A record-setting crowd of more than 2,100 arrived at the New York Hilton in May to celebrate the accomplishments of three very different and very worthy recipients of the HBA’s highest honors: Woman of the Year Meryl Zausner, Vice President, Chief Financial Officer, Novartis Oncology; Honorable Mentor Lonnel Coats, President and Chief Operating Officer of Eisai; Star Volunteer Shellie Caplan, Founder of Caplan Associates Executive Search; and 82 Rising Stars, who are forging bright leadership paths of their own.

Debra Newton, HBA Immediate Past President, warmly greeted attendees to the 18th Annual Woman of the Year (WOTY) Awards Luncheon, noting that the occasion was indeed a time of celebration as the HBA kicks off its 30th Anniversary and the one day to publicly recognize all women working in healthcare. After acknowledging the honorees and honored guests who represent the industry’s highest achievers, she handed the program over to the HBA’s CEO Laurie Cooke, who outlined the organization’s many achievements during the year.

Honorable Mentor

Dr. Elizabeth Mutisya, HBA President-Elect, had the honor of introducing the seventh recipient of the Honorable Mentor Award, Lonnel Coats. The HBA established the award to recognize one man who has consistently demonstrated support of women’s advancement in healthcare.

Coats, who is the second Eisai man to receive this award (former Eisai President Bill Sheldon was the first HBA Honorable Mentor), has exhibited dedication to developing, mentoring, and promoting women. He also has been supportive of the HBA and its mission to advance women’s careers in healthcare worldwide.

In his remarks, Coats reminded the audience that, with the number of daunting tasks ahead in the healthcare field, it’s more...
The Mastery of Competencies is a Life-Long Process, Not a Destination

THE CEO’S CORNER  Laurie Cooke

Most people readily agree that leadership development is not only important to the individual, but that it is a critical success factor for an organization. However, when you dig deeper to understand what someone’s leadership development strategy is, there is often a pause in the conversation.

A key tool in leadership development is to create an agenda that maps a path to master a defined set of competencies. The first step is to conduct a self-assessment and take stock of who you are and what you want to become based on your personal vision and, preferably, this takes into consideration what your organization needs you to be. The following five questions form a simple framework that can guide the development of your personal leadership agenda.

1. What Have You Done? Review the responsibilities that you have had in each job you have held. It is important to write this down; starting a personal journal is a good way to keep your thoughts in order. Now, step back and take a look at the professional history you’ve compiled. One benefit of this first step is realizing that you have already mastered many great things.

2. What Did You Like? Think about what you liked about each job and include a list of the things that you did best, the activities you loved to do, and the atmosphere in which you were working that made you feel good about going to work each day. People instinctively navigate to their comfort zone so it’s important to factor this in when developing a true picture of your current state.

3. What Did You Do Well? Identify what your strengths and weaknesses are. Next, clarify the specific areas that, with improvements, would significantly enhance an area of your work and thus leverage your overall effectiveness. Consider what people have said about you to help develop this list. If you’ve been true to and about yourself, you’ll probably see some areas where you can improve. It’s all about lifelong learning.

4. What Should You Improve? We can’t be everything to everyone, so focus on the most important competencies for effective performance in the target position you are grooming yourself to achieve. Since it is often hard to critically assess oneself, the most important competencies for effective performance in the target position you’ll probably see some areas where you can improve. It’s all about lifelong learning.

5. What Should You Do To Improve? Once you have the list of missing skills or knowledge, you can develop and implement a plan to acquire these attributes. Desired skills can be addressed through a number of routes, including traditional training. Personalized, hands-on experiences, role-playing, and mentoring are important additions to the plan. Sustained practice of a new skill or competency is the key to lasting change. You now have your own, tailored leadership agenda!

As you succeed in filling your leadership development gaps, consider this five-step process as a cyclical plan. Periodically, return to the initial question and ask yourself about the areas that would significantly enhance your work — become a continuous learner. It is important to note that mastering competencies is a process that begins each time a new skill is acquired. At first it is difficult, but as you tackle a new skill, the process becomes progressively easier and more pleasurable through practice. Think about learning to ride a bike!

Mastery of competencies is a process, not a destination. I am reminded of Jigoro Kano, the founder of judo, who was a consummate “master.” But when he died he asked to be buried with a white belt on! May we all be so humble in our leadership journey to appreciate the lifelong process and to take the time to help others along the way.
important than ever to not leave any talent untapped (see page 12). He also tipped his hat to Eisai team members who had been recognized as HBA Rising Stars: Linda DaSilva, Tori Arens, Lucy Hutchison, and Shaji John.

**Star Volunteer**

HBA President Cathy Kerzner took the stage to introduce the 2007 Star Volunteer, which recognizes an individual who has dedicated time, effort, passion, and commitment to the HBA in an extraordinary way.

“This year, we honor a woman who has held volunteer and leadership positions within the HBA for more than 20 years and who has served as a member of the HBA Board for more than 18 years, covering a variety of roles,” Kerzner said during her introduction of Caplan.

A successful executive recruiter, Caplan has specialized in the healthcare industry for more than 27 years. Most recently she received certification in corporate and career coaching, leading her to establish a new practice focused on career transitioning. Her newest venture is focused on creating peer advisory boards for women entrepreneurs. Caplan exemplifies one who is pursuing her leadership agenda, although her personal and professional agenda didn’t start off “to help develop women leaders.”

“Early in my career, there were very few senior level women in the industry, but as I became more involved with young, bright women struggling to climb the corporate ladder, I became dedicated to helping them achieve their goals... several of whom are now presidents, CEOs, and CFOs,” she said. “Now, the most rewarding part of my job is advising, mentoring, and consulting, which is another reason I love the HBA so much. It’s the core of most of our programs... to help develop the talented women in this community.”

**Woman of the Year**

After Newton and Mutisya introduced the Rising Stars, recipients of one of the HBA’s most visible and coveted awards, it was time for the woman of the hour. (For more information about the 2007 HBA Rising Stars, please turn to page 8.)

David Epstein, President and CEO of Novartis Oncology, extolled Zausner’s many business accomplishments and professional achievements, and then singled out a trait equally important.

“Beyond the numbers, Meryl has taught me the importance of the human aspect of business,” he said. “Earlier in my career I was so focused on results and getting... turn to **Woman of the Year** on page 12

---

**SETTING THE STAGE**

During the Annual Woman of the Year Luncheon, HBA President Cathy Kerzner took to the podium and laid out her vision for 2007, which is to create current and relevant value for HBA’s corporate partners and individual members.

“The HBA mission of advancing women’s careers, as a leadership development organization, is driven by our core strategic objective: to increase the number of women leaders in the healthcare industry,” Kerzner said. “We plan to do this by helping our members create and achieve their own leadership agendas.”

Kerzner outlined several key points as a way to achieve this goal.

- Today, one needs to be more than the boss to be regarded as a leader.
- Leaders bounce back when times get tough or unexpected events occur, and they learn from these experiences and view them as positive leadership development opportunities.
- Leaders must be capable of inspiring long-term performance and commitment from their teams to optimally achieve their company objectives.
- Effective leaders have moved from a transactional leadership style—based on mutually beneficial exchanges to accomplish tasks—to a transformational leadership style—those who provide vision, inspire trust, and who are tremendously resilient.
- Today’s leaders need to assume more of a stewardship role by asking how they can better serve their employees to help them achieve their objectives to optimize results for the company’s business model.
- “This stewardship role resonates emotionally—it enhances the relationship between the leader and team member as people,” Kerzner said. “And it results in a more personally respectful way to lead.”
- Kerzner is making it her mission to ensure that every HBA member defines her or his leadership agenda.
- “One of our most important initiatives this year is to formalize the talent development process within the HBA,” she stated. “This is one of our ways of helping you achieve your leadership agenda. Members have the opportunity to develop as leaders through their involvement within the HBA itself; a chance to lead a team or head a committee for an important event or program; a chance to work within a particular function—perhaps managing an HBA project budget, for example, to get financial management experience. Begin to lead by leading!”

Kerzner concluded by stating: “In the HBA, we work with each other as people, not business people. And from that comes great learning and experience that contributes to the leadership development of all of us.”
Changing a Corporate Culture with Minimal Collateral Damage

Kathy Magnuson
EVP, Managing Director
Brand Pharm, A member of the Publicis Healthcare Communications Group (PHCG)

Changing a corporate culture in a way that is positive—and that results in the least amount of collateral damage—is always a challenge. The key is to have an idea of what the culture can become before initiating the changes.

Most of us become part of an organization believing that the corporate culture is firmly established and with some pre-defined idea of how we will fit into that culture. While we may have some impact on that culture, we do not expect that we will be making wholesale changes. In today’s evolving healthcare environment, however, there is a greater need for companies to present a new face to customers and prospective employees, and many of us will be expected to significantly revise how our companies operate.

Recently, I had the opportunity to reshape an established culture when we decided to create a fresh advertising agency within PHCG by building upon the heritage of Nelson Communications. During this journey, we reached many crossroads that required careful decisions, and many lessons were learned. But in the end we were successful in creating a culture we could thrive in and be proud of: we launched Brand Pharm.

Determining the Cultural Direction

The first steps in deciding where you want the culture to go include understanding the current culture, and knowing exactly how much you wish to change it. At Brand Pharm we started by conducting research with clients and employees (past and current) to better understand the perceptions of the existing agency. We then worked with senior staff to brainstorm our ideal culture, to imagine exactly where we wanted to evolve. We sought to create an agency that encourages people to approach their work from alternative perspectives, thereby stimulating thoughts on how to provide clients with business solutions that went beyond the expected.

Our vision and value statements were crucial to determining how significant the cultural shift would be, and who we would need to help us make that shift.

Addressing Staffing Needs

Having a clear-cut vision allows you to hire new people who will help drive that vision forward. As you work to create a specific type of environment, the culture itself helps determine the right types of employees who will thrive and act as agents of positive change. And sometimes it becomes apparent that not everyone currently in the organization will continue to fit as agents of change.

Arriving at the Final Destination

When Brand Pharm first announced the new name, the vision, and values for the agency, some expressed uncertainty about the prospect of these changes. It took about three months before the new culture really took root and began to flourish.

While senior managers are the first faces on view to the industry, those at the lower levels are the ones who truly act as catalysts during the process of evolving. For this reason, they may be the best recruiters for attracting like-minded peers eager to thrive and participate in the new culture and push it toward fruition. It is imperative that management remains attuned to any grumblings of unrest that may occur within the teams. By developing projects that allow everyone to actively participate in the process of change, employees should experience less uneasiness. Instead they will feel more like they are a part of the cultural shift with some measure of control over the process.
In February 2007, researchers alerted doctors to a virulent new mosquito-bornedisease that jumps carriers and continents with ease. And they did it in NEJM.

Week after week this is where doctors find the biggest news in medicine, in print and online. No wonder influential MDs read it with special intensity.

The NEW ENGLAND JOURNAL of MEDICINE

IMPORTANT NEWS. IMPORTANT READERS.

www.nejmadsales.org

Bad News Happens ... But it Doesn’t Always Have to be a Crisis

Donna K. Ramer
President, StrategCations, Inc.; Vice President/Senior Counselor, CRT/tanaka

The company president is arrested. A disgruntled employee shoots three colleagues. Safety concerns lead to a massive product recall. Activists target your company for a boycott. A crusading attorney general sues the organization. Your company’s largest union goes on strike.

Time for the public relations department to pull out the crisis management plan? Well, maybe not so fast.

Crisis management has become one of the hottest specialties in the communications field. Indeed, most corporate public relations managers, especially in the healthcare industry, devote significant resources to their crisis management plans, and for good reason. Mismanaging a public response to a self-fulfilling prophecy: treating a negative event as a crisis can turn it into a crisis, even if it is simply bad news.

A true corporate crisis is an event or set of circumstances so disastrous that the company’s entire reputation is jeopardized: the future of product, a brand, or even the company itself may be threatened. Think about the Exxon-Valdez oil spill, the Union Carbide Bhopal accident, and the Tylenol tampering incident.

Of course, a negative event doesn’t have to be of such magnitude to constitute a crisis. For instance, with the obvious exception of the tobacco industry, a bona fide corporate crisis emerges any time a company’s products are found to harm its customers. Consider the recent pet food recall, the E. coli cases linked to spinach and a fast-food chain, or, classically, the Tylenol crisis of 1982.

But what about the examples cited at the start of this article? Bad news, certainly. Negative consequences, of course. But crises? Not necessarily. Dealing with these kinds of events responsibly and effectively requires the communications manager to understand how a crisis differs from an emergency or a controversy.

Emergencies are unexpected but usually discrete negative events that require urgent responses. Natural and man-made disasters or tragedies; industrial accidents; severe financial, legal or regulatory setbacks; accusations of corporate malfeasance—all qualify as emergencies. Outcomes are generally predictable. Consequences, while serious, are not dire. Media attention is intense but brief.

Controversies are ongoing disputes in which a company becomes a high-profile target of a special interest or activist group. Strikes, lawsuits, protests, boycotts, and hostile accusations are all features of modern corporate controversies. Consequences are usually limited, and attention from the mainstream news media tends to be sporadic.

Corporate crises are emergencies or controversies that have escalated beyond the managers’ ability to control developments, either because of human failure or the force of external events. Outcomes are highly unpredictable, consequences are dire, and media attention is both intense and lasting.

Communications managers should think of controversies, emergencies, and crises as different points on the spectrum of bad publicity. Response plans for all three types of events should come from the same playbook, which, for convenience, can even be titled “Crisis Management.” But the first step in crafting a response is properly classifying the negative event.

Accurately classifying an event as a controversy, emergency, or crisis enables you to select the proper tone for your response. This, in turn, helps you decide whether, and how to convey authority, accountability, defensiveness, remorse, sorrow, contrition, righteousness or some other sentiment. Choosing a tone appropriate to the nature of a negative event will also help guide your choice of language, which is important because words convey, and elicit, emotion. And that’s important because in times of stress, companies—like people—are judged less on the basis of facts than feelings.

When faced with bad news, it is not uncommon for communications managers to...
THE LEADERSHIP IN HEALTHCARE MBA FOR EXECUTIVES

is a 22-month program that brings together faculty and courses 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, and technological issues that make healthcare management unique; a Visiting Scholars Series brings eminent practitioners and policymakers to campus; and a Field Studies Practicum engages students in hands-on consulting projects for a variety of healthcare organizations.

It’s an ambitious agenda and an intense two years, but with classes meeting on Fridays and Saturdays every other week it’s scheduled so you can do it without interrupting your career.

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.”

Yale MBA for Executives
LEADERSHIP IN HEALTHCARE

Sophisticated Education
Scheduled For Working Professionals

mba.yale.edu/mba-e
The HBA’s Rising Stars …
Shine Bright in the Spotlight

The first in a series of articles so HBA members can get to know more about the industry’s Rising Stars.

This year’s HBA Rising Star class comprises an amazing collection of talent. These industry leaders, who come from all sectors of the healthcare industry, were recognized by their companies for the many contributions they make to their departments, clients, peers and communities.

Taking center stage at this year’s Woman of the Year Luncheon, 82 industry women were introduced to a record audience, thereby having their star power extended far beyond their own sphere of influence. And The HBA Advantage is pleased to provide another forum for them to shine.

HBA Advantage: HBA President Cathy Kerzner is asking all members to identify their own personal leadership agenda. Please tell us what your leadership agenda is for the year.

Amy Duda
VP, Strategic Planning,
Sudler & Hennessey

Integration is a core focus for any leadership position. I’ve found that integration works best from the inside out—people who seek other channels for their skills simply bring more to their workplace endeavors.

A leadership priority moving forward will be to promote exploration and discovery of our hidden talents inside and outside of the workplace. Family activities, volunteer involvement, spiritual discovery, as well as sports, intellectual and cultural pursuits allow us to draw more deeply when creative and strategic thinking is needed. I truly believe that supporting the workplace enables us to work more productively with our skill sets and aptitudes within the confines of tight timelines, limited office space and strong viewpoints.

Keesha Muhammad
Corporate Senior Director, Strategy & Commercial Development, ALTANA Pharma US, Inc., a Nycomed Company

My personal leadership agenda is to improve my active listening skills, network at a higher level, and bring about real change in my organization by working to develop leaders at every level.

Liz Kay
Vice President of Account Services,
Director, Cramer Healthcare Practice, Cramer

My leadership agenda for the year is probably pretty mundane, but honest: I am working each and every day to maintain grace and productivity while I balance my mother’s ailing health with the responsibility for a growing and thriving business.

Each day, I face the balance of visiting my mom who is managing age 90 with Alzheimer’s, with dinner meetings, travel, home life/social life, and work responsibilities. My best leadership agenda is to be cognizant that life is very dynamic right now, and to build a strong support team, maintain a sense of humor, not feel guilty and keep moving forward.

HBA Advantage: Being named an HBA Rising Star is a tremendous honor, as it represents your organization’s recognition of your contributions. What does this honor mean to you?

Shay Weisbrich
Senior Director, Diabetes Marketing,
Takeda Pharmaceuticals NA, Inc.

A major focus of my leadership agenda for this next year is the effective coaching of my team members to optimize their development as leaders. It’s easy to forget in the day-to-day crunch of urgent and important activities that there’s nothing more critical to our long-term success than the development of the next leadership team. My goal is to assist with the self-awareness that will unleash their potential and eliminate obstacles to success. At the same time, my coaching of others helps me to remain focused on my own continuous development creating trusting relationships and strong teamwork.

Louise Koenig
Art Director, IMNG/Elsevier

It is a great honor for me to be acknowledged for my leadership abilities and my professional accomplishments. The HBA Rising Star provides me with a renewed energy and enthusiasm to strive toward my goals within the organization. I am encouraged to have the support of my coworkers and employers and appreciate the career opportunities and professional guidance they have given me.
I am very proud and thankful to be associated with the incredible group of women who comprise The HWP Group and am grateful for their recognition.

**Kathy Johnson**
Senior Account Director,
IMS Health

The Rising Star award is a tremendous recognition and I am very honored to receive this for IMS and my team. This recognition shows the continued support of my manager and IMS leadership by nominating me. In my role I work on a team that has been together for a few years. We have been very successful working with small pharma clients providing them with solutions so they can compete and grow their pharma business. Our team works very hard and creatively with both our clients and internal members at IMS.

The Rising Star award recognizes us for the hard work we have done and the success that we have achieved for IMS in both revenue and client satisfaction. There are many successful, accomplished women at IMS and I hope to bring many of them into the HBA this year so they can reap the benefits of this great networking organization.

**Beverley Brookshaw**
Director, Quality Systems,
MedPointe Pharmaceuticals

I was very surprised, thrilled and, at the same time, humbled to learn that I was named an HBA Rising Star. It is very refreshing to know that I am working for an organization that truly values its employees and one that continuously strives to develop, recognize, and enrich our lives.

**Kari Seymour**
Senior Director, Training and Development, Vox Medica, Inc.

As I was called to a quick finance meeting with the CEO of my company, the last thing I expected was to open the door to his office and find 15 women yelling “Congratulations!” As I took it all in, I had an overwhelming sense of gratitude for this honor. To me, it is recognition from my organization and my peers of what I have achieved thus far in my career. But, more importantly, it is also a vote of confidence that I have so much more to contribute to this field. I take this honor along with the responsibility it involves.

**Helen Evans**
Vice President, Finance and Controller,
TAP Pharmaceutical Products Inc.

Being recognized for my contributions is indeed a privilege. It sends a message that my organization values my approach, leadership, enthusiasm, and high standards. To have the same honor bestowed on me as some of my highly esteemed fellow Rising Star coworkers makes me very proud.

This honor is indeed a testament to our president’s ability to spot talent, nurture and develop it, thus producing a phenomenally talented group of female executives, who are all stars in my book. This honor also demonstrates that being successful in healthcare is not limited to scientists and marketers and that support function leadership is indeed an honor.
A record 82 Rising Stars were honored at the 2007 luncheon.

HBA Board Member Carol Vallone Mitchell and Rising Star Deanne Melloy, Endo Pharmaceuticals Inc.

Cheryl Anderson (left), Eli Lily and Company with Charelle Cusberth, CRC, Ltd.


Left to right: Lamarr Spencer, Tiffany Sills, and Tina Memford, all of Eisai Inc.

Susan Torroella, Columbia MedCom Group, welcomes 2007 Rising Star Keeshia Muhammad, Altana Pharma US, Inc.

Two-time HBA Past President Nancy Larsen, PROmedica Communications, Inc., with Metro Chapter President Julia Amadio, Parexel Medical Marketing Services.
2007 Woman of the Year: A Personal Voyage

HBA Honorable Mentor Lonnel Coats, Eisai, Inc.

HBA President Cathy Kershner (far left) joins Woman of the Year Meryl Zausner, Honorable Mentor Lonnel Coats, and HBA Immediate Past President Debra Newton.

2007 HBA Woman of the Year
Meryl Zausner
Novartis Oncology

Thank You TO OUR WOTY SPONSORS

PLATINUM SPONSOR — Novartis Pharmaceuticals Corporation
GOLD SPONSORS — Shire Pharmaceuticals and Wyeth
SILVER SPONSORS
PriCara, Roche Pharmaceuticals, Trio Clinical Research, and Wishbone/ITP, Inc.
BRONZE SPONSORS
Abbott Laboratories, Communications Media, Inc./Comps, Inc., Flashpoint Medica, GlaxoSmithKline, Goble & Associates Healthcare Communications, Group DCA, Mannkind Corporation, Multiple Myeloma Research Foundation, PowerXposure, Rapp Collins Healthcare, and Tibotec Therapeutics & Ortho Biotech
EVENING WELCOME RECEPTION FOR HONOREES
Grey Healthcare Group, Inc. and InfoMedics
SPECIAL RECEPTION FOR AWARD RECIPIENTS
Big Communications, Inc., Ernst & Young LLP, and Genentech, Inc.
IN-KIND CONTRIBUTORS

David Epstein, President and CEO of Novartis Oncology.
**Woman of the Year continued from page 1**

things done that I may not have always looked up to see what was happening around me. Meryl showed me the benefits of mentoring, both professional and personal, and for several years now I have made mentoring and coaching a priority for myself and our organization."

Zausner’s impact on Novartis goes well beyond the bottom line. She was instrumental in creating EWIN, Empowering Women to Impact Novartis. By reaching out to other women, first through informal breakfasts then through mentoring and leadership development, a handful of women has grown into a group with more than 1,100 members and is a recognized force within Novartis.

“This group has had a tangible impact on the business, including participating in the national cardiovascular campaign called ‘Go Red,’” Zausner stated proudly. “EWIN also has led to the creation of the global Diversity Council, which I have led passionately for the past two years. Through the work of the Diversity Council and in particular the commitment of Thomas Ebeling, our Global Pharma CEO, we have made Diversity & Inclusion a top priority for our global business and for our senior leaders. Gradually, we have extended our focus externally. We are especially proud of helping the HBA launch its European affiliate. HBA Europe is just celebrating its first anniversary and I am looking forward to participating in their upcoming leadership event with INSEAD in June, to take place outside of Paris.”

Zausner’s recollection of her career adventures and advancements—punctuated by heartfelt antidotes of sacrifices, hard choices, and loss—culminated in solid advice: focus on what matters most.

Despite having lost her husband of 14 years to cancer in 1999, she is still inspired by the patients who she can impact by being part of a team that makes the decisions to take the risk and spend money on clinical studies. She says patients are the reason she does what she does and the reason she has stayed in oncology for the past seven years despite other opportunities.

“The takeaway from my experience is this: get your priorities straight and stick with them,” she told the audience. “Your career will be one of them, but not always at the top of the list. Despite the hard choices and the mistakes, somehow I have made it through with my family at my side, starting with my son, Ethan.

“Your own personal wish list for the workplace is that the next generations moving up the ranks will not have to work in the same manner as we do; hopefully they will not be forced to make so many hard choices either, and they will have the flexibility and support to put their work and their personal needs on equal footing,” she concluded.

**THE TAKEAWAY FROM MY EXPERIENCE IS THIS:**

**GET YOUR PRIORITIES STRAIGHT AND STICK WITH THEM. — MERYL ZAUSNER**

As HBA President-Elect Elizabeth Mutisya introduced the 2007 Honorable Mentor, she explained that Lonnel Coats, President and Chief Operating Officer of Eisai Inc., is “driven and results oriented, but he’s also taken the time to personally mentor a number of senior women at Eisai and, in the process, has served as a role model for other men, both within Eisai as well as in the industry at large.” Mutisya added that “Lonnel Coats is accomplished yet, once you get to know him, you realize he is very down to earth and engaging.”

“I’m both honored and humbled to receive this award,” Coats said. “Let me first say honored, because I know that the work that is done here by the HBA is quite extraordinary and that it is a forum for great leadership, great tutoring and great mentoring for many. And to win this award from the HBA… means so much to me, so I am extremely honored to be the recipient.

“I am humbled, because I know people who have won this award before; look at the great work Dave has done at Novartis [David Epstein, President of Novartis Oncology and the 2004 HBA Honorable Mentor],” Coats added. “To have my own mentor, Bill Sheldon, be the first recipient of this award has caused me to be extremely nervous. I know that in my heart of hearts that I have yet to give back as much as I’ve received from so many who have taken an interest in me personally and professionally to help me grow my career.”

As Coats reflected on his college days—young and thinking he could take on the world and win every battle—he shared the words of his mentor who said what many of us have learned the hard way: the march to great victory is picking your battles carefully. “These words I still hold dear, day in and day out,” he said.

Another of his mentors was John Reardon at Johnson & Johnson, who often told Coats to keep his head up and look at the world around him “because it’s the largest classroom and those experiences will be your greatest teacher.”

He met the “mentor of a lifetime, Bill Sheldon,” when he moved to Eisai. According to Coats, Sheldon would tell him, “If you want to get to the big dance, you must learn to develop emotional maturity and you must learn to subordinate your own frustration so you can help others through theirs. And only then will people believe you are a true leader.”

Coats keeps this advice close at hand, especially given “the daunting task ahead of us in healthcare [with] issues of access, issues of affordability for Americans, and issues of redefining what real technology is in this industry.” He is passionate about the need to develop and nurture the brightest and best minds in an environment that is quite challenging to bring about real solutions in healthcare.

After acknowledging a number of Eisai Rising Stars and other women in healthcare who have been confidants (see page 8), he closed with a tribute to the very organization honoring him: “These great women are modeling the way and if you want to be mentored and you have an interest in mentoring then you should start at the HBA and you should stay with the HBA.”

**GIVING BACK THROUGH MENTORING**
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.

Choose from two industry-focused Executive Pharmaceutical Marketing MBA Programs, where up to 80% of students are promoted before they even graduate from the program.

There are two options for maximum flexibility:

- An accelerated 26-Month online model offering web-based curriculum and unsurpassed convenience in a globally-accessible format
- A self-paced Friday/Saturday format at ACE Center in Lafayette Hill, PA

Don’t miss out on the opportunity to build your credentials, receive executive coaching and develop your leadership strengths and opportunities.

Saint Joseph’s University
Erivan K. Haub School of Business
Executive Pharmaceutical Marketing MBA

*April 2005 and April 2006 studies at SJU
EXECUTIVE ON-LINE PHARMACEUTICAL MARKETING

MBA PROGRAM

- This accelerated industry-focused, on-line program may be completed in 24 months by taking 20 on-line courses and participating in four multi-day residencies in the Philadelphia area.

EXECUTIVE PHARMACEUTICAL MARKETING MBA PROGRAM AT ACE CENTER

- By selecting a 1, 2 or 3+ year track to maximize your impact, this self-paced program with a Friday/Saturday format is held at ACE Center in Lafayette Hill, PA.

POST-MBA CERTIFICATE PROGRAMS

- Choose from On-line or in-person Friday/Saturday program options. This Post-MBA Certificate Program is perfect for a high potential associate who has already earned an MBA.

Review our portfolio of pharma-focused programs, select the one that will give you the greatest impact, and apply on-line:

www.sju.edu/bsb/pharmaceutical_marketing

For more information call
1-800-SJU-EMBA
or 610-660-1318

Spirit | Intellect | Purpose
An Agent for Change

After reading Donna Ramer’s article “Bad News Happens... But it Doesn’t Always Have to Be a Crisis,” I was reminded by an often-quoted statement directed to the pharmaceutical arena—“An Industry in Crisis”—that impacts all sectors of healthcare.

While the pharmaceutical industry’s reputation may be at an all-time low in terms of its perception by the general public, does this mean we are in crisis mode? Absolutely, there are processes that can be improved and should be improved. Billy Tauzin, President and CEO of PhRMA, is all but shouting from the rooftops about all the good things the industry does to improve patient care. Billy’s doing his part, but are you?

The pharmaceutical industry employs hundreds of thousands of individuals who also should be shouting from the roof tops all the good things our individual companies are doing.

In keeping with Cathy Kerzner’s spirit of setting a personal leadership agenda, The HBAdvantage wants to know: what are you doing personally to act as an agent of change? And what is your company doing to improve industry’s reputation?

We’d like to publish your comments in the next edition of The HBAdvantage. Please send your contribution, along with your name, title, and company to: tgrom@pharmavoice.com. HBA

Welcome to The HBAdvantage!
The HBA is continually expanding and improving benefits to make sure you have a R.E.A.L. advantage as an HBA member.

The HBAdvantage has been designed for just that reason... with a look and focus different from previous HBA newsletters.

In The HBAdvantage, you will find more articles than ever before that feature the insights from women leaders throughout the industry. And each issue will showcase trends and challenges to provide you with real-world, practical solutions from members who have demonstrated expertise in the areas they write about.

And the HBA Bulletin has not gone away... it’s just taken on new responsibilities as our online newsletter and will be relaunched later this summer.

As always, The HBAdvantage relies on your feedback and participation. Please feel free to send article ideas or feedback to published articles to Taren Grom, editor, at tgrom@pharmavoice.com.

We hope you enjoy this first new edition!

Communications managers who overuse the term “crisis” also risk being seen as the boy who cried wolf. If every bad event is treated as a crisis, what happens when there really is a crisis, when the future of your company is truly at stake? Will you get the corporate support you need to control the company’s response, or will the delays of battle-weary colleagues thwart your efforts at damage control?

A crisis is a situation with a strong possibility of a highly undesirable outcome. With good management, it is a condition that companies should rarely, if ever, face. While prudence dictates crisis preparedness, the trend to label every emergency and controversy a crisis invites the very result that communications managers should fear most. HBA

Donna Ramer is President of StrategCations, Inc., a full-service public relations consultancy with a focus on issues and crisis management for the healthcare and non-profit sectors, and Vice President/Senior Counselor for CRT/tanaka.

Bad News Happens continued from page 6

ers to launch immediately into crisis mode. Some do it out of panic or inexperience; others from a misguided sense of corporate battle lust and the adrenaline rush of managing a “war room.” Whatever the reason, working in crisis mode inevitably sends an unmistakable message that your company is, in fact, facing a crisis. And there’s nothing like a crisis to set off the classic media feeding frenzy.

Business reporters can smell crisis mode like sharks can smell blood, and the response is similar. Suddenly, news reports are filled with terms such as “high stakes” and “questionable future” and “matter of time.” Your company’s actions and executives are scrutinized and second guessed by media-appointed experts on cable talk shows. Bloggers start predicting your company’s demise. Politicians pile on.

Now you really have a crisis—one of your own making, because a negative event that could have been manageable has spun out of control.

The President’s Forum continued from page 14

she didn’t know they had their own ideas for the product. When she finally asked for the clinical team to weigh in, she was shot down and the proposal died. In retrospect, Jenny realized she lacked the sensitivity to consider the sense of ownership that the clinical team had for the drug because of its close connection to the product before market launch. She had demonstrated both inflexibility and exclusion. As a result, she lost credibility as a leader, because she appeared to have not done her homework—a basic leadership skill. Moving forward, leadership development for Jenny had to include negotiation, how to relate to other functions, and how to influence those over whom she had no authority.

These areas of current and relevant value are the subject of numerous HBA programs. For example, at last year’s HBA Leadership Conference Keith Ferrazzi led a plenary session called “Never Eat Alone” that focused on the value of inclusion and resulting influence; a workshop on being an Emotionally Intelligent Leader gave participants the opportunity to understand how to leverage emotions positively at work, and Eileen Woods, Past-President of the HBA Atlanta Chapter, led a Strengthfinders workshop that took participants through a frank assessment of their personality strengths, how to leverage them, and how to understand the strengths of others.

Where are you today? Have a conversation with someone—perhaps an HBA colleague—who can provide honest feedback to help you determine where you are. Next, answer the toughest question of all: Where do you want to be in five years? Now, set your leadership agenda, first by identifying a few areas of leadership development for 2007 that will advance your career by filling in your personal gaps in professional or interpersonal skills.

I am confident the HBA—with 30 years of experience—can help you make progress with your agenda. Our educational seminars and renewed focus on leadership and professional skills in The HBAdvantage, affinity groups for content-specific discussions, networking and volunteer opportunities offer a safe environment so you can be candid and open about your dream job. What’s holding you back? Take advantage of the HBA and you won’t be afraid to confront the tough questions—once you get started! HBA
It’s Time to Create Your Leadership Agenda

THE PRESIDENT’S FORUM  Cathy Kerzner

Where do you want to be in five years? What is your dream job?

When I started in healthcare, I dreaded these two questions. I had just completed my business degree and, frankly, I just wanted a job so I could start my career and support myself. But I learned that where we want to be has everything to do with where we are as a leader and how we plan to develop our leadership going forward.

Using my personal descriptions, leaders are:

- **Credible:** They know what they are doing in their current role.
- **Adaptable:** They can lead others in a dynamic business environment without losing focus on their company’s strategic goals.
- **Flexible:** They are self-aware, and respect and embrace the views and opinions of others so they can accomplish their objectives.

Three Phases of Leadership Development

**Phase I: Building Skill Competencies** — The focus is on skills competence and how these are used relative to the vision of the organization. Demonstrating competency usually builds the credibility of a leader, because she demonstrates she knows what she is doing. Preparing comprehensively for upper-management presentations, making decisions without over-analyzing the problem, capitalizing on opportunities that arise, and learning new skills quickly are some of the core areas that build credibility. We tend to develop these types of leadership skills when we are part of a team that doesn’t have direct reports, but there are opportunities to make contributions to the success of supervisors, the team, and the company. Some people choose to remain as individual contributors throughout their careers and are still regarded as leaders.

**Phase II: Leading a Team** — A promotion to lead a team often is the catalyst for this phase. With direct reports, you now focus on the softer skills related to organizational culture and dynamics with the opportunity to become more adaptable. For example:

- Coaching employees to meet company expectations, confronting problem team members, and finding common ground with those over whom you may have no authority. Some of these areas involve “people dynamics” and a robust development opportunity for you to become adaptable and more visible as a leader.

**Phase III: Management** — This is probably the toughest phase, because this is when we are the most isolated yet we need the highest level of self-awareness, because there is constant examination of our interpersonal skills. At this point, others are looking to you for guidance, to solve problems, and to relate to all levels of the company. Being aware of how we come across to others, recognizing and acknowledging differing opinions without alienating team members, being straightforward when needed, and maintaining composure under stressful situations are all examples of leadership competencies to develop your flexibility.

Let’s look at a hypothetical example. Jenny, the VP of Marketing for Cardiovascular, wanted approval from executive management for a new indication program for a marketed product. However, she neglected to include key clinical folks in the process and...