

by Taren Grom

# Women & Health: Addressing the Gender Gap

If there is to be any hope of achieving gender parity in the life-sciences before 2118, then systemic organizational change must start now to develop the next generation of women leaders.

With 90% of CEOs in S&P 500 companies still being promoted or hired from line roles — only 20% of women in senior VP positions hold line roles — narrowing the gender gap in the C-suite will take upward of 100 years based on current trends, per research by McKinsey Global Institute.

Unfortunately, study after study reveals that there is little to no optimism that the trend tide will change — fewer than 50% of employees, per McKinsey, believe their company is doing what it takes to improve gender diversity. Within the healthcare ecosystem particularly, analysts at Rock Health say about 55% of respondents believe it will

take 25-plus years to achieve gender parity in the workplace, up from 45% in 2017. Just 5% say it will happen in the next five years. Women who took the 2018 survey continue to be pessimistic about how long it will take to reach parity, although this year, fewer say parity will never happen.

Authors of the Rock Health study hypothesize that perhaps the pessimism comes from the sluggish pace of change. They note that the percentage of women on Fortune 500 healthcare executive teams and boards has been nearly flat since 2015, hovering around 22%. Women in the startup world have also seen little change: the percentage of women CEOs of funded digital health startups, as well as the percentage of women VC partners, stands around 10% to 12%.

## Gender Parity is a Business Issue, Not a Women's Issue

The authors of the 2018 Rock Health Study — Halle Tecco, founder emeritus, and Michelle Huang, research fellow — state when women are treated as inferior to men in the workplace, they face challenges ranging from wage

discrimination to stunted career advancement to harassment. While the overt actions that plagued the Mad Men generation are slowly being chipped away, they say women still face covert discrimination that's harder to identify and resolve. "Gender discrimination — in any of its ugly forms — is not just unjust, it's bad for business," Ms. Huang says.

According to McKinsey, if countries, companies, and communities accelerated progress there is a \$12 trillion gender parity opportunity in the next decade to be realized. To cite another recent McKinsey study, gender parity on executive teams correlates with both short-term profitability and long-term value creation.

"There isn't sufficient publication real estate to adequately capture the incredibly strong business case for investing in women leaders in our workforce," says Laurie Cooke, CEO, Healthcare Businesswomen's Association. The HBA's mission is to achieve gender parity in leadership positions, facilitate career and business connections, and provide effective practices that enable organizations to realize the full potential of their female talent, all toward the core purpose to further the advancement and impact of women in the business of healthcare.



We need to ensure that job descriptions, searches, and performance evaluations eliminate cultural biases.

**DR. PAMELA DOUGLAS**  
Duke Clinical Research Institute



Organizations need to understand the psychographics of what drives women in the workforce as this will enable organizations to make informed investments in developing all areas of their workforce, including women.

**KEVIN DUFFY**  
KellyOCG

“There are a plethora of benefits supported by an equally robust archive of data that validate the measurable return a company will realize by ensuring gender parity is achieved in top leadership teams and throughout the organization,” Ms. Cooke says. “My top five are: improved financial results, enhanced team collaboration and productivity, increased innovation, greater employee retention, and better understanding of customer and markets. In short, gender parity is not a women’s issue; it is a business opportunity.”

According to Forbes, only 5.6% of the Fortune 1000 companies have female CEOs, yet according to the Department of Labor, 47% of the U.S. workforce are women. “To that end, organizations need to understand the psychographics of what drives women in the workforce as this will enable organizations to make informed investments in developing all areas of their workforce, including women,” says Kevin Duffy, global OVP, life science and healthcare vertical, KellyOCG. “It’s also important to note that the skills shortage is already adversely impacting expansion within the life-sciences and biopharmaceutical sectors. If organizations don’t focus on engaging what is now essentially half of the workforce, they will further contribute to this perfect storm and acute talent shortage in drug and device development organizations. Experts predict an average job growth of more than 10% in the U.S. life-sciences industry over the next decade. Specialized scientific exper-

Companies must do more than pay lip service to developing women leaders.

**BETH BEGHOU**  
Beghou Consulting



## D&I — An Organizational Imperative



**JOE DEPINTO**  
President, Cardinal  
Health Specialty  
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Diversity of teams at all levels in an organization is a must.

The business case is clear — diverse and inclusive teams are higher performing than teams that lack diversity. Teams that have diversity of thought, race, gender, and experience not only challenge each other to develop better solutions to problems, they’re also better equipped to understand and address the needs of healthcare stakeholders. Research shows that women already make 80% of the healthcare decisions in families. Also, the majority of physicians under the age of 35 are women, and the number of women entering medical school is continuing to grow. Companies that want to influence healthcare decisions in the future are going to need leaders and teams that understand women.

As the healthcare industry becomes more complex and fast-paced, talent development is becoming a bigger priority. In high-performing companies, we are seeing more strategy and structure around the talent development process, as well as more focus on diversity. Rather than

only focusing on talent development once or twice a year — at midyear and year-end performance reviews — development discussions are happening throughout the year with clearly defined action plans and regular review of the plans in leadership meetings. Best practices include providing stretch assignments to top talent to enable employees to build diverse skill sets and commitment to moving talent within an organization to enable the individuals to gain broader and more diverse experience. In the future, we will see large organizations focusing more on talent development metrics, so they can be more effective in training, developing, and retaining talent across disciplines and business segments.

Up-and-coming leaders need to understand what their passion is and what they love doing. If you are engaged in activities you are passionate about, the opportunities are limitless. When considering new opportunities, leaders should ask themselves, “Does this next step feed my passion?” and “Does it help me achieve my long-term career goals?” When mentoring young leaders, I often encourage them to take chances and build diverse skill sets. It is okay to be a bit uncomfortable. Depth and breadth of experience is valuable long term. Never take a job just for a title — chasing titles can do more harm than good.

tise, advanced programming, and biomedical engineering roles will be in high demand. The specific segments that will experience accelerated growth will be medical equipment and supplies, all forms of dosage and device manufacturing, and most importantly, R&D for emerging biosimilars. Needless to say, an inclusive workforce is needed to ensure success in this highly competitive market.”

Women represent a significant and mean-

ingful percentage of the workforce and bring with them unique perspectives, strength in sound decision-making, equally acquired levels of education, natural traits to drive and deliver success and admirable work ethics that are critical to the success of every organization, Michelle Graham, senior VP, chief human resources officer, Tesaro. She says companies need to create a culture where gender diversity is recognized and welcomed. “This needs to





Oftentimes, learning and development programs are the first areas that are sacrificed during budget cuts. We can't expect to unlock the potential of our talent if we are not making it a priority.

**BOB RHATIGAN**  
Merz Americas

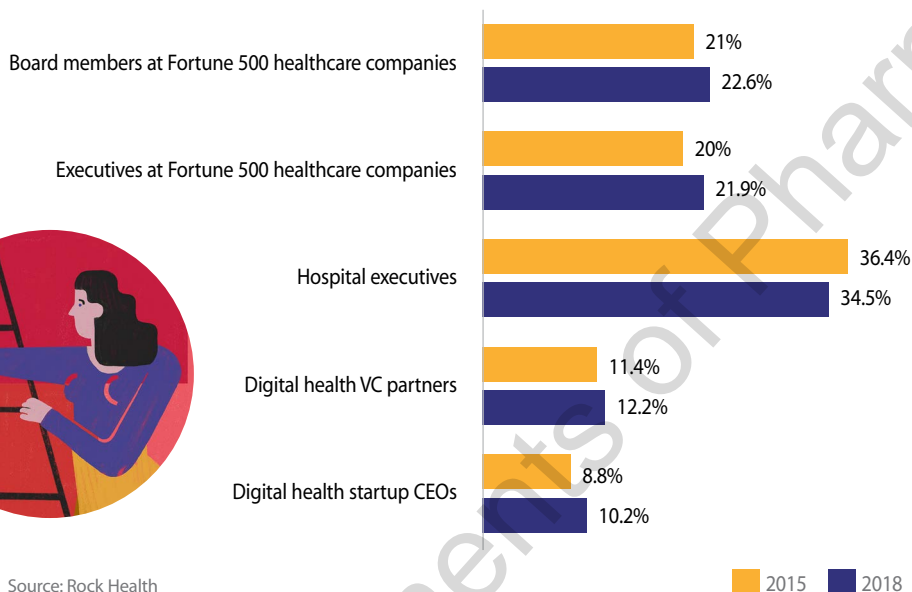


Ultimately, we must hire the right person for the right reasons, but we also hold ourselves accountable for actively seeking out diversity at the leadership levels.

**AUDREY BERGAN**  
ImmunoGen

## The Percentage of Women in Healthcare Leadership is Growing, Albeit Slowly

Women as a percentage of each of the following categories in 2015 and 2018



be a concerted effort across the organization, and especially from top leadership — across various functions from selection to onboarding to making promotion decisions and where individual skills and outcomes are rewarded by merit,” she says. “At Tesaro, about 54% of our associate base is made up of women, and they are represented prominently across functions and leadership levels. Gender diversity can give companies a critical edge. Studies have shown that greater gender diversity, especially in corporate settings, can mean increased productivity, innovation, better decision-making, and greater overall employee satisfaction.”

To thrive — from a company and leadership standpoint — in the evolving life-sciences ecosystem, and to achieve the \$12 trillion in growth cited by McKinsey, women need to think and act like owners and lead others to do the same, says Andrew Adams, president,

Publicis Health Solutions. “A person’s true leadership capacity may not become known until she is pushed beyond her current role,” he says. “A common guidance I provide to leaders is to learn how the company makes money and develops its core business’ growth, and then learn how to articulate that to internal and external audiences to show how they impact the bottom line.”

### Change is Hard, But Necessary

To paraphrase Eldridge Cleaver’s quote: if you aren’t part of the solution, then you are part of the problem. Changing the status quo is certainly not easy and the first step is identifying that change is needed and that by developing and strengthening women leaders, companies can maximize the resources and potential of its organization.

“Although progress is being made, much more needs to be done to develop the next generation of women leaders,” says Penny Mitchell, executive VP, healthcare practice lead, Makovsky. “Currently, women account for about 47% of entry-level employees. However, only one-third of senior managers and one-fifth of C-suite executives are female executives. The divide is even more steep with women of color. They hold 17% of entry-level positions, but just 8% of senior management positions and only 3% of C-suite roles. Of course, different industries have different talent pipelines. Having been in the public relations industry on the agency side specializing in healthcare and pharmaceuticals for the past few decades, I have seen a significant number of women rise to senior-level positions and feel our industry holds more promise than most for this to continue. I have been extremely fortunate to have had wonderful women mentors throughout my career so I encourage the next generation of women leaders to proactively seek mentors.”

There are many solutions that companies can employ to develop women leaders and diversity in the workplace and evidence shows that it pays off. “Unfortunately, too many people still believe that gender diversity is ‘good to have’ but not a priority,” Ms. Mitchell says. “Millennials are the largest and most diverse generation, and our workforce is growing more diverse yearly. To remain competitive, companies need to continue to elevate women and instill best practices on inclusion and diversity. According to a recent TIME article, women who grew up with working mothers

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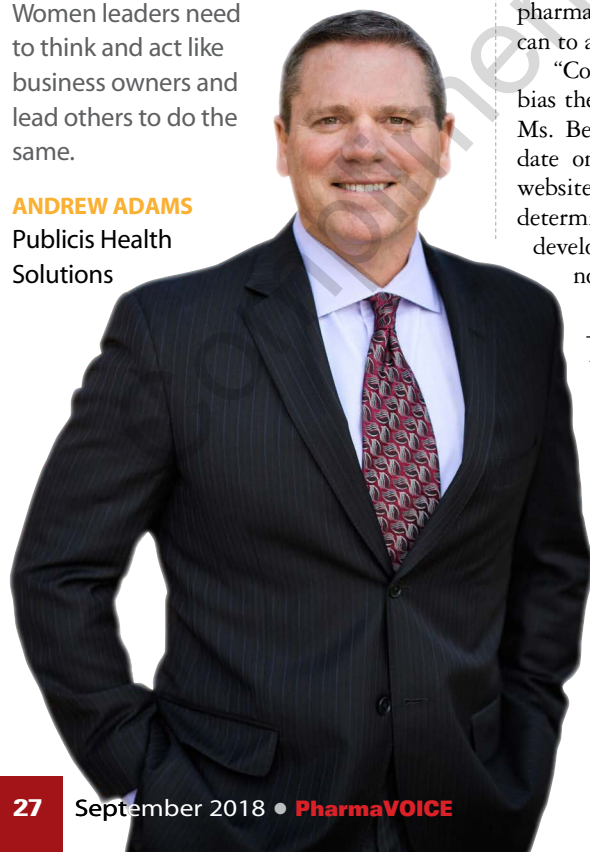
were more likely to have careers themselves than those with at-home moms, and they are more likely to have better, higher paying jobs. So not only is it a win for a company to develop women leaders, it is a win for the next generation of female leaders.”

At the biotech company ImmunoGen, Audrey Bergan, executive director, human resources, and President and CEO Mark Enyedy, are mindful of the long-held trend of male-dominated C-suites. “Mark and I think about this regularly,” she says. “It’s a reality we’re faced with and we’re committed to understanding why it’s a trend and how we could be directly responsible for its perpetuation. For example: if we have an open position, are we just hiring the people we know? Or, are we actively taking the time to understand the marketplace? What does good look like? Who has a track record of success that we can leverage? Who could fill a diversity or gender need for a particular role? Ultimately, we must hire the right person for the right reasons, but we also hold ourselves accountable for actively seeking out diversity at the leadership level at the company.”

At Merz, the philosophy is to reflect the perspectives of the customers it serves. “The vast majority of the people who use our products are women,” says Bob Rhatigan, CEO of Merz Americas. “At Merz NA, 40% of our leadership team are women, as are more than half of all managers at the company. We have women leading our finance, communications, compliance, and R&D functions. We recently hired Terri Phillips, M.D., as VP of global

Women leaders need to think and act like business owners and lead others to do the same.

**ANDREW ADAMS**  
Publicis Health  
Solutions



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**PENNY MITCHELL**  
Makovsky



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**LAURIE COOKE**  
Healthcare  
Businesswomen’s  
Association



Companies need to create a culture where gender diversity is recognized and welcomed.

**MICHELLE GRAHAM**  
Tesaro

medical affairs to build a medical services group. We look for the best talent available and have been very fortunate to be the employer of choice for some truly remarkable women in our industry.”

Beth Beghou, founder and managing director at Beghou Consulting, says companies without women in leadership can lack valuable perspectives and skills that can drive innovation. “Over time, this deficiency could compound into a large, cumulative disadvantage,” she says. “With women comprising nearly half the workforce nationally and an increasing number of female graduates in life sciences, pharma companies need to do everything they can to attract top female candidates.

“Companies should be aware of any gender bias they may be unintentionally projecting,” Ms. Beghou adds. “For example, if a candidate only sees one woman on a company’s website — among dozens of men — she may determine that the company doesn’t prioritize development of women leaders and decide not to even apply.”

There are women in the “pipeline” — half of all medical students are women — and Pamela Douglas, M.D., Ursula Geller Professor for Research in Cardiovascular Diseases, Duke Clinical Research Institute, says change will require attention to three areas. First, enhancing leadership skills and mentoring for women and there are currently many opportunities to do this. Second, there needs to be a culture of inclusion at the highest level, more than just education about unintended bias. And third, organizations need to embed systems that are

friendly to all talent. “For example, we need to ensure that job descriptions, searches, and performance evaluations eliminate cultural biases,” she says.

It is generally recognized that companies need to create a culture where gender diversity is recognized and welcomed. Ms. Graham emphasizes that this mindset needs to be a concerted effort across the organization, and especially from top leadership — across various functions from selection to onboarding to making promotion decisions and where individual skills and outcomes are rewarded by merit. “As an inclusive culture is being truly embraced, simultaneous implementation of programs such as mentoring, sponsorship opportunities, board-readiness preparation, stretch assignments, etc. can be more easily embraced,” she says.

Companies must do more than pay lip service to developing women leaders, Ms. Beghou says. “They must proactively open doors for strong female candidates and ensure these opportunities remain open throughout their careers. If companies fail to prioritize the development of women, they will fall behind companies that do value their female employees’ perspectives and contributions.”

The effort to develop women leaders should begin as early as the recruitment process. “Companies should aim to invite both men and women to interview candidates,” Ms. Beghou recommends. “This helps all prospective employees envision their potential careers through people who have risen through the ranks of the organization.”

According to a 2017 study by the Massachusetts Biotechnology Council, nearly half of the 900 women surveyed would turn down an offer from a company with all-male leadership



and interview panels. Conversely, Ms. Beghou says, a commitment to providing opportunities for women can encourage them to accept an employment offer. "Companies that invest in women leaders can enjoy the benefits of attracting top talent of both genders. If companies do this right, the message will speak for itself: There are opportunities for women to grow and excel here. If fair treatment of all genders is written in a company's DNA, it will naturally reflect in not only the recruitment processes, but also in companywide recognitions, a collaborative and fair work environment, cohesive team dynamics, valued mentorship programs, and of course, promotion cycles."

As a CEO, Mr. Rhatigan recognizes the importance of hiring talented people who are aligned with the organization's values and have a personal drive to succeed. "Then, we have to be willing to invest and prioritize development as a strategic priority," he says. "Oftentimes, learning and development programs are the first areas that are sacrificed during budget cuts. We can't expect to unlock the potential of our talent if we are not making it a priority."

Mr. Adams adds that when the time comes to promote, don't take no for an answer and think about promoting someone from within the organization. "It is not uncommon for women, in particular, to have second thoughts about taking on more responsibility," he says. "Have the discussion over the course of a couple of conversations."

At many large organizations there are ERGs — employee resource groups — voluntary, employee-led groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. These ERGs can help shape organizational culture and provide insights into employee needs and uncover gaps. For smaller organizations such as ImmunoGen that do not have a women's network in place or an ERG, the key is organically right-sizing female-focused development opportunities. "This focus helps shape our approach as we scale," Ms. Bergan says. "From an individual perspective, executive presence matters. We encourage our leaders to 'show up' for the role they want. This telegraphs a combination of qualities that show that the candidate is in charge — or deserves to be."

Ms. Graham counts herself fortunate to be part of Tesaro, where women are represented across all levels of leadership, including the company's co-founder and president, members of the executive leadership team, as well as mid-level management. "Being part of a company and culture that truly recognizes and rewards talent, regardless of gender, is critical," she says. "Another key element is discovering your leadership voice, and finding the unique edge that sets you apart. All too often women leaders feel the need to emulate what good looks like in order to get ahead. This can have unintended consequences to their long-term trajectory and personal leadership brand. Cultivating an authentic leadership style requires self-reflection, feedback, and tenacity, but this is a critical part of any leader's journey."

Ms. Cooke advises women to create their personal career spotlight map to identify what they are good at (strengths), what they are passionate about (interests), and what skills/competency areas the company is interested in (needs). "Where these three circles overlap is the bullseye — your secret sauce — that can be used to create your brand identity. Seek out people in your company or tap into an external association that can help you create this map, as it takes self-awareness to accurately develop these insights. Then make your targeted interests known along with how you can help the company. People can't read minds, so don't make it hard for other leaders to think about you when opportunities arise. Owning and promoting your brand lets others know what you uniquely bring to the table." <sup>PV</sup>

## Avoid Enrollment Pitfalls by Engaging with Best-Fit Sites

Perhaps the single most important consideration in selecting a site is whether it can make its enrollment. Many don't; in fact, 20-25 percent of all clinical studies close because they fail to meet enrollment targets.<sup>1</sup>

For decades, sponsors have found their "best fit" sites and returned to them for future studies. But in the era of precision medicine, that may not always be the best course of action. It is becoming increasingly necessary to turn to untapped resources to find potential enrollees.

According to Tufts research, sponsors and CROs report that 28 percent of their sites are new relationships with no prior history or familiarity. Those relationships can be tricky. The overall site initiation cycle time is nearly 10 weeks longer for new sites compared to repeat or familiar ones.<sup>2</sup> Moreover, sites with insufficient experience are more likely to violate protocols or have low-quality data, which leads to more on-site visits and more request for clarification — even additional training.<sup>3</sup>

In this environment, how do sponsors determine the best-fit sites for their studies? Much of what constitutes "best fit" is specific to the study and the patient population, but here are five characteristics that apply more broadly:

- **Strong Record of Success:** Past performance does predict future results. But how much do you really know about past performance of the site or the investigator? Without the right partner, it becomes difficult to assess past performance. With the right partner, however, you have access to verified data- as opposed to self-reported data- to help you make an informed decision.
- **Active Community Presence:** No matter how diligently they scour their records and recruit their own patients, no site is going to fully enroll a study from its own patient population. A site that's active in the community and has built community relationships is more likely to be successful at enrollment.
- **Takes an Integrated Approach:** Best-fit sites embrace clinical research as another offering of care to the patient. It's fully integrated into their practice, and they promote clinical research in a proactive manner with strategies that may include: showing a list of available clinical trials on a monitor in the waiting room, talking to patients who may be eligible to participate in trials, and engaging their colleagues in the practice to help spread the word.
- **Dedicated Clinical Research Team:** Given that 68 percent of sites fail to meet their projected enrollment targets,<sup>4</sup> you'll want to ensure the right people are in place to execute against these timelines. Work with your coordinator during the pre-selection visit to determine if they manage too many protocols with too few staff, have a difficult time returning questionnaires in a timely fashion, or have trouble managing responses to ad campaigns. If any of these pop up as red flags, it may be time to bring in a dedicated resource to assist the site team.
- **A Best-fit Site is Open to Innovation:** Adopting technologies such as e-consent and a clinical trial management system is an indication of enrollment success. In our experience, the more open to technology a site is, the better their enrollment.

By working with sites that meet the aforementioned criteria, and by availing yourself of the data and other resources available, you can dramatically improve the likelihood that your next clinical trial will succeed. ●

References: 1. WCG Knowledge Base; Data on file. 2. March/April 2018 Tufts CSDD Impact Report. 3. March/April 2018 Tufts CSDD Impact Report. 4. WCG Knowledge Base; Data on file.

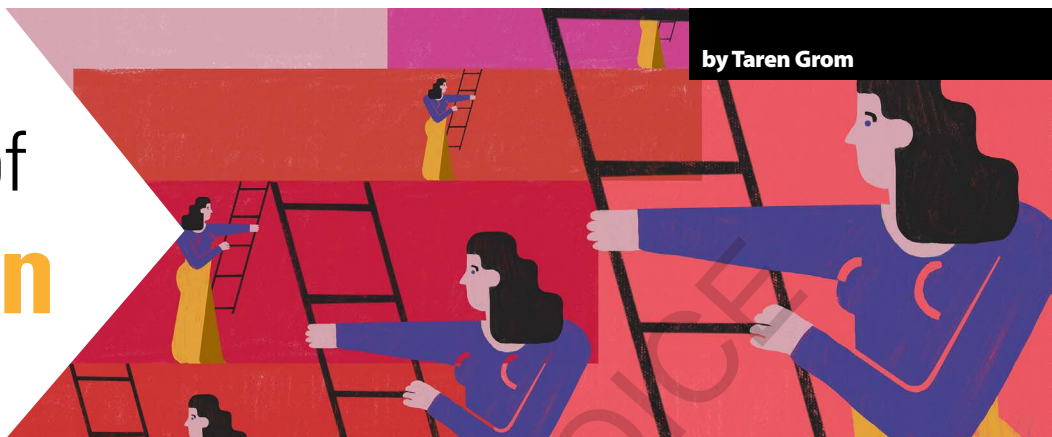


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# Developing the Next Generation of Women Leaders

by Taren Grom



To shrink the gender parity divide, it will take a change in corporate culture, as well as a progressive mindset by women who are looking to take charge of their own careers.

Creating a culture of diversity and inclusion should be considered a business imperative. Beside the fact that it's the right thing to do, organizations that truly embrace a culture that cultivates female talent and remove barriers to career growth can reap significant benefits.

But despite a commitment by many companies, progress continues to be too slow — and may even be stalling, according to the Women in the Workplace 2017 study, which was conducted by LeanIn.org and McKinsey. Drawing on data from 222 companies employing more than 12 million people, as well as on a survey of more than 70,000 employees and a series of qualitative interviews, analysts found that one of the most powerful reasons for the lack of progress is a simple one: we have blind spots when it comes to diversity, and we can't solve problems that we don't see or understand clearly.

McKinsey also found that many employees think women are well represented in leadership when they see only a few. And because they've become comfortable with the status quo, they don't feel any urgency for change. Further, many men don't fully grasp the barriers that hold women back at work. As a result,

they are less committed to gender diversity, and we can't get there without them.

Kevin Duffy, global OVP, life science and healthcare vertical, at KellyOCG, says a precursor to a talent development strategy is to ensure that a company harbors a culture of inclusivity. This goes beyond female talent and strikes at the heart of creating a diverse workforce, one in which each person is leveraging their unique skill sets to drive business results.

"Coupled with this, effective talent acquisition must be a strategic priority," Mr. Duffy says. "When evaluating investments, very seldom will the conversation turn to a comprehensive talent supply chain strategy. However, labor expenses can equate to almost 70% of all the costs within some organizations. A qualified employee base is the backbone of an organization's ability to achieve its desired results and what drives planning within organizations to accelerate their business outcomes.

Lastly, Mr. Duffy says, organizations must create an environment of accountability as all leaders must be guided with the same focus and accountability.

"Behaviors within an organization are founded by the manner in which the leadership team conducts themselves as there must

be an unwavering resolve in their dedication to develop all of their employees," he adds.

Laurie Cooke, CEO of the Healthcare Businesswomen's Association, a noted speaker on the topic of gender diversity and furthering the advancement of women in healthcare, suggests one of the best ways for companies to tap into their female talent is to create a network — often referred to as internal women's network or employee resource group. "This is a venue for women to connect and gain meaningful leadership, personal, and professional development," she says. "In this setting, the next generation of women leaders can have access to more senior women who have already walked this path. The executives serve as critical role models to inspire the next generation, illuminate potential actionable paths, and serve as a rich source of mentors and sponsors — a critical resource for successful advancement. This forum creates a petri dish for the company to nurture their talent and provides visibility to the assets in their organization, and if structured strategically a tool to advance one or more of the company's corporate objectives."

She notes that there are two important things to remember when setting up a women's ERG. "Ensure you are providing equal time to supporting women to develop business, finance, and strategy knowledge and experience; and second, provide clear and constructive feedback early on. These are two areas that are appearing as inequities in how we treat women and men."

Bob Rhatigan, CEO of Merz Americas, advises employees to take the time to map out a leadership development plan and identify the skills, competencies and experiences that you are interested in developing.



Women need to be proactive about searching for opportunities because they don't always show up on their desk.

**LAURIE COOKE**  
Healthcare  
Businesswomen's  
Association



Women need to be their own advocates and lean into their strengths with confidence.

**BETH BEGHO**  
Beghou Consulting



When navigating one's career, it's vital to continuously cultivate working relationships with colleagues on every career level. Even the strongest leaders need to lean on others.

**MICHELLE GRAHAM**  
Tesaro

"Invest in your development; top performers are usually learners always looking for ways to grow and enrich their knowledge and skills," he says. "Don't wait for someone to tell you what to do. Take the initiative. And, evaluate the roles that are of interest to you and interview people who are already in those roles."

He says it's also important for employees — women and men — to demonstrate the impact they have made to an organization. "And, finally, assess the culture of the company you're considering joining and make sure your values align to theirs," Mr. Rhatigan says. "Don't be shy about asking how the company develops leaders and how it defines success."

### Taking Ownership of Your Career Journey

Ms. Cooke says women need to put up their hand for opportunities of interest. "I say 'Give it a Go' — women need to be proactive about searching for opportunities because they don't always show up on their desk," she says. "Specifically, women need to look for cross-functional teams where they have the opportunity to interact with more senior people, particularly senior women. Also, secure mentors to help with areas identified as professional development topics in performance discussions. If you're not getting regular feedback, request it. Don't forget to speak up and contribute at meetings — you were invited because of what you can contribute. If you are a passive attendee, your presence will be viewed as ancillary, and you will eventually be skipped over for future meeting invitations. And as you

## Developing the Next Generation of Leaders



**PENNY MITCHELL**  
Executive VP, Healthcare  
Practice Lead, Makovsky

To develop the next generation of women leaders, companies and individuals must first and foremost include everyone in diversity initiatives and can take the following steps to ensure success:

- ▶ **Conduct a talent assessment.** Look inward at your company's pipeline carefully. What percentage of women and diverse employees are needed to create a difference in the next three to five years? How will you measure progress? What employees are getting visibility, new job experiences, and stretch assignments?
  - ▶ **Manage bias in the talent life-cycle.** Review the talent acquisition and career advancement life-cycle for bias. Ensure a diverse mix of interviewers, including gender, diversity, generational, and even cross-department groups. Conduct anonymous surveys of recent hires and engage managers at all levels of recruitment and hiring as well as identifying high-potential employees and rewarding them for their efforts.
  - ▶ **Include women in succession planning.** According to the Morgan Stanley Diversity Best Practices 2017 Inclusion Index, although 94% of companies have a formal succession process, only 55% have a diverse succession planning process. Business leaders need to assess their organization's talent makeup and demographics to
- understand when important talent will retire, what skills will be lost and develop a plan to elevate the next generation of diverse talent. Best practices for succession planning include commitment from the top. C-suite executives need to demonstrate their support by sponsoring and mentoring high-potential women in the workplace. Companies need to set goals, criteria, and reasonable but aggressive timelines for developing women leaders. They also need to create roles for women to lead and to stretch their current skills.
- ▶ **Develop the internal pipeline of talent.** Reviewing data analytics from human resources can uncover important insights about the workforce and identify high-potential women and employees of color as leadership candidates. In addition, and very importantly, companies need to provide programs that offer work/life balance and pay equity to maintain a strong talent pipeline.
  - ▶ **Incorporate industry recruitment best practices.** It is important to evaluate where your organization stands compares to others, especially when it comes to attracting, advancing and retaining women and diverse talent. Understand what employees are saying about work at the company by monitoring and using social media. Ensure that you are using analytics to plan and manage for deficiencies. Build strong relationships with schools and associations. We have an extremely robust intern program; of the six interns we recently employed, four were female.

gain confidence, strategically work to secure a sponsor — typically someone who is two or more levels above you — who gets to know you and your skills, so they will float your name up to the top when opportunities arise."

Finally, Ms. Cooke encourages women to join a relevant professional association where they can develop a broader awareness of who they are and what's going on in their area/industry.

"It is incredibly important to have alternative perspectives about leadership and how things get done," she says.

When navigating one's career, Michelle Graham, senior VP, chief human resources officer at Tesaro, says it's vital to continuously cultivate working relationships with colleagues on every career level. "Even the strongest leaders need to lean on others," she says. "Seek out mentors, sponsors, and individ-



## Around the Industry: Women's Leadership Initiatives



**ANDREW ADAMS**  
President, Publicis  
Health Solutions

Mobility is key for us and so is on-going talent management. We look at experience year over year and add new learnings and stretch assignments aimed at developing new skills and capabilities.



**BETH BEGHOU**  
Founder and Managing  
Director, Beghou  
Consulting

Our culture emphasizes the leadership and advancement of all employees, including women. It's unremarkable for women to lead team meetings or spearhead an initiative. We hire women who earn recognition based on their work. We examine our promotions, raises, and bonuses to make sure there are no unintended biases or patterns and ensure all genders are considered and treated equally. We are growth-minded. We pair each new hire with a professional development manager to serve as an advocate within the firm. This way, everyone has a point person, and nobody falls between the cracks. We also sponsor rising talent to earn their MBAs, which can open new opportunities for them. It's especially rewarding to see women take advantage of this offering, as business school may provide networking opportunities that could follow them throughout their careers.



**JOE DEPINTO**  
President, Cardinal Health  
Specialty Solutions

Cardinal Health is very deliberate and purposeful in driving diversity and inclusion as key priorities. The company has an active network of Employee Resource Groups, including networks for women, African Americans, Asians, Hispanics, LGBTQ employees, and those with disabilities, which provide a platform for networking, mentorship, and leadership development. The company also takes a structured approach to recruiting and developing diverse talent at all levels. CEO Mike Kaufmann, who is passionate about gender parity, has helped the company to prioritize this issue. With Mr. Kaufmann's support, Cardinal Health has become a strong advocate of organizations such as the Healthcare Businesswomen's Association (HBA) and was recently a primary sponsor of a Women in Healthcare symposium in Columbus, Ohio, to raise awareness of the importance of gender parity.



**KEVIN DUFFY**  
Global OVP, Life Science  
and Healthcare Vertical,  
KellyOCG

Companies need to empower, engage, and provide meaningful opportunities to excel and grow. Kelly has a progressive program named Leadership in Action that provides a mentoring and engagement platform not only for women, but for all of the top leaders in the company. It began with

a focus on female leaders and expanded to create an inclusive environment, which capitalizes on the diverse resources of the company. There is a formal mentorship program and several opportunities and avenues to join Learning Circles. This fosters an open, collaborative and inclusive environment where leaders can broaden their network, learn from their mentor, and be afforded the possibility to learn additional skills to prepare them for the next steps in their career. It all starts and ends with engagement and appreciation to allow all employees to execute flawlessly and be the best they can be.



**BOB RHATIGAN**  
CEO, Merz Americas

At Merz, we believe in hiring strong performers. As we continue to grow our footprint in the Americas, we are cognizant that our success will be dependent on our ability to develop our talent internally as well as attract top talent externally. We launched our Leadership Academy last year to provide formalized leadership training and development. The program is designed to support future leaders, transitioning leaders, and already established leaders. Additionally, we will be launching our Individual Development Planning process in September to support our employees in identifying the right career pathing to align with their career goals. Merz will be able to remain competitive if we are able to attract and develop top talent to support our vision.

uals who will be unafraid to give you real-time feedback and who will keep your best interests at heart."

Beth Beghou, founder and managing director at Beghou Consulting, tells women: your career cannot be a waiting game.

"Much has changed since I began my career in the pharma industry in the 1980s, but a few aspects remain," she says. "Most meetings that I attend have more male than female participants. And men tend to comprise the majority of leadership roles in pharma. While there are various reasons for this, ambitious women can do several things to chart a successful, upward career path." For example, Ms. Beghou says if you're the only woman in a meeting, speak up as

an equal participant. "Women need to be their own advocates and lean into their strengths with confidence," she says. "This mindset is especially important during the annual review process. Female employees may be more likely to believe their work speaks for itself; perhaps it does, but it's important to keep track of and cite accomplishments to ensure proper recognition."

Audrey Bergan, executive director, human resources, ImmunoGen, says everyone — whether female or male — has to think about why they're interested in taking the next step in their career. She suggests asking yourself a number of questions before taking a career leap: What is driving you towards you next opportunity?; What is preventing you from

taking that next step?; Does your next potential role play upon your current strengths? Will it grow your strengths? Do you need a promotion to feel successful?

"It could be that a lateral move across the organization is equally as powerful for your career; feel empowered to think broadly and outside your current swim lane," she suggests. "Women shouldn't feel limited by the patriarchy. Instead, view a lateral move as an opportunity to break through and bring your female-ness to the table. Leverage your skills and lead in your own way alongside your male peers. It's an opportunity to bring diversity of thought and style to the table, instead of changing yourself to fit the male mold." PV





## Networking



## Education



## Collaboration

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