



REQUIRED EXPERIENCE FOR HEALTHY CAREERS

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**2009 HBA Woman of the Year
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Domo arigatou gozaimas, Yasu!

Your words are very kind. You have travelled so far to be here today at the end of the Golden Week celebration in Japan and we all appreciate you making time to be here. I consider it a great privilege to have the opportunity to work with you personally as well as with our Takeda colleagues in Japan and around the world. I have learned so much.

It is a tremendous opportunity to bring together the 228-year history and enduring success of Takeda with Millennium's entrepreneurial culture that believes *"Nothing is impossible."*

We strive to create something with the strength of BOTH organizations – strong enough to change lives – our own, our company's and, most important, the lives of cancer patients.

I am extraordinarily proud to be standing here this year. It is a tremendous honor; truly a landmark in my life.

The HBA is an organization whose mission is to encourage and equip women in the healthcare industry as they seek to grow and develop their careers.

The HBA has grown from strength to strength, because of the efforts of remarkable women who are passionate enough to give their time, energy, creativity and skills to develop programs to answer the very real questions that all of us have as we grow in our work.

Thank you to you, Ceci, and also to Elizabeth as our current and past presidents; Laurie our CEO; and to all of the board and the multitude of other volunteers who make so much happen in the chapters around the country. Barbara – as star volunteer – you embody the spirit that has allowed this organization to accomplish so much. Congratulations to you, too, Alex; it is great to see you recognized for your mentorship.

As the HBA's 20th Woman of the Year, it is humbling to look back at two decades of stellar women who have blazed a trail for me – and for all of us – and it is wonderful to see some of them here today.

As I look out at this marvelous assemblage of talented women – and men – from so many dimensions of the healthcare industry, one thing that unites us all is a passion to grow, as people and as professionals.

I wondered what I could bring to you in these few minutes we have together that might be useful to you in doing that.

In life, sometimes the most simple things are the most profound. This has been no different for me. Perhaps Shakespeare summarizes it best: *"This above all else: to thine own self be true ..."*

So what do I mean by that? For me it has been defining what I really want my contribution to be: What is that over-arching core purpose? Being clear about the very few and most critical things that are worth investing myself to do. This had to encompass ALL the aspects of my life, not just work.

All of us are building a life, not just a career. As obvious as this may sound, I've met people who have lost track of that fact.

Work needs to be a THREAD in the tapestry of life. However great the job, a monotone tapestry made of only one thread cannot match the richness of interwoven colors and textures.

For me, that core purpose encompasses all the things I am most passionate about: Building a strong family founded in faith and working as part of a team to achieve healing in life threatening diseases where there are not adequate answers.

What does having real clarity on those key drivers – the “must have’s” – mean for our work? Well, it helps us make clear decisions on career steps and avoid a couple of missteps we all have seen some others make.

For instance:

- Being clear about the “must have” components of the type of work allows us not to be flattered into doing something that doesn’t fit our passions, even when it appears to be progress. For example, a promotion that typically seems like such a good thing to do but takes you to a kind of work or team that isn’t a fit for your unique passions.
- Knowing how you want to make your unique contribution allows the freedom to take some risk, take the path less travelled. If it matches with your passion, your core purpose, you can embrace disruptive change and go for it! I’ve found real power in asking myself: “What’s the worst thing that could happen?” If the opportunity matches your core purpose and if the answer to that key question does not involve loss of a loved one, it’s probably a new door opening!

In my own career, this has happened a few times and each one brought unimagined opportunity.

- My first boss in industry – Roger Trythall – is someone I am eternally grateful to. After joining Sandoz in clinical research, he asked me to take on roles that were broader and not just medical in nature. It matched with my core purpose in a way I had never thought of but I was concerned that I did not necessarily have the training. When I asked myself “*what’s the worst thing that can happen?*” it gave me the confidence to take what seemed at the time to be a high-risk, long shot and move to the business side of developing new medicines. Talk about disruptive change and a totally unforeseen new path!
- A year or so later he also told me that my continued growth demanded stepping beyond my comfortable small world in South Africa to take on an international role. It was a tough change initially, but what growth that created for me as a person, for Mike and I as a couple and in my career. Experiencing work in another country is something that I will always recommend; take that chance if your family circumstances can be made to allow it.

When we ask “*what’s the worst thing that could happen,*” it can enable us to ask for the opportunity.

I find that many women put their heads down, work really hard and deliver great results and believe they’ll be tapped for new opportunities because of that.

Well ... NOT NECESSARILY!

It’s also important to put yourself out there and ask for a job or a project that you really want. The worst thing that can happen is that you don’t get it.

That certainly happened in my life. The first time I wanted to move from Switzerland to the US I was turned down for the job. But then, a year later I did get a job in Sandoz in the US and within a couple

of months moved into the newly forming oncology group, working for that same boss who had initially turned me down. We worked together for the next 11 years bringing new and life changing medicines forward at Novartis Oncology. Thank you David Epstein, it was a wonderful journey.

So don't be disheartened if some of the things you ask for don't work out. Another path for growth – possibly in a different direction than you were expecting – could be opening up just ahead!

Throughout our lives, we have to keep on learning – keep going for Growth – but, of course growth demands risk too. Like a trapeze artist, we have to let go the security of the bar we are tightly grasping, to be able to fly.

When I contemplated moving to Millennium – from a job and team I loved at Novartis – seeking growth and greater breadth in a way that lined up with my core purpose, I got a little scared. I feared not enjoying it as much, but most of all I feared failing, because I did not know enough about all the different aspects of the job. And failing as a public company CEO is a pretty public event!

When I asked *“what's the worst thing that could happen,”* the answer was not death or loss of a loved one. So I let go the bar and have been blessed with the opportunity of a lifetime. What I experienced was enormous growth – personal and professional – among a cadre of outstanding people.

Through my work at Millennium I experienced most profoundly the lesson that, while the type of work is vitally important to our satisfaction, who we do it with takes that enjoyment to its zenith. I am so grateful to the people of Millennium for their passion and excellence, for being gracious to teach me and for making the impossible, possible.

My message to all of you here today is this: The type of work you love is probably available in more than one place. It's worth finding the place where you can do it with people whom you deeply respect and like.

However challenging or satisfying work might be, it cannot fill the in the richest threads in the tapestry of our lives. For me the most beautiful threads are those brought in by my family and I thank them with everything that is in me.

- My husband, Mike, has been my rock for over 23 years. He is life-partner in the deepest sense of that term, sometimes challenging me, always encouraging, my dearest friend.
- My sons Alexander and Cameron have given me balance and purpose; they teach me daily about the possibilities of life and open my eyes in new (sometimes messy!) ways.
- My parents and sister have always expected the best of life, and the best of me. They taught me to always seek out a path to grow but be sure to enjoy the journey, whatever twists it might take.

As I contemplate our gathering here today, I am very aware of how immensely fortunate we are for where we live and work and the time we were born into. WE ARE THE VANGUARD FOR THE WOMEN OF THE WORLD.

While there is more work to be done for women in the US – women still only earn, on average, 85 cents to the dollar men might earn for similar work – we have so many opportunities. We are free to be educated, to pursue our chosen path to fulfillment in our own way.

However, when I look across the world there are so many places where women do not yet have the same chances we do. In some countries they may be very well educated but the glass ceiling is still at knee height. Perhaps there are ways the HBA – as it spreads its wings internationally – can have a role in changing that over the next two decades!

In other parts of our globe, though, women do not even have fundamental rights. They may be traded as “property”; attacked for pursuing an education and forced into paths they would not have chosen without means to chart their own course.

As I think about the privilege we have here, it is important that we keep advancing and keep that beacon of what’s possible shining out for women elsewhere, but to me that’s not enough! I also challenge us to think as individuals, as the HBA, as companies and communities and as a country. What more can we do to accelerate the development of women elsewhere in the world?

When I look around this room, this is a moment to cherish. I am grateful to be here. Grateful to be part of an industry that has changed human health and, through our innovation, will continue to do so. And I am grateful to be surrounded by people whom I love and respect, optimistic that together we can overcome the seemingly impossible challenges facing us economically, in health and disease and in global disparities of life on our planet.

As Margaret Mead once said: "Never doubt the ability of a small group of people to change the world. Indeed it is the only thing that ever has."

Let us work together to be that group!

THANK YOU

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