Global Reputation Builds as HBA Partners with INSEAD on Highly Successful Healthcare 2020 Forum

Sylvia Pellegrini, HBA Europe, Milan

The global reputation of the HBA is building as evidenced by the invitation from INSEAD, the premier business school in Europe, for the HBA Europe Affiliate to be an organizing partner for this year’s biennial Healthcare 2020 Forum along with a small group of prestigious organizations.

The Healthcare 2020 Forum brought together more than 300 leaders and thought leaders to distill strategic management insights at the intersection of business and health through cutting-edge presentations, thoughtful debates, and insightful group discussions.

This unique healthcare event, which took place in June in Fontainebleau, France, was a resounding success for all those involved: from the sponsor (Johnson & Johnson) to the organizing partners to the world-renowned experts who spoke on globalization, transformation, and health to the participants who traveled from around the world. The conference organizers applauded the HBA’s involvement, which more than tripled the overall attendance this year versus 2005.

Among the hotly discussed issues was building sustainable capacity, including attracting and retaining diverse leadership.

It’s All About Leadership: The HBA Launches 30th Anniversary

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

Three decades. One score and 10 years. No matter how you say it, the HBA is 30 years old. And while 30 may be the new 20, the HBA has been putting in place some great new initiatives, programs and events that will continue to help you achieve your leadership agenda. According to Barbara Pritchard, President, The Pritchard Group and Intermedica Inc., and HBA Past President and Chair of the HBA’s 30th Anniversary committee, the five women credited with founding the HBA knew back in 1977 that women needed a forum to discuss the issues and develop the tools and skills necessary to help reach the leadership roles they desire and, more importantly, deserve.

"It was their leadership that created the foundation of what has become the largest organization of its kind that provides programs and events across the U.S. and around the world to help..."
A Crystal-Clear Vision

THE CEO’S CORNER  Laurie Cooke

I once read that the biggest difference between a vision and a hallucination is the number of people who can see it.

So it is particularly gratifying that the vision of the HBA is clearly seen by the board, the advisory board, and other leaders within the organization. I attribute the clarity of the vision to a clarity of purpose that strikes a common cord amongst us: the substantive—but very energizing and passionate—quest to become the premier catalyst for the professional development and leadership of women in healthcare worldwide. And it was this vision that was the very foundation for the constructive strategic dialogue at this year’s board retreat.

Each year, the HBA Board sets aside time to reflect on key strategic opportunities the association is facing. This year, the board commemorated the organization’s 30th anniversary by holding the retreat in Atlanta, the home of the first HBA chapter, which was launched in 2000.

A retreat is a time to involve the major contributors, build an effective team, take stock of progress, engender creativity and synergy, create shared ownership of solutions, and discuss issues and opportunities at a much deeper level than possible in the day-to-day environment. And this retreat did not disappoint.

Throughout the retreat, you, the HBA member served as our focal point and upon which the merit of each idea was assessed. The HBA Board—a group of members just like you who have been elected to serve as volunteer leaders—represented you well and identified new ideas during this two-day meeting that will be fleshed out and as-

essed further over the coming months.

As I looked around the room, I couldn’t help thinking that serving on the HBA Board provides these accomplished women with opportunities for new forays in leadership development, such as to:

• refine their strategic and active listening skills;
• practice leading in an environment where they don’t have direct authority;
• learn board governance and protocol.

We are all on a life-long pursuit to develop as leaders and the HBA is here to serve as a resource for you at all stages of your journey... whether you are new to the industry or are an established leader on a global board. If you’re not volunteering now, perhaps you should consider how volunteering with the HBA could fit into your leadership agenda. The HBA Board has a crystal-clear vision; do you? HBA

ESSENTIAL BUSINESS TOPICS

The HBAdvantage is seeking five members to report on activities at the annual Leadership Conference, Dec 6–7, 2007. Each reporter will be assigned specific activities to cover. Some pre-conference reporting may be required. If you know you will be at the conference and would like to be an HBA Leadership Conference reporter, please contact Taren Grom at tgrom@pharmavoice.com.
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Stand Up and Be Counted!

Ginger Graham
Former CEO and Founder
Amylin Pharmaceuticals, Inc.

During my career in the healthcare industry, I’ve learned several best practices in terms of forging ahead. This Top 10 list is fluid, as I am still learning as I go, and in five years this list may be completely different. In the meantime, here are 10 lessons learned along the way that might be helpful to you as you navigate your career paths.

1. Showing Up
The oft-repeated phrase, “90% of life is showing up” is a misleading statement. Just being there is not sufficient; one must be diligent, disciplined, and fully participatory to have an impact and to truly live. In business, many of us will go to great lengths to “show up,” so much so that once we’re there, we’re frustrated, cranky, tired, etc. This defeats the purpose. We need to slow down, to prioritize, to be truly present in order to have a real impact on the situation and the people involved.

**LEADERS ARE THE PEOPLE WHO STAND UP WHEN EVERYONE ELSE DUCKS AND WHO MOVE THE BALL FORWARD.**

2. Honesty
Nothing works better than honesty. Women often “sugar coat” the truth, particularly when they are in a managerial role. Brutally honest feedback is a gift. This enables us to realize how we are being perceived and to thereby have a choice to be perceived differently. The ideal is to respect people enough to tell them the truth.

3. Words Really Matter
The words we use to communicate with one another should be chosen carefully. Words cannot be taken back; one can apologize, but the damage has been done. Over the course of my career, I have seen the negative impact made by harsh criticisms. I want to remind everyone that kindness carries no expense nor does giving someone the benefit of the doubt.

4. Being Excellent at Your Craft is a Choice
Practicing your craft when no one’s watching means you’re truly committed. Women need to practice effective communication skills. Many women tend to “discount” what they’re saying by their own language. No matter their level of confidence in the content, their delivery tends to lean toward the questioning instead of the declarative. I recommend that women practice the craft of persuasion, this will give fellow workers confidence in their competence.

5. No Regrets
I am a proponent of the “it’s my life and I own it” way of thinking. Women must be responsible for their choices, even the bad ones. There is considerable pressure on women in terms of how to be a “working woman”—not too tough or too weak, not too harsh or too soft or easy. In the end, we need to be ourselves, for good or for bad, because if we try to be someone else at work, in the end we are less effective. Be accountable to yourself and choose who you want to be.

6. Title Does Not Equal Leadership
Rather than having titles define who leaders are, it is far better to define leaders—across the ranks—as special people who choose to act in a certain way. The two main attributes of a leader are that they are true to themselves and they do what they say they are going to do. To sum, leaders are the people who stand up when everyone else ducks and who move the ball forward.

7. Role Models
In the tough times, we see who people truly are, personally and professionally. Always keep in mind we influence people at work; we are all role models to some degree… and someone is always watching.

8. Let Go
Women tend to have, or to take, more responsibility outside of work than men. We like to keep control in all areas of our lives. But much of the time and energy spent on keeping control could be better spent on refining our communications and influencing our peers. We need to delegate more, micromanage less, and let those who work for us make their own mistakes.

**WOMEN NOW HAVE THE FREEDOM TO CHOOSE; THE BLESSING IS WE GET TO CHOOSE WHO WE WANT TO BE AND HOW WE WANT TO LIVE.**

9. Laughter is the Best Medicine
We have our roles at work, but we’re also human. If we always enter a business meeting as a “task master”—no chit chat, no humor—it lessens our effectiveness. Be approachable, have a sense of humor, dare to model a different way of being at work, one that includes laughing at yourself.

10. Have a Life
Finally, it comes down to this: you cannot be an effective leader if you don’t have balance. This balance can mean pulling away from obligations occasionally to be there for yourself and those who need you. In particular, it is vital to have women friends, people outside of your family and work who add needed perspective to your life. This does not necessarily mean “opting out,” currently a popular term—in fact, there is no “opting out” for women today, there is only “opting.” Women now have the freedom to choose; the blessing is we get to choose who we want to be and how we want to live.
DISCOVERS

running a hospital saves lives too
the balance between cost and care
disease is global, so cures should be too
technology must be affordable to be effective
the easy answer may not be the right one

The Duke Executive MBA with a Health Sector Management certificate prepares professionals for success in the rapidly changing business of health care. Through an innovative curriculum that draws upon the extensive resources of Duke Medicine, The Fuqua School of Business provides the skill set that today’s leaders need to manage health care delivery in an environment of rising costs and evolving technology.

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The Evolving Face of Pharmaceutical Promotions

With the strategic process for 2007 well underway, brand managers are turning their attention to developing tactical plans for 2008. Their increasing challenge is to deliver and implement a brilliant tactical plan in support of the agreed upon brand strategy.

Identifying the Challenges

Personal selling is the mainstay of most pharmaceutical brands, with sales details as the most desired medium for the delivery of the brand message to targeted physicians. In the absence of a sales representative, the brand’s samples, share of voice, reach, frequency, and impact are significantly reduced and the brand market share suffers.

Sales force effectiveness is diminished by “no see,” hard-to-see, and decreasing time physicians are willing to spend listening to details. Therefore, overcoming limited access to physicians is the key to marketing success.

Non-Personal Selling Programs

The evolving face of pharmaceutical promotions is raising the stakes for developing highly effective non-personal selling programs that can be completely integrated with personal selling efforts and demonstrate a positive return on promotional investment. For the first time, this will give brand managers a complete view of the promotional landscape and enable them to identify and fill any promotional gaps in their tactical execution.

Fully integrated non-personal selling programs, such as professional journal advertising integrated with targeted professional media vehicles, are an excellent way to bolster the sales force’s efforts.

A fully integrated, micro-segmented professional media plan enables brand managers to deliver the right brand message to the right physician the number of times needed to influence prescribing decisions.

THE EVOLVING FACE OF PHARMACEUTICAL PROMOTIONS IS RAISING THE STAKES FOR DEVELOPING HIGHLY EFFECTIVE NON-PERSONAL SELLING PROGRAMS THAT CAN BE COMPLETELY INTEGRATED WITH PERSONAL SELLING EFFORTS AND DEMONSTRATE A POSITIVE RETURN ON PROMOTIONAL INVESTMENT.

Looking Ahead

As we head into 2008, it will be the brands with brilliant strategies and fully integrated non-personal media programs that successfully deliver their brand messages from concept to customers to drive brand growth.
I matter because I am part of a team of talented professionals dedicated to advancing awareness of life-saving products to healthcare professionals. I have a great passion for my work and am proud to contribute my expertise toward our mission of improving health and offering greater access to important medicines worldwide.

I matter because I have something to offer. To the world, my colleagues, and to myself.

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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.
The HBA’s Rising Stars … Shine Bright in the Spotlight

This second installment of the 2007 HBA Rising Star series continues to showcase another diverse and accomplished group of women who are making their mark on the industry and their companies.

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.

Janet Loesberg, PharmD
Head–U.S. Regional Medical and Research Specialists, Pfizer Inc

My leadership agenda for this year is to help keep my colleagues and organization focused on achieving their goals and bringing value to our customers during a year of transformation at Pfizer. My personal leadership goal is to rebuild and strengthen my colleague network given the reorganization. Receiving this honor is a strong reinforcement of my leadership abilities and contributions to Pfizer. Being named a Rising Star recognizes my passion for helping people achieve their maximum capabilities and my focus on doing the right things for Pfizer, while living up to my personal and professional values.

Marjorie Neslon-Perry
VP, Group Account Director, Brand Pharm

My leadership agenda for 2007 is to create an action-based culture. I am empowering my team with the motto “any action is better than no action.” For most of our day-to-day business, it is unnecessary to convene a quorum to make a decision. My team is now better at trusting their instincts and they have greater confidence. The tenet put forth by Theodore Roosevelt captures my perspective on taking initiative: “The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again … who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly.”

Aafia Chaudhry, MD
Executive VP, Medical Knowledge Group

When I contemplate a leadership agenda I consider leadership in every aspect of my life, not only in a professional setting, but in a social and humanitarian context. Great leaders accomplish extraordinary results in all their endeavors and one of the most gratifying aspects of my career is evoking sustainable change through both workplace organizational transformation and by encouraging my colleagues to participate in philanthropic activities. One of the fundamental rules of leadership is being one’s word. No one will respect a leader if she or he does not have absolute trust in their actions. Realize the weight of your words, choose them carefully, and always follow through on what you say you will do.

Julie Adrian
Head of Chandler Chicco’s Los Angeles Office, Chandler Chicco Agency

As Chandler Chicco Companies continues its significant growth and positive momentum, my pledge for the year is to be a reliable source of calm direction while nurturing the creative energy to help people be motivated and remain inspired.

Sacha Schroeder
VP, Senior Account Director, Surge Worldwide Healthcare Communications

Leadership to me means leading from the front; thereby showing or teaching leadership qualities by doing. The core objective to leadership is doing—without compromise—what is best for the brand. This dedication to the brand is at times a good reminder of leadership to clients. Leading by doing begins with exceptional and collaborative client service at every level, because ideas can come from any team member. Leadership also means never being afraid to challenge convention or to question how a brand can be made more meaningful and relevant by strategically evaluating claims.

Aimee Roca, MBA
VP, Account Supervisor, Wishbone-ITP Inc.

As they say at the award shows in Hollywood, it is truly an honor just being nominated when you look at the company that you are in. I am very lucky that I work with a number of amazingly talented women at Wishbone, who on a daily basis provide me with strategic input, challenge my thought processes, support me when a new approach does not turn out, and reinforce the concept that how you achieve success is as important as if you do succeed. Looking at the extensive experience and varied backgrounds of the other HBA Rising Stars reinforces for me that the industry is not only rich in opportunities for women, but that it acknowledges creativity and dedication. I know that I will work even harder as a result of this honor and I will challenge myself to make it to the next level and hopefully inspire another woman to do the same.

Linda Bennett
US Regional Coordinator, sanofi-aventis

Many women I admire have been recognized by the HBA and I am flattered to be considered amongst such industry leaders. To me the honor reinforces that Publicis Healthcare Group values both my business contributions as well as my personal decision to dedicate meaningful time to my family.
Networking ABCs

In real estate it’s all about location, location, location. In career development, it’s all about networking, networking, networking. Throughout the pages of this issue of The HBAdvantage, industry leaders discuss ways in which to optimize and develop a relationship network. Based on the findings of two highly regarded experts, in her column HBA President Cathy Kerzner outlines three major categories of networks that successful leaders develop and use throughout their careers: operational, personal, and strategic. (Please turn to page 12 for more information.) In the sidebar on page 10, which covers the HBA-sponsored workshop at the recent INSEAD 2020 Healthcare conference, Catherine A. Sohn from GSK Consumer Healthcare and HBA Second Vice President, shares that her “secret weapon” in organizational politics is developing mutually beneficial partnerships with human resources and finance. The HBAdvantage wants to know your secrets to networking for leadership success and will share your tips in the next issue. 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@pharma-voice.com . HBA

30th Anniversary continued from page 1

each of us reach our goal,” Pritchard says.

With leadership on the top of everyone’s agenda, what better place to launch our 30th Anniversary than the 2007 HBA Woman of the Year luncheon... the most important and largest industry event that honors women in healthcare, Pritchard continues.

Other initiatives that center on women and leadership have been the HBA’s involvement with the prestigious INSEAD Healthcare 2020 conference, which focused on Leadership of Women in Business on a global basis. The conference showcased some exemplary women from different parts of the world and how they achieved success and fulfilled their leadership agenda. (See article on page 1 for more information.)

Later this summer, the HBA also will announce results of its groundbreaking E.D.G.E. (Empowerment, Diversity, Growth and Excellence) in Leadership Study. This is a landmark study for the life-sciences industry because for the first time there are benchmarks and actionable recommendations on how to attract, retain, and develop women leaders for the future.

In addition to the events and programs sponsored by our chapters and affiliates, the annual Leadership Conference (December 6-7 in Washington, D.C.) will provide opportunities for members and non-members to learn new leadership skills, fine tune the skills they have, and interact with women of all levels and from across the healthcare continuum. This year’s theme, “Capitalizing on World Class Leadership,” will focus on helping women formulate their leadership agendas as well as give them practical advice and inspiration on how to achieve their specific goals.

Most important of all, the HBA chapters and affiliates will sponsor 30th Anniversary events throughout the coming year so each of us will have an opportunity to really be a part of this very special celebration.

The HBA will wrap up its 30th Anniversary festivities at the 2008 Woman of the Year luncheon. And as we turn 31, it will be gratifying to look back on a year dedicated to ground-breaking initiatives that will take the HBA into the future. HBA

Fifth Annual HBA Leadership Conference

CAPITALIZING ON WORLD CLASS LEADERSHIP

SAVE THE DATE
December 6th-7th, 2007
Renaissance Hotel
Washington, D.C.

The HBA Annual Leadership Conference, which features workshops on leadership, diversity and professional and personal development, offers insights and skills necessary for advancement.

For more information go to: www.hbanet.org
According to HBA Europe Affiliate board member Friederike Sommer, a trainer and consultant, "This was an excellent opportunity for the HBA to celebrate its 30th Anniversary by reaching out to raise the profile of the HBA across Europe. Partnering with INSEAD on this forum aligns with the HBA's mission and commitment to provide educational opportunities about leadership for our members."

Sommer, along with an HBA Europe Affiliate volunteer team, worked to recruit speakers, organized two workshops, and generated publicity for the Healthcare 2020 Forum.

INSEAD is one of the world's leading graduate business schools. The school brings together people, cultures, and ideas from around the world to change lives and transform organizations and demonstrates a unique global perspective and multicultural diversity, which are reflected in all aspects of its research and teaching.

While the program looked at the future of healthcare with a view on the sustainability of healthcare systems worldwide, the impact of biotechnology, and the situation in developing countries among others, the focus was on the leadership role women are increasingly occupying in executive positions. This approach is in line with the HBA’s mission to offer a wide variety of educational programs that will help members enhance their careers and develop the leadership skills that will inspire them to advance and chart the direction of the healthcare industry.

In Kerzner’s opening address, she focused on women’s leader-...
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Spirit | Intellect | Purpose
Building sustainability in the health sector: women and leadership—the next decade

“What are the new leadership styles required in healthcare?” “What is the role of women and how is that now defined?” “Do we need to ensure that women are well represented at the executive level and above in the industry?” These were just a few of the questions addressed by panel members Kurt Graves, Chief Medical Officer, Novartis Pharma AG, and Lynn O’Connor Vos, CEO, President, Grey Healthcare Group, and 2005 HBA Woman of the Year. Graves urged women to take charge of their careers by building a stronger personal brand. “Your brand identity is the result of authentic self-expression that combines your towering strengths with your core values,” he said. Vos urged women to stay on top of technology, saying her own company’s employees go through a “digital boot camp” that includes blogging and creating pages in MySpace and Facebook.

Developing full leadership potential: diversity and inclusion, challenges and opportunities

The workshop focused on what needs to be accomplished for the next generation and diversity as a business strategy now that more large organizations are appointing executives to the role of diversity management. Michelle Gadsden-Williams, Vice President and Global Head of Diversity and Inclusion at Novartis, who is an HBA Europe Affiliate board member, kicked off this workshop.

“Our differences—in thinking style, leadership style, gender, ethnicity, religion, sexual orientation, age, and experience—make a difference,” Gadsden-Williams said. “An inclusive work environment allows everyone to be themselves and thus contributes their unique talents in achieving our business goals and better reflects our diverse customer base.”

This distinguished panel included: Dr. Mariam Mohd Matar, the first female Vice Minister of Health in the United Arab Emirates; Meryl Zausner, Vice President, Chief Financial Officer, Novartis Oncology, and 2007 HBA Woman of the Year; JoAnn Heisen, Corporate Vice President, Chief Global Diversity Officer, Johnson & Johnson; Cathy Kerzner; Catherine Angell Sohn; Paola Corna-Pellegrini, Worldwide General Manager, Zambon Pharma Group; and Renee Tannenbaum, Head of Commercial Operations, Novartis Pharmaceuticals.

HBA CEO Laurie Cooke said she was inspired by the challenges successfully overcome by Mutar, who shared that even though she holds a significant role as the first female Vice Minister of Health in the United Arab Emirates, her culture demands that first and foremost she must be a good daughter, wife, and mother.

“This points out the impact that culture can have on each of us in the management of our careers,” Mutar said. The doctor also related that she was not allowed to travel outside the United Arab Emirates without being accompanied by her father or brother. She received her medical training through a program brought into the UAE. Mutar stated that the HBA’s global mission is more important than ever to work with women around the world and recognize the different issues and opportunities they face and serve as an organization that can help optimize each person’s unique leadership agenda.

According to Florence Manger, Novartis Global Brand Manager for Xolair and HBA Europe Acting President, “partnering with the top international business school INSEAD is a real milestone for us. At this event, we inspired people to believe in the need for diversity and inclusion, and integrated that topic into discussions about the globalization of healthcare and the challenges ahead.”

INSEAD conference organizers applauded the HBA’s involvement, which tripled the overall attendance this year versus 2005. From left: Laurie Cooke, HBA CEO; Dr. Elizabeth Mutisya, HBA President Elect; Sonia Torre, Publicis, and Treasurer, HBA Europe; Navjot Rai, Novartis Pharma AG, and Secretary, HBA Europe; Helen Clarkson, Sudler & Hennessey International, and Director of External Advocacy and Public Relations, HBA Europe; Friederike Sommer, Director of Mentoring, HBA Europe; Barbara Gerber, GHG Europe, and Director of Membership, HBA Europe; Florence Manger, Xolair®, Novartis Pharma AG, and Acting President, HBA Europe; Catherine Angell Sohn, GlaxoSmithKline Consumer Healthcare, and Second Vice President, HBA; JoAnn Hefferman Heisen, Johnson & Johnson Corporate; Ludivine Delattre, Axon Communications, and Deputy Director of Public Relations, HBA Europe.
Developing Your Leadership Network: Operational, Personal, and Strategic

THE PRESIDENT’S FORUM  Cathy Kerzner

A top benefit HBA members continually call out in our annual research is the opportunity for effective networking and how invaluable many of these connections and relationships have become. I’m sure most of us have met someone and discovered common ground. And I’m also sure that many of us have found that years later that connection has played a vital part in achieving an objective, finding a resource, or leading to another opportunity.

For leaders, networking is far beyond an initial meeting and conversation. It is a true discipline that requires follow-up, broad thinking, and a willingness to “pay it forward” for others. Even more importantly, it involves recognizing what you would like from the relationship and working to mutually benefit from it.

During our recent collaboration with INSEAD on their Healthcare 2020 conference, many HBA members from the US and Europe had the opportunity to exercise their networking muscles in a big way with leaders from all over the world. I had the pleasure of meeting with Professor Herminia Ibarra, who leads the INSEAD Women Leading Change in Global Business program. She partnered with another conference attendee, Professor Mark Hunter, to publish an article on networking. Based on their research, they observed three major categories of networks that successful leaders develop and use throughout their careers—operational, personal, and strategic—all of which can be used in helping you achieve your leadership agenda.

Operational networking is about cultivating good working relationships with colleagues who can help get the job done. These include peers and subordinates as well as those in your “sphere of influence matrix.” This type of networking comes naturally to most leaders since it is commonly recognized that they cannot do a job alone, regardless of the circumstance.

Personal networking is commonly used for information, support, coaching, and mentoring. These types of networks are often external to your workplace and the links come through areas of common interest.

Strategic networking probably the most underused—is the cultivation of lateral and vertical relationships with managers outside your own function to help guide you to get the critical support and resources to achieve your organizational goals. “The trick is not to hide in the operational network, but to develop it into a more strategic one,” the authors point out.

The HBA is a wonderful source for all types of networking. In addition to opportunities to interact with company colleagues outside your office, the HBA provides a comfortable environment for new perspectives on issues challenging your career and offers the chance to build strategic relationships with stakeholders important to you as a leader.

What do your networks look like? How do they relate to your leadership agenda? Are you leveraging your HBA membership to capitalize on these networking opportunities? Give it some thought!  


FOR LEADERS, NETWORKING IS FAR BEYOND AN INITIAL MEETING AND CONVERSATION. IT IS A TRUE DISCIPLINE THAT REQUIRES FOLLOW-UP, BROAD THINKING, AND A WILLINGNESS TO “PAY IT FORWARD” FOR OTHERS.

THERE ARE THREE MAJOR CATEGORIES OF NETWORKS THAT SUCCESSFUL LEADERS DEVELOP AND USE THROUGHOUT THEIR CAREERS: OPERATIONAL, PERSONAL, AND STRATEGIC.

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