Taking Leadership to the E.D.G.E.

Barbara Pritchard, 2005 HBA President and Co-Chair of the E.D.G.E. in Leadership Study, provides background on the landmark research initiative and discloses some initial findings.

HBA Advantage: What exactly is the E.D.G.E. in Leadership Study?

Pritchard: First, E.D.G.E. stands for Empowerment, Diversity, Growth, and Excellence. It’s a groundbreaking, transformational effort to document and point the way for companies and individuals to improve women’s representation in the most senior leadership roles in the pharmaceutical and biotech industries. Basically, this is a benchmark report of the best practices for recruiting, retaining, and advancing women to the top ranks.

HBA Advantage: Why did the HBA decide to conduct this study?

Pritchard: The E.D.G.E. Study meets a tremendous need for data that can be measured and tracked over time to gauge women’s career progression. What better way to demonstrate the HBA’s commitment to advancing women’s careers than through a research-based understanding of key issues, attitudes, and motivations. The results of the E.D.G.E. Study can be used to build a best-practice model to guide corporations and effect change.

HBA Advantage: When did the concept for the study come into being?

Pritchard: The E.D.G.E. Study has been in development for

Small Steps Make the Mile

Joanna Breitstein
Executive Editor, Pharmaceutical Executive; President/Co-Founder, i.HUG

Growing up, I was bent on changing the world. I read Ms. Magazine religiously, went to protests organized by Planned Parenthood, and even organized a team for New York’s AIDS Walk. But at the end of the day, I didn’t really feel like I was making a difference.

Then in 2001, just after starting my job at Pharmaceutical Executive, I received an e-mail from Kabalagala, Uganda, written by a pastor named Paddy Luzige. He was looking for AIDS information to share with his community and to help in the care of the orphans he looked after. I replied and sent him a list of my favorite AIDS information websites, but didn’t think much of it.

He wrote back, and we kept in touch for years, e-mailing every few weeks.
Practice What You Preach

THE CEO’S CORNER  Laurie Cooke

Cathy Kerzner, HBA President, challenged me at the beginning of the year to articulate my own leadership agenda. After working in the career management field for several years and speaking around the world about the importance of taking charge of one’s own destiny, I found myself pausing for longer than I should have. The realization that I didn’t have a well-thought-through road map on the tip of my tongue shook me, so I decided to get my own house in order and practice what I preach. Following is the story of how I created my personal leadership agenda.

First, I took stock:

• **What Have I Done?** To determine my current competencies
• **What Did I Like?** To determine my passion
• **What Did I Do Well?** To determine my strengths
• **What Should I Improve?** To determine my areas for improvement
• **What Should I Do To Improve?** To determine my plan of action

Then I identified the areas that needed addressing to more effectively and efficiently do my job today. To progress in my career, I mapped what I could accomplish this year and what will need to be addressed in coming years. I then researched the resources that could assist me on this journey, such as:

- **Association Membership**—to provide targeted knowledge, tools, mentoring and networking to engage me and support well-rounded development.
- **Annual Leadership Conference**—to be exposed to current content, learn from my colleagues, meet with vendors on the latest products and services, and to simply reenergize.
- **Volunteer Opportunities**—to practice new skills, gain experience, and meet new people in the industry to expand my professional network and skills.
- **Specific Training Courses**—to fill in areas where I want to learn more with the potential to become certified in specific association leadership areas.
- **Industry Publications**—to provide me with timely information to stay abreast of what’s happening in the field.

Now I was ready to put into place a number of improvements, which include the following:

1. **I renewed my membership with the organization for my field of practice.** Association Management, and attended the annual conference, which was the first time I attended despite being a member for many years. While I was delighted with the information I amassed, I also am frustrated that it took me until now to appreciate the true impact of taking the time to focus on my personal leadership skills development versus the constant call of daily job activities.
2. **I volunteered with one of the HBA’s strategic partner organizations.** I met new colleagues, gathered great information to bring back to the HBA, and refreshed my understanding of what it feels like to be a volunteer and to make a difference. This experience also renewed my appreciation of the countless hours HBA volunteers contribute to the organization. I recommitted to launching in early 2008 a leadership training program currently being developed to benefit HBA volunteers.
3. **I restructured my time so I have time to read key industry publications.** I am continually amazed at the information I learn and can share with colleagues to help us all do our jobs better and more easily. Still on my “to do” list is to find the time to read the many excellent books on leadership, business, and women’s topics that are sitting on my nightstand…but I appreciate that “Rome wasn’t built in a day” and look forward to years of learning and development.

My biggest learning during this process was finding out that what I have been doing in somewhat of a haphazard way now feels so much better, because it’s part of a structured plan with a clear leadership agenda that’s right for me. I hope my story motivates you to take this next step to formalize your leadership agenda. The time and effort are well worth the great payoff you will receive. HBA
It's All About the EXPERIENCE

As a pharmaceutical or biotechnology professional, you understand what it takes to succeed in a highly competitive field. You understand the need for advanced business credentials, as well as the necessity to surround yourself with experienced, skilled practitioners.

The Executive Pharmaceutical Marketing MBA Program at Saint Joseph’s University Delivers the Experience You Need.

- **Experienced Students** – Our students have a minimum of 4 years and an average of 10 years of pharmaceutical industry experience. Share in the wide-ranging, industry-specific experience that each of our Executive MBA students bring to the classroom.

- **Experienced Faculty** – Our professors have extensive industry knowledge and are among the most highly read and distinguished pharmaceutical educators.

- **Experienced MBA Program** – Be part of an Executive MBA Program with a distinguished 16 year history and where up to 80% of its students are promoted.*

- **Experienced Curriculum** – Benefit from an AACSB-accredited business school, also ranked by *U.S. News & World Report*, *The Princeton Review*, and Beta Gamma Sigma. Both Friday/Saturday classroom and on-line program options available.

**Saint Joseph’s University**

Ervan K. Haub School of Business
Executive Pharmaceutical Marketing MBA

ROI: On average it takes 17 months from the start of a student's program for a company to gain its return on investment.**

Stamp of Approval: The overwhelming majority (99 percent) of Executive MBA participants would recommend the program format to others.*

Instant Value: Almost 80 percent of Executive MBA graduates say their value increased to their organizations as a result of entering the program.*

Movers & Shakers: Almost half of Executive MBA graduates report new responsibilities as a result of entering a program.*

Rave Reviews: Almost all graduates say the program model either met or exceeded their expectations.*

* Executive MBA Council Research Statistics
**Based on Graduate Management Admission Council research of Corporate Sponsors.

Executive On-Line Pharmaceutical Marketing MBA Program

- This accelerated industry-focused, on-line program may be completed in 26 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/hsb/pharmaceutical_marketing

Learn More about Our Executive MBA Classroom and On-Line Program Options by contacting Tricia Rafferty

610-660-1318 or patricia.rafferty@sju.edu

Spirit | Intellect | Purpose
Paddy would write about the situation in Kabalagala, and in 2004, on a whim, I applied for a Kaiser Family Foundation fellowship for AIDS reporting. Even though I had never done anything like this before, I was one of the 10 journalists in the world required experience for Healthy careers | www.hbanet.org

arrived in Kabalagala, there were no signs of any international aid or help of any kind. AIDS and poverty, the likes of which I’d never dreamed of, had taken their toll on the area. Orphans roamed the streets. Even though Africa has a rich culture of extended family, the community could not handle the growing number of children left without parents. Even children who had parents or guardians, lacked any real access to extreme basics, like clean water and food. Many young children had to fend for themselves, taking to the streets. I saw children—babies, really—digging through trash heaps for food. Other children were exploited for cheap labor. Still others spent their days standing outside school gates, watching as other children went into the school they could not attend.

But I was there to report the story of AIDS in Africa, and so I tried to focus. I went into the local clinics, where blood and dirt stained the bed sheets. I went into patients’ homes (all who have since died). Then I met with government experts, NGOs, and others, and talked with them about what was happening and what needed to be done.

Three weeks later, I came home to New York—to clean sheets, running water, electricity, flush toilets, an abundance of food, and closets stuffed with clothes. And I tried to write…but nothing was quite the same. I had a hard time sleeping. My dreams were haunted by the faces of the children that I saw on the dirt road.

But what could one person do?

I had begun to connect with another woman, Jane, who had spent time teaching in Kabalagala. Jane’s sister lived in England, and in 2004, on a whim, I moved to Uganda to oversee the project in these early years.

I just got back from visiting Jane and the rest of our team and am pleased to report that we are succeeding beyond our wildest dreams. Even though we are such a new project, we are able to immediately deliver on the very basic things that all children need—a safe place to go each day, food, education, and lots of love. We have also started other programs, like a tooth-brushing program and a parents club. Most recently, we had our first HIV awareness day, and we have begun connecting students and their parents and guardians to free HIV testing and treatment.

In 2005, we had one sponsor—me.

To learn how to get involved or to donate, please visit www.iHUGfoundation.org or e-mail jbreitstein@advanstar.com.
Strong Brands Support Strong Reputations

Deborah A. Myers
Senior Vice President and
Health Practice Leader, CRT/tanaka

Managing corporate reputation is a topic that is buzzing through board-rooms across the healthcare industry. Increasingly, healthcare companies are paying attention to reputation, particularly as it relates to the bottom line. But many organizations still do not have a handle on how to build a strong reputation and manage that bank’s trust revenue over the long term.

One approach is to effectively use the corporate brand strategy as a continual building block for reputation.

OWNING AND LIVING THE BRAND BECOMES EVERYONE’S RESPONSIBILITY ... FROM THE CEO TO THE SALES TEAM TO THE INTERNAL AND EXTERNAL COMMUNICATIONS TEAMS, AND SO ON. THIS CAN BE OVERWHELMING FOR MANY COMPANIES AND OFTEN DIFFICULT FOR SOME TO GRASP, ESPECIALLY SINCE BRAND AND REPUTATION ARE MADE UP OF INTANGIBLES THAT ARE NOT EASILY MEASURED.

The words reputation and brand are often used interchangeably. While similar, there are nuances that differentiate the two. Brand relates to who you are — a corporation, a product, or a person — and the emotional and functional experience others have with you. Reputation is how the experience with you is interpreted over time, such as admiration, indifference, or skepticism. So, if a consumer has a positive experience with your brand and that experience is consistent, a reputation of trust begins to evolve. The greater the trust becomes with each stakeholder group, the harder it is to withdraw or empty the reputation bank when an organization encounters the inevitable bumps and blows over its corporate lifetime.

Creating positive experiences with your organization’s brand requires the whole company’s attention. Relegating management of reputational branding solely to the strategic planning, marketing, communications, and public relations departments will not work. While these professionals are clearly the experts in developing the brand strategy, owning and living the brand becomes everyone’s responsibility ... from the CEO to the sales team, internal and external communications, and so on. This can be overwhelming for many companies and often difficult for some to grasp, especially since brand and reputation are made up of intangibles that are not easily measured. But for companies that are serious about reputation, there are four key success factors that should be implemented.

SUCCESS FACTOR NO. 1: Align the Brand with the Company’s Mission and Business Strategy

If your business strategy is to “dominate,” a brand that represents compassion is unlikely. While brands can be dressed up and dressed down — just like individuals — a company’s brand cannot represent something the company’s soul is not. Understanding who you are and what you want to be known for is crucial for creating a realistic and believable brand.

SUCCESS FACTOR NO. 2: Know Your Brand and Reputation Equity

Healthcare organizations, in particular, understand the value of research when it comes to new product development, scientific discovery, and patient care. But measuring a company’s reputation among investors, customers, and other stakeholders traditionally has been overlooked or written off as too soft. Yet when an issue emerges or a crisis hits, CEOs can be frustrated if reputation recovery takes longer than expected, because the company’s reputation bank was unknowingly low or on empty. Establishing a formal approach to consistently measure equity will allow you to make brand and reputation management decisions based on fact, rather than gut feelings.

SUCCESS FACTOR NO. 3: Cultivate a Brand Culture

At the foundation of every solid brand are the people who bring it to life: the employees. Employees at all levels impact how external audiences perceive the company’s brand, its personality, and its promise. Proper internal branding will establish thousands of responsible brand ambassadors who represent a company’s brand to the world. Everything a company does projects its brand. If customer service, product development, and sales all represent the brand differently, the brand experience most likely will vary significantly from stakeholder to stakeholder, resulting in an inadvertently earned reputation that is inconsistent and confusing.

SUCCESS FACTOR NO. 4: Communicate Often

Consistent messaging cannot be emphasized enough. Strong visual and written messages that are repeated frequently over time will create memorable brands and lasting reputations. The key is managing the message to the moment and by audience, and using messaging to paint the brand personality. This is best accomplished by ensuring the message tells a story with which the audience can relate.

Reputation and brand are important corporate assets that need to be diligently nurtured and watched. The healthcare industry has an opportunity to improve its reputation by paying greater attention to the experiences customers and stakeholders have with its brand. HBA
Women in Science Initiative Begins Global Expansion

Kim Pepitone
Director, Program Development, ISMPP, and Scientific and Editorial Director, PHOCUS Inc., for the Global Women in Science committee

Does one size fit all? That was the question Buket Grau, Strategic Marketing Manager at Stryker Development and current President-Elect of the HBA Boston Chapter, debated with others in late 2003. The outcome has been the Women in Science initiative. This relatively recent addition to the HBA’s services was first piloted in the Boston chapter and is now being rolled out across a number of HBA chapters and affiliates. This initiative demonstrates how the HBA has continued to evolve over the last 30 years to better meet the needs of its members. And it is this flexibility that makes the HBA the thriving, vibrant, relevant community that has been, and continues to be, essential to many members as they develop professionally.

The Women in Science Affinity Group evolved from conversations around the unique needs of scientists versus the more business-focused members of the HBA. Grau and others recognized the gap and that something needed to be done. Grau organized the Women in Science Committee in Boston to systematically research the needs and interests of women scientists. The committee, which she co-chaired with Margaret Lee, Executive Director at CombinatoRx and current HBA Boston Chapter board member, used the findings to create a business plan, customized programming, and other offerings to address the void. Despite some challenges, the Boston Chapter Women in Science Affinity Group became active in May 2005.

Transitioning from a Pilot Project

Women in science was, and remains, one of the fastest-growing segments within the organization. In 2006, in addition to Women in Science programs at global events, the HBA Metro Chapter launched its Women in Science Affinity Group under the leadership of Aafia Chaudhry, Executive Vice President, Medical Knowledge Group, and 2007 HBA Rising Star, and Lisa Murrell, Founding Partner, MetaSystem Consulting Group, with support from Charelle Cusberth, a member of the HBA Metro Chapter Board of Directors with responsibilities for all of the Chapter’s Affinity programs.

At the end of 2006, the HBA Board created a Women in Science committee to coordinate efforts across the organization and provide more cohesive support to this segment. This committee is co-chaired by Chaudhry and Lee, with strategic input provided by Leigh Ann Luzzi, Worldwide Marketing Director at Ethicon and HBA Director of Business Development, and Elizabeth Mutisya, MD, HBA President-Elect. A long-time supporter of this initiative, Mutisya is excited to see the group’s continued growth and evolution.

Looking Ahead

Chaudhry and Lee, along with their committee members, are focused on sharing the significant professional and personal benefits they’ve realized by becoming part of Women in Science, and look toward expanding the reach of this vital affinity group so that others can do so as well. Activities currently underway include the creation of a comprehensive toolkit to support chapter-level efforts, new content on the HBA Web site, and exciting programming at the global and local levels. Additionally, the committee is planning broad-scale outcomes research to monitor the needs of Women in Science stakeholders and is exploring novel strategic partnerships with other high-profile, scientific organizations. Partnering with such organizations enhances the incentive for women scientists to get involved with the HBA and expands awareness of the value of HBA membership to this important demographic.

A DEDICATED MISSION

The mission of the Women in Science initiative is to provide women in scientific roles with professional support for their full and equal career advancement, through interactive, empowering, educational professional development programs, and a platform within the HBA that welcomes and facilitates their effective networking and collaboration.

Why Join Women In Science?

As Carol Vallone Mitchell, PhD, Founding Principal, Talent Strategy Partners, LLC, relates, “You can’t even imagine how important it is to be able to build relationships with female colleagues, which is incredibly valuable to advancement and development.”

This is an exciting time of transition as evidenced, for example, by the recent appointment of a woman to head the Pasteur Institute for the first time in its history.

Isabelle Buckle, PhD, Global Accounts Director, Applied Biosystems, says, “Women are required to be more knowledgeable about management... [and] need to be trained in skills they usually don’t learn when studying science.”

If you’re in a scientific or clinical role or have a scientific background, reach out and take advantage of the tools the HBA offers through Women in Science, yet another member benefit and part of your membership. Get involved and get connected.
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, technological, and economic 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.”

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

This final installment of the 2007 HBA Rising Star series showcases a diverse and accomplished group of women who are making their mark on the industry and their companies.

The HBAdvantage would like to thank the Rising Stars who contributed to this three-part series, thus allowing us to showcase healthcare leaders of today and tomorrow.

HBAdvantage: 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.

Erin Cramlet, PHR
Senior Human Resources Manager
Stryker

Steven Covey once said: “Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves.”

As I look at my team, I see a group of highly talented, ambitious individuals. All of these people have had success both inside and outside of work, but they are just embarking on the journey we call a career. My goal over this next year is help them to define their areas of greatness, give them the opportunity to leave a legacy in their current role, and prepare themselves for their next challenge.

Corinne LeGoff
Vice President, Sales & Marketing
“Empowered Regions,” sanofi-aventis

We in the healthcare industry are confronted with far-reaching changes in the business environment. The payers and the government are increasingly putting pressure on the industry to cut costs, patients and physicians are redefining their roles, and the life cycles of our products are becoming less predictable.

These national trends are exacerbated at the regional level. The acknowledgment that significant differences exist at the local level has led sanofi-aventis to rethink its commercial model in the United States.

Over the course of the next year and a half, I will be leading this effort, taking a grassroots approach to running the commercial operations in three pilot regions and across the portfolio of products. The objective is to design a process that will empower the local teams to think like business people and that will allow them to leverage the utilization of resources to capture local business opportunities and to improve performance and productivity.

HBAdvantage: 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?

Jody Cahill
Vice President, Agency Operations
Goble & Associates

This honor means a great deal to me. It’s amazing to be recognized by the leaders of our organization. I feel privileged to work for a company that recognizes so many women in this industry. My leadership agenda for this year is to continue building relationships with everyone in my organization. I would like to continue coaching and mentoring some of our younger employees and also leading by example to maintain a work-life balance.

Cheryl Paprota
Senior Manager, Quality Service, QA
Organon USA Inc.

It was an honor to receive this award as a symbol of the appreciation from Organon’s management.

As Organon USA’s recipient of the 2007 HBA Rising Star, I realize that my contributions have been not just to the department or a project but they have reached a level where they benefit the corporate goals, the company, and ultimately in my line of work, the patient.

Michelle McManus
Senior Account Executive
Compas, Inc.

Receiving the HBA Rising Star Award has truly been great. It is an honor to be in the company of such amazing women leading our industry into the future. Working for an organization that values leadership and recognizes its employees is very encouraging. I can attribute my success to the opportunity that Compas has given me to grow and develop in my career. This award strengthens my confidence to continue that growth and offer the same encouragement to others.

Eve Wilson, PhD
Director of CME Services
INNOVIA Education Institute, LLC
A Columbia MedCom Group Company

I will need to be an effective agent of change. Last year brought complex new requirements and challenges, together with exciting opportunities, for the CME industry. Already we have implemented many changes, but the process will continue for some time.

I am working with our team to set practical, realistic goals. I’m doing my best to keep communications clear. Each team member knows he or she has a voice. In this way, I hope to provide a sense of ownership within INNOVIA that will ease the natural anxiety that surrounds change, so that all of us can effectively move forward together. HBA
At the heart of all that matters are people, connected in purpose by career, life, and health.

At sanofi-aventis, we fight for what is essential to us all – health. Now one of the world’s largest pharmaceutical companies, we are a leader with outstanding resources, a rich product portfolio, and one of the most robust product pipelines in the industry.

Our commitment to improving health is driven by our mission: to work harder, perform better and move faster in the field of healthcare to bring great, innovative products to millions of patients, while actively helping to make treatments more widely accessible.

Energized by an entrepreneurial spirit, a strong set of core values and a mosaic of talent worldwide, we strive for success – in health. In doing so, we strengthen careers and enrich lives.

Pursue your career with purpose. Apply online today.

www.careers.sanofi-aventis.us

Sanofi-aventis is an equal opportunity employer that embraces diversity to foster positive, innovative thinking that will benefit people worldwide. Sanofi-aventis is also committed to employing qualified individuals with disabilities and, where warranted, will provide reasonable accommodation to applicants, as well as its employees.
a few years. At an Advisory Board meeting several years ago, we asked representatives from the leading companies that make up the Advisory Board to explore the need and value of significant research about women in leadership. As we began to explore the concept, it became clear that while there may be many studies about women in leadership there weren't any studies exclusive to the life-sciences field. We were then approached by one of our corporate partners who asked if the HBA would spearhead such a study as an independent third party. They gave the HBA the initial funding that enabled the project to get started.

**HBA Advantage: What was Booz Allen Hamilton’s role in the study?**

**Pritchard:** We knew we needed a highly respected, credible partner to conduct the research and a company that did this type of analysis for Fortune 500 companies. We used an RFP process, and we were impressed with Booz Allen Hamilton. Not only was the company passionate about what we wanted to do, but internally it had made efforts to move more women into senior-level positions. Booz Allen became a partner in the true sense; the company donated a lot of its time and services. It’s been a great experience for the HBA to partner with a company such as Booz Allen.

**HBA Advantage: We understand that the full findings of the E.D.G.E. Study are extremely comprehensive. Can you provide us with some top-line, key findings?**

**Pritchard:** It’s hard to describe all of the key findings in a short space, but basically we developed six key principles from the data and interviews. These findings create the best environment for women to reach their full potential in leadership roles.

1. Senior-leadership support is the most important element of a corporation’s culture that enables women to advance to the C-suite.

2. A merit-based culture also is critical because it ensures advancement of the right talent regardless of gender.

3. Metrics that track women’s progress and evaluate success of programs and initiatives are essential. Tying metrics to managers’ performance evaluations ensures accountability.

4. Leadership development programs actually are considered more effective if they are not branded specifically for women. Skills-specific training based on individual development needs can, however, be targeted to maximize program selectivity.

5. Career and work flexibility models are important to retaining top female talent.

6. Recruiting efforts are considered more effective if explicit diversity targets are set and a diverse recruiting team is employed.

**HBA Advantage: How can companies institute these best practices?**

**Pritchard:** The companies that participated in the study will have a chance to see their actual data compared with the overall findings. Companies that were Platinum and Gold sponsors will have a chance to meet individually with Booz Allen in interactive sessions. Beyond that, we have realized that there is a real need to help companies implement change. We are working on programs to do just that.

**HBA Advantage: Does the HBA expect a change as a result of the study findings?**

**Pritchard:** Of course that is our ultimate goal. To date, we have shared preliminary findings with our Advisory Board and the Platinum and Gold sponsors. We’ve met with a number of C-level executives and they are very committed to improving women’s representation in senior leadership roles. They see this study as not only a reaffirmation of what they thought, but they have gained some real insights. They are taking the findings very seriously.

**HBA Advantage: Will there be a follow-up to the HBA E.D.G.E. Study?**

**Pritchard:** Absolutely. One of our major sponsors suggested calling the Study E.D.G.E. II, and to start planning for II, III, and beyond. It’s important to remember that what makes the study so valuable is the ability to track progress over time. We hope this will become an institution unto itself, the type of study that people will look for on a regular basis to see how their companies are doing and for companies and the individual to measure progress.

**HBA Advantage: How can members learn more about the study?**

**Pritchard:** We are just starting to roll out the findings. First, there will be a major public-relations effort, including a video news release and articles. We also will be taking the E.D.G.E. Study and the findings out to our Chapter and Affiliate meetings. There is a workshop planned for the Leadership Conference in December in Washington, DC. We are exploring other exciting ideas to support full uptake of these industry best practices. **HBA**

A white paper will be available that captures the robust information with concrete recommendations from the study. This will be complimentary for sponsors and participants and for companies that didn’t participate this time around, they can purchase a copy, which will be available for ordering on the HBA Web site and other places.

**E.D.G.E. STUDY METHODOLOGY**

The top 50 pharmaceutical and biotech companies by sales worldwide were invited to participate in the groundbreaking HBA E.D.G.E. Study. A total of 20 companies participated and provided HR data and/or offered contact information for their senior executives and middle managers to participate in the E.D.G.E. survey.

From the 20 participating companies, there were 82 senior executives who participated in in-depth, in-person, or phone interviews and 237 mid-level managers who responded to a comprehensive online survey.

The study was funded by eight sponsors and eight contributors, including six of the top 10 leading pharmaceutical and biotechnology companies in the United States and Europe.


Park Street Research contributed in-kind the online survey and data-collection services for one arm of the study.

**HBA**
A Capital Idea!

The energy and excitement of our nation’s Capitol is sure to further fuel a tremendously robust agenda for the 5th Annual HBA Leadership Conference.

“Having the leadership conference in Washington, DC, allows us to tap into women in government to garner a different perspective,” says Arlene Kirsch, PhD, Director of Learning Events for the HBA, and Area/Segment VP, Managed Markets, GlaxoSmithKline. “Most of our panelists and speakers in the past have been in the healthcare industry. This year we will have the unique opportunity to also hear from women in government, learn what their perspectives are on healthcare issues, and what challenges they face as leaders.”

Why You Should Attend

According to Kirsch and her leadership conference co-chairs, there are three primary reasons to attend this year’s event: connect, grow, and network.

- Connect—the Leadership Conference provides an unparalleled opportunity for HBA members to connect with a community of professionals for inspiration and exposure to different ways of thinking.
- Grow—the conference is a great way to grow your potential by learning new techniques and leadership skills that can be applied to your current job, discuss common challenges and professional experiences, and take home tools you can use to train and mentor others.
- Network—you will have the opportunity to network with high-level leaders from a variety of healthcare and related companies.

“The objective is to have attendees grow and develop their leadership potential through workshops facilitated by experts in their field as well as have the chance to discuss common challenges, issues, and solutions,” Kirsch said. “The interactive workshop format creates a knowledge-based community. By having the opportunity to interact with a variety of individuals, attendees really do develop and acquire new skills.”

This year’s conference will have more than a dozen workshops to choose from, including: Working Globally, Finding the Power: Learning to Harness Natural Strengths, Solving C2: Cross-Functional Collaboration & Communication, Opting Out/ Opting In: A Woman’s Map to Negotiating Workforce Detours, and The First 100 Days: Projecting Your Leadership Role.

Another highlight of the conference will be to look at the HBA’s E.D.G.E. Leadership Study from the perspective of how an individual can benefit from the study learnings.

As in the past, this year’s plenary sessions are expected to be supercharged and feature distinguished panels of speakers. Thursday’s opening session—Heard on the Hill: the Women in Charge: What’s on Congress’ 2008 Healthcare Agenda?—will feature members of the Congressional Caucus on Women’s Issues who will share their thoughts on the legislative healthcare challenges of the year ahead.

On Thursday the excitement builds as luncheon speaker, Susan Scott, bestselling author of Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time, will introduce you to transformational ideas and principles that will shift your basic understanding of conversations and their power in leadership, achievement, and relationship building.

Friday kicks off with the plenary session Women Leading Healthcare: the Government Perspective for a rare glimpse into how Washington views the healthcare industry from senior leadership at those leading agencies responsible for shaping and executing the nation’s health agenda.

As a perfect close to a jam-packed two days, Ellyn Spragins will once again present Letters to My Younger Self, during Friday’s lunch. Back by popular acclaim, Spragins will moderate a panel of HBA women executives who who look back at their lives and give advice to their younger selves.

Location, Location, Location!

Washington, DC, is a great location because it provides access to major power brokers and is the perfect backdrop for celebratory events around the HBA’s 30th anniversary.

“We wanted a location with a lot of pizzazz,” Kirsch said. “One of the key events is a reception at the National Museum of Women in the Arts to celebrate our 30th anniversary. We have invited past HBA Presidents and WOTY (Woman of the Year) recipients, so members can gain wisdom from some of the industry’s most accomplished women.”

The museum, which coincidentally is celebrating its 20th anniversary, will be open exclusively to attendees. During the reception HBA members also can enjoy a featured exhibit—WACK! Art and the Feminist Revolution—which is the first comprehensive exhibition to explore the formation, development, and impact of feminism in postwar contemporary art from 1965 to 1980. “This exhibit is about women who have tried new things in art and should be an interesting addition to the reception,” Kirsch said. HBA
Evaluating Your Leadership Impact

THE PRESIDENT’S FORUM  Cathy Kezner

Okay, you’ve embraced the challenge that I issued in January to develop your own leadership agenda for the year. At this point, you’ve probably had some leadership successes. But how can you tell?

As this can be a tough question to answer, consider taking a page from the research arena and make your evaluations based on either an epidemiological approach or on empirical data similar to those used in a clinical trial. Measuring the impact of your achievements should depend on the focus of the leadership goal, although there are many situations when the metrics are not concrete or are difficult to measure.

For example: How do you gauge the impact of your leadership style? Frankly, this depends upon the situation and whom you are leading. And it often boils down to your style as an individual and less as a business professional…which is where leaders often differentiate themselves. This scenario would be better suited for a 360-feedback evaluation. Like epidemiology, which is an observational study of the factors affecting the health and illness of populations, 360-degree or any feedback of this type can be used to assess whether one is positively or negatively affecting their “population.”

On the other hand, if the goal can be easily measured, such as achieving a certain sales goal as the head of a product launch, your impact can be evaluated equally easily. The goal was no doubt pre-determined, such as endpoints identified as part of a clinical study, and, if achieved, stands as a positive endorsement of your leadership.

There are myriad papers and books written over the years that point to what makes a good leader. One of the most popular bodies of work that still influences how leaders measure their impact was first published at the turn of this century. Daniel Goleman’s best-selling “Emotional Intelligence: Why It Can Matter More Than IQ” states that the most effective leaders use a series of different styles to make an impact and transition from style to style when necessary. Goleman suggested that a leader’s relative ability to manage herself or himself and one’s relationships effectively involves four fundamental capabilities: self-awareness, self-management, social awareness, and social skill. According to Goleman, the characteristics within each of these areas have an impact on the “climate of leadership.”

What is interesting about Goleman’s research is that great leaders make an optimal impact by recognizing when to switch from one style to another. More interesting is that of the six styles he highlights—coercive, authoritative, affiliative, democratic, pacesetting, and coaching—four have a positive impact on climate. And the one that rises to the top is the authoritative style.

I found this surprising at first read, but when I drilled down, it made sense. The authoritative style as described by Goleman is “come with me.” All of the other styles involve aspects that “instruct” or “identify with” people. I found this fascinating as this dovetailed with my own simple leadership definition: leaders are people I like to be around; they instill a sense of confidence not only in their ability to achieve a goal but they actually help others believe in themselves to achieve their goals as well. What better impact is there?

We are rapidly coming upon the HBA Leadership Conference in December in Washington, DC. The conference, “Capitalizing on World Class Leadership,” will offer a rich program of plenary sessions and workshops to facilitate building self-awareness as a leader, leveraging strengths for high-result impacts, and assessing new leadership opportunities, such as participating on boards of directors.

We also are getting close to the fourth quarter of 2007, when many of us will begin to take stock of what we achieved this year and lay out our vision for 2008. So as you reflect on your success and assess what your leadership impact has been this year, plan to join us in December to get a good start on developing your leadership agenda for 2008! HBA


THE MOST EFFECTIVE LEADERS USE A SERIES OF DIFFERENT STYLES TO MAKE AN IMPACT AND TRANSITION FROM STYLE TO STYLE WHEN NECESSARY:

- SELF-AWARENESS
- SELF-MANAGEMENT
- SOCIAL AWARENESS
- SOCIAL SKILL

HBA CORPORATE PARTNERS

Abbot Laboratories • Advanstar Communications Inc. • Alliance Healthcare Information Services • ALTANA Pharma US • American Medical Association • Astellas Pharma US, Inc. • AstraZeneca Pharmaceuticals LP • Bench International • Benchmarks Inc. • Biovail Pharmaceuticals, Inc. • Boehringer Ingelheim Pharmaceuticals, Inc. • Boston Scientific Corporation • Bristol-Myers Squibb Company • BusinessEdge Solutions Inc. • Campbell Alliance • Celgene Corporation • Cephalon, Inc. • Chandler Chocca Agency • Cline Davis & Mann, Inc. • Columbia MedCom Group • Commonwealth Communications, Inc. • Compas, Inc. • CONNECT Healthcare • Copernicus Group RRLL • Covance, Inc. • Crainer • CuMedix • Daichi Sankyo, Inc. • Dorland Global Corporation • Dowden Health Media • DRAFTFCB Healthcare • DSA, Inc. • Esa Inc. • EDR Therapeutics, Inc. • Eli Lilly and Company • Elsevier Inc. • Endo Pharmaceuticals • Epocrates • Ernst & Young LLP • Euro RSCG Life • Flashpoint Media • Fullbright & Jaworski LLP • Genentech, Inc. • Gilead Sciences, Inc. • Goble & Associates Healthcare Communication • Grey Healthcare Group, Inc. • Health and Wellness Partners • HealthDay • sigma • Healthscape Communications, Inc. • INNOVA Education Institute • International Medical News Group, an Elsevier company • inVentiv Health • JBK Associates, Advertising, Inc. • LC2 • The Kinetic Group • King Pharmaceuticals, Inc. • LifeBrands • LyconHeart • Medical Knowledge Group • Medcalliance, Inc. • Medicus New York • Medpointe Pharmaceuticals • MedStart Research LLC • Memisus Limited • Merck & Co., Inc. • Millennium Pharmaceuticals, Inc. • Motivation Mechanics LLC, newMentor.com • Novartis Pharmaceuticals Corporation • Novo Nordisk, Inc. • Ogilvy Healthworld • Organon USA Inc. • Ortho Biotech Products, LP • PACE, Inc. • Lowry Healthcare Communications • Palio Communications • Par Pharmaceutical • Pfizer Inc. • PharmaVOICE • PROMedica Communications, Inc. • PSI Industries, Inc. • Publicis Healthcare Communications Group • Publicis Medical Education Group • Publicis Selling Solutions • Quintiles Medical Communications • Regan Campbell Ward • McCann • Roche Pharmaceuticals • Saatchi & Saatchi Healthcare Communications, Inc. • sanofi-aventis • Sarga Associates, LLC • Schering-Plough Corporation • Scientific Advantage, LLC • Shire Pharmaceuticals • Siren Interactive Corporation • Solvay Pharmaceuticals Inc. • Spectrum Science Communications • Striker Corporation • Sudler & Hennessey • SurgeWorldwide Healthcare Communications • Takeda Pharmaceuticals North America, Inc. • TAP Pharmaceutical Products Inc. • Tibotec Therapeutics • Tovon • TVP Medical, Inc. • Wishbone/ITP Inc. • Wolters Kluwer Health • Healthcare Analytics • Wyeth • Xendra

* Sincere appreciation for our Corporate Partners who have expanded their partnerships with HBA to help increase the breadth and depth of the impact we can have on the US to achieve a transformation of discount segmented and other key corporate partnership benefits.

HBA ADVISORY BOARD

Judit Britz, Cylex Inc.
Carolyn Buck-Luce, Ernst & Young LLP
Lonnell Coats, Esai Inc.
Ginger Constantine, Wyeth
Matthew Emmens, Shire Pharmaceuticals Inc.
David Epstein, Novartis Pharmaceuticals Corporation
Marsha Fanucci, Millennium Pharmaceuticals, Inc.
Alex Gorsky, Novartis Pharmaceuticals Corporation
Ginger Graham, Amgen, Inc.
Tom Harrison, Diverseid Agencies
James Hynd, Solvay Pharmaceuticals, Inc.
Lesa Lardieri, Pfizer Inc.
Sharon Larkin, Abbott Vascular
Nancy Larsen, PROMedica Communications, Inc.
Freda Lewis-Hall, MD, Bristol-Myers Squibb Company
Kathy Lundborg, Boston Scientific Corporation
Patty Martin, Eli Lilly and Company
Jill Mueller, Abbott Laboratories
Lynn O’Connor Vos, Grey Healthcare Group, Inc.
Kathryn O’Fee, GlaxoSmithKline
Joe Pieroni, Daichi Sankyo, Inc.
Christine Poon, Johnson & Johnson
Barbara Pritchard, The Pritchard Group/Intermedia, Inc.
Tom Reynolds, ETHICON
Timothy Rothwell, sanofi-aventis US
Renee Selman, ETHICON
Carol Yamartino, Millennium Pharmaceuticals, Inc.
Wayne Tettor, Verispan
Meryl Zauner, Novartis Pharmaceuticals Corporation