Competence and Character Focus of 2007 Leadership Conference

New milestones achieved

Susan Youdovin
President, B&Y Communications

More than 500 women and men chose to connect, reflect, inspire and be inspired at the HBA’s 5th Annual Leadership Conference, “Capitalizing on World Class Leadership.” The sold-out crowd from across the U.S. and Europe convened in the nation’s capital December 6-7 for a series of learning and career development experiences.

Arlene Kirsch, PhD, a VP with GlaxoSmithKline and member of the HBA board with responsibility for this annual event, described it as “one of the most dynamic and exciting leadership forums in the healthcare and pharmaceutical industries.” Or, as self-confessed numbers junkie and co-chair Jeanne Zucker, SVP, Strategic Business Development, InfoMedics, summed it up, “500 attendees, 38 volunteers, 102 speakers and 1,950 program minutes.” Zucker shared co-chair duties with Linda DaSilva, Senior Director, Corporate Planning, Eisai Inc., Eve Dryer, President, Vox Medica Public Relations, Cathy Sohn, Senior VP, WW Business Development & Strategic Alliances, GlaxoSmithKline, completed her one-year term as Second Vice President.

New Officers and Board of Directors to Lead the HBA in 2008

HBA members unanimously voted for the proposed slate of 2008 officers and board members at the Annual Meeting in December 2007. Executive Committee members serve a one-year term (except for the Treasurer, who serves two years), while Directors-at-Large serve for two years.

Completing their terms of office in 2007 were Directors-at-Large Donna K. Ramer, President, StrategCations, Inc., Rita Sweeney, South Penn Square Associates, and Robin Winter-Sperry, MD, President & CEO, Scientific Advantage, LLC. In addition, Heather Mason, VP, Latin America, Abbott Laboratories, Nancy Wysenski, COO, Endo Pharmaceuticals, and Executive Committee member, Debra Newton, Associate Director, Marketing Excellence Development, Genentech, cycled off the board. Cathy Sohn, Senior VP, WW Business Development & Strategic Alliances, GlaxoSmithKline, completed her one-year term as Second Vice President.

Just a few of the 500 attendees and 38 volunteers who took advantage of the 1,950 program minutes and networking opportunities as the 2007 Leadership Conference drew record attendance and Washington D.C.’s senior leaders.

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New Officers & Board continues on page 4
Leadership, Where Do We Go From Here?

THE CEO’S CORNER  Laurie Cooke, RPh

As we start a new year, the question on my mind is: Leadership for what? Leadership is about going somewhere, both individually and collectively with others in your organization and the women Elizabeth references in her first President’s Forum, demonstrate the significant results that can be achieved when the responsibility of leadership is taken seriously. Robert Joss, dean, Stanford Graduate School of Business, captured this well when he said, “Real leadership is not about prestige, power or status. It is about responsibility.” Leadership is most often discussed in terms of qualities and skills; but leadership as a responsibility of each professional receives little attention.

How often have you heard that an organization is its people? Having talented employees that exhibit true leadership at every level of an organization, all working toward a common vision, is the ultimate aspiration. It is to that end that the HBA dedicated 2007 to developing a leadership agenda, because each of us is a leader in our own work space. And the more we can improve our leadership skills, the more responsibility we can take at home, at work and as volunteers.

In 2008, a major focus of our initiatives will be to identify how to help our members—you—better understand and incorporate into your daily lives the responsibilities of leadership.

In this context, I have been pondering how changing workforce demographics will affect our responsibilities as leaders, specifically: Which leadership qualities and skills will be in demand? Many futurists speak about the workplace impact of the coming retirement of the baby-boom generation. In the U.S., for example, about 76 million people were born between 1946 and 1964, but only 46 million are coming along in Generation X, the group following the boomers. It is this gap that work-force planners worry about. Perhaps more important than sheer numbers are the skills and experiences that boomers will take with them when they retire. Boomers are the veterans of the work force and hold the institutional memory of thousands of companies.

The findings from the recent HBA E.D.G.E. (Empowerment, Diversity, Growth and Excellence) In Leadership Study are particularly timely as industry braces for the projected loss of their senior talent. The E.D.G.E. best practice roadmap provides the components necessary to successfully execute a women’s advancement agenda. Equally important, are the enabling cultural elements and supporting programs the study identified as necessary to attract, develop and retain top talent. In an already competitive life sciences industry, talent management is becoming an increasingly business-critical agenda item for companies that want to get ahead and stay ahead. As Jim Collins said in his book, Good to Great, “If I were running a company today, I would have one priority above all others: to acquire as many of the best people as I could.”

So, to return to my question, “Leadership, Where Do We Go From Here?”, two resources come to mind. The HBA helped you establish your leadership agenda and the E.D.G.E. In Leadership Study has provided actionable recommendations. Together, these offer-ings provide a robust roadmap to help you carry out the responsibilities of leadership to ensure that leadership actually goes somewhere, both individually and collectively with others in your organization. You are the driver. Where do you want to go? HBA

1According to the US Census Bureau http://www.census.gov/ipc/www/usinterimproj/
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HBA Chapters Elect New Board Members

HBA chapters across the U.S. and in Europe also elected new officers and board members for 2008, following the guidelines of the chapter bylaws, which are closely aligned with the HBA bylaws. (Affiliates and pre-affiliates typically maintain their leadership throughout the process of becoming a chapter.) Following are the 2008 chapter presidents and affiliate presidents. Visit www.hbanet.org for more information about the leadership of each chapter and affiliate.

**HBA 2008 CHAPTER/AFFILIATE PRESIDENTS**

**Atlanta Chapter**
- **President**
  - Juliann Kaiser
  - Kaiser Marketing Group
  - jkaiser@kaisermarketinggroup.com

**Boston Chapter**
- **Strategic Marketing Manager**
  - Buket E. Grau
  - Grau@yahoo.com

**Chicago Chapter**
- **Director, Chapter Development**
  - Denise Kitchen
  - Tap Pharmaceutical Products Inc.
  - denise.kitchen@tap.com

**Europe Chapter**
- **Global Brand Manager**
  - Florence Manger
  - Novartis AG
  - Florence.Mangere@Novartis.com

**European Chapters**
- Following the guidelines of the chapter bylaws, which are closely aligned with the HBA bylaws. HBA chapters across the U.S. and in Europe also elected new officers and board members for 2008,

**Greater Philadelphia Chapter**
- **Senior Director, US & Pharmaceutical Operations**
  - Lee Ann Kimak
  - Wyeth Pharmaceuticals
  - kimak@wyeth.com

**Indiana Chapter**
- **Director, US Regulatory Affairs**
  - Cherly Beal Anderson
  - Eli Lilly and Company Inc.
  - canderson35@indy.rr.com

**Metro Chapter**
- **Senior Director, Business Planning & Strategy**
  - Kathleen Milligan
  - Bristol-Myers Squibb Company
  - kathleen.milligan@bms.com

**Mid-Atlantic Chapter**
- **Principal**
  - Christina Hoffman
  - Hoffman Innovations
  - hoffmaninnovations@comcast.net

**Director: Enduring Research**
- **Sherry ! Sherry! Fox**
  - President North America
  - THE PLANNING SHOP International
  - sherryfox@planningshopintl.com

**Director: External Communications & Strategic Alliances**
- **Eve Dryer**
  - President, Vox Medica Public Relations;
  - Principal & EVP
  - Vox Medica Healthcare Communications
  - e dryer@voxmedica.com

**Director: Member Communication & Talent Development**
- **Eileen Woods**
  - Managing Partner
  - Agentive
  - ewoods@agentive.com

**Director: Organizational Alignment & Effectiveness**
- **Leanne C. Wagner**
  - Vice President, New Business Women’s Health Care
  - Wyeth
  - wagnerlewyeth.com

**Director: Positioning & Marketing**
- **Violet B. Aldaia**
  - Senior Vice President
  - BrandEdge
  - valdaia@egroup.com

**Director: Professional Development**
- **Arlene Kirsch, PhD**
  - Area/Segment Vice President, Managed Markets, Kaiser Team
  - GlaxoSmithKline
  - arlene.j.kirsch@gsk.com

**Director: Special Recognition Programs, Key Opinion Leaders & Advisors**
- **TBD**

**DIRECTOR, COUNCIL OF PRESIDENTS**
- **Director: Council of Chapter Presidents Chair**
  - Karla Gonye
  - US Neurology
  - EMDS Serono, Inc.
  - karla.gonye@emdserenou.com

**Non-Voting Director**
- **Chair, Council of Chapter & Affiliate Mentors**
  - Barbara Pritchard
  - President
  - The Pritchard Group / Intermedica, Inc.
  - BPritch687@aol.com

**Executive Staff**
- **Chief Executive Officer**
  - Laurie Cooke, RPh
  - Healthcare Businesswomen’s Association
  - lcooke@hbanet.org

- **Executive Director**
  - Carol Davis-Grossman
  - Healthcare Businesswomen’s Association
  - cdavis@hbanet.org

- **Director, Chapter Development**
  - Mary-Margaret Armstrong
  - Healthcare Businesswomen’s Association
  - MMArmstrong@hbanet.org

**Director: Special Recognition Programs, Key Opinion Leaders & Advisors**
- **TBD**

**Research Triangle Park Chapter**
- **President**
  - Alison Otstot, PhD
  - A2 Analytics
  - a2otstot@nc.rr.com

**San Antonio Affiliate**
- **President/CEO**
  - Deb Wells
  - StrokeGuard, Inc.
  - debwell@strokeguard.com

**San Francisco Chapter**
- **Executive Vice President, Internal Resources**
  - Sharon Rundberg
  - Dorland Global Corporation
  - srundberg@dorland.com

**Southern California Affiliate**
- **President**
  - Heather Linehan
  - BioQuest LLC
  - linehan@bioquestinc.com

**St. Louis Affiliate**
- **President**
  - Beth Hackett
  - The Sage Consulting Group
  - beth@sage-advice.com
Meaningful Metrics are Essential to Coping with the Speed of Change in Online Marketing

Donna Wray, Management Advisor, TGaS Advisors

With the pharmaceutical industry in an era of cost containment, brand managers face intense pressure to justify every dollar of their advertising and marketing budgets. Planning is essential to measure effectively and optimize results.

Analyzing the effectiveness of online marketing campaigns has come a long way. Marketing in the Internet Age has evolved beyond tallying total hits, unique and repeat visitors and the average length of time spent on a page. In the years since the pharmaceutical industry started treading warily into cyberspace, judging the return on e-marketing investment has become much more detailed and precise.

Today, brand managers should expect to receive a range of actionable information gleaned from their online marketing efforts just as they would demand from their traditional (offline) campaigns. The best vendors work closely with clients pre-launch to determine the most useful metrics for any given brand and deliver the information clearly.

The goal is to focus on the most meaningful information from the wealth of data generated. Collecting metrics doesn’t come cheap, making it all the more important to zero in on the measurements that drive the most program improvements. More should be invested in larger or pilot projects as they have greater potential to maximize the dollar value of learning and efficiency.

Advice on Choosing Metrics: Be Selective

Keep in mind two basic questions the metrics need to answer:

1. Did the campaign provide what was paid for?
   The vendors need concrete accounting to prove they are delivering what they promised. This is the minimum metric.

2. Was the campaign the best possible for the money?
   The most effective vendors are those that optimize over time based on what they learn in the market; they are able to sustain optimal performance even as some aspects become “tired.” They know automatically, through the metrics in place, what needs to be replaced. All this still doesn’t demonstrate whether a campaign is achieving the best possible outcome; for that, benchmark data are needed.

   Benchmark data based on similar programs help gauge if an approach exceeds or is within an expected range, or if there is room for improvement by trying a new approach. Comparison information provides a frame of reference for perspective and evaluation.

Metrics Choice Matrix

Choose metrics from the list below. For any metric chosen, select both volume statistics and efficiency (cost per “x”) statistics. Both volume and efficiency need to be taken into account because any program can be efficient at a very small volume, but inefficient as the program becomes larger. Benchmarking both ensures the proper balance and optimal market effect.

1. Rx Revenue. Tying a program to actual incremental prescription volume is ideal, in theory. For a typical Rx product, however, it is not the best measure. It is usually handled via transactional data match. Because of HIPAA, this tends to be expensive and slow (six months or longer) and, since the data must remain anonymous, it rarely has much detail as to which parts of the program worked best or other information useful for improvement. Use this measure only if the program needs to be justified or compared to alternatives, such as a similar program offline.

2. Proxy for Rx Revenue. Ideal, in most cases. The better a proxy, the more effective a tool it will be in optimizing programs. If a program has a rebate, coupon or voucher, then registrations for this can be a good indicator of how many real, on-target prospects have been attracted and convinced to start therapy. Since this sort of data is available to the brand manager, a much smaller sample (relative to measures through a transactional data match) is needed to compare different aspects within a campaign for faster, more effective optimization.

In general, a rebate is a better proxy than a coupon registration, but the registration option yields faster results.

3. Second Choice: “Engagement” Stats. Banner ads that tout “click here for a free…” might buy site visits, but they won’t necessarily get people who are good candidates for a treatment. The viewing of three or more site pages is the industry standard for measuring genuine interest; ensure each banner, sponsorship, etc. is linked through to determine which creative/venue/tactic choice yields the greatest number of interested visitors for the least cost.

4. Necessary, But Lower Priority: “Execution” Stats. How much was spent, how many ads ran, clicks, etc. are all important to track, to ensure proper accounting and delivery against promises. All vendors must supply volume measures, but these are not useful to understand the value (ROI) of a program or helpful in optimizing the program.

5. Necessary Complement to Campaign Metrics: Benchmarks. Benchmark data on what similar brands are finding successful can leverage existing industry experience, rather than learning after lengthy trial and error; ensure all useful opportunities are being explored; and ensure existing tactics are optimized against what is possible, rather than what’s been done so far.

Donna Wray is a management advisor for TGaS Advisors, a pharmaceutical benchmarking company based in East Norriton, Penn. For more information, visit www.tgas.com.
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Your First 100 Days: Projecting Your Leadership Role

Barbara Eiser, MA, MCP
President, LEADING IMPACT, INC.

Taking a new leadership position is one of the greatest career challenges that managers face. To be successful it is important to have a comprehensive plan, learn the culture, establish presence, and communicate powerfully to build momentum during the critical first 100 days.

Special Challenges
According to The Center for Creative Leadership approximately 40% of leaders fail in new positions.

There are several major reasons why four out of 10 executives derail within 18 months of taking on a new position. First, many do not make the effort to understand and assimilate into the new culture. Every company has a set of shared values and acceptable behaviors. Because these include underlying beliefs and assumptions they are difficult to decipher, but it is essential to learn and begin working within them as quickly as possible. While learning these “unwritten rules” is typically more difficult when joining a new company, the same challenges also apply to moves across departments or business units within the same organization.

The second major reason for leadership derailment is lack of agreement with the manager about specific roles, responsibilities, goals and expected outcomes. It is vitally important to confirm these agreements immediately upon beginning work in the position. In addition, developing an ongoing relationship with the manager to monitor expectations and making changes when necessary leads to success.

The third factor is failing to build teams or motivate direct reports. In order to obtain the support needed to accomplish organizational goals, managers must understand the individual needs of direct reports and encourage them to perform individually and cooperatively.

Accelerated Assimilation
Several key practices have been shown to accelerate assimilation into a new leadership position and facilitate success.

Strategically Analyze the Business
In order to develop an effective operational plan, a leader must first undertake a two-step analysis. The first step is to determine which phase of the life cycle the business is in. Very different skills and perspectives are needed depending on whether the operation is a rapidly-growing startup, a well-established and stable business, or a turnaround situation.

The second step involves conducting a SWOT analysis, which is evaluating the strengths and weaknesses of the internal business as well as external opportunities and threats. Performing a gap analysis will then provide the data and insights needed to determine those actions and resources needed to accomplish the desired outcomes.

Along with completing the operational analysis, it is helpful to perform a “personal” SWOT analysis. Powerful questions a leader can ask herself include, for example: “What are my strengths and weaknesses in comparison to the formal and informal requirements of the leadership position?” “What resources do I need to compensate for my weaknesses?” “Where are the opportunities to use my leadership skills to accomplish my group’s goals?” “Where are there potential threats to my group’s success, and how can I prevent them from occurring?”

• Promote Yourself. As soon as a leader accepts a new position, it is important to immediately begin thinking of herself as being in that role. By doing this, it is easier to jump-start the planning process and move ahead proactively.

• Use Emotional Intelligence While Emotional Intelligence (EI) is comprised of many aspects, two particularly helpful practices in the First 100 Days include monitoring your own stress levels so you can maintain internal control, and to focus heavily on the needs and reactions of key stakeholders, peers, and direct reports. In this way, it is easier to most effectively build relationships and networks.

• Create a Three-part Action Plan. One of the most difficult aspects of taking on a new leadership role is determining where to spend time and energy. A key practice is to create and implement an action plan comprised of three components:
  1. Operations/technical (“hard skills”): For most leaders, the operational or technical plan is the easiest to develop because it is based on knowledge already in the leader’s area of expertise. Even so, to ensure success during the first 100 days, it is crucial to be sure the plan is based on the boss’ priorities, incorporates high leverage points, and includes some early “wins” to create momentum and build your credibility.

  2. Culture, key stakeholders, and important networks (“soft skills”): Even leaders promoted within the same company or division need to be very aware of the unwritten rules that represent various subcultures within the organization. This is especially important for leaders who come in from the outside. To learn about these critical mores, connect with opinion leaders in the organization. Don’t be afraid to ask them about the unwritten rules and who has informal and formal influence.

  3. Learning strategy: Based on the operational plan and your personal SWOT analysis, prioritize what you absolutely need to know in that first 100 days. Then determine how you can obtain the information at the least cost in terms of time and relationship currency; i.e., be sure to approach the right people in a way that maximizes good will and longer-term future support. HBA

Barbara Eiser, M.A., M.C.P, is president of Leading Impact, Inc., a consulting firm specializing in executive coaching, change management and leadership training. For more information, visit www.leading-impact.com.
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Participants met formally in 16 workshops and were inspired by plenaries featuring national women leaders, “fierce” conversations and personal reflection. They also braved the cold for early morning power walks and gathered informally at exhibit booths, over meals, and at the 30th anniversary celebration at the National Museum of Women in the Arts where HBA founders, past presidents, Women of the Year, Honorable Mentors and Star Volunteers were honored.

“HBA Will Be Your Coach”

Cathy Kerzner, SVP & General Manager, Women’s Health Care Business Unit, Wyeth Pharmaceuticals, set the tone at the opening session, by urging participants to realize their own personal leadership agenda and speaking about attendees’ experience in areas beyond pharma. “The complexities of business today demand full expression of your capabilities,” she said, stressing the need for multidimensional leadership involving both competence and character. “The HBA will be your coach,” she promised.

“NO OTHER PLACE GIVES YOU THE FOCUS ON WOMEN, LEADERSHIP AND THAT COMMUNITY.” KRIS SLOMAN, GLAXOSMITHKLINE N.C., ENJOYED SPENDING MORE QUALITY TIME WITH COLLEAGUES, AND HOLLY FORESTER-MILLER, PhD, WELLNESS CONSULTANTS INTERNATIONAL, FOUND IT “EXCITING AND ENERGIZING” TO BE AROUND SUCH AN INCREDIBLE GROUP OF WOMEN. “PEOPLE HERE ARE REAL,” SHE SAID, “AND YOU CAN CONNECT WITH THEM.”
Capitalizing on National Leadership

Each of the plenaries dealt with both competence and character from political, professional, personal and corporate perspectives.

Heard on the Hill: The Women in Charge. The opening session featured women legislators actively engaged in the national healthcare agenda. California Congresswomen Lois Capps (D-Santa Barbara), co-chair of the Congressional Caucus for Women, which focuses on education, healthcare, and women’s issues, and Hilda L. Solis (D-Los Angeles), the highest ranking Latina in Congress, articulated their passion for healthcare, the environment and women’s issues. They polled the group on such issues as health insurance, obstacles to improving health care worldwide, and the most important areas for U.S. healthcare reform.


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THIS YEAR, DON’T TALK YOURSELF OUT OF THE HBA LEADERSHIP CONFERENCE

Barbara Sullivan, President, Sullivan & Associates

“I’d really like to go to the HBA Leadership Conference. I might learn something that would advance my job and career. Great networking opportunity. Check out the leadership opportunities the HBA offers. Get away for a few days and focus on me for a change.” On the other hand: “Washington, D.C., is so far away. Four days is a long time to be out of the office. I might not be reimbursed. I won’t know anyone. I have so much going on!” Sound familiar?

Sitting in a session congratulating myself for making the trip, I wondered how to bring home the value. This session, “Career Bomb or Booster: Regulatory Know-How Is Today’s Secret Weapon,” led by Ilyssa Levins, HCIL Health Care Consulting, Liz Kay, Cramer, and Wayne L. Pines, APCO Worldwide, was lively and creative (I wore a powder blue cowboy hat during a Jeopardy-style game). It also provided important information I can use immediately in my medical communications agency, just one example of the learning throughout the conference.

The workshops also provided leadership opportunities—from running a mock meeting to presenting breakout results—in a friendly, nurturing environment.

The highlight for me was the plenary session featuring Susan Scott on her book, Fierce Conversations. The audience was spellbound by this wonderful speaker, who has the power to change lives and careers.

Whether during workshops or relaxing over coffee, networking opportunities abounded. I came home with a fistful of business cards and a much-expanded network. I chatted with healthcare leaders, including Meryl Zausner of Novartis Oncology, HBA 2007 Woman of the Year, and several women provided invaluable expertise for one of my clients.

Bottom line? See you in Chicago!

Leadership Conference

Janet Woodcock, MD, second in command and Chief Medical Officer at the FDA; Carol J. Bennett, JD, Centers for Medicare and Medicaid Services; and Marilyn A. Huestis, PhD, Chief, Chemistry and Drug Metabolism Section, National Institute on Drug Abuse, and the first woman to head the International Association of Forensic Toxicologists, spoke of the challenges they face as women and healthcare professionals in top government posts. Dr. Woodcock emphasized the need for more women leaders in medicine, noting that “conversations change when women are at the table.”

Tapping into Personal Leadership: Conversations & Letters

Susan Scott, author of Fierce Conversations, related leadership with passionate, honest conversations that “interrogate reality” and find the emotional connection. Writer Ellyn Spragins reprised last year’s successful and moving “Letters to My Younger Self” with HBA members Peggy Heller, EVP and Advocacy Leader, Vox Medica, Kim Thiboldeaux, President and CEO, The Wellness Community, and Sheryl L. Williams, Vice President, Public Affairs, Cephalon, Inc.

Tianna Lucas, King Pharmaceuticals, liked hearing from women who spoke about their personal histories. “Most inspiring were the women who have had numerous life experiences and told how they’ve taken advantage of them,” she said.

Honoring Corporate Leadership: The ACE Award

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For personal assistance please call: 1-800-SJU-EMBA or e-mail: patricia.rafferty@sju.edu

Or visit us at www.sju.edu/hsb/pharmaceutical_marketing
ment in women’s careers. ACE Committee co-chairs and HBA Past Presidents Daria Blackwell and Nancy Larsen presented the award to the Women’s Leadership Initiative (WLI) at Johnson & Johnson. Melanie Barstad, President, Women’s Health Initiatives, Medical Devices & Diagnostics, Johnson & Johnson Health Care Systems Inc., and member of the WLI Steering Committee, accepted. Barstad emphasized Johnson & Johnson’s commitment to diversity. “Embracing unique perspectives and diverse points of view makes us strong,” she said, enabling the company to build competence in women, gain key insights about customers and products and deliver better healthcare worldwide.

Europe Comes to Washington

“In Europe, diversity and inclusion are not yet part of the agenda. The HBA can help companies develop initiatives to advance women,” said Florence Manger, Global Brand Manager, Novartis Pharma AG, and president of the HBA Europe Chapter. She also values the Leadership Conference as a venue where women with similar challenges can discuss common issues. “Where else can I learn from women leaders who have made the step to executive positions?” she said.

Navjot Rai, Global PR Manager, Cardiovascular & Metabolism, Novartis AG, Switzerland, found the Leadership Conference personally meaningful and “especially valuable for the relationships you build and the sense of commitment to help each other grow.” Rai, a familiar face on the new HBA website, moved from California to Switzerland for the Novartis job, where she immediately joined a company networking group and the HBA Europe Chapter.

Learning at Every Level

Workshop sessions covered a broad range of personal and professional subjects all focused on different aspects of leadership. Topics included self-awareness, personal marketing, societal influences on women, peer mentoring, women leading men, global leadership, cross-functional collaboration and communication, women on corporate boards, leading meetings, preparing for leadership positions, on-ramps and off-ramps, regulatory know-how and an update on the HBA’s groundbreaking E.D.G.E. study on advancing women’s careers.

Elizabeth Mutisya, MD, McKinsey & Company and 2008 HBA President, expressed her thoughts at the close of the conference: “I was inspired both by our keynote speakers and panelists, who spoke about the challenges they conquered and the insights they picked up in the process, as well as by the individual conversations I had with many of the hundreds of attendees,” she said. “The discussions at the conference also reminded me of the power that conversations can have and the fact that, as women leaders, we invariably serve as role models for younger women.” HBA

THE EDITOR’S DESK

Donna K. Ramer

Streamlining Communications for Deeper Impact

January 1, 2008 was a bittersweet day for me. It was the first day in six years I was not a member of the HBA’s board of directors. While it was time for me to step aside to help make room for another generation to lead the HBA, I was pleased to be able to pick up the reins as editor-in-chief of The HBA Advantage.

In fact, during my tenure as a board member, numerous HBA volunteers have worked to bring you information about the HBA as well as informative, skill-building articles. We also have worked to streamline all of the HBA’s communications so you will not be inundated with both email and snail mail. As you can imagine, this is no easy task.

The good news: the HBA has successfully married the two with this year’s launch of the eBulletin (with time-sensitive news about events and activities) following last year’s launch of The HBA Advantage, which features more in-depth skill-building articles and think pieces about the healthcare industry.

(Don’t forget to take a few minutes to log on to our new website—www.hbanet.org—to set up your own home page so you will be able to quickly and efficiently access just the HBA information you need.)

Our thanks to Wendy White, president of Siren Interactive for managing the overhaul to the website; to Carol Sardinha (Director, Corporate Communications, Gorman Health Group), editor of the new eBulletin; and to Taren Grom, editor, PharmaVOICE, who worked closely with me last year to transform the original HBA Bulletin into The HBA Advantage, and who will continue as a contributor.

I’m also very excited to have Joanna Breitstein, executive editor of Pharmaceutical Executive magazine, and long-time newsletter contributor Susan Youdovin, president, B&Y Communications, as volunteer editors this year. Both Joanna and Susan are superb writers and editors, who will kick-it-up (as Emeril would say).

And contact me at dramerestrategizations.com if you would like to write a “Focus On” or “Hot Topics” article for The HBA Advantage. HBA

LEADERSHIP VIEW FROM TOMORROW’S EXECUTIVES

Two pharma business analysts who also are co-founders of the HBA Metro Chapter’s new Affinity Group, Tomorrow’s Executives, provided their perspectives on the Leadership Conference.

Natalie M. Ezdon: “This is my second HBA Leadership Conference and my second year as a member. I thoroughly enjoy the HBA and what it has to offer. The Leadership Conference offers a great opportunity to network with other healthcare industry leaders and learn and contribute toward my professional growth. However, I believe there is a gap between new industry entrants and the most successful members. [Through the Tomorrow’s Executives Affinity Group] we will promote professional development geared toward the individual contributor or lower/mid-level manager in hopes of one day becoming the high-powered successful executives we meet at these events.”

Kelli Powell: “2007 was my first year as an HBA member and this is my first Leadership Conference. I continually find myself saying, “They thought of everything!” From the logo-printed hotel key cards to the chapter-specific pop songs featuring major cities played during the lulls between speakers in seminars to the flawless execution of the impressively packed three-day agenda – the HBA and conference committee are truly to be commended. I found the subject matter to be relevant, consistent and delivered by spectacularly qualified speakers. Thank you HBA for this tremendous opportunity to learn, network, reflect, grow and relax and for the inspiration that you have given me this week to become a larger agent for positive change in our industry. I hope you see a lot more of me in the future!”

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The start of a new year brings new opportunities and new beginnings. It is a chance to assess what went well over the past year and what might be improved upon in the new. Your recently elected 2008 HBA Board of Directors did the same this January and I look forward in coming months to sharing our vision, strategic plans, and exciting initiatives focused on helping you achieve your full leadership potential. Lately, I have been struck by seemingly small actions that individuals took—above and beyond their daily activities—that had tremendous impact. Each involved questioning the status quo and taking responsibility for challenging conversations that resulted in long-term benefit.

Examples include the HBA itself, which grew out of meetings among five women who got together in 1977 to support each other in their careers. At the time, who would have envisioned a global organization of 4,100 members that enjoys the support of 120 corporate partners? Rather than struggle alone, Diane Anderson, Peg Dougherty, Krystyne Gurstelle, Sheila Sinkking, and Ruth Smith seized an opportunity to support each other, and ultimately other members in our industry. I was reminded of their impact during a 30th anniversary event that highlighted the HBA's accomplishments. The HBA has become a true catalyst for the professional development and leadership of women in healthcare worldwide by providing education, networking, and mentoring to help women connect and advance their professional and personal lives.

A second example is the first recipient of the HBA's ACE Award: the Women's Leadership Initiative (WLI) at Johnson & Johnson (J&J). As treasurer in the 1990s, JoAnn Heffernan Heisen regularly questioned J&J's business unit leaders about the dearth of women on their leadership teams. She didn't just accept the status quo. Rather, she and her colleagues initiated the conversations that ultimately led to the launch of the WLI, an employee program with membership in all J&J business segments worldwide. WLI, now in its 12th year, has resulted in increased numbers of women in upper management and across all job functions and supports J&J's overall business. Benefits that were possible because insightful women and men were willing to serve as a catalyst for change.

There are countless other inspirational stories of women taking the initiative to lead change despite daunting hurdles. Among them are Lois Capps, a school nurse who ran for office despite discouragement and now co-chairs the Congressional Caucus for Women that focuses on education, healthcare, and women's issues; Janet Woodcock, MD, a rheumatologist and now the Chief Medical Officer at the FDA, who spearheaded a number of far-reaching initiatives while raising a family; and many of the other speakers at our most recent Leadership Conference.

These women's actions remind us that, each of us, despite our busy lives, has a responsibility to lead that transcends our daily routines. Thus, as we start the New Year, we need to ask ourselves: How are we following through on this responsibility? How can we use the tools the HBA offers to advocate for change that will not only help us succeed, but also keep our industry competitive? What legacy are we leaving as we progress in our careers? Let me know, because I look forward to hearing your stories in 2008.

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Elizabeth M. Mutizya, MD

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