Master The New Standard of Leadership

Participants in the HBA’s Fourth Annual Leadership Conference were inspired, moved by shared stories, educated, entertained, and motivated to “master the new standard of leadership” at the November 2-3 event, hosted by the Boston Chapter. The Conference provided the nearly 400 attendees with opportunities to network and get to know women from HBA chapters and affiliates throughout the country.

Kim Rowe from Agentive spoke on behalf of many when she commented, “This year’s Leadership Conference was the best yet. If you want to get to know powerful women in the healthcare industry, this was the place to be.”

Thanks to the Leadership Conference Planning Committee, the conference supported the HBA’s mission of furthering the advancement of women in healthcare and provided “REAL” (Recognition, Expertise, Access and Leadership) benefits to attendees, whether they were seasoned veterans or new to the organization.

Heidi T. Wunder of Shire Pharmaceuticals spoke from the perspective of a first-timer. “As a new HBA member and mid-level professional, I found the 2006 conference to be educational, thought-provoking, idea-stimulating, and completely worthwhile. I look forward to 2007,” she said.

Conference attendees got off to an entertaining start with Keith Ferrazzi, CEO of Ferrazzi Greenlight and author of the best-seller, Never Eat Alone. Defining behaviors of leadership, he highlighted five secrets to success: business relationships are personal relationships, don’t keep score, build it before you need it, be interesting, and, of course, never eat alone.

Addressing success from a different perspective, Karenna Gore Schiff, daughter of former Vice President Al Gore, spoke about several women who put themselves on the line to combat racism, cruelty to children, pollution, disease, bigotry, and poverty, and challenged the limits put on women as public leaders. She shared stories based on her recent book, Lighting the Way: Nine Women Who Changed Modern America (see related article on page 9).

New Officers and Board of Directors Take the Reins

The HBA launched into 2007 with the election of a new Board of Directors. The election of board members was held during the HBA’s Annual Business Meeting, November 2, 2006.

HBA 2007 BOARD OF DIRECTORS

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President & COO
EKKR Therapeutics, Inc.
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President Elect
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MBA Candidate,
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Immediate Past President
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President
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dnewton@newtongrey.com

www.hbanet.org
HBA Members Approve Formation of Council of Chapter Presidents at 2006 Annual Business Meeting

The HBA membership approved an amendment to the bylaws to allow the formation of the HBA Council of Chapter Presidents and to reconfigure the Board of Directors to include the Chair of the Council of Chapter Presidents as an Ex Officio Director’s position on the board. Voting took place at the 2006 Annual Business Meeting, November 2, 2006, at the Marriott Long Wharf in Boston, at which time the new Executive Committee and Board members also were elected. The Council of Chapter Presidents becomes effective January 1, 2007.

The change in the composition of the Board is part of a process that began in 2002, when the HBA began reconfiguring the organization to be better positioned for the future—and continual growth. Under the previous bylaws, each Chapter President held an Ex Officio position on the Board—which stood at 23 members—and would continue to grow as new Chapters around the world were established. Because Chapter Presidents have, by definition, another primary task within the HBA—to organize and manage their Chapters—their participation in Board functions and tactical work could not be their highest priority. With the new Bylaw enacted, the Chair of the Council of Chapter Presidents will represent those votes so Chapter Presidents can focus on running their chapters and the HBA will have a more streamlined and highly efficient governance process.

According to 2006 HBA President Debra Newton, “There were two primary reasons to make the change at this time. First, the current board size and composition has been functional, but not optimal. There were a few times we did not have a quorum, which delayed voting on projects and programs that needed to move forward quickly and efficiently.”

The second reason for the formation of the Council was to strengthen the chapters’ ability to learn from one another. “Future growth will come from the chapters, so it is critical that the HBA provide a forum for substantive sharing of leading practices in addition to the current board-level training currently offered,” Ms. Newton says.

The concept of the Council of Chapter Presidents was developed by a task force of current Board Members and several Chapter Founders and former Presidents (Donna Kramer, Cathy Sohn, Deborah Coogan Seltzer, Susan Torroella, and Terri Pascarelli) along with Ken Grounds, a consultant to the HBA, who provides guidance on governance and organizational structure.

Following the vote at the Annual Meeting, a new task force was convened to develop the composition and structure of the Council as well as a Chair who will sit on the HBA Board. That task force includes former two-time HBA President Nancy Larsen, Kimberly Farrell, Donna Cryer, and Leigh Ann Ruggles.

As 2007 HBA President Cathy Kerzner explains, “The Council of Chapter Presidents strengthens their continuing input into the policy-making aspects of board operations, keeps the board size at a manageable level, recognizes the need for Chapters to mentor each other and affiliates to grow and operate, and provides a mechanism for Chapters to share ideas and best practices in a formalized setting.”

The HBA’s 18th WOTY: Meryl Zausner

The HBA has named MERYL ZAUSNER, Vice President and Chief Financial Officer, Novartis Oncology, as the 18th HBA Woman of the Year. She will be honored on Thursday, May 3, 2007 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.
Women within the pharmaceutical and healthcare fields have been instrumental in the tremendous growth and success of this dynamic industry. To enable these proven and talented leaders to find their spirit, intellect and purpose, Saint Joseph's University offers two distinguished pharmaceutical-focused Executive MBA Programs to prepare women for the strategic business challenges that lie ahead.

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*April 2005 and April 2006 studies at SJU
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* Executive MBA Council Research Statistics.
** Based on Graduate Management Admission Council research of Corporate Sponsors.

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Spirit | Intellect | Purpose
Celebrating 30 Years of Leadership Excellence

It is a great honor to be joining the HBA Bulletin team during this watershed period in the organization’s history: 30 years of furthering the advancement of women in healthcare is certainly worthy of celebration. Throughout the year, we will keep you updated on news related to the 30th anniversary, as well as many other important and notable HBA events. Over the last 30 years, the HBA has evolved from the grassroots efforts of a few stalwart women, who wanted to provide a platform for change, to an international organization of more than 3,000 members—an all-time high—and 12 chapters and affiliates in the United States and Europe.

Just as the HBA has kept pace with the changing dynamics and issues that affect women within and outside the workplace, we believe the organization’s communications vehicle should do the same. To start, the Bulletin will undergo a facelift, starting with a name change. We are asking members to submit their suggestions by February 28th—after all this is your newsletter.

Next, in response to your feedback, during the course of the year we will be providing you with more Skills for Success columns, more industry-related articles and more contributions from you—the women who are the HBA. If you would like to submit an article, provide feedback for a topic or propose an idea for editorial consideration, please feel free to e-mail me at tgrom@pharmavoice.com.

We look forward to an exciting year and serving your needs!

Taren Grom
Editor

Name That Bulletin Contest!

Please e-mail your suggestion, along with your name, e-mail, and phone number to Donna Ramer at dramer@strategcations.com.

The winner will receive one ticket to the 2007 “Woman of the Year” ceremony, where the new name and new look will be unveiled.

Looking for a New Member?

For a complete list of new HBA members, visit www.hbanet.org, then click on HBA Members to the left of the screen.

2007 Board Members from page 1

Treasurer
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turn to 2007 Board Members on page 10

Measuring Leadership

LAURIE COOKE
In her first President’s Forum, Cathy Kerzner discusses how women leaders of today are laying the groundwork for significant change, and she challenges us all to reflect on the leaders we want to be now and in the future. The 2006 HBA Board of Directors has done an excellent job embracing this mission when they examined the structure of the board last year and challenged whether the current structure provided optimal governance for an actively growing global organization. The Board identified that there was room for improvement and took action. Their efforts resulted in an amendment to the association’s bylaws, which was voted on and approved by the membership at the Annual Business Meeting. The amendment created the Council of Chapter Presidents and streamlined the Board’s membership. This is a true example of an organization reflecting on what it wants to be in terms of leadership, setting an agenda for change, and taking action to achieve that goal.

In the book 7 Measures of Success—What Remarkable Associations Do That Others Don’t, the Center for Association Leadership outlines the key factors that make an association an exceptional organization. These findings stemmed from a survey performed by the Center, which used a rigorous research methodology adapted from the work of Jim Collins, the author of Good to Great and Built to Last. The seven key factors are:

- A Customer Service Culture
- Alignment of Products and Services with Mission
- Data-Driven Strategies
- Dialogue and Engagement
- The CEO as a Broker of Ideas
- Organizational Adaptability
- Alliance Building

As the HBA Board, Chapter and Affiliate leadership and staff work together in 2007, we will continue to challenge ourselves with a leadership agenda for the HBA, which includes a strategic plan that was developed at the HBA Board retreat in July of 2006. A 10-year vision was established; the underlying tactical strategies were designed to make targeted progress toward achieving that vision.

Many of the seven measures of success that are attributes of exceptional associations are already on the HBA’s leadership agenda, and progress is happening every day to achieve these goals. The space in this article does not allow me to delineate the many activities that are under way, but I look forward to reporting in future editions of the Bulletin on our successes and challenges.

As we journey along the path we set for our personal leadership agendas, we can expect to experience both positive movement as well as setbacks. There are three simple steps that are key to staying true to your agenda:

- Clearly define your goals
- Identify the gap between where you are today and your target
- Develop your agenda with an action plan to get you to your destination

The HBA is here to provide assistance for all three of these steps so be sure to factor in the full resources of the association—from providing hands-on leadership skills development through volunteer opportunities to the many professional development and networking events, to mentoring relationships, to providing recognition for your successes.

2007 is the 30th anniversary of the HBA and the year that we rise to Cathy’s challenge to have a personal leadership agenda, to leverage our resources to become one of those visionary women we have admired—past and present and to continue the change achieved by the exceptional leaders that have walked this path before us.
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IMPORTANT NEWS. IMPORTANT READERS.
Lessons in Leadership

Reflecting on the HBA’s 30 years of exemplary contributions to women in healthcare, we thought it would be interesting to review previously published Skills for Success columns to gauge if the sage advice from the past still holds true today. Not surprisingly, many of the columns touch directly on the points discussed by HBA President Cathy Kerzner as well as by HBA CEO Laurie Cooke in their first columns of 2007: defining leadership, reflecting on what type of leader you want to become, developing the right skills to become a leader, and generating value from the HBA. Building on these core themes, including setting an agenda for change and taking action to achieve one’s goals, we are pleased to present excerpts from previously published Skills for Success columns that succinctly address these issues.

Executive Success: Leadership from the Inside Out

Lelia O’Connor
Executive Coach/Leadership Consultant
Ngal So Consulting Group
Global Center for Authentic Leadership
Originally published May/June 2004

Authentic leadership is natural for women who want to make the world a better place. Authentic leadership is not a job title; it’s a state of being.

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

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

Women leaders in healthcare must spearhead efforts to adopt and teach the qualities of authentic leadership. We must challenge the status quo and lead our organizations with vision, integrity and fiscal responsibility. Not only because this is desperately needed, but also because we can.

Women instinctively know how to make the world a better place. We know how to run businesses, increase profitability, and improve the quality of life.

We often view leadership as the “act” of leadership split off from the person or as an external event. Leadership is not simply something we “do” — it is our “being” our “state of mind.”

We lead by virtue of who we are. The more we can unleash our full human potential “mind, body, and spirit” the more value we can create inside and outside of our organizations.

Seven Winning Leadership Strategies for Success

1. Leadership is the mirror image of your integrity and wisdom. Lead with humanism as, in the end, all is people and all is life. A strong sense of purpose and vision should be tantamount to integrity. Be clear about your values. Be adaptable and open to change. Successful leaders learn from their mistakes, adopt new behaviors and become life-long learners. Learn the value of silence and the power of inner-listening.

2. Leadership expects material and financial betterment. Understand the financial realities of your business. “Keep your eye on the money,” not only to generate profitability, but also to improve the quality of life. Use your money and your company’s money in a positive way to benefit your employees, the community at large and those less fortunate.

3. Leadership is joy and self-empowerment. Create an environment where people find joy and the best means to express their passion. Be positive and do what you love, and inspire and empower others in the process. Everyone must do something that’s a source of inner joy.

4. Leadership demands total concentration toward the ultimate goal. Have clarity of purpose. Have clarity of purpose and a shared vision and a concentrated mind to realize it. Understand what matters most and what will make the biggest difference to you and your organization. Be selective so that the ultimate goal is attained effectively. Don’t be sidetracked by the unimportant. Develop inner concentration to always stay focused on the positive.

5. Leadership walks on the road of patience and tolerance. Take a long-term view. Practice patience so that you don’t sidestep important stages within your path and understand the roads others are traveling with you. View your career as a holistic life-long journey and view your organization as an essential vehicle to benefit many generations.

6. Leadership blooms out of your integrity and compassion. The key actor of integrity is “nonharming.” Don’t harm people with your thoughts, actions and words. Don’t harm the environment. Help and be of benefit to others. Create businesses that improve the quality of life for all its shareholders and stakeholders. Set an example: have your actions match your values. Take the high road.

7. Leadership brings your corporate and world vision closer to the heart. Keep your attention on human relationships. Be committed to the whole person and not just their results. Be willing to accept and act upon criticism and suggestions. Listen to the people who are closest to your customers as they will give the best advice. Empower people to be happy and successful. Make the world a better place.

Building Resilience for Leadership Success

Barbara Eiser, MA, MC.P
President, Leading Impact, Inc.–Executive Coaching
Mindy Maser
Senior Client Manager, Salveson Stetson Group, Inc.–Executive Search

Originally published January/February 2006

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 resil-
Sophisticated Education Scheduled for Working Professionals

The Leadership in Healthcare MBA is a 22-month program that brings together faculty from Yale's Schools of Management, Medicine, and Public Health. The classroom curriculum teaches analytical and leadership skills 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. Between class weekends students can take advantage of virtual office hours and online review sessions, or use virtual meetings to collaborate on group projects.

To quote Dr. Howard Forman, the program's director, "Tomorrow's healthcare leaders will rely on finely-honed management skills, comprehensive healthcare system savvy, and sector-spanning professional relationships. Yale's Leadership in Healthcare MBA program is the perfect environment for acquiring all three."

mba.yale.edu/mba-e
ience 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: facing internal and external realities; being willing to learn; becoming clear about deeply held values; and 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. Often, men can 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.

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 “cru- cibles of leadership,” which are “experiences … that cause a point of deep self-reflection that [executives] … 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 transformative, including benefits such as gaining perspective, honing judgment, and using more imaginative solutions.

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 her own level of resilience.

Notes from the Diary of an Avid HBA Volunteer

Brita Herlitz
President, Herlitz HealthCare: A Communications Co.
Former Editor, HBA Bulletin
Originally published July/August 2005

In keeping with the HBA’s mission of furthering the advancement of women in the healthcare industry, I’d like to share some of the wisdom that I have gained as an HBA volunteer since 1997, when I started as Promotions Committee Chair.

Getting Involved is Easy. The HBA welcomes all those eager to contribute. Pick up the phone, reach out to a committee chair, and take advantage of the opportunity to mix, mingle, work with, and learn from the best.

Volunteerism is Fun, But It’s a Job. Think of this as a “volunteer career” instead of “just a volunteer thing.” Diminishing the importance of your volunteer work will naturally diminish your commitment to it and could even detract from your professional reputation if you do a lackluster job. Commit to excellence in your volunteer career just as you have in your profession.

Do More, Get More (But Don’t Over Promise). The more you put into your volunteer career, the more you’ll get out of it (and the more things you’ll be asked to do) So, go for it, but be realistic about what you can do and don’t over promise.

• Seize the Opportunity to Network and Mentor. Volunteering with the HBA allowed me to meet many women with great insights, experiences, and high-level connections. I used these widely and well. Don’t abuse the privilege, but do recognize it. You can give back by mentoring those individuals who seek your help and guidance.

• Vive La Difference! Just as in business, your volunteer encounters can be rife with personality differences and politics (not all bad). Remember this rule of thumb: Don’t take it personally; do take it professionally. Behave appropriately rather than emotionally (try not to “vent”). Respond in a way that best supports the organization as a whole and, rather than stressing about them, enjoy the differences you find and learn from the discussions.

• Respect the Hierarchy. Any well-run volunteer group has a defined hierarchy. Respect the chain of command. Don’t circumvent it because it is a volunteer-based group.

• Teamwork is the Only Way. Acting as a mutually supportive teammate, rather than holding too tightly to your volunteer turf is more productive and fun in the long run. Just as in business, shortsightedness and a closed mind lead to deadlock, squash productivity, and put a damper on the creative, giving, eager spirit that fuels most volunteers.

• Recognize Burnout and Speak Up. Volunteer burnout is very common. Don’t despair. Decide what you need to do to re-energize (get help; switch committees; take a break) and then act on it via the appropriate channels.

• Moving on Doesn’t Mean Moving Out. Even if you decide to stop volunteering for a while, try to remain at least peripherally involved/supportive.

• Transition in a Professional Manner. Again, think of this as a career—don’t just leave without a clear transition plan and support for your successor.

• Enjoy the Best Times. Some of my favorite memories are from working with the HBA. I had the opportunity to interview and learn from amazing women.

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*Suggestions for Building Resilience

• Accept the fact that change is inevitable. When a change occurs, find ways to work with it instead of resisting it.

• Be a continuous learner.

• Practice flexibility by thinking in terms of “and” rather than “either/or.”

• Learn to recognize situations that are out of your control; when these occur, practice letting go.

• Make reflection a habit, in both positive and negative situations, to increase your ability to learn, understand, and take new perspectives.

• Build a network of personal and professional relationships that can be mutually supportive.

• Clarify your most deeply held values, and connect them to a broader purpose.

• Define your self-identity as a whole human being. Remember that your job and career comprise just one facet of who you are.

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Source: Center for Creative Leadership, Leading Effectively, December 2003 and August 2004

LEADERSHIP from page 1

Personal Perspectives on Leadership

One of the most moving plenary sessions presented yet another view of leadership—the personal struggles and growth experiences of women leaders. It was led by Ellyn Spragins, author of What I Know Now: Letters to My Younger Self, a compilation of letters written by such famous and accomplished women as Madeleine Albright, Eileen Fisher and Maya Angelou.

What made the session so powerful were presentations by three of HBA’s accomplished women, who shared their own very personal stories: Lesa Lardieri, VP of Customer Medical Affairs, Pfizer; Meryl Zauner, VP and Chief Financial Officer, Novartis Oncology; and Deborah Dunsire, MD, President and CEO of Millennium Pharmaceuticals. The last plenary session featured Judith Glaser, author of The DNA of Leadership: Leverage Your Instincts to Communicate, Differentiate and Innovate, and CEO and President of Benchmark Communications. The dynamic speaker used interactive technology to lead the audience through a series of situations and effective ways to handle them.

In between, attendees had the opportunity to learn

KARENNA GORE SCHIFF Leads Inspirational Plenary Session

Susan Youdovin
B&Y Communications

“Shear healthcare is one of the most important civic challenges of our time,” said Karenna Gore Schiff, HBA Leadership Conference luncheon keynote for Thursday, November 2, and author of Lighting The Way: Nine Women Who Changed Modern America. Noting that she was especially pleased at the opportunity to learn about the HBA and to be there to address women in the healthcare industry, Schiff commended the group, saying, “You are tackling vital issues of healthcare and your efforts are critical.” She urged the women in the audience to engage in the political process so they can make an impact and, like the public-health heroines she writes about, “light the way.” Schiff, who grew up with politics, is the daughter of Al and Tipper Gore.

For her book, Schiff chose to write about women who, though not well known, contributed to major civic changes in American life by focusing on human needs that were not being met, particularly in such areas as child labor, toxins in the workplace, civil rights, Social Security, and maternal and child health. They worked behind the scenes with a combination of “compassion and resolve,” not seeking fame or credit, but focusing on the substance of public service.

“Women have always been strong leaders,” Schiff said, “but often unrecognized.” She told the story of Dr. Alice Hamilton, the first woman invited to join the Harvard University faculty. The conditions were that she had to be known as “A. Hamilton,” could not participate in commencement and, the final blow, was not entitled to football tickets. Dr. Hamilton’s mission was far-reaching, however. She brought public attention to the effects of chemicals on workers and the environment and made it part of mainstream dialogue. This was necessary because men shied away from the issue, because it showed too much “female sentimentality” and weakness.

Schiff, whose husband is a primary-care physician by training and is now involved in a biotech venture fund, appreciates how difficult it is to balance the values of making medicines and of making them available to people in need.

“You are ideally suited to resolve those issues,” she told the group. “Women have always been leaders in humanizing technological progress.”

Speaking to the current healthcare debate, Schiff said she is very cognizant of the importance of balancing the needs of the industry. “We need very open-minded discussions that include industry leaders,” she said. “Women like you would be most likely to have the answers.”

Most recently Director of Community Affairs for the Association to Benefit Children, Schiff has a strong interest in early childhood development and believes that daycare, especially for families in need, should be a national priority. She advises young women to draw lessons from their personal experience.

“Many women gain strength from the domestic sphere,” she said. “Bring those lessons and perspectives to your profession, especially if you’re in healthcare. You may be able to see human needs in a way that others do not—from a family perspective.”
LEADERSHIP from page 9

about such diverse topics as the emotionally intelligent leader, women in science leading healthcare innovation, mastering the internal sell, branding yourself, coaching the change leadership agenda and balancing politics, business and science—careers in biotech. They also enjoyed a Boston Tea Party, browsed the exhibits, networked in hallways, and shared meals with old friends and new.

Cathy Counsell of InfoMedics found the conference to be a profound experience. “The Leadership Conference is a perfectly orchestrated event to drive interaction, sharing of experience, and knowledge,” she said. “The momentum increased through the event driving even the meekest to share the heartfelt experiences that others could relate to, expand on and learn from.”

At the close of the two days, Debra Newton, 2006 HBA President and President of NewtonGrey, turned over the reins of leadership to incoming HBA President Cathy

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2007 BOARD MEMBERS from page 3

Eager participation at one of the 14 interactive workshops.

(Left to right) NANCY WYSENSKI and CATHY KERZNER, both of EKR Therapeutics, WITH DEENA WEGNER, Research Triangle Institute–Health Solutions.

The Boston Tea Party (above) hosted by InfoMedics, Inc.

Exhibitors and attendees get a chance to network during the two-day event, including HBA Past President TERI COX (far right), Cox Communications Partners, LLC.
Kerzner, President and Chief Operating officer of EKR Therapeutics. Together they celebrated the success of the conference and the achievement of new milestones for the HBA: more than 3,000 members and 12 chapters and affiliates in the United States and Europe. And together they urged everyone to take part in next year’s Leadership Conference, set for December 6-7 in Washington, D.C.

WORKSHOPS PROVIDE TOOLS FOR MASTERING LEADERSHIP

- **LEVERAGING YOUR STRENGTHS FOR WORLD CLASS PERFORMANCE**
  - Moderator — Eileen Woods, Agentive, Sales and Marketing Solutions

- **BALANCING POLITICS, BUSINESS, AND SCIENCE—YOUR CAREER IN BIOTECH**
  - Moderator — Susan Adler, Sepracor, Inc.
  - Panels — Cristina Cismon, PharmD, MHP, Clarus; Nina Green, Tufts University; and Joanna Horobin, MD, Syndax Pharmaceuticals

- **BRANDING YOURSELF: MASTERING THE STYLE OF SUCCESS**
  - Moderator — Tamara Jacobs, Tamara Jacobs Communications, Inc.

- **NO SWEAT SPEAKING: GOING FROM GOOD TO GREAT**
  - Moderator — Karen Friedman, Karen Friedman Enterprises, Inc.

- **COACHING THE CHANGE LEADERSHIP AGENDA**
  - Moderator — Theresa Moulton, Performance Change Initiatives, Inc.

- **FRONTLINE PERSPECTIVES ON LEADERSHIP**
  - Moderator — Deborah Coogan Szefer, Boyden Global Executive Search, Atlanta Office
  - Panels — Samantha Carey, Christian & Timbers; Jay R. Kiz, Russell Reynolds Associates Healthcare Sector; Carol B. Maxwell, Tenet Healthcare Corp; and John T. Mitchell, Spencer Stuart’s Life Sciences Practice for North and South America

- **THE EMOTIONALLY INTELLIGENT LEADER**
  - Moderators — Helen T. Cooke, Cooke Consulting Group, LLC and Jill Quist, Quist Solutions LLC

- **WOMEN IN SCIENCE LEADING HEALTHCARE INNOVATION**
  - Moderators — Bulet Grau, Commercial Strategy, Stryker Development and Margaret Lee, PhD, Therapeutic Area Research, CombinatoRx, Inc.
  - Panels — Sylvie Avrillon, PhD, Novartis Institute for Biomedical Research; Elizabeth Mutisya, MD, The Wharton School; and Alpna Seth, PhD, Biogen Idec

- **WORK IS A GIANT SPONGE**
  - Moderators — Candice Lange, Lange Advisors and Lelia O’Connor, Ngl So Authentic Leadership Group

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**PRESIDENT’S FORUM**
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Your self-confidence, become more resourceful or develop a larger network so you are more connected, the HBA provides you with the opportunities to achieve your goals.

As we celebrate the HBA’s 30th anniversary, I challenge all of us to define the individual characteristics we need to leverage to become visionary leaders—such as the women we admire, past and present; to raise the profile of the HBA worldwide; to talk about what the HBA does and can do for you; and to encourage others to become a part of an important organization in the healthcare industry.

For me, a leader is someone I like to be around and within the HBA there is not a lack of good company. The new year is upon us: What is your personal leadership agenda? I’d like to know.
Developing a Leadership Agenda

A recent Internet search on the word “leadership” yielded 174 million hits. So it wouldn’t be surprising if you asked 1,000 people their definition of leadership that you would probably get 1,000 different answers, because leadership is truly individual.

Leaders are people first, which is why, as a developing leader, each of you is unique. For many, a leader is different from an achiever or someone who is simply great at what they do. No matter how you define a leader, there are lessons to be learned from great women who shouldered the mantle of leadership in the past and from those who blaze new trails today.

In her book, “Lighting the Way,” Karenna Gore Schiff relates the experiences of women whose character, leadership, and actions evoked social change and significantly impacted many of the issues women faced in the past and today. One such leader was Dr. Alice Hamilton who lived in a Chicago settlement house. She became interested in the occupational hazards that her poorer neighbors faced in their jobs. Her work as a toxicology expert gave rise to the study of occupational hazards, which is now highlighted by the Occupational Health and Safety Act of 1970. Hamilton’s accomplishments earned her a place on the faculty of Harvard University—the first woman appointee.

Another trailblazer was Septima Poinsette Clark, who was a pioneer of civil rights. She focused her attention on racial inequality long before it was registered on the national agenda. Several years after earning a bachelor’s degree from Benedict College, Columbia University, and a master’s degree from Hampton (Virginia) Institute (now Hampton University), she developed an adult literacy program, which formed the basis for “citizenship schools” in the Deep South. The project was a response to legislation that was being passed in several southern states that required individuals to read and interpret various portions of the U.S. Constitution in order to be allowed to register to vote. These programs, as well as her many other accomplishments, set the stage for a much larger civil rights movement in the United States.

The women leaders of today are just as impressive in their endeavors as they lay the groundwork for significant change. Sue Desmond-Hellman, 2006 HBA Women of the Year, is single-minded in her determination to develop better care for patients. Her career as a woman in science has continuously focused on what she can do to help alleviate human suffering. Sue’s absolute resolve to help patients has been extensive—from establishing and working in an HIV clinic Uganda to helping develop products, such as Bristol-Myers Squibb’s Taxol, to her ultimate decision to join Genentech at a time when the biotechnology industry barely existed. Sue’s work at Genentech has driven attention to the biotech industry and has pushed the envelope to uncover and develop targeted therapies for cancer.

Carole Ammon, Chairman and Co-Founder of Endo Pharmaceuticals, is another contemporary example of a leader who broke new ground. Carole spearheaded a management team buyout of a portfolio of products from DuPont-Merck, which ultimately led to the formation of Endo Pharmaceuticals, a specialty pharma company. It would be fair to say Carole was not received with open arms when she approached the street for funding for her venture—it was a new idea and she was a woman. Her vigilance and determination paid off. In 2000, Endo became a publicly traded company. Carole’s story is a first for the U.S. pharmaceutical industry and one that has encouraged women to embrace the concept of starting their own companies.

What about you, our leaders of the future? What is your leadership agenda? What will you do today that will change your future?

The HBA can play a role in helping you achieve your leadership agenda. The HBA is the only organization that gives women exposure to leadership roles—such as Karenna, Susan and Carole—as well as many other accomplished leaders in healthcare. Whether you want to learn how to take a risk, increase turn to PRESIDENT’S FORUM on page 11