips from the Top: 
What One Executive Woman Learned Along the Way

Suzanne McDonald  
Director, Government Affairs,  
Takeda Pharmaceuticals

CHICAGO, IL—About 100 local professional women turned out in June to hear corporate trailblazer Joy Amundson, Corporate VP and President, Baxter BioScience, give an inspiring and insightful keynote address on achieving success at the Chicago Chapter's evening seminar, held at the Hyatt Deerfield, IL, and supported by Baxter Healthcare.

Amundson served as an executive for Abbott Laboratories for more than 20 years—a time span stretching from women in bell-bottoms and flowered blouses all the way to the present in which more women in power suits are accustomed to working with women in high positions. She also provided practical advice on how to be successful in today's business environment:

- Don’t take criticism personally.
- Don’t be afraid to lose a game sometimes. When it happens, get up and get going, because there are more games ahead to play and to win.
- Listen to others. It’s one of the most important things you can do.
- Create and expand your networks, and actively use them. Men tend to have big networks, and women should also create and use their networks to their advantage.

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Boston Chapter Launches Executive Women’s Forums

Deborah Bressi Hernandez  
Director, Neurology Consumer Marketing,  
Biogen Idec

BOSTON, MA—On August 8, the Boston Chapter of the HBA hosted their inaugural Executive Women’s Forum (EWF), a program based on the very successful format initiated by the Metro Chapter. The goal of the program is to provide an opportunity for executive women to network, build their portfolio of skills, and help grow their companies' top lines and bottom lines by providing educational and mentoring opportunities with peers from other healthcare organizations.

EWFs are designed for women at the VP level and above in biotech/pharma or Presidents/C level in healthcare services who own their own companies and have 12 or more employees. Post meeting evaluation comments were resoundingly positive and the Chapter looks forward to the next event scheduled for October.

HBA Indiana Chapter Earns Ranking in Area Business Paper

Terri Pascarelli  
DCL Medical Laboratories, Inc.  
President, HBA Indiana Chapter

The Indianapolis Business Journal (IBJ) recently ranked the HBA Indiana Chapter the 11th largest business and professional women’s organization in the greater Indianapolis area. The IBJ is the local business newspaper that publishes annual rankings of many Indiana businesses and organizations, as well as in-depth stories of the market. This was the first time the HBA Indiana Chapter was recognized in the IBJ annual listing.

“It is clear from our growing membership and our Chapter’s inclusion on the IBJ’s annual ranking of top women’s organizations that the HBA is a valuable resource to women in our healthcare community,” HBA Indiana Chapter President Terri Pascarelli said. “We are fortunate to have a number of very experienced executives, as well as women on the rise in their careers, at the helm of our Chapter.”

The HBA Indiana Chapter, founded in October 2003, works with Chapters such as the American Business Women’s Association, the Network of Women in Business, the Society for Women Engineers and Women in Hi-Tech, in order to better serve women throughout Indiana who are interested in career advancement.

As these institutions work together, the business community in Central Indiana is increasingly recognizing the contributions of professional businesswomen to the overall business growth and success in the area.
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It’s time to find your Spirit, Intellect & Purpose
San Francisco Chapter Learns to Identify and Develop Potential Leaders

**Peggy DeMouthe**
Associate Creative Director, Dorland Global Healthcare Communications

**SAN FRANCISCO, CA**—Identifying and developing others in your organization who have leadership potential is a time-consuming, but rewarding, endeavor — and one that can be critical to your effectiveness and success as a manager. Those were among the insights more than 75 professionals learned from the pros during the July 21 Executive Breakfast, Cultivating Leaders: How to Identify, Mentor, and Develop Top Staff in Your Organization.

The breakfast featured a provocative panel discussion and lively question and answer session spearheaded by three leading professional women who know first-hand what constitutes leadership in major corporations: Maria Degois-Sainz, President, Guidant Cardiac Surgery; Maureen Conley, Divisional VP, Sales, Abbott Diabetes Care; and Eunice Azzani, Senior Client Partner, Korn/Ferry International. These panelists provided practical advice not just for managers, but for all professionals looking to move ahead in their careers.

The most important thing to do is to identify those employees within your organization with the most potential. You will find they have the following traits and characteristics:

- Possess cross-department knowledge and transferable skills.
- Demonstrate strong interpersonal skills.
- Adapt easily to changing situations.
- Take initiative and show commitment.
- Communicate well in person and in writing.
- Accept feedback and actively seek it out.
- Love what they do and like working with the people around them.
- Allow potential leaders to take risks and fail.
- Understand upfront that it is an opportunity to prove herself or himself.
- Provide growth opportunities, so employees develop self-confidence.
- Clearly outline your intentions and expectations when giving someone an assignment so the individual will understand upfront that it is an opportunity to prove herself or himself.
- Allow potential leaders to take risks and fail.

Mid-Atlantic Wraps Up Sizzling Summer Programs, Gears Up for Fall Leadership Conference

The Mid-Atlantic Chapter beat the summer heat with two successful socials in August, and an exciting educational event planned for September. The socials — one in Wilmington, DE and the other in Bethesda, MD — were designed to encourage members and guests to get informed about the HBA and to get connected with members, new and old.

**2003 HBA Woman of the Year Tells Us How to Succeed in a Changing Organization**

On September 22, GlaxoSmithKline executive Catherine Sohn, PharmD, will provide insights on How to Thrive and Survive the Changing Organization at the Greater Baltimore Committee in Baltimore.

Despite mergers, acquisitions, and re-organization, your career can survive and even thrive, according to Sohn, Senior Vice President, Worldwide Business Development and Strategic Alliances, GSK Consumer Healthcare, and the HBA 2003 Woman of the Year, with 23 years of experience in the pharmaceutical and consumer healthcare industry. She is keenly aware of the skills required to succeed in the ever-evolving healthcare industry, and will share some of her success strategies.

**Mid-Atlantic to Host 2005 Leadership Conference**

Mid-Atlantic Chapter members are honored and excited that Baltimore, “The City of Firsts,” will be the location for the upcoming HBA Annual Leadership Conference, scheduled for November 7–8, 2005, in Baltimore’s Inner Harbor area.

Mid-Atlantic Founder and President, Susan Torroella, who is chairing this year’s conference, is working with HBA members across the country to plan the best Leadership Conference yet.

The theme of this year’s conference is “Agents of Change” and is expected to draw more than 400 HBA members and guests, including nationally accomplished speakers and industry leaders. For more information on this year’s Leadership Conference, see page 3.
**PRESIDENT’S FORUM**

**HBA Grows to a New Level**

With close to 2,500 members, eight chapters and affiliates and new groups forming in Southern California, Texas, Philadelphia and Europe, it is no surprise that the HBA infrastructure needs more support and full-time management.

At the National Board Retreat this summer, board members from across the country unanimously voted to hire a full-time executive and engage a search firm experienced in placing senior leaders in professional associations and other non-profit organizations to help the HBA leadership fill this position. This new executive will work with Carol Davis-Grossman and The Charles Group, who will continue to provide support to the HBA as our management company.

We believe this is an important — and smart — direction for the HBA, because it will allow us to be better positioned to meet the needs of our individual and corporate members as we strive to provide new levels of service and new programs for our continually growing organization. It truly is an exciting time for the HBA.

In a related move, Karla Gonye, who has served as HBA National Director, informed the Executive Committee a number of months ago that she wanted to return to the industry to pursue a full-time position. We are sorry to see her leave but know that she will be very successful as District Manager, New England Special Markets for Solvay. She exceeded our expectations by bringing in many new corporate members and working to address their individual needs. The good news is that Karla will continue to play a key role in the HBA.

**Communications & Efficiency**

These were two themes that dominated a good part of the National Board Retreat. As we all know from our own careers, growth can often impede communications. Therefore, we are working to make communications smoother between National and our Chapters and Affiliates. We will be upgrading the HBA Web site to make it a far better communications tool for all members. We will also develop a state-of-the-art Resource Center.

Everyone agreed that the Chapters need more support. We will be clarifying roles between National and the Chapters, appointing a go-to person, and creating interactive event tools to help Chapters.

**Code of Conduct**

Respect for the time and privacy of our members is important to the HBA leadership. Therefore, a “Code of Conduct” has been drafted by the Metro Chapter that provides guidelines for networking as well as using the HBA name and materials. A final version will be presented and voted on by the National Board in September and immediately adopted for use by all members and at all events. So watch your email, the Bulletin and the HBA Web site for these important guidelines.

**New Initiatives Process**

A number of new national initiatives were introduced in the last 18 months. In addition, Chapters and Affiliates often identify and implement new ideas that have national implications. Sometimes, there have been difficulties in moving these ideas forward. The solution: The New Initiative Development Committee (IDC), which tackled this problem, and created a process to screen and support these large-scale initiatives. The new process will help bring to the forefront ideas that need national dollars for research, refinement and piloting as well as transition into operation.

**Benchmarking Our Progress**

The Retreat attendees agreed that benchmarks at the National and Chapter/Affiliate levels can help HBA prioritize operations and develop goals to meet our mission and strategic imperatives, and they can help keep us on track. The new Benchmark Task Force is reviewing ways to measure member satisfaction, National and Chapter/Affiliate programs, and other measures. Their recommendations will be presented at the next National Board meeting.

And speaking of member satisfaction, we, your elected officials, need your feedback. Only with good 360° communications can we ensure that we are making your membership more valuable to you. Please let us hear from you.