Yesterday and tomorrow.

When I joined Astellas right out of college, we had just one product. I’ve stayed here because of the challenges they offered, the excellent opportunities, and the sense of family. As we’ve grown, we’ve been willing to change as necessary, but those changes have been positive ones. I’ve felt supported, challenged, and proud in my nearly 20 years here, and that’s why I’ve never felt the need to look anywhere else. I’m a Medical Writing Associate Director and I’m helping Astellas change tomorrow.

Wendi Lau
Associate Director, Medical Writing

Together, we shine!
www.us.astellas.com
A Decade of Conferences 1999–2009

Donna K. Ramer
President, StrategCations, Inc. &
Editor-in-Chief, The HBA disadvantage

It’s hard to believe that the HBA Leadership Conference (LC) is 10 years old. Created as a bi-ennial event, the conference was immediately popular and drew hundreds of members and non members so that only three years later it became an annual event.

Charlene Prounis, Managing Partner, Flashpoint Medica, and 1998 HBA president, is credited with creating the concept of the LC. According to Charlene: “We created the LC because we wanted to elevate the type of programming to encompass leadership development and better meet the strategic goals of advancing women’s careers, of which leadership is a critical part. Until 1999, most of the programming focused on skill building and topical content. For women to advance and reach their career aspirations, we needed to expose them to leadership development, so they could understand what it was all about and see it in action. The HBA was evolving from a career focused organization to one of creating tomorrow’s leaders.”

The first few conferences, all in New Jersey, included a pre-conference discount at the on-site spas. Beginning in 2004, the extra half day was needed for plenaries, workshops and networking events. And by 2004, the HBA Leadership Conference was on the road, being held in Philadelphia then Maryland, Boston, Washington D.C., Chicago and, this year, in San Francisco.

While I chaired the LC in 2004, I had the honor of co-chairing the ‘03 LC with Anne Camille Talley, who has since become a good friend. Each year, she and I find time to stand at the back of one of the plenary sessions and kvell (a great Yiddish word that means bursting with pride) that we had a small part in what is today one of the HBA’s greatest events.

I am humbled to be part of this group of HBA leaders, all of whom have worked diligently — along with their committees — to continually evolve the LC so it is an exceptional personal and professional experience for us all. HBA

2007&2008

Arlene Kirsch

“When I was asked to chair the Leadership Conference, my first response was “Yikes; that’s a big job... anything smaller available?” It was a lot of work, but having the opportunity to create, lead and learn with a team of highly motivated, very bright women was worth every minute of my time. As we labored together to develop and deliver our “baby” — the Leadership Conference — lasting friendships formed that made the experience invaluable.”

1999 Modeling a Company of Leaders
CHAIR: Mary Cobb
LOCATION: Gateway Hilton Hotel, Newark, NJ
DATE: June 3
ATTENDEES: over 110

2001 Women’s Leadership Conference
CHAIR: Nancy Larsen
LOCATION: Doral Forestal Conference & Spa, Princeton, NJ
DATE: June 6 & 7
ATTENDEES: 136

2003 Responsibilities of Leadership
CO-CHAIRS: Donna Ramer & Anne Camille Talley
LOCATION: Ocean Place Conference Resort, Long Branch, NJ
DATE: June 5 & 6
ATTENDEES: 244

2004 Redefining Leadership:
Executive Influence, Ethics & Etiquette
CHAIR: Donna Ramer
LOCATION: Hyatt Regency at Penn’s Landing, Philadelphia, PA
DATE: November 17 & 18
ATTENDEES: 309

2005 Agents of Change
CHAIR: Susan Torroella
LOCATION: Renaissance Harborsplace Hotel, Baltimore, MD
DATE: November 7 & 8
ATTENDEES: 325

2006 Master the New Standard
CHAIR: Mary-Margaret Armstrong, Eve Dryer, Deb Seltzer & Susan Torroella
LOCATION: Marriott Boston Long Wharf, Boston, MA
DATE: November 2 & 3
ATTENDEES: 365

2007 Capitalizing on World Class Leadership
CHAIR: Arlene Kirsch
LOCATION: Renaissance Hotel, Washington D.C.
DATE: December 6 & 7
ATTENDEES: 549

2008 Expand your Horizons: A New Era of Leadership
CHAIR: Arlene Kirsch
LOCATION: Marriott Magnificent Mile, Chicago, IL
DATE: November 5–7
ATTENDEES: 641

2009 Limitless Leadership:
Bridging Today, Tomorrow and Beyond
CHAIR: Jeanne Zucker
LOCATION: Westin San Francisco
DATE: November 18–20
ATTENDEES: 632

2010 Back to Philadelphia!
CHAIR: Susan Torroella
LOCATION: Philadelphia Marriott Downtown
DATE: Oct 27–29

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Abbott Wins 2009 HBA ACE Award

Abbott’s Women Leaders in Action (WLA) program received the coveted HBA ACE Award. Launched in 2001, Abbott’s WLA is an important part of the company’s broader commitment to build more diverse leadership through its efforts to support women’s leadership and development. WLA also encourages diversity and inclusion at all levels of the company, and supports efforts to retain and attract the best talent to Abbott. Accepting the award on behalf of Abbott are HEATHER MASON, President, Abbott Diabetes Care and CECILIA KIMBERLIN, joined on the podium by HBA CEO LAURIE COOKE and HBA ACE Committee Chair LATIVIA RAY ALSTON. Look for a profile of Abbott’s WLA program in the Focus On section in the Winter 2010 issue of The HBAAdvantage.

2009

Jeanne Zucker, Senior Vice President, Strategic Business Development, InfoMedics Inc. “The annual HBA Leadership Conference continues to be one of the most engaging, compelling and spirited leadership events for women in the healthcare industry. As the conference continues to evolve and respond to the leadership development needs of women in the healthcare professions, building greater continuity between our global flagship events, like the leadership conference, and our local chapter activities and programs will strengthen our organization and underscore our strategic objectives. Creating continuity will foster and drive important connections between leaders within the organization to build a cohesive leadership platform that will help serve, even more effectively, our HBA mission to be the catalyst for the advancement of women in healthcare.”

HBA past president DEBRA NEWTON catches up with 2009 HBA secretary LINDA DASILVA and ’09 San Francisco Chapter treasurer ARLENE KIRSCHE.

CATHERINE ANGELL SOHN, Senior Vice President, Worldwide Business Development, GlaxoSmithKline, with ELLEN CHI and KUI LIU both of Johnson & Johnson.
Packed exhibit hall.

Conference committee gathers to be captured for the HBA archives.

2009 HBA president CECI ZAK, conference chair JEANNE ZUCKER & HBA CEO LAURIE COOKE glam it up.

Wine, women and shoes, shoes, shoes!

(l-r) Former HBA presidents CHARLENE PROUNIS, Managing Director, Flashpoint Medica and NANCY LARSEN, CEO, PROMedica with exhibitor RICK DROBNEY of Isagenix.

TAREN GROM with CIARAN BELLWOAR, 2010 Philadelphia Chapter President.

Full house learning lessons of leadership.
This year’s Leadership Conference continued an exciting program to help HBA members unlock their potential and bring out their inner wisdom. “Tune Into Your Potential: Coaching for Leadership Success” was a sold-out program of 60 personal coaching sessions with one of 11 certified executive coaches over the conference.

The feedback from participants was overwhelmingly positive. Liz White, Senior Manager Payer Marketing, sanofi-aventis, commented just days after the conference that: “I have already started to implement my plan of action and am focused on what I plan to accomplish in 2010 and beyond.”

Coaching discussions covered topics ranging from career transitions, leadership skills, challenging employees, shifting priorities and conflict management. Participants received a confidential, one-on-one, 45-minute coaching session and experienced many epiphanies regarding new ways to think about their lives and careers.

According to Jungsoon (JS) Noh, Public Affairs Director-Primary Care Business Unit, Pfizer Inc., “I really appreciated the opportunity. My own life had been ignored and drifting without a specific goal or plan; this will change. My coach empowered me to see the current situation in a very objective way and take control of my life, as well as my work.”

Coaches also expressed their enthusiasm. Helen Cooke, Managing Director of Cooke Consulting Group, LLC, said: “As a coach, it was truly gratifying to support individuals in crystallizing their best thinking regarding how they will tackle their ‘burning issues’ in light of the tools and insights provided throughout the conference. The positive energy was palpable!”

Coaches Tap Into Potential… Again

Cheryl Mann President, Goals InSight Coaching
Carol Yamartino Principal, Yamartino Group LLC

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* The Top 10 Medical Stories of 2008, ABC News, Dec. 2008: 1. The JUPITER trial (NEJM Online First Nov 9); 2. Birth from a whole ovary transplant (NEJM Dec. 11 Correspondence); 3. The ENHANCE trial (NEJM Online First March 30); 4. Malaria vaccine (NEJM Online First Dec. 8); 5. Continuous glucose monitoring (NEJM Online First Sept. 8).
Potent and Auspicious Powers Take Center Stage at ‘09 Leadership Conference

Diana Bartlett
Director of Corporate Partnerships,
Keck Graduate Institute of Applied Life
Sciences & Editor, The HBA Advantage

In Chinese mythology, the dragon stands for potent and auspicious powers. Thus it was apt that on Wednesday, November 18, Chinese dragons and musicians, plus jugglers and other boa-clad icons of San Francisco culture welcomed more than 625 attendees to the seventh annual HBA Leadership Conference (LC) — the first on the West Coast — and one built around the theme of “Limitless Leadership.”

The culture [of the LC] attracted Lynn Nye, Medical Minds. Nye noted a “change in the attitude of women to be more supportive. [That’s] very different now than in the past.”

First-time attendee Kendall O’Brien of Johnson & Johnson explained that she has been actively involved in the HBA only recently. The Johnson & Johnson Medical Device CFO decided to attend because she was “(1) impressed by the passion and commitment of the organization to women in our industry, and (2) [was] looking at how the HBA and J&J can work more together.”

Karen Young of PriceWaterhouseCoopers described business building as attracting her to the Leadership Conference: “It is a huge, powerful networking tool and many of our clients are members.”

Plenary sessions

Power, passion, commitment, business, networking and exuberant energy constituted the framework for progressive plenary sessions built around the idea of “Limitless Leadership.”

Creating a Culture of Leadership:
Three Strategies for Igniting Bold Leaders at All Levels

Libby Gill, one-time dancing bear and now an executive coach, kicked off the plenaries with the symbol of a raised hand. Gill noted that her early career taught her how to stand up and take a risk. “I learned to raise my hand to say ‘I’ll give it a try.’” This simple technique helped her to move from soap opera actress to executive at Universal Studios.

Women in Leadership

J&J can work more together.

Attendees

Attendees came from organizations across the life science spectrum and from around the globe.

Reasons for attendance were as varied as the companies, functional areas and managerial levels they represented.

Some, such as Laura Pierce of Bayer, noted that she was there to “recharge. I like the fact that a lot of women share commonality.”

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2006
Mary-Margaret Armstrong, Director,
Chapter Development, HBA

“The Leadership Conference was a life-changing experience for me. During the main plenary that year, the presenter asked us: ‘Are you happy and living a life you love?’ I took that to heart and asked myself: ‘What legacy do you want to leave behind; are you currently doing all you can to move in that direction; and are you happy?’ Looking at my career path objectives, my employer’s goals and my personal/family needs, I put an action plan together, vetted it with a small handful of respected advisors and within 30 days I was on my way to truly changing my life!”

Leadership Conference (LC) — the first on the West Coast — and one built around the theme of “Limitless Leadership.”

From the Grand Ballroom dais of the St Francis, HBA CEO Laurie Cooke officially opened the proceedings by introducing boa-draped members of the 2009 HBA Leadership Conference Steering Committee Chairs as “...so talented...so boa.”

Committee conference chair Jeanne Zucker, Senior Vice President, Strategic Business Development, InfoMedics Inc., shared her two years of planning with a peek into her “Dear Diary” planning memories, which she continued to share over the conference, which ran from November 18–20 at the Westin St. Francis Hotel.

The result of all this planning was a collection of numerous plenary sessions, mentoring and coaching opportunities and workshops that would enable attendees to expand their leadership boundaries. In addition to corporations receiving recognition for their contributions to the LC was Abbott Laboratories, winner of the 2009 ACE Award for its Women Leaders in Action employee network, which was accepted by HBA member Heather Mason, Senior Vice President, Diabetes Care, California. (See photos on page 4 and look for “Abbott’s Women Leaders in Action Takes Home HBA ACE Award” in the Winter 2010 issue.)

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and the Analyst (data-driven). In order to succeed as a leader, each individual must identify which of these four archetypes she is, as well as understand the strengths and weaknesses of each. “The How,” or leadership process, consists of three actions. First, articulate the vision. Next, simplify the path to achieve the vision. And finally, execute the vision. “The Why” is finding a sense of purpose and instilling it in others.

**Redefining Leadership in a Time of Change** 
A framework is fine, but how should it function during challenging periods? Resilience and risk-taking were frequently-cited answers during the next plenary session.

The wide-ranging panel discussion was moderated by Deborah Dunsire, MD, CEO, Millennium, and 2009 HBA Woman of The Year. Panelists were Alex Gorsky, Worldwide Chairman, Surgical Care and Member of the Executive Committee, Johnson & Johnson and 2009 HBA Honorable Mentor; Maria Sainz, CEO, Concentric Medical; and Diane Gage Lofgren, SVP, Brand Strategy, Communications and Public Relations, Kaiser Permanente.

Dunsire opened the session by underscoring that “limitless leadership” in tough times means thriving, not just surviving. Thriving is now “victimhood,” Sainz continued. She explained that women must remain in control, with a positive ‘can do’ attitude. “Victims are just going to shrink. Remain resilient. If you think you can do it, you can do it.” Lofgren noted the critical role culture plays during difficult periods. “If we are who we say we are, then I am there to do [right] for the people. The more you recognize people, the better they work for you.”

Changes — especially uncomfortable ones — are “opportunities to learn,” said Gorsky. He described his experience remaining productive during a significant shift from pharma to medical devices and from the US to the EU. No matter the magnitude of the shift, the question is: “How can we all educate and change ourselves to be productive?”

Productive, positive mindsets were emphasized by Dunsire as well. When communicating with her staff during challenging episodes, she focuses on the positive things “that will be good for us. Be relentless about authentically focusing on positives.”

Continuing in this vein, Dunsire urged the audience to “lean into change” and not avoid it. Leadership must be earned in this fashion. “I wake up each morning thinking ‘how can I earn [leadership]?”

To be able to embrace the new and the frightening demands resilience, which was a common theme among all four.

“Why not [make a change]?” Sainz challenged the audience. “The ‘why’ question doesn’t mean that I have all the answers.” She expanded this idea with an example of moving from a non-sales role into sales. “If you have an opportunity to sell, do it. You will be stronger for it…. There is nothing as confidence building as getting a sale. And leadership is about engendering confidence.”

Other panelists noted that “real resilience comes from being vulnerable.”

Redefining Leadership in a Time of Change elicited numerous take-aways from audience members.

Tricia Adams of Endo said that she would “resist the victim mentality. Stay[ing] positive keeps me in control. As a leader, you have to earn it every day.”

Jean Caton, a St. Louis-based coach, learned that: “One of the things is communicate, be authentic, say ‘I don’t know but I’m not afraid [to try]”. According to Caton, panelists “said, between the lines, fail with flair.”

### NOTES FROM A NEOPHYTE: FIRST-HAND OBSERVATIONS FROM A FIRST-TIME ATTENDEE — Diana Bartlett

I wanted to hide my feet.

Besides Limitless Leadership, the LC carried a strong secondary theme: wine, women and shoes.

As I made my way through the two-day event, I was repeatedly dazzled by footwear. Scrumptious, arresting, nervy, eye-popping. I saw impossibly long, luxurious pointed toes and adornments no man could ever have conceived. There were shoe jokes (“...a stiletto and a Cuban heel walk into a bar...”) and shoe analogies (risk taking leadership demands risk taking shoes). There was even a shoe-loving event Thursday evening in the divine St. Francis Hotel penthouse. Black-clad young men carrying intoxicating shoes on silver platters wafted through the throng of chattering women. The knee-high snakeskin was to die for. And, oops, here’s a sparkly navy Manolo Blahnik sling back… a steal for $399!

When I looked down at my own right and left, all I saw were the decade-old black Mephisto slip-ons. Serviceable, yes; anonymous, yes; boring… yes. If only my feet could roll up, wicked-witch-of-the-west-like.

But I was probably the only one checking my feet. My co-attendees seemed more interested in discovering what was above the neck. So what I found was that whatever your shoe, the HBA will fit.

**Panelists of the E-Level Science: Developing Leadership Chemistry for Success plenary session (l-r: KORNELIJA ZGONC, PhD, Vice President, Life Technologies; GISELA M. SCHWAB, MD, Chief Medical Officer, Exelixis; SUSAN MOLINEUX, PhD, Chief Scientific Officer Proteolix; and moderator MOIRA GUNN, PhD, host of National Public Radio’s “Tech Nation.”**

**E-Level Science: Developing Leadership Chemistry for Success** 
Experimentation, resilience, risk taking, creativity. All these Limitless Leadership themes grouped together during Friday morning’s special plenary session on science at the executive level. This panel was moderated by Moira Gunn, PhD, host of National Public Radio’s “Tech Nation,” the panel consisted of Susan Molineux, PhD, Chief Scientific Officer Proteolix; Leadership Conference continues on page 11
HBA President Susan Torroella Declares 2010 “Year of the Chapter”

More than 150 HBA members attended this year’s Annual Meeting to cast their votes for the association’s 2010 leaders. By unanimous vote, the slate as sent to the full membership early in October was approved with board positions effective January 1, 2010.

Assuming the role of president, Susan Torroella told a packed house that she founded the Mid-Atlantic Chapter of the HBA to bring the benefits of the HBA to women leaders in Washington D.C., Maryland and Delaware. “It was my love of the HBA and my desire to have more women experience how the association can give us the knowledge, the energy, the mentors and expertise to fully advance our own leadership agendas. I founded the Mid-Atlantic Chapter in 1998, to bring the benefits of the HBA to women leaders in Washington, D.C., Maryland and Delaware. It was my love of the HBA and my desire to have more women experience how the association can give us the knowledge, the energy, the mentors and expertise to fully advance our own leadership agendas.”

Susan added that: “Because the HBA most often enters our lives and enriches our careers through its chapters, I have declared 2010 the ‘Year of the Chapter’ to help our chapters better reach and help tens of thousands of women achieve their leadership objectives.”

Completing their terms of office in 2009 are: Immediate Past-president Elizabeth Mutisya, MD, VP, US Medical Affairs & Chief Medical Officer, Solvay Pharmaceuticals, Inc.; and directors-at-large Linda DaSilva, MS, RPh; Julia Amadio, President, Julia Amadio Consulting LLC; Leanne C. Wagner; and Robin Winter-Sperry, President & CEO, Scientific Advantage, LLC & MSL Advantage, LLC. HBA

2001 Nancy Larsen, CEO, PROmedica
“Using my crystal ball, I see the conference evolving into more of a week-long leadership convention with activities and workshops for members and non-members of every level – from the most senior to new to industry – from all areas of healthcare. Over the years, this annual event has grown from a one-day series of workshops to include a day-long training Leadership Institute for incoming chapter board members; two days of workshops, plenaries and networking events; the Annual Business Meeting; and post-conference social and networking events. But most important is the content and substantive educational programs for everyone.”

2009 HBA President, CECI ZAK, opened her heart to the full house at the Annual Business Meeting: “The HBA has humbled me and inspired me to be the best leader possible. I hope you all agree that through my presidential year, we have created a stronger and more sustainable association that will create value for the healthcare woman of today, tomorrow and the future; and showing her how to dream big and exceed her personal and professional goals. I turn this presidency over to a woman I am honored to call my dear friend — SUSAN TORROELLA — and I know that she will take us to new heights in 2010. Thanks for the ride; it’s been one of the most wonderful experiences in my career.”

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SAVE THE DATE 2010 HBA WOMAN OF THE YEAR

Join thousands of executives from across healthcare at the industry event of the year: The HBA Woman of the Year Luncheon. This annual recognition of outstanding women and men healthcare in healthcare will honor one Woman of the Year, one Honorable Mentor and one Star Volunteer for their invaluable accomplishments and contributions along with a prestigious group of “Rising Stars” who are nominated by their own companies.

You won’t want to miss this year’s event.

2010 HBA Woman of the Year Luncheon
May 6, 2010 | Hilton New York, 1335 Avenue of the Americas, NY NY

For information, visit www.HBAnet.org

HBA President Susan Torroella Declares 2010 “Year of the Chapter”
Gisela M. Schwab, MD, Chief Medical Officer, Exelixis; and Kornelija Zgonc, PhD, Vice President, Life Technologies.

Gunn began by asking the three how they had moved from scientific discipline to more general management. None of the three had specifically directed their early careers toward a management role; instead, echoing the Thursday panels on risk taking, each had been willing to experiment with something new.

Molineux described being involved in a large project during which “strategic project management overwhelmed the vertical science.” She added that: “We’re in biotech because we’re disruptive.”

Schwab’s path was via a temporary assignment for Amgen in France during which she encountered matrix management for the first time. “It just happened,” explained Zgonc. It was “not 100% planned. I was touching physical things and it wasn’t fun anymore.” She, too, emphasized the criticality of risk taking, explaining that “failure is a measure of courage.”

Gunn queried panelists on the importance of mentoring for their career advancement. Both Molineux and Zgonc ascribed significant importance to their mentoring relationships.

I was “lucky to report to the person who became my mentor,” said Schwab. Zgonc described how her mentor “helped me in excruciating detail [with management issues]...” and even went as far as assisting in the most effective way to prepare a PowerPoint® presentation.

A somewhat different experience was outlined by Molineux, who had “probably been more of a mentor than a mentee.” But she underscored the importance of these relationships. “To have someone to go to and ask a question, no matter how naïve, is invaluable.”

On the other hand, all the panelists emphasized that “relationships are not always smooth sailing.” This, in turn, led to a discussion of gender challenges the panelists may have experienced and how they dealt with them.

Dunn noted that women “cannot let off-putting comments come back in the room” and underscored the importance of not internalizing negative remarks.

“The moral,” Molineux added, “is just speak your mind; if you bring something to the table, [those who are biased] will find a way to make it work.”

Building on this, other panelists added that a lot of prejudice is unconscious. Under some circumstances, it’s important to directly respond to discriminatory communication. But, in other cases, it’s sufficient to allow one’s credentials and accomplishments to speak for themselves.

While panelists emphasized the importance of credentials, they noted that the right credential at the right time is best. For example, Molineux stated that while it’s “important to have a PhD, I wish I had an MD for clinical [work].” Zgonc said that pure development engineering doesn’t require a PhD.

Panelists were mixed about MBAs. Schwab stated that “on the job training, leading teams, strategic planning” obviate the need for an MBA. Molineux believes that an MBA is useful early in one’s career.

Following the panel, Richard Drobney, Isagenix exhibitor and workshop participant, remarked that his take-away was to start to re-evaluate his leadership style. He said that: “Women really know how to network in ways that men have not tapped.”

Steve Farber wrapped up the plenary sessions by urging attendees to jump in: The Radical Leap: A Personal Lesson in Extreme Leadership, HBA

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Molineux described being involved in a large project during which "strategic project management overwhelmed the vertical science." She added that: "We’re in biotech because we’re disruptive."

Schwab’s path was via a temporary assignment for Amgen in France during which she encountered matrix management for the first time. “It just happened,” explained Zgonc. It was “not 100% planned. I was touching physical things and it wasn’t fun anymore.” She, too, emphasized the criticality of risk taking, explaining that “failure is a measure of courage.”

Gunn queried panelists on the importance of mentoring for their career advancement. Both Molineux and Zgonc ascribed significant importance to their mentoring relationships.

I was “lucky to report to the person who became my mentor,” said Schwab. Zgonc described how her mentor "helped me in excruciating detail [with management issues]...” and even went as far as assisting in the most effective way to prepare a PowerPoint® presentation.

A somewhat different experience was outlined by Molineux, who had “probably been more of a mentor than a mentee.” But she underscored the importance of these relationships. “To have someone to go to and ask a question, no matter how naïve, is invaluable.”

On the other hand, all the panelists emphasized that “relationships are not always smooth sailing.” This, in turn, led to a discussion of gender challenges the panelists may have experienced and how they dealt with them.

Dunn noted that women “cannot let off-putting comments come back in the room” and underscored the importance of not internalizing negative remarks.

“The moral,” Molineux added, “is just speak your mind; if you bring something to the table, [those who are biased] will find a way to make it work.”

Building on this, other panelists added that a lot of prejudice is unconscious. Under some circumstances, it’s important to directly respond to discriminatory communication. But, in other cases, it’s sufficient to allow one’s credentials and accomplishments to speak for themselves.

While panelists emphasized the importance of credentials, they noted that the right credential at the right time is best. For example, Molineux stated that while it’s “important to have a PhD, I wish I had an MD for clinical [work].” Zgonc said that pure development engineering doesn’t require a PhD.

Panelists were mixed about MBAs. Schwab stated that “on the job training, leading teams, strategic planning” obviate the need for an MBA. Molineux believes that an MBA is useful early in one’s career.

Following the panel, Richard Drobney, Isagenix exhibitor and workshop participant, remarked that his take-away was to start to re-evaluate his leadership style. He said that: “Women really know how to network in ways that men have not tapped.”

Steve Farber wrapped up the plenary sessions by urging attendees to jump in: The Radical Leap: A Personal Lesson in Extreme Leadership, HBA.
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