

THE HBA Advantage

THE MAGAZINE OF THE HEALTHCARE BUSINESSWOMEN'S ASSOCIATION

WINTER 2010



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Mariel Zagunis (current World Champion) vs. **Olena Khomrova** of Ukraine at the World Championships in Antalya Turkey, October 2009.

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THE EDITOR'S DESK

Donna K. Ramer

In September '09, the Boston Chapter sponsored a Star Volunteer Roundtable with six of the most recent award recipients offering personal insights into such issues as how volunteering can translate into success in the business world, volunteering as a way to network and volunteering as a way to grow personal leadership agendas.

As we all know, volunteerism is a *Hot Topic*, which is why **Julie Kelly's** in-depth look is the feature of this issue. But also be sure to read **Irena Petsche's** *Great Performance* profile of **Kalle Weeks**, president of the US Fencing Association, who says that relationships, recognition and responsibilities truly distinguish volunteer activities from professional activities. **Helen Cooke** takes a close look at leading without positional power (particularly important in a volunteer environment); **Julie Kampf** underscores the importance of corporate social responsibility; and The ROI of Mentoring programs in the workplace by **Dana Shkolny** is accompanied by a quick overview by **Liz Stueck** of the Metro Chapter's mentoring program.

Also, don't skip the inspirational quotes from several HBA Star Volunteers, which are peppered throughout the issue. As the 2005 Star Volunteer, my mantra has always been: "Your job pays to feed your body, volunteering helps feed your spirit." **HBA**

Benefits of CSR



Julie Kampf, CEO & President, JBK Associates, Inc.

Corporate philanthropy and social responsibility (CSR) are one of the critical keys to recovery as we emerge from tough times that have caused precipitous declines in public trust in industry.

When the economy first began its downward spiral, many companies had a difficult choice: shrink, merge or close the doors. Stock prices fell, pensions eroded and the unemployment rate hit double digits, a level last seen in June 1983. The demand for social services skyrocketed, while charitable giving declined by 2%, the largest drop since records were kept and the first since 1987.

Not surprisingly, trust is in short supply, at least as far as business is concerned. In fact, in the US, trust in business is at its lowest level ever, according to the 2009 Edelman Trust Barometer. A vast majority (77%) of informed publics age 25 to 64 say they trust companies less today than they did last year. Moreover, no sectors in the US were spared this erosion of confidence. Only two out of five Americans trusted businesses in the healthcare sector "to do what's right," a drop of 16% in just one year.

Does trust really matter? Absolutely! A company's license to operate is contingent upon trust and is a critical determinant of a company's success. In fact, trustworthiness is rated more important to the overall reputation of a company than "giving value for money" or "being known for innovation." Worldwide, 91% of the people surveyed by Edelman chose to purchase a product or service from a company they trusted and, conversely, 77% refused to buy from a "distrusted" company. Trusted companies also are in the best position to attract and retain high-quality staff, thereby reducing employee turnover rates and recruitment costs.

One of the most effective ways to cultivate trust is committing to philanthropy and social responsibility. The most successful corporations align their activities with the expectations and passions of their stakeholders. CSR is expressed differently by each company, but all tend to encourage employee volunteerism and focus areas that support company goals.

"We believe that a major part of being a good corporate citizen involves a firm commitment to the communities in which we work and live," said Genentech CEO **Ian T. Clark**. "We support our local communities through a variety of programs, including charitable contributions, employee volunteer projects and our signature community relations program, 'Genentech Goes to Town,' which supports local merchants in several cities in which we are based."

Despite the fact that the healthcare industry contributed more than 20 organizations to Fortune's list of "Most Admired" companies last year, the pressures we face will only increase as a result of the debate over healthcare reform. It's important to acknowledge that CSR involves more than making grants and minimizing the company's carbon footprint. It may also involve a change in the financial reporting process to make the company and its accounting practices more transparent.

There are many reasons to create or reenergize your company's commitment to social responsibility and philanthropy: To give back to the community, build relationships with opinion leaders, mitigate taxes, honor or memorialize an individual important to your organization or just because it feels good and it's the right thing to do. CSR also is an important strategy that can help you achieve your company's bottom-line business goals.

"The importance and impact of corporate and social responsibility should never be underestimated," said **Robert C. Garrett**, President and CEO of Hackensack University Medical Center. "We are well aware that our mission extends far beyond our hospital's walls. We are all part of a larger community, one dedicated to progressing even further in our missions of healthcare, community service and research." **HBA**

Julie B. Kampf is founder and CEO of the award-winning executive search firm JBK Associates, Inc. She can be reached at www.jbkassociates.net.

HBAAdvantage

HBA HEALTHCARE BUSINESSWOMEN'S ASSOCIATION
REQUIRED EXPERIENCE FOR HEALTHY CAREERS

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Phone: (973) 575-0606 Fax: (973) 575-1445

E-mail: info@hbanet.org Web: www.hbanet.org

EDITOR-IN-CHIEF **Donna K. Ramer**

SENIOR EDITORS **Daria Blackwell** and **Susan Youdovin**

MANAGING EDITOR **Joanne Tanzi**

ART DIRECTOR **Deborah Anne Chingas Sandke**

ADMINISTRATIVE COORDINATOR **Lisa Kelly**

Please send correspondence regarding *The HBAAdvantage* to Joanne Tanzi at the above address.

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The Growing Call to Volunteer



Julie Kelly

President, HBA Metro Chapter

Despite the dwindling economy resulting in fewer jobs and a decline in charitable contributions, for the first time in over 20 years, the rate of volunteerism in the US actually increased from 26.2% in 2007 to 26.4% in 2008, netting an additional one million volunteers. This surge was attributed to an increase in the percentage of young adult volunteers, which grew from 20.8% to 21.9% during the same time period. In total, 61.8 million American volunteers donated 8 billion hours of service worth \$162 billion this past year.

Who are the beneficiaries of this free labor and, more importantly, what drives people to volunteer?

It is not surprising that faith-based organizations are the most

popular recipients of volunteer services. They rarely go without volunteers to lead their many initiatives, from community service projects to social activities and tend to be long term. In fact, 70% of volunteers who serve primarily through faith-based organizations continue serving from one year to the next, boasting the highest retention rate of any type of organization through which volunteers serve. Charities and other non-profits that partner with religious organizations can boost their volunteer hours by combining forces with this dedicated group of volunteers.

Although few non profits collaborate with faith-based organizations, volunteers are critical to the survival of most organizations. In fact, between September 2008 and March 2009, more than one third (37%) of non-profit organizations report increasing the number of volunteers they use, and almost half (48%) anticipate and increase in usage of volunteers in the coming year.

Many non-profit organizations have limited resources so board members typically serve without compensation along with other dedicated volunteers who perform the tasks required to fulfill the mission.

A Changing Stereotype

The classic stereotype of a volunteer has evolved from someone with a plethora of spare time to people who are very busy, but motivated to volunteer for any number of reasons. Volunteers are different today. "Don't assume that all of a volunteer's free time is your time," states **Ann Wead Kimbrough**, a financial writer for the *Atlanta Business Chronicle*, adding that "most people who have the time to volunteer are very busy." In fact, those who are the most likely to volunteer are also most likely to be balancing many things and consider time a premium to be spent wisely.

The key to successful recruitment of volunteers is to identify what intrinsically motivates each volunteer to donate their limited time to support a specific organization or cause rather than something that would reward them financially.

For example, what if Helpful Harry or Harriet were first to raise their hands to plan the annual township charity event to raise money for kids with cancer. On the surface, you may think these volunteers are just kind folk, helping out the community. Diving deeper, Harry and Harriet may be seeking a purpose. As Eleanor Roosevelt so candidly said, "When you cease to make a contribution, you begin to die."

Suppose another scenario: Having successfully made friends

turn to **Growing Call to Volunteer** on page 11

**IN TOTAL, THIS PAST YEAR
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The Top 10 Tips for Leading Volunteers

While you may be a stellar manager in the workplace, leading volunteers requires a few different skill sets and a bit more TLC.

- 1. Express passion for the mission.** Passion is the fuel that drives team productivity so be sure each member of your team understands how they contribute to the organization's overall mission.
- 2. Demonstrate your competency.** Volunteers want to know they can rely on you for answers and direction so they can be productive.
- 3. Reflect a caring attitude.** Volunteers won't tolerate a leader who is unkind, cold, rigid, insensitive or comes across as insincere.
- 4. Be accessible and approachable.** Offer alternatives if you cannot be immediately available to volunteers to answer questions. Remember, they may need a little more attention.
- 5. Aim for consistency.** Inconsistency leads to frustration and will negatively impact productivity.
- 6. Provide a job description.** Volunteers need to know exactly what is expected of them so draft a job description that includes an estimate of the time needed.
- 7. Offer training.** Your volunteer staff will be most efficient if you have taken the time to assess their skills and provide initial and ongoing training for both the task at hand and other future responsibilities.
- 8. Provide feedback.** Open, honest and positive feedback is a powerful motivator and provides opportunities to connect their efforts with the overall mission of the organization.
- 9. Share information.** Sharing information with volunteers builds trust and keeps them engaged for the long term.
- 10. Express your appreciation.** Formal and informal expressions of appreciation are essential for continued commitment by volunteers. After all, there is no pay check.

WHAT IS THE BEST WAY TO MAXIMIZE THE VOLUNTEER EXPERIENCE? Terri A. Pascarelli, CV Sales Strategy and Alliance Director, AstraZeneca Pharmaceuticals LP *Volunteering is an opportunity to stretch and get involved outside your current core strengths in a supportive environment, like the HBA. What a great chance to build up a skill set that will likely help you do part of your job better, today or in the future!*

To the Point: US Fencing Association President Kalle Weeks on Volunteering



Irena Petsche
President, Tip Research and
Editor, *Great Performances*

It is often said that sports are a good training ground for the business world. Young athletes learn to work in teams to achieve a common goal. If that is the case, then the sport of fencing is a good training ground for leaders.

While there are team dynamics, for club, school or country, fencing is at its heart an individual sport. All eyes are on you and your opponent as you each try to be the first to score five touches within the three-minute bout. Often called physical chess, you must think on your feet and constantly assess strengths, weaknesses, opportunities and threats to outmaneuver your opponent. How you handle the pressure is visible to your competition and the world at large.

The US Fencing Association (USFA) is dedicated to the development of athletes, both able-bodied and wheelchair, from



is run by a combination of a paid professional staff and hundreds of volunteers. *The HBAAdvantage* spoke with USFA volunteer and president **Kalle Weeks, PhD**, about the challenges and rewards of running such a large volunteer organization while balancing her fulltime professional career and family life.

How do you balance your work, home and community lives?

- Have a clear sense of priorities; say yes when you can, be comfortable saying no.
- Remember to take care of yourself, physically and emotionally.
- Choose volunteer activities that nourish parts of you that are not in the forefront elsewhere in your life.

How did you become involved with USFA?

Although I fenced briefly at Smith College, my USFA volunteer activities began when my children began to fence competitively in New Jersey and at national

events. I've served in a variety of roles at local, division and national levels for the last 20 years. There are three reasons I've stayed involved for so long:

1. *Colleagues* Fencers are a terrific group of people. Everyone's opinionated, yet they tend to be respectful of each other's points of view, which leads to lively debates. They are passionate about their sport and often other things in their lives. Fencers also are of all ages, which is refreshing and invigorating. It's a wonderful community. I look forward to all my exchanges; sometimes there may be some discontent or disappointment on the part of a group or a person, but I know they always have a strong commitment to the success of the sport and organization.
2. *Culture* There's a terrific competitive culture that leads to positive and energizing experiences. It's about "how can I succeed and win," but not at someone else's expense. It's a noble competition.
3. *Challenge* There are significant organizational challenges and problems that my years of professional and personal experience are helpful addressing. We are experiencing tremendous growth and change, especially in areas of technological advances, which require us to think about how we are organized, about how we could do our work more efficiently and to make sure we have the resources to accomplish what we want to do.

What is your support system?

Both professionally and as a volunteer I have always had/built strong support systems in the teams I led/lead; I cannot accomplish what needs to be done on my own. Our vice presidents are great; we share a vision. And there are hundreds of volunteers who make it possible for the USFA to serve our members at tourna-

BOTH PROFESSIONALLY AND AS A VOLUNTEER I HAVE ALWAYS HAD/ BUILT STRONG SUPPORT SYSTEMS IN THE TEAMS I LED/LEAD; I CANNOT ACCOMPLISH WHAT NEEDS TO BE DONE ON MY OWN.

novices as young as eight to elite fencers on the Olympic stage to veteran fencers of 90. The USFA's mission to develop fencers to achieve international success was realized at the 2008 Olympics, where US Women's Saber fencers demonstrated their leadership in the sport by winning gold, silver and bronze.

The USFA has 23,000 members and

HOW DO YOU LINK YOUR VOLUNTEER EXPERIENCE TO YOUR CAREER DEVELOPMENT? Sharon Callahan, EVP/Director, DAS Healthcare Diversified Agency Services (a division of Omnicom Group) *Volunteering for HBA has given me enormous enjoyment and the opportunity to learn from others and to work on real projects and actual problems. In 1997, I was HBA president, there were some big personalities on the board with widely differing views and opinions. My experience managing senior people was limited, and while that year was tough, I learned more about managing with discipline and diplomacy than I ever did in my "day" job.*

ments all across the country. My focus has tended to be on the domestic side; there are lots of things to be done internationally, but we have very strong people who are known around the world and who represent the organization well. Again, as an individual you can't do everything; it's about priorities and having the team in place to get things done. In many ways I take more the role of stage manager than that of a front-and-center performance artist, working behind the scenes to make things happen.

What are the challenges with a large, virtual/remote organization?

A major challenge has to do with the diversity of the membership, athletes of all ages and all skill levels, coaches, fencing clubs, parents, referees, volunteers, each with different needs and expectations for the organization.

Another challenge is communication, as our website (www.usfencing.org) and other technologies don't currently lend themselves to getting the news and information out in as friendly/timely a fashion as we would like. We're exploring ways to communicate with our membership, including development of a new Web site and using Facebook and Twitter, but these are still in the early stages.

Also, managing the growth of the organization — more members, more tournaments, more people wanting to fence — is another challenge. There are nine national events organized by the national office as well as regional divisions and local club events. We have a widespread network of volunteers working at the local level running thousands of events. This can be an issue because one of the challenges we are grappling with is ensuring standardization. We have set up a task force to look at alternate tournament formats. How do we make sure they are fair? That's been our style; when issues come up we set up ad-hoc task forces of knowledgeable people that have a particular mandate and a timeline. So far it's been a good way to address the interesting and potentially

difficult problems. That's all part of the support structure as well.

What are some ways direct reports working remotely demonstrate leadership skills to keep moving up the ladder?

Demonstrating leadership skills at a distance is not really much different from being on-site either professionally or as a volunteer: show initiative, follow through, keep others informed.

What are some of the unique challenges that distinguish volunteer activities from professional activities?

Relationships. While there are lines of responsibility among volunteer tasks and activities, the volunteer corps is just that, so there is no guarantee that any particular individual will be in place for a particular period of time; we need to ensure there are backups and succession plans.

Recognition. There are no salary increments or bonuses for volunteers; our organization is paying more attention to this aspect of our work with volunteers. And conversely, when a volunteer is not performing well, it can be difficult to find a way to ease him or her out of his or her position; "firing" a volunteer more often involves finding another way to make use of his or her skills as we want to preserve loyalty and commitment to the organization and sport.

Responsibilities. Our organization is managed by a paid staff of 16 at our national office, with hundreds of volunteers doing a great deal of work through committees and at our tournaments; making sure that the professional and volunteer activities are well-coordinated is critical to efficient and effective functioning.

Was there a revelation along the way that changed how you looked at things?

I had a real moment of truth one morning when my son (first-born) was about three weeks old and I realized that I would never again experience what I thought of as "normal" ever again. Children really do

change a woman's life in ways that are profound and everlasting. It was perhaps my first inkling that change would be my new way of life. We now know that change is inevitable and must be assumed and cherished as it is the only way we grow and learn.

What is your mantra?

Not sure it is a mantra, but I often repeat what one of my former associates and I said to each other years ago when things didn't go quite as we had expected: "You can never be too clear."

DEMONSTRATING LEADERSHIP SKILLS AT A DISTANCE IS NOT REALLY MUCH DIFFERENT FROM BEING ON-SITE EITHER PROFESSIONALLY OR AS A VOLUNTEER: SHOW INITIATIVE, FOLLOW THROUGH, KEEP OTHERS INFORMED.

What career tips can you offer the next generation of women leaders?

My sense is that everyone who is successful — in whatever career or volunteer activity — is in many ways a teacher, so here is what excellent teachers do, every day, to see that their students learn and grow:

- Know their field(s), both in terms of content and processes
- Plan and organize
- Communicate clearly
- Listen carefully/actively
- Collect information/data on progress toward goals
- Provide accurate feedback
- Reflect on their performance and act on what they have learned

Whether in marketing, manufacturing, finance, insurance, pharmaceuticals, medicine, construction, whatever, these teaching skills are at the core of what successful leaders do, every day. **HBA**

Irena Petsche is president of TIP Research, which provides competitive intelligence, conference surveillance, and KOL identification services. She can be reached at www.tipresearch.com.

WHAT IS THE BEST WAY TO MAXIMIZE THE VOLUNTEER EXPERIENCE? Susan Youdovin, EVP, Healthcare Division, Rosica Public Relations *The best way to maximize the volunteer experience is to think of it as an opportunity, not an obligation. Working with the HBA, you have an opportunity to meet the most amazing people, help move the organization forward and make a difference in advancing women's careers. You also have an opportunity to stretch your professional skills and learn new ones at a level that may not be available to you in the workplace.*

The ROI of Mentoring Programs



Dana Shkolny, MS, MBA

Mersana Therapeutics.

In “ROI of Women at the Top” (*The HBA Advantage*, Fall 2009), **Anne Camille Talley** summarized data from prominent organizations showing positive correlations between companies with women at top levels and higher profitability. Yet, as CEO and President of Catalyst, **Ilene H Lang**, says, “...we languish at 15% of corporate boards, 16% at C-suites, and 3% of CEOs.”

Women are on the verge of becoming the majority of paid US workers (The Shriver Report) and are the majority of graduates of North American and European universities. But a McKinsey report cautions that educational credentials

themselves will not be a springboard to the corner office.

A linear projection of historical trends of women graduates shows only marginal impact on getting women to the top levels.

With more women in the workforce and more women graduating from universities than ever before, HBA’s E.D.G.E. in Leadership study team wondered what tools are available to increase women’s representation at senior levels. Some of what we found: **Many companies and associations are already investing in mentoring programs that are yielding results.**

- Lloyds TSB recognized that even though women are 8% more likely to meet or exceed performance expectations, they tend not to apply for promotions. The company responded with a mentoring program that increased women in management positions from 15% in 1998 to 39% in 2007. Over the same period, women in senior management positions rose from 9% to 21% and four women are now on its nine-member senior executive committee.
- “Women for Boards,” an initiative of UK-based MWM Consulting, launched a mentoring program to increase the number of talented women on the boards of FTSE 250 and FTSE 350 companies. Each candidate is paired with a highly experienced female non-executive director to get more women on the top boards. The Chairman of Centrica and Cadbury, **Roger Carr**, said, “Women win board positions on merit, but add value to the role with a different mindset, a different skill-set and a different style. Boards are intellectually and socially enriched by the presence of women and are consistently more effective through balanced judgment and opinion in decision-making.”
- Computer giant Dell is experimenting with “reverse mentoring,” where women in middle-management roles are mentoring senior men. The feedback from the men has been very positive. The men “realized that they have a lot to learn about the challenges that women face in the workplace, especially learning how to do the ‘right

thing,” reports **Ingrid Devin**, diversity manager for Dell’s Europe, Middle East and Africa regions.

- A recent report on Sun Microsystems’s mentoring programs from 1996-2009 revealed that women and minorities participated in mentoring opportunities in a greater proportion than their representation in the company. A case study by The Gartner Group showed that the benefits accrued to Sun employees beyond mentees had a business impact on mentors in salary grade, retention and promotion rates. In fact, both mentors and mentees were at least five times more likely to be promoted than those not involved in the program. Using conservative measures of salary grade change and job performance, the ROI of the Sun mentoring program was estimated to be 1000%... a worthy investment for anyone to consider.

In today’s environment, it is important that companies take note of the abundance of talented women in the workforce and mentor them for senior roles. A VP-Europe for a leading global healthcare company states, “I have mentored many women in my career. I challenged them; they began to think in a more ambitious way. Today they have moved into very senior positions.”

Mentoring programs are particularly valuable for women because they provide a path toward increased responsibility and “promotability.” **Progressive companies that invest in mentoring programs to get women to higher levels of corporate management have the competitive advantage of better financial and organizational performance.** Increased representation of women in senior management teams gives those teams a diversity of ideas and broader options for decision-making. More companies need to see mentoring programs as a best practice investment to accelerate women’s potential into opportunities and performance. **HBA**

Dana Shkolny, MS, MBA, is program manager at Mersana Therapeutics, a start-up biotech company in Cambridge, MA. She can be reached at dshkolny@gmail.com.

HBA RAISES THE BAR ON MENTORING

Liz Stueck

Director-at-Large, Mentoring, HBA Metro Chapter

I’m sometimes asked: “Why should women in our organization participate in the HBA’s mentoring program? We have our own internal mentoring initiative.”

I love this question for two reasons. First, I’m always delighted to hear that a company is investing in the professional development of women through mentoring; kudos to you. Second, I get to describe how the Metro Chapter’s mentoring program can complement internal corporate initiatives.

How? The HBA program provides exposure to individuals from a wide range of companies, sectors and functional areas. Mentoring takes place in small groups — typically two mentors paired with four mentees — that work together over six months. Participants gain a broad perspective plus a more diversified network of contacts, increasingly valuable in our ever-more-complex industry.

Importantly, we measure outcomes with our primary endpoint determining if mentees achieved the goal they set at the beginning of the program. We have comparative data on whether mentees achieved their goals along with 10 secondary endpoints for our 2008 and 2009 program “graduates.”

For more information, visit www.hbanet.org or contact Liz at eastueck@yahoo.com.

Abbott's Women Leaders in Action: Building an Extraordinary Program



Wendy Hauser, Editor, *Focus On*

What do you call a women's leadership program that has nearly 5,000 active participants and helped increase the representation of women in management by 36% and executive management by 90%?

We call it an HBA ACE Award winner.

Abbott's Women Leaders in Action (WLA) is a great success story and an outstanding example of what can be accomplished with careful planning, targeted goals, passionate members and executive support.

It all started at the top. In 2001, Abbott's Chairman and CEO **Miles White**, in consultation with a recently hired female executive, saw the importance of developing Abbott's female leaders, felt there was value in establishing a dedicated program for women's leadership across the company and articulated a clear vision: Support the leadership, development and



More than 20 women from Abbott take some time to celebrate winning the 2009 HBA ACE Award for their Women Leaders in Action initiative at the '09 HBA Leadership Conference in San Francisco.

inclusion of women at all levels across Abbott through programs and initiatives that enhance leadership competencies and align with business objectives.

The WLA focuses on specific goals that include promoting women's leadership and development, retaining and attracting the best talent, building an internal support system and encouraging diversity and inclusion at all levels. WLA also is focused on helping recruit Abbott's next generation of talented female employees.

While articulating a clear mission and goals is critical, success is equally based on strong tactical and executive support. WLA is currently led by an executive committee of 24 executive sponsors across all areas and functions of Abbott, including six corporate officers, the highest ranking executive level at Abbott. The Abbott Executive Inclusion Council, which monitors the hiring and advancement of women, minorities and other key employee groups, works in conjunction with the WLA Executive Committee to provide guidance to the WLA organization.

Through WLA, women develop and practice the skills they need for leadership roles and advancement, making them stronger, more engaged employees. Women can lead or serve on committees,

manage projects and plan events that are outside their normal job responsibilities, thus providing increased exposure opportunities. Ultimately, this increases job satisfaction and the variety of skills they can contribute to the business, opening new opportunities for the future.

The WLA Structure

The WLA began with a three-phase pilot program that reached women across eight Abbott sites. This launch generated excitement and was so successful that it resulted in a corporate-wide endeavor. Initially, many of the chairs and co-chairs of chapters were members of upper and middle management. Today, employees at all levels and across all divisions lead and participate in WLA. In addition to a large central organization at corporate headquarters, WLA has 10 operating chapters across the corporation. Close to 30% of Abbott's 16,000 female employees in the US are members of the WLA.

Each member of WLA's executive board sponsors a chapter and/or a committee. Executives meet with their group on a regular basis, mentoring women to further develop their skills. To support the interaction between the executive board and WLA membership, there are many different forums: town hall meetings,

MEASURING WLA'S SUCCESS

For any leadership program to succeed, it's necessary to establish specific success criteria. Abbott uses metrics that include career development and growth plans as well as employee satisfaction data. Today, it is clear that WLA is a company-wide success.

- Number of women who have advanced: Management up more than 36% over the last five years, executive management by 90% in the last five years.
- Increase in number of women leading Abbott revenue-generating divisions: Up 100% from two years ago.
- Significant number of women with profit and loss responsibility: Women represent more than 25% of executives running major divisions or country operations.
- Increase in number of women who have attained a desired qualification, certification or degree: Up 135% in seven years.

HOW DO YOU LINK YOUR VOLUNTEER EXPERIENCE TO YOUR CAREER DEVELOPMENT? **Stephanie G. Phillips, PhD** *Volunteering allowed me to try on different hats, to gain hands-on experience in areas in which I had never worked before. With a little help from my HBA friends, I found that I had previously hidden talent in meeting planning and budget development—a real high! Thank you, HBA!*

leadership breakfasts, mentoring circles and one-on-one interviews with senior leaders. At a one-on-one level, WLA drives and leverages mentoring across the organization and it's one of the group's highest priorities.

One of the first committees organized in WLA was the Strategy Committee. This standing committee uses two primary planning tools, the Long Range Plan (LRP) and the Marketing Plan.

The LRP represents a 10-year global projection of the vision and mission of WLA, aligned with business objectives. This plan undergoes an update review every other year, using different sources to guide development, such as benchmarking, member surveys, focus groups and Abbott's Diversity and Inclusion LRP. The Marketing Plan ensures the strategic goals of WLA translate to specific, tactical initiatives and meet the needs of the members, which also is updated every other year and alternates with the LRP updates.

As needed, the WLA Benchmarking Committee contacts organizations from various industries to obtain information on best practices for women's leadership initiatives. WLA has implemented some of the best practices, including executive breakfasts and leadership seminar topics. WLA continues to take advantage of new technology, such as Web casts and electronic program archives, to ensure members have maximum access to all programs.

The WLA conducts a membership survey to assess its effectiveness in women's advancement and the value of WLA and its programs. The survey provides a glimpse of the WLA experience, the impact of WLA on its members' careers and assessment of membership value. Results indicate that members are increasingly satisfied with the program and the skills they are learning as the WLA continues to make significant strides in core areas.

Two workshops are conducted annually to provide WLA leadership with additional

opportunities to build skills. Part of the annual WLA leadership conference is spent gaining insight from members to set goals for the next year.

The Specifics of Communicating WLA to Employees

To support and champion the program and its participants, WLA chapters publish quarterly newsletters as well as profiles of female leaders under the heading "Real Abbott People." The publication focuses on discovering, sharing and celebrating Abbott's female leaders. In addition, Abbott's ongoing dedication to diversity and inclusion is regularly communicated via employee e-mails, news releases, best-of-list rankings, the Abbott employee Intranet and the company's external Web site.

To extend reach to decentralized employees, many WLA chapters develop Web portals where links to event calendars, invitations, profiles and educational programs are offered. There also are WLA chapters focused on reaching sales staff. For example, WLA has a chapter called Pharmaceutical Products Division (PPD) Field Sales Network.

The program also has evolved in the area of community involvement and outreach. Through a strategic partnership with Abbott's philanthropic foundation, the Abbott Fund, and a community clinic for the medically underserved, the WLA launched a preventive healthcare workshop. This workshop was the first opportunity to align one of Abbott's healthcare areas, Diabetes Care, with a WLA outreach effort.

According to **Mary Szela**, a Senior Vice President at Abbott, "The global marketplace has never been more dynamic or challenging, that's why Abbott's Women Leaders in Action program is so critical. WLA ensures our ability to compete and win, by supporting and strengthening the next generation of women leaders. This commitment to developing leaders is a key driver of Abbott's current and future success." **HBA**

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WHAT IS THE BEST WAY TO MAXIMIZE THE VOLUNTEER EXPERIENCE? **Barbara M. Pritchard**, President, The Pritchard Group / Intermedica, Inc. *To me, volunteering should be more than just raising your hand. You need to think about what you have to offer and what you will gain from the experience. If it's giving back to an organization whose mission you feel passionate about, that's great. But it might also be to strengthen your own skills and experience. Be strategic about giving your time, experience and effort. And then measure the results both in terms of what the HBA has gained by your volunteering and what you have personally gained.*

Leading Without Positional Power



Helen Cooke

Managing Director of Cooke Consulting Group, LLC

Influencing others when you have no direct authority over them has become de rigueur. Even those with impressive titles indicating formal authority still have to influence certain constituencies.

Daniel de Vries, Program Manager Special Projects, Johnson & Johnson Consumer Products, agrees. “This is the fastest growing leadership scenario, with an explosion in project management and matrixed organizations. The only way to succeed in today’s interlinked world is to develop the ability to lead and influence without having direct authority.” **Donna J. Sturgess**, Founding Partner, Buyology Inc. and former Head of Innovation, GlaxoSmithKline states, “Influence requires you to flex different leadership muscles. People who frame issues and opportunities in a way that enlists people’s support will be the stars of the flat organizations of the future.”

How do you effectively address situations when you’re not in charge? Focus primarily on what is within your control and influence. Don’t get sidetracked by issues beyond your control and influence. This will ensure forward momentum and markedly less frustration.

One coaching client wanted to increase her influence effectiveness. Business partners were extremely pleased, but management had concerns with peers’ perceptions of her. Rather than rail against the unfairness/inaccuracy of those perceptions, she concentrated on what she could control and influence. She paid attention to her attitude, prepared for meetings and how best to respond ‘in the moment’ and started meetings with small talk (not her preferred approach). After meetings, she ‘teed up’ outcomes to management by acknowledging peer input and emphasizing collaboration. Within a year, this manager was positively influencing her peer group and was promoted.

Kristin McCabe, General Therapeutics Sales Professional with sanofi-aventis, emphasizes, “Although other teammates are more experienced and possess senior level positions, I never hesitate to share ideas and product-selling initiatives. Taking ownership of potential customers and providing fresh selling strategies will aid my team. Demonstrating leadership and accountability will open doors to greater levels of responsibility.”

Sturgess recommends to “start by listening; people will engage when your objectives and agenda coincide with theirs. The alignment of objectives is a powerful tool.” When de Vries was asked how he overcomes situations in which he is not in positional power and yet needs to impact the outcome, he responded, “This is what I do everyday, pretty much the whole day. I always start with a clarification of expectations. Beyond that it all depends on the situation.”

Robert Cialdini, PhD, author of *Influence: Science and Practice*, specializes in scientific research and real-world application of ethical influence skills. I point out “ethical,” because Cialdini compares influence techniques to dynamite, a powerful tool that can be used for good or for evil. Cialdini’s six principles are:

- **Reciprocation:** Foundational to all human societies
- **Liking:** Can be activated by similarity, praise and cooperation
- **Social Proof:** When uncertain, people will look to see what others are doing
- **Authority:** Expertise and trustworthiness are key
- **Consistency:** People want to behave in agreement with the stands they’ve previously taken
- **Scarcity:** Opportunities that are less available strike us as more valuable

With these principles in mind, a US-based Vice President wants to influence his company’s non-US business units to implement a program that has been impactful in the US and offers value for their operations. Since he’s aware of a bias against US ideas, his approach includes:

- Forging personal relationships with individual presidents (liking)
- Providing success stories with this type of effort in non-US companies (social proof)
- Admitting the perceived “weakness” at the start — that the effort was started in the US — and sharing his credentials with this process (authority)
- Tying this effort to their own espoused values (consistency)
- Framing the potential loss of not pursuing this initiative (scarcity)

The VP anticipates piloting the program in a European country in the next few months.

While a framework of tactics will enhance success rates in influencing others, awareness of the idiosyncrasies of the situation is paramount. As de Vries emphasizes, “Do not choose one single approach to influencing others; it requires a lot of customization. Whatever approach you take, clarity of expectations is the starting point.”

It’s never too soon or too late to work on our influence skills. As McCabe points out, “Leading without positional power grooms employees like myself for a successful future within the organization.” **HBA**

Helen Cooke is Managing Director of Cooke Consulting Group, LLC, where she partners with leaders in unleashing potential for themselves and their organizations through executive coaching, leadership development, team development and organizational development efforts. She can be reached at www.cookeconsult.com.

HOW DO YOU LINK YOUR VOLUNTEER EXPERIENCE TO YOUR CAREER DEVELOPMENT? **Anne Camille Talley**, Principal, Health Leaders Consultancy
HBA Star Volunteer 2008 *Many ways: Volunteer friends quietly advise me about job challenges and new opportunities. Also, I learned how to lead before anyone would pay me to lead. Finally, volunteering has given me industry visibility and credibility I would never have had just from paid work.*

Is Medical Travel in Your Future?



Kathleen Rohrbaugh
CGFNS International and Editor, *In the Know*

In 2007, 750,000 Americans traveled abroad for medical care. With a sustainable annual growth of 35%, the 2008 Deloitte Center for Health Solutions report, *Medical Tourism: Consumers in Search of Value*, projected that US patients traveling to other countries for medical care could exceed 1.6 million by 2012 while foreign patients traveling to the US for medical care would grow to 561,000 by 2017.

AMA EMPLOYER/INSURER GUIDELINES FOR MEDICAL COVERAGE OUTSIDE THE US

1. Medical care outside the US should be voluntary.
2. Financial incentives to go outside the US for care should not inappropriately limit diagnostic and therapeutic alternatives or restrict treatment or referral options.
3. Financial incentives should be used only for care at institutions accredited by recognized international accrediting bodies.
4. Local follow-up care should be coordinated and financing arranged to ensure continuity of care.
5. Coverage for travel outside the US for care must include the costs of follow-up care upon return.
6. Patients should be informed of rights and legal recourse before traveling outside the US for care.
7. Patients should have access to physician licensing and outcomes data, as well as facility accreditation and outcomes data.
8. Transfer of patient medical records should be consistent with HIPAA guidelines.
9. Patients should be provided with information about the potential risks of combining surgical procedures with long flights and vacation activities.

In a follow-up report, *Medical Tourism: Update and Implications*, the center's executive director, **Paul H. Keckley, PhD**, writes that "medical tourism has transitioned from a cottage industry to

an acceptable alternative for elective care that's safe and cost effective if coordinated by reputable health plans and providers." He goes on to say: "Medical tourism represents an important option for patient populations who need care, but lack adequate out-of-pocket funds to afford a procedure in the US or those who seek lower prices for purposes of savings."

Currently, at least 28 countries on four continents cater to the international health traveler, with more than 2 million patients visiting hospitals and clinics each year in countries other than their own. Those who go abroad for medical care do so for cost savings, better quality care, excluded treatments, specialty treatments, shorter waiting periods, "in-patient friendly" service and the lure of the new and different, according to "Patients Beyond Borders" author **Josef Woodman**.

Is healthcare overseas safe?

According to Woodman, "The best hospitals and clinics abroad maintain health and procedural standards equal to, or higher than, those you encounter in the US. Many hospitals abroad are accredited by the same US agency (the Joint Commission) that certifies hospitals here."

Will my health insurance cover my overseas medical expenses?

Check with your administrator because coverage is currently driven if an employer demands it. For example: Deloitte's medical tourism report cites four pilot programs within health benefits plans in the US:

- Anthem Blue Cross and Blue Shield (Wellpoint) in Wisconsin for Serigraph employees to go to Apollo Hospitals in India for certain elective procedures.
- United Group Program in Florida for 200,000 individuals covered through self-funded health plans and fully-insured, mini-med plans for services in Bummigrad, Thailand and Apollo Hospitals in India.
- Blue Shield and Health Net, California

for employers that hire a large number of Mexican immigrants (20,000 patients) for services in Mexico.

- Blue Cross Blue Shield of South Carolina for procedures organized through Companion Global, if their plans cover travel, for services in Bummigrad Thailand with follow-up visits with physicians at Doctors Care.

Deloitte's **Alison Hagan**, US Life Sciences Senior Manager in San Francisco, says there is a wide spectrum of services offered and facilitated through the use of electronic medical records. However, she cautions that you need to be your own health advocate, do your homework and make arrangements for follow-up care abroad and back at home.

Woodman offers the following steps for planning medical treatment abroad:

- Become a savvy, informed medical traveler
- Plan your health journey
- Budget for your treatment and trip
- Work with a health travel planner
- Identify what to do when you are at the medical facility
- Plan what to do when you arrive back home
- Discuss plans for what your travel companion should do

For Philadelphia-based CGFNS International, an internationally recognized authority on credentials evaluation and verification pertaining to the education, registration and licensure of nurses and healthcare professionals, the interest lies in the credentialing of the nurses and other healthcare professionals employed in facilities providing medical services to medical travelers. "We, like other organizations, are just starting to explore the whole phenomenon of medical tourism," said CEO **Barbara Nichols, HBA**

Kathleen Rohrbaugh is Manager of Planning, Marketing & Communications, CGFNS International and Editor, In the Know. Kathleen can be reached at krohrbaugh@cgfns.org.

WHAT IS THE BEST WAY TO MAXIMIZE THE VOLUNTEER EXPERIENCE? Shellie Caplan, President, Caplan Associates *A way to maximize the volunteering experience is to select a volunteer assignment that allows you to demonstrate skills and proficiencies not revealed in your job functions. Volunteer to work with new people you haven't known before to exhibit your strengths while expanding your network, and increasing your visibility.*

Growing Call to Volunteer

continued from page 3

with Tom and Tanya during the course of planning the charity event, Harry and Harriet are now the “go to neighbors” to help with home projects to reduce labor costs. Their friendship deepens as they help each other on a regular basis, all from the social interaction of their volunteer work. Now consider the possibility that Harriet is a professional “in transition” (a more contemporary phrase for unemployed). Planning a local charity event enables her to leverage her skills, cover a resume gap and perhaps to develop some new skills to strengthen her resume and increase her chances of finding a new job. Taking this one step further, through her involvement with the charity event, Harriet could effectively network and meet potential employers as well as referrals with the benefit of having references to vouch for her outstanding project management capabilities.

Barbara Haimowitz, PhD, Associate Director, Market Research & Planning at Regeneron Pharmaceuticals, Inc. and Director of Marketing for the HBA Metro Chapter, exemplifies just how valuable volunteering can be professionally. “Developing professionally into a leader is a process of osmosis; the HBA lessons filter in over time. My experiences on the HBA Metro Chapter board sped up this process for me, making me uniquely qualified to execute complex management projects in my day job.”

Let’s not discount that volunteering makes Harry or Harriet feel good about themselves and fulfills an inherent desire to give back to help those in need. Research shows that this is the motivator of the young, driving their increased interest in volunteerism. “By volunteering, you’re helping others to learn and grow,” says **Robert Likoff**, CEO, Group DCA, “It feels good to help someone else reach their full potential.”

So, giving back can be an incredible boost to your self esteem and lift your spirits. When you couple this with passion for a cause, there is no greater motivation for a volunteer. **HBA**

Julie Kelly is President, HBA Metro Chapter. She can be reached at julke@comcast.net.

Rightside In, Inside Out



THE PRESIDENT’S FORUM *Susan Torroella*

My youngest son always asks me to make his shirt “rightside in,” meaning the opposite of “inside out.”

Inside out usually means something is on incorrectly, but this is not so when it comes to leadership. Extreme leadership or authentic leadership is always Inside Out.

I learned about extreme leadership as an HBA volunteer and I encourage you to become a volunteer leader within the HBA.

By becoming an HBA volunteer leader several years ago, I gained many experiential leadership opportunities and now have the great honor of being the 2010 president. (This is an OSIM for those of you at the recent Leadership Conference).

As an HBA volunteer leader, I have learned from individuals such as leadership speaker and coach **Lelia O’Connor** and **Steve Farber**, a leadership guru and keynote closing speaker at the conference. I have learned from **Laurie Cooke**, HBA’s CEO and **Ceci Zak**, VP, sanofi-aventis and the HBA’s immediate past president.

I could fill a tome with the names of individuals and all they have taught me just by being a part of the HBA. I have learned business skills, leadership skills, diplomacy skills, life skills and so much more. But if I had to boil it down to one thing, these individuals and the HBA have taught me that what I stand for is Leadership from the Inside Out.

By caring deeply about the work I do as COO of MEDEX Global Group, as president of the HBA and by showing how deeply I care about the people I work with, I hope to inspire others to do the same and to give others access to the fact that we can truly change the world through the work that we do.

With the HBA, we can change people’s careers to make them more successful and more meaningful. We can help leaders at all stages of their careers be amazingly impactful in their worlds. We can and do make a profound difference.

Consider making this the year you step up to become an HBA leader. **HBA**

The Cheese Stands Alone



THE CEO’S CORNER *Laurie Cooke, RPh*

What do the nursery rhyme chant, “the cheese stands alone,” and the HBA Leadership Conference opening plenary session have in common? A notable message from keynote speaker **Libby Gill**. Libby humorously challenged audience members to look behind them. If you are leading others and you’re all alone, that means nobody is following you. And if nobody is following you, then you’re not really leading.

Leading is not about formulating a brilliant vision and heading off confidently on your clearly envisioned road to success. It’s about articulating that vision to those around you so they, too, can see the vision and gain the enthusiasm to join you on this journey. I would assert that to get the maximum number of people not only willing to follow your lead, but to do so as enthusiastically as you, you need to engage these people in the creation of this vision.

A striking example of my point is HBA volunteer **Jeanne Zucker**. Jeanne is the chair of this past year’s wildly successful leadership conference. She worked with the volunteer conference team to envision the leadership event and create a collective vision of success, which the team enthusiastically embraced. Judging from the throng of exuberant volunteers who gathered on the stage at conference close chanting “Jeanne, Jeanne,” I think she can be confident that if she followed Libby Gill’s challenge to look behind her, she would not be “the cheese standing alone.” Jeanne would have seen the entire leadership conference team joined by the more than 600 conference attendees. **HBA**



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