HBA Leadership Conference Focuses on Effective Ways to Become Agents of Change

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

Baltimore, MD — Approximately 325 HBA members and non-members from around the country and overseas delved into the finer points of becoming better leaders during the 2005 Annual HBA Leadership Conference, Agents of Change, held at the Renaissance Harborplace Hotel in Baltimore, MD, from November 6–8, 2005, and hosted by the HBA Mid-Atlantic Chapter.

One of the most important themes of the conference, which was chaired by Susan Torroella, CEO, Columbia MedCom Group, was that we can all lead and influence change from any level in our business or personal lives. Another key theme that emerged was that women should help other women take the next steps toward personal and professional growth.

An Opportunity for Networking and Skill Building

Conference attendees were often exuberant in describing what the two-day gathering did for them. “The networking opportunities were phenomenal,” said Elizabeth Dare, Clinical Studies Management Leader, AstraZeneca Pharmaceuticals, L.P. “[Engaging] in dialogue about my role in the healthcare industry—to get at the issues and clarify what I do—was a great practice forum,” added Monica Gilbert, Executive Director, Healthcare Systems Marketing, Wyeth Pharmaceuticals.

Linda DaSilva, MS, RPh, Senior Director, Pharmacy and Trade Relations, Eisai Inc., and a member of the HBA Board of Directors, said that participating in several workshops and plenary sessions helped her focus on how to be a more effective and empathetic listener. “Listening is the foundation of trust-based selling,” DaSilva said. “Mastering this skill will make us effective leaders in our companies

The HBA launched into 2006 with the election of a new Board of Directors. The election of board members was held during the HBA’s Annual Business Meeting, November 7, 2005.

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www.hbanet.org
HBA Action Initiative — Using Facts to Rebuild Trust In Our Industry

Nancy Larsen
President, PROmedica Communications, Inc.

HBA members can and should be informed about the industry in which we work, so we can be proactive in helping to restore public trust. Knowing the facts will enable us to dispel myths and misperceptions as we hear them — at a dinner party, during our kids’ soccer games, in a hotel elevator.

While HBA members want to support our industry, we may not be comfortable doing so. A survey of HBA members conducted last summer revealed that members are comfortable with some issues related to the pharmaceutical industry, including perceived lack of drug safety, overpricing of drugs and lack of innovation. We find it harder to address lack of trust in our industry, perception that our industry is greedy and DTC overpromotion.

Being “educated about the facts” is of foremost importance to effectively overcome and respond to the current negative climate we find ourselves in at the moment. To that end, the HBA has developed the following list of several factual websites that provide background statistics to add to your comfort level.

NEW OFFICERS from page 1

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Healthcare Leadership Council
hlc.org
Talking points section on a number of different issues

American Pharmaceutical Companies
rxcolleagues.com
A pharma employee-only site that shares actions industry is taking to better serve society, provides tools for learning about topics related to industry and a knowledge sharing interactive system

National Pharmaceutical Council
npcnow.org
Provides resources and publications, including 21 specifically on the value of pharmaceuticals

Pharmaceutical Research and Manufacturers of America
phrma.org
Image Ad Campaign and the Value of Medicine, which includes 17 references

Good company websites with general information about our industry:
Abbott Laboratories
abbott.com
GlaxoSmithKline
gsk.com
Pfizer Inc
pfizer.com

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Please send correspondence regarding the HBA Bulletin to Joanne Tanzi at the above address.
HBA Rings Bell on New Affiliate in Greater Philadelphia

Carol Sardinha  
HBA Bulletin Co-Editor;  
Director, Gorman Health Group

Marie Tartaglio, MEd  
Director Training & Learning Strategy,  
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After months of mobilization and organizing efforts by HBA leaders, members and prospective members, Philadelphia officially received HBA Affiliate status on November 16, 2005, following a vote of approval from the HBA’s Board of Directors. This brings to 11 the total number of HBA Chapters and Affiliates operating in the United States and overseas. Affiliate status is a required step to becoming an HBA Chapter, and is granted to regional groups that meet specific fiscal and membership criteria.

The new HBA Philadelphia Affiliate was created to provide easy access to the HBA’s high-quality programs for people who live or work in the area. Previously, HBA members residing in the greater Philadelphia area were part of either the Metro Chapter, which includes the New York City TriState area (NY, NJ, CT) or Mid-Atlantic Chapter, which covers Washington, D.C., Maryland, Delaware and Virginia.

All HBA members can take advantage of any event sponsored by a chapter or affiliate as they travel around the country or in Europe.

“Our goal is to create more opportunities for women in the Philadelphia region to improve their industry knowledge and leadership skills, and connect with a support system for career advice and networking,” said Philadelphia Affiliate Chair, Lee Ann Kimak, MBA, PMP, Senior Director Worldwide Web Strategy, Wyeth Pharmaceuticals.

In October, a larger-than-anticipated crowd of more than 200 HBA members and prospective members gathered at St. Joseph’s University in Philadelphia to hear the latest on the then prospective affiliate’s status, and to polish their networking skills during a special evening event, Spotlight on Philadelphia, hosted by the University’s Executive Pharmaceutical Marketing MBA Program.

“The energy in the room was so intense — you could feel the excitement,” said Elizabeth Dare, Study Delivery Program Leader, AstraZeneca Pharmaceuticals, LP, whose committee organized the evening’s agenda. “Many people are enthusiastic about this new initiative, and I believe the Philadelphia [affiliate] will be a resounding success.”

Fritz Bittenbender, Senior Director, Corporate Affairs, Cephalon, and former president, Pennsylvania BIO, discussed the “Health of the Healthcare Industry.” He was followed by Susan Morris, MEd, CCC, President, Morris Consulting Group, LLC, who led the group through a five-step process for initiating successful networking experiences. “The real networking begins after strengthening that first impression and knowing what to say after you say hello,” Morris said.

Also on hand at the October event were Joseph Di Angelo, EdD, Dean, Erivan K. Haub School of Business, St Joseph’s University, Philadelphia Affiliate Steering Committee Chair and 2005 HBA President, Barbara Pritchard, President, The Pritchard Group and Intermedica, Inc.

The HBA’s 18th WOTY:  
SUSAN DESMOND-HELLMAN, MD, MPH

The HBA has named SUSAN DESMOND-HELLMAN, MD, MPH, President, Product Development, Genentech, Inc., as the 18th HBA Woman of the Year.

She will be honored on Wednesday, May 10, 2006 at the New York City Hilton during the HBA’s annual WOTY luncheon.

Watch for detailed coverage in the next issue of the HBA Bulletin.
Building Resilience For Leadership Success

Barbara Eiser, MA, M.C.P
President, Leading Impact, Inc.–Executive Coaching

Mindy Mazer
Senior Client Manager, Salveson Stetson Group, Inc.–Executive Search

Resilience, the ability to rebound quickly from adversity, is a critical leadership competency. It is a key success factor underlying the courage to make decisions, take appropriate risks and deal with constant change in today’s corporate world. Particularly for women, who often internalize failure, building resilience is necessary for leadership success.

Fortunately, increasing resilience is a skill that can be learned. In fact, leadership development programs that incorporate “stretch assignments” found in job rotations, serving on task forces and other challenges can be excellent means to help a manager increase her flexibility, broaden her perspective and build confidence in her ability to deal with complexity and unanticipated situations.

Four major aspects of building resilience include: 1) facing internal and external reality; 2) being willing to learn; 3) becoming clear about deeply-held values; 4) creating meaning from adversity. Facing reality about a specific situation—such as being passed over for promotion or failing at an assignment—can be painful. However, analyzing the factors that caused the situation, including possible shortcomings or errors, is essential to growth. Men can often more easily distance themselves from problems, acknowledge them within the overall context of the circumstances, learn lessons and then move on. It is necessary for women to do this as well.

For example, a VP of Launch Management Marketing for a pharmaceutical consulting firm led her team for two years to prepare for a key product launch. When the product eventually failed to be successful, team morale fell. The VP recognized the need to face reality so she and the team could overcome the adversity of the situation and learn from their mistakes. Today, her re-motivated team is creating a new product launch with positive signs of success.

When a challenge occurs, focusing on one’s essential values is critical to building a foundation for self-confidence. Some of the greatest growth opportunities occur as a result of what Warren Bennis calls “crucibles of leadership,” which are “experiences…that cause a point of deep self-reflection that [executives]... to question who they were and what mattered to them.” *

Creating meaning is a process by which one builds an understanding of a difficult situation and how the experience could be used positively in the future. This creation process can be transformational, including benefits such as gaining perspective, honing judgment and using more imaginative solutions.

For example, a Senior Manager of Regulatory Affairs worked for a medium size pharmaceutical company where she established a solid reputation over her 10-year career. When the company was acquired by a larger entity, the woman’s new boss and team members were skeptical of her ability to work effectively in a larger and more complex environment. She knew of their concerns, but did not let them affect her performance. By focusing on her deeply held ethical values and achievement orientation, she was able to demonstrate small successes over time. As a result, the woman was able to eliminate skepticism and was eventually promoted.

An important aspect of resilience is the building of a deep foundation of self-confidence which provides one with the ability to cope with adverse circumstances whenever they arise. It is not currently known why some people seem naturally to overcome obstacles with ease while others are derailed by those same challenges. However, the good news is that everyone can improve their own level of resilience. The Center for Creative Leadership makes several specific suggestions that can help hone this skill (see box).

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** Center for Creative Leadership, Leading Effectively, December 2003 and August 2004.
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HBA Bulletin January/February 2006

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Metro Chapter Examines Pros and Protégés

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

TEANECK, NJ—More than 100 HBA members and non-members gathered at the Glenpoint Marriott in Teaneck, NJ, in October for Pros and Protégés, an evening designed to help women learn about mentoring and making career connections within the HBA community. The event was hosted by Eisai Inc.

One theme that emerged throughout the evening is that a healthy mentoring relationship provides growth opportunities for both mentor and protégé—with the added bonus of enhancing on-the-job performance for the employer. As more companies recognize this benefit, more companies are fostering formal mentoring programs in the workplace.

Panelists Cynthia Uber, Vice President, Medical Services and Quality Assurance, Eisai Inc., and Frank Ciriello, Vice President, Sales and Marketing, Eisai Inc., stressed the importance of creating one’s own success in the mentoring process by developing a personal and professional “roadmap” and making it work.

“Achieving success in a mentoring relationship is all in your attitude,” Uber said. “You’re driving, so get out of park and step on the gas.”

Ciriello, who considers his wife, a career businesswoman, to be his most significant mentor, advised the audience to assess the following before entering into a mentoring relationship:

- Why do I need a mentor?
- Do I have a roadmap?
- Who is responsible for my growth?

Selecting the right mentor is important, Uber and Ciriello agreed. But they also advised that you choose several mentors — each to help with a different area of your professional growth. This will enable you to maximize the value these relationships can bring.

“Honesty, commitment, and communication are essential to ensuring a successful outcome for the mentor as well as for his/her protégé,” said Leslie Rapp, Vice President, MENTTIUM Corporation, who led an interactive Connections session following the panel discussion. Participants broke into small groups based on functional area, exchanged business cards and completed several exercises to assess personal effectiveness, evaluate mentor characteristics, and identify steps for recruiting a mentor.

“Everyone was involved in the exercises, sharing a lot of information with each other,” said Debbie Palvo, North Jersey Area Business Manager, Sepracor, who facilitated and participated in the Sales and Marketing group’s exercise. “I learned the impact a mentor can have on someone by the stories that were told to me.”

Special thanks go to HBA Metro Chapter 2005 President, Sharon Callaban, President, Summit Grey, who opened the meeting, and Kim Rowe, Managing Partner, Agentive, whose committee organized the event.

Chicago Chapter Fundraising Event Gets Women to “Think Pink”

The HBA Chicago Chapter held its first annual Breast Cancer Benefit Breakfast and Fashion Show at the Zodiac Restaurant at Neiman Marcus, Northbrook, IL on October 7, 2005. The event helped increase awareness of breast cancer and prevention, while raising money to benefit the Y-ME National Breast Cancer Organization’s Illinois Affiliate. Y-Me’s mission is to ensure — through information, empowerment, and peer support — that no one faces breast cancer alone.

“The good will and energy shared exceeded our expectations,” HBA Chicago Chapter President-Elect Amie Casson said of the event, which grew out of the Board’s desire to give back to women in the local community.

Dr. Sonya Sharpless, North Shore Advanced Surgery, and Dr. Anne Hagey, Global Project Head, Oncology Cytotoxics, Abbott Laboratories addressed diagnosis, treatment, and progress being made against the disease. “Clinical trials have established that screening with mammography, with or without clinical breast examination, may decrease breast cancer mortality,” said Dr. Hagey who, along with Dr. Sharpless, challenged participants to be advocates for their own health.

Pink was the Fashion of the Day

Following breakfast, there was an informative fashion presentation from top designers Dana Buchman and Ellen Tracy that featured fall attire for today’s business environment. “Pink” was, of course, the fashionable color worn to the event to highlight Breast Cancer Awareness Month.

The event was sponsored by Takeda Pharmaceuticals North America, Inc., Deerfield, IL and Neiman Marcus, Northbrook, IL.
THE LEADERSHIP IN HEALTHCARE MBA is a 22-month program that brings together distinguished faculty from Yale’s Schools of Medicine, Management, and Public Health. The classroom curriculum teaches the analytical and leadership skills of the Yale MBA in the context of the human, economic, political, and technological issues that make healthcare management unique; a Visiting Scholars Series brings eminent practitioners and policymakers to campus to meet with students; and a Field Studies Practicum engages students in hands-on consulting projects for area healthcare organizations.

It’s an ambitious agenda, and an intense two years, but it’s scheduled so students can do it all without interrupting their careers. Classes meet on Fridays and Saturdays every other week, with an intensive two-week in-residence session in the first summer and a one week session in the second summer. Between class weekends students can take advantage of virtual office hours and online review sessions and use web-enabled conferencing to collaborate on group projects. Students work closely with one another throughout the program and forge lifelong connections with peers from across the healthcare sector. If this sounds like something that fits your personal and professional goals, you can learn more at our web site.

mba.yale.edu/mba-e
RTP Affiliate’s Leveraging Strengths Seminar Gets High Marks

Anna Munoz
Gibbs & Soell Public Relations

Eileen Woods, Managing Partner at Agentive Sales and Marketing Solutions, and President-Elect, Atlanta Chapter, led an energetic, interactive workshop for the HBA RTP Affiliate in October, titled, Leveraging Your Strengths for Career Development and World Class Performance. The workshop was based on exercises from the popular book, Now Discover Your Strengths, by Marcus Buckingham and Donald Clifton.

Prior to the workshop, participants completed a personal assessment in which they identified their individual strengths and talents and used these findings as a basis for the workshop exercises. Participants then learned practical steps for capitalizing on strengths — rather than focusing on weaknesses — for improving performance in both the workplace and in one’s personal life. The goal to using this approach is to foster greater productivity and happiness both in the workplace and at home.

An evaluation completed by workshop attendees showed that 94% of survey respondents found the information provided to be useful, 97% said the program met their expectations, and 100% considered the event to be active and engaging. Seventy-one percent of respondents gave the program a rating of excellent and 29% rated it as very good.

“With the continued dedication and enthusiasm of our board, volunteers, sponsors, and membership at large, I am confident that the HBA RTP Affiliate will continue to extend the HBA mission and objectives to the healthcare business community in the region,” said RTP Affiliate President Nancy Wysenski, President of EMD Pharmaceuticals, who also said she is pleased that the Chapter’s programs are meeting the needs of HBA members in our region.

Mid-Atlantic Chapter Partners with Women in Bio

The HBA Mid-Atlantic Chapter recently established a partnership with Women in Bio (WIB), a Washington DC-based organization dedicated to fostering the success of women executives and entrepreneurs in biotechnology and bioscience industries. WIB has more than 200 members, the majority of whom reside in the greater DC and Mid-Atlantic area.

“This partnership is a terrific opportunity to bring additional value to our respective member base and is a win-win for both organizations,” said 2005 Chapter President Susan Torroella. “Not only are we broadening our existing program by offering complementary topics, we are also providing additional opportunities for networking,” she said.

Under the new partnership, HBA members can attend WIB events at the member rate, and vice versa. The first shared event was held on November 17, when Mid-Atlantic members were invited to attend Women in Bio’s workshop titled, Speaking Your Mind and Getting Heard, part of WIB’s Professional Development Series.

In order to fully contribute to the biotech and pharmaceuticals workplace and become industry leaders, workshop attendees were encouraged to share their expertise by speaking their minds, and getting others to hear them and acknowledge their contributions. They also learned how some professional environments can instill gender conditioning, which may, in turn, hinder some women from speaking up and being heard by both their male and female colleagues.

Atlanta Chapter Programs Focus on Networking, Impact of Obesity

Building One-on-One Relationships

The HBA Atlanta Chapter hosted a book club featuring Keith Ferrazzi’s Never Eat Alone and Other Secrets to Success One Relationship at a Time, which provides insightful, practical approaches to developing and nurturing relationships. Ferrazzi offers an alternative approach to the often ineffective, and sometimes insincere, practices that some business experts typically classify as professional networking. Attendees said they definitely learned tips they could use and gained new insights into how to think about best ways to build their professional contacts.

Obesity’s Impact on Women’s Health

Dr. Samantha Kraley of Emory Healthcare led a sobering discussion on The Epidemic of Obesity & the Impact on the Health of American Women. Dr. Kraley shared helpful, comparative information on some of the latest diet programs and philosophies, concluding that the time-honored tradition of moderating caloric intake and building exercise into one’s routine is the best approach to successful weight management.

Looking for a New Member?
For a complete list of new HBA members throughout the country, visit www.hbanet.org
“We Must Be the Change We Wish To See”

The Leadership Conference kicked off Sunday evening with a social reception at the Maryland Science Center. On Monday, 2005 HBA President Barbara Pritchard, President and CEO, The Pritchard Group and Intermedica, Inc., set the tone by reminding the group that learning to lead is about learning to master change. “Most companies want their employees to be agents of change,” Pritchard said. “Well, we must be the change we wish to see,” she said, borrowing from the spiritual leader Mahatma Gandhi.

Leadership: Talk is Cheap, but Actions Count

“Leadership is something you will do for the rest of your lives, and it does not matter what you say, it only matters what you do,” said Marshall Goldsmith, PhD, Leadership Coach, and keynote speaker at the opening plenary session, Women Leaders as Agents of Change.

Goldsmith, who said he considers Frances Hesselbein, Former National Executive Director of the Girl Scouts of America, to be the most inspirational leader he has ever met, advised those aspiring to leadership roles to focus on learning to ask, rather than waiting to be told. Goldsmith then led the audience in a fast-paced “Feed Forward” exercise that emphasized effective listening and getting feedback.

Changing the Industry’s Reputation by Building Trust

The lunch plenary session, Agents of Industry Attitude Change, focused on the timely topic of how leaders can rebuild trust in the pharmaceutical industry. Heather Mason, VP International Marketing, Abbott Laboratories, moderated the panel, which included Wayne Pines, Consultant, APCO; former FDA official Peter Pitts, Mount Sinai School of Medicine; Mark Grayson, Deputy Vice President, PhRMA; Mary Ann Wagner, Sr. Vice President, National Association of Chain Drug Stores (NACDS), and Deborah Dick-Rath, Executive Director, Global Advertising, Novartis Pharmaceuticals.

Key takeaways included:
- Court the friends the industry already has
- Build trust and cooperation between companies
- Treat patients as co-marketers — they are a well-informed group
- Communicate both the risks and the benefits of healthcare options
- Encourage better physician and patient dialogue through clear, easy-to-understand messaging
- Create better transparency by sharing information quickly and thoroughly

On Leaps of Faith and Being a Life Long Learner

To kick off Tuesday morning’s session, Agents of Inspiration and Passion, moderator Susan Torroella shared some food for thought: “In evaluating an idea, think about whether you are running away from something or running toward something.”

“Don’t be so busy working on the urgent issues that need to be done right away that you neglect what is really important — that which is your passion,” said panelist Jeri Sedlar, author of Don't Retire, Rewire. “And once you find what you like to do, be persistent and don’t let it go.”

Elizabeth Browning, Founder and CEO, Luminari, Inc. echoed these sentiments, saying “The strength of an idea is fueled by the energy and passion it attracts. Cast your net
Leadership Workshops Provide the Wisdom of Leadership

There was something for everyone in the sixteen interactive workshops and four plenary sessions offered during the two-day conference. Here is just a small sampling:

“Success does not mean just one thing – redefine success to fit yourself.”
- From Maintaining an Optimal Work/Life Fit: Become an Agent of Change for Yourself and Your Team, Facilitator: Stephanie Sorine
- Speakers: Cali Williams Yost, Carolyn Buck-Luce

“Know your top five motivators and consider which motivations you use on the job. It is never too early or too late to rewire your life.”
- From Leveraging Your Strengths, Facilitator: Donna Matthews
- Speakers: Jeri Sedlar, Daria Blackwell

“People have great ideas, but few know how to innovate them. Always concentrate on your central idea. Rather than waiting for change, become its innovator.”
- From Power of Persuasive Communication, Facilitator: Donna K. Ramer
- Speakers: Karen Berg, Jerry Michaels, Michael Bland

“Trust is a factor of four variables: Credibility (words), Reliability (actions), Intimacy (security), Self-orientation (focus)”
- From Galvanizing the Trust: Tools for Perceptual Change of the Healthcare Industry, Facilitators: Linda DaSilva, Lynn O’Connor Vos
- Speaker: Charles Green

“The fundamental rules of the game have changed so it is important to be proactive, communicate the value of your message, and know what is happening nationally as well as globally.”
- From Understanding the Impact of Medicare on the Pharmaceutical Industry, Facilitator: Lynn Shepherd
- Speakers: Pamela Santoni, Kim Scolum, Dr. Jack Rodgers

“Recognize the scientists at your institution for their work and decide how their expertise can be utilized in the business sector.”
- From Women in Science: An Untapped Business Advantage, Facilitators: Buetk Grau, Margaret Lee, PhD
- Speakers: Robin Winter-Sperry, MD, Dr. Jeanette Wood, Julie Anne Smith

“Women are capable of management—it is the key to our success as leaders. Be prepared to hire people smarter than yourself in the areas in which you are weak.”
- From Venture Capital and Private Equity in Healthcare, Facilitator: Tamar Howson
- Speakers: Judith Britz, PhD, Rhonda Yee Gilbert, Elaine V. Jones, PhD

“In order to be an effective leader, you need to get a sense of different personalities. You can not always use the same approach when working with a variety of individuals.”
- From Credible, Reciprocal, & Persuasive Influence: A Computer Simulation, Facilitator: Terry Prime
- Speaker: Laurence Poli, PhD

“Think of the benefit that your clients and employees can derive through networking and then create an opener that will grab their attention.”
- From Connecting the Dots: Building and Maintaining Your Network, Facilitator: Nanske Wood
- Speakers: Kathleen Onieal, Sheila Thorne

“Develop a comfort level with your own portfolio and do not overweight in any one area. The key to success is to diversify.”
- From Building Your Financial Future, Facilitator: Carolyn Libratti
- Speakers: Michelle Arpin-Begina, CFP, CIMA, Robert D’Amato, Lori Ryan

“The greatest product of conflict transformation is a better way to resolve and change.”
- From Embracing Conflict to Effect Positive Change, Facilitator: Judy Seraphine
- Speaker: Louise Phipps Senft

“Prepare in advance for influencing situations that are critical to your success. Stop reacting and start acting.”
- From Executive Influence: The Politics of Building Organizational Commitment, Facilitator: Jill Quist
- Speaker: Monica McGrath, PhD

“If we make connections as people, we never know when the relationships may pay off. Build a strong team and anything is possible.”
- From How to be a Positive Change Agent during Company Transitions, Facilitator: Denise Levasseur
- Speaker: Catherine A. Sohn, PharmD

“For leaders, the process of making change stick is as important as deciding what to do.”
- From Thinking Outside of the Pharmaceutical Box, Facilitator: Taren Grom
- Speakers: Jack Barrette, Cathy Kerzner

“Success is about the people we know and hire. There are people who will teach us what we need to know when we need to know it. We are not self-made men and women.”
- From Women Embracing Change: Three Case Studies of Successful Women, Facilitator: Sonnie Kim
- Speakers: Preeti Pinto, Carol Ammon, Elizabeth Browning

Women in Leadership and the Bottom Line

In one of the conference’s highlights, Judy Rosener, PhD, professor and author of America’s Competitive Secret, Woman Managers, gave a humorous, inspirational and thought-provoking address, Agents of Attitude Change: Why Gender Matters. In Rosener’s view, putting capable women in leadership roles has little to do with social justice. Rather, it should be part of a sound business model, one that is consistent with the nature of the labor pool, and exacts a higher return on investment. “There

wide and use your network to energize yourself and your ideas. Above all, never lose your sense of self and what you love.”
is a positive correlation between the presence of women on boards and the financial performance of companies,” said Rosener, whose research on this topic has been widely published.

Be a Success by Learning From the Best

The Agents of Transformational Change plenary session was moderated by Kimberly Farrell, CEO, Unlimited Performance Training, who led a panel of very distinguished leaders who have successfully faced and overcome challenges. Catherine A. Sohn, PharmD, Sr. VP, WWBD & Strategic Alliances, GlaxoSmithKline, advised having a small team in place dedicated to change. “Set your objectives, make the plan, and then focus on working the plan,” she said. Carol A. Ammon, Chairman and Founder, Endo Pharmaceuticals, believes broad leadership experience requires a strong belief in self. “Make the decision to move on—even if you’re out of your comfort zone,” Ammon said, “because it may be a defining moment and result in an opportunity that will have an enormous impact on your life.” Mary Szela, VP, Primary Care, Abbott Laboratories, recommended focusing on people, as well as on the plan, during times of change. “Take a step back and see how people are working through changes and what it means to them before you implement additional plans,” Szela said. Convince your colleagues that change is a good thing and that their contributions are a vital part of the progression.”

Building Confidence Requires Building Trust

In the final session, Agents of Change: From Enlightenment to Action, authors and entrepreneurs Caitlin Friedman and Kimberly Yorio, shared some of their personal stories and formulas for success. They emphasized that while women can be very effective agents of change, they often face issues of confidence. For women to be successful, they must gain the self assurance necessary to move forward. Women can do this by creating the proper set-up, trusting the process and acknowledging what they have accomplished.

The Leadership Conference did all that and more.

Bringing it All Together

Taking the helm as the 2006 HBA President, Debra L. Newton, President, NewtonEdge, reiterated how much power we have to change things and emphasized that “we must take a leadership position in putting the ‘care’ back in the healthcare system with a focus on the patient.”

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opportunities, a solid network of business associates and personal friendships. I have come to the realization that none of us needs to struggle alone. Thanks to the HBA, I have the confidence to reach out to other people who have faced similar situations. I have the confidence to learn from their advice and experiences. And I have the confidence to share this story with you. I gained that confidence by getting involved with the HBA, which helped me get connected, which continues to help me get ahead in my career and I am personally experiencing the R.E.A.L. benefits of HBA — recognition, expertise, access and leadership.
HBA: A Catalyst for Personal Growth

Debra Newton
HBA President

I truly am honored to lead the HBA in 2006. As you know, the Association has been undergoing significant changes and we will continue to evolve to meet the needs of you, our members.

As I take the reins, I believe it is important to underscore my personal commitment and explain why I’m so excited about leading the HBA. I also hope my personal story will inspire you to use the HBA as a resource—as I have—as well as get involved to help other women in the industry.

I started in the healthcare industry as a marketing communications manager for a pharmaceutical company. My day consisted of an early rise and long, isolated hours. There was little exposure to anyone outside my immediate network of about 10 co-workers and a few suppliers. Career guidance and mentoring were concepts we only heard about. Eventually, I left the pharmaceutical company to become an independent consultant and found myself in a position of leadership without a “net.”

I attended my first HBA meeting in the spring of 1989, but didn’t attend a second until the 2001 Leadership Conference and 12 years of the usual excuses: personal and job-related time issues and not fully understanding the importance of networking, mentoring and being mentored. Today, I often wonder what would be different had I become involved in the HBA earlier in my career.

Fortunately, I maintained my HBA membership over the years so I continued to receive program information. It was the 2001 Leadership Conference that really grabbed my attention and, after attending, re-energized me about my career and the HBA. Since then, being a part of the HBA has become one of the most rewarding experiences of my life. But it hasn’t been easy.

Attending meetings after a long day was difficult. I had to tap my reserve energy—which we all had—to make the drive from Princeton to any number of event locations sometimes 20 minutes away, sometimes 90 minutes away. But each meeting re-energized me. Looking back, I know it was a combination of hearing women discuss how they handled difficult situations and learning that I wasn’t alone in stressing over how to deal with business issues while running a household, caring for a family, nurturing my children and often my parents. In fact, I found myself thinking that the idea of the HBA was pretty cool: responsible, professional women who are willing to share and support other women.

The 2002 Woman of the Year event in New York was the true catalyst for me. I was inspired by over 2,000 men and women all connected to an industry dedicated to honoring people who truly make a difference. As I looked around, I realized the power of our industry and the value of the HBA. I also decided to become more involved.

Volunteering and getting to know the leadership of the organization made me realize what had been missing from my non-stop, workaholic lifestyle: a network of professionals with whom I could give and get support by sharing concerns, issues and experiences.

Today, I meet many young women and seasoned professionals in the industry and often ask: “What are you doing for mentoring?” “Do you have a network of resources you can share work challenges with?” Often the responses are, “I’ve thought about that, but just haven’t gotten around to doing anything about it.” With very demanding jobs, tight deadlines and increasing workloads, as well as a rapidly changing industry with mergers and consolidations, it’s easy to become isolated. So while we see the value in mentoring and networks, many of us—especially those in the early stages of careers—still struggle to find support and ways to remind us that we chose to work in the industry to help improve the lives of patients.

My years volunteering for HBA have been the richest and most rewarding for me both personally and professionally. When I look back, I can see that I am a very different type of leader today. I have been able to learn from others and grow through exposure to leadership skills and thinking of great women—and men—in the healthcare industry.

So I am exceptionally fortunate and honored to lead an organization that has provided me with so much: mentors, leadership oppor-

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