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Spring 2009

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The Princeton Review
One of the 11 Colleges Named Best in the Mid-Atlantic by The Princeton Review 2009
The HBA achieved another milestone this past January when a poster summarizing the design, development and results of the Metro Chapter’s 2008 Group Mentoring Pilot Program was presented at the Alliance for Continuing Medical Education’s (ACME) 34th Annual Conference in San Francisco.

“Increasing Mentoring Opportunities: A Group Mentoring Pilot Program Experience” was among 19 posters accepted for inclusion in the 2009 Annual Conference, which was attended by approximately 1,500 CME professionals. The Alliance is the largest membership organization in CME, with members representing medical schools, medical specialty societies, state medical societies, hospitals, medical education/communication companies, pharmaceutical firms, government and healthcare education associations.

“Outcomes is a mantra we’ve been chanting in continuing medical education for years,” said Liz Stueck, EVP, Medical Education, Medical Education Trust, American Society of Pain Educators, and HBA Metro Chapter Director-at-Large, Mentoring.

Design, Implementation
Along with Stueck, committee members were Laurie Myers (poster coauthor), SVP/Account Director, Regan Campbell Ward-McCann and Tammy Warner, Head, North American Sales and Marketing Systems, Novartis Consumer Health, Inc., as well as executive coach Tom Dyer who encouraged the committee to “start with the end in mind” and developed the Mentee Outcomes Form distributed at the program’s opening dinner. After identifying a specific area in which they needed mentoring support, Mentees used a 10-point scale to rate their current performance in that area as well as to set their “desired outcome.” At the end of the seven-month program, a follow-up survey asked Mentees to quantify their “actual outcome” using the same scale. These results as well as a variety of other outcomes data were reviewed in the poster.

Majority of Participants Reached Goals
Mentees were seeking help with careers (49%); growth (19%); skills (16%); networking (11%) and special issues (5%). In the follow-up survey:

• 78% said they had been recognized by their manager/organization, with 58% of this group highly or somewhat attributing this to their participation in the mentoring program
• 81% said they were included in meetings/conversations that they weren’t before, with 70% of this group highly or somewhat attributing this to the program
• 78% said they had greater exposure to senior management, with 60% of this group highly or somewhat attributing this to the program
• 89% said they had new/additional responsibilities, with 61% of this group highly or somewhat attributing this to the program

While no one directly attributed a promotion or raise to the program, 10% of those who were promoted said they somewhat attributed this to the program and 13% somewhat attributed a raise to the program.

According to Stueck, “The way the mentoring program was developed and measured is similar to the process we use to design and evaluate continuing medical education activities. That is a key reason I thought we should share our data with the CME community, another group that realizes the value of the mentoring relationship in developing next-generation leaders. Many ACME members are unfamiliar with the HBA, so it also provided some great exposure for the association.”

This year, the chapter’s Mentoring Program Committee and executive coaches are using the best practices identified in last year’s pilot program to inform and enrich the Metro Chapter’s 2009 Group Mentoring Program, which opens with a dinner meeting hosted by Daiichi Sankyo, Inc. on April 27.

For more information or a copy of the poster contact Stueck at LS@mededucators.com. ACKNOWLEDGMENTS: Poster design and production donated by Regan Campbell Ward-McCann, New York, NY. Poster handouts provided to conference attendees courtesy of Aventine HealthSciences, Montclair, NJ.
Work/Life Balance: Illusion Becomes Reality

Susan Morris, MEd, CPCC, ACC  President, The Morris Consulting Group

Working women experience a sense of precariousness around how to achieve an elusive balance between occupation and life demands so that all parties feel satisfied. With the upheaval in workplaces across all industries, working women experience this instability even more. We are being asked to do much more with so much less. So while jobs are being downsized, we also feel our time being downsized.

What’s a working parent to do to sustain a fair distribution of our time for jobs, families, friends and community and still find time for self-care?

Six suggestions from working women experiencing these pressures are:

1. **Get organized:** Decide tonight what you will wear and lunch on tomorrow
2. **Outsource and delegate:** Home maintenance, yard work, laundry, all that is possible
3. **Make your job commute relaxing:** Add a book on tape to your briefcase or consider a car pool
4. **Use technology:** Set reminders for blocks of time
5. **Practice when to say “no” and “yes”:** “No” to energy-draining activities and “yes” to what restores and renews your vitality
6. **Decrease multi-tasking:** Research shows that mistakes and rework increase when diluting your attention across multiple tasks.

Another approach to work/life balance—a term that may be an anachronism that needs to be modified—is to set job and project priorities at work. And, given that this flexibility to set priorities at work is essential to achieve job success, apply the same principle to setting priorities at home. Moving toward work/life balance involves flexibility and the ability to give in to get more. Work/life balance can be less of a dream and more of a reality if we can loosen our grasp of perfectionism and lean into elasticity.

Susan Morris, MEd, CPCC, ACC, is president of The Morris Consulting Group, LLC, which offers relationship training design and delivery, consulting and executive coaching to R&D scientists and technical experts, exclusively for the pharmaceutical industry. Susan can be reached at smorris@morrisconsulting.biz

10 Ways to Re-energize Your Business or Your Career

**Myrna Socol, President, Socol Associates**

1. Develop a networking plan that includes a follow-up system.
2. Update your contact list and keep it current.
3. Contact people who can help you network.
4. Seek people who can give you the 3 Is: Information, Ideas & Introductions.
5. Attend industry/professional meetings and events... and keep your business cards handy.
6. Even better: Be a speaker or write an article for an industry publication.
7. Update your marketing tools to include a website.
8. Create reasons to make contact... invitations to interesting meetings and industry events, relevant articles, including your own published articles.
9. Stay positive and motivated.
10. See every opportunity as a chance to meet someone new.

Myrna Socol is a management consultant specializing in training, executive coaching and career fulfillment. She can be reached at myrna@socolassociates.com.
Risk Management: A Key Regulatory Theme for 2009

Ilyssa Levins
President, Center for Communication Compliance

The pharma, biotech and medical device industries are under the microscope. Federal agencies have more authority than ever before, more whistleblowers continue to finger companies for illegal promotional practices and more policies require transparency among manufacturers. Bottom line: Risk management will be front and center for the industry in 2009.

Driver #1: Increased FDA Regulatory Authority

The Food and Drug Administration Amendments Act (FDAAA) increased the agency’s regulatory muscle. Drug and biotech manufacturers are now required to submit a Risk Evaluation and Mitigation Strategy (REMS) to the FDA prior to product approval or possibly after the product is marketed. REMS expects companies to monitor and proactively manage safety risks as part of NDA and BLA submissions and life-cycle management. FDA can delay approval if it deems the submitted REMS to be insufficient or declare the product misbranded (and thus ineligible for marketing) if the company fails to follow the approved REMS.

REMS Implications

- Companies will need to be increasingly transparent, especially with safety concerns.
- More product information and data available from manufacturers opens industry to greater scrutiny.
- Informed drug development will require multi-disciplinary collaboration.
- Diverse disciplines need to sit at the same table (e.g., regulatory, legal, medical, marketing, policy and communications professionals).
- Role of communications is critical as healthcare professionals, media, patients and general public should understand REMS value.
- Avoids drug being positioned as a deficit.
- Patient outcomes may likely be improved.
- Safety problems could be discovered earlier so companies can provide tools that mitigate risks.

Driver #2: Increased OIG/DOJ Scrutiny

For the last decade, the Office of the Inspector General (OIG) in the Department of Health and Human Services (HHS) and the DOJ have pursued and settled off-label promotion cases against pharmaceutical, biotech and medical device manufacturers. Virtually all of these cases originated as whistleblower cases. While use of a drug or device off label is legal and may be the best course of treatment available, companies are not permitted to encourage off-label uses of products. If Medicare/Medicaid/VA reimburses for that use, the practice is defined as fraud under the False Claims Act. The industries have paid well over $8 billion in the last five years for cases brought by the government. DOJ’s recent Lilly settlement for Zyprexa is the largest ever in any industry at $1.4 billion.

False Claims Act Implications

- Industry can expect bad press as cases continue to be brought forward (200 whistleblower cases currently awaiting settlement).
- Every company must take aggressive steps to assure that future promotion is legal, whether or not it has a Corporate Integrity Agreement (CIA).
- High cost of noncompliance redefines importance of internal and external regulatory counsel.

Driver #3: Increased PhRMA Commitment to Compliance

The recent PhRMA and AdvaMed Code revisions redefine the scope of interactions with healthcare professionals, including restricting certain relationships that were once permissible, clarifying vague areas and addressing entirely new issues. Conceptually, the changes reflect a renewed effort to initiate self-reform on behalf of companies to “stanch the tsunami of legislative, enforcement, litigation and public policy pressures weighing on the (pharma) industry’s current marketing paradigm.” (McDermott Will Emory report) While compliance is a top priority for industry, government officials continue to express concern about how companies are promoting their products and question whether industry is doing all that it can to ensure compliance.

PhRMA Code Implication

- No one can abdicate responsibility for compliance to promotional practices; everyone is accountable. For the first time, Code:
  - addresses promotional materials explicitly, stating that materials should be accurate, not misleading, and consistent with regulations; and
  - language makes any person or organization engaged in drug promotion accountable, including vendors providing communication services to industry.
- Companies must face literacy gaps in every communication channel that could increase their risk.
- Public relations is in the spotlight. You have to look at what you are telling your company to do with your releases.
- Creating a corporate culture of compliance must be a priority.
- Regulatory compliance training for anyone involved in drug promotion, as well as the confirmation of competency in this area, will become de rigueur.

Ilyssa Levins is president and founder of the Center for Communication Compliance (CCC), the only resource, training and certification portal solely dedicated to enhancing regulatory compliance among healthcare communicators.
Employee Communications in an Unstable Economy Maintains Productivity

The current economic downturn has impacted many industries, including healthcare. Pharmaceutical companies have faced significant layoffs this year with several thousand to date and more planned over the next several years.

Although drug makers are often considered recession proof, this current global downturn coincides with and compounds market factors that pose significant challenges for the industry: Blockbuster products going off patent within the next few years; competition from generic drugs; and a tougher regulatory environment add to the hardships. In addition, with increased unemployment and widespread reductions in employer-sponsored benefits across all industries, fewer people can afford healthcare, diminishing demand for medical products.

When profits are threatened, layoffs are often viewed as a way to reduce costs. While efforts are focused on managing job cuts, some companies leave remaining workers in limbo because they do not recognize the impact on them. Lack of planning, poor communication and low employee morale can lead to unforeseen attrition and decreased productivity. Amid uncertainty job security becomes a primary concern so cutbacks may not bring about the expected benefits.

A Proactive 3-Stage Approach to Keep on Track

STAGE 1: Listen to Employees via Leadership Visibility

Workers often worry they might be next so Stage 1—Listen—is vital to maintain trust. Being highly visible and approachable fosters a positive work environment that is less susceptible to rumors. Gossip can also be curtailed if managers are more transparent with performance data, such as sales figures and customer data. Managers also should assure workers they can expect honest and timely information regarding future changes. Through personalized venues—such as one-on-one meetings, site visits and brown-bag lunches—company leaders make themselves accessible, encourage employee feedback and convey they care about their workers.

In-person meetings are the optimal mode of communication during a downturn, according to Joyce Buford, director of communications at a global healthcare company.

Buford explains that keeping employees informed and providing regular contact with leaders is vital. "Opportunities for senior leaders, human resources and communications members to collaborate [helps ensure] that communications are as sensitive and humane as possible," she says. "Managers must show that they are willing to talk about anything with their employees. They need to help employees feel comfortable asking questions, sharing solutions and challenging senior leaders when they disagree with them," Buford adds.

STAGE 2: Communicate with Solutions to Business Issues and Employee Concerns

In Stage 2, company leaders should focus on addressing the concerns expressed by employees in the listening stage with a clear picture of the company’s future that includes substantive solutions to business issues and the progress they are making. With a clear sense of their role to help achieve business objectives, workers can make valuable contributions, even in challenging periods. It is also critical to listen to employees’ ideas about managing the workload left by their colleagues who were laid off. “It’s also important to recognize the stress level of employees and try to engage them in activities to relieve stress,” says Buford.

STAGE 3: Recognize Business and Employee Accomplishments and Successes

Focusing on quick wins and success stories along with recognizing employee accomplishments will help keep morale as high as possible. We all know that no one is immune from becoming despondent and unproductive working in a “doom and gloom” environment that is exacerbated outside the workplace by personal issues and an onslaught of negative news stories.

In Stage 3, managers recognize and thank employees with formal initiatives (e.g., small bonuses and plaques) or informal gestures, such as a warm “thank you” for a job well done. Acknowledging an employee’s contribution in a public setting with peers motivates others to strive for similar successes. Buford uses the real-life example of one member of a team successfully securing FDA approval for a drug who was asked to tell other employees about it during a town hall meeting. By sharing her story and passion for her work, the employee felt appreciated. Her enthusiasm and commitment helped inspire others on long-term projects who may have been prone to feeling unappreciated. The employee who told her story has continued to receive recognition from colleagues.

Taking a proactive communications approach during these challenging times pays dividends. But these are unusual times with little indication of when the situation will improve. Organizations with a culture of listening, leadership visibility and access to information are far more likely to prosper than those that stagnate while leaders wait for the external environment to shape their future. HBA

Aniko Czinege is the CEO of Workwise Communication, an international consultancy offering employee and leadership communication training. She can be reached at aniko@workwisecommunication.com.
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Deborah Dunsire, President and Chief Executive Officer of Millennium: The Takeda Oncology Company, has more than 20 years experience in the biological/pharmaceutical industry. Starting as a physician in her native South Africa, Dr. Dunsire has focused primarily on oncology, hematology and inflammatory diseases throughout her career. She most recently presided over Millennium’s acquisition by Takeda Pharmaceutical Company Limited in May 2008 and its transition to Takeda’s global center of excellence in oncology. Dr. Dunsire, who has been widely honored, is active in industry, civic and community organizations, including membership on the PhRMA and BIO Boards of Directors and the Boston Biotech CEO Roundtable.

What drew you to Millennium?
When considering my next career advancement I was looking for an opportunity where I could exercise my passion for advancing new medicines that make a real difference in patients’ lives. I wanted to use that passion to lead a company with all the key hallmarks for long-term success: Innovation and scientific excellence in discovery, a robust pipeline across phases in development and a marketed product making a difference to patients today. At first glance, Millennium certainly appeared to be a company with that potential. With any role, an absolutely critical element is respect the people you work with, so before I made my final decision, I needed to meet the people: the Board, the outgoing CEO Mark Levin and the management team. Once I met all the key players, I realized that I had found my dream job.

Many of us remember your inspiring talk at the 2006 HBA Leadership Conference about letting go of fears and seizing opportunities. What advice do you have for women today who want to advance in the industry, particularly in this difficult economic climate?
The business of bringing new medicines from bench to bedside is challenging. It takes tenacity, and it takes the cohesive work of bring to her position. Every aspect of how that medicine can potentially impact the person taking it—from its administration, to its effectiveness, to pricing and insurance—should guide everything we do. If we keep this front and center in our thinking, then our new medicines should truly advance treatment and our business will thrive. It all starts and ends with the patient, particularly in oncology, where there is such a need for therapies that can more effectively treat or ultimately cure this disease.

What does winning the HBA award mean to you?
Being selected the 20th Woman of the Year is an honor I did not imagine achieving. The recognition from colleagues across the spectrum in healthcare is humbling, as I know that any accomplishments I have been part of have been the outcome of people across many disciplines working together. When I look at past recipients, I see women who are a true inspiration to me and I hope I can be the same for others. It is a privilege to be involved with the HBA and its work to inspire and support women in our industry.

"Deborah has transformed Millennium into a vibrant, sharply-focused, integrated oncology company that continues to outperform expectations and deliver increasing shareholder value. ... The true sign of a leader is not measured simply in his or her achievements, but importantly, in the strength of personal character that continually draws others toward a shared vision. I believe that Deborah’s character embodies leadership at the highest level and that this has contributed to her success both on and off the job.”

—Kenneth E. Weg, Chairman, Clearview Projects, Inc., Chairman of the Board, Millennium Pharmaceuticals, Inc.

Susan W. Youdovin
Rosica Strategic Public Relations, Editor, The HBA Advantage

Deborah Dunsire, President and Chief Executive Officer of Millennium: The Takeda Oncology Company, has more than 20 years experience in the biological/pharmaceutical industry. Starting as a physician in her native South Africa, Dr. Dunsire has focused primarily on oncology, hematology and inflammatory diseases throughout her career. She most recently presided over Millennium’s acquisition by Takeda Pharmaceutical Company Limited in May 2008 and its transition to Takeda’s global center of excellence in oncology. Dr. Dunsire, who has been widely honored, is active in industry, civic and community organizations, including membership on the PhRMA and BIO Boards of Directors and the Boston Biotech CEO Roundtable.

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“Deborah is, in my view, the consummate leader; knowledgeable and perceptive, demanding when it comes to performance, yet always available when the mentor or supportive leader is needed. She has a special knack for balancing analysis and decision-making.”

—Marsha H. Fanucci, Chief Financial Officer, Millennium Pharmaceuticals, Inc.

So many colleagues cite your deep concern for patients. One said you have the “head of a leader and the heart of a healer.” What else do you bring to the industry from your years as a practicing physician?
Seeing things through a patient’s eyes is perhaps the most important attribute any physician or biotechnology leader can
so many different skills. It’s also global in its reach. My advice is to make sure you are always growing [and] learn different parts of the value chain in your business. Speak up and take action! Volunteer for new projects, move laterally or change companies if you have to in order to gain those experiences. Don’t allow fear of change, or fear of failing in a new skill area keep you from growing. Breadth in skills, demonstrated flexibility and a willingness to grow are real differentiators in the eyes of a hiring manager and that’s crucial in a tight job market.

You’ve had a remarkable career as a practicing physician, then in pharma, at Novartis, and now in biotech, with your stunning achievements at Millennium. But I hear you also do a mean Hobbit voice, cook with your two sons, cheer them on at sports events and enjoy family adventures together with your best friend and husband, Dr. Michael Hall. Plus you’re active within your church and the Boston community. The deftness with which you balance the personal and professional is amazing. What advice do you have for others who also face these challenges?

All professional men and women have work, family and community obligations and so are stretched for time. So many things demand our attention and priorities so I suppose it’s a matter of “prioritizing the priorities.” Despite a very full schedule, one of the more valuable lessons I have learned is how to say no at times, both at work and outside of it. I have a marvelous team at Millennium and I trust them to make great decisions so I do not have to be involved in everything. At Millennium we have a culture that respects balance, which is important regardless of gender. I am also fortunate to have the strong support of an amazing husband who shares the load and wonderful friends who fill in the gaps for me. I count on technology to free me to get work done outside the office walls and I’ve also learned that it’s okay not to make the birthday cake from scratch or if the party is a month or two late! HBA

“Deborah is an extraordinary, patient-focused businesswoman whose strategic vision and dedication to delivering new treatments to patients are second to none. … As President and CEO of Millennium Pharmaceuticals, Deborah has positioned the company as a driving force in the discovery and development of new treatments that have the potential to change standards of care in cancer and inflammation.”

— Kathy Giusti, Founder and CEO, Multiple Myeloma Foundation and 1998 HBA Woman of the Year.

“Deborah is one of the strongest leaders I have worked with in my career. She is results-oriented and caring. She is an inspiring role model and mentor. … A physician, she cares passionately about patients and instilled this passion in Novartis Oncology employees. … She served as founding Executive Chair of the women’s leadership group, Empowering Women to Impact Novartis (EWIN)*. Deborah helped nurture EWIN from a handful of women to 1000+ women today.”

— David Epstein, CEO and President, Novartis Oncology, former HBA Honorable Mentor.

[*EWIN was a winner of the 2008 HBA ACE Award for Corporate Initiatives.]”

“Despite the brutal demands on her time from her CEO position and her lovely boys and Mike, Deborah gives back to multiple organizations including the Leukemia & Lymphoma Society, the Multiple Myeloma Research Foundation, The Kenneth B. Schwartz Center (dedicated to strengthening relationships between patients and caregivers), the Massachusetts Women’s Forum and, of course, the Healthcare Businesswomen’s Association. She chairs events, fundraises, gives strategic advice and donates a lot of time to help organizations prosper. In particular, Deborah is committed to promoting women and ensuring minorities are represented in positions of power.”

— Heidi R. Wyle, PhD, Chief Executive Officer, CB Corporation

Deborah Dunsire: Career Highlights

► President & CEO: Millennium: The Takeda Oncology Company: Leadership in oncology & inflammatory diseases; acquisition by Takeda in 2008
► Senior Vice President & Head North American Oncology: Novartis Pharmaceuticals Corp.: Led Oncology US Business Unit through eight years of unprecedented growth, six new product/indication launches
► Vice President, Oncology Business Unit: Novartis Pharmaceuticals Corp.: Managed merger and growth of Sandoz and Ciba oncology businesses; top rankings as oncology company and within corporation for employee satisfaction and commitment
► Leadership positions within Sandoz in the U.S., Basel and South Africa
► Private and hospital practice: Johannesburg, South Africa

Awards

► HBA Woman of the Year
► HBA Rising Star
► Creative Spirit Award: Creative Center for Women with Cancer
► American Cancer Society Excalibur Award
► New Jersey Women’s Fund Achievement Award
► Honorary Doctor of Science: Worcester Polytechnic Institute
► Gilda’s Club NYC Corporate Honoree

[Image]
To help its women in science and technology leverage opportunities and advance along the company’s leadership track, Boehringer Ingelheim launched its Leadership Program for Women in Science and Technology the beginning of this year.

This targeted leadership curriculum includes academic and external consulting programs developed by a dedicated Task Force at the request of the company’s Office of Diversity & Inclusion. Boehringer Ingelheim’s Talent Management Office will disseminate program information company wide. The opportunity will be incorporated into individual annual evaluations. Depending on departmental budgets, up to five high-potential female managers may participate in the academic programs, with up to eight others involved in the consulting programs.

“The program developed by our Task Force addresses both technical and soft skills, such as building confidence, gaining empowerment and learning to be assertive in the workplace,” commented Christine Grygon, PhD, Executive Director of Business Development & Licensing and program chair. “This program is now an integral part of our strategic focus on recruiting, developing and retaining a talented and diverse workforce for our global pharmaceutical business.”

In addition to Grygon, the Task Force was originally led by a male co-chair who was, at the time, the executive director of IT. Other Task Force members were: Kim Nguyen, HR Business Partner; Kim Gacso, Director of Learning & Development, R&D; Sheenah Mische, PhD, Associate Director, Talent Acquisition; Samantha Schwall, PhD, Associate Director, Pharmacy Solutions, Prescription Medicines; and Nancy Di Dia, Executive Director of the Office of Diversity, Inclusion & Engagement.

Christine Marsh, Vice President, Prescription Medicines and an HBA 2008 Rising Star, initially suggested that the task force consider a women’s leadership development program. Marsh further explained that “the first two goals of the Task Force were to better understand the challenges and barriers to advancement opportunities faced by women in management and then develop a leadership program to augment Boehringer Ingelheim’s existing in-house programs.” Task force research included a review of information from competitors’ diversity initiatives and published white papers as well as feedback from internal focus groups and interviews with women leaders in the company.

Four key areas of focus were uncovered:
- Cross-cultural relationships and internal politics (the unwritten rules)
- Navigating the male-dominated culture/social isolation
- Work-life balance
- Career-development opportunities

Equally important, the messages conveyed by the three top women executives interviewed on the Boehringer Ingelheim leadership track were similar:
- Careers are hard to plan and it’s difficult to be the right person at the right time.
- Know what you want and what you are willing to give up to get it.
- Be good at what you do, strong and assertive without being aggressive, clear (tell management that you want to advance) and willing to take a chance and leave your comfort zone.
- Have mentors (they challenge and provide opportunities) and—equally important—networks.

continued on page 11
Honorable Mentor Alex Gorsky “Walks the Talk”

Cited by colleagues as a “man who walks the diversity talk” and takes development of individuals very seriously, Alex Gorsky, Worldwide Chairman for the Surgical Care Group and member of the Executive Committee at Johnson & Johnson, has been named the 2009 HBA Honorable Mentor and will be honored at this year’s Woman of the Year luncheon.

A member of the HBA Advisory Board, Gorsky says he “has always believed a leader’s performance is best judged by how many individuals he or she has personally touched and developed along the way and, throughout my career, I have aspired to be that kind of leader.”

Janet Vergis, President, Janssen, Ortho-McNeil Neurologics and McNeil Pediatrics and one of the many nominators, says that: “As significant as his mentorship has been with me, what is perhaps most impressive about Alex is the sheer number of individuals for whom he provides similar mentorship. His influence and personal guidance spans age, gender, companies and industries. While his success in business is quite remarkable, I am confident that his greater legacy will be in the tremendous impact he has had in shaping future leaders.”

The HBA created the Honorable Mentor Award in 2001 to recognize one individual each year who demonstrates long-term support of the advancement of women in the healthcare industry, has a personal dedication to developing, mentoring and promoting women in the industry, and who has been supportive of the HBA.

“Alex was selected as the 2009 HBA Honorable Mentor because of his deep personal commitment to the advancement of women in the healthcare industry,” says HBA President Ceci Zak. “We are grateful for all of his contributions to our organization and to the countless women he has motivated, mentored and encouraged to be great leaders in business.”

Boehringer Ingelheim continued from page 10

Additionally, an academic leadership program from a university in the Northeast emerged as the one best suited to the organization’s needs after the Task Force identified and evaluated over 40 programs, based on the following criteria:
1. Learning objectives/focus on soft skill development
2. Availability of coaching and/or mentoring
3. Facilitation of network-building
4. Targeted audience level
5. Availability or willingness to customize to Boehringer Ingelheim needs
6. Science/technology focus
7. Cost
8. Location

The academic program criteria were also used to assess several external training programs focused on women’s leadership development and one was chosen for Boehringer Ingelheim women at the director level and above. This program’s 13 modules cover particular skills (i.e. influence, building networks, political savvy, etc.), and is delivered one day each month. Each participant’s manager leverages the learnings and integrates them into a development plan. In addition, mentors from different companies provide different perspectives.

From the moment Alex arrived at ETHICON, he wanted everyone to know that he was serious—really serious—about people development…. I know that I personally am a better leader—and a better employee—for having had the opportunity to work with and learn from Alex.

—Barbara Montresor, WW Vice President, Corporate Communications, ETHICON, a Johnson & Johnson Company

It was and is very clear that Alex “values diversity” of all types and walks the talk. He personally coached me and allowed me to sponsor several women to attend the Senior Women’s Leadership Program. … In addition Alex ensured that Janssen had a system in place that ensured women had mentors and were coached along with other diverse groups.

—Dr. Christine Côté, MD, VP, Emerging Technologies & New Ventures, Corporate Office of Science & Technology, Johnson & Johnson

We have seen [his] deep-rooted commitment demonstrated through various actions, such as his active mentorship of several women; a dedication to the creation of a work environment that allows all to fully contribute to the organization’s success; and the willingness to devote time and leadership to important women’s leadership groups such as his recent tenure as Chair of the HBA Advisory Board.

—Melanie Barstad, President Women’s Health Initiatives, Medical Devices & Diagnostics, Johnson & Johnson, Co-Chair, WLI; and Debra A. Sandler, Worldwide President, McNeil Nutritional, LLC, a Johnson & Johnson company, Co-Chair, WLI

Most importantly, Alex “walks the talk” in the area of diversity… one person at a time. He spends time with women and other diverse candidates to provide career guidance and help identify opportunities for growth. He champions individuals and his relationships extend well beyond his current position.

—Denise Torres, Chair, ETHICON Women’s Leadership Initiative; and Meg Helms, Vice Chair, ETHICON WLI, Director, WW New Business Development, Johnson & Johnson Wound Management Division of Ethicon

Alex is active in mentoring and championing diverse candidates—gender, race, style. Under his leadership we had a very active diversity council and very active affinity groups. He gave his personal time and was clear that he expected the same from his leadership team. He walked the talk—his diversity of his leadership team reflected his commitment.

—Louise Mehrotra, Vice President of Investor Relations, Johnson & Johnson
Celebrating 20 Years of Stimulus

THE CEO’S CORNER Laurie Cooke, RPh

For the last two decades, the HBA has challenged the healthcare industry to consider the significant impact women have in leadership positions. We introduced our own “stimulus” by hosting a luncheon each May for the last 20 years, dedicated to celebrating women’s accomplishments by naming one woman the coveted HBA Woman of the Year (WOTY).

For this year’s 20th anniversary event, it’s important to pause and reflect on just how far women in healthcare have come. While everyone is holding hopes for the economic stimulus, we’ve seen that the WOTY stimulus works. HBA’s first Woman of the Year event was held in 1990, with just a few hundred attendees. But as the years passed and women began to gain more senior positions in the industry, WOTY became the centerpiece of this revolution—a chance for the industry to champion and celebrate women’s success. HBA’s WOTY luncheon now regularly sells out the largest ballroom in New York City with more than 2,200 male and female supporters.

For HBA members, the WOTY event is a chance to hear the personal stories of leaders, initiate introductions, rekindle relationships and engage in the type of discourse that rarely happens within day-to-day corporate life. Motivational speeches evoke a level of introspection that stimulate individuals to focus on personal growth.

It’s also an important event for HBA corporate partners. HBA’s WOTY luncheon gives them an opportunity to showcase their support for females in leadership and bring their employees together to celebrate advancement of this goal.

This year will not disappoint as we commemorate our 20th anniversary event with rich content for our members and corporate partners. New HBA initiatives include Illuminating Leaders—video vignettes on the HBA website that delve into leadership perspectives, HBA@Work, which brings impactful content from relevant HBA events into the office setting, and executive summits focusing senior leaders on topics of business relevance. We are also planning other firsts: To broadcast the luncheon proceedings to San Francisco—the location of this year’s Leadership Conference—and release a series of podcasts that will capture perspectives from the previous two decades of WOTY award winners. (Don’t miss these great offerings—remember to check our website at www.hbanet.org.)

The WOTY luncheon showcases the responsibility of leaders at the highest echelons of management to emulate exemplary behavior and highlights the industry’s role models and mentors. The stories we hear from the WOTY podium encourage women to have confidence to practice their own authentic leadership and bring their diverse leadership styles to bear in this changing industry. In fact, acceptance of diverse leadership styles is among the top three cultural elements in a company that support women’s advancement, according to the HBA E.D.G.E. in Leadership Study.

This all adds up to a motivational package at both the individual and corporate level that puts leadership development as a top priority for the next 20 years in healthcare and beyond. What a stimulus!

Know Your Honorees

- **Woman of the Year: Deborah Dunsire, MD** Receiving the 20th Annual WOTY Award, which celebrates her considerable achievement as the CEO of Millennium: The Takeda Oncology Company.

- **Honorable Mentor: Alex Gorsky** Recognizes the importance of men and women working together to gain the most from each individual as a leader.

- **Star Volunteer: Barbara Pritchard** Acknowledgement of one volunteer’s selfless service and her enormous contribution to the HBA’s success.

- **Rising Stars:** Nearly 100 women will receive this prestigious award that salutes women making an impact within their own organizations and the industry.

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The EQ of Leadership: Self-Awareness and What Makes You Tick

THE PRESIDENT’S FORUM  Ceci Zak

It’s a seemingly simple concept: To best manage your career and life, take the time to understand who you are, what you stand for and who are your key stakeholders. This ensures the time and energy you spend making the journey toward meeting your professional and personal goals is truly worthwhile.

If you don't know your values, morals and motives, it becomes much more difficult to get what you want out of life. I was thinking about that the night I told my family that I was stepping up to the role of president of the HBA. Could I pass my own "red-face" test? I was already stretched with my first priority to my family—as a wife and step mom to three kids—as well as to my sister and her family and of course my parents. I also have a full-time career I love, working for sanofi-aventis as a vice president of marketing. Taking on this new role for the HBA with oversight for the day-to-day operations and strategic future of the organization was a significant commitment. Did I truly want the responsibility and could I manage it along with all my other "duties"?

It felt daunting. But in the end, I knew it was the right choice for me. Why? It comes down to emotional intelligence: Having the self-awareness to understand what makes me "tick," what gives me satisfaction, what experiences I want to have and how to evaluate personal success in all the roles I fill in my life. I wanted to become president of the HBA to ensure it lives up to its vision for women in healthcare and exceeds the expectations of its members. Fundamentally, I wanted to give back to the HBA so the association can give other women what it gave me: A clear picture of who I am and the legacy that I would like to leave.

Our 2009 Woman of the Year Deborah Dunsire is a phenomenal example of someone who knew what they wanted from life and then stretched her wings to get there. Dunsire’s parents didn’t graduate high school, yet she was able to span continents and impact so many people, ultimately becoming the CEO of Millennium: The Takeda Oncology Company. But it wasn’t just the destination that mattered. Dunsire was always focused on her personal growth and used her experiences—as a physician who rotated through the apartheid-segregated hospitals in South Africa, a mother, a vibrant member of her community, a warrior against cancer—to carve out a life on her terms: A life full of family, spirituality and an extremely successful career.

Emotional intelligence is not inherent in our genetic make-up; it is something we can learn. It starts by knowing yourself and what makes you happy. Then you can generate your own checks and balances and ensure you are continually getting feedback from your "stakeholders" to understand their perceptions of success and inquiring as to how you can achieve those expectations. However, don’t forget to check in with family: if they’re not "on board," everything else may not be worth it.

By considering these critical factors (stakeholder feedback/values/motives and morals), you’ll know what challenges to take on and how to approach—and, hopefully, succeed—in everything you do. Plus, you must make sure that the work you do is fulfilling. For me, that’s a catalyst to get up earlier every morning and go to bed a little more peaceful each night.

The EQ of Leadership: Self-Awareness and What Makes You Tick

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