Capt. Cindy Thebaud, Commodore of DESRON 60 and Commander of the US Navy Task Force 65, leading the African Partnership Station. Only 16% of women officers stay in the USN long-term and they are trying to do something about that. (U.S. Navy photo by Mass Communication Specialist 1st Class Charles L. Ludwig/Released)

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Non-traditional Leadership Training: The Virtual Water Cooler

Is it possible to be a remote or mobile employee, have the opportunity to develop your leadership skills and then effectively demonstrate them to management to support on-going career progression? Jack Welch, the well-known business guru doesn’t think so. A few years ago he stated that it can’t be done because remote employees need face time with managers. Many of our members think otherwise and challenge his assertion with examples of real-world experience, long-standing programs and descriptions of passionate and supportive management.

A remote employee is defined as someone working from a distant location of her employer’s main place of business. Whether she works one day a week remotely (teleworking, telecommuting or flex time) or is located miles, states or continents away from HQ, the question is the same: Is she disadvantaged or jeopardizing career progression?

Workforce trend data shows continual growth in remote or virtual work arrangements. The availability and capability of technology today makes the proposition of remote work arrangements much easier.

Several HBA members and Corporate Partners said: “It can be done; it’s being done; it’s a necessity for employee motivation and engagement and it’s vital in today’s economy.” (See Great Performances pages 6-7.) While it was noted that corporate or leadership support for targeted programs or training is critical, they reinforced that the individual has to take personal accountability for her— or his— own career.

Lorraine Flick and Katherine McCarthy, principals of Impact Training Partners, vehemently refute the hypothesis that an employee has to be “present” for leadership development and face time. They’ve spent their careers developing, training and coaching on-site and remote individuals and teams in healthcare and other industries.

With their joint experiences as educators—Lorraine is a college psychology professor and Katherine a skilled and experienced secondary school teacher—they know how people learn. “You can’t have people go through some sort of formal leadership program, provide a set of criteria and expect them to come out of it with a set of new or refined skills. It takes repetition, practice, making mistakes, learning from mistakes, refining, bringing in new information and trying it again. That is how people learn and it’s a process, not an event,” states Katherine. And does one need to be physically present to ensure this happens? “Absolutely not!” according to Katherine and Lorraine.

In today’s workplace, more and more business is conducted via technology platforms. As a result, Lorraine stresses, today’s business leaders need to be more skilled in how they conduct their day-to-day business to model high-quality leadership behaviors in tele-meetings, web conferences and e-mail and voicemail exchanges. She believes people lead the way they have been led, for good or bad.

Leadership modeling, as defined as helping individuals learn how to behave like leaders, is perhaps more critical today than ever before in virtual or remote work environments. Lorraine cites simple examples, such as using a pre-published agenda for teleconferences, assigning a scribe to summarize the meeting to provide a leadership platform for others and proactively engaging others on the line to state their opinion or provide examples. All of these examples provide the opportunities for remote employees to demonstrate leadership skills. “While you may not see it,” Katherine highlights, “you can feel it when a successfully run teleconference that stayed on agenda, was effectively summarized and achieved its objective.”

Katherine and Lorraine believe most people want to do a good job for intrinsic reasons. Whether it is learning how to write more effective e-mails or being a more effective leader, it’s about helping people understand and then demonstrate how or what “it” looks like. They call this “providing replacement behavior.” As educators, their approach to training and development is to break things into pieces that are clustered together and make sense. Katherine says: “It’s like building a scaffold; if they can learn the foundation piece, building more onto that becomes easier.” This highlights the importance of communication between remote employees and their manager or mentor.

Companies also can help their remote employees by creating the virtual water cooler, because conversations can knit people together. Over time, that connection develops an environment of trust, which enables more informal conversations between managers and the remote employee similar to those conversations enjoyed and experienced by on-site employees.

Traditional leadership development as described by Jack Welch may have worked in the ‘90s, but it is not in keeping with how the world does business today. As such, Katherine and Lorraine suggest all companies take a hard look at their beliefs and what they have in place to keep their leadership pipeline robust and healthy.

...TODAY’S BUSINESS LEADERS NEED TO BE MORE SKILLED IN HOW THEY CONDUCT THEIR DAY-TO-DAY BUSINESS TO MODEL HIGH-QUALITY LEADERSHIP BEHAVIORS IN TELE-MEETINGS, WEB CONFERENCES AND E-MAIL AND VOICEMAIL EXCHANGES.

Tracy Mills, Consultant, The Training Edge Group, specializes in employee and business productivity, organizational effectiveness and sales and marketing practices.
Table 1. Developing Off-Site Leaders — When No One Wants to Move

<table>
<thead>
<tr>
<th>COMPANY DESCRIPTION</th>
<th>REMOTE TRAINING CHALLENGE</th>
<th>REMOTE TRAINING SOLUTION</th>
<th>KEYS TO SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Case #1</strong> Fast growing biotech drug company</td>
<td>High potential reps were not attracted to field-trainer roles: too little compensation, no clear developmental pathway</td>
<td>Dedicated developmental program for high potential reps: Regional field-training managers reporting to director of field training</td>
<td>Only highest performing/highest potential reps invited to participate</td>
</tr>
<tr>
<td><strong>Case #2</strong> Rapidly growing company selling biotech device and regulated tissue to surgeons</td>
<td>100+ highly paid, highly technical surgical sales reps and managers</td>
<td>Part-time training manager assisted by external training company, transitioning as company grows to full-time training department with director of training</td>
<td>Direct one-to-one mentoring of high-potential rep with desire to take on training role</td>
</tr>
<tr>
<td><strong>Case #3</strong> Mid-size and growing pharmaceutical company with strong “promote-from-within” culture</td>
<td>District managers without home office experience lacked breadth in business decision making, project management and analytical skills</td>
<td>6-month home office developmental rotation in brand team</td>
<td>Rotation is required before promotion</td>
</tr>
<tr>
<td><strong>Case #4</strong> Leading medical device manufacturer</td>
<td>Few high-potential reps want to move to home office for developmental rotation that would prepare them for management</td>
<td>Mini-region management assignments combined with e-learning management curriculum partnership with Cornell University</td>
<td>High potential reps are assigned mini-regions to manage (2–3 reps maximum)</td>
</tr>
<tr>
<td><strong>Case #5</strong> Biotech-pharma company with recent acquisition</td>
<td>In-house training manager position went unfilled due to resistance to relocation</td>
<td>Appointed field-based manager of sales training and development</td>
<td>Manager position filled by highly successful and well-trained sales rep</td>
</tr>
<tr>
<td><strong>Case #6</strong> Highly specialized small pharmaceutical company</td>
<td>Too small to staff internal training department</td>
<td>Created 2 field-based division training manager (DTM) positions (East and West territories)</td>
<td>Highly selective process for DTM and FTs</td>
</tr>
<tr>
<td><strong>Case #7</strong> Vertically integrated healthcare provider</td>
<td>14,000 doctors in 60 locations in 12 states</td>
<td>Traveling leadership development road show for high potential doctors with local team assignments and mentoring</td>
<td>Requires excellent communication between DTM, FT and Regional Manager</td>
</tr>
</tbody>
</table>

These case studies were developed from a series of interviews with executives from the healthcare industry who are facing a business challenge: Increasingly, remote employees are resistant to accepting developmental assignments that involve moving to a headquarters location. Each executive described a creative solution their company has adopted for developing leaders from their remote teams, without making them move for the traditional two-year rotational positions in training or marketing. The content was recently presented at the annual conference of the Society of Pharmaceutical and BioTech Trainers (SPBT).
REMOTE LEADERSHIP: A Professional Account from Athens

Terese Wallack Waldron
Saint Joseph’s University

As I work for a week from a satellite office in Athens, Greece preparing to launch a new program in Europe for SJU, it’s clear to me that leading a team from across the globe presents new challenges: Time zone differences, a lack of immediate access to colleagues, abbreviated emails and conversations, cultural differences and the need for constant translation as well as jet lag, fatigue, poor sleeping patterns and more. The role and importance of technology is paramount and evidenced by an irreplaceable Blackberry sounding at all hours of the day and night between two continents.

THE REALITY OF MANAGING ACROSS CONTINENTS REQUIRES AN EXPANDING SKILL SET, EXCEPTIONAL TECHNIQUE, FINESSE AND CULTURAL SAVOIR FAIRE ALSO HELP GUIDE A LEADER THROUGH THE CULTURAL AND CORPORATE CHALLENGES.

The predictability of the role of “remote management” found its way into our business consciousness years ago. Echoed throughout Thomas L. Friedman’s “The World is Flat,” we are a global community with considerably more global trade and a suffering, but truly global economy. The reality of managing across continents requires an expanding skill set. Exceptional technique, finesse and cultural savoir faire also help guide a leader through the cultural and corporate challenges.

In an academic setting like Saint Joseph’s University, our Executive On-Line Pharmaceutical Marketing MBA program has been giving a bi-coastal management lift to students who are communicating daily and weekly on projects with their faculty and other students. Their proficient and timely management of their work defines those with core remote skills coupled with ambition to earn an A score. Students are a resourceful lot. Their incredible mastering of the web, online tools and even standard conference calling provide great assistance. The use of Skype and other techniques also offer a communications conduit, removing physical barriers. Since 2001, hundreds of SJU’s Online EMBA students have furthered their careers due to their academic achievements and, in part, to their evolving comfort with managing projects and their expanded remote competencies despite distance.

Even the executive coaching world is seeing a shift from the focus on the individual to a clear directional concentration on impacting team dynamics. When you also consider the impact of remote communications and team dynamics the following data gives us all pause.

HBA member and executive coach Karen Spofford of Powerful Execution recently shared some data and a reinforcing article on the significance of team development. This expanding perspective is represented in a new survey of 70 executive coaches conducted by www.wjmassoc.com/WJM Associates, an executive coaching firm located in New York City. As the survey states: “The change [in coaching priorities] seems to reflect the trend of executive coaching being used by organizations to address specific business issues, rather than for individual, general ‘self-improvement’.”

The article continues: “This makes good business sense. 1999 was a good year. It was a time of the new economy when e-commerce was transforming the way people and business interact and operate. The top five coaching objectives in 1999 were for ‘self-awareness, personal goal setting, work/life balance, stress management [and] improve quality of life.’ 2009 is very different. We are mired in the deepest economic downturn since World War II. Analyzing today’s coaching priorities specifically requested by client and their employers gives us a handle on how businesses are coping with the huge upheaval.”

Some key issues in this WJM Associates study also point to the need to:

• Build/Align/Motivate Team. Organizations need executives who know how to get people to follow their lead, especially in challenging times. It takes a leader who knows how to assemble the right people and put them in the right places so they can do the right work. Motivating them comes from providing them with the right resources and right opportunities. This is not always easy when resources are scarce, so the leader needs to be seen as doing what she can to help her team succeed. Couple these scenarios with “remote” team leaders and members being away at greater lengths of time from the office. Access, check-ins, oversight, collaboration, and more contribute to team effectiveness.

• Effective communications. If you want to lead others, connect with them. Yes, it is imperative to articulate the message, the goal and the outcome. But you also need to invest yourself. That comes from listening to others as well as allowing others to give you honest feedback. Learning from what you hear is critical to moving the organization forward. Use down time to learn more about the capabilities of your people. Leading one’s team — in person, online or abroad — presents untold opportunities. On-site management standards familiar to us continue to apply. After a week in Athens, it’s time to head home. We’ve accomplished much and we look forward to more.

I am now all packed and ready to head back to the USA. HBA

Terese Wallack Waldron is Director, Executive Pharmaceutical Marketing MBA Programs, Saint Joseph’s University.
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LESSONS FROM SEA: How the US Navy Is Learning to Retain Its Top Female Officers

Daria Blackwell
President, Knowledge Clinic and Editor, The HBA

You thought you had it tough! Imagine being an officer in the United States Navy (USN). Better yet, imagine having to leave your newborn baby behind when you return to your ship that is now patrolling distant shores. Chances are you either won’t have a baby or you won’t return to the ship.

One of the biggest problems for the USN is retention of highly qualified women at critical points in their careers. In a survey conducted with the Surface Warfare Officer (SWO) candidate pool and reported in 2004, not surprisingly, women in the SWO “inventory” were dropping out of the Navy to start families and unable to return afterward. In fact, although 25% of the SWO pool was female, the retention rate by year four of their careers was a measly 8%. A key obstacle was identified as geographic instability.

How can you leave a family to return to your ship when it’s thousands of miles away? How could the Navy cope with the effort of putting their officers through the Naval Academy training and then lose them so quickly afterward?

In a posting on the website of the US Naval Academy Class of 1982, Michael Fierro made this comment:

“09/09/00: I’m out here in San Diego in the USS KINKAID (DD 965), part of the CONSTELLATION BATTLE GROUP, and was operating in the SOCAL Op Area with two other classmates... In May, I married Cindy Thebaut, a class of ’85 grad, out here in Coronado. She is on active duty and is at SURFPAC staff. A lovely wife, great warship and seven pay grades higher than I have any right to be: life is grand!”

Both stationed in California at the time, Capt. Cindy Thebaut is now several commands beyond after serving on the Joint Staff in the Pentagon and as commanding officer of a ship stationed in the Mediterranean. Thebaut is now Commodore of Destroyer Squadron (DESRON) 60 and Commander of U.S. Navy Task Force 65 leading the Africa Partnership Station (APS) based on board the USS Nashville. Capt. Fierro is Commanding Officer of Naval Support Activity (NSA) Annapolis. Needless to say, it is not easy to maintain a relationship under these circumstances. Thebaut chose to stay with the Navy, but not many female officers do.

Captain Dan Holloway, Director, Surface Warfare Officer Division, set out to tackle SWO retention issues several years ago. Clearly if the Navy was to retain its talented female leaders, they’d have to overcome the biggest obstacles in their career paths. The Navy identified the key issues in a survey of all women SWOs, documented typical SWO career paths and instituted four actions:

- Identified alternative career paths to provide periods of geographic stability/life balance while supporting valuable and promotable specialties (e.g., Anti-Submarine Warfare, Global Missile Defenses, Mine Warfare Specialist, Shore Installation Management) to minimize off-ramping and improve on-ramping later into more traditional paths.
- Implemented incentives more powerful than money to keep women on track with the Navy. (Choice of home port was number one and detail officers were instructed to assign preferred home port if possible to both women and men as long as their next professional milestone was attained.)
- Publicized good news and activities to increase visibility of SWO role models and options to convey a positive perception of naval support of women’s issues.

Lessons for the Healthcare Industry

Any of these issues sound familiar? Through the HBA, we often hear that off-ramping is a serious detriment to women on life sciences career tracks. Perhaps we can learn something from the US Navy. If we want to retain our top talent that took so much effort to nurture, perhaps we can find out what the true obstacles are by asking the women themselves and then applying some non-traditional thinking to crafting solutions that can really help. Are we asking our people to travel non-stop? Are they asking for a better work-life balance? As an example, what if a company created a new executive role to integrate all those data management systems that don’t talk to each other across our silos? Wouldn’t that help operations, reduce costs, turn ignored data into critical knowledge and keep someone with the company if they could achieve a better balance for a couple of years? It seems that the four actions (Mentors, Alt-Paths, Incentives and Good News) implemented by the Navy might be a good start for some of us.

The Navy achieved a consistent 16% retention rate for women SWOs, double what they had before the program. Moreover, they filled critical roles that often did not get enough top-talent applicants. In addition, and in a complete break with prior policy, the USN recently approved a pilot one-year leave of absence for all officers (junior as well as flag, gender neutral) that allows continuation of benefits during the leave. It is for work-life balance and/or personal enrichment, and a contract for returning to two tours of duty after the leave must be signed.

For more details, go to www.dtic.mil/dacowits/agendadoc/ppts/SWO_Retention.ppt_HBA

Daria Blackwell, president of Knowledge Clinic, provides independent marketing and communications consulting services in Europe and the US.
Corporate Partners Create Leadership Training

**GREAT PERFORMANCES**

**Tracy Mills**

This issue’s Great Performances focuses on several Corporate Partner programs and member suggestions for leadership training for remote employees that can be replicated by others.

**Jo Jerman**, Sales Vice President, Merck & Co., Inc., managed more than 1,000 sales, scientific and research personnel as well as administrative staff and customer account representatives before her retirement in 2008.

Jo’s long and successful career at Merck included multiple relocations as she worked her way through positions of greater responsibility in the field and in headquarters. She believes it is important to secure a mentor relationship with a senior person in a position you seek to achieve. Early in her career, Jo was mentored by a senior leader who helped her develop a broader business perspective and coached her on ways to view, consider and react to various business issues.

In the race for face time, Jo acknowledges that remote employees are at a disadvantage, but believe they can overcome this by scheduling regular in-person touch points and appropriately using communication channels to stay engaged and connected.

The issues the company faced included the relocation of people given that HQ is located in one of the top five most-expensive-places to live, so there is a slow turnover rate due to low attrition. But a structured program developed for the sales team, interim rotation assignments and internship-like programs have been ongoing for about three years.

Paige says she does her share by helping to develop remote staff as Regional Field Trainers. Future opportunities to join the training department full time may then present themselves down the road. Three training managers on her team work in their home offices in New Jersey, Seattle and Miami, each having a core set of responsibilities focused on designing and conducting training programs in the home office. Paige stresses the importance of building a structure to their day requires routine check-ins, coaches on efficiency practices and effective project management. She does believe that at the end of the day accountability is the responsibility of the remote employee.

Paige speaks from experience having held positions in the sales force for over 10 years. She believes that a remote employee can structure her work environment to be just as—if not
more—productive than an employee in HQ, because there tends to be fewer interruptions, enabling her to focus more closely on critical tasks.

While face time may be important, Paige believes work output trumps this issue since videoconferencing and webinars are readily available. She suggests remote employees can be more flexible and able to react faster to unplanned business issues which can help colleagues in the corporate setting. Paige acknowledges the value of the contributions of her remote staff by helping the training department stay more current to the issues of their internal and external customers. Professional development is encouraged and membership within such groups as the HBA and SPBT are important resources toward the team’s development.

“[For remote employees] you have to create in-person opportunities rather than have them happen organically,” says Sam. Face-to-face interactions should create the open bonding moments to truly assess progress and make sure that both manager and employee are clearly aligned on goals and priorities.

When dealing with remote talent, a strong performance management system must be followed, key for developing all talent and critical for remote employees. Diligence about performance management, prompt and continuous feedback and course correction must be quick and timely as it is much easier for the remote employee to become disengaged.

The biggest, most enduring success SSHCG and PHCG has had is the leadership structure in the Pennsylvania office. “The key challenge is the 100 miles from the leadership of both organizations and the hub of activity that is driving thinking and strategy for the company. As a result, we’ve created opportunities for them to regularly interact with their peer groups in NY as well as showcase their talents and developments so they are clearly seen as leaders in the organization,” explains Sam.

A good example of a program, designed specifically to address the concerns of remote employees is the Publicis Groupe Leadership Development Program designed to bring together leaders from across the organization with two goals: to develop their management and leadership skills and foster interaction and growth among peers.

Sam Welch, President, Saatchi & Saatchi Healthcare Communications Group (SSHCG), says that across the company, the 50+ remote employees represent all positions from account executives to creatives. So beginning in mid-'08, several executives based in the company’s NY headquarters began rotating weekly visits to the Pennsylvania office and regularly meet with their leadership teams to help remote employees overcome their feelings of being “out of sight, out of mind.”

According to Sam, implicit in the question of remote employees demonstrating leadership skills is the assumption that, when employees are HQ based, they learn through the natural osmosis of day-to-day interactions and are able to demonstrate their growth and leadership through those same interactions. “But this misses some of the core attributes of a strong training and development plan: foresight and planning,” says Sam, who cites three fundamentals central to the training and development of any leader:

1. A clear understanding of their strength and the developmental area that are required for them to succeed in the organization
2. A well-planned developmental plan to help them move up in the organization
3. A series of regular check points to assess progress and course correct if necessary.

“In today's global environment, it’s more important than ever to be able to develop leaders around the world, even those in very remote locations. And it starts first, I think, with just leadership, of making sure that we're engaging and communicating at all levels in the organization. … Second, we've got to take advantage of technology. … One other important point … is that we cannot allow today’s economic crisis to prevent us from developing future leaders. I’ve seen that happen in the past and now, more than ever, we need to make sure that we continue to provide cost effective impactful ways to develop leaders for the future. If we don’t, then we’re not fulfilling our mission in the industry.”

— 2009 HBA Honorable Mentor Alex Gorsky

Diana Bartlett, Director of Corporate Partnerships, Keck Graduate Institute (KGI), says that beyond what a company can do internally for their remote employees, she encourages aspiring young female leaders to pursue outside development programs. As a seasoned new-product development executive, she’s built her business skills and savvy by holding positions at a number of healthcare and biotechnology companies and building relationships within pharmaceutical, medical device and ag bio companies. Diana references unique programs—such as KGI’s Momentum Weekend for Women in Life Sciences—as excellent ways to support both remote and onsite high-potential female managers. These types of programs enable attendees to build their functional expertise as they broaden their understanding of all areas that contribute to the success of life science companies as they learn from and network with executives from leading companies and develop and establish long-term relationships with a high-talent peer network.
On-site or Remote: Networking’s Six Degrees of Separation

How good is your current network? The first item in all of our survival kits must be a solid network. The actual definition of networking is “interacting with people for mutual benefit.” There are unlimited reasons to network and the stronger your networking skills are, the more successful you’ll be in satisfying your goal.

Looking for a dynamic coach or a mentor? Tap into your network. Need a new supplier for a project you’re doing? Tap into your network. Or maybe you’re looking for a new hairdresser. Tap into your network. We use our networks all the time, even when asking for a recommendation for that new Japanese restaurant in town.

One of the most popular reasons for networking is when you’re conducting a job search. You need to let people know you’re available and looking for new opportunities. You want to be on as many radar screens as possible. You also want to learn about the “hidden job market,” positions that are filled before they even get posted. Networking will help you gain more referrals, open more channels of communication and increase your chances of finding an appropriate job. A strong network can lead to new opportunities you never thought you could have or connect you to people you never thought you would get to meet.

Who makes up your network and how do you expand it? Just about everyone you interact with. Your friends, colleagues and business associates, the congregation at your house of worship, the members of the associations you belong to, your spouse’s coworkers, doctors, lawyers, former classmates, fellow passengers and even the parents of your children’s friends. The list goes on and on, but everyone you meet is a potential person for your network. When conducting a job search there really are only six degrees of separation between you and the people you want to reach.

While some people are better at networking than others, associations and organizations like the HBA are valuable because many set up actual networking programs to help you make new connections.

The hard part is keeping your network intact. Staying in touch takes time and effort for it to pay off. You have to develop a rapport if you want to be able to reach out for something you need. Whether it’s to assist in a job search or get advice, it’s a lot easier when you’ve stayed connected. And it’s never been easier with e-mail, interactive social networks like Facebook and YouTube as well as professional networks such as LinkedIn that keep you in touch with friends, colleagues, community members and business associates.

If you have difficulty re-establishing relationships or asking for a favor, or if you become discouraged if someone is unresponsive or embarrassed about approaching a colleague for advice, use some of what I call “parachute techniques.”

• Sharing an industry article or interesting, non-gossipy buzz about a mutual friend or colleague is a good opener.
• Be inquisitive about them professionally and personally and always be prepared to offer your assistance before you tell them the reason you are reaching out to them.

Networking is interacting for mutual benefit so make sure your network feels comfortable reaching out to you for assistance as well.

• Follow up is equally important, so send a quick thank-you email whether or not your network contacts were able to help you.
• Stay in touch with your network on an ongoing basis, not just when you need something. Put them on your holiday card list, email them when you hear of their new promotion or set up time to see them at a convention.

The HBA is a perfect platform with a built-in professional network. By being involved and active in the HBA, you and your career will benefit and your network will have increased by over 5000 extraordinary professional women worldwide. HBA

How many HBA members will be part of the PharmaVOICE 100 Most Inspiring People in Life Sciences class of ’09? The distinguished honorees are nominated by thousands of PharmaVOICE readers, represent a broad cross section of industry sectors and are chosen as thought leaders who contribute to the growth and well-being of their companies, their communities and industry associations. So check out the PharmaVoice Web site, www.pharmavoice.com.

Shellie Caplan is president of Caplan Associates, an executive recruiting and career management company.
Bi-coastal Crowd Cheers Winners, Celebrates WOTY’s 20th

Susan Youdovin
Rosica Strategic Public Relations; Editor, The HBA Advantage

The HBA celebrated its 20th Anniversary Woman of the Year (WOTY) and its first bi-coastal awards event May 7. More than 2,300 healthcare industry colleagues and friends gathered at the New York Hilton and were joined by “WOTY West,” where more than 100 colleagues watched at Genentech in San Francisco, which sponsored the simulcast of the event. Susan Torroella, HBA President-Elect and WOTY Chair, opened the luncheon with special greetings for eight previous Women of the Year attending and the 95 Rising Stars, promising women leaders nominated by HBA Corporate Partners.

Woman of the Year Dr. Deborah Dunsire: “Letting Go of the Bar, Learning to Fly”

Dunsire, President and CEO, Millennium: The Takeda Oncology Company, was introduced by Yasuchika Hasegawa, President, Takeda Pharmaceutical Company Limited, who called her “a role model for innovation, collaboration, empowerment and drive.”

Dunsire spoke about “defining your over-arching core purpose. Knowing how you want to make your unique contribution allows the freedom to take some risk: the path less travelled. If it matches your passion, your core purpose, you can embrace disruptive change and go for it. Like a trapeze artist, we have to let go the security of the bar we are tightly grasping to be able to fly.” With each challenge, her mantra was: “What’s the worst that could happen?”

On her move to Millennium: “I let go of the bar and have been blessed with the opportunity of a lifetime. I experienced enormous growth—personal and professional—among a cadre of outstanding people.”

On the global status of women: “We are the vanguard for the women of the world. As I think about the privilege we have here, it is important that we keep advancing and keep that beacon of innovation, collaboration, empowerment and drive.”

On mentoring in the future: “If mentoring is going to remain relevant, we must steer the experience and conversation squarely into embracing the uncertainty in front of us, even as that change is still taking shape.” On the HBA’s role in mentoring: “As we face into this somewhat intimidating new era, we will count on the HBA to facilitate the discussion about the future of mentoring and to continue driving the agenda on women’s issues and diversity in the workplace.”

Star Volunteer Barbara Pritchard: “The HBA is Engaging, Enriching, Rewarding, Contagious”

Ceci Zak, HBA President, introduced Barbara Pritchard, President, The Pritchard Group/Intermedica, Inc., calling her a “strong, selfless, compassionate and welcoming woman.”

On volunteering: “We volunteer because we feel passionate about the HBA and what it stands for: to help each of us achieve our leadership goals and to be the best that we can be. The HBA gets in your blood. It’s absolutely engaging. It’s so enriching, so rewarding. It’s contagious. You feel energized. And because it’s all about supporting each other, it becomes like a family.”

08 WOTY Charlotte Sibley: “Miss America” Tour

The 2008 WOTY Charlotte Sibley, Senior Vice President, CBS Business Management, Shire Pharmaceuticals, reported on her experiences and recalled the moment she learned of her honor: “When I told my boss, she hugged me, then said, ’So, do you have duties with this?’ I said, ’You mean, like Miss America?’ As part of my ’Miss America tour,’ I was fortunate to have the opportunity to visit several of the Chapters this year. I discovered such vitality and dedication—and great programs—throughout the US and Europe.”

Visit www.hbanet.org for full text of all WOTY’09 speeches.
A WISE Approach to Women’s Leadership Training

The WISE Goals and Objectives

A Steering Committee made up of senior leaders serves as a direct connection between WISE and the sanofi-aventis U.S. Executive Committee to further support and encourage WISE activities and assure alignment with the company’s business goals. To do this, WISE goals and objectives are to:

- provide educational opportunities to develop cutting-edge industry knowledge and leadership skills;
- foster mentoring and networking relationships for the enhancement of the individual and the business;
- leverage internal and external resources to provide relevant skill-building programs;
- provide opportunities to participate, manage or lead WISE activities for on the job experience and develop individual potential; and
- raise awareness about women’s career advancement at sanofi-aventis.

1. Mentorship
   - How to self-initiate a mentorship relationship
   - Access to useful tools to help be a better mentor and mentee
   - Learn about group mentorship activities through the HBA

2. Networking
   - Quarterly networking programs with tools and techniques for business networking

3. Leadership Development
   - Events focused on skills and techniques critical for personal and professional growth

Getting Started
The WISE mission states that the program “is an Internal Women’s Network that fosters the leadership development of sanofi-aventis U.S. women, ultimately contributing to the greater success of the individual and the organization.”

To achieve this, a Steering Committee was created to help build the foundation for the group as well as identify and assign a committee to each of three foci: Business, Connections/Networking and Professional Development. Those who signed up for information were also invited to participate on the sub-committees.

Reaching Distance Employees
sanofi-aventis U.S. has been careful to include ways for distance employees to participate in the program. A dedicated field leadership committee that represents all business units, managed markets and medical staff is focused on the unique needs of their field-based members.

“We have set a goal to have 10% of our field force to be involved in WISE by the end of 2009,” said Alexandra. “We plan to drive awareness and enrollment through a variety of tactics, including recruitment mailings, displays at POA meetings and training events as well as personal recruitment through field ‘Ambassadors’ that will be identified across all areas.”

Alexandra added that plans are being developed to pilot tools to help them prepare for a mentoring culture as part of the company’s efforts to cultivate a Performance Culture. Those tools will help link talented managers and field force professionals with mentors who can provide input and perspective to help the mentees achieve their full potential. Career days also are planned at each of the hubs to give sanofi-aventis employees exposure to different career options and provide examples of how a variety of individuals have advanced their careers.

Metrics instituted have identified six benefits attributable to the program:
1. Preserving the company’s intellectual capital
2. Decreasing new hire on-boarding time
3. Increasing productivity
4. Adding value to departments and the organization
5. Aligning long-term growth
6. Offering ROI

With 532 women and 10 men participating, WISE leaders keep employees engaged through professional development programs, networking and resources. One early surprise was that many sources showed their male counterparts, they may forego lunch to focus their time in their office on a project while men seem to understand the value of taking the time to network and build relationships. WISE helps to identify these insights to help women to understand the different aspects of advancement.

According to Michelle, companies looking to start a women’s leadership training program must secure endorsement from senior management and align goals/objectives to the business priorities.
THE EDITOR'S DESK  Donna K. Ramer

Demonstrating Leadership: A Primer

Writing this column is the icing on the cake of being the volunteer editor-in-chief of The HBA Advantage. It gives me a little time to reflect upon the strategy and creativity that has gone into the contents. And, as the articles finally come together, the angst subsides and a sense of pride arises; pride in how our editorial team has—once again—created a publication of interest to HBA members and Corporate Partners.

In this issue, we focus on the critical issue of leadership training for remote or distance employees. In “Leadership Development for Remote Employees,” HBA member Tracy Mills refutes an old Jack Welch that remote employees could not effectively demonstrate leadership skills to management. And for this issue’s Great Performances section, Tracy and I uncovered how a few Corporate Partners and members are providing leadership training for their remote employees.

To complement Tracy’s article, Kim Rowe’s “Developing Off-Site Leaders... When No One Wants to Move” charts case studies from interviews with industry executives who have adopted creative solutions for developing leaders from remote teams. Some of you may have seen this chart when Kim presented it at the annual conference of the Society of Pharmaceutical and Bio-Tech Trainers, but we thought it important enough to replicate for all of our members.

Our cover story — “Lessons from the Sea” — was developed by our very creative editor in Europe, Daria Blackwell, who found that a male U.S. Navy captain has taken on the responsibility of developing leadership training for and retention of women in the Navy and how his tips can apply to our land-based businesses. Terese Waldron of Saint Joseph’s University gives us a first-person look into “Remote Leadership: A Professional Account from Athens.” Shellie Caplan’s “Networking’s Six Degrees of Separation” is a must read for both HQ-based and remote employees. And Focus On closes the loop with a look at the sanofi-aventis WISE approach to women’s leadership training. HBA

Pharmaceutical Executive Magazine Names 3 HBA Members to Its ’09 Emerging Leaders

Congratulations to HBA President Ceci Zak, Immediate Past President Elizabeth Mutisya, MD and Metro Chapter Vice President Stephanie Bova, for being named Pharmaceutical Executive Magazine’s 2009 Emerging Leaders—27 industry pioneers under age 45 who are bringing new ideas to life.

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What Was Lost, Can Be Found

THE CEO'S CORNER

Laurie Cooke, RPh

You can tell the economy is in turmoil by the number of competent, experienced business people who are on the market. Today, anywhere you go, it’s commonplace to hear the phrase: “I’m in transition.”

Each of us likely knows someone who is in transition and considering their next career step. For me, my husband, brother-in-law and several close friends are actively seeking their next position. The recession’s impact is obvious on people losing their jobs, but there is also an impact to the “survivors” who now must absorb the extra workload, possibly suffering from survivor guilt and likely having worries of job security.

These are turbulent times, but also times of opportunity to reflect, reposition and relaunch into the new (and almost certainly better) you. Transition can be positive and what we may initially see as something lost, with the right support, network and optimistic outlook may be seen as something better that can be found.

But first, there’s work to do.

⦁ For job seekers, the focus must be on building a career toolset, including a personal marketing plan, an “elevator speech,” and a powerful resume. As part of the job-search process, career seekers need to work on specific skills like effective networking and presentation skills.

⦁ For staff that remain, there’s the additional work and not just taking on the tasks from an eliminated position. The real work and opportunity come in demonstrating leadership, optimism and resiliency in these times of change and uncertainty. This is what will make you shine and help your coworkers and your company.

⦁ For the leaders, it’s important to do what too often is a rarity: to continue to support those who have left the company. There are many ways to add value, such as coaching and mentoring, including reviewing their resume, offering feedback to identify their strengths (sometimes the hardest thing for someone to know about themselves), sharing opportunities that you hear about, introducing them to people you know or just listening to what’s going on with them. This behavior reflects well on the leader and also provides a very positive reflection on the company, an important consideration when the business cycle changes (as it eventually will).

Although the recession has put many into transition, this is when, as a community, we can truly shine. The HBA is doing its part. We’ve geared the focus of this newsletter to distance learning so no matter where you are (figuratively or literally), you can continue to grow. In addition, many chapters have developed relevant and targeted content to help you become even stronger assets to your companies, strengthen your network, and—if in transition—identify strategies and techniques to enhance the effectiveness of your job search. Some chapters also have introduced new affinity groups for Women in Transition and many are offering timely topics to help manage transition. Examples of events held in May alone:

⦁ Inspiring Trust in Turbulent Times
⦁ Using Work Teams to Support Your Job Search
⦁ Your Job Ends, Your New Life Begins
⦁ Learning to Turbocharge your Personal Competitive Advantage in Difficult Times
⦁ Using Speed Networking and Social Media to Expand Your Network
⦁ Evaluation of Pharmaceutical Companies and a Market Forecast

There’s not a moment to delay in finding the new and better you. Just remember that the HBA is here to help and support you and to help turn a job lost into an opportunity found. HBA
Assess Your Leadership EQ and Develop Your Leadership Plan

THE PRESIDENT’S FORUM  Ceci Zak

The first half of '09 has been challenging, whether you work for one of the six pharma companies that have announced mergers, a service firm that works with one of these six or are a medical education firm rethinking what was once a successful business model. Perhaps you are like me and have watched your children's college fund (or your retirement savings) disintegrate in front of your eyes. Or maybe you are starting a new career in the healthcare industry, but unsure about where the industry is headed.

With all the instability, it's easy to become emotional regardless of our particular situation. So how do we keep our emotions in check to get through these stressful times and still grow as leaders?

At the most basic level, it's always important to focus on developing skills and competencies to improve performance. While many employers offer leadership development workshops, unfortunately most don't train employees on the other important factor needed for leadership: emotional intelligence (EQ). EQ is the type of competence necessary to help us understand how to become self and socially aware and to strategically manage our relationships with peers, bosses, direct reports, family and community. As a result, we are very often left to our own devices on how to navigate these important leadership opportunities and understand how competent we are at doing it.

So, where to begin?

There's the famous Peter Drucker adage, "You can't manage what you can't measure," which very much applies to assessing and developing EQ. Each executive should take the time to assess their EQ and then develop a leadership plan to improve it. It's tough to do these assessments, but, ultimately, a frank evaluation will give way to greater personal understanding of how your emotions affect your behaviors and, most importantly, the decisions you make each day.

You can start by identifying individuals in your personal and professional life you respect and trust; ask for her or his perception of the four parameters of your EQ: self-awareness, self management, social awareness and relationship management. If you want to know more, do some reading on the subject. I recommend the Emotional Intelligence Quick Book, which a former colleague gave me after he read my first column on the topic this year. It's an easy read and offers some useful measurement tools. I felt pretty confident in this aspect of my leadership, but, after taking the online test, I saw that I still have a long way to go to enhance my emotional intelligence. (A little humble pie is always good for the soul.)

If you take this information one step further and change your behaviors based on assessments, you will ultimately generate personal and professional satisfaction to help you grow in your leadership journey.

There are many assessment options. Since the beginning of the year, I have used the outputs of a personality test (MBTI 2), a 360 qualitative evaluation with executive management at sanofi-aventis and Strength Finders 2 to tweak my leadership plan. I generate a new plan each year and, believe it or not, it has changed significantly as I learn more about my competency and EQ and how it influences my leadership style.

Similar assessments can help you build your own leadership development plan. Identify your objectives (such as improving networking, situational leadership and communications) and key activities (such as one-on-one conversations with key stakeholders, reading more on the topic) to address these objectives and timelines.

Sometimes learning about ourselves can be intimidating and time-consuming, especially when we gather feedback from others. However, this information allows you to understand the reality in which you live and helps you further develop emotionally so you can lead effectively and make the best possible decisions.

Take the time, because in these very uncertain times, you are worth it.

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Cassie Hogenkamp
Senior Director, Commercial Analysis

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