

HBA BULLETIN

The HBA creates
Metro Chapter
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THE NEWSLETTER OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION *Advancing Women's Careers* NOVEMBER/DECEMBER 2003

ST. JOSEPH'S UNIVERSITY AND GLAXOSMITHKLINE HOST THE HBA'S OCTOBER EVENING SEMINAR

Women and Stress: In and Out of the Workplace

Kim A. Rowe

Managing Partner, Agentive Sales and Marketing Solutions; Chapters Correspondent, *HBA Bulletin*

What do you do to relax?" That was one of the questions asked by **Lelia O'Connor**, Principal and Founder, Ngal So Consulting Group, at the HBA's evening seminar on October 14th. The seminar, titled "Women and Stress: In and Out of the Workplace," was held at St. Joseph's University (Philadelphia, PA) and brought together three distinguished experts in stress management to discuss ways women can incorporate stress reduction techniques into their daily lives. **Adele Puhn**, bestselling author and nutritionist and **Shawn Kershaw**, Principal, Shawn Kershaw, Inc., joined O'Connor to present three different methods of managing stress: diet, organization and holistic mind-body connection.

The panel was moderated by the HBA's 2003 "Woman of the Year," **Catherine Angell Sohn**, PharmD, VP, World-



(Left to right) HBA Co-Director of Programs **JILL QUIST**, Right Management Consultants; **HELEN T. COOKE**, Cooke Consulting Group; **PAULA FILLER**, Ascent LLC Healthcare; HBA 2003 Woman of the Year **CATHERINE ANGELL SOHN**, GlaxoSmithKline; **LELIA O'CONNOR**, Ngal So Consulting Group; **ADELE PUHN**; **SHAWN KERSHAW**, Shawn Kershaw, Inc.; and **JOSEPH A. DIANGELO**, St. Joseph's University.

wide Business Development, GlaxoSmithKline. Seminar attendees were encouraged to begin caring for themselves

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THE HBA LAUNCHES "PATHWAYS"

Pharma 101: Understanding Key Processes

Britta Herlitz

President, Herlitz HealthCare: A Communications Co; Editor, *HBA Bulletin*

If you're new to the healthcare industry, the HBA's uniquely valuable "Pathways" programs are must-attend events. Thursday, October 2nd, marked the first such program: "Pharma 101: Understanding Key Processes," hosted by BusinessEdge Solutions, Inc. (East Brunswick, NJ) and led by **Pat Pesanello**, Chief Knowledge Officer of the Pharmaceutical and Health Sciences Practice at BusinessEdge Solutions.

Attendees described this event as "grand" and an "informative kick-off" to a great program series. What made it so informative were the detailed curriculum and small-group setting which allowed

for a lot of learning. Indeed, Pesanello offered Pathways "students" a valuable industry primer, starting with an overview of key issues that distinguish pharma from other industries and moving on to discuss R&D, marketing & sales, manufacturing and corporate processes (see figure, "Unique Attributes" on page 3).

Other pharma industry basics imparted by Pesanello include:

- Pressure to perform flawlessly and maximize the value of the product is the reality of pharma today. Industry professionals must: offset rising R&D costs coupled with decreasing R&D productivity;

WHAT IS PATHWAYS?

- A new HBA subgroup for those who have been in healthcare and related industries for five years or less.

WHAT IS THE GOAL OF PATHWAYS?

- To focus on career path development to higher management and executive levels or to transition to other functional areas within the healthcare industry.

WHAT WILL PATHWAYS OFFER ME?

- Educational opportunities for those who are in an earlier stage of career development within the healthcare industry; and
- Opportunities for small group networking and peer mentoring access.

HOW CAN I FIND OUT MORE?

- Call the HBA office at (973) 575-0606 or e-mail us at events@hbanet.org.

confront decreasing market exclusivity and increasing generic competition (find new indications, new markets); aggressively expand from

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Meeting Photos by Joe Vericker/PHOTOBUREAU, Inc.

MEETING HIGHLIGHTS

Experts Convene to Discuss the Value of Women's Networks

Britta Herlitz

President, Herlitz HealthCare: A Communications Co.; Editor, HBA Bulletin

Affinity networks, such as women's networks, can increase retention of employees and contribute to the business and bottom-line corporate earnings. This was the consensus of the expert panelists at the HBA's September 18th Executive Women's Breakfast hosted by Wyeth (Collegeville, PA).

"What makes women's networks a hot topic today? Two things: Women are a recognized powerful force in and for business and business is conducted through relationships," said Heidi Hunter, VP, Global Strategic Marketing-Oncology, Wyeth. Hunter hosted the breakfast that featured speakers Carolyn Buck-Luce, Partner, Global Accounts, Ernst & Young, Marcia Brumit Kropf, PhD, VP, Research & Information Services, Catalyst and Vanessa Phipps, HR and Diversity Advisor, Aventis. Hunter and the three panelists offered unique insights into the value of women's networks, each giving her own reasons for why and how companies (and employees) should foster such affinity groups.

Hunter: Business is about Relationships

- Recognizing that business is done through relationships is imperative for women to hone their professional networking and relationship-building skills.
- It is also important for professional women to have access to an enriching group of like-stressed people from whom they can learn and gain self-confidence.
- Lastly, it is important for these specialized groups to think about how they can enrich their companies through an external development focus.

Kropf: Networks Benefit Employee and Company

- Networks provide support for individual women by creating opportunities for learning, relationship-building and visibility.

- Networks serve as a resource to companies by leveraging the perspective of women employees about the company in general as well as about product development, marketing and sales, recruiting and other key business areas.
- Networks are most effective if they have strong support from senior leadership and a well-articulated link to the business of the company.

Women Execs: Top Barriers to Women's Advancement

Lack of significant general management/line experience

47%

Exclusion from informal networks

41%

Stereotyping of women's roles and responsibilities

33%

Catalyst, *Women in U.S. Corporate Leadership: 2003* ©2003, Catalyst. Reprinted with permission.

According to Kropf, women's networks can help to combat each of these top barriers to advancement.

Phipps: Have a Mission and a Senior-level Sponsor

- All employee networks/affinity groups should have a mission that is aligned with the company's values, business strategies and core purpose.
- A senior-level executive champion is vital to ensuring senior management support and two-way communication on important issues.

- Participation should be open to everyone, thus dismissing any notions that the groups are either divisive or exclusionary.
- The most significant information affecting work comes through people. Women's networks broaden the base of people whose diverse ideas will enhance business success.

Buck-Luce: Networks Work

- In 1996, Ernst & Young's (E&Y) partnership was 95% male and women's turnover was higher than men's at every level.
- To address this, E&Y formed its highly successful "Professional Women's Network" (PWN). The mission: "To build our women's confidence, skills, leadership opportunities and internal and exter-

nal networks—leading to satisfying careers and increased levels of success for our women and the firm."

- Today, there is a significant increase in women leaders at E&Y and an increase in PWN participants. The number of women in the "partner pipeline" has risen sharply and a growing number of PWN women have been promoted to leadership positions. The company has also experienced a growth in client relationships and has been recognized for the continued success of its PWN. ■

Network Start-up Process

In May 2002, Aventis launched its "Aventis Network for Enterprising Women" (ANEW). These are some of the key steps followed by the Aventis Diversity Department to get this network started.

- Executive champion identified.
- Held breakfast meeting for women leaders/influencers.
- Conducted a kick-off event (all invited).
- Analyzed feedback from kick-off discussions and grouped into "themes."
- Presented to ANEW Advisory Board, which helped to form operating committees.

As presented by Vanessa Phipps, HR and Diversity Advisor, Aventis, at the HBA's Executive Women's Breakfast "Women's Networks," September 18th, 2003. Adapted and reprinted with permission.

PHARMA 101 *from page 1*

safety and efficacy to product value and achieve peak sales as fast as possible (effectively reach target audiences and manage message/media mix).

- The drug development process is long and costly. Average total cost from basic research to post-launch is \$880 million and the process takes approximately 10–15 years.
- Key steps in pharma marketing include: research, model behavior change, position product, develop market and promotion strategy, oversee program execution, track and analyze results, manage lifecycle and outsmart competition, marketing management and collaboration.
- Rep view of pharma sales processes: The sales process in pharma is driven by data and information, provided often and analyzed by the home office. The sales rep uses information and insights to plan, conduct and report call activity and draws upon approved resource materials to detail physician customers.
- Supply chain management is imperative to meeting demand and maintaining effective manufacturing processes. The entire "Supply Chain" refers to the flow of materi-

als, products, cash and information needed to move from raw materials to delivered goods. It involves cross-company and cross-functional linkages (i.e. links between suppliers, manufacturers, distributors, retailers and customers as well as between materials/products, information and money).

- To eliminate barriers to knowledge access and sharing, top management

must assume stewardship of information across the value chain. From the development through the post-launch period, management must facilitate access to and sharing of basic research, clinical, medical, supply chain and marketing and sales information. "You can't let such information reside in 'silos' and not be leveraged during decision making," Pesanello emphasized. ■

Unique Attributes of the Pharma Marketplace

> Value of Innovation in Context of Total Health Care Spend

- Variation of attitudes among customers and within segments
 - > Innovative to commodity-like
 - > Life-saving and essential to a function of life-style
 - > Cost-effective to high-priced

> Segregation of "Customer" Roles

Payment

- Public & private institutions through insurers & benefit managers

Choice

- MDs & professionals prescribe, influenced by Managed Care & dispensed by the Pharmacist

Use

- Consumer visits MD with symptoms
- Diagnosed patients take Rx script to be filled at pharmacy

> Pharma Industry Highly Regulated

- Research & Development must comply with regulatory authorities on a global basis
- Promotion must be within labeling, supported by data and provide for fair balance
- Prescriber must sign for samples and distribution must be tracked and logged
- Sales practices must comply with regulations and industry guidelines

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Unusual Questions in the Quest for Great Candidates

Julie B. Kampf

President, JBK Associates, Inc.

We've all been there... interviewing the fourth, fifth even sixth or seventh candidate but unable to tell the superstars from the stars. They're all technically qualified, smart, creative and interested in the position. While your mind keeps wandering to the report that's due in an hour or worrying about how you'll prep for the next meeting, you're also thinking: What question could I ask that would really differentiate the candidates? What is that one question to make me know this is the superstar?

The healthcare industry is not exempt from the one question all employers have struggled with in their quest for talent since the beginning of time: How do we make sure the people we hire are the right people for the specific job as well as for the organization?

Everyone's interview style and criteria for evaluating *the* great hire is unique. Clearly, most managers don't see candidates unless they possess the hard skill sets and have been pre-screened by well-trained human resources (HR) professionals. But it is the soft skill sets—personality and character—that are so much harder to identify and judge, especially in an initial meeting or two.

Unfortunately, even after their HR professionals screen candidates using the most sophisticated tools, managers involved in the interview and hiring process often find they are uncomfortable because they are afraid of making a mistake—perhaps again. As a result, most managers rely on the traditional questions that are fine to break the ice and start a dialogue but can't help identify

the real superstars.

Some of the traditional questions we've all been asked—and ask—are: Where do you want to be in five years? What don't you like to do? How would you describe your leadership skills? What attributes do you think you bring to this company and position? Why do you want to work for this organization?

We also look for clues in body language. Does the candidate make eye contact appropriately as she or he is speaking? Is she or he fidgeting or otherwise looking uncomfortable? Do they have organized notes and materials in front of them? Are they taking notes on important points you make? Is the candidate generally at ease or more strained in her/his approach to talking about non-business related issues?

And, of course, we need to find ways to uncover personal agendas that might take precedence and more than likely jeopardize retention. As we all know, disruption in staffing often results in performance inconsistencies, high recruitment costs, and equally important, lost time to HR and the managers who are constantly taking time away from the business to interview potential candidates.

According to Monster.com, many managers involved in the interview process are looking for unusual questions that have no correct answer, such as "If you had to get rid of one state, which would it be?" These and other unusual questions are the foundation of the third edition of **William Poundstone's** "How Would

You Move Mount Fuji," all of which will help you streamline the arduous and time-consuming task inherent in the interview and hiring process, so you will score a hole in one more times than not in today's competitive environment.

Scoring that Hole in One

Mike Campo, Director of Human Resources for IMS Health asks many candidates to "Describe a project or deliverable you were responsible for that was not successful or did not meet expectations." He then asks for elaboration: "What was your involvement and, looking back, what would you do differently?" According to Campo: "This question allows me to determine if this person has the confidence, self-awareness and humility to admit to their mistakes or failure and shows if they are able to learn from their mistakes so they do not repeat them."

This is an excellent point: Managers need staff with self-confidence that is balanced with humility and self-awareness so they can review their mistakes objectively and learn from them. Such a person would be more empathetic to others who make mistakes and, in turn, be more able to lead a team to identifying—not hiding—issues before they become major problems.

Lonnell Coats, VP of Human Resources for Eisai, Inc., asks candidates: "What are you hoping to accomplish here that you didn't accomplish with your current/previous employer?" He explains that "This question will give

Many managers involved in the interview process are looking for unusual questions that have no correct answer.

SKILLS FOR SUCCESS

you great insight into how aligned you and the candidates are in what they expect from the boss, the company and themselves.” Clearly, this line of questioning separates those who have a personal agenda from those who are committed to accomplishing the agenda of the organization and helps to weed out self-serving individuals.

An interesting question asked by **Kelli Watson**, VP of HR Planning at Pfizer Pharmaceuticals is “What did you do last Thursday?” Puzzled by the question? She explained that this so atypical of interview questions it often catches candidates a little off guard. But it does uncover an organizational thought process and reveals how quickly candidates think on their feet, an extremely important trait for senior executives. The question also allows Watson to see how the candidate might prioritize their schedule, manage their time and, quite frankly, just the *type* of response may provide critical information and insight about the candidate.

Michael Conforti, Director of Human Resources for Schering-Plough Corporation likes to ask, “What are the three most important considerations that you evaluate when considering a new position? Three is the key word here, says Conforti, because 90% of the time the first two answers are expected, such as compensation, equity opportunity, scope of current position, supervisor and future developmental opportunities. It’s the third criteria, he explains, that tells you something more personal about their value system, motivators, and personality.

Conforti gave the example of one person interviewing for a senior leadership position who indicated that the distance to the closest driving range was a “top priority” because he needed to use his lunchtime to maintain his low handicap. Another candidate, a Senior Product Manager, told him that he could work the additional 2.5 hours standard in the company’s work week, but wanted to confirm the organization would pay him overtime.

Don't Forget the Softer Skill Sets

Rick Keefer, Group VP of US Operations at Biovail Pharmaceuticals, Inc. looks for questions that may not be “out-of-the-box” but speak to the “softer skill sets” that are almost as important as the core competencies a person possesses.

Keefer says he doesn’t have one specific question, but relies on in the full interview process to help him identify a strong candidate. “One of the most important traits I look for is integrity. If a candidate has impeccable integrity, then I know

I am talking to a strong candidate. I look for flexibility, how they handle rejection, how they handle adversity and if they’re a team player. I also look for individuals who are transparent in their actions and have good communication skills. I use a variety of questions in the interview process to elicit responses to these qualifications.

I attempt to ask questions that require examples of past performance to adequately answer.”

Keefer’s probing goes beyond more traditional queries about past results and appropriate experience. For him, candidates who are not agile, flexible and humble—especially in today’s economy—often are not made an offer to affiliate with the hiring company.

One VP of Sales for a major pharmaceutical company who asked to remain anonymous always asks candidates to “Tell me about your track record of promoting your staff. What is your percentage of success? How did you personally work through a difficult issue with an individual who ultimately got promoted? And what about someone who could not cut the grade: What was the result and how did you deal with it?”

The track record of candidates developing staff is a very important question if that person will be responsible for managing others and helping emerging man-

agers and company leaders move into their own management positions.

How Candidates Should Prepare for Interviews

It is as important for candidates to try to identify their own out-of-the-box questions for potential employers for two reasons: (1) it will give the candidate an opportunity to think on her or his feet should unusual questions be asked; and (2) the questions will demonstrate a forward-thinking candidate who has a true interest in the company.

Candidates need to understand that all aspects of their work experience, reported successes, interpersonal skills and integrity will be evaluated, especially if they are being considered for a leadership role. So review your credentials and put yourself in the role of the interviewer: What kinds of questions

would you ask if you were interviewing someone with your background? Also remember that references will be carefully scrutinized and even individuals who are not named as references may be contacted to comment on the past performance or character of the candidate.

While asking—or answering—“out-of the box” questions won’t guarantee success with each search, it certainly helps to broaden the traditional interview process and shed light on issues that can

be dealt with prior to making an offer. Ultimately, this will help to improve the odds for a more successful hire that will result in the desired productivity, acquired bench-strength for the company’s succession planning and reduced turnover and hiring costs. ■

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The track record of candidates developing staff is a very important question. . .

It is as important for candidates to try to identify their own out-of-the-box questions for potential employers.

The *HBA Bulletin* invites you to contribute to this column. Tell us what skill-building topics you would like to see covered in the future.

HBA Chapters Update

Kim A. Rowe

Managing Partner, Agentive Sales and Marketing Solutions; *HBA Bulletin* Chapters Correspondent

The Atlanta Chapter of the HBA

As reported in the September/October issue of the *Bulletin*, the Atlanta Chapter's August 20th event featured **Gail Evans**, the first female Executive VP at CNN. Evans recently published her second book, *She Wins, You Win: A Guidebook for Making Women More Powerful*. She is also the author of the book, *Play Like A Man, Win Like a Woman*. Following are some additional highlights from this informative and thought-provoking evening.

Too many [of us] feel that the opportunities for women are limited to only "one spot at the table," Evans noted. Instead of supporting one another, women often turn on each other in a competitive scramble to get to the top. In her presentation, Evans criticized this attitude as being counterproductive. She spoke of the need for a change to a one-for-all and all-for-one approach to each promotion and leadership level, and discussed the use of mentoring, rainmaking, and information sharing as tools to facilitate this change.

To support her organizational theories, Evans explored the differences between how women and men utilize opportunities. She noted that at a child's soccer game, women will discuss children or household topics, while men tend to discuss business issues. Because women feel awkward about mixing business with personal relationships, they are more comfortable asking for recommendations on childcare and pediatricians than asking for an introduction to a spouse, friend or colleague who could assist them in their profession. Men, however, are generally more willing to utilize social opportunities to enhance their careers.

Evans' anecdotal lecture and discussion helped to point out many of the subtle actions women take that undermine their effectiveness in the workplace, and she challenged all in attendance to become champions of women. In her opinion, every time there is an opening to fill, a project to assign or a board member to appoint, women are obligated to give first priority to a *qualified*

woman. "If we aren't willing to give *qualified* women the opportunities, who will?" she concluded.

The Boston Chapter of the HBA

The HBA's Boston Chapter drew more than 100 attendees to their September 23rd event entitled, "Product Launch and Commercialization: Real Life Experiences." Held at Biogen, Inc. (Cambridge, MA), the meeting capitalized on the growing trend in the biotech industry of taking a product from drug discovery to product launch. **Al Paz**, CEO, Marketing Services Group, Euro RSCG Life, led a distinguished panel of in-



HBA Boston Biogen Panel (left to right): SANDY LAUTERBACH, Genzyme; and JOANNA HOROBIN, CombinatoRx; MJ ROACH, Biogen; DONNA GROGAN, Sepracor; and JULIE ANNE SMITH, Genzyme.

dustry experts in a discussion of the product launch and commercialization process. The panelists included **Donna Grogan**, MD, Senior VP, Clinical Development, Sepracor; **Joanna Horobin**, MD, Executive VP, COO, CombinatoRx; **Sandy Lauterbach**, Director of Strategic Marketing, Immune Mediated Diseases, Genzyme; **Julie Ann Smith**, VP for Product Strategy and Development, Genzyme and **MJ Roach**, Associate Director, Global Commercial Strategy, Amevive, Biogen.

Attendees heard panelists' recommendations for best practices during a product launch, which included such varied responses as, "Get the indication you need, then put the muscle behind it," and, "Focus on the patient and the results will follow." The panelists also encouraged attendees to, "Maintain scientific honesty and properly interpret the results," and, "Know who the stakeholders are from the beginning."

Finally, the chapter's 2nd annual holiday networking event was held on November 18th at corporate member company M/C Communications (Boston, MA). The 2004 Board of Directors for the Boston Chapter

of HBA was announced at this event and there were volunteer sign-ups to participate in Boston Chapter Committees in 2004. Information on new Boston Chapter Board members will be published in the next *HBA Bulletin* and on our website at www.hbanet.org.

The San Francisco Chapter of the HBA

The San Francisco Chapter hosted two well-attended fall meetings. In October, an impressive panel of professionals from leading Bay Area companies and academia convened at Foley & Lardner (San Francisco, CA) to discuss "Building Biotech Brands." September's meeting, "Relationship Management—the Key to Success," was held at Applied Biosystems (Foster City, CA) and highlighted the best practice approaches to enhancing relationships with vendors and customers.

Panel speakers for October's meeting included **Diane Parks**, Senior VP and General Manager, Specialty Biotherapeutics and Managed Care, Genentech; **Jeanette**

Fritsky, VP, Global Marketing, Chiron BioPharmaceuticals and **Dr. Francoise Simon**, Professor, Columbia Business School. Parks currently leads three business franchises for Genentech: Immunology, Vascular Medicine and Specialty Therapeutics, while also leading the company's Managed Care organization, which is responsible for business relationships with the nation's healthcare providers. Fritsky is responsible for Chiron BioPharmaceuticals' global oncology and infectious disease commercial portfolios, and received the HBA's "Rising Star" award in 1999. Simon is the co-author with **Philip Kotler** of the book, *Building Global Biobrand*s.

September's speakers, **Holly Kulp**, VP, Professional Relations and Customer Service, TheraSense and **Christine Cunningham**, VP Marketing, Novasys Medical, shared their real-life experiences with relationship management from a customer relations and marketing perspective.

Look for news about upcoming chapter events on the website at www.hbanet.org and in the next issue of the *HBA Bulletin*. ■

WOMEN AND STRESS *from page 1*

immediately by taking advantage of free massages and health screening tests provided onsite by Impact Health, Inc. and Cholestech.

Medical research indicates that as much as 90% of illness is related to chronic stress. The laundry list of diseases that have been linked to stress is lengthy, and includes hypertension, cardiovascular and heart disease, ulcers, asthma, back pain, and allergies.



FAYE CLARK (left), Hatfield Quality Meats; and JANELLE MOODY, LexStar.

important things you can do to maintain your good health. O'Connor is a strong advocate of transcendental meditation as a method of stress release, and cited a National Institutes of Health study that linked meditation to a reduction in stress-related chronic pain and insomnia. She suggested that, "You must train your mind to convert negative thoughts to positive ones. Your health and well-being are in your own hands. No one else is in the driver's seat but you."



JUDIE STONE (left), Naturally Speaking, with LYNN ZIMMERMAN, Columbia MedCom Group.

Puhn linked nutritional balance and "good blood sugar levels" to wellness, energy and health, and cited the long-term benefits of avoiding chronic diseases such as type 2 diabetes by eating well. She offered practical tips for controlling energy highs and lows through food, such as eating within a half hour of getting out of bed and having a vegetable or fruit snack every two hours until lunch. "After lunch you can space your snacks every three hours. Have your snacks before your meeting—earlier is always better than later. You can even set a timer on your computer or desk—a reminder not to miss snacks," Puhn said.



MARJORIE MILLER (left), Wyeth; and SHEREE BUTTERFIELD, DBM.

Kershaw promoted better organization as a key way to reduce stress. Referring to her five basic principles of organizing—creating systems, planning and scheduling, goal setting and prioritizing, putting like items together and writing it down—Kershaw said, "Don't plan your schedule, schedule your plans." ■

The HBA Creates Metro Chapter



(Metro Chapter Board Members pictured left to right sitting) Executive Director: CAROL DAVIS-GROSSMAN; Treasurer: LORI RYAN, Executive Director Strategic Planning and Business Analysis, Novartis; Managing Director, Education: SHELLIE CAPLAN, President, Caplan Associates; President Elect: SHARON CALLAHAN, President, SummitGREY.

(Metro Chapter Board Members pictured left to right standing) Director of Executive Women's Breakfast Programs: ROBIN WINTER-SPERRY, MD, President, Scientific Advantage; President: CHARLENE PROUNIS, President, Accel Healthcare; National President: NANCY LARSEN, President, PROmedica Communications; Managing Director of Career Development: JILL QUIST, VP, Business Development, Right Management Consultants; Managing Director of Development: STEPHANIE PHILLIPS, PHD, President, Project House; Vice President: LEIGH ANN SOLTYSIAK, Product Manager, Nephrology, Ortho Biotech Products; Director of CONNECTIONS Programs: LINDA DA SILVA, Director of Trade Relations, Eisai; Co-Directors of Seminars: EVE DRYER, President, Healthcare PR, Vox Medica and JULIE KAMPF, President, JBK Associates.

(Metro Chapter Board Members not pictured) Immediate Past President: SYLVIA REITMAN, VP, Marketing and Business Development, International Medical News Group; Secretary: CHRISTINE C. ZAK, Director of Customer Marketing, Roche Laboratories, Inc.; Managing Director: JULIA AMADIO, VP, Multicultural Marketing, Aventis, Inc.; Directors: TERI COX, Sr. Managing Partner, Cox Communications Partners; MARY GALLAGHER, VP, Management Supervisor, Regan Campbell Ward; HARRIET GRUBER, Principal, Gruber and Company Communications; ROSE RIOS, MPH, Manager, Medical Marketing Studies U.S., Inc.

The HBA's new Metro Chapter will be dedicated to its members living and working in Connecticut, New York, New Jersey, Pennsylvania and Delaware. For additional information, visit www.hbanet.org and watch for Metro Chapter news in the January/February issue of the *Bulletin*.

TIME TO MAKE A DIFFERENCE



At the October 14th evening seminar, HBA President NANCY LARSEN honored KAREN BERG, President, CommCore Strategies International, as the recipient of the "Time to Make a Difference" award recognizing the HBA's exceptional volunteers. A long-time HBA member, Berg has donated numerous hours of consulting to the Association. Most notably, for the last three years she has been instrumental in assisting the HBA in developing message points for all communications materials, from "Woman of the Year" presentations to the ongoing publicity efforts and, most recently, the message points that are used to properly position the Association's reorganization. The HBA has truly benefited from the insights and direction of such a seasoned professional.

The HBA Helps Members Get Connected to Get Ahead

Margaret Gardner

Managing Director, Global Medical Communications LLC

The fourth HBA Connections program was held on September 25th, 2003. The program, delivered to a “sold out” crowd, was sponsored by Eisai, Inc. **Linda Da Silva**, Director of Trade Relations for Eisai, welcomed the group to the Glenpointe Marriott in Teaneck, NJ, the site of the evening’s activities.

WHAT IS (ISN'T) A MENTOR?

- A mentor is a guide, sounding board, magnifying glass, compass for you and your career.
- A mentor is a wise and trusted counselor.
- A mentor is not a safety net.
- A mentor is not a fairy godmother—you still need to manage your own career.

“Connections provides HBA members with an opportunity to explore mentoring and understand how to be productive in a mentoring relationship,” said **Anne Camille Maher**, Consultant, Health Leaders. Reminding attendees of a related concept promoted by the HBA and embodied in the Connections program series, Maher added: “Have a mentor, and BE a mentor...at all times.”

During the first part of the evening, participants listened to a panel of senior executives discuss their views of mentoring. Panel members included: **Julia Amadio**, VP Multicultural Marketing, Aventis Pharmaceuticals; **Lonnell Coats**, VP Human Resources, Eisai Inc.; **Marylou McNally**, VP Group Supervisor, Dorland PR, and **Bette Schultz**, VP Business Development and Licensing, Novartis Pharmaceuticals Corporation. Several “pearls” emerged from the panel discussion.

- Mentoring relationships must evolve naturally, be two-way and be nurtured with time and commitment from both parties.
- Potential mentors are everywhere, not just in your organization.
- To find a possible mentor, “mentees”

should identify someone who has traveled the road they want to travel and who has knowledge they don’t have yet.

- “Mentees” must know why they want a relationship with a potential mentor before that relationship can develop and grow.

During the second part of the program, mentors and up to four “mentees” participated in an interactive workshop lead by **Dina Lichtman**, PhD, VP Career Management, Right Management Consultants. During the exercise, individuals looked inward, defining career goals and areas for improvement, and looked outward, to identify what would be needed to achieve those goals. Mentors and “mentees” used this time to get to know one another better. If anyone “clicked” they were free to find ways to build on the relationship after the program.

“By creating appropriate opportunities and offering some basic education around the mentoring process, the Connections program is creating an extensive network of healthcare women to act effectively both as mentors and ‘mentees’ for the benefit of our members, our industry and ultimately, our markets,” concluded Maher.

Special Thanks to the Women Behind the Scenes

Helen Eldridge, Director Market Research, Ortho Biotech Products, reinvigo-

WHAT ARE THE RESPONSIBILITIES OF A “MENTEE”?

- Mentees must trust their mentors.
- Mentees must participate equally in the mentoring process.
- Mentees must keep an open mind especially when their mentors say things they don’t want to hear.
- Mentees must be willing to be vulnerable and open.
- Mentees must have realistic expectations about themselves and their careers.
- Mentees must allow their mentors to fill in the knowledge gaps.

rated the mentoring concept within the HBA several years ago when she developed the single evening format of the

Connections program. **Lisa Courtade**, Director, Global Marketing Analytics Metabolism, Aventis Pharmaceuticals, organized the event and moderated the panel. ■

HBA Members IN THE NEWS

On November 20th, HBA Past President **Teri P. Cox**, Senior Managing Partner, Cox Communications Partners received an American Cancer Society (ACS) 2003 Great American Smokeout Award for her many years of service as a leader in tobacco control advocacy. Cox also serves on the ACS Board of Directors, Eastern Division, serving New Jersey and New York.

Cox was among a select group of individuals and organizations honored this year as champions of tobacco control, public education and awareness efforts and advocates for policies to protect youth and adults from the dangers of tobacco and second-hand smoke.

The award ceremony was held at Drumthwacket, the official Governor’s residence in New Jersey.

Charlotte McKines, Executive Director-Marketing Communications, Merck & Co., Inc. and HBA Advisory Board member was ranked #11 on the *Ad Age* 2003 list of top 30 marketing “Power Players.”

“These are the men and women who control about \$38 billion in measured ad spending and use it in a manner that broadly shapes the daily realities and future possibilities of the industry as a whole. [Marketing executives] are ranked by *Ad Age*’s assessment of ad spending, marketing success and leadership abilities,” notes this October 13th, 2003 Special Report.

Long-time HBA members, Advisory Board members and former HBA “Woman of the Year” (WOTY) recipients, **Karen Katen** (WOTY 1990) and **Myrde Potter** (WOTY 2000) were named two of the top 50 most powerful women in American business by *Fortune* magazine (October 13th, 2003). Katen, who is EVP, President, Global Pharmaceuticals at Pfizer Inc. was ranked #6 and Potter, who is COO and EVP, Commercial Operations at Genentech Inc. came in at #29.

PRESIDENT'S FORUM

A Short, But Very Sweet Year

Nancy Larsen
HBA President



This is my last column as President of the HBA. It is a bittersweet time for me, but I do offer all my gratitude for the opportunity to serve as your President for the second time. Although the year passed much too quickly, it has been a most rewarding experience and I truly am

proud to have served during a year of major transitions. I also know you will be in good hands with Daria Blackwell serving as your President in 2004.

We have put in place many changes that will help us remain viable as an organization simply by being nimble enough to adapt to your needs. In fact, many of the changes made this year have been requested by our corporate and individual members and have been ratified by you in the new bylaws. Of course, the biggest change is that the HBA has become truly national. We accomplished this by updating our by-laws to reflect the need for a board of directors dedicated to National issues. As we go to press, we have four Chapters and a growing number of affiliates all working toward chapter status.

While the HBA reorganization may have seemed to garner the lion's share of atten-

tion, we can't forget that we also hosted two other highly successful national programs: In May, we attracted more than 1,500 people to the New York Hilton to honor Catherine A. Sohn, PharmD, VP of Worldwide Business Development for Consumer Healthcare, GlaxoSmithKline, as our 14th "Woman of the Year" (WOTY). And following the annual WOTY awards luncheon, the HBA sponsored a stellar Women's Leadership Conference in June with more than 250 women—and men—honing their skills and learning new ones specifically designed to help them become more effective leaders and better balance their work/home demands.

Because this has been a year of new ventures, I would be remiss if I did not mention the formation of a new affinity group—"Pathways"—which enables the HBA to provide programs for the specific needs of our younger professionals who have been in their positions for less than five years. The first two meetings—a course in Pharma 101—sold out! Pathways is not unlike the HBA's Executive Women's Breakfast series in that both were created to meet the needs of specific groups within the HBA membership.

I'd also like to add my personal thanks to all of you who are volunteers. You ARE the HBA and have helped the organization achieve its place in the industry. We wouldn't and couldn't be the HBA without you.

Yes, the HBA is an organization that has served its membership well and has been well served by its members. We can boast about our many past WOTY recipients continuing to achieve recognition within as well as outside of the industry. In fact, this past October, we were very proud to find that two of Fortune magazine's 50 most powerful women are past WOTY recipients and several others are HBA members.

The HBA will continue to grow in 2004. And, while I look forward to continuing to serve you as Immediate Past President, I also hope you'll continue to work to help the HBA provide the resources we all need. Remember: *Get Involved . . . Get Connected . . . Get Ahead . . . To Make the Difference.* ■

HBA CALENDAR

**CALL FOR
WOTY NOMINATIONS!**

Deadline: January 16th

*For more information visit the HBA
website at www.hbanet.org*

MAY 14TH, 2004

*Woman of the Year
Luncheon*

**11:30 AM
New York Hilton
New York City**

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