

STAR *Quality*

PharmaVOICE is once again honored to pay tribute in the following pages to the **Healthcare Businesswomen's Association (HBA) Rising Stars. The Class of 2006** represents a wide range of disciplines, company types, and levels of accomplishment. These women have one

thing in common: they have been identified as valued and true assets to their organizations. Join us in celebrating this elite group of 68 outstanding women who are shining examples of what it takes to be a star in the healthcare industry.

Leadership embodies many different qualities. What do you believe are the most important leadership qualities? And how do you define a leader?

NANETTE FOSTER
PALIO COMMUNICATIONS

I believe the most important qualities of a leader are: vision — seeing the unseen, uncovering new ways, and planning for the long term; initiative — taking the initiative with enthusiasm and motivating others to follow; passion — giving themselves fully to their goal and enjoying every minute of it; humility — putting others before themselves; and tenacity — having the stick-to-it-iveness to not give up until the goal is met. This quote sums it up for me: "Excellence can be attained if you care more than others think is wise, risk more than others think is safe, dream more than others think is practical, and expect more than others think is possible."

SEJAL PATEL
PROMEDICA COMMUNICATIONS INC.

Effective leaders combine instinct with acquired skills; they know how to trust their instincts and rely on their skills. They must have the courage to support their decisions, even when they are unpopular, yet they must also stay open to input from colleagues at all levels and be able to listen to meaningful dissent. To instill trust and

STACEY SINGER
HLS AND COMMONHEALTH

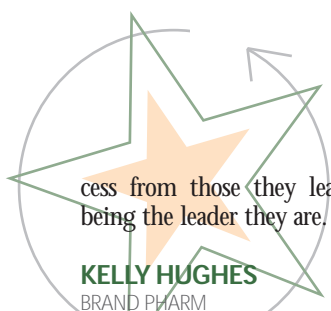
People will always gravitate to someone who can assess a situation, elicit feedback and advice, develop and communicate a vision, motivate others to participate, and adjust the course of action based on feedback and results.

to delegate effectively, it is essential that a leader must also fulfill her or his own responsibilities well. To be worthy of the respect that leaders are entitled to expect, they must, in turn, show respect for those who work for them and for their colleagues. They need to have unquenchable curiosity about their areas of expertise and what the experts around them have to teach.



LESLEY BAILEY
IMPACTRX INC.

I believe good leaders grow through a continuous self examination, learning, preparation, and experience. Without knowing it, good leaders inspire others and take pride in the suc-



cess from those they lead, rather than from being the leader they are.

KELLY HUGHES
BRAND PHARM

Leaders support their people, demonstrate compassion and empathy, and are willing to set aside their own egos to develop talent.

SHARON CASSARIO

COMPAS INC.

The most important leadership qualities are knowing yourself, understanding others, and developing trust and credibility. A good leader appeals to others, inspiring them to sign onto the cause. They possess a strong belief in their corporate goals and effectively communicate the "vision" to their employees. Leaders must always take responsibility for their actions and never blame others but instead analyze the situation, take corrective action, and move on to the next challenge. They have an understanding of who they are and what they know, and they know that there is nothing they cannot accomplish. True leaders know that they need to convince their followers that they are worthy of being followed.

STELLA XU, PH.D.

ROCHE PHARMACEUTICALS

To me, a leader is someone who inspires and influences others to achieve goals beyond their previous accomplishments. To do that, it is important for the leader to embody: integrity — true leaders command and retain the trust and respect of their followers by the value they uphold and the character they exemplify in words and in deeds; competence — successful leaders exceed the performance standards they ask of others, and they continue to improve themselves, thus inspiring others to higher levels of excellence; vision — an inspirational, clearly defined and communicated vision attracts, motivates, and unites people around the leader; and a people-focus — effective leaders view people as their most valuable asset, serve others' needs, and are committed to people development.

KELLY ANDRESS

ALLIANCE HEALTHCARE INFORMATION INC.

The importance of good listening skills can never be emphasized enough. Being able to carefully listen to the problem, challenge, or task presented is the foundation for achieving the goal. Once the task is clearly understood, good leaders are tenacious and creative in finding a solution. Often the solution lies within the skills and talents of those surrounding you. Knowing your team members and assigning tasks based on their strengths is a worthwhile exercise. While it's important to keep the team on course; it's equally important to create a safe environment to make mistakes. It's these great leaders that allow for mistakes and take the opportunity to provide

THE 2006 HBA RISING STARS



VIOLET ALDAIA

Senior VP, Group Account Supervisor
BrandEdge, a division of
Grey Healthcare Group

Violet's unflagging energy, quick thinking, deep marketing insights, and strong presentation skills have been instrumental to BrandEdge's success.



MERYL A. ALLISON

Executive VP/Client Service Director/Chief
Strategic Officer
LLNS/TBWA WorldHealth

Meryl wears many hats at the agency, where besides being Chief Strategic Officer, she is also the Executive VP/Client Service Director for Aricept, Aromasin, Tevetan, and Cardizem-LA.



KELLY ANDRESS

Manager, Business Development
Alliance Healthcare Information Inc.

Kelly's strong client relationships and laser focus on achieving client goals exceed every expectation.



LESLEY BAILEY

Senior Account Manager,
Business Development
ImpactRx Inc.

Lesley combines many outstanding characteristics that make her a tremendous asset to ImpactRx, including broad-based product knowledge, strong personal initiative, a can-do attitude, and customer partnership.



KERRY BAKER

Copy Supervisor
Flashpoint Medica

Kerry is one of those people who just gets it — from whipping up strategic thinking in a flash to coming up with the insights that drive creative.



STACEY BRADY

VP, Sarbanes-Oxley, Policies and Systems
sanofi aventis

Stacey has demonstrated exemplary leadership, vision, and teamwork in support of sanofi aventis' Sarbanes-Oxley efforts; and she has dedicated much time and support to establishing and integrating sound financial policies and procedures for the business.



MELISSA BROTZ

Divisional VP, External Affairs,
Communications, Public Affairs
Abbott

Melissa has global responsibility for reputation management and external communications for Abbott's diverse portfolio, ranging from pharmaceuticals to medical products to nutritionals.



ANNETTE BRÛLS

General Manager, Guidant Belgium and
Director, Cardiac Surgery Marketing,
Europe, Middle East, Africa, and Canada
Guidant Corp.

Annette joined Guidant in 1997 as a Clinical Coordinator. In April 2004, she became Director, ES & CS Marketing for EMEAC; and in January 2006, she was appointed to her current position as General Manager, Guidant Belgium. She also continues her responsibilities as Director, CS Marketing for EMEAC.



SUSAN BURNS

Senior Project Manager, Information
Services Department
Organon Pharmaceuticals USA Inc.

Sue demonstrates a remarkable work ethic while managing to balance both her work and family life. She is a true role model for others at Organon.



SHARON J. CASSARIO

Senior Account Executive, Media Services
Compas Inc.

A truly bright and rising star, Sharon consistently goes above and beyond to meet and exceed client and team expectations.



MICHELLE CHANDLER

Senior Director, Life Science
Consulting Practice
DSA Inc.

Responsible for expanding the Life Science Consulting practice, Michelle has exceeded expectations since joining the company in July 2005.



CAROL CLARK

Advertising Sales Manager
Elsevier Inc.

Carol's hard work, positive attitude, and creative ideas for finding effective marketing solutions for her clients make her a strong asset for our company.

THE 2006 HBA RISING STARS



SHARON CLARKE
VP, Sales
MedPointe Pharmaceuticals

Sharon is known for her sincerity, commitment, and unwavering dedication to success.



MEG COLUMBIA-WALSH
Managing Director
Faith Popcorn's BrainReserve

Meg is a preeminent figure in e-health, business, and pharmaceuticals.



WENDY BUTLER CURTIS
Senior Associate
Fulbright & Jaworski LLP

In addition to trial experience, Wendy has expertise in managing discovery at a national level, including electronic discovery and complex document production.



LISA DALTON
Global Compensation & HRMS Director
Shire Pharmaceuticals

Over the last two years, Lisa has contributed significantly to building the human resources function at Shire, including the design and development of global compensation programs for the company.



JENNIFER DAY
Senior VP, Publisher
Contemporary Surgery/OBG
Management
Dowden Health Media

Jenny has grown advertising market share as well as revenue beyond advertising to include custom print, Web, and live events.



LISA EBERT
Managing Director
Medicus New York

Lisa has an uncanny ability to quickly recognize an opportunity or a problem, put together an elegant solution, and inspire a team toward a successful result.



NANETTE FOSTER
VP, Senior Brand Planner
Palio Communications

A self-confessed brand junkie, Nanette attacks client marketing issues with unbridled passion, conviction, and courage.



JANET FOULKES
VP
Bench International

Throughout her career, both at Pfizer and at Bench, Janet has created a real-time impact of making a substantive difference.



ROBIN FREEBURG, RN, BSN
Project Leader
Innovex Inc. — Health
Management Services

Through her success and commitment to excellence, Robin's career has progressed as she accepted additional responsibilities and honed her management skills.



ALISON GARDNER
Director, Finance and Operations
Unlimited Performance Training Inc.

Alison's leadership spans several years of fiscal management and operational experience, combined with excellent judgment in her role managing the portfolio growth for Unlimited Performance Training.



COLLEEN GLYNN
Director, Data Management
Applied Clinical Intelligence LLC

Colleen consistently contributes to ACI's reputation and profitability. She also demonstrates excellent leadership skills among her expanding team.



DEBBIE GRIGGS-SMITH, MBA
Sales Director, Cardio-Metabolic
Specialty Sales West
Solvay Pharmaceuticals Inc.

Debbie joined Solvay in 1985, when she began as a chemist and worked in human resources. Over the past 10 years, Debbie has contributed to both sales and marketing.



ANGELA HEISTEN
Director, Market Planning
Genentech Inc.

Angela commands respect throughout the organization for her thoughtful approach to problem-solving, her insight, and her clear communication style.



STACEY BRADY
SANOFI AVENTIS

The most important leadership qualities include open communications, a strong work ethic, and decisiveness to provide direction and clarity.

honest and constructive feedback while staying on task. Good leaders who empower decision making, responsibility, and autonomy typically create the most productive and successful teams.

ANNETTE BRÜLS
GUIDANT CORP.

The most important characteristics of a leader are integrity, the will to win, shaping directions, and engaging others. The leader has to be known for his or her candidness and straightforward attitude. He or she has to desire to be the best in all he or she does and has to have a clear view of the direction to be followed. I believe that many leaders have these abilities, but the difference comes in the ability to engage others. In my view, employees shape a company and make the difference with other players in the arena.

KIM WISHNOW-PER
CONNEXION HEALTHCARE

Essential qualities that a leader must exhibit include the abilities to: lead by example; provide strategic direction that sets clear expectations and standards of excellence; hire the best person for the job at hand; motivate people to perform to their maximum potential by creating opportunities for professional advancement; and optimize available resources to create the most effective teams. A leader clearly communicates the vision of an organization or company and then motivates his or her team members to reach their maximum potential and deliver on that vision.

STACEY BRADY
SANOFI AVENTIS

In my experience as a leader, I have found that effective teamwork will generate positive results.



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THE 2006 HBA RISING STARS



KATHERINE HETTRICH
Senior VP, Management Supervisor
Sudler & Hennessey

Her enthusiasm, energy, and good cheer are only half the picture. These qualities, combined with savvy marketing and client relationship skills, are the reasons that Kathy is S&H's 2006 HBA Rising Star.



COLLEEN HINDSLEY
VP, Group Account Supervisor
Regan Campbell Ward • McCann

Colleen is smart, strategic, and scientifically astute. She's also personable, a natural leader who is calm no matter what, and has a great sense of humor.



DIANA L. HOFF
Partner
Ernst & Young LLP

Diana has been the firm's national pharmaceutical sector resident, a member of the regional People First Advisory Council and performance review, and a career counselor.



LORI HUFF
Regional Account Manager
Daiichi Sankyo

Lori exemplifies the professionalism, high standards, and core values that are key components of the company's culture.



KELLY HUGHES
VP, Group Account Director
Brand Pharm

Since joining the agency world, Kelly has proven adept at managing the strategic planning for her brands and translating her client experience into recommendations that strengthen the agency's relationship with clients.



SANDY JENNINGS
Executive Sales Director
Ventiv Sales and Marketing Teams
An inVentiv Health Company

Sandy exemplifies in Ventiv's cultural beliefs of being results focused and collaborative.



SHAJI JOHN
Comptroller
Eisai Inc.

Shaji's thirst for knowledge and desire to do it "right the first time" set an example for all at Eisai.



LAURI JORGENSEN
Publisher, The Ophthalmology Times Group
Advanstar Communications

Lauri's attention to detail, coupled with her big picture understanding of medical publishing and education, is second to none.



NANCY JOSEPH-RIDGE, M.D.
Therapeutic Area Head, IM/Rheumatology
Medical Writing, Publications,
Clinical Trial Registries
TAP Pharmaceutical Products Inc.

Dr. Joseph-Ridge is a seasoned leader, revered among her colleagues because of her unique mix of scientific excellence, business acumen, and calm leadership.



HALEH KADKHODA
Group Director, Education Programs,
Institute for Continuing
Healthcare Education
Vox Medica Inc.

Haleh is a strong leader and strategic thinker with superb management ability.



SONNIE KANG
VP, Account Services
Quintiles Medical Communications

Sonnie's lead-by-example approach makes her an extraordinary motivator, inspiring her team through her tireless work ethic and determination to always get the job done right.



MARYANN LOMBARDO
Manager, Strategic Planning
FCB HealthCare

Maryann is described by her colleagues as smart, speedy, dependable, tenacious, dedicated, and passionate.



DEBRA POLKES-GREENWALD
CLINE DAVIS & MANN INC.

My job is about inspiring and creating an environment where it's always okay to try new things, to fail without fear, and, most of all, to help others realize the greatness that they know lies within them.

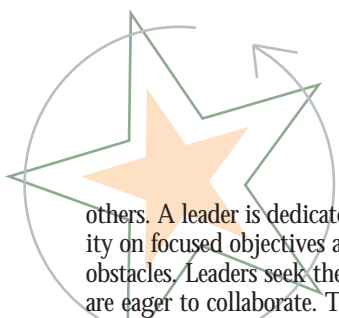
A leader is responsible for planning, communicating, and motivating the effort to ensure that the right people are involved and actively engaged. Team members must know what is expected of them, have an infrastructure to support them, and be knowledgeable about the desired goal and how to reach it. A leader must also actively participate as a team member to contribute to the overall success. It takes the whole team, working together, to make this happen.

KATHY HETTRICH
SUDLER & HENNESSEY

Leaders lead by example and surround themselves with people who are smarter than they are. You know you are a good leader when people follow you. Trust is a critical element in successful leadership. Finally, a good leader takes care of his or her staff by rewarding good performance. A good leader starts with a clear mission and has solutions to problems. In turn, leaders are supposed to sense a problem and respond before it becomes a crisis.

SUSAN BURNS
ORGANON PHARMACEUTICALS USA INC.

The most important qualities in a leader are active listening, transparency, and respect for



others. A leader is dedicated to delivering quality on focused objectives and perseveres despite obstacles. Leaders seek the advice of others and are eager to collaborate. They do not work in a silo but instead take ownership and lead a team. A leader should be a person who others can look up to and who will make difficult decisions. Leaders have excellent communication skills and self-confidence. Leadership is an important management skill; it is the ability to motivate a group of people toward a common goal. Leaders should inspire and assist individuals in achieving this goal.

LORI HUFF

DAIICHI SANKYO

One thing I learned early on is that good leaders don't ask others to do what they wouldn't do themselves. Leaders have to have the utmost integrity in everything they do. They are clear communicators who are able to articulate a vision of what is to come. Good leaders understand that everyone, regardless of what they do, deserves to be treated with respect.

DEBRA POLKES-GREENWALD

CLINE DAVIS & MANN INC.

Agency creatives live and die on the strength of the work they produce, making their healthy (but undeniably fragile) egos essential survival traits. As such, being at the creative helm of an agency is not for the faint of heart. It is clearly a delicate position, which brings me to the humble point I'd like to make about leadership in my chosen profession. My job is no longer just about me, my work, and my ego. My job is about everyone else's work and everyone else's fragile egos.

MICHELLE CHANDLER

DSA INC.

True leaders are people who are able to clearly define and articulate a vision that is easily understood, translated, measured, and achieved by the organization as a whole. True leaders get out of their offices on a regular basis and walk the halls. They take every opportunity to talk about and "sell" the vision. They ask questions. They assess morale. They motivate others to achieve results. True leaders hold themselves and others accountable for attaining that vision and reward accordingly when goals are met.

LAURI JORGENSEN

ADVANSTAR COMMUNICATIONS

A strong leader sets an example, proves by performance, maximizes the unique strengths of others, and mentors direct and indirect reports. Leaders are genuine, ethical, firm, focused, decisive, and calm in times of stress. Effective leaders provide not only the vision for

the future but the direction to achieve that vision. These individuals run a team-oriented environment built on mutual trust and respect and do not operate in a vacuum. Good managers are passionate and detail-oriented and expect the same from their colleagues. They do not fear failure and support the efforts of others, encouraging creativity and rewarding those who take the leap.

DIANA FREED OSCHER

WISHBONE/ITP INC.

Leadership reflects a sincere commitment to important goals and an engaging, clear manner of communicating how to achieve them. A leader reveals a genuine passion for a vision of a better future. Inspired by leadership, others join in to express common goals, to find the motivation to build upon them, and to meet challenges.

Some say good leaders are made, not born. What are some of the most important leadership lessons you have learned during your career?

DEBBIE GRIGGS-SMITH, MBA

SOLVAY PHARMACEUTICALS INC.

One of the most important lessons a leader can learn and embrace is that everyone is motivated differently. It is liberating to be able to tap into individual motivations and accept that the way one person is motivated is not better or worse than the way another is motivated.

MELISSA BROTZ

ABBOTT

Effective leaders are psychologists; they observe and listen, and they approach each situation based on understanding the people they want to sway, how the competition will react, and what is happening in the environment. Achieving a goal with others is more satisfying than achieving it on your own, and seeing those you've developed go on to do great things is the ultimate reward.

MICHELLE SUCHOSKI

GOBLE & ASSOCIATES

During my career I've learned several lessons. One is to listen. As I work to be regarded as a leader on my own teams, I listen to my coworkers and ask for their opinions and solutions. When possible, I try to "meet anyone in the middle" by respecting concerns or supporting their efforts. At the same time, I always work to produce the best possible product for our clients. Another lesson is to follow up. I learned very early in my career how important it is to follow

LISA EBERT

MEDICUS NEW YORK

The ability to lead is not inherent in a title. Leaders are most effective when they have earned the trust and respect of those they are empowered to lead. They earn respect by demonstrating the ability to make decisions that will elevate organizational performance, while providing opportunities for each individual to achieve his or her personal best.

ALISON GARDNER

UNLIMITED PERFORMANCE TRAINING INC.

I think great leaders have wonderful vision, work well with people, and use excellent interpersonal skills. I think great leaders draw out the talents of those who work for them and understand the best way to leverage their abilities on behalf of the team.



SHARON RUNDBERG

DORLAND GLOBAL CORP.

In my opinion, the most important qualities a leader can have are the ability to define the vision and provide the inspiration and motivation for their team members, employees, and colleagues.

up with clients and vendors. Whether this means asking about the status of a job that has been put on hold or following up after a job has been completed to ask about the results, I have

THE 2006 HBA RISING STARS



CANDICE LONG
Product Director — Marketing
Tibotec Therapeutics

Candice has distinguished herself by her remarkable organizational and partnership skills, her strong customer focus, and her business ethics and values.



NADINE MARTIN
Account Director
LifeBrands

Nadine has 10-plus years of agency experience and is responsible for domestic and global prescription brands.



CHRISTINE MAYER
VP, Global Business Development
Biovail Pharmaceuticals Inc.

Christine is responsible for identifying and negotiating business development and licensing arrangements for Biovail.



PAULETTE MCCARRON
Senior VP, Media Services
Communications Media Inc.

Employing strong professional skills and a sharp wit, Paulette routinely provides CMI clients outstanding strategic guidance and superior customer service.



KATHY D'ALONZO MONDAY, R.PH.
VP, Customer & Technical Operations
AstraZeneca Pharmaceuticals LP

During Kathy's tenure, she has held positions with increasing responsibility in a traditionally male-dominated area, paving the way for other women to follow suit. We have great confidence in her ability to get a job done and do it well.



SARAH MOONEY
Director, Operations and Business Development
Innovia Education Institute, a Columbia MedCom Group Company

Sarah is respected by clients and fellow employee-owners for her focus on quality and achievement of outcomes.



LIZA MORRIS
VP
Spectrum Science Communications

Liza is a mentor and role model to many, as well as a committed volunteer addressing global health issues.



RIMA DOMOW NACHSHEN
VP, Account Group Supervisor
Pace Inc.

Rima's work ethic, passion, and energy level are enviable. She is a star performer every day.



DIANA FREED OSCHER
Executive VP/Chief Science Officer
Wishbone/ITP Inc.

Since joining Wishbone two years ago as Senior VP/Chief Science Officer, Diana has consistently exceeded expectations.



ANNA MARIA PALEOCRASSAS
Art Supervisor
KPR

Anna Maria is a key contributor to the work produced by the agency, and she demonstrates a selfless commitment to her team, the company, and the clients that she services.



SEJAL PATEL
Senior Project Director
The Foundation for Better Health Care
PROmedica Communications Inc.

Sejal's thirst for knowledge and desire for perfection, coupled with an extraordinarily positive attitude, is a recipe for continued success.



RANJANA PATHAK
VP, Quality Assurance and Compliance
Endo Pharmaceuticals Inc.

Ranjana joined Endo in March 1998, shortly after the company was founded. She has made significant contributions, managing the highly regulated function of quality assurance.



LIZA MORRIS
SPECTRUM SCIENCE COMMUNICATIONS

It was ingrained in me that you achieve the greatest potential when doing what you love.

found that a simple call or visit makes an impression. Next, I learned the lesson of initiation. I think the most challenging part of any job — for anyone — is formulating a plan to begin a project or program. I consistently try to pull together my ideas as early as possible to begin to organize the plan. If anything, my early drafts are used to collaborate with the team and brainstorm on next steps. I find that this effort helps me get a better understanding of the project and its obstacles and, therefore, helps me to be viewed as the leader of the program.

JANET FOULKES
BENCH INTERNATIONAL

Choosing the right people — whether for a direct report, for a team, or in terms of mentors or bosses — is one of the most critical decisions a leader can make. I also think a leader has to inspire and then sometimes get out of the way to let good people have their own opportunities. It was hard for me early on in my career not to want to guide every stage of everyone's efforts. Now, I am much more comfortable to allow professionals from all parts of the organization to do things their way and only intervene if asked or if someone is struggling or going off target.

THE 2006 HBA RISING STARS



CATHERINE TAK PIECH
VP, Outcomes Research & Biometrics
Ortho Biotech Clinical Affairs LLC

Catherine's team, as well as the entire organization, values her strategic focus and charismatic leadership.



DEBRA POLKES-GREENWALD
Executive VP, Creative Director — Art
Cline Davis & Mann Inc.

Debra is a creative, award-winning art director with an exquisite sense of style and a keen eye for talent.



NANCY RIVERA
Administrator
JBK Associates Inc.

Nancy has become an integral part of the company and made significant contributions to its growth and development through her creativity and dedication to success.



PAULA ROSE
Director, Market Access,
Vaccines Marketing
GlaxoSmithKline

An experienced and trusted leader, Paula shares her acumen and entrepreneurial spirit with women advancing their own careers in the company's salesforce.



SHARON RUNDBERG
Executive VP, Director of
Internal Resources
Dorland Global Corp.

Sharon joined Dorland in April of 2004 to lead our West Coast office operations; we believe she is truly amazing.



D'ARCY RYAN
Director, Cardiovascular Marketing
Takeda Pharmaceuticals North America

D'Arcy has excellent collaborative skills and is diligent in her efforts to reach out to key members of the business. She has the ability to put her counterparts at ease, is an extremely strong listener, and has great insights into human nature and relationships.



KATHY SCARBECK
Executive Editor, Elsevier
Global Medical News
International Medical News Group/Elsevier

Kathy began her IMNG career as a reporter and honed her skills to become the editor of Ob.Gyn. News, which she helped to make the best-read specialty publication among obstetrician-gynecologists.



DEBORAH SEIFERT
Senior Director, Marketing
Wyeth

Deborah's tenacity, focus, and positive attitude, coupled with her drive to always do the right thing, have established her as a valued manager and leader within our organization.



STACEY SINGER
President, HLS, and Managing Partner,
CommonHealth

With more than 18 years in healthcare communications, Stacey has experience across virtually all marketing disciplines, including medical education, professional and consumer promotion, managed care, and market research.



CARY SMITHSON
Solution Partner
BusinessEdge Solutions Inc.

Cary is highly regarded by BusinessEdge Solutions' colleagues and clients and is best known for her strategic thinking and patient, resourceful approach to leadership.



KRISTEN SPENSIERI
Chandler Chicco Companies

With unmatched passion, intelligence, and energy, Kristen is respected by clients, peers, and young talent alike.



REBECCA SROGE
Executive VP/General Manager
Saatchi & Saatchi Consumer
Healthcare – CRM

Rebecca has helped bring sophisticated consumer CRM tools and models to the world of pharma, integrating them with the worlds of digital and general awareness to address the unique needs of the industry.



**VIOLET ALDAIA
BRANDEDGE**

I believe there are many characteristics that make a great leader, but top of mind would be integrity, passion, and the willingness to do things differently.

PAULETTE MCCARRON
COMMUNICATIONS MEDIA INC.

Leadership lessons can be taught, but I believe the essential confidence resides within someone before training. Among the lessons I've learned is to diversify the skills and personalities of those working with me. It's natural to surround oneself with similar people, but you need different skills and mindsets to effectively build a team.

CAROL CLARK
ELSEVIER INC.

One of the most important leadership lessons I have learned during my career is the importance of adaptability. In 1998, when I obtained my first position at Elsevier in the United Kingdom, my manager told me that one of her reasons for recruiting me was my willingness to accept change and to adapt. In 2001, I was offered the chance to relocate to the New York office, and I took it. Relocating to a new country was exciting and fulfilling, if not a little frightening. If I wasn't able to move outside my comfort zone by leaving my home, family, and friends, I would have missed out on one of the most exciting opportunities of my life.

COLLEEN GLYNN
APPLIED CLINICAL INTELLIGENCE LLC

George S. Patton said: "Don't tell people how to do things; tell them what to do and let them surprise you with their results." One of the most valuable lessons in leadership that I have come to



ELISABETH PENA VILLARROEL
PHARMAVOICE

Leaders do what needs to be done. They know the end goal for their teams and what needs to be done to get everyone closer to that goal.

discover is that, as leaders, we must share our knowledge and then allow others to build upon that knowledge and use it to excel. I believe a good leader delegates responsibility, while maintaining confidence that her staff is capable of realizing the objective. Along that same notion, I believe in encouraging people to give voice to their ideas. Oftentimes, this leads to creative and innovative problem solving. A lesson that I con-

tinue to learn is to have confidence in my own ideas and follow them to fruition.

MARIE YUVIENCO

MEDSITE INC.

Leadership is the ability to persuade those around you. Whether the leader of a nation, the leader of a boardroom, or the leader of a football team, without this ability to persuade, one cannot effectively execute the goals of the group. Persuasion, as some say, is an art in itself. The ability to persuade is not necessarily a quality one is born with, but one that can be nurtured and grown through experience. In my experience, a few other qualities common to effective leaders include understanding the organization and its people, defining goals, and, finally, following through a set of 'act on' items needed to reach these goals. While some of these qualities exist in every leader, I believe what separates a leader from a great leader is the careful balance of each of these qualities, coupled with the ability to persuade others to achieve the goals of an organization.

ROBIN FREEBURG, RN, BSN

INNOVEX INC.

As a new manager, I quickly learned that I could not communicate enough. I now make a point to over-communicate to ensure success and follow-through. I read once that management is about "making the most of imperfect people." An effective leader must focus on further developing strengths and providing support and training for weaknesses.

SHARON RUNDBERG

DORLAND GLOBAL CORP.

I have learned many lessons during my career and a few have made a huge impact. First, it is critical to be able to adapt and adjust to different working styles and find ways to inspire people to get results. Second, it's important to be able to respond to varying business condi-



RIMA DOMOW NACHSHEN
PACE INC.

As a leader, I have learned that I need to be the glue that holds the team together and the one who helps others become the best they can be.

tions and remain fast, flexible, and open minded. Third, expectations must be stated through clearly defined goals, and a good leader will hold people accountable to these goals. Fourth, strive to create an environment that fosters growth and development of the people working in the team. Fifth, a good leader always treats others as she would want to be treated. If leaders don't demonstrate trust and respect for others then people won't follow them.

D'ARCY RYAN

TAKEDA PHARMACEUTICALS NORTH AMERICA

One of the most important leadership lessons I have learned is the value of fostering an environment open to debate over facts and ideas, balanced with trust and respect for people so that the debate never seems personal. This encourages teams to challenge the current



LISA DALTON
SHIRE PHARMACEUTICALS

I have learned that there is something to be said for celebrating success but, more importantly, for taking accountability for and learning from mistakes.

THE 2006 HBA RISING STARS



JUDY STRAUSS-MAST
VP, Medicare/Medicaid Business Team
Novartis Pharmaceuticals Corp.

Judy's experience spans a broad set of therapeutic classes, with functional experience in P&L management, managed-care sales and marketing, pricing and reimbursement, product marketing, and strategic planning.



MICHELLE M. SUCHOSKI
Account Executive
Goble & Associates

Michelle exemplifies what it takes to be a top-notch account executive — dedication, drive, and a passion to continually look for new ways to ensure the success of her brands.



LILLA SWAN
Senior Director, Market Research,
Forecasting and Sales Operations
Millennium Pharmaceuticals Inc.

Widely recognized as a thoughtful leader with an ability to develop and mentor talent, Lilla motivates others to perform at their best. She is great fun to work with and has a wonderful sense of humor.



ELISABETH PENA VILLARROEL
Interactive Manager/Associate Editor
PharmaVOICE

Elisabeth's spirit, character, and tireless dedication to exceeding expectations truly exemplify star qualities. Elisabeth's no-problem, can-do attitude and her ability to strategically manage a diverse range of duties make her one of PharmaVOICE's most valuable assets.



KIM WISHNOW-PER
Executive VP
CONNEXION Healthcare

Kim's years in pharma — on both the client and agency sides — and her strong relationships have enabled her to help propel CCX to become one of the leading medical education agencies in the business.



STELLA X. XU, PH.D.
Global Due Diligence Director
Roche Pharmaceuticals

Stella's diplomatic and focused approach, exceptional responsiveness, excellent judgment, and ability to direct team members without overly influencing them has earned her a high level of credibility, both within Roche and with the company's alliance partners.



MARIE YUVIENCO
General Counsel
Medsite Inc.

Marie has become one of the most vital members of our team. She is involved with every aspect of our business, from sales to product development.



MICHELLE M. SUCHOSKI
GOBLE & ASSOCIATES

The most impressive mentors in my life have taken the time to thoroughly explain business. They understand that sharing information with coworkers helps create a knowledgeable team.

rience of being in the trenches, being exposed to numerous scenarios, and building a broad portfolio of perspectives over time that clients come to value. When I decided to work on the agency side, I called my contacts and asked the simple question, "Who will I learn the most from?" The resounding answer was simple: Chandler Chicco. Years later, I can't imagine a better pair of mentors than Bob Chandler and Gianfranco Chicco to have evolved my skill set.

LISA DALTON
SHIRE PHARMACEUTICALS

My current boss is both a mentor and a role model, and I am very grateful for her ongoing commitment to my leadership development. As a mentor, she continuously challenges and encourages me to stretch beyond my limits. Knowing that she supports and believes in me gives me the confidence as a leader to take risks, make tough decisions, and be creative in finding and owning solutions.

JENNIFER DAY
DOWDEN HEALTH MEDIA

Clayton Hasser was my mentor at the AAFP when we launched Family Practice Management in 1993. For the past seven years, Bob Osborn has been my sage, instilling the virtues of entrepreneurial spirit, creativity, and patience — on which I'm forever toiling.

thinking and to create unique solutions. What I think makes a leader truly great is the ability to help others connect the dots between points

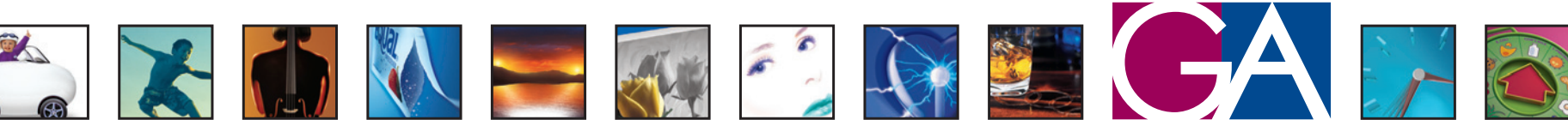
of information and insight so they can see the same big picture and, as a result, create effective strategies that help achieve this shared vision.

Who are the individuals who have played a role in your leadership development, either as mentors or role models?

KRISTEN SPENSIERI
CHANDLER CHICCO COMPANIES

The importance of mentorship cannot be

overestimated, especially in a discipline such as healthcare public relations, which can't be learned from a text book. It's the hands-on expe-



Creating smiles is what we do



Genevieve Burke
 Director, Growth Strategies
 Merisant Company
 gburke@equalinfo.com

Our client Geni loves her Equal® healthcare professional campaigns. From the strategy to positioning to the creative, it all makes her smile. Diabetes educators love 'em... and so do their patients. So did the Rx Club. If you're not smiling enough with your agency, give Joe or Mark a call at 312-803-1900...

...or just email Geni and ask her for yourself. She'll tell you how we've helped her be successful and why we've been making her smile for years.



ELISABETH PENA VILLARROEL
PHARMAVOICE

My parents have been my primary role models. My dad moved to America from Mexico and through hard work and determination became CEO of an international private-investigation firm and one of the most renowned private investigators in the world. Both he and my mom, who works alongside him, have led by example, showing me the importance of knowledge, perseverance, and integrity. I am also extremely fortunate to work with three role models daily — the founders of PharmaVOICE, whose passion for their work and dedication to this industry continually inspire me.

RIMA DOMOW NACHSHEN
PACE INC.

Growing up, I remember my father working a lot but always having time for our family, his personal interests, and my activities. He worked in a corporate environment, managing many people, products, and technology. He was a leader who could inspire others to be their best. He was down-to-earth, sophisticated, and bright. He was a coach, a volunteer, and the best father I could have had. I always thought that when I grew up I would want to be just like him. When I was 17, he suddenly passed away. His personal and professional drive have helped me become the leader I am today — strong-minded, hardworking, driven, energetic, and determined to succeed in everything I do.

NANCY JOSEPH-RIDGE, M.D.
TAP PHARMACEUTICAL PRODUCTS INC.

Several individuals have played roles in my leadership development. They have included Stuart Levine, M.D., chairman of medicine at Rush Presbyterian St. Luke's Hospital in Chicago. He showed me that a leader must listen to

SONNIE KANG
QUINTILES MEDICAL COMMUNICATIONS

Great leaders are those who possess a global perspective on where their organization fits within the spheres in which it operates. Great leaders also need an internal guide that allows them to listen to themselves, at times paying closer attention to their hearts and at other times their minds.

his or her team and be able to take their recommendations when appropriate. He also showed me that fairness goes a long way. Another individual who served as a mentor is Marla Persky, J.D., VP, general counsel, and corporate secretary of Boehringer Ingelheim Corp. She has assisted me with better understanding of business aspects of the pharmaceutical industry. She has provided insights on interactions within the industry.

LIZA MORRIS
SPECTRUM SCIENCE COMMUNICATIONS

John Seng, president and founder of Spectrum Science Communications, has been an incredible mentor and a role model for me for more than the last nine years. One trait that makes John stand out from others is his gratitude for each and every team member's contribution to the mission. He has taught me appreciation, empowerment, and team building as key leadership skills. My childhood ballet teacher was my first mentor. She traveled the world performing through her 20s and 30s before opening her own studio, in which she taught until she was 86. She taught me invaluable professional lessons — from grace and presence, to the basic principals of running a small business. Both my maternal and paternal grandparents are role models to me as entrepreneurs and small business owners. Hearing stories of how they started each company, the creative approaches they employed during challenging economic swings, and their honorable commitment to giving back to the community have been an inspiration to me. Through their timeless examples, I know I can achieve anything I set out to do.

NANCY RIVERA
JBK ASSOCIATES INC.

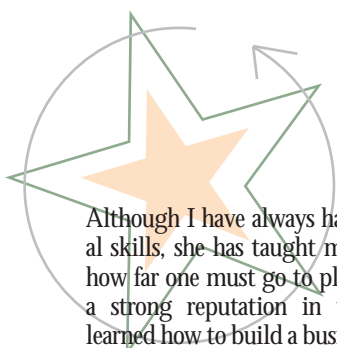
I have had two very strong mentors throughout my career. One is a friend and former colleague, Alfonso Wyatt, VP of the Fund for the City of New York, who taught me not to be



ANNA MARIA PALEOCRASSAS
KPR

In this particular industry, it's not enough to be just a great leader. One also has to be a mentor — taking the extra time to teach and allowing the proper space for learning and development.

afraid to travel the road less traveled. He was a great source of influence and always encouraged me to go a little further than I thought I could go. He taught me not to quit even when things were at their toughest. He has always been available to listen to my concerns and has always had a positive word. He also has never been afraid to confront me with areas that needed to be improved. Alfonso is someone whom I can call on when I need direction. Through him, I have learned the great skills of listening and encouraging. My second mentor is my current employer, Julie Kampf, president of JBK Associates. She is someone who is not afraid to share her knowledge of the business with those who show interest in learning. She is always willing to teach all that she knows. From Julie I have learned the importance of persistence and focus.



Although I have always had strong interpersonal skills, she has taught me the great depths of how far one must go to please a client and keep a strong reputation in the industry. I have learned how to build a business and how to reach the unreachable. Working with her has been a life lesson that will stay with me forever. The past three years have been an incredible journey of learning and growth.

SONNIE KANG

QUINTILES MEDICAL COMMUNICATIONS

My dad certainly has been a big influence; he exudes a quiet confidence and has always led by example. Keeping a cool head in tough situations is one thing I learned from him. He immigrated to this country at the age of 40 and

was able to build a flourishing business from the ground up. He truly has been a key influence on who I am today. Also, my boss has had an effect on how I provide leadership. One valuable lesson I've learned from him is never overreacting to either the bad news or the good; keeping an even keel is very important.

REBECCA SROGE

SAATCHI & SAATCHI CONSUMER HEALTHCARE – CRM

Mike Trepicchio, the CEO of Saatchi & Saatchi Healthcare, has been pivotal in my overall development. I've listened to him carefully over the years I've worked for him. Mike's a great leader; he combines brilliant strategy with gracious management, and handles difficult situations with elegance.



COLLEEN HINDSLEY

REGAN CAMPBELL WARD • MCCANN

Cultivating strong professional relationships with coworkers and clients is one of the most motivating and rewarding things you can do in your career.

Do you believe being a leader within the healthcare arena is different from being a leader in another industry sector?

CARY SMITHSON

BUSINESSEDGE SOLUTIONS INC.

Being a leader in the healthcare industry is different from leading elsewhere for many reasons. Executives in this arena must always have an eye toward what is required from a compliance standpoint. Also, because it is such a small industry, sooner or later you will run across the same people again and again; so excellent people skills are needed to forge positive relationships with everyone you encounter. Collaboration is so important in this industry to achieve the needed results. Knowledge is at the core of life sciences. We can never forget that in the end, it is about saving lives and making life better for the world.

KATHY D'ALONZO MONDAY, R.PH.

ASTRAZENECA PHARMACEUTICALS LP

This industry is different from any other because of one thing — the patient. When I was a pharmacist, I had a personal connection with patients, offering support and giving advice; it was an incredibly rewarding experience. Now, being a leader in the pharmaceutical industry, the feeling of that positive impact has amplified exponentially. Instead of making a difference in the lives of people who live in my community, I feel a direct connection with people throughout the world. My daily activities ensure that patients get the medicines they need. Just as with any industry, we get caught up in our daily routines; but when the days get long and the stress is mounting, I also believe it is my role as

a leader to remind the people around me why we are doing what we're doing — to help patients. There is no greater motivator.

VIOLET ALDAIA

BRANDEGE, A DIVISION OF
GREY HEALTHCARE GROUP

Being a leader in the healthcare arena is different from being a leader in another industry sector. We have a greater responsibility than most because we are educating physicians and patients about new therapies, products, and services that can have a profound effect on their lives. We also are in a unique position to help facilitate the dialogue between all stakeholders central to healthcare, whether they be physicians, patients, advocacy groups, laboratorians, researchers, or others, so that the end result is a better quality of life for the patient.

RANJANA PATHAK

ENDO PHARMACEUTICALS INC.

Unlike other industries, the consumer of healthcare is a unique entity, in that each patient/health consumer/subject is different. Lives are at stake. Patient safety is of utmost importance in this industry. In my role, it is imperative that I do not lose sight of the fact that at the end of a dosage form is a human being hoping to heal, feel better, or remain fit. Education and knowledge are pivotal for women in this industry. It is a highly regulated industry and a solid educational background with strong knowledge of the current rules and regulations is essential. I believe this is a very good industry for women to be in because of our inherent nature and natural instincts, such as compassion and caring.

What is the one piece of career-development advice that you would like to communicate to women who are just entering the healthcare arena?

COLLEEN HINDSLEY

REGAN CAMPBELL WARD • MCCANN

Pay attention to relationships, both business and personal. It's so easy to get caught up in the lightning pace of the industry and forget that this business is not just about the

products, but about the people. Also, when you are just starting out and eager to "make your mark," don't lose touch with your friends and family. They will help keep you grounded and remind you to come up for air once in a while.



ANNA MARIA PALEOCRASSAS
KPR

Professional growth is an ongoing process, in which one has the opportunity to learn something new every day. A great leader recognizes the importance of growth and encourages learning from every professional interaction. A great leader listens as well as inspires others to maximize their potential. I have been exceptionally fortunate to have had several mentors during my career. I hope that I can continue to grow professionally while providing inspiration to others.

SANDY JENNINGS
INVENTIV HEALTH

Someone new to the industry should learn as much as they can, as fast as they can. In addition to exceeding expectations associated with an entry-level position, it is important to surround yourself with professionals that have a significant depth of knowledge in the industry. This can be accomplished by developing mentoring relationships with the leadership in your own organization or reaching out through various networking channels to other high achievers within the pharmaceutical industry. The knowledge gained through these relationships can be used to accelerate your career by applying key learnings to your daily objectives.

SARAH MOONEY
INNOVIA EDUCATION INSTITUTE

The life-sciences and healthcare arena offers so many valuable ways to contribute to improved patient care and outcomes. These opportunities range from clinical research, to the development of groundbreaking new therapies, to developing educational programs that disseminate this critical information. I cannot stress enough the value of a strong mentor and supportive professional development network to focus your career and help you identify and explore all available directions. Don't be afraid to seek out and approach those people you admire, ask questions, and learn their career stories. Successful mentorships not only help to focus a young career, they also build lasting professional relationships and bonds.

CATHERINE TAK PIECH
ORTHO BIOTECH CLINICAL AFFAIRS LLC

First and foremost, remember the patient and do the right thing; all healthcare professionals have this special obligation. Always keep in mind your reputation is your currency in what is actually a small world. Treat people with respect and respect differences, too. Observe and think about what happens all around your business; seek to understand why

KIM WISHNOW-PER
CONNEXION HEALTHCARE

It is never too early to begin building a network, which is key to developing a professional future. It also is critical to take the time to write down goals and expectations and understand that opportunity can be found everywhere.

things happen. Be curious about all the different roles within the organization, what skills are needed, how they interact, and what kind of power travels through them. Don't be reluctant to ask for help when you know you need it. Be responsible for all your actions or inactions. That said, develop a "safe harbor" individual for brainstorming or venting frustration that will be kept confidential; this will keep you sane when times get tough. Don't be afraid to surround yourself with smarter people, just give credit where it is due. Take risks and change things up when you become bored or complacent. Finally, keep things in perspective, and seek a balanced life.

SHARON CLARKE
MEDPOINTE PHARMACEUTICALS

The one piece of career advice I would give to a woman entering this arena is to never compromise her values when working toward career goals. One can get ahead in the healthcare arena through hard work, constant self-learning, and self-development, leadership, behaving ethically, and always having active goals. One can grow and develop within the framework of one's values and the values of the organization for which one works. If she makes one of her values self-development, a woman in this field will always be looking to learn and improve her skills sets. Self-development will enable her to take on greater responsibility when the time comes. Look to first do your own job well. Bring solutions forward to problems you encounter, and implement plans for the solutions that will work. When you are doing your own job well, look to develop the skills for the next career steps.

STACEY SINGER
HLS AND COMMONHEALTH

The most meaningful and interesting career



is usually the result of being open to possibilities and opportunities that may not be anticipated. I have been fortunate in my career at CommonHealth, since a number of times I have been asked to take on positions in areas where I believed I had limited experience or exposure. Typically, these positions were not part of my master personal plan, but I took them on as part of my growth and development. Without fail, these positions ended up being the most rewarding and interesting. The result is that I have not had the career that I planned 15 years ago; I have had a more diverse and fulfilling career.

WENDY BUTLER CURTIS
FULBRIGHT & JAWORSKI LLP

The most important career advice is that doing the job well is only the beginning. You must also get out of your office and demand opportunities, develop relationships, and show that you are committed to advancement. By trial and error and with a willingness to take risks, you must also find a work/life balance.

DEBORAH SEIFERT
WYETH

With so many exciting areas in healthcare to learn new skills or to contribute in a variety of therapeutic areas, it's important not to be afraid to take on new roles. Take the opportunities early in your career to find those areas that really turn you on, and the opportunities will follow. ♦

PharmaVOICE welcomes comments about this article. E-mail us at feedback@pharmavoice.com.