

As part of our year-long series on women and health, we tapped women leaders representing a multitude of the industry's sectors to talk about their leadership philosophies, steps they took to accelerate their careers, leadership lessons learned along the way, how they broke the mold, and what their responsibility is to mentor the next generation of women leaders.

Currently, executive women hold only about 4.6% of CEO positions in S&P 500 companies. Research from McKinsey & Company reports that at the first critical step up to manager, women are 18% less likely to be promoted than their male peers. This gender disparity has a dramatic effect on the representation of women: if entry-level women were promoted at the same rate as their male peers, the number of women at the senior VP and C-suite levels would more than double. Additionally, McKinsey notes that women

are less likely to receive advice from managers and senior leaders on how to advance, and employees who do are more likely to say they've been promoted in the last two years. Similarly, women are less likely to interact regularly with senior leaders, yet employees who do are more likely to aspire to be top executives. Finally, in its Women in the Workplace 2017 study,

McKinsey notes women are less likely than men to aspire to be a top executive, and those who do are significantly less likely than men to think they'll become one.

To provide some much-needed inspiration, we looked to our PharmaVOICE community of executive women to find out how they navigated to the top of their fields.

## Hitting the Gas Pedal

There are a number of ways to accelerate one's career — build your network, toot your horn, cultivate sponsors, be strategic, negotiate your worth, step outside your comfort zone, etc. We asked our community of women executives to share their career accelerating experiences.

### CHRISTI SHAW

Senior VP & President, Lilly Bio Medicines, Eli Lilly and Company

I owned my career myself. I set my sights on what I wanted to achieve in my career life and didn't let anyone, sustainably, make me feel like I couldn't do it. Maybe I doubted myself sometimes, but my support system always helped me see I could do it. I actioned my own development plan. I consistently ask for feedback, coaching, and 360s; I evaluate learnings on why things went well, why things didn't go well; I read a lot about leaders, leadership, winning hearts and minds, legacy leadership, making a real impact, etc. I don't make my career about a company. I make it

about my personal mission to help as many patients as I can in my lifetime. I can do that by learning more, taking on many lateral roles, cross functional, cross sector, and then taking on more responsibility, including both commercial and scientific/medical accountabilities. I pay it forward and backward, up and down. I spend too many hours on my mission to help patients not to care about the people I work with. I am still connected to most of the members of any team I have led. I take the time to help others achieve their dreams. I find I get 10 time back what I put in. I learn new things, I am reverse mentored, and I get great joy from helping others.

### KATHY GIUSTI

Founder, Multiple Myeloma Research Foundation; Co-Chair, HBS Kraft Precision Medicine Accelerator

Be laser-focused. Set your goals and a roadmap to reach them. Ignore the distractions and the detractors.

### MARY LYNNE HEDLEY PH.D.

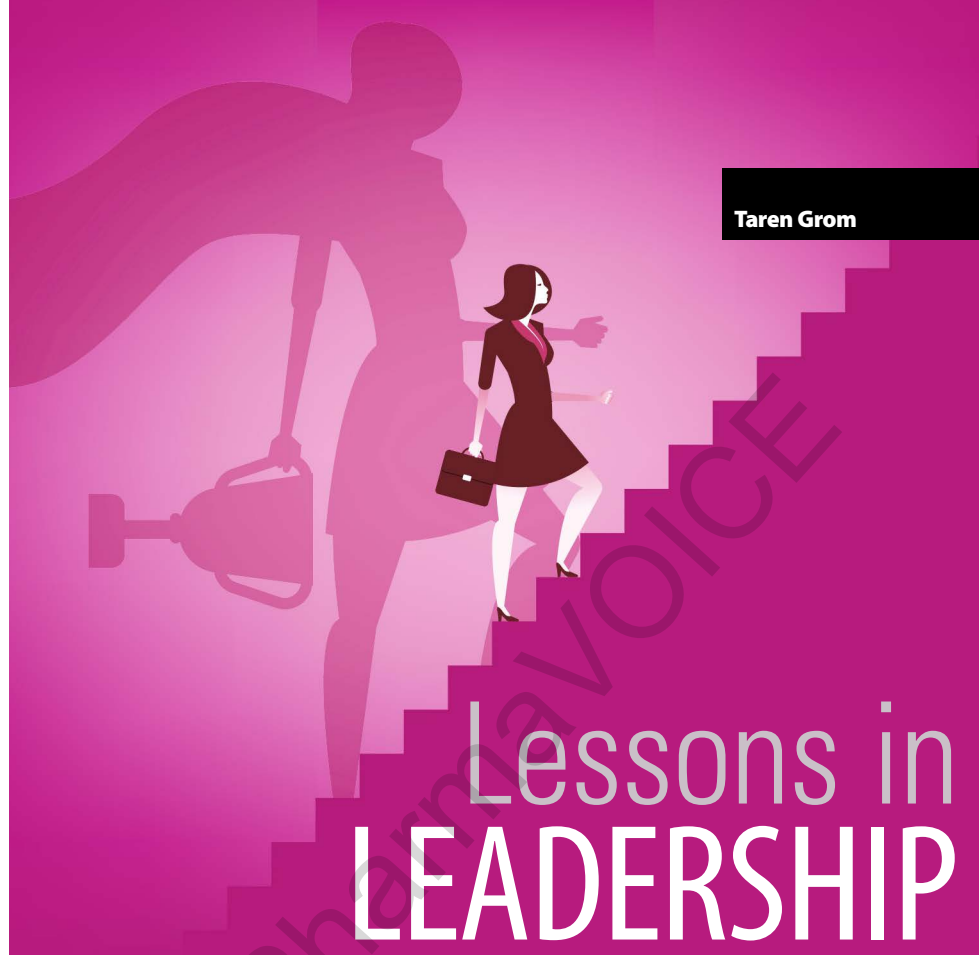
President and Chief Operating Officer, TESARO

I took a big uncomfortable leap without a good sense of how things would turn out. My first company was founded by myself and two other post-docs and we didn't know much about starting a business, certainly not a biotech company. But, we believed in ourselves, in what we were doing, and we had a passion to convert an interesting scientific idea into a drug to help patients. Importantly, we were smart enough to know that we needed help to be successful and we were not afraid to seek out that assistance and figure it out. Embracing the unknown is scary, but if goals are aligned with passion and commitment, taking that leap can be the best accelerator.

### HOLLY MAY

U.S., VP Marketing & Sales, Sobi Pharmaceuticals

I decided early in my career that gaining



# Lessons in LEADERSHIP



The most significant thing I did to accelerate my career was to take on a general management position with full P&L responsibility.

**MICHELLE KEEFFE**

Syneos Health  
PharmaVOICE 100 Red Jacket — 2015

experience and exposure was critical. I made very purposeful decisions to seek out and take on lateral or lattice roles as opposed to only focusing on the promotion. Careers are long and working in cross-functional roles for a few years is the best possible development. They provide a tremendous foundation of practical skill-building.

**EVA JACK**

Chief Business Officer, Mersana Therapeutics

Learn new skills is critical. If I thought a job was interesting or intriguing, even if I didn't have the appropriate skill set going into the job, I would take the job. Openness to learning new skills can lead to new opportunities that might not be the obvious next step in your career.

**DEBORAH DUNSIRE, M.D.**  
CEO, XTuit Pharmaceuticals

My advice: take an international position. Working in different countries and cultures challenges any preconceived notions of how business should be done and teaches new approaches and an openness to different viewpoints. It is an invaluable growth experience.

**MICHELLE KEEFFE**

President, Commercial Solutions, Syneos Health

The most significant thing I did to accelerate my career was to take on a general manage-



There are three words that best describe my leadership style: thrill, accountability, and purpose.

**SILVIA PEREZ**

3M Drug Delivery Systems Division

ment position with full P&L responsibility. This type of role challenges your thinking in a variety of ways and forces you to be hyper-focused on what will drive future growth. All decisions — from deciding how to manage profitability to building a team with the right mix of talent and diversity of experiences — tie back to how you can drive growth. These experiences absolutely accelerated my capabilities and leadership skills and made me more valuable to my employer and my clients.

**JENNIFER MATTHEWS**

President and Managing Partner, The Bloc  
Early on in my career, I said yes to a position with broader responsibilities that was not entirely aligned with the path I had intended to pursue. It stretched me and taught me skills I wouldn't have had a chance to develop for several more years if I had stayed on the conventional course. Lesson learned: get uncomfortable, challenge yourself and good things can happen.

**CHITRE LELE, PH.D.**

Chief Scientific Officer, Sciformix  
My decision to take a risk and look for opportunities in an emerging geography was the most significant thing I did. By seeing the potential of an untapped market such as India and taking action to build it, I was given the platform to be a trailblazer and assume leadership early in my career.

## No. 1 Leadership Rule



**ERIN BYRNE**

CEO, ghg | greyhealth group

"Leaders make sure people not only see the vision, but they also live and breathe it." — Jack Welch



**SHARON CALLAHAN**

CEO at TBWA\WorldHealth, Chief Client Officer, Omnicom Health Group  
PharmaVOICE 100 — 2017

Run to the fire.



**JUDY CAPANO**

Managing Partner/Chief Operating Officer, Calcium  
PharmaVOICE 100 — 2009, 2017

Treat others as you would like to be treated.



**KIM DENNY**

CEO, hVIVO plc  
PharmaVOICE 100 — 2017

Help others through periods of change and ambiguity.



**DARLENE DOBRY**

Managing Partner, Ogilvy CommonHealth Worldwide, a WPP Health & Wellness company  
PharmaVOICE 100 — 2011

Listen — to be an effective leader, people have to be heard and know that you value their perspective.



**TRACY DOYLE**

President, Phoenix Group  
PharmaVOICE 100 — 2006

Do not be afraid to ask for what you need.



**DEBORAH DUNSIRE, M.D.**

CEO, XTuit Pharmaceuticals  
PharmaVOICE 100 Red Jacket — 2005

Draw out all perspectives around a complex issue and listen carefully.



**KATHY GIUSTI**

Founder, Multiple Myeloma Research Foundation, Co-Chair, HBS Kraft Precision Medicine Accelerator

PharmaVOICE Red Jacket — 2016

Dare to go first.

## No. 1 Leadership Rule



### EVA JACK

Chief Business Officer, Mersana Therapeutics

PharmaVOICE 100 — 2017

Listen and pay attention to your team members.



### CHITRA LELE, PH.D.

Chief Scientific Officer, Sciformix

PharmaVOICE 100 — 2014

Lead by example.



### HOLLY MAY

US, VP Marketing & Sales, Sobi Pharmaceuticals

Be an active listener — this means ask questions and listen deeply.



### CAROLYN MORGAN

President, Precisioneffect

PharmaVOICE 100 — 2016

Be present — no one but you can set your own boundaries.



### MELANIE NALLICHERI

Chief Business Officer & Head Biopharma, Foundation Medicine

"When you get the rhythm in an eight, it's pure pleasure to be in it. It's not hard

work when the rhythm comes — that 'swing' as they call it." — The Boys in the Boat



### TERRI PASCARELLI

CEO, AIT Bioscience

Be open to a variety of outcomes in almost all situations.



### JULIE ROSS

President, Advanced Clinical

PharmaVOICE 100 — 2014, 2016

Be an authentic listener and pay it forward.



### RACHEL STAHLER

Chief Information Officer, Syneos

Be as transparent as possible.



### KAMNI VIJAY

VP and General Manager, Genomics Division, Agilent Technologies Inc.

Focus on execution and results.



### ALEXANDRA VON PLATO

CEO, Publicis Health

PharmaVOICE 100 — 2013

Make yourself up — so much of what you can (and should) do is constantly

keeping yourself inspired.

### REENIE MCCARTHY

President and CEO, Stealth BioTherapeutics

The most significant thing I did to accelerate my career was to step outside of my comfort zone. I did this first when I left a more formulaic career path in corporate law to join Morningside Ventures. Morningside expanded my horizons and pushed me to learn — about cutting-edge science and leadership in companies and on corporate boards — and to adapt quickly to new challenges. I stepped outside my comfort zone again when I joined Stealth BioTherapeutics to lead a team of experienced biotech professionals. I learned a tremendous amount in both roles, which I attribute to my mentor, in the first instance, and my team, in the second, but not without some moments of sheer terror each time.

### CAROLYN MORGAN

President, Precisioneffect

I don't know that I "did" this but I have a ton of perseverance. I take setbacks in stride and learn the lesson to ensure I can be better tomorrow. I assume we will come out on top and that eternal mix of perseverance and optimism has led our teams through losses.

### JULIE ROSS

President, Advanced Clinical

As I look back, the most significant thing I did to accelerate my career was to take a lateral position in an area where I had little experience. Literally, I had spent my days in operational roles, including operations management, and was fortunate enough to be asked to take on an individual sales role. While at first I thought it to be the craziest idea ever, a mentor helped me recognize the value in doing so and reminded me that I could always go back to operations. Reflecting back, it opened my world and my view had new colors and perspectives that proved immensely valuable to accelerating my career. Seeing the business world from multiple perspectives is ultimately priceless.

### TERRI PASCARELLI

CEO, AIT Bioscience

If I've done one thing that accelerated my career, it was being intentional about seeking opportunities to learn and lead outside of my day job — from early in my career through today. These other roles allowed me to spend time with more experienced leaders, to build my network, and to work on skills that complemented or sped up what I was exposed to at work. I've served with organizations such as the American Heart Association, the United Way, the U.S. Jaycees, and academic organizations' external advisory boards. My long-standing professional volunteer experience has been with the Healthcare Business-

women's Association (HBA), where I served as chair, and which I've proudly been associated with for more than 15 years.

### AHNAL PUROHIT, PH.D.

Owner, Purohit Navigation

Probably the most significant career decision I made was leaving a comfortable position at a large market research firm and venturing out on my own in the early 1980s. I think most people reach a point, somewhere in their career, where they pivot; sometimes it's taking a new or more senior position within the organization that they're at. Sometimes it's leaving what they know and starting anew. I felt I was able to hit my professional stride once I had the freedom to call my own shots.

### NICOLETTE SHERMAN

Global Head of Leadership Development, Sanofi

Taking on a global assignment opened up the world for me. Understanding the distinctions and dynamism in our markets and our diverse patient needs provides the platform and urgency around adapting products and healthcare solutions and transforming the way we work to be relevant in the future. Working with global teams continues to broaden my thinking and inspires me with opportunities for ongoing learning and development.

### KAMNI VIJAY

VP and General Manager, Genomics Division, Agilent Technologies

Working with a professional coach, I sharpened my instincts as a leader early in my career and then later as my leadership style evolved. We all have our own blind spots, but it can be easy to ignore them, and the ways in which they contribute, or stand in the way of our problem-solving and progress. Knowing how to navigate around these blind spots has truly accelerated my results-orientation and enabled me to be very thoughtful about how to build and fuel multi-dimensional, world-class teams.

### NATALIE MCDONALD

President, Create NYC

While it took time to appreciate it, the most important thing I did to accelerate my career was to not get ahead of myself or my competencies. My best managers took the time and care to ensure I was ready for what came next, which meant a focus on learning and then demonstrating before finally mastering the skills to excel at each step in my career.

### LORNA WEIR

Founder, Elevate Healthcare

I have a consistent drive to expand my area of



expertise and experience. From Wall Street, to law, to consumer marketing and healthcare, I have been driven by an innate interest and need to delve deeper into my discipline as well as develop a greater understanding and appreciation for other disciplines that are critical to the overall success. Understanding the broader context and perspective has allowed me to excel beyond my core competency.

**ALEXANDRA VON PLATO**  
CEO, Publicis Health

It may sound simple, but I raised my hand and I asked. I asked for the time of senior executives. I asked for opportunities. And I asked for promotions. I did it politely and often. As easy as it sounds, it's not. If you don't ask, you don't get. Accelerating your career means making the case for yourself, having the courage of your convictions. First, you have to have conviction, which gives you courage. Second, you have to ask.

**SILVIA PEREZ**  
President and General Manager, 3M Drug Delivery Systems Division

There are three words that best describe my leadership style: thrill, accountability, and purpose. I define thrill as having the courage to take risks, the willingness to embrace change,



Take an international position. It is an invaluable growth experience.

**DR. DEBORAH DUNSIRE**  
XTuit Pharmaceuticals  
PharmaVOICE 100 Red Jacket — 2015



I took a big uncomfortable leap without a good sense of how things would turn out.

**DR. MARY LYNNE HEDLEY**  
TESARO



I have a consistent drive to expand my area of expertise and experience.

**LORNA WEIR**  
Elevate Healthcare  
PharmaVOICE 100 — 2017

and the thirst for being challenged. I am at my best when I'm a little uncomfortable and facing big challenges and expectations. Accountability is not only about ownership and hard work on my part. It's about being true to my values. As for my leadership style, I expect

people in my organization, at every level, to be held accountable for the results they commit to. In holding people accountable, I make sure I'm being clear about my expectations, being supportive, and being direct. I don't define purpose in terms of power, money, or glory.

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Rather, I define it in terms of authenticity, original thought, and the ability to make a unique contribution that in some way can change the world. In the healthcare field, that becomes very possible and is a big reason why

I've been with 3M for my entire career. I had had very little concern for the boundaries of my job description. I don't mean that in a disrespectful way. Rather, I've always looked for ways to contribute above and beyond the defi-

inition of my job. That strategy has given me opportunities to develop myself in areas that were not natural to my job description, thus feeding my thirst for learning and expanding my depth of knowledge and experience.

## Lessons and Pitfalls



Get to know your authentic self and enlist your network to provide you with ongoing feedback.

**KAMNI VIJAY**  
Agilent Technologies



As recent as 30 years ago, female executives running their own companies were almost unheard of. I'm so happy with the progress that we've made since then — and continue to make.

**DR. AHNAL PUROHIT**  
Purohit Navigation  
PharmaVOICE 100 — 2009, 2010

performance of your team, it is hard to ignore a consistent track record of high performance. But don't stop there. Leverage this hard work. Make a plan to share your results with leaders in your organization. Use your demonstrated track record of delivering as a springboard to ask for more responsibility and identify internal champions to help campaign for you.

**JENNIFER MATTHEWS**  
President and Managing Partner, The Bloc  
We expect ourselves — and each other — to be perfect, often regardless of gender. Let's cut ourselves a collective break. It is absolutely possible to have it all, just not at the same time or moment. Make the right choices for yourself based upon your career and personal priorities.

**HOLLY MAY**  
U.S., VP Marketing & Sales, Sobi  
Pharmaceuticals  
Authenticity is extremely important. Have confidence in who you are and what you can bring to the table. You need to let go of being the person you think others want you to be. This can be hard for women. I have suffered from listening to that voice in my head that says don't speak up, or just say what you think everyone wants to hear. Over my career I have learned that diversity of thought and opinion is often the thing that can cause leap-frog changes. Personal impact comes from the place where you embrace who you are and the value you bring to the organization. You should feel empowered to depart from the status quo.

Along the way to the top there are many lessons to be learned and pitfalls to avoid: do keep track of career accomplishments; do look for opportunities for lateral moves; don't let your network flail even while you are employed; don't wait for a raise or promotion; and don't count on your company to manage your career — you are in charge. Our executives talk about what they have learned to do and what not to do.

**ERIN BYRNE**  
CEO, ghg | greyhealth group  
Women should avoid falling into the trap of being apologetic and deferring to men because of their gender. Both women and men deserve an equal voice and equal opportunity. Women need to have the confidence in themselves to contribute in the workplace and collaborate as equal partners with their male colleagues.

**DARLENE DOBRY**  
Managing Partner, Ogilvy CommonHealth Worldwide, a WPP Health & Wellness company  
Be present, be authentic, and be passionate. Don't be so focused on what's next that you

miss the opportunity to be the best you can be in your current role or stage of your life. It's important to stay true to who you are and what fulfills and motivates you. Pursue everything you do with passion. And never forget to help lift other women along the way. Don't feel as you have to step on others to get ahead.

**TRACY DOYLE**  
President, Phoenix Group  
Don't beat yourself up when you don't live up to your own expectations. Reflect and learn from those times when you stumble and fall over. One pitfall to avoid: don't be the smartest person in the room. The team will feel that you don't need them and you will not grow as a leader. Delegating and elevating is the only way to grow. Being the smartest person in the room holds you back because people are afraid to empower themselves and make decisions.

**MICHELLE KEEFE**  
President, Commercial Solutions, Syneos Health  
The leadership lesson I would impart is to drive performance for your organization. Whether it is performance in a functional area or overall

**NATALIE MCDONALD**  
President, Create NYC  
It is important to balance work and personal pursuits. My most successful professional years were those that I also accomplished exciting milestones outside of work. Passion shouldn't be limited to just one part of life. For example, my "give it all you got" attitude has inspired adventures throughout the world together with my husband and children with a goal of experiencing different cultures.

**CAROLYN MORGAN**  
President, Precisioneffect  
When in a tough situation, I have learned to fully explore the worst-case scenario, accept it, and solve for it. Only once you have truly looked at what might happen can you then

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lead from a place of strength and confidence, which empowers you and your team to behave differently. We have all fallen victim to “hoping” for a different outcome.

**MELANIE NALLICHERI**

Chief Business Officer & Head Biopharma, Foundation Medicine

Choose wisely who you work for. This sounds obvious, but I think most women often make their choice based on the immediate role at hand. While I think the role is important, who you work for is more so. Repeatedly, I've been able to identify bosses who are “gender blind” and who valued my contributions above all else. Each of them has been a true advocate — they have looked out for me and identified the next role I should step into, often long before I had thought about it. So in essence, by choosing your boss, mentor, sponsor, you are not just picking a role, you are choosing a career.

**TERRI PASCARELLI**

CEO, AIT Bioscience

While it's a generalization, women who are trying to move ahead in their career may feel they have to carefully mind the “tone” of their leadership style, and demonstrate how “tough” they are in order not to be slotted as too soft of a leader. The caution I'll share in that regard is



Have confidence in who you are and what you can bring to the table. You need to let go of being the person you think others want you to be

**HOLLY MAY**

Sobi Pharmaceuticals

to remember that bringing your best self and your best leadership is to be authentic. Lead with your strengths. Leverage the talents that give you energy rather than trying to manipulate yourself to be someone you're not, which drains your energy and doesn't usually bring you the leadership credibility you seek.

**AHNAL PUROHIT, PH.D.**

Owner, Purohit Navigation

As recent as 30 years ago, female executives running their own companies were almost unheard of. I'm so happy with the progress that we've made since then — and continue to make. Early in my career, I can remember

apologizing to employees when I would ask them to redo work that they had done, because I thought it wasn't fully developed. Very rarely did I ever hear a male colleague apologize to his employees when he would ask the same. I think we've reached a parity today between the genders, where no one apologizes for demanding the best — no one ever should.

**LYNN O'CONNOR VOS**

CEO, Muscular Dystrophy Association

If I could impart one leadership lesson to other women who are climbing the corporate ladder, it would be: Go for it. Woman all too frequently hold themselves back. Be confident

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in your abilities, stay engaged with leaders in your field, and challenge yourself to always be on top of your game.

**SHARON CALLAHAN**

CEO, TBWA\WorldHealth; Chief Client Officer, Omnicom Health Group

Be yourself, and never stop trying to be the best version of yourself. Don't believe that hard work alone will get you the recognition that you deserve; it won't — you'll become indispensable and invisible.

**GISELA SCHWAB, M.D.**

Chief Medical Officer, Exelixis

What propelled me forward in my career was stretching myself outside my comfort zone and embracing new challenges. This can result in very impactful experiences. For example, early on in my career when working at Amgen in Germany, I was asked to step in as the medical lead for the French subsidiary for several months. I decided to take on the challenge of dusting off my French and commuting to another country every week to lead the French medical department. It definitely forced me to step outside of my comfort zone, and took time away from my family and friends for a bit. But taking this opportunity proved to be a great experience and important to progressing my career. In my opinion the biggest pitfall to avoid is being intimidated by a louder voice that may cause you to avoid standing your ground. You have to be tenacious. If you are not heard the first time, say it once more — persevere if you feel you have a point to make.

**NICOLETTE SHERMAN**

Global Head of Leadership Development, Sanofi

Don't go it alone. Create a support network —

**Breaking the Mold**

It takes courage to break new ground, carve out a place at the table, and develop a leadership voice. Executives discuss their aha moments and how they broke the mold.

**SHARON CALLAHAN**

CEO, TBWA\WorldHealth; Chief Client Officer, Omnicom Health Group

I took a risk and asked for the job that I wanted, even though it didn't exist. I've always been myself and asked for what I wanted. Even when it was uncomfortable.

**CHITRA LELE, PH.D.**

Chief Scientific Officer, Sciformix

My credentials, experience, and performance helped me with early success in my career, and

your own personal board of directors. This can be a powerful and rewarding lever. Over the course of my career, I have been blessed with many great mentors, managers, and friends who have been gracious in sharing their learnings and insights. They have challenged my thinking, pushed me to dream bigger, opened doors for me, and provided wonderful guidance along the way. People want to be part of your success story — let them. And don't forget to pay it forward with others looking for your support.

**KAMNI VIJAY**

VP and General Manager, Genomics Division, Agilent Technologies

Get to know your authentic self and enlist your network to provide you with ongoing feedback: peers, mentors, and even friends who see you in nonprofessional settings. Your network can provide you with different, but equally valuable, feedback that can help you to fine tune your greatest strengths, leading you to develop a leadership persona built on an authentic set of traits that sets you apart. The one pitfall women should avoid is under valuing the network effect and restricting the amount of time and energy devoted toward cultivating a healthy and lasting network. Strong leaders surround themselves with, and continually harness the power of, a robust network of individuals who they rely upon, and in turn provide support to.

**ALEXANDRA VON PLATO**

CEO, Publicis Health

It's a hard-learned lesson that only becomes clear in retrospect, but leadership requires taking the risk of stepping up and standing out. Don't wait for someone to discover you and discover your many gifts. A pitfall that women can sometimes fall into is wanting and waiting

continued performance is what enabled me to build on it. Innovation in both strategy and process, and excellence in execution based on a deep understanding of the environmental conditions also helped me to succeed. I didn't do anything different or special just because I am a woman. Throughout my career, I have often been the only woman in a boardroom, but my drive and conviction that I was doing the right things, and in the best possible manner, made me believe that gender wouldn't matter. Gradually others also realized and accepted this.

**REENIE MCCARTHY**

President and CEO, Stealth BioTherapeutics

I focused on the work at work, made the hard decisions to prioritize family over work when



Any woman leader should feel a responsibility to mentor other women.

**JUDY CAPANO**

Calcium

PharmaVOICE 100 — 2009, 2017

to be discovered. We're not conditioned to be in the front of the classroom — or the boardroom — and raise our hands for attention. It's considered unfeminine and too aggressive. We can get stuck in the mindset of waiting, thinking we're not qualified enough and we often don't make the case for why we are qualified. The lesson is to make the case for what good looks like, then casting yourself in that role.

**M. CLAREECE WEST**

VP and General Manager, Cardinal Health Regulatory Sciences

Always be true to yourself and your values — and remember your reputation is built upon the choices you make and the way you treat people around you. Many years ago I was asked by a supervisor to do something unethical; I left the company rather than compromise my principles. While quitting my job was scary at the time, in the long term it helped me to go much farther in my career.

it was important to do so, and learned to delegate. Someone once told me when I decided to forego an important meeting to be with my elderly dad during a major surgery, that if I want people to trust in my judgment, they need to be able respect the decisions I make across all aspects of my life in terms of what I prioritize and when. It was brilliant advice. I was also very lucky that my mentors did, in fact, respect the decisions I made along the way, and that my family has always been incredibly supportive.

**LYNN O'CONNOR VOS**

CEO, Muscular Dystrophy Association

I was the first woman to run a global health agency. To be honest, I did not see the barriers

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— instead I saw right through them. I asked for the opportunity to run the agency — after the founders retired — and I got it. So, my advice to young women: Don't be afraid to ask, and always be willing to advocate for yourself.

#### **SILVIA PEREZ**

**President and General Manager, 3M Drug Delivery Systems Division**

I never saw the mold. I reject the mold. I operate as if a mold doesn't exist. Some may think that is naive, but I believe it is all about your attitude and how you present yourself. When I walk into a boardroom, I don't think of myself as a woman. That part of me is irrelevant to the job at hand. Instead, I have confidence that I am a valuable member of the team with knowledge and experience that is integral to the success of the company.

#### **M. CLAREECE WEST**

**VP and General Manager, Cardinal Health Regulatory Sciences**

For me, one of the keys to career success has been a willingness to go outside of my comfort zone and challenge the status quo. I don't shy away from conflict; I believe that respectful debate is how we get to better ideas and solutions. I encourage young people in my organization to put forth innovative ideas and look

for new ways to add value to their businesses — that's how you distinguish yourself.

#### **RACHEL STAHLER**

**Chief Information Officer, Syneos**

I didn't grow up envisioning a career in technology. In fact, a chance conversation with my older brother, who is now a CTO/CIO, during my undergraduate studies as an economics major influenced me to take my first coding class. That class unlocked creativity I never knew I had and so began my unexpected path toward a career in technology. In my mid-20s I questioned whether technology was really the right fit for me and I accepted a job in a strategy role. There I saw multiple thoughtful strategies I'd developed struggle to get off the ground due to a lack of infrastructure. It was frustrating and demotivating. But it taught me a valuable lesson — when strategy and technology come together, the combination is incredibly powerful. This experience solidified my career direction and propelled my journey to becoming a CIO.

#### **WENDY WHITE**

**Principal Consultant, Wendy White Consulting**

I've learned that with purpose, you can be bold. If you truly believe in what you are doing

you spend less time worrying about small things that might get in the way of success. You see the clear path ahead, you address obstacles with proper perspective, and the prospect of failure doesn't occur to you. Though it may sound cliché, it is very true that purpose allows you to be and operate as your most authentic self — the ultimate combination of purpose, passion and persistence. That, in my experience, is key to career success.

#### **TRACY DOYLE**

**President, Pheonix Group**

Know your worth. When I started Phoenix I did not feel worthy of calling myself CEO — why? I didn't have an MBA, I didn't hold senior management positions before starting my company, I wasn't a trained leader. My turning point: I was invited to join a pitch to a start-up company in the United Kingdom. The CEO was Jim Ratcliffe, who owns Ineos Chemicals Group and is the 10th wealthiest person in the United Kingdom. The situation was that Jim acquired a pharmaceutical asset. Following the pitch, Jim was asking me many questions one of which was "if you were me, would you invest in this start-up and go for it or would you sell it?" I recall at the time thinking to myself, "Why on Earth is this guy asking me these questions?" I proceeded to

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give him my assessment of his asset and what I perceived to be the U.S. market opportunity and said if it were me, I would go for it. As I was flying back to home that night, I could

not understand why he was directing all of his questions to me. It suddenly occurred to me that we were speaking CEO to CEO. That was my Aha! moment and from that

point forward I changed my title to CEO. I realized that if this very successful man could see my worth, it was time for me to see it and embrace it too.

## The Next Generation

Great leaders recognize their responsibility in setting a good example but more than that they selflessly help bring along the next generation of leaders. Our executives talk about why mentoring up-and-coming women leaders is a personal commitment.

### ERIN BYRNE

CEO, ghg | greyhealth group

Ghg has an amazingly talented team, and I feel a responsibility to lead by example, and be available as a mentor to our entire workforce. We are in the process of putting career plans in place for our team, to help them grow their career in the way that is most important to them. And, our ghg University program features our leadership and operations team every month, to ensure that our executive team is as invested in our people as we are our clients.

### SHARON CALLAHAN

CEO, TBWA\WorldHealth; Chief Client Officer, Omnicom Health Group

I am a founding member of Omniwomen, Omnicom's network that is dedicated to developing female leaders. It's grown from a group of seven women in New York to an international organization with chapters in every major market. Based on the success of Omniwomen, I helped to start OPEN Pride, to fuel the personal growth, organizational inclusion, and business success of Omnicom's LGBT employees and allies. I'm proud that Open Pride has expanded to five global chapters in less than a year.

### JUDY CAPANO

Managing Partner/Chief Operating Officer, Calcium

Any woman leader should feel a responsibility to mentor other women. Women need to be visible in their organizations and create an open forum to discuss issues that are unique to women.

### KYM DENNY

CEO, hVIVO

As a mother and female CEO, I want to be a positive role model and show women they can be successful and achieve a satisfying work-life balance without sacrificing one for the other. I firmly believe that to achieve success as a leader you need good people alongside you and working with you. I try to ensure that hVIVO has a supportive culture where women

help one another, leveraging their strengths to make each other successful.

### DARLENE DOBRY

Managing Partner, Ogilvy CommonHealth Worldwide, a WPP Health & Wellness company

It's important for those of us who are in leadership positions to set an example for others to follow. The culture of an organization is often formed from the behavior modeled by its leaders, and I take that to heart. I believe in holding myself and others accountable, maintaining a positive attitude, which is infectious, showing respect and concern for others, and maintaining my moral compass at all times. In this way, I lead by example, look for opportunities to mentor, and help women navigate their career journey and build their networks.

### DEBORAH DUNSIRE, M.D.

CEO, XTuit Pharmaceuticals

I don't view this as a responsibility as much as a privilege. I am happy to share my learnings along the way — what has worked and what has not, to help another person along their path. I meet so many incredibly capable women in the early part of their career, it makes me very hopeful that we will achieve gender parity in the coming years.

### EVA JACK

Chief Business Officer, Mersana Therapeutics

I feel that I should be a role model for other women. I'm active with organizations that support women in executive positions at start-up companies in the life sciences. In addition, I act as a mentor for women who are looking to develop and grow in their careers where I can share my experiences, or act as a sounding board to discuss issues they specifically have questions about and are looking for some counsel.

### MELANIE NALLICHERI

Chief Business Officer & Head Biopharma, Foundation Medicine

One of the ways in which we can influence the number of women in C-suite and board position is by making it attractive for women to be there — setting examples for others to want to follow and aspire to those roles. For me, what this means is we can't just be successful at our jobs, but we need to demonstrate that we've

achieved a balance between our professional and personal lives. Equally as important, we can directly influence other women's careers by being mentors, advocates, and sponsors; by creating new opportunities for them; speaking up on their behalf; and being their champions. When I think about the many women leaders I know and have seen rise through the ranks, they had to work hard and apply grit and lots of energy to achieve the highest levels of success despite many obstacles. Often there is a belief that this is only path forward. There has always been a sense that as women, we must do it perfectly — work harder, apply ourselves more, and fight for it. To truly affect change, we need to reach out more to each other and look for ways to be advocates for future generations of women leaders. This is essential to our future success and to turning the tables on gender equality. Also, as many of us know, there is nothing more rewarding than seeing one of your mentees be successful. If you are in a position to change someone else's trajectory, don't hesitate, ever.


### GISELA SCHWAB, M.D.

Chief Medical Officer, Exelixis

Because I have been fortunate to have had great role models in my life, it's important to me to pay it forward by helping other women and men in their career growth. To build leaders, you have to enable and empower your teams — allow them to be independent — but also be there to remove hurdles and coach them along the way. Beyond this, I try to serve as a role model through external speaking opportunities.

### WENDY WHITE

Principal Consultant, Wendy White Consulting

We all have a responsibility to be a role model for other women, to ensure each of us doesn't have to recreate the wheel each time and the more we share what we've learned, the faster we all succeed. I work to share lessons learned by mentoring, working on ad boards, and taking leadership roles in groups such as the HBA, which demonstrate leadership in action and specifically program for women's success in the field. 



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## CHALLENGING AND COLLABORATIVE

Ask and challenge people with great questions. Interrogating an idea is meant to be a collaborative process, and I believe leadership also is about being an active partner in brainstorming to uncover the answers as a team.

**ALEXANDRA VON PLATO**  
CEO  
Publicis Health  
PharmaVOICE 100 — 2013



## TRANSFORMATIONAL AND COLLABORATIVE

I strive to help my team understand how we are transforming healthcare with the work that we do — each role in our company makes a difference and contributes to advancing science and new treatments.

**TRACY DOYLE**  
President  
Phoenix Group  
PharmaVOICE 100 — 2006



## PASSION

I lead with passion that could also be described as conviction and a whole lot of enthusiasm. Without passion that propels a leader to lead, what is there that would attract others to follow?

**NATALIE MACDONALD**  
President  
Create NYC



## INFLUENCE

A theme throughout my career has been being assigned to lead initiatives where success hinges on the cooperation of several people across an organization over which I have no formal authority.

**SHARON CALLAHAN**  
CEO, TBWA\WorldHealth  
Chief Client Officer,  
Omnicom Health Group  
PharmaVOICE 100 — 2017



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**STRATEGIC AND COLLABORATIVE**

As a leader — I'm all in. I'm passionate that you should never do anything halfway and being a true partner.

**RACHEL STAHLER**  
Chief Information Officer  
Syneos



**INSPIRATIONAL AND FORWARD-THINKING**

Leaders must inspire their teams and stakeholders to reach new heights and find opportunities that drive growth for the organization, as well as personal and intellectual growth for their employees. We must always be looking ahead, be curious, be open and constantly learning.

**LYNN O'CONNOR VOS**  
CEO  
Muscular Dystrophy Association  
PharmaVOICE 100 — 2005, 2017

**AUTHENTICITY AND INTEGRITY**

I have found that there is often an expectation for women to be always accommodating to others — to use the phrase: warm and fuzzy. To dispel this myth, it is even more important for women to be comfortable with being straightforward and clear. Integrity is non-negotiable for me. This translates to being consistent, anchored around a core set of values, and to speak sincerely always.

**MELANIE NALLICHERI**  
Chief Business Officer & Head Biopharma Foundation Medicine



**TEAM-CENTERED AND RESULTS-DRIVEN**

Start by building a smart, talented, high-functioning team that brings diversity of thinking and experience. Everyone on the team needs to understand and embrace what we are striving for, be held accountable, and stay focused on driving results.

**DARLENE DOBRY**  
Managing Partner  
Ogilvy CommonHealth Worldwide  
PharmaVOICE 100 — 2011

**RESPECTFUL AND MISSION-ORIENTED**

It's critical to respect the contributions of each team member, to learn from their perspectives and experiences, to challenge and collaboratively confront disagreements, and to encourage all members of the team to do the same. Like most of my team members, I've gravitated to this industry because of a desire to improve the lives of patients with unmet medical needs.

**REENIE MCCARTHY**  
President and CEO  
Stealth BioTherapeutics



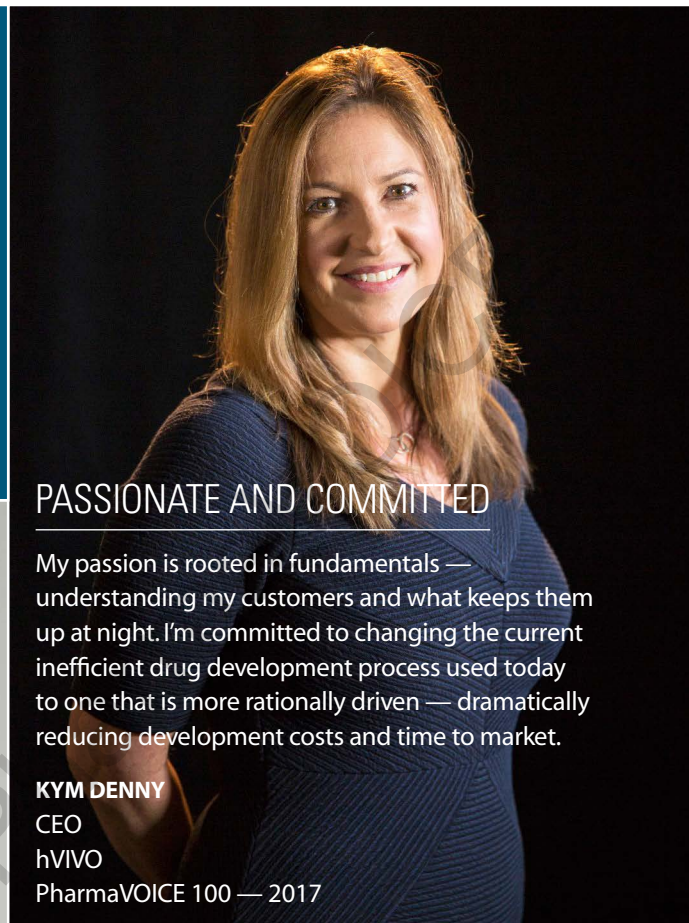
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### EVANGELICAL AND COLLABORATIVE

I lead by setting and selling a vision and direction, hiring the right people, agreeing on good KPIs, and getting out of the way — unless needed.

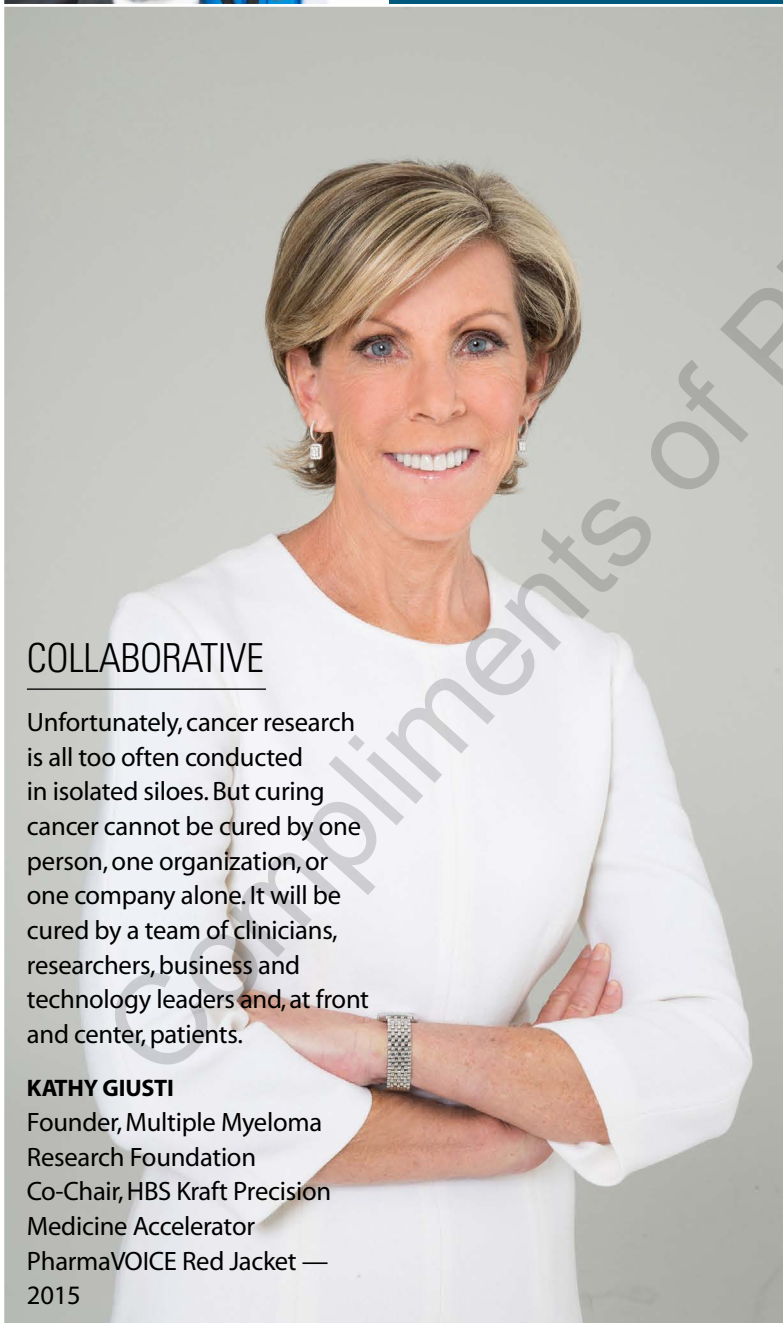
**WENDY WHITE**  
Principal Consultant  
Wendy White Consulting  
PharmaVOICE Red Jacket — 2016



### PASSIONATE AND COMMITTED

My passion is rooted in fundamentals — understanding my customers and what keeps them up at night. I'm committed to changing the current inefficient drug development process used today to one that is more rationally driven — dramatically reducing development costs and time to market.

**KYM DENNY**  
CEO  
hVIVO  
PharmaVOICE 100 — 2017



### COLLABORATIVE

Unfortunately, cancer research is all too often conducted in isolated siloes. But curing cancer cannot be cured by one person, one organization, or one company alone. It will be cured by a team of clinicians, researchers, business and technology leaders and, at front and center, patients.

**KATHY GIUSTI**  
Founder, Multiple Myeloma Research Foundation  
Co-Chair, HBS Kraft Precision Medicine Accelerator  
PharmaVOICE Red Jacket — 2015



### HONESTY AND AUTHENTICITY

My philosophy is that if you lead with transparency, you build trust in your team — and teams that trust their leaders and each other are high performing.

**M. CLAREECE WEST**  
VP and General Manager  
Cardinal Health Regulatory Sciences  
PharmaVOICE 100 — 2016

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## PASSIONATE INTEGRATOR

I have been fortunate to work with wonderfully talented people, and my role as a leader is to fuel their contributions.

**NICOLETTE SHERMAN**  
Global Head of Leadership Development  
Sanofi  
PharmaVOICE 100 — 2014, 2017



## SERVANT AND TRANSFORMATIONAL

I recognize and practice shared power and I prioritize the needs of the team and customers first and foremost. In addition, innovation is always at the forefront of my communications asking "What if..." which creates an intellectually stimulating environment and allows people the opportunity for continued growth.

**JULIE ROSS**  
President  
Advanced Clinical  
PharmaVOICE 100 — 2014, 2016

## ACTIONABLE AND TRANSFORMATIVE

I hold my team to high standards, but work as hard as anyone to propel us forward. I also value collaboration and diversity, and consider agency life to be the ultimate team sport. By collaborating to transform client businesses, we will also transform our own.

**ERIN BYRNE**  
CEO  
ghg | greyhealth group



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# Leading the Way

More than 30 industry executives talk about leadership lessons they learned along the way to the C-suite.

## Career Accelerators



**DARLENE DOBRY**  
Managing Partner  
Ogilvy CommonHealth  
Worldwide, a WPP Health  
& Wellness company

I always took on projects or jobs that I wasn't quite sure I was ready for — embracing the opportunity to learn and grow. As women, we often lack self-confidence and doubt our full competencies. Sometimes you just have to go for it, knowing that you are smart and will figure it out, that you are resourceful and will tap into the right resources, and that you are brave and not afraid of taking risks and either failing fast or seeing your way to success. This attitude and approach throughout my career definitely propelled me into new opportunities, challenges, and roles.

**TRACY DOYLE**  
President, Phoenix Group



I surround myself with amazing mentors who guide me. In eastern philosophy, the Phoenix represents the empress or female power and transformation. What we do matters. I am humbled when my team responds to my call to action because they amaze me every time with their creativity and innovation.



**LYNN O'CONNOR VOS**  
CEO  
Muscular Dystrophy  
Association

After years in the global agency business leading greyhealth group, I made the move to the nonprofit industry, where I'm now leading the Muscular Dystrophy Association (MDA). The change is exhilarating. I have the opportunity to lead MDA into a new

era of innovation, promise and transformation in neuromuscular research and care. Today, for the first time, genetic discovery is leading to precision medicine. We have the opportunity to significantly impact the course of these devastating diseases and bring new hope and better care to individuals and families affected by muscular dystrophy, ALS and related diseases. I'm using all the tools in my toolbox, and it is so rewarding to know our programs, advocacy and research support will change lives.



**WENDY WHITE**  
Principal Consultant  
Wendy White Consulting

I identified the specific impact I wanted to make on the industry, where my skills were, and then laser focused on moving with purpose. Ironically, by narrowing the type of work I would take on, I actually increased my opportunities.

## Lessons Learned



**DEBORAH DUNSIRE, M.D.**  
CEO  
XTuit Pharmaceuticals

Focus on doing what you love and do it well. Reach out for growth opportunities — they don't always come to you. Seek out challenges that are important to your organization and where you can make a contribution and grow in the process. Make sure you are adding breadth of experience, not only moving up in your current silo of expertise. Women have a tendency to want to be 100% masters of any field before feeling ready to actively go after growth opportunities. Men are comfortable reaching for a growth opportunity whenever it comes.



**MICHELLE KEEFE**  
President, Commercial  
Solutions  
Syneos Health

This may sound simple, but it is critical to my success. I made a decision to be uniquely me. I didn't emulate those before me. Instead, I observed what made them successful and incorporated those attributes into my own personal leadership style. I am authentic, direct, competitive, and use these skills to do what I enjoy most — supporting colleagues in the achievements of their personal and professional goals. I believe this authenticity allows you to build trust with your team. And when you have a team that trusts you and believes

you will always try to do the right thing, you can achieve great results and recognition by creating a runway for growth for individuals and the team.



**REENIE MCCARTHY**  
President and CEO  
Stealth Biotherapeutics

Be courageous. Don't be afraid to ask questions — that's how smart people learn. Don't be intimidated by the confidence of others — look to your own core strengths and put one foot in front of the other. Hold true to your own moral compass and encourage others to hold true to theirs. Count your apologies. We, as women,

often apologize when asking questions, challenging assumptions, or recalibrating direction, even though those actions are integral to our roles.



**SILVIA PEREZ**  
President and  
General Manager  
3M Drug Delivery  
Systems Division

Be confident in your abilities. Give yourself a seat at

the table by accepting the fact that you are prepared and capable of doing the job well. Don't give anyone the opportunity to second-guess your abilities. That starts by not second-guessing yourself.

**GISELA SCHWAB, M.D.**  
Chief Medical Officer  
Exelixis

I've been very lucky in that I haven't felt that I have been held back in my career because I'm a woman. This might be because my career



began in Europe, but even in the United States I haven't felt that I had to break any molds because of my gender. I feel that respect comes from being challenged and delivering on those challenges. The key for me has

always been to confront challenges head on, which may mean inconveniencing yourself to attain a certain goal. It might require a job change, a move or overcoming anxieties that limit you.

## Drawing Inspiration



**SHARON CALLAHAN**  
CEO, TBWA\WorldHealth;  
Chief Client Officer,  
Omnicom Health Group

I don't have just one source of leadership inspiration — there are so many — the people I work with, my clients, my friends, my children. Being a leader means that you're learning from your everyday relationships, and that's true for me. But one source of inspiration has been my participation in the HBA (Healthcare Businesswomen's Association) over several years. I've found that when you take the time to volunteer, you often end up getting more than you give. As HBA president (twice) I led an organization that helped women advance their careers in healthcare, and I met so many incredible, inspiring, successful women who became my personal board of directors. They provide excellent advice on career and life decisions, and even sometimes being a shoulder to cry on. Being part of the HBA changed the course of my career and my life. It gave me confidence to ask for help when I needed it, and a support system that fuels me every day.



**JUDY CAPANO**  
Managing Partner/Chief  
Operating Officer  
Calcium

I draw inspiration from my kids. They keep me grounded and remind me of the importance of integrity, empathy and compassion.

**DARLENE DOBRY**  
Managing Partner  
Ogilvy CommonHealth Worldwide, a WPP  
Health & Wellness company

I have always drawn my inspiration from the



quote "You get what you give" and have applied this to all aspects of my life: career, philanthropy, personal relationships, and parenting. I believe that anything that's important requires you to commit 110%.



**TRACY DOYLE**  
President  
Phoenix Group

Lean In was game changing for me. Sheryl Sandberg inspired me to look at how I held myself back and motivated me to take action on many levels.



**DEBORAH DUNSIRE, M.D.**  
CEO  
XTuit Pharmaceuticals

My father inspires me. He always believed that success was about showing what you could do rather than what you had learned at school or who you knew. Nelson Mandela is another inspiration. He demonstrated commitment to a vision that was unwavering in focusing on the ultimate goal and whose personal integrity gave him the mandate to speak for that vision and enroll people behind it.



**KATHY GIUSTI**  
Founder, Multiple  
Myeloma Research  
Foundation;  
Co-Chair, HBS Kraft  
Precision Medicine  
Accelerator

I'm inspired every day by the families whose lives have been touched by cancer. For families facing cancer, a cure can never come too soon.



**JENNIFER MATTHEWS**  
President and Managing  
Partner  
The Bloc

It is that sense of urgency that motivates me — and my entire team — to work as quickly and as smartly as possible.

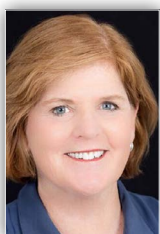
My father's mother left her home country to seek a new future in America. She brought limited formal education and one suitcase, but more importantly a strong work ethic and tenacity to succeed. The obstacles and adventures she faced pale in comparison to what I've faced. My Grandma Ellen is a continual inspiration for me.



**CAROLYN MORGAN**  
President  
Precisioneffect

There are so many courageous leaders out there; I try to learn from as many as I can. I love to listen to podcasts — How I Built This with Guy Raz — is one of my favorites. You hear from Ben & Jerry, Sarah Blakely, Gary Erickson, John Mackey, Kate Spade — all about their tenacity to build their vision; it is so inspirational. Reading is a lifelong passion of mine and I have learned so much reading the words of amazing women who have built and led teams and organizations such as: Sheryl Sandberg and her unbelievably candid and approachable style, Diane von Furstenberg and her failures and successes, Ariana Huffington and the wake-up call that changed her direction. And, of course, from people around me who get up in the morning and overcome their own personal obstacles to do great things every single day. One of my favorite recent quotes is "the world is full of good people, if you can't find one, be one."





**LYNN O'CONNOR VOS**  
CEO  
Muscular Dystrophy  
Association

I can't say there is one defining person, activity or event from which I've drawn leadership inspiration. Inspiration comes in many ways and through different channels. I will always take the time to meet new people. I have to say, if you are open and take the time to meet and interact with people in your industry, and outside of it, you will learn, build your network, and bring new ideas and fresh thinking back to your organization. Great ideas come from being open to all possibilities. Say yes to the next invitation that comes your way — you never know what you will learn.



**TERRI PASCARELLI**  
CEO  
AIT Bioscience

Leadership inspiration comes in many forms throughout our careers. I try to be open to observing a talent or an approach that someone else is using that is getting strong results. This helps me to draw a lesson from one person about one aspect of leadership, and another piece from someone else. There are so many pockets of strength and best practices, if we keep an open mind to look for them. I couple this with reading a wide variety of articles, blogs, and opinion pieces. I also like biographies — written or on film — to find inspirational leadership examples.



**AHNAL PUROHIT, PH.D.**  
Owner  
Purohit Navigation

I have been privileged to work with many wonderful people over the course of my career, and to this day, I am most inspired by the women and men who work at Purohit Navigation. They have a strong work ethic and continually bring new ideas to the table, and their passion keeps me going. We share a vision of who we are and what we want to achieve as an agency. My job is to support them in their professional success and help them create an environment that makes us one of the best agencies to work for.

**JULIE ROSS**  
President  
Advanced Clinical

I have drawn leadership inspiration from my



faith and family as both help ensure you stay humble and grounded at all times. I am often reminded by both that the world in which we live, work and play can be difficult and unfair, but when we practice servant leadership, the difficulties we face are diminished. It's inspiring when we dig deep to find courage to face difficult situations, practice self-awareness and authentic listening, and commit to the growth of people while conceptualizing a better tomorrow.



**GISELA SCHWAB, M.D.**  
CMO  
Exelixis

I've been lucky to have been influenced by many mentors in my life, starting with my father, who was very supportive and a great role model. I have been inspired by mentors of both genders who have imbued very similar qualities — honesty, transparency, and importantly, empathy while having high expectations and standards inspiring me to set ambitious career goals for myself. I recall a lab chief I worked with in Paris; I was inspired by her as a brilliant scientist who was also highly dedicated to her team and demonstrated care for others both personally and professionally. All of the people who have inspired me have also led by example — they didn't just talk the talk, they lived the talk, while showing compassion for others and supporting their career development. When I think about what has motivated me the most in my career, it always comes back to the patients. They fight for their life and health every day, and I feel that with my role comes the responsibility to make certain I'm doing whatever I can on their behalf. My desire to improve the lives of patients with cancer is really one of the most important inspirations I've had throughout my career as a medical oncologist in clinical care, as a researcher, and in my current role as a leader in cancer product development.



**RACHEL STAHLER**  
Chief Information Officer  
Syneos

Over the course of my career I've been fortunate to find inspiration from many aspects of my personal and professional life. I've observed both positive and damaging leadership behaviors throughout my career and believe we can learn and grow equally from both. On a personal level,

being the CIO of a company that helps bring medicines to patients who need them most is a great source of inspiration — from patients I've met who are currently enrolled in a clinical trial, to former colleagues to loved ones who have lost their battles with diseases that I want to see cured. It's about more than just work to me. Every day I come to work knowing what we do matters to people everywhere. It doesn't get more motivating than that.



**KAMNI VIJAY**  
VP and General Manager,  
Genomics Division  
Agilent Technologies Inc.

Over the years, I have seen the best leaders create and nurture teams that work together through different organizations and commercial opportunities. These leaders have built a trust and confidence level within one another that allows for each member of the team to know their contributions, strengths, and deliverables. Even in new, unfamiliar situations, these teams can quickly reassemble to their most efficient configuration. I see this type of fellowship as one of the highest praises one can receive as a leader. I work toward building relationships that create this type of lasting trust so that I can execute efficiently as a leader.



**ALEXANDRA VON PLATO**  
CEO  
Publicis Health

I strongly believe that failure provides an incredible wellspring of leadership inspiration. It's a bit of a trope these days among business types, but without failure, we don't learn the important lessons we need to move forward. Everyone who has tried and succeeded has experienced failure at some point. It's one thing to use failure as a lesson, it's another thing to admit to it. Great leaders can tell stories of times when they weren't successful, when they failed. The admission of failure and the power of authenticity and vulnerability are hugely important in leadership. We think braggarts are leaders, but leaders who genuinely command durable respect and who people faithfully follow are those leaders who share their failures and their realness.

**M. CLAREECE WEST**  
VP and General Manager  
Cardinal Health Regulatory Sciences

Early in my career I worked for a med-





ical director at Physicians Reference Laboratory who was passionate about always putting patients first. He not only inspired me with his commitment to patient care, he taught me about the importance of accountability and to never compromise on quality. As a leader, he also showed me that great mentors will be tough on you and challenge you to be better. As I've assumed leadership roles, I've

tried to apply those lessons to interactions with my teams.



**WENDY WHITE**  
Principal Consultant  
WendyWhite  
Consulting

My career purpose was “given to me” when my third child was born with a rare disorder. My experiences dealing with this

disorder from all perspectives clearly identified a huge market need to me — a market need where I could pair what I had learned from my personal experience with my professional skill sets. Through this experience I was able to make a difference by addressing the unique challenges of the rare disease industry and patient-need continuum, all of which take place at the edge of the drug development spectrum, which I believe is the source of true innovation and opportunity for the life-sciences and healthcare industry.

## Risk-Takers



**NATALIE MCDONALD**  
President  
Create NYC

I took a risk to build upon my experience and conceive a business model that could fill an unmet need in healthcare marketing. As a lone founder, I found it refreshing to break long-standing conventions and set a vision. Create NYC set out to redefine efficiency in the pharmaceutical advertising industry through its unique on-demand model and flat-fee approach, which set us apart from traditional agencies.

working in academia before moving over to the business world. My instincts helped me to survive and my trust in people helped me to succeed. At the time, I didn't think I was a trailblazer — I was just trying to see a dream become reality — but in retrospect, I do think that what I did as a woman, as an entrepreneur, was pretty special.



**MELANIE NALLICHERI**  
Chief Business Officer  
& Head Biopharma  
Foundation Medicine

In my first job, more than 25 years ago, in one of the leading consulting firms, only about 5% of the partners were women. I joined that firm wanting to establish myself as a leader. One of my colleagues at the time gave me a card that read: “Women who seek to be equal with men lack ambition.” It reset how I thought about my career in three ways. One, be unapologetic about your aspirations. I always had a North Star, despite the inescapable serendipity of some of the paths my career

took, and this enabled me to feel confident about some of the risks I took and challenges I faced. Two, don't be afraid to ask for a seat at the table. I learned early on that mastery of skills can get you to the table, but to be heard, it was essential that I find my own voice. Three, be yourself. Many women make heroic efforts to fit in. Being part of great teams has been hugely rewarding for me, but I have realized that you can still fit in while standing out as yourself.



**LYNN O'CONNOR VOS**  
CEO  
Muscular Dystrophy  
Association

I feel I have a responsibility to be a role model for other women, to be generous with my time, and to mentor. Successful women need to set an example. They need to be seen and heard. It is our responsibility to speak, publish, and share what we have learned. As women leaders, we need to have a unique point of view, and we need to share it broadly.



**AHNAL PUROHIT, PH.D.**  
Owner  
Purohit Navigation

I didn't have a traditional career path to follow. I immigrated to the United States at age 19, speaking no English, but I was hardworking and determined. After earning my Ph.D., I began

## Inspiring Others



**ERIN BYRNE**  
CEO  
ghg | greyhealth group

I try to keep our teams inspired by being both present for them and accountable to them. We communicate a lot — even for a communications agency. We start each week with the Monday Five, an email to all staff that shares important information and priorities for the week. We connect all employees via video conference several times a year, and have many other get-togethers to share the work, expand our thinking, and elevate our creativity for our clients. We are passionate about helping our clients transform their businesses, and we take inspiration

from the important work our clients do knowing we can ultimately benefit patients.



**SHARON CALLAHAN**  
CEO, TBWA\WorldHealth;  
Chief Client Officer,  
Omnicom Health Group

Ultimately, it is a relationship based on trust that inspires people. I know that that's what inspires me. When you trust someone, you believe in them. People are inspired when they know that their leaders believe in their capability to deliver. Building trust means seeing beyond the obvious in people, which makes them feel like they matter and that you genuinely care.



**JUDY CAPANO**  
Managing Partner  
Calcium

Actions speak louder than words. Roll your sleeves up and dig in. People respect hard work.



**DARLENE DOBRY**  
Managing Partner  
Ogilvy CommonHealth  
Worldwide, a WPP Health  
& Wellness company

The best way to keep teams inspired is to create a culture that allows them to do their best work and

provides ongoing learning and growth opportunities. If they feel good about what they are doing and know they are appreciated, it is my experience that they will give it everything they've got. Remove any barriers in their way, and by all means don't micromanage. As a leader, if they know you've got their back and will allow them to fail, learn and grow — they will not be afraid to take risks and will push boundaries of creativity and excellence. I also find that showing them that you sincerely care about them goes a long way.



**TRACY DOYLE**  
President  
Phoenix Group

We have created a rewards and recognition program that rewards innovation and creativity related to problem solving for our clients and for our company. I hold quarterly Town Hall meetings. Each meeting has a different focus. We start the year reviewing our goals and our call to action to achieve them. The subsequent two quarters, we review our progress. At the end of the year, we do a year in review showcasing all that we have achieved. In each Town Hall we recognize our innovators with an award and at the end of the year we review all of the innovators and give an award for the innovation that had the greatest impact on our company. We survey our team quantitatively and qualitatively and receive positive feedback.



**MARY LYNN HEDLEY, PH.D.**  
President and Chief  
Operating Officer  
TESARO

When we started TESARO we knew that we would need to define a mission and a set of values that could inspire people to do extraordinary things. Our mission, the "Why" of what we do, includes responsible oncology drug development and commercialization to deliver transformative therapies that improve the lives of people living with cancer, and together with the "how" — or the manner in which we work, under a set of core values that include patient, relationship, whole person, audacious goals and sustainability, keeps our work culture rich and strong and focused on the patients we are so fortunate to serve. It is a responsibility and an opportunity that everyone at TESARO fully understands and embraces.

**MICHELLE KEEFE**  
President, Commercial Solutions  
Syneos Health

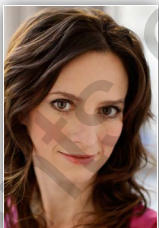


I think inspiration comes from a personal connection you make with an individual. When you tap into what is really important to others, they feel valued and want to bring their whole self to the task at hand. It's also critical to connect an individual's work to the overall goals of the organization. I spend time talking to my team members about how each of our actions are critically important to the overall performance of the team. I want every one of them to believe their work will translate into a successful outcome.



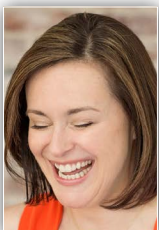
**REENIE MCCARTHY**  
President and CEO  
Stealth Biotherapeutics

In biotech, the patients serve as our ultimate inspiration. We start our monthly company meetings by reviewing our mission and talking about patients. I am very candid with my team that without their individual contributions we jeopardize achievement of our shared goal to develop new therapies for the rare, debilitating diseases we hope to treat.



**NATALIE MCDONALD**  
President  
Create NYC

At Create NYC we have a common set of core values — values that are fundamental to who we are as people. They outline what we expect of each other as individuals and as a team and rally us around our company's future. These values when taken as a whole describe the essence of our culture and are what inspire us daily. I passionately believe they are responsible for driving our momentum and as a result directly support the pursuit of our vision.



**CAROLYN MORGAN**  
President  
Precisioneffect

I try to inspire my teams through curiosity and laughter. Our agency works hard with clients to change behavior — that requires curiosity and an insatiable thirst for knowledge. The people who come to precisioneffect who are curious and hungry do well here, and we deliver that with a healthy dose of laughter. We work hard in the obvious ways to bring smiles to the faces

of the team — events, philanthropy, thank yous — but it is in the small moments, when you are really learning who each other are and when you share laughter and joy in your work.



**LYNN O'CONNOR VOS**  
CEO  
Muscular Dystrophy  
Association

I keep my teams inspired by always asking — and encouraging team members to ask — what if. Anything is possible. Working at a pace that is fast and never boring, I reward innovation and performance.



**AHNAL PUROHIT, PH.D.**  
Owner  
Purohit Navigation

For me, this has been a leadership challenge that I continue to face. The nature of advertising is that it continually changes and evolves. Every client we have is unique, and their demands and timelines can sometimes change midstream. Inspiring and motivating others to stay positive when their work scope changes isn't always easy, but that's part of the essence of leadership. I've implemented some new initiatives over the last year to keep people motivated and recharged, such as flexible work schedules and a peer-led rewards and recognition program, and my leadership team continues to look at best practices to make Purohit Navigation a great place to work. I'm not satisfied that we're there yet, but we're making progress.



**GISELA SCHWAB, M.D.**  
Chief Medical Officer  
Exelixis

I joined Exelixis in 2006 and since that time I've had the privilege to work with highly qualified and driven people across the organization who are equally motivated and dedicated to prevailing for patients with cancer. These same individuals have provided me with a great deal of inspiration to be a better leader to achieve our mission. That is a great foundation, but it's also critical to have diverse teams. Bringing together people with different backgrounds and experiences helps to motivate, as those different backgrounds and experiences inspire us to push boundaries and challenge the status quo. Diversity also empowers teams, because each person has a unique role to play and expertise to contribute. Of course, it's also important



to bring appropriate checks and balances to projects so people don't feel overwhelmed and to set high expectations that are achievable and that people can embrace.



**NICOLLETE SHERMAN**  
Global Head of Leadership  
Development  
Sanofi

Authenticity is key to creating the space for your team to be authentic. Things aren't always perfect, but keeping it real, staying focused on our purpose, creating an environment of continuous learning to promote agility, and celebrating our successes matter. We spend a lot of time at work so having fun and enabling each team member to bring his/her best self to work and strive to deliver with impact is what it's all about.



**RACHEL STAHLER**  
Chief Information Officer  
Syneos

I keep my teams inspired by demonstrating energy and passion in everything I do and reminding them that the work we do makes an impact well beyond the walls of our offices. I communicate as early,

clearly and transparently as possible with my teams about what we need to accomplish and why. On the flip side of that, listening is just as powerful. I carve out the time to be an active listener, making myself available for both personal and professional conversations. It's so important to listen to our employees to understand what they need and determine how we can help them reach their professional and personal goals. I believe it's important to take the time to celebrate our successes and hard work, both formally and informally. I find these moments during one-on-one conversations with my team members, Town Halls and in conversations with colleagues across the company. On occasion we get bogged down with a project that is not going as we planned. On those days I encourage my team to not lose sight of the greater mission of our work. What they do has the potential to change lives — from patients in our trials, to neighbors in their community, to those they hold closest. Health impacts all of us and there couldn't be a more meaningful line of work or motivator.

**KAMNI VIJAY**  
VP and General Manager, Genomics  
Division  
Agilent Technologies Inc.

I inspire my teams by taking time to thoroughly understand the business situation, de-



veloping strategies to address those challenges, and most importantly creating a shared vision that you can collectively execute on. I have always been inspired by leaders who lead by example, roll up their sleeves, and participate in the assembly of the solution. This is how I choose to lead and inspire my teams. Another factor that is critical for me as a leader is to fully integrate myself within my teams; having teams see me as a human being who is part of the larger group is very important, so that my words mean something more than high-level directives.



**ALEXANDRA VON PLATO**  
CEO  
Publicis Health

Teams can only be inspired by inspired leadership, so I am constantly on the lookout for inspiration myself. I keep myself inspired in the same way that some people work out. I always lead with an urgent sense of curiosity and inquiry. When teams see that their leader is emotionally invested, they are invested in the same way. When teams see that their leader isn't phoning it in, they bring their whole selves, too.

## Paying it Forward



**MICHELLE KEEFE**  
President, Commercial  
Solutions  
Syneos Health

It is important to pay it forward inside our organizations, in our industry, and local communities. I am an active member of the Healthcare Businesswomen's Association (HBA) and have served as a mentor and on advisory boards. At work, I have been active in business resource groups to focus on the development of women. I'm working to expand the women's group at Syneos Health across our newly formed organization. This includes building on the valuable HBA program and playing an active role in our own internal Rising Star and Luminary program to recognize and celebrate our exceptional female talent.

**HOLLY MAY**  
US, VP Marketing & Sales  
Sobi Pharmaceuticals

One is never too tenured or too experienced to learn from role models, and I have been



**REENIE MCCARTHY**  
President and CEO  
Stealth Biotherapeutics

I feel the weight of being a mentor, if not a role model, to my daughters and their friends, and I also feel that responsibility relative to my female colleagues. The term role model presumes there is some right and wrong

extremely fortunate to have lasting mentors in my life — both men and women. Their example has inspired me to seek both formal and informal mentorship roles with women early in their careers. For years, I have co-lead my company's Women's Network where providing information around mentorship and creating formal matched-pairs was a central goal. Sharing my experience, advice, and career-mistakes is time well invested. My recommendation to both mentors and mentees is to schedule time and hold it sacred. The best mentoring relationships happen when you really get to know someone.



way to do this — I think the balance is more fluid and intensely personal. But I do strongly believe that it's a prerogative, right, and privilege that women have the choice to contribute to the workforce in leadership roles. And I try to model that, champion that, and support that in all that I do.



**SILVIA PEREZ**  
President and General  
Manager  
3M Drug Delivery Systems  
Division

In my role, much of my attention is focused on talent development. I make a point to mentor younger women. I've also worked to help grow the number of women in leadership positions at 3M. We've embraced lean-in circles, which has become a dynamic and active program and is open to all female employees. I am a strong supporter of these efforts, because it's important for me to be true to my values. **PV**